



Photos featured are award winners in the Home In Wayne Instagram Contest.

1st Place & People's Choice  
Julie Dishman

# 2019 Annual Report



2nd Place  
Turner Richie



3rd Place  
Angel Groves

# Overview



**Robert W. Warner,**  
**Chairperson**

The Economic Development Corporation (EDC) of Wayne County enjoyed another successful year in 2019. New opportunities were explored, expansion plans were developed, existing policies were updated and new challenges were presented.

At the start of 2019, five goals were implemented for the year.

- The first goal was to finalize the Home In Wayne website. The purpose of the Home in Wayne website is to promote the benefits of living and working in Richmond and the Wayne County area. The website was fully functional in January so this goal was achieved. Renee Doty, the Manager of Community Affairs, took the lead in managing the development of this website and making the contacts to get the site up and running.
- Our second goal was to work with the Western Wayne Regional Sewer District (WWRSD) to develop a solution to the sewage treatment capacity concerns in the Western Wayne sewer district. By the end of the year, through multiple meetings between Western Wayne Board Members, EDC and Wayne County representatives, and Sugar Creek employees, an agreement-in-principle had been reached regarding the plant capacity and sewage rates. EDC President Valerie Shaffer has been involved in this process for over four years by attending monthly WWRSD meetings, along with numerous other meetings with local and state officials, to assist and promote this solution.
- The third goal was to investigate and develop the remaining land within the existing Phase I of the Midwest Industrial Park to try to best utilize the land remaining in that area. The Industrial Park Committee, consisting of the EDC staff, board members, and interested community participants, met with consultants who provided environmental guidance and site planning to maximize the available tracts of land. Sarah Mitchell was instrumental in facilitating the process with consultants and securing

quotes from contractors for the investigative fieldwork.

- Our fourth goal was to find additional large tracts of land that may be available so that we could have multiple sizes of shovel ready sites ready for future business prospects. An option was acquired on 326 acres near the existing Midwest Industrial Park and the necessary due diligence investigation of the land had started by year's end. President Valerie Shaffer was involved in handling the negotiations to obtain this option.

- The fifth goal was to review and update the EDC by-laws and EDIT guidelines. Sub-committees consisting of board members and EDC staff, along with EDC attorney George Sowers, met and completed updates on both of these documents, bringing them in-line with current needs and requirements.

Other highlights for the year included:

- Hiring Theresa Lindsey as the Office Manager. Theresa has been a key addition to the EDC staff.
- Working to find a developer to reinvent the Elder Beerman building in downtown Richmond and turn it into a focal point for the city.
- During 2019, the EDC helped facilitate 6 projects representing \$56.3 million in new, private investment in the county. Additional information can be found elsewhere in the annual report about those projects.
- Learning about the new federal Opportunity Zone program and determining how we can capitalize on our state designated zones led us to work collaboratively with the Wayne County Area Chamber of Commerce and City of Richmond administration and a consultant to identify and promote projects in our Opportunity Zones in Richmond.
- Joining the 21st Century Talent Region outlined in Governor Holcomb's Next Level agenda.

I have highlighted some of the projects that various members of the staff have initiated and completed, and I would like to add that I believe Valerie, Renee, Sarah, and Theresa make up a very strong economic development team and I am certain they will continue to be valuable contributors to the future of Wayne County.

I would like to thank the Board for allowing me to be the Chairperson during 2019. I have thoroughly enjoyed working with the Board and the EDC staff to help make Wayne County a better place to live and work.

Robert W. Warner



# Downtown Development

## Opportunity Zone Activities

The Federal Tax Cuts and Jobs Act of 2017 established a new economic development tool called Opportunity Zones. The U.S. Treasury designated Opportunity Zones throughout the country to incentivize investments in identified Census tracts to better address local needs such as business growth, housing and infrastructure projects.



Of the 156 zones in Indiana only two Opportunity Zones were designated in Wayne County, Census tracts 2 and 9 in Richmond. As the Opportunity Zone program was new, business and community leaders knew they'd need assistance in putting the best investment opportunities forward. The EDC worked closely with our partners at the City of Richmond and the Wayne County Area Chamber of Commerce to engage Thomas P. Miller and Associates and together we created a prospectus that features five development opportunities mostly geared toward creating additional housing or mixed use housing projects in the downtown area. The five projects include the redevelopment of the former Elder Beerman building in the 600 block of East Main Street, the Knollenberg's and Hittle buildings in the 700 block of East Main, the Kessler's building on the corner of East Main and 10th and the Starr Neighborhood District. Efforts are currently underway to market these opportunities to suitable developers.



## EDC of Wayne County Takes Ownership of Former Elder Beerman Building

Officials from the City of Richmond, Wayne County Government and business and community leaders knew when Elder Beerman's parent company filed for bankruptcy and the building became vacant the next owner of the property would have a large impact on downtown Richmond's future. Having just completed the demolition of the former hospital building, elected officials, business, and community leaders were not looking for a repeat. The retail building has a large footprint making it an anchor of the downtown area and having it sit in disuse and deteriorate was not an option if officials could stop it. A taskforce was created, headed up by Wayne County Commissioner Ken Paust and through much hard work the goal to gain control of the building was finally realized. Since that time, the EDC has rallied local leaders to be involved in planning efforts for the redevelopment of the building. Engineering and architecture firm RQAW were engaged to develop plans and associated costs for redevelopment options and to affirm that the property was structurally sound. The property is also featured in Richmond's Opportunity Zone Prospectus which is actively being marketed to developers and brokers.

# Business Retention & Expansion

In economic development, business retention and expansion is a program designed to strengthen the connection between companies and the community while encouraging each business to continue to grow or remain in the community. We call this BR&E for short. BR&E is the most important function of the EDC and we take this role very seriously. In 2019, the EDC made 43 visits to existing Wayne County companies. During these visits we learn about the opportunities and challenges the businesses are facing, help provide resources to resolve problems, gain insight on their talent attraction and retention efforts, and provide pertinent information on federal, state, and local programs. During six of these visits, we learned of new investment opportunities that we were able to help secure. While each investment project resulted in local financial support to incentivize growth in Wayne County versus another company location, we also provided valuable connections and intangible support to help facilitate the growth of these companies.

## Elevator Equipment Corporation

Jobs Committed – 20  
New Investment - \$953,229  
EDIT Grant Awarded - \$15,875

In March, Elevator Equipment Company which manufactures elevator components and systems, purchased a building adjacent to their location at 2230 NW 12th Street in Richmond allowing the company to expand their operations. Minor construction was required as well as the purchase of new equipment, including an overhead crane. The company anticipates hiring 20 new full-time employees as a result of the expansion. The company invested over \$950,000 and received an EDIT grant of \$15,875 to assist with costs associated with the expansion.

## Purina Animal Nutrition, LLC

Jobs Committed – 5  
Jobs Retained – 80  
New Investment - \$9,960,000  
EDIT Grant Awarded - \$280,000

Periodically companies need to evaluate their processes in order to remain competitive. Such was the case for Purina Animal Nutrition who needed to streamline some production and warehousing processes to improve efficiencies. After the company evaluated it's options it made the decision to invest in new equipment in their facility located in Richmond. As a result, the company invested \$9.96 million and committed to creating 5 new jobs while retaining 80. The EDC provided a grant of \$280,000 to assist with costs associated with new machinery and training of new and incumbent employees.

## TBK America, Inc.

Jobs Committed – 5  
New Investment - \$2,406,000  
EDIT Grant Awarded - \$25,000

TBK America purchased new machinery which allowed them to add new product lines to their facility. To accommodate the new machinery the company also had to make building improvements. As a result of the project, the company committed to creating five new full-time jobs and made an investment of \$2.4 million dollars. The EDC provided the company with an EDIT grant of \$25,000 to assist with the purchase of new equipment, building improvements, and training of new and incumbent employees.







## SmithFoods, Inc.

Jobs Committed – 34

New Investment - \$9,300,000

EDIT Grant Awarded - \$93,000

SmithFoods, Inc. added a new production line to increase the plant's capacity to produce dairy and non-dairy products with an extended shelf life. The expansion included a new investment of \$9.3 million and a commitment to create 34 new full-time jobs by 2022. The company received an EDIT grant of \$93,000 to offset the cost of equipment, construction and training for new and incumbent employees. The company provides private label food service and contract manufacturing services to its customers. Milk is sourced from the region, including a dairy farm located in Wayne County.

## DAK Americas, LLC

Jobs Committed – 30

New Investment - \$32,022,339

EDIT Grant Awarded - \$140,000

The company (formerly known as Perpetual Recycling Solutions) began operations in Richmond in 2010 and was acquired by DAK Americas in February of 2019. Shortly after the acquisition, DAK decided to expand its facility at 1561 NW 11th Street in Richmond making a \$32 million investment and pledging to hire 30 new full-time employees by the end of 2022. The EDC provided an EDIT grant of \$140,000 to assist with the purchase of new equipment, building construction, and the training of new and incumbent employees. The project is also being used to make improvements to the facility to modernize procedures. The company recycles waste plastic bottles into FDA food grade flake to be used in new food and drink containers as well as other uses.




## 2019 Project Summary

- Total New Job Commitments – 114
- Total Jobs Retained – 80
- Total Annual Payroll - \$8.7 million
- New Investment - \$56.3 million
- EDIT Grants Awarded - \$577,575



## Ribbon Cutting on Blue Buffalo Facility



In June Blue Buffalo cut the ribbon on their \$200 million state-of-the-art facility in the Midwest Industrial Park. Highly visible from Interstate 70 the 400,000 square foot facility produces products using natural ingredients for dogs and cats, creating 165 full-time jobs. The plant has the capacity to produce more than 1 million pounds of dry dog and cat food per day and features a new best-in-class design resulting in quality matching human food standards. Construction of the plant began in 2016. Blue Buffalo is now part of the General Mills family of brands.

## Holland Colours Americas, Inc.

Jobs Committed – 20

New Investment - \$1,660,000

EDIT Grant Awarded - \$23,700

Located at 1501 Progress Drive in Richmond, the producer of colorants for the plastics industry expanded its operations by adding a new product line. The company invested over \$1.66 million and committed to creating 20 new full-time jobs. Joe Bauer, President of the Americas Division said the project is far more than product expansion. It will also provide state-of-the-art equipment that will allow the company to grow in a sustainable manner. The EDC provided an EDIT grant of \$23,700 to assist the cost of new equipment and for training of new and incumbent employees. The company has been located in Wayne County since 1987.

# Strategic Planning

## What we Accomplished & Where We need to Go

In 2013 the EDC began work on a strategic plan involving the input of 375 stakeholders and set the course for the organization for the next 5 ½ years. Ady Advantage was hired to assist with the plan activities including one-on-one interviews, an online survey and research into demographics, industry sectors, and current trends. The Ady Advantage team, along with elected officials, EDC board and staff, business, and community leaders created a unified vision for the future and a game plan for revitalizing Wayne County's economy.

### Economic Development Goals

- Focus on growing and attracting businesses for which Wayne County has a compelling business case.
- Help grow the skill level of the workforce.
- Engage stakeholders to help promote economic success in the county.

Key strategies to help support our goals looked at the organization's capacity, program and initiatives, as well as the county's physical infrastructure and business environment. From there, the Implementation Plan was created and has served as the EDC's North Star since it's creation. Below is a summary of activities achieved from the Implementation Plan that align with the three main goals identified above.

### Highlights and Accomplishments

#### Leadership Development

- The creation of the Manager of Existing Business and Education position enabled the EDC to increase it's focus on existing business retention and expansion, while also making meaningful connections between industry and education to help bridge the skills gap.

#### Community Engagement and Support

- We worked with partners to create initiatives and programs such as Manufacturing Matters, an education program created to improve the skills of the workforce;

Find a Job Friday, where high school students and companies connect during lunch at all five high schools; ACT's Certified Work Ready Community initiative, a designation received based on testing a percentage of our workforce to help them expand career awareness and reduce turnover in the workplace; Hoosier Opportunity, a website for companies in Wayne, Jay and Randolph counties to post open positions free of charge in an effort to boost career opportunity awareness; and Home in Wayne, a talent attraction and retention initiative.

- We developed strategies to increase communication to appropriate audiences through eblasts, social media, and other communication platforms.

#### Business Retention and Expansion

- The creation of a survey for existing businesses allows us to consistently gather information on needs and challenges of the companies we meet with. We developed a packet containing information on local and state programs and resources that can be of help to businesses.
- We conduct, on average, 55 business retention and expansion visits per year. Since 2014, the EDC has worked on 32 existing business expansion projects resulting in increased investment in Wayne County. Most projects resulted in the creation or retention of jobs.

#### New Business Attraction

- We evaluated the benefits of participation in regional organizations. The EDC is a member of two; the East Central Indiana Regional Partnership which is focused on marketing the region and lead generation for new investment projects, and the Eastern Indiana Regional Partnership which focuses on regional planning efforts aligned with potential funding opportunities.
- Since 2014, the EDC has been able to attract six new companies to locate in Wayne County.

### Labor and Education

- We meet annually with all five public school superintendents and high school principals to explore ways to improve workforce development strategies.
- We work with many community partners to assist our students with career awareness to enhance the viability that they will stay in the community and find a suitable career in which they can be successful. Strategies we have helped to establish or have been partners in include: Manufacturing Day, Find a Job Fridays, WorkKeys testing, high school and community job fairs, Hoosier Opportunity and Home in Wayne.

### Physical Infrastructure

- The EDC recently obtained an option to purchase 326 acres of land in Richmond for expansion of the Midwest Industrial Park to ensure the county has adequate shovel-ready land available for development.
- We have worked to create a relationship with the real estate community to promote industrial and commercial properties that are privately owned to match prospective companies with appropriate real estate opportunities. These properties are maintained and promoted on the EDC's website, [whywaynecounty.com](http://whywaynecounty.com).
- Joined efforts to assist the Western Wayne Regional Sewer District with expansion of the wastewater treatment plant to accommodate existing companies and new investment opportunities in the Gateway Industrial Park, located off Interstate-70 near Cambridge City.

### Quality of Life

- The EDC developed the Home in Wayne campaign and website to promote Wayne County's quality of life attributes to existing and prospective new residents with the overall goal being to attract and retain talent and to help grow the population of Wayne County, as well as support our companies talent recruitment efforts.
- We engaged with other organizations across the county to support their efforts to promote Wayne County as a great place to live and work.

### Strategic Planning - What's Next?

As economic priorities change, the work of the EDC continues to evolve with it. A new plan is needed to guide the future work of the EDC and the county to incorporate more efforts related to quality of life and talent attraction and retention that will continue to include a focus on business development. It's important to find clarity and to focus on what the priorities need to be over the next several years, as well as how our resources will be allocated. New partners need to be identified and included in the planning process as well as existing partners who are also moving in new directions to ensure Wayne County continues to pursue a thriving economy and offer an attractive quality of life in the most collaborative way possible. Together we can work to continue to diversify and strengthen our economy and showcase why making your home and locating your business in Wayne County is a great decision.

#### 2014-2019 Business Development Efforts

Projects	32 Existing business expansions 6 New businesses 38 Total
Job Commitments	1,685.5
New & Retained Payroll	\$64.3 million
New Investment	\$356.5 million

#### Wayne County Personal Income Changes

	Annual Per Capita Personal Income	Hourly Per Capita Personal Income
2013	\$35,203	\$16.92
2018	\$41,505	\$19.95
Increase Over 5 Years	18%	\$3.03



# Industrial Park Development

Wayne County's industrial site inventory is an important asset that aids in our ability to accommodate new and growing businesses. As industrial park lots have sold and been developed in recent years, our Industrial Park Committee has been working to develop shovel-ready sites for the EDC to market. Work is underway to ensure adequate infrastructure is in place for new industrial development in both of our existing parks and in areas identified for expansion. The areas

identified for expansion required several due diligence reports that help the committee understand if the land is adequate for the types of companies we hope to attract. Lastly, existing areas of the Midwest Industrial Park also need attention to ensure that the park can be fully developed. All of this work is initiated by the staff, but overseen by the committee, to ensure that the community is prepared to offer various sizes of shovel ready sites for sale to our targeted industries.



## Wetland Mitigation

To enhance the remaining land use in Phase 1 of the Midwest Industrial Park some remediation work is required. Due to several wetlands that exist in this area of the park, the EDC engaged a wetland delineation consultant and a local surveyor to determine if it was feasible to apply to the Indiana Department of Environmental Management to repair field tile to mitigate four wetlands on site. In addition, other drainage issues were identified that need to be addressed. Once wetland mitigation and drainage challenges are complete, the EDC will have larger, more viable sites to market for development in phase I of the park.

## Midwest Industrial Park – Phase III Underway

The EDC entered into an agreement for an option to purchase 326 acres of land adjacent to the Midwest Industrial Park. Site investigations, including environmental studies and soil borings, were completed with no significant findings and discussions with representatives of utility companies were held to ensure the site could be served for industrial customers. While more due diligence is underway prior to being able to exercise our option to purchase the land, the EDC has begun marketing the site and submitting it where applicable in requests for information from site selectors and the Indiana Economic Development Corporation.





# Workforce Development

## Hoosier Opportunity on the Road

Hoosier Opportunity is a website developed to help employers in Jay, Randolph, and Wayne counties connect with jobseekers from anywhere. Employers in the three counties can post their open positions free of charge. Job seekers can create profiles, upload their resumes, and search open positions, also free of charge. The EDC works to promote Hoosier Opportunity in a number of ways, including attendance at local job fairs. Job fairs not only give us a chance to connect with job seekers and students getting ready to set out on their career path, but companies who might not be aware of the benefits the website offers. We attended job fairs for the IMPACT program at the Boys and Girls Club as well as the Opportunity Fair sponsored by Gateway to Work, Reid Health and the NAACP Chapter #3066. We set up a booth at the City of Richmond's Halloween open house where over 1,000 people attended. In addition we participated in two high school job fairs for 700 Wayne County seniors.

## Manufacturing Day

Manufacturing Day is a day set aside nationwide to promote the benefits and the many career opportunities offered in manufacturing. Manufacturers host open houses, provide tours, career workshops, and other events. As part of Manufacturing Day activities in Wayne County nine businesses offered tours and information sessions to area high school students. Companies who participated in 2019 included: Contract Industrial Tooling, Blue Buffalo, Ahaus Tool and Engineering, SugarCreek Brandworthy Food Solutions, Osborn International, Hill's Pet Nutrition, Primex Plastics Corporation, Berry Global, and Belden Wire and Cable. Close to 200 high school students participated from Richmond, Lincoln, Northeastern, and Centerville.

## Find A Job Fridays

What started out as a social media hashtag became a real life activity. Local companies visited all five high schools on scheduled Fridays throughout the school year setting up displays in the cafeteria and talking to students about the benefits of working at their companies and the skills and education required. The initiative provides companies a chance to promote their career opportunities to future employees and gives the students a chance to explore what type of careers they're interested in as well as classes they need to pursue to be qualified. In 2019, Contract Industrial Tooling, Reid Health, Dot Foods, Primex Plastics Corporation, Hill's Pet Nutrition, Berry Global, Quanex, Johns Manville, and Blue Buffalo participated. We want to thank these companies and all five school districts for their collaboration.



# Talent Recruitment & Retention



## Home in Wayne

Home in Wayne started out as a mini holiday campaign to remind friends and family when they returned home for the winter holidays that Wayne County might be worth a second look as a place to live and work. The initiative now includes a robust website providing data and information to help people either make the decision to remain or relocate in our county. More information is added as it becomes available, as well as new partners who can help us in our mission to promote Wayne County. Late in the year the EDC, along with the Wayne County Area Chamber of Commerce and the Wayne County Convention and Tourism Bureau, held an Instagram photo contest. Prizes were awarded to the top three photos and a people's choice award. Better Homes and Gardens Realty provided the prizes and allowed us to use their Grand Hall to hold the event. The winning photos as well as many others will be included in a view book that will be available digitally, as well as in print, for employers to use in their talent recruitment efforts. The materials will also be used to provide information to individuals seeking more information about Wayne County. Find us on Facebook, Twitter, Instagram and at [homeinwayne.com](http://homeinwayne.com). Use #homeinwayne when posting positive news about Wayne County. View the winning photographs on the front cover of this annual report.



## Hoosier Opportunity

Hoosier Opportunity is a resource for employers and job seekers in East Central Indiana. We market the website to employers and job seekers alike using a combination of traditional and social media. With an annual marketing budget of \$30,000 we've utilized billboards, radio advertising and contracted with Ball State University Athletics for a combination of advertising including signs, radio announcements, and social media at designated athletic events. In addition, we've participated in a number of job fairs as well as held a gift card give-away at a Richmond High School basketball game against Winchester

who is located in Randolph County, one of our Hoosier Opportunity partners. We've placed ads in Western Wayne News as well as in the Wayne County Area Chamber of Commerce's magazine and directory. And most recently we utilized geofencing to reach people in areas where they might be using their cell phones. Geofencing allows us to track usage and gauge interaction. And, of course, we continue to use Hoosier Opportunity's social media to reach job seekers and eblasts to promote the website to employers. Find us on Facebook, Twitter, Instagram and at [hoosieropportunity.com](http://hoosieropportunity.com)



### Brand Consolidation

As the EDC's priorities have evolved so too have our projects and initiatives. Over the last couple of years, as economic development changed to be more conscious of quality of life amenities, the need for new initiatives arose. In addition to the marketing we do to promote Wayne County for business development and expansions, we also began place-based marketing. With the creation of Hoosier Opportunity and Home in Wayne it became difficult to maintain clarity and focus while demonstrating to stakeholders the EDC's involvement in these new initiatives. Toward the end of 2019 we began work with Ashley Sieb Marketing to develop a brand consolidation strategy we would launch in 2020. Under this plan, the following recommendations were made: 1. Combine the Home in Wayne and Brightside Facebook pages into one Home in Wayne page. 2. Rebrand Brightside

stories as Home in Wayne stories and begin posting on the Home in Wayne website to reinforce the brand and drive traffic to the website. 3. Position the EDC's involvement in the Hoosier Opportunity and Home in Wayne initiatives so the community and stakeholders understand how these initiatives support the overall mission of the EDC. In addition, we developed a communication plan to inform our audiences of the changes that were being made. Unfortunately, before we could launch the consolidation plan COVID-19 took over much of our time and attention. Through a series of stories about how the community and businesses made changes to meet the challenges of the pandemic we were able to transition Brightside stories to Home in Wayne. All our new stories can now be found at [homeinwayne.com](http://homeinwayne.com). Consolidation efforts will move forward in the near future.



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President  
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14 years of service



Renee Doty  
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Sarah Mitchell  
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Theresa Lindsey  
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New to our team in 2019

## 2019 Officers

Chair – Robert Warner (Hagerstown Town Council)

Vice Chair – Sayward Salazar (Mayor of the City of Richmond)

Treasurer – Randy Templin (Wayne County Area Chamber of Commerce)

Secretary – Larry Parker (Richmond Common Council)

Immediate Past Chair – Tim Frame (Wayne County Area Chamber of Commerce)

## 2019 Board of Directors

Roger Golden (Wayne County Commissioners)

Susan Yaeger (Wayne County Commissioners)

Pete Zaleski (Wayne County Council)

Beth Leisure (Cambridge City Town Council)

Kyle Turner (Centerville Town Council)

Chad Bolser (Wayne County Area Chamber of Commerce)

(appointing body)

## Partnering Communities

Cambridge City

Centerville

Economy

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Milton

Mt. Auburn

Richmond

Wayne County



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