

## Marketing effort

### 'Mistletoe' will highlight vendors at fairgrounds

By LOUISE RONALD  
The Commercial Review

Holiday festivities are just warming up at the Jay County Fairgrounds.

The Cruis'n the HoliJay Lights at the Fairgrounds drive-through display began Nov. 17 and continues from 6 to 9 p.m. every Friday and Saturday through Dec. 23 (with a bonus show Thursday, Dec. 21).

On Sunday, Dec. 10, visitors can walk through the lights display from 5 to 8 p.m. as part of Winterfest — a celebration organized by the Jay County Chamber of Commerce. The evening at the fairgrounds will include carriage rides and live reindeer, ornament and cookie decorating, crafting classes, a movie, hot cocoa and s'mores.

Oh, and Santa Claus will be there as well.

But that's not all.

Mistletoe Market will be from 6 to 9 p.m. Saturday, Dec. 2, in the Marion and Irene Bulp Exhibition Hall, with more than 25 booths selling decorations for inside and outside the home, candy, baked goods and all sorts of hand-crafted, customized or mass marketed gift ideas.

"You can absolutely do your Christmas shopping," said fairgrounds manager Melissa Elliott. "I tried to get a range of vendors."

There are two ways to get to Mistletoe Market: Go through the HoliJay lights display and then park, or ask to be directed to mar-



Photo provided

Cruis'n the HoliJay Lights at the Fairgrounds is adding a new feature this year with the Mistletoe Market on Dec. 2. Pictured, fair board ambassadors, from left, Joey Hall, Mason Muhlenkamp and Molly Muhlenkamp hang lights in preparation for the event. Mistletoe Market will feature 25 booths of Christmas decorations, crafts, candy and other gift options for the holiday season.

ket parking at the fairgrounds entrance.

Admission to the fairgrounds is by free-will donation. There is no entrance fee for the market.

"Come out," Elliott urged. "Check out the

lights and enjoy the market."

Elliott became fairgrounds manager in March. From the beginning, she has had hopes of expanding use of the facility.

"The possibilities are endless to use this grounds for more than just horse racing and one week a year," she said.

The fair board seems to agree.

In addition to continu-

ing collaborations with the chamber and other organizations, the board has been brainstorming its own ideas for events.

Lots of ideas. "We dream big," said Elliott.

Since this year's fair, the grounds has played host to board-generated events for would-be princesses, collectors, Halloween fans and Jeep owners, to name a few.

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# Give thanks in times of adversity

*Editor's note: This editorial, slightly edited, is being reprinted from Nov. 22, 2006. Jack died April 23, 2022. As I think about that date, it seems like it has been so much longer. Inevitably, the days we have with those important to us pass far too quickly while the time without them seems far too long. Today, give thanks for the time you get to spend with those most important in your lives.*

By JACK RONALD  
The Commercial Review

Maybe the most important thing to remember tomorrow — aside, of course, from being thankful — is the climate in which Thanksgiving Day was established as a national holiday.

## Hoosier Editorial

When we think of Thanksgiving, inevitably images of those bountiful horns of plenty come to mind, along with Pilgrims and Indians and turkey.

But the roots of Thanksgiving aren't in bounty. They are in sacrifice.

They aren't in family gatherings, but in families divided.

They aren't in self-satisfied

afternoons of over indulgence. They are in war, in loss, in human suffering, perhaps because it's human nature only to be truly thankful when we are at the end of our tether.

Think about it for a second. Do you really feel thankful when your stomach is full? Or when you are hungry and finally find a morsel of food?

Do you really feel thankful for your freedoms when they come easy? Or when you have a disturbing sense that they could have slipped away?

Is a nation at peace more thankful for peace than a nation at war? Abraham Lincoln knew the difference.

He'd seen his nation divided.

He'd seen bloodshed. He'd seen regional stupidity compounded by regional stupidity.

And when he declared a day of national Thanksgiving, things were a mess. Brothers had killed brothers. Families were ripped apart.

The tide of blood was unimaginable.

And yet, Lincoln said, this is a time to be thankful.

The Civil War had ended two days before. Four days later Lincoln would be shot dead.

Today, tomorrow, now — this is a time to be thankful.

American troops are in Iraq and Afghanistan, their missions there increasingly unclear, their fates uncertain,

and yet they are thankful and we are thankful for them.

Enormous problems confront mere individuals at home every day. Cancer, poverty, violence, and yet they are thankful and we are humbled by their gratitude in the face of adversity.

Give thanks on Thursday. Give thanks for your own sake. Give thanks for those whose paths have been rockier than yours but who have managed to plow ahead.

Give thanks to those who put themselves at risk for others.

And give thanks for those who remind us, like Lincoln, that even in the face of adversity it's important to give thanks. — J.R.

## Let's be thankful for Thanksgiving

*Editor's note: This column is being reprinted from Nov. 26, 2008. The notion Jack writes about isn't so silly. Thanksgiving is important. It's good to have a day that primes us to think about the people and things we are thankful for and reminds us to show that thanks. We would all be better off if we could think a little more about being thankful every day.*

By JACK RONALD  
The Commercial Review

It may sound silly, but I'm thankful for Thanksgiving.

It's always been a favorite holiday, but it's also one that seems to provide the best memories.

Mention Thanksgiving and I think of Ronald family gatherings from my childhood, usually at the home of various aunts and uncles.

I think of watching the Washington Redskins and the Dallas Cowboys with Uncle Jim Ronald in Richmond.

I think of the Thanksgiving when Uncle Jim Luginbill arranged a blind wine tasting that was part of the traditional feast.

I remember gatherings in the fellowship hall of a church in Richmond when the assembled masses were too much for anyone's house to handle.

But some of the best memories are much more recent.

There came a time, I have no idea when it was, that my father's extended family decided to have separate gatherings rather than one that combined all of us.

By then, my dad and all his siblings were grandparents themselves, so more manageable Thanksgivings made sense.

But it was a little jarring to make the transition from a group of about 30 to just eight around the table.

That's probably what prompted a new family tradition of welcoming "strays" to the feast, inviting folks we knew who would otherwise be spending the holiday alone.

One memorable year, when my mother was working as a volunteer at Richmond State Hospital and my sister was establishing herself as a child psychologist, our "extended family" included a former mental patient who was adjusting to life outside the institution and a troubled adolescent whose real family was totally dysfunctional.

### Back in the Saddle



*I've lost track of how many family-members-for-a-day have joined us at the table, but I haven't lost the feeling that it's a great way to mark a wonderful holiday.*

It may sound a little strange, but it was about as meaningful a way to celebrate the day — sharing the emotional bounty as well as the food on the table — as you can find.

That tradition continues to this day, usually with students or faculty from Earlham College where my brother-in-law Stephen teaches.

Last year, it was two very bright young guys from Namibia, far from home as foreign students, who otherwise would have had to settle for a day hanging around the dorm.

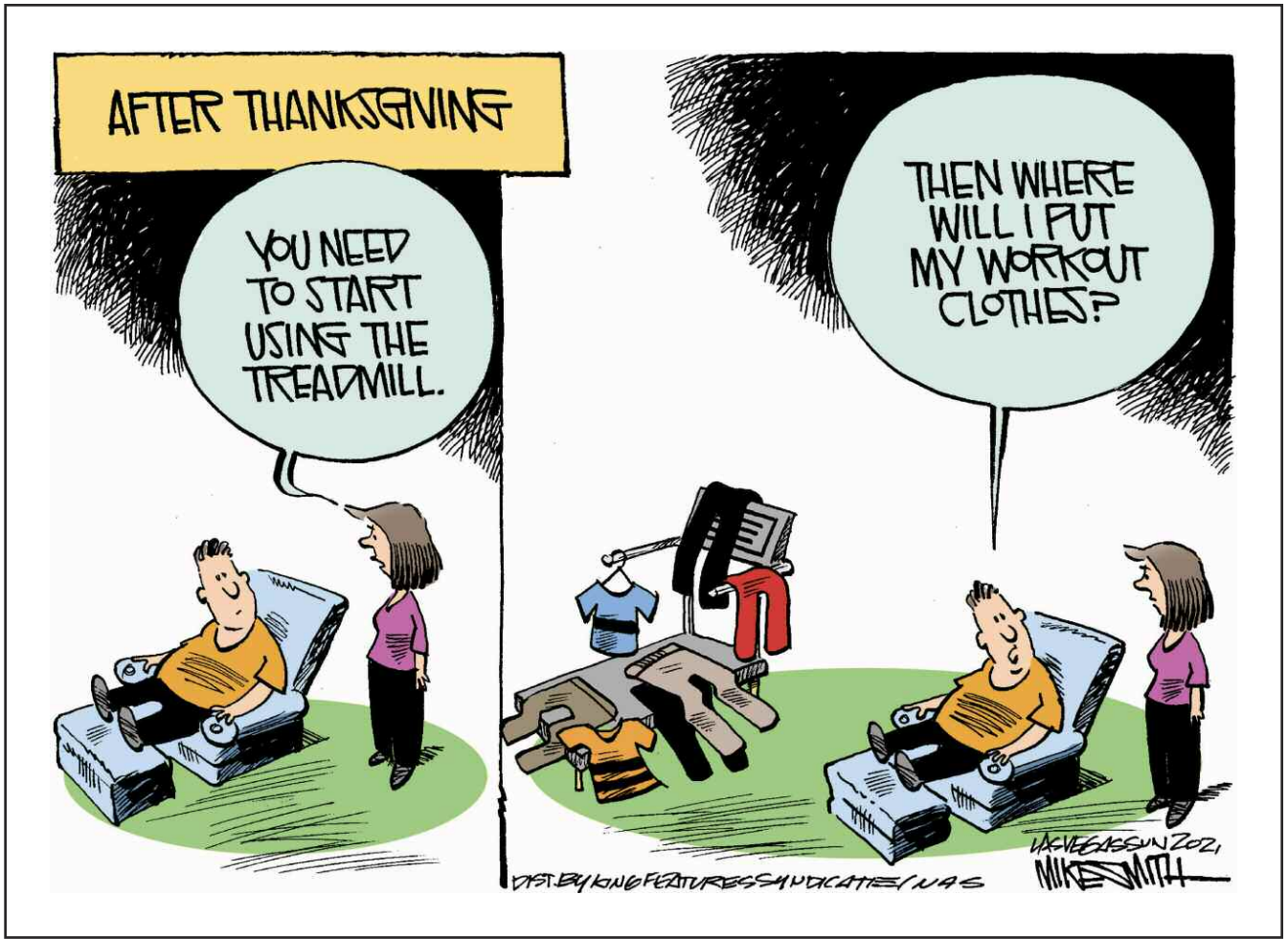
The conversation over the meal could not have been more fascinating. They may join us again this year, or it may be someone entirely new.

I've lost track of how many family-members-for-a-day have joined us at the table, but I haven't lost the feeling that it's a great way to mark a wonderful holiday.

The dedicated volunteers who put together the annual community Thanksgiving dinner in Portland know what that feeling's all about. They've taken it to a whole new level.

And my guess is, if you ask them, they'll tell you on Thursday that one of the many things they are thankful for is Thanksgiving itself.

Savor the day.



## We have more reasons than ever

By STEPHEN L. CARTER  
Bloomberg Opinion  
Tribune News Service

It's Thanksgiving season, and whatever your manner of celebration, chances are that you'll enjoy some time off from work. If, like most of us, you're gathering with family and friends, you might even pause to consider what exactly gives meaning to your life.

And just in time for the long weekend, Pew Research Center is out with a survey of 19,000 people in 17 developed countries on exactly that question. Respondents were given 17 possible sources of meaning and asked to rank them. What's remarkable is how consistent the answers are — but also how the U.S. is different.

Family dominated. In 14 of the 17 countries, family ranked first; in another it was tied for first. In the other two, family ranked third. Nearly everywhere, occupation or material well-being occupied the second spot. And although friends made the top five in 13 of the surveyed countries, the U.S. was one of two countries where friends ranked second. Families and friends: the people who sit around the Thanksgiving table.

The U.S. was also unique in being the only developed economy where religious faith made the top five sources of meaning. Nowhere else did faith make even the top 10. The nation's degree of religious belief continues to distinguish us from other developed countries — a truth many seem to find disagreeable, but which some of us consider valuable and important.

All of which brings us back to work: the thing Thanksgiving gives most of us time off from. We don't know how many people like their jobs. In the U.S., job satisfaction is as high as 85% in some surveys, and under 50% in others. A recent survey by Goodhire found Generation Z to be most unhappy

### Stephen L. Carter



with their jobs. (It's not clear how greatly that last result is influenced by pandemic conditions.)

But whether or not we're happy with our work, in the Pew survey, occupation ranked as the fourth-most important source of meaning in the U.S., just behind material well-being, for which work is the typical source, unless you inherit wealth (or become well-off through some less savory means).

This being Thanksgiving season, however, perhaps we should all be giving thanks for the existence of work itself.

Seriously. The historian Jan Lucassen, in his splendid new volume "The Story of Work," reminds us that although slavery has been a dominant form of labor throughout history and in every culture, where labor has been freer, workers for millennia have taken pride in a job well done. For many, it seems, work was a source of meaning in life long before we set about the conscious search for meaning in life.

It's common these days for even well-salaried professionals to complain about the drudgery of work, but Lucassen suggests that we've never had it so good. Even as enslavement faded as a source of labor worldwide, wage-work was harsh: "Around 1830, earning a living in Britain required, on average, more than 300 11-hour days, or 3,300 hours net per year." True, the early hunter-gatherers worked less than many of today's professionals do — an estimated 8 hours a day for men and 10 hours a day for

women — but they also had a life expectancy of perhaps 30 years, not least because their existence was ravaged by predators and disease.

The 19th-century utopians imagined that by now the human race, buoyed by "mechanization," would lead lives of leisure, but that fantasy still lies somewhere in the misty future. Like other theorists, Lucassen points to the rising standard of living: Some people work hard because they like their work but others work hard to live up to the standard. He quotes an unemployed English miner from the 1960s: "Frankly, I hate work. Of course, I could also say with equal truth that I love work."

Is our problem, then, that we like too many nice things? Turns out, the desire for nice things also isn't new. Lucassen points to evidence, for example, that already in the eighth or ninth centuries B.C., the development of tools was hastened by the desire to cut and polish precious stones.

Yet leisure does matter, and relatively speaking, we enjoy a lot of it. The rise of free labor, alongside improving technology and a burgeoning welfare state, has led to lives where we start our careers later (all that schooling first), work fewer hours (difficult to believe but true), and generally have the option, at some point, of deciding to lay down the burden of work and enjoy our relatively extended life spans.

That's more time for family and friends — the things that give life meaning — than at any time in recorded history. And if that's not reason enough to enjoy a happy Thanksgiving, I don't know what is.

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*Carter is a Bloomberg Opinion columnist. He is a professor of law at Yale University and was a clerk to U.S. Supreme Court Justice Thurgood Marshall.*

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—Thomas Jefferson*

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## Marketing ...

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Mistletoe Market is next on the list of new offerings.  
John Hankins, who does custom laser engraving as Johnny Lazer from his Portland business, designed the graphics for the event and plans to set up at Mistletoe Market.  
“Most people know ... that we

have an amazing fairgrounds,” Hankins said. “It’s really nice to see it being used.”  
Everything he will be selling at the market — hats, patches, apparel, drinkware and more — can be customized on site from his mobile workshop.  
Or pick up Christmas stockings, scarves, aprons, place-

mats, sweatshirts or other décor and apparel from Nan Weesner at her Seamstress Nan booth. Weesner, who is in the process of opening a shop in Portland, also will personalize items with but will do so offsite after the event. She admits participating in the three-hour Mistletoe Market is something

of an experiment but, like Hankins, she had a booth at the Jeep event and wanted to be part of Mistletoe Market.  
“I think this fairgrounds is awesome,” she said. “I like the busyness of it.”  
The events bring in revenue through donations, vendor fees and ticket sales for events

requiring special preparation, but Elliott’s primary aim is to get people out to the fairgrounds.  
“It benefits us because it helps us put money back into the fairgrounds, but it also just gets the community out here,” she said. “It’s a beautiful place.”

# Good timing

## Being late may be good for Stellantis

By BREANA NOBLE  
The Detroit News  
Tribune News Service

Coming late to the electric-vehicle party in the United States might mean Stellantis NV is arriving right on time in light of launch delays and reduced volume projections for battery-powered vehicles from its competitors.

“There is no shifts in (EV) investments to later years,” chief financial officer Natalie Knight said during a third-quarter revenue and shipments call on Tuesday. “No, this is one of our biggest priorities.”

EV sales are increasing, but at a slower rate than they had been growing. They’re more expensive than similarly sized engine-powered counterparts, and fewer qualify for the \$7,500 federal subsidy than they had a year ago. Automakers are losing money on them. High interest rates are hurting sales of new vehicles in general. And anecdotes of too few charging stations or broken infrastructure from U.S. Energy Secretary Jennifer Granholm to neighbors down the street contribute to skepticism from buyers about making the switch right now.

The EV production pullback doesn’t necessarily mean failure of EV plans, analysts said, but is indicative of the complex transition the industry is undergoing. It’s an attempt to manage cash flow when aligning the timing of capacity, product and demand is critical and not easily predictable or adaptable in a capital-intensive industry. Bringing forward product after the market has more clarity on that adoption trajectory, though, could make for a smoother road ahead.

“Being late in this case is probably not a bad thing,” said Sam Abuelsamid, principal e-mobility analyst at market research firm Guidehouse Inc. “Most automakers aside from Tesla have not been able to sell EVs profitably. Tesla is the one exception, and even their margins are getting cut from price challenges.”

Tesla Inc. reported a gross margin of 17.9% in the third quarter, falling from 25.1% in the same period last year.

Meanwhile, General Motors Co. has withdrawn its target of 400,000 production EVs by the first half of 2024. It delayed the start of EV truck production at its Orion Assembly Plant until late 2025, focusing on Chevrolet Silverado and GMC Sierra EV launches at the Factory Zero Detroit-Hamtramck Assembly Center.

“We saw from competitors and from market dynamics,” GM CFO Paul Jacobson said during the company’s earnings call, “a little bit of a slowing of the growth rate in EV adoption.”

It also has put off the launches of the Chevrolet Equinox EV, the Silverado RST for retail customers and the Sierra EV Denali by “a few months,” GM CEO Mary Barra said last week. The postponements will allow the company to improve profitability and its vehicle software strategy, executives said. GM and Honda Motor Co. Ltd. last week also canceled an affordable electric vehicle program they jointly announced last year.

Then as Ford’s Model e EV and software business unit reported a loss of \$1.3 billion in the third quarter, executives there said last week they were pushing

back \$12 billion in planned spending on the company’s EV strategy and had delayed the launch of one of two joint-venture battery plants it’s building in Kentucky with South Korean battery manufacturer SK On.

In September, the Blue Oval said it was “pausing” construction on a battery plant in west Michigan’s Marshall, citing a “number of considerations.” It also has reduced production of the Mustang Mach-E SUV and is considering cutting a shift at the Rouge Electric Vehicle Center in Dearborn where it builds the electric F-150 Lightning.

“Given the dynamic EV environment,” Ford CFO John Lawler said on an earnings call, “we are being judicious about our production and adjusting future capacity to better match market demand.”

Plus, GM and Ford are adopting Tesla’s North American Charging Standard that would allow their customers to use the EV maker’s Supercharger network starting in 2024 with adapters, though vehicles won’t be built with the proper port until 2025.

Additionally, next year’s presidential election adds an element of uncertainty. Although the Biden administration is pushing for lower-emission vehicles, former President Donald Trump has said if he returns to the White House, he will roll back regulations.

“When there are signals that regulations might ease back, any company may look at retiming those investments,” said Stephanie Brinley, principal automotive analyst at S&P Global Mobility. “They’re managing money, not abandoning a plan.”

### EV acceleration

It’s a different story at Stellantis, which doesn’t yet build any all-electric vehicles in North America. Knight, the automaker’s new CFO as of this summer, said electrification efforts “continue to accelerate.”

Last week, the transatlantic automaker said it was committing almost \$53 billion to electrification by 2030 as a part of an announcement that it was

acquiring a 20% share of Chinese EV startup Zhejiang Leapmotor Technology Co. Ltd. for \$1.6 billion. The partners also were creating a joint venture to distribute exclusively Leapmotor EVs outside of China with the goal of 500,000 annual sales by 2030.

Earlier that week, it also had unveiled a new lineup of commercial vans for Europe, all with electric options. In the third quarter, Stellantis’ EV sales globally grew 3%, and it regained its No. 2 battery-electric position from Tesla Inc. in its Europe 30 market.

BEVs and plug-in electric hybrids globally grew 50% last quarter when the automaker had the top three selling PHEVs in the United States in the Jeep Wrangler, Jeep Grand Cherokee and Chrysler Pacifica. BEVs are coming to North America, too. Stellantis is set to launch its all-electric Ram ProMaster commercial van in Mexico before the end of the year.

Retail EV products for the region launch in 2024, including the Dodge Charger muscle car and the new Wagoneer “S” SUV mid-year, and the Ram 1500 REV pickup as well as the new Jeep Recon SUV toward the end of the year, Knight said.

In mid-October, Stellantis also announced plans with Samsung SDI for a second joint-venture StarPlus Energy battery plant in Kokomo, Indiana, to open in 2027. The United Auto Workers says the company also has committed to another battery plant in Belvidere, Illinois, as part of a tentative agreement reached on Saturday.

When asked about the EV production pullback in the industry, Knight emphasized adaptability: “Our focus is obviously on making sure that we have a flexible powertrain strategy so that we are able to on the one hand capitalize on whatever is happening in the marketplace. That’s something that we probably came into over time, because it was something where we were strong on the ICE side of things, and we moved in a little later into the BEV side of things,

but it’s something that today is really important for us, because we are growing very quickly in those third-engine markets.”

Third-engine markets refers to places where Stellantis sells outside of North America and Europe where it is looking to grow revenues and that may not have access to EV infrastructure as easily.

“We’re always going to need to be able to have those kind of products that are new, competitive and affordable,” Knight continued. “But at the same time, we want to be able to have the best BEVs out there, so the strategy is one that I really liked, because it puts us in a place to, on the one hand, be able to invest heavily in those technologies that are going to drive the future, but also give us a little bit of a safe bet if we see opportunities coming in the ICE segment that we don’t want to miss.”

See **Timing** page 6C



May you celebrate the Thanksgiving holiday with plenty of health, wealth, happiness, love and friendship to go around.

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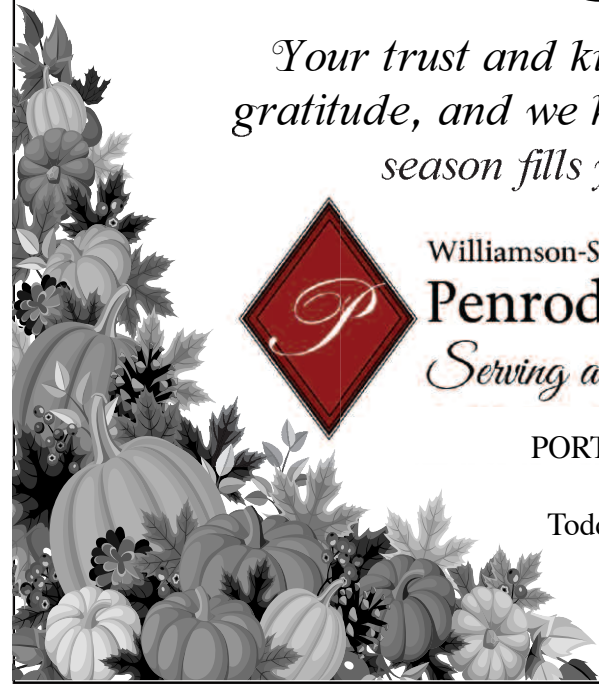
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# Timing ...

Continued from page 5C

The mix of products including ICE models, EVs, PHEVs and hydrogen-powered vehicles contrasts with those from rivals like GM that have decided to pass on the complexity and cost of plug-in hybrids. In light of a bumpy EV adoption curve, not having that transitional technology could present more challenges, Guidehouse's Abuelsamid said.

"That's going to be a problem for GM," he said. "Ford has put a lot of emphasis on hybridization and launching more hybrids. Toyota has done really well on hybrids. More than a quarter of their sales are hybrids in North America. Any manufacturer that doesn't have some hybrid offering is probably going to have a bit of a hard time over the next few years."

### Shipments and revenue

The forthcoming EV products at Stellantis also present the hope for the company to address its falling market share, Knight said. U.S. sales dropped 1% in the third quarter, while the rest of the market was up.

Stellantis' order book has fallen from four months at the end of the second quarter to around three months, Knight said, but noted, "This is right where we always want to be, because it allows us to have solid revenue visibility, but we're also improving our ability to serve customers in a reasonable time-frame."

In the third quarter, its global revenue and shipments increased 7% and 11%, respectively, year-over-year. Improved volumes and more consistent pricing in the third quarter resulted in revenues of \$47.9 billion. Combined shipments totaled 1.478 million vehicles globally, bringing inventory at the end of September to 1.387 million new vehicles, up 50% from a year prior.

North American inventory, Knight said, is high as Stellantis prepared for strikes and boosted production of the Dodge muscle cars before their gas-powered versions join the automotive graveyard at the end of the year.

The UAW's 44-day targeted strike at Stellantis cost the automaker less than \$800 mil-



Tribune News Service/Stellantis NV

The all-electric Jeep Recon midsize SUV is an off-roader inspired by the Wrangler coming to market next year. Stellantis says it's not shifting EV investments, even as competitors pull back.

lion, faring better than its crosstown rivals, Knight said. That along with a nearly eight-hour walkout at its Canadian operations by Unifor on Monday represented 50,000 lost vehicles produced and \$3.2 billion in lost revenue.

Because Stellantis is less reliant upon the U.S. market than its Detroit rivals, the impact of the UAW's record four-and-a-half year deal that's subject to rank-and-file ratification could be less significant, Knight said. The automaker maintained its annual guidance for a double-digit adjusted operating income

margin, positive industrial-free cash flows and completion of a \$1.6 billion (1.5 billion euro) share buyback program.

Knight declined to provide specifics on the UAW's tentative deal out of respect for the ratification process, but characterized the impacts as "very much in the same order of magnitude" as what Ford shared last week. The Blue Oval had said its agreement would add \$850 to \$900 in costs per vehicle and would decrease its adjusted operating income margin by 0.6% to 0.7%. A \$5,000 ratification bonus is expected to hit

adjusted operated income before the end of 2023.

Stellantis' shipments and revenues rose in all regions during the July-through-September quarter except in Asia. In North America, net revenues rose 2% year-over-year to \$22.85 billion from higher volumes and pricing. U.S. average transaction prices increased by 5% to \$57,771, its highest for the third quarter in at least six years, according to auto information resource Cox Automotive Inc., though average incentives per vehicle also rose amid a high interest rate environment — to \$3,709.

"Our expectation is that we will see our sales improve," Knight said. "And what we're really doing is we're thinking about constantly how do we optimize the day of sales figure."

"It isn't where we want it to be yet in North America," she continued. "And obviously over time, if it isn't where it needs to be, then we'll take corrective action, but I do believe at the moment we've got a good plan in terms of the flow of cars that are coming out that we will be able to show progress there and feel confident about the development going forward."

*All the Best at Thanksgiving*

**May your holiday overflow with love, joy, friendship and fun!**

**With thanks aplenty for your support,**

**Tyson**

## Bank donates

First Bank of Berne recently donated \$1,500 to Secret Families Christmas Charity of Jay County. The funds will be used to support the organization's annual effort to purchase, wrap and deliver gifts, household items and Christmas trees to those in need in the community. Pictured, from left are Conny Knight, Kadie Hall and Jaxon Hall of Secret Families Christmas Charity of Jay County, Angela Paxson and Morgan Clifton of First Bank of Berne.



Photo provided

# LIFT meeting set for Tuesday

The next meeting of LIFT Jay is scheduled for 11:30 a.m. Nov. 28 at John Jay Center for Learning.

LIFT (Leaders Inspiring Females Together) was formed this year in an effort to connect professional women in the community. Bonnie Maitlen will be the speaker and discuss assertive communication.

The event is \$18 for Jay County Chamber of Commerce members and \$23 for non-members. For more information or to register, email [tabby@jaycounty-chamber.com](mailto:tabby@jaycounty-chamber.com) or (260) 726-4481.

### Tips offered

Indiana Michigan Power last week offered tips in conjunction with Utilities United Against Scams on Utility Scam Awareness Day.

The four most common types of scams, I&M said in a press release, involve:

- Agreeing to mail checks if customers confirm personal information.
- Threatening to disconnect service.
- Asking for immediate payment through a mobile app, prepaid debit card or gift card.
- Telling customers they need to pay for a new meter before it is installed.

"With the holidays approaching, this is a high-risk time for many of our customers to be targeted by scammers," said Katie Davis, vice president of External Affairs and Customer "We want to remind customers

## Business roundup

to be alert and how to recognize scams to avoid falling victim to fraud."

Since the start of 2023, I&M has received more than 150 reports of scam attempts on its customers.

Those who are targets of such scams should notify their local police and call I&M at (800) 311-4634.

### VP named

Ryan Grimsland has been named executive vice president and chief financial officer for Advance Auto Parts.

Grimsland will replace Tony Iskander, who has served as interim chief financial officer since August in addition to his role as senior vice president, finance and treasurer. Previously working in financial leadership roles for Lowe's, Grimsland will step into his new position Monday.

"I am excited to welcome Ryan to the Advance family and look forward to partnering with him as we begin a new chapter in the company's 90-year history," said Shane O'Kelly, president and CEO, in a press release. "Following a robust search, we are confident that Ryan's deep

finance, retail, strategy development and transformation experience will be invaluable as we execute on our comprehensive business review and work to realize Advance's full potential."

### Ready to expand

Samvardhana Motherson International has announced plans to open 10 new facilities in Indiana.

The company is the parent of MSSL Wiring of Portland.

The Sunday Guardian reported that Samvardhana Motherson International has seen its automotive booked business grow to more than \$77 billion, up from \$69.1 billion in March.

"The integration of acquired entities is at its initial phase," said Vivek Chaand Sehgal, the company's chairman.

### Plans halted

Invenergy's plans to build a natural gas power plant in western Pennsylvania has been called off.

The company, which is planning Skycrest Solar in northwest Jay County, gave up its installation permit last week and withdrew its application to connect to the regional power grid, the Pittsburgh Post Gazette reported. In a statement, it cited "current market conditions" as its reason to pull out of the project.

The effort to construct the natural gas power plant in Allegheny County had faced

opposition from environmental groups that fought zoning variance requests and air permit applications.

### Grant awarded

A \$5 million grant from the National Institute of Health's Helping to End Addiction Long-Term Initiative is helping Indiana University School of Medicine work toward improving accessibility and quality of care for adolescents struggling with substance abuse.

The grant is funding the project "Workforce and System Change to Treat Adolescent Opioid Use Disorder within Integrated Pediatric Primary Care," a partnership of the school's departments of psychiatry and pediatrics. The goal of the effort is to make "pediatric integrated behavioral care more accessible to children and adolescents."

"Addressing the growing risk of overdose deaths among adolescents has become a critical concern, and Indiana unfortunately has one of the ten highest rates of adolescent overdose deaths in the United States," said IU associate professor Dr. Zachary Adams in a press release. "The HEAL Initiative represents a significant federal investment to tackle the opioid crisis, enhance health care outcomes and combat the increasing overdose deaths among adolescents."

### Partnering on footwear

McDonald's and Crocs are

partnering to offer branded footwear.

The collaboration features shoes, socks and "Jibbitz" (charms) featuring McDonald's characters Grimace, Birdie and the Hamburglar, as well as popular menu items.

### CFO selected

Subway announced last week that it has appointed Jeff Shepherd as its new chief financial officer.

Shepherd most recently worked as executive vice president and chief financial officer for Advance Auto Parts. He previously worked for General Motors Eurhop and Ernst & Young.

"Jeff has a well-earned reputation for driving strong financial results for global brands, bringing nearly 30 years of financial and accounting experience to our organization," said Subway CEO John Chidsey in a press release. "As we welcome Jeff to Subway, we also thank Ben for his significant contributions. Since joining the company in December 2019, Ben has been a key driver of our brand's global financial stability and strategic growth, contributing to 11 consecutive quarters of positive sales results."

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# Attracting from out of state

## Hundreds have participated in MakeMyMove program

By CASEY SMITH  
Indiana Capital Chronicle  
indianacapitalchronicle.com

Museum passes, concert tickets, coworking spaces and thousands of dollars in cash are enticing hundreds of families to relocate to Indiana — and even more are expected to make the move as a growing incentive program continues to expand.

More than three dozen Hoosier communities have tapped into new funding pools created to help them recruit out-of-state remote workers to Indiana.

Since the pandemic created millions of remote corporate workers, various municipalities around the state have been trying to lure them — along with their high pay and families — to relocate.

Already, some 337 “knowledge workers,” who are educated and earn higher incomes, have planted new roots in Indiana, said Evan Hock, co-founder of Indianapolis-based MakeMyMove, an online directory that connects remote workers with such offers around the country.

The company gets paid through individual contracts with cities and towns. For instance, one community’s contract says they will pay MakeMyMove \$75,000 over about a year for services; as well as a \$1,000 commission for each person who relocates.

“If you put yourself in the shoes of these remote workers, they’re moving for very personal reasons. Maybe they want something more affordable or closer to amenities that they like. Maybe that’s in a college town, but it’s also the smaller towns, like in Henry County and Dubois County, where they’re really starting to see some traction. The incentives are very diverse,” Hock said. “It’s really an opportunity for these communities to kind of differentiate themselves and not just offer cash, but find ways to sort of plug people into the community.”

### How it works

Programs offered through MakeMyMove are primarily targeted toward remote workers and often require applicants to be from out-of-state. Interested movers must apply through the online platform before potential-



Indiana Capital Chronicle

Hundreds of remote workers have relocated their families to Indiana through the MakeMyMove incentive program — and even more are expected to transplant to the state in the next five years.

ly being selected to call a new Hoosier city home.

To be eligible for recruitment offers on MakeMyMove, most programs require potential movers to earn salaries of \$50,000 or more, be willing to relocate and remain in their new community for at least a year.

The incentives vary by community. All involve some form of cash as part of the package, but many include other unique, local offerings.

That includes southern Indiana’s Daviess County, which will give residents \$5,000 to move within the rural community. Also included is an annual state parks pass, a checking account with a \$250 bonus, and access to a behind the scenes tour of the Patoka Lake Winery, a free visit to the Wilstem Ranch Drive-Through Safari and tickets to attend dinner and a musical show at local Abbeydell Hall.

Kosciusko County, in northern Indiana, is additionally luring new movers with \$5,000 cash — or similar amount toward a mortgage rate reduction — along with a Grace College Athletics Pass, VIP seats to summer concerts, a local ice rink pass and access to discounted coworking spaces.

Bloomington and West Lafayette, both college towns, are also offering university resources

such as co-working spaces and networking opportunities to draw new talent. Hock said the Bloomington program additionally offers transplants board seats at local not for profits.

“One of the most common things we hear from our movers is that they want to get connected to the local community, and that’s a great way for them to sort of make that connection,” he said. Hock pointed to the incentive program in Noblesville, too, which provides a one-year membership to the city’s chamber of commerce.

“It’s a great way to get you networking groups, and really helps people start to forge those connections, plant some roots as soon as they show up. And it becomes a retention activity. How can you help people feel connected to the community so that they stick around long-term?”

The company has launched similar programs in nearly 150 other communities outside of Indiana, many which are smaller or rural, that offer comparable relocation incentives.

Most who have moved to Indiana appear to be staying here, Hock said. More than 80% of movers stick around for at least a year.

“We haven’t seen much evidence that people are kind of hop-

ping around,” he continued. “These are people who are moving to find that new home.”

MakeMyMove requires participating municipalities to have some sort of local sponsor, such as the mayor’s office or a local economic development organization. The Indiana Economic Development Corporation (IEDC) then provides “some backstop and political support — to sort of show that the state is behind this,” Hock said.

In April 2022, Indiana lawmakers greenlit Senate Enrolled Act 361 that allows city leaders to secure funding for talent attraction and retention activities through local tax increment financing dollars.

The IEDC provided \$1.5 million in matching funds for Indiana mayors and economic development corporations to use to bolster their talent recruitment and retention initiatives. Given the program’s popularity, the IEDC then added another \$1 million to the matching fund element.

The Indiana University Public Policy Institute’s Remote Worker Impact Model — commissioned by MakeMyMove — estimates that for every \$100,000 of income that relocated remote workers bring, it results in \$83,000 each year in incremental economic impact.

“It’s really valuable, and that value is immediate,” Hock said, emphasizing that the average MakeMyMove participant makes about \$108,000 a year. “These are high-wage people, highly-educated folks. And by bringing their job with them, they bring all of their economic impact.”

### Spain in Monticello

Among Indiana’s newest residents is Michael Harris, who recently returned to the United States after living in Spain for two decades teaching yoga. He was teaching in Sri Lanka but living in Spain when he decided he wanted a fresh start for himself and his mother, Marilyn.

He found numerous options on MakeMyMove, but said it wasn’t the incentives that convinced him to move to Monticello, in White County.

“Cathy, the mayor there, gave me a contact who helped get my mom’s Medicare benefits and medical care sorted out,” said Harris in a news release. He offers students across the U.S. online classes of yoga, meditation and TRX crossfit. “I thought, ‘Wow. That was really nice of her.’ She’s been super helpful with a lot of other things, too. It was a great introduction to the community.”

See Attracting page 7C

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# Attracting ...

Continued from page 6C  
Harris received \$7,500 in cash and \$3,200 in other amenities as part of the incentive package offered to relocators through White County Economic Development.

The cash helped with his move, Harris said, but there were other communities offering more.

"It really wasn't all about the money for us," he said. "Monticello has everything we wanted: a beautiful location, four actual seasons, quick access to big city culture in Chicago or Indianapolis, nearby medical care and opportunities to grow my business."

MakeMyMove officials said more than 1,300 people have inquired about moving to White County through their

platform. A total of 39 offers have been extended, and the community is hoping to attract a total of seven new households.

### More to come

Other communities across the state are aiming to get more new residents, too. New incentives and broader eligibility requirements are intended to help.

A growing MakeMyMove program in southern Indiana,

for example, is specifically targeting CDL truck drivers.

"There are too few truck drivers in the United States, overall, and (in southern Indiana) they're starting to attract truck drivers from all over to move there," Hock said. "That's not remote work, but those are people that can bring their skills with them. It's pretty portable."

MakeMyMove additionally announced this month its plans to expand the recruitment pool to include incentives for other

in-demand professionals like teachers, police and nurses.

Hock said he expects applications to pile up quickly as the word gets out and communities see the additional opportunity.

In the next three to five years, he said the company hopes to increase the number of MakeMyMove participants in Indiana to 1,000 to 2,000 per year. Part of that effort will include expansion into more heavily-populated Central Indiana communities — like Indianapolis,

Columbus, South Bend and Fort Wayne.

"There are close to 30 million fully remote workers just in the U.S. alone. The opportunity to recruit people to the state, at-large scale is there," he said. "Those who have moved here so far — it's just the very beginning."

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*Indiana Capital Chronicle is an independent, nonprofit news organization. Its website is indianacapitalchronicle.com.*

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