

# 2017 ANNUAL REPORT



## Message from the President & CEO

2017 was another record breaking year in Elkhart County. Our Gross Domestic Product grew to un paralled levels once again. It is the highest in the region. Building permits for Commercial and Industrial facilities are being sought at record rates. Local business expansions are generating jobs at levels not seen elsewhere in Indiana. We give credit to the entrepreneurial spirit of Elkhart County, Indiana's position as one of the most business friendly states, and a host of other key factors. We never, ever forget that it is our community's businesses that are making and breaking these records. Elkhart County is blessed to have a cutting edge economy and resilient business climate.

The EDC of Elkhart County met with nearly 100 Site Selectors and Corporate Relocation personnel to tell our community's amazing story. We worked with 14 local companies to assist their efforts to add investment and jobs to our community. The recurrent theme as we worked both nationally and locally was that Elkhart County has an amazing workforce. However, the inventory of available workers is not keeping pace with our community's explosive growth.

This is a challenge that lacks a "Silver Bullet" solution. One aspect we can improve upon is marketing our community to those seeking jobs. In November, we launched ElkhartCountyWorks.org and an associated Social Media campaign designed to recruit workforce and their families. By the time you read this over 1,000,000 people will have seen our campaign on Social Media. Nearly 50,000 will have visited the website to look for opportunity. And nearly 5,000 will have become engaged in the website such that they are considering Elkhart County as their next home. The real measure of success will be a declining gap between available jobs and job seekers.

I look forward to another economically prosperous year for Elkhart County in 2018!

**Mark D. Dobson**, IOM, AE  
*President & CEO*

The **strength**  
of Elkhart  
continues...

## Message from the Chairman of the Board

What an exciting year for Elkhart County! Each of our cities and towns were busy with their unique festivities and progressive projects. From the classic car show in Middlebury, to the Maple Syrup Festival in Wakarusa, to welcoming back the Elkhart Grand Prix, this year was full of celebrations only unique to Elkhart County! Our Vibrant Communities initiative has taken off with the Little BIG Idea Grant, which has given selected citizens the opportunity to bring vibrancy to our community. A few of these BIG Ideas include Pumpkin Races, Goshen Rocks (painted rocks hidden around Goshen) and many others. Elkhart County is making strides in becoming an attractive area to the future workforce.

**"...diversifying our economy and working to attract a much needed workforce will add resilience and vitality to our manufacturing industry."**

The Economic Development Corporation of Elkhart County (EDC), once again, had another productive year. As part of their mission, they continue to work with existing organizations to create connections between other companies, universities, and investors for expansions and internal growth. They have also worked diligently to diversify the county, by meeting with and welcoming site selectors to visit our communities. The EDC took action by developing a campaign to combat our county's current workforce issue. By implementing a website (elkhartcountyworks.org) which aggregates existing information on jobs, housing, schools, and other community amenities, we are assisting job seekers from across the nation in learning more about our great community.

Elkhart County continues to strive to become an attractive community to a diverse range of individuals. As Chairman of the Board for the Economic Development Corporation of Elkhart County, I also believe diversifying our economy and working to attract a much needed workforce will add resilience and vitality to our manufacturing industry, which will result in the enhancement of our communities.

Thank you for believing in our mission!

**Ken Julian**  
Vice President of Human Resources  
at Thor Industries LLC



## Featured Company Profiles & Updates



Alpha Systems, LLC was formed in 1984 to manufacture and distribute construction products and accessories for the RV, marine and manufactured housing industries. Alpha remains a market leader in membrane roofing systems, adhesives, and formed plastic parts. The EDC facilitated City of Elkhart tax phase in and State of Indiana incentives to support \$12 M of new investment to rehabilitate existing buildings and modernize existing manufacturing lines. 50 new jobs could be created from the successful completion of this project.



Barletta Pontoon Boats, built by Barletta Boat Company, LLC, is a start up company that will be a leading manufacturer of outboard powered (Yamaha & Mercury) aluminum pontoon boats. The EDC facilitated State of Indiana incentives and Elkhart County tax phase in to support \$3.3 M of new investment for their growth plan which includes land acquisition, manufacturing buildings, and administrative buildings. 250 new jobs could be created from the successful completion of this project.



Clayton Homes is the United States largest builder of manufactured housing and modular homes. Clayton Homes is a component company of Warren Buffett's Berkshire Hathaway and are recognized as an innovator in the manufactured home industry. The EDC facilitated State of Indiana incentives to support \$10.7 M of new investment to rehabilitate an existing building and improve their modular home manufacturing lines at their Wakarusa location. 233 new jobs could be created from the successful completion of this project.



Days Corporation was founded by John Days in 1913 as a regional trucking company called Days Transfer. They are now a robust operation that is making a difference in a number of diverse industries. The EDC facilitated State of Indiana incentives to support \$925 K of new investment to rehabilitate existing buildings. 60 new jobs could be created from the successful completion of this project. The EDC facilitated State of Indiana incentives to support \$925 K of new investment to rehabilitate existing buildings. 60 new jobs could be created from the successful completion of this project.



Dynamic Metals, LLC is well known for their metal forming expertise in complex shapes and tight tolerances for the Aerospace and Defense industries. The EDC facilitated State of Indiana incentives and City of Elkhart tax phase in to support \$7.2 M of new investment to update an existing building and equip their metal forming lines. 75 new jobs could be created from the successful completion of this project.



Entech, Inc. specializes in producing all sizes of micronized rubber powder (MRP) and crumb rubber powder. Since 1995, they have provided licensed scrap tire hauling and processing services. The EDC facilitated State of Indiana incentives and Elkhart County tax phase in to support \$17.4 M of new investment to consolidate multiple manufacturing operations, improve an existing building, and equip their rubber separation and molding lines. 19 new jobs could be created from the successful completion of this project.



Grand Design RV Company was founded in 2011 and has rapidly become one of top RV manufacturers producing travel trailer and fifth wheel units. They then regularly innovate and design improvements to their RVs based upon customer feedback. The EDC facilitated State of Indiana incentives to support \$9.8 M of new investment to construct and equip two new 100,000 square foot recreational vehicle manufacturing buildings at their Middlebury Campus. 416 new jobs could be created from the successful completion of this project.



Lionshead Specialty Tire & Wheel, LLC "Lionshead" was established in 1993 and is a contract manufacturer of trailer components including tires, wheels and specialty running gear accessories. Lionshead is a privately held and family owned business headquartered in Goshen, Indiana and operates manufacturing facilities in Idaho, Texas and North Carolina. The EDC facilitated State of Indiana incentives to support \$8 M of new investment to expand their automation capabilities and better equip their wheel fabrication lines. 25 new jobs could be created from the successful completion of this project.



Boasting a legacy that spans more than a half-century at Newmar they believe that a motor coach is more than just a vehicle, it's a passport to countless hours of fun and a lifelong memories taken from quality time spent with family and friends. The EDC facilitated State of Indiana incentives and Town of Nappanee tax phase in incentives to support \$7.8 M of new investment to support an expansion of their facilities that will increase the capacity for service of high-end motorhomes and part sales by over 30% as well modify their RV manufacturing lines. Up to 13 new jobs could be created from the successful completion of this project.



Utilizing over 39 years of expertise in the promotional products and customized apparel industry, Sullivan Group has combined state-of-the-art screen printing and embroidery technologies with advanced marketing strategies in order to meet their customer's needs for corporate promotional products. The EDC facilitated State of Indiana incentives to support \$758K of new investment in technology, infrastructure and employee training to win and then successfully grow their business. Up to 30 new jobs could be created from the successful completion of this project.

Travel Lite, Inc. is located in New Paris, Indiana. They have been building high quality truck campers since 1998, and expanded into travel trailers in 2012. Travel Lite produces innovative lightweight truck mounted and towable units that are sold through a dealer network spanning the United States, Canada, and the world. The EDC facilitated State of Indiana and Elkhart County tax phase in incentives to support \$5.0 M of new investment to construct a new manufacturing campus and equip their manufacturing lines. Up to 220 new jobs could be created from the successful completion of this project.

## Economic Development Corporation of Elkhart County's Notable Projects of 2017

### LABORSHED ANALYSIS

The EDC of Elkhart County initiated a countywide Laborshed Study. This survey of Elkhart County's Labor Force will provide community leaders, The EDC, Site Selectors and existing or prospective employers a flexible tool for understanding the workforce characteristics of our local labor market. We have partnered with enFocus to conduct the study

### ELKHART COUNTY MANUFACTURING DAYS 2017

This year, the Economic Development Corporation of Elkhart County partnered with the Horizon Education Alliance to host the second annual Elkhart County Manufacturing Days, providing approximately 1922 8th grade students with the opportunity to visit local manufacturers to explore the diverse education and career path ways available today in manufacturing. All ten middle schools in Elkhart County participated in this event, including: Bethany, Concord, Fairfield, Goshen, Jim town, North Side, Northridge, Northwood, Pierre Moran, and West Side. The explosive growth of this event spurred the creation of a new curriculum collaboratively created by Elkhart County school's representatives for the student's continued education of the Manufacturing Industry. Parent Events were also held throughout Elkhart County after the company visits at each of the participating middle schools. The Parent Events provided the opportunity to educate parents and families on the diverse career and financial opportunities available in Elkhart County's manufacturing facilities.

Elkhart County Manufacturing Week 2017 was facilitated and funded through the Economic Development Corporation (EDC) and Horizon Education Alliance (HEA), with significant financial support from Chemical Bank, The Community Foundation of Elkhart County, Insight Accounting, Key Bank, Monogram Foods, and Thor Industries. 17 additional sponsors assisted with In-Kind donations and 53 companies opened their doors to the 8th graders.

### ELKHARTCOUNTYWORKS.COM

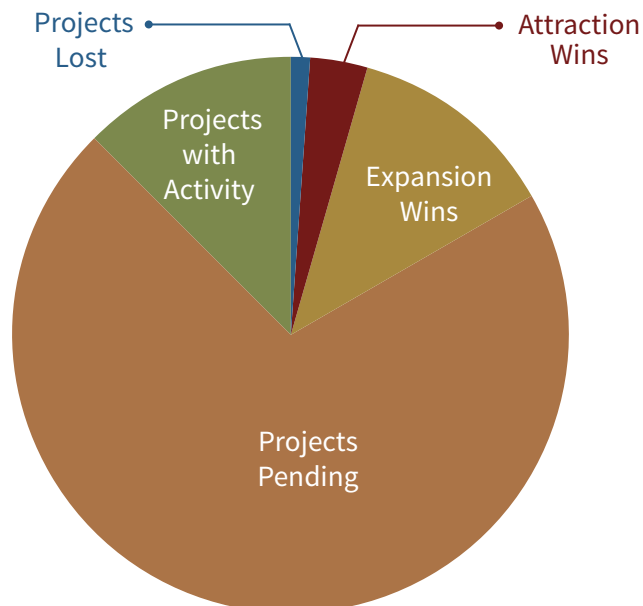
In November 2017, the EDC launched ElkhartCountyWorks.org and an



associated Social Media campaign designed to recruit workforce and their families. This website is the foundation for the effort to bring a workforce to Elkhart County. It is supported by an extensive Social and Traditional Media campaign strategically targeted to areas of high unemployment, which have recent job loss announcements, and/or have experienced natural disasters. The website aggregates existing information on Jobs, Housing, Schools, and other community amenities to help a job seeker learn more about our great community and to consider Elkhart County as their next home. The real measure of success will be a declining gap between available jobs and job seekers. To learn more about the website, please visit [www.elkhartcountyworks.com](http://www.elkhartcountyworks.com). If you have any questions, please do not hesitate to contact us at [edc@elkhartcountybiz.com](mailto:edc@elkhartcountybiz.com).

### PURDUE UNIVERSITY MANUFACTURING EXTENSION PARTNERSHIP CLASSES

The EDC of Elkhart County realized there was a need for easily accessible workforce training in the county, so in September 2017, the EDC partnered with the Purdue University Manufacturing Extension Partnership (MEP) to host on-site training/analysis projects and workshops. These classes include training on Leadership Development, Risk Management, Kaizen Facilitation Training, and many more. For more information and to register for classes please visit: <http://www.elkhartcountybiz.com/purdue-mep-training-courses/>.



### 2017 Project Report

**89** Total Number of Projects

**14** Number of Project Wins

**\$90,123,843**

Total Capital Investment

# Our 2017 Investors

ABC57	Dynamic Metals	Investment Planning Associates, Inc.	Northwestern Mutual
A & R Machine Shop	EarthWay Products, Inc.	Ivy Tech Community College	Nuway Construction
ACTIA Corporation	Easy Shopping Place	J.A. Wagner Construction, Inc.	Office Interiors
ADEC	Edward Jones   Ross Houglund	J & N Stone	Old National Bank
Agdia, Inc.	Elkhart Chamber of Commerce	Jayco, Inc.	OmniSource
Alpha Systems, LLC	Elkhart Clinic	Jenkins Automotive	Orion Group
American Countryside Farmer's Market	Elkhart County Board of Realtors, Inc.	JPR   Jones Petrie Rafinski	Paragon Printing
Anabaptist Mennonite Biblical Seminary	Elkhart County Convention & Visitors Bureau	Kem Krest Corporation	Patrick Industries
Ancon Construction Co., Inc.	Elkhart County Government	Kessington	Personnel Partners Inc.
Arkos Design, Inc.	Elkhart General Healthcare System	Key Bank	Physicians Health Plan
ASC Industries, Inc.	Elkhart Plastics, Inc.	KIB Electronics	PNC Financial Services Group
ATC Trailers	Essenhous Inn & Conference Center	KIK Custom Products	ProAir LLC
B & B Molders LLC	ET& T Enterprises, Inc.	Kobelco	Reschcor, Inc.
Barnes & Thornburg LLP	Faegre Baker Daniels LLP	Kountry Wood Products   Kountry Cabinets   Borkholder Furniture, Inc.	Rieth-Riley Construction Co., Inc.
Beacon Health System	Fifth Third Bank	Kroger	Robert Weed Plywood Corporation
Bearcat	First Federal Savings Bank	Kruggel, Lawton & Company, LLC	RSM US
Beer & Slabaugh Inc.	1 st Source Bank	Kuert Concrete, Inc.	RV/MH Hall of Fame
Benteler Automotive	First State Bank of Middlebury	L & W Engineering, Inc.	Salem Insurance Agency, Inc.
Bethel College	FM Stone Commercial	Lake City Bank	Satellite Industries
Big R Stores	Forest River Inc.	LaSalle Bristol	Schrock Commercial
Bradley Company	Forum Architects, LLC	LaVanture Products Company	Schurz Communications Inc.
Burkhart Advertising	Furrion	LeMaster Steel Erectors, Inc.	Serim Research Corporation
Business Development Corporation	Gaylor Electric	LionsHead Specialty Tire & Wheel, LLC	Shield Restraint Systems, Inc.
Cadet Construction	GDC, Inc.	Lippert Components	SMART Cabinetry
Center for Hospice Care	Genesis Products	Lithotone, Inc.	Smoker Craft, Inc.
Center six one five	Gibson Insurance	Lycro Products Co., Inc.	South Bend Airport
Centier Bank	Global Link Distribution	Majority Builders, Inc.	Southwest Welding
Challenger Door	Goodwill Industries	Mapleleaf Printing	Spherion Staffing Services
Champagne Metals LLC	Goshen Chamber of Commerce	MapleTronics Computers	Stair Supplies
Charter Capital Partners	Goshen College	Marbach, Brady & Weaver, Inc.	Supreme Indiana Operations, Inc.
Chemical Bank	Goshen Stamping Company	Martin's Supermarket	SVO Group
City of Elkhart	Grand Design	Matterhorn	Teachers Credit Union
City of Goshen	Great Lakes Forest Products, Inc.	Masterbrand Cabinets	Tenneco
City of Nappanee	Greencroft Retirement Communities	Maverick Packaging, Inc.	Thor Industries, Inc.
Commodore Corporation	Green Stream Company	Menno Travel Service	Town of Bristol
Community Foundation of Elkhart County	Hampton Inn	MDC Goldenrod	Town of Middlebury
CommunityWide Federal Credit Union	Harman Professional Division	Mid-City Supply Company, Inc.	Town of Millersburg
Compass Wealth Advisors, LLC	Hansen and Associates LLC	Mid-States Construction, Inc.	Town of Syracuse
Concord Mall – Triyar Cannon Group	Hawkins Water Tech., Inc.	MITO Corporation	Town of Wakarusa
Conn Selmer	Heritage Financial Group, Inc.	Monogram Foods	Transhield
Cornerstone Financial Solutions LLC	Denise Hoke	MORryde	Troyer Foods
Creative Bus Sales	Home Instead Senior Care	MSC Industrial Supply Company	Truck Accessories Group, LLC
Cressy & Everett, Inc.	Hoogenboom-Nofziger Corporation	MutualBank	Universal Trailers
Crowe Horwath LLP	Hoosier Crane Service Co.	Nappanee Area Chamber of Commerce	Utilimaster Corporation
Culver Duck	Horton Group	Nelson's BBQ and Catering	Veada Manufacturing
D & W Incorporated	Indiana Manufactured Housing Association Recreation Vehicle Indiana Council, Inc.	Newmark Grubb Cressy & Everett	Vista Manufacturing
Dave Carter & Associates	Indiana Michigan Power	NIBCO Inc.	Wakarusa Chamber of Commerce
Dec-O- Art	Indiana Plastics, Inc.	Niblock Excavating	Waste-Away Group, Ltd.
Dexter Axle	Indiana Toll Road	Northern Indiana Axle	Welch Packaging Group, Inc.
DJ Construction Company, Inc.	Insight Accounting Group	Northern Indiana Public Service Company	Welter Foundation
Dometic	INOVA Federal Credit Union	Northland Corporation	Wieland Design
Dwyer Instruments, Inc.	Inter-Cambio Express, Inc.		WNDU-TV
	Interlogic Outsourcing, Inc.		Zeeland Lumber & Supply

## Executive Committee



**Ken Julian**  
*Chairman*



**John Place**  
*Vice-Chair*



**Jim Dague**  
*Past Chair*



**Mike Yoder**  
*Nominating  
Committee*



**Rick Gentle**  
*Treasurer*



**Bill Burton**  
*Secretary*

## Board of Directors

**Don Babcock**  
*Director of Economic  
Development, NIPSCO*

**Jim Dague**  
*Retired, IU Goshen Health*

**Brad Hartman**  
*Senior Manager, RSM USA*

**John Letherman**  
*President, Member at Large,  
Elkhart County Council*

**Lori Stanger**  
*Director of Human Resources,  
Kem Krest*

**Robert Bernhard**  
*Vice President for Research,  
University of Notre Dame*

**David Daugherty**  
*Ex-President, Goshen  
Chamber of Commerce*

**Richard Hill**  
*Partner, Faegre Baker Daniels*  
**Phil Jenkins**  
*Mayor, City of Nappanee*

**Tom McCuddy**  
*General Manager,  
Forest River, Inc.*

**Jeremy Stutsman**  
*Mayor, City of Goshen*

**Jim Brenneman**  
*President, Goshen College*

**Gregg Fore**  
*President,  
Dicor Corporation*

**Ken Julian**  
*Vice President of  
Human Resources,  
Thor Industries, Inc.*

**Tim Neese**  
*Mayor, City of Elkhart*

**Jeff Troxel**  
*Town Manager,  
Town of Wakarusa*

**Bill Burton**  
*Senior Vice President,  
1st Source Bank*

**Rick Gentle**  
*Tax Partner,  
Crowe Horwath LLP*

**Nick Kieffer**  
*President, Goshen  
Chamber of Commerce*

**Phil Newbold**  
*Retired, Beacon Health  
System*

**Mike Yoder**  
*Vice President of  
District 2, Elkhart County  
Board of Commissioners*

**Thomas Coley**  
*Chancellor, Ivy Tech  
Community College*

**Kyle Hannon**  
*President & CEO, Elkhart  
Chamber of Commerce*

**Jeff Kitson**  
*Executive Director, Nappanee  
Area Chamber of Commerce*

**John Place**  
*President, Ancon Construction*

## EDC Team



**Mark Dobson**  
*President and CEO*



**Chris Stager**  
*Vice President  
of Retention and  
Expansion*



**Jacqueline Letherman**  
*Operations Manager*



**Sherm Hansen**  
*Advancement Director*



**Denise Hoke**  
*Advancement  
Coordinator*



**Cara Anderson**  
*Administrative  
Assistant*



300 NIBCO Parkway, Suite 201 | Elkhart, IN 46516

Toll Free: 877-535-1002

Phone: 574-293-5627 | Fax: 574-343-2951

[www.elkhartcountybiz.com](http://www.elkhartcountybiz.com)