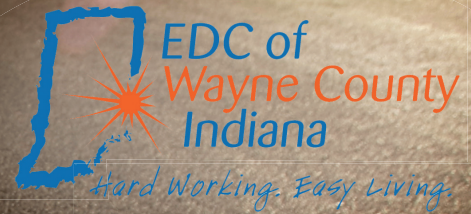


# Economic Development Corporation of Wayne County

## 2012 Annual Report



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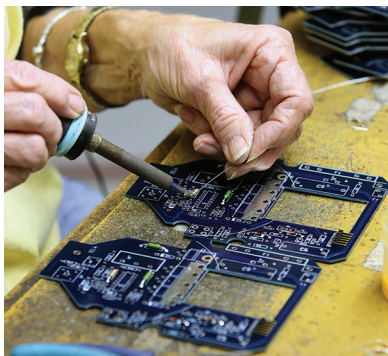
## BUSINESS DEVELOPMENT

In 2012, the EDC of Wayne County participated in 8 projects creating or retaining 458 jobs. Related payroll associated with these projects reached \$12.8 million. Private investment as a result of these projects was close to \$75 million. (For more information please see EDC Project Successes located on the following page of this annual report.)

### Business Retention and Expansion

#### Golden Engineering, Incorporated

Early in 2012, Golden Engineering, Inc. initiated a project with the EDC of Wayne County that would expand their facility by 6,400 square feet, purchase new equipment, and upgrade their infrastructure, investing a little over \$700,000. The project would also create 2 new, full-time jobs. The EDC provided an Economic Development Income Tax (EDIT) grant of \$15,000 to assist with the construction, purchase new equipment, and provide training for staff. Golden Engineering manufactures portable X-ray machines and related equipment that is used in industrial, security, and forensic investigation applications. Roger Golden says Wayne County has been a very good location for their business. "We have found a talented and loyal workforce here. The location is convenient for transporting our products to customers around the world." The expansion allows the company to keep all their operations in one location and gives them the space necessary to reach their manufacturing potential.



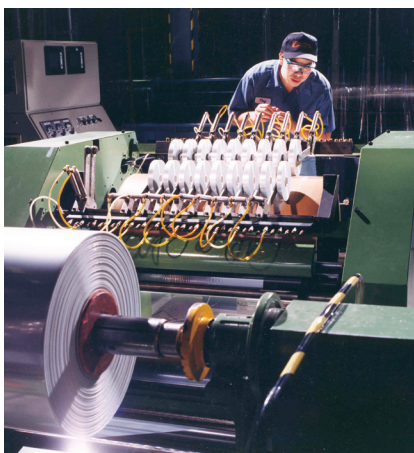
#### Silgan White Cap Corporation

In 2012, Silgan White Cap closed out their first expansion project with the EDC and approached us with a second expansion project. The company purchased new equipment that would increase efficiency and allow the manufacture of a new product. The new technology will also help the company remain competitive in a tough industry. The EDC provided an EDIT grant of \$29,000 to assist with the purchase of the new equipment, and provide training for employees using the equipment. Silgan produces metal and plastic caps for the food and beverage industry. The Richmond plant has the capability of producing steel, aluminum, and composite extruded products, and is one of the most diversified metal operating facilities in the Silgan system.



#### Transilwrap Company, Incorporated

This company saw an opportunity to increase their technological and competitive advantage with the purchase of new equipment. The EDC provided an EDIT grant of \$27,000 to assist with the purchase of the new machinery, which also led to the creation of 8 new, full-time jobs. Transilwrap's Richmond facility manufactures laminates and extrusion coatings for a diverse number of products on a global scale. The facility has been in Richmond for over 20 years. This was their second expansion project with the EDC in two years. The company successfully closed out their first project several months ahead of schedule.



#### B & F Plastics, Incorporated

B & F Plastics has come a long way since their opening in 1988 as a screen printing company that focused on signs and displays. Today the company makes their own substrate and custom compounded materials, and manufactures a diverse number of products from thermoplastic and recycled rubber as well as custom sheet extrusion. The company added new equipment to expand their product line investing close to \$700,000 that will lead to the creation of 8 new, full-time jobs. The EDC provided an EDIT grant of \$13,000 to assist with the purchase of the equipment. This is the second EDIT grant the company has received. In 2010, the EDC provided an EDIT grant of \$200,000 to assist with a local management group's efforts to purchase the company keeping 56 existing jobs in Wayne County, and creating 36 new jobs by the time the company closed out the grant, 10 more jobs than originally planned. The company manufactures products for the construction, auto and truck, RV and recreation, gardening, and agriculture industries, among others.



#### Suncall America, Incorporated

This company needed to expand their facility, purchase and install new equipment, and provide training for employees when they were awarded the contract for "new model" work producing two new automotive parts. The company invested \$3 million and will create 10 new, full-time jobs once the project is complete. Hiring is expected to begin in 2013 following completion of construction which started in 2012. The EDC provided an EDIT grant of \$68,500 to assist with the cost of construction, purchase and installation of new equipment, and the training of new employees. Suncall America is a Japanese company founded in 1943. The American division consists of facilities located in Indiana and South Carolina. The Richmond location is a Japanese automotive Tier 1 and 2 supplier.

#### Berry Plastics Corporation

Berry Plastics was able to add a new line to their production at their Richmond facility. They invested over \$4.3 million in the project that will create 10 new, full-time jobs when complete. The EDC provided an EDIT grant of \$71,850 to assist with the purchase and installation of the new equipment, and to assist with the training of employees. This is the second expansion project since 2009 for the Richmond facility. In their previous expansion they added 26 new, full-time employees and invested over \$2.6 million. Berry Plastics Corporation is the leading manufacturer and marketer of plastic packaging products. The company is a major producer of a wide range of products including open top and closed top packaging, polyethylene-based plastic films, industrial tapes, medical specialties, flexible packaging, heat-shrinking coatings and specialty laminates, among others. With over 60 manufacturing facilities worldwide, the company serves over 13,000 customers ranging from large multinational corporations to small local businesses. Company headquarters are located in Evansville, Indiana.



#### Hill's Pet Nutrition Indiana, Incorporated

The EDC provided Hill's Pet Nutrition Indiana a \$6,000 EDIT grant to assist with training. The company plans on hiring 12 new operating technicians at the Richmond plant. The EDIT grant will be used to provide partial reimbursement to the company for training costs associated with the hiring of new employees. Hill's Pet Nutrition is a global company specializing in quality pet food for dogs and cats throughout all stages of their lives, promoting good nutrition and healthcare.



## Sugar Creek Packing Company



When a state-of-the-art food processing plant became available in the Indiana Gateway Industrial Park it was anyone's guess as to the identity of the future occupants. The empty facility was a stark reminder of the disappointment felt by many throughout the community. Fortunately, the identity of the future owner of the empty facility didn't remain a mystery for long. Sugar Creek

Packing Company announced in September of

2012 they would be purchasing the facility, investing \$28.5 million, installing five cooking lines, and creating 400 full-time jobs by 2016. The EDC awarded the company a \$265,000 EDIT grant, \$200,000 to assist with the expansion and upgrades to the existing facility, and \$65,000 to be used in the training of employees. Original plans called for a 70,000 square foot expansion to the existing facility, along with the construction of a wastewater treatment plant. Since the announcement, plans have been expanded now including a 170,000 square foot expansion, increasing the scope of the original project. Total anticipated capital investment is now reaching \$64 million. The Indiana Economic Development Corporation partnered in the project providing up to \$2.2 million in conditional tax credits and up to \$175,000 in training grants based on the company's job creation plans. Sugar Creek Packing Company is a privately-held corporation with facilities in Washington Courthouse, Dayton and Hamilton in Ohio and Frontenac, Kansas. The company also has support facilities in Bloomington, Illinois and Carthage, Missouri. The company focuses on proteins with products including pork and turkey bacon, bacon bits, meatballs, pizza toppings, and chicken products. They also produce sandwiches for retail and wholesale channels, meal components, and made-to-order specialty products. Many of these products are co-packed for some of the nation's largest and most successful food companies, while others are sold through food service or private label products. The company uses state-of-the-art food safety procedures and has a USDA-certified food safety lab, as well as highly trained staff and the latest in food safety technology. Sugar Creek Packing Company has approximately 1,500 employees nationwide. Wayne County is proud to be the company's first Indiana location.

## BY THE NUMBERS

### - EDC Project Successes

In 2012, the EDC partnered with 8 companies creating over \$75 million in new, private investment in Wayne County. For every \$1.00 of EDIT funding expended in 2012, \$62.07+ from the private sector was invested. Through these projects 458 jobs are projected to be created or retained.

## 2012 EDC PROJECTS

	2012
Projects Closed	8
Jobs Created	450
Jobs Retained *	8
Related Payroll	\$12,816,102
Private Investment	\$74,999,236
EDIT Incentives	\$495,350
EDIT Incentives per Job	\$1,082
Public/Private Leverage	\$1.00/\$151.41
EDC EDIT Expenditures (Incentives and Administration)	\$1,208,232
Public/Private Leverage with Administration	\$1.00/\$62.07+

Graph shows data collected on projects, incentives and investment for 2012.

\*Claimed only if there was a threat of losing the company.

## MARKETING & COMMUNICATION

Increased communication has been one of the top goals for the EDC in 2012 and has carried over into 2013. The EDC completely redesigned the homepage of the website ([www.edcwc.com](http://www.edcwc.com)) to allow for the addition of new blogs and other communication tools. Shortly after starting in her new position of president, Valerie Shaffer began sharing her experiences in a new blog called "From the Desk of the President – The First 60 Days". Shaffer shared her observations with the community as she settled in. The EDC also started another blog called "Open Lines". This blog is designed to be flexible and allow the posting of many different types of information including reports, original content, and reposting of relevant articles. A third communication feature was added titled "Ask the EDC". This feature is designed to allow anyone to email an economic development-related question to the EDC. Answers are posted, along with the question, on the EDC's website. In addition to the blogs, information is also sent out via email regarding topics of interest. Traffic to the EDC website has doubled since the adoption of the blogs and other communication tools. Board members and staff have worked together to increase communication about EDC activities and projects. Efforts were made to work more closely with local media, elected officials and the business community to provide more information about programs, initiatives and activities.

Continuing the communication strategy, in 2013 a LinkedIn company page was added for the EDC. Plans include the addition of a Twitter account as well. The EDC's website will also be upgraded. The upgrade will consolidate some of the information on the website to make searches easier. It will also improve the performance of the website on mobile devices.

## INDUSTRIAL PARK DEVELOPMENT

### Phase II – Midwest Industrial Park



With Phase I of the Midwest Industrial Park nearly full, work began in 2010 to prepare additional greenfield space in Phase II. Phase II consists of 166 acres of bare ground and is adjacent to Interstate 70 and a Norfolk Southern Railroad mainline. The EDC partnered with the City of Richmond and Beals-Moore & Associates to design and manage the construction project. The EDC invested \$41,600 for design and engineering and the City invested \$1.4 million to construct a roadway, storm water detention and extend utilities to serve lots 1 to 5. Construction wrapped up in the summer of 2012 completing this effort. Phase II has also received Shovel Ready Certification from the Indiana Economic Development Corporation. Certification helps to expedite the location and permitting processes for business development. Shovel Ready sites are also listed in the state's Site Locator Database for easy access by site selectors and companies looking for greenfield sites. Development of Phase II provides much needed greenfield sites for Wayne County's attraction and expansion efforts.

## 2012 YEAR END REVIEW

2012 was a year of transition for the EDC of Wayne County. We were facing a change in leadership as well as a significant reduction of our operating budget. After the decision was made to have a joint executive position for the Wayne County Area Chamber of Commerce and EDC in 2011, both organizations returned to the former model of leadership with two separate executives in 2012. Negotiations with elected officials on a new four-year EDC contract led to a leaner and smaller organization going into 2013, reducing staff from four full-time positions and one part-time position to a total of three full-time positions. EDC board members tackled some difficult issues in the absence of a president, setting the foundation for increased transparency and communication for the organization. A search for a new president began in September, and by November the community welcomed back former vice president of business development, Valerie Shaffer as the new president for the EDC. Valerie had worked as a senior project manager with the Indiana Economic Development Corporation. With a new president in place, the board and staff continued to work on increasing communication and transparency for the organization. 2012 proved to be one of the most challenging years in our organizational history, but through it all we've become wiser

and stronger. We have developed new relationships and have renewed and revived existing relationships. With so many challenges facing an organization it would be easy to say that work on our core mission of economic development suffered. However, that would not be the case. In 2012 we closed eight projects with commitments of creating or retaining over 450 jobs. Those projects resulted in nearly \$75 million in new, private investment and a related payroll of over \$12 million per year by the end of 2016. For every \$1 dollar of public money invested, nearly \$62 was invested from the private sector in Wayne County. We know we have a lot of work to do. We know we have challenges. But we also have some great resources at our disposal. We're working to address some of our issues with initiatives begun in 2013, including addressing the skills gap issue. We're working with elected officials to develop a strategic plan as called for in our new contract. We're involved in many other initiatives working to strengthen our community to improve quality of life and create a more vibrant economic environment such as the Positive Place Initiative. If we want what is best for our community we know we need to continue to promote Wayne County as a great place to live and work.

## PARTNERS IN ECONOMIC DEVELOPMENT

<b>Cambridge City</b>	<b>East Germantown</b>	<b>Hagerstown</b>	<b>Mount Auburn</b>	<b>Whitewater</b>
<b>Centerville</b>	<b>Economy</b>	<b>Milton</b>	<b>Richmond</b>	<b>Wayne County</b>

(Represents our partners for the 2009 to 2012 contract.)

## EDC BOARD OF DIRECTORS AND THEIR APPOINTED ENTITIES

### 2012 Officers

Chair – Mark Smith (Centerville)  
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)

### 2012 Board

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

### 2013 Officers

Chair – Tracie Robinson (Wayne County Area Chamber of Commerce)  
Vice Chair – Jim Cohen (Cambridge City)  
Treasurer – Lee Elzemeyer (Wayne County Commissioners)  
Secretary – Nancy Green (City of Richmond, Mayor)  
Past Chair – Mark Smith (Centerville)

### 2013 Board

Kyle Clark (Wayne County Commissioners)  
John Meredith (Wayne County Council)  
Brett Guiley (Richmond Common Council)  
Gary Hackman (City of Richmond, Mayor)  
Robert Warner (Hagerstown)  
Kevin Ahaus (Wayne County Area Chamber of Commerce)  
Paul Witte (Wayne County Area Chamber of Commerce)

### EDC Staff

Valerie Shaffer – President  
Renee Doty – Manager of Community Affairs  
Alaina Geres – Development Coordinator