



2 RESPONSIBLE GROWTH

THEME 2 | GOALS

Goal 1: Resilient Economy

Hobart will encourage entrepreneurship, supporting local businesses, both small and large, and working toward establishing a sense of community among Hobart's business owners.

Goal 2: Vibrant Commercial Areas

Hobart will accentuate and expand its character-defining commercial areas, committing to mixed-use business districts and the development of social centers.

Goal 3: Thriving Corridors

Our commercial corridors will represent a foundational facet of Hobart's economy and will continue to grow and evolve to meet the City's changing needs.

Goal 4: Diverse Uses

Hobart will embrace a healthy mix of land uses, carefully planning a future land use strategy that attracts and retains a diverse market.

Hobart's 2040 Plan includes five community Themes. The following section describes Hobart's vision for Theme 2: Responsible Growth. A summary of the existing conditions analysis along with community input received over the course of the process are shared in the next few pages. Following that is a list of Strategies and Actions for each of the goals listed above.

COMMERCIAL REAL ESTATE

ECONOMIC TRENDS

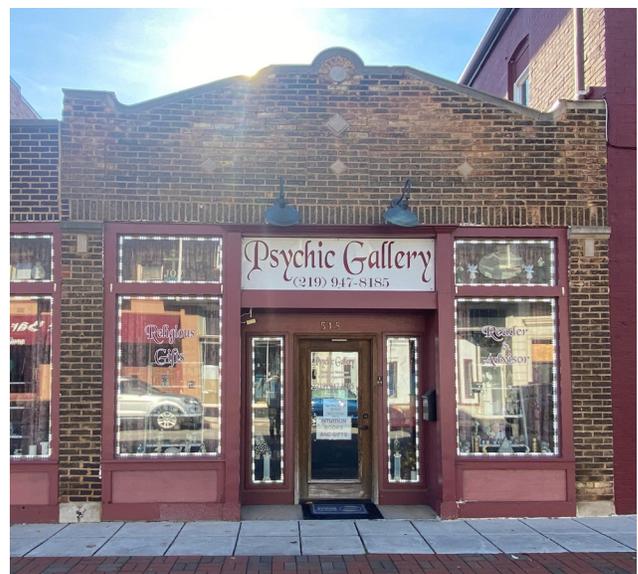
Based on economic trends in northwest Indiana, growth in Hobart's economy is likely to slow in the near future due to inflation and rising interest rates, which may lead to a mild recession in 2023. Key impediments to greater growth are a shortage of labor and certain materials such as microchips and raw materials, which can lead to higher prices and inflation. The housing market is a perfect example of these obstacles as increased sales during 2020 caused prices to rise and inventories to shrink, but a limited supply of labor and materials is preventing homebuilders from fully responding to demand and increased prices.

With the further containment of the pandemic, restaurant and travel demand is growing again, but due to greatly reduced capacities and staff, establishments cannot match the demand. This makes the labor shortage even more prevalent. As a result, the average hourly earnings for leisure and hospitality workers surged 8% from late 2020, compared to about 2% for the broader workforce, according to the Bureau of Labor Statistics.

Sales growth for restaurants increased 55% year-over-year, implying that consumers are venturing out for more dine-out experiences and have been shopping both online and in stores, pushing inflation fears aside and satisfying pent up demand that accumulated during the lock down and slow reopening of retail and restaurants.

Wage and price increases are causing inflationary fears. The Consumer Price Index (CPI) increased 9.1 percent for the 12-month period ending June 2022, the largest 12-month increase since 1981. While the inflation will likely remain far above the Federal 2% target rate throughout 2022, it will likely come down from its current level once the interest rate increase takes full effect and shortages in key components, such as goods and materials, have eased.

Households that fared well before the pandemic came through it financially largely unscathed. Low-income households have been affected more negatively and have dropped out of consumption for durable goods and short-term purchases of goods and services beyond necessities. The pressure on mid-income households continues to rise due to price increases and household incomes that have not increased to keep pace. This will slow consumption in the near future.



Commercial space in Downtown Hobart

Downtown and the Local Economy

Hobart residents are ready to embrace Downtown Hobart as a commercial hub. Many recognize that the downtown area requires physical improvements and that it struggles with empty storefronts that can sometimes deter potential business owners. However, residents see this area as an asset which provides connections to the lakefront and that serves as a central gathering space for community events and commercial activity. In order to improve Downtown, residents suggested promoting the existing façade improvement program, redeveloping underutilized sites, and encouraging the development of more lake-facing businesses. They believe that these revitalizing improvements will set the stage for future growth, helping to create a more vibrant local economy.



Storefronts in Downtown Hobart

“ Street festivals, local distinctive shops, art galleries, healthy fresh eateries - all of these could draw people downtown.”

- STAKEHOLDER COMMENT



REGIONAL COMPARISON (NORTHWEST INDIANA)

The Northwest Indiana region consists of Lake, Porter, and LaPorte Counties. As a \$35 billion economy, it is recognized as Indiana’s second largest and is made up of urban, suburban and rural communities. Aside from steel and manufacturing, other notable industries in the area include healthcare, retail, casinos and entertainment.

The region has long been known as a hub for manufacturing. However, as technology transforms and automates tasks, the region has been working to diversify its economy and transition former industrial sites to new uses. One example is the Digital Crossroads of America Data Center on the site of the former State Line Generating Plant in Hammond that includes a 105,000 square-foot data center, tech incubator, renewable energy generation, and a greenhouse.

Northwest Indiana continues to benefit from its proximity to the Chicago metropolitan area and is often referred to as a “bedroom community” for nearby Chicago, offering a lower cost of living and slower suburban pace of life that is still within a reasonable distance to the city to commute to work and recreate. As new residents continue relocating to the area, the region continues to see growth at a moderate pace in both residential and economic sectors. To address and support further growth in Northwest Indiana, transportation developments are underway. The South Shore’s \$933 million West Lake Corridor project is expected to create a faster, less expensive, and more reliable form of transportation to the Chicago market and surrounding areas.



Rendering of Digital Crossroads site in Hammond, IN

RETAIL REAL ESTATE

RETAIL INVENTORY

In 2022 Hobart has an estimated 1,215 businesses. The three sectors with the most businesses were “Retail Trade” with 316, followed by “Other Services” with 153, and “Health Care & Social Assistance” with 129 businesses. Combined, these sectors represent 47% of all businesses.

Table 5: Economy, Businesses by NAICS Sector

Sector	Businesses	% of Total	Employment	% of Total
Agriculture, Forestry, Fishing & Hunting	3	0.2%	20	0.1%
Construction	65	5.1%	665	4.4%
Manufacturing	29	2.3%	456	3.0%
Wholesale Trade	36	2.8%	567	3.8%
Retail Trade	316	25.0%	4,970	33.2%
Transportation & Warehousing	21	1.7%	184	1.2%
Information	22	1.7%	203	1.4%
Finance & Insurance	60	4.7%	309	2.1%
Real Estate, Rental & Leasing	52	4.1%	368	2.5%
Professional, Scientific & Tech Services	94	7.4%	675	4.5%
Management of Companies & Enterprises	3	0.2%	7	0.0%
Administrative & Support & Waste Management & Remediation Services	41	3.2%	342	2.3%
Educational Services	27	2.1%	553	3.7%
Health Care & Social Assistance	129	10.2%	1,686	11.3%
Arts, Entertainment & Recreation	18	1.4%	404	2.7%
Accommodation & Food Services	116	9.2%	2,003	13.4%
Other Services (except Public Administration)	153	12.1%	943	6.3%
Public Administration	30	2.4%	589	3.9%

Source: U.S. Bureau of the Census, County Business Pattern, Data Axle, Inc., VCE

Fig 14: Hobart Retail Clusters: Healthcare, Food Businesses, & Retail

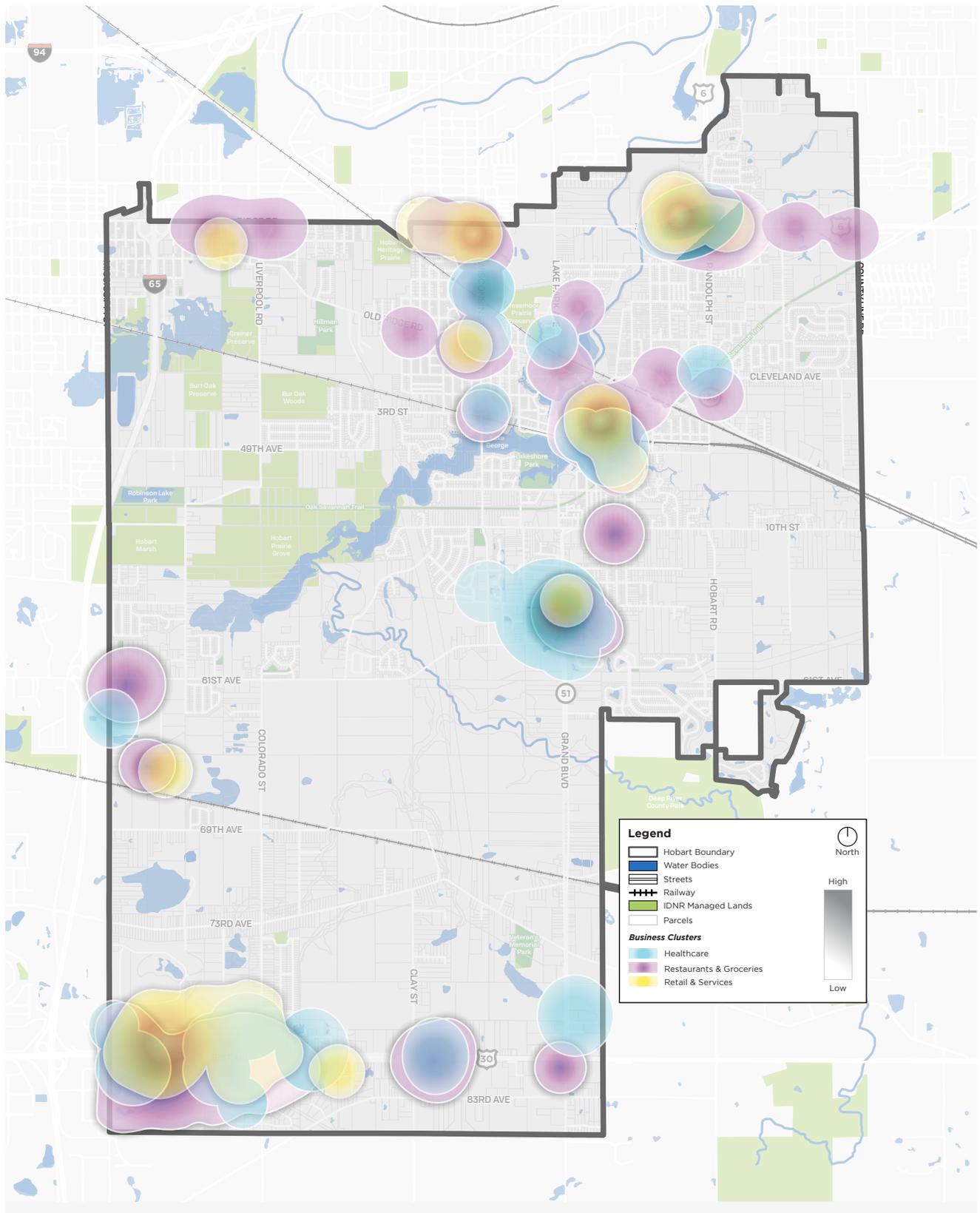
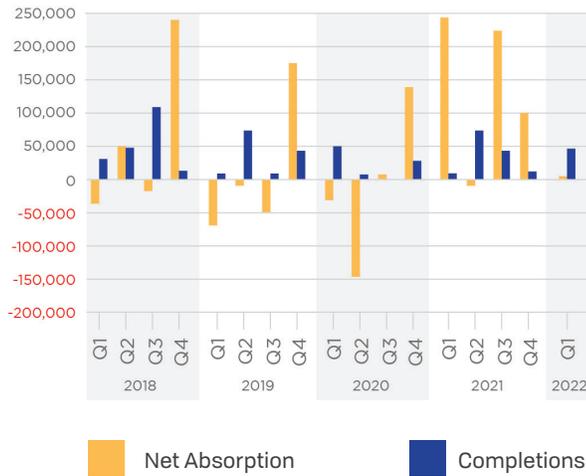


Fig 15: Retail Absorption Rates



Class A buildings are the newest and highest quality. Their locations are highly visible and have high vehicle and pedestrian traffic counts. The vacancy rate in Class A retail space in Hobart was 3.5% at the end of 2021 and is expected to stay at this level through 2022. Absorption was positive with 12,000 square feet in 2021. Market rents have been steadily increasing since mid-2020 and were last recorded at \$15.55/SF at the end of 2021.

Class B buildings are well-maintained, but typically between 10 and 20 years old. They are usually located in good areas, but have lower leases than Class A. Class B retail space had a positive net absorption since mid-2020, which continued with only a slight dip in early 2021. By the end of 2021, over 83,000 square feet of Class B retail space had been absorbed by the market.

Key Observations - Commercial and Retail

The Retail Clusters map on the previous page is a heat map of commercial, retail, and service activities in Hobart. The colorful clusters represent high concentrations of Healthcare, Restaurants & Groceries, or Retail & Services. Often, these uses are grouped together. According to the map, there are high-activity nodes near Route 30, 61st and Mississippi, St. Mary’s Medical Center, Downtown Hobart, and Ridge Road. Future land use planning efforts will seek to strengthen these nodes. Additional observations are listed below.



Vacancy

Vacancy is likely to continue to decline through 2022 even as demand for retail space may slow next year.



Retail Spaces

Smaller retail spaces have become scarce in the area, which could lead to more future development.



A Mix of Uses

There is a trend for high visibility mixed-use projects including office, retail, and medical users.



Outlots

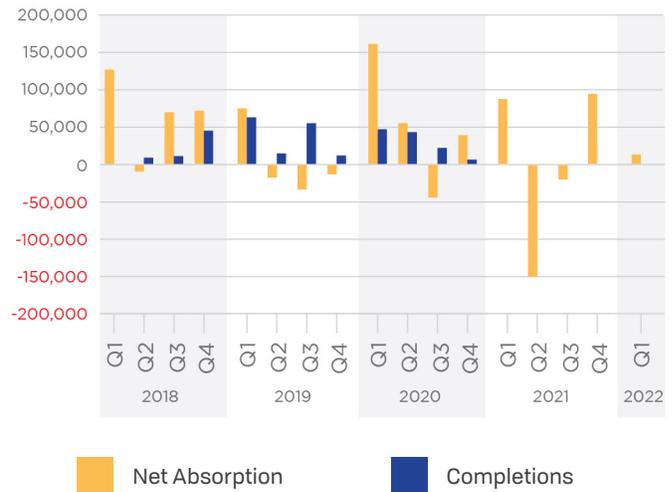
While malls have become less desirable for tenants, outlots surrounding shopping centers and malls remain in demand due to their high visibility and access. Restaurants and other retailers that closed will likely see more demolitions to make way for new users.

OFFICE REAL ESTATE

The market for Class A office space is performing well in Northwest Indiana. Vacancy rates were at their lowest in ten years during the third quarter of 2021, reaching 2.6%. Towards the end of 2021, vacancy rates increased to 3.7%. Vacancies are projected to fall slightly again and remain flat through 2022.

Market rents were steady in 2021 hovering around \$27 per square-foot. Net absorption was negative 14,000 square feet but is projected to turn positive in 2022. The vacancy rate for all other classes combined was 6.3% by the end of 2021, down from 7% during the third quarter of the year.

Fig 16: Office Absorption Rates



Key Observations - Office



Future of Office Space

The office sector seems to have finally started to stabilize after nearly two years of pandemic-related challenges. However, return-to-office versus remote work will continue to factor into companies' decisions on office space.



Medical Services

Medical investment continues in the region with new projects announced, underway or opened during 2021, including the University of Chicago Medical, Northwest Health, and Methodist Hospital.



Class B Office

Class B office properties are likely to struggle. Buyers are more interested in properties greater than 20 years old (Class C), which they can renovate to increase rents or sale prices for a higher profit margin.

LIGHT INDUSTRIAL REAL ESTATE

Demand for industrial real estate continues unabated in the Northwest Indiana region, especially for warehouse and distribution centers. The vacancy rate for Class A industrial was as little as 1.7% towards the end of 2021. Vacancy rates in Class A have been falling since 2019 and reached their lowest in 10 years in 2020 at 0.9%. There may be a slight uptick in vacancy in 2022 with spaces under construction, however and due to current demand, the spaces will likely fill quickly.

Market rents have steadily increased to \$6.81 per square-foot towards the end of 2021. All other classes combined had slightly higher vacancy rates at 7.3% with market rents at \$6.44 per square-foot. Net absorption was positive with 970,963 square feet, the highest net absorption in ten years.

A number of new projects were announced at the end of 2019, which is projected to bring much-needed space to the market. All classes are finding users and buyers in the market. Class A industrial space is attracting large companies that are well-funded, while the smaller and older industrial sites are attracting established businesses into the region from outstate and newly formed companies needing space.

Key Observations - Light Industrial



Increased Demand

There is high demand for all classes and sizes of industrial in the region. Supply will continue to lag demand.



Areas of Interest

Developers are buying up land, particularly near I-65, U.S. Highway 30, and 61st Avenue.



Class A

Class A vacancy will remain low, despite deliveries of new spec buildings throughout 2022. Property will continue to lease up quickly.



Older Industrial

While sizable acres for development get harder to come by, older industrial properties present an option for redevelopment.

EMPLOYMENT, PLACE OF WORK & COMMUTE

EMPLOYMENT

Hobart has an employment rate of 96.7%. In 2022 Hobart’s unemployment rate was slightly below the US rate of 3.5% and slightly above the rate for the State of Indiana of 3.1%. The service industry sector employs the largest share of Hobart’s population at 49%, followed by manufacturing at 15%, and retail at 9%. White-collar occupations account for the highest number of employments at 54% and blue-collar occupations account for 28% of Hobart’s employed residents. Compared to adjacent communities, Hobart’s population shows the same pattern of employment that is present throughout the region.

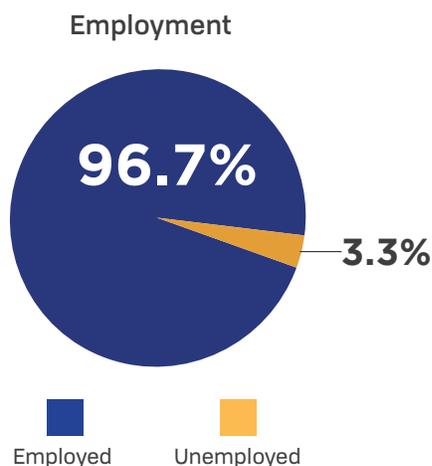


Table 6: Employment by Industry

2022 EMPLOYED BY INDUSTRY			
	Hobart	Merrillville	Valparaiso
Agriculture/Mining	0.3%	0.1%	0.3%
Construction	7.3%	4.1%	5.6%
Manufacturing	15.3%	17.5%	13.2%
Wholesale Trade	2.3%	1.3%	1.8%
Retail Trade	9.1%	10.8%	10.4%
Transportation/Utilities	8.3%	8.8%	3.7%
Information	1.6%	2.2%	1.3%
Finance/Insurance/RealEstate	2.5%	4.2%	5.7%
Services	48.6%	44.9%	54.6%
Public Administration	4.8%	6.1%	3.5%

Source: U.S. Bureau of the Census, 2010 & 2020 Census, ESRI BIS forecasts for 2022 and 2027, VCE

WORKING & COMMUTING

About 24% of the total number of employees in Hobart remain in City for work, 63% work within Indiana, and 13% work out of state. The percentage of population that works outside of the State of Residence increases the further west toward the Illinois/Indiana Stateline the community is located. Nearby communities of Portage and Valparaiso have higher percentages of employees remaining within City limits, while Merrillville and Lake Station have similar percentages remaining in municipality limits. The

DAIFUKU Manufacturing



majority of commuters (85%) drive alone to work and the majority of those have a commute of 45 minutes or less. This is consistent with surrounding communities. However, communities with more local workers, such as Valparaiso, tend to have shorter commute times, on average.

EDUCATIONAL ATTAINMENT

Regarding educational attainment, less than 10% of Hobart residents have not attained a High School diploma or an alternative credential. More than 30% of Hobart residents have an Associate Degree, Bachelor’s Degree, or a Graduate/Professional Degree, according to the U.S. Bureau of the Census, 2022.

Table 7: Educational Attainment

POPULATION AGE 25+ BY EDUCATIONAL ATTAINMENT			
	Hobart	Merrillville	Valparaiso
Less than 9th Grade	2.5%	2.8%	4.5%
9th - 12th Grade, No Diploma	5.9%	5.4%	2.5%
High School Graduate	33.2%	32.5%	25.2%
GED/Alternative Credential	4.2%	3.2%	2.4%
Some College, No Degree	18.8%	21.0%	17.4%
Associate Degree	10.8%	9.7%	9.5%
Bachelor’s Degree	17.6%	16.2%	26.2%
Graduate/Professional Degree	7.0%	9.1%	15.3%

Source: U.S. Bureau of the Census, 2010 & 2020 Census, ESRI BIS forecasts for 2022 and 2027, VCE

GOAL 1: RESILIENT ECONOMY

Hobart will encourage entrepreneurship, supporting local businesses, both small and large, and working toward establishing a sense of community among Hobart’s business owners.

Business and business districts in Hobart are vital to a healthy and resilient local economy. Businesses create jobs, contribute to the tax base, provide goods and services for residents and visitors, contribute to community events, and add activity and energy to the city. Supporting these businesses helps support a healthy and balanced economy. The strategies below provide a framework for strengthening lines of communication, providing support for the business community, and building relationships with organizations with shared goals and interests.

STRATEGY 1: Establish and maintain lines of communication with local businesses.

-  **Action 1.1:** Facilitate annual or bi-annual listening sessions to stay current on issues, challenges, and concerns facing the local business community.
-  **Action 1.2:** Update the Business Resource Guide information on the City’s website regularly to reflect available grants, funding resources, and potential partnerships.

STRATEGY 2: Be proactive in sharing City regulations, tools, and resources with the business community.

-  **Action 2.1:** Arrange for City Staff to speak at local business gatherings to share information and resources available.
-  **Action 2.2:** Ensure the Chamber of Commerce has a clear understanding of City resources and readily shares up-to-date information with members.

STRATEGY 3: Establish partnerships with local and regional organizations, creating synergies and developing innovative solutions.

-  **Action 3.1:** Continue to engage with Hobart’s Chamber of Commerce, Crossroads Regional Chamber of Commerce, and similar organizations, to share knowledge and resources.
-  **Action 3.2:** Engage the School City of Hobart school district and other regional educational institutions to discuss entrepreneurship programs.
-  **Action 3.3:** Explore partnerships that focus on financial literacy and networking opportunities for small businesses.

STRATEGY 4: Establish a partnership with the commercial real estate community in the region.

-  **Action 4.1:** Create helpful documents summarizing Hobart’s regulations regarding signs, land uses in non-residential zoning districts, and future land use plans.
-  **Action 4.2:** Provide this information to key representatives of the commercial real estate community working around Hobart.
-  **Action 4.3:** Present summary information at a regular gathering of commercial real estate professionals in the region. Timeline: 1-3 yr.
-  **Action 4.4:** Explore partnerships that focus on small businesses and a sense of social responsibility.

 Ongoing
 5 - 10 yr.
 3 - 5 yr.
 1 - 3 yr.
 0 - 1 yr.

GOAL 2: VIBRANT COMMERCIAL AREAS

Hobart will accentuate and expand its character-defining commercial areas, committing to mixed-use business districts and the development of social centers.

The nature of retail commerce has evolved, as have the shopping habits and interests of consumers. When so much can be purchased online in the comfort of home, automobile-oriented strip shopping centers often don't respond to the interests and needs of shoppers. In-person commerce needs to be associated with a positive experience, a meaningful atmosphere, and something that makes a trip away from home worth taking.

Downtown Hobart has the opportunity to create an environment that invites shoppers and business owners alike. The pedestrian-scale shopping environment allows residents to walk, talk, and enjoy the energy of the downtown while dining and shopping. Proactive efforts to build this energy will generate interest, support, and investment in the downtown.

Auto-oriented commercial corridors can also generate interest and energy by creating a positive place for shoppers. Branding and wayfinding signs welcome visitors and guide them to their destination. Well-designed buildings and site treatments let visitors know property owners care about Hobart and invest in their developments. Efforts to update the City's design guidelines and create branding along the corridors can help achieve this.

Advancement of this goal will require continued community engagement, small business support, infrastructure investment, and updated planning and zoning policies.

Downtown Hobart



STRATEGY 1: Build appreciation for Hobart’s downtown commercial area, attracting more residents and visitors to the City’s core.

- **Action 1.1:** Develop a series of street fair events that celebrate the downtown commercial core and its history.
- **Action 1.2:** Create a webpage on the City’s website that provides a map and a list of downtown businesses; ensure this is updated frequently.
- **Action 1.3:** Create a downtown brand and engage local businesses to participate in the shared location-based identity.

GO DOWNTOWN KENOSHA

KENOSHA, WI

The City of Kenosha, Wisconsin has a charming downtown with a long history and tremendous potential. Go Downtown Kenosha is an initiative of the Business Improvement District (BID) with a goal to engage local residents and visitors to the community in a welcoming and thriving environment. The website provides a list of local businesses and seeks to establish Downtown Kenosha “as a place where businesses prosper; where the community gathers; and where all people come to live, work, play, and invest.”

STRATEGY 2: Improve storefronts to create a consistent and walkable stretch of commercial frontage.

- **Action 2.1:** Encourage filling empty storefronts temporarily with experience-oriented and non-traditional or pop-up retail businesses.
- **Action 2.2:** Create a program to activate vacant storefronts with window art or other coverings.
- + **Action 2.3:** Work with the Hobart Chamber of Commerce and the local business community to identify and assist potential tenants for vacant commercial spaces.

STRATEGY 3: Develop more awareness of Hobart’s auto-oriented commercial corridors by highlighting a distinct identity or brand.

- **Action 3.1:** Create impactful gateway signs identifying Hobart along Highway 30.
- **Action 3.2:** Create gateway signs that identify Hobart along Ridge Road.
- + **Action 3.3:** Continue working to improve the character and aesthetics of the commercial corridors, including streetscape, lighting, and landscape enhancements to create attractive places within the City.

STRATEGY 4: Update Hobart’s Design Guidelines to elevate the context and impact of new development in the City.

- **Action 4.1:** Introduce a hierarchy of commercial development contexts within the Design Guidelines that acknowledge the same type and scale of development may not be appropriate in all commercial contexts.
- **Action 4.2:** Establish firm design standards that require more intense, multistory, and/or mixed-use development patterns at key nodes and commercial districts.

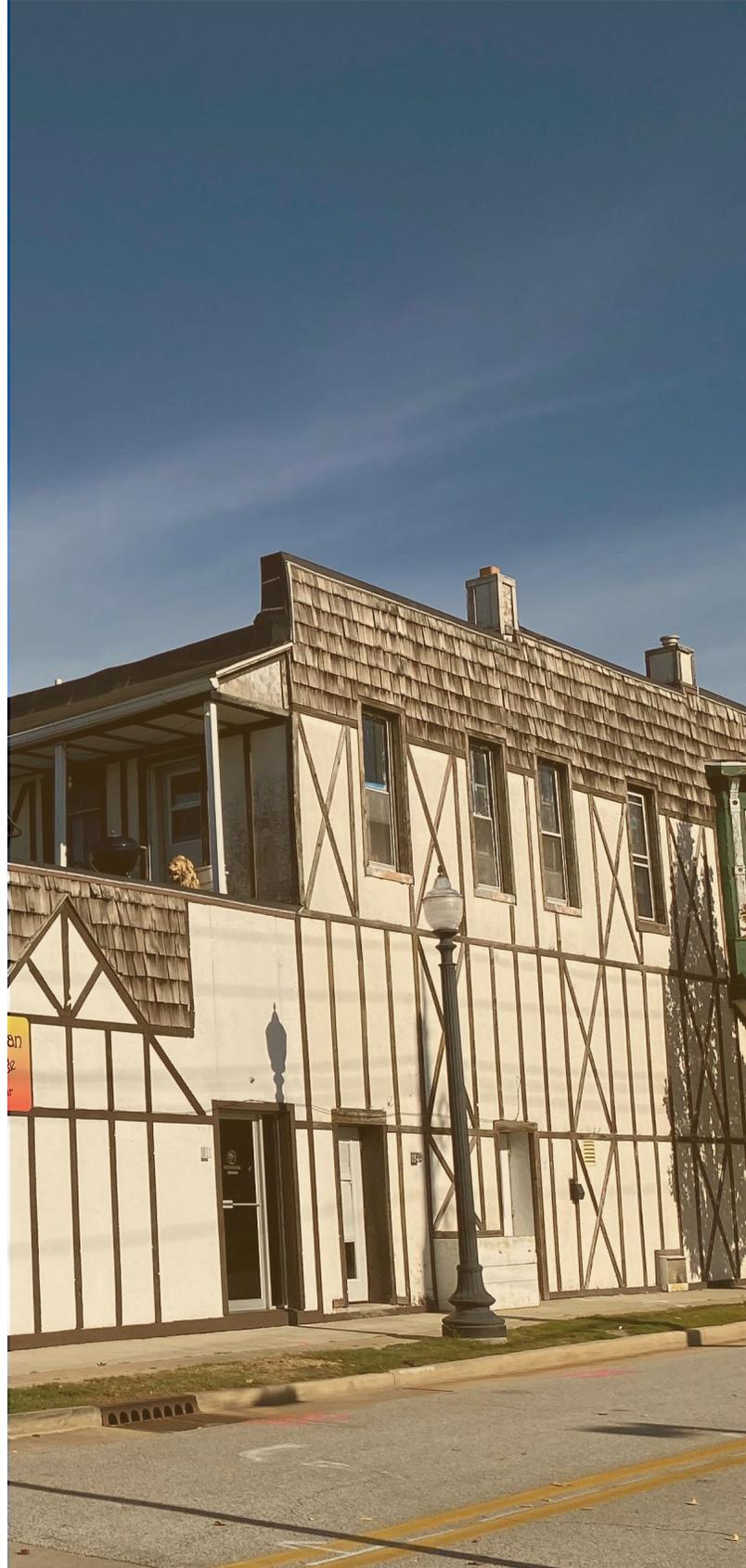
● 0 - 1 yr. ● 1 - 3 yr. ● 3 - 5 yr. ● 5 - 10 yr. + Ongoing

STRATEGY 5: Consider key zoning amendments to improve the development environment in Hobart.

- **Action 5.1:** Update or replace B-2 (Central Business) zoning district regulations with regulations that reflect the desired physical character of downtown. Such regulations should work in tandem with the Lake George Historic district guidelines to help maintain and promote traditional main street design and walkability within the downtown area.
- **Action 5.2:** Reduce reliance on PUD-style zoning through the incorporation of regulations that better fit modern development practices and provide greater certainty for property owners and residents, such as form-based code regulations.
- **Action 5.3:** Ensure that the zoning ordinance's sign regulations are content-neutral.

STRATEGY 6: Revisit the structure of land use regulation in Hobart's Zoning Code to simplify administration and increase efficiency.

- **Action 6.1:** Replace the zoning ordinance's "cascading" approach to use regulation by including one or more use tables in the ordinance showing which uses are allowed in which zoning districts. This type of table or matrix format would be easier to use and administer than the narrative list approach used in the current ordinance.
- **Action 6.2:** Replace the zoning ordinance's method of classifying use types in favor of a logical, well-defined use classification system that includes a relatively small number of generalized land use categories.



GOAL 3: THRIVING CORRIDORS

Our commercial corridors will represent a foundational facet of Hobart’s economy and will continue to grow and evolve to meet the City’s changing needs.

Commercial development along Hobart’s key highways is an essential part of the City’s economic fabric. Individuals shopping along these corridors and motorists who are traveling through the city experience and view these high-profile corridor areas on a regular basis. Their experiences form lasting impressions--both positive and negative--for the entire city. One of the key goals of this plan is to continue and enhance the city’s efforts to maintain and enhance the economic viability, appearance, and function of Hobart’s main commercial corridors, including Highway 30 and Ridge Road.

Focused planning efforts can transform the traditional single-story strip mall paradigm into a more meaningful commercial environment. A study of specific land uses (vehicle sales, general retail, restaurants, etc.) can identify segments of a corridor where branding and infrastructure improvements can create meaningful nodes. Rigorous application of design standards, landscaping, and buffering requirements can soften the visual impact of auto-oriented development. The following strategies provide steps to analyze Hobart’s key corridors and help them evolve into resilient shopping destinations.

STRATEGY 1: Facilitate the transformation of the Ridge Road Commercial Corridor from sprawling single-use and single-story form to a denser, more continuous/uniform commercial corridor.

- **Action 1.1:** Map the individual land uses by parcel along the corridor to identify clusters of similar uses.
- **Action 1.2:** Review lot arrangements to identify opportunities for land assemblage to support larger developments.
- **Action 1.3:** Where appropriate, allow residential development in segments of the corridor that experience the most commercial disinvestment.
- **Action 1.4:** Examine the public right-of-way to determine where non-motorized mobility improvements are feasible

STRATEGY 2: Guide future development and improvements along the auto-oriented Highway 30 commercial corridor.

- **Action 2.1:** Map the individual land uses by parcel to identify clusters of similar land uses, identifying uses that are not consistent with the commercial character of the corridor.
- **Action 2.2:** Review lot arrangements to identify opportunities for land assemblage.
- **Action 2.3:** Review proposed future land uses to ensure consistency with the City’s Future Land Use Map.
- **Action 2.4:** Encourage multistory development to increase capacity for commercial growth and concentration of non-residential land uses in the corridor.
- + **Action 2.5:** Enforce design guidelines to ensure a high level of design quality in new construction along the corridor.

+ Ongoing
 ● 5 - 10 yr.
 ● 3 - 5 yr.
 ● 1 - 3 yr.
 ● 0 - 1 yr.

GOAL 4: DIVERSE USES

Hobart will embrace a healthy mix of land uses, carefully planning a future land use strategy that attracts and retains a diverse market.

Ongoing
+
5 - 10 yr.
●
3 - 5 yr.
●
1 - 3 yr.
●
0 - 1 yr.
●
+

Economic development strategies are tools that enable the city to be in control of economic development fostering responsible growth. They allow the city to act upon - not react to demand, guide economic development to areas that need redevelopment, create synergies with existing economic sectors, avoid conflicting uses and sprawl, creating an attractive environment for growth and opportunity, while maintaining Hobart’s unique character and identity.

A successful economic development strategy must take into account the opportunities and challenges of these objectives and act in the best interest of the community. This includes striving to create the following outcomes which are necessary to sustain a vibrant, prosperous, and fiscally sound community:

- » Long-term financial stability for Hobart through revenue growth and economic resiliency
- » Access to high quality jobs available to a broad cross section of the workforce
- » New business creation across a variety of sectors

Fostering a business environment with a rich diversity of land uses helps achieve this. When entrepreneurs with new ideas have opportunities to start businesses in Hobart, the local economy is strengthened with new energy, employment drivers, and investment. Zoning regulations must keep pace and provide a framework that is flexible and adapts to new ideas and conventions in land use. The strategies below will help Hobart create an environment where diverse land uses can grow and add vibrancy and energy to the local economy.

STRATEGY 1: Create a business culture that cultivates new ideas and small businesses.

- **Action 1.1:** Develop a policy for temporary “pop-up” land uses in Hobart’s commercial districts.
- **Action 1.2:** Improve existing permitting mechanism for temporary businesses like guest retail and food trucks.
- + **Action 1.2:** Maintain a catalog of commercial and light industrial spaces that can serve as effective business incubators.

Activating Vacant Storefronts



Vacant to Vibrant

SAN FRANCISCO, CA

Recognizing that creativity and entrepreneurship often start with great ideas and small budgets, the City of San Francisco created the “Vacant to Vibrant” program. With the goal of transforming vacant commercial spaces into vibrant communities, the program identifies locations, accepts ideas and pitches, and handles logistics to help small businesses establish engaging pop-up experiences and community spaces in downtown San Francisco. The program is scalable and provides a meaningful framework for communities of any size.



STRATEGY 2: Evaluate whether form-based regulations in key commercial districts is appropriate.

- Action 2.1:** Monitor whether Zoning Amendments related to land use are facilitating a desired variety of land uses in commercial districts.
- Action 2.2:** Consider creating form-based regulations in an overlay zone over key districts that define a desired built form but do not prescribe allowable land uses.

332 Main St.



THEME 2 | STRATEGIES & PARTNERS

Goal 1: Resilient Economy

HIGH

STRATEGY 1: Establish and maintain lines of communication with local businesses.

Partners: City of Hobart, Business Owners, Hobart Chamber of Commerce, Regional Chambers of Commerce, Real Estate Community

HIGH

STRATEGY 2: Be proactive in sharing City regulations, tools, and resources with the business community.

Partners: City of Hobart, Hobart Chamber of Commerce, Regional Chambers of Commerce, Real Estate Community

MEDIUM

STRATEGY 3: Establish partnerships with local and regional organizations, creating synergies and developing innovative solutions.

Partners: City of Hobart, Hobart Chamber of Commerce, Regional Chambers of Commerce, Real Estate Community, School City of Hobart

MEDIUM

STRATEGY 4: Establish a partnership with the commercial real estate community in the region.

Partners: City of Hobart, Real Estate Community

Goal 2: Vibrant Commercial Areas

HIGH

STRATEGY 1: Build appreciation for Hobart’s downtown commercial area, attracting more residents and visitors to the City’s core.

Partners: City of Hobart, Business Owners, Hobart Chamber of Commerce, Regional Chambers of Commerce

HIGH

STRATEGY 2: Improve storefronts to create a consistent and walkable stretch of commercial frontage.

Partners: City of Hobart, Property Owners, Business Owners, Hobart Chamber of Commerce, Regional Chambers of Commerce

LOW

STRATEGY 3: Develop more awareness of Hobart’s auto-oriented commercial corridors by highlighting a distinct identity or brand.

Partners: City of Hobart

MEDIUM

STRATEGY 4: Update Hobart’s Design Guidelines to elevate the context and impact of new development in the City.

Partners: City of Hobart, Plan Commission, Consultants

HIGH	STRATEGY 5: Consider key zoning amendments to improve the development environment in Hobart.	Partners: <i>City of Hobart, Plan Commission, Consultants</i>
HIGH	STRATEGY 6: Revisit the structure of land use regulation in Hobart’s Zoning Code to simplify administration and increase efficiency.	Partners: <i>City of Hobart</i>
Goal 3: Thriving Corridors		
MEDIUM	STRATEGY 1: Facilitate the transformation of the Ridge Road Commercial Corridor from sprawling single-use and single-story form to a denser, more continuous/uniform commercial corridor.	Partners: <i>City of Hobart, Plan Commission, Consultants</i>
LOW	STRATEGY 2: Guide future development and improvements along the auto-oriented Highway 30 commercial corridor.	Partners: <i>City of Hobart</i>
Goal 4: Diverse uses		
MEDIUM	STRATEGY 1: Create a business culture that cultivates new ideas and small businesses.	Partners: <i>City of Hobart, Business Owners, Hobart Chamber of Commerce, Regional Chambers of Commerce</i>
LOW	STRATEGY 2: Evaluate whether form-based regulations in key commercial districts is appropriate.	Partners: <i>City of Hobart, Plan Commission, Redevelopment Commission, Consultants</i>