

# Transformation Strategies Update (2023)

Angola, IN



# New Community Accreditation Standards

Broad-based community commitment to revitalization

Inclusive Leadership and Organizational Capacity

Diversified Funding and Sustainable Program Operations

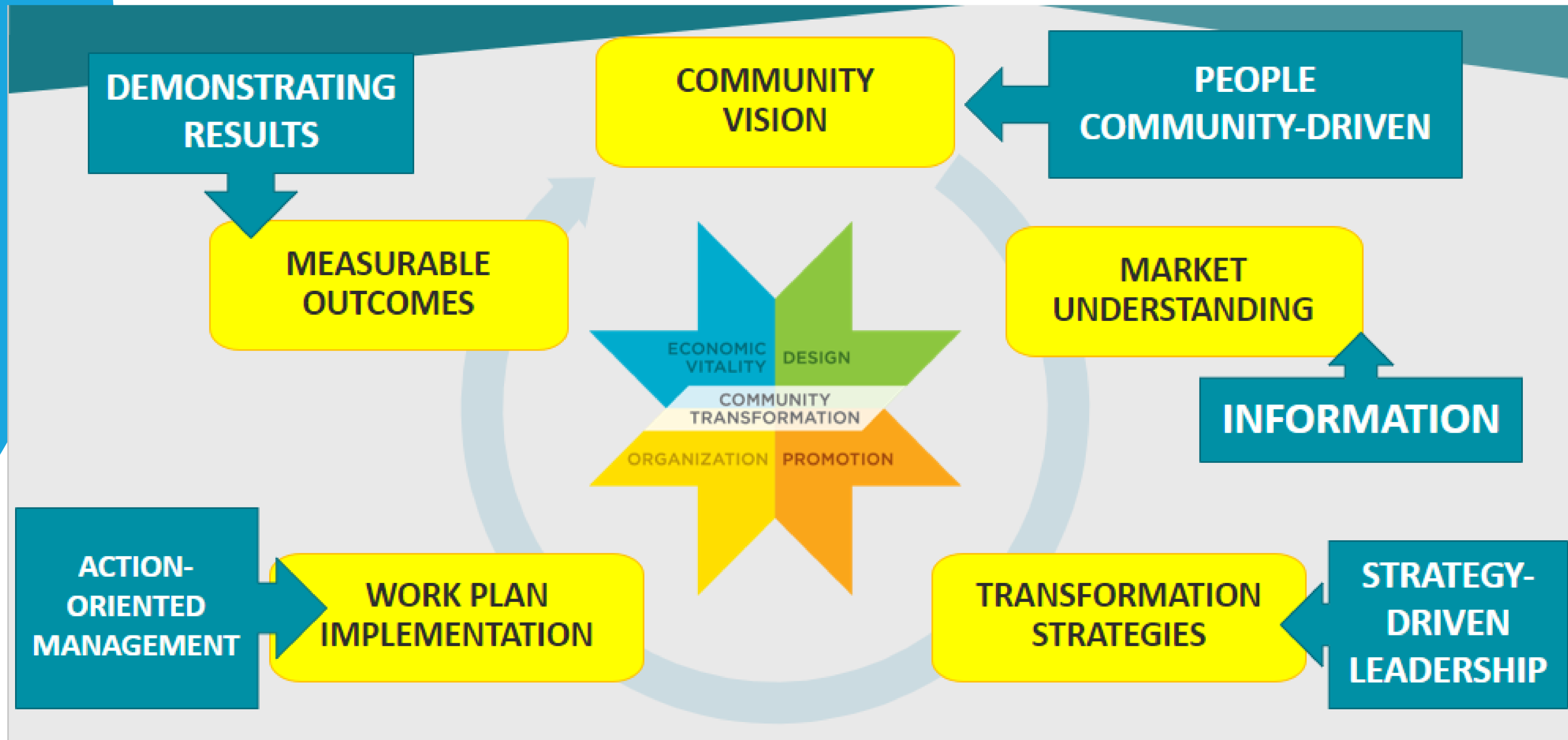
Strategy-Driven Programming

Preservation-Based Economic Development

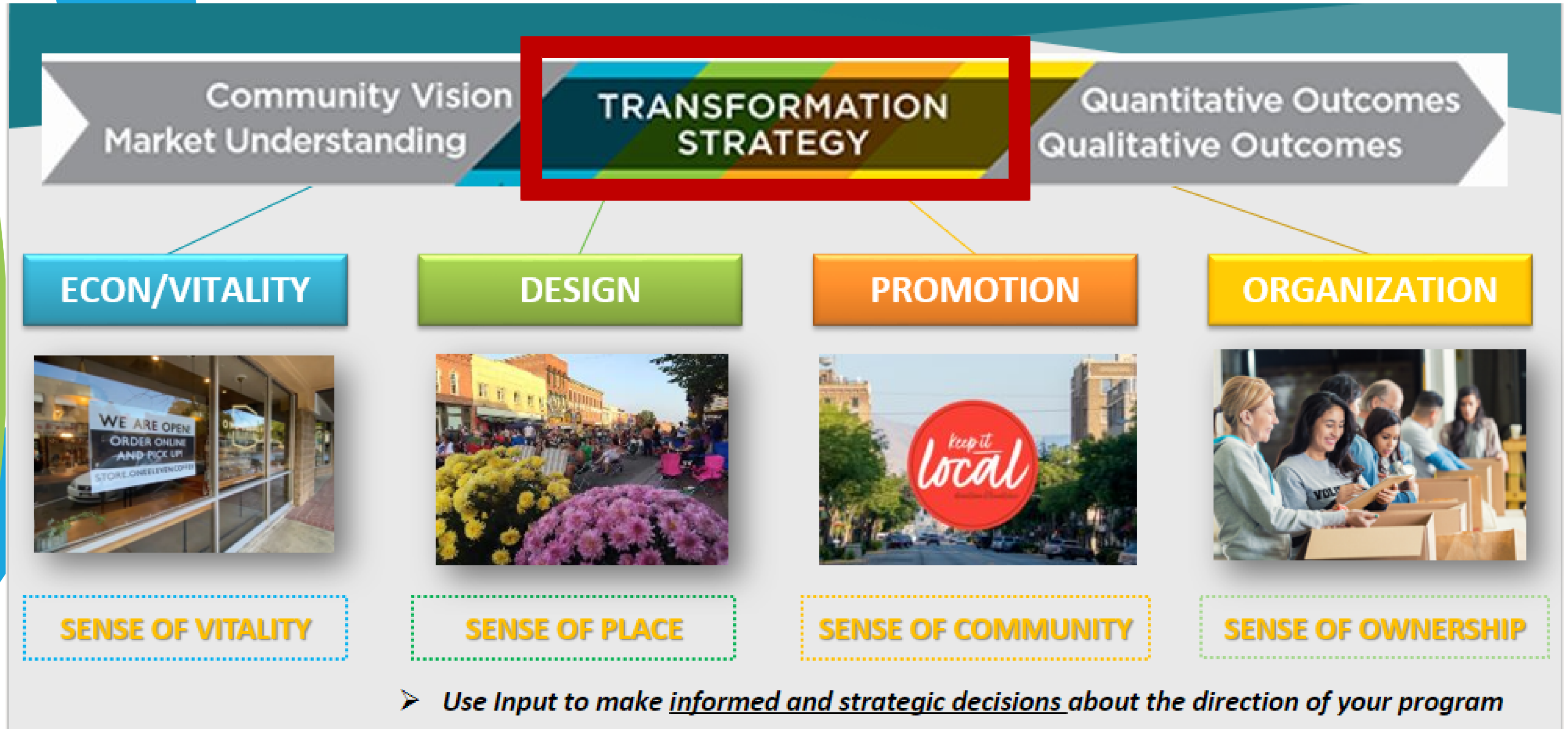
Demonstrated Impact and Results



# The Transformation Strategy Identification Process



# Building the Foundation for your Program



# Our Revitalization work is a balancing act



# 2018 Strategies

1. Health & Recreation
2. Visitors/Tourism

**Do these still relate?**



# Community Feedback



## STAKEHOLDER MEETINGS

### KEY TAKEAWAYS

- Truck traffic disrupts the small-town charm of the downtown and poses a safety hazard.
- Parking spots are available downtown, but they aren't clearly marked, which deters people from visiting downtown businesses.
- Residents and visitors may not know what's available downtown.
- Destination restaurants and retail are needed downtown. Stakeholders mentioned adding an ice cream shop, brewery, or even a nice restaurant.



Truck Traffic



Parking Identification



Community Marketing



Need for more food (all types)



# Community Feedback



## PUBLIC WORKSHOP

### KEY TAKEAWAYS

- Community members envision a downtown with less truck traffic, more restaurants and retail, plenty of housing, and pedestrian connectivity.
- Downtown assets include the following...
  - Anchor institutions
  - Historic buildings and character
  - The Monument and surrounding landscaping
  - Public restrooms and parking at Monument Plaza
- There are issues with truck traffic, sidewalks along Wayne Street, wayfinding signage, and vacant and underutilized buildings.
- The three most desirable forms of downtown development are...
  - Mixed-Use Development (39 votes)
  - Townhomes (11 votes)
  - Compact Infill Development (11 votes)



Pedestrian Connectivity



Need for retail and housing



Wayfinding



Vacant or underutilized buildings





# Community Feedback

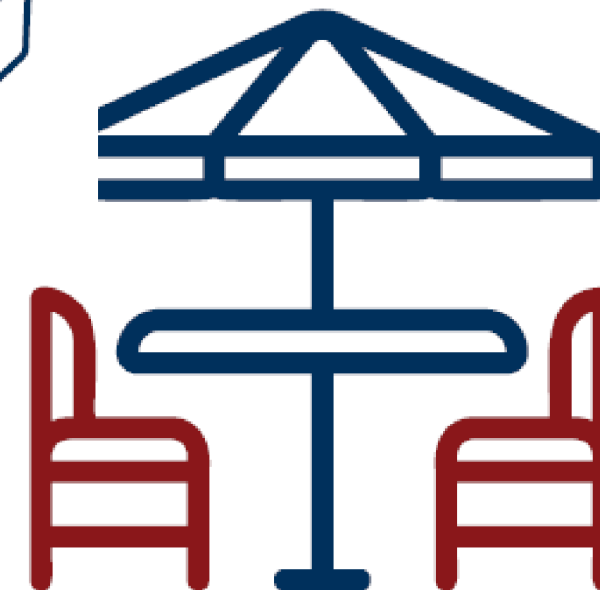


**ATTRACTING NEW BUSINESSES** WAS RANKED HIGHEST FOR WHAT IS MOST IMPORTANT TO YOU WHEN FOCUSING ON DOWNTOWN IMPROVEMENTS

THE TOP 3 RESPONSES FOR WHAT PEOPLE WOULD LIKE TO SEE MORE OF IN DOWNTOWN INCLUDED **DINING, VENUES/EVENTS & ENTERTAINMENT, AND PUBLIC SEATING & GATHERING SPACES**



OVER **90%** OF RESPONDENTS NOTED THAT DOWNTOWN IS **IMPORTANT** OR **EXTREMELY IMPORTANT** TO THE **HEALTH** OF ANGOLA AND STEUBEN COUNTY

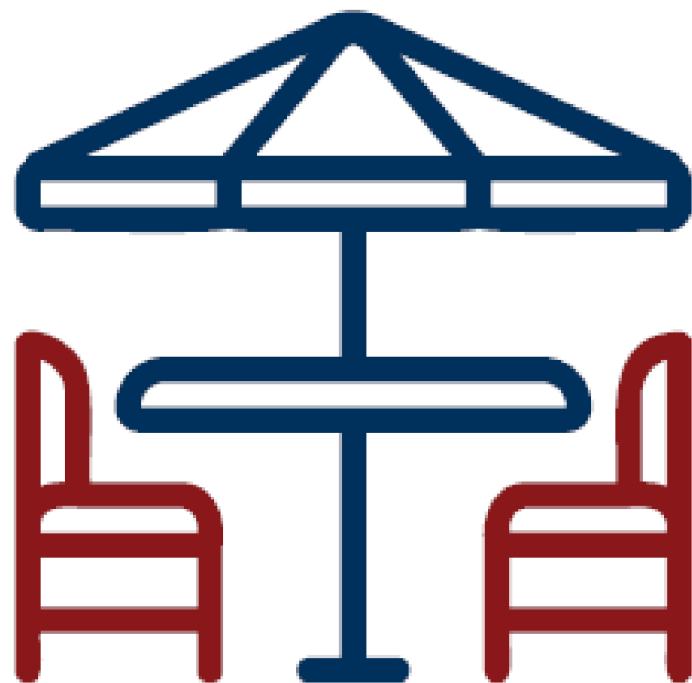


NEARLY **50%** OF RESPONDENTS INDICATED **FOOD & DINING** AS THE MAIN REASON THEY GO DOWNTOWN

# Community Feedback

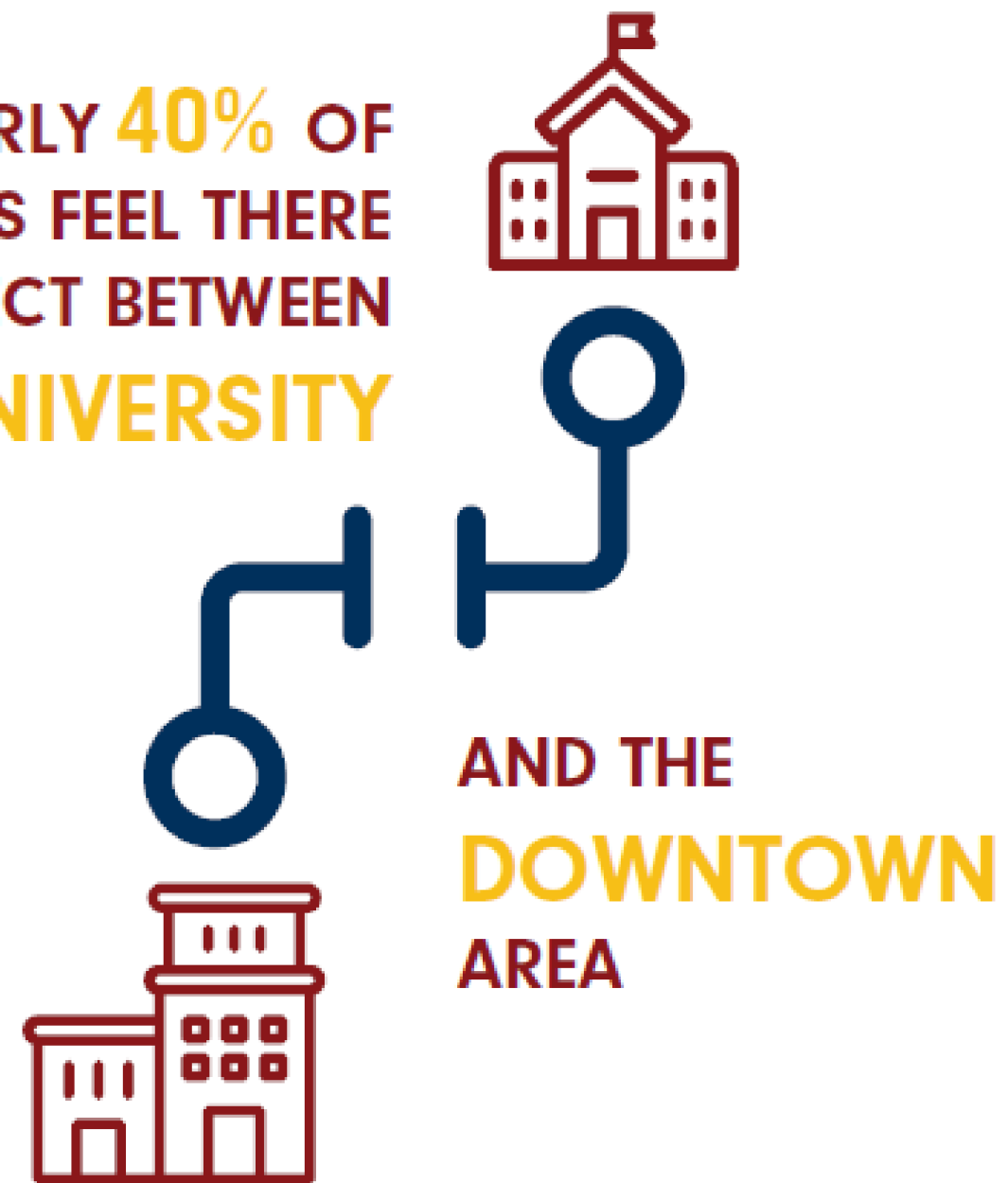


OVER **40%** OF RESPONDENTS NOTED THAT **WALKABILITY** WAS WHAT THEY LIKE MOST ABOUT DOWNTOWN



OVER **61%** OF RESPONDENTS INDICATED **FOOD & DINING** AS THE MAIN REASON THEY GO DOWNTOWN

NEARLY **40%** OF RESPONDENTS FEEL THERE IS A DISCONNECT BETWEEN **TRINE UNIVERSITY**



AND THE **DOWNTOWN AREA**

# City Action Plans

## DOWNTOWN HOUSING

- 28.5% of Angola's population is between the ages of 24 and 30.
  - Housing should appeal to students and young professionals.
  - This demographic may not be ready for homeownership – looking for alternative housing products.
- Downtown residents can enjoy local restaurants, shops, and entertainment.
- Downtown residents support local businesses year-round.

# City Action Plans

## PUBLIC SPACE

- **Activate the public square.**
  - Collaborate with business owners on a plan for events and parking lot closures.
  - Expand opportunities for outdoor dining.

**ESTABLISH CORRIDORS WHERE TEMPORARY STREET CLOSURES CAN OCCUR FOR EVENTS.**

# City Action Plans

## CONNECTIVITY & ACCESSIBILITY

- Explore options to reduce truck traffic through downtown.
- Create gateway(s) along Maumee Street to welcome visitors to Angola.
- Identify and clearly mark public parking lots.
  - Activate alleyways for pedestrian connections.
  - Activate “back-of-house” spaces as pedestrian amenities.
- Develop a map of downtown to direct visitors to parking and attractions.
- Add information kiosks with a map of the downtown to the public square.

- Promote downtown attractions and events on the City of Angola’s website.

ACTIVATING THE “BACK-OF-HOUSE” SPACES  
FOR IMPROVED PEDESTRIAN EXPERIENCE

ACTIVATING THE ALLEYWAYS FOR  
BETTER ACCESS

# City Action Plans

## COMMUNICATION & COLLABORATION

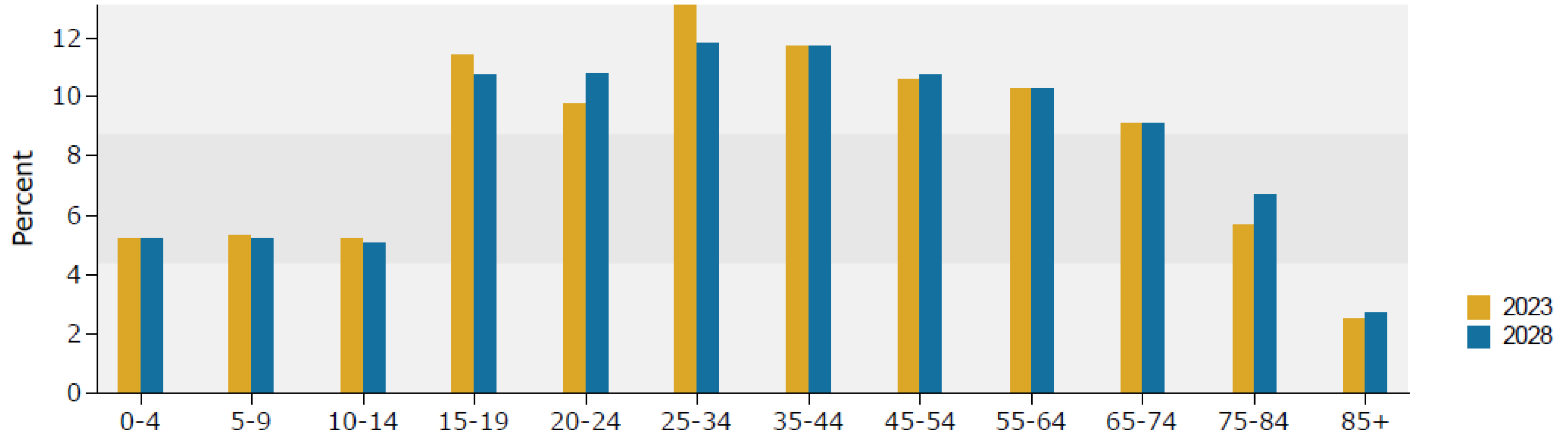
- Strengthen the partnership with state, national, and local Main Street organizations and the Angola community.
- Maintain a supportive relationship with downtown business owners.
- Promote available grants and programs for downtown business owners.
- Coordinate with small business owners to extend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

# Market Overview and Understanding



# Market Understanding

Population by Age

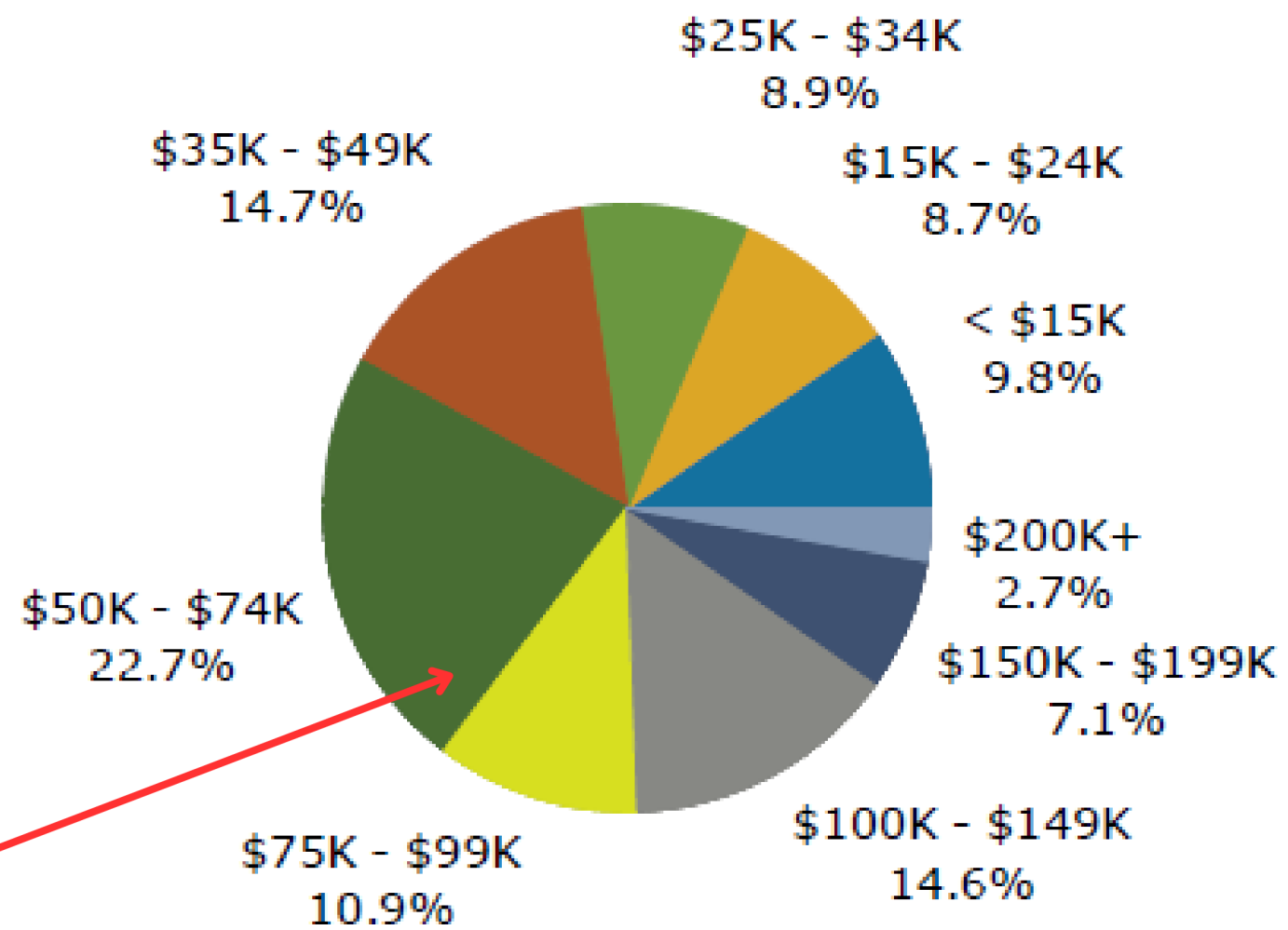


1. Most population sits between ages 15-64
2. Growth between now and 2028: 20-24, 45-54, 75-84

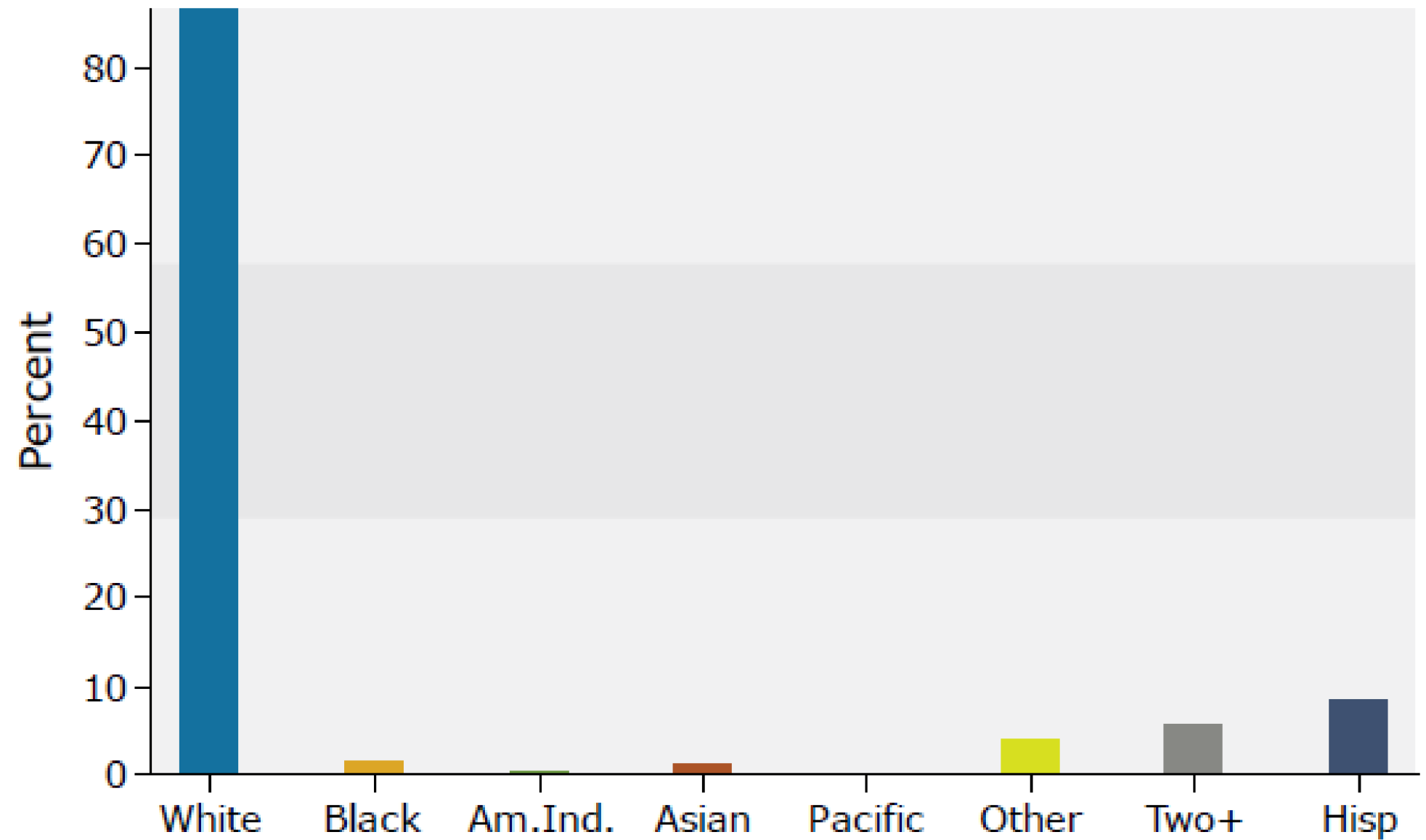


# Market Understanding

## 2023 Household Income



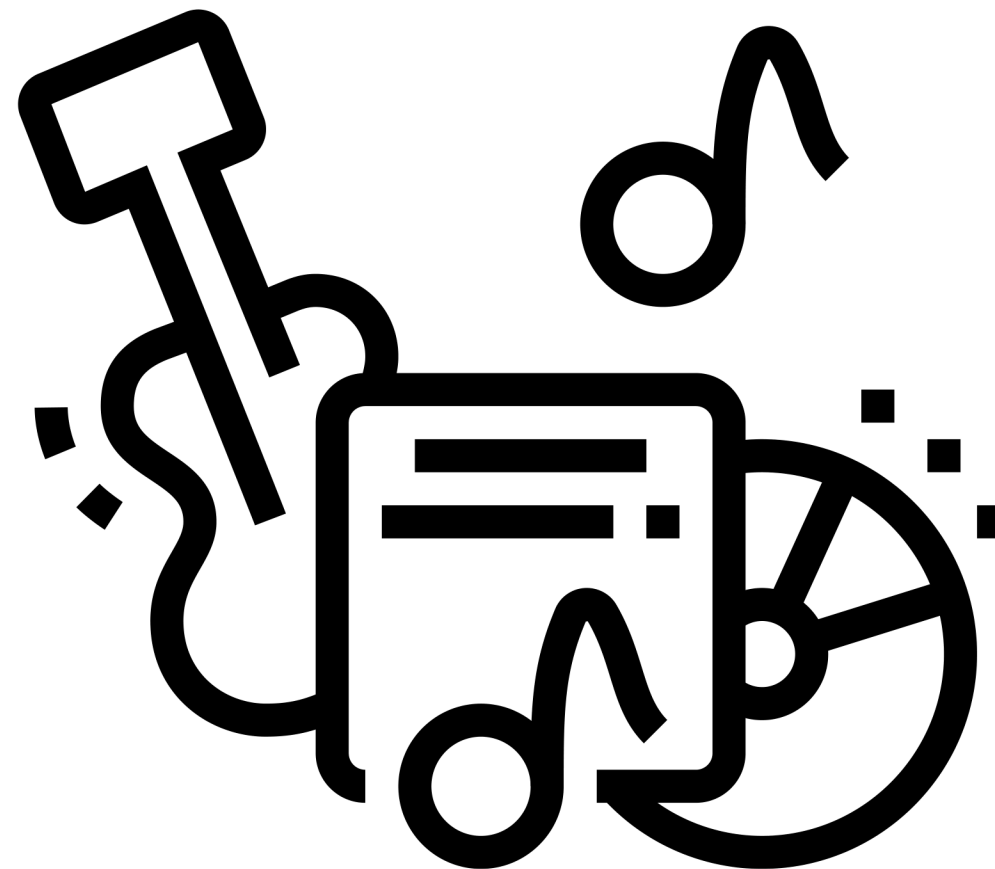
## 2023 Population by Race



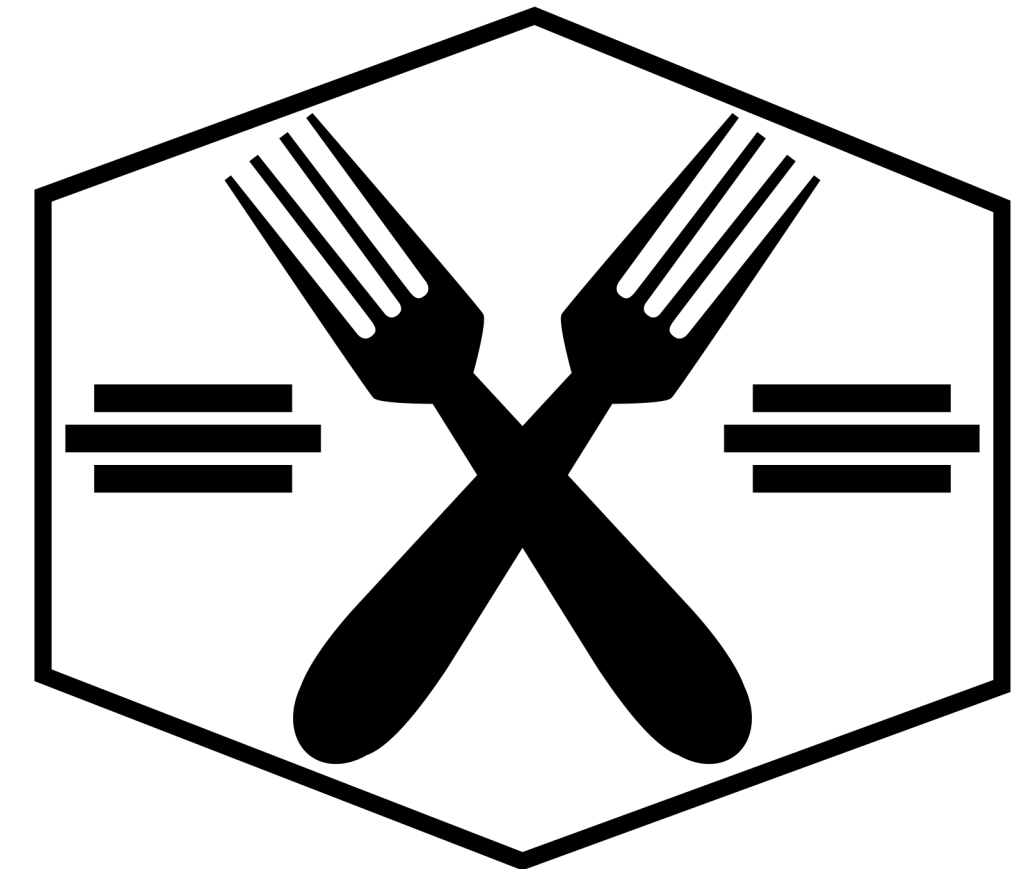
# Market Understanding - Retail Growth (2023-2028)



Apparel  
\$2,352,726  
Women's apparel  
\$813,609



Entertainment  
\$4,511,125  
T.V. services  
\$1,621,294  
Pet - \$1,234,279



Food  
\$11,776,001  
At Home  
\$7,752,760  
Away- \$4,023,240

# Psychographics

## 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

# Tapestry Segmentation

## 5 Minutes (2023)

- Midlife Constants 25.1%
- Traditional Living 23.1%
- Old and Newcomer 20.4%
- Small town Sincerity 12.9%
- Set to Impress 9.8%

## 10 Minutes (2023)

- Old and Newcomer 28.3%
- Traditional Living 14.2%
- Salt of the Earth 14.4%
- Midlife Constants 13.4%
- Rural resort dwellers 9.0%

## (2018)

- Midlife Constants 25.4%
- Traditional Living 24.2%
- Old and Newcomer 17.7%
- Small town sincerity 13.4%
- Set to Impress 10.2%

## (2018)

- Old and newcomer 23.4%
- Salt of the Earth 16.5%
- Midlife constants 12.3%
- Traditional living 11.9%
- Rural resort dwellers 9.9%

# Tapestry Segmentation

## 5 Minutes (2023)

- Midlife Constants 25.1%

## 10 Minutes (2023)

- Midlife Constants 13.4%



LifeMode Group: GenXurban

## Midlife Constants

5E

Households: 3,068,400

Average Household Size: 2.31

Median Age: 47.0

Median Household Income: \$53,200

### WHO ARE WE?

*Midlife Constants* residents are seniors, at or approaching retirement, with below-average labor force participation and below-average net worth. Although located in predominantly metropolitan areas, they live outside the central cities, in smaller communities. Their lifestyle is more country than urban. They are generous but not spendthrifts.

### OUR NEIGHBORHOOD

- Older homes (most built before 1980) found in the suburban periphery of smaller metropolitan markets.
- Primarily married couples, with a growing share of singles.
- Settled neighborhoods with slow rates of change and residents that have lived in the same house for years.
- Single-family homes, less than half still mortgaged, with a median home value of \$154,100 (Index 74).

### SOCIOECONOMIC TRAITS

- Education: 63% have a high school diploma or some college.
- At 31%, the labor force participation rate is low in this market (Index 91).
- Almost 42% of households are receiving Social Security (Index 141); 27% also receive retirement income (Index 149).
- Traditional, not trendy; opt for convenience and comfort not cutting edge. Technology has its uses, but the bells and whistles are a bother.
- Attentive to price, but not at the expense of quality, they prefer to buy American and natural products.
- Radio and newspapers are the media of choice (after television).

# Tapestry Segmentation

5 Minutes (2023)

- Midlife Constants 25.1%

10 Minutes (2023)

- Midlife Constants 13.4%



LifeMode Group: GenXurban

## Midlife Constants

### MARKET PROFILE (Consumer preferences are estimated from data by MRI-Simmons.)

- Prefer practical vehicles like SUVs and trucks (domestic, of course).
- Sociable, church-going residents belonging to fraternal orders, veterans' clubs, and charitable organizations and do volunteer work and fundraising.
- Contribute to arts/cultural, educational, health, and social services organizations.
- DIY homebodies that spend on home improvement and gardening.
- Media preferences: country or movie channels.
- Leisure activities include movies at home, reading, fishing, and golf.

# Tapestry Segmentation

## 5 Minutes (2023)

- Traditional Living 23.1%

## 10 Minutes (2023)

- Traditional Living 14.2%



LifeMode Group: Hometown

## Traditional Living

12B

Households: 2,395,200

Average Household Size: 2.51

Median Age: 35.5

Median Household Income: \$39,300

### WHO ARE WE?

Residents in this segment live primarily in low-density, settled neighborhoods in the Midwest. The households are a mix of married-couple families and singles. Many families encompass two generations who have lived and worked in the community; their children are likely to follow suit. The manufacturing, retail trade, and health-care sectors are the primary sources of employment for these residents. This is a younger market—beginning householders who are juggling the responsibilities of living on their own or a new marriage, while retaining their youthful interests in style and fun.

### OUR NEIGHBORHOOD

- Married couples are the dominant household type, but fewer than expected from the younger age profile and fewer with children (Index 79); however, there are higher proportions of single-parent (Index 146) and single-person households (Index 112).
- Average household size is slightly lower at 2.51.
- Homes are primarily single family or duplexes in older neighborhoods, built before 1940 (Index 228).
- Most neighborhoods are located in lower-density urban clusters of metro areas throughout the Midwest and South.
- Average commuting time to work is very short (Index 22).
- Households have one or two vehicles.

### SOCIOECONOMIC TRAITS

- Over 70% have completed high school or some college.
- Labor force participation is a bit higher than the national rate at 63.4%.
- Almost three-quarters of households derive income from wages and salaries, augmented by Supplemental Security Income (Index 139) and public assistance (Index 152).
- Cost-conscious consumers that are comfortable with brand loyalty, unless the price is too high.
- Connected and comfortable with the internet, more likely to participate in online gaming or posting pics on social media.
- TV is seen as the most trusted media.



Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by MRI-Simmons.

# Tapestry Segmentation

5 Minutes (2023)

- Traditional Living 23.1%

10 Minutes (2023)

- Traditional Living 14.2%



LifeMode Group: Hometown

## Traditional Living

### MARKET PROFILE (Consumer preferences are estimated from data by MRI-Simmons.)

- Shop for groceries at discount stores such as Walmart Supercenters.
- Convenience stores are commonly used for fuel or picking up incidentals.
- Tend to carry credit card balances, have personal loans, and pay bills in person.
- Half of households have abandoned landlines for cell phones only.
- Favorite TV channels include Freedom, CMT, and Game Show Network.
- Fast-food devotees.
- Enjoy outdoor activities such as fishing and taking trips to the zoo.



# Tapestry Segmentation

5 Minutes (2023)

- Old and Newcomer 20.4%

10 Minutes (2023)

- Old and Newcomer 28.3%



LifeMode Group: Middle Ground

## Old and Newcomers

8F

Households: 2,859,200

Average Household Size: 2.12

Median Age: 39.4

Median Household Income: \$44,900

### WHO ARE WE?

This market features singles' lifestyles, on a budget. The focus is more on convenience than consumerism, economy over acquisition. *Old and Newcomers* is composed of neighborhoods in transition, populated by renters who are just beginning their careers or retiring. Some are still in college; some are taking adult education classes. They support charity causes and are environmentally conscious. Age is not always obvious from their choices.

### OUR NEIGHBORHOOD

- Metropolitan city dwellers.
- Predominantly single households (Index 148), with a mix of married couples (no children); average household size lower at 2.12.
- 55% renter occupied; average rent is lower than the US (Index 85).
- 45% of housing units are single-family dwellings; 45% are multiunit buildings in older neighborhoods, built before 1980.
- Average vacancy rate at 11%.

### SOCIOECONOMIC TRAITS

- An average labor force participation rate of 62.6%, despite the increasing number of retired workers.
- 32% of households are currently receiving income from Social Security.
- 31% have a college degree (Index 99), 33% have some college education (Index 114), 9% are still enrolled in college (Index 121).
- Consumers are price aware and coupon clippers but open to impulse buys.
- They are attentive to environmental concerns.
- They are comfortable with the latest technology.

# Tapestry Segmentation

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10 Minutes (2023)

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LifeMode Group: Middle Ground

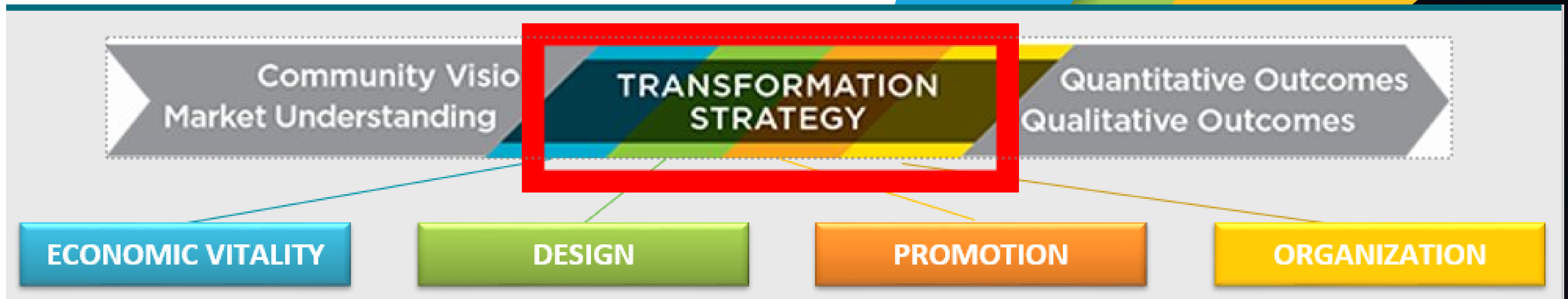
## Old and Newcomers

### MARKET PROFILE (Consumer preferences are estimated from data by MRI-Simmons.)

- Residents have a strong sense of community. They volunteer for charities, help fundraise, and recycle.
- They prefer cell phones to landlines.
- Entertainment features the internet (employment searches, rating products, updating social media profiles), watching movies at home, listening to country music, and reading the paper.
- Vehicles are basically just a means of transportation.
- Food features convenience, frozen, and fast food.
- They do banking as likely in person as online.

# Transformation Strategies & Implementing Work Plans





## Attract a young professional/college crowd to Main Street through food/entertainment and placemaking

Reasons why

- Younger population: large percentage of the population is college age to 34.
- The community wants food (all types), apparel, entertainment, and recreation
- Missing middle housing is needed
- Outdoor spaces and placemaking are a want/need



# Assessing and Aligning Current Efforts

ECON VITALITY	DESIGN	PROMOTION	ORGANIZATION
1. _____	1. _____	1. _____	1. _____
2. _____	2. _____	2. _____	2. _____
3. _____	3. _____	3. _____	3. _____

How did these projects, activities, events come about?

What direction are these projects and activities following?

How do these efforts show success for the district and program?

Community Vision Market Understanding	TRANSFORMATION STRATEGY	Quantitative Outcomes Qualitative Outcomes
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# Next Steps

## ECONOMIC VITALITY

- Business recruitment food/beverage
- Look at current business retention/expansion
- Work with current businesses on store hours
- Market available spaces in the district

## ORGANIZATION

- Diversify fundraising efforts
- Recruit younger and Trine volunteers and board members
- Create a volunteer recruitment structure and orientation

## PROMOTIONS

- Market downtown to Trine through print and other formats
- Focus on quality of quantity of events and align them to a younger demographic
- Create wayfinding that promote businesses
- Advertise parking and how to use

## DESIGN

- Focus on creating placemaking and rehabilitation of historic structure
- Find creative ways to connect the downtown to Trine

# Questions?

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Thank  
you! :)