



# Arts and Culture in Angola, Indiana

Multi-sector collaboration to promote and encourage the arts in a rural setting



City of Angola | Downtown Services | Office of the Mayor

## **MAYOR'S ARTS COUNCIL**

### *Mission Statement*

Collaborative Promotion and Sustainable Support of Public Arts and Culture

### *Vision Statement*

Angola will be a community that has Arts and Culture interwoven into its fabric.

Our values include but are not limited to: Diversity, Appreciation, Education, Opportunity, and Inclusivity.

## **CITY OF ANGOLA DOWNTOWN SERVICES**

### *Goals*

Support, strengthen, and build capacity through collaborative assistance, programs/projects, and networking. Reinforce downtown Angola's image as an attractive location to work, shop and play.

## **CITY OF ANGOLA**

### *Mission*

Proudly working together to make visions a reality

# Overview



ONE OF SIX Maria Davis

Origami Crane installation - Driven By Data show 2019

**A**ngola saw exponential growth in the arts in 2019. The manifestation of eight new public sculptures located in its historic downtown, the creation of a new gallery, the development of the Mayor's Arts Council, and supportive community development and programming make a compelling story of a blossoming of the arts in a rural Indiana community.

What is not necessarily evident is the dedication and collaboration of those working behind the scenes - individuals across different sectors interested in developing opportunities for the arts, government programs supporting and implementing the development of innovative approaches to community vibrancy and economic and community development, and individual community members and organizations contributing their ideas, time, and talent on how they'd like to see Angola/Steuben County flourish. This document will attempt to convey an understanding of the confluence of events that encouraged the Angola/Steuben community to use creative placemaking as a catalyst for art to promote community and economic development. While this document may provide a general overview of the process, the intricacies

and nuances of the process involving communications, relationships, and opportunities are much more difficult to convey and in many ways can be seen as the "art" of the work done thus far.

It is important to note that the arts have always existed in Angola/Steuben County. What we had not seen in the past is the intersectionality of arts, government, and other stakeholders from sectors that are not traditionally considered arts-related. In the past, the "organized" arts community largely limited their community involvement to vending at local events and holding occasional craft classes. Whether intentional or not, messaging often didn't go beyond audiences outside those in the creative community, reducing potential impact and integration of the arts into the cultural mindset. Their contributions and voices to our community at large are important as is developing an integrative approach to arts. A greater emphasis on the advantages of being part of a larger whole and the need for outreach for our creative community across multiple sectors will most likely yield a positive effect on both artists and Angola/Steuben.



IMAGINE ALLEY Opening Day  
August 1, 2019

# Change Making

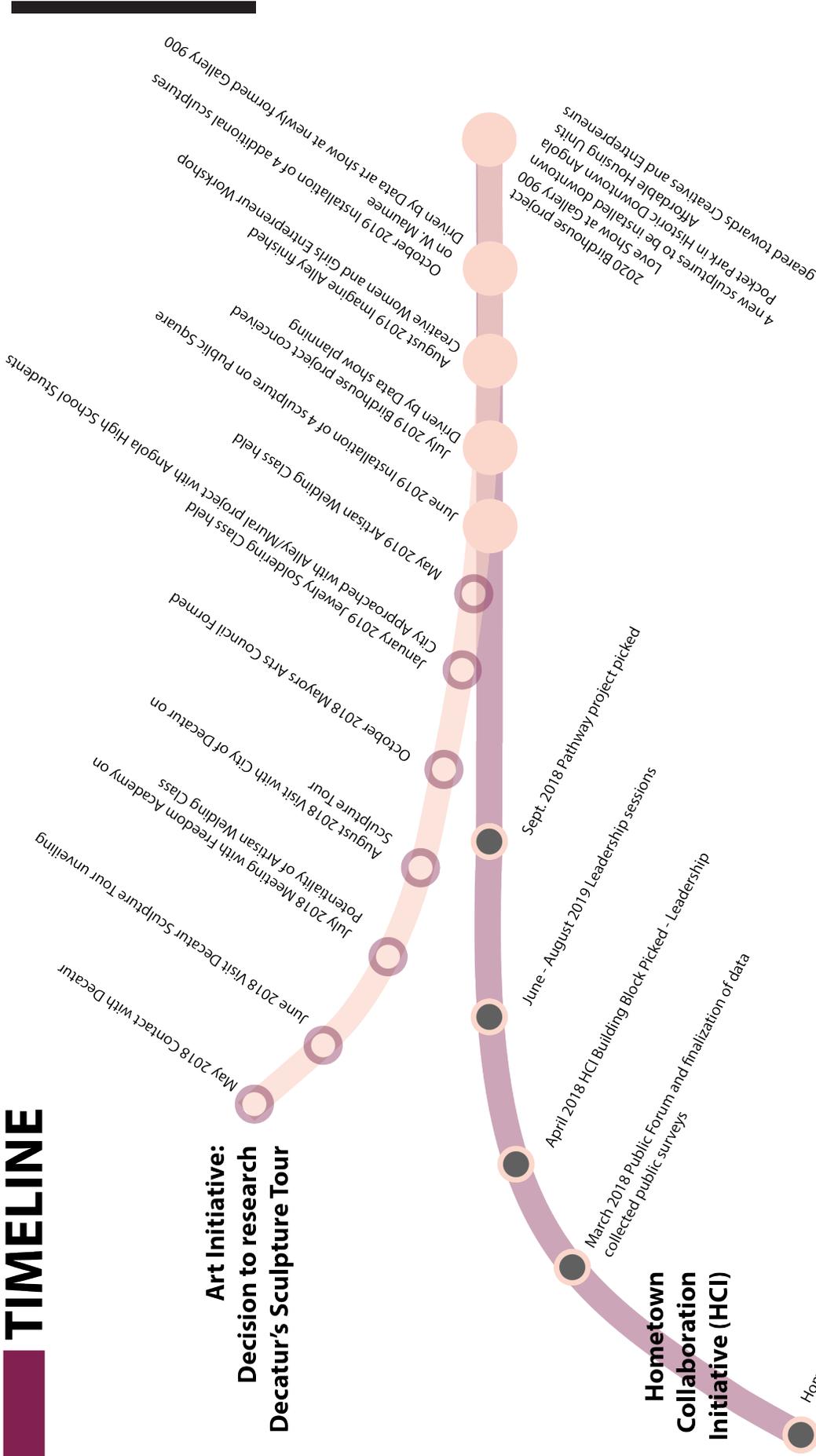
Simplifying the exponential development of the arts in Angola in 2019 is challenging. When we look at the work retrospectively, the process of change can be seen through three general areas - the individual, government policy and practice, and the community at large. Noted Hungarian-American psychologist Mihaly Csikszentmihalyi's study on creativity and flow\* posits that creativity occurs when the individual, the field, and the domain intersect - agreeing that "a work" is important. That "work" could be a discovery or an innovation-large or small. This theory may help to inform us on a process, which appears to closely align with the intersection of circumstances in Angola's burgeoning creative scene. The perspective of local government and in particular Downtown Services is taken here; as a driver of change and as presenters of this document. The City of Angola's Downtown Services Coordinator's work includes Community Development, Historic Preservation,

Promotion, program development including the arts. The relative newness of the position and the breadth of work has introduced a different holistic approach than what had been previously seen. The graphic on this page shows the three areas of creative change. A convergence for the Angola/Steuben community came when data through the Office of Community and Rural Affairs' (OCRA) Hometown Collaboration Initiative (HCI) supported a seemingly unrelated avenue of community development that the City of Angola's Downtown Services Coordinator was researching - a sculpture project akin to the Decatur Sculpture Tour. The City of Angola and the Mayor's Arts Council currently work with artists in Decatur for collaborative support of the Sculptures Angola program as well as the support to help create another financial avenue in the NE Indiana region for sculptors and artists. The timeline on the following page illustrates when the two Angola projects intersect.

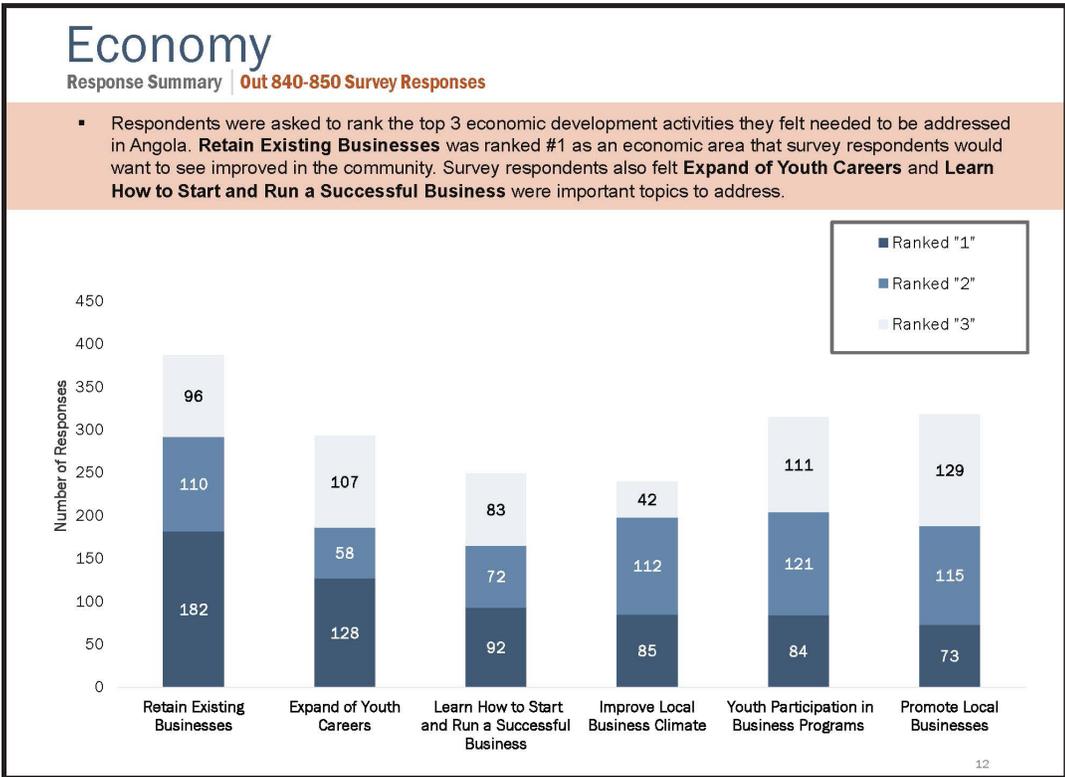
\*CREATIVITY: FLOW AND THE PSYCHOLOGY OF DISCOVERY AND INVENTION | MIHALY CSIKSZENTMIHALYI



# TIMELINE



The data from the HCl program became a basis for the HCl Pathway Project. Months of work had already been done researching, connecting and working towards building a working model for a sculpture tour in Angola outside of the HCl program. The data collected by the HCl supported arts programming as well as the research already done on a potential sculpture tour. The introduction of this potential sculpture initiative had a wider scope than other suggested avenues discussed for the HCl Pathway Project. The data opened the path to funding Sculptures Angola and helping to make it a catalyst for other arts opportunities in the community. Many other listed art projects after June 2019 came out of work done by members engaged with the Mayor's Arts Council, which also helps to connect and consolidate community arts information. 2020 will see the Mayor's Arts Council focusing on stability and sustainability of projects.



# ARTS AND CULTURE AND THE ECONOMY

## The data: Hometown Collaboration Initiative (HCI)

Following is a brief overview of what the Hometown Collaboration Initiative (HCI) program consisted of. The HCI was a capacity building project that the City of Angola's Downtown Services applied for in 2017. A group of community stakeholders were gathered and participated in the program. The program consisted of Three (3) Building Blocks from which the HCI Committee would evaluate. They would pick one of these which to base a Pathway Project on. The program had three phases: 1)The Foundation Phase where the HCI Committee, made up of community stakeholders, collect data about their community, 2) The Building Block Phase where the committee

## Economy

During the Economy round, community members were asked:

- How can we support existing businesses and those who want to start new businesses?
- What specific economic development strategies would help us achieve the vision you have for our Economy?

After each table reported out, all forum participants voted individually for their top three strategies.

### A Vision of Angola with a Thriving Economy from Forum Participants

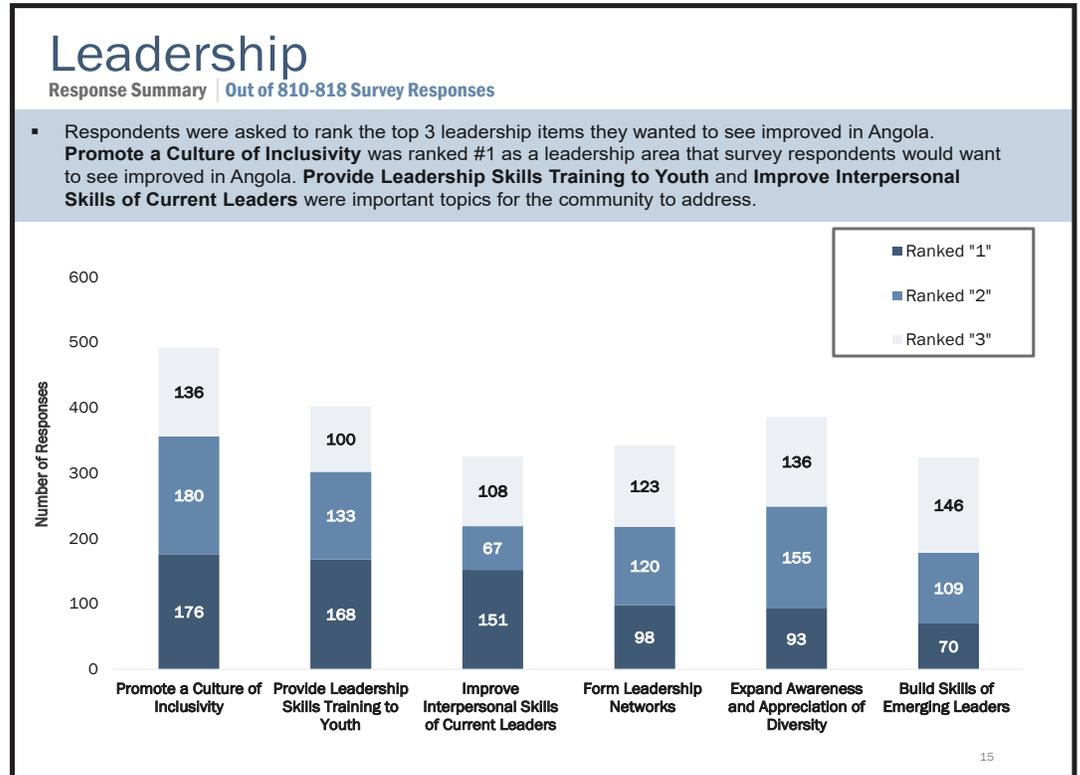
- Shopping local
- Vibrant downtown businesses
- Community information and business resource hub
- Adequate childcare and housing for workforce

### Suggested Economic Development Strategies

Category	Count
<b>Small Businesses</b>	<b>51</b>
Angola Shark Tank	12
Do more to support local businesses	15
Pop-up shops	4
Small bus. Scavenger hunt	9
Town ambassador, leave positive reviews	8
Business fair	1
Entrepreneur classes	2
Fill empty store fronts	0
Market to younger demographic	0
Downtown business expo	0
Provide info on tax breaks, funding	0
<b>Education &amp; Workforce Development</b>	<b>19</b>
Basic Life Skills Training	17
Collaborate more with Trine	2
Create more opportunities for younger individuals	0
<b>Leadership/Collaboration</b>	<b>7</b>
Service Core of Retired Executives (SCORE)	6
Promote leadership, mentoring opportunities	1
Facilitate collaboration among organizations	0
Mentorship among local businesses	0
<b>Housing and Childcare</b>	<b>5</b>
More childcare	3
Affordable housing	2
<b>Promotion and Awareness</b>	<b>40</b>
Resource hub of community resources	40
Information for new residents, businesses	0

Hometown Collaboration Initiative Community Forum  
Angola, Indiana 2018

# ARTS AND CULTURE AND LEADERSHIP



### Leadership

Leadership underlies the ability of a community to shape its own future, to create positive change. Strong communities are built by many people with effective leadership skills making a difference in our families, our schools, our businesses and organizations.

Community residents also discussed questions related to the survey results. You can find the survey report at [www.indianahci.org/Angola](http://www.indianahci.org/Angola).

Aside from a leadership program, what strategies should be undertaken to expand active participation of community members in community improvement activities?

<h4>Communication</h4> <ul style="list-style-type: none"> <li>• Web stream public meetings</li> <li>• Increase civic engagement efforts</li> <li>• City of Angola app</li> <li>• Two-way communication between leaders and community members</li> <li>• Host annual public forum</li> </ul>	<h4>Volunteering</h4> <ul style="list-style-type: none"> <li>• Volunteer matching service</li> <li>• More volunteering with schools and youth</li> <li>• Encourage employers to give employees paid time off to volunteer, mentor</li> <li>• Promote current volunteer opportunities</li> </ul>
<h4>Inclusivity</h4> <ul style="list-style-type: none"> <li>• Set a tone of respect</li> <li>• Integrate lake associations into community</li> <li>• Have a "Welcome Wagon" with resources about our community</li> </ul>	<h4>Job Training</h4> <ul style="list-style-type: none"> <li>• Skilled trade initiative</li> <li>• Better utilize resources:                         <ul style="list-style-type: none"> <li>• Enterprise Center</li> <li>• Impact Institute</li> <li>• Junior achievement</li> </ul> </li> <li>• Job shadow opportunities with local industries</li> </ul>

Hometown Collaboration Initiative Community Forum  
Angola, Indiana 2018

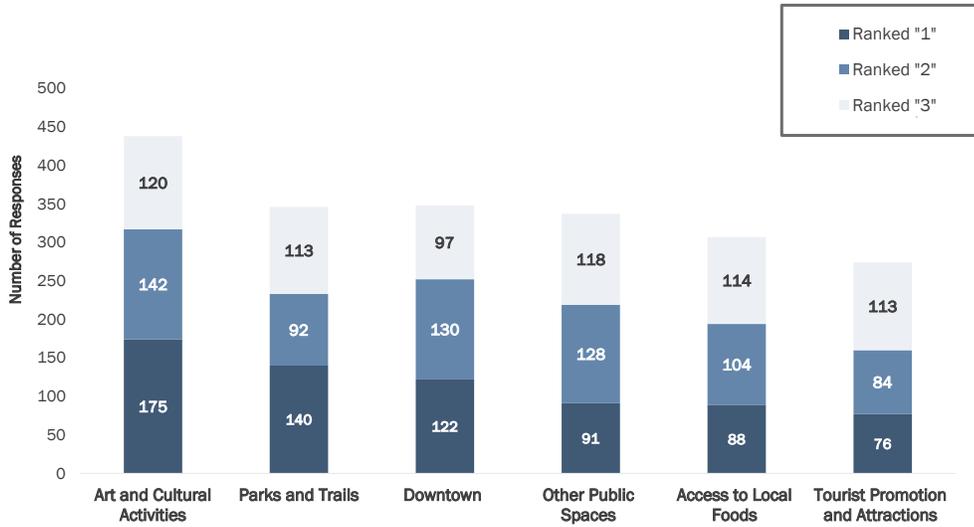
## The data: Hometown Collaboration Initiative (HCI) - continued

learned strategies to grow the community. 3) The Pathway Phase where the HCI committee implemented a chosen project. In the case of Angola it was the Sculptures Angola project. At this point the HCI Committee and the Mayor's Arts Council merged. The intention was for the Mayor's Arts Council to take over the project once the HCI program came to an end. The City of Angola and the Hometown Collaboration Initiative granted the money for the project's implementation - \$10,000 total. Some HCI members also became members of the Mayor's Arts Council. The Mayor's Arts Council members are from Angola and also outside of the City limits. The City of Angola hopes to transition the Arts Council into a county-wide entity when members are ready.

# 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.



## ARTS AND CULTURE AND PLACEMAKING

### The data: Hometown Collaboration Initiative (HCI) - continued

**M**any of the aspects of the data in each of the Building Blocks (Economy, Leadership, Placemaking) are referred to and acted upon through collaboration, as well as implementation by the City of Angola's Downtown Services and the Mayor's Arts Council. This is an integrated approach to the development of the arts in Angola/Steuben. The included timeline lists several projects that are congruent with HCI community data collected. Integration of each of the Building Blocks was not necessarily an outcome expected by the HCI program.

### Place Making

During the Place Making round, community members were asked what three Place making items are critical in making **Angola** an attractive place to live in the future. Each table reported their top three strategies and then all forum participants voted individually for the top three ideas they would like to see acted upon.

Category	Count
<b>Parks and Trails</b>	<b>53</b>
Sidewalks on 127 (Wayne St.) and US-20	41
Bike lanes on new and existing roads	7
Funding to finish trail to Pokagon	3
Crosswalks	2
Splash pad	0
Dog Park	0
<b>Downtown</b>	<b>29</b>
Decrease truck traffic on US-20	15
User-friendly parking	6
Twinkle lights	3
Walkways	2
Collaborate with Trine	2
Bike racks	1
<b>Arts &amp; Culture</b>	<b>55</b>
Taste of Angola Festival	16
Activities for young adults- bands, festivals	10
Community communication hub for events	13
Carlin Park stage, community theatre opportunities	3
Ribfest	3
Intergenerational project	3
Bring foreign cuisine to Angola	3
Group of volunteers from community, Trine	2
Food truck block party	1
Events that bring people together	1
<b>Tourism &amp; Attraction</b>	<b>9</b>
Lake resort, revive Bledsoe's Beach, casino	8
Community bulletin-boards	1
Update wayfinding signs	0
<b>Other</b>	<b>2</b>
Apartments Downtown	2

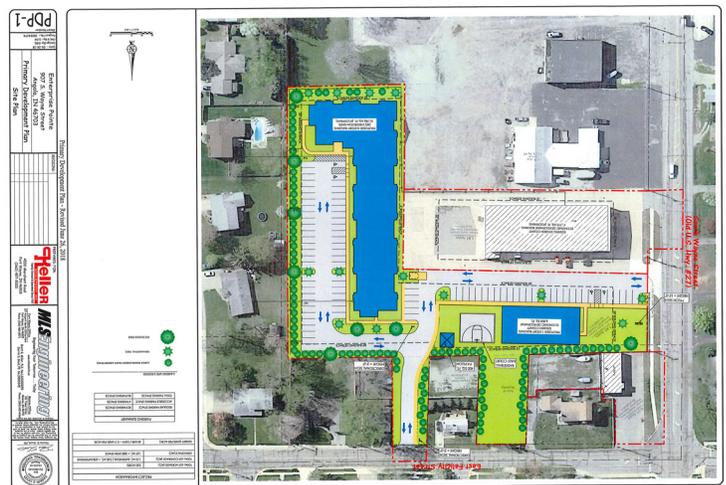
Hometown Collaboration Initiative Community Forum  
Angola, Indiana 2018



Left is a rendering of the proposed affordable housing units to be built in 2020. Below are plans for the campus that sits on the property of the Steuben County Economic Development Corporation.

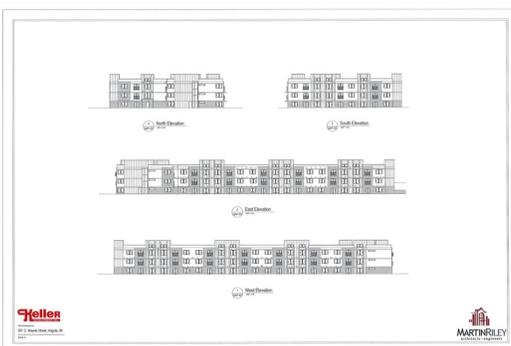
## Housing for Entrepreneurs and Creatives

**T**he Steuben County Economic Development Corporation (SCEDC) purchased 70,000 square feet of an old industrial complex in order to turn it into incubator space to include co-working, maker space and training classes. The project began in 2015 and is known as the Enterprise Center which houses the offices of the SCEDC, Indiana's WorkOne Region Office, the Angola Area Chamber of Commerce and a local IT company called Midsolv.



“Enterprise Point”, the new housing complex through Keller Development, along with on campus maker

space and co-working space will support budding entrepreneurs, small business owners and creators.



Over the last several years, Angola has ranked in the top 10 micropolitan and in 2019 was tied for 6th place nationally through Site Selection Magazine, a leading magazine for news on corporate facility location and economic development. The ranking is based on new facility projects that involve capital investment of \$1 million, create at least 20 new jobs and add a minimum of 20,000 sq ft of floor area.



**OTHER COMMUNITY ARTS PROGRAMMING** | Upper left: Creative Women and Girls Entrepreneur Workshop | Lower left: Product of Freedom Academy Artisan Welding Class | Middle left: Freedom Academy Jewelry Soldering Class | Upper right: Student Freedom Academy Artisan Welding Class | Upper right: Artists installing sculpture on W. Maumee in downtown Angola | Lower right: Installation at Gallery 900 in Angola

## What the Future Brings and its challenges

**W**ork is being done to raise funds, network with local artists and their groups, and promote the arts to become an integral part of community life in Angola/Steuben. The City of Angola, under Mayor Richard Hickman is committed to the support and promotion of the arts through the Mayor's Arts Council and the work of the Downtown Services Coordinator. New sculptures will be installed on June 26, 2020 to replace the leases of the current sculptures that are pictured on the cover page of this document.

Enterprise Point will help support creative entrepreneurial work and vice versa. Upcoming projects that were initially established in 2019 include upcoming shows by the local owner of newly established Gallery 900. The gallery owners also own a pocket park and plan a re-creation of

the park with painted benches, sidewalks, and colorfully painted birdhouses among other work to highlight the environment. The City of Angola's Municipal Stormwater Coordinator is working with an Angola High School Senior, who will attend art school in the fall, to develop educational environment material for Steuben County. The Mayor's Arts Council and Downtown Services will connect with more local artists to strengthen and aid the local artists' network and more entrepreneur classes are also in development for the future.

Grants and sponsorships currently fund much of the public arts programming. The upcoming challenges that faces the Angola community in regards to arts and culture, will be stabilizing and sustaining current projects and ensuring that programming can support, maintain and strengthen the current foundation, with funding at the forefront.

The following pages include data from the Hometown Collaboration Initiative (HCI) program through the Office of Community and Rural Affairs (OCRA) and data collected through the Transformational Strategies Program through Indiana Main Street (IMS) which focuses on Angola's Historic Downtown, which is listed on the National Register of Historic Places, is locally recognized through a municipal ordinance as a Commercial Historic District. Angola has a Historic Preservation Commission and works closely with Indiana Landmarks.



# ANGOLA SURVEY

Informing Our Local Decision Making Process

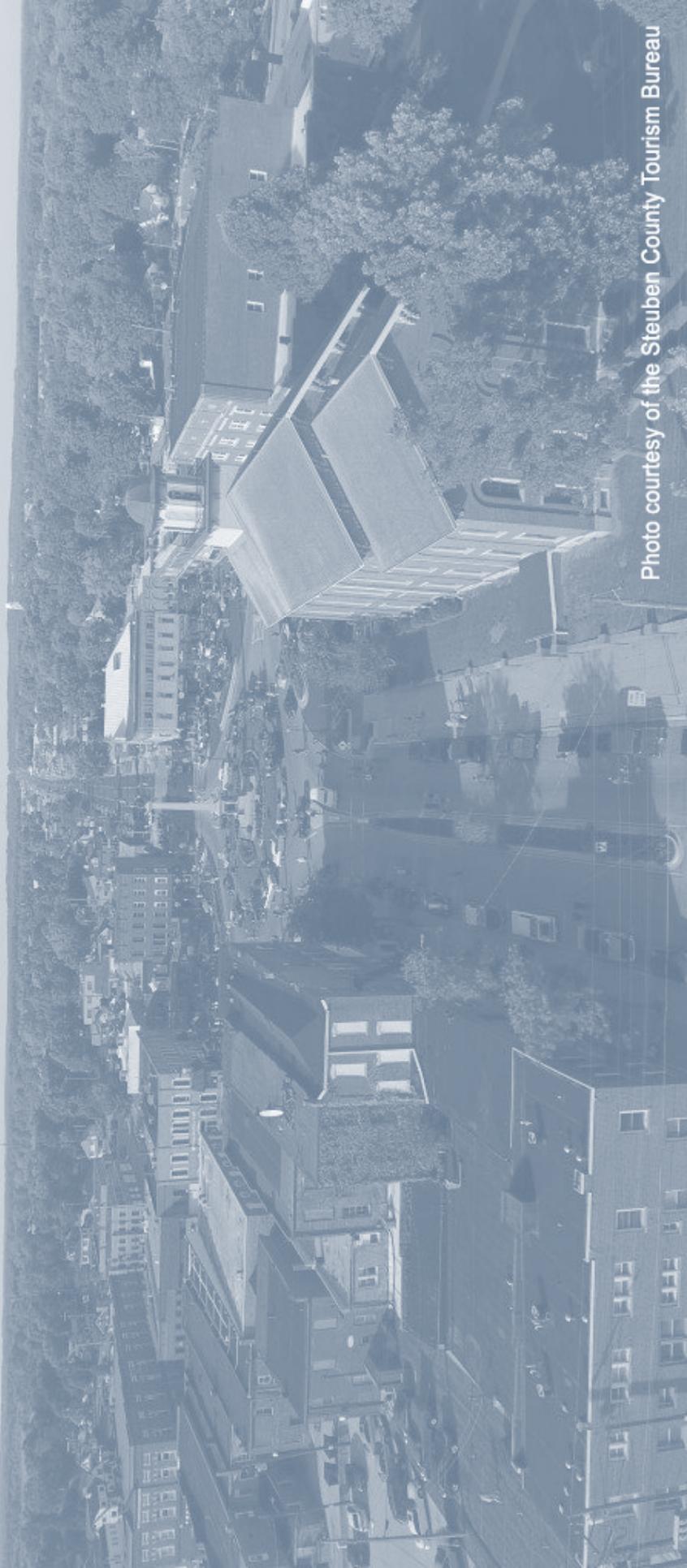


Photo courtesy of the Steuben County Tourism Bureau

# 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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B A L L S T A T E  
U N I V E R S I T Y

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# 01 Respondents

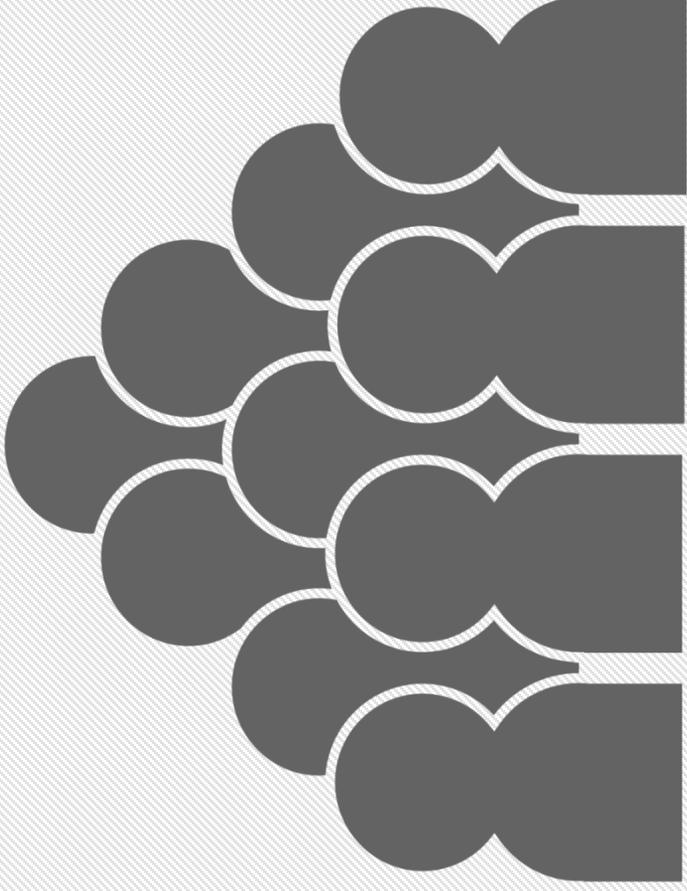
Survey Participants

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Demographics

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Employment & Education



# 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\***

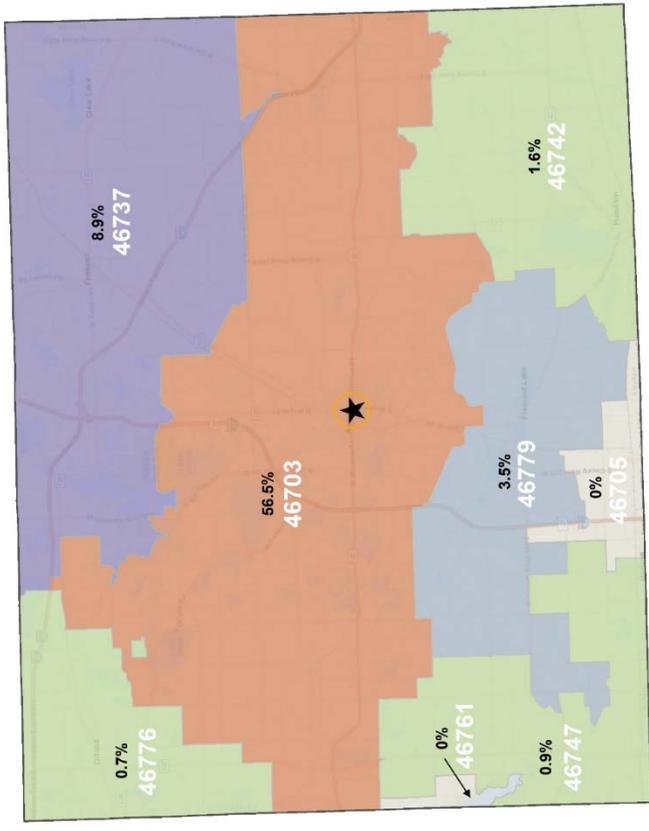
Live in Angola

856

Employed or go to school in Angola

486

\*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

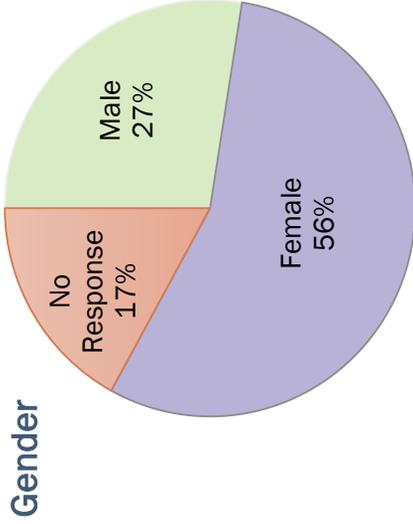
Response Summary | Out of 953 Survey Responses

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

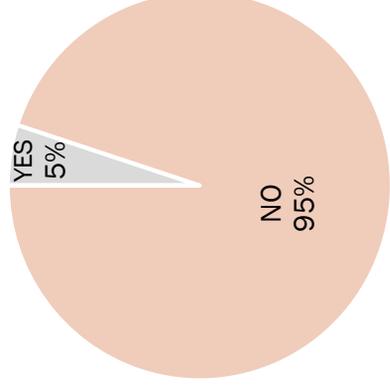
Age	
<18yrs	31.1%
18-24	10.4%
25-34	10.4%
35-44	12.0%
45-54	14.3%
55-64	13.9%
65+	8.1%

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



Hispanic or Latino background



# Survey Respondents

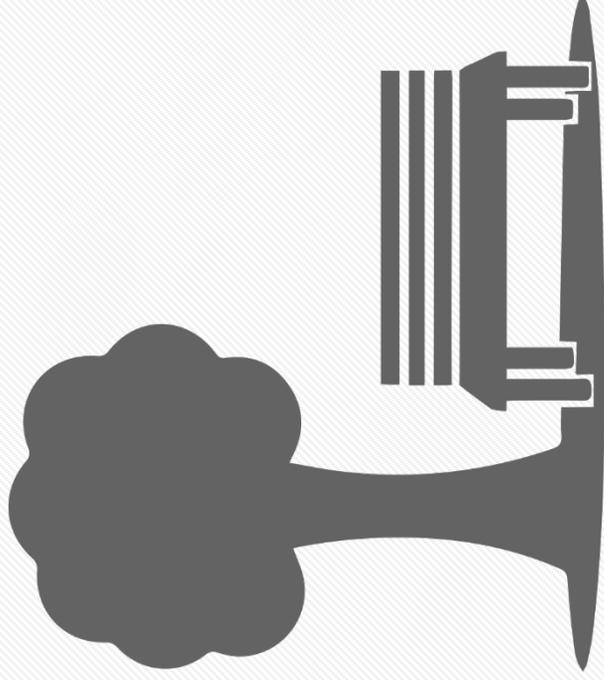
Response Summary | **Out of 953 Survey Responses**

- 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.

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

02

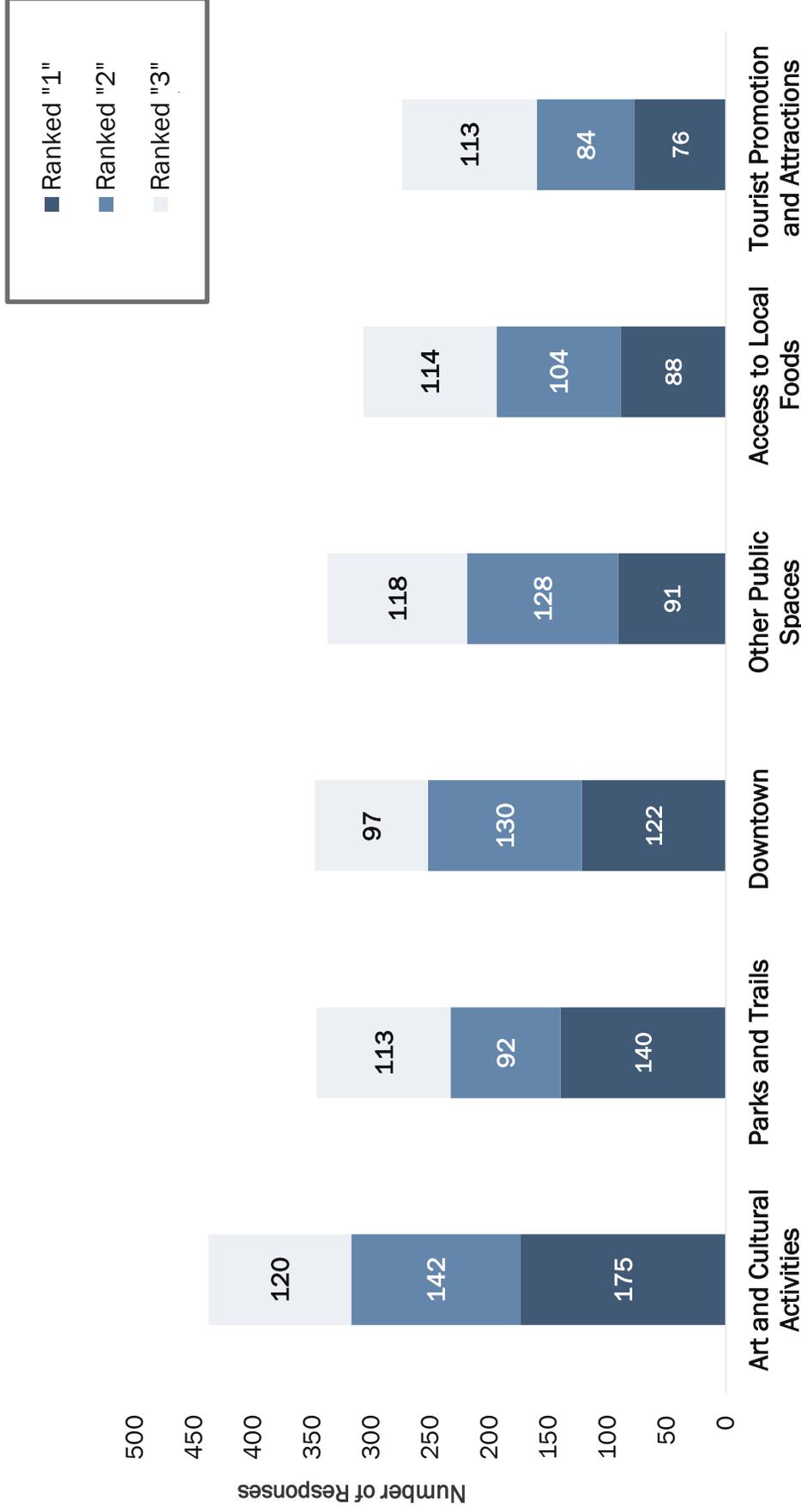
# Placemaking



# Placemaking

Response Summary | Out 851-950 Survey Responses

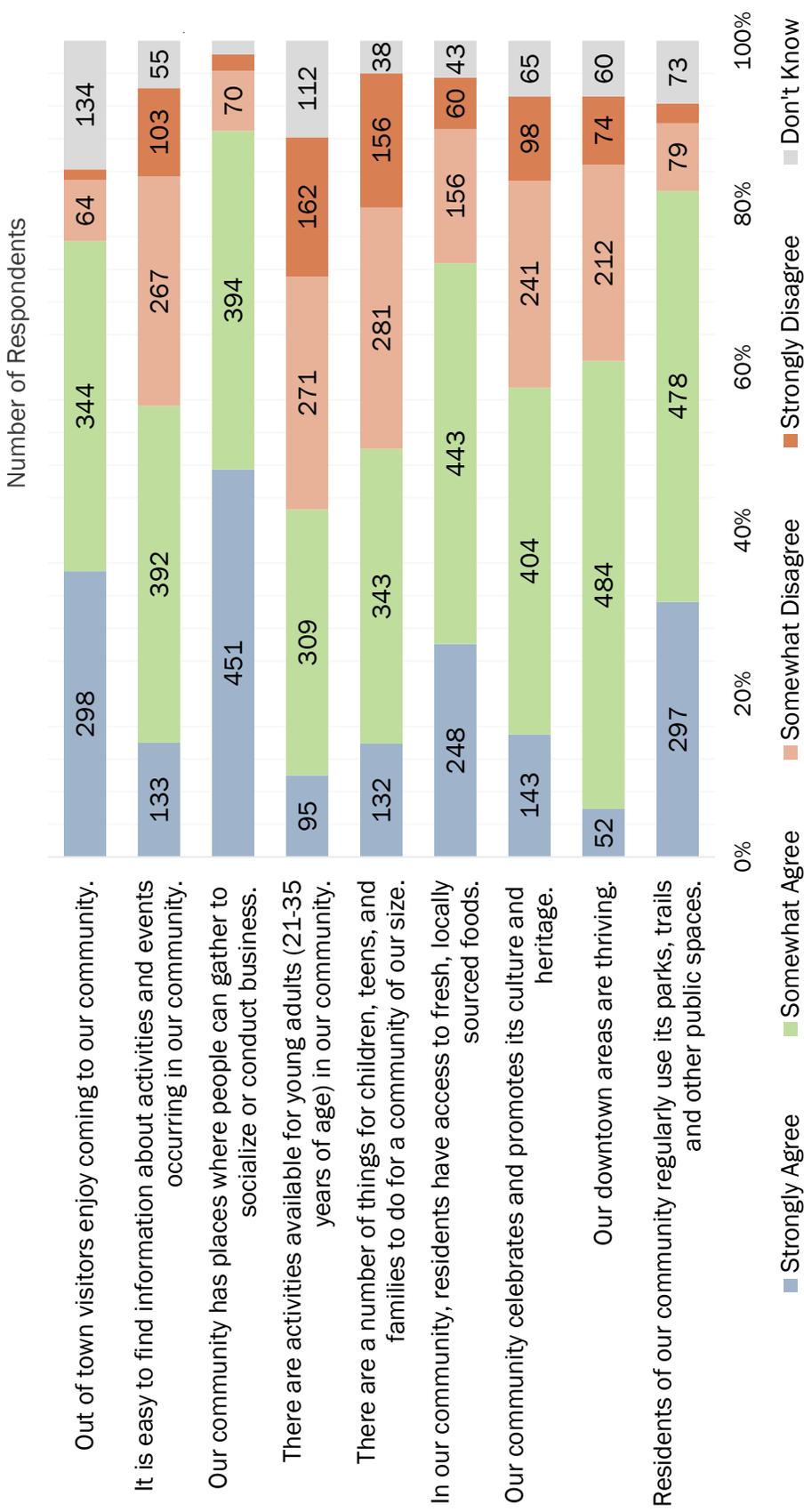
- Survey respondents were asked to rank the top 3 placemaking items they would like to see improved in Angola. Survey respondents overwhelmingly selected **Art and Cultural Activities**, **Parks and Trails** and **Downtown** were ranked in the top 3.



# Placemaking

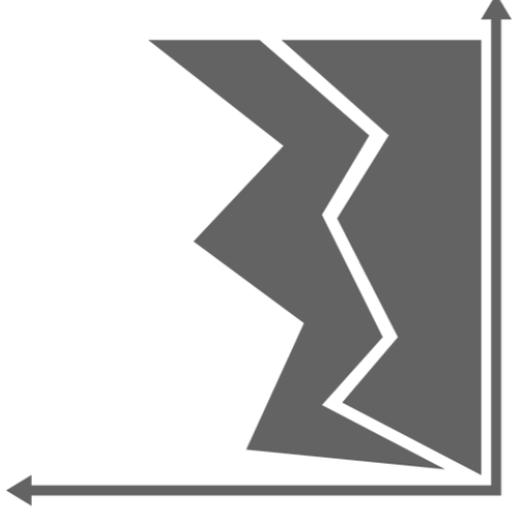
## Response Summary | Out of 851-950 Survey Responses

- 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

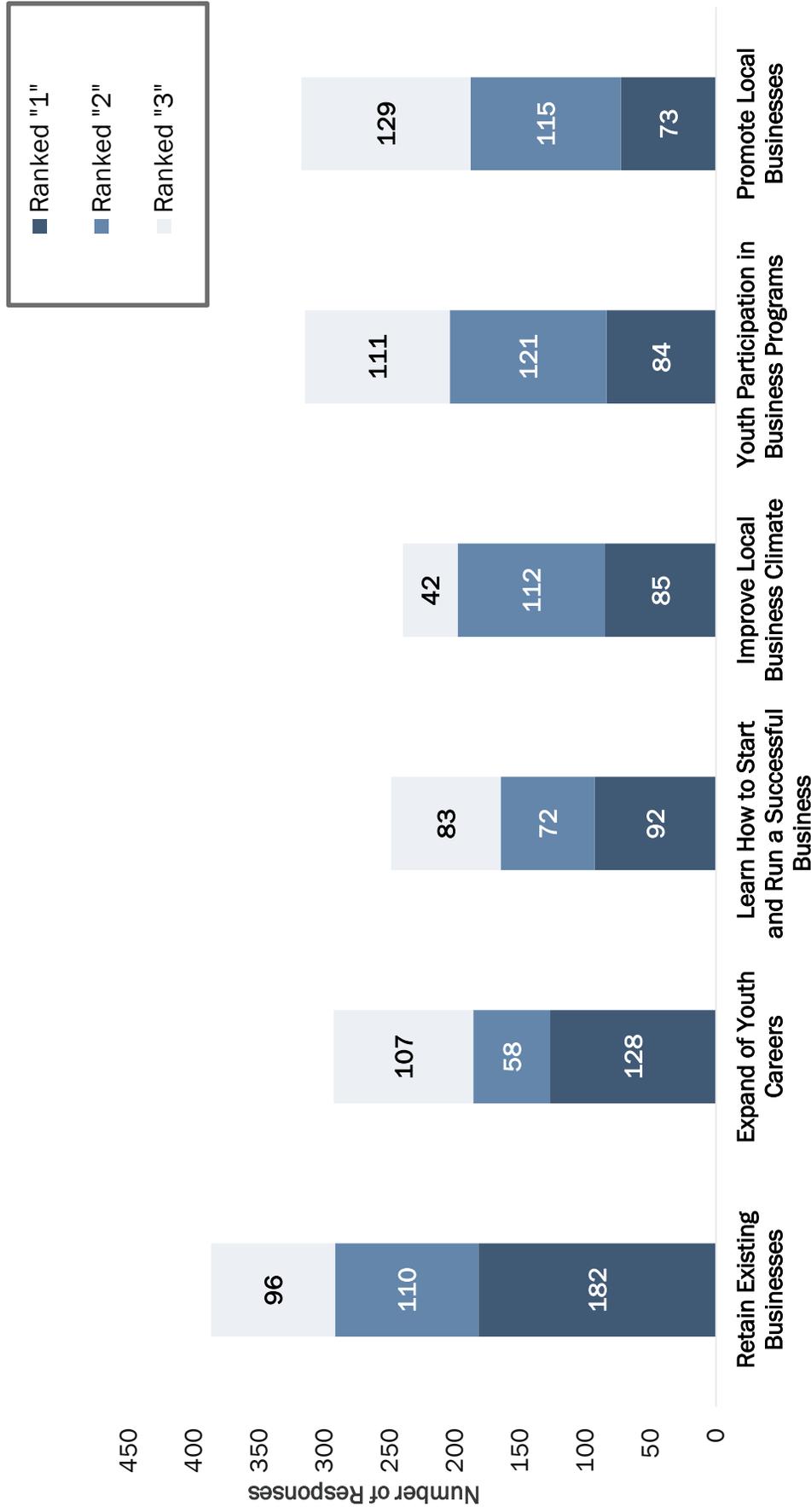
# Economy



# Economy

## Response Summary | Out 840-850 Survey Responses

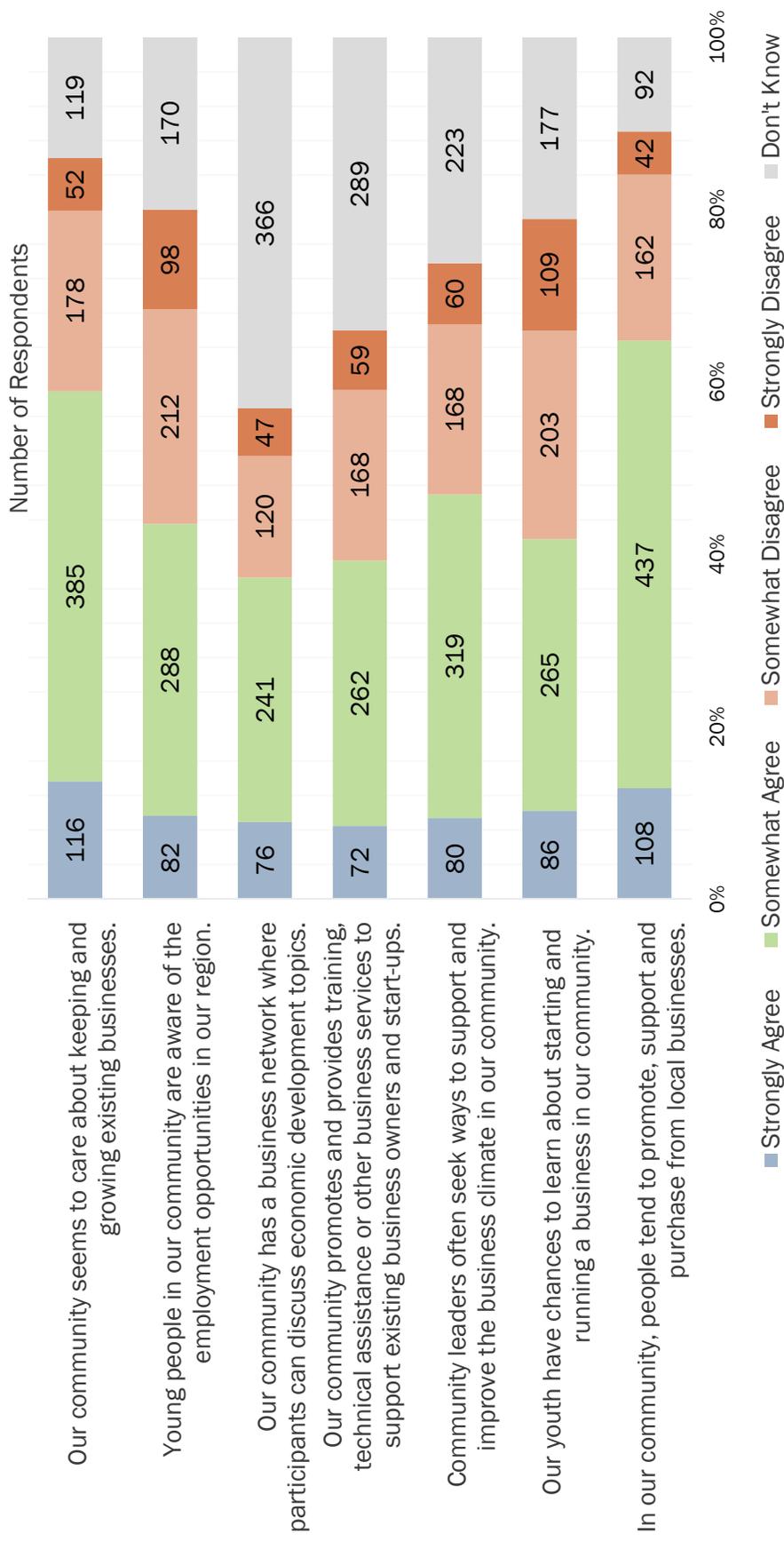
- Respondents were asked to rank the top 3 economic development activities they felt needed to be addressed in Angola. **Retain Existing Businesses** was ranked #1 as an economic area that survey respondents would want to see improved in the community. Survey respondents also felt **Expand of Youth Careers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



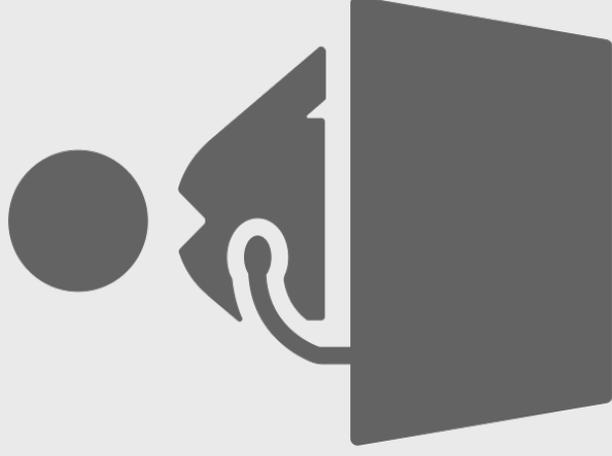
# Economy

## 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.



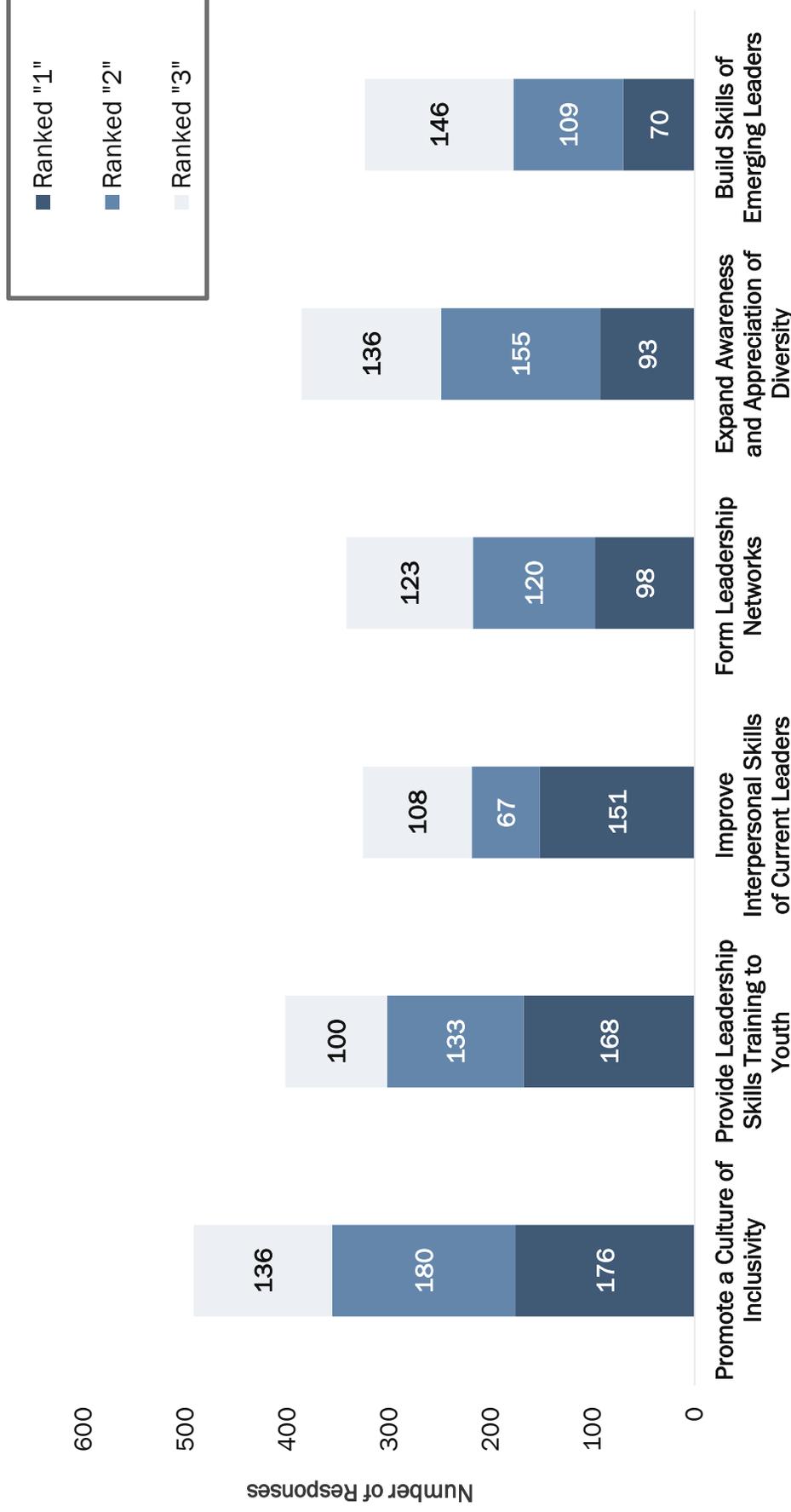
# 04 Leadership



# Leadership

## Response Summary | Out of 810-818 Survey Responses

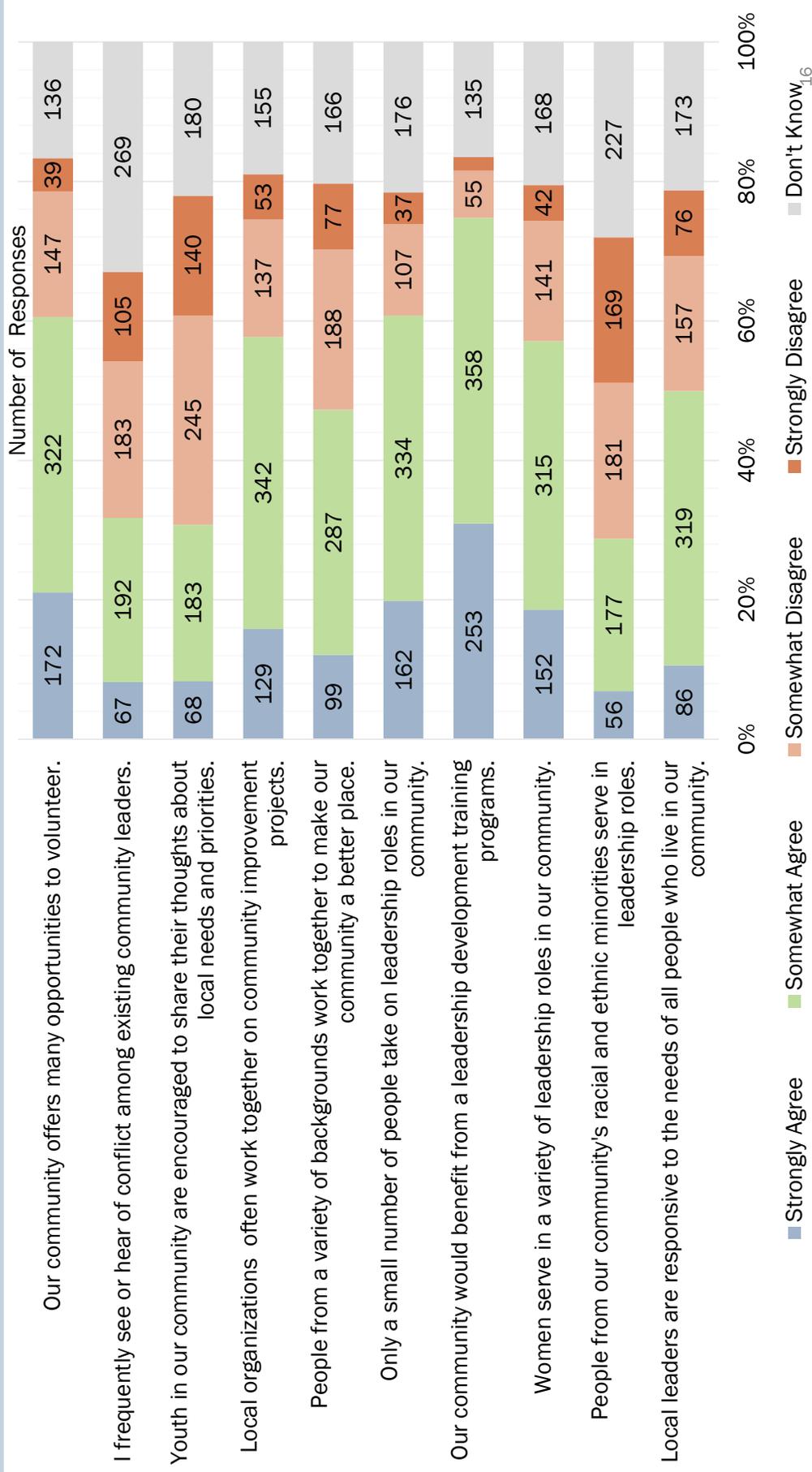
- Respondents were asked to rank the top 3 leadership items they wanted to see improved in Angola. **Promote a Culture of Inclusivity** was ranked #1 as a leadership area that survey respondents would want to see improved in Angola. **Provide Leadership Skills Training to Youth and Improve Interpersonal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



# 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.



# Hometown Collaboration Initiative

is a collaborative initiative of the Indiana Office of Community and Rural Affairs, Ball State University and Purdue University.

To learn more about HCI, visit [www.indianaHCI.org](http://www.indianaHCI.org)

If you have questions about this report, contact [info@indianaHCI.org](mailto:info@indianaHCI.org)



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# Economic Transformation Strategies for Angola, IN

**Kathy La Plante**

**National Main Street Center**

**Senior Program Officer**

**Director of Coordinating Program Services**

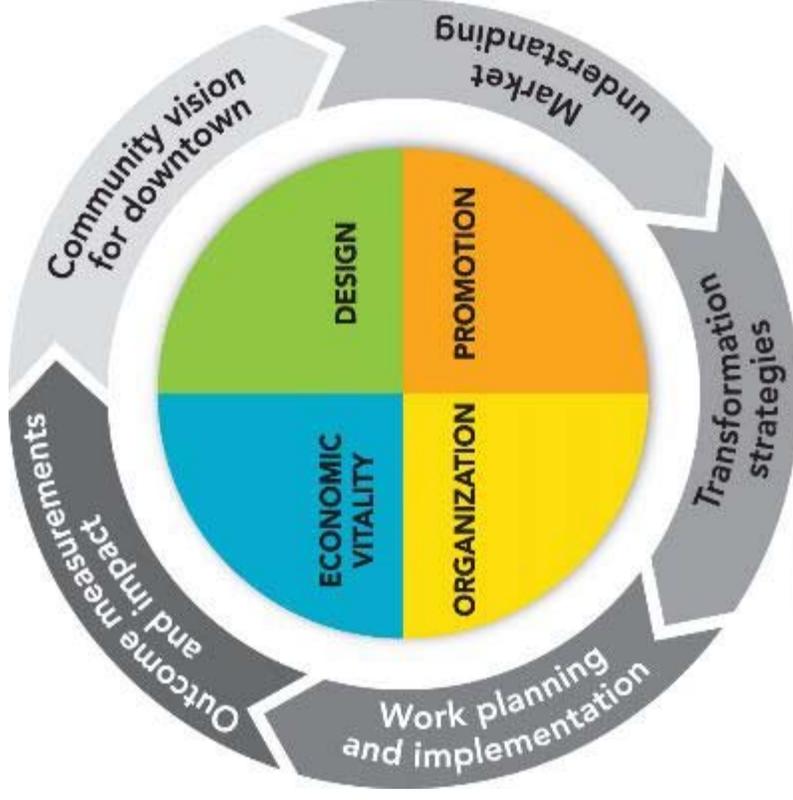


# Main Street Four-Point Approach®

- **Organization** - getting the community working toward consensus
- **Design** - getting the commercial district in top physical shape
- **Promotion** - marketing the district's unique characteristics and assets
- **Economic Vitality/District Vitality** - diversifying the district's economic base



# Main Street Approach®



## **Community vision + Market understanding:**

Establish a community vision for the Main Street district that acknowledges market realities and provides a foundation for future (re)development.

*Key tools: local surveys, market data*

## **Transformation Strategies**

Select a strategy aligned with the community vision and local market to guide programming, planning and investment in the downtown district.

*Key tools: focused strategy, implementable goals*

## **Implementation and Measurement**

Identify programming, partners and capital needed to implement transformation strategy; define measures of success to track impact over time.

*Key tools: project work plans, data collection and tracking*



# Customer-Based Strategies

- Downtown workers and/or residents
- College students
- Tourists
- Military installations
- Family-friendly, family-serving
- Millennials
- Retirees/Elder-Friendly



# Product-Based Strategies

- Arts
- Entertainment/nightlife
- Furniture/furnishings
- Professional services
- Health + wellness
- Sports + recreation
- Ethnic specialties
- Apparel
- Agriculture
- Education
- Green products
- Convenience
- Manufacturing
- Food



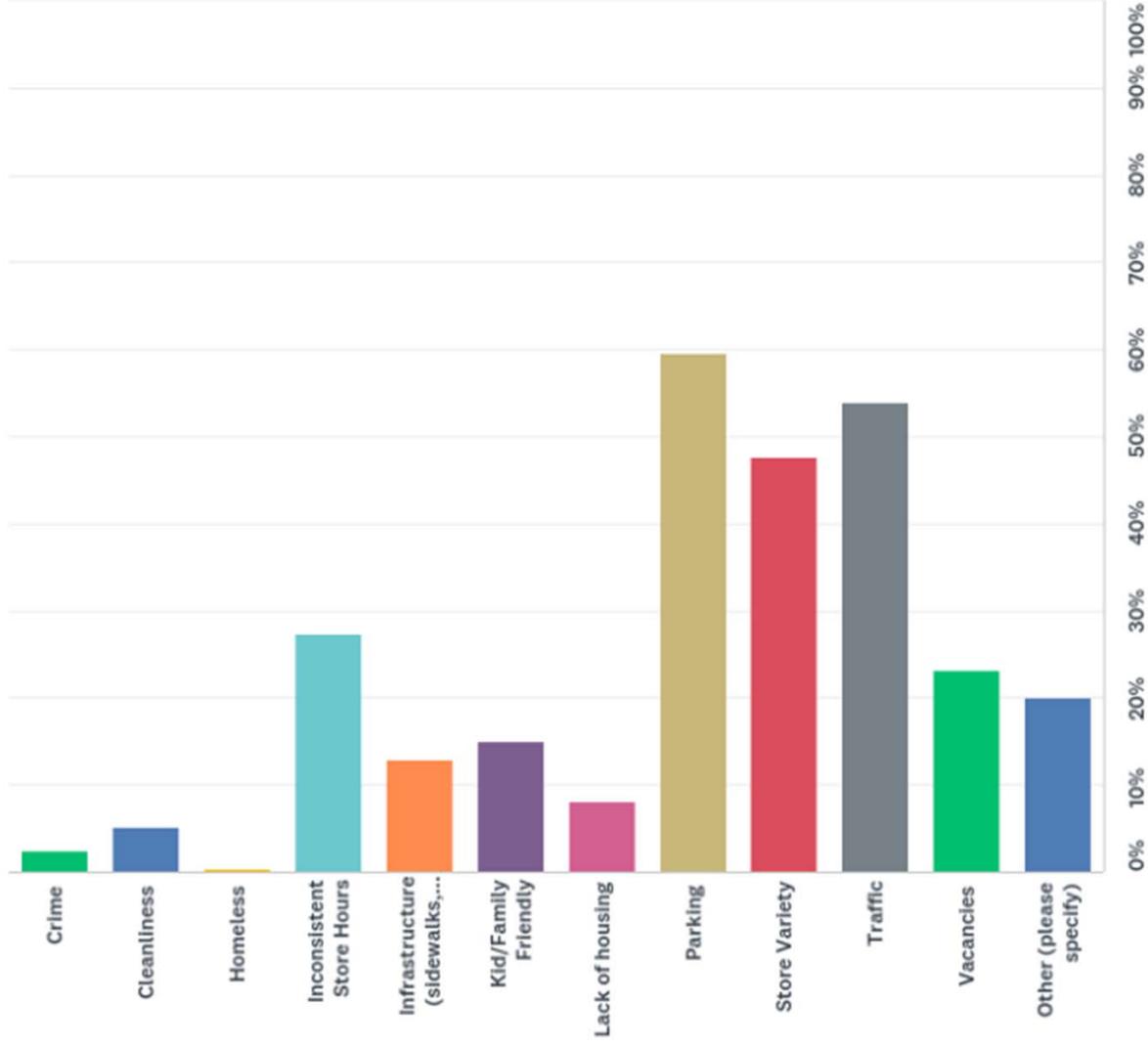
# Community Surveys

246 Completed





Q2 The top 3 issues facing downtown are:

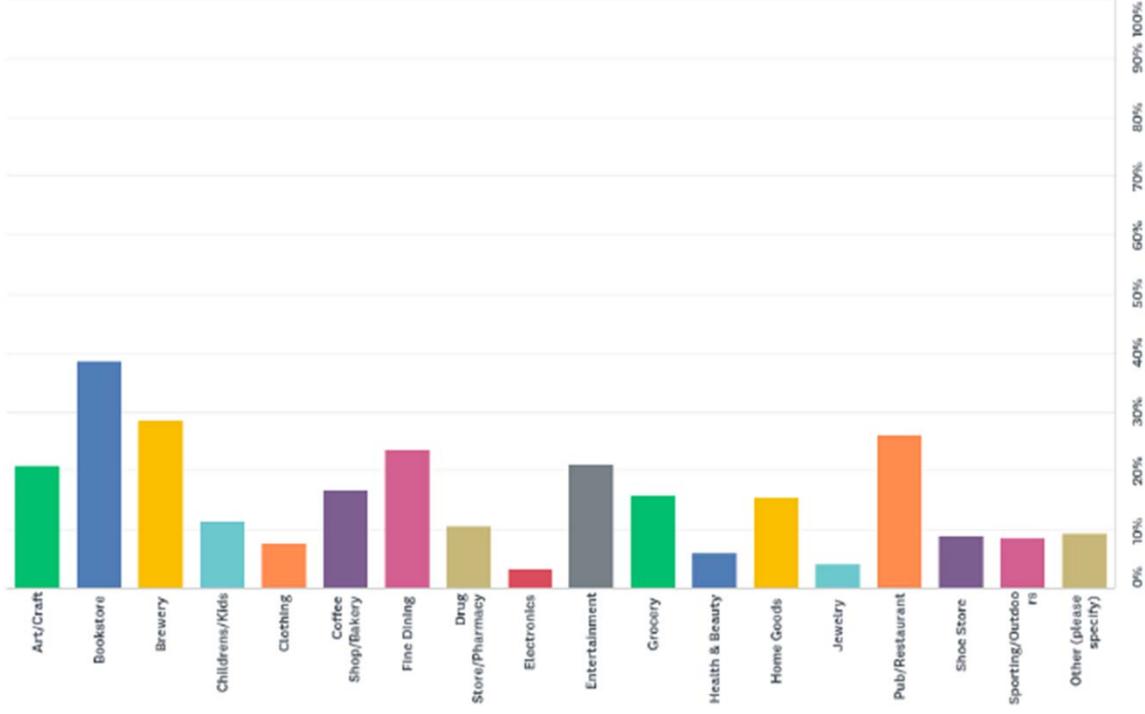


1. Parking
2. Traffic
3. Store Variety
4. Inconsistent Store Hours
5. Vacancies





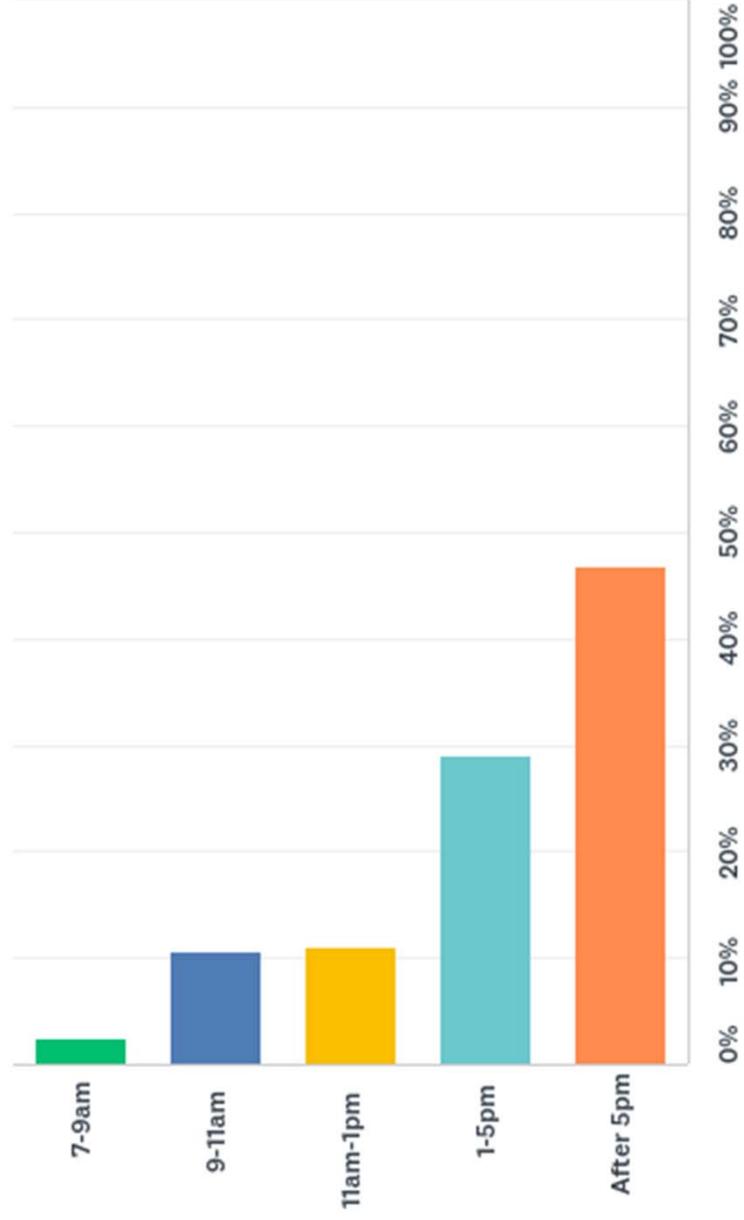
Q4 What 3 business types would you like to see within the downtown currently present?



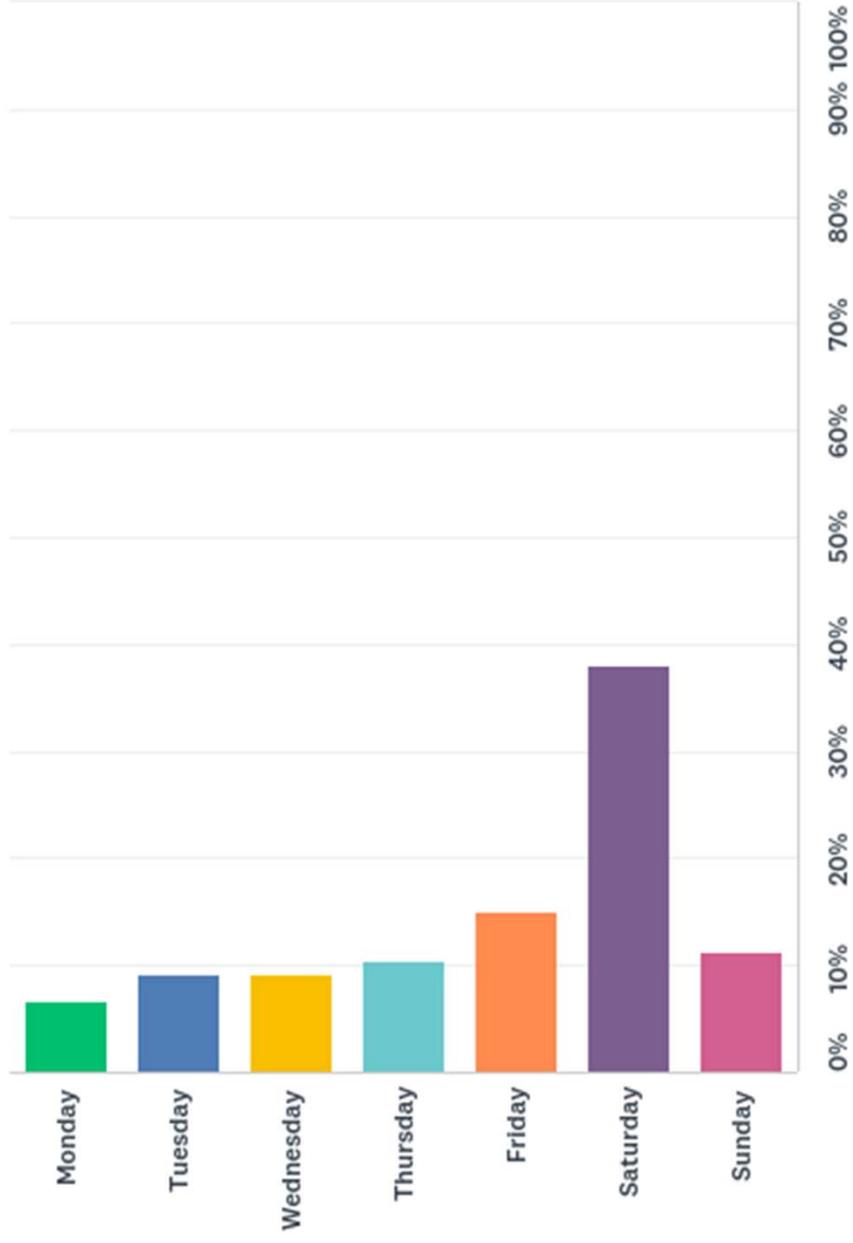
1. Bookstore
2. Brewery
3. Pub/Restaurant
4. Fine Dining
5. Entertainment
6. Art/Craft
7. Coffee Shop/Bakery
8. Grocery
9. Home Goods
10. Children/Kids



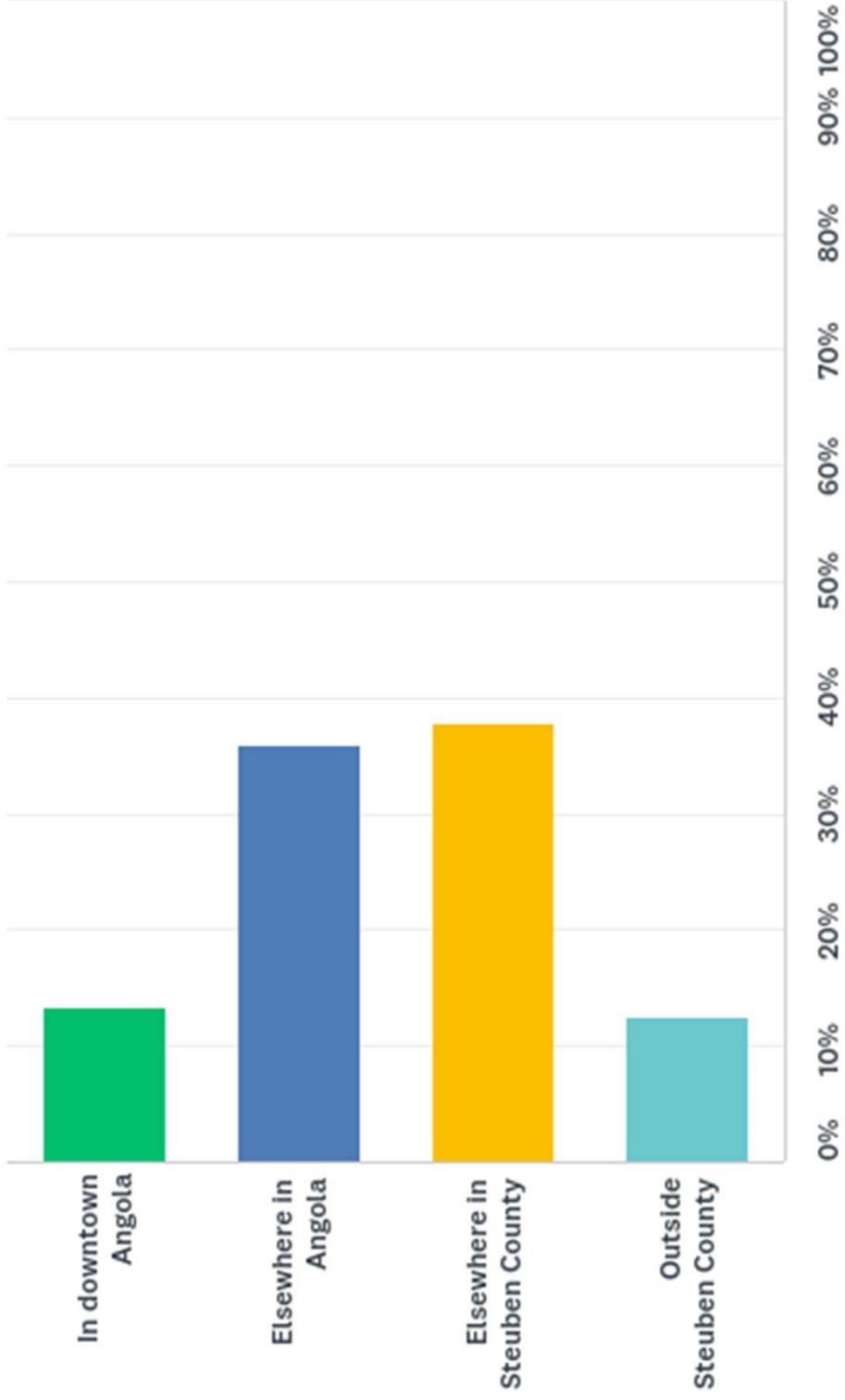
Q5 What time of day do you most typically do you shopping (not just downtown)?



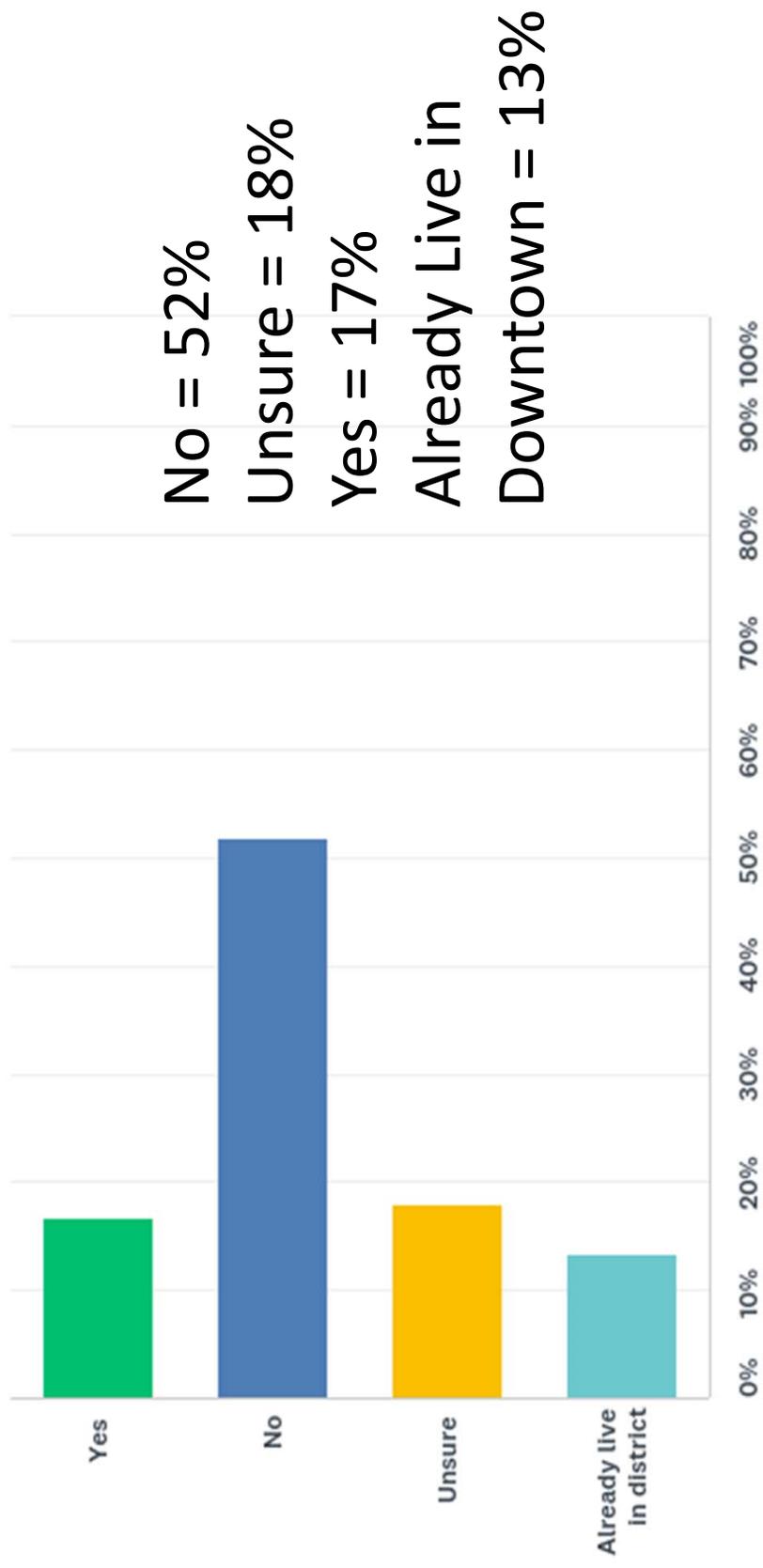
Q6 What day of the week do you most frequently shop (not just in downtown)?



# Q7 Where do you live?



# Q8 Would you live in the downtown/district if you could?

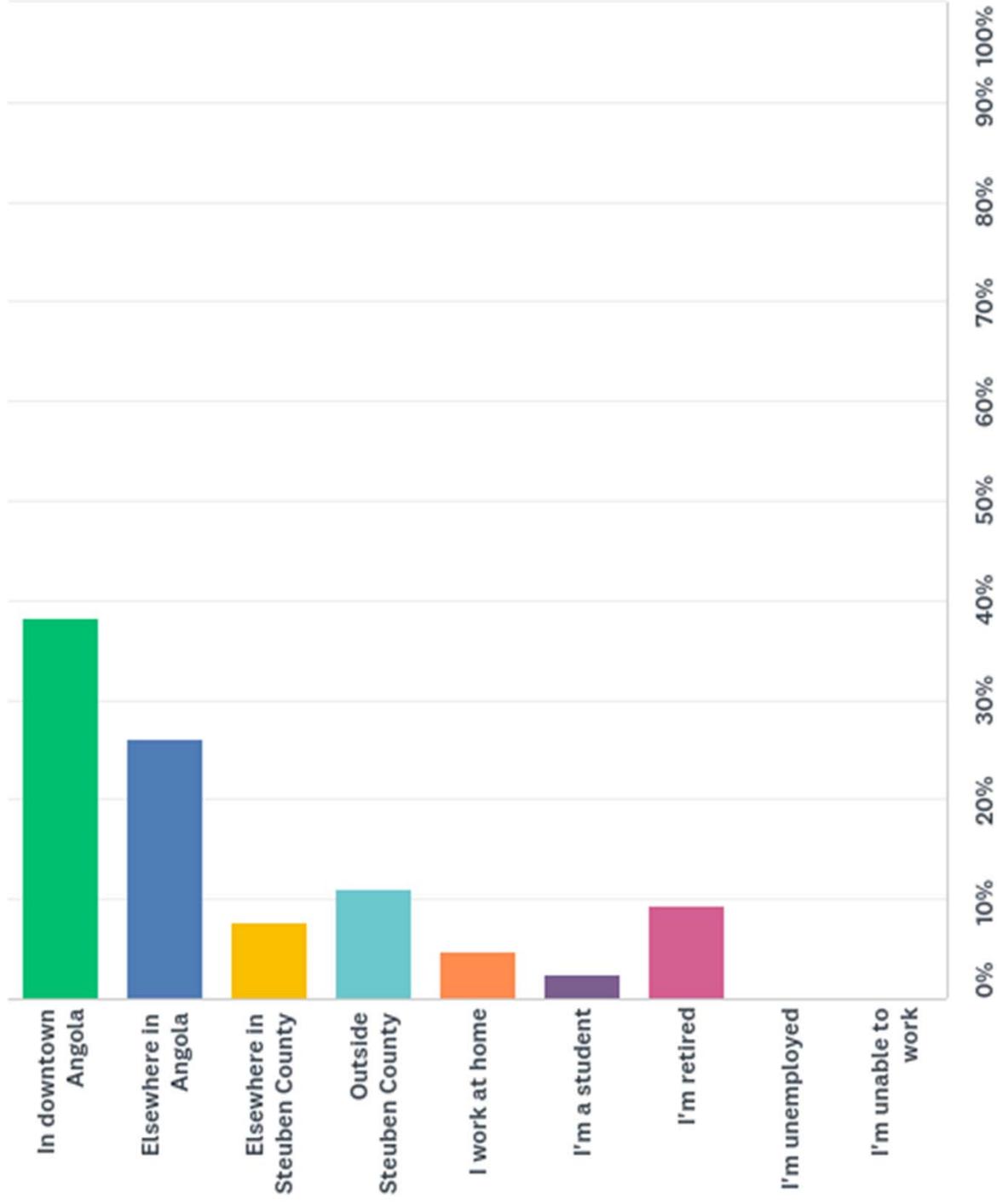


# Why Wouldn't You Live Downtown?

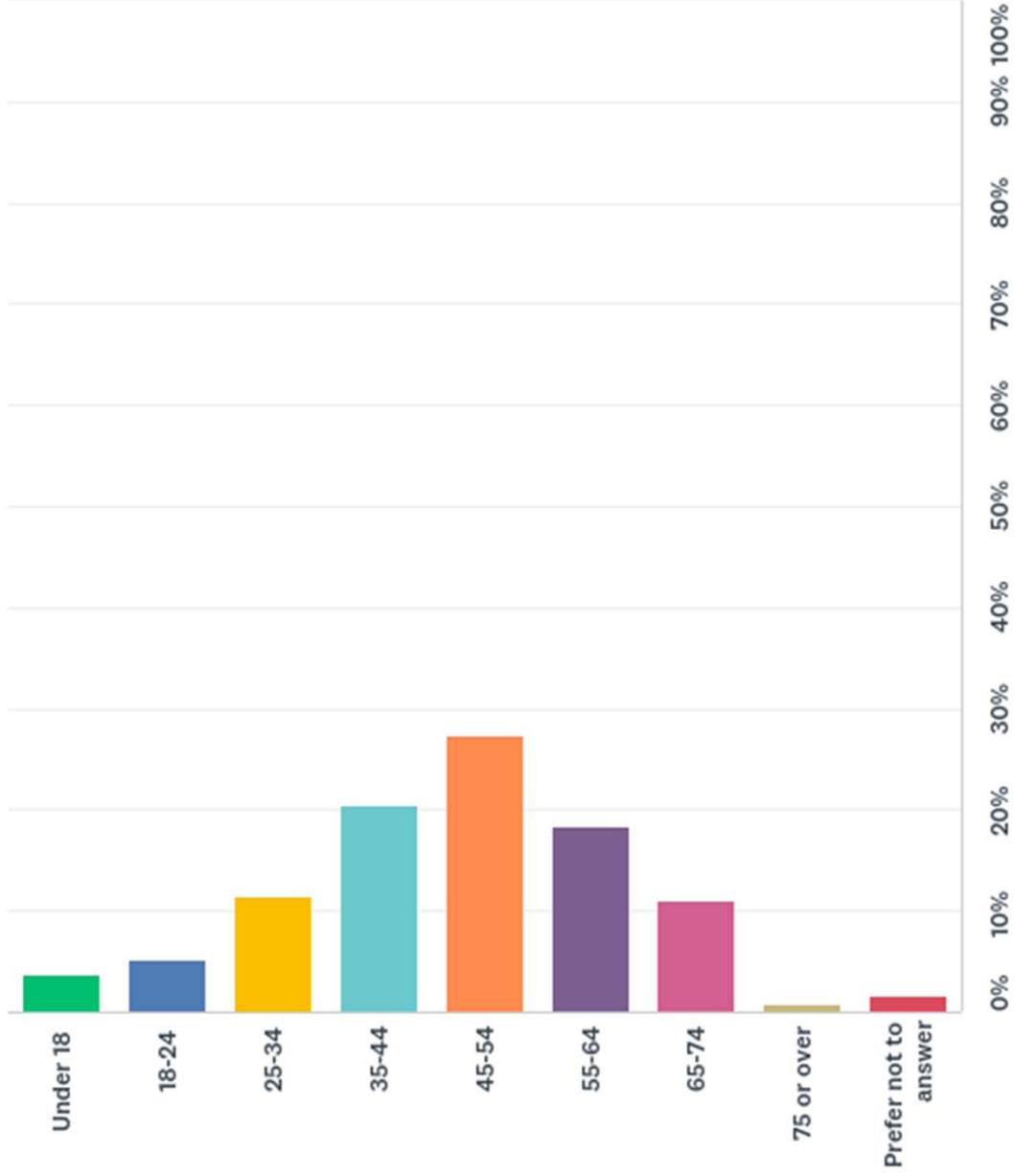
- Want/need a yard for kids/pets
- Live on the lake
- Prefer privacy
- Like country living
- Lack of groceries, convenience stores within walking distance
- Lack of good housing and amenities within walking like grocery, pharmacy
- There is too much confused traffic, too many bars, and too much construction.
- Downtown is boring - Parking
- If I was single, I would love to live downtown



# Q9 Where do you work?



# Q10 How old are you?



# Describe Downtown in One Sentence

- A beautiful place with more going for it than many small town downtown districts.
- A downtown with great potential that has missed a great opportunity to thrive due to lack of community participation.
- Closed due to never ending road construction.
- Angola's downtown has been renovated to a beautiful standard; keep it up.
- Angola's continuing revitalization gives the city a charming, positive vibe that draws people to our area.
- Downtown Angola is a place to leisurely shop, eat, meet, hang out, and experience events and activities.
- Downtown is a amalgamation of small, locally owned businesses that helps to diversify our town, but could use more to be really awesome.

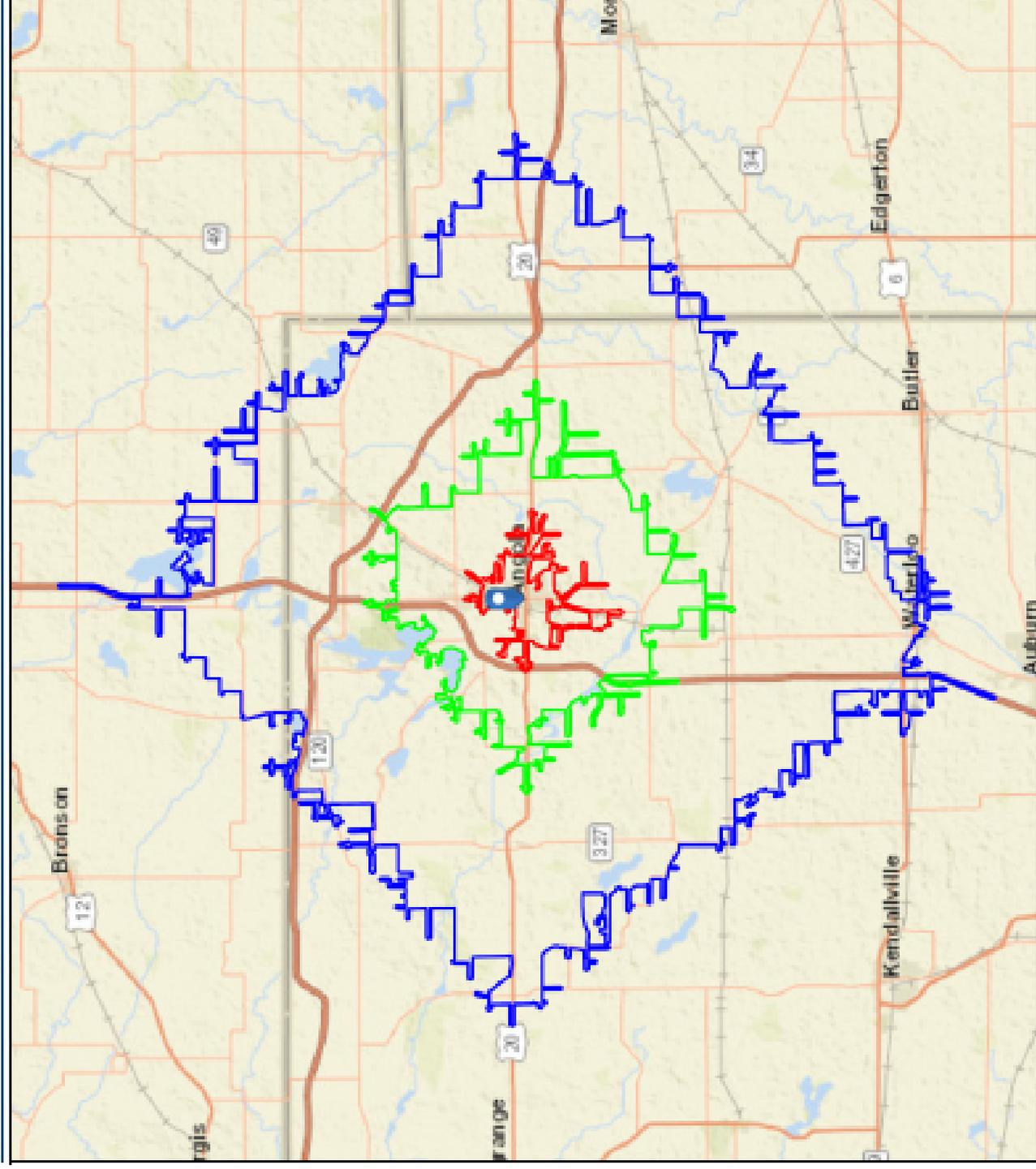


# Market overview



# Trade Area Delineation

- 5 min.
  - 10 min.
  - 20 min.
- drive times

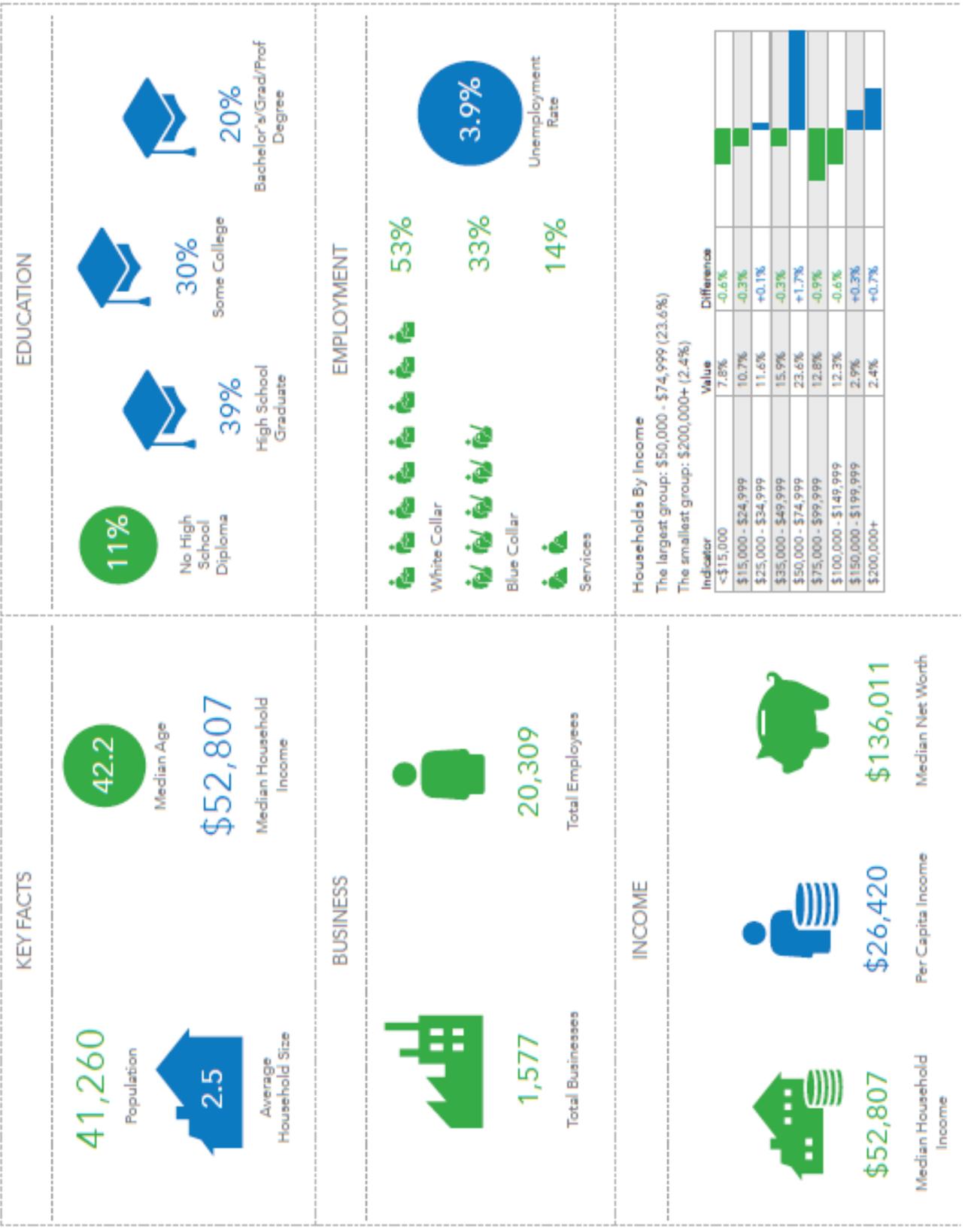


# Some demographic characteristics

- Population size
- Population trends
- Number of households
- Household trends (e.g., smaller or larger)
- Median HH income and benchmarks
- Median age and benchmarks
- Median age trends
- Households with children at home
- Homeownership rates
- Educational attainment
- Race and ethnicity and trends
- Psychographic segmentation (“Community Tapestry”)

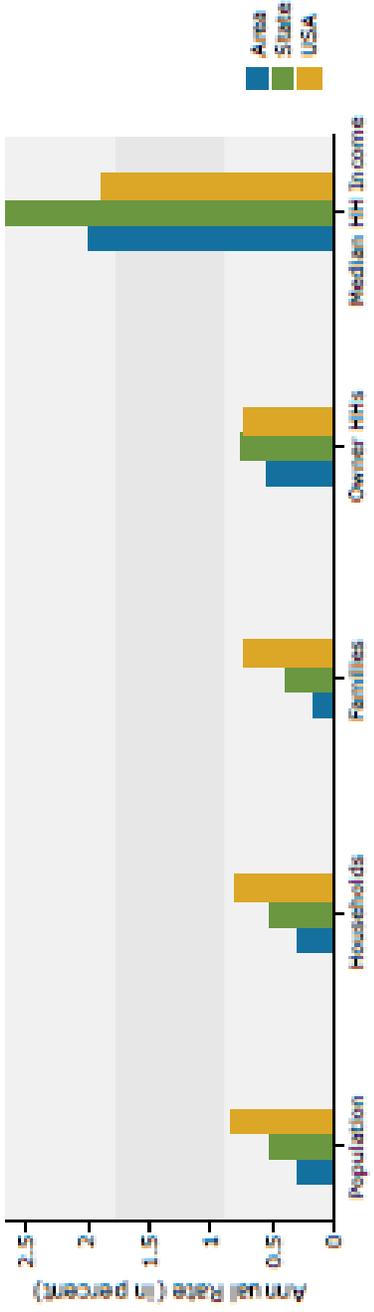


# Demographics: Angola – 20 min.

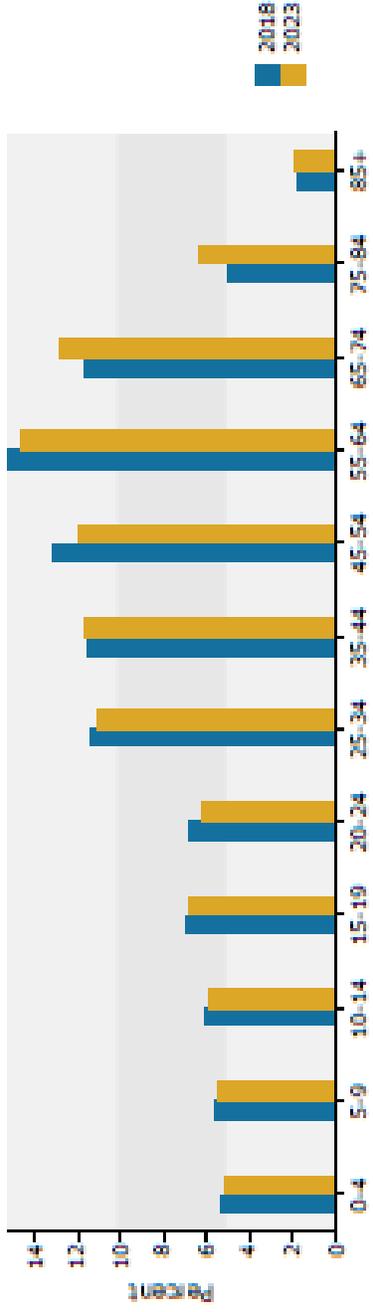


**20 minutes**

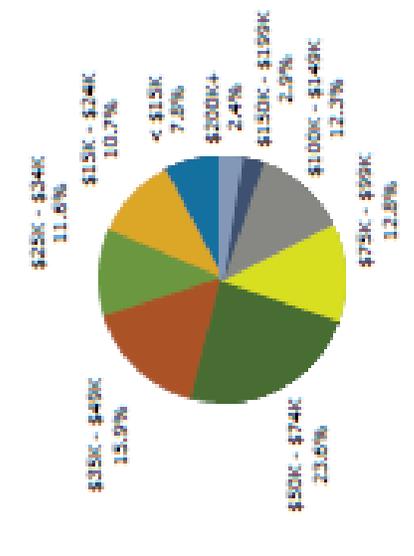
**Trends 2018-2023**



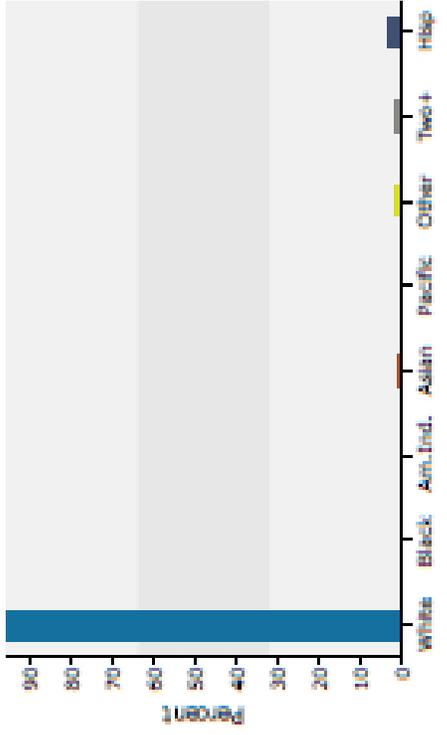
**Population by Age**



**2018 Household Income**



**2018 Population by Race**



# Some psychographic characteristics

## What is Psychographics?

Psychographics is the study of personality, values, opinions, attitudes, interests, and lifestyles. Psychographic studies of individuals or communities can be valuable in the fields of marketing, demographics, opinion research, prediction, and social research in general. They can be contrasted with demographic variables (such as age and gender), behavioral variables (such as usage rate or loyalty), and organizational demographics variables (sometimes called firmographic variables), such as industry, number of employees, and functional area.

When a relatively complete profile of a person or group's psychographic make-up is constructed, this is called a "psychographic profile". Psychographic profiles are used in market segmentation as well as in advertising. Some categories of psychographic factors used in market segmentation include:

- activity, interest, opinion (AIOs)
- attitudes
- values
- behavior



# Psychographic Profiles

Rank	Tapestry Segment	2018 Households		2018 U.S. Households		Index
		Percent	Cumulative Percent	Percent	Cumulative Percent	
1	Salt of the Earth (6B)	31.1%	31.1%	2.9%	2.9%	1085
2	Rural Resort Dwellers (6E)	18.3%	49.4%	1.0%	3.9%	1,833
3	Old and Newcomers (8F)	8.5%	57.9%	2.3%	6.2%	366
4	Heartland Communities (6F)	5.6%	63.5%	2.3%	8.5%	242
5	Traditional Living (12B)	5.0%	68.5%	1.9%	10.4%	259
	<b>Subtotal</b>	<b>68.5%</b>		<b>10.4%</b>		
6	Midlife Constants (5E)	4.4%	72.9%	2.5%	12.9%	179
7	Rustbelt Traditions (5D)	4.4%	77.3%	2.2%	15.1%	201
8	Green Acres (6A)	3.7%	81.0%	3.2%	18.3%	115
9	Middleburg (4C)	2.7%	83.7%	2.9%	21.2%	94
10	Down the Road (10D)	2.4%	86.1%	1.1%	22.3%	206
	<b>Subtotal</b>	<b>17.6%</b>		<b>11.9%</b>		





LifeMode Group: Cozy Country Living

# Salt of the Earth

6B

Households: 3,545,800

Average Household Size: 2.59

Median Age: 44.1

Median Household Income: \$56,300

## WHO ARE WE?

Salt of the Earth residents are entrenched in their traditional, rural lifestyles. Citizens here are older, and many have grown children that have moved away. They still cherish family time and also tending to their vegetable gardens and preparing homemade meals. Residents embrace the outdoors; they spend most of their free time preparing for their next fishing, boating, or camping trip. The majority has at least a high school diploma or some college education; many have expanded their skill set during their years of employment in the manufacturing and related industries. They may be experts with DIY projects, but the latest technology is not their forte. They use it when absolutely necessary, but seek face-to-face contact in their routine activities.

## OUR NEIGHBORHOOD

- This large segment is concentrated in the Midwest, particularly in Ohio, Pennsylvania, and Indiana.
- Due to their rural setting, households own two vehicles to cover their long commutes, often across county boundaries.
- Home ownership rates are very high (Index 133). Single-family homes are affordable, valued at 25 percent less than the national market.
- Nearly two in three households are composed of married couples; less than half have children at home.

## SOCIOECONOMIC TRAITS

- Steady employment in construction, manufacturing, and related service industries
- Completed education: 40% with a high school diploma only
- Household income just over the national median, while net worth is nearly double the national median.
- Spending time with family their top priority
- Cost-conscious consumers, loyal to brands they like, with a focus on buying America
- Lait to buy the latest and greatest products
- Try to eat healthy, tracking the nutrition and ingredients in the food they purchase

## MARKET PROFILE

*(Consumer preferences are estimated from data by ESRI)*

- Outdoor sports and activities, such as fishing, boating, hunting, and overnight camping trips are popular.
- To support their pastimes, truck ownership is high; many also own an ATV.
- They own the equipment to maintain their lawns and tend to their vegetable gardens.
- Residents often tackle home remodeling and improvement jobs themselves.
- Due to their locale, they own satellite dishes, and have access to high speed internet connections like DSL.
- These conservative consumers prefer to conduct their business in person rather than online. They use an agent to purchase insurance.

## HOUSING

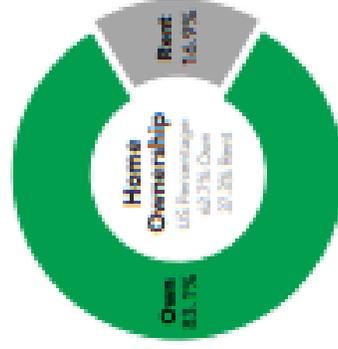
Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



**Typical Housing:**  
Single Family

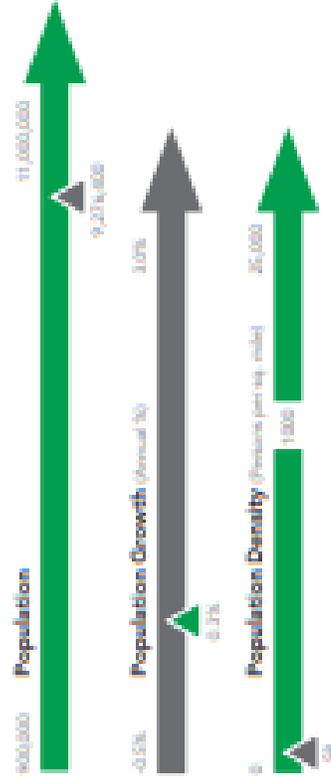
**Median Value:**  
\$154,300

US Median: \$207,800



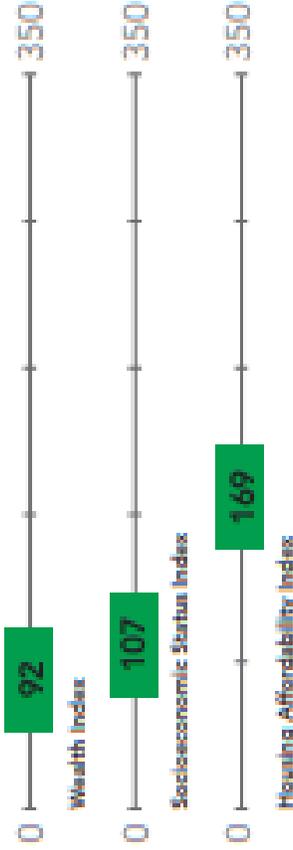
## POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



## ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.





LifeMade Group: Cozy Country Living

# Rural Resort Dwellers

6E

Households: 1,227,200

Average Household Size: 2.22

Median Age: 54.1

Median Household Income: \$50,400

## WHO ARE WE?

Although the Great Recession forced many owners of second homes to sell, Rural Resort Dwellers residents remain an active market, just a bit smaller. These communities are centered in resort areas, many in the Midwest, where the change in seasons supports a variety of outdoor activities. Retirement looms for many of these blue collar, older householders, but workers are postponing retirement or returning to work to maintain their current lifestyles. Workers are traveling further to maintain employment. They are passionate about their hobbies, like freshwater fishing and hunting, but otherwise have very simple tastes.

## OUR NEIGHBORHOOD

- Housing is owner-occupied, single-family homes, with some mobile homes. A strong market for second homes, these rural areas contain homes valued near the US median. Over half of the housing units are vacant due to a high seasonal vacancy rate.
- In this older market, 42% of households consist of married couples with no children at home, while another 28% are single persons. Married couples with children at home have older school-age children.
- Set in scenic rural locations, with proximity to outdoor activities, two vehicles are essential to get around.

## SOCIOECONOMIC TRAITS

- Rural Resort Dwellers residents are close to retirement. They've accumulated wealth and began to shift their portfolios to low-risk assets. These active residents continue to work in skilled occupations.
- Simple tastes and modesty characterize these blue collar residents. They shop for smellless, comfortable clothing, but only when something must be replaced. They pay little attention to advertising and usually stick to the brands they know.
- They spend time with their spouses and also maintain a social calendar.



View this slide against the map with regional call to the left for an interactive 3D. Contact us at 800-848-3838 for more information.

**MARKET PROFILE**

Consumer preferences are estimated from data by ZSC MIL

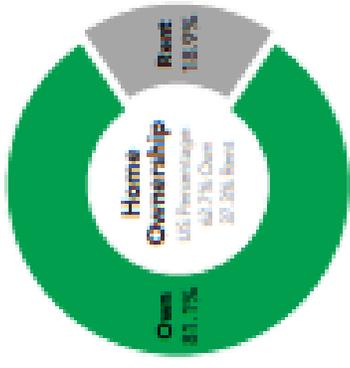
- Residents drive older domestic vehicles and prefer to spend their disposable income on gear to support their hobbies, which include freshwater fishing, hunting with a rifle or shotgun, and motorcycling.
- At home, Rural Resort Dwellers residents spend any free time working on their vehicles and maintaining their gear. They make frequent trips to their local hardware store for parts and tools. These hands-on consumers are also passionate about vegetable gardening.
- Due to their remote locations, these neighborhoods have satellite dishes. A few residents still rely on dial-up modems to stay connected. They don't access the Internet often but will make online purchases for items difficult to find in nearby stores.
- Their taste in TV shows reflects their hobbies—National Geographic, Discovery Channel, and the Weather Channel.

**HOUSING**

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.

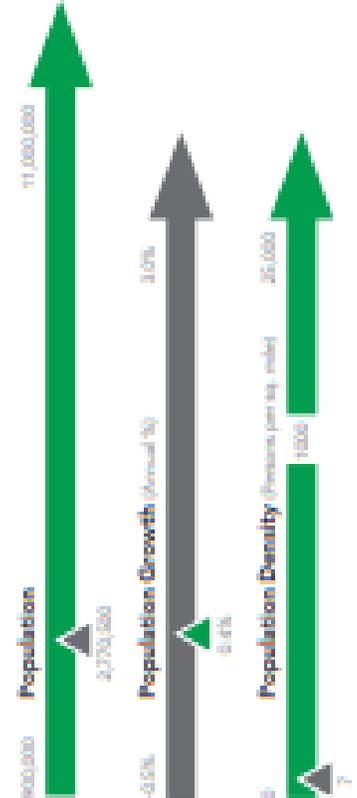


**Typical Housing:**  
 Single Family/Seasonal  
**Median Value:**  
 \$209,200  
 US Median: \$107,300



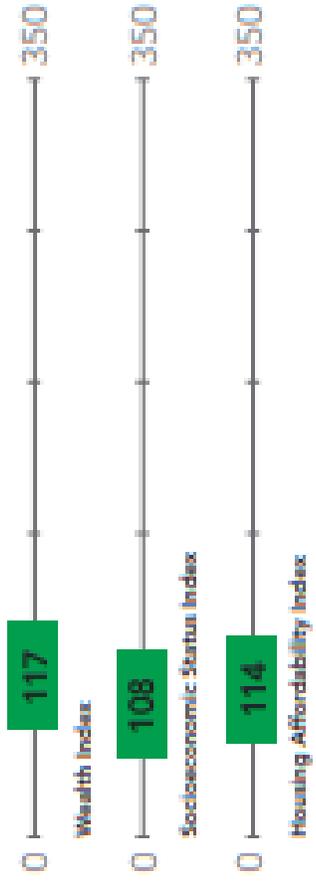
**POPULATION CHARACTERISTICS**

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



**ESRI INDEXES**

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.



# Sales void analysis

- Total buying power
- Total sales capture
- Buying power by retail category
- Sales capture by retail category
- Sales leakage by retail category
- Major competitors



# Retail Leakage and Surplus-- Defined

From Esri:

## What does the Leakage/Surplus Factor in the Retail Marketplace database mean?

The Leakage/Surplus Factor in the Retail Marketplace database measures the balance between the volume of retail sales (supply) generated by retail businesses and the volume of retail potential (demand) produced by household spending on retail goods within the same industry.

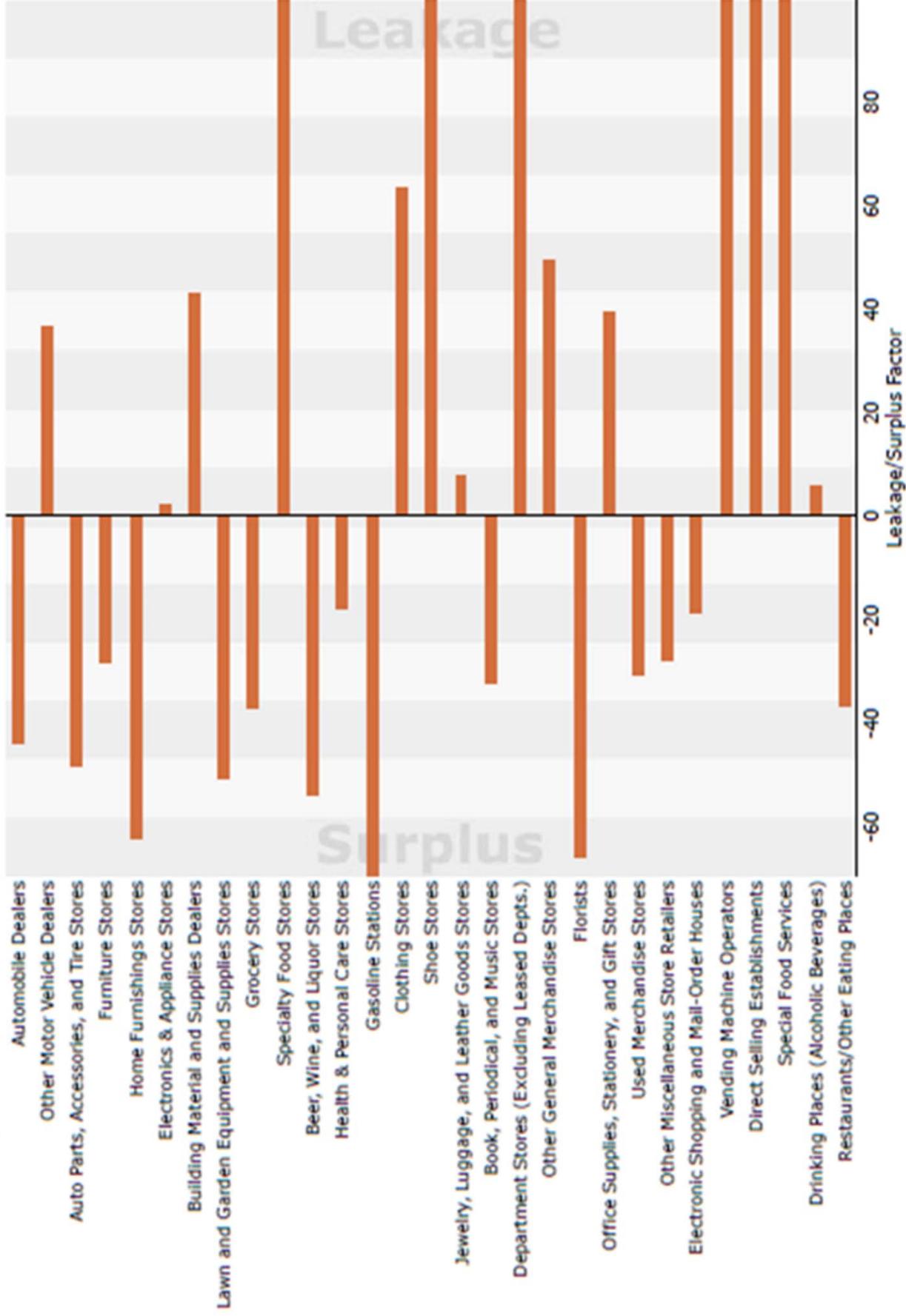
**Leakage** in an area represents a condition where demand exceeds supply. In other words, retailers outside the market area are fulfilling the demand for retail products; therefore, demand is "leaking" out of the trade area. Such a condition highlights an opportunity for new retailers to enter the trade area or for existing retailers to extend their marketing outreach to accommodate the excess demand.

**Surplus** in an area represents a condition where supply exceeds the area's demand. Retailers are attracting shoppers that reside outside the trade area. The "surplus" is in market supply. Brand positioning and product mix are key differentiators in these types of markets.



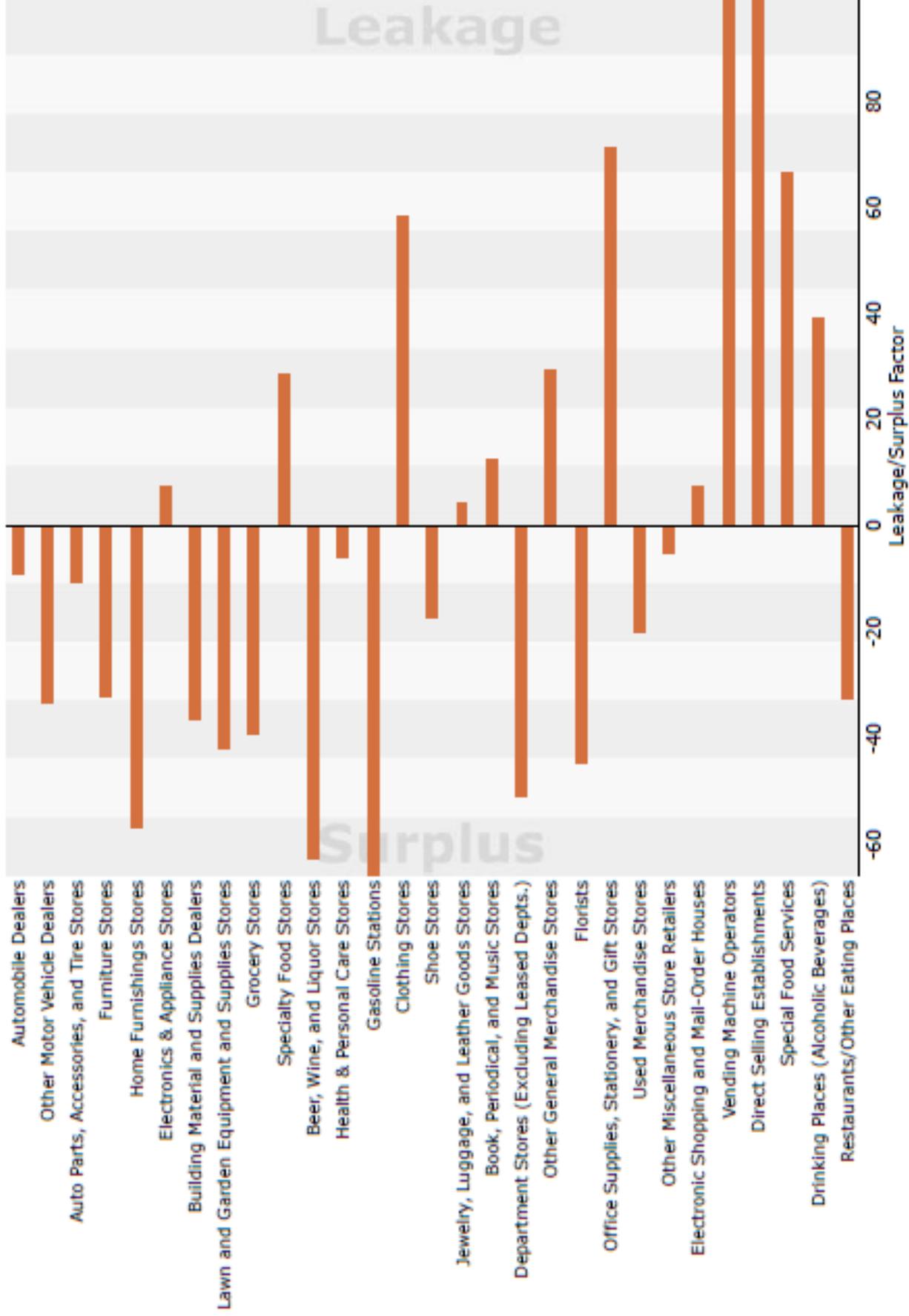
# 5 Min Drive Time

2017 Leakage/Surplus Factor by Industry Group



# 20 Min Drive Time

2017 Leakage/Surplus Factor by Industry Group



# Market Data

- 20 min drive time, suggests not a great deal of competition within that time. Downtown has somewhat of captured market.
- Demographics suggest limited growth over the next five years, especially when you compare to the State's overall growth in population, households, home ownership and median income.
- About 2/3 of households make less than \$75K. Population is almost exclusively white.
- Psychographics – Nearly 50% of the trade area falls within two segments – “Salt of the Early” and “Rural Resort Dwellers”. Both segments share similar interests and consumer preferences.
- Both groups like the outdoors, healthy eating, are cost conscious, enjoy DIY projects and gardening.



# Sales Leakage/Surplus

- Sales Gap – Surplus and Leakages stay relatively consistent from the 5 min to 20 min trade areas, further suggesting a rather captured market aside from those things now being purchased more online such as apparel. Downtown strengths with surplus in restaurants, floral, home furnishings, and lawn and garden. Opportunity to expand in the “drinking” category by pulling back on leakage most likely with the recruitment of a Brewery. Presence of a movie theater would work well for the Brewery.
- Unsure, but specialty foods has a large leakage...with their appreciation for fresh foods and gardening (based on psychographics) wondering if there is an opportunity to do more year around farmers market type of thing?
- Business mix shows clusters in home furnishings/antiques/décor; Dining, as well as mix of health related and outdoor recreation stores.



# Downtown business characteristics

- Business inventory
- Number of businesses
- Business clusters
  - Retail (by category)
  - Restaurant
  - Lodging
  - Professional
  - Manufacturing
- Number of downtown workers

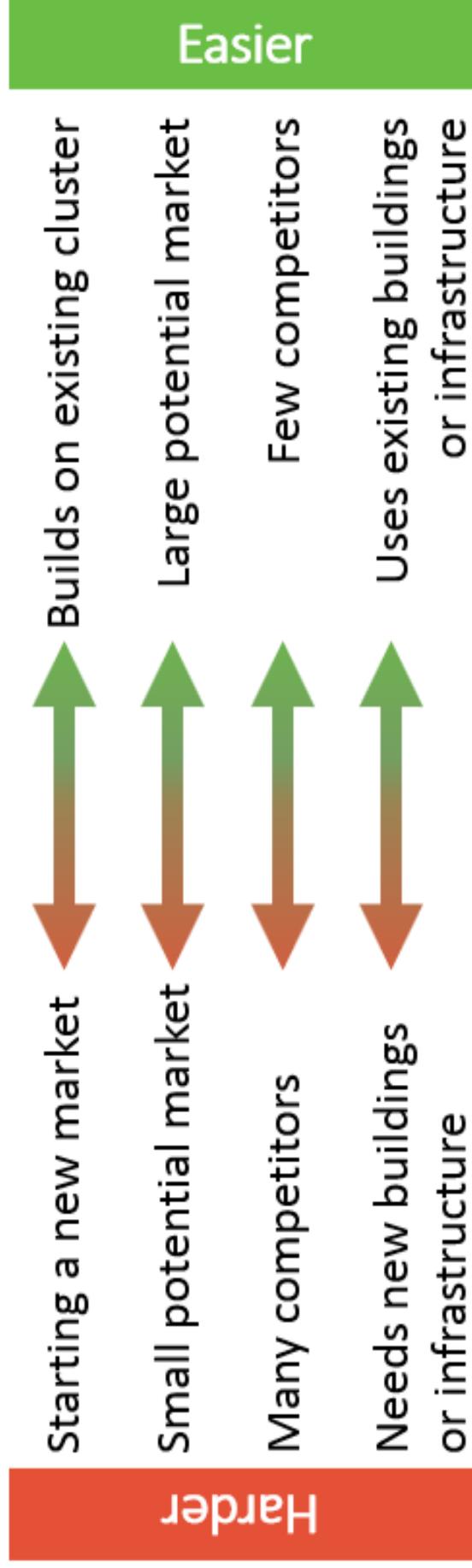


# Downtown Business Characteristics

- 34 Retail Businesses
- 11 Dining
- 10 Salons
- 14 Attorneys
- 14 Health/Clinics
- 14 Community Organizations
- 8 Financial/Investment Businesses
- 12 Other Service or Professional businesses

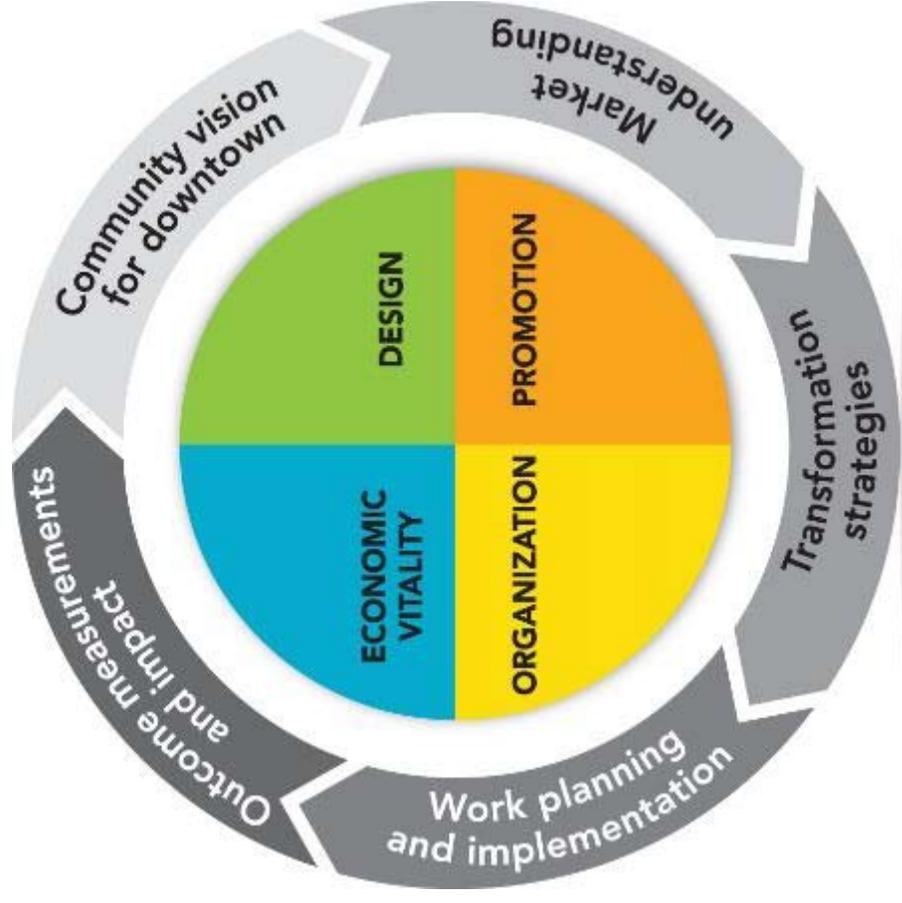


# Which strategies are a good fit?



# Strong Market Base

- Arts and Culture (Restaurants & Entertainment)
- Tourism/Visitors
- Healthy and Recreation (Mix between Health/Wellness and Outdoor Recreation)
- Home Furnishings/Décor/Antiques
- Something else?



# Health & Recreation

- The Health and Recreation strategy connects destination outdoor attractions with a nearby downtown or commercial district, that promote healthy living. The attractions themselves can be wide-ranging, including national or state parks, fishing or hunting areas, skiing, camping or hiking areas, rock (or ice) climbing, kayaking, boating, and others. While the attractions and activities are typically located outside the commercial center, they can be a source of customers for the downtown. Participants can be expected to make purchases in connection with their recreational visit, including things like specialized gear, bike or kayak rentals, specialty shoes, fishing or hunting supplies, specialized clothing, hiring of guides, as well as accommodations and restaurant dining.



# Health and Recreation

- Communities known for their recreation or outdoor destinations often also attract a resident population that participates in the activities, as well. So, downtown sporting-related businesses may serve residents and visitors equally. Some communities may even incorporate the strategy into downtown public amenities: Boise, for example, built a “whitewater park” in the middle of the Boise River, which runs through downtown.



## WHO ARE THE CUSTOMERS FOR THESE STRATEGIES?

- While Sports/Outdoor Recreation has a logical audience among younger participants in outdoor adventures, the market extends into empty-nesters and retirees. In fact, while older customers fitting this strategy may participate in less extreme activities (they may take day hikes instead of backpacking, for example), they tend to be more affluent, so their spending impact is greater as they take advantage of more retail, services, and hospitality related to the area they are visiting.
- Customers for the Health and Wellness strategy can range from young families to senior citizens and from “medical tourists” to vacationers. In some cases, customers may be unaware of their own participation in a health-and-wellness pursuit, such as someone who enrolls in a martial arts class with the goal of learning self-defense.
- Not all people identify themselves as interested in a health and wellness lifestyle: People who make healthy eating and healthy living part of their identity are often highly educated and more affluent. (Whole Foods, for example, is known for looking at educational achievement data when identifying potential store locations.) The customer profile for someone who participates in Health and Wellness strategy is less price-sensitive than most other strategies.



# Angola Health & Recreation Assets

- Trine, growth in sports
- YMCA
- Hospital (wellness)
- High Schools games
- Bike Shop, Bike Rides, Bike Paths
- Rugby Fields
- Golf Courses
- Lakes, camping
- Volleyball stadium
- Fresh Air
- Zumba
- Healthy eating/menus
- Yoga
- Runners store



# Health & Recreation

- Customers:
- Spans abilities, and lifestyles, price points.
  - Many outdoor activities span ages (youth to seniors), e.g., hiking, fishing, biking.
  - Social trends to get healthy
  - Health and Recreation overlap with locals and visitors



# Outdoor Recreation

## Sample Design activities:

- Install wayfinding signs from nearby bike or hiking trails or paths to the commercial district
- Engage partners (hospital, state park, and businesses in this category

## Sample Organization activities:

- Engage partners (hospital, state park, and businesses) in this category
- Host an recreational activity in downtown as a fundraising and awareness raiser.

## Sample Promotion activities:

- Establish a bike or foot race that goes through downtown, or bike criterion.
- Promote February Heart Health month – Paint the Town Red.
- Purchase billboards on the interstate.
- Develop a brand identity that connects health and wellness to the district.

## Sample Economic Vitality activities:

- Strategy for adding outdoor-related businesses to downtown
- Work with restaurants to offer healthy options on their menus and help them to distribute the menus through other businesses that are part of the Health and Wellness cluster.
- Work with a local gym to run outdoor “boot camps” during warmer weather months.

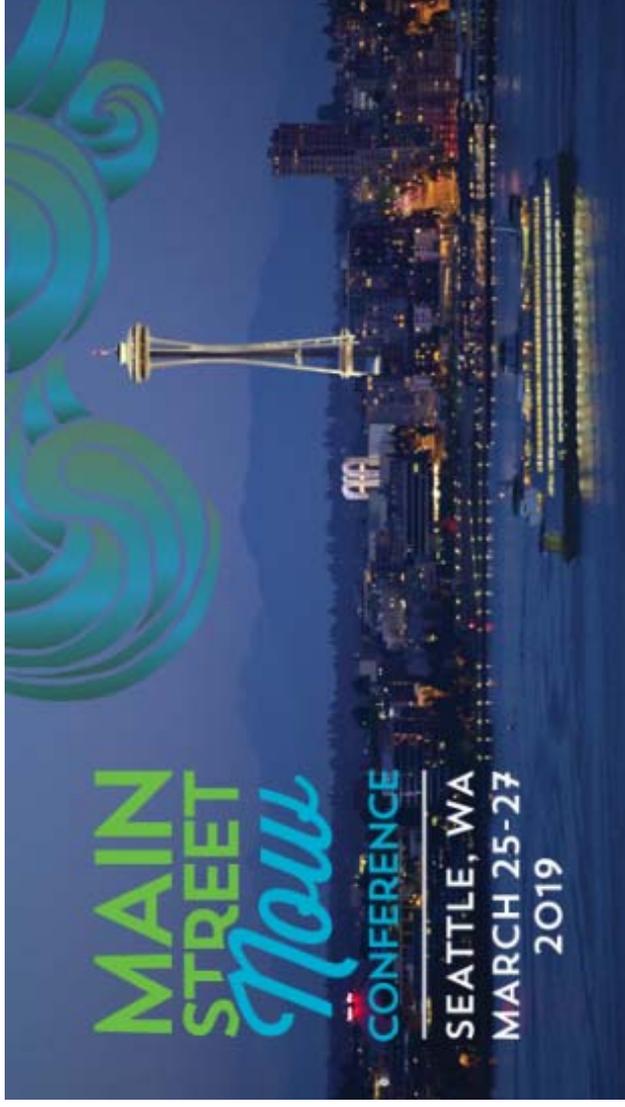


# Potential products + services

- Apparel (casual/athletic)
- Bicycle store w rentals
- Boating/kayak/sailing/  
canoe sales/rentals
- Camping and outdoor gear  
and equipment
- Fishing equipment w rentals
- Hunting equipment/sales
- Locally produced products  
(food or gifts)
- Lodging: inns, B&Bs, AirBNB
- Pharmacy
- Recreational vehicle rental  
(off-highway vehicles,  
snowmobiles, motorcycles)
- Restaurants (informal)
- Shoes
- Ski equipment sales/rental
- Taxidermy
- Urgent care



# Q & A



## Kathy La Plante

Senior Program Officer &

Director of Coordinating Program Services

National Main Street Center

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[www.mainstreet.org](http://www.mainstreet.org)



# Visitors/Tourism

A Visitor-oriented strategy addresses people who come to the downtown from elsewhere, usually to experience something unique to the place, such as history or architecture, scenery, or arts and culture. The strategy generally builds on something that is already associated with the place, whether or not the attraction is in the commercial district itself. The attraction could be small and discrete (such as a historic figure's birth home) or it might be more diffuse or regional (like a Route 66 trail or the wine country of Northern California).



# Visitors/Tourism

## Customer Groups:

Tourism is a vast category and its participants do not fit any one customer profile. Some things to investigate about visitors:

- Do they come from one or more primary regions?
- Pass-through or overnight?
- Visitors who make multiple visits each year, or occasional?
- Price-point/“lifestyle”? (E.g., high, medium, or low)
- How large is the market?
- What is its growth potential?

Visitors are less familiar with downtown than locals and they will benefit from information that helps them learn about its offerings.



# Visitors/Tourism

## Sample Organization activities:

- Convene regional tourism professionals (e.g., Chamber, CVB) to identify shared or differentiated goals and target markets.
- Work with managers of historic resources to develop a unified admissions system.

## Sample Design activities:

- Install way-finding signs and systems specifically geared toward those unfamiliar with the district.
- Create a public space where visitors can enjoy sitting downtown.
- Help businesses create outdoor café dining spaces.
- Increase and sign RV Parking areas



# Visitors/Tourism

## Sample Promotion activities:

- Develop a guide to local businesses and attractions.
- Cross-promote businesses with local attractions by placing brochures, coupons, or other promotional material at those attractions.
- Promote word of mouth-businesses visit businesses to know who to send to them.

## Sample Economic Vitality activities:

- Set up large-format maps inside stores and ask store owners to have their customers mark where they live on the map. This will help you identify your draw area as well as highlight differences in draw area among different types of businesses.
- Conduct an intercept survey at several locations frequented by visitors. Use the survey to profile demographic characteristics and typical spending of current visitors.
- Help businesses look at selling on line.



# Potential products + services

- Antique and vintage apparel
- Antique and vintage home furnishings
- Art galleries
- Bed and Breakfasts
- Bike rental
- Bookstore
- Cafés
- Car rental
- Children's activities businesses (e.g., mini-golf, pottery, beading)
- Craft stores (esp. locally made)
- Delicatessen / sandwich shop
- Drug store
- Hotels
- Ice cream shops
- Jewelry stores
- Meals to go (e.g., boxed lunches)
- Outfitters (e.g., hiking, camping, canoeing, hunting, etc.)
- Restaurants
- Segway and alternative transportation rental (e.g., mopeds, boats, etc.)
- Short-term rental homes and apartments (e.g., AirBnB)
- Souvenir stores
- Tour guides

