

HOBART NW NEIGHBORHOOD SPOTLIGHT

NEIGHBORHOOD QUALITY OF LIFE AND PLACE PLAN 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



Local youth enjoy limbo at the Community

residents, community leaders, and other stakeholders participated in the development of this program that lead to the creation of the Hobart NW Neighborhood Quality of Life and 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 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



Steering Committee members serve breakfast at the Maria Reiner Center

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.

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 education and career training opportunities, and walkable streets that connect to a thriving business district on Ridge Road as well as the area's important natural sites. Hobart NW is a green community, protecting and enhancing its unique ecological features and stewarding its environment as a destination for education,

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.

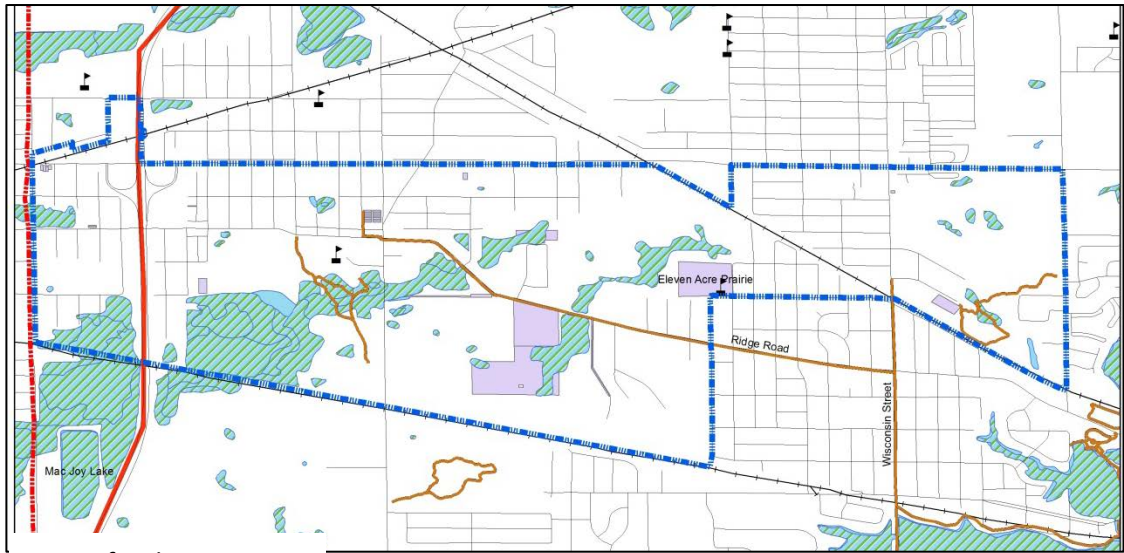
Hobart NW includes the area between Ridge Road on the north, Lake Park Avenue to the east, the Norfolk Southern Railroad on the south, and Mississippi Street to the west. The area includes over 600 acres of wetlands and green areas, including two nature preserves, the Gordon and Faith Greiner Nature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

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.



Map of Hobart NW
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

south 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 1st and 2nd 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

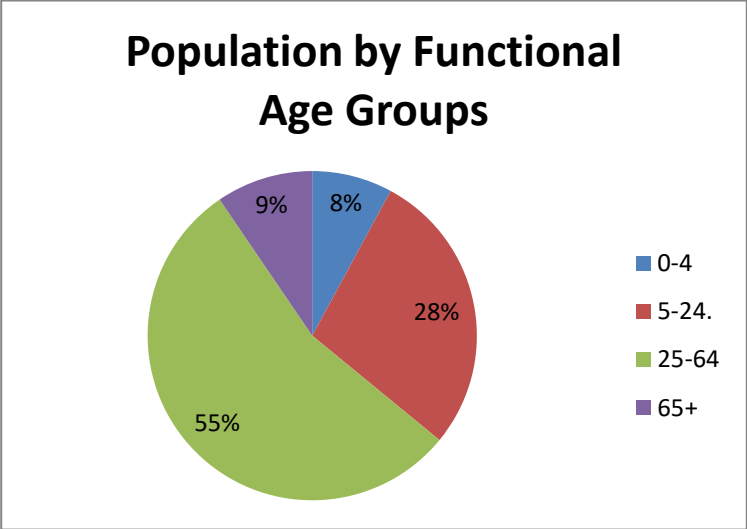
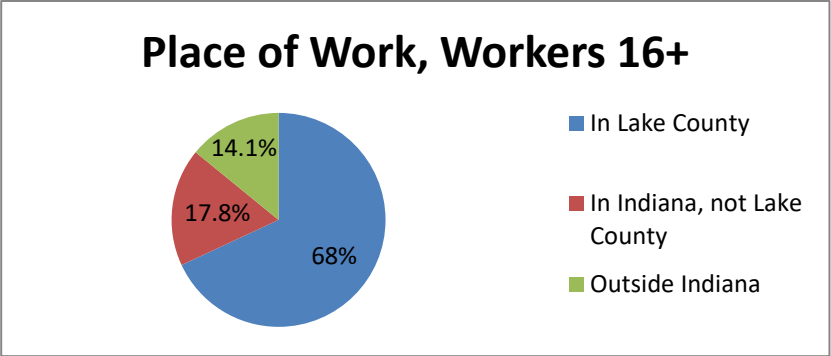
route, now running from Massachusetts to California, and brought people and goods to the city.

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

15th 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 Details¹

- 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 available²
- Almost a quarter of households include one or more persons with a disability³



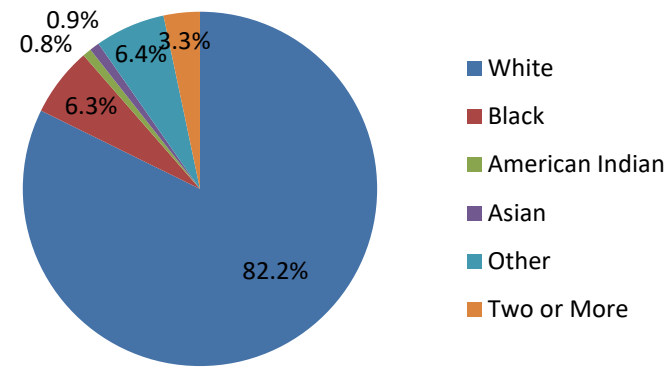
Source: ESRI, 2010 Census

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

² 2009-2013 American Community Survey Estimate

³ 2009-2013 American Community Survey Estimate

Population by Race



Source: ESRI 2015 Forecast

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.

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

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



To be selected for Neighborhood Spotlight, a community must demonstrate the support of a broad collaboration and a

The Hobart Family YMCA, backbone organization for the Hobart NW Neighborhood 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

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

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.



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.

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

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



Working Groups discuss their goals and action plans.

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 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.

Native plant give-away by the
Environmental and Ecotourism Working
Group

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.

“Vision without Action is merely a dream.

Action without Vision just passes the time.

Vision with Action can change the world.”

-Joel A. Barker

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.

Affordable Housing

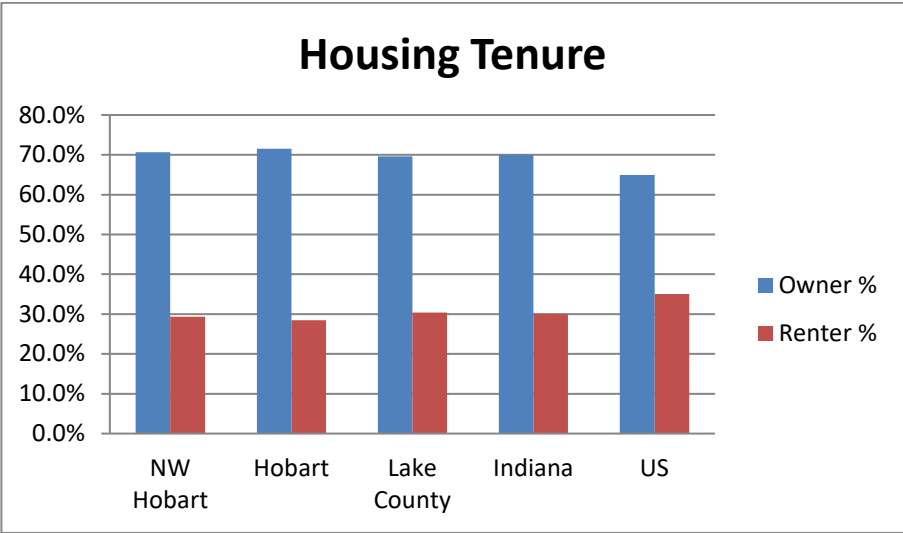
Affordable housing is safe, decent housing for which a household spends no more than 30% of gross monthly income on all housing costs, including mortgage/rent payments, taxes, insurance, interest, and select utilities.

- 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 level⁴
- The average home value of houses in Hobart NW is \$125,478, compared to an average value of \$159,845 in Hobart⁵

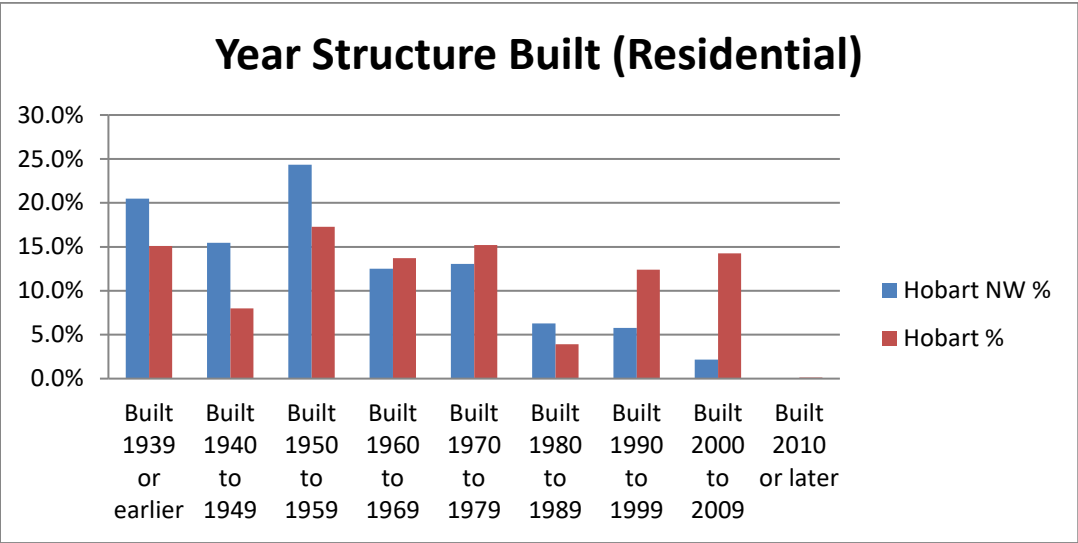
- Hobart NW and the City of Hobart have lower housing vacancy than the county, state, or nation
- Most of the housing stock in Hobart was built prior to 1980, and over half of the housing stock in Hobart NW was built prior to 1960
- The majority of vacancies in Hobart NW are in transition between occupants. 41.9% of homes are vacant for “other” reasons, which could indicate that they’ve been abandoned.

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

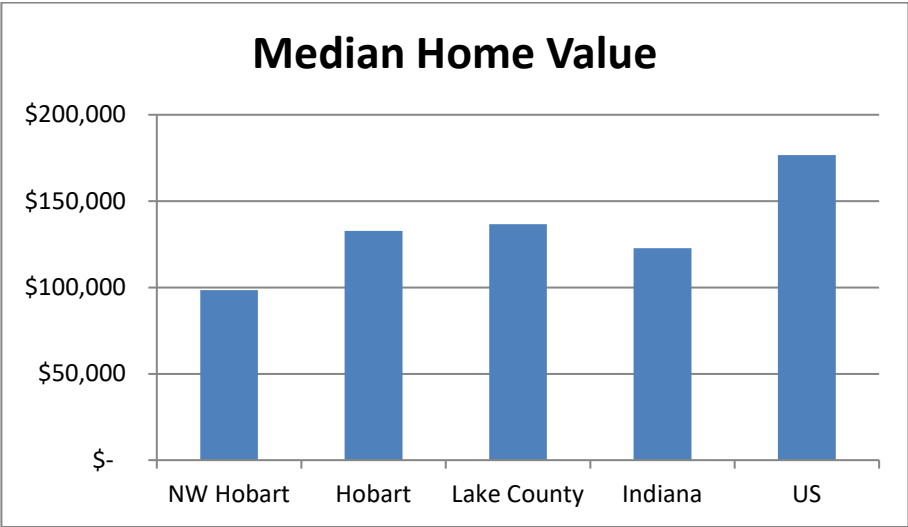
⁵ Source: ESRI and US Census of Population and Housing, ESRI 2015 projections



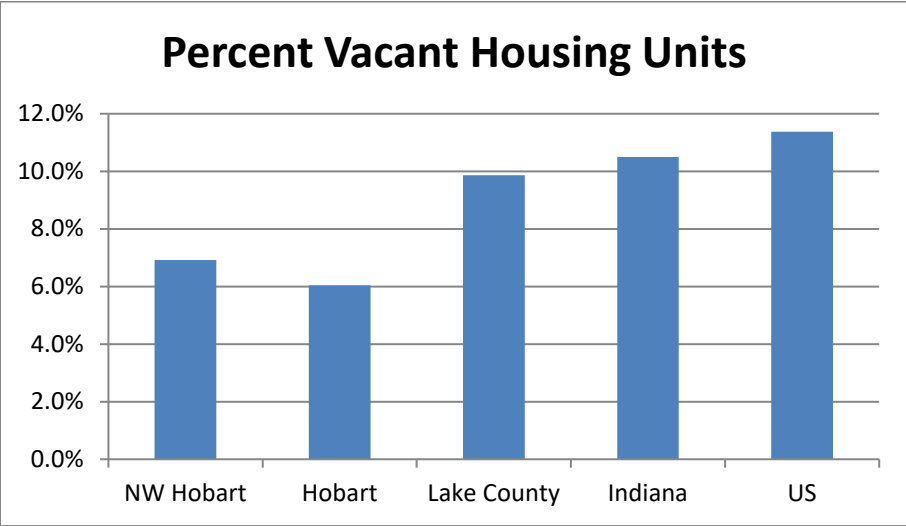
Source: ESRI and US Census of Population and Housing, 5 year estimates 2009-2013



Source: ESRI, Census 5 year estimates 2009-2013

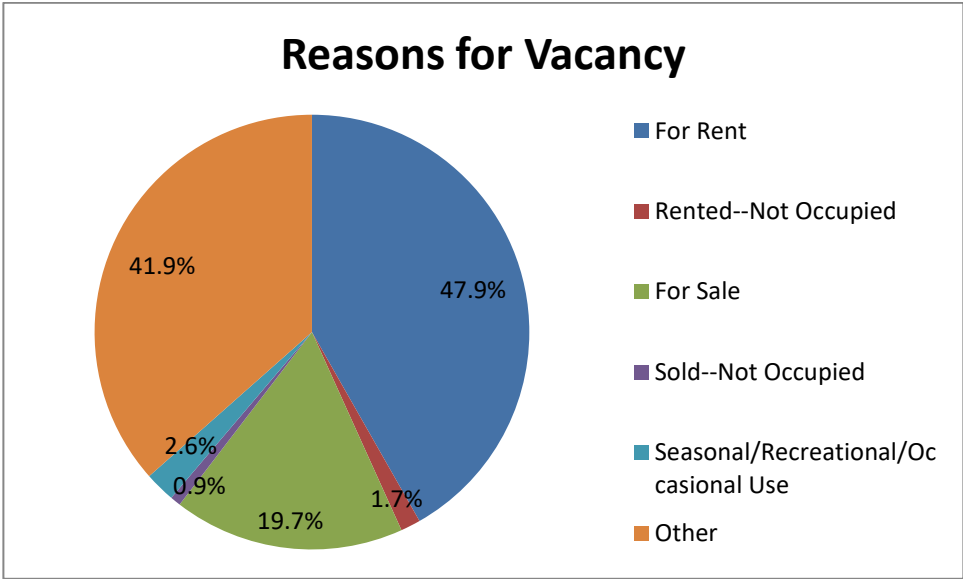


Source: ESRI and US Census of Population and Housing, 5 year estimates 2009-2013



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

Source: 2010 Census



GOAL #1	ACTION STEPS	TIMELINE	RESPONSIBLE PARTY	SUPPORTING PARTNERS	PERFORMANCE MEASURES
Establish an ongoing relationship with the City code enforcement department to	Establish Regular Meetings of the Housing Working Group				
	Initiate meeting with city code enforcement officer(s) and city departments.	•1Q 2016	•Councilman John Brezik	•WG: 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	•WG: 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	•WG: Barbara Usher Sullivan	•Hobart Arts League: Ginger Wallace	•Commitment from property owner to host monthly meetings at a regularly

resolve a minimum of five code violations in Hobart NW per year beginning in 2016.	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.	<ul style="list-style-type: none"> • 2Q 2016 • Annually in first quarter 	<ul style="list-style-type: none"> • City Departments: Police, Building, Planning 	<ul style="list-style-type: none"> • WG: Barbara Usher Sullivan and Members 	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 2Q 2016 	<ul style="list-style-type: none"> • WG: Barbara Usher Sullivan and/or Member(s) 	<ul style="list-style-type: none"> • City Building Department 	<ul style="list-style-type: none"> • Code violation form.
	Complete code violation review form during windshield survey on properties in Hobart NW.	<ul style="list-style-type: none"> • Quarterly, beginning Q3 2016 	<ul style="list-style-type: none"> • WG Members 		<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • Annually in fourth quarter 	<ul style="list-style-type: none"> • WG: Barbara Usher Sullivan or Member(s) 		<ul style="list-style-type: none"> • End of the year report identifying a minimum of 5 properties brought into compliance.

GOAL # 2	ACTION STEPS	TIMELINE	RESPONSIBLE PARTY	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.	•1Q 2016	•Councilman John Brezik	•WG: Barbara Usher Sullivan •City Planning Department	•1-2 logistical meetings between responsible parties.
	Secure a space within Hobart NW to have regular monthly meeting.	•Annually in first quarter	•WG: Barbara Usher Sullivan	•Hobart Arts League: Ginger Wallace	•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	•WG: Barbara Usher Sullivan	•Hobart Arts League: Ginger Wallace	•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.	• 2Q 2016 • Annually in first quarter	• City Planning Department	• WG: Barbara Usher Sullivan and Members	• Create a check list of criteria to meet for reference during site selection process.
	Identify Residential lots				

	Make an infill lot review form to help catalogue lots suitable for residential development.	•3Q 2016	•WG Members	•City Planning Department	•Infill lot form
	Perform windshield survey of vacant lots and GIS data analysis of vacant lots.	•Quarterly beginning 3Q 2016	•WG Members		•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	•WG Members		•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	•WG Members	•City Departments	•Have a minimum of 2 vacant lots committed to infill residential development.

GOAL: # 3	ACTION STEPS		TIMELINE	RESPONSIBLE PARTY	SUPPORTING PARTNERS	PERFORMANCE MEASURES
	Research Rehab Supporters.					
	Identify local programs, organizations, contractors,	•1-2Q 2016	•WG: Barbara Usher Sullivan and	•Councilman John Brezik	•List of programs, organizations, contractors, businesses, and	

local program(s), contractor(s), organization(s), business(es) or institution(s) willing to support a rehab project for a minimum of 3 property owners in Hobart NW per year.	businesses, and institutions who support rehab projects.	Members	institutions who support rehab projects.		
	Review local programs, organizations, contractors, businesses, and institutions who support rehab projects.	•2-3Q 2016	•WG: Barbara Usher Sullivan and Members	•Catalogue rehab opportunities from programs, organizations, contractors, businesses, and institutions.	
	Meet with Rehab Supporter				
	Initiate meeting with local programs, organizations, contractors, businesses, and institutions who support rehab projects.	• 3-4Q 2016	•WG: Barbara Usher Sullivan and Members	• Councilman John Brezik	• Check list of criteria to receive rehab support.
	Identify Property Owners interested in Rehab Opportunity				
	Perform windshield survey of properties which may benefit from a rehab project within Hobart NW.	•Quarterly, beginning 2Q 2016	•WG: Barb Usher Sullivan and Members	•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	•WG: Barbara Usher Sullivan and Members	•Councilman John Brezik	•List of property owners committed to a rehab project.
	Market programs,	• Quarterly	•WG: Barbara Usher	•YMCA	• Informational brochure/flyer for

	organizations, contractors, beginning Sullivan and businesses, and institutions 2017 Members who support rehab projects.			<ul style="list-style-type: none"> •City Departments •City Community Foundati •Rebuilding Together Organization •Councilman John Brezik •Ridgeview Elementary PTC •George Earl Learning School PTO 	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	•WG: Barbara Usher Sullivan and Members	•Councilman John Brezik	•A minimum of three rehab projects completed per year in Hobart NW 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.

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 Dev WG (Tiffany Tolbert)	• Redevelopment Commissic	• Redevelopment Commission gives approval for consultant to begin working on branding for Hobart NW
	Roll out Hobart NW Marketing & Branding Campaign.	• Q4 2017	• Business Dev WG (Tiffany Tolbert)	• Hobart NW Steering Comr Members	• Plan is accepted and adopted by Redevelopment Commission • Funding secured for production of identified branding materials (signage, gateways, etc.)
	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 Dev WG Members		• Events identified at the beginning of the year • At least 2 members of responsible parties in attendance at events • Information on Hobart NW and business environment distributed at events
	Develop "How To Guide" for prospective business owners	• Guide available by June 2016	• Business Dev WG Members		• Guide is complete and 100 copies distributed • Guide permanently available at 3

	<ul style="list-style-type: none"> • Distributed by Summer 2017 			locations within Hobart NW
	Develop "Resource Directory" for existing and prospective businesses (government contacts, municipal ordinances and codes, incentives, etc.)	<ul style="list-style-type: none"> • By June 2016 	<ul style="list-style-type: none"> • Business Dev WG Members 	<ul style="list-style-type: none"> • Resource guide is complete and distributed to 20% of existing businesses • Guide permanently available at 3 locations within Hobart NW

GOAL #2	ACTION STEPS	TIMELINE	RESPONSIBLE PARTY	SUPPORTING PARTNERS	PERFORMANCE MEASURES
By 2020, secure \$5-\$10 million of public and private investment funding for Hobart NW utilizing	Create TIF District in Hobart NW				
	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	<ul style="list-style-type: none"> • 2016 	<ul style="list-style-type: none"> • Business Dev WG 	<ul style="list-style-type: none"> • City Administration: Redevelopment Commission, City Council 	<ul style="list-style-type: none"> • TIF Plan Developed and Adopted
	Develop Tax Abatement Program For Businesses				

available economic development tools: TIF district, New Market Tax Credits, revolving loan funds, etc.	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	•2017-2020	•Business Dev WG	•City Administration: Redevelopment Commission, Economic Development Commission, City Council	<ul style="list-style-type: none"> •Abatement program is reviewed and deemed feasible •Economic development target areas are adopted •At least 1 tax abatement or grant is offered per year as incentive for business development in Hobart NW
	Establish Partnerships For Private Incentives				
	Meet with local financial institutions to discuss Hobart NW and opportunity for investment and creation of dedicated business incentive program.	•Ongoing, beginning in 2016	•Hobart NW Steering Committee		<ul style="list-style-type: none"> •Secure partnership with 1 local financial institution •Dedicated program developed for Hobart NW •At least 1 new or existing business utilizing program per year by 2018

GOAL #3	ACTION STEPS	TIMELINE	RESPONSIBLE PARTY	SUPPORTING PARTNERS	PERFORMANCE MEASURES
By the end of 2018, increase	Create a Unified Approach to Providing Medical Services				
	Review existing studies to determine the availability of	•Q1-Q2 2016	•Business Dev WG		•Report on current status of medical services and accessibility

by 10% the number of Hobart NW residents who access existing health care services.	medical services to Hobart NW residents		
	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 Dev WG	•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 Dev WG	•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	•Inclusion of medical transit route in city transportation plan
	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		<ul style="list-style-type: none"> •2 sponsors secured for transit route •Route operable and available for use by spotlight and city residents

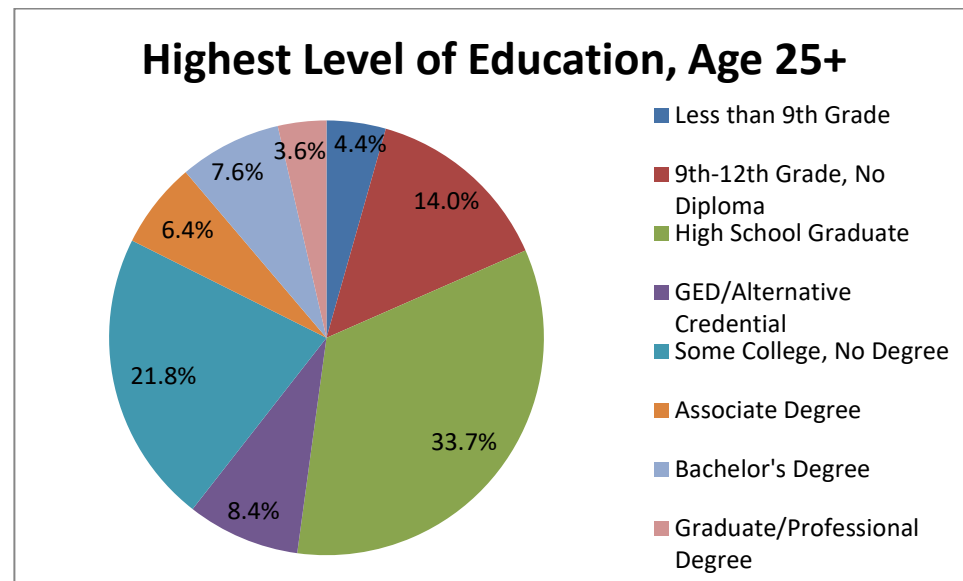
GOAL #4	ACTION STEPS	TIMELINE	RESPONSIBLE PARTY	SUPPORTING PARTNERS	PERFORMANCE MEASURES
By 2020, determine the feasibility of a green industrial park campus at I-65 and Ridge Road to increase economic base and job opportunities in	Identify Vacant/Developable Land				
	Identify available vacant land 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	•2017	•City Planning Department		•Commercial square foot that can be absorbed

Northwest Hobart.	development and development potential.			<ul style="list-style-type: none"> •Industrial square foot that can be absorbed •Reasonable market lease rates •Cost of marketing and site prep
	Identify a site owner/manager.	•2017	•City Planning Department	<ul style="list-style-type: none"> •Site owner identified •Options on land or purchase
	Determine a marketing strategy	•2018	•Owner	<ul style="list-style-type: none"> •Documented marketing plan

Engagement and Leadership

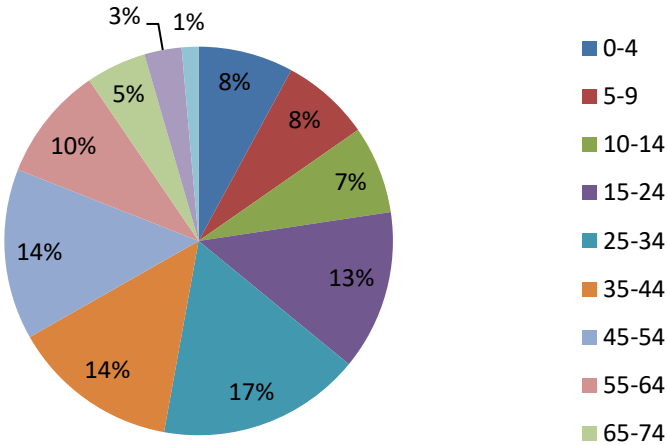
Implementation of the Hobart NW Quality of Life and Place Plan will rely on local residents to remain engaged and take on a variety of leadership roles. Many Working Groups already relied on resident leadership to develop the goals and action plans, so the main focus after implementation begins will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

Age of Population



Source: ESRI, 2010 Census

GOAL #1	ACTION STEPS	TIMELINE	RESPONSIBLE PARTY	SUPPORTING PARTNERS	PERFORMANCE MEASURES
Throughout 2016, engage 20% of area residents through new	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 &	• Winter/Spring 2016	• Engagement & Leadership Working Group: Tom Woronecki	• Hobart NW Steering Committee Members	• Survey is developed and prepared for distribution

community programs and outreach.	maintenance, and GED/High School Equivalency Diploma.				
	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 Members	•Hobart NW Steering Committee Members	•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 Members	•Hobart NW Steering Committee Members	•10 new programs developed •20% of residents participate in a program in 2016

GOAL #2	ACTION STEPS	TIMELINE	RESPONSIBLE PARTY	SUPPORTING PARTNERS	PERFORMANCE MEASURES
	Quarterly Neighborhood Meeting				

During 2016 and 2017, hold quarterly Neighborhood Meetings to ensure that at least 50% of residents feel concerns are effectively addressed.	Establish quarterly meeting schedule at either of the two area schools.	•Late Winter/ Spring 2016	•District Council Representative	•Engagement & Leadership Working Group •Community Builder •School Superintendent •City of Hobart Including Mayor and Department Heads	Meetings scheduled
	Advertise meetings through social media, City website, press releases, flyers, and school packets.	•2016 and 2017	•District Council Representative	•Engagement & Leadership Working Group •Community Builder •School Superintendent •City of Hobart Including Mayor and Department Heads	•40% Of area residents, businesses, and local government officials/departments attend
	Share meeting topics and outcomes via social media, the City's website, the schools, and the library.	•2016 and 2017	•District Council Representative	•Engagement & Leadership Working Group •Community Builder •School Superintendent	•Meeting materials available within one week after meeting

	•City of Hobart Including Mayor and Department Heads				
	Meeting Questionnaire				
	Distribute questionnaires to gauge participant satisfaction with the effectiveness of the meeting.	•Fall 2016	•District Council Representative	•Engagement & Leadership Working Group •Community Builder •School Superintendent •City of Hobart Including Mayor and Department Heads	•50% of respondents indicate that they learned more about the community •50% of respondents indicate that they feel community concerns are being addressed effectively through the meetings

GOAL #3	ACTION STEPS	TIMELINE	RESPONSIBLE PARTY	SUPPORTING PARTNERS	PERFORMANCE MEASURES
Crate a Youth Council in 2016 to provide input	Plan "Meet-and-Greet"				
	Plan activities for youth "meet-and-greet"	•Winter/Spring 2016	•Engagement & Leadership Working Group: Angelina Mendoza	•Mayor: Brian Snedecor •YMCA: Dale Polomchak	•Meet-and-Greet agenda set
	Find funding for youth Meet-and-Greet	•Winter/Spring 2016	•Engagement & Leadership	•Mayor: Brian Snedecor •YMCA: Dale Polomchak	•Stakeholders budget for 100% of needed funding

on youth programming and increase participation.	Working Group: Angelina Mendoza			
	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	<ul style="list-style-type: none"> •Beginning Summer 2016 	<ul style="list-style-type: none"> •Engagement & Leadership Working Group: Angelina Mendoza 	<ul style="list-style-type: none"> •YMCA: Dale Polomchak 	<ul style="list-style-type: none"> •2 events planned
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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	<ul style="list-style-type: none"> •January – March 2017 	<ul style="list-style-type: none"> •Engagement & Leadership Working Group 	<ul style="list-style-type: none"> •John Brezik •Brian Snedecor •Dale Polomchak 	<ul style="list-style-type: none"> •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.	<ul style="list-style-type: none"> •February – April 2017 	<ul style="list-style-type: none"> •Taskforce Members 	<ul style="list-style-type: none"> •Engagement & Leadership Working Group •City Schools 	<ul style="list-style-type: none"> •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 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	Exploratory Taskforce Establishes Advisory Council				
	Create Exploratory Taskforce	•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

assist with the implementation of the Quality of Life & Place Plan.	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 the Hobart Marsh, 355 acres of wetland located about half a mile south of Hobart NW. 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 and Cressmoor Prairie. The marsh and wetlands are viewed as a valuable asset, offering recreational and educational activities as well as containing important ecosystems. Trails and parks allow residents easy access to enjoy the area's green space.

- Shirley Heinze Land Trust and Environmental Fund have 87 acres under

management in Hobart NW in addition to the 37-acre Cressmoor Prairie Nature Preserve. They have additional areas under management adjacent to the Neighborhood Spotlight area.

- Woodland Savanna has 5 acres under management at the Levan Wetland Preserve.
- School City of Hobart manages the Stewart Mattix Prairie and an area north of Greiner Nature Preserve.

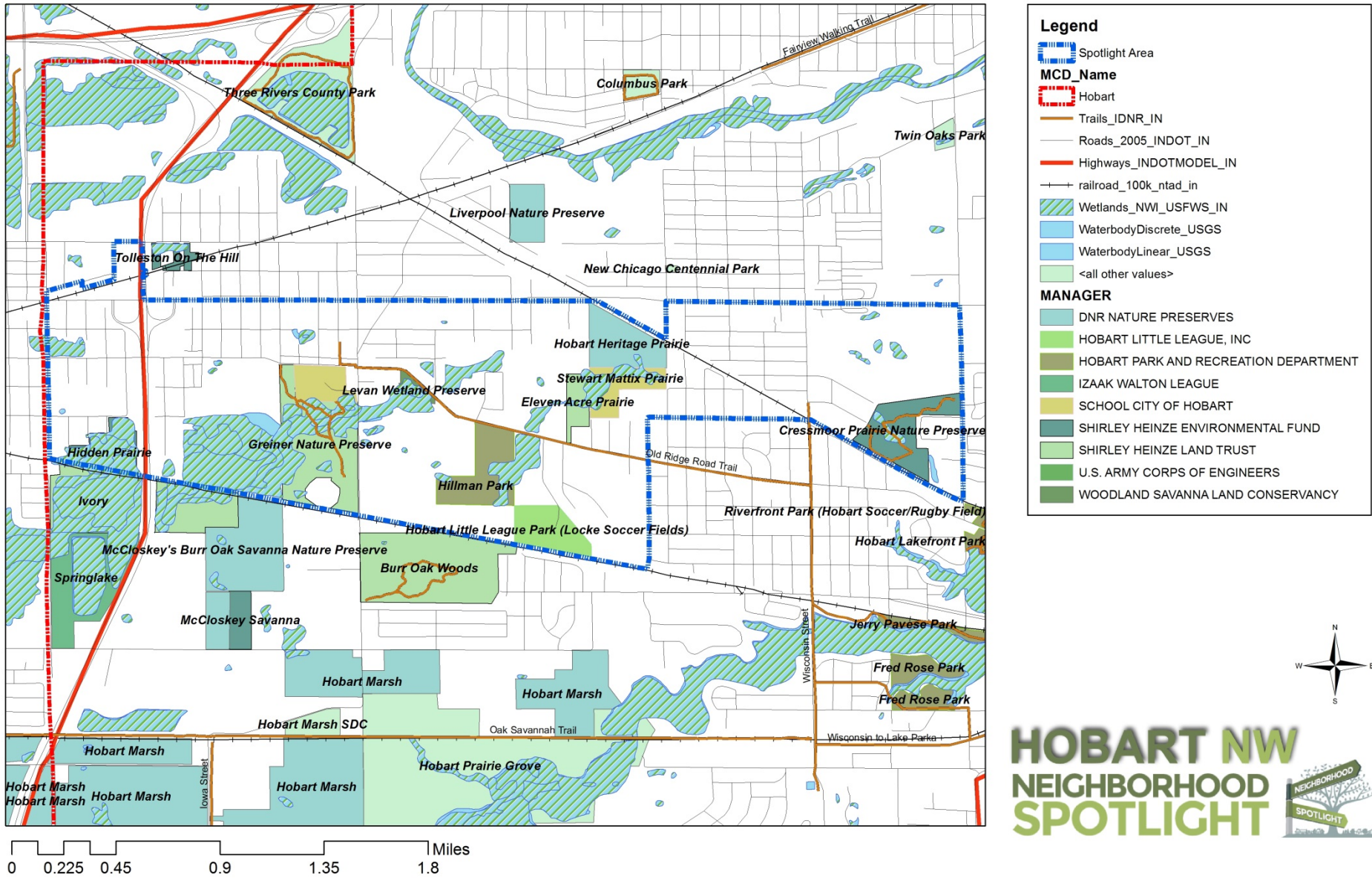
- The Indiana Department of Natural Resources manages the 55-acre McClocky's Burr Oak Savanna Nature Preserve.



- The National Park Service has no current plans for recreation development at the 293 acre Hobart Prairie Grove.
- The Oak Savannah Trail runs parallel to and just south of 49th 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.

Environment



GOAL #1	ACTION STEPS	TIMELINE	RESPONSIBLE PARTY	SUPPORTING PARTNERS	PERFORMANCE MEASURES
Increase 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 •Dept. of Natural Resources	•100% of properties photographed
	Design map	•Fall 2016 – Fall 2017	•Environmental & Ecotourism Working Group	•Woodland Savanna •Shirley Heinze Land Trust	•Draft map design

				•Dept. of Natural Resources	
	Write interpretive text	•Summer 2017 – Fall 2017	•Environmental & Ecotourism Working Group	•Woodland Savanna •Shirley Heinze Land Trust •Dept. of Natural Resources	•Text written for 100% of properties
	Finalize design and print Interpretive Guide and Map	•December 2017	•Environmental & Ecotourism Working Group		•Final map design •200 copies printed
	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	•Woodland Savanna •Shirley Heinze Land	•15% increase in visitors from previous years

	Group	Trust
		•Dept. of Natural Resources

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	•20 sites identified

						Society	
						•IUN Professor of Anthropology Renee Tamburro	
						•Potawatomi community	
	Create brochure	Cultural Heritage	•Fall 2016 – Fall 2017	•Environmental & Ecotourism Working Group	•Dan McDowell	•Brochure	
					•Amber List		
					•Hobart Historical Society		
					•IUN Professor of Anthropology Renee Tamburro		
					•Potawatomi community		
	Print brochure		•Winter 2017	•Environmental & Ecotourism Working Group			•200 brochures printed
	Distribute brochure		•Ongoing beginning Winter 2017	•Environmental & Ecotourism Working Group	•Woodland Savanna	•200 brochures distributed at various locations and 2018 Earth Day event	
					•Shirley Heinze Land Trust		
					•Dept. of Natural Resources		
	Promote	Cultural Heritage	•Ongoing	•Environmental &	•City of Hobart	•5 media mentions	

	through traditional and social media	beginning Winter 2017	Ecotourism Working Group	<ul style="list-style-type: none"> •Woodland Savanna •Shirley Heinze Land Trust •Dept. of Natural Resources 	<ul style="list-style-type: none"> •200 social media views
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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	Set Baseline				
	Conduct energy audit and evaluate City energy and wastewater costs and carbon footprint	•December 2017/January 2018	•Environmental & Ecotourism Working Group	<ul style="list-style-type: none"> •City Engineer Phillip Graylik •Solarize Northwest Indiana 	<ul style="list-style-type: none"> •Report
	Install Energy Efficiency Measures				
	Install LED interior and exterior lighting that conforms to International Dark-Sky Association guidelines	•TBD	•Environmental & Ecotourism Working Group	<ul style="list-style-type: none"> •City Engineer Phillip Graylik 	<ul style="list-style-type: none"> •80% of lighting is LED
	Install renewable energy source such as solar panels	•TBD	•Environmental & Ecotourism Working Group	<ul style="list-style-type: none"> •City Engineer Phillip Graylik •Solarize Northwest Indiana 	<ul style="list-style-type: none"> •Panels installed
	Install high efficiency furnace,	•TBD	•Environmental &	<ul style="list-style-type: none"> •City Engineer Phillip 	<ul style="list-style-type: none"> •Measures installed

reduce the energy and wastewater costs of the City and its carbon footprint.	AC, windows, doors, and insulation		Ecotourism Working Group	Graylik	
	Install Green Stormwater and Landscape Measures				
	Install low-flow water fixtures	• TBD	• Environmental & Ecotourism Working Group	• City Engineer Phillip Graylik	• Measures installed
	Install rain gardens/bioswales along with native plants, shrubs, and trees	• TBD	• Environmental & Ecotourism Working Group	• City Engineer Phillip Graylik • Hobart Sanitary District—Stormwater Management	• Measures installed
	Install permeable pavement and set up rain barrels	• TBD	• Environmental & Ecotourism Working Group	• City Engineer Phillip Graylik • 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 Graylik • Solarize Northwest Indiana	• Report
	Apply for LEED Certification	• TBD	• Environmental &	• City Engineer Phillip	• Application submitted

		Ecotourism Working Group	Graylik	•LEED Certification
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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"	•Ongoing	•YMCA		•20 people attend classes

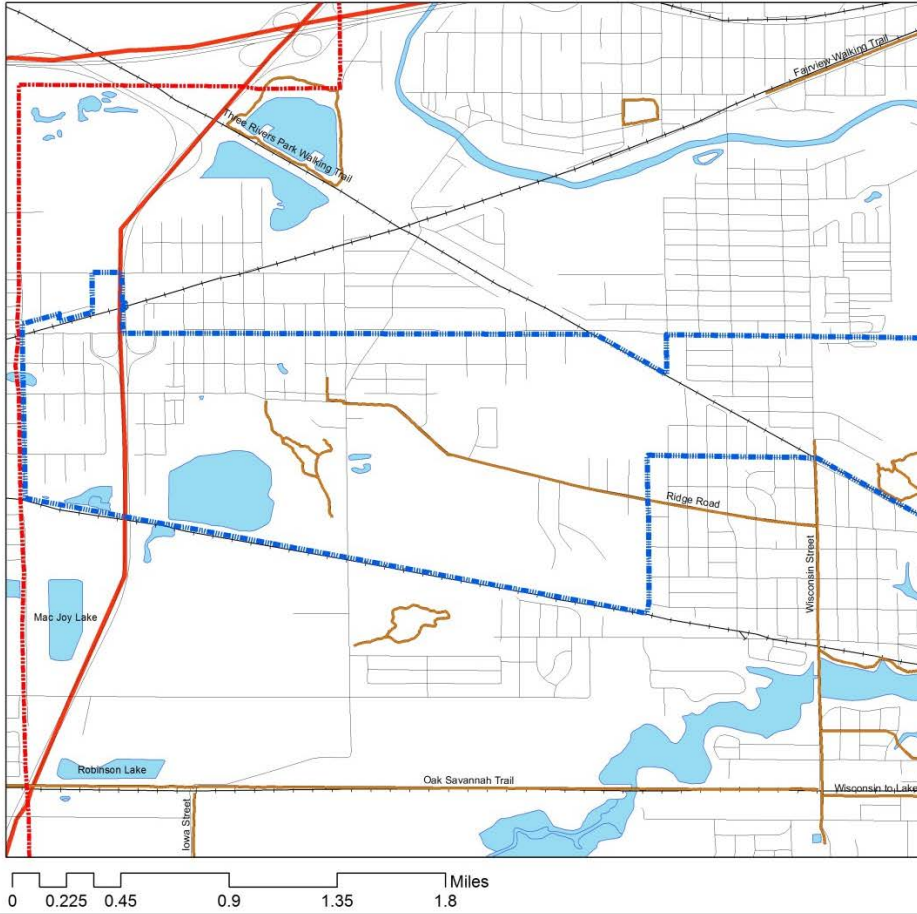
	cooking classes with community	beginning
	garden produce	Summer
		2016

Infrastructure and Transportation

- The Indiana American Water Company is replacing water lines in Hobart NW.

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.



GOAL #1	ACTION STEPS	TIMELINE	RESPONSIBLE PARTY	SUPPORTING PARTNERS	PERFORMANCE MEASURES
By Winter	Review Current Conditions & Plans				

2016, develop a Hobart NW Storm Water Master Plan 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	Compile current conditions, document challenged areas, and review existing plans and assessments.	• Winter 2016	• Hobart Storm Water Board	• City Engineer • Lake County Drainage Board (LCDB) • Infrastructure & Transportation WG • Robinson Engineering	• Report on Identified Flow Projects and Impact Flow Studies
	Review data and develop a draft strategic plan.	• Winter 2016	• Hobart SW Board	• City Engineer • LCDB • Infrastructure & Transportation WG • Robinson Engineering	• Strategic Plan Draft • Projects in Hobart NW identified, cost estimates developed
	Organize A Storm Water Public Meeting				
	Bring together all agencies, residents, businesses, and officials to discuss the draft plan and to receive feedback and input.	• Spring 2016	• Robinson Engineering	• Hobart SW Board • City Engineer • City Administration • LCDB • Infrastructure & Transportation WG	• 20 Stakeholders attend • Material available online
	Present findings to Hobart Stormwater Board and stakeholders in public meeting.	• Spring 2016	• Robinson Engineering	• Hobart SW Board	• Material available online
Coordinate A Project List / Plan Roll Out					

in Hobart NW.	Develop and adopt Master Storm Water Management Plan	<ul style="list-style-type: none"> •Complete by Late Summer 2016 •Roll Out Plan Over 3-5 Years 	<ul style="list-style-type: none"> •Hobart SW Board 	<ul style="list-style-type: none"> •City Administration •LCDB •Hobart NW Steering Committee •Infrastructure & Transportation WG 	<ul style="list-style-type: none"> •Plan is released and approved. •Start one project every year until sub-basin plan is complete
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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 th Avenue are addressed through community agreements for ongoing maintenance.	Identify List Of Maintenance Needs				
	Request information from municipal departments on the maintenance and upkeep of the ridge road corridor.	• Winter 2016	• Infrastructure & Transportation WG	<ul style="list-style-type: none"> • 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 State of Indiana, and NIRPC on maintenance of Ridge Rd.	• Spring 2016	• Infrastructure & Transportation WG	<ul style="list-style-type: none"> • 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 communities to amend the MOU to include stakeholder and property owner responsibilities	• Winter-Spring 2017	• Infrastructure & Transportation WG	<ul style="list-style-type: none"> • City Administration • Hobart NW Steering Committee 	• Engage 20 stakeholders from all communities in meeting
	Create a Maintenance Pledge that delineates maintenance responsibilities and roles of all stakeholders.	• Spring 2017	• Infrastructure & Transportation WG	<ul style="list-style-type: none"> • City Administration • Hobart NW Steering Committee 	<ul style="list-style-type: none"> • 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 WG	• City Administrations of Hobart, Lake Station and New Chicago • Hobart NW Steering Committee	• 80% of maintenance/beautification responsibilities in the plan are implemented
	Remove light towers on 37 th Ave	• Summer 2017	• Infrastructure & Transportation WG	• City Administrations	• 3 light towers are removed • 2 fewer traffic accidents per year
	Clean up event held on 37 th Ave from I-65 to Liverpool Road	• Summer 2017	• Infrastructure & Transportation WG	• City Administrations • Hobart NW Steering Committee	• 25 volunteers attend event • 80% of litter is removed from the site
	Clean up event held on Ridge Road from Liverpool Road to North Lake Park	• Summer 2017	• Infrastructure & Transportation WG	• City Administrations • Hobart NW Steering Committee	• 25 volunteers attend event • 80% of litter is removed from the site

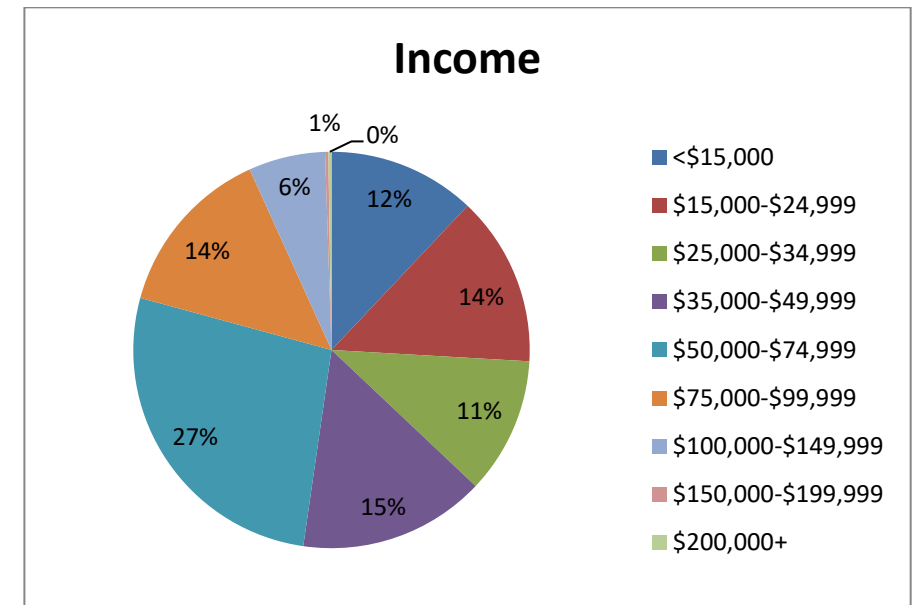
GOAL #3	ACTION STEPS	TIMELINE	RESPONSIBLE PARTY	SUPPORTING PARTNERS	PERFORMANCE MEASURES
By the end of 2020, redevelop Old Ridge Road and Liverpool Road within Hobart NW as Complete Streets based On NIRPC's 2040 Comprehensive Regional Principles Of Complete	Organize Coordination Meetings				
	Organize a meeting with municipal and business stakeholders to assess conditions and potential complete streets routes	• Winter of 2015/16	• City Administration	• Infrastructure & Transportation WG • Indiana American Water Company • NIRPC	• Map of potential routes including streets and right of ways, with easements and ownership identified
	Present potential routes to area residents and agencies and receive feedback	• Spring 2016	• City Administration	• Hobart NW Steering Committee • Infrastructure & Transportation WG	• 25 residents, 4 agencies in attendance
	Plan Development				
	Select a design engineer/consultant	• Spring –	• City Administration	• Hobart NW Steering	RFP released and design engineer / consultant

Streets.	through a “Request for Proposal” Process	Summer 2016		Committee • Infrastructure & Transportation WG • NIRPC	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	• Hobart NW Steering Committee • Infrastructure & Transportation WG	• Make funding requests with NIRPC, City of Hobart Parks, City of Hobart, Legacy Foundation, DNR LMCG program
	Bid out and build Complete Streets system	• Fall 2016-Fall 2020	• City Administration		<ul style="list-style-type: none"> • 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 37th Ave to Greiner Prairie by 2020

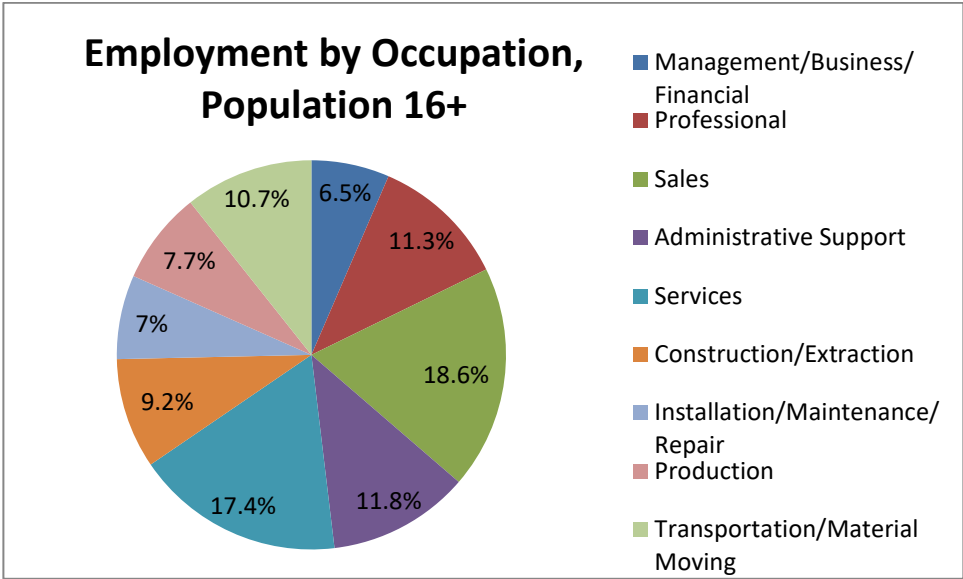
Workforce Development

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.

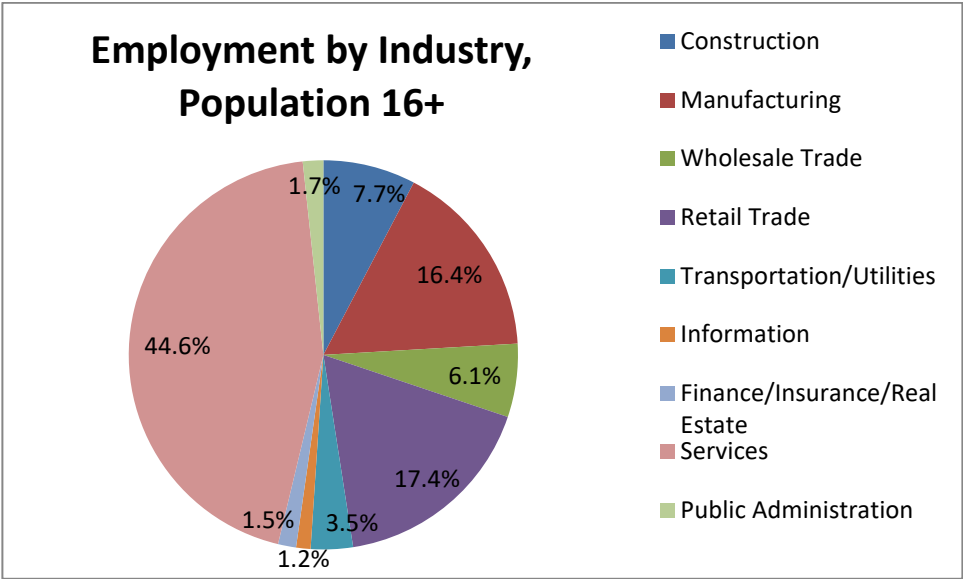
- Unemployment is estimated to be 6.7% in Hobart NW in 2015, compared to 8.7% for all of Hobart¹
- Median household income is projected to increase 2.42% by 2020²
- Average household income is estimated at \$51,195 in 2015
- Median household income is estimated at \$47,086 in 2015
- 13.8% of Hobart NW households had income below the poverty level within the past 12 months³



Source: ESRI 2015 Forecast



Source: ESRI, 2015 Forecast



Source: ESRI, 2015 Forecast

GOAL #1	ACTION STEPS	TIMELINE	RESPONSIBLE PARTY	SUPPORTING PARTNERS	PERFORMANCE MEASURES
By 2020, assist 200 Hobart NW residents per year in finding	Develop HCWF Board / Mission				
	Recruit Board of Directors.	• Q1 2016	• Hobart NW Steering Committee Members	• Workforce Dev WG	<ul style="list-style-type: none"> • 5-7 Residents Commit to the Board. • Board Meeting Schedule Established and Meetings Are Being Held.

meaningful career employment and learning sustainable skills through the establishment of a Hobart Center For Working Families.	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 Director	•Workforce Dev WG	•Program guide with curricula
	Create Fund Development Plan that includes program and capital campaign.	•2018	•HCWF Board of Director	•Workforce Dev WG	•Fund Development Plan
	Secure funding.	•2018 – 2019	•HCWF Board of Director	•Workforce Dev WG	•100% of start-up funds secured •1 year operating costs secured
	Secure HCWF location and commence build out.	•Q2 2018 – Q2 2019	•HCWF Board of Director	•Workforce Dev WG	•Location Secured. Ground Breaking Takes Place.

	Secure equipment and renovate building as needed.				•Q2 2018 – Q2 2019	•HCWF Board of Director	•Workforce Dev WG	•100% of equipment available •Building renovations complete
	Program Roll Out							
	Open HCWF and begin programs.				•Fall 2019	•HCWF Board of Director	•Workforce Dev WG	•200 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	Develop Board / Mission							
	Recruit Directors.	Bridge Board Of			•Q3 2016	•Hobart NW Steering Committee Members	•Workforce Dev WG	•5 – 7 volunteers commit to board •At least half of board members are Hobart NW residents
	Secure educational partners.	community and			•Q1 2017	•Bridge Board Of Directors		•5 commitments from School City of Hobart, higher educational institutions, and others
	Establish vision/mission, and board structure.	goals,			•Q2 2017	•Bridge Board Of Directors		•Documented mission and goals

people per year to post-secondary education.	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 Dev WG	• Fund Development Plan
	Secure funding.	• 2018 – 2019	• Bridge Board of Director	• Workforce Dev WG	• 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 Dev WG	• Location Secured. Ground Breaking Takes Place.
	Secure equipment and renovate building as needed.	• Q2 2018 – Q2 2019	• Bridge Board of Director	• Workforce Dev WG	• 100% of equipment available • Building renovations complete
	Program Roll Out / Promotion				
	Open location and being offering programs.	• Q3 2019	• Bridge Board of Directors	• Workforce Dev WG	• 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 Members	•Workforce Dev WG	•5 volunteers form Coordinating Committee
	Develop event plan, including location, time, marketing, funding, etc.	•Q1 2016	•Coordinating Committee	•Workforce Dev WG	•Event Plan
	Recruit businesses and trade/professional organizations to attend.	•Q1 2016	•Coordinating Committee	•Workforce Dev WG	•At least 20 businesses commit
	Hold Annual Career Fair.	•Annually Q2, beginning 2016	•Coordinating Committee	•Workforce Dev WG	<ul style="list-style-type: none"> •100 young adults attend •40 young adults get a job or internship through the event •20 businesses attend •50 jobs/internships available through event

Next Steps

For More Information and Updates:

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