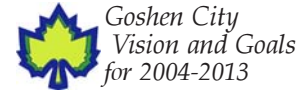


COMMUNITY SERVICES & FACILITIES



VISION

Goshen will be known for its genuine hospitality. Its community life will reflect ties with a rich past and will embrace a diversity of religious, ethnic, and cultural traditions.

Goshen will offer residents, businesses, and visitors community services that meet demand and exceed expectations. These will include a continuum of exemplary public and not-for-profit human service agencies and health care. Police and fire services will be managed to provide consistently high levels of public safety.

Quality of life for all residents will be enhanced by excellent library facilities, parks, and recreational activities, and a variety of unique cultural opportunities.

The city will be known for its lifelong learning opportunities and educational institutions; preschool through college, public and parochial. Elementary schools will serve as focal points within their neighborhoods.

Goshen will pursue innovative ways to deliver community services coordinated in the most effective ways possible. A respectful spirit of warm hospitality will be the measure of Goshen's confidence in achieving excellence in what it has and what it does for its residents.

Introduction

This chapter addresses issues related to municipal participation in the social and safety needs of the community. Goals here relate to education, recreation, cultural diversity, the arts, culture, city services including police and fire, city buildings, grounds, and civic amenities, programs and support for social needs including those of older adults, children, the disabled, and the impoverished, health and wellness, and partnerships that address community concerns.

A variety of services is already in place in the community and an attempt has been made to document some of these. In many cases, the City's role is one of identifying gaps in services, and supporting the organizations that provide them.

C-1 Goal
Maintain excellent library facilities offering global experiences.

C-1 PROGRAMS to promote library facilities

1. Expand multi-language materials.
2. Promote library activities.

C-1 IMPLEMENTATION

1. Continue long-range planning efforts to assess needs.

IN THIS CHAPTER

- Vision
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- Goals
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 - Education
 - Library
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- Community Profiles
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 - Tim Thorne
 - Cindy Joldersma
 - Phil Good-Elliot

C-2 Goal

Provide ongoing and expanding park and recreational activities for all. (See Natural Environment chapter.)

C-2 PROGRAMS to expand park activities and access.

1. Target park programs to diverse age groups.
2. Continue efforts to remove language barriers for recreation and education programs.
3. Explore expansion of neighborhood parks.
4. Integrate green space provisions into revitalization and new development projects. (See Land Use and Natural Environment chapters.)
5. Identify strategies for reaching diverse audiences

C-2 IMPLEMENT expanding park activity.

1. Provide recreational opportunities for teens.
2. Make every effort to translate materials and programs.
3. Work with neighborhoods to determine need for park facilities.
4. Amend ordinances to require proportional open / green space when possible.
5. Provide adequate parking for all modes of transportation.



*Tommy's Kids Castle.
Dottie Kauffmann photo.*

C-3 Goal

Promote a variety of unique art and cultural opportunities.

C-3 PROGRAMS to promote cultural activities

1. Explore the need for a civic facility for cultural events
2. Incorporate public art into community design.
3. Support art and cultural programming in partnership with the private/non-profit sector.
4. Develop opportunities for the expression of the community's diverse cultural and artistic heritage.

C-3 IMPLEMENT programs to promote art & culture

1. Develop an arts and culture council to coordinate efforts, address community cultural issues, plan and market events and evaluate needs.

C-4 Goal

Expand opportunities for lifelong learning.

C-4 PROGRAMS for lifelong learning

1. Promote literacy
2. Promote job training that enhances employment opportunities

C-4 IMPLEMENT for lifelong learning

1. Work with industry, Chamber of Commerce, Small Business Administration, Economic Development Corporation to anticipate needs and train workers at all age and occupational levels.
2. Promote a community-wide “student mentality.”
3. Use existing / expand opportunities offered by trades and guilds.
4. Address barriers such as single parenthood, transportation issues, available child care, language and other socioeconomic factors.
5. Evaluate existing services and address any inadequacies in partnership with literacy service providers.
6. Make services widely known in the community

Early 20th century postcards of Goshen College (private) and Goshen High School (public)



C-5 Goal

Provide and support excellent educational institutions and opportunities (early childhood through college; public and private.)

C-5 PROGRAMS for excellent education opportunities

1. Encourage partnerships of municipal and educational institutions.
2. Promote community involvement in educational issues.
3. Utilize school facilities as community gathering places.
4. Preserve and enhance neighborhood focus of community schools.
5. Prevent barriers to the development of preschool facilities within neighborhoods.
6. Expand access to post-secondary education.

C-5 IMPLEMENTING excellent education opportunities

1. Explore public/private partnerships to provide scholarships, educational outreach, and to address educational barriers.
2. Use innovative strategies to inform the public of educational opportunities.
3. Develop business coalitions to provide employee benefits and services jointly.



C-6 Goal

Provide consistently high levels of public safety provided by police and fire services.

C-6 PROGRAMS (implementation to be determined)

1. Continue to pursue funding mechanisms for police training and services.
2. Promote expanded community policing policies and activities.
3. Develop land use strategies that encourage efficiency of police and fire protection.
4. Enhance and expand relationships between public safety providers and the community.
5. Establish neighborhood programs for safety education.
6. Promote student programs and volunteerism related to safety issues.



C-7 Goal

Pursue innovative ways to provide, deliver and communicate community services.

C-7 PROGRAMS (implementation to be determined)

1. Establish a community welcome center.
2. Encourage partnerships between service providers.
3. Develop a volunteer resource guide.
4. Support and promote comprehensive child care services.
5. Incorporate child and older adult care into development projects.
6. Support and promote services and accessibility for persons with disabilities.
7. Address issues of homelessness.
8. Support the development of a domestic abuse shelter.
9. Establish incentives and create rewards and recognition programs to encourage high quality delivery of city services.
10. Assess transportation needs and continue to develop safe and balanced alternatives to motorized transportation.

C-8 Goal

Pursue improved ways to promote community hospitality.

C-8 PROGRAMS (implementation to be determined)

1. Develop a welcome center with community resources, information, educational opportunities and resident opportunities/responsibilities.
2. Support and promote language services in all areas.
3. Promote community quality of life.
4. Support:
 - Cross-cultural education and experiences
 - Community block parties
 - Neighborhood associations
 - Volunteerism
 - Acceptance of differences
 - Grassroots decision-making
 - Community partnerships



The GOSHEN GARDEN FAIR

Soak up valuable green-thumb ideas for a few minutes or all afternoon...

Sat, May 1st 1-4 pm

**RIETH INTERPRETIVE CENTER
Plymouth Ave/SR 119 at the river.**

Workshops (45 min. each); master gardener consults; National Wildlife Federation representative; how-to's on herbs, container gardening, & vine trellises; booths; and much more. Door prize from Everett's, and refreshments from Goshen McDonald's.

Call 533-2102 for workshop topics and times. This "Beautify Goshen Week" event, organized by the Goshen Chamber of Commerce, is free!

C-9 Goal

Support the highest quality health care for people of all ages and those experiencing physical, social, or economic barriers.

C-9 PROGRAMS (implementation to be determined)

1. Assess gaps in health care services and work with existing healthcare providers to fill them.
2. Assess the need for a public health facility and services.
3. Develop land use strategies that promote wellness.



This self-deprecating booklet is delivered to residents to inform or remind them about City services, programs, projects, and other timely information. It is printed when the amount of new information — and the City budget — warrant. Past issues are available online at the Goshen City site:

<http://www.ci.goshen.in.us/>

C-10 Goal

Maintain and expand city facilities (buildings and grounds) to meet the environmental, cultural, and civic needs of the community.

C-10 PROGRAMS (implementation to be determined)



Shanklin Park uses its 'front yard' to share its beauty with Plymouth Avenue motorists

1. Explore the feasibility of civic plazas, gathering places, courtyards, sidewalk extensions, etc.
2. Develop guidelines for environmentally-friendly maintenance strategies of public greenspace and landscaping.
3. Make city buildings accessible both physically and socially to the community.
4. Use energy conservation strategies in all city buildings.
5. Maintain buildings, structures, streets, and other city property and facilities to the highest level of cleanliness and repair.

Departmental Input

Goshen Police Department

The Goshen Police Department has 60 employees, including 53 sworn officers and 7 civilians. The department includes an emergency response team, a K-9 unit (3 dogs), 3 motorcycles involved primarily in traffic enforcement and accidents, a DARE program officer, two school recourse officers (one at the high school and one at the middle school,) 6 investigators, and a neighborhood officer living in a house on Cottage Ave. as part of La Casa's neighborhood program. Administration consists of a chief of police, an assistant chief of operations, and assistant chief of administration, and an adjutant.

The Police Department is housed in a recently renovated building at the corner of 5th and Jefferson Streets.

Total calls for service and officer-initiated calls totalled 53,000 for 2002. (Calls can vary from a homicide to a complaint about a stray cat.) The number of serious calls has increased in the past several years due primarily to the growth of the City.

The role of the four administrators include dealing with public complaints, shift issues, relations with individual officers, working with shift captains to evaluate manpower needs, fulfilling state and federal requirements for record-keeping and training, identifying areas of priority for crime prevention, and grant-writing. The chief sees his role as providing direction to the department and community vision. He acts as a community leader, representing the police department in public forums, and also takes responsibility for disciplinary action, the safety of officers, public confidence, and officer morale.

The department vision is one of **community policing**, which reinstated some services that had been dropped in the recent past. These include canine units, motorcycles, school resource officers, and neighborhood-oriented policing.



The police department is feeling short staffed and has identified the need for at least three additional officers. There is concern about minimum staffing levels on certain shifts, longer response times, and lack of emphasis on proactive and preventive activities.

Lack of funding has made the department highly grant-dependent and there are concerns about losing more highly trained officers to other municipalities. Many opportunities for technological improvements and advanced enforcement lack funding. Despite obstacles, the department feels good about the training it provides (over 90 hours per officer, significantly higher than the 16 hours mandated by the State), and the shift to becoming a consumer-friendly service provider in the community.

Goshen Fire Department

The Goshen Fire Department has three shifts each with 16 personnel on shift for a total of 49 working 24 hour shifts. Two persons work an eight hour day: the fire inspector and the fire chief. There is also an office assistant. Staff works three days on and four days off. Staff includes 27 paramedics with a few more in paramedic school.

The department includes three stations. Each station has a medic and an engine. Central Station also has a rescue truck, a medic unit, a scuba truck, a command vehicle, a 102-foot ladder and a scuba boat. In 2003, staff was reduced due to budget constraints.

The department offers fire and rescue service, medical service, a scuba rescue team, extrication equipment for any type of entrapments, a fire inspector, and an arson team.

The department responded to 4,000 calls in 2002, including 2,931 medical calls. On 1,292 calls, engine companies assisted the medic units.

The department is interested in developing two programs: working with elementary school students on fire safety, and raising funds to help low-income families purchase both smoke detectors and carbon monoxide detectors. There is also concern about language barriers, and a desire to advocate for safety precautions with non-English speaking families.

The primary challenges faced by the department are lack of manpower and funding. The growth of the City causes gaps in manpower and compromises the department's ability to serve customers. The department considers itself short by nine staff persons. There may be need for another station.

Some Existing Community Services

Greencroft Retirement Communities

Greencroft Goshen, founded in 1962, is a nationally accredited not-for-profit corporation. The organization presently serves 1,200 residents on its continuing care retirement community campus in Goshen as well as other older adults in and beyond Elkhart County. Greencroft offers residents a continuum of housing services and nursing care. Community as well as resident households are offered adult day services at the Thelma A. Schrock Homestead. The Cottage provides 24-hour care for persons with memory impairment related to Alzheimer's Disease and other memory loss disorders. Also available through other agencies are rehabilitative therapies, home health, and hospice care.



Bike registration day at Greencroft. Greencroft is a significant community within Goshen and its residents contribute positively to all aspects of Goshen life. (Goshen News photo)



The Greencroft Senior Center hosts an average of 125 people per week-day, both Greencroft residents and people from the greater community, who participate in activities involving educational, health, social, cultural, and recreational activities and travel opportunities. The Senior Center is one of 10 sites in Elkhart County for the REAL Meals program, so older adults throughout the Goshen area can have a nutritious meal at low cost.

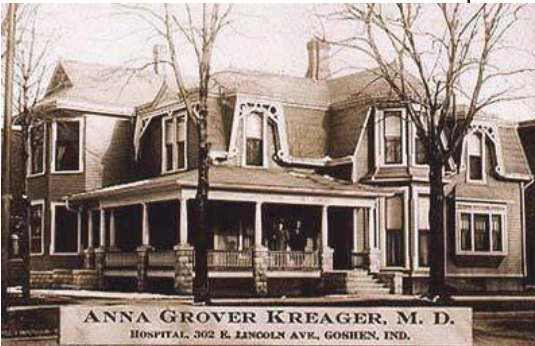
Greencroft offers four levels of living arrangements. These include:

- Court apartments (190 units.)
- Congregate apartments (480 units, 250 HUD subsidized.)
- Assisted living apartments (130 units, 17 HUD subsidized.)
- Healthcare and health services (240 beds.)

According to the 2000 Census, the Greencroft population represents 30 percent of the senior population of the city of Goshen, age 65 years and older.

Identified gaps in senior services include:

- Case management for helping people to age in place and find needed services.
- In-home care.
- Alzheimer's/dementia educational programs.
- Ethical care giving issues.
- Need for more low income housing for older adults.
- Lack of physical fitness facilities geared to older adults.



Goshen Community Schools offers English as a New Language services at all schools.

The number of students in each of these programs was, in 2003:

- Chamberlain Elementary 147
- Chandler Elementary 165
- Model Elementary 226
- Parkside Elementary 75
- Waterford Elementary 85
- West Goshen Elementary 174
- Goshen Middle School 333
- Goshen High School 319

Literacy Programs

Three interrelated agencies provide literacy services in Goshen. The federally funded Adult Education Program provides Adult Basic Education services and English as a Second Language services. In 2001, 335 students were enrolled in ABE classes and 178 students were enrolled in ESL programs. (English as a New Language, ENL, refers to the same program.)

Adult Education Program funds also contributed to Goshen's EvenStart program (a parent/student life skills program at Chamberlain School), the Work Release education program, and GED training. Some AEP funds also support the Goshen Adult Literacy Program.

GALP, located at the Goshen Public Library, offers reading, writing, math, computers and other basic life skills as needed; three levels of Spanish classes; three levels of "Spanish for Kids," four English as a New Language classes; one-on-one instruction for reading, math, computers, and English literacy; and small groups in those same areas. Additional funding for the program comes from grants and fundraising activities.

In 2001, GALP served 175 students in Spanish classes, 31 children in its Spanish for Kids program, 133 ENL students, and 56 pairs in language tutoring.



Goshen General Hospital, of Goshen Health System, is being continually upgraded and renovated as Goshen's population grows. This is the Center for Cancer Care. Photo courtesy Ancon Construction.

Health Care

- **Goshen General Hospital**, established in 1912, became incorporated as Goshen Health Systems in 1997, joined the Clarian Health Partner system in 2000. Served by 180 physicians and offers 24-hour emergency service, the Circle of Caring Birthplace, Centers for Rehabilitation, Care at Home, Hospice, Community Health Promotion, cancer care, cardiology, urology, pediatrics, and pain management. In 2000, the cancer center was completed on the Goshen General Hospital campus.

- **Oaklawn**, established in Goshen in 1987, offers a staff of over 100 for a wide range of mental health care resources. The facility includes a partial hospital, and offers day-treatment, inpatient, outpatient, and residential programs. Services include psychiatric and addictions treatment for adults, adolescents, and children.

- The mission of the **Maple City Health Care Center** is to provide and promote affordable and quality health care, and to make sure that care is accessible to all members of the north, east and central Goshen neighborhoods. The center provides integrated primary care to families, pregnancy care coordination and functions as a family practice. The target group for the center is families living in northeast Goshen. Most staff speak Spanish.

Education

- The **Goshen Community Schools** system includes six elementary schools, a middle school (grades 6-8) and a high school.

- Total enrollment for the 2002-2003 school year is slightly over 5579.
- The percentage of minority enrollment has increased from the 1991-1992 school year at 6.6% to over 30% in the 2002-2003 school year.
- Total enrollment is projected to stay consistent over the next 4-5 years.
- The graduation rate for 2000-2001 is 92% (90% is state average.)
- College attendance rate is 64% (68% state average.)
- The percentage of students eligible for free lunches in 2001-2002 was 31.7% (23.9% is state average.)
- Average teacher salaries are slightly above state averages at \$44,400. (Average teacher age is 42 years.)
- Total expenditure per pupil is \$8100, slightly above the state average of \$7900.

Improving Health with Land Use Planning

Scientists at the U.S. Centers for Disease Control and Prevention (CDC) have watched rates of obesity and chronic diseases skyrocket in the last 20 years. Today, nearly one in four Americans is obese, or more than 30 pounds over their ideal weight.

At the same time, 75 percent of the U.S. adult population is sedentary – meaning they don't achieve the U.S. Surgeon General's recommended 30 minutes of moderate activity most days. Other findings:

- *Just 30 years ago, nearly two-thirds of all children walked or biked to school. Today, the figure is less than 10 percent, according to the CDC.*
- *Adults are walking an average of eight miles less per day than 30 years ago.*
- *On average, U.S. households make 12 auto trips a day. One-fourth of all trips are less than one mile, yet three-fourths of these trips are made by car. Car dependence is damaging our health.*
- *Poor diet and lack of exercise is now second only to cigarette smoking as the leading cause of death in the U.S.*

Public health leaders are beginning to promote **Active Community Environments** – places where people can easily and safely walk or bicycle for most routine trips.

*Local Government Commission
 Center for Livable Communities
 2002*

- **Bethany Christian Schools** is a private school for grades 6-12. The high school was founded in 1954, and was expanded to include a middle school in 1996. BCS is owned and operated by the Indiana Michigan Mennonite Conference. The average enrollment is 215 students.

- **St. John the Evangelist Catholic School** is a private school for pre-school through grade 5. Enrollment in the 2003-04 year was 157 students. It also offers after-school care. It is an extension of St. John the Evangelist Catholic Parish.

- **Goshen College** began in 1894 as a private school, the Elkhart Institute of Science, Industry and the Arts. The founder was Dr. Henry A. Mumaw, a physician and member of the Prairie Street Mennonite Church. In 1903 the college moved from Elkhart to Goshen. The college is owned and operated by the Mennonite Church since soon after its inception. About two-thirds of the students are from Mennonite or Mennonite-related backgrounds, but more than 25 other denominations are also represented in the student body.

Goshen College is known for leadership in international education through its study- abroad program (SST), service-learning, and peace and justice advocacy.

Goshen Public Library

Originally established as a Carnegie Library in 1903, the Goshen Public Library built its present facility in 1968. The building was renovated in 1994 and now houses 140,000 items and has 21,690 cardholders.

The main level of the Library provides Adult and Young Adult Services, Reference Services, and the Indiana Collection. Located on the lower level of the Library are Children's Services, Audiovisual Services, Technical Services, and meeting rooms. The Goshen Adult Literacy Program, an independent non-profit agency, is also located on this level.

The Library is supported by taxes from the City of Goshen and Elkhart Township and is administered by the executive director and governed by a seven-member board appointed by local authorities.

A long range planning process has just been initiated at GPL. Its focus includes services to children; exploring ways to connect people to books; helping parents impart a love of literacy to their children, and evaluating facility needs. Along with expanding multi-cultural language materials, the library will look at other ways to serve the community's cultural needs.



Youth and Child Care Services

There are presently 132 licensed day care facilities in Elkhart County able to service a maximum of 2,556 youth. In the year 2000, there were 5,239 youth under the age of 5 years requiring child care. By 2010, 5,785 youth under the age of five are projected to require child care. **Quality childcare** is often cited as a continuing and critical need in Goshen.

Before and after school care may be available at some schools, through **Campfire of Goshen**, and the **Boys and Girls Club of Goshen**. Campfire and Boys and Girls Club also offer summer programs for school-age children of working parents.

The Post club for youth serves as a safe place for young people to gather in autonomy from adults and uniformity with their peers.

FOLKS AT THE FRONTLINES helping shape community.

Dale Wentorf: Director, Center for Healing and Hope

Dale: The Center for Healing and Hope, which has been in existence for three years, used to be called the Good Samaritan Center for Health and Wholeness. We're sponsored by the Goshen area churches. We're basically set up to help persons who are having difficulty accessing health care. We have a clinic operating out of The Window, open two days a week. We also working with Goshen Health Care System to set up a network so that we can refer persons on to a primary care physician and they will charge them based on a sliding fee scale, much like what Maple City Health Care does.

Four years ago St. John's Catholic Church started a clinic in an old house. Two years ago St. John's asked Goshen area churches to take it over. So the churches negotiated with The Window for space that we can use two days a week for the clinic. After two years, they hired me as the first time full-time employee.

I've lived in the Goshen community for 20-25 years. The last 11 years I've worked for Mennonite Mutual Aid in the insurance area. When I moved into this position I find myself working with persons who couldn't afford to buy the insurance. So I deal with the same issues, the health care providers and so forth, but I deal with them from the point of view of people unable to access it. Elkhart County, according to the 2000 Census, has a population of about 185,000; over 25,000 do not have insurance. There's another layer of people who are under-insured: they may have insurance but it's a \$2,000 deductible which doesn't help. Eighty percent of those who are uninsured work full-time, breaking a stereotype that they are lazy, and if they'd just get a job they'd be taken care of. But what's happens in our community by virtue of having some very successful businesses, they offer a lot of entry level positions. Our community, generally, does not respond to great demands on health care, by lower-income people filling those positions.

So we have 11 physicians who volunteer at the clinic, we have 3 nurse practitioners, 21 nurses, 9 translators, because the majority of the persons we're serving are Hispanic and the majority are recent immigrants. And at least the adults have difficulty speaking English. I was surprised to hear that 23% of the families involved in the Goshen school system do not speak English. And 25% of the population in Goshen now is Hispanic. Most long-term residents don't see this... when we walk down the street our new immigrant residents are not a visible part of our community.



Dale Wentorf

The thing that surprised me the most when I got into the job was realizing that the majority of the uninsured are recent immigrants who come from another country who do not understand how things work in our culture. Health care is an example. Most of our recent immigrants are from Mexico, familiar with a health care system in a clinic setting, without a primary care physician. They come to our clinic and say “Oh, this is just like at home.” Well, we do not want to be a primary care giver, but to link them to primary care. So one of our roles orientation in how health care is best delivered here. Our biggest issue is language. Several doctors offices have worked hard at that but it is not easy to find staff who are bilingual. When a person comes from another country, does not speak English, and is not used to a primary care physician, they will only go to the clinic.

We have translators, the majority of our people our bilingual, they’re going to feel comfortable with it. So we’re working with Goshen Health System—physicians, hospital and pharmacies— to find ways of attracting more bilingual people. Quite honestly, we’re hoping that immigrants themselves can help us by being part of the solution. In other words to get them into the doctors’ offices, working at the hospital, and so on.

We have the capacity to serve 60 people a week and we’re averaging over 70. We’re a little concerned that our volunteers will get burned out because we’re really pushing them. So this need is a very real part of our community.

[Question] *What are things that we can do as community members to enhance the health of our residents?*

We’re doing a lot of those things very well. Things that are going well are a park system that encourages them to be active. Not just the parks but the activities of the parks. Our school system is probably one of the best resources we have. I hope that we don’t continue to cut their budget because that is a good way of doing a lot of integration and encouraging health and activity. We have a tremendous health care system. The hospitals, the physicians and their expertise, the resources of Goshen’s hospitals. We’re blessed to have the Maple City Health Care clinic. If we didn’t we’d have a crisis because they’re serving several thousand people. And we do some referral to them.

I applaud our bike paths, our emphasis on community, and church. Part of the issue is finding a way to get the whole community involved in all activities.

What more can the Goshen community do to support this effort?

We’re struggling with financial support. And we’re early into it but I think the government, the churches, the community in general need to invest up front to make this thing happen. And if we can address the language issue there’s also the cultural issue. Someone needs to slow down long enough so they can walk with people, so they can understand all the layers of cultural difference that exist. We have a very good social service system but it’s not easy to access if people don’t know what door to knock on. We’re going to be hiring a social worker whose role is to know all the community resources, so we can connect them to LaCasa, Salvation Army, whatever is most appropriate. Finding the right fit gives them a sense of stability. A lot of health goes back to self-image. If they feel good about their job, feel good about their church... things that are important, a house... then they hold their head a little bit higher, they’re willing to be an equal part of the community and, before you know it, they’re an asset instead of a liability.

So we see ourselves as an organization that collaborates with as many other organizations as we can, rather than starting programs. We’re not going to become a large agency. We want to be an enabler, a facilitator and move some things along. The key to us is the churches. That is where we get our volunteers.



What do you want city leaders to hear?

My sense is that our community leaders are aware of how serious the situation is but... how do you get hold of it? An important task would be to help the community look at it together, instead of having pieces of the community trying to respond. Well, what would happen if the City would bring together business leaders, church leaders, the health care system leaders, and ask: "How are we going to provide care for persons who do not have insurance?" To be part of the solution you have to be at the table, together. Our community leaders are good listeners, and would respond if we said, "Hey, let's be realistic about our demographics here. What are we going to do about it? It affects all of our quality of life." And maybe there are some ways of helping employers to provide insurance.

I don't know what solutions our community leaders can bring to the table. But we have to get more people talking about how the Center and others can address the issue. It builds on our strength as a close knit community that's also ethnically diverse; the Center has worked hard to keep those bonds tight. The Hispanic community must be an important part of the discussion around the table. Because the Hispanic community has a disproportionate number of persons who are uninsured and really put in a corner. They have jobs, they came here for jobs but they can't put all the pieces together.

Tim Thorne - Director, Goshen Interfaith Hospitality Network

Tim: Goshen Interfaith Hospitality Network is a flexible, cooperative ministry that provides and encourages safe, stable and hospitable housing for indigent and low income persons.

Like all of the networks, GIHN's primary program is to provide shelter to homeless families. In Goshen we use a shelter model unique to Interfaith Hospitality: from 7:00 AM to 5:00 PM we provide access to our daycenter at 105 S. 3rd Street, and then we offer transportation to one of 14 local host/partner churches for a ministry of nurturance. At the host church, families are given a warm and welcoming home environment where meals are served, lodging is provided, and friendships can be developed.

GIHN came into being with the assistance of the National Interfaith Hospitality Network. Today, like all local networks, it exists as a freestanding ministry dependent on the financial gifts of individuals, churches and businesses for its operational funds. Since receiving our first guests into shelter care in October 1995, we have been a vital part of the services for the homeless in Goshen and Elkhart County. Each year we provide shelter for 50 to 60 homeless families. Some 55% of our homeless guest families are from Goshen and another 35% come from Elkhart. Overall, Elkhart County residents make up 90-95% of our guests in any given year.

We believe that the range and depth of the problems experienced by homeless families are such that spiritual healing is a necessary part of the recovery process. While there are many necessary community and government programs to help prop people up, it is only through Christ's love that these families can be braced up. Goshen Interfaith Hospitality Network is not an institution so much as a ministry of networking and cooperation that brings together individuals in need of receiving with individuals in need of giving.

Besides the many volunteers providing physical support, GIHN also seeks volunteers who can provide technical support, prayers partners, and financial supporters. If you are not already involved in some way with the GIHN ministry we would encourage your church to consider the possibility of becoming a host congregation. Or call us directly to explore ways you could offer your support as an individual.

A profile of homelessness in the United States

- *On any given night, an estimated 700,000 people are homeless.*
- *Over the course of a year, 3-4 million people experience homelessness.*
- *Families are the fastest growing segment of the homeless population, representing about 40 % of all homeless people.*
- *One out of every four homeless persons is a child.*
- *According to a report of the mayors of 25 major cities, requests for emergency shelter by families increased 17% in 1999 and by the same amount in 2000. Over a third of families requests for shelter went unmet.*
- *According to the most recent US Census Bureau report, there are about 32 million poor people in this country. One out of every five children lives in poverty.*
- *An individual earning the minimum wage would have to work 89 hours per week in order to afford an average two bedroom apartment.*
- *The gap between the amount of affordable housing units available and the number of people who need them is over 4 million units.*

Mostly my job is administrative, keeping the program running with volunteers and financially with grants and fundraising. I do a fair amount of case management of our guests, providing some counseling to set goals and meet them. We provide emergency shelter for homeless families. We do provide some food support, transportation support, financial support. We have a wee bit of money but we also have connections with churches who have money for emergency rent. We offer day support for families that are living in housing but need a place to come use the phone, do the laundry, use the showers. There are folks at The Lincoln, for instance, who come over to access our services.

The shelter program is specifically for families. Couples with children or who are pregnant. We define families essentially the way that the people coming in define families. For example we take single males with children, single women with children, we take living together couples with kids... we're pretty broad in our definition.

We've been in operation for seven years. The first several years I would have described us as a residential welcoming wagon, you know. People were moving here, they were highly motivated to improve their situations, jobs were here for the asking. People came and they left. In the last three years we've had only one family show up from out of the area that has come seeking to improve their situation - I may be wrong, it may be as many as three but I only recall one. In the last 12 months most of the folks that we've seen have been technically homeless for a long long time, homeless in the sense that they are adults who have not been paying rent. They've been living with family or friends. Some of these folks have been 3 or 4 years since they rented a place. Some of them have been 2,3,4 years since they've had employment. You know, programmatically, I don't know what you do with folks like that. We talk about transitional housing and yet that concept has its good and its bad aspects. What concerns me most is that it becomes another transition for these folks and in particular for children. Working with the schools in the past few years and have learned that children who move twice within the elementary school years drop a letter grade. So if you're talking about a C student who becomes a D student. So I'm concerned. Transitional housing is not lending itself to stability

How does homelessness cost the City?

In terms of services. For example, school system services to do the paperwork to transfer kids from school to school. And, it costs money for landlords to go to the courts to get people evicted. Landlords absorb a certain amount of money that never get paid to them. The church community subsidizes a lot of people and that money might come in different ways. My salary is attributed directly to this plight. Certainly the community loses out in tax revenue. Material costs in shoplifting and vandalism. Police time and energy.

And hospitals. Most of our folks...their primary medical provider is the emergency room. We do have a relationship with Maple City Health Clinic but that's a daytime clinic. Kids tend to get sick at night so they go to the emergency room and of course those facilities can never collect. In the end we all pay extra on behalf of those who don't pay bills. They don't pay their water bills, their electrical bills. Think about how much time the community spends simply going out to turn the water off and on for these folks. These little expenses just keep coming and coming and coming. It's not because they're bad people, it's because they are caught in a cycle of poverty made worse by the transience of their lives. And each of these little things doesn't seem like much of a cost but they add up.

What can City leaders do to help your work?

Tim: I think the community/City needs to come to grips with the fact that we have a problem, and that they have to take some role in that problem, in part by holding service agencies accountable. Now we're not in a position to hold them accountable if we're not giving them any money. People that are holding us accountable, whether it is GIHN or LaCasa or Goshen Housing Authority, are

folks on the state level and federal level. Here it is Goshen's problem and Goshen doesn't have a lot of money to give to this problem. Instead, this problem costs them a lot of money in various ways. I think the main thing the leadership needs to do is to make some investment so that they can hold people accountable. Right now there's no sense that the City has any investment.

On the other hand, we have 600-700 volunteers. I get a huge amount of community support. I couldn't add to that. But I think that we need to be creative. We have the ability and the expertise to be creative. And we certainly have a community mentality here in Goshen; we have a real asset in that.

Cindy Joldersma: on Art

Cindy: I am a founding member of the Clay Artists' Guild in Goshen where I work with 25 other artists in clay. We further education in art, share ideas and critically examine work, promote the arts for growth in the community, teach adult pottery classes, share common tools we wouldn't have space for at home, have twice-yearly sales, and maintain a booth up at the Goshen Farmers Market. I am also a member of the Washington Street Gallery (a cooperative gallery) which is an outgrowth of the community art guilds and originally the Artists' Roundtable. As a profession, I teach art at Goshen High School.

Why is art important for the community of Goshen?

Art is important because it strengthens our humanity as nothing else does. Artists are the vanguard of original thinking, and leads to new ways to problem solve. Art, and artists, are not static. That's why we should address the fact that there is not enough art in Goshen, not enough "visual" cultural development. In music, I think Goshen is ahead, but the visual arts are just starting to come up through the ground and be noticed

Art is about cherishing the natural world and the beauty in it. Architecturally we have it here in our courthouse, old buildings, barns, the Bag Factory, and the beautiful historic homes. These things should be honored and respected. There is huge value in the remnants of the past. Art is also about power, speaking in ways sometimes more powerful than words. The emotion of a painting, sculpture or song can touch you like no other experience. Art is also a gift; those blessed with ability in art may not have it in other areas.

What art issues need to be addressed in Goshen?

SUPPORT!!! We are trying to address the issues by teaching art to our youth, having guilds, putting up shows in the Electric Brew, the Washington Street Gallery, and other establishments. It is support of these things that we need. The growth of downtown Goshen in art is central to our cause, a location easily accessed and open for our residents. I believe the artistic sensitivity of our adult population needs to be stimulated by classes and other well planned events. Two fine arts teachers so far have been cut from our schools and this scares me terribly. Our representatives on the state level need to know this is not acceptable and our local schools need to keep the art/music educators as part of a core curriculum. Teaching the arts will touch more, and is more important, than buildings, grounds, facilities, any extras in our schools including the extracurricular. To place one subject of more importance to another is its own form of ignorance.

We want leadership, especially, to support our events and to realize the loss of the arts will kill community. Can you imagine if the market, guilds, and art classes would disappear from our lives? Encourage the artistic life of Goshen more than you are. Visit the displays, the museums and galleries. Go to openings, concerts, etc. Stay aware of all happenings. Do what ever you can to keep the integrity of the art community whole.



Cindy Joldersma

" THE "
ELECTRIC
BREW

Goshen's Original Coffeehouse

Phil Good-Elliot: on Music

I'm relatively new to Goshen, though my wife's family has deep roots here. I'm the President of the Board of Directors for Goshen Old-Time Dancing (GO Dancing!). GO Dancing! is a 501(c)3 non-profit organization whose purpose is to promote traditional American folk-music and dance. We hold once monthly "community dances" from Sept. through May in the Goshen College Student Union Gym. We also sponsor twice monthly "old-time fiddle tune jams" on second and fourth Saturdays at the Mill Race Farmer's Market where you may see me playing mandolin or "clogging" to the music.

In addition to GO Dancing!, I'm on the concert committee for the new WGCS Folk Music Concerts. I'm working with Paul Steury and others to find ways of using the theater space in the old Creative Enterprise Building. I'm working on independently producing a concert, and I play mandolin during services at Faith Mennonite Church.

I was classically trained on the violincello for several years as a young person. I later found that dancing was a strength of mine and pursued dance and movement as my favorite pastime. It was through dance that I found "contradance" at the age of 17. Contradance is a traditional American "community" dance form closely related to square dancing, except it almost always features a "live" band. Over the years I have danced, called, choreographed, taught swing dance workshops, and served as a board member for dance communities in St. Louis, MO, Ann Arbor, MI, and Midland, MI.

After high school, I pursued a BFA in technical theater and worked professionally as a theater technician and stage manager in my hometown of St. Louis, MO. I was also lucky enough to work on the St. Louis riverfront and worked with a variety of folk and classic jazz/ragtime bands in addition to my theater experiences. I later went on to receive a Masters of Social Work degree from the University of Michigan, Ann Arbor, and have worked as a therapist since January of 1991. Before moving to Goshen, my family lived in Midland, MI for several years. While there, I helped produce folk-music concerts for the Folk Music Society of Midland, and helped establish a series of folk-music jams. These days I use my personal and professional experiences to promote this combination of traditional music and dance as a way of building community.

Music has a wonderful way of bringing people together from many different walks of life. People with very different life experiences find common interest in the joy of listening, playing, or dancing to music. In addition to dancing, music is often present in the forefront of spiritual and social settings: church services, weddings, funerals, graduations, etc. Music is ever present in our daily lives through background music while we shop or dine, TV theme songs and commercials, radio programming and commercials, movie soundtracks, CDs we play around the house or in our cars.

I can give a brief summary of local musical assets and influences I'm aware of in the Goshen community.

First and foremost, we must acknowledge the Mennonite tradition of four-part harmony hymn singing. This tradition has trained generations in the ways of music appreciation. Goshen College, a Mennonite school, has been a stronghold of classical and sacred music for generations. The addition of the beautiful new music building will be a great asset to the Goshen community for generations to come. Additionally, Goshen College Radio, 91.1 FM, WGCS, does a wonderful job providing a combination of classical music programming during most weekdays and folk-music almost every night of the week. This is a treasure of a radio station maintaining a strong, independent status in a world of mega-media corporations and McPop music. WGCS, with its strong Mennonite connection, has served as a beacon of musical identity in this community. And there's a folk-music concert series with performances held in Umble Center.



Goshen College's jazz band is one of the most talented in the midwest and a popular concert attraction.



Though I'm less familiar with its story, I'm also aware of the history of big band jazz at the Spohn and other downtown ballrooms in our grandparents' days. I am sure there are many stories about this somewhat forgotten gem and the joyous music and dancing that went on during the 1930s and 40s when 'swing' was king.

And while we're waxing historic, let's not forget that Indiana is a stronghold of bluegrass music. Bill Monroe started his professional career in southern Indiana and played for a Gary radio station during the early 1930s. The Northern Indiana Bluegrass Music Association holds two huge bluegrass festivals each year in Kendallville. Bluegrass music can be heard on WGCS at some point during the evening most nights of the week.

The Electric Brew coffeehouse produces a wonderful series of folk-music shows throughout the year. In addition to local band such as *Double Barrell Darrell and Hoad's Tornado*, many independent artists from around the country have performed there.

LVD's has moved from Middlebury to the third floor of the Bag Factory. LVD's has been known as a polebarn concert hall out in the middle of Amish farm country. Elva Miller and a group of volunteers brought in performers such as Ralph Stanley (several years ago) and Carrie Newcomer. LVD's has a national reputation among many performers as a folk and bluegrass venue with warmth, charm, and a very appreciative audience. National Public Radio recently featured LVD's in a radio article <<http://www.npr.org/ramfiles/atc/20030130.atc.09.ram>>.

The growing prominence of Hispanic culture exposes the city (us!) to new and wonderful forms of music and dance.

And there seems to always be a few additional coffee or other establishments in the city that have a schedule of live music of various kinds.

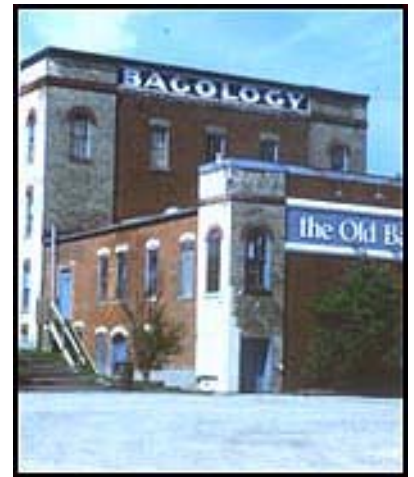
There is so much, but I'd say that there is very little public awareness of just how much Goshen has to offer musically. There are no well known forums for local musicians of all genres to find support. Many people travel out of town to South Bend, Kalamazoo, and Chicago for their entertainment, not knowing what Goshen has to offer. I've worked with many young people before they leave the region to live in "big cities" where they can "meet people". It's my belief that more could be done to retain young people if more opportunities existed to have fun in socially acceptable and culturally relevant ways.

One major concern I have is the lack of any coordinated scheduling of music events in Goshen. There is no easy public access to concert information. Conflicts between venues could easily grow without a system of communication and/or collaboration - especially between some of the bigger players.

We need to pursue every avenue to enhance Goshen's musical strengths. Having more publicly supported music and dance related events (featuring LIVE music) may help Goshen to build itself into a much more desirable community. As president of GO Dancing!, I've been thrilled to see high school students from Bethany starting to attend our dances regularly. I know the senior class has hired our callers and bands for an event there. Here are young people getting to socialize safely while getting exposed to traditional music and dance. This reinforces for me the importance of family friendly music-related events where people feel safe to gather.

Publicly funded summer concerts at the courthouse square could bring people downtown to dine, shop, and socialize. Volume could be kept to reasonable levels. Public music does not mean LOUD music (for example, the music at the 4-H Fair can be heard for miles around, a nuisance for the public).

If allowed, street corner musicians and entertainers can be a delightful addition to the pedestrian experience. Registration of such performers would allow for regulation and monitoring for the public's safety.



LVD's Concert Hall
provides a unique and intimate performance setting on the upper floor of the Goshen Bag Factory

Update: goshen.org has been redesigned to be user friendly, with a calendar of community events available for posting and perusing. Ideally it will have all the cultural, fundraising, and other public events the city has to offer. The site also directs residents and visitors to its member retailers, businesses and service providers.

While we're dreaming, if the Spohn ballroom could be safely renovated, it could serve as a downtown hotspot to attract the public all year 'round. This might help to revitalize the entire Main Street corridor. Liquor need not be present to have a successful venue.

For a long time we've talked about locally sponsored calendars where all music related events and venues are listed on the Internet. I would love to see this done independently or through the Chamber of Commerce. I believe the Chamber website is underutilized and is not user friendly. It could do much more to promote easy access to information about local entertainment and public event opportunities. As a friend of mine who visited from out of town mentioned, "You can't find anything about what's happening in the city of Goshen on the Internet".

I encourage leaders in the civic and business communities to support music and dance related activities in Goshen, especially downtown. I have seen the

successful effects of downtown "Renaissance" efforts in St. Louis, MO, Ferndale, MI, and Royal Oak, MI. All have a strong emphasis on unique, locally owned retail stores, restaurants, and performance venues. This is one way of counteracting the decentralizing effects of mega-stores like Wal-Mart, Lowes, Meijer's, etc. Local money would be provided to local artists in support of local retailers in the city center.

To help such efforts, I'd encourage maintenance of the downtown sidewalks/pedestrian spaces the addition of adequate hooded light fixtures that provide pleasing white light at pedestrian level instead of the ugly orange of industrial strength street lights.

With a downtown beautification effort and a revitalized shopping and entertainment district, I could see a PR ad campaign with a groups of people of diverse background saying to each other "Let's go to Goshen! I know we can find something fun (and safe) to do there!" (This is where the concept of the name "GO Dancing!" originated).

A police foot or bike patrol presence in the evening would help to lend a sense of safety, especially on Lincoln Avenue and other "cruising" centers.

The Maple City Orchestra and The Main Street Big Band
are playing

An April Fool's Millennium Ball at The Spohn



Sat.
April
1st

Sponsored by The Face of the City

Tickets \$30 (or reserved table of 8 = \$200) available downtown at Snyder's Men's Wear, Woldruff's Footwear, Shutter Hugs, Rieth Rohrer Ehret Funeral Home, Lake City Bank, and First State Bank of Middlebury.

COMMUNITY SERVICES and FACILITIES

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 (C1, 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" was indicated when the strategy would continue over time once initiated.

P. 2 Implementation Strategy <i>(Full text is at beginning of 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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C-1 Maintain excellent library facilities offering global experiences

1. Continue long-range assessment of library needs	0	Library	City, library, community groups	Mayor	Expanded	No	Yes	Short, ongoing
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C-2 Provide and expand park and recreation activities accessible to all

1. Provide recreational opportunities for teens.	\$	Parks	City, Boys & Girls Club, community orgs, neighborhood	Parks	Expanded	No	No	Short
2. Translate materials and programs.	\$	Parks	Parks, community groups	Parks	Expanded	No	No	Short
3. Work with neighborhoods to determine park facilities	0	Parks	Parks, neighborhoods	Parks, planning	New	No	No	Short
4. Amend ordinances to include green and open space requirements.	0	Planning	Planning, parks, developers, Council.	Parks, planning	New	Yes	No	Short
5. Provide adequate/diverse parking	\$	Engineering	Engineering, planning	Engineering	New	Maybe	no	Short

C-3 Promote a variety of unique art and cultural opportunities

1. Develop an arts and culture council	\$	Mayor	City, community organizations, artisans	Mayor	New	No	yes	Short
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C-4 Expand opportunities for lifelong learning

1. Anticipate needs and train workers of all ages, occupations, levels	0	Chamber	City, Chamber, business community, groups and agencies	Mayor	Expanded	No	Yes	Long, ongoing
2. Promote a community-wide "student mentality."	\$	Mayor	Community groups, City, grants	Mayor	New	No	No	Short, ongoing
3. Utilize trades and guilds	\$	Trades and guilds	Community groups, City, grants	Mayor	Expanded	No	Yes	Short, ongoing

P. 5 Implementation Strategy <i>(Full text is at beginning of 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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C-8 Pursue innovative ways to promote community hospitality (to be decided by task force)

1. Establish information center (with welcome center?)								
2. Support language services								
3. Promote quality of life								
4. Support cross cultural education/experiences;								
Block parties								
Neighborhood associations								
Volunteerism								
Acceptance of differences								
Grassroots decision making								
Community partnerships								

C-9 Provide high levels of public safety (to be decided by task force)

1. Fix gaps in health care								
2. Assess public health needs								
3. Promote wellness through land use policies								