

BUSINESS & ECONOMICS

VISION

While maintaining a strong manufacturing sector, Goshen's business environment will be diversified to include other sectors of the economy (knowledge-based, high-tech, service, and retail,) and provide employees with career progression opportunities. Such diversification of local industry will move Goshen towards a more sustainable and environmentally-friendly economic model, and it will recognize the value of both human and natural resources.

Introduction

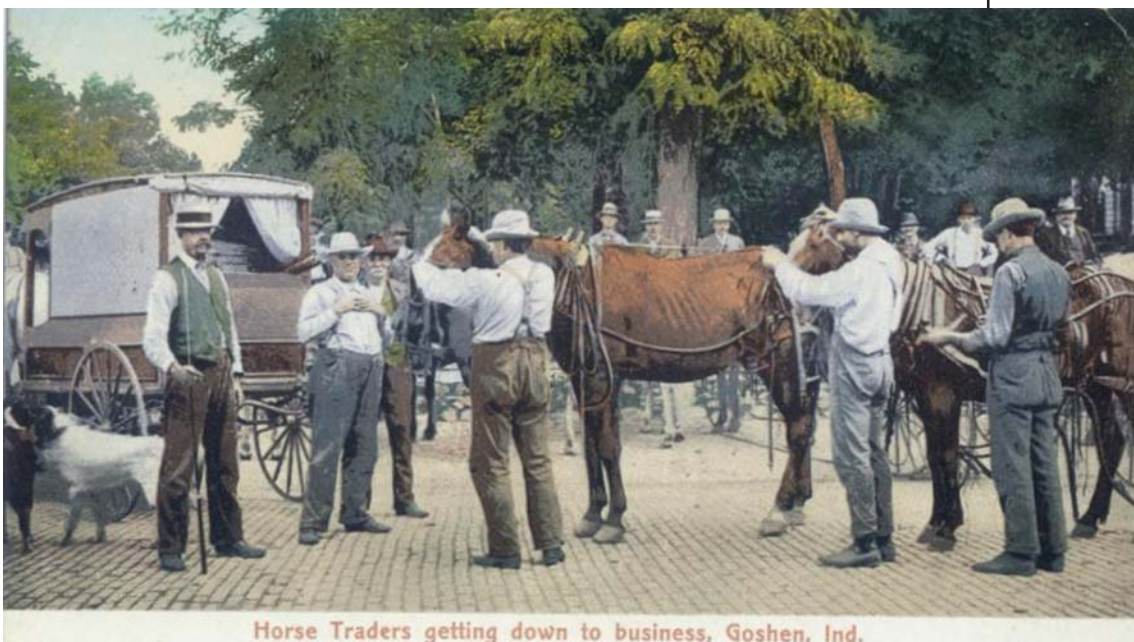
The economic health of the community and the relationship between the public and private sectors are vital to preserving and enhancing quality of life. Although the Business and Economics element is not required by state statute, this document recognizes the essential role of each, in the triple-bottom-line approach to community sustainability: economics, social equity, as well as *environmental stewardship*. This element completes the integration of this trinity.

Included in this chapter are goals dealing with employment opportunities, economic diversity, community contributions of business and industry, entrepreneurial and management education, job training, environmental integrity of industry, enhancement of delivery of services, support of locally-owned businesses, physical revitalization of the community, partnerships between municipalities, county, public, private, and not-for-profit sectors, and physical enhancement of employment districts.

The following set of resolutions have been offered by today's economic visionaries, to secure **the human investment** that entrepreneurs, business leaders and employees have made for 170+ years in the land of Goshen.

IN THIS CHAPTER

- Vision
- Introduction
- Goals
- Programs and Implementation Strategies
- Historical Background
- Employment
- Agriculture
- MACOG Comprehensive Economic Development Strategies
- Major Employers of Goshen
- Economic Development Corporation of Elkhart County
- Goshen Chamber of Commerce



Horse Traders getting down to business, Goshen, Ind.

One of downtown Goshen's liveliest retail exchanges, 1905...

no extra charge to enjoy the atmosphere.

B-1 Goal

Encourage and facilitate the use of technologically advanced automation

B-1 Programs

Assess local industry's potential with new technologies and address them.

B-1 Implementation

1. Work with Chamber and industry to explore opportunities.
2. Work with educational institutions to develop training programs.
3. Consider incentives to attract technologically advanced industry and promote upgrades for existing businesses.

B-2 Goal

Incubate small business.

B-2 Programs

Support local, small business enterprises.

B-2 Implementation

1. Identify and develop support services for entrepreneurs.
2. Develop opportunities in services and product areas with potential to thrive, due to demand or lack of availability
3. Identify and support business training programs.
4. Explore small business funding options.
5. Explore the use of Enterprise Zones.
6. Support and partner with business incubation efforts.

B-3 Goal

Develop infrastructure for a knowledge-based economy

B-3 Programs

Assess telecommunications needs and address them.

*"Telecommunications"
along East Lincoln Avenue
at the turn of the last century.*



B-3 Implementation

1. Work with Chamber and industry to explore high tech opportunities and needs.
2. Work with educational institutions to develop high tech training programs for the present and future workforce.

B-4 Goals

Increase economic diversity.

B-4 Programs

- Recruit, encourage business that will enhance the community's economic, social, and environmental goals.
- Evaluate potential needs of targeted economic enterprises and actively foster their participation in the community.
- Market the community's quality of life assets.
- Develop relationships with the realtor/builder community.

B-4 Implementation

1. Work with Chamber and Economic Development Corporation to actively seek industries with high standards of social and environmental stewardship.
2. Identify gaps in industrial supply networks and work to fill them.
3. Work with educational institutions to train for targeted industries.
4. Expand existing intern and mentoring opportunities.
5. Develop incentive programs that recognize the needs of both new enterprises and the community.
6. Continue to develop a comprehensive and user friendly website and other marketing materials.
7. Consider a list of incentive options for target businesses to come here.
8. Partner with Chamber and EDC for implementation.
9. Act as a catalyst for information resources.



B-5 Goal

Create an environment that attracts employees of Goshen's new business sectors (e.g. bookstores, nightlife, restaurants) looking for unique housing.

B-5 Programs

- Maintain and develop commercial districts in a coordinated fashion with residential development.

B-5 Implementation

1. Identify and prioritize districts in needs of revitalization.
2. Encourage density in areas that support commercial development.
3. Provide incentives for targeted revitalization projects.

B-6 Goal

Encourage businesses in every category to increase their involvement in the community, whether they are 'mom and pop' or 'headquartered elsewhere'.

B-6 Programs

Facilitate creative opportunities for business and industry to participate in community-building projects and services.

B-6 Implementation

1. Explore and develop a community development foundation as a recipient of corporate support.
2. Expand opportunities for contributions to civic facilities.
3. Initiate and implement a community-wide volunteer network.
4. Explore and develop payroll programs to enhance donation opportunities.
5. Encourage ombudsman representatives from utility companies, railroads, major service contractors, to be accessible and reinvest in (give back to) the community, especially when they profit from a significant impact/imprint on Goshen.

B-7 Goal

Enhance positive social impacts of business practices on the community.

B-7 Programs

- Strengthen the commercial viability of deteriorating districts.
- Create employee amenities at current and planned industrial parks.

B-7 Implementation

1. Expand and coordinate economic improvement districts.
2. Amend ordinances to encourage signage and landscaping that reflect community design goals.
3. Enhance opportunities for residential development and revitalization adjacent to commercial districts.



4. Amend ordinances to encourage landscaping opportunities in employment districts.
5. Encourage the development of outdoor employee amenities such as picnic areas, exercise paths, open space.
6. Develop opportunities for alternative transportation access to employment areas (public transportation, bike racks, etc.)

B-8 Goal

Increase responsible use of natural resources and reduce industrial waste. (See Natural Environment chapter.)

B-9 Goal

Promote the environmental integrity of industry.

B-9 Programs

Identify sources of industrial waste and pollution, and work to rectify them.

B-9 Implementation

1. Maintain a brownfield advisory committee that reports to the Redevelopment Commission, and empower it to inventory and redevelop contaminated/blighted properties and make other recommendations for eliminating environmental problem sites caused by industrial activity.
2. Use IDEM, EPA, and DNR resources to develop community monitoring programs.
3. Emphasize the economic benefit of environmental integrity.

B-10 Goal

Promote partnerships between municipalities, county government and the public, private, and not-for-profit sectors.

B-10 Programs

Utilize opportunities for public/private partnerships to encourage revitalization.





B-10 Implementation

1. Research and implement funding opportunities for infrastructure investment.
2. Establish incentives for amenity development (sidewalks, public art, benches) in revitalization projects.
3. Amend ordinances as needed to encourage revitalization projects.

B-11 Goal

Create a training-based business environment.

B-11 Programs

Partner with education providers for creative and forward-looking training programs.

B-11 Implementation

1. Work with schools, Chamber, library to identify, develop, and encourage training programs for lifelong learning.
2. Sponsor or facilitate employee-friendly training programs (on-site, during working hours, employer funded, travel reimbursement, etc.)
3. Encourage community participation in these programs.

B-12 Goal

Promote attractive, vibrant employment districts that enhance the community's land use planning strategies.

B-12 Programs

- Ensure that business growth in all industries is compatible with existing neighborhoods and community character.
- Support strong person-to-person contacts between existing business districts and surrounding neighborhoods.
- Encourage business development in areas presently served by infrastructure.
- Make business, industrial, and commercial development attractive and complementary to the surrounding social and natural environment.
- Improve entryways.



B-12 Implementation

1. Amend ordinances to incorporate design guidelines for development.
2. Use overlay zones to identify and implement appropriate development.
3. Coordinate project review activities among City departments, boards and commissions.
4. Focus support on small business development in commercial districts.
5. Promote mixed use development where suitable.
6. Enhance balanced transportation options to encourage human "traffic" in commercial districts.
7. Develop policies for redevelopment planning.
8. Create incentives for revitalization projects.
9. Include landscaping, parking, public transportation, pedestrian and bicycle access criteria in development decisions.
10. Amend zoning ordinances to facilitate amenities.
11. Amend zoning ordinances to facilitate greenspace, and promote inclusion of green space in commercial and industrial development.
12. Develop incentives to increase employment district occupancy.
13. Consider signage, place-finding and landscaping in entryway corridor development.
14. Enforce existing codes.
15. Incorporate neighborhood involvement into planning decisions.
16. Amend zoning ordinances to include an entryway overlay.

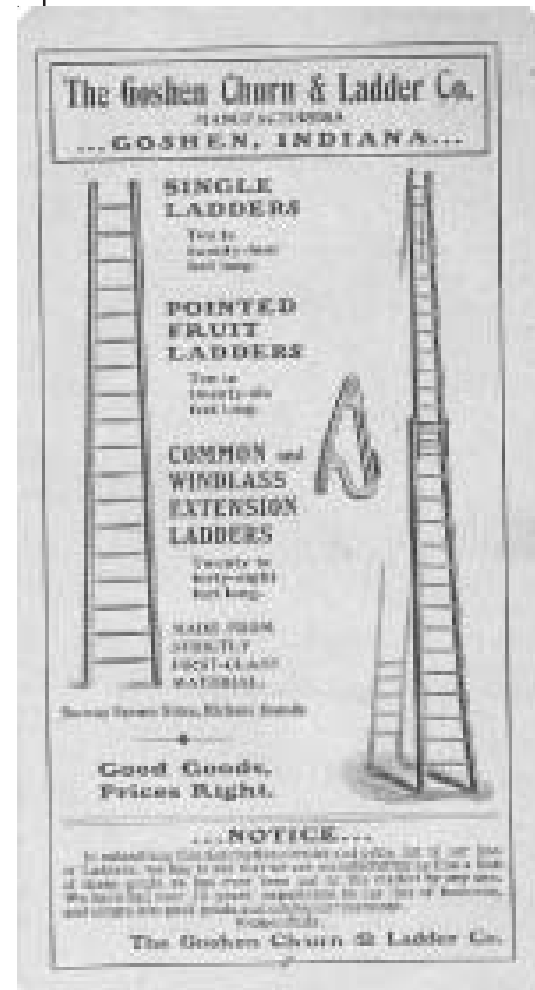


Historical Background

The first industry in Goshen was the construction of a mill on Rock Run Creek near its confluence with the Elkhart River in 1831. Soon, more mills were built along the creek and, by 1837, the population of Goshen was substantial enough to support three merchants, a jeweler, a saddler, a tailor, a furniture dealer, a doctor, two attorneys, and two editors. Prime resources in early Goshen were farm products and timber.

In 1868, the Goshen hydraulic canal was completed to provide water power to promising enterprise along its banks. Industries powered by the race included linseed oil mills, several grist and flour mills, several furniture factories, woolen mills, a saw mill, an iron foundry, a pump company, and a wagon factory, among others. Water was the primary source of energy even after 1898 when an electric generating plant was built along the canal. A steam generator was also constructed for auxiliary power.

In 1901, both *The Goshen Churn and Ladder Company* and *Goshen Rubber Works* were established.





**HISTORICAL
BACKGROUND**



Other long-lived industries in Goshen include:

- **Goshen Cushion Company** which traces its origins to the Goshen Buggy Top Co., established in 1883.
- **Goshen Manufacturing Co.**, now a division of Gleason Industries, began with the production of ladders, hay tools, and lawn swings and is now one of the world's largest producers of hand trucks, platform trucks and appliance trucks.
- **Universal Livestock Equipment**, founded in 1903, originally manufactured steam thresher tanks and began producing steel boats in 1926. The agricultural product line and the recreational products lines were split and became Agri-Products and Starcraft.
- **The Goshen Milk Division** began business as the Goshen Condensery in 1909. Primary products include dry milk powder and condensed milk, processed from over one million pounds of milk each day.

Many retail businesses can also trace their beginnings to early commerce in Goshen. Some of these include:

- **Snider's Leading Jewelers** founded by Chauncy W. Kerstetter in 1861.
- **Woldruff's Footware** started business as Tiedman Shoes in 1864.
- **Newell's women's apparel**, established in 1880, is owned and operated by the fourth generation of the Newell family.
- Originally established in conjunction with **News Printing Company** in 1884, **NBS Office Supplies and Equipment** is still operating in Goshen.
- **John Hall's True Value Hardware** can trace its origin to the hardware business founded by Orrin and Schuyler Pratt Curtis in 1908.
- **The Olympia Candy Kitchen** was founded in 1912.

Recent figures on Goshen area employment

- Workers in the manufacturing sector earn the highest average wages (\$19.92 per hour.)
- Manufacturing accounts for 56.2% of total county earnings compared to 30% statewide and 20% nationally.
- Service occupations came in second at 13%, followed by retail trade (7%), government (6.1%), wholesale trade (5.9%), construction (5.5%), transportation and public utilities (3.5%), and finance, insurance, and real estate (2.8%).
- Total private employment has grown 24% in Elkhart county since 1989.
- The unemployment rate was 6.6% in January, 2002, but fell... in December, 2003 it was between 4.0 and 4.4%.



Agriculture

- In 1997, there were 1335 farms in operation in Elkhart County
- Farm acreage totalled 182,771 acres out of a county total of 296,856 acres.
- Elkhart County experienced a 14 percent decrease in the number of farms from 1987 to 1997.
- The top five commodities in Elkhart County in 1997 were dairy, poultry and poultry products, hogs and pigs, corn for grain, and soybeans.
- Elkhart County ranked first in the state for dairy, sixth in the state for poultry and poultry products, first in broilers and other meat chickens, second in ducks, geese, and other poultry, seventh in cattle and calves, first in corn for silage and fourth for hay.
- The highest agricultural growth rates in the county were found east of Elkhart and southwest of Goshen (up to 34.8 percent).



Goshen News photo

Major Employers of Goshen (2003-4)

<u>Company Name</u>	<u>Location</u>	<u>No. of Employees</u>
Coachmen Recreational Vehicle Company	Middlebury, Goshen, Elkhart	1700
Goshen General Hospital	Goshen	1350
Forest River Industries, Inc.	Goshen, Elkhart, Millersburg	1286
Homecrest Corporation	Goshen	1200
Supreme Corporation	Goshen	960
Goshen Community Schools	Goshen	900
Skyline	Goshen, Elkhart, Bristol	815
Keystone RV Company	Goshen, Elkhart	775
Elkhart County Government	Goshen, Elkhart	760
NIBCO, Inc.	Elkhart, Goshen	650
Wal-Mart (2 locations)	Goshen	635
Dutchmen Manufacturing	Goshen	525
Parker - Hannifin	Goshen	500

The Economic Development Corporation of Elkhart County

Its website, www.edcec.com, offers current information on Elkhart County, including:

- | | |
|-------------------------|------------------------|
| Demographics | Tax Structure |
| Education | Location & Climate |
| Workforce Indicators | Financial Institutions |
| Medical Facilities | Fire Defense Systems |
| Transportation | Available Properties |
| Recreational Facilities | Communications |
| Major Employers | Utilities |
| Municipal Government | Wage Surveys |





The Goshen Chamber of Commerce

serves about 500 members of the business community. Its work is carried out through an executive director, Chamber president, board of directors and committees including these:

Economic Development Committee

Economic development is at the core of the Chamber's activity for growing and sustaining a vibrant local economy. Responsibilities include:

- Retain local business, attract new business in targeted areas
- Assist new companies looking to relocate in Goshen
- Work on long-range planning issues with the City and County
- Workforce development

Quality of Life Committees

These committees focus on those issues that make Goshen a better place to live and run a business.

- Community Appearance
- Education

Public Policy Committee

This committee analyzes key issues and recommends policy positions for the board of directors to adopt for the Chamber. Responsibilities include:

- State legislative issues, local issues, traffic and infrastructure concerns.

Membership Services Committee

These committee members act as ambassadors for the Chamber and work on Chamber events. Responsibilities include:

- Retain and recruit members
- Networking events (Shoptalk, etc.), seminars, training
- Spring Golf Outing, Fall Golf & Tennis Outing

Michiana Area Council of Governments (MACOG)

Comprehensive Economic Development Strategy, 2001

"To live in a community with diverse job opportunities, with multiple sources of revenue, and with a workforce that is flexible and ready to work when needed. The vision identifies a region that seeks to meet human needs efficiently as they arise, where education is the standard articulated by the community and where human health is protected for generations to come. The vision is to live in a region where technology and development go hand in hand and where development has positive impacts in the present and in the future."

MACOG stands for Michiana Area Council of Governments, our regional intergovernmental agency established to foster cooperative, coordinated and comprehensive planning activities.

The MACOG region represents Elkhart, Marshall and St. Joseph Counties in Indiana, and is the designated "Metropolitan Planning Organization" (MPO) in North Central Indiana.

MACOG serves as a broad range planning forum for decision makers, local elected officials, and planning agencies.

In consultation with its member governments, MACOG compiles regional goals for a number of areas including economic development.

MACOG Priorities:

- Corridor developments, high speed rail, South Shore expansion, cell towers, high-tech infrastructure
- Brownfield redevelopment
- Downtown redevelopment
- Farmland protection
- Economic diversification is about high-tech industry with activities like research and development, engineering, technology and applied sciences.

Objectives:

MACOG's Education Objective

- To bring community resources in line and increase if necessary.

MACOG's Environment Objectives

- To maintain the region's clean air "maintenance" status and continue to improve current air quality.
- To expand existing infrastructure and examine the use of alternative technologies that maintain and improve the public health and that are environmentally friendly.
- To maintain and improve both surface and groundwater quality.
- To develop a mechanism to handle the expanded waste stream, which should include identification of new technologies and methodologies for conservation and reduction of solid waste materials.

MACOG's Human Services Objectives

- To improve access to human, health, and social services for vulnerable populations in the region; with focus on immediate needs and trends.

MACOG's Infrastructure Objectives

- To promote development of integrated comprehensive plans that promote efficient delivery of government services; emphasize the development of more livable communities; and enhance improved quality of life.
- To encourage the utilization of brownfield sites having the greatest potential for development.
- To encourage and promote development within the service capacity abilities of municipal sewer and water utilities.
- Support the implementation of the MACOG 2025 Transportation Plan, which will, in effect, direct funding to improve major roadways in the region.
- To ensure data systems are compatible with one another and work toward true regional GIS (global information system) access through cooperative participation and agreements.





MACOG's Quality of Life Objectives

- To attract hi-tech jobs to the region.
- To develop a trained and educated workforce for the hi-tech industry.
- To recognize and promote properly planned growth as a quality of life issue.
- To provide arts, leisure and cultural pursuits that attract and retain residents.

Resource Development Objectives

- To develop/maintain technical assistance programs, financing systems, and seamless delivery of services.
- To recognize that each county's needs differ - a cookie-cutter approach may not prove successful for each county in the region.
- To understand private versus public available funding (for small business); to technically organize financing resources; to promote regional cooperation in the development of gap financing among lenders.
- To promote the use and exposure of existing technical assistance tools (for small business.)

MACOG's State and Local Government Objectives

- To improve a cooperative and collaborative environment between cities, towns, and counties in order to enhance regional economic development.

MACOG's Transportation Objectives

- To improve and maintain regional linkages.
- To develop, enhance, and coordinate the distribution of available employees and employers.

MACOG's Workforce Objectives

- To make labor market data current, user friendly, readily available, and regionwide.
- Work to obtain statewide statistics and data from Workforce Development Services and other agencies
- To improve the training of the region's residents.
- To build on regional strengths and promote quality of life.

BUSINESS and ECONOMICS

IMPLEMENTATION STRATEGIES

proposed for the Goshen Comprehensive Plan 2004-2013

The implementation strategies identified earlier in this chapter are summarized here. Each strategy is listed under the numbered goal (B1, for instance) and is evaluated for the following features (column heads):

Funding – \$ symbols are used to indicate comparative values. A zero indicates that the strategy would fall under the responsibilities of existing City staff or is at least in part already incorporated into the budget of the lead agency. A single \$ symbol indicates that the strategy would probably cost less than \$10,000 and could be incorporated into operating budgets for lead agencies. A \$\$ symbol indicates the strategy might cost as much as \$50,000 (this includes new staff positions) but would probably be considered an operating budget item. \$\$\$ symbol indicates that the project might require capital expenditure and, in some cases (new water tower, water treatment facility upgrades) cost in excess of a million dollars. The symbols do not necessarily indicate that the City would be responsible for the costs. In many cases, state or federal funding or grant funding would be used to cover at least a portion of the expense. And as these are suggested initiatives to implement goals that may or may not be attainable, no commitment by the City or anyone else has been made toward this end, nor is one implied.

Lead Agency – This column identifies who in the community is or might be involved in providing leadership for implementing the strategy. In some cases, the lead agency is a city department. In some, City government would be the responsible party. In other cases, a community group or local agency might provide the lead for the strategy.

Partners – Listed in this column are potential partnerships that may facilitate the implementation of the strategy. The list is not designed to be all-inclusive nor is implementation dependent on the involvement of all organizations listed.

City Department – This column identifies the City department (or office) under which responsibility for the implementation strategy is most likely to fall.

New/Expanded Program – This column addresses whether the implementation strategy has been addressed in any form either at the City level or in the community. A strategy is listed as "new" if it shifts attention from existing strategies.

Ordinance Change – Each strategy is evaluated for whether it requires an ordinance change. In some cases (listed as "possibly,") ordinance requirements would be dependent on the direction that implementation takes or on the priority it receives.

Further Resources – This column refers to the need for informational resources. A strategy was listed as "no" if it was understood that all information necessary for implementation is presently available to the lead agency. The strategy is listed as "yes" if more information would be needed to implement the strategy.

Defined duration, or ongoing – A determination was made for how long it might take to implement the listed strategy. "Short" indicated that implementation could be initiated fairly immediately (within the next one to two years.) "Medium" indicated that the strategy could take from two to five years, based on a need for further information, lower priority, or hurdles to overcome in initiation. "Long" indicated that the strategy could take over five years to initiate. The terms did not indicate how long it would take to implement the strategy but were based on estimates for initiation. "Ongoing" is indicated when the strategy would continue over time once initiated.

P. 2 Implementation Strategy <i>(Full text is earlier in this chapter.)</i>	Funds	Lead agency	Partners	City Dept(s)	New or expanded program?	Ordinance change?	Further re-sources?	Defined duration or ongoing
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B1. Encourage technology-advanced automation

1. Work with Chamber and industry to explore opportunities.	0	Chamber	City, Chamber, industry, community groups	Mayor	Expanded	No	Yes	Short
2. Work with educational institutions to develop training programs	0	Chamber	City, Chamber, educational institutions community groups	Mayor	Expanded	No	Yes	Short
3. Attract technology...	\$\$	Chamber, City	City, Chamber, EDC	Mayor	Expanded	No	Yes	Short

B2. Incubate small business

1. Identify and develop support services for entrepreneurs	\$	Chamber, City	City, Chamber, community groups	Mayor	Expanded	No	No	short
2. Develop opportunities in services and product areas with gaps.	0	City, Chamber	City, Chamber, community groups	Mayor	Expanded	No	Yes	Medium
3. Identify and support business training programs.	\$	City, Chamber	City, chamber, community groups	Mayor	Expanded	No	Yes	Short
4. Explore small business funding options.	\$	City, Chamber	City, Chamber, entrepreneurs, community groups	Mayor	Expanded	No	Yes	Medium
5. Explore the use of Enterprise Zones.	0	City	City, Chamber, State, entrepreneurs	Mayor	New	Maybe	Yes	Short
6. Support business incubation.	\$\$	City, Chamber	City, Chamber, entrepreneurs	Mayor	New	No	Yes	Medium, ongoing

B3. Develop infrastructure for a knowledge-based economy

1. Work with Chamber and industry to explore high tech opportunities and needs.	0	City, Chamber	City, Chamber, industry	Mayor	Expanded	No	Yes	Medium
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P. 3 Implementation Strategy (Full text is earlier in this chapter.)	Funds	Lead agency	Partners	City Dept(s)	New or expanded program?	Ordinance change?	Further re-sources?	Defined duration or ongoing
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2. Work with educational institutions on high tech training programs	0	City, Chamber	City, Chamber, educational institutions	Mayor	Expanded	No	Yes	Medium
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B4. Increase economic diversity								
1. ... seek industries with high standards of social/environmental responsibility.	0	City, Chamber	City, Chamber, EDC, community groups	Mayor	New	No	Yes	Medium, ongoing
2. Identify/fill gaps in industrial supply networks	0	Chamber	City, Chamber, industry	Mayor	New	No	Yes	Medium, ongoing
3. Work with educational institutions to train for targeted industries.	0	City, Chamber	City, Chamber, educational institutions	Mayor	New	No	Yes	Medium, ongoing
4. Expand existing intern and mentoring,,,	0	City, Chamber	City, chamber, educational institutions	Mayor	Expanded	No	Yes	Short
5. Develop incentive programs ...	\$\$	City, Chamber	City, Chamber, entrepreneurs, community groups	Mayor	Expanded	No	Yes	Short
6. Continue ... a website and other marketing materials.	\$	City	City	Human relations	Expanded	No	No	Ongoing
7. Incentives for target businesses to come here	\$	EDC	City, Chamber, EDC	Mayor	New	No	No	Ongoing
8. Partner with Chamber and EDC for implementation.	0	City, Chamber	City, Chamber, EDC	Mayor	Expanded	No	No	Short, ongoing
9. Act as a catalyst for information resources.	0	City	City	Mayor	New	No	No	Short, ongoing

P. 4 Implementation Strategy <i>(Full text is earlier in this chapter.)</i>	Funds	Lead agency	Partners	City Dept(s)	New or expanded program?	Ordinance change?	Further resources?	Defined duration or ongoing
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B5. Create environment that attracts employees to Goshen's new business sectors

1. Identify and prioritize districts in needs of revitalization.	0	City	City, community, neighborhoods, Chamber	Planning	Expanded	Yes	No	Short
2. Encourage densities in that support commercial development.	0	City	Chamber, City, community groups	Planning	New	Yes	No	Medium, ongoing
3. Provide incentives for revitalization projects.	\$\$	City	City, community groups, nonprofits	Planning	New	Maybe	Yes	Long

B6. Encourage business to increase involvement in our community

1. Develop a community development foundation	\$\$	City	City, community groups, Chamber, industry, financial institutions	Mayor	New	Maybe	Yes	Medium
2. Expand opportunities for contributions to civic facilities.	0	City	City, community groups, Chamber, industry, financial institutions	Mayor	Expanded	No	Yes	Medium
3. Initiate and implement a community-wide volunteer network.	\$	City	City, community groups, Chamber, industry	Mayor	New	No	No	Medium
4. Develop payroll programs to enhance donation opportunities.	0	City, Chamber	Chamber, community groups, City, industry, financial institutions	Mayor	Expanded	Maybe	Yes	Short
5. Encourage ombudsman from utility companies and others...	0	City, Chamber	City, Chamber, affected companies and associated groups	Mayor	New	No	Yes	Ongoing

B7. Enhance positive social impacts of positive business practices...

1. Expand and coordinate economic improvement districts.	0	City, EID	City, EID, Chamber, community groups	Planning	Expanded	Maybe	No	Medium
2. Amend ordinances to	0	City	City, community groups	Planning	Expan-	Yes	Yes	Medium

P. 5 Implementation Strategy (Full text is earlier in this chapter.)	Funds	Lead agency	Partners	City Dept(s)	New or expanded program?	Ordinance change?	Further resources?	Defined duration or ongoing
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encourage signage and landscaping that reflect community design goals.					ded			
3. Enhance opportunities for residential development and revitalization adjacent to commercial districts.	0	City	City, neighborhoods, community groups	Planning	Expanded	Maybe	No	Medium
4. Amend ordinances to encourage landscaping opportunities in employment districts.	0	City	City, Chamber, developers	Planning	New	Yes	No	Short
5. Encourage development of outdoor employee amenities	0	City, Chamber	Chamber, City, industry, unions	Planning	New	Maybe	No	Long
6. Develop alternative transportation access to employment areas	\$\$	MACOG, City	City, community groups, Chamber, industry, MACOG	Engin'g, Planning Parks	New	Maybe	Yes	Short

B8. Increase responsible use of natural resources... no implementations

B9. Promote environmental integrity of industry

1. Maintain brownfield committee...	0	Redev. Com	City, Plan Commission, engineering, planning	Planning	New	No	No	Medium, ongoing
2. Use IDEM, EPA, and DNR resources to develop community monitoring	0	City	City, IDEM, EPA, IDNR, community groups	Utilities, Engineering	New	No	Yes	Short
3. Emphasize economic benefit of environmental integrity.	0	City	City, Chamber	Engineering, Mayor, Planning	New	No	Yes	Medium

P. 6 Implementation Strategy <i>(Full text is earlier in this chapter.)</i>	Funds	Lead agency	Partners	City Dept(s)	New or expanded program?	Ordinance change?	Further resources?	Defined duration or ongoing
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B10. Promote partnerships among municipalities, County government and others...

1. Research and implement funding opportunities for infrastructure investment.	\$\$	City	City, neighborhoods	Engineering, utilities	Expanded	Maybe	Yes	Medium
2. Establish incentives for amenity development...	\$\$	City	City, developers, community groups, grantmakers	Planning engin'g	New	Maybe	Yes	Medium, ongoing
3. Amend ordinances as needed to encourage revitalization projects.	0	City	City	Planning	New	yes	Yes	Medium, ongoing

B-11 Create a training-based business economy

1. Work with schools, Chamber, library to encourage training programs ...	0	City, Chamber	City, Chamber, schools, library, community groups, neighborhoods	Mayor	Expanded	No	Yes	Medium, ongoing
2. Sponsor/facilitate employee-friendly training programs	\$	City, Chamber	City, chamber, industry, educational institutions, community groups	Mayor, human relations	Expanded	No	Yes	Ongoing
3. Encourage community participation in these programs.	0	City	City, community groups, Chamber,	Mayor	Expanded	No	No	Short

B12 Promote vibrant employment districts that carry out Goshen's land use strategies

1. Amend ordinances to incorporate design guidelines	0	City	City, developers	Planning	New	Yes	No	Short
2. Use overlay zones to identify and implement appropriate development.	0	City	City, developers	Planning	New	Yes	No	Short
3. Coordinate project review activities among	0	City	City	Planning and all	Expanded	No	No	Short

P. 7 Implementation Strategy (Full text is earlier in this chapter.)	Funds	Lead agency	Partners	City Dept(s)	New or expanded program?	Ordinance change?	Further resources?	Defined duration or ongoing
City departments, boards commissions.				depts.				
4. Focus support on small business development in commercial districts.	0	City, Chamber	Chamber, City, entrepreneurs	Planning	No	No	No	Short, ongoing
5. Promote mixed use development where suitable.	0	City	City, community groups	Planning	New	Yes	No	Short, ongoing
6. ...encourage human “traffic” in commercial districts.	\$\$	City, MACOG	City, Chamber, EID, MACOG	Planing, Engineering	Expanded	No	No	Short
7. Develop policies for redevelopment planning.	0	City	City, community groups, neighborhoods	Planning	New	Maybe	No	Medium
8. Create incentives for revitalization projects.	\$\$	City	City, community groups, Revitalization, financial institutions	Planning	New	Maybe	Yes	Short
9. Include landscaping, parking, public transportation, pedestrian & bike access criteria in development decisions.	0	City	City, neighborhoods, community groups	Planning Engineering, Parks	New	Maybe	No	Medium
10. Amend zoning ordinances to facilitate amenities.	0	City	City	Planning	New	Yes	Yes	Medium
11. Amend zoning ordinances to facilitate greenspace ...	0	City	City, community groups, Chamber	Planning	New	Yes	No	medium
12. ... increase employment district occupancy	\$\$	City	City, EDC	Planning	New	No	Yes	Long
13. Consider signage and landscaping in entryways.	0	City	City	Planning	Expanded	Maybe	Yes	Ongoing
14. Enforce existing codes.	0	City	City, neighborhoods	Legal	Expanded	No	No	Short, ongoing

P. 8 Implementation Strategy <i>(Full text is earlier in this chapter.)</i>	Funds	Lead agency	Partners	City Dept(s)	New or expanded program?	Ordinance change ?	Further re-sources?	Defined duration or ongoing
15. Incorporate neighborhoods into planning decisions.	0	City	City, neighborhoods	Planning	New	No	No	Medium
16. Amend zoning ordinances to include an entryway overlay.	0	City	City, community groups, Chamber	Planning	New	Yes	No	Medium