

I. Introduction

Why this plan?

HyettPalma's Goshen Downtown Action Agenda (2005)

In 2005, the City of Goshen retained HyettPalma to develop the Goshen Downtown Action Agenda. The plan included a review of existing conditions, a market analysis which identified retail, office and housing opportunities, a course of action, an implementation schedule and retail report. The plan development process also included two surveys—a resident survey and business survey. Topics addressed in the survey included the frequency, purpose, patterns and experience of downtown shoppers, as well as suggested downtown improvements. HyettPalma's Downtown Action Agenda has been a valuable resource for the downtown in defining a vision and guide for the development of Downtown Goshen over the last decade.

Plan Update

In the spring of 2014, Downtown Goshen Inc. board members recognized the need for continued planning efforts for the downtown. In collaboration with City of Goshen Planning staff, DGI embarked on a multi-year planning process to update the Goshen Downtown Action Agenda, completed by HyettPalma in 2005. In updating the Downtown Action Agenda, DGI's goals were to refine the vision, as well as develop new goals and objectives for the downtown to reflect the changes over the last decade.

The DGI Board served as the steering committee for the plan update. Planning staff members attended monthly DGI board meetings for input on the planning process and development of the plan content. One of the first exercises for the plan update was a SWOT analysis (strengths, weaknesses, opportunities and threats) of the downtown with the full DGI Board. The overall SWOT was broken down into four categories—physical improvements and development opportunities; traffic and circulation; arts, entertainment and entrepreneurship; and organizational structure, funding and community influence. In addition to the monthly board meetings, a number of topic-driven focus groups were held to explore specific topics in greater depth. Many of the topics of the focus groups were identified during the SWOT analysis with the DGI board.

Focus groups were held on the façade review program, upper story redevelopment, small business and entrepreneurship, as well as the arts community. The focus groups helped refine the direct for specific downtown initiatives and refine goals and objectives in specific topic areas.

The Downtown Goshen Action Plan is both an inspiring vision and detailed blueprint for the downtown. Contained in this plan are recommended policies, projects and programs for downtown. Recommendations are organized into four planning themes, including:

1. Creating a vibrant and attractive city center
2. Arts, culture and entertainment

3. Hub for entrepreneurship and commerce
4. Accessible and connected

In addition to the recommended policies, projects and programs in the planning themes, an action plan for implementation is included. Included in the appendices are maps, accomplishments from the HyettPalma plan and notes from planning sessions, stakeholder interviews and focus groups.

Downtown Goshen Today

One of Goshen’s greatest assets is its downtown. Few towns the size of Goshen have downtowns featuring the same amenities—cultural arts, historic architecture, offices, restaurants, retail and entertainment. In the online public survey for the update of the Comprehensive Plan (Uncommonly Great Goshen 2025), 66.3 percent of 540 responders said “vibrant downtown” when asked what they like best about living/working in Goshen.

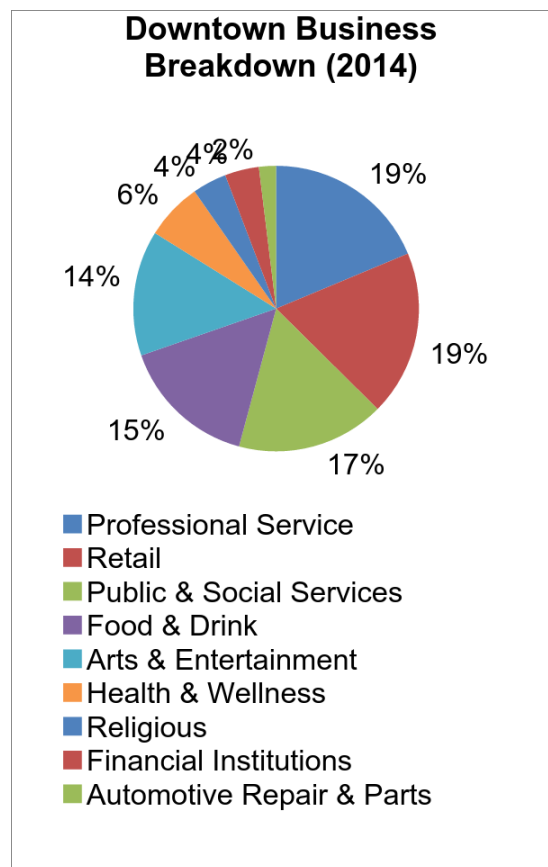
Downtown Boundaries

In the 2005 Downtown Action Agenda, the downtown boundaries were defined as Pike Street to the north, Monroe Street and the Millrace to the south, the alley between 5th and 6th Street to the east and the Millrace to the west. These boundaries were reviewed and affirmed by the Steering Committee for this plan update. Included in Appendix B s a map of the downtown borders for the purpose of this plan update.

Economy

The downtown functions as one of the employment centers and economic hubs of the community. A review of data for approximately 155 downtown businesses in the fall of 2014 found a range of uses, including professional services, retail, public and social services, food and drink, arts and entertainment, health and wellness, religious, financial institutions, and automobile repair and parts. A percentage breakdown of the uses included in this review is shown in the “Downtown Business Breakdown (2014)” chart.

Downtown is a first choice location for many of Goshen’s entrepreneurs, start-ups and small businesses. While downtown Goshen has a strong retail and restaurant base, many technology, design and creative firms call downtown Goshen home, including Digital Hill Multimedia, Blue Star, RedPost, R3 Design, Kendall Studio, Lightbox, Eyedart Creative Studio, Haiku, Blue Star Pro, David George & Associates, Digital Hill, Janis Motorcycles and Springer Design, to name a few. LaunchPad, located at the Goshen Chamber of Commerce, offers a co-working space for freelancers,



entrepreneurs, start-up and small businesses. In November 2014, *Startup Weekend Maker Michiana* was held at the Goshen Chamber. This event brings developers, coders, designers and engineers together to bring a startup idea to life. Additionally, several micro-manufacturers have shown interest in locating in downtown Goshen. Janus Motorcycles, a small-scale specialty motorcycle manufacturer, operates from a building located on S 5th Street in downtown Goshen. Downtown Goshen continues to progress as a hub for entrepreneurship and commerce in the Michiana area.

The Redevelopment of the Millrace

In 2005, the Goshen Chamber of Commerce and the City of Goshen contracted with Building Better Communities at Ball State University to develop a plan for the redevelopment of the Goshen Millrace Canal. This project included site plans and a series of charrettes showing options for future development on the Millrace, including designs for a variety of residential options, recreational and commercial uses. Several recommendations in this project have been or are in the process of being implemented.

In April 2015, LaCasa completed the renovation of The Hawks, a former furniture factory along the historic Millrace Canal that is now home to 35 one and two-bedroom loft apartments in a live/work community designed for artists and entrepreneurs. To the south of The Hawks, Matthews, LLC from South Bend, Indiana plans to construct townhomes and flats, while a local developer is working on Goshen's first residential co-housing development.

In the spring 2015, Goshen Brewing, which offers farm-to-table cuisine along with craft beers, officially opened in the former NIPSCO building. A historic home along the Millrace is being renovated into a space that will offer therapy and holistic health services. Other opportunities for redevelopment exist along the west side of the Millrace.

SWOT Overview

To kick-off the planning process, City Planning staff conducted a SWOT analysis with the DGI board. A SWOT analysis stands for strengths, weaknesses, opportunities and threats. According to the University of Kansas' Community Toolbox, a SWOT analysis helps participants develop a fuller awareness of existing conditions, which improves strategic planning and decision-making. Strengths and weaknesses are generally internal factors, while opportunities and threats are external factors. The following is a summary of the results. A full report can be found in Appendix C.

Strengths

Many of the strengths identified by the DGI board relate the physical appearance of the downtown, including the well-preserved buildings, historic architecture and unbroken street fabric. The recent development of the River Race area was also noted as a strength. The group felt that First Fridays and other downtown events were strengths, in addition to public anchors, such as the government buildings and farmer's market. Downtown's image, community pride for the downtown, marketing/advertising and collaboration among downtown stakeholders were also noted.

Weaknesses

Though the group generally felt that the physical appearance of the downtown was a strength, some felt that more could be done to enhance the appearance of neighborhoods adjacent to the downtown, particularly East Lincoln Crossroads. In terms of the businesses, retail hours and business recruitment were identified as weaknesses. In terms of downtown's organizational structure, financial resources, no downtown director and a lack of definition for roles and responsibilities for the downtown were also identified as weaknesses. Parking enforcement and poor connectivity to the Millrace were also noted.

Opportunities

The group identified a large number of opportunities for the downtown. Several sites and structures, including the jail site, Goshen Theater and upper story redevelopment were noted as opportunities. Future residential development in and around the downtown was also identified. In terms of traffic and circulation, the group felt that the relocation of US 33, future redesign of E Lincoln Avenue and improved connections to the Millrace were opportunities. In terms of events, the group felt that there were opportunities to promote downtown Goshen's arts community and offering events beyond First Fridays. The group also noted branding and promotion of downtown's surrounding neighborhoods as an opportunity.

Threats

The group felt that a major threat to the downtown is the US 33 relocation. A lack of affordable housing in and around the downtown was also noted as a threat. In regards to the greater community, the group felt that a decline in wages, lack of diversified economy and higher income residents moving out of the community were threats for greater Goshen and the downtown.

Zoning Overview

The predominant zoning for the downtown area is Commercial B-2 (Central Business District). Per the Goshen Zoning Ordinance, "The B-2 Commercial District is designed for the City Center, which is usually comprised of retail, service, cultural, residential and government uses. The City Center is the focal point of the community and comprises a relatively small, geographically-centered, and wholly contiguous core area. Typically, the City Center services the entire community by providing a diversity of complementary and compatible land uses." A zoning map for the downtown is included in Appendix D.

Within the Commercial B-2 district are the Downtown District and the Historic Preservation overlay districts. An overlay creates a special zoning district, placed over an existing base zone that identifies special provisions in addition to those in the underlying base zone. The boundaries of each overlay district can be found in Appendix E and Appendix F.

Downtown District (Overlay District)

The intent of the Downtown District is to enhance and maintain the traditional Main Street corridor by preserving the integrity of existing development, promoting compatible development, preserving and promoting higher density land use, maintaining the architectural style of the

area, promoting retail development, and developing a pedestrian friendly environment, so that the Downtown District is an attractive and desirable place to live, work and do business. This overlay includes regulations related to use, height, building placement, coverage, streetscape, architectural, parking and other requirements.

Historic Commercial District (Overlay District)

The regulations included within the Historic Commercial District overlay pertains to the erection, alteration, relocation, maintenance, removal and design of signs.

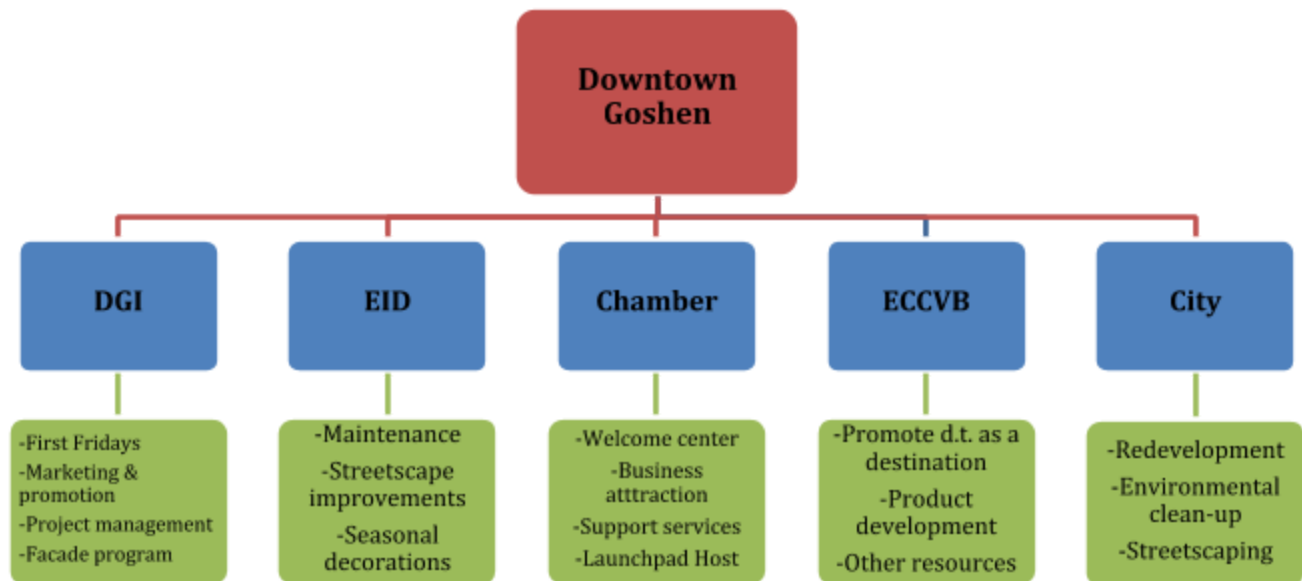
Zoning to the east of the Central Business District is predominately Residential R-1 (single-family), while land use is a mix of single-family, two-family and multi-family uses, with some institutional and commercial uses throughout the neighborhood. In 2003, a large section of the neighborhood was down-zoned from Residential R-3 to Residential R-1. The intent of the Goshen Zoning Ordinance is to bring the existing two-family and multi-family dwelling units in Residential R-1 zones in conformance with the Zoning Ordinance.

Zoning and land use north of the downtown is a mix of residential, commercial and industrial zones and uses. Zoning to the south of the Central Business District is Residential R-3 and Residential R-1. The Elkhart River lies directly west of the Central Business District. Zoning west of the Elkhart River is predominantly Agricultural A-1 and features recreational uses.

Two planned unit development (PUD) overlays were recently added to the Millrace area as part of the new residential development. The northern section where the proposed townhomes will be located is zoned Commercial B-2 PUD, while the southern section is zoned Residential R-2 PUD. Each PUD overlays includes developmental requirements specific to that development.

Downtown Goshen: Current Organizational Structure

Downtown Goshen benefits from many organizations and individuals that volunteer time and resources to ensuring its success. Some of the organizations involved in downtown Goshen include Downtown Goshen Inc. (DGI), the Economic Improvement District (EID), the Chamber of Commerce, Elkhart County Convention and Visitors Bureau, and the City of Goshen, among others.



Downtown Goshen Inc.

Downtown Goshen Inc. is 501(c)3 nonprofit organization. It is governed by a Board of Directors, including an Executive Committee. The full Board of Directors meets on a bi-monthly basis, with Executive Committee sessions on the off months. It is supported through an annual combination of membership fees from downtown merchants, sponsorships and event fees. The City of Goshen contributes annual funding to support DGI operations and programs.

Economic Improvement District

The Economic Improvement District was established in 1997 by City Ordinance 3760 and is governed by a five member board. Annual assessments are made on all buildings within the district. Funds from the assessment are used for maintenance of downtown streets and sidewalks, seasonal decorations and other streetscaping improvements within the district.

Chamber of Commerce

The Chamber of Commerce serves as the visitor center for both the downtown and greater community. The Chamber also assists with business attraction and retention in the downtown and has an online inventory of available spaces. The Chamber is the host for LaunchPad, a co-working space for freelancers, entrepreneurs, start-up and small businesses in downtown Goshen, as well as for the Indiana Small Business Development Center and SCORE business counseling services.

Elkhart County Convention and Visitors Bureau (ECCVB)

The ECCVB, a private, nonprofit corporation, is the official tourism, advertising/marketing and public/community relations organization for the Elkhart County hospitality industry. The ECCVB promotes downtown Goshen as a visitor destination and provides resources for special projects in Elkhart County communities.

City of Goshen

The City of Goshen contributes staff time, funding and other resources to the downtown. The City supports DGI operations and programs. Various City departments also contribute staff time and funding for projects. The Engineering, Community Development, Street and other departments contribute time and resources to new development and redevelopment efforts and other projects in the downtown.

II. Recommendations & Action Plan

Planning Theme 1.0: Creating a vibrant and attractive city center

Goal 1.1: Encourage uses that position downtown Goshen as the economic and cultural hub of the community

Downtown Goshen is the economic hub of the community, with retail, offices, restaurants, entertainment, such as First Fridays, civic and cultural uses. For a community with approximately 32,000 residents, downtown Goshen features a diverse mix of uses, which attracts residents and visitors alike. As noted in the 2005 HyettPalma Downtown Action Agenda, “To ensure long-term economic results and success, Goshen’s Downtown enhancement effort must be market-driven. This can only be achieved via an enhancement effort that is based on a sound, realistic understanding of Downtown’s economic potentials in terms of **retail, office and housing.**”

Retail

It is widely recognized that downtown Goshen’s retail establishments are an integral aspect of downtown Goshen’s economy and vitality. Downtown Goshen currently has a number of specialty retail stores, including antique, home décor and art galleries, a variety of apparel stores, a hardware store, bookstore and more. A strong retail base is critical in attracting residents and visitors alike to the downtown. Prime retail spaces in the downtown generally include Main Street south of Pike and north of Madison, Lincoln Avenue east of Main Street and west of 5th Street and Washington Street east of 3rd Street and west of 5th Street. Though there are retail establishments outside of these boundaries, the areas are considered prime retail spaces.

Though downtown Goshen is relatively small and compact, more coordination is needed among existing businesses, particularly downtown retailers and restaurants. Currently, downtown businesses are open inconsistent days of the week and hours. Some are open only during the day, while others have evening hours. Additionally, there are no standard weekend hours. While hours of operation are decided by individual business owners, increased collaboration could help downtown retailers and restaurants to have more consistent hours.

- **Action 1.1.1:** Actively recruit retail spaces uses for available street level spaces
- **Action 1.1.2:** Encourage downtown businesses to be open consistent hours
- **Action 1.1.3:** Encourage downtown businesses to be open during evening hours
- **Action 1.1.4:** Encourage downtown businesses to be open on Sundays

Office

Office space in downtown Goshen provides the city and downtown with a strong economic base that generates activity and employment in other sectors of the downtown economy. A wide variety of business activities are conducted in downtown office space, including financial institutions, technology/software, business and professional services, among others. While offices are a

key component to the downtown economy, downtown Goshen should maintain a healthy mix of retail and office, with a preference for office space on upper stories and locations that are not prime retail space.

- **Action 1.1.5:** Encourage the development of office space in non-prime retail spaces

Housing

Demand for housing in the downtown continues to grow. In April 2015, LaCasa completed the renovation of The Hawks, a former furniture factory along the historic Millrace Canal that is now home to 35 one and two-bedroom loft apartments in a live/work community designed for artists and entrepreneurs. Though The Hawks was developed using affording housing funding, there is also a need for more market rate housing in the downtown. Additional residential developments currently underway include a series of townhomes and a co-housing development. Additionally, the upper story spaces of buildings in downtown Goshen, many of which are vacant and underutilized, represent another opportunity for residential development.

In order to become a 24/7 destination, downtown Goshen should pursue additional opportunities for residential development, increasing the density in downtown. While there is a need for additional housing units in downtown Goshen, residential spaces are encouraged in upper story spaces on Main Street and other more commercial spaces, with first floor spaces reserved for retail and other commercial uses.

- **Action 1.1.6:** Support the development of new housing in downtown Goshen
- **Action 1.1.7:** Encourage the conversion of upper story spaces to residential units in the downtown
- **Action 1.1.8:** Encourage new residential development (new and infill development, rehabilitation) that is higher density
- **Action 1.1.9:** Continue to enforce the Zoning Ordinance regulations that limit residential units to upper story spaces, in combination with commercial uses on the first floor in the Downtown District

In addition to retail, office and housing, other uses and recommendations for these uses are as follows:

Overnight Lodging

Hotel

In September 2014, the ECCVB engaged Hunden Strategic Partners (HSP) to conduct a market and feasibility study for the development of a hotel in downtown Goshen. In the market study, HSP noted that, downtown Goshen has come very far, with a number of shops and restaurants; however, the downtown hotel market is nonexistent. While there are six hotels within the corporate limits of Goshen, these range from economy to midrange, with few or little high-end options currently available. In the market study, HSP recommended a 45 to 50-room hotel with approximately 450 to 1,000 square feet of functional space, a small kitchen space to support catering and a full-service restaurant to accommodate the needs of guests and groups. Because of downtown's assets, including restaurants, retail, entertainment venues and more, it is a prime location for the development of a hotel.

- **Action 1.1.10:** Support the development of a boutique hotel in downtown Goshen (MT-LT)

Bed and Breakfasts

Other opportunities exist to provide specialty, small-scale overnight lodging through bed and breakfasts. New owners are currently in the process of developing a bed and breakfast on 5th Street.

- **Action 1.1.11:** Encourage the development of bed and breakfasts in the near downtown area

Churches

Goshen's churches provide many benefits to the downtown and larger community, by bringing residents to the downtown through services and other events, enhancing safety and contributing to the aesthetic appeal of downtown Goshen. While churches are encouraged in buildings designed as churches, they are discouraged in storefronts, intended for retail or other commercial uses, in the central business district.

- **Action 1.1.12:** Encourage churches in buildings designed as churches, not in storefronts intended for retail or other commercial uses

Social Service Organizations

While downtown is desirable for social service organizations, due to its central location and ease of accessibility, social service organizations are encouraged to locate in spaces not designated as prime retail areas, in order to preserve a dense retail area. Examples of prime retail areas are Main Street, Washington Street and Lincoln Avenue.

- **Action 1.1.13:** Encourage social service organizations to locate in spaces not within a designated prime retail area

Goal 1.2: Restore the Goshen Theater to serve as the community's gathering place for arts, cultural and civic events

The Goshen Theater is one of the most significant pieces of downtown Goshen's revitalization. For over eighty years, the Goshen Theater has been the showpiece of downtown Goshen's entertainment and shopping district. Restoration of this key facility will help secure Goshen's economic stability for over two hundred small businesses in our community. A renovated theater will also help position Downtown Goshen as a regional hub for arts and entertainment. Goshen Theater, Inc., a non-profit organization, purchased the theater with a loan from the Redevelopment Commission.

- **Action 1.2.1:** Advocate for funding and other resources for the Theater's restoration
- **Action 1.2.2:** Partner with Goshen Theater Inc. to implement GTI's funding strategy
- **Action 1.2.3:** Help raise awareness about the project through community outreach and other events

Goal 1.3: Support the redevelopment of upper story spaces

While most downtown storefronts are occupied, many upper stories remain vacant and underutilized. This is not a problem unique to Goshen; many communities across Indiana and the United States struggle with vacant upper stories. Underutilization in upper stories is often attributed to costs associated with a change of use and meeting applicable building codes. DGI and the City of Goshen will work collaboratively with developers, downtown property owners, business owners and other stakeholders to facilitate the redevelopment of upper stories in downtown buildings.

- **Action 1.3.1:** Partner with Indiana Landmarks to conduct a survey of upper story spaces in downtown buildings and feasibility study for upper story redevelopment in downtown Goshen to better understand obstacles and opportunities associated with upper story redevelopment
- **Action 1.3.2:** Explore public-private partnerships to facilitate redevelopment
 - Research the feasibility of offering matching grants for fire suppression systems to improve safety
 - Explore the feasibility of packaging several contiguous properties into a single development project to reduce redevelopment costs
- **Action 1.3.3:** Research packaged tax credit projects completed by other communities

Goal 1.4: Support the redevelopment of underutilized sites and structures

Much of Goshen's downtown is already developed; however, opportunities exist for the redevelopment of underutilized sites and structures. A number of sites, including the former Elkhart County Jail and former Goshen Street Department site, offer unique redevelopment opportunities. New development in and around the downtown should be consistent with developmental patterns of the downtown area, with buildings constructed at the property line or with minimal setbacks and parking at the rear of buildings.

- **Former Elkhart County Jail** (≈2.285 acres)

The former Elkhart County Jail, located on N 3rd Street across the street from the Elkhart County Courthouse, is seen as both an obstacle and opportunity for downtown redevelopment. The jail is largely vacant, with little use or activity in the existing building. Additionally, it is unlikely

that that the building could be repurposed for another use. While there are no immediate plans for the redevelopment of the former jail site, it is a major redevelopment opportunity.

- **Former Street Department** (≈6.7 acres)

The former Street Department site is located on the west side of the Millrace Canal. The Millrace Canal Revitalization Plan (2005) suggested that this property should be public use (i.e. recreation).

- **Lincoln Avenue Vacant Parcel** (≈1.525 acres)

This vacant parcel is located on W Lincoln Avenue, west of the Elkhart County offices and east of the Elkhart River. This property is located entirely in the floodplain, presenting some development challenges. The City of Goshen owns property along the Elkhart River to the west of this property for a future trail.

- **Northeast Corner of Jefferson & 3rd Street** (≈0.487 acres)

While this property is developed, it is underutilized. It is adjacent to a public parking lot, located near The Hawks and in a high visibility area.

- **Other Opportunities**

In addition to the above sites, DGI, in partnership with the City, developers and other downtown stakeholders, should continue to identify potentials sites for new and redevelopment.

Goal 1.5: Use the façade grant program to encourage the maintenance and restoration of Goshen’s historic facades

DGI, in partnership with the City of Goshen, operates a Façade Enhancement Grant Program. The façade program promotes the maintenance and rehabilitation of central business district properties by matching grants to business and building owners. Applications are submitted online and reviewed by a committee with representatives from the City, downtown business and building owners, and the Goshen Historical Society. Buildings which lie between Pike Street on the north, Madison Street on the south, on the west side of 5th Street and the east side of 3rd Street are eligible for the program.

- **Action 1.5.1:** Identify key buildings to target by updating the City Elements Downtown Goshen 2010 report, assess the costs and explore fundraising opportunities
- **Action 1.5.2:** Explore other avenues to market the façade program (letters, flyers, downtown email list serves, new business welcome kit, regular events/workshops)
- **Action 1.5.3:** Consider revisions to the guidelines that encourage larger-scale projects
- **Action 1.5.4:** Explore opportunities to provide applicants with technical assistance on an as needed basis (i.e. design services, build models ,design vision)
- **Action 1.5.5:** Highlight renovated facades through media avenues
- **Action 1.5.6:** Highlight renovated facades using an identifiable marker (sign or sticker)
- **Action 1.5.7:** Activate rear entrances with lighting and improvements to encourage parking it city lots

Goal 1.6: Restore, protect and promote downtown Goshen’s historic assets

One of downtown Goshen’s greatest assets is beautiful architecture and other historical assets. The historic architecture in downtown Goshen is not only a source of pride for the community, but also a draw for visitors seeking an authentic experience. The “Goshen Historic District,” which is bounded by Pike, the railroad line, Cottage, Plymouth, Main, Purl, the Canal, and 2nd Street, is listed on the National Register of Historic Places and features Italianate and Queen Anne architectural styles. Downtown Goshen should work to restore, protect and promote historical assets both on and off the National Register.

- **Action 1.6.1:** Encourage downtown property owners to utilize resources available through Indiana Landmarks’ for the rehabilitation and restoration of downtown buildings, including grants, workshops, technical assistance and more
- **Action 1.6.2:** Partner with the Goshen Historical Society, Indiana Landmarks and other downtown stakeholders to assist downtown property owners in applying for grants for the rehabilitation and restoration of downtown properties
- **Action 1.6.3:** Partner with the Goshen City Planning Department to review the Historic Commercial District (Overlay District) regulations to evaluate whether changes are needed to enhance preservation efforts in the downtown
- **Action 1.6.4:** Partner with the Convention and Visitors Bureau and the Goshen Historical Society to promote downtown Goshen as a destination for heritage tourism, potentially :
 - Self-guided audio, walking and driving tours of the downtown and surrounding area
 - Organized group tours (schools, churches, government classes, special associations)
 - Special attractions (courthouse tour, hydraulic canal buildings tour, etc.)

Goal 1.7: Use placemaking strategies to enhance downtown Goshen’s unique sense of place

As defined by the Project for Public Spaces (PPS), placemaking is “a multi-faceted approach to the planning, design, and management public spaces.” A growing international movement, placemaking capitalizes “on a local community’s assets, inspiration and potential, ultimately creating good public space that promotes people’s health, happiness and well-being.”

- **Action 1.7.1:** Partner with ECCVB to develop a visual activation campaign for the downtown
- **Action 1.7.2:** Partner with EID, the City and other downtown stakeholders to continue streetscaping efforts in the downtown
- **Action 1.7.3:** Explore additional opportunities for the installation of public art in the downtown
- **Action 1.7.4:** Encourage the development of private and public outdoor seating in the downtown
- **Action 1.7.5:** Explore the feasibility of converting alleys to public spaces
- **Action 1.7.6:** Complete the vault removal program in downtown to improve safety

What is Placemaking?

Placemaking is a people-centered approach to the planning, design and management of public spaces. Put simply, it involves looking at, listening to, and asking questions of the people who live, work and play in a particular space, to discover needs and aspirations. This information is then used to create a common vision for that place. The vision can evolve quickly into an implementation strategy, beginning with small-scale, do-able improvements that can immediately bring benefits to public spaces and the people who use them.

Placemaking can be used to improve all of the spaces that comprise the gathering places within a community—its streets, sidewalks, parks, buildings, and other public spaces—so they invite greater interaction between people and foster healthier, more social, and economically viable communities.

Source: Placemaking Chicago
<http://www.placemakingchicago.com/about/>

Goal 1.8: Explore opportunities to offer and/or expand public restrooms in the downtown

As downtown Goshen continues to evolve as a visitors destination, the development of public restrooms in the downtown has become an important topic of discussion. According to the Downtown Idea Exchange, “A lack, or even perceived lack, of public restrooms downtown can lead to visitor dissatisfaction, as well as the more unsightly problem of public urination. Communities are finding that the expense of adding public restrooms is worthwhile because it keeps downtown cleaner, and provides visitors with a more comfortable experience, which in turn encourages them to remain downtown longer. Some cities are financing new construction, while others are finding innovative ways to meet the need while keeping expenses to a minimum.” Downtown Goshen should explore a variety of avenues to offer and/or expand public restrooms.

- **Action 1.8.1:** Explore the feasibility of developing a standalone public restroom facility
- **Action 1.8.2:** Explore the feasibility of integrating public restrooms into an existing building or business
- **Action 1.8.3:** Research the code requirements and other resources for businesses interested in retrofitting existing restrooms to meet the Americans with Disabilities Act (ADA) requirements
- **Action 1.8.4:** Evaluate an incentive program that would provide funding to private businesses for the maintenance and custodial work associated with the restrooms
- **Action 1.8.5:** Research grant funding available for public restrooms

Goal 1.9: Partner with the City of Goshen and other downtown stakeholders to periodically review and update existing zoning codes and other ordinances

As the downtown continues to evolve, periodic review of applicable zoning codes and other City ordinances for the downtown is necessary. DGI should partner with Goshen City Planning and other downtown stakeholder to review and update codes as trends change and new issues arise, on an as needed basis.

- **Action 1.9.1:** Review the district boundaries for the Downtown District, Historic District, Economic Improvement District (EID), Liquor License Redevelopment District, Downtown Goshen Inc. (DGI) and other downtown entities
- **Action 1.9.2:** Review Zoning Ordinance regulations that apply to the downtown
- **Action 1.9.3:** Explore the feasibility of implementing design guidelines for the downtown
- **Action 1.9.4:** Form a committee to explore the feasibility of implementing a form-based code for the downtown

What are Form-Based Codes?

A form-based code is a land development regulation that fosters predictable built results and a high-quality public realm by using physical form (rather than separation of uses) as the organizing principle for the code. A form-based code is a regulation, not a mere guideline, adopted into city, town, or county law. A form-based code offers a powerful alternative to conventional zoning regulation.

Source:

<http://formbasedcodes.org/definition>

Five Main Elements of Form-Based Codes

1. Regulating Plan

A plan or map of the regulated area designating the locations where different building form standards apply.



2. Public Standards

Specifies elements in the public realm: sidewalk, travel lanes, on-street parking, street trees and furniture, etc.



3. Building Standards

Regulations controlling the features, configurations, and functions of buildings that define and shape the public realm.



4. Administration

A clearly defined and streamlined application and project review process.



5. Definitions

A glossary to ensure the precise use of technical terms.



Source: <http://formbasedcodes.org/definition>

Planning Theme 2.0: Destination for arts and culture

Goal 2.1: Promote downtown Goshen a destination for the arts and culture

Downtown Goshen is recognized as a destination for arts and culture. Concentrated within the downtown is a nucleus of artist guilds, studio spaces, galleries and The Hawks, a newly developed live/work community for artists and entrepreneurs. DGI, in partnership with other stakeholders, will capitalize on the existing concentration of artists by promoting downtown Goshen as a destination for the arts and culture locally, regionally and beyond.

- **Action 2.1.1:** Develop a listing or map of galleries and arts destinations in and around downtown Goshen
- **Action 2.1.2:** Partner with the Elkhart County Convention and Visitors Bureau (ECCVB) and other stakeholders to promote downtown Goshen and the greater community as a destination for the arts, including:
 - Arts-oriented events such as studio tours
 - Individual artists
- **Action 2.1.3:** Develop a marketing campaign to promote the arts community of downtown Goshen and the greater community
 - Within the Michiana region
 - Targeted markets within driving distance (i.e. Chicago metropolitan area, Michigan and Ohio)
- **Action 2.1.4:** Continue to use the Good of Goshen campaign to highlight artists in downtown Goshen and the greater community
- **Action 2.1.5:** Highlight artist and arts-oriented events in other promotions (i.e. 10 Things to Do in Goshen, Goshen as a Weekend Destination)
- **Action 2.1.6:** Explore the feasibility of offering arts-oriented visitor packages, possibly including live events and private instruction, such as art classes (photography, painting, etc.) and live instruction (music, dance, etc.)

Goal 2.2: Enhance connections among existing artist networks in downtown Goshen and the greater community

Though downtown Goshen has evolved into a nucleus for arts and culture, some artists are more connected to downtown events and associations than others. Artist networks within the City of Goshen are both formal and informal. Some collaborate, while others work independently. Additionally, there are

The Photographers Guild (Goshen)

Founded in 1999 by a group of local residents, the Guild was established as a place for photographers to gather and share their common interest. Today we continue to focus on this mission and encourage the community to join us for an opportunity to learn and share, make new friends, enjoy an outing, or just have fun! We have students, retirees, professionals, business owners, hobbyists— these are just some of the people who make up the Guild's membership. It's a place for everyone with an interest in photography.

Source:

<https://photoguild1.wordpress.com/about-us/>

opportunities to collaborate with artists in schools, institutions and locations outside of the downtown.

- **Action 2.2.1:** Connect artists with planning processes, committees, and projects
- **Action 2.2.2:** Partner with key stakeholders to expand and promote existing art spaces, events and other programming, including :
 - Downtown studios and galleries
 - Guilds at the Goshen Farmer’s Market
 - The Hawks Tenants Association
 - The Old Bag Factory
- **Action 2.2.3:** Connect art students at Goshen High School, Goshen College and other institutions with arts events, programs and promotions in the downtown
- **Action 2.2.4:** Connect the arts community in downtown Goshen and the greater community with other regional events and initiatives
- **Action 2.2.5:** Explore the feasibility of establishing an “artist in residence” program

Goal 2.3: Encourage the development of artists spaces in downtown Goshen

Downtown Goshen is recognized as a destination for arts and culture, with a concentration of artist guilds, studio spaces, galleries and housing; however, there are opportunities to develop additional spaces for art and artists that would further progress and enhance the downtown’s position as an arts destination.

- **Action 2.3.1:** Encourage the development of shared studio space for artists in upper story spaces in the downtown (i.e. LightBox)
- **Action 2.3.2:** Explore the feasibility of an artist co-op in the downtown (i.e. Artists’ Own in Lafayette, Indiana or Chartreuse Co-op Art Gallery in downtown St. Joseph, Michigan)
- **Action 2.3.3:** Encourage the development of professional spaces for dance, theater and private instruction in and around the downtown
- **Action 2.3.4:** Encourage artists to partner with downtown merchants and other businesses to showcase and promote their art
- **Action 2.3.5:** Encourage and support the public art installation in the downtown (i.e. art alley)

Chartreuse Artist Co-op

Located in downtown St. Joseph, Michigan, Chartreuse is a co-operative art gallery, jointly owned and operated by all its members. Members contribute their time and talent to all aspects of running the gallery. This includes staffing the gallery, designing and building the display space, running the business, public relations, organizing open houses and guest artist exhibitions.

Artists residing within 50 miles of St Joseph, Michigan, are welcome to apply for membership. Applications are reviewed when received, but applicants will only be accepted for membership when there is an opening for their medium of work.

New artists pay a one-time initiation fee plus the first month's rent. All members pay a monthly rental fee as well as a percentage of the sale of their artwork. Members are required to gallery-sit an average of 12 hours per month, usually a total of three 4-hour shifts. Members are also required to participate in the running of the business.

Source:

<http://www.chartreuseartgallery.com/about.html>

Goal 2.4: Develop new and expand existing arts oriented events in the downtown, including studio/visual arts and the performing arts

Downtown Goshen currently offers many arts-oriented events, including studio tours, an art tour during November First Friday, Arts on the Millrace as well as events hosted by private organizations and businesses. A survey conducted for the update found that approximately 80 percent of respondents would like to see more arts and culture events in downtown. Opportunities exist to develop new and expand existing events in the downtown, particularly multi-cultural art and artists.

- **Action 2.4.1:** Continue to host arts-oriented events and tours, including :
 - November First Friday Arts Tour
 - Studio Tours
 - Arts on the Millrace
- **Action 2.4.2:** Partner with Goshen High School, Goshen College, Art House, Ignition Music, Goshen Theater and other institutions to develop new and expand existing arts programming and events in the downtown
- **Action 2.4.3:** Host a one or two- day art, music and/or film festival in downtown Goshen
- **Action 2.4.4:** Develop and offer additional performing arts events at the Goshen Theater, including music, dance, etc.
- **Action 2.4.5:** Explore the feasibility of hosting an art competition in downtown Goshen (see ArtPrize sidebar)
- **Action 2.4.6:** Identify and evaluate new locations for arts-oriented events in the downtown (i.e. The Powerhouse, The Hawks, Goshen Brewing)
- **Action 2.4.7:** Leverage performing art events at downtown venues (Ignition Music, Goshen Art House, Goshen Theater) to highlight and promote visual/studio art and artists

ArtPrize

ArtPrize® is a radically open, independently organized international art competition and a 501(c)(3) non-profit organization. What Makes ArtPrize Unique?

- **Open Call for Artists and Venues:** Anyone over the age of 18 can be an artist and any space within the ArtPrize district can be a venue. Anyone can participate.
- **Independently Organized:** The entire ArtPrize exhibition is independently organized by venues and artists who connect through artprize.org.
- **Public Vote and Juried Awards:** Two \$200,000 grand prizes and eight category awards, more than \$500,000 is awarded. Half decided by public vote, and half decided by a jury of art experts.

Source: <http://www.artprize.org/about>

Planning Theme 3.0: Entrepreneurship and commerce

Goal 3.1: Enhance business attraction efforts in the downtown

Downtown Goshen is a first-choice location for many retailers, restaurants, service providers, as well as creative and technology firms. Though downtown Goshen has a relatively low first floor vacancy rate and has seen several new startups within the last 10 years, more can be done to enhance business attraction efforts in the downtown by partnering with the Chamber of Commerce and other downtown stakeholders. DGI and other downtown stakeholders should capitalize on Goshen's relationship to place and inclusive culture to support existing businesses and support new businesses.

- **Action 3.1.1:** Work with the Goshen Chamber of Commerce to develop and maintain a list of available spaces in downtown Goshen
- **Action 3.1.2:** Link the Goshen Chamber of Commerce's "Available Real Estate in Goshen Area" to DGI's website
- **Action 3.1.3:** Promote the Chamber's inventory of vacant spaces through the Chamber's and DGI's email mailing lists
- **Action 3.1.4:** Develop relationships with realtors to keep listings of available property current
- **Action 3.1.5:** Partner with the Chamber of Commerce to develop a list of types of targeted businesses that would be a good fit for downtown Goshen
- **Action 3.1.6:** Develop a welcome kit for new businesses with incentives
- **Action 3.1.7:** Designate a DGI board liaison to partner with the Goshen Chamber of Commerce to reach out to recruit targeted businesses to the downtown
- **Action 3.1.8:** Develop a meet a downtown business owner program

Co-Working Spaces

A number of co-working spaces have emerged in downtown Goshen in recent years. Some of these include:

LaunchPad, located on the second floor of the Goshen Chamber of Commerce, is a co-working space for freelancers and entrepreneurs, start-up businesses and small businesses. There are no assigned seats – just a place to work for a few hours, overnight or a full workweek.

The facility hosts a large co-working room with 12 seated desks, four standing desks, large-screen projection unit, high-speed internet, three conference rooms with video-conferencing capability, a gallery of original artwork and some cozy couches for work chats or the much-needed power nap.

LightBox is a new shared studio workspace located above Gateway Cellar Winery in downtown and home of local designers, photographers and artists. Not only is the space itself conducive to creativity, the downtown location gives the artists a chance to get to know fellow entrepreneurs and interact with people in the heart of downtown Goshen.

Lastly, at the **Bricolage**, people who would otherwise work at home can rent office space and work in the company of others. The space includes a work area, a kitchenette, restrooms, a meeting room and a creative room.

Sources: LaunchPad, Elkhart Truth, R3 Design, Good of Goshen

Goal 3.2: Position downtown Goshen as a hub for entrepreneurs, start-ups, creative and tech-related firms

Goshen has emerged from the recession as a preferred location for business, with a high level of economic activity and one of the fastest growing GDPs in the State of Indiana. Downtown Goshen serves an important role in the growth of new businesses, with many knowledge workers choosing to work in the Downtown area (R3 Design, Kendall Studio, Lightbox, Eyedart, RedPost, Blue Star Pro, David George & Associates, Digital Hill, Janis Motorcycles and Springer Design).

- **Action 3.2.1:** Develop downtown Goshen's brand as an innovation district
- **Action 3.2.2:** Develop a marketing plan targeted at creative workers and firms with specific markets (e.g. late 20's millennials living in Chicago who want to start their own business)
- **Action 3.2.3:** Explore the feasibility of offering incentives for creative companies to locate in downtown Goshen
- **Action 3.2.4:** Explore the feasibility of developing a revolving loan fund for business start-ups who locate in downtown Goshen
- **Action 3.2.5:** Market the shared working space available through the Goshen Chamber's LaunchPad to entrepreneurs, startups and other small businesses

Goal 3.3: Expand networking, programming and other events for the business community

Programming and networking provides the business community the opportunity to connect and collaborate. Events such as these are crucial in strengthening Goshen's entrepreneurial ecosystem.

- **Action 3.3.1:** Continue to develop and expand programming and networking for entrepreneurs and the business community through the Chamber of Commerce, Elevate Ventures, the Small Business Development Center and the Elkhart County Economic Development Corporation (ECEDC)
- **Action 3.3.2:** Explore opportunities for additional partnerships with the Small Business Development Center and their host, Indiana University South Bend (IUSB)
- **Action 3.3.3:** Expand the hours of the Small Business Development Center at the Goshen Chamber
- **Action 3.3.4:** Explore opportunities to offer events and programming for young professionals
- **Action 3.3.5:** Explore opportunities to offer events and programming for female entrepreneurs and business owners
- **Action 3.3.6:** Connect with programs and events held throughout the Michiana region
- **Action 3.3.7:** Plan a regional summit in Downtown Goshen targeted to Creative Class entrepreneurs
- **Action 3.3.8:** Host a business plan competition in downtown Goshen
- **Action 3.3.9:** Continue to encourage participation in Michiana Startup Weekend
- **Action 3.3.10:** Continue to utilize LaunchPad as a space for networking and other events
- **Action 3.3.11:** Identify opportunities for new businesses locating downtown to meet existing/established businesses
- **Action 3.3.12:** Identify entrepreneur(s) to lead regular startup-focused networking events

Goal 3.4: Develop a comprehensive and affordable fiber network in the downtown

As downtown Goshen continues to progress as a hub for creative and technology firms, the development of a comprehensive, fast and affordable fiber network is essential. Currently, options for fiber are limited and expensive. The development of a fiber network for downtown Goshen was also identified Goshen's Comprehensive Plan, "Uncommonly Great Goshen 2025," as well as in the Regional Cities of Northern Indiana Plan.

- **Action 3.4.1:** Partner with the City of Goshen and other stakeholders to install dark fiber lines in the downtown
- **Action 3.4.2:** Secure a provider to market and manage the fiber network
- **Action 3.4.3:** Explore the feasibility of a fiber co-op that would allow small businesses and startups to share the cost fiber among several users

Goal 3.5: Strengthen downtown's relationship with Goshen College

Goshen College is an asset to both the downtown and greater community. Though Goshen College students frequent many downtown businesses, there are opportunities to better integrate students in downtown through volunteer, internship and job opportunities.

- **Action 3.5.1:** Explore partnership(s) with Goshen College for internships
- **Action 3.5.2:** Integrate housing, internships and employment opportunities into the Good of Goshen campaign
- **Action 3.5.3:** Encourage the Goshen College Business Department to host competitions and other events in downtown Goshen

Innovation Districts

The creation of innovation districts is a recent trend in urban planning that has emerged as a new model to stimulate economic growth in cities across the globe. Since the 1950s, entrepreneurial clustering has been led by the spatial geographic model of Silicon Valley – suburban corridors with sprawling research centers and campuses. However, in the early 2000s mayors in European and American cities began dedicating zones in cities exclusively for the purpose of clustering entrepreneurs, startups, business accelerators and incubators. These spaces are easily accessible via public transportation, wired for public Wi-Fi, support mixed-use development, and nurture collaboration / knowledge-sharing.

The first official innovation districts were in Barcelona, Spain with 22@ and in Boston, Massachusetts with the Seaport Innovation District. Following these two initiatives, mayors across the globe have replicated variations of this model in their own cities. Today, there are over 80 official innovation districts worldwide.

Innovation Districts have proven to be effective solutions for cities to modernize their economies and pivot from traditional industrial-based production to technology-driven services. A wave of academic research is also emerging analyzing innovation districts' positive effects on job creation and economic development.

Source: https://en.wikipedia.org/wiki/Innovation_district

Planning Theme 4.0: Accessible and connected

Goal 4.1: Participate in future planning efforts for major roadways and other transportation projects

A number of major transportation projects that will impact the downtown are planned over the next several years. Many of the projects listed below will have positive impacts on the downtown, surrounding neighborhoods and greater community and also present opportunities. As part of the US Northern Connector, the City will gain control over N Main Street, with control of E Lincoln Avenue returned to the City. Norfolk Southern recently completed the curve realignment of the Marion Branch, which allows trains to travel faster through the City, resulting in shorter wait times for drivers and pedestrians. While it is too early to begin a planning process for many transportation projects, downtown stakeholders should participate in future planning efforts for these major roadways and other transportation projects.

- **Action 4.1.1:** Participate in the redesign of Main Street

Construction of the Indiana Department of Transportation's (INDOT) US 33 Northern Connector is expected to begin in 2016. The US Northern Connector will reroute US 33 away from Madison and Main Streets in the downtown, creating overpasses over Lincoln Avenue, Ninth Street and Cottage Avenue. The US 33 Northern Connector project will substantially affect traffic patterns on Main Street, in the downtown and greater community. The City will gain local control over Main Street as a result of this project.

Though a final date has yet to be confirmed, it is expected that the City will gain local control of Main Street North of Madison in 2018 or 2019. Based on the current projects and needs, it is unlikely that funding would be available for the redesign until 2021, at the earliest. Once the overpass has been constructed, a new traffic study and topographical survey will be required before a formal planning process occurs.

- **Action 4.1.2:** Advocate for and participate in the redesign of E Lincoln Avenue

Control of E Lincoln Avenue was recently transferred from INDOT to the City of Goshen; however, as is the case with Main Street, it is expected that traffic patterns will be greatly impacted by the US 33 relocation and overpass. Before a formal planning process can begin, some additional study is required to understand existing conditions. Additionally, the availability of funding for the planning and redesign is unknown at this time.

- **Action 4.1.3:** Participate in design efforts for entrances to the downtown from the US 33 Connector

Though the US 33 Connector will remove significant through traffic from downtown Goshen, special care should be taken to ensure that the entrances to the downtown from US 33 are attractive, encouraging through travelers to stop in downtown Goshen. One of the intersections identified for upgrades is Pike St and Madison St.

- **Action 4.1.4:** Support transit improvements in and around downtown Goshen

Public transportation in Goshen is provided by The Interurban Trolley, which is managed by Michiana Area Council of Governments (MACOG), the region's metropolitan planning organization

(MPO). The Trolley has a designated stop in downtown Goshen in front of The Bubble, located at 302 S Main Street, and on Lincoln by the Courthouse. In addition to designated stops, riders can stand after any intersection along the route and wave at the driver in order to board. DGI should advocate for transit, including route design and stops, and participate in future plans to expand opportunities for riders.

- **Action 4.1.5:** Other transportation projects and plans

In addition to N Main Street and E Lincoln Avenue, DGI, citizens and other downtown stakeholders should participate in other transportation projects and plans that affect downtown Goshen.

Goal 4.2: Enhance bicycle and pedestrian connections to/from the downtown

Goshen benefits from an extensive network of pedestrian and bicycle trails known as *The Maple City Greenway*. Though the downtown is already pedestrian and bicycle accessible, actions can be taken to enhance these connections to/from the downtown, particularly from the Millrace, Linway Plaza and northern residential neighborhoods. Additionally, some sections of sidewalks in and around the downtown are in need of repair.

- **Action 4.2.1:** Repair and replace broken sidewalks in and around the downtown
- **Action 4.2.2:** Ensure that signals are adequately timed for pedestrian crossing
- **Action 4.2.3:** Evaluate bicycle and pedestrian linkages to major anchors and destinations outside of the downtown
 - Millrace
 - Linway Plaza
 - Old Bag Factory
 - Chamberlain Neighborhood and other adjacent neighborhoods
 - Trails, including the Pumpkinvine
- **Action 4.2.4:** Explore grant opportunities to incorporate a trailhead with amenities at the Millrace parking lot, potentially including
 - Restrooms
 - Water fountain
 - Interpretive signage and/or maps
 - Shaded seating
- **Action 4.2.5:** Explore the feasibility of integrating bicycle lanes and/or sharrows into downtown roadways
- **Action 4.2.6:** Evaluate the need for additional bicycle parking and storage for residents in the downtown

Goal 4.3: Evaluate existing parking and enforcement efforts for the downtown

Several downtown patrons, business owners and other stakeholders feel that parking is an issue in downtown Goshen. Some feel that there is an insufficient supply of parking spaces. Others feel that the issue is with the lack of enforcement, while others feel that, while there is ample parking available in City-owned lots, downtown

Finding Your Way Downtown: Developing a Wayfinding Program

Wayfinding is what people do when they travel to and through a space. Wayfinding systems involve the science and art of scripting people's travel to and through that same space. Communities should strive to prevent the frustration people experience when they have trouble finding a destination, particularly a public destination. The broader goal should be to help people discover all of the community's other assets. In other words, wayfinding should guide the movement of people into and through a town to its advantage by "scripting the theater" of the community.

Downtown Goshen Plan: Page 24 of 64

Source: www.preservationnation.org

patrons prefer on-street parking, which is at a premium in the downtown. Though potential plans for Main Street may add on-street parking, downtown Goshen should explore ways to promote underutilized parking lots and use existing parking more efficiently.

City Elements took surveys of the parking downtown in 2010 and found the following:

Number of spaces available in thirteen city parking lots – 567

Number of spaces available for on-street parking, in between 3rd and 5th Streets:

Clinton – 93

Lincoln – 42

Washington – 77

Jefferson – 67

Main (Pike to Madison) – 124

5th Street both sides – 43

Total street parking= 446

Total spaces street and lots = 1,013

- **Action 4.3.1:** Promote shared public parking, not for exclusive use, for downtown Goshen, by communicating with business owners annually about parking downtown
- **Action 4.3.2:** Promote the use of off-street parking spaces in municipal lots
- **Action 4.3.3:** Evaluate the existing parking regulations and determine if enhanced enforcement efforts are needed

Goal 4.4: Develop a comprehensive wayfinding program for the downtown and implement by the opening of the 33 Downtown bypass

The importance of linking various anchors and destinations within the downtown was identified in the Course of Action section in the Hyett Palma Downtown Goshen Action Agenda (2005). Downtown Goshen benefits from a number of anchors and major destinations, including civic and government buildings, entertainment venues, The Millrace, trails connections, and more. Developing a comprehensive wayfinding program helps pedestrians, cyclists and motorists navigate the downtown.

- **Action 4.4.1:** Coordinate the wayfinding program with the Elkhart County Convention and Visitors Bureau (ECCVB)
- **Action 4.4.2:** Participate in the design of City entryways and other signage for the greater community
- **Action 4.4.3:** Research entrance designs and best practices from other Cities

III. Implementation & Action Plan

Talent

Through a combination of luck and hard work (and having Goshen College located in our town), we've been incredibly fortunate to attract a top notch pool of talent over the last 20 years, with many driven, creative people moving to Goshen to start/grow their businesses and families.

The list of events and businesses attracted to Goshen in the last 10 years independently of Downtown Goshen Inc is impressive:

- The Makery's Holiday Craft Show (Mckenzie Beiler)
- Arts on the Millrace (Adrienne Nesbitt)
- The Local (Stacy Dechnik)
- Goshen Brewing Company (Jesse & Amanda)
- Art House (Adrienne Nesbitt)
- Soapy Gnome (Jenny Frech)
- Ignition Garage (Steve Martin)
- Venturi (Troy & Justin)
- Kelly Jae's Cafe (Kelly Graff)
- Back Alley Brewery (Larry Libey)
- Launchpad (Gina/David)
- LightBox (Rafael, Stuart, Anne)
- 313 on Third (Katherine Shrock, Stephanie Wade)
- DIY Coffee (Chris May)
- Bryan Chris Photography
- Treasure Hounds ()
- David Culp & Assoc (Craig Yahny)
- Cressy Everett
- Coldwell Banker
- CDR Construction
- Edward Jones
- La Paletaria Michoacana
- BlueStar (Luke Morningstar)
- Inn on South 5th (Kent Beck and Karen Lehman)
- Maple Indian (Bobby & Rosie)
- BetterWorld Books (Rick)
- River Bend Film Festival (Adrienne Nesbitt)
- Jojo's Pretzels (Levi King)
- Janus Motorcycles (Devin Biek)
- Giving Tree Massage (Steph Honderich)
- Go Dance (Steph Honderich)
- Blank Space (Anna Wiebe)
- Common Spirits (Jami Hawkins)
- Matterns (Dustin)
- Thomas Stieglitz Brewing (Jeff Thomas, Gary Stieglitz)
- The Bubble: Spacious Heart, LOL, Katie Carl, Jen Hoke, Kelly Kramer, Maija Stutsman
- Home Again (Tara Sparks)
- Haiku Learning
- ZX Guns/Vape
- Conrad Gabel Collection (Chad)
- Found (Keith Graber Miller)
- Financial Planning Solutions
- The Nut Shoppe (Justin)
- San Marcos
- Alexa Variedades
- Goshen Youth Arts (Leah and Zac Tate)
- Starfish
- Salon J (Julia)

The Downtown Goshen Board's challenge is to help this talent do what it does best -- providing expertise, finding funding, and building a basic structure to help double this list over the next 10 years.

We have big projects and huge challenge ahead and an incredible asset: self-motivated, creative, thoughtful people who care about the future of our Downtown.

Structure

How we organize ourselves around the talent and tasks at hand is quite obviously key to our success. We need as little overhead as possible, especially in light of the fact that we do not have staff support and, due to the size of our budget, likely won't for the foreseeable future.

2007-2015 DGI Structure

Executive Board, meets bi-monthly

- Eric Kanagy, President
- Amy Phelps, Treasurer
- David Daugherty, Goshen Chamber of Commerce
- Julia Gautsche, City of Goshen
- Jeremy Stutsman, Economic Improvement District
- Gina Liechty (not a voting member), Eyedart

Executive Board Additional Planning Process Members:

- Launa Leftwich, Goshen College
- Abby Wiles, City of Goshen
- Mark Brinson, City of Goshen
- Diana Lawson, Elkhart County Convention and Visitors Bureau

Full Board, meets bi-monthly, approves budget and policy

- Myron Bontrager, The Electric Brew
- Allan Kauffman, City of Goshen
- Scott Woldruff, Woldruff's Footwear
- Casey Yerger, 1st Source
- Janette Yoder
- Denise Davis, Yoder Ainlay Ulmer Buckingham
- Brant Ehret, Reith Rohrer Funeral Home
- Jan Baker, Goshen Schools
- Launa Leftwich, Goshen College
- Diana Lawson, Elkhart County Convention and Visitors Bureau

Task Forces:

- Façade Committee: 6-8 members, led by Julia Gautsche, approves policy and façade grants, works with program manager

- First Fridays: 5-15 members, led by Gina Leichty/Eyedart, approves schedule and policy, plans events, includes volunteer coordinator, photographer, PR

Proposed DGI Structure for 2016+

Board (no more Executive or Full Board): Informational

- 5-7 members
- Meets 8x annually
- Plans quarterly meetings
 - Recruit talent
 - Find venue
 - Plan agenda
- Fundraises, approves budget and policy
- Checks-in, advises working teams, connects with resources

Task Forces:

- Façade Committee: continues as is
- First Fridays: continues as is

Quarterly Meetings: Engagement

- Very short updates from downtown projects
- Break-out time for people to form project-specific working teams, plan their meetings, ask questions, get advice
- Goal setting for next quarterly meeting
- Networking time

Prioritizing

Using the [concepts of Kanban](#), we want to work on low effort, high value projects first; then high value, high effort; then low value, low effort.

	Low Effort	High Effort
High Value	1	2
Low Value	3	4

[Here's our work-in-progress list of priorities](#)

Next Steps

- Final draft of plan, priorities

- Draft year 1 plan with 3 quarterly meetings, goals/outcomes
- Transition DGI board: recruit/communicate
- Plan first quarterly meeting
- Get to work

IV. Implementation Plan

Possible Funding Sources

Tax Increment Financing (TIF)

Tax Increment Financing (TIF) is a public financing tool for local governments that captures increases in taxable assessed value in a designated area. The revenue generated from the tax growth is used to finance improvements in the same area. TIF can provide funding for planning costs, property acquisition, site, infrastructure and other public improvements within the designated area.

Elkhart County Convention and Visitors Bureau (ECCVB) Grants

The Elkhart County Convention and Visitors Bureau (ECCVB) is a private, nonprofit corporation that represents the interests of visitors to Elkhart County. The ECCVB has provided funding to cities and towns in Elkhart County for projects that contribute to quality of place and enhance visitor experiences. Most recently, the ECCVB provided funding to Goshen City to design and install informational kiosks in the downtown. The ECCVB provides the LIVE.WORK.PLAY grant in partnership with the ECCF.

Elkhart County Community Foundation (ECCF) Grants

The Elkhart County Community Foundation (ECCF) is a public charitable foundation with endowment assets, devoted to helping people from Elkhart County communities. The Community Investment Grant program can provide funding for vibrant community and quality of life projects. The ECCF provides the LIVE.WORK.PLAY grant in partnership with the ECCVB.

Regional Cities Initiative Grants

The Regional Cities Initiative is a public-private partnership supported by the Indiana Economic Development Corporation (IEDC). The goal is to transform Indiana's approach to economic development by creating dynamic communities that attract and retain talent. In late 2015, the Regional Cities Strategic Review Committee approved grant funding for the North Central Region, which includes Elkhart, Marshall and St. Joseph Counties. Regional Cities Initiative (RCI) grant funding is being administered through the Regional Developmental Authority (RDA), a five-member board to carry out economic development projects in the North Central Region.

Economic Development Income Tax (EDIT)

The Economic Development Income Tax (EDIT) is a county income tax that is divided among counties, cities and towns, based on property tax levy shares or population shares. The revenue from this tax may be used for any lawful purpose in accordance with Indiana Code 6-3.5-7-13.1 (version b). EDIT funds for Goshen City are currently used to support First Fridays.

Low Income Housing Tax Credits (LIHTC)

Low Income Housing Tax Credits (LIHTC) provides tax credits for the development of affordable housing. LIHTC are awarded through the Indiana Housing and Community Development Authority (IHCDA). The Hawks, a live/work community located along the Millrace Canal, was partially funded through LIHTCD.

Property Tax Abatement

Property tax abatement is a deduction from the assessed valuation granted by a governing body for the construction of a new structure or rehabilitation of a property in an Economic Revitalization Area (ERA). An ERA is an area within the corporate limits of a city, town or county that has become impossible or desirable for normal development. The City of Goshen used property tax abatement to support the development of the Hawks project.

National Endowment for the Arts (NEA) Grants

Established in 1965, the National Endowment for the Arts (NEA) is the largest national funder of nonprofit arts in the US. According to the Strategic Plan FY 2014-2018, the NEA annually awards more than 2,200 grants and cooperative agreements exceeding \$130 million. NEA grantees include nonprofit organizations, state and local governments and federally recognized tribal communities and when permitted, individuals.

Indiana State Grants

Destination Development Grant

The Indiana Office of Tourism Development offers matching grants to entities that demonstrate a financial need and are committed to developing amenities and experiences that increase the tourism appeal of Indiana destinations. Preference is given to large-scale projects that enhance communities, regions or existing tourism development efforts. Favorable categories include spectator sports, culinary and agricultural activities, heritage and historical experiences, as well as arts and culture.

Downtown Enhancement Grant

The Downtown Enhancement Grant (DEG) program is designed to foster innovative approaches to downtown development activities, which support and promote community partnerships, projects and programs to revitalize the downtown area. Qualifying projects promote economic development in the downtown areas and will enhance the quality of life. Examples of projects include but are not limited to façade renovations, wayfinding signage and streetscaping/landscaping.

Private Donors and Sponsorships

Private donors and sponsorships from individuals, businesses and organizations are a possible funding source for downtown projects and initiatives.

Priority Action Items

The following are the highest ranking action items from each of the four content sections of the plan. All action items were prioritized using a survey that was sent to DGI board members. Shown at the end of each action item is the score (3.0 highest) and the goal under which the action can be found in the plan. A complete list of ranked action items can be found in the Implementation Plan Action Item Table.

Planning Theme 1.0: Creating a vibrant and attractive city center (6)

- **Action 1.1.12:** Encourage churches in buildings designed as churches, not in storefronts intended for retail or other commercial uses (2.79) (Goal 1.1)
- **Action 1.2.1:** Advocate for funding and other resources for the Theater’s restoration (3.00) (Goal 1.2)
- **Action 1.2.2:** Partner with Goshen Theater Inc. to implement GTI’s funding strategy (2.77) (Goal 1.2)
- **Action 1.2.3:** Help raise awareness about the project through community outreach and other events (3.00) (Goal 1.2)
- **Action 1.5.5:** Highlight renovated facades through media avenues (2.86) (Goal 1.5)
- **Action 1.7.6:** Complete the vault removal program in downtown to improve safety (2.79) (Goal 1.7)

Planning Theme 2.0: Destination for arts and culture (7)

- **Action 2.1.2:** Partner with the Elkhart County Convention and Visitors Bureau (CVB) and other stakeholders to promote downtown Goshen and the greater community as a destination for the arts (2.85) (Goal 2.1)
- **Action 2.1.4:** Continue to use the Good of Goshen campaign to highlight artists in downtown Goshen and the greater community (2.69) (Goal 2.1)
- **Action 2.1.5:** Highlight artist and arts-oriented events in other promotions (i.e. 10 Things to Do in Goshen, Goshen as a Weekend Destination) (2.85) (Goal 2.1)
- **Action 2.4.1:** Continue to host arts-oriented events and tours (2.69) (Goal 2.4)
- **Action 2.4.2:** Partner with Goshen High School, Goshen College, Art House, Ignition Music, Goshen Theater and other institutions to develop new and expand existing arts programming and events in the downtown (2.54) (Goal 2.4)
- **Action 2.4.3:** Host a one or two- day art, music and/or film festival in downtown Goshen (2.54) (Goal 2.4)
- **Action 2.4.7:** Leverage performing art events at downtown venues (Ignition Music, Goshen Art House, Goshen Theater) to highlight and promote visual/studio art and artists (2.54) (Goal 2.4)

Planning Theme 3.0: Entrepreneurship and commerce (6)

- **Action 3.1.1:** Work with the Goshen Chamber of Commerce to develop and maintain a list of available spaces in downtown Goshen (2.75) (Goal 3.1)
- **Action 3.1.2:** Link the Goshen Chamber of Commerce’s “Available Real Estate in Goshen Area” to DGI’s website (2.67) (Goal 3.1)

- **Action 3.1.3:** Promote the Chamber’s inventory of vacant spaces through the Chamber’s and DGI’s email mailing lists (2.83) (Goal 3.1)
- **Action 3.1.4:** Develop relationships with realtors to keep listings of available property current (2.67) (Goal 3.1)
- **Action 3.2.5:** Market the shared working space available through the Goshen Chamber’s LaunchPad to entrepreneurs, startups and other small businesses (2.83) (Goal 3.2)
- **Action 3.3.9:** Continue to encourage participation in Michiana Startup Weekend (2.67) (Goal 3.3)

Planning Theme 4.0: Accessible and connected (4)

- **Action 4.2.1:** Repair and replace broken sidewalks in and around the downtown (2.67) (Goal 4.1)
- **Action 4.2.2:** Ensure that signals are adequately timed for pedestrian crossing (2.67) (Goal 4.1)
- **Action 4.3.1:** Promote shared public parking, not for exclusive use, for downtown Goshen (2.56) (Goal 4.3)
- **Action 4.4.1:** Coordinate the wayfinding program with the Elkhart County Convention and Visitors Bureau (CVB) (2.56) (Goal 4.4)

V. Action Item Table

[Link to the Action Item Table](#)

VI. Appendices

Appendix A: Hyett Palma Downtown Goshen Boundaries

HyettPalma Indiana Downtown® Downtown Goshen



Goshen Downtown Action Agenda 2005©
Indiana Downtown®
IACT/HyettPalma

Appendix B: Strength, Weaknesses, Opportunities & Threats (SWOT) Results

Physical Improvements & Development Opportunities

<p>Strengths</p> <ul style="list-style-type: none">● Physical appearance of buildings● Building occupancy rate (first floor)● No boarded-up buildings● Street fabric (no holes in between buildings)● Historic preservation of building exteriors● Development in the River Race area should be of superior quality● River Race	<p>Weaknesses</p> <ul style="list-style-type: none">● Downtown neighborhoods● Landlords (rental properties for residential)● Poor street lighting● Shortage of affordable retail property● Second story occupancy● Too many social service organizations in the downtown● Streetscape (broken curbs, sidewalks)● Unattractive rear entrances to businesses● Window signs● Buildings or dated facades● Adjacent neighborhoods● Old Jail site, Wagon Wheel building, Goshen News● Buildings south of the post office
--	---

<p>Opportunities</p> <ul style="list-style-type: none">● Greenspace● Planters● Collaboration with landlords● Partnership with LaCasa● Goshen Theater● Jail site (professional office or corporate headquarters)● Second story development● Designation on the National Register of Historic Places● Public restrooms● Inventory of available properties● Stricter overlay regulations● Is there a need for a historic preservation commission?● Residential development● Mixed-use development● More marketing for real estate, developers & entrepreneurs	<p>Threats</p> <ul style="list-style-type: none">● Lack of affordable housing
---	--

Traffic & Circulation

<p>Strengths</p> <ul style="list-style-type: none"> ● Biking & pedestrian paths with connection to Millrace and parks ● 5th Street ● Flow ● Traffic calming ● Trails 	<p>Weaknesses</p> <ul style="list-style-type: none"> ● Poor sidewalks ● Downtown’s historic core must be connected to the river ● Parking enforcement (is an expanded program needed)? ● Access from 3rd Street & Millrace (pedestrian, bicycle & automobile) ● Strong linkages should be created between the River Race area and Main Street; Washington should become the predominant linkage (opportunity)
<p>Opportunities</p> <ul style="list-style-type: none"> ● Relocation of US 33 (redirect to downtown through wayfinding signage) ● Gateways ● Sidewalk improvements ● Better connection between downtown & Millrace ● Neighborhood connectivity (Washington Street and Madison Street Corridors) ● Anchors and destinations in the downtown must be linked so that pedestrians find it easy to walk from one to another ● Signage ● E. Lincoln Ave (could it be redesigned to be more pedestrian-oriented?) ● Connectivity to Millrace ● Wayfinding 	<p>Threats</p> <ul style="list-style-type: none"> ● Relocation of US 33 ● Need for a business 33 to go through downtown

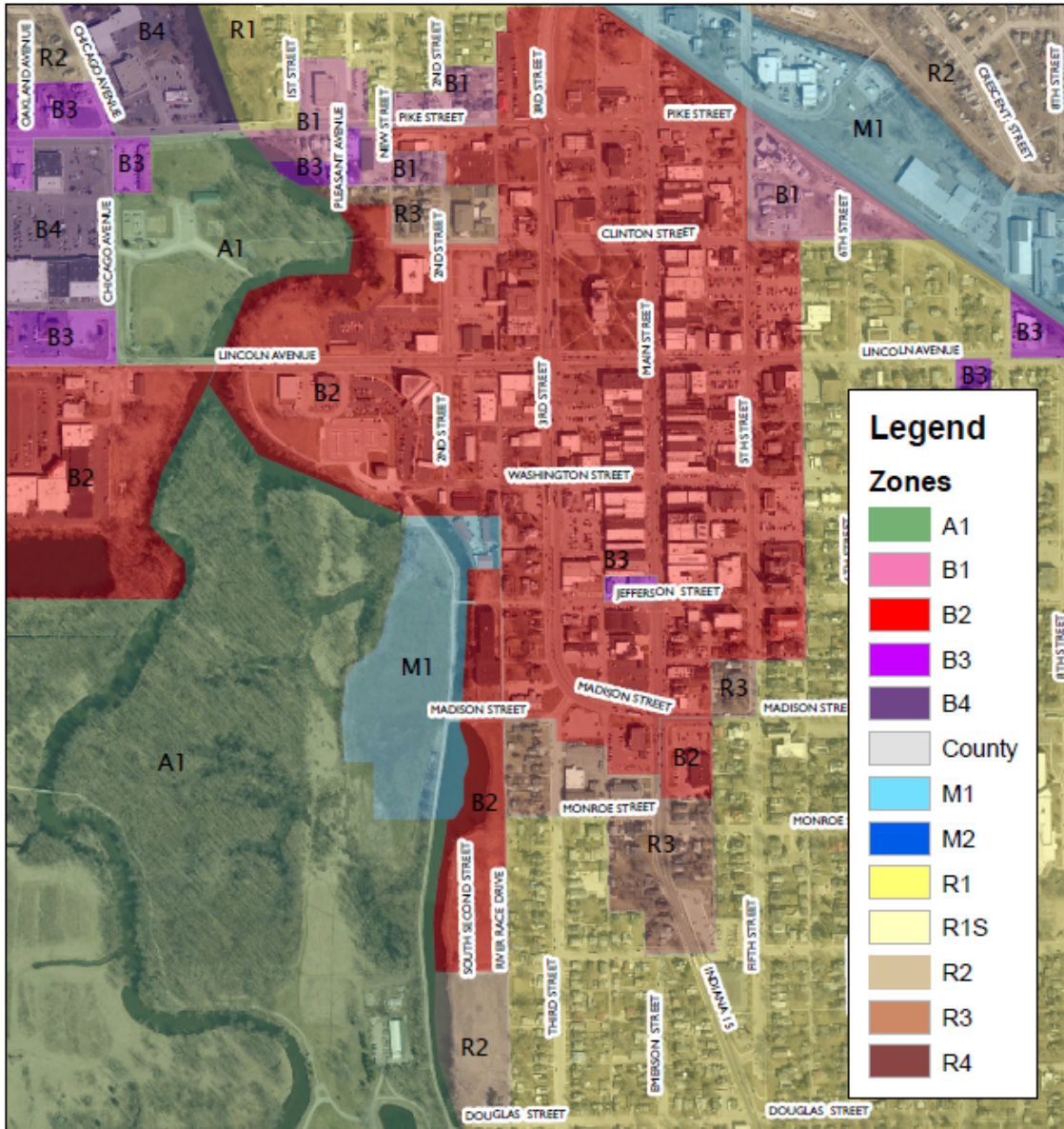
Arts, Entertainment & Commerce

<p>Strengths</p> <ul style="list-style-type: none"> ● First Fridays ● Major events must be held in the downtown ● Uses in the River Race area should complement those in the downtown core ● Public anchors ● Farmer’s market 	<p>Weaknesses</p> <ul style="list-style-type: none"> ● Retail hours ● More restaurants & fine dining options ● Business recruitment (also an opportunity)
<p>Opportunities</p> <ul style="list-style-type: none"> ● Outdoor seating (bench & café style) ● Leveraging the existing arts scene ● Arts & Entertainment ● Activities for youth ● Marketing campaign that positions downtown as historic, multi-cultural and entertainment district ● Focus on economic development initiatives to create a mix of uses and destinations desired by the community ● Business hours ● Shop outside the box ● Spohn building ● Restaurants, museum, visitor’s center (Chamber) ● Goshen Theater (events) ● Courthouse lawn (amphitheater?) ● Events beyond First Fridays ● Riverfront District ● Entertainment & art venues 	<p>Threats</p>

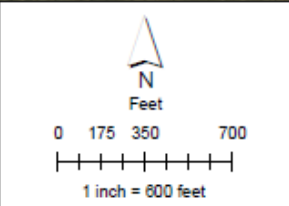
Organizational Structure, Funding & Community Influence

<p>Strengths</p> <ul style="list-style-type: none"> ● Reputation of downtown & image ● Community commitment & pride ● Collaboration (downtown businesses/DGI/Chamber) ● EID (Economic Improvement District) ● City, City staff, Chamber investment in downtown ● Family-friendly ● Goshen College (business start-ups and youth) ● ECCVB (strategic interest in downtown quality of place) ● Safety ● Snow removal ● Story placement ● DGI website ● Advertising 	<p>Weaknesses</p> <ul style="list-style-type: none"> ● Financial resources to support organizations & projects (DGI, Theater) ● Define roles and responsibilities for implementing downtown plan, initiatives & projects ● No Downtown Director ● Bi-lingual resources ● Downtown brochure & marketing materials (non-web)
<p>Opportunities</p> <ul style="list-style-type: none"> ● Branding downtown neighborhoods ● Economic trends ● Young people coming back to Goshen ● Community should have a “Yes we can attitude” 	<p>Threats</p> <ul style="list-style-type: none"> ● Decline in wages and disposable income (citywide) ● Lack of diversified economy ● Perception of school system ● Higher income families moving to Middlebury ● Letting others define us ● More conversation/pride

Appendix C: Downtown Zoning Map



The City of Goshen's Digital Data is the property of the City of Goshen and Elkhart County, Indiana. All graphic data supplied by the city and county has been derived from public records that are constantly undergoing change and is not warranted for content or accuracy. The city and county do not guarantee the positional or thematic accuracy of the data. The cartographic digital files are not a legal representation of any of the features depicted, and the city and county disclaim any assumption of the legal status they represent. Any implied warranties, including warranties of merchantability or fitness for a particular purpose, shall be expressly excluded. The data represents an actual reproduction of data contained in the city's or county's computer files. This data may be incomplete or inaccurate, and is subject to modifications and changes. City of Goshen and Elkhart County cannot be held liable for errors or omissions in the data. The recipient's use and reliance upon such data is at the recipient's risk. By using this data, the recipient agrees to protect, hold harmless and indemnify the City of Goshen and Elkhart County and its employees and officers. This indemnity covers reasonable attorney fees and all court costs associated with the defense of the city and county arising out of this disclaimer.

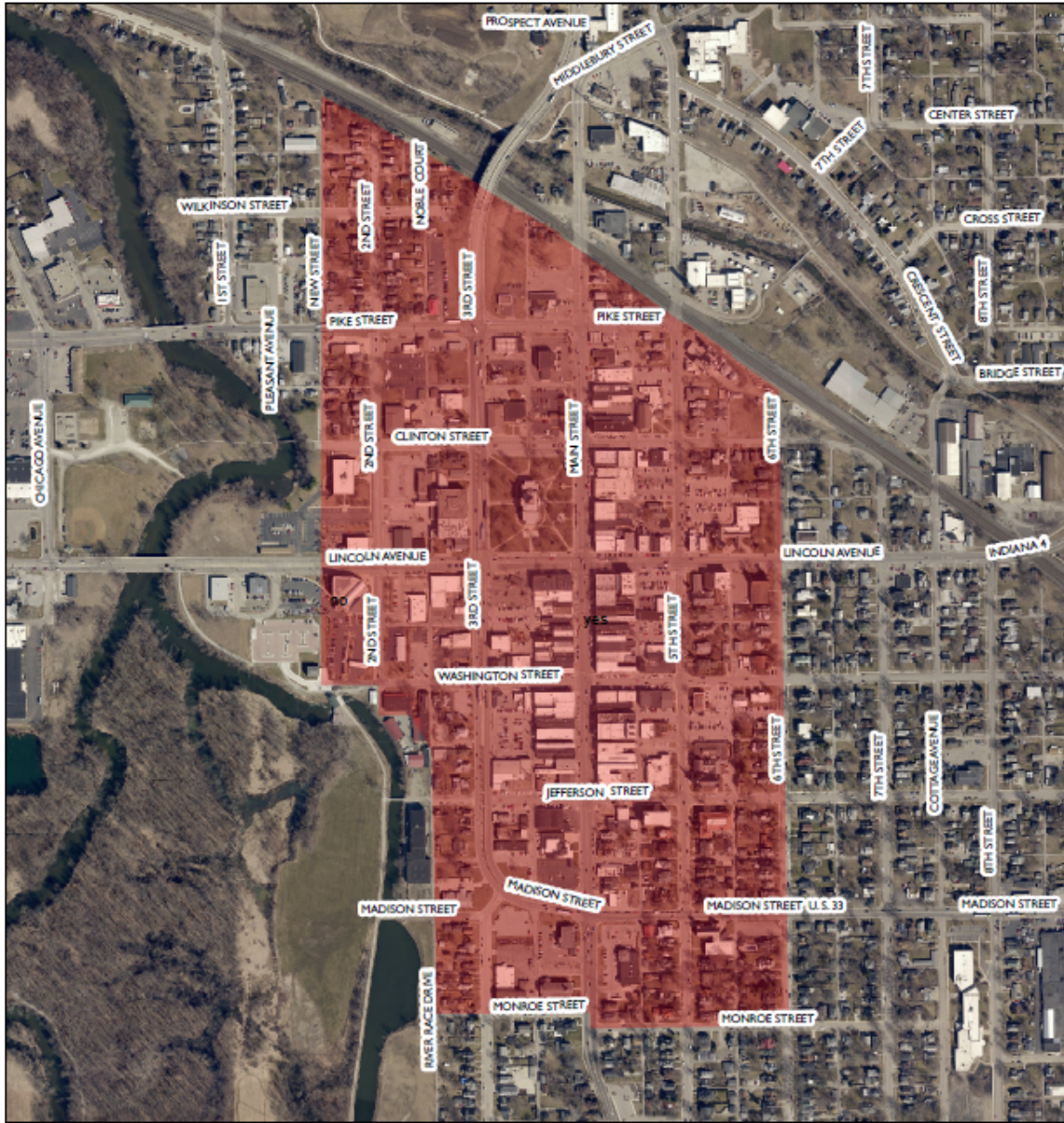


Downtown Zoning Map

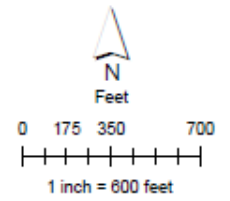
2013 Aerials
Printed November 20, 2015

The City of Goshen
Department of
Planning & Zoning
204 East Jefferson Street, Goshen, Indiana 46528
Phone: 574-534-3600 Fax: 574-533-8626

Appendix D: Historic Commercial District Map



The City of Goshen's Digital Data is the property of the City of Goshen and Elkhart County, Indiana. All graphic data supplied by the city and county has been derived from public records that are constantly undergoing change and is not warranted for content or accuracy. The city and county do not guarantee the positional or thematic accuracy of the data. The cartographic digital files are not a legal representation of any of the features depicted, and the city and county disclaim any assumption of the legal status they represent. Any implied warranties, including warranties of merchantability or fitness for a particular purpose, shall be expressly excluded. The data represents an actual reproduction of data contained in the city's or county's computer files. This data may be incomplete or inaccurate, and is subject to modifications and changes. City of Goshen and Elkhart County cannot be held liable for errors or omissions in the data. The recipient's use and reliance upon such data is at the recipient's risk. By using this data, the recipient agrees to protect, hold harmless and indemnify the City of Goshen and Elkhart County and its employees and officers. This indemnity covers reasonable attorney fees and all court costs associated with the defense of the city and county arising out of this disclaimer.



Historic District

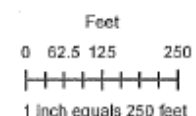
2013 Aerials
Printed November 20, 2015

The City of Goshen
Department of
Planning & Zoning
304 East Jefferson Street, Goshen, Indiana 46528
Phone: 574-534-3600 Fax: 574-533-8626

Appendix E: Downtown District (DD) - Ordinance Overlay Map



The Downtown District begins at a point at the intersection of the east right of way line of the first north/south alley east of Main Street and the north right of way line of the first east/west alley south of Pike Street; thence south along the east right of way line of the first north/south alley east of Main Street to its intersection with the north right of way line of Jefferson Street; thence west along the north right of way line of Jefferson Street to its intersection with the west right of way line of the first north/south alley west of Main Street; thence north along the west right of way line of the first north/south alley west of Main Street to its intersection with Lincoln Avenue; thence east along the north right of way line of Lincoln Avenue, to its intersection with the west right of way line of Main Street; thence north along the west right of way line of Main Street, to the north right of way line of the first east/west alley south of Pike Street; thence east along the north right of way line of the first east/west alley south of Pike Street to the point of beginning.



**Downtown District
Appendix K**

2006
Aerial Photo

Page 263

**The City of Goshen
Planning & Zoning**

204 East Jefferson Street, Goshen, Indiana 46528
Phone: 574-534-3600 Fax: 574-533-9626

Appendix F: 2005 Downtown Action Agenda



Downtown Action Agenda

ACTION TEAM MEMBER	OBJECTIVE	PROJECT STATUS	
CITY OF GOSHEN	Return 5 th Street to two-way	Opened for two-way traffic September 20, 2006	X
	Continue reducing traffic lights	Project completed	X
	Return angle parking to Main Street	Meeting with INDOT on hold until Ft. Wayne receives more planning authority	
	Implement traffic calming improvements	Submitting another grant request. However, may need to look at other funding sources. Do a block at a time, etc.	+
	Enforce window sign regulations		+
	Introduce foot and bike police patrol		
	Enhance 8 th Street corridor to Goshen College		
	Enhance bike and pedestrian paths to downtown	This is being worked on currently. Improvements from the Power House on the Race to Post Office in 2007	+
	Work to establish Truck Route designation on 3 rd Street		

	Support River Race Redevelopment Plan <ul style="list-style-type: none"> Relocate City Garage 	The City supports this project	+
	Provide Downtown Restrooms	Have an initial design for Courthouse Square. Need to talk to County. Seek to reduce cost to \$150,000 or less.	+
	Have IN General Assembly expand special liquor license for downtown historic district to cover Goshen		
CHAMBER OF COMMERCE	Make Visitors Center more visible	Sign Plan Approved by Chamber Board of Directors. Sign plan approved by the BZA. DAT concerned about scale. Concerns forwarded to design committee.	+
	Conduct outreach to Latino business community	Been a participant in the Community Dialogue meetings. Held two meeting of Hispanic/Latino Business Advisory Council	+
	Retail Committee: <ul style="list-style-type: none"> Develop and market Promotions & Event Calendar Sidewalk Days & Summer Festival Trick or Treat Main Street Christmas Open House External Marketing Campaign 	<ul style="list-style-type: none"> Calendar set and distributed Another successful year. Held a meeting to review the event. Possible for some additions to the event Friday night, plus some kids activities. Scheduled Scheduled On Hold, awaiting the branding task force report 	X X X X X
	Have IN General Assembly expand special liquor license for		

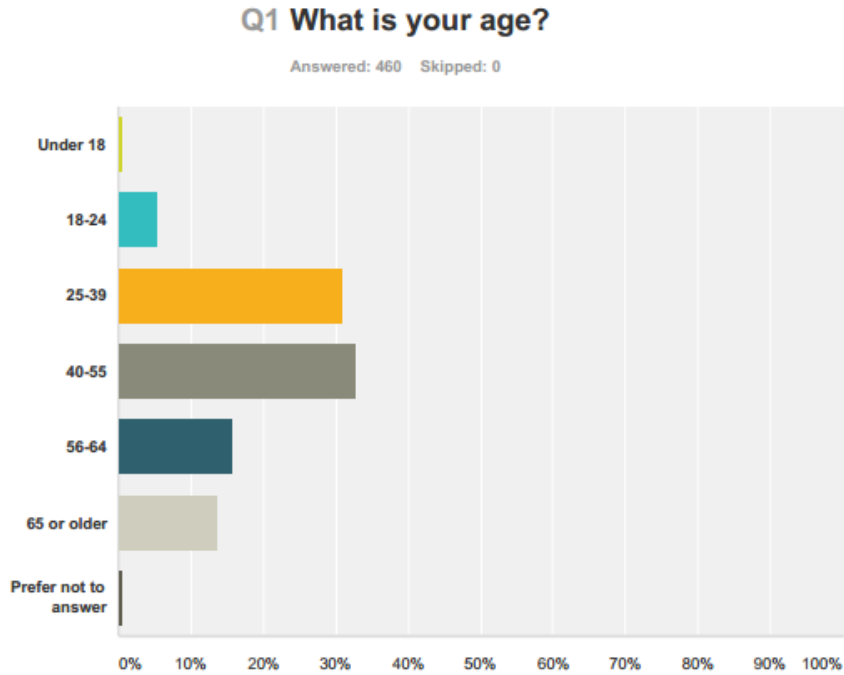
	downtown historic district to cover Goshen		
ECONOMIC IMPROVEMENT DISTRICT	Continue to add parking to side streets	Washington, West of 3 rd scheduled for next spring. Also Washington East of 5 th . Working on Jefferson, East of Main Street. Purchased parking lot east of former American Legion.	+
	Freshen downtown public spaces	Flowers on the street and along parking lots.	
	Aggressively remove snow	Was in contract for snow removal for winter of 2005/06	+
	Attract appropriate businesses	On going.	
	Design and install way finding system	On Hold, awaiting the branding task force report	
	Provide Downtown Restrooms		+
FACE OF THE CITY	Implement a Facade Grant Program	Year 2 Grants Awarded	+
	Window Display Recognition	After reviewing program, program cancelled. DAT asked it to be reconsidered by FOC.	+
	Wayfinding System	Awaiting the branding task force report	
	Branding	Eric Kanagy presented the program developed for the committee by Todd Allan. "a city on the GOshen." The "O" would be changed to symbols to reflect ideas. It was suggested that the proposal be presented to the funding organizations for comment.	+
	Marketing, Internal	On Hold, awaiting the branding task force report	

Redevelopment Commission	Develop 118-124 Washington Street Building	Leased to private developer. Building being remodeled.	+
	Encourage Residential Development		+
	River Race Development Plan	In process. Hired realtor. Secured EPA grant. Conducted Market study. Market study suggests that the project would be successful with housing in the \$160-210,000 range. Study placed on Chamber web site. Land being purchased.	+
River Race Committee	River Race Development Plan	See above.	+
Elkhart County	Remove County Jail, create path to the river	New jail under construction.	
	Remove storage barn on Lincoln.	Have committed to removal when land is needed. Building will be vacated early next year. Work to get building torn down as soon as vacated.	+
LaCasa	Purchase and remodel Lincoln Hotel and Shoots Building.	Will close on properties October 16, work begins following week. To be completed December 2007. Seeking volunteers.	+
Historical Society	Open Longer Hours	Have experimented with hours. Getting more use by groups.	+
	Enhance use of Spohn Building	Building sold. In process of being remodeled. Working to have the third floor used as public space.	+

	Create a design/review committee	Work is almost completed on the Historic Overlay Zone. Should move to Council for hearing on November 8.	+
Convention & Visitors Bureau	Work with partner on Major Downtown Event		
Downtown Church Community	Establish a Major Downtown Event	Held joint downtown church service on Main Street as part of the Great Goshen Grill Out	X
Arts Council	Establish an Arts & Entertainment Council	Eric and Myron reported that a meeting was held and 35 people attended. A second meeting has been scheduled.	+
	Enhance downtown venues		
Executive Committee	Develop plan for staffing downtown position		+
	Develop a Strategic Plan		
Other Ideas from DAT (To be assigned)			

X: Project Completed +: In Process Date last Updated: Thursday, January 18, 2007

Appendix G: Summary Survey Results

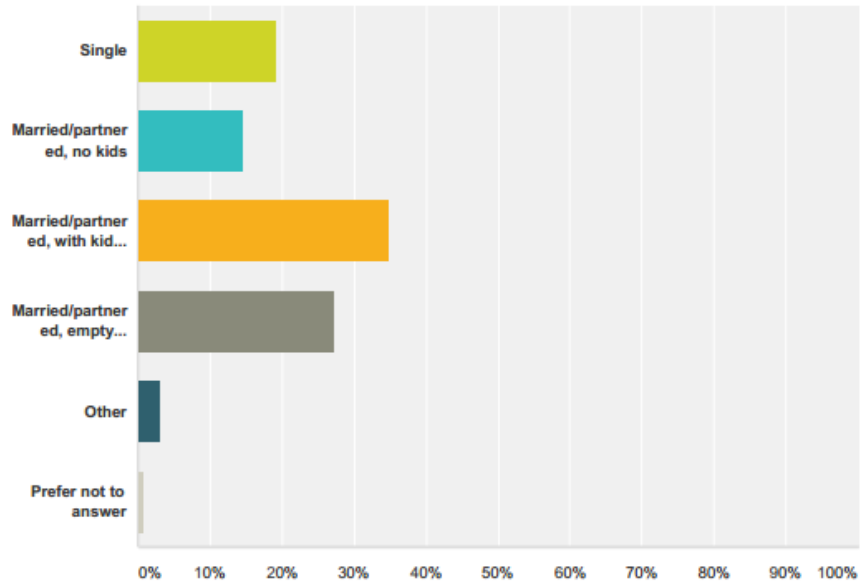


Answer Choices	Responses
Under 18	0.65% 3
18-24	5.43% 25
25-39	30.87% 142
40-55	32.83% 151
56-64	15.87% 73
65 or older	13.70% 63
Prefer not to answer	0.65% 3
Total	460

The largest age cohort was 40-55, with 151 responses (32.83%), followed by 25-39 with 142 responses (30.87%). 56-64 was third with 73 responses (15.87%).

Q2 What is your family status?

Answered: 459 Skipped: 1

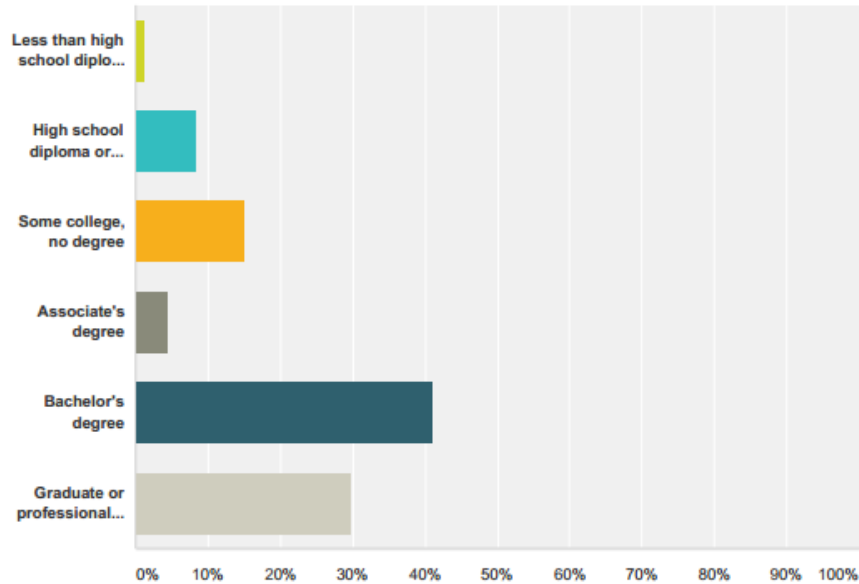


Answer Choices	Responses
Single	19.17% 88
Married/partnered, no kids	14.60% 67
Married/partnered, with kids at home	34.86% 160
Married/partnered, empty nesters	27.45% 126
Other	3.05% 14
Prefer not to answer	0.87% 4
Total	459

160 respondents (34.86%) were married/partnered, with kids at home followed by 126 respondents (27.45%) who were married/partnered, empty nesters. Single, with 88 responses (19.17%), was third.

Q3 What is your level of education?

Answered: 453 Skipped: 7



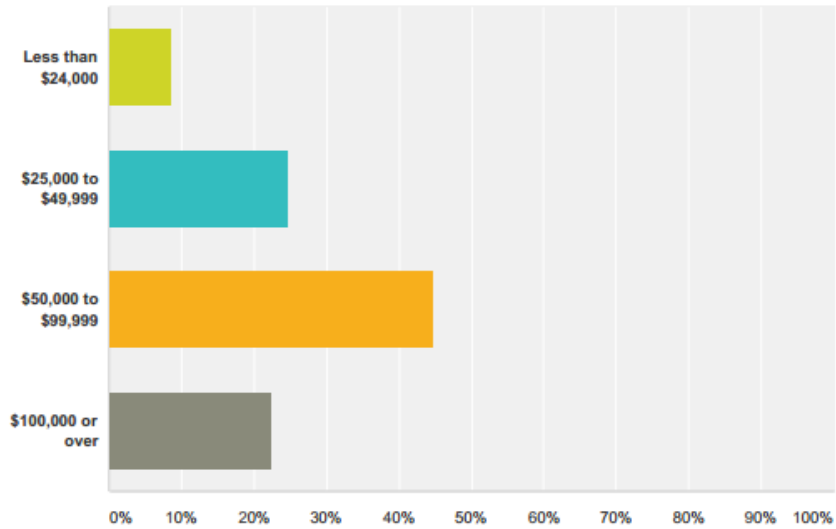
Answer Choices	Responses
Less than high school diploma or equivalency	1.32% 6
High school diploma or equivalency	8.39% 38
Some college, no degree	15.01% 68
Associate's degree	4.42% 20
Bachelor's degree	41.06% 186
Graduate or professional degree	29.80% 135
Total	453

Survey respondents were well-educated, with 186 respondents (41.06%) holding a bachelor’s degree, 135 respondents (29.8%) with a graduate or professional degree and 68 respondents (15.01%) with some college, no degree.

According to the US Census Bureau, of the population 25 years and older, 13.6% have a bachelor’s degree and 7.7% have a graduate or professional degree (Educational Attainment, ACS 2010-2014, 5-Year Estimates). The survey results showed that survey respondents were overall more educated than the City at large.

Q4 What is your annual household income?

Answered: 448 Skipped: 12



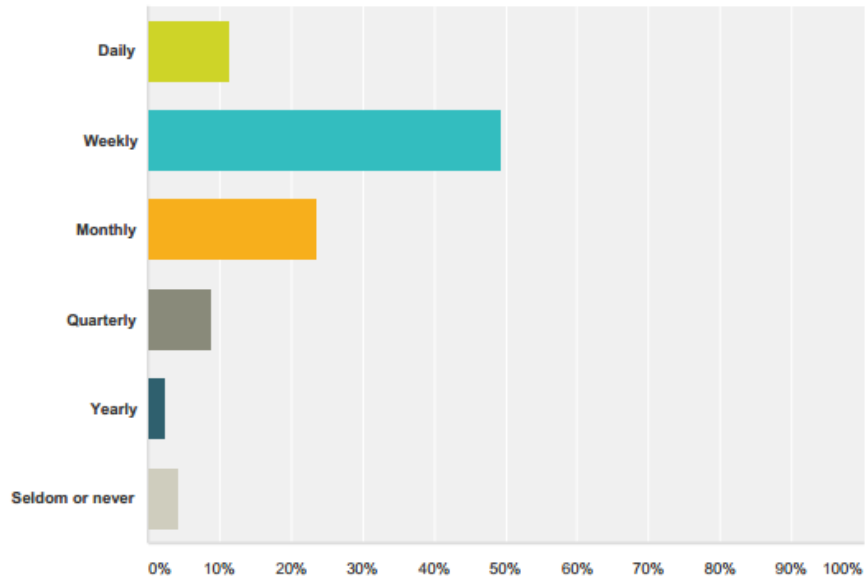
Answer Choices	Responses
Less than \$24,000	8.48% 38
\$25,000 to \$49,999	24.55% 110
\$50,000 to \$99,999	44.64% 200
\$100,000 or over	22.32% 100
Total	448

200 respondents (44.64%) had a annual household income of \$50,000 to \$99,999 followed by 110 respondents (24.55%) with a household income of \$25,000 to \$49,999.

According to the US Census Bureau, the mean household income for the City of Goshen is \$48,949; the median household income is \$40,259 (Selected Economic Characteristics, ACS 2010-2014, 5-Year Estimates).

Q5 How often do you shop/patronize a business in downtown Goshen?

Answered: 446 Skipped: 14

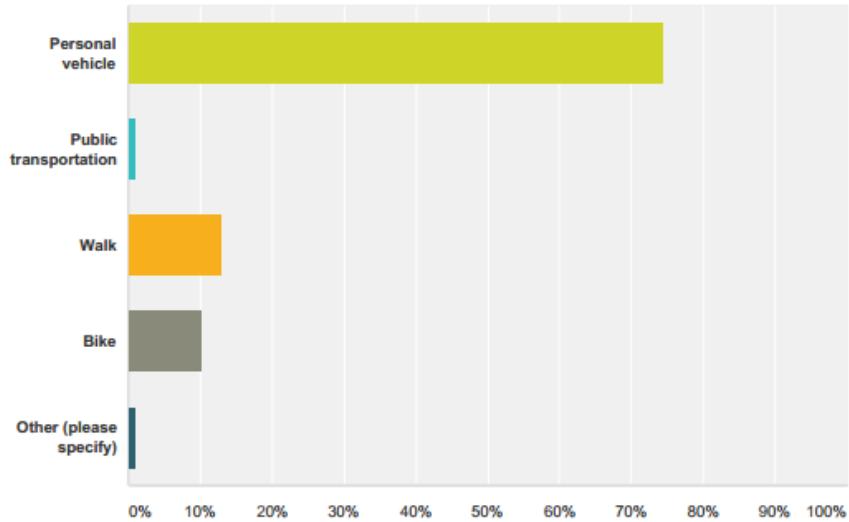


Answer Choices	Responses
Daily	11.43% 51
Weekly	49.55% 221
Monthly	23.54% 105
Quarterly	8.74% 39
Yearly	2.47% 11
Seldom or never	4.26% 19
Total	446

Nearly half of respondents (49.55%) patronize a downtown business on a weekly basis, while 23.54% patronize a downtown business on a monthly basis. Only 11 respondents (2.47%) patronize a downtown business on a yearly basis and 19 respondents (4.26%) said never.

Q6 What mode of transportation do you most frequently use to/from downtown?

Answered: 446 Skipped: 14



Answer Choices	Responses
Personal vehicle	74.44% 332
Public transportation	1.12% 5
Walk	13.00% 58
Bike	10.31% 46
Other (please specify)	1.12% 5
Total	446

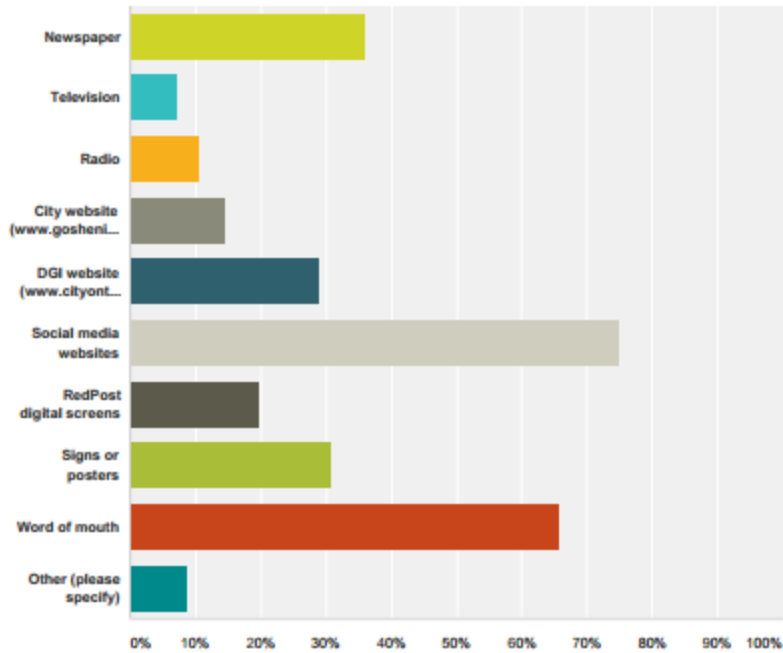
332 respondents (74.44%) use a personal vehicle to get to/from downtown, while 48 respondents (13.0%) walk, 46 respondents (10.31%) bike and only 5 respondents (1.12%) use public transportation.

Other responses include:

- Personal vehicle & bike
- Combination of walk/personal vehicle
- 50/50 - Biking and personal vehicle
- I mostly use car, because you refer to all year. But I often very often use the millrace on a bike.
- I drive my personal vehicle most times, but do ride my bike as weather and time permits. I have also walked into town.

Q7 How do you find out about downtown events? (select all that apply)

Answered: 444 Skipped: 16



Answer Choices	Responses
Newspaper	35.81% 159
Television	7.21% 32
Radio	10.36% 46
City website (www.goshenindiana.org)	14.41% 64
DGI website (www.cityonthego.org)	28.83% 128
Social media websites	75.00% 333
RedPost digital screens	19.82% 88
Signs or posters	30.86% 137
Word of mouth	65.77% 292
Other (please specify)	8.78% 39
Total Respondents: 444	

Top responses include:

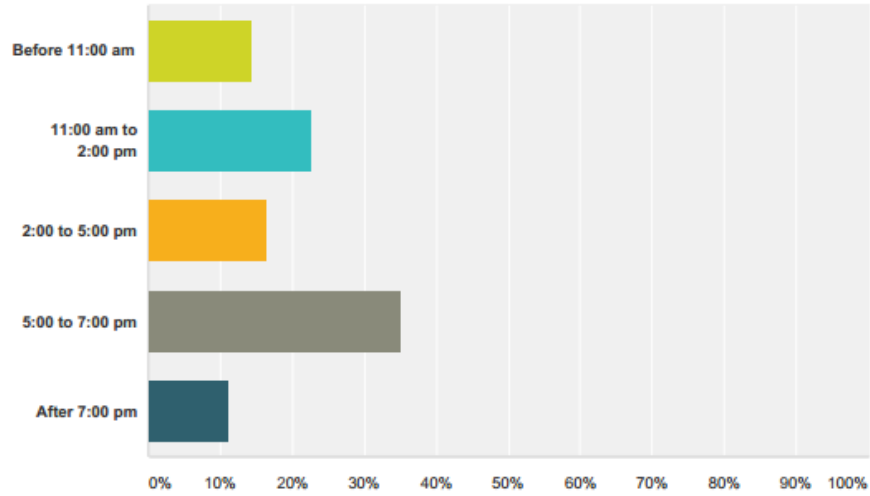
- Social media websites (75.0%)
- Word of mouth (65.77%)
- Newspaper (35.81%)

Other responses include:

- Emails (16)
- First Fridays emails/www.cityonthego.org/Downtown Goshen (6)
- transitiongoshen.org, godancing.org
- Just go on the First Friday of the month and see what is going on for myself
- Emails from the Chamber
- Etruth
- Goshen College Communicator
- City barricades...
- goshenarthouse.com
- La Casa Inc.
- Billboards
- Historic Southside Neighborhood Association FB page
- Hard to find info just moved here
- Internet search engine
- Flyers kids bring home from school
- News websites and emails

Q8 What time of day do you most often come downtown?

Answered: 442 Skipped: 18

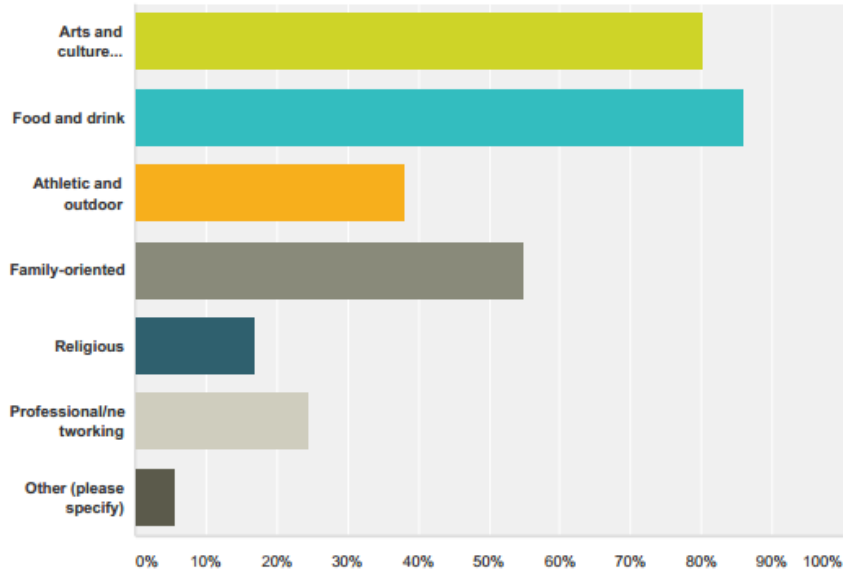


Answer Choices	Responses	Count
Before 11:00 am	14.48%	64
11:00 am to 2:00 pm	22.85%	101
2:00 to 5:00 pm	16.52%	73
5:00 to 7:00 pm	35.07%	155
After 7:00 pm	11.09%	49
Total		442

155 respondents (35.07%) come downtown during the late afternoon hours of 5:00-7:00 pm, while 101 respondents (22.85%) come downtown around lunchtime between the hours of 11:00 am-2:00 pm. 73 respondents (16.52%) visit downtown during the afternoon hours of 2:00-5:00 pm and 64 respondents visit downtown before 11:00 am. Only 49 respondents (11.09%) visit downtown after 7:00 pm.

Q9 What types of events would you like to see in downtown Goshen? (select all that apply)

Answered: 444 Skipped: 16



Answer Choices	Responses
Arts and culture (performing arts, music, film)	80.18% 356
Food and drink	86.04% 382
Athletic and outdoor	38.06% 169
Family-oriented	54.95% 244
Religious	16.89% 75
Professional/networking	24.32% 108
Other (please specify)	5.63% 25
Total Respondents: 444	

Top responses include:

- Food and drink (86.04%)
- Arts and culture (performing arts, music, film) (80.18%)
- Family-oriented (54.95%)

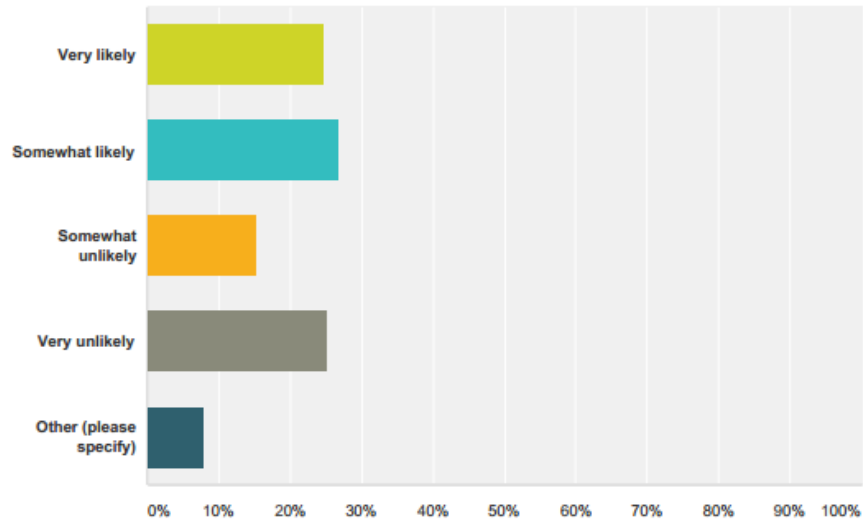
Other responses include:

- Cruising

- Something like @ Bonnie Vill Mill. Where Arts and Crafters can sell there creations. Some people may have missed the mill and would have another chance to let people know of the crafts they like. Kind of like a craft fair.
- More events for teens
- Dancing in the street open to public participation (latino, square dance, contra dance...)
- Outdoor- meaning interesting/compelling walk/bike which is beginning to happen
- Ethnic, cultural events
- 5k charity events
- Stick streets - streets that keep people hanging out for the atmosphere - not always having to spend money to enjoy downtown
- Bring back the bike race!
- Education, civic engagement
- Edutainment
- Bring back the bike races!
- Town history
- Art/music fair - including multi-cultural offerings. Could combine with First Friday, or have art/music fair on first Saturday - to compliment First Friday
- Not an event per se, but a public courtyard with food/drink where people can gather anytime (more Third places)
- Please not religious!
- Open hours more similar for all stores
- Street vendors. Fresh open markets like NYC, street performers
- Metal working guild
- DIY/Maker
- Education events, seminars
- Bring back chili cook off
- I'd like to see events that are not aimed at the college community

Q10 If you were looking to move, how likely would you be to consider living downtown?

Answered: 444 Skipped: 16



Answer Choices	Responses
Very likely	24.55% 109
Somewhat likely	27.03% 120
Somewhat unlikely	15.32% 68
Very unlikely	25.23% 112
Other (please specify)	7.88% 35
Total	444

When asked how likely respondents would be to consider living downtown, 120 (27.03%) said somewhat likely, while 109 respondents (24.55%) said very likely. Combined, over half of respondents (51.58%) said they were somewhat or very likely to consider moving downtown.

Conversely, 112 respondents (25.23%) said very unlikely, while 68 respondents (15.32%) said somewhat unlikely.

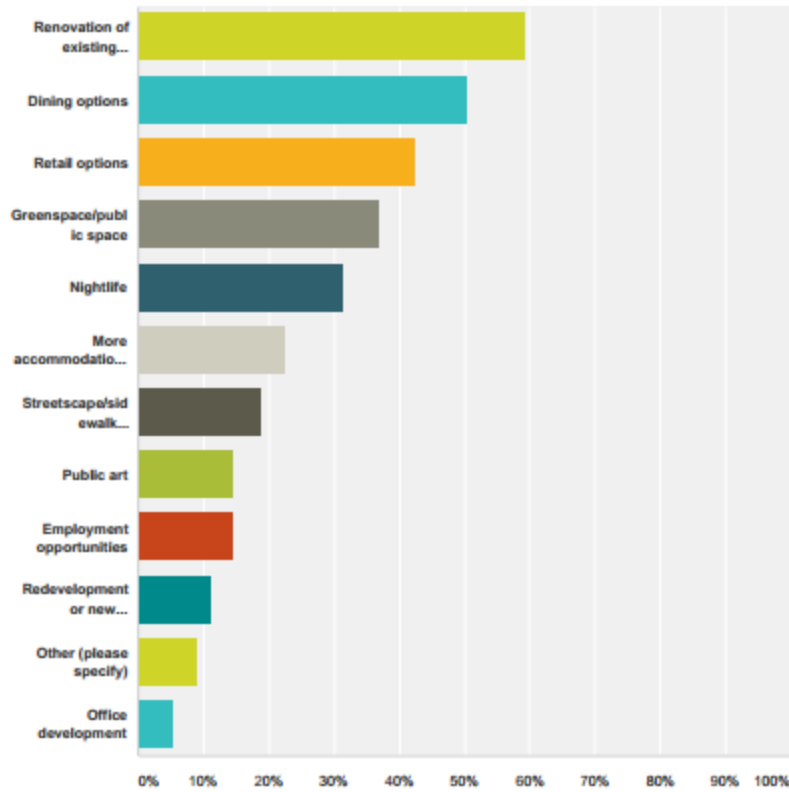
Other responses include:

- Unlikely, but within a mile is likely
- On the race
- Already live downtown!
- Lack of garages is a problem
- I'm so fortunate, already live downtown. Love it.
- Never

- Already live downtown and specifically moved here
- When I move I would be doing a condo without yard maintenance. Those options are limited downtown.
- My next move likely to be to assisted living-- downtown would be great!
- I already live within-in walking distance of downtown (6 blocks or less), and love the area!
- Already live downtown
- I already do! :)
- We live right off of downtown now
- I love on S 7th Street, so I feel like I live downtown, somewhat
- Currently live four blocks from downtown and do not plan to move
- Without a doubt IF there was more apartment options
- If it were cheaper I definitely would be more inclined
- Never...
- Currently living downtown
- We live only a couple of blocks from the center of town
- It's a life stage choice. Lived downtown for 14 yrs plus attended GC. Now, I really enjoy walking around downtown, variety of merchants, food, etc.
- I do live downtown
- We currently live downtown, if we were to move we'd move to the country
- If I were to move, it would be to another state
- Already live 2 blocks from downtown
- I already live downtown
- I am in city limits but I need space for gardening so closer is not an option...otherwise totally would
- Already live on 6th St
- Probably not, we like garden/yard
- Already live downtown. Love it.
- Just built a brand new home two years ago.
- I already live close to downtown
- Just recently moved within walking distance of downtown for all the reasons cited above
- This is a confusing question...do you mean near downtown or like in a condo above Main Street? I currently live near downtown but am moving further out of town.
- I already do

Q11 Please select three areas of focus that downtown Goshen should prioritize. (select three)

Answered: 416 Skipped: 44



Answer Choices	Responses
Renovation of existing buildings	59.38% 247
Dining options	50.48% 210
Retail options	42.55% 177
Greenspace/public space	37.02% 154
Nightlife	31.25% 130
More accommodations for bicyclists	22.60% 94
Streetscape/sidewalk improvements	18.99% 79
Public art	14.66% 61

Employment opportunities	14.42%	60
Redevelopment or new construction	11.30%	47
Other (please specify)	9.13%	38
Office development	5.29%	22
Total Respondents: 416		

Top responses include:

- Renovation of existing buildings (59.38%)
- Dining options (50.48%)
- Retail options (42.55%)
- Greenspace/public space (37.02%)
- Nightlife (31.25%)

Other responses include:

- Parking ease
- Greater opportunities for minority owned businesses
- Safe biking (since sidewalk biking is not an option)
- Public restrooms
- All of these are important (2)
- More parking space, especially by The Bubble building
- Getting rid of jail
- Multi-functional, open air but covered, community activities center
- It would be great if the stores could be open later more than just one day a week
- Where business, clean up around there storefront better
- This is a tough one! I'd defer to people with more insight than I
- Family/youth entertainment
- Parking
- Space for 13-18 year olds to hang out. They don't want or need structure time/activities or even entertainment. They simply need a space where they can hang out and not feel like they are bothering others or being overly monitored.
- Remove highway designation from Main Street and make one lane traffic each direction
- Residential housing. There is very little that's walking to downtown
- Beautifying the roads into Goshen
- More compact residential - micro-apartments are on the up-swing "cough cough" attracting Millennials! with less space comes affordable rents and more people out and about investing in public spaces!
- Public service appreciation events
- All year family sports and recreation
- Public restrooms
- Dining options needed: Italian, Ethiopian, Thai, Middle Eastern
- Public transportation, between Elkhart and South Bend
- Crack down on theft

- I think someone should address the old, very ugly jail building. I would suggest it be torn down and that area used for much needed parking.
- Preserve the character of the town. That's what will draw people (imo). Renovate buildings. Utilize upper floors for office, studio, apartments. Please don't build new unless it's to compliment existing structures and reflects architecture consistent with time period of Main Street.
- Local retail options (businesses that have a local-first mission)
- Mostly, I love Goshen downtown. It is beautiful and functional already.
- Fix connections to pedestrian/bicycle paths that are broke by railroad construction. Students are regularly crossing at 9th St and need to be able to do so safely
- Would love to see some of the 60's storefronts converted to the original (i.e. Goshen News building front)
- Expand the efforts to include more of Goshen
- More events celebrating our diversity, Hispanic and other
- Maker space. A place for people, kids, grownups to explore building/designing things
- Get ModMex to come
- Renovation of the theater and 2nd stories of many of the buildings
- I'd like to
- I believe it is VERY important to develop more green space