



# HOBART NW NEIGHBORHOOD SPOTLIGHT

## NEIGHBORHOOD QUALITY OF LIFE & PLACE PLAN

DECEMBER 2015



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Neighborhood Spotlight is an initiative of the **Legacy Foundation**, and we would like to thank Legacy for providing funding and selecting Hobart NW to participate. We would also like to thank the **Indiana Association for Community Economic Development (IACED)** for providing capacity building training and technical assistance throughout the process.

# Executive Summary

Hobart NW is a gateway to the City of Hobart. Its proximity to major highways gives residents and businesses easy access to regional cities like Chicago and Gary, and its access to trails and unique natural sites make it a destination for visitors and ecotourists. Passionate residents and community leaders are transforming this neighborhood into a thriving, ecologically sustainable community.

In 2014, Hobart NW was chosen to participate in a new initiative of the Legacy Foundation: Neighborhood Spotlight. Over the course of 2015, hundreds of residents, community leaders, and other stakeholders participated in the development of this program that led to the creation of the Hobart NW Neighborhood Quality of Life and



Local youth enjoy limbo at the Community BBQ.

Place Plan. Over 200 residents and stakeholders provided their feedback and ideas through one-on-one conversations, culminating in a Kickoff Session in May. After discussing where the neighborhood is today, the community agreed upon its vision for Hobart NW tomorrow. Working Groups, made up of residents and community leaders, then wrote the goals and action plans in this

Photo Credit CHAMEYER

document as a means of working toward and achieving that shared vision.

Neighborhood Spotlight is about more than creating a document though. Through the process, community members came together to recognize and celebrate their strengths and talents. They enjoyed social events such as the Community BBQ and the breakfast at the Maria Reiner Center, where they shared games, food, and their passion for Hobart NW. Coffee Talks provided more opportunities for residents to meet, learn about opportunities in the community, and share their ideas.

The effects of Neighborhood Spotlight are already visible in the community through new signage, renovation of Fire State #2, rain barrels, and more. Through the relationships formed in this process and ongoing efforts to identify shared concerns and opportunities, Hobart NW will continue to expand on the work done so far.



Steering Committee members serve breakfast at the Maria Reiner Center

Photo Credit CHAMEYER

# Our Vision

Hobart NW residents of all ages are passionate, engaged, and feel empowered to lead the neighborhood, where they take advantage of affordable housing options, a variety of local educational and career training opportunities, and walkable streets that connect the area to the thriving Ridge Road business district as well as the area's important natural and historic sites. Hobart NW is a green and low-impact development community that protects and enhances its unique ecological features and stewards its environment as a destination for education, family entertainment, and economic development. Ecotourism provides environmentally sustainable business and workforce development opportunities and draws visitors to the area. Hobart NW is easily accessible via public transit and non-motorized transportation options linking with a well-connected regional and Midwest system. Hobart NW is a model of sustainability and a gateway to the wider Hobart community and Calumet Region.

# Neighborhood Background

The environment of Hobart NW is a direct result of eons of glacial movements and transformation. As the glacial ice sheet that once covered the northern half of Indiana receded, deposits of dirt, boulders, and water were left behind. In most parts of the state, the glacial recession resulted in a flat, rolling landscape, but in Northern Indiana the glaciers receded more quickly and left behind unstratified layers of gravel, sand, and clay: the moraines. Moraines are bands of hilly terrain or “ridges” formed by the buildup of these materials. The naming of both Old Ridge Road and U.S. Route 6/Ridge Road is attributed to the moraine that runs east-west through northern Hobart.

Hobart NW includes the area between Ridge Road on the north, Lake Park Avenue to the east, the Norfolk Southern Railroad on the south, and Mississippi Street to the west. The area includes over 600 acres of wetlands and green areas, including seven nature preserves.

Prior to European settlement, the area was home to the Potawatomi tribes. Tribe leaders have described this area as a peaceful and safe location, where tribes came together to hunt and trade. The French fur traders were the first Europeans to settle in the area. The 1763 Treaty of Paris, which ended the French and Indian War, delivered the territory to the British, and it again changed hands when the United States became an independent country. In 1816, Indiana achieved statehood, and the United States continued its policy of signing treaties with the Potawatomi and other tribes to resettle indigenous peoples and cultures west of the Mississippi. The Treaty of Tippecanoe,

signed in 1832, removed the Potawatomi from Northwestern Indiana as they were the only remaining native peoples.

George Earle, an English immigrant, bought land from the Potawatomi and platted the Town of Hobart in 1849. He named the town after his brother, Frederick Hobart Earle, who remained in England. Early Hobart residents were primarily of German, Polish, and Swedish ancestry. The trails left behind by the native tribes were developed into stage coach routes, and railroads connecting to Chicago began to run through the county, including through Northwest Hobart.



The northwest side of Hobart was greatly influenced by development taking place in neighboring Gary. Gary was founded in 1906 and quickly grew as one of the region's most influential industrial complex centers on Lake Michigan. Neighboring Glen Park, which pre-dated Gary, was completely annexed into Gary by 1926 and today is the city's most populous neighborhood. Glen Park borders Hobart, and as Gary and Glen Park grew, developers began moving east into the northwest area of Hobart. They created new residential areas such as the Stock Yard Addition, Tolleston, Oak Ridge Gary Addition, Barnes' Gary Park Addition, and Barnes' Gary 1<sup>st</sup> and 2<sup>nd</sup> Additions. Several bungalow houses from this era (ca. 1920) are scattered throughout Hobart NW, including on Missouri Street and Old Ridge Road. The oldest house in Hobart NW is the Robert Randhan House, built in 1875 in a Gabled Ell style and located on Old Ridge Road. About 20% of homes in Hobart NW were built prior to 1940.

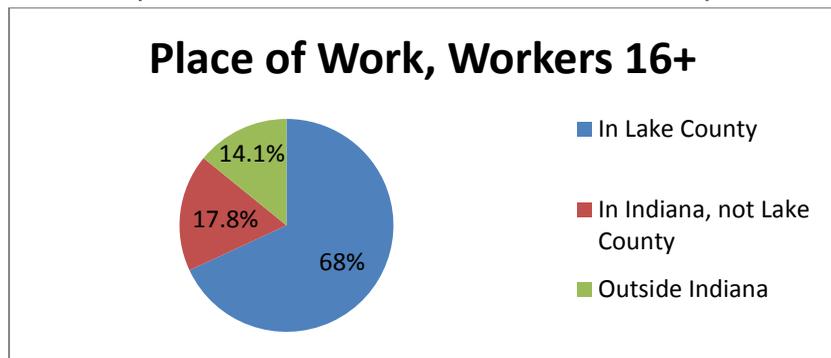
Mundell Elementary School was completed in 1931 in the Collegiate Gothic style and demolished in 1994; Mundell Field on Wisconsin Street, the former site of the school, is still owned by the School City of Hobart and has recreational facilities. Hobart NW also contains a historic farm (house built 1923) at 95 N. Liverpool Road, which serves as a

reminder that Hobart also retained strong ties to its agrarian heritage even as nearby cities industrialized, contributing to Hobart's small town Indiana character. Local farmers brought their crops and livestock to Hobart to take advantage of the city's access to markets such as Chicago via the railroads. U.S. Route 6 was built in 1931, running through Hobart just east of the Hobart NW area and further connecting the city to regional markets. Route 6 is a major transcontinental route, now running from Massachusetts to California, and brought people and goods to the city.

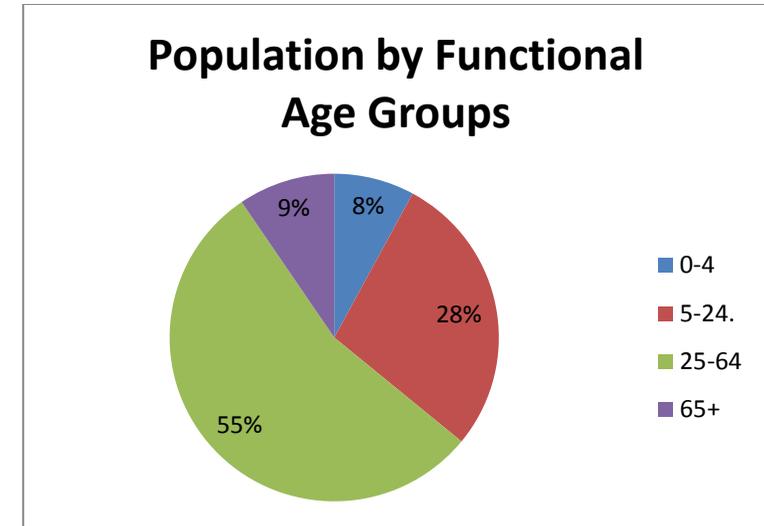
As people moved out of large urban centers in the mid-twentieth century, many found new homes in smaller cities like Hobart. Hobart grew in both population and land area during this time; almost a quarter of Hobart NW houses were built between 1950 and 1959. In 1968, I-65 was opened from 15<sup>th</sup> Avenue to US 30, providing Hobart residents another mode of fast, easy access to Gary, Chicago, and Merrillville. Not all aspects of the highway have been positive for the city, however. The highway bisects the Hobart NW community, cutting off a fifth of the area. The layout of I-65, and particularly the fact that storm water from the road is drained into the area, contributes to issues with flooding and stormwater runoff within the neighborhood.

Neighborhood Details<sup>1</sup>

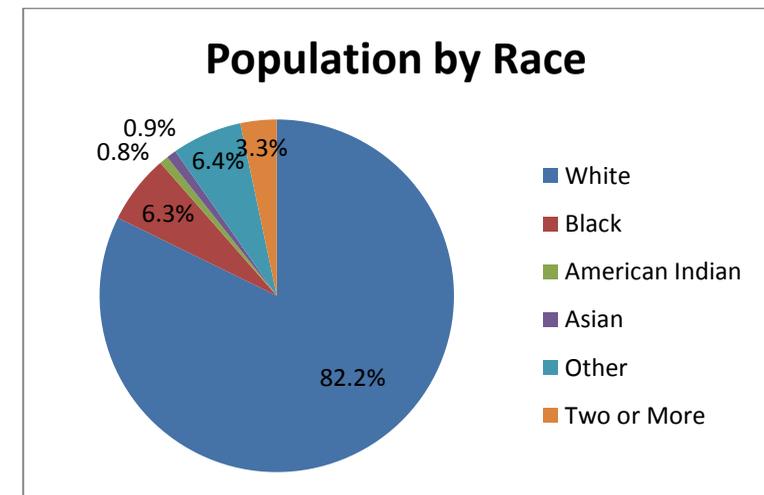
- Population was 4,144 people in the 2000 Census and 4,085 in the 2010 Census. Population is estimated to be 3,955 in 2015.
- Racial demographics are remaining generally stable. The slight population decline seems to come from a small decline in the percentage of white residents; residents identifying as “Other” or “Two or More Races” are forecasted to increase slightly in 2015 compared to the 2010 Census.
- Residents of Hispanic origin made up 17.6% of the population in 2010 and are estimated to account for 20.4% of the population in 2015.
- The neighborhood has 900 single-family homes, 2 large-scale apartment complexes, and 2 mobile home parks.
- In 2000 67% of housing units were owner-occupied, and in 2015 this is estimated to have declined to 58.3% of units.
- Median household income is expected to rise by almost \$6000 over the next 5 years, and median home value is expected to rise by almost \$17,000.
- The unemployment rate is estimated at 6.7% for 2015.
- 1.4% of homeowners and 3.4% of renters don’t have a vehicle available<sup>2</sup>
- Almost a quarter of households include one or more persons with a disability<sup>3</sup>



Source: 2009-2013 American Community Survey Estimate



Source: ESRI, 2010 Census



Source: ESRI 2015 Forecast

<sup>1</sup> Unless otherwise noted, data for 2000 and 2010 are ESRI Census data. Data for 2015 are ESRI Forecast data.

<sup>2</sup> 2009-2013 American Community Survey Estimate

<sup>3</sup> 2009-2013 American Community Survey Estimate

# Neighborhood Spotlight Process

In 2014, Hobart community members attended three capacity building sessions to learn more about Neighborhood Spotlight, a new program offered by the Legacy Foundation. Unlike traditional grants, Neighborhood Spotlight does not provide funding for specific projects or needs; rather, Neighborhood Spotlight supports an engagement process that empowers the community to identify its own priorities, goals, and strategies. Residents, businesses, nonprofits, and government officials work together to recognize local assets and commit to strategies for moving the community toward its vision for itself.



Photo Credit CHAMEYER

To be selected for Neighborhood Spotlight, a community must demonstrate the support of a broad collaboration and a commitment to the process of engagement and shared decision-making. The Hobart Family YMCA, serving as the convening organization, with the support of the City of Hobart, the Hobart Chamber of Commerce, Concerned Citizens of Hobart, Indiana Landmarks, American Legion Post 54

The Hobart Family YMCA, backbone organization for the Hobart NW Neighborhood Spotlight program.

and the Friends of Robinson Lake, submitted an application for the program in fall 2014. The Legacy Foundation selected Hobart NW as one of the first two communities to participate in Neighborhood Spotlight. As a result of being selected, the Hobart NW Program received funding and technical support for one year to create a community plan using a place-based collective impact model. Collective Impact relies on five principles (see box) and takes place in three stages: **Organize, Decide, Act.**

## Five Principles of Collective Impact

### Principle 1 – Common Agenda

*All participants have a shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed upon actions.* Hobart stakeholders went through a visioning process in June 2015 and agreed to the vision at the beginning of the plan.

### Principle 2 – Shared Measurement

*Collecting data and measuring results consistently across all participants to ensure efforts remain aligned and participants hold each other accountable.* The action plans that accompany each plan goal include agreed-upon performance measures that will be tracked and reported back to monitor progress toward the goals.

## Organize

The organize stage is focused on building relationships, identifying the community's assets and strengths, and understanding the community's concerns. Building relationships strengthens social capital, and conversations about the community build momentum toward a shared vision and course of action.

### Five Principles of Collective Impact (cont.)

#### **Principle 3 – Mutually Reinforcing Activities**

*Incentivizes projects and programs that are different while still being coordinated through a mutually reinforcing collective impact plan of action. Achieving the vision requires partners in all sectors to coordinate their efforts. The plan identifies what parties have committed to seeing each step of the plan through and also identifies partners who will provide support. By identifying the lead partner and laying steps out, activities can be coordinated to achieve greatest impact.*

#### **Principle 4 – Continuous Communication**

*Consistent and open communication across the participants and stakeholders to build trust, assure mutual objectives, and appreciate common motivation. The Community Builder has been a hub for communications throughout the planning process. The Steering Committee will discuss additional systems to put in place to ensure long-term communication.*

#### **Principle 5 – Backbone Support**

*Managing collective impact with one convening organization playing a “quarterbacking” role. The lead agent staff will have a specific set of skills to serve as the backbone for the initiative in a particular place and coordinate the efforts of participating partners. The Hobart Family YMCA is the backbone support organization for Hobart. The Hobart YMCA provides oversight and logistical assistance and facilitates relationships and access to resources.*



Photo Credit CHAMEYER

Community members listen to presentations at the Kickoff Session in May.

In Hobart, thirteen Steering Committee members, along with the Community Builder, guided the planning process throughout. They spoke with 189 community members one-on-one and conducted seven group interviews to learn about perceptions of Hobart NW. Participants were asked about area strengths, weaknesses, opportunities, and threats. This feedback was grouped into nine categories: Area Context, Area Development, Area Housing, Area Institutions, Area Leadership, Education and Youth, Parks and Environment, Public Safety, and Government. A report compiling this information was shared with the community in late May 2015 during a Kickoff Session, in which community members spoke about the importance of each category and the current situation in Hobart NW.

## Decide

Neighborhood Spotlight gives communities the chance to participate in a different kind of planning process. Rather than the government or other formal leaders (people who control resources and decision-making authority) developing the plan and asking residents for feedback at specified points in the process, Neighborhood Spotlight and collective impact rely on residents and other informal leaders (people who have the trust and respect of the community, but no formal authority) to work alongside formal leaders in developing the plan.



In June 2015, community members including both formal and informal leaders convened to discuss their visions for Hobart NW. They reflected on the information presented through the Kickoff Report and discussed what

Photo Credit CHAMEYER

they imagine Hobart NW could be in ten years. The Hobart NW Vision Statement reflects their combined aspirations for the community. Six themes were identified, which became the focus of working groups: Affordable Housing, Business Development, Engagement

and Leadership, Environment and Ecotourism, Infrastructure and Transportation, and Workforce Development.

Working Groups met from July through November. They reviewed input from the community, background research, and the Hobart NW vision to develop strategies for moving Hobart NW toward its vision. The Work Plan section contains their goals and action plans, organized by topic.

## Act

The final phase of any planning process is to implement the plan. To succeed, there must be clear expectations regarding who will do what by when, ongoing coordination, and strategies for ensuring accountability and plan updates.

Action has already begun in Hobart NW. Residents took part in a neighborhood clean-up, planted native species, and distributed rain barrels. Wayfinding signage is being added to increase the use of nature trails and connect destinations within the neighborhood. These first steps provide momentum that will carry forward as the Neighborhood Plan gets underway.



Photo Credit CHAMEYER

Native plant give-away by the Hobart NW Steering Committee

# Work Plan

Residents and community stakeholders worked together to develop goals and action plans to achieve Hobart NW's vision. These goals have been organized into six themes around which the Working Groups organized: Affordable Housing, Business Development, Engagement and Leadership, Environment and Ecotourism, Infrastructure and Transportation, and Workforce Development. For each theme, information on the context of Hobart NW is provided to set the stage for the goals and strategies.

Each goal includes a specific outcome or action to be achieved, the metric that will demonstrate a change in the community, and the deadline for completion. An action plan then outlines the steps and timeline for achieving the goal. The plan identifies *responsible parties*, who are the people, groups, and organizations committed to seeing the step or plan through to completion. New partners, interested community members, and people seeking more information can contact the responsible parties for an update on progress toward the goal. *Supporting partners* are the people, groups and

organizations who have committed to offering tangible support to the responsible party. New partners are invited to join in the work at any time and will be added as they're identified. *Performance measures* indicate how steps will be identified as complete and successful. Responsible parties will track these measures and report them back to the community.

Timelines in the work plan vary. Not every action plan will begin right away, and some goals can take anywhere from several months to several years to complete. Even then, this plan won't be done. Hobart NW residents and stakeholders will continue to revise and update this plan over the years to come. Achieved goals will be celebrated. Action plans that fall short of achieving the goal will be reviewed so that new partners, resources, or strategies can be added. As new opportunities or concerns in the community are identified, new goals and action plans will be written. Collective impact is an ongoing strategy, and Hobart NW residents and stakeholders will continue to use this process to ensure that all community members have a voice in guiding the area's progress toward a shared vision.

“Vision without Action is merely a dream.

Action without Vision just passes the time.

Vision with Action can change the world.”

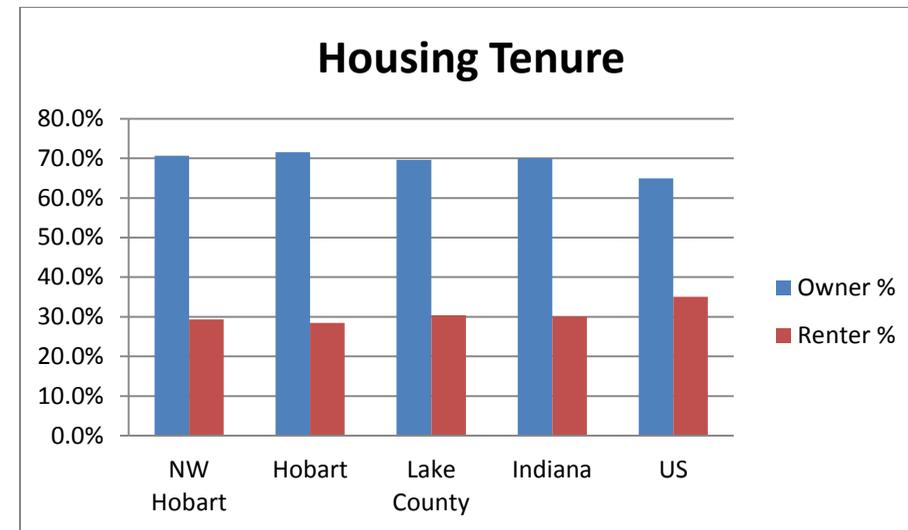
-Joel A. Barker



# Affordable Housing

Affordable housing is safe, decent housing for which a household spends no more than 30% of gross monthly income on all housing costs, including mortgage/rent payments, taxes, insurance, interest, and select utilities.

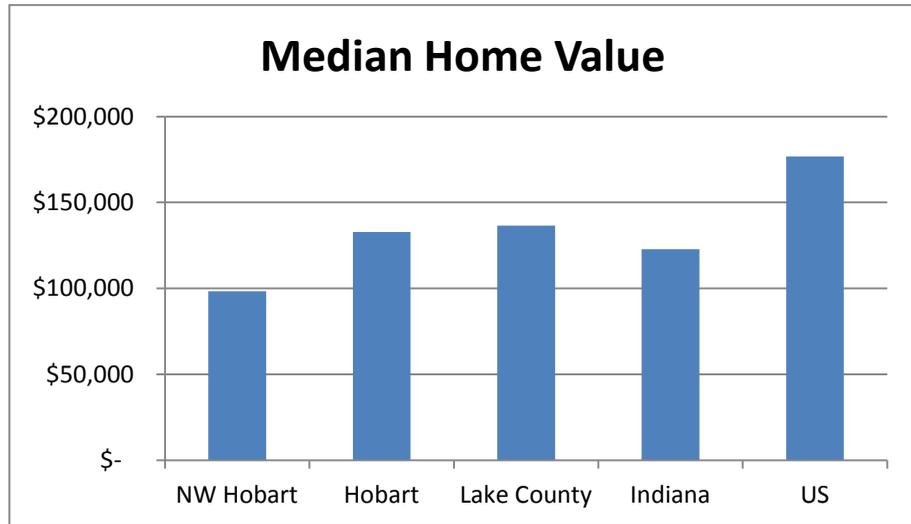
- 21.5% of renter households earning less than \$20,000 spend 30% or more of their income on housing, as do 5.9% of homeowners at this income level
- 16.3% of renter households earning \$20,000-\$34,999 spend 30% or more of their income on housing, as do 8.8% of homeowners at this income level<sup>4</sup>
- The average home value of houses in Hobart NW is \$125,478, compared to an average value of \$159,845 in Hobart<sup>5</sup>
- Hobart NW and the City of Hobart have lower housing vacancy than the county, state, or nation
- Most of the housing stock in Hobart was built prior to 1980, and over half of the housing stock in Hobart NW was built prior to 1960
- The majority of vacancies in Hobart NW are in transition between occupants. 41.9% of homes are vacant for “other” reasons, which could indicate that they’ve been abandoned.



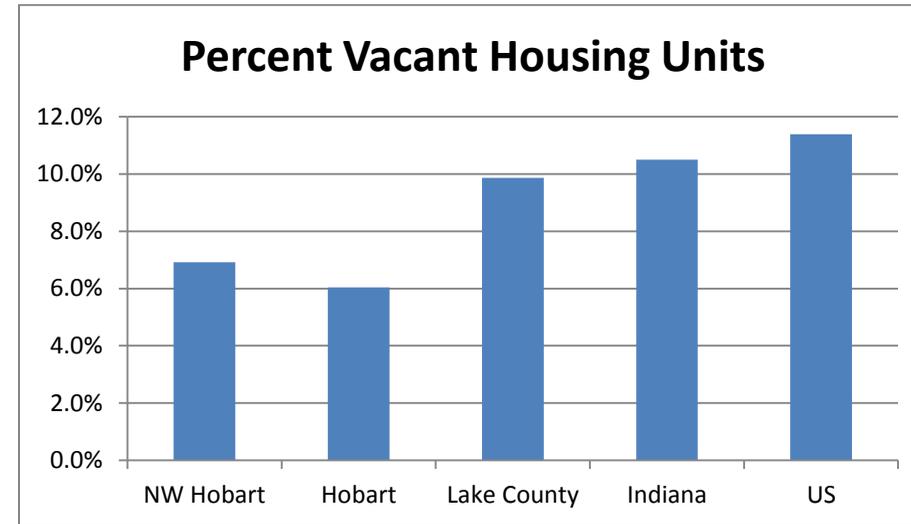
Source: ESRI and US Census of Population and Housing, 5 year estimates 2009-2013

<sup>4</sup> Source: US Census Bureau American Factfinder, 2009-2013 American Community Survey 5-year Estimates

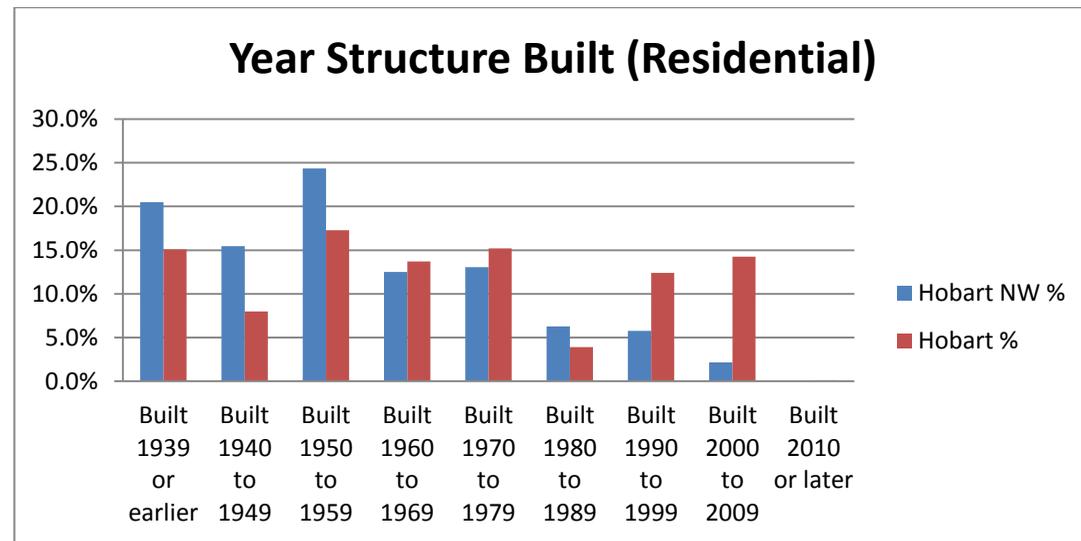
<sup>5</sup> Source: ESRI and US Census of Population and Housing, ESRI 2015 projections



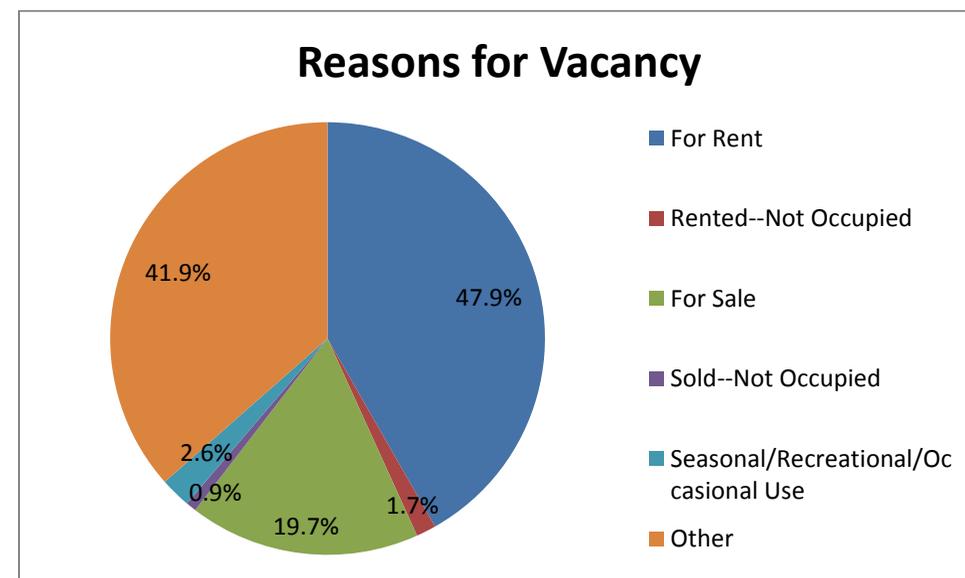
Source: ESRI and US Census of Population and Housing, 5 year estimates 2009-2013



Source: ESRI and US Census of Population and Housing, 2010 Census



Source: ESRI, Census 5 year estimates 2009-2013



Source: 2010 Census

GOAL #1	ACTION STEPS	TIMELINE	RESPONSIBLE PARTY	SUPPORTING PARTNERS	PERFORMANCE MEASURES
Establish an ongoing relationship with the City code enforcement department to resolve a minimum of five code violations in Hobart NW per year beginning in 2016.	Establish Regular Meetings of the Housing Working Group				
	Initiate meeting with city code enforcement officer(s) and city departments.	• Q1 2016	• Councilman John Brezik	• Affordable Housing Working Group: Barbara Usher Sullivan • City Departments: Police, Building, Planning	• 1-2 logistical meetings between responsible parties.
	Secure a space within Hobart NW to have regular monthly meeting.	• Annually in first quarter	• Affordable Housing Working Group: Barbara Usher Sullivan	• Hobart Arts League: Ginger Wallace	• Commitment from property owner to host monthly meetings on set date for at least one year.
	Determine a time to have regular monthly meetings.	• Annually in first quarter	• Affordable Housing Working Group: Barbara Usher Sullivan	• Hobart Arts League: Ginger Wallace	• Commitment from property owner to host monthly meetings at a regularly scheduled time for at least one year.
	Review Applicable City Codes				
	Work with code enforcement officer(s) and city departments to understand existing codes applicable for property violations.	• Q2 2016 • Annually in first quarter	• City Departments: Police, Building, Planning	• Affordable Housing Working Group: Barbara Usher Sullivan	• Check list of codes and statutes to reference during property review activity.
	Identify Residential Properties With Code Violations				
	Create a code violation review form with pertinent information to track status of violation.	• Q2 2016	• Affordable Housing Working Group: Barbara Usher Sullivan	• City Building Department	• Code violation form.
	Complete code violation review form during windshield survey on properties in Hobart NW.	• Quarterly, beginning Q3 2016	• Affordable Housing Working Group		• File of code enforcement violation forms for properties within Hobart NW.
	Create Yearly Code Violation				

	Report			
	Track properties that have been cited and brought into compliance by city code enforcement.	• Annually in fourth quarter	• Affordable Housing Working Group: Barbara Usher Sullivan	• End of the year report identifying a minimum of 5 properties brought into compliance.

GOAL # 2	ACTION STEPS	TIMELINE	RESPONSIBLE PARTY	SUPPORTIVE PARTNERS	PERFORMANCE MEASURES
Work with city administration to identify 2-3 infill lots suitable for residential development in Hobart NW by the end of each calendar year beginning in 2016.	Establish Regular Meetings of the Housing WG				
	Initiate meeting with City Planning Department and representative from the Office of the Mayor for vacant parcel identification and future land use.	• Q1 2016	• Councilman John Brezik	• Affordable Housing Working Group: Barbara Usher Sullivan • City Planning Department • Hobart NW Advisory Council	• 1-2 logistical meetings between responsible parties.
	Secure a space within Hobart NW to have regular monthly meeting.	• Annually in first quarter	• Affordable Housing Working Group: Barbara Usher Sullivan	• Hobart Arts League: Ginger Wallace • Hobart NW Advisory Council	• Commitment from property owner to host monthly meetings on set dates for at least one year
	Determine a time to have regular monthly meetings.	• Annually in first quarter	• Affordable Housing Working Group: Barbara Usher Sullivan	• Hobart Arts League: Ginger Wallace • Hobart NW Advisory Council	• Commitment from property owner to host monthly meetings at set time for at least one year
	Review City Zoning and Subdivision Codes				
	Work with City Planning Department to understand city codes (buildable lots, set back requirements, etc.) for residential development.	• Q2 2016 • Annually in first quarter	• City Planning Department	• Affordable Housing Working Group: Barbara Usher Sullivan • Plan Commission • Board of Zoning Appeals • Hobart NW Advisory Council	• Create a check list of criteria to meet for reference during site selection process.
	Identify Residential lots				
	Make an infill lot review form to	• Q3 2016	• Affordable Housing	• City Planning Department	• Infill lot form

	help catalogue lots suitable for residential development.		Working Group	• Hobart NW Advisory Council	
	Perform windshield survey of vacant lots and GIS data analysis of vacant lots.	• Quarterly beginning Q3 2016	• Affordable Housing Working Group	• Hobart NW Advisory Council	• Inventory file of vacant lots suitable for infill residential development.
	Generate Yearly Vacant Lot Assessment Report				
	Select three infill lot forms from the inventory file of vacant lots to create report.	• Annually in fourth quarter	• Affordable Housing Working Group	• Hobart NW Advisory Council	• End of the year report identifying a minimum of 2 properties suitable for residential development with status of each lot.
	Share yearly report with housing groups, i.e. Habitat for Humanity, Veteran Housing, Land Bank Organization, etc. to create interest.	• Annually in first quarter	• Affordable Housing Working Group	• City Departments • Hobart NW Advisory Council	• <b>Minimum of 2 vacant lots committed to infill residential development.</b>

GOAL: # 3	ACTION STEPS	TIMELINE	RESPONSIBLE PARTY	SUPPORTING PARTNERS	PERFORMANCE MEASURES
Partner with local program(s), contractor(s), organization(s), business(es) or institution(s) willing to support a rehab project for a minimum of	Research Rehab Supporters.				
	Identify local programs, organizations, contractors, businesses, and institutions who support rehab projects.	• Q1-2 2016	• Affordable Housing Working Group: Barbara Usher Sullivan	• Councilman John Brezik	• List of programs, organizations, contractors, businesses, and institutions who support rehab projects.
	Review local programs, organizations, contractors, businesses, and institutions who support rehab projects.	• Q2-3 2016	• Affordable Housing Working Group: Barbara Usher Sullivan		• Catalogue rehab opportunities from programs, organizations, contractors, businesses, and institutions.
	Meet with Rehab Supporter				
	Initiate meeting with local programs, contractors, organizations, businesses, and	• Q3-4 2016	• Affordable Housing Working Group: Barbara Usher	• Councilman John Brezik	• Check list of criteria to receive rehab support.

3 property owners in Hobart NW per year.	institutions who support rehab projects.		Sullivan		
	Identify Property Owners interested in Rehab Opportunity				
	Perform windshield survey of properties which may benefit from a rehab project within Hobart NW.	• Quarterly, beginning Q2 2016	• Affordable Housing Working Group: Barbara Usher Sullivan	• Councilman John Brezik	• Inventory list of properties for potential rehab and project type.
	Approach property owners from inventory of potential rehab opportunities in Hobart NW.	• Quarterly beginning 2017	• Affordable Housing Working Group: Barbara Usher Sullivan	• Councilman John Brezik	• List of property owners committed to a rehab project.
	Market programs, organizations, contractors, businesses, and institutions who support rehab projects.	• Quarterly beginning 2017	• Affordable Housing Working Group: Barbara Usher Sullivan	• YMCA • City Departments • City Community Foundation • Rebuilding Together Organization • Councilman John Brezik • Ridgeview Elementary PTO • George Earl Learning School PTO	• Informational brochure/flyer for handout and e-format.
	Develop Project List of Property Owners interested in a Rehab Project.				
Select a minimum of three property owners who have an interest in rehab but expressed barriers to committing a rehab project and share with local programs, organizations, contractors, businesses, or institutions who support rehab projects.	• Annually in fourth quarter	• Affordable Housing Working Group: Barbara Usher Sullivan	• Councilman John Brezik	• <b>Minimum of three rehab projects completed per year in Hobart NW</b> with support from local program(s), organization(s), contractor(s), business(es), or institution(s).	

# Business Development

Hobart NW accounts for almost 14% of the population of Hobart, and has 7.6% of the businesses in the City.

- Hobart NW has 101 businesses. A quarter of these are retail, and a third of businesses are split between real estate, accommodation/food services, and other services.
- There are no full grocery stores offering fresh produce in Hobart NW. There are two grocery stores within a mile of this area to the east.
- 6 Hobart NW businesses are members of the Hobart Chamber of Commerce.

Source: ESRI 2015 forecast data. The only data available for Hobart from the 2012 Economic Census is for NAICS 31-33 Manufacturing – 19 establishments with 816 employees

Business Summary (NAICS)	NW Hobart		Hobart	
	Businesses	Employees	Businesses	Employees
Total	101	1089	1331	17003
Agriculture, Firestry, Fishing & Hunting	0	0	3	25
Mining	0	0	0	0
Utilities	1	15	4	82
Construction	7	27	94	764
Manufacturing	4	160	30	596
Wholesale Trade	4	69	35	461
Retail Trade	26	335	333	6429
Transportation & Warehousing	2	7	23	170
Information	1	2	25	196
Finance & Insurance	7	5	95	310
Real Estate, Rental & Leasing	11	48	70	328
Professional, Scientific & Tech Services	1	2	75	589
Management of Companies & Enterprises	0	0	0	0
Administrative & Support & Waste Management & Remediation	4	23	37	280
Educational Services	3	81	28	648
Health Care & Social Assistance	4	175	99	2443
Arts, Entertainment & Recreation	2	11	29	233
Accommodation & Food Services	11	78	107	2095
Other Services (except Public Administration)	11	45	188	895
Public Administration	1	6	28	392
Unclassified	0	0	28	67

GOAL #1	ACTION STEPS	TIMELINE	RESPONSIBLE PARTY	SUPPORTING PARTNERS	PERFORMANCE MEASURES
By the end of 2018, create at least 3 new business types in Hobart NW: Food Vendor, Financial Institution, and Medical Service Provider.	Develop Marketing & Branding Campaign				
	Work with Department of Redevelopment to expand existing City Marketing & Branding Plan	• Q1 2017	• Business Development Working Group: Tiffany Tolbert	• Redevelopment Commission	• Redevelopment Commission gives approval for consultant to begin working on branding for Hobart NW
	Roll out Hobart NW Marketing & Branding Campaign.	• Q4 2017	• Business Development Working Group: Tiffany Tolbert	• Hobart NW Steering Committee Members	• Plan is accepted and adopted by Redevelopment Commission • Funding secured for <b>production of identified branding materials (signage, gateways, etc.)</b>
	Promote Hobart Northwest to prospective businesses				
	Attend at least 2 business networking events each year through the region to promote Hobart NW commercial environment	• Ongoing beginning Spring 2016	• Business Development Working Group		• Events identified at the beginning of the year • At least 2 members of responsible parties in attendance at events • <b>Information on Hobart NW and business environment distributed at events</b>
	Develop "How To Guide" for prospective business owners	• Guide available by June 2016 • Distributed by Summer 2017	• Business Development Working Group		• <b>Guide is complete and 100 copies distributed</b> • Guide permanently available at 3 locations within Hobart NW
	Develop "Resource Directory" for existing and prospective businesses (government contacts, municipal ordinances and codes, incentives, etc.)	• By June 2016	• Business Development Working Group		• <b>Resource guide is complete and distributed to 20% of existing businesses</b> • Guide permanently available at 3 locations within Hobart NW

GOAL #2	ACTION STEPS	TIMELINE	RESPONSIBLE PARTY	SUPPORTING PARTNERS	PERFORMANCE MEASURES
<p>By 2020, secure \$5-\$10 million of public and private investment funding for Hobart NW utilizing available economic development tools: Tax Increment Financing (TIF) district, New Market Tax Credits, revolving loan funds, etc.</p>	Create TIF District in Hobart NW				
	<p>Meet with City of Hobart officials (Redevelopment Director, Redevelopment Commission, Mayor, Council Representative, and City Council) to discuss the establishment of the Hobart NW Spotlight TIF District along Ridge Road</p>	<ul style="list-style-type: none"> <li>• 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Business Development Working Group</li> </ul>	<ul style="list-style-type: none"> <li>• City Administration: Redevelopment Commission, City Council</li> </ul>	<ul style="list-style-type: none"> <li>• TIF Plan Developed and Adopted</li> </ul>
	Develop Tax Abatement Program For Businesses				
	<p>Meet with appropriate City staff to discuss feasibility of commercial tax abatements and review current process for the program in other parts of the City</p>	<ul style="list-style-type: none"> <li>• 2017-2020</li> </ul>	<ul style="list-style-type: none"> <li>• Business Development Working Group</li> </ul>	<ul style="list-style-type: none"> <li>• City Administration: Redevelopment Commission, Economic Development Commission, City Council</li> </ul>	<ul style="list-style-type: none"> <li>• Abatement program is reviewed and deemed feasible</li> <li>• Economic development target areas are adopted</li> <li>• At least 1 tax abatement or grant is offered per year as incentive for business development in Hobart NW</li> </ul>
	Establish Partnerships For Private Incentives				
<p>Meet with local financial institutions to discuss Hobart NW and opportunity for investment and creation of dedicated business incentive program.</p>	<ul style="list-style-type: none"> <li>• Ongoing, beginning in 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Hobart NW Steering Committee</li> </ul>		<ul style="list-style-type: none"> <li>• Secure partnership with 1 local financial institution</li> <li>• Dedicated program developed for Hobart NW</li> <li>• At least 1 new or existing business utilizing program per year by 2018</li> </ul>	

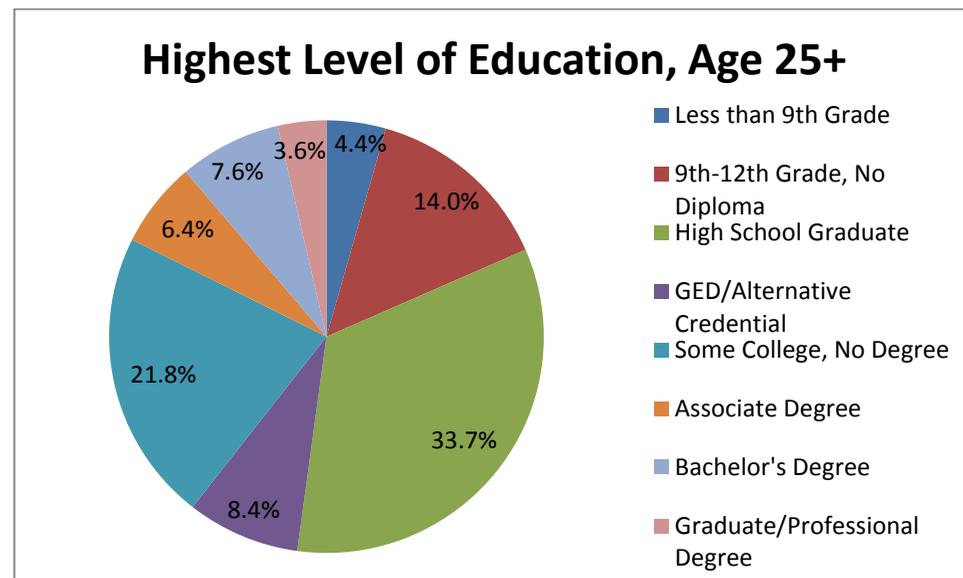
GOAL #3	ACTION STEPS	TIMELINE	RESPONSIBLE PARTY	SUPPORTING PARTNERS	PERFORMANCE MEASURES
By the end of 2018, increase by 10% the number of Hobart NW residents who access existing health care services.	Create a Unified Approach to Providing Medical Services				
	Review existing studies to determine the availability of medical services to Hobart NW residents	• Q1-Q2 2016	• Business Development Working Group		• Report on current status of medical services and accessibility
	Host a Summit for Medical Providers (St. Mary's, Northshore, HealthLinc) to discuss services to Hobart NW residents and areas for improvement	• Q3-Q4 2016	Business Development Working Group		• 3 medical services providers attend
	Based on summit results, develop action plan to address improvement in identified service areas, such as transportation, accessibility of non-emergency care, preventative health care	• 2017	• Business Development Working Group		• Plan of action developed with committed partners
	Establish Non-Emergency Medical Transport				
	Evaluate inclusion of non-emergency medical transportation route in proposed Hobart transit plan	• 2016	• City Planning Department		• <b>Inclusion of medical transit route in city transportation plan</b>
	Compile resident input on need for medical transit route	• 2016	• City Planning Department		• At least 10% resident comment/input compiled and submitted to city administration for review
	Identify funding and sponsorship for transit route.	• 2017-2020	• City Planning Department		• 2 sponsors secured for transit route • <b>Route operable and available for use by Hobart NW and city residents</b>

GOAL #4	ACTION STEPS	TIMELINE	RESPONSIBLE PARTY	SUPPORTING PARTNERS	PERFORMANCE MEASURES
By 2020, determine the feasibility of a green industrial park campus at I-65 and Ridge Road to increase economic base and job opportunities in Northwest Hobart.	Identify Vacant/Developable Land				
	Identify available vacant land suitable for stipulated development adjacent to I-65 along Ridge Road through the City, real estate agents, land owners, and developers.	• 2016	• City Planning Department	• NWI Forum	• Map of vacant land in Hobart NW available
	Determine ownership, zoning, and restrictive covenants of vacant land to develop site information sheets.	• 2016	• City Planning Department		• Information sheets for all vacant available properties
	Conduct Market Study				
	Conduct market study to determine feasibility of development and development potential.	• 2017	• City Planning Department		<ul style="list-style-type: none"> <li>• Commercial square foot that can be absorbed</li> <li>• Industrial square foot that can be absorbed</li> <li>• Reasonable market lease rates</li> <li>• Cost of marketing and site prep</li> </ul>
	Identify a site owner/manager.	• 2017	• City Planning Department		<ul style="list-style-type: none"> <li>• Site owner identified</li> <li>• <b>Options on land or purchase</b></li> </ul>
	Determine a marketing strategy	• 2018	• Owner		• <b>Documented marketing plan</b>

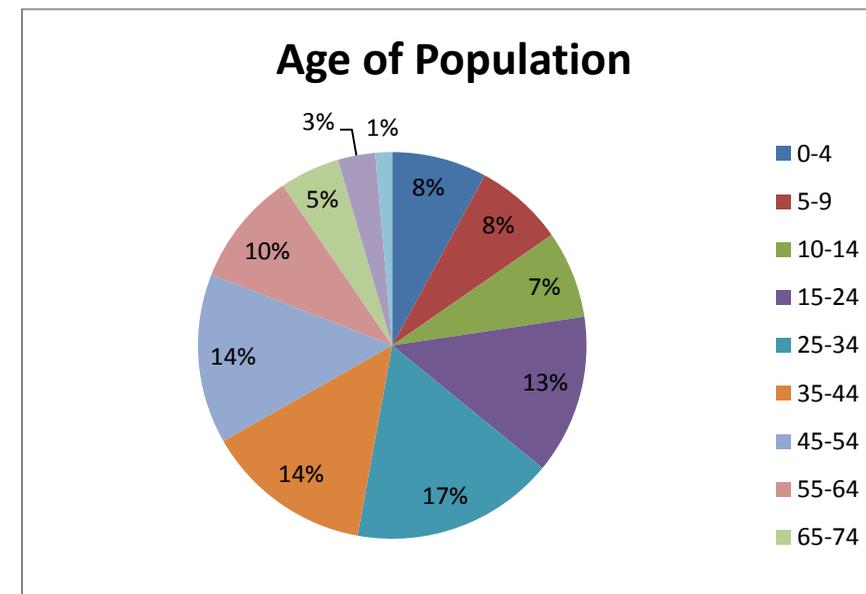
# Engagement and Leadership

Implementation of the Hobart NW Quality of Life and Place Plan will rely on local residents to remain engaged and take on a variety of leadership roles. Many Working Groups already relied on resident leadership to develop the goals and action plans, so

the main focus after implementation begins will be including new community members in leadership roles and supporting them in these positions. An Advisory Council (Goal 5) will specifically assist with implementation of the Plan.



Source: ESRI, 2015 Forecast



Source: ESRI, 2010 Census

GOAL #1	ACTION STEPS	TIMELINE	RESPONSIBLE PARTY	SUPPORTING PARTNERS	PERFORMANCE MEASURES
Throughout 2016, engage 20% of area residents through new community programs and outreach.	Develop A Resident Survey				
	Develop survey on what types of community programming would help improve and/or expand resident life skills, such as general literacy, language arts, financial health, homeownership skills & maintenance, and GED/High School Equivalency Diploma.	• Winter – Spring 2016	• Engagement & Leadership Working Group: Tom Woronecki	• Hobart NW Steering Committee	• Survey is developed and prepared for distribution
	Distribute surveys via mail, posting on social media outlets, door-to-door distribution, and having printed copies available at City Hall, Maria Reiner Center, Hobart Township offices, and other local area offices.	• Spring 2016	• Engagement & Leadership Working Group	• Hobart NW Steering Committee	• 20% of Hobart NW neighborhood residents respond to survey
	Program and Outreach Development				
Develop programs with area institutions including social service providers, township, schools, universities, not-for-profits, and other agencies.	• Summer – Fall 2016	• Engagement & Leadership Working Group	• Hobart NW Steering Committee	<ul style="list-style-type: none"> <li>• 10 new programs developed</li> <li>• 20% of residents participate in a program in 2016</li> </ul>	

GOAL #2	ACTION STEPS	TIMELINE	RESPONSIBLE PARTY	SUPPORTING PARTNERS	PERFORMANCE MEASURES
<p>During 2016 and 2017, hold quarterly Neighborhood Meetings with City Department heads to ensure that at least 50% of residents feel concerns are effectively addressed.</p>	Quarterly Neighborhood Meeting				
	<p>Establish quarterly meeting schedule at either of the two area schools.</p>	<p>• Late Winter - Spring 2016</p>	<p>• District Council Representative</p>	<p>• Engagement &amp; Leadership Working Group • School Superintendent • City of Hobart Including Mayor and Department Heads</p>	<p>• Meetings scheduled</p>
	<p>Advertise meetings through social media, City website, press releases, flyers, and school packets.</p>	<p>• 2016 – 2017</p>	<p>• District Council Representative</p>	<p>• Engagement &amp; Leadership Working Group • School Superintendent • City of Hobart Including Mayor and Department Heads</p>	<p>• <b>40% of area residents, businesses, and local government officials/departments attend</b></p>
	<p>Hold meeting with representatives from City, residents, and businesses.</p>	<p>• Quarterly 2016 – 2017</p>	<p>• District Council Representative</p>	<p>• Engagement &amp; Leadership Working Group • School Superintendent • City of Hobart Including Mayor and Department Heads</p>	<p>• 75% of City departments are represented • 40% of area residents and businesses attend</p>
	<p>Share meeting topics and outcomes via social media, the City's website, the schools, and the library.</p>	<p>• 2016 – 2017</p>	<p>• District Council Representative</p>	<p>• Engagement &amp; Leadership Working Group • School Superintendent • City of Hobart Including Mayor and Department Heads</p>	<p>• Meeting materials available within one week after meeting</p>
Meeting Questionnaire					

	Distribute questionnaires to gauge participant satisfaction with the effectiveness of the meeting.	• Fall 2016	• District Council Representative	<ul style="list-style-type: none"> <li>• Engagement &amp; Leadership Working Group</li> <li>• School Superintendent</li> <li>• City of Hobart Including Mayor and Department Heads</li> </ul>	<ul style="list-style-type: none"> <li>• 50% of respondents indicate that they learned more about the community</li> <li>• 50% of respondents indicate that they feel community concerns are being addressed effectively through the meetings</li> </ul>
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GOAL #3	ACTION STEPS	TIMELINE	RESPONSIBLE PARTY	SUPPORTING PARTNERS	PERFORMANCE MEASURES
Create a Youth Council in 2016 to provide input on youth programming and increase participation.	Plan "Meet-and-Greet"				
	Plan activities for youth "meet-and-greet"	• Winter – Spring 2016	• Engagement & Leadership Working Group: Angelina Mendoza	<ul style="list-style-type: none"> <li>• Mayor: Brian Snedecor</li> <li>• YMCA: Dale Polomchak</li> </ul>	• Meet-and-Greet agenda set
	Find funding for youth Meet-and-Greet	• Winter – Spring 2016	• Engagement & Leadership Working Group: Angelina Mendoza	<ul style="list-style-type: none"> <li>• Mayor: Brian Snedecor</li> <li>• YMCA: Dale Polomchak</li> </ul>	• Stakeholders budget for 100% of needed funding
	Train Adults				
	Train adult volunteers involved in youth programming on youth development	• Spring 2016	• Engagement & Leadership Working Group: Angelina Mendoza	• YMCA: Dale Polomchak	• 8 – 12 adults participate
	Host Event and Form Youth Council				
	Host youth Meet-and-Greet/Fun Festival at Hillman Park	• Summer 2016	• Engagement & Leadership Working Group: Angelina Mendoza	• YMCA: Dale Polomchak	• 25% of Hobart NW area youth attend

	Survey youth on type of activities and programs they want to see and participate in	• Summer 2016	• Engagement & Leadership Working Group: Angelina Mendoza	• YMCA: Dale Polomchak	• 15% of youth complete survey
	Identify volunteers for Youth Council	• Summer 2016	• Engagement & Leadership Working Group: Angelina Mendoza	• YMCA: Dale Polomchak	• 6 – 8 youth volunteer for Council
	Convene Youth Council to plan future events	• Beginning Summer 2016	• Engagement & Leadership Working Group: Angelina Mendoza	• YMCA: Dale Polomchak	• 2 events planned

GOAL #4	ACTION STEPS	TIMELINE	RESPONSIBLE PARTY	SUPPORTING PARTNERS	PERFORMANCE MEASURES
Throughout 2017, engage 5% of high school youth in community affairs, local government, businesses, and social organizations.	Assessment Of Programs and Opportunities				
	Develop a five-member taskforce	• January – March 2017	• Engagement & Leadership Working Group	• District Councilman John Brezik • Mayor: Brian Snedecor • YMCA: Dale Polomchak	• 5 volunteers identified for Taskforce
	Meet with program partners such as area businesses, institutions, social agencies, and local government representatives to identify opportunities for area high school youth, including programs, internships, apprenticeships, and mentoring opportunities.	• February – April 2017	• Taskforce Members	• Engagement & Leadership Working Group • City Schools	• List of at least 4 programs or opportunities are identified
	Roll Out				

	Advertise programs via posting on the internet (partner's websites and social media), hard copies available at local offices and businesses, and press release campaign.	•Late May – June 2017	•Taskforce Members	•Engagement & Leadership Working Group • City Schools	•5% of Hobart NW junior and high school students participate in a program
	Evaluate success and determine capacity for developing additional programs for 2018.	•December 2017	•Taskforce Members	•Engagement & Leadership Working Group	•Report to community on success

GOAL #5	ACTION STEPS	TIMELINE	RESPONSIBLE PARTY	SUPPORTING PARTNERS	PERFORMANCE MEASURES
Create a 9-member Hobart NW Neighborhood Spotlight Advisory Council to assist with the implementation of the Quality of Life & Place Plan.	Exploratory Taskforce Establishes Advisory Council				
	Create Exploratory Taskforce composed of residents with a demonstrated and vested interest in local concerns	•Beginning of November 2015	•Hobart NW Steering Committee		• 5 Hobart NW Steering Committee members and 2 Working Group members volunteer
	Identify experienced individuals in the fields of banking, the building trades, marketing, environment, the faith community, social services, and local government.	•Winter 2017 – Spring 2018	•Exploratory Committee		• 12 – 18 candidates identified
	Interview and make recommendations for positions on the advisory council	•Spring 2018	•Exploratory Committee		• 9 potential members recommended to Steering Committee
	Approve Advisory Council placements and orient members	•Summer 2018	•Hobart NW Steering Committee		• 100% of Advisory Council members seated and oriented

# Environment and Ecotourism

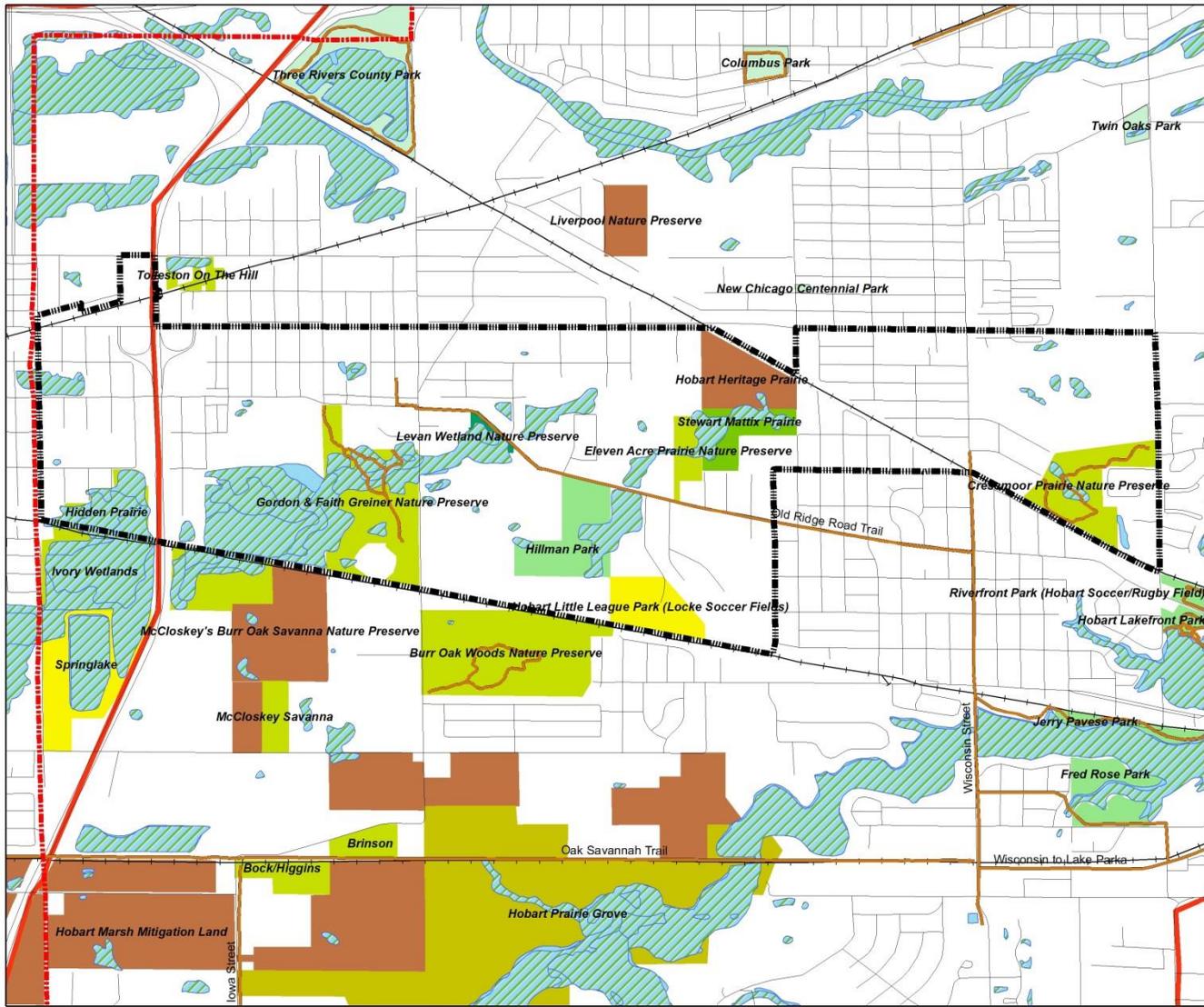
Hobart NW has a unique and rich ecology. The Hobart Marsh Plan is a comprehensive master plan for Hobart's natural areas, including 355 acres of mitigation land located about half a mile south of Hobart NW. The mitigation area is 1/3 wetlands mixed in with farm fields and woodlands, and the mitigation plan will restore this area as much as possible to its pre-settlement state. As the map shows, Hobart NW also contains wetlands, as well as other green spaces and nature preserves, including the Gordon and Faith Greiner Nature Preserve. Wetlands and other natural areas are viewed as valuable assets, offering recreational and educational activities as well as containing important ecosystems. 205 acres of Hobart NW are protected natural areas.

- Shirley Heinze Land Trust has 93.4 acres under management in Hobart NW in addition to the 42-acre Cressmoor Prairie Nature Preserve there. The Prairie is the largest protected example in Indiana of one of the rarest ecosystems in the state, the black-soil tallgrass prairie.
- The Indiana Dept. of Natural Resources manages the 31-acre Hobart Heritage Prairie Nature Preserve in Hobart NW. Hobart Heritage Prairie is the ecological heart of a 115-acre corridor of wildlands south of Ridge Road and is the key connection to 100 acres on the north side, including the 20-acre Liverpool State

Nature Preserve. Due to its native plants, the prairie's quality rating is higher than 99.5% of the land in the Chicago region. Many of the 152 native plant species are rare plants, with downy gentian, prairie gray sedge, and veiny pea all on Indiana's threatened list. The prairie's wetlands provide habitat for the northern leopard frog and the blue-spotted salamander, both species of special concern in Indiana. In addition, the IDNR manages McCloskey Savanna State Nature Preserve, close to the Indiana Dunes National Lakeshore's 293-acre Hobart Prairie Grove managed by the National Park Service.

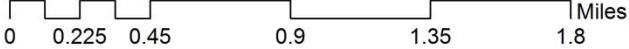
- Woodland Savanna has 5 acres under management at the Levan Wetland Nature Preserve in Hobart NW.
- School City of Hobart manages the 22.2 acre Stewart Mattix Prairie and an area north of Greiner Nature Preserve.
- The Oak Savannah Trail runs parallel to 49<sup>th</sup> Avenue (just south of Hobart NW) and is 7.5 miles. The asphalt trail connects to the Dunelane Trail in Porter County and is used for walking, biking, and rollerblading. Wisconsin Street and Old Ridge Road were designated by the City as suitable bike paths connecting the Trail to Hobart NW, but fully developed Complete Streets are needed.

# Environment



**Legend**

- Spotlight Area
- City
- Hobart
- Trails\_IDNR\_IN
- Roads
- Highways
- Railroad
- Wetlands
- WaterbodyDiscrete\_USGS
- WaterbodyLinear\_USGS
- Other Managed Lands
- DNR NATURE PRESERVES
- HOBART LITTLE LEAGUE, INC
- CITY OF HOBART
- IZAAK WALTON LEAGUE
- SCHOOL CITY OF HOBART
- SHIRLEY HEINZE LAND TRUST
- U.S. NATIONAL PARK SERVICE
- WOODLAND SAVANNA LAND CONSERVANCY



GOAL #1	ACTION STEPS	TIMELINE	RESPONSIBLE PARTY	SUPPORTING PARTNERS	PERFORMANCE MEASURES
Increase awareness and appropriate use of natural sites by 15% by December 2018 through an interpretive guide and map.	Evaluate Natural Areas				
	Create list of all natural areas in Hobart NW, including public and private property	• Fall 2016 – Fall 2017	• Environmental & Ecotourism Working Group		• List of all natural areas including location, owner, owner permission, size, and ecological attributes
	Identify areas with Native American cultural history	• Fall 2016 – Fall 2017	• Environmental & Ecotourism Working Group	• IUN Professor of Anthropology Renee Tamburro • Hobart Historical Society	• List of areas with Native American history including land management practices
	Design Hobart NW Natural Areas Interpretive Guide and Map				
	Obtain sponsors and funding for brochure design and printing	• Fall 2016 – Fall 2017	• Environmental & Ecotourism Working Group		• 100% of funding secured
	Photograph properties, flora, and fauna	• Fall 2016 – Fall 2017	• Environmental & Ecotourism Working Group	• Woodland Savanna • Shirley Heinze Land Trust • Indiana Dept. of Natural Resources, Division of Nature Preserves	• 100% of properties photographed
	Design map	• Fall 2016 – Fall 2017	• Environmental & Ecotourism Working Group	• Woodland Savanna • Shirley Heinze Land Trust • Indiana Dept. of Natural Resources, Division of Nature Preserves	• Draft map design
	Write interpretive text	• Summer – Fall 2017	• Environmental & Ecotourism Working Group	• Woodland Savanna • Shirley Heinze Land Trust • Indiana Dept. of Natural Resources, Division of Nature Preserves	• Text written for 100% of properties
	Finalize design and print Interpretive Guide and Map	• December 2017	• Environmental & Ecotourism Working Group		• <b>Final map design</b> • <b>200 copies printed</b>

	Promote Interpretive Guide and Map				
	Share on social media and related City website	• Summer 2018	• Environmental & Ecotourism Working Group		• 200 views
	Share through traditional media (newspapers, radio)	• Summer 2018	• Environmental & Ecotourism Working Group		• 5 media mentions
	Hold “Kick-Off Summer” educational hikes event at locations listed in Guide	• Summer 2018	• Environmental & Ecotourism Working Group		• 100 people attend hikes
	Evaluate visitor use of sites Spring – Fall	• Spring – Fall 2018	• Environmental & Ecotourism Working Group	• Woodland Savanna • Shirley Heinze Land Trust • Indiana Dept. of Natural Resources, Division of Nature Preserves	• 15% increase in visitors from previous years

GOAL #2	ACTION STEPS	TIMELINE	RESPONSIBLE PARTY	SUPPORTING PARTNERS	PERFORMANCE MEASURES
Increase tourism by 20% by December 2018 through promotion of the area’s natural resources and cultural heritage.	Develop Signage				
	Identify high traffic areas and main thoroughfares of natural lands	• Fall 2016	• Environmental & Ecotourism Working Group		• Map of areas
	Design and commission Natural Area directional street signage	• Winter 2016	• Environmental & Ecotourism Working Group		• 100% of signs designed and commissioned
	Purchase and erect signs	• Spring 2017	• Environmental & Ecotourism Working Group		• 100% of signs erected
	Unveil signage at Earth Day event and promote through traditional and social media	• April 2017	• Environmental & Ecotourism Working Group		• 100 people attend hikes • 5 traditional media mentions • 200 views on social media

Develop Outreach Campaign					
Identify historical and environmental cultural heritage sites	• Fall 2016 – Fall 2017	• Environmental & Ecotourism Working Group	• Dan McDowell • Amber List • Hobart Historical Society • IUN Professor of Anthropology Renee Tamburro • Potawatomi community	• 20 sites identified	
Create Cultural Heritage brochure	• Fall 2016 – Fall 2017	• Environmental & Ecotourism Working Group	• Dan McDowell • Amber List • Hobart Historical Society • IUN Professor of Anthropology Renee Tamburro • Potawatomi community	• Brochure	
Print brochure	• Winter 2017	• Environmental & Ecotourism Working Group		• 200 brochures printed	
Distribute brochure	• Ongoing beginning Winter 2017	• Environmental & Ecotourism Working Group	• Woodland Savanna • Shirley Heinze Land Trust • Indiana Dept. of Natural Resources, Division of Nature Preserves	• <b>200 brochures distributed at various locations and 2018 Earth Day event</b>	
Promote Cultural Heritage through traditional and social media	• Ongoing beginning Winter 2017	• Environmental & Ecotourism Working Group	• City of Hobart • Woodland Savanna • Shirley Heinze Land Trust • Indiana Dept. of Natural Resources, Division of Nature Preserves	• 5 media mentions • 200 social media views	

GOAL #3	ACTION STEPS	TIMELINE	RESPONSIBLE PARTY	SUPPORTING PARTNERS	PERFORMANCE MEASURES
By summer 2016, design 6 green infrastructure/ best management practices for Fire Station #2 as a demonstration project to reduce the energy and wastewater costs of the City and its carbon footprint.	Set Baseline				
	Conduct energy audit and evaluate City energy and wastewater costs and carbon footprint	• December 2017 – January 2018	• Environmental & Ecotourism Working Group	• City Engineer Phillip Gralik • Solarize Northwest Indiana	• Report
	Install Energy Efficiency Measures				
	Install LED interior and exterior lighting that conforms to International Dark-Sky Association guidelines	• TBD	• Environmental & Ecotourism Working Group	• City Engineer Phillip Gralik	• 80% of lighting is LED
	Install renewable energy source such as solar panels	• TBD	• Environmental & Ecotourism Working Group	• City Engineer Phillip Gralik • Solarize Northwest Indiana	• Panels installed
	Install high efficiency furnace, AC, windows, doors, and insulation	• TBD	• Environmental & Ecotourism Working Group	• City Engineer Phillip Gralik	• Measures installed
	Install Green Stormwater and Landscape Measures				
	Install low-flow water fixtures	• TBD	• Environmental & Ecotourism Working Group	• City Engineer Phillip Gralik	• Measures installed
	Install rain gardens/bioswales along with native plants, shrubs, and trees	• TBD	• Environmental & Ecotourism Working Group	• City Engineer Phillip Gralik • Hobart Sanitary District: Stormwater Management	• Measures installed
	Install permeable pavement and set up rain barrels	• TBD	• Environmental & Ecotourism Working Group	• City Engineer Phillip Gralik • Hobart Sanitary District: Stormwater Management	• Measures installed
Evaluate Retrofits					

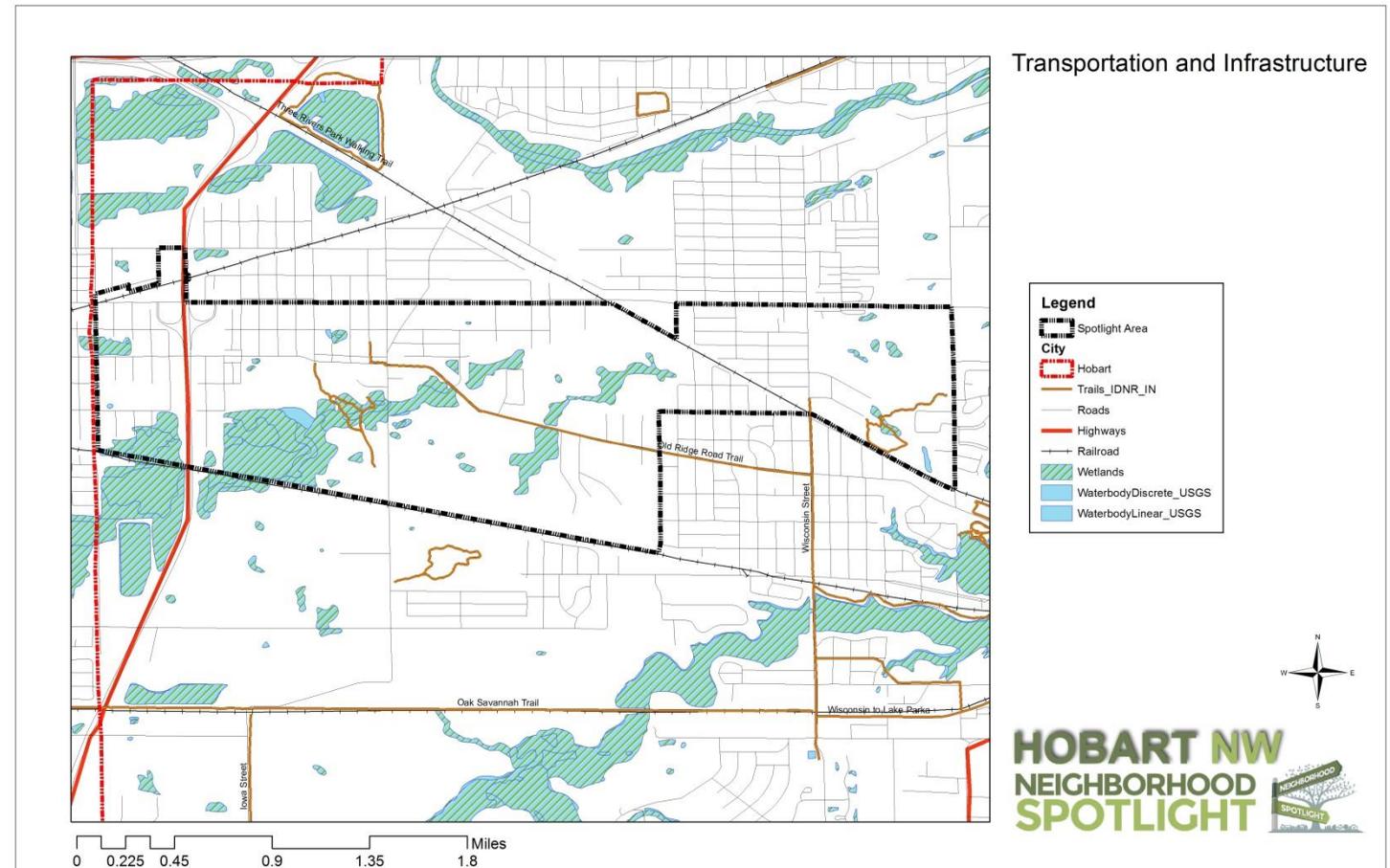
	Conduct energy audit and evaluate City energy and wastewater costs and carbon footprint	•TBD	•Environmental & Ecotourism Working Group	•City Engineer Phillip Gralik •Solarize Northwest Indiana	•Report demonstrating reduced costs and carbon footprint
	Apply for Leadership in Energy and Environmental Design (LEED) Certification	•TBD	•Environmental & Ecotourism Working Group	•City Engineer Phillip Gralik	•Application submitted •LEED Certification

GOAL #4	ACTION STEPS	TIMELINE	RESPONSIBLE PARTY	SUPPORTING PARTNERS	PERFORMANCE MEASURES
Reduce the lack of healthy food choices by creating a "Healthy Lifestyle" Community Gardens program to provide garden space to 24 residents by summer 2016.	Promote "Healthy Lifestyle" Community Garden Program				
	Distribute information on program at Earth Day	•April 2016	•Environmental & Ecotourism Working Group	•YMCA	•50 flyers distributed
	Promote "Healthy Lifestyle" community via flyers, social media, and traditional media	•Ongoing beginning April 2016	•Environmental & Ecotourism Working Group	•YMCA	•24 residents sign up for community garden plots •200 residents sign up for email list •50 residents commit to creating new garden on personal property
	Implement Community Gardens				
	Create 24 new garden plots in Hobart NW City parks and YMCA	•April 2016	•Environmental & Ecotourism Working Group	•YMCA	•24 plots installed
	Educate "Healthy Lifestyle" community on ecologically friendly garden maintenance practices	•Ongoing beginning April 2016	•YMCA	•Environmental & Ecotourism Working Group	•60% of Community gardeners report using practices
	Hold weekly "Health Lifestyle" cooking classes with community garden produce	•Ongoing beginning Summer 2016	•YMCA		•20 people attend classes

# Infrastructure and Transportation

Hobart NW includes interstate highway I-65, two railroads, bike trails, and local roads. It's also near U.S. Route 6, a transcontinental highway.

- I-65 is surrounded by wetlands on the southern edge of the Hobart NW boundaries. Storm water runoff from the roadway contributes to flooding and drainage issues in the neighborhood.
- Ridge Road, the northern boundary for Hobart NW, was the focus of a reconstruction project from 2002 to 2006.
- The Indiana American Water Company is replacing water lines in Hobart NW.



GOAL #1	ACTION STEPS	TIMELINE	RESPONSIBLE PARTY	SUPPORTING PARTNERS	PERFORMANCE MEASURES
<p>By Winter 2016, develop a Hobart NW Storm Water Master Plan consistent with environmental best management principles to eliminate flooding in streets, homes, etc. that occurs after heavy rains (10 year rain event or heavier) caused by undersized storm water drains along the Turkey Creek and Stinky Creek drainage basins</p>	Review Current Conditions & Plans				
	<p>Compile current conditions, document challenged areas, and review existing plans and assessments.</p>	<ul style="list-style-type: none"> <li>• Winter 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Hobart Storm Water Board</li> </ul>	<ul style="list-style-type: none"> <li>• City Engineer</li> <li>• Lake County Drainage Board (LCDB)</li> <li>• Infrastructure &amp; Transportation Working Group</li> <li>• Robinson Engineering</li> <li>• Hobart NW Advisory Council</li> </ul>	<ul style="list-style-type: none"> <li>• Report on Identified Flow Projects and Impact Flow Studies</li> </ul>
	<p>Review data and develop a draft strategic plan.</p>	<ul style="list-style-type: none"> <li>• Winter 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Hobart SW Board</li> </ul>	<ul style="list-style-type: none"> <li>• City Engineer</li> <li>• LCDB</li> <li>• Infrastructure &amp; Transportation Working Group</li> <li>• Robinson Engineering</li> <li>• Hobart NW Advisory Council</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Plan Draft</li> <li>• Projects in Hobart NW identified, cost estimates developed</li> </ul>
	Organize A Storm Water Public Meeting				
<p>Bring together all agencies, residents, businesses, and officials to discuss the draft plan and to receive feedback and input.</p>	<ul style="list-style-type: none"> <li>• Spring 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Robinson Engineering</li> </ul>	<ul style="list-style-type: none"> <li>• Hobart SW Board</li> <li>• City Engineer</li> <li>• City Administration</li> <li>• LCDB</li> <li>• Infrastructure &amp; Transportation Working Group</li> <li>• Hobart NW Advisory Council</li> </ul>	<ul style="list-style-type: none"> <li>• 20 Stakeholders attend</li> <li>• Material available online</li> </ul>	

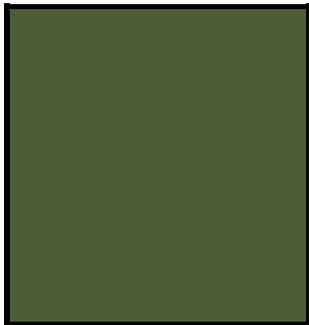
in Hobart NW.	Present findings to Hobart Stormwater Board and stakeholders in public meeting.	• Spring 2016	• Robinson Engineering	• Hobart SW Board • Hobart NW Advisory Council	• Material available online
	Coordinate A Project List / Plan Roll Out				
	Develop and adopt Master Storm Water Management Plan	• Complete by Late Summer 2016 • Roll Out Plan Over 3-5 Years	• Hobart SW Board	• City Administration • LCDB • Hobart NW Steering Committee • Infrastructure & Transportation Working Group • Hobart NW Advisory Council	• Plan is released and approved. • Start one project every year until sub-basin plan is complete

GOAL #2	ACTION STEPS	TIMELINE	RESPONSIBLE PARTY	SUPPORTING PARTNERS	PERFORMANCE MEASURES
By the summer of 2017, ensure that 80% of beautification and maintenance needs on 37 <sup>th</sup> Avenue are addressed through community agreements for ongoing	Identify List Of Maintenance Needs				
	Request information from municipal departments on the maintenance and upkeep of the Ridge Road corridor.	• Winter 2016	• Infrastructure & Transportation Working Group	• City Administration • Hobart NW Steering Committee	• Report on local maintenance of Ridge Road and current responsibilities
	Request information from stakeholders such as New Chicago, Lake Station, Lake County, the Indiana Dept. of Transportation, and NIRPC on maintenance of Ridge Rd.	• Spring 2016	• Infrastructure & Transportation Working Group	• City Administration • Hobart NW Steering Committee	• Report on maintenance of Ridge Road and current responsibilities of Towns/ Cities, County, State, MPO, Etc.
	Organize A Coordination Meeting				
	Establish and schedule a meeting between stakeholders and	• Winter-Spring 2017	• Infrastructure & Transportation	• City Administration • Hobart NW Steering	• Engage 20 stakeholders from all communities in meeting

maintenance.	communities to amend the MOU to include stakeholder and property owner responsibilities		Working Group	Committee	
	Create a Maintenance Pledge that delineates maintenance responsibilities and roles of all stakeholders.	• Spring 2017	• Infrastructure & Transportation Working Group	• City Administration • Hobart NW Steering Committee	• Stakeholders agree to duties for long-term maintenance. • 10 businesses and residents sign Maintenance Pledge.
	Plan Roll Out				
	Release long-term maintenance plan to all stakeholder partners including residents, Hobart Township, Lake County, Neighboring Cities / Towns, NIRPC, and the State.	• Summer 2017	• Infrastructure & Transportation Working Group	• City Administrations of Hobart, Lake Station and New Chicago • Hobart NW Steering Committee	• <b>80% of maintenance/beautification responsibilities in the plan are implemented</b>
	Remove light towers on 37 <sup>th</sup> Ave	• Summer 2017	• Infrastructure & Transportation Working Group	• City Administrations	• <b>3 light towers are removed</b> • <b>2 fewer traffic accidents per year</b>
	Clean up event held on 37 <sup>th</sup> Ave from I-65 to Liverpool Road	• Summer 2017	• Infrastructure & Transportation Working Group	• City Administrations • Hobart NW Steering Committee	• 25 volunteers attend event • <b>80% of litter is removed from the site</b>
	Clean up event held on Ridge Road from Liverpool Road to North Lake Park	• Summer 2017	• Infrastructure & Transportation Working Group	• City Administrations • Hobart NW Steering Committee	• 25 volunteers attend event • <b>80% of litter is removed from the site</b>

GOAL #3	ACTION STEPS	TIMELINE	RESPONSIBLE PARTY	SUPPORTING PARTNERS	PERFORMANCE MEASURES
By the end of 2020, redevelop Old Ridge Road	Organize Coordination Meetings				
	Organize a meeting with municipal and business stakeholders to assess conditions and potential complete	• Winter of 2015/16	• City Administration	• Infrastructure & Transportation Working Group	• Map of potential routes including streets and right of ways, with easements and ownership identified

and Liverpool Road within Hobart NW as Complete Streets based on NIRPC's 2040 Regional Comprehensive Plan.	streets routes			<ul style="list-style-type: none"> <li>• Indiana American Water Company</li> <li>• NIRPC</li> </ul>	
	Present potential routes to area residents and agencies and receive feedback	• Spring 2016	• City Administration	<ul style="list-style-type: none"> <li>• Hobart NW Steering Committee</li> <li>• Infrastructure &amp; Transportation Working Group</li> </ul>	• 25 residents, 4 agencies in attendance
	Plan Development				
	Select a design engineer/consultant through a "Request for Proposal" Process	• Spring – Summer 2016	• City Administration	<ul style="list-style-type: none"> <li>• Hobart NW Steering Committee</li> <li>• Infrastructure &amp; Transportation Working Group</li> <li>• NIRPC</li> </ul>	• RFP released and design engineer / consultant selected
	Finalize Hobart NW Complete Streets Plan for Old Ridge Rd and Liverpool	• Spring 2016 – Spring 2017	• City Administration	• NIRPC	• Plan accepted by City Commissioners and amended into comprehensive plan
	Submit plan to NIRPC for Highway Safety Improvement Program funding	• Spring 2017	• City Administration		• Funding approved for first phase of project
	Plan Roll Out / Implementation				
	Seek funds and support for implementation	• Fall 2016 – Spring 2018	• City Administration	<ul style="list-style-type: none"> <li>• Hobart NW Steering Committee</li> <li>• Infrastructure &amp; Transportation Working Group</li> </ul>	• Make funding requests with NIRPC, City of Hobart Parks, City of Hobart, Legacy Foundation, Dept. of Natural Resources Lake Michigan Coastal Program



Bid out and build Complete Streets system

• Fall 2016 – Fall 2020

• City Administration

- 1 mile of complete street/sidewalks along Old Ridge Rd From Wilson St to Ridgeview School by 2017
- 100% of Old Ridge Rd completed by 2020
- Complete street/sidewalks on Liverpool Rd from 37<sup>th</sup> Ave to Greiner Prairie by 2020

# Workforce Development

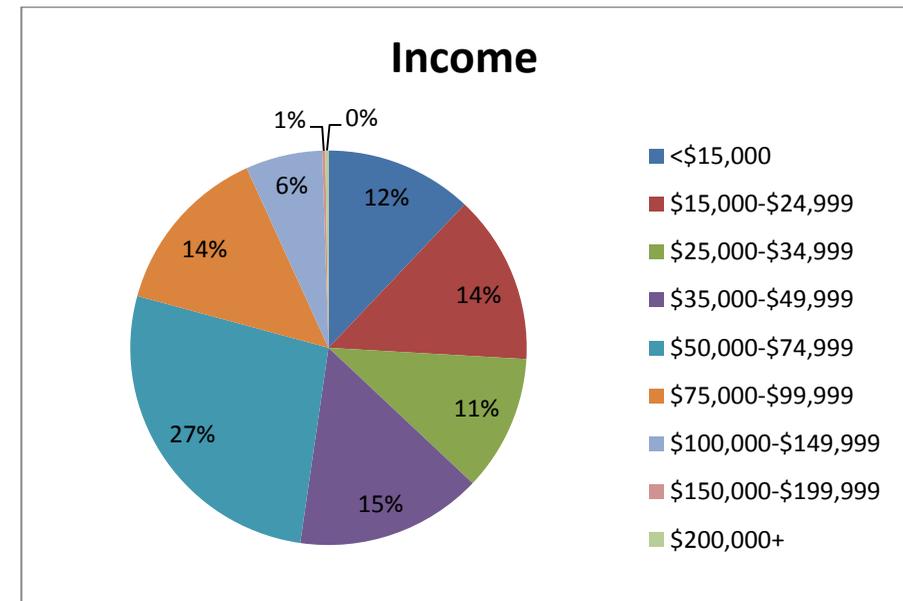
Hobart NW residents interested in workforce development or job training often have to travel outside of Hobart. WorkOne centers are located in Gary and Hammond and provide skill assessments, counseling, job matching, training, and other services. The Center of Workforce Innovations holds adult basic education classes at the Hobart Public Library.

- Unemployment is estimated to be 6.7% in Hobart NW in 2015, compared to 8.7% for all of Hobart<sup>1</sup>
- Median household income is projected to increase 2.42% by 2020<sup>2</sup>
- Average household income is estimated at \$51,195 in 2015
- Median household income is estimated at \$47,086 in 2015
- 13.8% of Hobart NW households had income below the poverty level within the past 12 months<sup>3</sup>
- More than four times as many households with a female householder have had income below poverty level in the last 12 months than households with a male householder<sup>3</sup>

<sup>1</sup>Source: ESRI 2015 Forecast

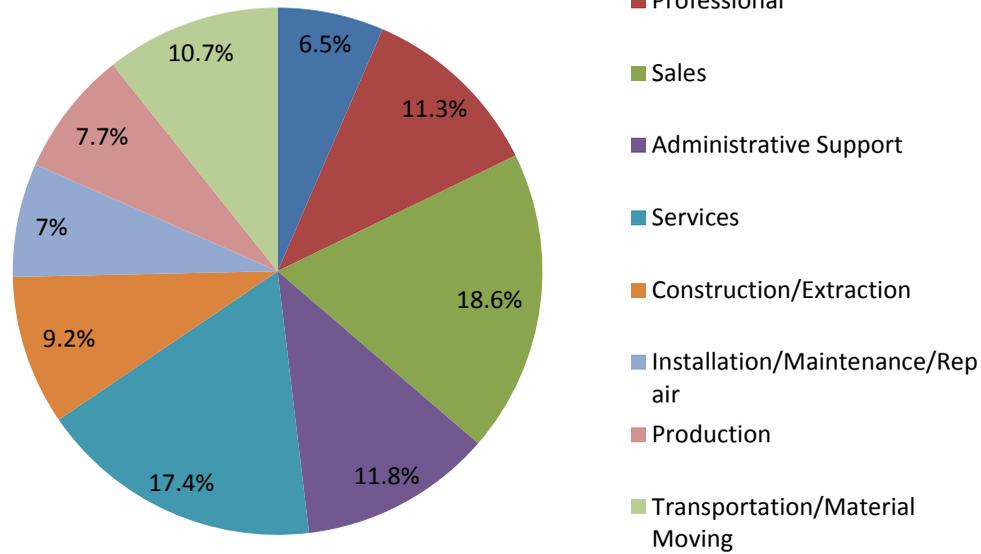
<sup>2</sup>Source: ESRI 2015 and 2020 Forecasts

<sup>3</sup>Source: 2009-2013 American Community Survey Estimate



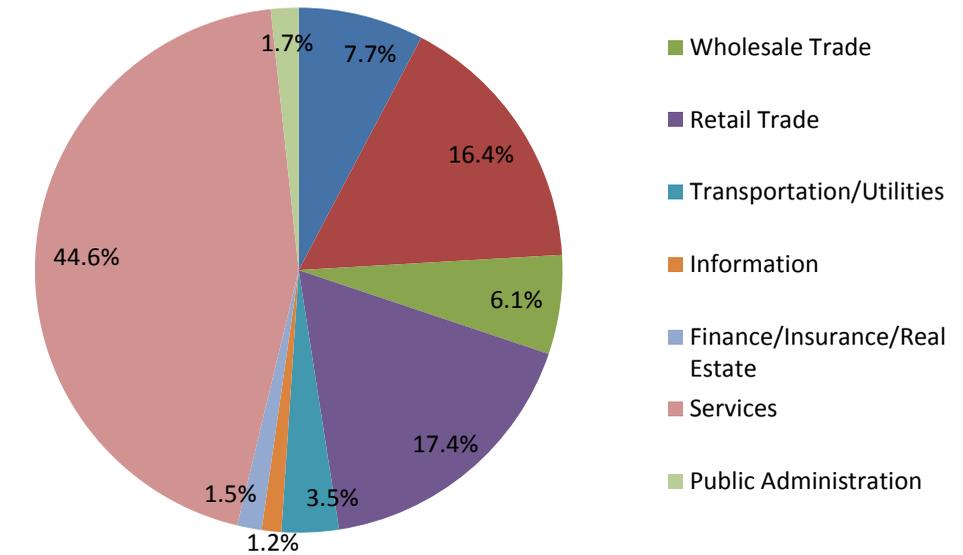
Source: ESRI 2015 Forecast

### Employment by Occupation, Population 16+



Source: ESRI, 2015 Forecast

### Employment by Industry, Population 16+



Source: ESRI, 2015 Forecast

GOAL #1	ACTION STEPS	TIMELINE	RESPONSIBLE PARTY	SUPPORTING PARTNERS	PERFORMANCE MEASURES
<p>By 2020, assist a minimum of 100 Hobart NW residents per year in finding meaningful career employment and learning sustainable skills through the establishment of a Hobart Center For Working Families.</p>	Develop HCWF Board / Mission				
	Recruit Board of Directors.	• Q1 2016	• Hobart NW Steering Committee Members	• Workforce Development Working Group	<ul style="list-style-type: none"> <li>• 5-7 Residents Commit to the Board.</li> <li>• Board Meeting Schedule Established and Meetings Are Being Held.</li> </ul>
	Meet with Center for Workforce Innovation to discuss options / needs / mission.	• Q2 2016	• HCWF Board of Directors		• Board Report
	Establish vision/mission, goals, and board structure.	• Q2 2016	• HCWF Board of Directors		• Documented mission and goals
	Create bylaws.	• Q2 2016	• HCWF Board of Directors		• Bylaws
	Apply for 501(c)3 status.	• Q3 2016	• HCWF Board of Directors		• 501(c)3 status confirmed
	Program and Capital Campaign Development				
	Develop HCWF programs.	• Q4 2017 – Q4 2018	• HCWF Board of Directors	• Workforce Development Working Group	• Program guide with curricula
	Create Fund Development Plan that includes program and capital campaign.	• 2018	• HCWF Board of Directors	• Workforce Development Working Group	• Fund Development Plan
	Secure funding.	• 2018 – 2019	• HCWF Board of Directors	• Workforce Development Working Group	<ul style="list-style-type: none"> <li>• 100% of start-up funds secured</li> <li>• 1 year operating costs secured</li> </ul>
	Secure HCWF location and commence build out.	• Q2 2018 – Q2 2019	• HCWF Board of Directors	• Workforce Development Working Group	• Location Secured. Ground Breaking Takes Place.

	Secure equipment and renovate building as needed.	• Q2 2018 – Q2 2019	• HCWF Board of Directors	• Workforce Development Working Group	• 100% of equipment available • Building renovations complete
	Program Roll Out				
	Open HCWF and begin programs.	• Fall 2019	• HCWF Board of Directors	• Workforce Development Working Group	• 100 residents find employment after completing programs per year

GOAL #2	ACTION STEPS	TIMELINE	RESPONSIBLE PARTY	SUPPORTINER PARTNERS	PERFORMANCE MEASURES
By the summer of 2019, develop an adult learning “Bridge” Program to support the transition of 50 people per year to post-secondary education, with an emphasis on prevailing regional sectors, including but not limited to healthcare, manufacturing,	Develop Board / Mission				
	Recruit Bridge Board Of Directors.	• Q3 2016	• Hobart NW Steering Committee	• Workforce Development Working Group	• 5 – 7 volunteers commit to board • At least half of board members are Hobart NW residents
	Secure community and educational partners.	• Q1 2017	• Bridge Board Of Directors		• 5 commitments from School City of Hobart, higher educational institutions, and others
	Establish vision/mission, goals, and board structure.	• Q2 2017	• Bridge Board Of Directors		• Documented mission and goals
	Create bylaws.	• Q2 2017	• Bridge Board Of Directors		• Bylaws
	Apply for 501(c)3 status.	• Q3 2017	• Bridge Board Of Directors		• 501(c)3 status confirmed
	Program and Capital Campaign Development				
	Develop Bridge Programs	• Q3 2017	• Bridge Board Of Directors		• Business / Strategic Plan & Curricula Developed
	Create Fund Development Plan that includes program and capital campaign.	• 2018	• Bridge Board of Director	• Workforce Development Working Group	• Fund Development Plan

building trades, and technology.	Secure funding.	• 2018 – 2019	• Bridge Board of Director	• Workforce Development Working Group	• 100% of start-up funds secured • 1 year operating costs secured
	Secure Bridge location and commence build out.	• Q2 2018 – Q2 2019	• Bridge Board of Director	• Workforce Development Working Group	• Location Secured. Ground Breaking Takes Place.
	Secure equipment and renovate building as needed.	• Q2 2018 – Q2 2019	• Bridge Board of Director	• Workforce Development Working Group	• 100% of equipment available • Building renovations complete
	Program Roll Out / Promotion				
	Open location and being offering programs.	• Q3 2019	• Bridge Board of Directors	• Workforce Development Working Group	• 50 residents transition to post-secondary education per year through program

GOAL #3	ACTION STEPS	TIMELINE	RESPONSIBLE PARTY	SUPPORTING PARTNERS	PERFORMANCE MEASURES
Provide 100 young adults with information about careers and access to internships through annual spring career fair.	Recruit Committee Members from Hobart NW Steering Committee, Center for Workforce Development, WorkOne, and other partners.	• Q1 2016	• Hobart NW Steering Committee	• Workforce Development Working Group	• 5 volunteers form Coordinating Committee
	Develop event plan, including location, time, marketing, funding, etc.	• Q1 2016	• Coordinating Committee	• Workforce Development Working Group	• Event Plan
	Recruit businesses and trade/professional organizations to attend.	• Q1 2016	• Coordinating Committee	• Workforce Development Working Group	• At least 20 businesses commit
	Hold Annual Career Fair.	• Annually Q2, beginning 2016	• Coordinating Committee	• Workforce Development Working Group	• 100 young adults attend • 40 young adults get a job or internship through the event • 20 businesses attend • 50 jobs/internships available through event

# Glossary

**Center for Working Families (CWF):** A service model in which financial, employment, and income support services are provided through one-on-one coaching to improve the financial position of low-income families

**Complete Streets:** Streets designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities

**Dark Sky:** Denoting or located in a place where the darkness of the night sky is relatively free of interference from artificial light

**Infill:** The use of land within a built-up area for further construction; the process of developing vacant or under-used parcels within existing urban areas that are already largely developed

**Leadership in Energy and Environmental Design (LEED):** A nationally-recognized third-party certification program for design, operation and construction of high performance green buildings

**New Markets Tax Credit:** A federal tax credit for private investors to incentivize investment in businesses or economic development projects in low-income communities

**Revolving Loan Fund:** Source of money from which loans are made for multiple small business development projects; interest and principle payments on old loans replenish the funds so that new loans can be made

**Tax Increment Financing (TIF):** A public financing method that is used as a subsidy for redevelopment, infrastructure, and other community-improvement projects; a tool in which a municipality dedicates future tax revenues of a particular business or group of businesses toward development projects in the community

# Contributors

**Plan written by IACED staff with input from the Hobart NW Steering Committee, Working Groups, and Aligned Individuals including:**

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# Next Steps

The Hobart NW Neighborhood Quality of Life and Place Plan was presented through an event on December 12, 2015. Working Groups and designated responsible parties are now charged with implementing the plan. The Hobart NW Steering Committee and the Hobart NW Neighborhood Spotlight Advisory Council will assist with implementation and oversight to ensure that partners have the support they need, to hold parties accountable, and to provide progress updates to the community. Quarterly Neighborhood Meetings organized by the District Council Representative will provide residents and community members a space to voice new concerns and ideas. The Quality of Life and Place Plan represents Hobart NW's aspirations and goals and will be maintained and updated to reflect changes in the community.

## **For More Information and Updates:**

[www.legacyfdn.org/neighborhoodspotlight/hobart](http://www.legacyfdn.org/neighborhoodspotlight/hobart)

[www.facebook.com/hobartinspotlight](https://www.facebook.com/hobartinspotlight)

On Twitter @HbrtNWSpotlight

