

# Economic Development ■ ■ ■ ■ ■



Photo by: Danny Graber

## VISION

While maintaining a strong and vibrant manufacturing sector, Goshen will also work in collaborative public-private partnerships to diversify the local economy and add knowledge-based, high technology and entrepreneurial businesses. A strong local small business base will be maintained and expanded. Goshen residents will have access to quality jobs with competitive wages and the local workforce will have ongoing opportunities to develop their talents and expand their skills.

## GOALS & OBJECTIVES

### E-1: Work to diversify the local economy

The Elkhart-Goshen metropolitan area is known nationally as a manufacturing hub. While the manufacturing sector contributes immensely to the local economy, greater diversity in the local economy is needed to ensure that the economic wellbeing of the community is not reliant on a single industry. Economic diversity ensures sustainability and less volatility in the future.

1. Work with the Goshen Chamber of Commerce, Elkhart County Economic Development Corporation (EDC) and other partners to recruit and support businesses that enhance and expand the community’s economic, social and environmental goals
2. Work with educational institutions to train for necessary skills to support growth in targeted industries
3. Leverage ongoing efforts to position downtown Goshen as a center for innovation and entrepreneurship
4. Develop and implement coordinated marketing to promote the community’s assets and opportunities
5. Encourage and support greater diversification in the local manufacturing base
6. Target incentives that support the diversification of the local economy
7. Support affordable, high-speed internet availability
8. Support regional efforts to market the Michiana region nationally

### E-2: Support the development and recruitment of a skilled and competitive workforce

A highly-skilled workforce is the foundation for economic development. Goshen will work to ensure that the local workforce can meet the needs of existing and new businesses. As the US continues to shift toward a



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knowledge-based economy, firms often choose to locate where there is a skilled and talented workforce. Goshen will be positioned as a choice community to attract the growing number of workers who have the ability to choose where they live and work.

1. Work to align local training programs with skills that are in demand in existing and emerging industries
2. Encourage employer-based training options
3. Support Goshen Community Schools' initiative to prepare students with the knowledge, skills and abilities to be college or career-ready at graduation
4. Support the goals and initiatives of the Elkhart County Horizon Educational Alliance
5. Support the goals and initiatives of higher education institutions that serve the community
6. Provide a range of housing options for employees in all business sectors (urban, traditional neighborhood and suburban, varying price points and styles)
7. Market the community's quality of life assets to recruit a skilled and talented workforce
8. Develop a strategy to retain and attract local students who receive postsecondary education and Goshen College graduates

### **E-3: Support the development of small, locally-owned businesses**

Numerous studies have documented the significant economic impact that small, locally-owned businesses have on local economies. Because of their community relationships, local businesses often spend more of their money locally, having a multiplier effect on income, wealth and jobs. In addition, owners of local businesses tend to be more engaged in the community and civic affairs. Goshen will retain and grow small, locally-owned businesses and encourage residents to shop locally.

1. Work with the Chamber and other groups to support and provide services, training and other resources for entrepreneurs and small businesses, including Hispanic, Latino and other minority-owned businesses
2. Develop a strategy to market resources available to small businesses and entrepreneurs
3. Expand small business funding options
4. Position Downtown Goshen as a hub for small business and entrepreneurship
5. Support and promote the development of small business and entrepreneurship networks
6. Identify local sourcing of materials, supplies and services
7. Encourage residents to support locally owned businesses

## **E-4: Provide essential infrastructure to facilitate economic growth**

Infrastructure continues to play an integral role in growing existing and attracting new businesses. Infrastructure elements critical to economic development include a highly connected and efficient transportation network, access to utilities and technology services.

1. Assess and address telecommunications infrastructure needs
2. Support marketing-speed internet availability
3. Provide an efficient and highly connected transportation network to move people and products
4. Improve connections to/from major employment areas
5. Work with Elkhart County to improve connections from County Road 17
6. Identify areas that are conducive for industrial development
7. Develop infrastructure master plans for areas targeted for future industrial growth
8. Develop and maintain a capital improvement plan for infrastructure needs

## **E-5: Encourage vibrant, accessible employment districts**

Goshen's industrial, commercial, retail, office and other employment centers will be vibrant, attractive and accessible. The City will encourage the inclusion of aesthetic elements and other amenities in these districts, including but not limited to alternative transportation access, green spaces, landscaping and signage.

1. Develop opportunities for alternative transportation access to employment areas—public transportation, bicycle racks and trails, sidewalks, buggy traffic
2. Promote mixed-use development in select districts
3. Promote the inclusion of green space in commercial and industrial development
4. Use Zoning Ordinance regulations to integrate landscaping in employment districts
5. Encourage and integrate signage and wayfinding

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## **E-6: Encourage business practices that have positive social impacts on the community**

Goshen's tagline, "Common Good. Uncommonly Great," captures the culture of the community. Goshen is a city where citizens and leaders come together to focus on the greater good of the community. The City will encourage businesses to embrace "Common Good, Uncommonly Great" to ensure that their business practices have positive impacts on the community.

1. Facilitate creative opportunities for business and industry to be active in the community
2. Expand opportunities for contributions to community projects
3. Encourage local businesses to be engaged and involved with community issues
4. Ensure that business growth in all industries is compatible with existing neighborhoods, community character and the natural environment
5. Encourage business and industry to obtain resident input during the planning and development stages

## **E-7: Promote sustainable practices in business and industry**

Businesses with green practices have a positive impact on both the environment and the community. Green business practices go beyond regulations to demonstrate a strong commitment to a healthy and sustainable future. The City will encourage businesses to adopt and implement practices that minimize negative environmental impacts.

1. Encourage responsible use of natural resources
2. Identify and remedy sources of industrial waste and pollution
3. Encourage the use of renewable energy resources
4. Support local efforts to reduce waste in manufacturing and other sectors
5. Emphasize the economic benefits of environmental integrity
6. Promote Chamber and other organizations that encourage sustainable business practices

## **E-8: Promote travel and tourism in Goshen**

There is always something going on in Goshen. The community offers a historic downtown, new and established commercial districts, nationally recognized restaurants, creative local arts, innovative entertainment, Goshen College and a highly developed network of parks and trails, benefiting residents and visitors alike. Travel and tourism presents a major economic opportunity for the community to leverage existing architectural, cultural and entertainment assets.

1. Participate in the Elkhart County Convention and Visitors' Bureau and the Goshen Chamber's efforts to market Goshen to visitors
2. Protect, develop and promote the architectural, cultural and entertainment amenities in downtown Goshen
3. Continue to develop quality of life amenities that add value for both residents and visitors