The Plymouth Redevelopment Commission met in regular session in the Council Chambers on the second floor of 124 North Michigan Street, Plymouth, Indiana, on March 17, 2026, at 5:30 p.m.

President Mike Miley led the pledge of allegiance and called the meeting to order for Commissioners Lana Ball, Nate Davis, Craig Hopple, Kara Steele, and Robin Cupka, who were present at the meeting. Other attendees included Mayor Robert Listenberger, City Attorney Jeff Houin, and Clerk-Treasurer Lynn Gorski. The public was able to see and hear the meeting through Zoom and streamed live at https://www.youtube.com/@CityofPlymouth.

Commissioners Davis and Hopple moved and seconded to approve the minutes of the last Regular Session meeting of February 17, 2026, as presented. The motion carried.

TIF #1: U.S. 30/Oak Road Economic Development Area
There were no updates at that time.

TIF #2: East Jefferson/Central Business Economic Development Area
There were no updates at that time.

TIF #3: U.S. 30/Pine Road Economic Development Area
There were no updates at that time.

TIF #4: South Gateway/Western Downtown Economic Development Area
There were no updates at that time.

TIF #5: Western Avenue Economic Development Area
There were no updates at that time.

TIF #6: Plymouth/Goshen Trail Economic Development Area
There were no updates at that time.

TIF#7: Pretzel's Air Parcel
There were no updates at that time.

TIF#8: Water Street Allocation Area
Water Street Townhomes Project Update
Brent Martin of SRKM Architecture was present to provide a project update. He stated that competition of the project was tied to when asphalt plants open, which would generally be mid-April, but that was weather-dependent. He stated the tenant for the business occupancy on the corner got their sign variance approved. He stated the apartments were essentially complete aside from setting appliances and kitchen cabinets.

Other Business:
MCEDC Annual Update
Greg Hildebrand of Marshall County Economic Development Corporation (MCEDC) provided an annual report for 2025 as seen below:

Hildebrand presented an invoice for their annual contribution of $30,000 for economic development and $10,000 for the US 30 Coalition.

Commissioners Hopple and Ball moved and seconded to approve the invoice from MCEDC in the amount of $40,000 as presented. The motion carried.

Marshall County Manufacturing:
Foundation to Local Economic Success

Like most if not all economic development organizations, Marshall County Economic Development Corporation (MCEDC) spends most of our time working with and attracting manufacturers. The reason behind this concentration is based on the infusion of cash that manufacturing brings to the local economy.

The market for products that local manufacturers produce is often larger than the local economy. A product produced locally is sold and shipped out of the area and the revenues that these sales produce are in turn spent locally through payroll, utilities, and other expenses.

These monies are then multiplied and redistributed through retail establishments, service providers, and other indirect jobs that result from the manufacturing/industrial segment of the local economy.

This dynamic brings two opportunities for the local economy to exploit. One is keeping the ownership of these manufacturing facilities as local as possible. It is in the best interest of a region to keep decision making, profits, and purchasing decisions all within, to the benefit of, the local economy. Secondly increasing productivity to help increase the wages that are paid to the local workforce. Through workforce training and technology improvements, increases in productivity are how industry can afford to pay higher wages.

Keeping the ownership and decision-making local is a complex issue with many changing relevant factors. The quality of life that a location has to offer is an important factor in attracting and keeping talent at all levels of these organizations. It is especially important at these upper levels of management when the individuals have the special education, skills, and experience that allows them to be more flexible in where they locate. When a manufacturer moves their corporate headquarters, a lot of human capital and resources move with it.

Amenities that appeal to this segment can often seem superfluous, but often are the type of investment that can keep jobs, payroll, and infrastructure functioning in a local economy. Items such as walkability, quality of schools, recreational options, safety, etc. all contribute to maintaining the quality of life that attracts and retains talent.

The adoption of advances in technology is the key to increasing productivity. A region or community where the workforce continues to adapt and change with the changes in technology is more productive and more valuable to an employer. As manufacturing continues to embrace the increasing use of automation and artificial intelligence (AI), a workforce that is skilled and willing to be continually trained in new technologies is a desired ecosystem where manufacturing can flourish.

Indiana is ranked third in the nation in advanced manufacturing location quotient. The location quotient is representative of the percentage of people employed in some form of advanced manufacturing of the total workforce. Manufacturing is a large sector of the Indiana business environment, Northern Indiana even more so.

Precision agriculture, Industry 4.0, and even the local highway department all have adopted the use of AI to increase the productivity of their workforce. For example, the Marshall County Highway Department purchased a system from Vialytics that utilizes AI to automate the maintenance and upkeep of the county's roads. Using cameras installed on the department's vehicles. This system can monitor the condition of the roads and generate work orders or repair requests before they become large costly repairs.

Agriculture has also been an early adopter of these technologies.





Marian University Plymouth currently operates 18 aeroponic towers. The Agriculture Department has established partnerships with public schools, including Plymouth High School, regional career centers, a YWCA, and the Witchger School of Engineering at Marian University Indianapolis. Engineering students from Marian University Indianapolis are engaged in faculty-advised research in collaboration with Dr. Neal Knapp at the Plymouth campus, focused on further developing the tower-based technology, to improve efficiency, increase output, and expand data collection. The next phase of Marian's vertical farming initiative will integrate artificial intelligence technologies to support system optimization and analytics, with implementation anticipated in the next academic year, contingent upon grant funding.



Students enrolled in the Career Technical Education (CTE) programs at the Marshall County Career Innovation Center cut the ribbon on the new campus. While located adjacent to Plymouth High School, these programs educate students from ten area high schools.

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ANNUAL REPORT 2025

MARSHALL COUNTY ECONOMIC DEVELOPMENT CORPORATION

The mission of the Marshall County Economic Development Corporation is to expand and diversify the economy of the County and its communities by fostering investment in new and existing facilities and creating entrepreneurial capacity.

2025 Year in Review

$219M CAPITAL INVESTMENT

400 JOBS CREATED

AVERAGE HOURLY WAGE

MARSHALL CO. $25.08

INDIANA $30.44

U.S. $36.47

2025 YEAR-END UNEMPLOYMENT

MARSHALL CO. 2.5%

INDIANA 2.7%

U.S. 4.1%



Alpha Flight, located at the Plymouth Municipal Airport, signed a purchase agreement with Maloy Aircraft to take delivery of the first four production units produced of a new training aircraft.

Today's precision agriculture allows more farm ground to be farmed and managed with less labor. Using GPS, the Internet of Things (IoT) sensors, drones, and AI, ag producers are more productive, increasing sustainability, profitability, reducing the amount of wasted water, fertilizers, chemicals and increasing yields. All of this has contributed billions in efficiency gains to the farm economy as reported by the Association of Equipment Manufacturers in their report released in August of 2025.

In an area that prioritizes agricultural production, these productivity gains have mixed results on the local economy. As yields increase on the acres dedicated to production, the full-time employment levels of the producers decreased. Fewer farmers are producing more products for market and doing it on slimmer margins.

All these improvements in quality of life and technology bring increased demand for land, energy, water, and human capital. The intentional development and thoughtful oversight of how these resources are allocated is more important than ever. Society and humankind continue to advance, moving forward and developing at a pace that is independent of any one region or industry.

It is a nuanced and delicate balance of preparing the community to take advantage of advances, providing the resources and amenities that citizens expect, and at the same time protecting the nontangible assets that define a region. It is a recognition that investment in quality is a key to maintaining this balance. Decisions made from the perspective of those that will be affected by them, to paraphrase John Locke, what is for the public good.

Economic Development is a long-term investment. An investment in providing the resources and infrastructure for long-term, sustainable growth and development. Often short-term decisions limit what long-term success looks like. The best economic development work today will continue to reap benefits for the next several generations.



Area and State officials visit the Plymouth SpiTrex facility. A medical products manufacturer that produces spinal rods and hardware for the orthopedic industry.

BUILDING PERMITS

MARSHALL CO. & PLYMOUTH

COMMERCIAL 20 PERMITS $49.9M PROJECT VALUE

RESIDENTIAL 99 PERMITS $71.7M PROJECT VALUE

POPULATION 46,464

GREW BY 267 OVER 5 YEARS

LABOR FORCE 22,897

PARTICIPATION RATE 63%

How is MCEDC Funded

One question we often field when describing what MCEDC does is, "How are you funded?" The organization is a nonprofit organization set up under the 501c6 IRS regulations. This special nonprofit status is designed for business advocacy efforts. Our work attracting employers to Marshall County and helping current employers to grow, while operating with the community's benefit in mind, falls under this advocacy description.

Currently MCEDC has service agreements with each of the communities in the county and the county itself. These agreements include things like promoting property for development, as a liaison for the regional development authority, and working with Indiana Economic Development Corporation in developing incentive packages for new and expanding industry. In exchange for these agreements each of the communities and county contribute to help fund our operations.

Another source of funding comes from private industry, and local service providers to help the local economy to expand and grow for the benefit of the residents and the companies located here. Helping to attract talent to the area, improve the quality of place, increase housing options, workforce development. These are all areas of the local economy that help employers and businesses.

A third source of funding is from grants that we apply for and use to fund the different functions of the organization. 2025 we applied for and received two such grants. One was a site development grant that we received through an electric utility for an engineering study to expand city utilities to industrial zone property for development. The other was a state grant to develop a curriculum and program to help entrepreneurs and small business owners with business acumen.

All this funding helps fund our operations and programing. MCEDC organizes the Made in Marshall County event for career path high school Seniors. Manufacturing Day is an event we organize for county schools in October. Manufacturers open their doors to younger students to introduce them to what possible career opportunities are available in modern manufacturing.

Our County Development for the Future quarterly meetings bring together community leaders, industry, and government officials to review projects throughout the county. MCEDC has also been responsible for reinvigorating the County Human Resources Group that meets monthly to share ideas.

MCEDC also oversees a revolving loan fund that was originally funded by a USDA grant for small businesses. The proceeds from that loan program are being used to continue to offer small low interest loans to businesses in the community.

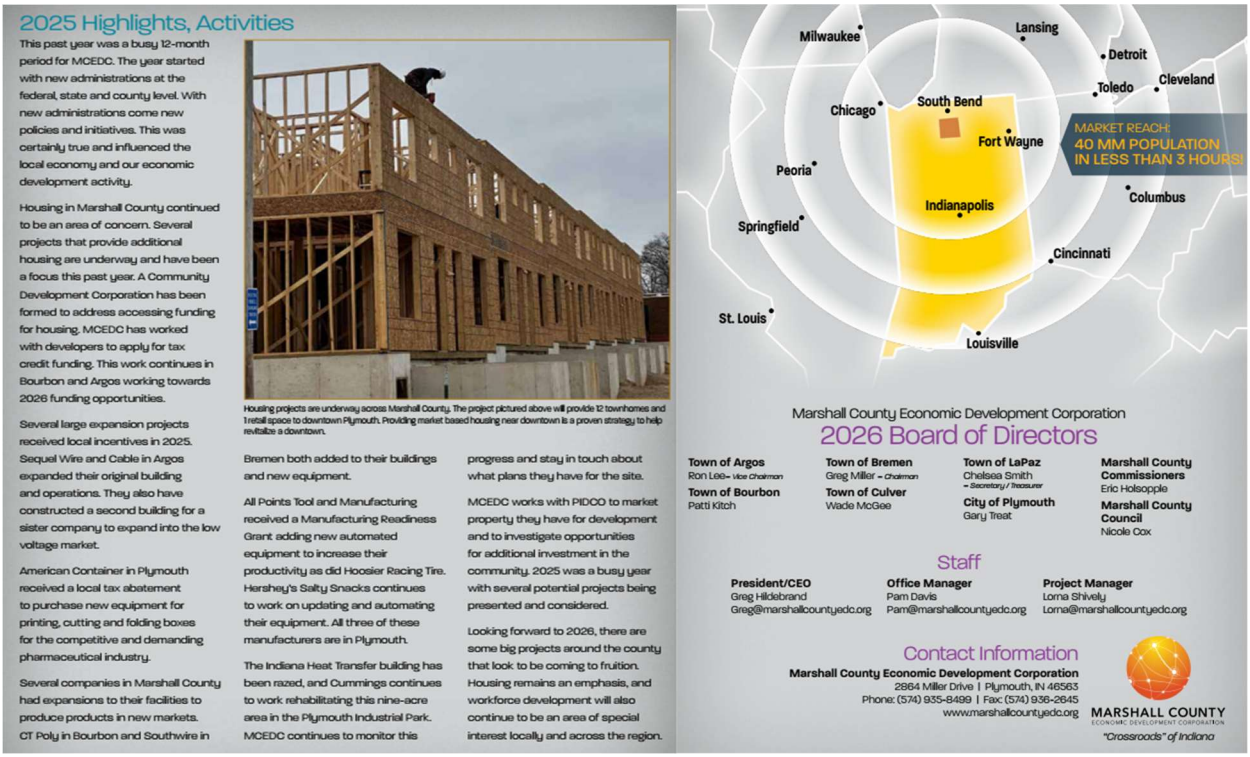
These efforts combined with our core mission of expanding the economy of the county are only possible with the continued support of our community and the private industry partners.



Students from area high schools take advantage of the Made in Marshall County event to engage with local employers. This is an opportunity for future employees to discover what products and services they provide. MCEDC hosts this event each Spring.



Patrick Letens, of Dutch Waffle Company, demonstrates how stroopwafels are made. This locally owned and operated company continues to expand and offer new products to the market from their new headquarters in Plymouth. Helping entrepreneurs get started and grow is an essential part of growing the local economy.



2025 Highlights, Activities

This past year was a busy 12-month period for MCEDC. The year started with new administrations at the federal, state and county level. With new administrations come new policies and initiatives. This was certainly true and influenced the local economy and our economic development activity.

Housing in Marshall County continued to be an area of concern. Several projects that provide additional housing are underway and have been a focus this past year. A Community Development Corporation has been formed to address accessing funding for housing. MCEDC has worked with developers to apply for tax credit funding. This work continues in Bourbon and Argos working towards 2026 funding opportunities.

Several large expansion projects received local incentives in 2025. Sequel Wire and Cable in Argos expanded their original building and operations. They also have constructed a second building for a sister company to expand into the low voltage market.

American Container in Plymouth received a local tax abatement to purchase new equipment for printing, cutting and folding boxes for the competitive and demanding pharmaceutical industry.

Several companies in Marshall County had expansions to their facilities to produce products in new markets. CT Poly in Bourbon and Southwire in Bremen both added to their buildings and new equipment.

All Points Tool and Manufacturing received a Manufacturing Readiness Grant adding new automated equipment to increase their productivity as did Hoosier Racing Tire. Hershey's Salty Snacks continues to work on updating and automating their equipment. All three of these manufacturers are in Plymouth.

The Indiana Heat Transfer building has been razed, and Cummings continues to work rehabilitating this nine-acre area in the Plymouth Industrial Park. MCEDC continues to monitor this progress and stay in touch about what plans they have for the site.

MCEDC works with PIDCO to market property they have for development and to investigate opportunities for additional investment in the community. 2025 was a busy year with several potential projects being presented and considered.

Looking forward to 2026, there are some big projects around the county that look to be coming to fruition. Housing remains an emphasis, and workforce development will also continue to be an area of special interest locally and across the region.

Housing projects are underway across Marshall County. The project pictured above will provide 12 townhomes and 1 retail space to downtown Plymouth. Providing market based housing near downtown is a proven strategy to help revitalize a downtown.

Marshall County Economic Development Corporation
2026 Board of Directors

Town of Argos
Ron Lee– Vice Chairman
Town of Bourbon
Patti Kitch
Town of Bremen
Greg Miller – Chairman
Town of Culver
Wade McGee
Town of LaPaz
Chelsea Smith
– Secretary / Treasurer
City of Plymouth
Gary Treat
Marshall County Commissioners
Eric Holsopple
Marshall County Council
Nicole Cox

Staff

President/CEO
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MARSHALL COUNTY
ECONOMIC DEVELOPMENT CORPORATION
"Crossroads" of Indiana

Visit Marshall County Update

Matt Hovermale, Executive Director of the Plymouth Chamber of Commerce, stated he also acted as President of the Marshall County Tourism Commission. He stated he wanted to come and ask for permission from the RDC, as they own the building, to move tourism, Visit Marshall County, into our office. He stated he had an extra office available and that it would make a good combination, as they handle similar work. He stated the person they were looking to hire would be more of a marketing position, but they would also be able to contribute to the chamber's work. He added that, with his background in hospitality, he would be able to help with them as well. He believed it was extremely important to have them downtown in the middle of everything that was going on and beneficial to Plymouth as a whole. He stated they would split some costs down the middle, and whether it was temporary or permanent, he did not know at this point. He felt that, with it being a marketing position, they would be moving around quite a bit and may not be in the office all that much because he would hope that they'd be out at festivals and things like that.

Miley asked for confirmation that he had two offices and a conference room.

Hovermale replied that the conference room was at the back, the first office would be for Visit Marshall County, and the second office would be storage for chamber items. He explained he had moved himself out into the main space, so when people came in, he was right there.

Miley asked if they would be leasing the space.

Houin replied that it required permission to sublet any portion of the space, but the arrangement that Hovermale described was not subletting but instead just allowing them to use the space while splitting some costs. He stated that the rent the Chamber of Commerce paid was really to cover the utility expenses for the building. He stated, from his understanding, that there would be no formal lease with Visit Marshall County. He was not sure if this required the Redevelopment Commission's permission but suggested that he inform them and, if you give formal permission, then there would be no question.

Commissioners Ball and Davis moved and seconded to approve the request to share their space with Visit Marshall County as presented. The motion carried.

Approval of Redevelopment Invoices

Paid from:		
All TIF Districts		
Baker Tilly	Professional Fees per Agreement	$3,100.00
TIF 3		
enFocus	enFocus Services for Economic Development	$10,183.15
enFocus	enFocus Services for Economic Development	$7,500.00

Total Amount of Claims: $20,783.15

Commissioners Steele and Hopple moved and seconded to approve the Redevelopment Invoices as presented. The motion carried.

Miley introduced the Old National 2026 Annual Certificate from our bond issuer for the city hall renovations. He stated this was for our compliance with the bond.

Commissioners Davis and Ball moved and seconded to approve the Old National 2026 Annual Certificate as presented. The motion carried.

Acceptance of Communications

The following communications were provided to the Commissioners:

- 1993 TIF Trial Balance – February 2026 (TIF #1: U.S. 30/Oak Road Economic Development Area)
- 2000 TIF Trial Balance – February 2026 (TIF #2: East Jefferson/Central Business EDA)
- 2005 TIF Trial Balance – February 2026 (TIF #3: U.S. 30/Pine Road Economic Development Area)
- 2016 TIF Trial Balance – February 2026 (TIF #4 South Gateway/Western Downtown EDA)
- 2019 TIF Trial Balance – February 2026 (TIF #6 Plymouth-Goshen Trail EDA)
- 2019 TIF Trial Balance – February 2026 (TIF #7 Pretzels Air Parcel)

Commissioners Davis and Hopple moved and seconded to accept the communications as presented. The motion carried.

Adjournment

The next meeting was scheduled for April 21, 2026, at 5:30 p.m. There being no further business to discuss, the meeting was declared adjourned at 5:53 p.m. after a motion and second by Commissioners Hopple and Steele. The motion carried.

/s/ Lynn M. Gorski
Clerk-Treasurer