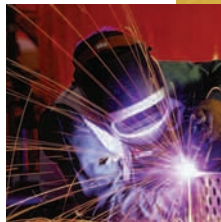
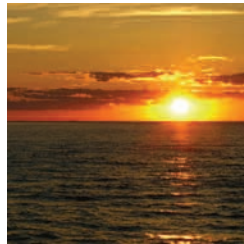




BUSINESS

By

NATURE



*“The Door County Economic Development Corporation is a public/private partnership dedicated to improving the economic vitality of the County and its residents.”*

2009 *Annual Report*

Dear Investors & Friends,

2009 will long be remembered for one of the deepest recessions that our country has ever experienced. While geographically isolated, Door County certainly did not escape the ramifications of a recession that impacted just about every business, community and resident in the country. Fortunately, through perseverance, creativity and just plain hard work, most of our businesses adjusted to and survived the new economic reality.

This report recognizes dozens of local organizations and businesses that refused to let the recession destroy what they took years to build. Here are just a couple examples:

- WireTech Fabrication, after years of planning and with support and encouragement from DCEDC and the City of Sturgeon Bay, committed to relocate and expand in the Sturgeon Bay Industrial Park. Housing developers V & A of Sturgeon Bay will transform the current WireTech site into a revitalized residential neighborhood;
- Bay Shipbuilding, under new ownership by Fincantieri Marine Group, invested in a shipyard capital improvement program that exceeded anything we've seen in over 30 years. Their investments in new technology and equipment, a new floating dry dock, and buildings including a new pipe shop and training center will position the company to be a strong force in the exceedingly competitive global shipbuilding market;
- Nsight/Cellcom invested significant planning and engineering resources to prepare and submit an application for federal stimulus funds to upgrade their telecommunications network in the county. In addition to the improvements in their wireless services, the project will bring enhanced fiber-based broadband services, improved redundancy, greater bandwidth and more competition to the county's anchor public institutions and larger businesses.

We invite you to review this report and learn more about the work of your economic development team. None of this work would be possible but for the support of our investors and the many dozens of volunteers. We respectfully request your continued support to help ensure a brighter future for all county residents. Thank you.

Sincerely,

Roger Kinnard,  
*Chair*

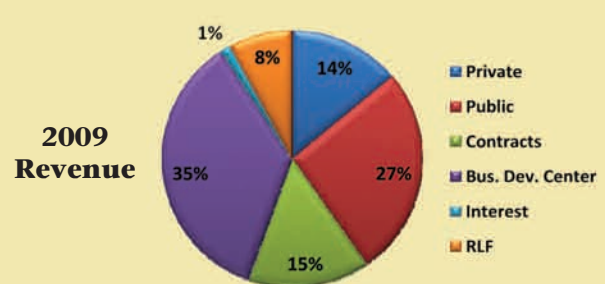
William D. Chaudoir,  
*Executive Director*

## FINANCIAL RESOURCES

While developing and administering an aggressive economic development program, DCEDC strives to control costs and direct resources where they are most beneficial. The graphs below were developed using information from the Door County Economic Development Corporation's year-end financial statements. Schenck Business Solutions, Certified Public Accountants, will be conducting an audit of

these statements this spring. Revenue for 2009 totaled \$344,714 and expenses totaled \$356,526.

Most DCEDC investor revenues are raised through three-year pledge drives. The DCEDC has received public sector commitments through 2011 and private sector commitments through 2010.



BUSINESS *By* NATURE



ECONOMIC DEVELOPMENT CORPORATION

## EXISTING BUSINESS ASSISTANCE

■ In the year gone by, DCEDC responded to requests for business consultation from 49 existing local companies, including Pro Products Inc., Door Landscape, WireTech Fabricators, and etailer, inc.

■ In May, Door Peninsula Winery was recognized as the Door County Industry of the Year at DCEDC's Annual Meeting, and Roger Utnehmer, owner of Nicolet Broadcasting and the radio stations



of DoorCountyDailyNews.com, was recognized as Door County's Entrepreneur of the Year for 2009. Door Peninsula Winery went on to receive a Small Business Success Stories award from *Corporate Report Wisconsin*.

■ 2009 saw the final approvals in the over 15-years-in-the-making plan for the relocation of WireTech Fabricators to the Sturgeon Bay Industrial Park, and the redevelopment of the current WireTech site for workforce housing. The City of Sturgeon Bay acquired the existing WireTech site and WireTech is currently building their new facility, with plans to relocate in late spring 2010. The October 9 groundbreaking for their 66,500 square foot Industrial Park facility, being built by Keller, Inc., was attended by Wisconsin Commerce Secretary Dick Leinenkugel, representatives from the Wisconsin Housing and Economic Development Authority and local community leaders.



■ V&A of Sturgeon Bay, a partnership between "R" Van Rite Construction and Heritage Custom Homes of Green Bay, will be the developer of a 17-lot subdivision on the existing WireTech site. Once WireTech is out of their current location, the City will raze the building and prepare the site for housing. Model homes will be built on the existing site by summer 2010.

■ The Sturgeon Bay City Council approved a Development Agreement with Fincantieri Marine Group/Bay Shipbuilding Company (FMG/BSC) to disburse \$6 Million in State Harbor Assistance grant funds for construction of the first section of a new floating dry dock, about 200 feet of the eventually 600 foot dock facility. Bay Ship will complete construction of the remainder of the dock by the end of 2012, as part of the on-going implementation of the Sturgeon Bay Shipbuilding Cluster Master Plan.

■ FMG/BSC also commenced construction on a new 3,500 square foot weld training center and a 17,000 square foot pipe shop in the shipyard. DCEDC and City officials joined FMG/BSC for a groundbreaking celebration on July 9. FMG/BSC also announced that they were approved for a \$2.8 Million federal economic stimulus grant. They will provide a 25% match for the grant that will fund new manufacturing equipment; DCEDC assisted with the grant application. Overall, Fincantieri committed about \$10 Million for capital improvements at Bay Ship in 2009.



■ The County of Door, the City of Sturgeon Bay and DCEDC all passed resolutions strongly endorsing Marinette Marine Corporation's bid for the Littoral Combat Ship contract from the United States Navy; this contract would have a significant employment impact at Bay Ship. The resolutions were sent to the Governor, local state representatives and all members of the Wisconsin congressional delegation.

■ DCEDC also participated in a meeting in November between Bay Ship and Marinette Marine officials and Commerce Secretary Leinenkugel, to secure state incentives to better position MMC and Bay Ship to win pending shipbuilding contracts.

■ DCEDC continued to offer monthly office hours in Northern Door County during the off season to help grow important sectors of the economy around the entire County, including the tourism industry. Over eight sessions, DCEDC met with 20 entrepreneurs and business owners.

■ Three local organizations – DCEDC, the Door County Visitor Bureau and Northeast Wisconsin Technical College – hosted highly successful educational sessions on guerrilla marketing and e-mail marketing in November and December, targeting the Northern Door business community and the tourism industry. Each session saw more than 60 business owners and executives take part.

■ DCEDC partnered with Sustain Door in February to host a Sustainable Business Practices and Strategies webinar, and then subsequently offer The Natural Step for Business class in the fall. The five-week course provided an opportunity for sixteen business persons and community leaders representing eleven local firms and organizations to discover applications of The Natural Step.



## BUSINESS RETENTION

■ DCEDC staff and Business Retention committee volunteers conducted 24 business retention interviews with a diverse group of local manufacturing, service, construction, retail and tourism businesses – focusing primarily on smaller firms with fewer than 100 employees – to thank them for doing business in the county and to assist them in resolving any issues constraining their growth.

■ Staff and volunteers continued to utilize Executive Pulse, an on-line business retention software package employed throughout Northeast Wisconsin, which allows for data mining and reporting capabilities on both the local and regional level. Findings from Executive Pulse are included in this report.

## ENTREPRENEURIAL SERVICES

■ During 2009, DCEDC assisted over 130 entrepreneurs investigating the feasibility and/or start-up of new business ventures. **Grandma Tommy's Country Store, Path & Paddle, Steady Edy Media, Boneyard BBQ Restaurant, Bay Counseling Clinic, EcoDoor Living, and Sammi Rae's Homemade** are among the new business ventures established in Door County in 2009.

■ The Door County Business Development Center (business incubator) is currently home to 8 businesses with 20 employees. Eighteen businesses have graduated from the Center, creating 80 jobs to date.

■ The Business Development Center underwent an energy audit during 2009 and subsequently implemented a number of energy and cost saving initiatives around the facility. The audit measured the facility's current energy usage and recommended a number of steps designed to lower energy use. Lower operating costs for the facility helps keep costs down for the start-up businesses that make up the Center's client list. The largest component of the changes was the installation of a new, highly efficient boiler system and additional ductwork around the building. Ceiling fans were placed in occupied industrial bays to also help with heating and cooling. In the first few months of operations, we experienced a 60% reduction in heating costs versus the same period in the previous year.

■ DCEDC co-sponsored the eighth annual Door County entrepreneurial training program, teaching 13 new and existing business owners how to write a business plan to grow their companies. Kathryn Krauss of **Lasee Upholstering & Marine Canvas** in Sturgeon Bay won a \$1,000 cash award provided by Associated, Baylake and



Citizens banks, and an advertising package from FM106.9 The Lodge for her business plan, judged to be the best from the class.

■ Billy Appel and Emmet Jacobs of Gibraltar High School and Greg Grohman from Sturgeon Bay High School received cash prizes for the best business plan coming out of Entrepreneurship courses supported by DCEDC. The students used the funds to start summer businesses.

■ In 2008, DCEDC joined the Community Venture Network (CVN), a regional organization that brings high growth businesses together with rural economic development professionals seeking to attract business expansions and relocations to their community. DCEDC staff attended CVN sessions in Minneapolis and Chicago throughout 2009 and heard presentations from 39 start-up or high-growth business prospects in a wide range of industry sectors. Five of those businesses followed up with more in-depth conversations about Door County. One of the five firms was very interested in Door County and did two site visits to investigate opportunities. DCEDC has committed to continue our membership in CVN through 2010.

## BUSINESS FINANCING

■ DCEDC administers Revolving Loan Fund programs for the County of Door, City of Sturgeon Bay and DCEDC Board of Directors, providing low interest financing for new or expanding businesses. In 2009, loans totaling \$654,000 were approved and extended for **Brickner-Meikle Dairy, Peninsula Vision Care, Therma-Tron-X, Sister Bay Trading and Pro Products**. These five projects leveraged \$2.7 Million in private funds, will create 18 jobs and retain 10 over the next three years. There are currently 23 active loans between the three revolving loan funds.

■ During the 19-year history of the Door County revolving loan funds, DCEDC has serviced 58 loans with a value of over \$8.4 Million. Cumulative impact of the three Revolving Loan Fund programs includes over \$37.1 Million in private investments, and the creation of 461 jobs and retention of 76 jobs. The Revolving Loan Fund balance for the three programs is currently \$932,239, which is available to lend to eligible growing businesses.

## DOOR COUNTY LEGISLATIVE DAYS

■ DCEDC coordinated the fundraising, planning and execution for Door County Legislative Days, held May 12-13 in Madison. DCEDC staff provided leadership for the 105 delegates from Door and Kewaunee Counties who made the trip to Madison for two days of meetings with all members of the Wisconsin Legislature and state agency secretaries and representatives to communicate

BUSINESS By NATURE



ECONOMIC DEVELOPMENT CORPORATION

an agenda of issues of importance to peninsula residents.

■ The first item on the agenda was thanking the Legislature and the Governor for the passage and signing of the Phosphorus Fertilizer Control Bill. This was a priority initiative of the 2007 Legislative Days agenda and will help protect water quality by curbing runoff of phosphorous into surface waters.

■ The rest of the 2009 Legislative Days agenda included the following items: maintaining the Wisconsin Fund; protecting drinking water in at-risk karst geology areas; opposing the prevailing wage provision in 2009-2011 state budget; preserving state film tax credits;



improving the Wisconsin DNR process for permitting of docks, piers and dredging; finding legislative resolution for K – 12 and technical college funding; retaining Wisconsin's uniform school starting date; and preserving the Wisconsin Coastal Management Program.

## COMMUNITY DEVELOPMENT

■ DCEDC helped to secure almost \$9 Million in federal stimulus funds from the US Army Corps of Engineers for rebuilding the south wall of the Sturgeon Bay canal and dredging of the Sturgeon Bay shipping channel.



■ DCEDC partnered with Mike Ward of Waypoint Private Capital, Inc. to assist in the establishment and management of the Door County Opportunity Fund, which will provide growth capital to Midwestern-based mid-market companies, as well as make much needed financing available to early-stage Door County companies. It is hoped that making seed financing available in the area will encourage and entice entrepreneurs to start or relocate promising businesses to the peninsula.

■ DCEDC continued its support and assistance to the Village of Sister Bay Economic Development Committee. In 2009, the committee and Village Board commissioned an interest survey and preliminary feasibility study for a shared use kitchen facility to support new and expanded food-based businesses.

■ Annie Miller of the Liberty Grove Town Board led a group of municipalities in the process to complete an application to the Wisconsin Department of Transportation Scenic Byways program to designate portions of Highways 42 and 57 in Door County as a

Scenic Byway. DCEDC provided material assistance to the preparation of the successful application. The Scenic Byways program provides publicity, recognition and potential grant funding for the designated routes.

## WORKFORCE DEVELOPMENT

■ DCEDC and the Door/Kewaunee Business & Education Partnership (DKBEP) received a \$22,500 Community-Based Economic Development grant from the state Department of Commerce, to develop and implement a three part program to expose youth to regional



businesses and career opportunities that are available in the area, prepare them with the skills required for those jobs, and to help businesses and educators with training students in skills needed in the trades. The CBED grant will help assess feasibility of a Wisconsin Youth Apprenticeship Program that will offer area high school juniors and seniors the opportunity to integrate school-based and work-based learning into their school curriculum; help students construct a "Green" home as part of the DKBEP High School Home Construction Program; and develop a partnership with area healthcare facilities to provide on-the-job training to area high school students interested in healthcare related fields.

■ The second DKBEP High School Home Construction Program, which included ten juniors and seniors from four Door and Kewaunee County school districts, completed their work in May 2009 and produced a beautiful



1783 square foot ranch-style home on Kentucky Street in the Spring Oaks subdivision in Sturgeon Bay. The home sold before it was completed; revenue generated from the sale was used as seed money for the 2009-10 home building project. Students who participate in the program have the opportunity to become skilled in all trade areas associated with home construction, with the goal of continuing their education or joining the local workforce. One graduate of the 2009 program has already joined the local construction workforce and four are continuing their construction education.

■ DKBEP received grant funds from the Northeast Wisconsin Area Health Education Center to implement a High School Nursing Assistant Program. This program, offered to juniors and seniors in Door and Kewaunee counties, helps prepare students for careers as certified nursing assistants (CNA's) while still completing high school. Nine students were enrolled in Fall 2009 from Sturgeon Bay, Southern Door and Luxemburg Casco school districts. Students who pass the final certification



test have the opportunity to enter the workforce as CNA's and/or continue their education in a health-care-related field.

- The DCEDC Workforce Taskforce initiated a wages and benefits survey of local manufacturing companies from both Door and Kewaunee Counties. The data collected will enable area companies to better understand the local labor market and keep employee compensation packages competitive. 20 companies participated: twelve from Door and eight from Kewaunee.

- The Taskforce also began an outreach program to the US Coast Guard in partnership with the Door County Maritime Museum, offering discounted admission to the Wooden and Classic Boat Festival to all local USCG personnel. "Welcome to Door County" materials were also distributed to all three local Coast Guard stations.

- DCEDC facilitated an on-going series of meetings between area school administrators and local computer numeric control (CNC) manufacturing firms to discuss workforce needs, growth potential for the industry and the feasibility of a regional CNC training facility to more effectively offer CNC training to K-12 students. Equipment and technology costs are prohibitively high for schools to offer this training on their own. The businesses indicated this industry is growing significantly and the availability of a qualified workforce is the major deterrent limiting the growth of jobs in this sector.

## ATTAINABLE HOUSING

- The DCEDC Attainable Housing Committee initiated and completed a countywide survey of owners and managers of over 800 rental units, to demonstrate low vacancy rates and the opportunity for additional rental stock development. The survey showed fewer than thirty units available for rent in December 2008/January 2009.

- DCEDC facilitated meetings between the Village of Sister Bay and Wisconsin Housing and Economic Development Authority Executive Director Antonio Riley to discuss options for a variety of workforce housing developments for the Gibraltar school district area.

## TECHNOLOGY COUNCIL

- DCEDC hosted a meeting of leading local businesses to provide insight on business opportunities and assess future demands for advanced telecommunications services. This meeting served to identify priority sites for improved connectivity and identified businesses that could benefit from better broadband access.

- DCEDC initiated a public service announcement campaign to drive traffic to local and statewide surveys seeking input from residents and businesses on broadband needs now and in the future, and communicate those needs to state and federal government entities. The information collected was used to prepare a financing request for federal broadband stimulus funds from the National Telecommunication and Information Administration and the Rural Utilities Service.

- Starting in mid-November 2009, DCEDC initiated a series of meetings between representatives from Nsight/Cellcom, the City of Sturgeon Bay, the County of Door and Sturgeon Bay Utilities to discuss potential broadband infrastructure upgrades. With considerable local input, Nsight/Cellcom submitted a Round Two Recovery Act (Economic Stimulus) application for more than \$15 Million to partially fund a fully redundant fiber optic loop that would provide ultra high broadband services directly to anchor institutions (county buildings, schools and major businesses) connected to the proposed fiber network in Door County. Other service providers would be able to hook into the fiber loop and deliver services to homes and small businesses. The City, DCEDC, the County and other businesses and community anchor institutions produced letters of support for the grant application.

## THE YEAR AHEAD

*The DCEDC Board of Directors and Staff have established priority strategic objectives for 2010, including working to establish a locally based **equity investment fund**; support for improvements to the County's **telecommunications infrastructure**; continue the **High School Home Construction** program and initiate new **DKBEP** programs; securing the funding and approvals to implement the final phases of the **Sturgeon Bay Shipbuilding Cluster Master Plan**; optimize **social networking as a marketing tool** to attract new businesses to the county; develop and implement a **Workforce Taskforce action plan** to address labor market issues; and partnering with other groups to help **grow and strengthen the tourism industry**. As always, the DCEDC staff will continue to be available to provide on-going guidance and assistance to the entrepreneurs and business owners of Door County.*

BUSINESS by NATURE



ECONOMIC DEVELOPMENT CORPORATION

## THE DOOR COUNTY BUSINESS CLIMATE

### 2009 Board of Directors

#### Officers

**Roger Kinnard** - Chair

*DC Manufacturers Assn & Therma-Tron-X*

**Robert Starr** - Vice-Chair

*DC Board of REALTORS & ERA/Starr Realty*

**Greg Stephan** - Treasurer

*Door County Visitor Bureau & Associated Bank*

**William Chaudoir** - Secretary

*Door County Economic Development Corporation*

#### Directors

**Dan Austad**

*County of Door*

**Joseph Innis**

*Southern Door County School District*

**Will Jeanquart**

*County of Door*

**Steve LaLuzerne**

*Ambient Homes*

**Andrew Starr**

*Sturgeon Bay Visitor Center*

**Patrick Duffy**

*Village of Sister Bay*

**Thomas Voegele**

*City of Sturgeon Bay*

**Vicki Wilson**

*Door County Visitor Bureau*

#### Ex-Officio Directors

**Rob Burke**

*UW-Extension*

**Robert Kufirin**

*Village of Sister Bay*

**Robert Loss**

*Northeast Wisconsin Technical College*

**Steve McNeil**

*City of Sturgeon Bay*

**Jack Moneypenny**

*Door County Visitor Bureau*

**Michael Serpe**

*County of Door*

**Jim Stawicki**

*Sturgeon Bay Utilities*

**Dale Swanson**

*Wisconsin Public Service Corporation*

**Todd Trimberger**

*Sturgeon Bay Visitor Center*

The future strength of the Door County economy is highly dependent upon the success and growth of businesses that already exist in Door County. The Door County Economic Development Corporation works with existing businesses on an ongoing basis to determine the health and strength of the local economy. DCEDC staff and Business Retention committee volunteers regularly conduct confidential interviews with a diverse group of local manufacturing, service, construction, retail and tourism businesses to thank them for doing business in the County and to assist them in resolving any issues constraining their growth.

The DCEDC Business Retention Committee began using Executive Pulse, an on-line business retention data management system, in late 2006. Economic development organizations and technical colleges throughout Northeast Wisconsin are using Executive Pulse to track and manage the data collected in interviews with corporate leaders. The Executive Pulse system allows for local and regional reporting, including aggregate trend analysis, comparative jurisdictional analysis and predictive reports.

During 2009, DCEDC staff and Business Retention committee volunteers conducted interviews with 24 area firms, mostly smaller companies with fewer than 100 employees, representing a total workforce of 737. Results from those interviews are excerpted below to give a general impression of the Door County economic climate, as viewed by the business leaders of our community.

- 94% of employees are residents of Door County;
- 82% of area companies see employment either increasing or staying the same;
- 29% plan to hire additional employees within the next year;
- 52% rate the quality of the local workforce as *Good* or *Excellent*;
- 50% rated housing in Door County as *Good* or *Excellent*;
- 96% rate the recreational and cultural amenities of Door County as *Good* or *Excellent*;
- 70% rate economic development in Door County as *Good* or *Excellent*;
- 76% rate K-12 education in Door County as *Good* or *Excellent*;
- 100% rank the Internet as *Important* or *Somewhat Important* to their business;
- 58% rate local telecommunications services as *Good* or *Excellent*;
- 47% rate the local business climate as *Good* or *Excellent*;
- 14% rate the local business climate better now than five years ago;
- 68% forecast that the local business climate will be better five years from now;
- 95% indicate a positive corporate attitude towards the community.

Anyone interested in participating in the DCEDC Business Retention efforts, either as a volunteer or as an interviewee, should contact the DCEDC office at 920-743-3113.

185 East Walnut Street  
Sturgeon Bay, WI 54235  
920.743.3113 800.450.3113  
[www.doorcountybusiness.com](http://www.doorcountybusiness.com)

## **DCEDC Investors**

Because economic development in the Door County Peninsula is good for all businesses, existing companies are an important source of financial support for DCEDC. This voluntary investment, donated over a three-year period, enhances the ability of DCEDC to provide business assistance, financial incentives and other initiatives designed to strengthen the local business climate. These private funds are combined with local government investments, grants and contract service fees to provide the money necessary for DCEDC to fulfill our mission "to improve the economic vitality of the county and its residents."

We encourage you to support the companies that invest in DCEDC.

### **Diamond** (\$55,000 & up) **County of Door**

#### **Platinum** (\$5,000 - \$54,999)

Bay Shipbuilding Company      City of Sturgeon Bay      Sturgeon Bay Utilities

#### **Gold** (\$2,500 - \$4,999)

Baylake Bank      Door County Memorial Hospital      Wisconsin Public Service

#### **Silver** (\$1,000 - 2,499)

American Transmission Company      Hatco Corporation      Village of Sister Bay  
Associated Bank      Marine Travelift      WireTech Fabricators  
Be's Vending      Palmer Johnson Yachts      Wulf Brothers

#### **Bronze** (\$500 - \$999)

Alberts Plastering      Keller, Inc.      Pinkert Law Firm  
Ambient Homes      Kerber, Rose & Associates      Pioneer Credit Union  
Bayland Buildings, Inc.      N.E.W. Industries      Roen Salvage  
C&S Manufacturing Corporation      North Shore Bank      Stone Harbor Resort  
Fred J Peterson Foundation      Palmer Johnson Enterprises, Inc.      Therma-Tron-X  
Howard Immel, Inc.      Parcus Medical LLC

#### **Copper** (under \$500)

Bank Mutual	Door Peninsula Winery	Just In Time Corporation	Properties of Door County
Baudhuin, Inc.	Eagle Mechanical	Key Industrial Plastics	Pro Products
Bay Electric Systems	ERA/Starr Realty	Kurth Electric, Inc.	Robert W. Baird & Co.
Bay Pharmacy	FLS Banners	LeFevre Tire & Auto	Soik Communications
Bergstrom Automotive	Forbes Funeral Home	Main Street Market	Stoneman Schopf Agency
Bissen Asphalt, LLC	Foremost Management	May Realty	Sturgeon Bay Metal Products, Inc.
Braun Investment Group	Forestville Builders	McDonald's	Title Services of Door County
Bridgeport Resort	Four Sail Realty	Meissner Landscape	Van's Lumber and Builders
Carquest of Door County	Going Garbage & Recycling	Murrock Landscaping	Veolia Environmental Services
Casperson Funeral Home	Gordon's West Side Electric	Neuville Family Limited Partnership	Viking Electric
C-Clearly Window Washing	Hedeen Foundation	Northeast Wisconsin Technical College	W.E. Builders
Country Ovens	Heyrman Construction Co.	Northland Steel Co. Inc.	Warner-Wexel
Dan's Fish, Inc.	HTE, Inc.	Peninsula Title (Bay Title & Abstract)	Washington Island Ferry Line
DC Printing, LLC	Idlewild Golf Club	Pine Crest Village	Witt Peninsula Ford
Door County Advocate	Insurance Center of Sturgeon Bay	PIP Printing	Woodrow Engineering
Door County Coffee & Tea Co.	Jim Olson Motors, Inc.	Plainfield Stamping	Young Automotive
Door County Eye Associates	JR Vacation Rentals		

#### **In-Kind Contributors**

DoorCountyDailyNews.com      Schenck Business Solutions      Sturgeon Bay Visitor Center  
Door County Visitor Bureau      Stone Harbor Resort      Sturgeon Bay Florist