



# TOGETHER, GROWING GOSHEN

GOSHEN CHAMBER STRATEGIC PLAN 2021 — 2024



2021 — 2024

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# introduction

We are pleased to introduce the next 3-year strategic plan for our chamber of commerce and the Goshen business community. The Goshen Chamber Board of Directors and Chamber staff have worked together over several months of planning to present this plan. The Chamber always encourages businesses to have their plans and update them, and we are no different.

The Chamber Board identified four strategic goals to focus on. Our focuses are to (1) advocate for the future leadership of the Goshen community, (2) connect all sectors of business leaders as we exemplify inclusion through our people, programs, and partnerships, (3) develop a network of problem-solvers to target solutions for economic issues hindering the Goshen community, and (4) inform businesses and entrepreneurs of the enhanced chamber resources available to guide their growth and sustainability. The Goshen Chamber will use this plan as a guide and reference point in guiding our business community over the coming years.

## core values statement

We are guided by our core values statement of:

*The Goshen Chamber of Commerce believes that stronger communities are built through diverse and thriving businesses. This is accomplished through supporting all businesses by advocating, connecting, developing, and keeping businesses informed.*

Our work is guided by the following core values:

- Integrity
- Respect
- Collaboration
- Valuing All Businesses
- Results Driven

We will carry out these areas of focus by following the Goshen Chamber's mission statement, which is simple, "Champion Our Community's Business Future." We must keep our eyes on providing space for all businesses to succeed in the Goshen area, and to be able to provide those businesses with the necessary resources they need to prosper.

Our vision statement reads:

The Goshen Chamber will continue to add value to all businesses through a strong partnership with Education and Government Leaders. Creating a business environment that will result in an inclusive community where businesses thrive, and people want to live.

”Champion Our  
Community's  
Business Future.

## strategic focus



### Goal #1: Advocate for the future leadership of the goshen community

The Goshen Chamber wants to continue their tradition of leadership in the Goshen community. When business leaders come together and work on a common cause for the greater good, uncommonly great things are possible. The Chamber will continue to cultivate the next generation of business and community leaders through its programs. As our mission statement says, "To Champion Our Community's Business Future," having business leaders step up and play a role in a business-friendly environment is essential.



### Goal #2: Connect all sectors of business leaders as we exemplify inclusion through our people, programs, and partnerships

The Goshen Chamber strives to be the business resource center for the entire community of Goshen. The Goshen Chamber needs to continue to listen, learn, and implement programs and resources for all businesses of Goshen. Engaging all business leaders and connecting not only them, but their businesses to the entire Goshen community remains a critical initiative of the Goshen Chamber. We will continue to listen, learn, and engage with the community to strengthen Goshen as a whole.





### Goal #3: Develop a network of problem-solvers to target solutions for economic issues hindering the community

The Goshen Chamber has a long history of being the convener in town to bring the necessary people to the table to accomplish the economic development of our business community. Analyzing, discussing, and asking the tough questions plays a critical role in the development of the Goshen business community. Through the relationships the Goshen Chamber has fostered and cultivated, we will continue to be the source for development in Goshen working side-by-side with the City of Goshen and their Departments that make things possible.



### Goal #4: Inform businesses and entrepreneurs of the enhanced chamber resources available to guide their growth and sustainability

The Goshen Chamber will continue to be a trusted and reliable resource for not just the business community, but the entire community. We will continue to highlight, promote, and showcase the Membership to Goshen, Elkhart County, and more. The collective knowledge that comes from sharing of ideas, sharing of expertise, and sharing advice will continue to cultivate the entrepreneurial epicenter of this region.

# goal #1: advocate

Advocate for the future leadership  
of the Goshen community

## Focus

Leadership Goshen

## Action

Continue to develop the program to ensure we are offering ways that attendees will continue to grow and understand not only their leadership potential, but how to be leaders in the community.

## Focus

Advocating for Business Needs

## Action

Continue to be the organization that leads discussions on issues related to the business community. We are the trusted voice for business and have built relationships with elected leaders that benefit businesses in a variety of ways.

## Focus

Chamber Involvement in Education

## Action

The Goshen Chamber is a logical partner and link to convene the business community and education. We need to continue to partner with Manufacturing Day and other programs to foster the future of our workforce. We need to explore partnership with local stakeholders:

- a. Goshen Community Schools
- b. Bethany Christian Schools
- c. Fairfield Schools
- d. Goshen College
- e. Ivy Tech
- f. Horizon Education Alliance
- g. Boys & Girls Club
- h. Startup Moxie

## goal #2: connect

Connect all sectors of business as we exemplify inclusion through our people, programs, and partnerships

### Focus

Diversity, Equity, and Inclusion

### Action

Continue to partner with organizations and leaders in the Goshen area to ensure we are reaching the entire community with the resources that businesses and the community need. We need to continue to be leaders in provide training, education, and conversations in growing our community.

### Focus

Chamber Programming

### Action

As the Chamber continues to focus on the entire business community, we need to be mindful to create inclusive programming, events, meetings for all types of businesses. Connecting all businesses to each other is what builds and drives a community, and a stronger more inclusive Chamber, means a stronger and more inclusive Goshen.

### Focus

Resources for the whole Business Community

### Action

The Chamber must continue to provide information and resources in ways that engages the entire business community. Chamber programming, topics, events, and more need to plan with how to best engage the entire business community.

## goal #3: develop

Develop a network of problem-solvers to target solutions for economic issues hindering the community

### Focus

Partner with Economic Development Groups

### Action

Continue to partner with Economic Development Groups and programs that keep Goshen top of mind. The Chamber should continue to represent Goshen at the highest of levels while ensuring that Goshen is ready for the future needs of the business community.

### Focus

Promote Goshen's Quality of Place to potential businesses, residents, and visitors

### Action

Workforce development and employer needs continue to be a bottleneck. Look for ways to highlight Goshen and the amenities we have to offer.

### Focus

Stabilizing Existing Businesses

### Action

Create a "Chamber Challenge" for the Membership and community. Take the collective resources of the Goshen Chamber and lift up existing businesses in our community. Identify businesses that could directly benefit from this type of business support and reach their full business potential.

### Action

Engage with Goshen College and Goshen College Business Department to utilize resources the entire College has to offer.

### Focus

Development in Goshen

### Action

Continue to work with both the City of Goshen and the Development community to ensure Goshen is ready for both residential and commercial growth. Having a place for people to live goes hand-in-hand with growth of the business community. Look for ways to address challenges, celebrate successes, and continue to collaborate with all parties to grow Goshen sustainably and smartly.



## goal #4: inform

Inform businesses and entrepreneurs of the enhanced chamber resources available to guide their growth and sustainability

### Focus

Targeted Member Contact

### Action

Create a Member portal and groups to have the ability to have targeted email information distributed and ability to connect members more easily. Host semi-annually or quarterly peer meetings with specific groups so that the Chamber hears from the business community sectors and can address issues directly to those that are affected.

### Focus

Programing for Business (i.e. Business Insurance, Legal Structures, Labor Law, Banking/Finance, Tax/reporting standards, Basic Accounting, Marketing, Franchising, etc.)

### Action

Create and record programing that is available for the business community to access. Look for ways to offer the programming in ways that the entire business community can benefit from.

### Focus

Highlight Membership year round

### Action

Create a Member Spotlight video/marketing promos to share on the Chamber's social media outlets.

### Focus

Peer Group Meetings

### Action

Gather peer group businesses together throughout the year to not only have them share their experiences, but also learn ways the Chamber can aid in their business growth.

# current programs and events

Third House Legislative Updates  
Wake Up! Goshen Information Series  
Connect @ 4 Networking Events  
Spare Time with the Chamber Networking Event  
Founders' Day Expo and Luncheon  
Public Policy Committee  
Sound of the Economy  
Golf Outing Networking Event  
Annual Meeting  
Leadership Goshen  
Indiana Small Business Development Center  
Visitor and Information Center for Goshen  
HR Network Information Series  
Ambassador Committee  
Women in Business Network  
Young Professionals of Goshen