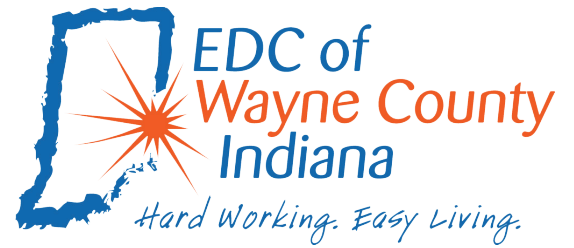


2021 Annual REPORT



Working together to make Wayne County
a great place to build a life and a career.

whywaynecounty.com

Overview



Randy Templin, Chairperson

It was a privilege to serve as chair of the EDC of Wayne County Board of Directors for the second consecutive year. Thank you to the staff, as well as fellow board members, for all the hard work and results we were able to achieve. Balancing the work to help our area get through the second year of the pandemic, while still focusing on our core mission, was no small task. The following is a summary of some of the highlights for 2021.

In 2020, the EDC worked with our partners and stakeholders to develop our second 5-year strategic plan. Instead of focusing solely on the work of the EDC, the new plan encompasses county-level work and involvement from the EDC's many partners and stakeholders. This means that we have a living document that keeps us focused on our goals, objectives and the tasks required to bring them to completion.

One of the objectives of the strategic plan was to, along with our partners, take on a larger role in quality-of-life initiatives. This required additional responsibilities to be added to our staff, resulting in the creation of a new position. Sarah Mitchell took on the newly created role of economic development manager. Theresa Lindsey moved into the role of business and workforce development manager. Rhonda Fisher was hired as office manager. Renee Doty remains the marketing and communications manager, and Valerie Shaffer remains in her role as president. This enables the EDC to work on projects and initiatives that help make Wayne County be more competitive in attracting investment and growing the population.

The EDC worked with several local companies on their expansion projects. Hill's Pet Nutrition, Primex Design and Fabrication, and ITD Engineering all invested in their Wayne County facilities and created new jobs, the specifics of which can be found on the business development page of this report. Two of these companies have plants in other locations but thankfully decided to expand and invest in Wayne County.

Workforce development continues to be a major issue as low unemployment and labor shortages continue. The EDC worked on several strategies to help employers with their recruitment efforts. Activities such as Manufacturing Day provide opportunities for employers to connect with local high school students so they can learn about employment opportunities available. We are enhancing the Home in Wayne website to help job seekers find careers in Wayne County due to the elimination of the Hoosier Opportunity website as it had become obsolete.

Our partnerships are more important than ever. This includes our local partners, as well as our regional partners. Through the East Central Indiana Regional Partnership, we worked with member counties to complete a regionwide development plan that was submitted to the Indiana Economic Development Corporation's Regional Economic Acceleration Development Initiative (READI). The region received \$15 million and is working on identifying which projects will receive funding. Through the Eastern Indiana Regional Planning Commission, we undertook a housing study to determine the types of housing needed in the region and a broadband study to identify underserved and unserved areas, as well as Internet speeds throughout the county. Through Forward Wayne County's Main Street Coalition, we are working with local Main Street organizations to help create downtowns that are vibrant and engaging.

Again, it was a pleasure to work with the entire team and community. We are heading in the right direction, and it is great to see Wayne County continue to grow and improve!

- Randy Templin

Strategic Planning

In 2020, the EDC embarked on the development of a new 5-year strategic plan. The EDC is leading the implementation of the plan for Wayne County by working collaboratively with numerous partners across the county and the region to implement strategies supporting the four goals of the plan: alignment, targeted growth, quality of place, and talent.

Alignment

Continue collaboration and alignment among stakeholders to create innovative solutions to economic and community development.

- Expanded EDC staff to include the position of economic development manager, focused on real estate development including housing, industrial parks, and downtown investment. This led to the promotion of two staff members: Sarah Mitchell into this new role and Theresa Lindsey into the role of business and workforce development manager. Rhonda Fisher was hired as office manager.

Talent

Ensure businesses in Wayne County have the talent they need to continue to grow and provide living wage jobs.

- Several organizations including the EDC, Wayne County Area Chamber of Commerce, HYPE, EIRPC, Forward Wayne County's Employability Coalition, local educational institutions, and many more are working on various talent initiatives to increase employment awareness and educational attainment. These groups are focused on exposing students and adults to high-demand careers, educational pathways, leadership development opportunities, training, internships, and apprenticeships with the same goal in mind: to fill the candidate pipeline for local employers and fulfill the potential of our residents.
- Home in Wayne continues to be Wayne County's talent recruitment tool providing employers with one website to share with candidates they are recruiting to the area. Work is underway to further define our targeted audiences and improve the website with more pertinent information needed to help promote Wayne County as an ideal location to live and work.
- The EDC and Wayne County Government are supporting the efforts of the City of Richmond to create a remote worker relocation program that will incentivize individuals who have a remote job to locate to the Richmond/Wayne County area. Our program should be launched by the end of 2022.

Targeted Growth

Retain, expand, and attract businesses that align with the priorities of the County and promote synergies with existing clusters.

- Implementation of new customer relationship management software will aid in our ability to track and manage investment activity with both existing industry and new prospects. This will also allow us to track results of our existing business survey.
- Continue to partner with state and regional economic development organizations to develop new leads and assist existing companies with expansion opportunities.
- Through the Industrial Park Committee, preparations are underway to exercise the option to purchase 326 acres expanding the Midwest Industrial Park in Richmond, increasing our ability to respond to new business leads.

Quality Of Place

Enhance quality of place assets and remove barriers to talent attraction/retention and economic equity.

- Completed a housing study with our partners at EIRPC as outlined under Regional Collaboration.
- Through Forward Wayne County, a broadband taskforce has been formed and we're working towards creating a plan to enhance county-wide broadband access with reliable speeds.
- Through various community partnerships, Wayne County has expanded childcare seats thanks to two new investments: one by Reid Health in partnership with KinderCare in Richmond, and the second in Cambridge City through partnerships with SugarCreek, Western Wayne Schools, and the YMCA.
- Collaborations are underway in downtown development through various efforts led by the City of Richmond including their PLACE program, Forward Wayne County's Main Street Coalition and its members, Richmond Neighborhood Restoration, and the EDC.



Industrial Park Development

The EDC's Industrial Park Committee continued in its work to expand the number of shovel-ready sites available for development in Wayne County through various efforts.

- Wetland mitigation efforts continue in phase I of the Midwest Industrial Park that, once complete, will eliminate 4 wetlands and open up a new 52-acre site for development.
- The EDC currently has 326 acres of land under option for expansion of the Midwest Industrial Park. This land will increase the inventory of shovel-ready lots for new attraction and local investment projects. Wayne County Government and the City of Richmond are collaborating on preparing for the purchase of the land and expanding infrastructure to support future development.
- We are working with Cambridge City Town Council on funding opportunities for needed water improvements to support the existing tenants and future growth at the Gateway Industrial Park. This follows years of collaboration on the expansion of the Western Wayne Regional Sewer District who broke ground in 2021 on their new 1.8MGD wastewater treatment plant.
- The EDC participated in a site selection inventory program offered by the IEDC in partnership with Leotta Location and Design. This process identified 7 other areas across the county that would be suitable for industrial park development. This information is valuable to the EDC so we can continue our industrial park planning efforts for many years to come.

Business Development

In 2021 the EDC worked with several companies on various aspects of their business, but three resulted in local expansion and retention projects. These projects led to a combined new investment of \$20.5M and 76 new full-time jobs. We were pleased to be able to work with these great companies to aid in their growth in Wayne County.

ITD Engineering

- 1.65M Investment
- 6 new and 2 retained full-time jobs
- \$20,150 EDIT Grant
- Tax abatement award approved by Wayne County Council

This custom machining center, located at 5626 New Paris Pike, contract manufactures components for customers. They needed to expand to accommodate their growing customer base. The company invested \$1.65M and expects to hire 6 new full-time employees. The EDC provided an Economic Development Income Tax (EDIT) Grant of \$20,150 to assist with the purchase and installation of new machinery and equipment.

Primex Design & Fabrication

- \$1.3M Investment
- 6 new and 12 retained full-time jobs
- \$20,000 EDIT Grant
- Tax abatement award approved by Richmond Common Council

Primex Design and Fabrication invested \$1.3M in a new digital printer to enhance their product line and expand their customer base. The company received a \$20,000 EDIT Grant that business director, Doug Borgsdorf says will go directly to the training and development of their team to ensure a sustainable future for the community. The company, located at 400 Industrial Parkway in Richmond, is a wholly owned subsidiary of Primex Plastics Corporation. Primex Design and Fabrication has been in business since 1987 and is a manufacturer and designer of reusable protective packaging, handling, and shipping products made from various materials.

Hill's Pet Nutrition

- \$17.5M Investment
- 64 new full-time jobs
- \$203,000 EDIT Grant
- Tax abatement award approved by Richmond Common Council



Large-scale producer of nutrition for companion animals, Hill's Pet Nutrition, invested \$17.5M to expand production capacity at its facility at 2325 Union Pike in Richmond. The expansion will be carried out in two phases with phase one transitioning the plant from a 5-day to a 7-day a week operation and will create 44 new jobs. Phase two will add an additional packaging

line and create 20 new full-time jobs. Phase one began in 2021 and is expected to be complete early this year. Phase two is expected to begin late this year and be completed in mid to late 2023. The company received a \$203,000 EDIT Grant to offset the cost of training and/or purchase and installation of new equipment. Hill's Pet Nutrition is a division of Colgate-Palmolive.



Talent Initiatives

The EDC continues our work in connecting talent with career opportunities. That includes a focus on students and adults. Below are initiatives led by the EDC, but we also remain engaged in various other efforts led by partner organizations across the county and region.

Mfg. Day

The first Friday in October is Mfg. Day, a day set aside to promote the careers and benefits provided by modern manufacturing to students, parents, and the public. On October 1st the EDC, along with partners at Ivy Tech Community College, hosted area high school students on tours with local manufacturers. Students had the chance to really see what manufacturing is like, talk to the people who make their living in manufacturing, and learn what careers are available in Wayne County. Students from Richmond, Lincoln and Northeastern high schools toured Belden, Johns Manville, Ahaus Tool & Engineering, and Primex Plastics Corporation. During lunch students learned about educational opportunities offered by Ivy Tech Community College.

Home in Wayne is the EDC's talent retention and recruitment initiative. Attracting and retaining talent has never been more important. A talent recruitment box was developed for employers to use when interviewing candidates who aren't Wayne County residents. The box contains copies of our Wayne County viewbook with a welcome message, and various promotional items to keep Wayne County uppermost in mind. The viewbook directs applicants to the website homeinwayne.com where they can find information on living in Wayne County, a cost-of-living calculator for them to use to see the value of living in Wayne County, and testimonials from people and families who have recently relocated to Wayne County. The boxes have been well received by employers.



Regional Collaboration

Strong regional collaboration is an important element in strengthening the economy and quality of life in East Central Indiana. The EDC is active in two regional organizations, each with different missions. The East Central Indiana Regional Partnership (ECIRP) pulls together 8 counties to market the region to investors and works to create an environment where businesses want to locate, and people want to live. The Eastern Indiana Regional Planning Commission (EIRPC) is made up of 6 counties focused on building better places to live and work through collaboration, planning, and cooperation using public and private funding.



East Central Indiana Regional Partnership (ECIRP)

Representatives from member counties pursued Indiana's designation as a 21st Century Talent Region that later became known as the ECI Talent Collaborative. This designation established a plan with goals to aid in the region's ability to attract, develop, and connect talent. The goals also align with ECIRP's lifestyle marketing brand, Forge Your Path. The region built off these efforts to develop a regional development plan to submit to the state's Regional Economic Acceleration Development Initiative (READI) program focused on ways to attract, retain, and develop talent through programs and projects that enhance quality of life assets in the region. ECIRP was awarded \$15 million in READI funds from the Indiana Economic Development Corporation (IEDC), which is using federal American Rescue Plan Act dollars to invest across the entire state. The region is currently working with the IEDC to ensure federal guidelines are followed as we begin to invest our READI dollars into high priority projects identified in our plan.



Eastern Indiana Regional Planning Commission (EIRPC) 2022 Economic Development Partner Award Recipient

This year's recipient of the Economic Development Partner Award was instrumental in moving the needle on big challenges facing member counties: housing, and access to adequate and affordable broadband.

EIRPC, led by Jeff Plasterer, worked on several studies to help define the challenges and opportunities for both these concerns. Working with Tracy Cross & Associates they conducted a housing study that demonstrated the strong demand for new housing in the region. The study has been instrumental in marketing investment opportunities to single and multi-family housing developers.

The organization is also working with the Purdue Center for Regional Development, AmeriCorps, and Lead 4 America on a Digital Inclusion Plan, the components of which include access to robust broadband internet service, access to internet-enabled devices that meet the needs of users, and access to digital literacy training. Lead 4 America is providing a Purdue University graduate who will spend the next year living and working in the region to complete this plan.

Another important part of the work of EIRPC is overseeing the development of the region's Comprehensive Economic Development Strategy (CEDS). EIRPC applied for and received an Economic Development Administration (EDA) planning grant to develop the CEDS that not only will prepare the region for future collaboration, but also ensure eligibility to apply for federal EDA funding for large-scale infrastructure projects supporting industrial growth and educational endeavors.

EIRPC is also working on a youth apprenticeship program that starts with the idea of finding a student's desire and aptitude for specific careers. Once students reach high school, work-based learning or apprenticeships would come into play earning students real-world work experience.

The work of EIRPC is instrumental in increasing the success of the region. These initiatives are critical to making sure Eastern Indiana remains competitive now and into the future for quality of life, workforce, and business development.



Valerie Shaffer
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16 years of service



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New to our team in 2022

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Economic Development Corporation of Wayne County Indiana



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Home In Wayne



Home In Wayne

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Board Member Appreciation – Larry Parker

The EDC of Wayne County is happy to recognize the contributions of outgoing board member, Larry Parker. Larry was appointed by Richmond Common Council to the board in 2016 and reappointed to his second term in 2018. During his time on the EDC board Larry served on the Industrial Park Committee from 2016 to 2017. In 2018, he served as treasurer and in 2019 and 2020 as secretary. The EDC is grateful to have had Larry's time and talent during his tenure on the EDC board.

Partnering Communities

Cambridge City
Centerville
Economy
Hagerstown
Milton
Richmond
Wayne County

EDC Officers and Board Members

2021 Officers

Chair – Randy Templin (Wayne County Area Chamber of Commerce)
Vice Chair – Chad Bolser (Wayne County Area Chamber of Commerce)
Treasurer – Peter Zaleski (Wayne County Council)
Secretary – Larry Parker (Richmond Common Council)

2021 Board of Directors

Peggy Cenova (Wayne County Commissioners)
Sherilynn Johnson (Wayne County Commissioners)
Sayward Salazar (Mayor of the City of Richmond)
Jim Tanner (Mayor of the City of Richmond)
Jim King (Cambridge City Town Council)
Kyle Turner (Centerville Town Council)
Brad Robinson (Hagerstown Town Council)
Tim Frame (Wayne County Area Chamber of Commerce)

(Appointing Body)