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Background
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The focus of this planning effort is the creation of a cohesive economic development strategy for the development and/or redevelopment of the US 20/I-69 interchange. The current interchange serves as the primary southern gateway into the community. It developed organically over time to primarily meet the needs of the interstate traveler. That has resulted in the development of typical uses that you find at rural interchanges. These uses are disconnected from the core of the community or other primary commerce areas, and include such uses as fast food outlots, fuel stations, storage units, high density residential, and small industrial buildings. Over time, the product of this development does not set the first impression desired by the community.

The original study area was comprised of approximately 750 acres of area around the US 20/I-69 Interchange. The majority of this area was already annexed to the City of Angola. During the analysis phase of the planning process, it was determined that the primary area of study needed to be expanded further north and south of US 20 and the final study area contained approximately 1,260 acres. The area is made up of significant acreage of undeveloped properties, as well as the collection of uses mentioned above.
EXHIBIT A: STUDY AREA
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Section 2

Planning Process

To complete this process the consultant, HWC Engineering, worked with a steering committee of community stakeholders that included, among others, the community’s redevelopment commission. This committee met several times to discuss topics such as preferred land uses, overall goals and vision for the interchange, and strategies to achieve the desired outcomes for the interchange. These discussions were supported by research and analysis performed by the consultant as well as interviews with key stakeholders outside of the steering committee itself. The result is a plan that addresses several topics related to development opportunities at the interchange and offers a roadmap of steps to deliver the successful implementation of the plan.
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As part of the analysis for this project, a series of issues were identified that influence the direction and strategies of any successful economic development plan for Angola. Some of these issues are constraints that need to be overcome for successful implementation, others are opportunities that may be capitalized upon as implementation of the plan is completed. Each of these issues are discussed below.

**FOCUS OF THE INTERCHANGE**

Based on the geographic location of the US20/I-69 interchange, it has the capacity to serve many interests as it develops/redevelops. Historically, the interchange has primarily focused on serving the needs of travelers along the interstate. Moving forward, however, the interchange's uses should expand to serve the needs of the broader Angola community. This includes serving the significant summertime residential traffic that is related to Stueben County's “101 lakes”. Uses that have been identified to serve those needs include those such as hotels, restaurants, retail services, and high wage employment centers. This will allow for a greater connectivity between the interchange and Angola’s increasingly vibrant downtown, as well as the interchange and Trine University. Given the aging nature of the community, the area at the interchange may also provide some interesting opportunities for residential product that is designed to support job growth and the attraction/retention of families and young
professionals within the community. It is also important that this interchange and its uses be coordinated and designed in such a way as to complement the economic activities that are already in place at other commercial areas within the community.

COMMUNITY GATEWAY

As stated previously, this interchange is the key southern gateway into the community. This means that, for many, this is the first impression they will have of Angola. It has been discussed for years, and supported in several previous planning documents, that the current gateway does not represent the desired impression of the community. This includes both the aesthetic look and feel of the area as well as the current mix of uses not representing the highest and best uses for the interchange. Among these uses is the large mobile home facility at the interchange that not only inhibits the ability to use that property for the growth of the community’s job and assessed valuation base, but also impacts the developability of the property around it.

SITE/BUILDING AVAILABILITY

Steuben County has several locations where new business and industry can be located, but few of those locations exist within the City of Angola. In order for Angola to be competitive in ongoing economic development efforts, it is essential that new and unique product, such as new development sites or buildings to occupy, be developed for the purpose of marketing business growth within the community. This includes a need for a diverse inventory of shovel ready sites and available buildings to accommodate the opportunities that present themselves on an ongoing basis. This inventory is not exclusive to this interchange. However, the interchange does provide many of the critical
components to making such product successful, such as access, visibility, infrastructure, and an area large enough to provide the mix of properties with a master planned environment. There are several properties currently available for development and for sale at or near the interchange, and there is ongoing developer interest in development/redevelopment opportunities at the interchange. It should be noted that there are constraints to development in the area, including topographical, hydrological, and infrastructure needs that will need to be addressed and overcome.

**TIMING AND PHASING**

Setting expectations is a critical part of any planning effort. Based on conversations that have taken place with key stakeholders, it is known that prior to the economic downturn in 2008, conversations were ongoing with several potential users at the interchange, including conversations with hotel and restaurant users. While those discussions are no guarantee of future opportunities, they are at least an indicator of potential future opportunity. As the economy continues to recover, it is important to plan for opportunities in the short term, while also preparing for long term opportunities. There is also evidence of opportunities for short term growth with small businesses development by leveraging the entrepreneurial core which is strong in Angola. Furthermore, opportunities continue to exist that would strengthen the economic development relationship with Trine University. Given the University’s geographic relationship to the interchange, combined with their additional programming related to medical engineering and materials engineering, it appears that opportunities exist for unique future partnerships to drive future economic development opportunities.

Beyond the issues that have been identified specifically for Angola, there are a set of boarder assumptions that impact the thinking of this planning effort. These assumptions create a base understanding of the economic impact of certain scenarios and are factors and scenarios that are common through many basic economic development strategic plans.

1. Growing the community’s skilled population base is critical to long term economic vitality of the community.

2. It is essential to the long-term economic health of a community to have a diverse tax base.

3. All development is market driven and must include a willing buyer, willing seller, necessary financing, and municipal approval and proceedings.

4. Successful communities ensure that the rules and regulations governing development are designed to promote, encourage, and facilitate the type of development that is desired by the community.

5. Many factors go into site selection processes for businesses, but key factors include location, availability of infrastructure, business climate, and mitigation of risk.
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Section 4

Overarching Goals

The findings and recommendations of this planning effort are driven by the primary goals listed below. These goals were developed by the Steering Committee with consideration of the Community Master Plan, the Steuben County Economic Development Plan, the input of a variety of stakeholders in the community, and the analysis of base data collected as part of this planning effort. These goals form the base from which the remaining plan elements are derived and serve as the guiding principles in the development of recommended future action items identified later in this planning document.

**PRIMARY GOALS:**

- Become an economic development destination that possesses sites and assets that are unique to the region and attractive to high quality/high wage businesses
- Support a diverse and vibrant business base in the area that is focused on providing opportunities for both small and large businesses
- Develop standards and tools to improve the aesthetic quality of the interchange and provide for the appropriate mix of future land uses for a gateway into the community.
- Continue to focus attention and resources on the development of the overall quality of place for the community to support economic development efforts
The first step to understanding how you get where you want to go is understanding where you start. As part of this analysis, a series of issues were analyzed to achieve an understanding of the development potential for the properties within the study area. Among these issues were the locations of presumed wetlands, hydrological and floodplain areas, and site topography. The results of this analysis can be found in Exhibits B and C. Once the data was overlaid with each other we were able to understand what areas were less desirable for development (Exhibit D) and more favorable for development (Exhibit E). Exhibit E indicates there is a significant amount property available for development in several areas around the interchange. The Exhibits include notations of future land use areas for reference. These areas were created to begin to visualize how certain land uses may be addressed based on the highest and best use of property in the study area, as well as the community’s desired land uses within the study area. These areas will be more clearly defined in Section 6: Preferred Land Uses.

Exhibit B: Hydrology

Exhibit B identifies several significant hydrological issues which impact the overall development potential of the study area, including the three existing lakes located within the study area. Additionally, the study area has a series of presumed wetlands that are spread throughout the study area that impact the overall development potential. While these
areas have not been officially delineated by this analysis, there is evidence on USGS/IDEM mapping that provides strong indication of wetlands as generally depicted in Exhibit B.

**Exhibit C: Topography**

Exhibit C identifies the locations of most significant topographical challenge in the study area. Areas in orange identify locations where the slopes are at or exceed 10% grade change. It is no surprise that these areas closely follow those areas of floodplains and wetlands already identified in Exhibit B. Additionally, areas in yellow are those that have slopes between 5% and 10%.

**Exhibit D: Development Challenged Areas**

Exhibit D is a combination of Exhibit B and C to identify those areas that present the greatest challenges to development. While these areas do not prohibit development, they present challenges that must be overcome in order to develop them to the potential of other locations in the study area and may therefore be looked at as longer term development opportunities or permanent green space. The identified hydrological challenges may require significant compensatory measures be taken to develop the properties, such as cut and fill operations to fill floodplain areas, or the provision of alternative wetland areas at significant multiples of the existing wetland areas to be developed. Where topographical challenges exist, development may require significant on site cut and fill operations, or the removal or addition of significant amounts of soil to the property to facilitate development. In either case, such required activities may limit the financial realities of developing certain challenged properties.

**Exhibit E: Favorable Development Areas**

Exhibit E is a visual depiction of the areas outside of those presented in Exhibit D, and are therefore considered more appropriate for development as the natural constraints to development have less impact. This map does not presume a prioritization to the timeline of development of any of the properties, but it is likely that areas closer to existing access and infrastructure will see development opportunities ahead of those further from such existing infrastructure. While these areas appear suitable for development, it is important to note that the analysis of this study is not a complete due diligence assessment of the specific development conditions of any property. It is likely that there will still be localized and site specific development constraints (such as soils conditions, water tables, unknown sub-surface conditions, unidentified wetlands, etc.) even on these favorable areas that will require further review, design analysis, and potential mitigation.
EXHIBIT C: TOPOGRAPHIC CHALLENGES
EXISTING PHOTOGRAPHIC INVENTORY

Interchange looking west along US 20

Trine University entrance on US 20

Southwest corner of interchange

Interchange looking east along US 20

Northeast corner of interchange

Residential development near interchange
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The interchange provides a significant palette to develop a variety of uses. The key to successful, sustainable development at the interchange is to achieve the right balance of uses to create interrelated property that energizes the area. This means the right mix of retail services, primary employers, and potential residential alternatives is critical to the long term success of the area, as well as the supportive connectivity to the rest of the community. Exhibit F, and the text that follows, breaks down the proposed land uses for areas near the interchange.

Each of the land use areas focuses on both the types of uses that are recommended for that area, as well as the general character of the development that is anticipated for that area. The Steering Committee, and the community in general through previous planning documents, has expressed a strong desire to create an improved image of the community through improved development standards. This is especially true at this interchange as it serves as the southern gateway into the community. There are many ways to accomplish this, but generally a set of pre-defined development standards or design guidelines are a helpful tool for both the City’s economic development/planning staff and the potential developer to understand the expectations of the community and deliver the desired development outcomes. While the specific standards of such guidelines are yet to be determined, some of the general considerations might include:
1. Development within the study area are encouraged to be “master planned” with adjacent uses to facilitate efficient circulation and shared parking.

2. Where developments include several buildings, grouping of buildings to create outdoor spaces and plazas is encouraged.

3. Open spaces should be integrated into the development plans to maximize their combined visual effect.

4. Architectural detailing of buildings should be focused on façades visible from any roadway.

5. The scale, mass, color and proportion of the building shall reflect the character of the area in which it is located and shall be compatible with adjoining developments.

6. Multiple buildings in developments in commercial centers, should incorporate coordinated architectural styles, materials, forms, features, colors and applied elements to visually tie the development together.

7. Signage, fencing, walls and other amenities (benches, lights) are encourage to be integrated with building design and landscaping.

8. All structures will be evaluated on the overall appearance of the project and shall be based on the quality of its design and its relationship to the surrounding area.

Area A - Transition Area (Office, Retail, Flex, Residential)

This area focuses on mix of office, retail, flex uses, and potentially market rate multi-family development, with an emphasis on a transition between the corridors and the areas further away. This area shall have an emphasis on high quality architecture, proportion, and detail sensitive to its visibility from Interstate 69.

Area B - Gateway Commercial South

This area is anticipated to include a collection of office, service retail and commercial retail uses. Special attention must be paid to the gateway nature of this area and signage and landscaping should reflect this sensitivity. Larger stores are not encouraged, but may be permitted under the correct circumstances. Where permitted, these uses should be located farther away from the primary thoroughfare with parking visibly in front. Smaller outlots are encouraged to be located near the street. High quality building design and site improvements, are a priority in this area because this corridor functions as the “spine” and gateway into the community. Where multiple buildings are proposed within a single development, a consistent architectural theme are encouraged to be applied throughout the entire development. Site access and signage must be carefully planned to orient drivers. Site design and parking lot layout must recognize the “double-fronted” nature of development sites in this area.
EXHIBIT F: LAND USE STUDY
Area C – Corridor Office and Retail

This area is anticipated to include a collection of office, service retail and commercial retail uses. Larger stores may be located farther away from the primary thoroughfare with parking visibly in front. Smaller outlots are encouraged to be located near the street. High quality building design and site improvements are a priority in this area because this corridor functions as the “spine” and gateway into the community. Where multiple buildings are proposed within a single development, a consistent architectural theme is encouraged to be applied throughout the entire development. Site access and signage must be carefully planned to orient drivers. Site design and parking lot layout must recognize the “double-fronted” nature of development sites in this area.

Area D – Residential and Office

The purpose of this Area is to recognize the opportunity to place residential development near the interchange, without disrupting the economic development opportunities that are afforded there. The range of residential uses that are permitted within this Area include single family detached, single family attached, two-family, and market rate multi-family residential, provided it is designed in an integrated manner. The design standards included within this section are intended to ensure that residential development within the Area is attractive and appropriate based on the housing needs of the community.

Area E - Office, Research and Technology District

This district focuses on a mix of office, research and technology uses to support an innovative corporate campus or technology park that transforms Angola into a regional research and technology district. The district supports corporate office complexes, research and technology related uses, and some potential some small light industrial uses (distribution, manufacturing and wholesale) that are completely enclosed in a building. The architecture may reflect the innovation of the medical/technology field through more contemporary architecture and modern materials such as glass; however, more
traditional styling elements are not discouraged if they respond to the style of adjacent buildings. This district supports medium to large offices and should provide easy access and good visibility from major thoroughfares and interstate. This district shall have an emphasis on high quality architecture, proportion, and detail.

**Area F – Highway Retail District**

This district focuses on retail uses that are automobile oriented rather than pedestrian oriented like those found in downtown. Retail should be neighborhood or regional uses. It is not anticipated that this area will include “big box” retail opportunities, but may include smaller inline or outlot opportunities. Where multiple buildings are proposed within a single development, a consistent architectural theme are encouraged to be applied throughout the entire development.

**Area G – Gateway Commercial North**

This district focuses on a mix of uses with high importance on architecture signifying the entry into Angola. This is one of the most important areas within the study area based on its geographic importance and accessibility to significant traffic generating corridors. Given the unique nature of the property, and the possibility of a mix of uses being appropriate at this location, there is a high expectation on the level of quality and design that will go into any development at this location. This district shall have an emphasis on high quality architecture, proportion, and detail. This area is anticipated to include a collection of office, service retail and commercial retail uses. Larger stores are not anticipated in this Area, but smaller outlots are encouraged to be located near the street. Where multiple buildings are proposed within a single development, a consistent architectural theme are encouraged to be applied throughout the entire development. Site access and signage must be carefully planned to orient drivers. Site design and parking lot layout must recognize the “double-fronted” nature of development sites in this area.

**Area H – Corridor Office/Medical/Flex Office**

This district focuses on a mix of offices, medical and professional uses to allow for the creation of new jobs aimed at attracting professionals. This district supports small offices that provide easy access and offers good visibility from secondary thoroughfares with convenient parking that is cognizant of the neighboring uses and internal circulation networks. The architecture may reflect the innovation of the medical/technology field through more contemporary architecture and modern materials such as glass; however, more traditional styling elements are not discouraged if they respond to the style of adjacent buildings. This district shall have an emphasis on high quality architecture, proportion, and detail. Site design and parking lot layout must recognize the “double-fronted” nature of development sites in this area.
Area I - Transition Area (Office and Light Industrial)

This area focuses on a mix of office, retail, and flex uses that are clean, quiet, and free of hazardous or objectionable elements. Additionally, this area operates entirely with enclosed structures, and generates little industrial traffic, with an emphasis on a transition between the corridors and the areas further away. This area shall have an emphasis on high quality architecture, proportion, and detail but perhaps not as high as those areas along I-69 and US 20.

Area J – Light Industrial Office/Flex

This district focuses on light industrial uses such as distribution centers, manufacturing and wholesale establishments that are clean, quiet, and free of hazardous or objectionable elements, operates entirely within enclosed structures, and generate little industrial traffic. The architectural standards in this district shall remain strong, but may not be at the same level of those of those areas closer to I-69 and US 20.

Area K – Corridor Office and Light Industrial

This district focuses on office and light industrial uses such as distribution centers, manufacturing and wholesale establishments that are clean, quiet, and free of hazardous or objectionable elements, operates entirely within enclosed structures, and generate little industrial traffic. The architectural standards in this district shall high with great sensitivity to their visibility for I-69.

These areas have been identified because of their ability to capture the character of a given area. They are sensitive to the marketability of certain uses such as retail and commercial uses, as well as to the nature of how these areas transition from one another. These areas are also sensitive to the visibility of each area, and the need to maintain a higher degree of architectural and site design on properties at the interchange and along primary visual corridors such as US 20 and I-69. It is important to note that there will likely be borders identified on this map are not absolute, and uses may blend from one area to another. When this happens, it is important to maintain appropriate connections and buffers to ensure that this blending still maintains the integrity of the general qualities identified for each base area.
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As part of this planning effort, a conceptual development plan is being suggested to bring all of the analysis together into a visual representation of the various elements of this plan. It is important to note that this plan is a concept only, and does not reflect actual development projects. It is also important to note that it is anticipated that this plan may take decades to develop out, however, there are opportunities for development opportunities in the short term. These opportunities especially exist closer to the interchange and along the US 20 corridor. Potential uses on the plan are identified by color, and infrastructure and been conceptually shown to provide access to properties throughout the plan. Such infrastructure alignment may alter significantly over time as actual development occurs with the area and individual properties are coordinated into a cohesive development pattern.

Exhibit G: Conceptual Development Plan

Exhibit G identifies the conceptual visual representation of the land use recommendations established in Section 6 and has been designed around the preferred developed areas established in Exhibit E. The concept focuses on highway oriented retail on the west side of I-69, well designed retail and office uses along the US 20 corridor east of I-69, light industrial uses to the north of the study area, and a mix of residential and office/high tech uses toward the southern end of the study area. The plan envisions significant redevelopment of uses.
EXHIBIT G: CONCEPTUAL DEVELOPMENT PLAN
that are currently located at the interchange, but that does not mean that all uses will be redeveloped. In many cases existing uses may be permitted to remain and even expand, while others may have opportunities to relocate to other areas within the study area. This plan is conceptual only, and the actual development in this area may ultimately differ significantly from this concept. This included the general road layout that has be conceptualized to serve developable areas, but may ultimately take different routes to serve the same areas. This plan also envisions a network of trails that will connect areas within the study area, as well as connecting the study area to downtown Angola and Trine University.

**Exhibit H & I: Conceptual Development w/ Overlay District, Land Use Area Breakdown**

Exhibit H, see page 38, identifies the conceptual plan with consideration of the land use areas identified in Section 6: Preferred Land Uses. A breakdown of total acreage and the developable acreage within each area is listed in Exhibit I, see page 39. These areas are represented by the conceptual building layouts on Exhibit G, and represent a variety of building types and sizes that reflect the general use types anticipated for each area.

Based on the general analysis of development constraints, it appears there is, at a minimum, 750 acres of “developable” property in the study area. This property is rather evenly distributed among the identified land use areas. It is important to understand that just because a property has development potential does not indicate that it will develop or on what timeline it might develop. Properties that are more currently accessible with road and utility infrastructure are more likely to develop in the near term. Areas closer to the interchange or along US 20 are more likely to develop than those that are further from the interchange itself. Market demand will also ultimately determine what specific uses can be supported and the appropriate timing for development. With that noted, however, the community can help influence those development decisions with strategic investment opportunities and creative public/private partnerships that facilitate the development of the community’s vision for the study area.

**UNDEVELOPED AREAS**

Many locations within the study area have natural constraints to development. While some of these areas may in fact be developed over time, some will not. This does not mean there is not value in these areas, however. Undeveloped areas within the study area can be a significant amenity for employers, employees, visitors and the general community to embrace the natural landscape character that is a strong asset of Angola. There should be an effort throughout the study area to provide access to these undeveloped areas by developing a strong network of paths and trails.
### EXHIBIT I: LAND USE AREA BREAKDOWN

Total Acres in **Study Area**: 776.9 Acres  
Total Acres in **Developable Area**: 759.4 Acres  
Total Acres by **Land Use Area**: 1,260.6 Acres

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<th>Total Acres</th>
<th>Developable Acres</th>
<th>% Developable</th>
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<td>50.2%</td>
</tr>
<tr>
<td>I</td>
<td>90.9</td>
<td>56.1</td>
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| Total         | 1,260.6     | 759.4            | 60.2%         |
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Section 8

Key Strategies

CRITICAL PATH STRATEGIES

The critical path strategies are the most essential strategies in achieving the vision and goals set forth by this plan. All of the strategies are important, but the critical path strategies are those that should be initiated and completed first. Each of these strategies creates opportunities for other activities identified within the plan and therefore serve as key catalyst projects for the overall plan implementation.

1. Pursue the creation of a State Certified Technology Park at the interchange

- Finalize geographic location of key facilities of proposed park
- Secure ownership or create partnership agreements to control the appropriate facility or properties to develop the park
- Formalize required public partnerships (Angola, Steuben County, Trine University, etc.) to facilitate application process
- Seek private business partnerships for participation in the park
- Develop required documentation and submit application
- Prepare to construct the infrastructure required to support implementation of the CTP plan
2. Develop appropriate public private partnerships to create economic development opportunities and mitigate the risk of public investment

- Identify key early stage development opportunities (such as those along the US 20 corridor) and develop relationships with underlying property owners and potential developers
- Negotiate public/private partnership agreements to define expectations for both public and private investment, timelines for such investment, and expected returns on that investment
- Begin implementation of strategic investment in key infrastructure improvements
- Work with property owners and the Indiana Department of Transportation (INDOT) to define future access points along the US 20 corridor within the study area

3. Identify key regional/state/federal funding sources (such as EDA grants) that can assist in the development of new economic development opportunities

- Based on ongoing conversations with key development partners, identify key investment opportunities for short and long term improvements
- Work with appropriate regional, state, and federal agencies (including key elected representatives for each entity) to seek opportunities to fund key projects
- Seek to leverage specific development opportunities for assistance in funding of critical infrastructure improvements

4. Create a PUD overlay for the interchange/corridor that lays out a mix of uses and development standards that establish the desired look and feel for the gateway

- Begin a process to create a PUD overlay for the study area that outlines the desired land uses and development criteria for the area. Most often this will require the engagement of a consulting partner to community leaders with the development of the formal document for consideration
- Engage underlying property owners and development interests in the development of the standards
- Adopt overlay, pursuant to Indiana Code regulation, as an amendment to the communities zoning code

5. Prioritize working with the property owner to seek a feasible relocation plan for the mobile home park at the interchange to open that property for redevelopment

- Identify potential alternative sites for the existing facility
- Engage in formal negotiations with the underlying property owner to seek alternatives to either remove or relocate the facility from its current location
- Engage development interest in the site and seek to create a public/private partnership to mitigate cost and risk for all parties
GUIDING PRINCIPLES:

1. Become an economic development destination that possess sites and assets that are unique to the region and attractive to high quality/high wage businesses.

2. Support a diverse and vibrant business base in the area that is focused on providing opportunities for both small and large businesses.

3. Develop standards and tools to improve the aesthetic quality of the interchange and provide for the appropriate mix of future land uses appropriate for a gateway into the community.

4. Continue to focus attention and resources on the development of the overall quality of place for the community to support economic development efforts.
1. Become an economic development destination that possess sites and assets that are unique to the region and attractive to high quality/high wage businesses:

- Pursue the creation of a State Certified Technology Park at the interchange
- Create State Certified Shovel Ready opportunities with strategic investment in infrastructure and partnerships with private property owners
- Develop internal policies to support creating an economic development advantage for Angola
- Develop appropriate public private partnerships to create economic development opportunities and mitigate the risk of public investment
- Investigate opportunities to partner with Trine University to support their continued expansion of engineering services, business incubator development, and potential technology transfer at the interchange
- Identify key regional/state/federal funding sources (such as EDA grants) that can assist in the development of new economic development opportunities
2. Support a diverse and vibrant business base in the area that is focused on providing opportunities for both small and large businesses:

- Support a mix of potential business sites to support start-up business opportunities as well as locations for growing and established businesses

- Investigate the business model for the construction of spec space/shell buildings at the interchange to accelerate development opportunities

- Continue to implement the workforce development components of the Steuben County Economic Development Plan to create tools to support businesses in Angola and at the interchange

- Continue and expand an entrepreneurial support program for Angola to support new business start-ups

- Continue to utilize the Angola Investment Fund as a strategic investment tool in key economic development projects
3. Develop standards and tools to improve the aesthetic quality of the interchange and provide for the appropriate mix of future land uses appropriate for a gateway into the community:

- Create a PUD overlay for the interchange/corridor that lays out a mix of uses and development standards that establish the desired look and feel for the gateway.

- Use annexation strategically to support appropriate development patterns at the interchange.

- Expand the Tax Increment Finance District as necessary to promote the development of properties near the interchange.

- Implement strategic, phased, infrastructure improvements, as part of public/private partnerships, to create more shovel ready product.

- Develop a focused marketing outreach program to seek potential development opportunities for hotel and restaurant users at the interchange.

- Create an internal understanding of the appropriate use of incentives for certain projects based on criteria such as wage level, job numbers, engagement of local workforce, and private investment in the project.

- Prioritize working with the property owner to seek a feasible relocation plan for the mobile home park at the interchange to open that property for redevelopment.
4. Continue to focus attention and resources on the development of the overall quality of place for the community to support economic development efforts:

- Connect the interchange to downtown and Trine University with a comprehensive trail and pathway network
- Engage natural areas near the interchange to support and enhance the quality of development near the interchange
- Work to promote the continued development of quality residential product with a focus on families and young professionals
- In coordination with Trine University, develop programming designed to encourage students to remain in Angola following graduation
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INFRASTRUCUTURE PLANNING

Adequate infrastructure is one of the fundamental components of successful economic development. Angola is blessed to have a strong existing infrastructure system to support development and redevelopment efforts inside the study area. As was previously identified, a Conceptual Development Plan has been developed as part of the findings of this analysis. The Concept Plan identifies significant development potential at the interchange and along US 20 where existing road and utility infrastructure is in place. The Concept Plan also identifies areas radiating north and south of US 20 where limited or no such infrastructure is currently in place.

This Section is designed to discuss exiting conditions of infrastructure in the study area, while outlining what may be generally necessary to help facilitate full build out within the study area. It is important to note that any discussion of future infrastructure is based on assumptions made from the Conceptual Development Plan which is exactly that, conceptual. Future development in this area may be influenced by any number of factors which might change the current thinking for future development in the area. These factors may also alter the nature, and timing, of how and where infrastructure is required to serve future development needs. With this in mind, this Section will spend time focusing on concepts which will likely be relevant even if future demands alter the current conceptual thinking.
There are some key factors to note up front. The first is that much of the key areas likely for development in the short term are currently served with utilities and have some form of access to US 20. We will talk about access to US 20 a bit later in this Section, but it is possible to see a significant amount of development today with the current utility infrastructure in place. Road infrastructure is a slightly different story as current access to US 20 is likely to change over time and current road infrastructure connecting to US 20 is not adequate to support the level of development anticipated by the Conceptual Development Plan.

The second factor is that utility infrastructure further separated from US 20, as well as the required road infrastructure, will be expensive. Given some of the previously discussed development constraints in the area, as well as the distance from current infrastructure facilities in some cases, it is difficult to assign actual costs to much of this infrastructure without detailed study and analysis of each particular case. This will likely not be completed until an actual development project warrants such analysis, but it is safe to assume that significant investment will be required to reach some of the properties in the study area.

With the previous factor in mind, it is important to note that all future infrastructure improvements need to be based on market demand and redevelopment/development potential. This will likely result in infrastructure being phased in over time and, in many cases, coordinated as part of a public/private partnership. In some cases the construction of speculative infrastructure is required to serve as a catalyst for development interest and opportunities. This may be the case within the study area, especially to promote projects like the Certified Technology Park or a new business park. Where possible, however, the community is well served to connect its investment with formally agreed upon private capital investment to establish a direct value proposition for the community.

**TRANSPORTATION INFRASTRUCTURE**

**Current Transportation Network**

The study area is currently well served with both visibility and access to Interstate 69. It also currently enjoys favorable access and visibility to US 20. There are a series of north/south connection points to US 20 that provide some limited accessibly to the study area; including the Interstate 69 frontage road, N. Hetzler Court, N. Terrace Boulevard, N. Gerald Lett Road and SW Fox Lake Road. These north/south roads are of varied widths and designs, but most are not built to support the traffic loads anticipated by build out of the Conceptual Development Plan. Current north/south roads provide limited accessibility to underdeveloped parcels.

**Future Transportation Facilities**

While there is currently access points to US 20, is unlikely these point will remain the same moving forward. Conversations are already taking place about the future of the frontage road south of US 20, and a larger conversation about future long term access is warranted. The result of this conversation will define future access points as well as likely limit access to US 20. For this reason, current roads and future roads need to be coordinated in such a way as to provide cross access between developments in order to maximize accessibility to US 20, maximize the areas for future development, and facilitate the most efficient development patterns possible. This could include the construction of frontage roads or alternative east/west connectors further north or south of US 20. This may require stubbing of roads at undeveloped parcels for future development, or establishing cross access easements between
properties. Any road improvements should also include the extension of utility components as well including sanitary sewer, water, electric, gas, telecommunication, and broadband/fiber facilities.

Also missing from this study area is a coordinated trail system that not only connects areas within the study area, but also connects the study area to the core of Angola and Trine University. This will certainly be phased over time, but it is important to build facilities as development occurs even if future connections are required to be built to complete the network.

Ultimately these improvements will be made as development/REDEVELOPMENT opportunities present themselves, but any improvements need to be coordinated to best serve the development of not just a single property, but the study area as a whole. There may be opportunities to be proactive in building these facilities to support development opportunities and such investment should be strategic and based on expected returns on that investment.

WASTEWATER SYSTEM

Current Wastewater System

The proposed development area has several existing customers which generate wastewater which is discharged to the existing sanitary sewer system. An existing sanitary sewer pump station near the US20/I-69 interchange is located in the developable areas. It pumps through a 6” force main and discharges into a 10” gravity sewer along US 20 near Fox Lake Road/CR 200 West on the east edge of the study area.

While not documented, the current 6” force main is likely limited to a total average flow capacity of around 100 gpm (140,000 - 150,000 gpd) with a portion of that amount already being used up by the existing development in the area. This assumes that the pump station could pump approximately 350-400 gpm while it pumps intermittently. In addition, there are several other wastewater customers that ultimately connect to the 10-inch gravity sewer from the south along Fox Lake Road and from the north along CR 200 West. The capacity of a 10-inch gravity sewer at minimum slope during peak conditions is approximately 520 gallons per minute (gpm) which is equal to 750,000 gallons per day.

The 6” and 10” have limited capacity so an evaluation needs to be made of how much flow these can handle based on current flows.

Current Wastewater Usage

As a result of the service area expansion, the average wastewater flow from the areas depicted on Exhibit K, see page 58, has been estimated as 927,000 gallons per day (GPD), with a peak flow of 2.78 million gallons per day (MGD). Of that flow, approximately 21,000 gallons per day is estimated as the existing flows from the same area. The rationale behind this estimated increase in flow is shown in Table 9.1, see page 59. The “developments” in Table 9.1 estimate the additional wastewater flow from the new industrial, commercial/business, and residential development. The wastewater flow in Table 9.1 was calculated using the number of acres of land, multiplied by an assumed flow per acre (based on land use).
EXHIBIT J: EXISTING UTILITY MAP
EXHIBIT K: PARCEL SIZES

LEGEND:
I-1: Industrial; 33.8 Acres
I-2: Industrial; 69.1 Acres
I-3: Industrial; 8.4 Acres
I-4: Industrial; 63.0 Acres
C-1: Commercial; 32.5 Acres
C-2: Commercial; 24.8 Acres
C-3: Commercial; 24.5 Acres
C-4: Commercial; 28.6 Acres
C-5: Commercial; 23.7 Acres
C-6: Commercial; 34.6 Acres
C-7: Commercial; 49.5 Acres
C-8: Commercial; 30.0 Acres
C-9: Commercial; 54.0 Acres
C-10: Commercial; 51.2 Acres
C-11: Commercial; 80.5 Acres
R-1: Residential; 5.8 Acres
R-2: Residential; 50.2 Acres
R-3: Residential; 14.5 Acres
In comparing the proposed flows versus the existing system capacities, significant improvements will be required as the area develops. The existing infrastructure can provide sewer service for some initial development. The location and capacity needs of the improvements will also dictate when the improvements are needed.

**Wastewater Summary**

The development areas have current customers and some capacity available for sewer service. Based on an assumed lift station average capacity of 140,000 - 150,000 gpd and an estimated existing average flow of 20,000 gpd, the current lift station has approximately 125,000 average daily flow capacity available. The existing flows being generated and utilizing the 10-in gravity as well as the pumping capacities will need to be verified and monitored as development occurs. It is likely that additional pumping stations will be needed as development occurs, along with a routing evaluation for additional flows through the city to the wastewater plant so as to not overload the existing sewers through town. The existing wastewater plant capacity will need to be continually monitored for a need to expand.

### DRINKING WATER SYSTEM

**Current Water System**

The proposed development area also has several existing customers which use water from the city water system. The areas around the I-69 interchange are served by a 12” water main which extends along US 20 to an existing elevated water tank south of US 20. There are several water main extensions to the north and south providing water service to the customers.

Depending on the developments the 12” feeder main and the elevated tank will have limited capacity so an evaluation needs to be made of how much flow these can handle based on current flows. This could potentially include an evaluation of the source of supply for the system and the water treatment facilities.

**Current Water Demand**

The increase in water demand within the expanded service area is estimated at 0.862 MGD bringing the total to 0.883 MGD, with a peak demand of 2.208 MGD. The rationale behind this estimated increase in flow is shown

### Table 9.1

<table>
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<th>Area</th>
<th>Total Acres</th>
<th>Number of Existing Structures Served</th>
<th>WW Production Rate (gpd/home)*</th>
<th>Avg WW Production (MGD)</th>
<th>Estimated Number of Commercial Lots Served</th>
<th>WW Production Rate*</th>
<th>Avg WW Production (MGD)</th>
<th>Undeveloped Acres</th>
<th>WW Production Rate (gpd/ac)**</th>
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*The WW Production Rate is based on 310 gpd/home per IOMS Standards and an assumed 1,000 gpd/commercial lot.

**The Avg. Residential WW Production for Undeveloped areas is based on 5 homes/acre & 1,500 gpd/acre of commercial and industrial

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Prepared by HWC Engineering

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in Table 9.2. The “developments” in Table 9.2 estimate the additional water flow from the new industrial, commercial/business, and residential development. The projected flow in Table 9.2 was calculated using the number of acres of land, multiplied by an assumed flow per acre (based on land use).

Depending on new service locations, mains can be extended based on required development needs for a period of time. However like sanitary, potential looped mains or booster stations back to the main town water network will need to be conceptually planned so as development occurs to different areas, as appropriate water improvements are extended/installed. The water treatment plant capacity and source water would also need to be evaluated to determine how much additional water could be accommodated before an expansion of those facilities is needed.