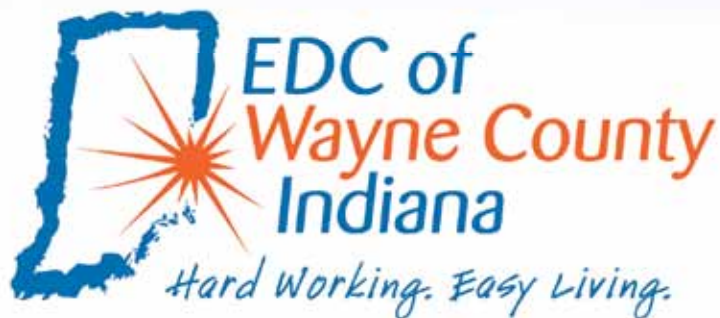


Economic Development Corporation of Wayne County



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2011 Annual Report



BUSINESS DEVELOPMENT

In 2011, the EDC of Wayne County participated in nine projects creating or retaining 165 jobs. Related payroll associated with these projects reached \$5.7 million. Private investment as a result of these projects was over \$26 million. (For more information please see EDC Project Successes located on the following page of the annual report.)

Retention and Expansion Projects

Manchester Industries

Manchester Industries is a paper converter located in Hagerstown. The EDC assisted the company in purchasing a new paper trimmer with automatic loading and stacking equipment. The machine increased efficiency, allowing the company to increase business. The EDC provided an EDIT grant of \$5,000 used to assist with the purchase, installation, and set-up of the new paper trimmer. The company will retain 27 jobs.

#1 Polymer Source

#1 Polymer Source is a company specializing in recycling and reuse services. The EDC provided an EDIT grant of \$5,000 to assist with the purchase of new equipment that included a toll grinding machine and dust collection system. To accommodate the new equipment the company had to raise ceilings, upgrade the lighting, widen door openings, upgrade existing electrical systems and construct a new truck dock. In addition, the company also purchased weight scales, a conveyer system, new grinder blades and a new fork truck investing a total of \$119,500. As part of the project they will create 4 new jobs bringing their employment total to 8.



Primex Plastics Corporation

Primex Plastics expanded their accounting department, purchased new equipment and upgraded existing equipment at their Richmond facility, investing \$3.8 million and creating 10 new jobs. The EDC provided an EDIT grant of \$60,000 to assist with the project. The expansion added 990 square feet of office space. The company also purchased new lab equipment and an extruder. Upgrades to existing equipment included shears, conveyers, and blenders. Primex Plastics makes products for automotive, marine, RV, food and medical industries, as well as indoor/outdoor displays and signage.



Silgan White Cap

Silgan White Cap's Richmond facility is among the most diversified metal operating facilities in the Silgan system. The company manufactures metal and plastic caps for the food and beverage industry. The EDC provided an EDIT grant of \$16,128 to assist with the purchase of new equipment that upgraded one of the company's composite cap production lines. This upgrade allowed the company to further diversify their product line and expand their customer base. Three new jobs were created as a result of the project. New equipment included a new vertical curing oven, liner equipment and a conveyer system. Silgan White Cap is a FDA approved facility that manufactures food and beverage products globally.

Grafcor, Inc.

A division of Innomark Communications, Grafcor, Incorporated in Richmond received a \$24,000 EDIT grant from the EDC to purchase and install new printing presses. Grafcor prints large format, point-of-sale (POS) displays for the global retail sector. The company invested \$265,000 and retained 18 jobs. The new equipment helped the company become more competitive in an increasingly competitive market. Among the products the company has done print projects for include food, apparel, auto parts, and housewares. Customers include Walmart, American Eagle, Gap, Aeropostale, and Abercrombie and Fitch, among others.

Vandor - Starmark Product Line

Vandor Corporation expanded their Starmark funeral services line and their injection molding operation investing \$2.7 million and creating 30 new jobs. The injection molding expansion allows the company to manufacture two-shot injection molded parts. The EDC provided an EDIT grant for \$52,000 to assist with the purchase and installation of new equipment, as well as training for new employees. Vandor Corporation was one of the first companies to locate in the Midwest Industrial Park. Starmark products have been marketed under the Vandor Corporation umbrella since 2004. Starmark provides products nationwide to the funeral service industry including funeral homes, crematories and a limited number of casket distributors.



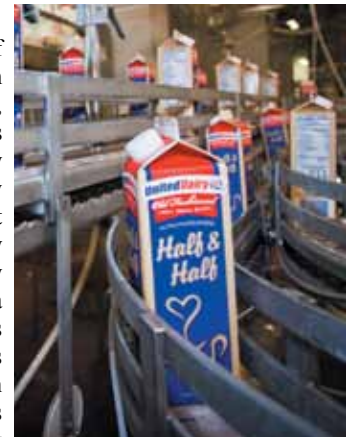
Osborn International

Osborn International, a division of Jason Finishing Group, expanded by relocating a product line and the company's IT Department to the Richmond facility. The company will invest \$4.6 million and create 23 new jobs bringing their employment total to 182 employees. The EDC provided an EDIT grant of \$83,000 to assist with the installation of equipment and renovations to the existing building. This is the second expansion for the company in two years. Osborn International manufactures wire, polishing buffs and maintenance brushes. Products are used in hundreds of applications such as deburring, metal finishing, weld cleaning, honing and polishing. Brushes are made for products ranging from brooms and paint brushes, to brushes used in manufacturing processes.



Wayne Dairy Products, Inc.

The EDC provided an EDIT grant of \$200,000 to assist with an expansion project at Wayne Dairy Products, manufacturer of premium dairy products under the SMITH'S brand. The company will invest \$12 million and create 11 new jobs. The EDIT grant will be used to assist with the installation of equipment for new dairy processing, filling and secondary packaging. Wayne Dairy produces a variety of co-manufactured products including ice cream, milk, eggnog, juices and drinks, as well as Ruggles premium brand ice cream. Milk for products is provided by local dairy farms over an eighty mile area. Wayne Dairy ships products as far as Texas. Richmond competed successfully with other Midwest locations for this expansion project.



New Investment

C. R. England Global Transportation

One of the nation's largest refrigerated trucking companies and premier commercial truck driving schools, C. R. England Global Transportation, announced they would locate a new instructional facility in Richmond. The company located their facility in the Rose City Business Park, investing \$2.2 million and will create 35 new jobs. The existing building will be used for classrooms and office space. Surrounding property will be developed for a driving range and will potentially house a future Commercial Driver's License (CDL) testing center. The EDC provided a \$90,000 EDIT grant to assist with renovations to the existing building and land improvements, as well as training for new employees. The company announced it will use the grant money as well as match the grant for a total of \$180,000 to provide residents of Wayne County coverage of tuition to attend C. R. England's school with a six month driving commitment from the student.

BY THE NUMBERS - EDC Project Successes

In 2011, the EDC partnered with nine companies creating over \$26 million in new, private investment in Wayne County. For every \$1.00 of EDIT funding expended in 2011, \$23.66 from the private sector was invested. Through these projects 165 jobs were projected to be created or retained.

2009-2011 EDC PROJECTS

	2009	2010	2011	Total
Projects Closed	4	7	9	20
Jobs Created	77	138	120	335
Jobs Retained *	37	54	45	136
Related Payroll	\$3,477,970	\$5,771,724	\$5,701,242	\$14,950,936
Private Investment	\$3,477,970	\$40,689,000	\$26,778,239	\$78,927,239
EDIT Incentives	\$569,195	\$645,725	\$535,128	\$1,750,048
EDIT Incentives per Job**	\$4,993	\$3,363	\$3,243	\$3,866**
Public/Private Leverage	\$1.00/\$20.13	\$1.00/\$63.01	\$1.00/\$50.04	\$1.00/\$45.10
EDC EDIT Expenditures (Incentives and Administration)	\$1,378,341	\$1,333,254	\$1,132,000	\$3,843,595
Public/Private Leverage with Administration	\$1.00/\$8.31	\$1.00/\$30.52	\$1.00/\$23.66	\$1.00/\$20.53

Graph shows data collected on projects, incentives and investment for 2009, 2010 and 2011.
*Claimed only if there was a threat of losing the company.

INDUSTRIAL PARK DEVELOPMENT



Phase II - Midwest Industrial Park

Work on Phase II of the Midwest Industrial Park, which began in 2010, continued throughout 2011 leading to Shovel Ready Certification by the Indiana Economic Development Corporation responsible for economic development for the State of Indiana. Successful completion of subdivision plans for the new greenfield space included the collaboration of the City of Richmond, the Richmond Redevelopment Commission, Richmond Common Council, the Wayne County Drainage Board and the Wayne County Commissioners, as well as the EDC. Due to the cooperation and work by these various entities, ground was broken in 2012 to begin construction on roads, utilities and stormwater detention. Once construction is completed on the 166 acre parcel, the EDC will have much needed greenfield space adjacent to Interstate 70, and with rail access, to market for new and existing business investment.

MARKETING

Technological advances in electronic marketing provide more and more opportunities to target and track efforts. In 2011, the EDC took major strides to begin incorporating electronic marketing into its marketing strategy to promote Wayne County as a great place to do business. Information gathered through tracking can be used to refine efforts to reach targeted audiences. Targeted audiences for the EDC continue to be site consultants and company site location decision makers in targeted industry sectors. Those sectors include plastics; metal stamping and fabrication; alternative and renewable energy component manufacturing; distribution and logistics; and food processing.

Website - Homepage Redesign

With site selectors and company site location representatives in mind, the homepage for the EDC's website was redesigned. The new look incorporates a large, interactive map of Wayne County. The map identifies the location of available sites and buildings and by clicking on the respective icon, more information is provided about the chosen site or building. Testimonials from local business owners and managers provide information about why Wayne County is a great location for their company. A toggle bar provides the ability to control any of these features, as well as to switch to a map showing the location of Wayne County within the United States. Additionally, easy access has been provided to the Building and Sites Database for searches based on a visitor's specific site criteria.

Food Processing Micro-Site Campaign

Using both direct mail and electronic marketing, the EDC reached out to nearly 5,000 food processing or related companies. Visually strong artwork was used in the design of large postcards containing facts about the benefits of Wayne County and Indiana. The postcards directed the recipient to a specially designed micro-site providing detailed information and data on why Wayne County is a good location for food processors, as well as testimonials from food related companies already located in Wayne County. By industry standards for electronic marketing the initial results were encouraging. In addition, the campaign itself received media coverage from the Chicago Tribune and the Building Indiana News Blog, as well as other local media outlets. The campaign ran from October to December in 2011. From the postcard mailing list targeted at food processors, the micro-site saw 389 unique visits, of which 82.52% of traffic to the micro-site was from new visits. There were 777 pageviews.



PARTNERS IN ECONOMIC DEVELOPMENT

Cambridge City
Centerville
East Germantown
Economy
Hagerstown

Milton
Mount Auburn
Richmond
Whitewater
Wayne County



Letter From The Chair

2011 was an exciting year for the EDC in that we were able to partner with nine companies in their expansion and/or retention projects as well as one new attraction project. These companies have projected investments of over \$26 million and are responsible for the retention and creation of 165 jobs.

Existing business is the life blood of any community and we want to express our sincere thanks and gratitude to these companies for their efforts and beliefs in the Wayne County community:

- Manchester Industries
- #1 Polymer Source
- Primex Plastics Corporation
- Silgan White Cap Corporation
- Grafcor, Inc.
- Starmark - a division of Vandor Corporation
- Osborn International
- Wayne Dairy Products, Inc.

We were also very pleased to announce that a new company, C.R. England Global Transportation, has decided to locate a training facility in the Rose City Business Park. C. R. England trains commercial truck drivers, a much needed skill set not only in our community, but in the nation. There are several other projects that we are working on, but economic development does not have overnight success. It may take a year or two, and perhaps even longer, for a project to unfold.

In 2011 we undertook a number of marketing initiatives:

- We kicked off a marketing campaign targeting food processors, one of our industry targets. Using both direct mail and electronic marketing, we reached out to nearly 5,000 food processing or related companies. Preliminary results were encouraging
- We also updated and improved our website. The design of the homepage on the website is dedicated to meet site selector needs.

During 2011 work continued on Phase II of the Midwest Industrial Park. Significant collaboration between the EDC, the City of Richmond, the Richmond Redevelopment Commission, Wayne County Commissioners, and the Wayne County Drainage Board resulted in a site plan for the new greenfield space. Phase II also received Shovel Ready Certification from the State of Indiana. A groundbreaking ceremony was recently held and construction of roads and infrastructure is underway.

2011 was the first full year for Tim Rogers as the CEO of both the EDC and the Wayne County Area Chamber of Commerce. As with any new venture, it had its ups and downs. But Tim, through many hours of hard work and dedication, has shown that both organizations can succeed.

The general public, for the most part, does not realize the time and effort that goes into economic development. That it's imperative we have paid professionals in this most important field who are in contact with those from the outside who might be able to bring that new business to our community, and in addition, who stays in contact with the existing business community to understand their needs as well. With that said, it has been my pleasure to have worked with Tim Rogers who is the utmost professional. It also takes a hard working and dedicated staff to succeed and we had that in Valerie Shaffer, Renee Doty, Norene Groth and Brittany Pennington. Thanks to you all for a great year.

Unfortunately, near the end of 2011 we said good-bye to Valerie Shaffer, who took a position with the Indiana Economic Development Corporation and Norene Groth, who took a position with the Wayne County Area Chamber of Commerce. We welcome new Vice President of Business Development, Jeana Davis and new Development Coordinator, Alaina Geres to the EDC staff.

One last thought for everyone who lives and works in the Wayne County community - be sure, in some fashion, we are all involved in economic development in the way we project our attitude, be it positive or negative. So above all, be POSITIVE about this wonderful community.

It has been my pleasure to have had the opportunity to chair the 2011 EDC Board of Directors for this hard working, community-minded organization.

Gary Hackman, Chairman 2011

EDC Board of Directors and their Appointing Entities

2011 Officers

- Chair – Gary Hackman (City of Richmond, Mayor)
- Vice Chair – Steve Holman (Wayne County, Commissioners)
- Treasurer – Jeff Jackson (Wayne County, Council)
- Secretary – Mark Smith (Centerville)
- Past Chair – Kevin Ahaus (Wayne County Area Chamber of Commerce)

Board

- Kyle Clark (Wayne County, Commissioners)
- Nancy Green (City of Richmond, Mayor)
- Brett Guiley (City of Richmond, Common Council)
- Jim Cohen (Cambridge City)
- Chad Semler (Hagerstown)
- Bob Powell (Wayne County Area Chamber of Commerce)
- Tracie Robinson (Wayne County Area Chamber of Commerce)

2012 Officers

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- Vice Chair – Tracie Robinson (Wayne County Area Chamber of Commerce)
- Treasurer – Jeff Jackson (Wayne County, Council)
- Secretary – Jim Cohen (Cambridge City)
- Past Chair - Gary Hackman (City of Richmond, Mayor)

Board

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- Kyle Clark (Wayne County, Commissioners)
- Nancy Green (City of Richmond, Mayor)
- Brett Guiley (City of Richmond, Common Council)
- Chris LaMar (Hagerstown)
- Bob Powell (Wayne County Area Chamber of Commerce)
- Kevin Ahaus (Wayne County Area Chamber of Commerce)

EDC Staff

- Tim Rogers – President/CEO
- Jeana Davis – Vice President of Business Development
- Renee Doty – Manager of Community Affairs
- Alaina Geres – Development Coordinator
- Brittany Pennington – Administrative Assistant