

FEASIBILITY STUDY

FOR A

LAKE SUPERIOR TECHNOLOGY PARK



Sponsoring Organization:

**Wisconsin Innovation Network
Lake Superior Chapter**

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for a
Lake Superior
Technology Park*



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INTRODUCTION

C&S Design & Engineering, Inc. of Ashland, WI, was initially approached by Dr. Fred Tidstrom, Chairman of the Lake Superior Chapter of WIN (Wisconsin Innovative Network), to prepare a feasibility study to determine the viability of a proposed “Technology Center” in the Ashland area. This facility would provide office space and start-up assistance for individuals and companies to take their technology-based research and innovations to commercialization. The idea of one Technology Center quickly evolved into the concept of a 40 acre Technology Park (with an adjoining 20 acres available for future development), with one building completed initially and having the potential to add more as growth is realized.

The main focus of the feasibility study is to explore the idea of this type of facility and corresponding Technology Park to determine the steps required to promote their success in the current and future economy of the Lake Superior region. The study looks at project locations, market trends, and potential partnerships (public & private) that could determine the path that this project takes. Financial projections and organizational structures are reviewed within the report.

Local and regional business people were interviewed during this study to assist in developing an overall consensus on the feasibility of this type of project in the Lake Superior region. The feedback was very instrumental in determining the focus of the project and clarifying the steps required to make sure that this project can be successful on many levels. Several technology centers throughout Wisconsin were visited, and guided tours of the facilities were received. Information about these currently operating facilities, such as building and operating costs, sizes and types of rooms, and general information, was obtained during these visits. This knowledge will help in developing the proposed facility and park in northwestern Wisconsin.

Continually developing concept drawings are also included within this report. The idea seed for this facility was planted several years ago and over time, has been developing into the facility and park that are being studied in this report. Site plans, floor plans, elevations, and other supplemental materials are provided in the Appendix for further clarification on the project’s concept and proposed direction.

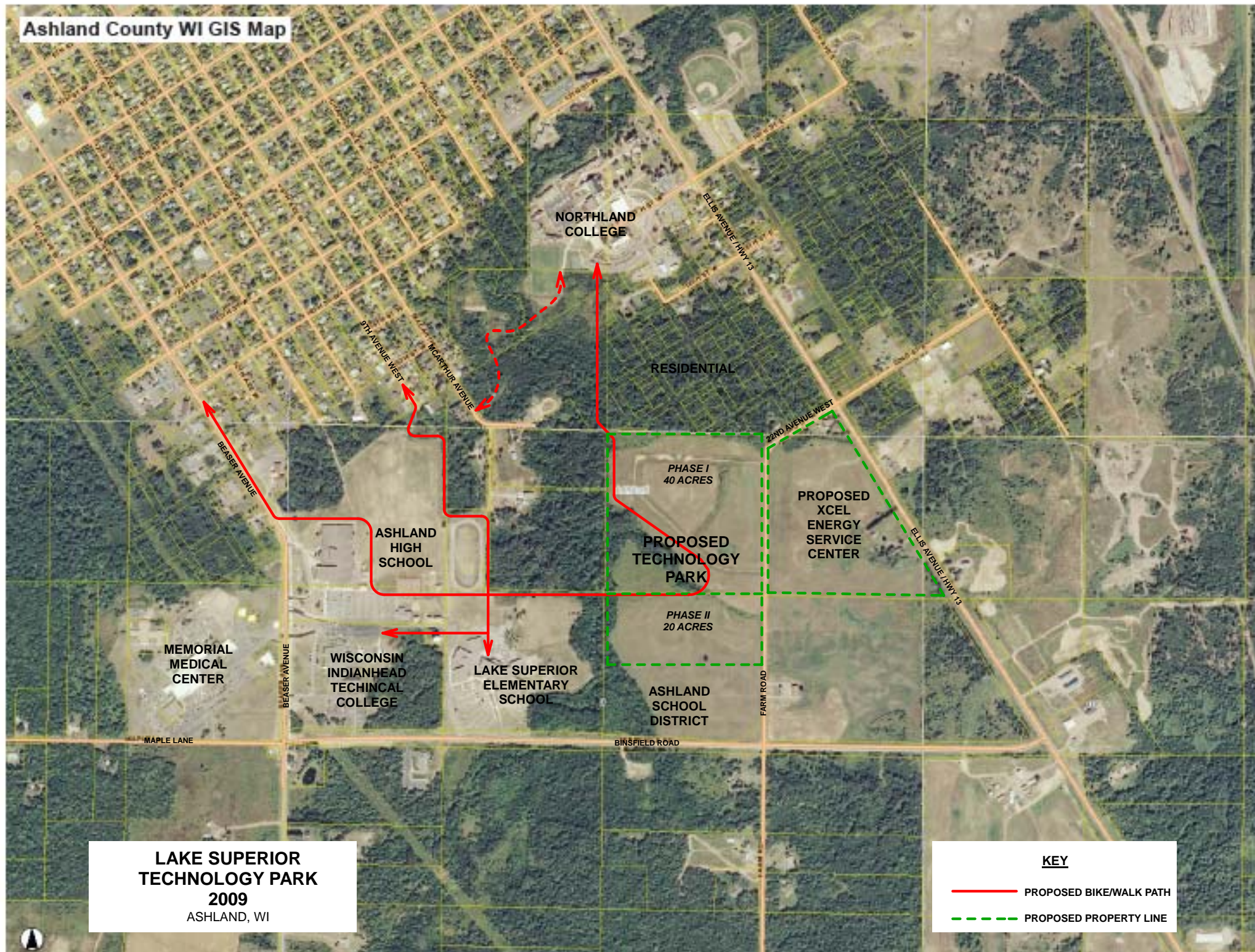
EXECUTIVE SUMMARY

The Lake Superior Chapter of WIN, with support from the City of Ashland and the Oredocker Foundation, initiated a feasibility study with C&S Design & Engineering, Inc. to develop a Technology Park in the Lake Superior Region, located specifically in Ashland, Wisconsin. This planned development would provide a place for technology-based businesses to commercialize their research and innovations. The proposed Technology Park could provide a link between the University Research Park (URP) in Madison, WI, and the Lake Superior region, and foster the Wisconsin Idea, which states, “The boundaries of the University are the boundaries of the State.”

A Technology Park would provide the Lake Superior region with quality, 21st century jobs that would help in developing and enhancing the regional economy. Infrastructure, availability, workforce development, and educational institutions would be key parts of the Technology Park, along with networking for financing and business development. This facility would be a great asset to the Lake Superior Region.



Phase I would consist of the purchase of 40 acres of land at an initial cost of \$160,000.00 (\$120,000.00 Net). There is the potential to acquire an additional 20 acres at a later time. **Phase II** would include the initial infrastructure work and the completion of the first building. The total estimated cost to complete **Phase II** would be approximately \$3.8 million dollars, with funding coming from a combination of government sources, private investors, and potential technology companies. The Technology Park could grow from one building to a total of fourteen buildings, with the potential of employing up to 840 people with quality jobs over the next 20 years. This would be similar to Whitewater, WI’s 20 year growth through its Community Development Authority where the city has successfully partnered with University of Wisconsin - Whitewater.

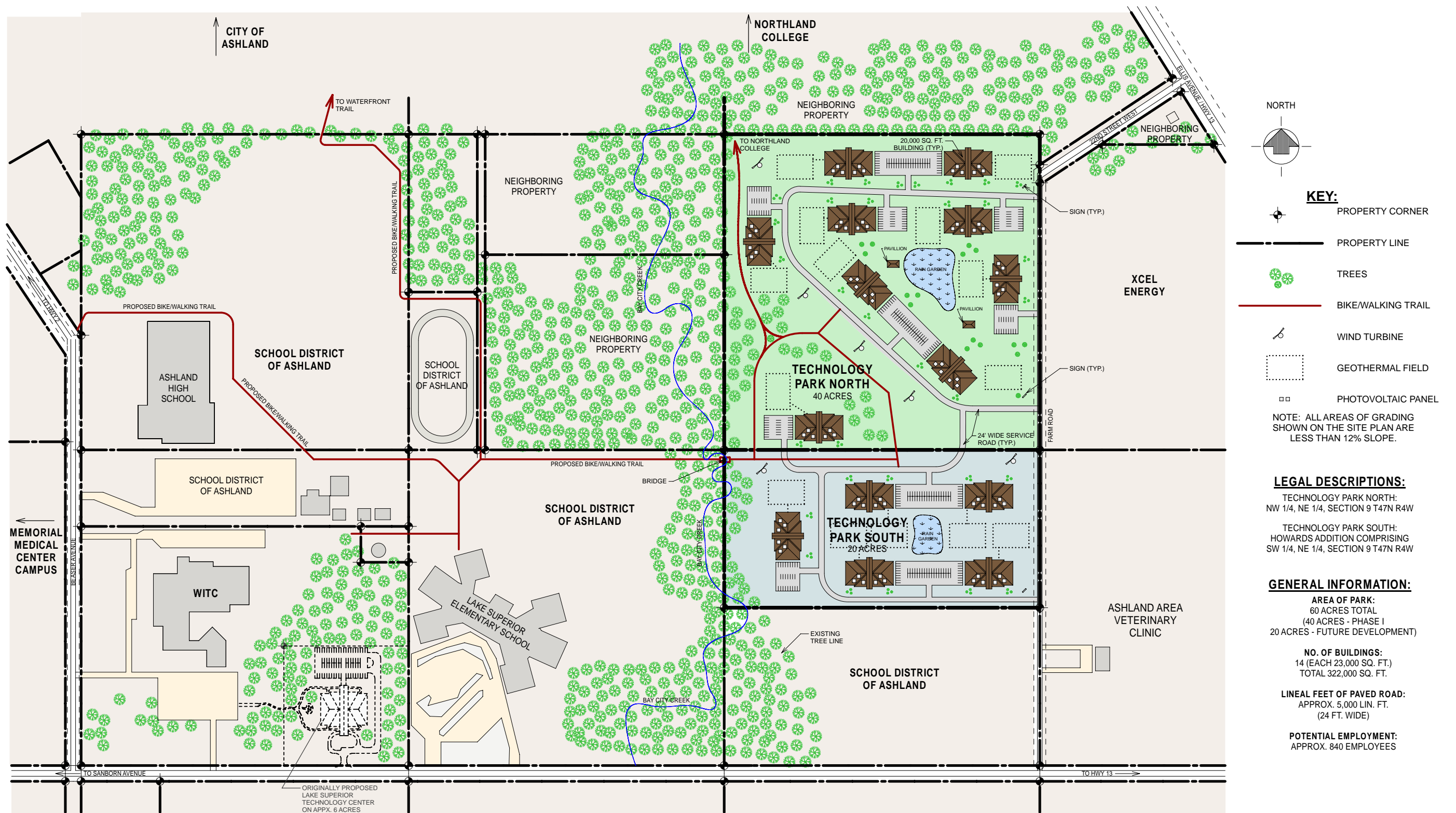
After reviewing the project associated materials and interviewing both local and regional business people, **this study supports the idea of a Lake Superior Technology Park in the Ashland area.** Creation of a Community Development Authority by the City of Ashland in collaboration with the Ashland Area Development Corporation (AADC), and a consortium of Northland College, WITC, Gogebic Community College, UW-Superior, UW-Stout, Memorial Medical Center, and the School District of Ashland, would set the stage to implement the Ashland Comprehensive Plan to attract technology transfer by start-up companies to the region.



**LAKE SUPERIOR
TECHNOLOGY PARK
2009**
ASHLAND, WI

KEY

-  PROPOSED BIKE/WALK PATH
-  PROPOSED PROPERTY LINE



FUTURE LAKE SUPERIOR TECHNOLOGY PARK SITE PLAN (2029)
NOT TO SCALE

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METHODOLOGY

Data and information for this study were gathered from the following sources: government data sites; local publications, such as newspapers and reports; studies published by other entities, such as the City of Ashland Comprehensive Plan; and various websites.

In addition, forty-three people were interviewed to collect information about knowledge of and need for an incubator and about the kinds of services an incubator should offer. The interests and occupations of the interviewees ranged from government employees to entrepreneurs, business owners and managers to property owners and managers, and from service providers to retired members of the general workforce. Interviews were conducted using a standard script. Interview questions could vary from the script depending upon the interviewee's knowledge, purpose, response, and insight. The interview transcripts can be found in Appendix IV.

Six functioning Technology Parks / Centers were toured and studied. (See **Market Research** p.15)

BACKGROUND INFORMATION

The Wisconsin Innovation Network (WIN) is an advisory subsidiary to the Wisconsin Technology Council. The Technology Council is an independent, non-profit group that advises the Governor and Legislature of Wisconsin on science and technology. WIN promotes innovation and entrepreneurship as a community-based, economic development organization. WIN is the networking and educational resource of the Technology Council. It offers programs and venues to promote the growth of new and existing technology-based businesses in Wisconsin.

There are several chapters of WIN throughout the State of Wisconsin. The Lake Superior Chapter of WIN is comprised of advisory board members from Ashland, Bayfield, Iron & Douglas Counties in Wisconsin; Gogebic County in Michigan; and St. Louis County in Minnesota. The mission of the Lake Superior Chapter of WIN is to provide regional growth opportunities for entrepreneurs and other existing technology related businesses through networking with individuals from financial, educational, and governmental organizations, while making it a more enjoyable and interactive opportunity. WIN, along with other initiatives such as the Wisconsin Entrepreneurs Network (WEN) and the Wisconsin Angel Network (WAN), is helping the State of Wisconsin in the global economy.

The Lake Superior Chapter of WIN was formed in 2005 after leaders in the Chequamegon Bay chapter of the UW Alumni Association invited the Wisconsin Technology Council to hold a board of directors meeting in Ashland. From this meeting, the Lake Superior Chapter of WIN was born. This group has been instrumental in co-producing the Lake Superior Technology Conference held at the Wisconsin Indianhead Technical College (WITC) in Ashland annually. The yearly conference focuses on growing the technology based economy in northwestern Wisconsin and providing networking channels for both individuals and companies.

Founding members of the Lake Superior Chapter of WIN are Clyde Eilo, Roger Hansen, Dr. Fred Tidstrom, and the late Gene Halker. The idea of a technology center was formed as one of the initial goals for the group. Since the inception of the idea, several variations of the proposed facility have been created. The layout and look of the building have not been finalized and will continue to be adjusted according to the direction of this project. The formulation of a technology park, consisting of several technology-based business facilities, has also been discussed among the group. The definition and evolution of the Technology Park can be found in Appendix II.

CITY OF ASHLAND, WI COMMUNITY PROFILE

The City of Ashland is located in northern Wisconsin on the Lake Superior shoreline, and was incorporated in 1887. The current population is estimated at 8,064. Ashland is located mostly in Ashland County, but extends into Bayfield County as well, spanning 13.4 square miles.

Ashland's community accommodates most daily requirements including: the Memorial Medical Center hospital, the John F. Kennedy Memorial Airport, Northland College, Wisconsin Indian Technical College, Ashland Daily Press, Vaughn Public Library, and numerous retail facilities such as WalMart, Walgreens, Pamida, JC Penney, Sears, County Market, Hallmark, The Deep Water Grille, Second Street Bistro, Black Cat Coffeehouse, Pizza Pub, McDonald's, Book World, and ACE Hardware. The area banking facilities include Northern State Bank, M&I Bank, Associated Bank, Bremer Bank, Chippewa Valley Bank, Wells Fargo, and several credit unions. There are also a number of churches representing a variety of denominations.

Some of the major employers in Ashland include: Bretting Manufacturing, Larson-Juhl, Memorial Medical Center, Northland College, Chequamegon Clinic, St. Mary's-Duluth Clinic, City of Ashland, Wisconsin Indianhead Technical College, and the Ashland School District.

Ashland's public school system has 2,400+ students and consists of: Ashland High School, Ashland Middle School, Lake Superior Primary and Intermediate Schools, and Marengo Valley Elementary. Private schools include: Celebration Christian Academy, Our Lady of the Lake School, Zion Lutheran Christian School, and Ashland 7th Day Adventist School.

Out of the general population, approximately 3,494 people both live and work in Ashland. The most common occupations for males include: building and grounds cleaning and maintenance occupations; management occupations; sales and related work; production occupations; metal work and plastic work; cooks and food preparation work; electrical equipment mechanics; and other installation, maintenance, and repair occupations. The most common occupations for females include: preschool, kindergarten, elementary and middle school teachers; office and administrative support work; information and record clerks; secretaries and administrative assistants; retail sales work; building and grounds cleaning and maintenance occupations; nursing, psychiatric, and home health aides. The estimated median household income in 2007 was \$34,845.00, an increase from \$30,853.00 in 2000. The State of Wisconsin's median household income in 2007 was \$50,578.00.

People

The 2009 Ashland, WI, population is 8,064. There are 612 people per square mile (population density).

Family in Ashland, WI

The median age is 36.3. The US median is 37.6. 49.94% of people in Ashland, WI, are married. 9.54% are divorced.

The average household size is 2.19 people. 18.41% of people are married with children. 9.52% have children, but are single.

Race in Ashland, WI

88.68% of people are white, 0.51% are black, 0.75% are Asian, 6.54% are Native American, and 2.62% claim 'Other'.

1.58% of the people in Ashland, WI, claim Hispanic ethnicity (meaning 98.42% are non-Hispanic).

People	Ashland, WI	United States
Population	8,064	301,621,157
Pop. Density	612	80
Pop. Change	-4.85%	5.88%
Median Age	36.3	37.6
Households	3,384	108,954,329
Household Size	2.19	2.6
Male Population	47.79%	48.65%
Female Population	52.21%	51.35%
Married Population	49.94%	58.89%
Single Population	50.06%	41.11%

Cost of Living

Our cost of living indices are based on a US average of 100. An amount below 100 means Ashland, WI is less expensive than the US average. A cost of living index above 100 means Ashland, WI is more expensive.

Overall, Ashland, WI cost of living is 77.80.

Cost of living	Ashland, WI	United States
Overall	78	100
Food	96	100
Utilities	122	100
Miscellaneous	97	100

Education

Ashland, WI, schools spend \$6,873 per student. There are 13 pupils per teacher, 285 students per librarian, and 367 children per counselor in Ashland, WI schools.

Education	Ashland, WI	United States
<u>School Expend.</u>	\$6,873	\$6,058
<u>Pupil/Teacher Ratio</u>	13	15.9
<u>Students per Librarian</u>	285	907
<u>Students per Counselor</u>	367	546
<u>2 yr College Grad.</u>	7.19%	8.22%
<u>4 yr College Grad.</u>	12.73%	15.16%
<u>Graduate Degrees</u>	7.60%	7.16%
<u>High School Grads.</u>	84.32%	79.62%

Transportation

The average one-way commute in Ashland, WI, takes 13 minutes. 73% of commuters drive their own car alone. 10% carpool with others. Less than 1% take mass transit, and 3% work from home.

Transportation	Ashland, WI	United States
<u>Commute Time</u>	13.4	27.4
COMMUTE MODE		
<u>Auto (alone)</u>	73.05%	71.32%
<u>Carpool</u>	9.61%	14.52%
<u>Mass Transit</u>	0.18%	2.00%
<u>Work at Home</u>	2.99%	5.46%
COMMUTE TIME TO WORK		
<u>Commute Less Than 15 min.</u>	77.35%	28.89%
<u>Commute 15 to 29 min.</u>	15.28%	36.08%
<u>Commute 30 to 44 min.</u>	3.34%	19.35%
<u>Commute 45 to 59 min.</u>	0.81%	7.57%
<u>Commute greater than 60 min.</u>	3.23%	8.12%

Economy

The unemployment rate in Ashland, WI, is 10.50%, with job growth of -5.80%. Future job growth over the next ten years is predicted to be 18.00%.

Ashland, WI Taxes

Ashland, WI, sales tax rate is 5.50%. Income tax is 6.93%.

Ashland, WI Income and Salaries

The income per capita is \$17,728, which includes all adults and children. The median household income is \$34,080.

Economy	Ashland, WI	United States
<u>Unemployment Rate</u>	10.50%	8.50%
<u>Recent Job Growth</u>	-5.80%	-3.10%
<u>Future Job Growth</u>	18.00%	26.40%
<u>Sales Taxes</u>	5.50%	6.00%
<u>Income Taxes</u>	6.93%	5.02%
<u>Income per Cap.</u>	\$17,728	\$24,020
<u>Household Income</u>	\$34,080	\$44,684
ESTIMATED HOUSEHOLDS BY HOUSEHOLD INCOME		
<u>Income Less Than 15K</u>	23.07%	13.64%
<u>Income between 15K and 25K</u>	12.86%	11.21%
<u>Income between 25K and 35K</u>	15.83%	11.46%
<u>Income between 35K and 50K</u>	19.63%	15.84%
<u>Income between 50K and 75K</u>	17.66%	19.28%
<u>Income between 75K and 100K</u>	6.44%	11.53%
<u>Income between 100K and 150K</u>	3.27%	10.70%
<u>Income between 150K and 250K</u>	0.59%	4.43%
<u>Income between 250K and 500K</u>	0.47%	1.31%
<u>Income greater than 500K</u>	0.18%	0.61%
POPULATION BY OCCUPATION		
<u>Management, Business, and Financial Operations</u>	7.83%	13.61%
<u>Professional and Related Occupations</u>	22.04%	20.24%
<u>Service</u>	23.16%	14.75%
<u>Sales and Office</u>	24.45%	26.74%
<u>Farming, Fishing, and Forestry</u>	1.39%	0.74%
<u>Construction, Extraction, and Maintenance</u>	6.68%	9.48%
<u>Production, Transportation, and Material Moving</u>	14.44%	14.44%

DESCRIPTION OF THE PROJECT

Most of northwestern Wisconsin is rural in character, but that does not mean it is cut off from the rest of the world. In the Lake Superior region, there are several cities and towns that could be worthy locations for a Technology Park. After weighing the pros and cons of each area within the region, most people interviewed and/or involved with this project feel that Ashland is the most ideal location for the project.

The proposed Technology Center would be a new 23,000 sq. ft. (+/-) accessible facility. This building would provide commercial space for several technology-based companies of varying sizes. The average office space would be approximately 700 sq. ft., with a lot of flexibility to accommodate growth. General support elements would be provided, such as conference rooms with video conferencing equipment, kitchenettes, telephone, fax, internet services, and copy and scanning services. The layout and look of the proposed Center have been developing since the inception of this project and have not been finalized.

Several locations around Ashland have been reviewed for this facility, but no final placement has been determined. The initial proposed location for the facility was on a six acre parcel adjacent to Wisconsin Indianhead Technical College (WITC) in Ashland, WI. There would be no cost for this land, as it would be donated by WITC for the construction of this facility. Other proposed locations have been discussed, including property in the existing Industrial Park, reusing one of several existing vacant buildings in Ashland, or even using space within the Ashland Area Development Center. The area currently being discussed for a Technology Center is to be located on a desirable 40 acre parcel of land on Farm Road, just south of Ashland within the city limits.

The Lake Superior Chapter of WIN has been discussing creating not just a Technology Center, but a Technology Park. The 40 acre parcel on Farm Road, at this time, seems to be the most practical location when thinking long term for the project. The entire parcel would not need to be developed immediately, but could grow as needed. This location is in close proximity to Wisconsin Indianhead Technical College (WITC), Northland College, all schools in the Ashland School District, and Memorial Medical Center. Xcel Energy is planning on moving their facility to an adjacent parcel on Farm Road in the near future.

The proposed property is currently owned by P.O.S. Leasing, made up of Dr. Paul Van Pernis, Dr. John Oujiri, and Dr. David Saarinen. The WIN – Lake Superior Chapter is interested in purchasing the 40 acre parcel for \$160,000.00, with \$40,000.00 returned back to the purchasing party (WIN) as a tax incentive

for P.O.S. Leasing. These terms are the same as the terms on the recent sale of the adjacent 40 acre parcel to the School District of Ashland. The property would be purchased by the group with 501c3 tax-exempt non-profit status.

This proposed site has very few topographical challenges. The site is relatively flat, with good drainage towards Bay City Creek to the west of the property. A mature tree line surrounds the property on the north and west sides. City water and sewer are present in the area, and electrical and gas lines are nearby.

A Technology Park based in Ashland could potentially have links to the University of Wisconsin system, including the University Research Park (URP) in Madison. The ideas and technology that are initially developed in the URP could be produced and marketed in a Technology Center in Ashland. Light manufacturing space would be available for bringing the technologies and ideas to life and office space would be available for marketing those products. By providing a space for these new companies to develop and sell their products, new jobs will be brought into the community.

It is anticipated that the Technology Park would be considered a “Green Park” that would include geothermal heat, wind turbines, and photovoltaics.

SUMMARY OF THE IMPORTANT FINDINGS AND RECOMMENDATIONS

In researching documents relating to this project and interviewing local and regional business people, the proposed direction and outlook for a Technology Park are very promising. The majority of people that gave input on this proposed project concluded that this type of facility and park would be well received by the communities of northwestern Wisconsin. Bringing new businesses and jobs to the area and boosting the local economies are very important to the citizens of the Lake Superior region. See the Summary of Community Survey Results from the City of Ashland Comprehensive Plan in Appendix II-18 for more information on important topics to the community.

The general location recommended for this type of project by most people interviewed is Ashland. More specifically, an area on the outskirts of the town, still within the city limits. This proposed location on the south side of Ashland would provide adequate space for a Technology Center, and eventually a Technology Park, filled with numerous technology-based business facilities. Ashland, Wisconsin, is located on Chequamegon Bay, on the south shores of Lake Superior, within easy reach of the Hurley, WI – Ironwood, MI area; Superior, WI – Duluth, MN area; and Bayfield – Cornucopia, WI area. Larger metropolitan areas such as Minneapolis, Eau Claire, Wausau, and Green Bay are only a few hours away.

Potential tenants of a Technology Park will need to see all of the wonderful assets that the Lake Superior region contains. The smaller communities in the area have a lot to offer them and their families. The rural setting offers many outdoor activities, including boating, hiking, fishing, hunting, and much more. The luxuries of “city living” are still prevalent, just on a smaller scale. A strong school system, plus facilities of higher education, a good healthcare system, theater and entertainment, shopping, and variety of restaurants can all be found within Ashland and the surrounding area.

Local, regional, and state wide support will be needed to make this facility operate efficiently and prosperously within the Lake Superior region. Educational facilities, financial institutions, government agencies, medical centers, and new and existing businesses will all play an important role in the success of the center and park. Getting these entities involved from the beginning of the project will help to insure the success of this venture.

KEY POINTS FROM INTERVIEWS

(See Appendix IV for Complete Interviews)

1. The Binsfield Road Implementation Report, which focused on attracting 21st Century, quality jobs associated with transfer of start-up technology innovations from the URP Madison, was approved by the Ashland City Council in 2007.
2. Initially establish the management board to take responsibility for this project.
3. Secure financing / grants / donations in order to purchase the land and begin construction on the first phase of the building project. It is advantageous to have the land paid for before beginning the construction phase. It is important to keep the debt service down on a project of this type.
4. Proposed location on Farm Road (60 acres) is most desirable.
5. Establish a liaison (part time) to aggressively advertise, market, and promote the Lake Superior Technology Park. Secure as many clients as possible in advance.
6. Start with one building, and grow as needed. Be sure to follow the “slow and steady” course.
7. Make space in buildings flexible to accommodate a variety of potential clients. There seems to be a need to include at least one space with overhead doors and extended clearance.
8. It is extremely important to collaborate with the City of Ashland, Ashland Area Development Corporation, Memorial Medical Center, along with Wisconsin Indianhead Technical College, Northland College, University of Wisconsin – Superior, University of Wisconsin – Stout, Gogebic Community College, and the Ashland School District, and be aware of their programs.
9. Need to control cost of space to make it doable for start-up companies. This could be done by establishing a Tax Increment Financing (TIF) district and securing a 10-year lease from users.
10. There seems to be a number of professional people in the area willing to offer support or mentoring to clients.
11. Stay true to the concept and vision of the Technology Park. Don’t be tempted to allow non-tech companies into the Technology Park just to fill it up.

TECHNICAL FEASIBILITY

What steps do we need to take to get this operation running? How much start-up funding do we need? How do we measure progress at the facility? How can we improve and grow in the future? These are some of the questions we need to ask to make sure that this project is technically feasible.

In order to get this project started, a group needs to be established and a leader or leaders must be designated. A business plan needs to be written to give direction to the project and allow prospective investors a chance to view a potential business opportunity. Funding for the project must be secured, either through private investors, public grants, or both. Involving the City of Ashland would be the next step. Consideration for a TIF district in the proposed project location would assist in the financial aspect of the project. Once the property has been purchased, collaboration with an Architect and Professional Engineer is required to produce site plans, floor plans, and building elevations to design a beautiful and functional, accessible development. Bids must be solicited to prepare the site and construct the building, while contracts with potential tenants to fill the new facility must be secured.

The amount of funding required will be dependent on the overall size and intricacy of the building, the site location and features, and the amount required to maintain the facility and grounds. It is important to construct the building with high quality products and materials and the most advanced technology equipment to give the tenants of the building a great working environment. Operating costs will need to be determined to establish a fund for maintenance and general upkeep of the development.

Progress at the Technology Park will need to be measured annually. The number of tenants using the Center and the level of productivity and sales of the individual businesses within the Park will help to determine the overall success of the development. The response and support from the community will also be a factor in the success of the Technology Park. The Technology Park has the potential to generate an additional \$50 million payroll by 2029!

Feedback from the tenants and the surrounding community will assist in finding ways to improve the Center and Park and to help it grow. Their success and satisfaction will be the main focus that keeps the facility in operation.

THE MANAGEMENT TEAM AND THE ORGANIZATIONAL STRUCTURE FEASIBILITY

Legal documents that name a group or individual will need to be filed to take ownership of the operation of the Technology Park. Positions will need to be filled to keep the facility and grounds up and running. These could include: building manager, janitorial and maintenance staff, technical support staff, and clerical support staff. Over time, decisions can be made to eliminate or add positions according to the needs of the Park. Local and regional groups should be approached to play a supporting role in the operation of the facility. Some recommendations for these key groups are:

City of Ashland	Northland College
Ashland County	Wisconsin Indianhead Technical College (WITC)
Bayfield County	University of Wisconsin - Superior
City of Washburn	University of Wisconsin - Stout
City of Bayfield	Gogebic Community College
Ashland School District	Oredocker Foundation
Area Development Center (AADC)	Impact Seven, Inc.
Xcel Energy	WIN – Lake Superior Chapter
Memorial Medical Center (MMC)	University of Wisconsin - Extension

Secondary assistance could come from other groups such as:

Wisconsin Angel Network
University of Wisconsin System
Local Financial Institutions
Governmental Groups of Surrounding Communities

It is recommended that local entities such as Northland College, WITC, MMC, and AADC be involved in the initial land acquisition for the Lake Superior Technology Park. This consortium of local institutions could be led by the City of Ashland in purchasing the land, similar to the initial startup in Whitewater, WI. The City of Whitewater can be contacted for more information on the process they followed to acquire the land for their Technology Park. (See Appendix IV-85)

MARKET RESEARCH AND ANALYSIS

1. Visit to the **University Research Park**, 510 Charmany Drive, Suite 205, Madison, WI 53711. The University Research Park is home to more than 114 companies that employ over 3,500 people. The non-profit, internationally recognized research and technology park has 36 buildings with more than 1.5 million square feet of office and laboratory space used by a broad range of start-up companies, many of which are focused on biotechnology. Common building amenities include: 50 or 100 person ground floor conference center with kitchenette; three additional conference rooms - 6 to 14 persons; outdoor patio; break-out lounge with kitchenette on each floor; loading dock and receiving area; and common storage on ground floor. Building LEED features include: common shower facilities & 20 bike racks; on-site water management with native plantings; building orientation maximizes solar advantages; exterior glass placed to maximize day-lighting and minimize energy consumption; motion and light sensors for common area lighting, high recycled content in flooring & woodwork, low VOC, odor paints, and adhesives; highly energy efficient Heating, Ventilating, and Air Conditioning (HVAC) system, certified by Focus on Energy, to meet sophisticated laboratory needs; and heat recovery of building air exhaust.
2. Visit to the **Wausau Business Development Center**, 100 N 72nd Avenue, Suite 103, Wausau, WI 54401. The Wausau Business Development Center is 43,900 sq. ft. consisting of two levels with 28 office tenant spaces and a kitchen-café facility, and one level of light manufacturing with 17 industrial tenant spaces of varying sizes. Included in this facility are: Administration Services - Small Business Development Center - Wisconsin Business Finance Corporation; conference and training facilities; a stimulating work environment through natural lighting and collaborative seating areas; technology-ready consisting of flexible, high speed, wired, wireless, and global; a Lobby Café with product display, idea exchange, collaboration, and networking; and an attractive campus including natural landscaping, ample parking, business park location, and convenient freeway access.
3. Visit to **NanoRite**, 2322 Alpine Road, Suite 1, Eau Claire, WI 54703. The NanoRite facility consists of nearly 40,000 sq. ft. of newly constructed incubation space. The annual rent per sq. ft. runs between \$15.00 - \$25.00 depending on the location within the building. The unfinished manufacturing space is rated at \$5.00 per sq. ft. per year, and the wet lab modules are \$600 per

month. The NanoRite facility includes: an ultra-modern applied research facilities; ample wetlabs space; an exceptional Class 100 Cleanroom facility; advanced micro-machining technologies; flexible tenant space; supportive business resources; and access to education. Tenant amenities include: Class 100 clean room; Wet Lab space for lease; large, flexible lab space for lease; office space for lease; flexible space rental requirements; common reception area; common break area; conference room; Multi-media Training Classrooms; access to telephone lines and service; access to high speed internet service; copier; ample and convenient parking; security; on-site management and maintenance of common areas; easy access to Interstate 94 and major state/local highways; and it is located nearby to Chippewa Valley Regional Airport. Tenants have access to services including: Nanotechnology and Advanced Technology Deployment; Advanced Technology Product Development/Design Resources; Nanoscience Technology Education; Patenting and Business Planning Assistance; Intellectual Property Access; Venture Capital/Angel Investor Linkages; and International Marketing Assistance. It also includes Advanced Technology Applied Research which includes access to CVTC Technical Programs such as machine tooling; electromechanical and robotics faculty; access to a microfabrication center for tooling at the micro-level with very high spindle speeds; and access to faculty of over 50 programs at Chippewa Valley Technical College (CVTC).

4. Visit to the **Stout Technology Transfer Institute**, University of Wisconsin – Stout, PO Box 790, Menomonie, WI 54751. The Stout Technology Park has 48 businesses in operation that employ 820 people. Their mission is to promote technology transfer between Stout and business and industry. The Institute, a division within Stout's College of Technology, Engineering, and Management (CTEM), draws on the University's extensive technical resources, including expertise of faculty, staff, and students, well-equipped and diversified laboratories, and a substantial network of private sector and public partners. These resources are made accessible to inventors, entrepreneurs, and business and industry through STTI's nine technical centers: Technology Business Incubator, Center for Innovation and Development, Northwest Wisconsin Manufacturing Outreach Center, EDA University Center, Risk Control Center, Stout Advanced Management Assistance, Packaging Research and Development Center, Center for Performance Improvement (CPI), and Food Packaging and Technology Center. A division within Stout's College of Technology, Engineering, and Management (CTEM), STTI has an established constituency and leadership, proven experience with the needs of a diverse clientele (ranging from startup companies to established corporations),

industry input via a board of directors, and established procedures for accountability and evaluation. The Park offers amenities such as easy interstate access, fiber optics and multiple broadband options, as well as access to the resources of UW-Stout.

5. Visit to the **Chippewa Valley Technical College** (CVTC), 620 West Clairmont Avenue, Eau Claire, WI 54701. The Manufacturing Education Center is located in Eau Claire's Gateway Industrial Park. They specialize in manufacturing technology and are the home of several high-tech manufacturing programs. Through these programs, students can experience the high-tech field of manufacturing, and see, learn, touch, and experience the technologies in each of the high-demand program areas. CVTC is also a partner to the Northwest Wisconsin Manufacturing Outreach Center (NWMOC), a Manufacturing Extension Partnership (MEP). Economical Manufacturing Technical Assistance, Seminars, and manufacturing modernization technology assistance and education are available through the NWMOC. It is a non-profit organization that helps manufacturers be successful through modern tools and strategies such as, Business Assistance, Lean Manufacturing Assistance, and Quality Assistance. Manufacturers can greatly improve their quality, lead-time, productivity and profitability. CVTC also offers conferencing centers (2 state-of-the-art seminar rooms and a 2,300 square foot commons area) and counseling services, along with access to the National Technological University (NTU).
6. Visit to the **Ashland Area Development Corporation** (AADC), 422 Third Street West, Suite 101, Ashland, WI 54806. The facility is a 60,000 square foot mixed-use building with warehouse and distribution space, and "class A" office and manufacturing space under one roof. There are currently 18 businesses as tenants. This leasable space is available on flexible terms and includes such features as: fully sprinklered, with fire alarm system; concrete floors in production area, with six foot double entry doors; common use of one loading dock, plus a service drive, all located off a low-traffic street; use of beautifully furnished conference room; storage space in the warehouse; free and ample parking; and an employee break room. Tenants enjoy a welcoming lobby and friendly receptionist services. Phone answering services with voice mail, access to photocopier, fax machine, and many other office amenities are available on a fee basis. This facility also offers low rent with flexible space, rent only the space you need; newly remodeled facilities in the center of a small city; access to highway, air and rail; technical assistance; clerical services; payroll and other accounting assistance;

financial and business planning assistance; professional building management; low interest revolving loan fund financing.

7. Visit to the **Ashland Industrial Park**, Industrial Park Road, Ashland, WI 54806. This Industrial Park has a total of 324.03 acres. That acreage includes 137.14 developed acres, 82.83 unusable acres (green space, etc.), and 104.06 available acres. The land in the Park is valued at \$2,500.00 per acre. If nine (9) jobs or more are created by one company, the land is priced at \$1.00 per acre for that company.
8. Visit to the **McFarland Commerce Park**, located along State Hwy 51, McFarland, WI 53558. This facility was started in 1993 and is located on 38 acres. It was developed through a TIF District and sold out in just 5 years. Although its initial concept was to be a Technology Park, the mix of businesses in it now makes it more of a Light Manufacturing / Office space.
9. Research and interview with **Whitewater Community Development Authority**. The Community Development Authority (CDA) seven member Board was first formed in 1986 at which time the property for the proposed Innovation Center was acquired. In February, 2009, they applied for a \$3.5 million dollar Federal Economic Development Administration grant and expect to find out if they were selected in August or September of 2009. If approved they will commence work on the Park's infrastructure immediately. The total cost to develop the 125 acre Whitewater University Technology Park is expected to cost approximately \$7.5 million dollars. The collaboration between the City of Whitewater and the University of Wisconsin – Whitewater was extremely important for the development of this project. The current Whitewater Business Park is one of the largest office and Industrial Parks in southern Wisconsin. It covers 540 acres, with room for expansion, and the 20 businesses now located in the park employ about 2,300 people.
10. Visit to the **Willow Run Business Park**, Iron River, WI. This Industrial Park (originally a farm) consists of a total of 50 acres and was purchased by the Town of Iron River approximately 21 years ago. It is the only Business Park in Bayfield County that is a full infrastructure, and offers low interest loans for qualifying businesses. It is the next step for businesses that outgrow the multi-tenant center and need their own space and is also marketed to new or existing businesses that want to upgrade facilities or expand.

11. Visit to the **Mercer Business Park**, located in southern Iron County with direct access to State Hwy 51, Mercer, WI. This business park has 45 total acres available including full width asphalt roads. It includes 3-phase power by Xcel Energy, natural gas served by Wisconsin Electric Power, municipal sewer and water, and telephone service by Centurytel which includes highspeed internet, dial-up, and fiber optics. The tenants in this business park include: light manufacturing, and technological and commercial facilities. The sizes of the sites will accommodate the needs of potential buyers with a minimum lot size of 1 acre. The price of the lot is negotiable depending on employment potential, size and value of how the industry impacts the tax base, and the location within the business park. Financial assistance and tax credits are available to qualifying businesses.

CONCLUSION

After a thorough examination of the idea proposed by the Lake Superior Chapter of WIN for a Lake Superior Technology Center and Park, it is the opinion of C&S Design & Engineering, Inc. that the proposed development should move forward. The concepts for the Lake Superior Technology Park are well thought out and the people involved in the project are very well organized and motivated. Potential tenants for the facility should begin to be contacted and feelers should be put out in colleges and technical schools throughout the state of Wisconsin. Marketing and promotion need to begin early. Potential investors should be offered an opportunity to review the conceptual designs for the Technology Park. Financing should be secured for the initial costs of purchasing and developing a site.

The most practical location for the Lake Superior Technology Park is the 40 acre parcel of land located on Farm Road in Ashland. This property has adequate land, making it ideal for future expansions. The procurement of this property from the current owner is an advantageous step for the project.

A Lake Superior Technology Park has potential to be successful in the Lake Superior region. Proper design and implementation of the business plan will produce a lucrative facility. Start the development with one center and expand as demand for start-up space increases. Provide provisions within the overall business plan to expand into larger facility and/or park. Follow the business plan as closely as possible, making minor adjustments, if needed, along the way.

The Lake Superior WIN Chapter is headed in the right direction on a path that will ultimately lead them to the success they are aiming to achieve.

ACTION PLAN

1. Final approval by the City of Ashland to create a Technology Park per the City of Ashland's comprehensive plan.
2. Set up a governing board to oversee the development of the Technology Park.
3. Preparation of a business plan for a new 23,000 sq. ft. Technology Transfer Incubator Center, which will be located in the Technology Park.
4. Begin early marketing, advertising, and promotion of the Technology Park and products.
5. Secure an option to purchase property to be used as a Technology Park.
6. Create a Tax Increment Financing (TIF) district within the new Technology Park.
7. Purchase of 40 acres of property from the P.O.S. Leasing group (made up of Dr. Paul Van Pernis, Dr. John Oujiri, and Dr. David Saarinen) for Phase I.
8. Apply for financial grants for infrastructure work and development in the Technology Park.
9. Secure private funding to match grant application requirements.
10. Obtain tenants / users for the proposed new Technology Transfer Incubator Center.
11. Installation of infrastructure (water, sanitary sewer, electric, natural gas, etc.) to first building in the Technology Park.
12. Construction of the first Technology Transfer Incubator Center.
13. Employment of building operations manager.
14. Commencement of the Technology Transfer Incubator Center operations.

Note: Estimated timeframe for the above items to be completed would be 5 years.

15. Begin work on a second Technology Transfer Incubator Center.
16. Secure option to purchase adjacent 20 acres from the Ashland School District for future development.

KEY CONTACTS FOR THE INITIAL PHASE:

1. **Funding:**

TIF – Tax Increment Funding: A public financing method which has been used for redevelopment and community improvement projects.

Impact Seven: Mr. William Bay, President

147 Lake Almena Drive, Almena, WI 54805

Phone: (715) 357-3334, E-mail: wbay@impactseven.org

TIF or Community Development Authority

City of Ashland, 601 Main Street West, Ashland, WI 54806

Mr. Brian Knapp, City Administrator, Phone: (715) 682-7071, E-mail: bknapp@coawi.org

Mr. Ed Monroe, Mayor, Phone: (715) 682-7033, E-mail: EMonroe@coawi.org

M&I Bank, 100 Main Street East, Ashland, WI 54806: Mr. Matt Crowell, VP Business Banker,

Phone: (715) 682-0506, E-mail: matthew.crowell@micorp.com

Bremer Bank, 31 W Bayfield Street, Washburn, WI 54891: Mr. Richard Geisen, Market

Manager, Phone: (715) 373-6381, E-mail: rgeisen@bremer.com

Northern State Bank, 321 W Main Street, Ashland, WI 54806: Mr. Gary Ellefson, President,

Phone: (715) 682-2772, E-mail: gary@nsbashland.com

Associated Bank, 221 4th Avenue West, Ashland, WI 54806: Ms. Mindy Ovaska, Branch

Manager, Phone: (715) 682-9371, E-mail: mindy.ovaska@associatedbank.com

Wells Fargo, 205 W Aurora Street, Ironwood, MI 49938: Ms. Marcy Elsemore, Business

Relationship Manager, Phone: (906) 932-2937, E-mail: marcy.a.elsemore@wellsfargo.com

The Wisconsin Angel Network (WAN), 5121 Door Drive, Madison, WI 53705: Mr. Joe Kremer,

Director, Phone: (608) 442-7557, E-mail: jkremer@wisconsinangelnetwork.com

North Star Economics, Inc., 510 Charmany Dr., Madison, WI 53719: Mr. David J. Ward,

President, Phone: (608) 441-8061, www.northstareconomics.com

Federal Grants - Economic aid issued by the United States government out of the general federal revenue.

www.FederalGrants.com

Technology Opportunities Program, Website: www.ntia.doc.gov/top/grants/grants.htm

www.Grants.gov

Small Business Innovation Research, Website: www.sbir.gov/

Small Business Administration, Website: www.sba.gov/aboutsba/sbaprograms/sbir/index.html

Department of Commerce Grants

www.commerce.gov/Grants/index.htm

Economic Development Administration, Website: www.eda.gov/InvestmentsGrants/FFON.xml

2. **Incubator Expertise / Support:**

Mr. Jim Hagstrom, PhD, VP of Operations, **Roche Madison, Inc.**, 505 S Rosa Road, Suite 104, Madison, WI 53719, Phone: (608) 316-3890, E-mail: jim.hagstrom@roche.com

Mr. Mark D. Bugher, Director, **University Research Park**, 510 Charmany Drive, Suite 250, Madison, WI 53711, Phone: (608) 441-8000, E-mail: mdbugher@wisc.edu

Mr. Randy Hulke, Director, **Stout Technology Transfer Institution**, PO Box 790, Menominee, WI 54751, Phone: (715) 232-5023, E-mail: hulker@uwstout.edu

Mr. Dale Kupczyk, Executive Director, **Ashland Area Development Corpotation (AADC)**, 422 3rd Street West, Suite 101, Ashland, WI 54806, Phone: (715) 682-8344, E-mail: dkupczyk@ashlandareadevelopment.org

Ms. Pam Owen, Manager, **NanoRite Innovation Center**, 2322 Alpine Road, Suite 1, Eau Claire, WI 54703, Phone: (715) 874-4655, E-mail: powen@cvtc.edu

Mr. Romey Wagner, Facility Manager, **Wausau Business Development Center**, 100 N 72nd Ave, Suite 103, Wausau, WI 54401, Phone: (715) 848-2016, E-mail: romey@dreams2wings.com

Mr. Carl, Melchiors, General Manager at Bayfield Electric, **Willow Run Business Park**, Iron River, WI 54847, Phone: (715) 372-2478

Mr. Jeff Stenberg, Supervisor, **Mercer Business Park**, PO Box 594, Mercer, WI 54547, Phone: (715) 776-6578, E-mail: wisjeff@hotmail.com

3. **Organizations:**

POS Leasing: Drs. Paul VanPernis, John Oujiri, and David Saarinen

Contact: Paul VanPernis, MD, 1625 Maple Lane, Ashland, WI 54806, Phone: (715) 685-7500

Wisconsin Indianhead Technical College (WITC): Dr. Robert Meyer, College President, 505 Pine Ridge Drive, Shell Lake, WI 54871, Phone: (715) 468-2815 Ext. 2227, E-mail: bob.meyer@witc.edu

National Business Incubation Association (NBIA): 20 East Circle Drive #37198, Athens, OH 45701, Phone: (740) 593-4331

Wisconsin Technology Council: Mr. Tom Still, President, 455 Science Drive, Suite 240, Madison, WI 53711, Phone: (608) 442-7557, E-mail: tstill@wisconsintechcouncil.com

Xcel Energy: Mr. Mike BeBeau, Community Service Manager / Mr. Vern Kenas, Senior Economic Development – Energy Conservation Consultant, 301 E Lakeshore Drive, Ashland, WI 54806, Phone: (715) 682-6936, E-mail: michael.s.bebeau@xcelenergy.com / vern.r.kenas@xcelenergy.com

Northland College: Mr. James Peterson, Interim President, 1411 Ellis Avenue, Ashland, WI 54806, Phone: (715) 682-1202

University of Wisconsin – Superior: Ms. Julianne E. Raymond, Director, PO Box 2000, Superior, WI 54880, Phone: (715) 394-8352, E-mail: jraymond@uwsuper.edu

University of Wisconsin – Stout: Mr. Jerome E. Johnson, Jr., Ed.D., 155a Technology Wing, Jarvis Hall, Menomonie, WI 54751, Phone: (715)232-1457, E-mail: cid@uwstout.edu

Chippewa Valley Technical College: Mr. John Wagner, Ph.D., Department Chair, 620 W Clairemont Avenue, Eau Claire, WI 54701, Phone: (715) 874-4616

4. **Land Acquisition:**

Whitewater Community Development Authority: Ms. Mary Nimm, Coordinator, 312 West Whitewater Street, Whitewater, WI 53190, Phone: (262) 473-0525 Ext. 248

APPENDIX I



STEPHEN G. SCHRAUFNAGEL
Registered Architect

- EDUCATION:**
- Associate Degree – Architectural/Commercial Design
North Central Technical College, Wausau, Wisconsin (1974)
 - Continuing Education as a member of the American Institute of Architects (A.I.A.)
 - Continuing Education as a member of the Wisconsin A.I.A.
 - Continuing Education with the American Society of Home Inspectors (ASHI)
 - Continuing Education through the University of Wisconsin – School of Engineering, Madison, Wisconsin
- REGISTRATIONS:**
- A Registered Architect in the State of Wisconsin since 1989
 - Certified State of Wisconsin Uniform Dwelling (UDC) Inspector for General Construction, HVAC, Plumbing, Electrical and Weatherization
 - Certified State of Wisconsin Commercial Building Inspector
 - State of Wisconsin Registered Home Inspector
 - LEED® Accredited Professional
- AWARDS:**
- Received the “Outstanding Graduate” Award at the North Central Technical College 1974
 - Received the “Outstanding Young Man of America” Honor 1981
- EXPERIENCE:**
- Stephen G. Schraufnagel has extensive experience in construction management and design with over 30 years of commercial and residential architecture. He is a member of the Frank Lloyd Wright Foundation, and was the designer of featured

homes listed in the Lake Superior Magazine, November 2002 edition. Stephen specializes in the following areas:

- Residential and commercial building design
- Construction management
- Project Architect
- Historical preservation
- Sustainable design techniques

SELECT PROJECT EXPERIENCE:

- Ashland School District's 5 year Building Program – Project Architect
- Memorial Medical's ADA Study on their 150,000 sq. ft. hospital facility, Ashland, WI – Project Architect
- New 70 unit, \$3.5 million Mariner Health Care Center, Superior, WI – Project Architect
- A \$1.4 million Raspberry Island Lighthouse renovation project - Historic Preservation Construction Management Architect
- A \$1.3 million Outer Island Lighthouse shoreline erosion control project – Construction Management
- New Iron River Community / Youth Center, Iron River, WI – Designer & Construction Management
- New Township of Barnes V.F.W. Community Center, Barnes, WI – Designer
- Washburn Historical Museum and Cultural Center Renovation Project, Washburn, WI – Designer & Construction Management
- Our Lady of the Lake Catholic Church \$2.4 million Renovation Project, Ashland, WI – Designer & Construction Management
- Ison Equipment Company, Offices and Maintenance Facility, Ashland, WI – Designer & Construction Management
- Library / Fire Hall project, Hurley, WI – Designer & Construction Management
- Holy Family Catholic Church Renovation Project, Bayfield, WI – Designer & Construction Management
- Township of Washburn, Garage Facility, Washburn, WI – Designer & Construction Management
- Dr. Lovlien's D.D.S. M.S. new Dental Specialty Office, Ashland, WI – Designer
- 8 Townhouses, Northland College Campus, Ashland, WI – Designer
- Retail and Office(s) Facility for Home Medical Products and Services, Ashland, WI – Designer



BRIANNA L. WERHANOWICZ
Interior Designer

- EDUCATION:** UW-Stevens Point – Stevens Point, Wisconsin
Bachelor of Arts Degree in Interior Architecture (2004)
Minor in Business Administration
- EXPERIENCE:** Brianna Werhanowicz is trained in AutoCAD, ArchiCAD and Lite Pro. She was a design intern at Sunrise Medical in Stevens Point, WI, where she assisted in furniture and finish selection and space planning for assisted living facilities and nursing homes. Brianna specializes in the following areas:
- Residential, commercial and healthcare design
 - Interior design
 - Site and space planning
- SELECT PROJECT EXPERIENCE:**
- New 6-unit “A Place on the Lake” condominiums on the lakefront, Ashland, WI – Design collaboration
 - New “StageNorth” Community Theater, Washburn, WI – Commercial building design
 - “Jim’s Meat Market”, a meat processing and retail facility, Iron River, WI – Commercial building design
 - New residence, Bayfield, WI – Residential design
 - New church, Ashland, WI – Commercial building design
 - New “Bayfield Street” condominiums, Washburn, WI – Residential building design
 - Courtroom and Boardroom remodel at the Ashland County Courthouse, Ashland, WI - Design

APPENDIX II

“THE VISION”

It is the year 2029. Our quality of life and intergovernmental cooperation has strengthened Ashland’s image as “Lake Superior’s Hometown” and its role as a regional “hub” that has led the way in the growth of our industrial, commercial, and service based economy.

We strongly support and promote our existing organizations and have laid the groundwork for technology transfer to our designated “Research Park” adjacent to Northland College and the Wisconsin Indianhead Technical College.

Improved housing options have followed increased job growth and retirees continue to return and become part of our quality of life.

Redesign and modernization of U.S. Highway 2 has enhanced its proximity to Main Street and the waterfront. The Beaser Avenue upgrade has not only improved access and safety to our schools and Medical Center; it has fostered the linkage of our colleges, school district and Medical Center and integrated a city wide bicycle path and walking trail which includes the most scenic portion of Bay City Creek into a trail system that incorporated the waterfront with the body of the city.

We are proud of how we dreamed it, planned it and did it.

Author: Dr. Fred Tidstrom

Evolution of the Industrial Park

According to the Wikipedia website (http://en.wikipedia.org/wiki/Main_Page), during the 1970s to 1990s, there was an excess of industrial park development in the United States, resulting today in vast areas of industrial parks that sit idle and unsuited to other uses. This trend has been criticized as being a sort of "cargo cult", from the wildly optimistic speculation that, if it was built, "they" would come.

Industrial parks have also been criticized because of their frequent remoteness to urban areas, one of the characteristics that has been touted as a benefit. One reason for this specific criticism is that industrial parks often destroy productive and valuable agricultural land. Another is that the industrial parks become remote to their employee pool, necessitating longer commutes and limiting employment accessibility for poorer employees. Another reason is that many urban areas have extensive areas of brownfield land that many feel should be the first priority in redeveloping as industrial sites.

An Industrial Park is defined as an area zoned and planned for the purpose of industrial development. Usually located outside the main residential area of a city and normally provided with adequate transportation access, including roads and railroad. Industrial parks are usually located close to transport facilities, especially where more than one transport modalities coincide: highways, railroads, airports, and navigable rivers. A more "lightweight" version is the business park or office park, which has offices and light industry, rather than heavy industry.

This idea of setting land aside through this type of zoning is based on several concepts:

- To be able to concentrate dedicated infrastructure in a delimited area to reduce the per-business expense of that infrastructure. Such infrastructure includes roadways, railroad sidings, ports, high-power electric supplies (often including three-phase power), high-end communications cables, large-volume water supplies, and high-volume gas lines.
- To be able to attract new business by providing an integrated infrastructure in one location.
- Eligibility of Industrial Parks for benefits.
- To set aside industrial uses from urban areas to try to reduce the environmental and social impact of the industrial uses.
- To provide for localized environmental controls that are specific to the needs of an industrial area.

Different industrial parks fulfill these criteria to differing degrees. Many small communities have established industrial parks with only access to a nearby highway, and with only the basic utilities and roadways, and with few or no special environmental safeguards.

Evolution of the Technology Park

According to the Wikipedia website (http://en.wikipedia.org/wiki/Main_Page), a Science Park or Science and Technology Park is an area with a collection of buildings dedicated to scientific research on a business footing. There are many approximate synonyms for "science park", including research park, technology park, technopolis and biomedical park. The appropriate term typically depends on the type of science and research in which the park's entities engage, but many of these developments are named according to which term gives the park the best profitability and naming advantages.

These parks differ from typical high-technology business districts in that science parks and the like are more organized, planned, and managed. They differ from science centers in being concerned with future developments in science and technology. Typically businesses and organizations in the parks focus on product advancement and innovation as opposed to industrial parks that focus on manufacturing and business parks that focus on administration.

Often, science parks are associated with or operated by institutions of higher education (colleges and universities). Science parks are found all over the world, but are mostly concentrated in developed countries; over 140 are found in North America alone.

The world's first science park started in the early 1950s and foreshadowed the community known today as Silicon Valley. Science parks provide the launch pad that startup companies need when they are "spun out" from a university or company. Park-provided training in such areas as intellectual property law and business planning help the fledgling businesses to succeed. Universities, in turn, benefit by exposure to the business world, and the connection to the cutting-edge research being conducted outside their walls in industry. What all science parks have in common is that they are, at heart, knowledge partnerships that foster innovation.

As science parks harness the combined power of education, research and private investment, the result is new jobs, new industries and solutions to age-old problems of mankind. They connect the innovative thinkers of our time and harness the most powerful resource of the 21st century: mind power.

Science parks are sources of entrepreneurship, talent, and economic competitiveness for our nation, and are key elements of the infrastructure supporting the growth of today's global knowledge economy. By providing a location in which government, universities and private companies cooperate and collaborate, science parks create environments that foster collaboration and innovation. They enhance the development, transfer, and commercialization of technology.

More than 300,000 workers in North America work in university research parks. And according to the AURP-Battelle Technology Practice report, released in October 2007, every job in a research park generates an average of an additional 2.57 jobs in the economy. And since science park jobs generate an additional 2.57 jobs, according to Battelle, the total employment impact of all science parks in the US and Canada is more than 750,000 jobs.

While parks vary widely in size and shape, from urban high-rises to suburban or rural locations, a typical American science park is located in a suburban community with a population of less than 500,000 and is operated by a university or a university-affiliated non-profit organization.

The companies in this typical science park are primarily private sector, but the science park is also home to university and government facilities. It is the combination of these three interacting elements: government, the university, and private sector companies that give parks their dynamism.

The typical park provides a range of business startup assistance to its client companies, which are often small startups based on innovative new ideas from university or private sector researchers. The park has an operating budget of less than \$1 million a year. Because it is designed as a non-profit entity, the park itself does not generate significant net revenue. 750 people work at jobs there, primarily at information technology companies, pharmaceutical firms, or scientific and engineering service providers. These sorts of companies provide 45 percent of all science park jobs.

A new model, which consists of strategically planned mixed-use campus expansions, is emerging and involves shared space in which industry and academic researchers can work side by side. These university-affiliated mixed-use campus developments are not simply real estate ventures. They embody a commitment by universities to partake in broader activities, offering companies high-value sites for accessing researchers, specialized facilities, and students, and promoting live-work-play environments. Key features of these mixed-use developments include space for significant future research growth; multi-tenant facilities to house researchers and companies; and housing, along with other amenities which are attractive to young faculty, post-doctoral and graduate students.

Science parks are also being developed to leverage the assets of non-university research and development organizations such as federal laboratories. In addition to universities, major medical research centers and other research organizations can be key drivers of technology-based economic development. It is becoming increasingly common for communities in which a federal laboratory is located to create a science park to leverage laboratory resources to realize economic development.

Federal laboratories attract companies that wish to leverage the expertise of the laboratory researchers and to gain access to highly specialized, and often unique, facilities and equipment. Science parks can also provide a location for start-up companies created to commercialize technology developed in the labs.

Science parks are succeeding in incubating and growing companies. According to the Battelle report, nearly 800 firms graduated from park incubators in the past five years, while only thirteen percent failed. About one-quarter of these graduates remain in their park. Fewer than ten percent of the graduates left the region.

About the Wisconsin Technology Council

The Tech Council is the science and technology advisor to the Governor and the Legislature. Launched in 2001, the Tech Council was created by a bipartisan act of the governor and the Legislature. It is an independent, non-profit and non-partisan board with members from tech companies, venture capital firms, all levels of education, research institutions, government and law.

The Tech Council has three main functions:

- 1) It provides policy guidance to lawmakers, the governor, state agencies and other institutions in Wisconsin. It has most notably done so through “Vision 2020: A Model Wisconsin Economy” and white papers that have served as background for the Governor, the Legislature, state agencies and other public bodies.
- 2) It serves an important in-state networking role through **Wisconsin Innovation Network (WIN)**, a community-based economic development organization dedicated to fostering innovation and entrepreneurship. It also works with other statewide and local affiliates. It also provides out-of-state networking through the I-Q Corridor and national events such as the International Biotechnology Conference (IBC).
- 3) It serves as an economic catalyst through programs such as:
 - **Wisconsin Innovation Network (WIN)**, community-based economic development organization dedicated to fostering innovation and entrepreneurship
 - **Wisconsin Entrepreneurs’ Conference** A program focused on stimulating more entrepreneurial activity in Wisconsin across all segments of our economy.
 - **Wisconsin Early Stage Symposium (formerly Life Sciences and Venture Conference)** Open to technology companies seeking all capital.
 - **Monthly WIN Events** Brings together entrepreneurs, business owners and related high tech professionals in a collaboration-rich environment.
 - **Governor's Business Plan Contest (BPC)** An opportunity to compete for cash and in-kind prizes – but it’s also a chance to get constructive feedback on your business plan and to help move it from “virtual business” to reality.
 - **Wisconsin Angel Network (WAN)** WAN's mission is to build angel network capital capacity throughout Wisconsin in order to increase the number and amount of seed-stage equity investments in Wisconsin companies, creating jobs and improving our economy.
 - **Wisconsin Security Research Consortium** This consortium of research institutions in Wisconsin is dedicated to delivering world-class science and technology solutions in response to our nation's homeland security requirements.

LEARN MORE ABOUT WIN

The Wisconsin Innovation Network (WIN) is The Tech Council's membership subsidiary - a community-based economic development organization dedicated to fostering innovation and entrepreneurship. In association with the Tech Council, WIN programs focus on the needs and challenges faced by new and growing technology-based businesses in Wisconsin.

When you become a WIN member, your membership applies to all chapters, statewide. Membership is for one year starting with the month you join.

THE WISCONSIN ANGEL NETWORK (WAN)

The Wisconsin Angel Network (WAN) was created to build angel network capital capacity throughout Wisconsin in order to increase the number and amount of seed-stage equity investments in Wisconsin companies. WAN provides services and support to angel investing networks, including:

- **Deal Flow** – connecting angels and Wisconsin entrepreneurs
- **Administration** – helping to organize and create networks
- **Education** – increasing number of angel investors
- **Networking events** – increasing communication between angels

WAN is a project of the Wisconsin Technology Council, the non-profit science and technology advisers to the Governor and the Legislature, with funding provided the state Department of Commerce, Department of Financial Institutions and a variety of private sponsors and members.



UNIVERSITY RESEARCH PARK

UNIVERSITY OF WISCONSIN-MADISON

Mineral Point Road

UW Veterinary Science

Charmany Drive

Woodford Drive

CUNA Mutual
Investment Corporation

South Rosa Road

Research Park Boulevard

South Whitley Way

Madison Metro
West Transit Station

Tokay Boulevard

Science Court

Science Drive

Segoe Road

Odana Road

- | | | | |
|---|--|--|---|
| 1 First Business Financial Services Center - 401 Charmany Drive | 9 Affiliated Engineers - 5802 Research Park Blvd. | 17 Preschool of the Arts - 11 Science Court | 25 Madison Investment Advisors - 550 Science Drive |
| 2 Available Building Site - 421 Charmany Drive | 10 Accelerator Building - 5602 Research Park Blvd. | 18 Park West II - 440 Science Drive | 26 SAFC - 645 Science Drive |
| 3 Wisconsin Energy Conservation Corporation - 431 Charmany Drive | 11 UW Psychiatric Institute & Clinics - 6001 Research Park Blvd. | 19 1 Science Court Building | 27 UW Health - Administrative Services - 635 Science Drive |
| 4 The Learning Gardens - 441 S. Rosa Road | 12 Ultratec Technology Center - 5901 Research Park Blvd. | 20 Ultratec Corporate Center - 450 Science Drive | 28 UW Health - Research Park Clinic - 621 Science Drive |
| 5 EMD Bioscience - 441 Charmany Drive | 13 Ultratec Communication Center - 5801 Research Park Blvd. | 21 455 Science Drive Building | 29 - 32 University Science Center - 505-605 Science Drive |
| 6 NimbleGen Systems, Third Wave Technologies - 500-504 S. Rosa Road | 14 Mentor Corporation - 5501 Research Park Blvd. | 22 465 Science Drive Building | Cellular Dynamics, Epic Systems, Netrites,
Stem Cell Products, UW Institute for Avian Influenza,
and UW Aids Vaccine Research Lab |
| 7A/B MGE Innovation Center - 505 S. Rosa Road - 510 Charmany Drive | 15 Park West I - 406 Science Drive | 23 Flad & Associates - 644 Science Drive | |
| 8 Invitrogen - 501 Charmany Drive | 16 Oakbrook Corporation - 2 Science Court | 24 636 Science Drive Building | |







Oakbrook Corporation Building
2 Science Court, Madison, WI
Location: University Research Park



Research Facility
Location: University Research Park



Ultratech Technology Center Building
5901 Research Park Blvd., Madison, WI
Location: University Research Park



455 Science Drive Building
Madison, WI
Location: University Research Park



MG&E Innovation Center
505 S Rosa Rd. – 510 Charmany Drive, Madison, WI
Location: University Research Park



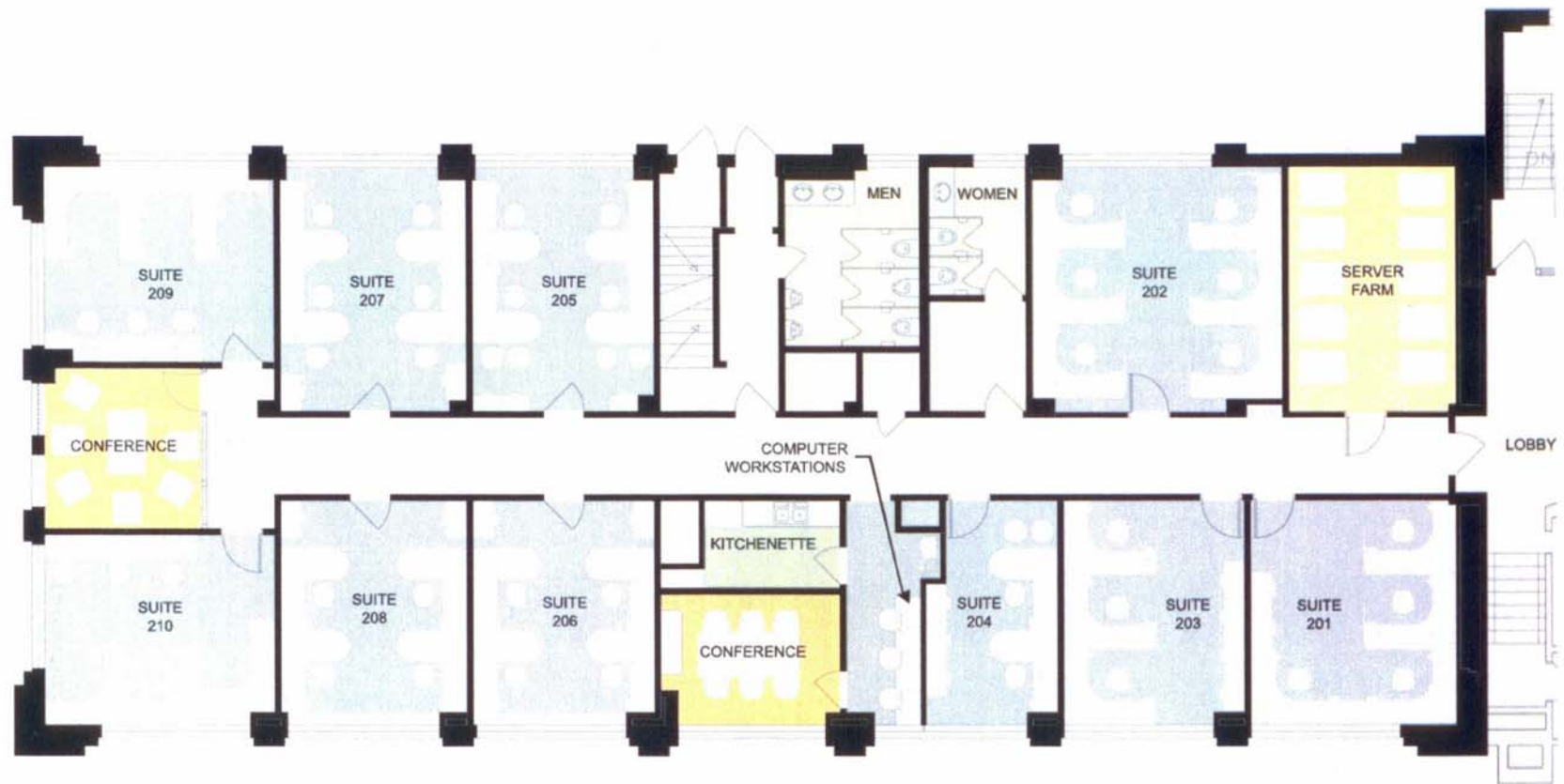
Metro Innovation Center Building
1245 East Washington Avenue, Madison, WI
Location: East of State Capital Building



Research Facility
Location: University Research Park



Accelerator Building (under construction)
5602 Research Park Blvd., Madison, WI
Location: University Research Park



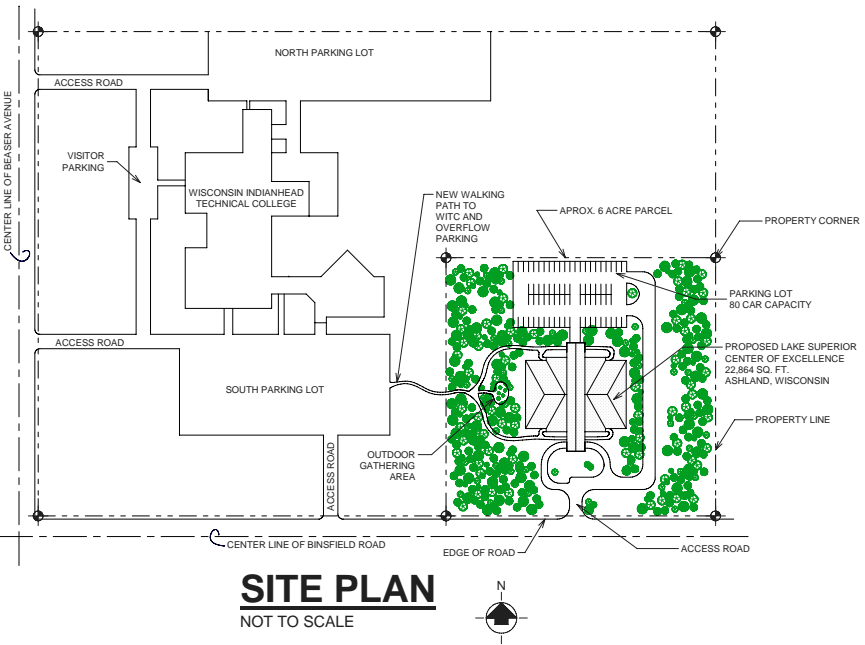
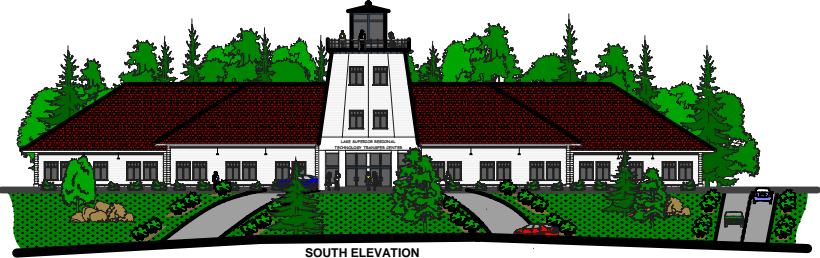
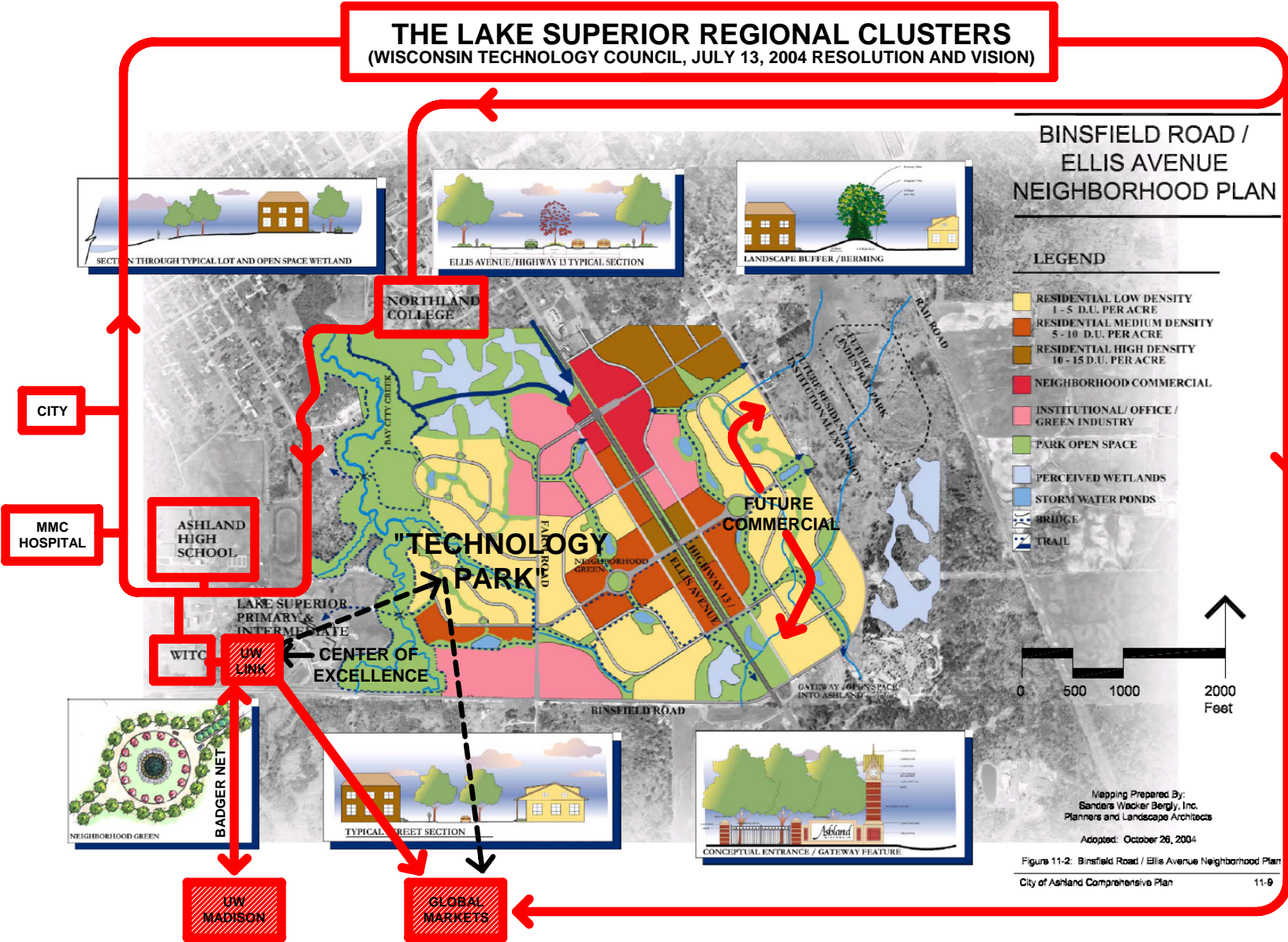
ARCHITECTURE
ENGINEERING
INTERIOR DESIGN



PROPOSED BUILDING FOR:

LAKE SUPERIOR TECHNOLOGY PARK

BINSFIELD ROAD
ASHLAND, WISCONSIN



ARCHITECT:

& S Design & Engineering, Inc.
803 Lake Shore Drive West
Ashland, Wisconsin 54806
(715) 682-0330 Fax (715) 682-4308
csdesign@ncis.net



Established road (view to the west) running through the 40 acre parcel which will serve as the Technology Park in Phase I.



View (looking to the northwest) in the Technology Park – Phase I.



Stock piled top soil in background from when the road system was installed.



View (looking southeast) in the Technology Park – Phase I.



Farm Road (view to the south) which will serve Phase I and II of this project.



View to the southwest showing the 20 acre parcel to be used for Phase II of this project.

PROPOSED BUILDING FOR:

LAKE SUPERIOR TECHNOLOGY PARK

BINSFIELD ROAD
ASHLAND, WISCONSIN

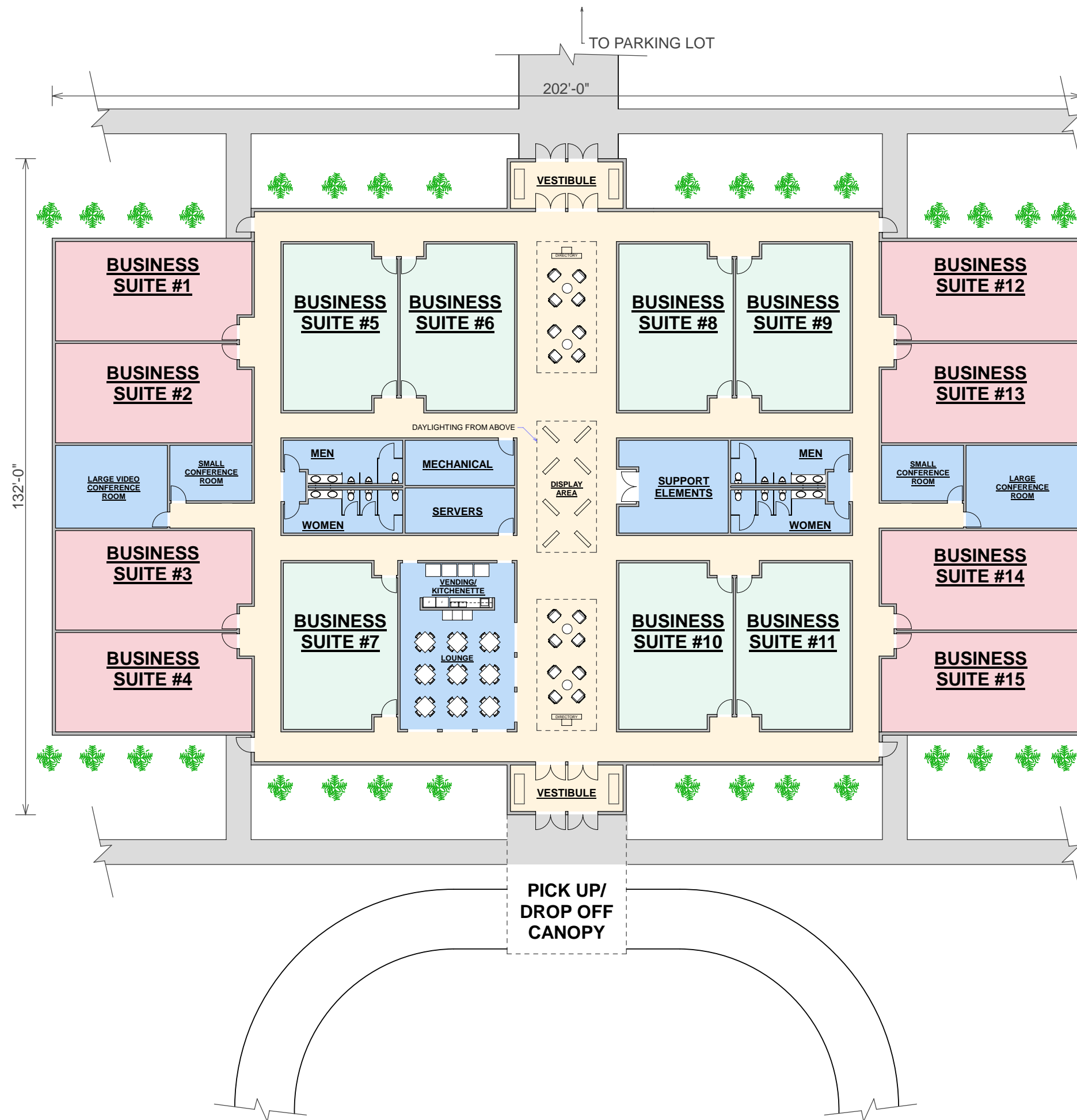


SOUTH ELEVATION
NOT TO SCALE

ARCHITECT:

C&S Design & Engineering, Inc.
120 East Main Street Suite 201
Ashland, Wisconsin 54806
(715) 682-0330 Fax (715) 682-4308
csdesign@cheqnet.net

DATE: MARCH, 2005



FLOOR PLAN

NOT TO SCALE

TOTAL BUILDING AREA = 22,924 SQ. FT.
(15) BUSINESS SUITES

- BUSINESS SUITE (775 SQ. FT.)
- BUSINESS SUITE (739 SQ. FT.)
- SHARED AREAS

ARCHITECT:

& S Design & Engineering, Inc.

803 Lake Shore Drive West
Ashland, Wisconsin 54806
(715) 682-0330 Fax (715) 682-4308
csdesign@ncis.net

Summary of Community Survey Results

From the City of Ashland Comprehensive Plan
Adopted by the City Council: October 26, 2004

1. How important are the following to YOUR quality of life?

Please rate the following items on a scale of 1 to 5. 1 = "Not Important", 5 = "Very Important", U = "Unsure", NR = "No Response". Please circle one response for each item. (Note: The average (Avg) shown is based on the number of people that expressed an opinion on the question. It does not include those who were unsure or who did not respond to the question.)

	NI				VI					
	1	2	3	4	5	U	NR	Avg	Rank	
A. Adequate shopping opportunities	2%	3%	17%	28%	47%	1%	2%	4.18	6	
B. Attractive central business district	4%	5%	19%	30%	38%	<1%	4%	3.99	10	
C. Attractive city entrances/corridors	3%	6%	18%	30%	38%	1%	4%	3.98	11	
D. Activities for youth	3%	2%	10%	23%	56%	2%	4%	4.33	4	
E. Child care facilities	12%	10%	18%	20%	31%	4%	5%	3.54	16	
F. Community events	3%	3%	24%	36%	29%	2%	3%	3.89	13	
G. Diversity of housing options	7%	8%	22%	30%	27%	3%	3%	3.64	14	
H. Historic structures	7%	9%	25%	27%	27%	3%	2%	3.61	15	
I. Park and recreation opportunities	2%	3%	15%	33%	43%	1%	3%	4.14	7	
J. Natural areas	3%	4%	17%	28%	44%	1%	3%	4.08	9	
K. Public access to Lake Superior	3%	3%	13%	25%	53%	<1%	3%	4.26	5	
L. Quality medical facilities	1%	1%	4%	13%	78%	<1%	3%	4.71	3	
M. Quality jobs	1%	1%	2%	8%	85%	1%	2%	4.79	2	
N. Quality schools	2%	1%	2%	11%	81%	1%	2%	4.82	1	
O. View of Lake Superior	3%	4%	15%	28%	46%	1%	3%	4.12	8	
P. Well-maintained housing stock	3%	4%	18%	32%	33%	45	6%	3.97	12	

2. Which three are the MOST important to your quality of life in Ashland?

		Rank
A. Adequate shopping opportunities.....	25%	4
B. Attractive central business district	7%	9
C. Attractive city entrances/corridors	3%	15
D. Activities for youth	17%	5
E. Child care facilities	2%	6
F. Community events	4%	13/14
G. Diversity of housing options	5%	10/11/12
H. Historic structures	5%	10/11/12
I. Park and recreation opportunities.....	9%	6/7/8
J. Natural areas	9%	6/7/8
K. Public access to Lake Superior	9%	6/7/8
L. Quality medical facilities	42%	2
M. Quality jobs	54%	1
N. Quality schools.....	37%	3
O. Views of Lake Superior	5%	10/11/12
P. Well-maintained housing stock.....	4%	13/14

Sample of Opportunities Available for Future Clients:

THE JOURNAL REPORT

2009

TECHNOLOGY INNOVATION AWARDS

Nominations Now Being Accepted

The Wall Street Journal invites companies, individuals and organizations to apply for the Technology Innovation Awards. We're looking for technological breakthroughs in such areas as medicine, software, consumer electronics, wireless, the environment and technology design.

Chosen by an independent panel of judges, the winners will be featured in The Journal Report on October 12.

Deadline for entries: April 10, 2009

For a nomination form, go to
www.dowjones.com/innovation
or e-mail: innovations@wsj.com

THE WALL STREET JOURNAL

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P.O. Box 636
Ashland, Wisconsin 54806
Tel (715) 682-0330
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Toll-free 1-800-723-0451
E-Mail: csdesign@ncis.net
www.csdesignengineering.com

STEPHEN G. SCHRAUFNAGEL
Registered Architect
LEED® Accredited Professional
Registered Home Inspector
JESSE T. SAMARZIYA
Professional Engineer
TREVOR L. PROVOST
Building Designer
AMBER D. ERICKSEN
Architectural Intern
BRIANNA L. WERHANOWICZ
Interior Designer

DATE: June, 2009

TO: Mr. Clyde W. Eilo, President
UW-Madison Alumni Club of the
Chequamegon Bay Area, Inc.
Route 1 Box 127F
Mellen, WI 54546

**PRELIMINARY COST ESTIMATE FOR:
THE LAKE SUPERIOR REGIONAL TECHNOLOGY PARK
AND TRANSFER CENTER FOR PHASE I
FARM ROAD
ASHLAND, WI**

RELATED ITEM:

ESTIMATED COST:

1. Building Property:

Forty (40) acres of undeveloped land purchased from P.O.S.
Leasing (made up of Dr. Paul Van Pernis, Dr. John Oujiri,
and Dr. David Saarinen) on Farm Road in Ashland, WI
@ \$4,000/acre.

\$ 120,000.00 (Net)

2. Site Construction:

Site clearing and grubbing; site fill, continuation of
circulation roadway and parking lot construction
for Phase I; refuse and recycling area; pathways to surrounding
lots; sidewalk construction; support elements.

145,000.00

3. Utilities:

Underground electrical, telephone, fiber optics, and
Natural gas line extension; water line, fire hydrants, and
building sanitary line extension from nearest source servicing
all lots.

355,000.00

4. Landscaping and Site Lighting:

Shrubbery, tree planting, rock outcropping; outdoor
gathering area construction; landscape fabric; seeding
and mulching; flagpole; roadway and parking lot lighting.

45,000.00

5. New Building Construction:

22,924 square feet of new construction including frost foundation, wall, roofing, and interior finishing systems along with building electrical, plumbing, fire protection, and heating, ventilation and air conditioning (HVAC) @ \$110.00 per sq. ft. 2,521,640.00

6. Signage:

Building and site identification signs with lighting. 22,500.00

7. Equipment and Furnishings:

Audio-visual equipment; security system; communication equipment; window treatment and support element cubicles, furniture and fixtures. 150,000.00

8. Contingency (5%):

General contingency. 167,957.00

Subtotal: \$3,527,097.00

9. Architectural/Engineering Services (6% of \$3,527,097.00): 211,625.00

TOTAL BUDGET: \$3,738,722.00

Submitted by:

C&S Design & Engineering, Inc.

Stephen G. Schraufnagel, Architect

Potential Technology & Research Businesses to Occupy the Lake Superior Technology Park

1. Microtechnology - Technology with features near one micrometer.
2. Nanotechnology - A branch of technology devoted to producing devices on an atomic scale. The working part of a typical nanotechnology device might be only a few thousand atoms in width.
3. Biotechnology - The use of living organisms or other biological systems in the manufacture of drugs or other products or for environmental management, as in waste recycling: includes the use of bioreactors in manufacturing, microorganisms to degrade oil slicks or organic waste, genetically engineered bacteria to produce human hormones, and monoclonal antibodies to identify antigens.
4. Pharmaceutical - Substance used in the diagnosis, treatment, or prevention of disease and for restoring, correcting, or modifying organic functions.
5. Medical Devices - A medical device is an object which is useful for diagnostic or therapeutic purposes. Examples of medical devices include medical thermometers, blood sugar meters, and X-ray machines.
6. Dental Devices - A dental device is an object that is instrumentality invented for a particular dental purpose. Examples of dental devices include mouth guards,
7. Cell Culture - Cell culture is the process by which cells are grown under controlled conditions.
8. Tissue Culture - Tissue Culture is the technique of cultivating living tissue in a prepared medium outside the body.
9. Contract Research Organization (CRO) - A service organization that provides support to the pharmaceutical / biotech industry. CROs offer clients a wide range of “outsourced” pharmaceutical research services to aid in the drug and medical device research & development process.
10. Engineering - The art or science of making practical application of the knowledge of pure sciences, such as physics or chemistry, in the construction of engines, bridges, buildings, mines, ships, and chemical plants.
11. Nutraceuticals - A food or naturally occurring food supplement thought to have a beneficial effect on human health.
12. Alternative / Renewable Energy – Energy, such as solar, wind, or nuclear energy, that can replace or supplement traditional fossil-fuel sources, such as coal, oil, and natural gas.
13. Fuel Cells – A device that produces a continuous electric current directly from the oxidation of a fuel, as that of hydrogen by oxygen.

14. IT Software – Information Technology (IT) development, including custom software programming, graphic designing and web site hosting.
15. IT Hardware – Information Technology (IT) companies that design and manufacture personal and large-scale computers, peripheral devices, data storage systems, networking equipment, etc.
16. Hybrid and Electric Vehicle Technology - Specializing in the design and development of hybrid and plug-in hybrid electric vehicle systems, components, and conversions.
17. Multimedia - The combined use of media, such as movies, music, lighting, CD-ROMs, and the Internet, as for education or entertainment, and television, radio, print, and the internet, as for advertising or publicity.
18. Product Innovation – Product/service innovation is the result of bringing to life a new way to solve the customer's problem through a new product or service development that benefits both the customer and the sponsoring company.
19. Marketing - The total of activities involved in the transfer of goods from the producer or seller to the consumer or buyer, including advertising, shipping, storing, and selling.
20. Bioscience (Life Science)- Any of several branches of science, such as biology, medicine, anthropology, or ecology, that deal with living organisms and their organization, life processes, and relationships to each other and their environment.
21. Transportation Technology -Conventional transportation technologies usually involve the use of fossil fuels for vehicle propulsion.
22. Geoengineering – Researching and implementing ways to lower the temperature of the earth to reduce the impact of global warming.
23. Wind power - Airflows can be used to run wind turbines. Globally, the long-term technical potential of wind energy is believed to be five times total current global energy production, or 40 times current electricity demand.
24. Hydro Power - Energy in water can be harnessed and used. Since water is about 800 times denser than air, even a slow flowing stream of water, or moderate sea swell, can yield considerable amounts of energy.
25. Solar Power- Energy that is collected from sunlight. Solar energy can be applied in many ways, including: to generate electricity using photovoltaic solar cells; generate electricity using concentrated solar power; generate electricity by heating trapped air which rotates turbines in a Solar updraft tower; generate electricity in geosynchronous orbit using solar power satellites; generate hydrogen using photoelectrochemical cells; heat and cool air through use of solar chimneys; heat buildings, directly, through passive solar building design; heat foodstuffs, through solar ovens; heat water or air for domestic hot water and space heating needs using solar-thermal panels; and solar air conditioning.
26. Biomass / Biofuel - Plants use photosynthesis to grow and produce biomass. Also known as biomatter, biomass can be used directly as fuel or to produce biofuels. Liquid biofuel is usually either a bioalcohol such as ethanol fuel, or an oil such as biodiesel or straight

vegetable oil. Solid biomass is most commonly used directly as a combustible fuel, producing 10-20 MJ/kg of heat. Biomass can also be used to feed bacteria, which can transform it in another form of energy such as hydrogen, using a process called fermentative hydrogen production. Its forms and sources include wood fuel, the biogenic portion of municipal solid waste, or the unused portion of field crops. Biogas can easily be produced from current waste streams, such as paper production, sugar production, sewage, animal waste and so forth.

27. Geothermal Energy- Energy obtained by tapping the heat of the earth itself, usually from kilometers deep into the Earth's crust.
28. ECISTM (Electric Cell-substrate Impedance Sensing) - ECIS electrically monitors morphological changes of cultured cells in real time and provides quantitative, real time measurements of cell behavior including cell migration and the extravasion of endothelial monolayers by metastatic cells.
29. BioPhysics - An interdisciplinary science that employs and develops theories and methods of the physical sciences for the investigation of biological systems.
30. Light Manufacturing – A manufacturing activity that uses moderate amounts of partially processed materials to produce items of relatively high value per unit weight.
31. Telecommunications - The assisted transmission over a distance for the purpose of communication, typically involving the use of electronic devices such as the telephone, television, radio or computer.
32. Precision machining - The generation of a high quality work piece surface by means of machining processes by using machines such as a Computer Numerical Control (CNC) machine.
33. Architectural & Engineering Services- A discipline that deals with the technological aspects of buildings, including the properties and behavior of building materials and components, foundation design, structural analysis and design, environmental system analysis and design, construction management, and building operation.
34. Health Care Communications Services – Marketing, communications, and business development information of vital concern to health care organizations.
35. Green Technology - Environmental technology (abbreviated as envirotech) or green technology (abbreviated as greentech) or clean technology (abbreviated as cleantech) is the application of the environmental science to conserve the natural environment and resources, and to curb the negative impacts of human involvement.
36. Video / Computer Gaming - Video game development and authorship, much like any other form of entertainment, is frequently a cross-disciplinary field. Video game developers, as employees within this industry are commonly referred, primarily include programmers and graphic designers. Over the years this has expanded to include almost every type of skill that one might see prevalent in the creation of any movie or television program, including sound designers, musicians, and other technicians; as well as skills that are specific to video games, such as the game designer. All of these are managed by producers.

37. Broadband - A signaling method that includes or handles a relatively wide range (or band) of frequencies, which may be divided into channels or frequency bins. Broadband in data can refer to broadband networks or broadband Internet and may have the same meaning as above, so that data transmission over a fiber optic cable would be referred to as broadband as compared to a telephone modem. Broadband in data communications is frequently used in a more technical sense to refer to data transmission where multiple pieces of data are sent simultaneously to increase the effective rate of transmission, regardless of data signaling rate.
38. Shipping and Receiving - The physical process of transporting goods and cargo, by land, air, and sea.
39. Risk Capital - Funds made available for startup firms and small businesses with exceptional growth potential. Managerial and technical expertise are often also provided.
40. Utilities -A public utility (usually just utility) is an organization that maintains the infrastructure for a public service (often also providing a service using that infrastructure). The term utilities can also refer to the set of services provided by these organizations consumed by the public: electricity, natural gas, water and sewage. Telephone services may also be included.
41. Aquaculture - The farming of freshwater and saltwater organisms including molluscs, crustaceans and aquatic plants. Unlike fishing, aquaculture, also known as aquafarming, implies the cultivation of aquatic populations under controlled conditions.
42. Lake Superior Research - Lake Superior is a vital economic and environmental resource and a fragile ecosystem threatened by toxic chemicals, exotic species and human exploitation. While environmental protection and restoration are vital, economic development is also critical to communities in the Lake Superior basin. Programs such as one that is housed in the National Oceanic and Atmospheric Administration, U.S. Department of Commerce, Sea Grant is a federal program that awards competitively funded grants to scientists, educators and outreach specialists at the nation's top universities to find solutions to all kinds of coastal, ocean and Great Lakes resource management, development and conservation problems.
43. Thermoelectricity -Refers to a class of phenomena in which a temperature difference creates an electric potential or an electric potential creates a temperature difference. In recent years, thermoelectricity sees rapidly increasing usages in applications like portable refrigerators, beverage coolers, electronic component coolers, metal alloy sorting devices etc.
44. Acoustic Engineering - Acoustics is the interdisciplinary science that deals with the study of sound, ultrasound and infrasound. Acoustic Engineering is the application of acoustics in technology.
45. Nanophotonics – Also known as Nano-optics, is the study of the behavior of light on the nanometre scale. It is considered as a branch of optical engineering which deals with optics, or the interaction of light with particles or substances, at deeply subwavelength length scales.

46. Microscopy - The technical field of using microscopes to view samples or objects. There are three well-known branches of microscopy: optical, electron and scanning probe microscopy. Optical or light microscopy involves passing visible light transmitted through or reflected from the sample through a single or multiple lenses to allow a magnified view of the sample. In order to gain higher resolution, the use of an electron beam with a far smaller wavelength is used in electron microscopes. Examples of scanning probe microscopes are the atomic force microscope (AFM), the Scanning tunneling microscope and the photonic force microscope. All such methods imply a solid probe tip in the vicinity (near field) of an object, which is supposed to be almost flat.
47. Elemental Analysis - A process where a sample of some material (e.g., soil, waste or drinking water, bodily fluids, minerals, chemical compounds) is analyzed for its elemental and sometimes isotopic composition.
48. Domestic Technology - The incorporation of applied science into the home. On one level, there are domestic appliances and other devices commonly used in the home, such as clothes dryers and washing machines. On another level, domestic technology recognizes the use of applied science to construct homes to achieve a particular goal, such as energy efficiency or self sufficiency. It has been claimed that domestic technology has led to decreases in the time people spend on household work.
49. Cybernetics - The interdisciplinary study of the structure of regulatory systems. Cybernetics is closely related to control theory and systems theory. Both in its origins and in its evolution in the second-half of the 20th century, cybernetics is equally applicable to physical and social systems.
50. Atomic Technology – Also known as Nuclear Technology, it is technology that involves the reactions of atomic nuclei. It has found applications from smoke detectors to nuclear reactors, and from gun sights to nuclear weapons.

APPENDIX III

External References

Interview Date/Time: 2/6/09; 11:00 A.M.

Reference:

Mr. Clyde W. Eilo, Vice Chairman
WIN – Lake Superior Chapter
76103 Koski Road
Mellen, WI 54546
(715) 274-6836
E-mail: clydeelo@mac.com



Interview Questions and Answers:

1. How many years have you resided in this area?

Over 50 years. Born and raised, moved away and then back after retirement.

2. Are you familiar with the Wisconsin Innovation Network (WIN) Lake Superior Chapter, the Wisconsin Technology Council, or the University Research Park – University of Wisconsin, Madison?

Yes, all of the above.

3. What is your overall feel of the local and regional economy at the present time and within the next 5 years & 10 years?

I feel it has been steady and has potential for growth.

4. Do you feel there is a need for a 23,000 sq. ft. Regional Technology Transfer Center (Business, Development, Learning, and Technology Center) in this area?

Yes. The size isn't as important as the general idea of the facility.

5. Do you feel that if a Regional Technology Transfer Center is successful in our area, that it would be instrumental in retaining our young talent to live, work, and play in this area?

Yes. It has potential to keep people in our area and also bring in new people.

6. Do you feel that we have the potential workforce in this area to fully occupy and to make good use of this planned facility?

There is potential if the facility is set up to accommodate the tenants' needs and they choose to stay within the facility.

7. What do you see as the major hurdle that we have to overcome to make this a viable resource for this region?

The biggest problem will be to find a qualified individual or group to run it.

8. What are your feelings about locating this facility on a 6 acre parcel on Binsfield Road adjacent to the Wisconsin Indianhead Technical College (WITC) campus? Is there another location that you feel is more appropriate?

Yes, I think that would be a good location.

9. After reviewing the background information for this project, do you feel this is a viable operation?

Yes. If put into the right hands, it will succeed.

10. How do you see your organization utilizing this center, in either a leadership role, or in a participatory role?

WIN will be instrumental in getting the idea of A Center for Excellence in motion, but will not be involved in the operations to build or run it.

11. What suggestions do you have that should be incorporated into this study?

Focus on how to make this idea work, not “will it work”.

Interviewers: Stephen G. Schraufnagel, Architect
Brianna L. Werhanowicz, Designer

Interview Date/Time: 2/17/09; 1:00 P.M.

Reference:

Mr. Dale Kupczyk, Executive Director
Ashland Area Development Corporation
422 3rd Street West, Ste. 101
Ashland, WI 54806
(715) 682-8344
E-mail: dkupczyk@ashlandareadevelopment.org



Interview Questions and Answers:

1. How many years have you resided in this area?

I have resided in this area going on 58 years now.

2. Are you familiar with the Wisconsin Innovation Network (WIN) Lake Superior Chapter, the Wisconsin Technology Council, or the University Research Park – University of Wisconsin, Madison?

Yes, I am familiar with WIN and the WI Tech Council. I was in the group when WIN first started. I have been to the University Research Park a number of times and I know Mark Bugher quite well. They are expanding and building a new facility, the Accelerator Building. It's a well run facility and pretty impressive. It's high class and they bring in people from all over the world; there are about 6,000 people employed in the Park.

3. What is your overall feel of the local and regional economy at the present time and within the next 5 years & 10 years?

I think the local economy stays pretty level. As far as population, Ashland County is one of the least to grow and is projected to grow only about 3%, one of the slowest growing counties. Jobs will continue the same path, the jobs will follow when people come. Slow steady growth will continue over the next 5 to 10 years. It's been the same in the past.

4. Do you feel there is a need for a 23,000 sq. ft. Regional Technology Transfer Center (Business, Development, Learning, and Technology Center) in this area?

The AADC has 60,000 sq. ft., about 45,000 after common space is taken out, with 75-80% occupied at this time, and we currently offer storage space in the available areas. 20,000 sq. ft. is a good number, but at the same time depending on where things go, it's hard to say. The AADC would not work if we had strictly start-up companies. You'll have to have anchor tenants. Or do 10,000 sq. ft., get it full, then add on.

5. Do you feel that if a Regional Technology Transfer Center is successful in our area, that it would be instrumental in retaining our young talent to live, work, and play in this area?

I don't know because it's a mobile society and kids are so used to going now. They need to get out and see the world. Maybe it'll keep some here, maybe they'll move for 20 years and then come back. New people coming into the area that like it would stay. We need to find some kind of an area that we are good at that will make this work.

6. Do you feel that we have the potential workforce in this area to fully occupy and to make good use of this planned facility?

I think so, depending on what it is, what they are doing there. It's like anything else, to bring people in is fine, but the spouse has to like it also. I think there are enough people around to fill jobs.

7. What do you see as the major hurdle that we have to overcome to make this a viable resource

for this region?

I think you need to find the right niche market and go from there.

8. What are your feelings about locating this facility on a 6 acre parcel on Binsfield Road adjacent to the Wisconsin Indianhead Technical College (WITC) campus? Is there another location that you feel is more appropriate?

That seems like a reasonable area. It depends on what's going to be there.

9. After reviewing the background information for this project, do you feel this is a viable operation?

Yes, I think so.

10. How do you see your organization utilizing this center, in either a leadership role, or in a participatory role?

A participatory role.

11. What suggestions do you have that should be incorporated into this study?

You should look at having a common space for everyone to be able to use. Think about security, and shipping/loading areas. Think of cost, how to maintain it, what to charge for rent. When you think about sizes you need flexibility. If you do nothing, nothing will happen. I don't think you need a Cadillac version, there's added cost, if you are dealing with start-up companies, so to speak, you can't have the cost so high that they can't make it. You need it nice, but flexible and reasonable.

Interviewer: Stephen G. Schraufnagel, Architect

Interview Date/Time: 2/20/09; 1:00 P.M.

Reference:

Mr. Matt Crowell, VP Business Banker
M&I Bank
100 Main Street East
Ashland, WI 54806
(715) 682-0506
E-mail: matthew.crowell@micorp.com



Interview Questions and Answers:

1. How many years have you resided in this area?

For the last 13 years straight, and before that was about 5 or 6 years, so 18 or 19 years total.

2. Are you familiar with the Wisconsin Innovation Network (WIN) Lake Superior Chapter, the Wisconsin Technology Council, or the University Research Park – University of Wisconsin, Madison?

I am aware of the WIN Chapter through the grapevine, I am not too familiar with it, but I have heard about it.

3. What is your overall feel of the local and regional economy at the present time and within the next 5 years & 10 years?

I am optimistic about it, I don't share some of the pessimistic views that are out there. I think Ashland seems to have a pretty progressive development corporation. I just got on the AADC board and they want to do good things in the community like retaining and attracting new business. The structure of the local economy has changed from more manufacturing, blue collar stuff, to more service oriented and tourism industries. I think while there is a long ways to go, Ashland is getting on the right track right now. In the next 5 to 10 years you want some nice moderate growth, you want to attract families that are going to put there roots down here. The comprehensive plan is in place and I think that is adequate. The way to attract people to come here is through business development and economic development, and try to make options for people.

4. Do you feel there is a need for a 23,000 sq. ft. Regional Technology Transfer Center (Business, Development, Learning, and Technology Center) in this area?

Obviously 20,000 sq. ft. of space would be great for the community especially in that location and proposed building. I definately think there would be a demand for that, but have a good portion of the square footage area leased or agreed to lease before you even break ground.

5. Do you feel that if a Regional Technology Transfer Center is successful in our area, that it would be instrumental in retaining our young talent to live, work, and play in this area?

Yes, without a doubt that would be the name of the game, and if it were successful people would see it there, be attracted to it, and the mission of the overall WIN would attract families and young people to come into Ashland. Bayfield County is trying to attract technology based businesses here and to work out of their homes.

6. Do you feel that we have the potential workforce in this area to fully occupy and to make good use of this planned facility?

That's a good question. There are a lot of brains in the area, but most of them are already doing something. To be honest, my first reaction is to say no. The type of people you are trying to attract to fill these spaces would be technology related. There may be some of those coming out

of Northland College and WITC that want to stay. There are a lot of people that graduated from Northland and like the community and want to stick around, but I don't think there are people waiting around for that. I think there may be an outreach needed.

7. What do you see as the major hurdle that we have to overcome to make this a viable resource for this region?

Well I would have said funding, but we covered that already. I think it's trying to get people to want to live and work here. It's one thing if you are born and raised here, but it's another issue with the weather and distance from cultural things to get people here. It may take a few years to get things going again around here. There's not a lot to do in this area if you aren't an outdoorsman or like golfing or tennis. I'm not trying to sell Ashland short, but it's not for everybody, I think attracting all sorts of people would be challenging.

8. What are your feelings about locating this facility on a 6 acre parcel on Binsfield Road adjacent to the Wisconsin Indianhead Technical College (WITC) campus? Is there another location that you feel is more appropriate?

It's a real good location. The Industrial Park area might be good, but you're closer to the educational institutions on Binsfield.

9. After reviewing the background information for this project, do you feel this is a viable operation?

I do, but you need to find people to come here that fit this project, not just fill the building.

10. How do you see your organization utilizing this center, in either a leadership role, or in a participatory role?

We would be supportive of that particular project or anything like it. We would support it by saying it and with possible financing if need be, and then financing for potential businesses as well. We would be all around supportive of something like this.

11. What suggestions do you have that should be incorporated into this study?

I think you are doing it, going around asking questions from people is what you should be doing. To more or less partner with some of the other things going on with this community would be good, too. Sometimes people don't work cooperatively together in order to meet the similar goal, and I think they should.

Interviewer: Stephen G. Schraufnagel, Architect

Interview Date/Time: 2/23/09; 11:00 A.M.

Reference:

Mr. Jeff Beirl, County Administrator
Ashland County
201 West Main Street, Room 301
Ashland, WI 54806
(715) 682-7015
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Interview Questions and Answers:

1. How many years have you resided in this area?

55 years now, I was born and raised in Ashland.

2. Are you familiar with the Wisconsin Innovation Network (WIN) Lake Superior Chapter, the Wisconsin Technology Council, or the University Research Park – University of Wisconsin, Madison?

I am not too familiar with it, but my daughter toured the University Research Park in Madison last year. I am familiar with WIN from what I've picked up from Fred Tidstrom or Roger talking about it. Basically, my opinion on this is a northern WI economic development weakness is the transportation system.

3. What is your overall feel of the local and regional economy at the present time and within the next 5 years & 10 years?

My opinion is that this region has always been a somewhat depressed, but fairly stable region. We haven't seen too many highs or lows. In a poor economy, I don't think it hits us that hard. We are fairly depressed, but we're stable. I think we have to start looking at the region, and hopefully Ashland will be one of the hubs since we have Northland College and WITC. To me, besides Superior, Ashland would be the next biggest hub in the area. I think over the past 20 years, things have improved. It's tough to recover from the loss of higher paying jobs like at the paper mill and the power company offices. I wish that there was a faster upturn to growth, but with the efforts people are making, I see a slow, but steady, growth. The biggest problem is being able to recruit professional people up here. We need people that love the outdoors and that their spouse likes the area as well.

4. Do you feel there is a need for a 23,000 sq. ft. Regional Technology Transfer Center (Business, Development, Learning, and Technology Center) in this area?

I think that if not now, within the next 3 – 5 years absolutely. Yes, I believe there will be a need. I see that the older people get, the more they want to get out of the busy cities, and they move up this way.

5. Do you feel that if a Regional Technology Transfer Center is successful in our area, that it would be instrumental in retaining our young talent to live, work, and play in this area?

I believe absolutely yes. The reason is when you look at the technology field, it's a young person's gig and looking at something like this yes, it would be very beneficial.

6. Do you feel that we have the potential workforce in this area to fully occupy and to make good use of this planned facility?

That's more how I envision it. Yes, there is a lot of talent here. They may go to a school outside the area, but then it would draw them back. If you were to take a survey of young people, their biggest complaint would be that there are no jobs to bring them back. This would be an

enticement if we had some type of research facility where the jobs were \$40,000 - \$75,000 per year.

7. What do you see as the major hurdle that we have to overcome to make this a viable resource for this region?

Building the building isn't going to be a problem, but the question is, if you build it, will they come? You would have to have some sort of a solid commitment from your anchors, and see if you have identified them or if there has been any recruitment. It's better to have commitment from people that are interested. Then, look at partnering with businesses and industries that are up here and do a needs assessment on assisting them on improving their operations.

8. What are your feelings about locating this facility on a 6 acre parcel on Binsfield Road adjacent to the Wisconsin Indianhead Technical College (WITC) campus? Is there another location that you feel is more appropriate?

I think it has a lot of plusses, being near the high school, WITC, not far from the college, and near the hospital. Whether this could assist the hospital would need to be explored. I think it fits well. If you can introduce this concept to the WITC students and even the high school students, they know what's available then. Even a ½ day field trip would give people a better understanding of it.

9. After reviewing the background information for this project, do you feel this is a viable operation?

Absolutely, there is way more positive. I can't see any negatives except for the recruitment, but as far as for this area, I think everything would be positive.

10. How do you see your organization utilizing this center, in either a leadership role, or in a participatory role?

I think as long as the County always has the UW extension that they'll be part of this. Whether it will be a main player or a secondary player, I think the UW extension will have a major impact. I can see where we could have several parts in this.

11. What suggestions do you have that should be incorporated into this study?

The only thing that I can see that I would offer up is that we should think not only about now, but 10 and 20 years into the future when we look at this project. Always plan for the future. I like the lighthouse and looking at it I always think of it as a beacon of knowledge.

Interviewer: Stephen G. Schraufnagel, Architect

Interview Date/Time: 2/27/09; 2:00 P.M.

Reference:

Mr. Kevin Stranberg, Director of Public Relations
Memorial Medical Center
1615 Maple Lane
Ashland, WI 54806
(715) 685-5181
E-mail: kstranberg@ashlandmmc.com



Interview Questions and Answers:

1. How many years have you resided in this area?

Coming up on 15 years.

2. Are you familiar with the Wisconsin Innovation Network (WIN) Lake Superior Chapter, the Wisconsin Technology Council, or the University Research Park – University of Wisconsin, Madison?

Yes, I have seen the basic concept from Fred Tidstrom, the plan of the connection with UW-Madison, and the location to the hospital. I am familiar with the concept of the University Research Park, but I'm not familiar with the location.

3. What is your overall feel of the local and regional economy at the present time and within the next 5 years & 10 years?

My viewpoint is most tied to the medical community and from that perspective things have been relatively stable. I think we are insulated a bit from the good times, but also insulated a bit from the bad times and I think that is helpful. I also think it is helpful that we have such a stable medical community. In turn, I think that is a huge draw for the community including economic and business development. The difficulty that I see overall for economic development is high paying jobs, what do those jobs look like and what type of special training do you need to do those jobs and that sort of thing. I think it's unreasonable for us to think that we're going to get manufacturing jobs that will be paying \$40,000.00 to \$60,000.00 a year in this area any more, it's just not realistic, especially in this day and time when we are looking at cutbacks for everybody. I think we need to be creative as to what we think is going to be the next opportunity for us in this area, I think WITC is a key to that. I think there is a connection with higher education, especially the technical colleges, to be able to provide great training to get "high paying" jobs. With manufacturing jobs, the problem is transportation of the product from this area and the cost. I would hope there would be a slow and steady growth over the next 5 to 10 years, but I think more likely it's going to be stable and sometimes we have to be thankful for stable.

4. Do you feel there is a need for a 23,000 sq. ft. Regional Technology Transfer Center (Business, Development, Learning, and Technology Center) in this area?

We wouldn't want to cannibalize an existing organization that is already designed to serve as an incubator such as AADC. I do see this as a different entity though. I do think there is a need for this concept, and I think if you can separate the concepts it would be good. The name Center for Excellence is confusing to me, when you say Center for Excellence, excellence for what? This name doesn't tell me. I think Technology Center for Excellence would be a better name and would help explain a lot. This name should serve your marketing services better for searches, etc.

5. Do you feel that if a Regional Technology Transfer Center is successful in our area, that it

would be instrumental in retaining our young talent to live, work, and play in this area?
I would hope so, I think we have to do more than just create this to do that, but I think having this sort of concept here allows people to use some of their education and put it in a practical way to live in this area.

6. Do you feel that we have the potential workforce in this area to fully occupy and to make good use of this planned facility?

Yes and no, I think that there is enough talent maybe to even fill this building, but what we need in addition to providing them with a physical structure is some form of a financial structure and understanding of being an entrepreneur. We're not very good at that in this area. I think most often we view people in traditional jobs, not as "let's help you get out there and build your own building, let's get you out there and use your talents in order to create a business that's going to be self sustaining".

7. What do you see as the major hurdle that we have to overcome to make this a viable resource for this region?

I think one of the hurdles is the sense of it perceived by the community as a real need, local support. Overcoming traditional local mentality is not easy. New ideas are simply thought of as bad ideas in this area.

8. What are your feelings about locating this facility on a 6 acre parcel on Binsfield Road adjacent to the Wisconsin Indianhead Technical College (WITC) campus? Is there another location that you feel is more appropriate?

I think it's a good location, I am a little surprised that there is 5 acres there, it doesn't seem that there's that much acreage there. I think that whole neighborhood has proven itself to be a successful part of the community; it seems to fit.

9. After reviewing the background information for this project, do you feel this is a viable operation?

I think it could become viable in the long term, 7 to 10 years. The concept of 60% being filled in 3 years, I think we'll be disappointed and shouldn't evaluate it on a 3 year plan. Given a time frame of 7 to 10 years and being 75% occupied by that point and time, is that successful? We need to know that from the beginning. We often give up too soon.

10. How do you see your organization utilizing this center, in either a leadership role, or in a participatory role?

I don't see any direct connection or obvious ties in this sort of piece and what we're doing at MMC. From me personally, I think what we could have a discussion about is that sense of what other pieces do we have to do in order to make sure these businesses are successful. And there may be, very well, individuals such as myself who would be willing to mentor and provide some educational services to these groups. There are an awful lot of very sound minds at MMC that would be able to help with that, and I would be very interested in doing that.

11. What suggestions do you have that should be incorporated into this study?

Two thoughts, I wonder about the stimulus package as it relates to alternative energy with dollars that might be available for our area, specifically looking at alternative energy. That might work very well in this sort of building, in the businesses that would be in there. The other piece that again relates to the stimulus package is this whole concept of electronic medical records and the technology related. With as many medical facilities that are here, and the push that Obama has now put on the transfer of information to electronic medical records and

supposedly money behind that, there will be many organizations looking for answers to the question of how we're going to do it. That could be pretty intriguing for a start-up business.

Interviewer: Stephen G. Schraufnagel, Architect

Interview Date/Time: 3/2/09; 2:30 P.M.

Reference:

Mr. Richard M. Geisen, Market Manager
Bremer Bank
31 West Bayfield Street
Washburn, WI 54891
(715) 373-6381
E-mail: rmgeisen@bremer.com



Interview Questions and Answers:

1. How many years have you resided in this area?

2 years. I moved here from Frederick, WI and was born and raised in the Twin Cities.

2. Are you familiar with the Wisconsin Innovation Network (WIN) Lake Superior Chapter, the Wisconsin Technology Council, or the University Research Park – University of Wisconsin, Madison?

No, I am not too familiar with these programs.

3. What is your overall feel of the local and regional economy at the present time and within the next 5 years & 10 years?

I think our economy has fared well compared to the nation overall. Certainly things are slow and we are experiencing our share of layoffs, but not as much as the larger cities. We have been at a steady growth rate. I think from what I've heard in terms of expert predictions is that the housing market is still going to be tough, sales are down.

4. Do you feel there is a need for a 23,000 sq. ft. Regional Technology Transfer Center (Business, Development, Learning, and Technology Center) in this area?

I'm not aware of other incubator centers. I don't have enough history to go off to determine a need.

5. Do you feel that if a Regional Technology Transfer Center is successful in our area, that it would be instrumental in retaining our young talent to live, work, and play in this area?

I think it does seem to help in that regard. Any way we can assist a young business now and get started to grow is definitely something we want to encourage.

6. Do you feel that we have the potential workforce in this area to fully occupy and to make good use of this planned facility?

I do. I feel we have a fairly educated community, and I do think the demand is there.

7. What do you see as the major hurdle that we have to overcome to make this a viable resource for this region?

Typically it is funding and to be able to service whatever debt will go with a facility of this type.

8. What are your feelings about locating this facility on a 6 acre parcel on Binsfield Road adjacent to the Wisconsin Indianhead Technical College (WITC) campus? Is there another location that you feel is more appropriate?

I think it is a good location, especially by WITC and being so accessible.

9. After reviewing the background information for this project, do you feel this is a viable operation?

I haven't been involved with incubators before, but I think the concept makes sense.

10. How do you see your organization utilizing this center, in either a leadership role, or in a participatory role?

I guess we could consider any options; we are always looking for ways to help out and encourage projects of this nature. I think we have to be proactive in encouraging businesses to not only come to our community, but to grow within it. In terms of financing, we would be willing to try and help in any way we can.

11. What suggestions do you have that should be incorporated into this study?

I haven't been involved in this much, but I guess you would want to see if there are businesses within the community that this would fit their needs, or businesses that would be attracted from outside. Make sure the area development corporations are aware of it and not take any business away from others, but to look at it as an addition.

Interviewer: Stephen G. Schraufnagel, Architect

Interview Date/Time: 3/6/09; 10:00 A.M.

Reference:

Mr. Jim Hagstrom, PhD, VP of Operations
Hoffmann – LaRoche Inc.
Roche Madison Inc.
505 S. Rosa Road, Suite 104
Madison, WI 53719
(608) 316-3890
E-mail: jim.Hagstrom@roche.com



Interview Questions and Answers:

1. How many years have you resided in the Madison area?

15 or 16 years, I moved here in 1993.

2. How did you come about living and working in the Madison area?

After my schooling in Eau Claire, Rochester, and UC-San Diego, I wanted to get back by my family in the Midwest. With my background, the areas to go would have been Milwaukee, the Twin Cities, or Madison. Madison was where I found a temporary job and have stayed here and since then, started the company Mirus. I am a big proponent in living and working in the Midwest area. I like Madison very much.

3. Are you familiar with the Wisconsin Innovative Network (WIN) Lake Superior Chapter (and the organization behind it), the Wisconsin Technology Council, the Wisconsin Angel Network (WAN), the University Research Park (URP), and the growth of the URP / present occupancy and the URP Accelerator Facility?

Yes, I am familiar with them all. One of the key generators of this park being successful is the commitment by the State and the allowance of professors at the University to become entrepreneurs.

4. Tell me a little about your firm Mirus Bio and your connection with Roche. What geographic area do you cover?

Mirus just got sold to Roche Pharmaceutical Company and is now a spin off from Roche.

5. What is your overall feel of the local Madison economy at the present time and with in the next 5 years & 10 years?

There has been a slow steady growth and they are in the process of a new Research Park a few miles from here.

6. How long have you been operating in the URP?

We started here as an incubator in 1995 in the MG&E Center. After growing, we just recently moved to more of a transitional space in this larger building.

7. Have you participated with the Wisconsin Angel Network?

They weren't in existence when our company started, but Mirus was only funded by Angel investors, we never had a venture capital. We had a couple early Angel investors, but it wasn't organized at that time. For starting companies in any part of the state, I think it is a great thing to tap into. The Lake Superior Chapter just got started with the Angel Network.

8. What role has the URP played in your success, such as assisting in startup, funding, etc.?

It has been a part of our success, it's been a place to start and we piggybacked on an existing company that were entrepreneurs and gave us space to use. When you are just starting out you have very little money. It gave us access to UW and was a great thing.

9. Do you feel there is a need for a 23,000 sq. ft. Technology Transfer Center (Business, Development, Learning, and Technology Center) in the Lake Superior Region?
Yes, but the question is, what type of things might be going in there?

10. Do you feel that if a Technology Transfer Center is successful in our area, that it would be instrumental in retaining our young talent to live, work, and play in the Lake Superior Region?

If things like this can develop and have a base, there are a lot of people that like to be outdoors and there is a connection to outdoor living in the area.

11. Is the thought / idea of a Regional Technology Transfer Center for the Lake Superior Region a feasible venture?

I think it would be if you can find some committed people. As long as there are employees to hire, there are cost of living benefits in that area compared to the big cities.

12. What do you see as the major hurdle that we have to overcome to make this a viable resource for the Lake Superior Region?

Probably the initial part of getting the company started and getting people to put in that initial investment. Getting people to come back to the area that have some resources and commitment to stay in that area are also important.

13. How do you see your organization utilizing the Lake Superior Regional Technology Transfer Center, in either a leadership role, or in a participatory role?

A participatory role. A place like this would be shown to people that have expressed interest in going somewhere else in the state.

14. What suggestions do you have that should be incorporated into this study?

Highlighting some of the benefits like employee cost might be useful. A lot of people don't think of some costs that come up with a new company.

Interviewer: Stephen G. Schraufnagel, Architect

Interview Date/Time: 3/9/09; 2:00 P.M.

Reference:

Mr. Ken Kasinski, Administrator
Cooperative Educational Service Agency (CESA)
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Ashland, WI 54806
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Interview Questions and Answers:

1. How many years have you resided in this area?

23 years in the Chequamegon Bay area.

2. Are you familiar with the Wisconsin Innovation Network (WIN) Lake Superior Chapter, the Wisconsin Technology Council, or the University Research Park – University of Wisconsin, Madison?

Yes, I am very familiar with it all. A good friend of mine is the Director at the University Research Park. I have been involved in the Research Park since Mark Bugher became Director, and the local Lake Superior Chapter since it was started here in this area. I have also toured the Research Park and have seen the new building.

3. What is your overall feel of the local and regional economy at the present time and within the next 5 years & 10 years?

It could be a lot better than where we are at. Our local economy has not been transitioned to where it needs to be in terms of looking at technology; we need to be moving forward in that area. We are seen as more of a tourist area. The biggest detriment for us is our location. Transportation is our biggest competitor. I think we are on a flat line or maybe a small decline in the economy in Ashland. I don't know that I can forecast the next 5 to 10 years, but it will be pretty dependent on what people are willing to do and the overall economy of the State. We need a group of people committed to Ashland to be entrepreneurs.

4. Do you feel there is a need for a 23,000 sq. ft. Regional Technology Transfer Center (Business, Development, Learning, and Technology Center) in this area?

I am wondering if you need to build a new building first to attract people. Why not work in collaboration with others, work together to reduce our carbon footprint? Build it up first, then when the current areas are full you can build a new facility. We may have to look regionally and see where a logical area would be.

5. Do you feel that if a Regional Technology Transfer Center is successful in our area, that it would be instrumental in retaining our young talent to live, work, and play in this area?

It may, it's hard to judge that.

6. Do you feel that we have the potential workforce in this area to fully occupy and to make good use of this planned facility?

I think initially we'd need to bring some people in from outside the area, but if people within the area can see a payback to it, it could be a situation that could grow and develop.

7. What do you see as the major hurdle that we have to overcome to make this a viable resource for this region?

With the competition and economy today, there may be more places geographically other than Ashland to do this. They'll need to realize technology infrastructure needs to be built up. Identify shortcomings, recognize those, and strategize to overcome them. Make sure you can attract the workforce. People look at the availability of high quality health care and quality of life.

8. What are your feelings about locating this facility on a 6 acre parcel on Binsfield Road adjacent to the Wisconsin Indianhead Technical College (WITC) campus? Is there another location that you feel is more appropriate?

My gut feeling is that UW-Superior would be a better location. I think the University research facility would be a better tie and more helpful. WITC is more to produce students to get into the workforce right now, not in research. Northland College could do it, depending on the niche, something like an environmental focus.

9. After reviewing the background information for this project, do you feel this is a viable operation?

I do, but I think there are some things that need to be done. The infrastructure would be key to focus on technology.

10. How do you see your organization utilizing this center, in either a leadership role, or in a participatory role?

I'm not sure at this point.

11. What suggestions do you have that should be incorporated into this study?

I think you need to take a good regional look and the scope may have to be bigger than Ashland. Explore all the options.

Interviewer: Stephen G. Schraufnagel, Architect

Interview Date/Time: 3/10/09; 11:00 A.M.

Reference:

Mr. Gary Ellefson, President
Northern State Bank
321 West Main Street
Ashland, WI 54806
(715) 682-2772
E-mail: gary@nsbashland.com



Interview Questions and Answers:

1. How many years have you resided in this area?

I moved here in January, 1994, so 15 years.

2. Are you familiar with the Wisconsin Innovation Network (WIN) Lake Superior Chapter, the Wisconsin Technology Council, or the University Research Park – University of Wisconsin, Madison?

I am familiar with the Lake Superior Chapter WIN, but not the Technology Council or the University Research Park.

3. What is your overall feel of the local and regional economy at the present time and within the next 5 years & 10 years?

We never have the highs or the lows, we are slow and steady. We definitely have seen a downturn right now, but we are lucky we don't have it as bad as others. It could be a lot worse. I think the next 5 to 10 years will be the same as the last 15, slow and steady.

4. Do you feel there is a need for a 23,000 sq. ft. Regional Technology Transfer Center (Business, Development, Learning, and Technology Center) in this area?

It may be a bit much for our area, but it started that way in Madison, so 5 to 10 years from now who knows what we could use. Right now, in my mind, it doesn't seem feasible.

5. Do you feel that if a Regional Technology Transfer Center is successful in our area, that it would be instrumental in retaining our young talent to live, work, and play in this area?

Oh, I'm sure it would help, it just depends on what types of jobs are available. I would hope it would bring back some kids to this area.

6. Do you feel that we have the potential workforce in this area to fully occupy and to make good use of this planned facility?

You would probably have to go out to get trained workers initially, but it is a possibility that we would have the quality people to train here, too.

7. What do you see as the major hurdle that we have to overcome to make this a viable resource for this region?

The money and investment involved. Convincing the public to invest in this type of thing might be difficult.

8. What are your feelings about locating this facility on a 6 acre parcel on Binsfield Road adjacent to the Wisconsin Indianhead Technical College (WITC) campus? Is there another location that you feel is more appropriate?

I think it's a perfect location, you have the school, the hospital, WITC and the college right down the road; it would make sense to connect it all together.

9. After reviewing the background information for this project, do you feel this is a viable operation?

I think it definitely is, and finding people that want to come back to this area would be a big help. Once it's there, I think we will all support it.

10. How do you see your organization utilizing this center, in either a leadership role, or in a participatory role?

I think financial support would be the initial thing we would look at, I don't know what other support they would be looking for. Like a lot of things, we try to get things financially on the way.

11. What suggestions do you have that should be incorporated into this study?

The main concern is to sell everyone in this area that this is something that can actually happen. I think it would be great for the area, but to me it's just a little ways off yet. But, you have to start somewhere.

Interviewer: Stephen G. Schraufnagel, Architect

Interview Date/Time: 3/12/09; 10:00 A.M.

Reference:

Mr. Mike Masterson, Local Businessman
65670 Lake Park Road
Ashland, WI 54806
(715) 682-2983
E-mail: mmasterson@centurytel.net



Interview Questions and Answers:

1. How many years have you resided in this area?

I was born and raised in Butternut, WI, and lived in Ashland since 1973 so 36 years.

2. Are you familiar with the Wisconsin Innovation Network (WIN) Lake Superior Chapter, the Wisconsin Technology Council, or the University Research Park – University of Wisconsin, Madison?

No, I am not too familiar with these programs. I went to one or two WIN meetings at WITC because of an invitation from Fred Tidstrom, but the most recent one was 2 years ago. Otherwise, I am not too familiar with them.

3. What is your overall feel of the local and regional economy at the present time and within the next 5 years & 10 years?

The Ashland area has never really experienced the extreme high or lows. In the white hot economic times that's a bad thing, but in times like what we are experiencing now, that's a good thing. It's pretty static in its existence. Some of that is precipitated by logistics, primarily geographics, in terms of our distance to central hubs such as Wausau. I see the next 5 or 10 years being the same, maintaining.

4. Do you feel there is a need for a 23,000 sq. ft. Regional Technology Transfer Center (Business, Development, Learning, and Technology Center) in this area?

I look at these sorts of things as opportunities to partner. I see something like this making progress on an expedited basis toward that goal, meaning it can consolidate individual organizations that would need this sort of technology, but can now collaborate with maybe 10 other organizations like Brettings, Larson Juhl or H Window.

5. Do you feel that if a Regional Technology Transfer Center is successful in our area, that it would be instrumental in retaining our young talent to live, work, and play in this area?

There's no question, every community within their development plan has one of their critical initiatives as retention. You can recruit, but if you're not retaining local people, you aren't accomplishing anything. To me it looks like this would not only create a scenario upon which you could build an excellent recruitment tool, but also a retention tool for those grads that perhaps go away to college but want to come back to Ashland, or graduates that come to Northland that want to stay here, but can't find gainful employment.

6. Do you feel that we have the potential workforce in this area to fully occupy and to make good use of this planned facility?

I don't have a good pulse on that, but the things that seem to be the most common thread that weave their way through the fabric when people are looking here to relocate or start a satellite business is the availability of skilled labor force, and we usually come up short. In this particular instance we may initially come up short, but subsequently if this becomes a viable entity, my suspicion is that our colleges might look at this as an inclusion. They may have a perspective

student that wants to stay in this area and see what might be available here. Then we could look toward these sorts of institutions in 3 or 4 viable areas and fill the void that exists during the initial creation of this institution.

7. What do you see as the major hurdle that we have to overcome to make this a viable resource for this region?

I go back to partnering or networking, for example with Northland College or Brettings, and find how to frame this new asset in the greater Ashland area that could attract prospective employees.

8. What are your feelings about locating this facility on a 6 acre parcel on Binsfield Road adjacent to the Wisconsin Indianhead Technical College (WITC) campus? Is there another location that you feel is more appropriate?

I think it is a good location, absolutely. I would not be an advocate to the industrial park, I think it needs to be real close to the tech college, or anywhere in that corner that has a direct connect to Northland College, Ashland High and the hospital.

9. After reviewing the background information for this project, do you feel this is a viable operation?

Yes, absolutely, it is viable.

10. How do you see your organization utilizing this center, in either a leadership role, or in a participatory role?

The negative is I wouldn't be able to be a regularly scheduled active participant, but I would be more than happy to provide whatever input I could based on the experiences I've had in and around Ashland.

11. What suggestions do you have that should be incorporated into this study?

What I always like to see is another demographically similar area that has been successful in creating one of these types of centers to suggest that these things are viable under the similar types of circumstances. That then gives it a tangible presence that it really can be done and it has become a reality somewhere else that is similar.

Interviewer: Stephen G. Schraufnagel, Architect

Interview Date/Time: 3/26/09; 1:00 P.M.

Reference:

Mr. John H. Klungness
Retired Research Chemical Engineer
PO Box 1
Bayfield, WI 54814
(715) 779-0152
E-mail: jklungness@centurytel.net



Interview Questions and Answers:

1. How many years have you resided in this area?

I was born and raised in Superior, WI, I retired in 2006, and now live in Bayfield, WI.

2. Are you familiar with the Wisconsin Innovation Network (WIN) Lake Superior Chapter, the Wisconsin Technology Council, or the University Research Park – University of Wisconsin, Madison?

I am on the WIN advisory board. I got involved in that by Fred Tidstrom. I am very familiar with all these things, and I have lived near the University Research Park in Madison, WI.

3. What is your overall feel of the local and regional economy at the present time and within the next 5 years & 10 years?

I am very impressed with Ashland and I think it's growing. I see a good future here, I think it's even better than Madison. I see a continued optimism in the next 5 to 10 years and attracting young people to the area. I also see the University of Madison helping to create companies in this area.

4. Do you feel there is a need for a 23,000 sq. ft. Regional Technology Transfer Center (Business, Development, Learning, and Technology Center) in this area?

Yes, I think we should be developing jobs for people to preserve the culture we have up here. There are people that would love to live here.

5. Do you feel that if a Regional Technology Transfer Center is successful in our area, that it would be instrumental in retaining our young talent to live, work, and play in this area?

Absolutely, young people may go to a university and spread their wings in other areas, but a few years from then they may want to come back, and I think it would be a good attraction for them.

6. Do you feel that we have the potential workforce in this area to fully occupy and to make good use of this planned facility?

Yes, there are some. Somebody like Dave Sonstegard, a retired research director at 3M and who is very interested in the Angel Network, has a daughter who has her own lab. She is a biochemist, and would love to come here. Someone like that would be a great benefit to start businesses in this area.

7. What do you see as the major hurdle that we have to overcome to make this a viable resource for this region?

You have to have ideas that can be turned into a profit. I think there is a shortage of ideas and people that will have these ideas. We have a lot of young people with ideas that would love to come here, and we have to show them how to manage that concept.

8. What are your feelings about locating this facility on a 6 acre parcel on Binsfield Road

adjacent to the Wisconsin Indianhead Technical College (WITC) campus? Is there another location that you feel is more appropriate?

I think it's a perfect spot. I'm not opposed to it being by the UW-Superior campus, but I think this area needs it more than the Duluth / Superior area. I think there is a will here that they don't have there.

9. After reviewing the background information for this project, do you feel this is a viable operation?

I do, I am supportive of that.

10. How do you see your organization utilizing this center, in either a leadership role, or in a participatory role?

As a WIN board member, WIN has a technology conference every fall, which helps researchers. With getting the Angel Network here, it also helps researchers financially. WIN can keep doing what they are doing by helping these people.

11. What suggestions do you have that should be incorporated into this study?

I think what we should be doing is just starting small. We've already imagined the end point. With the Transfer Center, it could start as an office at the AADC and should be able to tap into the resources at the University of Madison. It would be a place for business ideas and patents to begin, then you can build as things progress. This would be able to be started immediately.

Interviewer: Stephen G. Schraufnagel, Architect

Interview Date/Time: 3/27/09; 3:00 P.M.

Reference:

Mr. Brian Knapp, City Administrator
City of Ashland
601 Main Street West
Ashland, WI 54806
(715) 682-7071
E-mail: bknapp@coawi.org



Interview Questions and Answers:

1. How many years have you resided in this area?

19 years this summer. I was born and raised in central Wisconsin.

2. Are you familiar with the Wisconsin Innovation Network (WIN) Lake Superior Chapter, the Wisconsin Technology Council, or the University Research Park – University of Wisconsin, Madison?

I am familiar with the Lake Superior WIN Chapter. I am also familiar with the Angel Network.

3. What is your overall feel of the local and regional economy at the present time and within the next 5 years & 10 years?

I think our local economy is in good shape and I think fuel costs now and in the future will cause people to be less likely to drive long distances for shopping and I feel this area will be a hub. I think a regional supply hub is what we will continue to develop on. We don't have the highs and lows here. Overall there is a slow and steady growth. Based on the amount of interest in Ashland for commercial development in the next 5 to 10 years it may be accelerating.

4. Do you feel there is a need for a 23,000 sq. ft. Regional Technology Transfer Center (Business, Development, Learning, and Technology Center) in this area?

I don't believe there is adequate space existing for that type of business development so yes, there could be a real need for it. We haven't seen the requests, but I think the Center itself becomes the magnet and generator of that interest. I think more often than not it's build it and they will come. I think constructing and moving forward with it and expecting something to happen is what we're going to have to do if we ever want to see these types of businesses and technology enterprises moving into the community.

5. Do you feel that if a Regional Technology Transfer Center is successful in our area, that it would be instrumental in retaining our young talent to live, work, and play in this area?

Oh sure, I think if people have the jobs or any expectation of a career that they can stay in the area with, that they would pursue those careers and would specifically look to them for jobs in a park like this. Retention of young people is a difficult task in almost any community, but this would offer a whole lot more hope for many who have interest in this type of field.

6. Do you feel that we have the potential workforce in this area to fully occupy and to make good use of this planned facility?

That I don't know, I don't know about that potential workforce. Although, I am always amazed at the types of talent who apply for City jobs, even some of the most mundane jobs you get people with Bachelor Degrees. I think this region has attracted a lot of talent that is under utilized.

7. What do you see as the major hurdle that we have to overcome to make this a viable resource

for this region?

This lifestyle that we enjoy here is not something that everybody wants, and I think it's finding people who want to partake of this and have the same interest of the area. Unless they are into hiking, kayaking, camping, fishing, or hunting, we don't have a lot to offer here such as the arts or the types of things a metropolitan area can offer them.

8. What are your feelings about locating this facility on a 6 acre parcel on Binsfield Road adjacent to the Wisconsin Indianhead Technical College (WITC) campus? Is there another location that you feel is more appropriate?

Rather than by WITC, it should come back into the Technology Park area. It would be the seed that you would build the rest of the park from.

9. After reviewing the background information for this project, do you feel this is a viable operation?

I think it is, even though there are concerns with attracting people to the area. It takes the right type of people to be interested in this, but they are out there and this area is a huge asset.

10. How do you see your organization utilizing this center, in either a leadership role, or in a participatory role?

I can see the roles of supporting it or promoting it. Actually participating or using it, I'm not sure the City would, but we would support it. There may even be tools the City has to help support it like a Tax Increment Financing (TIF) District or Community Development Authority. A lot of the commercial parks and industrial parks used the TIF District to pay for the infrastructure and this wouldn't be much different.

11. What suggestions do you have that should be incorporated into this study?

An extension of water and sewer down Binsfield Road may be a dead end, so you may have to look into the cost of extending it. The closer you are to the source, the cheaper it would be. It is possible that we could be combining with other potential development here, leveraging one against the other, and we have estimates we can share on this. I think a potential for a TIF District could be factored in assisting with infrastructure costs. That's one way the City can help here and this seems very appropriate.

Interviewer: Stephen G. Schraufnagel, Architect

Interview Date/Time: 3/27/09; 4:00 P.M.

Reference:

Ms. Mindy Ovaska, Branch Manager
Associated Bank
221 4th Avenue West
Ashland, WI 54806
(715) 682-9371
E-mail: mindy.ovaska@associatedbank.com



Interview Questions and Answers:

1. How many years have you resided in this area?

All my life, 39 years.

2. Are you familiar with the Wisconsin Innovation Network (WIN) Lake Superior Chapter, the Wisconsin Technology Council, or the University Research Park – University of Wisconsin, Madison?

No, I am not familiar with them.

3. What is your overall feel of the local and regional economy at the present time and within the next 5 years & 10 years?

I feel locally we need jobs around here. I think the economy is pretty stable, not a lot of ups and downs. We are on the low end so we don't see a lot of change, but right now it is difficult to get a job. I think we need more industry to boost this area. In the next 5 to 10 years I would hope we would plan to keep a slow and steady growth and get more business here. I enjoy the area and feel it is a good place to be.

4. Do you feel there is a need for a 23,000 sq. ft. Regional Technology Transfer Center (Business, Development, Learning, and Technology Center) in this area?

I think this type of thing would be very nice to happen up here.

5. Do you feel that if a Regional Technology Transfer Center is successful in our area, that it would be instrumental in retaining our young talent to live, work, and play in this area?

Yes, I think so. It would be one of the beneficial things having something for them to be here for.

6. Do you feel that we have the potential workforce in this area to fully occupy and to make good use of this planned facility?

This is hi-tech stuff, but I think there is talent here.

7. What do you see as the major hurdle that we have to overcome to make this a viable resource for this region?

Funding would be big, and then getting agreements from whoever would be involved, and commitment from tenants.

8. What are your feelings about locating this facility on a 6 acre parcel on Binsfield Road adjacent to the Wisconsin Indianhead Technical College (WITC) campus? Is there another location that you feel is more appropriate?

It depends on the time period on how long it would take. It would be good to have it all in one area, but it may take quite a while. If WITC expands, that may be a good possibility. You would

have to look at what outweighs each part and what would be beneficial. I do think that is a good location.

9. After reviewing the background information for this project, do you feel this is a viable operation?

I think so. Anything we can try to do here to get young people in the area is good.

10. How do you see your organization utilizing this center, in either a leadership role, or in a participatory role?

I would think we could consider participating with their financial plans. We are willing to take a look at anything that we could do.

11. What suggestions do you have that should be incorporated into this study?

I think it sounds like a good idea, I don't have any other suggestions.

Interviewer: Stephen G. Schraufnagel, Architect

Interview Date/Time: 3/30/09; 3:30 P.M.

Reference:

Ms. Mimi Crandall, Interim VP of Student Affairs
and Campus Administrator
Wisconsin Indianhead Technical College
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Ashland, WI 54806
(715) 682-4591 Ext. 3136
E-mail: mimi.crandall@witc.edu



Interview Questions and Answers:

1. How many years have you resided in this area?

31 years, I live in Drummond, WI.

2. Are you familiar with the Wisconsin Innovation Network (WIN) Lake Superior Chapter, the Wisconsin Technology Council, or the University Research Park – University of Wisconsin, Madison?

Yes, I have been to the WIN Conference last summer.

3. What is your overall feel of the local and regional economy at the present time and within the next 5 years & 10 years?

Ashland is usually flat; we don't get the highs or lows, just steady. In 5 to 10 years I think we'll hit some lows, but we'll get our stride again.

4. Do you feel there is a need for a 23,000 sq. ft. Regional Technology Transfer Center (Business, Development, Learning, and Technology Center) in this area?

Financially to get someone behind this, smaller might be the better way to start. It may not be realistic for our area to commit to something larger. I know that Bob Meyer is interested in getting a regional group together in this area so this may be something that group may look at. I think you need cooperation from the University and WITC. It's a great idea, but the foundation needs to be built financially.

5. Do you feel that if a Regional Technology Transfer Center is successful in our area, that it would be instrumental in retaining our young talent to live, work, and play in this area?

I think it would.

6. Do you feel that we have the potential workforce in this area to fully occupy and to make good use of this planned facility?

I think it depends on what comes first, people or the jobs. We have a lot of people in this area with a lot of knowledge. To draw people from other parts of the country, they will need to see a reality first before they come here.

7. What do you see as the major hurdle that we have to overcome to make this a viable resource for this region?

You have to have the companies that have decided to come here, then people find out about the jobs and bring more companies to the area.

8. What are your feelings about locating this facility on a 6 acre parcel on Binsfield Road adjacent to the Wisconsin Indianhead Technical College (WITC) campus? Is there another

location that you feel is more appropriate?

I would have Bob Meyer answer that.

9. After reviewing the background information for this project, do you feel this is a viable operation?

I think it needs to have a regional emphasis and regional group of technology and businesses. These types of things don't work unless there are dollars committed to it.

10. How do you see your organization utilizing this center, in either a leadership role, or in a participatory role?

I think Bob Meyer spoke at the last WIN Conference and he was willing to throw some leadership towards this where people come together to market research. We would be interested in seeing what kinds of business come in and possibly have internships at these businesses and see that the curriculum matches the needs of those businesses.

11. What suggestions do you have that should be incorporated into this study?

Stay grounded and keep communicating with the public and see if people in the community can support it.

Interviewer: Stephen G. Schraufnagel, Architect

Interview Date/Time: 3/31/09; 11:00 A.M.

Reference:

Ms. Shirley Moran, Business Consultant
Northwest Wisconsin Concentrated Employment Program, Inc.
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Ashland, WI 54806
(715) 682-7236
E-mail: smoran@nwcep.org



Interview Questions and Answers:

1. How many years have you resided in this area?

I have been here for 16 years. I was born and raised in Chicago.

2. Are you familiar with the Wisconsin Innovation Network (WIN) Lake Superior Chapter, the Wisconsin Technology Council, or the University Research Park – University of Wisconsin, Madison?

I am very familiar with the WIN Chapter and the Wisconsin Technology Council. I was one of the people that started the Inventors and Entrepreneurs Club in Bayfield and Ashland County a couple years ago. We actually got our start up grant through WIN; they were very helpful in getting it started. I'm not familiar with the University Research Park, but have heard about someone's son wanting to do a research program this summer at the Research Park.

3. What is your overall feel of the local and regional economy at the present time and within the next 5 years & 10 years?

It is slow. There have been many businesses that have had to lay off employees or close their doors. Unemployment rate is about 9% right now and normally it is around 5%. I have slowly started to see a swing in businesses hiring and more job openings and I hope it continues. In the next 5 or 10 years I am hoping to see business growth and retention and new businesses coming to the area. We definitely need more technological and manufacturing businesses.

4. Do you feel there is a need for a 23,000 sq. ft. Regional Technology Transfer Center (Business, Development, Learning, and Technology Center) in this area?

I definitely think there is, especially to attract more technological type businesses and research type things. That would be phenomenal to get to this area.

5. Do you feel that if a Regional Technology Transfer Center is successful in our area, that it would be instrumental in retaining our young talent to live, work, and play in this area?

Most definitely. I don't know how many times I hear of really talented local kids that went away to college and would love to come back here if those jobs were available, but they aren't, so they have to go to larger cities.

6. Do you feel that we have the potential workforce in this area to fully occupy and to make good use of this planned facility?

Yes there is, with all the applicants that I've been seeing since August or September, I am floored on how many people have extensive experience, but there are no jobs for them. I feel this area has well educated people to occupy it. Substantially there are people here for the higher type jobs.

7. What do you see as the major hurdle that we have to overcome to make this a viable resource

for this region?

Getting everyone on board with the concept and the ideas.

8. What are your feelings about locating this facility on a 6 acre parcel on Binsfield Road adjacent to the Wisconsin Indianhead Technical College (WITC) campus? Is there another location that you feel is more appropriate?

I think it's good to start out smaller and see how it goes. You want to be able to grow if you can, that is the idea behind the whole thing. You need the forward thinking of what you need right now, but also what you can expand and grow it. I think it's a good location right off main highways, good for transportation and parking.

9. After reviewing the background information for this project, do you feel this is a viable operation?

Yes, I am really excited about this. All I can see with this is positive, I can't even think of a negative.

10. How do you see your organization utilizing this center, in either a leadership role, or in a participatory role?

With any new business going in there, or an existing business that would go into the park, we can assist with advertising for hiring new employees or upgrading current employees with on the job training. We can definitely help with recruiting, retention, and expanding.

11. What suggestions do you have that should be incorporated into this study?

I think you have everything.

Interviewer: Stephen G. Schraufnagel, Architect

Interview Date/Time: 4/1/09; 10:00 A.M.

Reference:

Ms. Mary McPhetridge, Executive Director
Ashland Area Chamber of Commerce
PO Box 746
Ashland, WI 54806
(715) 682-2500
E-mail: info@visitashland.com



Interview Questions and Answers:

1. How many years have you resided in this area?

I have been here since 1995, about 14 years. I was born and raised in Rockford, IL.

2. Are you familiar with the Wisconsin Innovation Network (WIN) Lake Superior Chapter, the Wisconsin Technology Council, or the University Research Park – University of Wisconsin, Madison?

Yes, I know the WIN group from Madison and the Lake Superior Chapter. I am not familiar with the University Research Park.

3. What is your overall feel of the local and regional economy at the present time and within the next 5 years & 10 years?

Locally, I don't think we see the lows and highs that are seen nationally. There have been 22 new businesses that recently opened in Ashland alone. There are 3 new businesses coming yet, too. That gives us hope. Manufacturing and industry wise, I think they will do okay. Regionally, I think it will take a decrease, but I think we are resilient. Overall, I think we'll maintain. I would only look about 5 years ahead at a time instead of 10. We need to start selling our area for economic development.

4. Do you feel there is a need for a 23,000 sq. ft. Regional Technology Transfer Center (Business, Development, Learning, and Technology Center) in this area?

I think it is hip, it's cool, it's going to attract the 28 and 29 year olds and I think that is attractive to the area.

5. Do you feel that if a Regional Technology Transfer Center is successful in our area, that it would be instrumental in retaining our young talent to live, work, and play in this area?

Absolutely, the 18-21 year olds want to get out and see the world, when they are older and want to settle down when they come back.

6. Do you feel that we have the potential workforce in this area to fully occupy and to make good use of this planned facility?

I would say we may need to do some supplementing. I think within the Chequamegon Bay area we do.

7. What do you see as the major hurdle that we have to overcome to make this a viable resource for this region?

I think getting the word out to people that we are here. Educate people that we aren't that far away from larger places like Madison. Money is always an issue, but you can find investors.

8. What are your feelings about locating this facility on a 6 acre parcel on Binsfield Road

adjacent to the Wisconsin Indianhead Technical College (WITC) campus? Is there another location that you feel is more appropriate?

I think it's a great location, its great that it's by the school and hospital. I think it's a younger demographic that we would be looking at here. I think the plan should be in the Park.

9. After reviewing the background information for this project, do you feel this is a viable operation?

I think this is a great idea.

10. How do you see your organization utilizing this center, in either a leadership role, or in a participatory role?

The Chamber plays a huge role with people that want to relocate because we try to promote the area. We would be a partner in trying to promote the center. Financially we don't have the funds, however, we see young professionals come in here that need a network. We want to have a young professionals group started in this area. Having a network of people the same age and the same interest is great word of mouth. I think a technology park like this with that demographic is going to be a lot of word of mouth.

11. What suggestions do you have that should be incorporated into this study?

Maybe Northland College could be a partner financially and use this area for research. Having several players using the machinery for research would help with cost.

Interviewer: Stephen G. Schraufnagel, Architect

Interview Date/Time: 4/1/09; 4:00 P.M.

Reference:

Dr. Robert M. Meyer, College President
Wisconsin Indianhead Technical College
505 Pine Ridge Drive
Shell Lake, WI 54871
(715) 468-2815 ext. 2227
E-mail: bob.meyer@witc.edu



Interview Questions and Answers:

1. How many years have you resided in this area?

I recently moved and now live in the Shell Lake area. I was in Hudson, WI, and previous to that I was in Menomonie, WI. I also ran the Technology Transfer Center at Stout and we created a business accelerator which is similar in design to this idea. I was born and raised in Port Washington, WI.

2. Are you familiar with the Wisconsin Innovation Network (WIN) Lake Superior Chapter, the Wisconsin Technology Council, or the University Research Park – University of Wisconsin, Madison?

I know Mark Bugher at the University Research Park very well and I have been there. I am quite familiar with WIN, the Wisconsin Technology Council, and the Angel Network.

3. What is your overall feel of the local and regional economy at the present time and within the next 5 years & 10 years?

Clearly it's stressed, maybe a little depressed. The Angel Investors are a great thing to have. The future may be a slow steady growth, but right now it has gone down a bit. I think the economy will turn around in the next 5 to 10 years; recessions don't last long. I am concerned in the federal level with the refunds. I hope it doesn't get over stimulated, but I am optimistic.

4. Do you feel there is a need for a 23,000 sq. ft. Regional Technology Transfer Center (Business, Development, Learning, and Technology Center) in the Lake Superior Region?

Yes, I love the idea. I don't know what scale it will be, but I am a firm believer the nation needs to be a global economy and there is no way we can succeed without innovation. I am definitely committed to see how we can connect WITC to this or how we can help connect other assets.

5. Do you feel that if a Technology Transfer Center is successful in our area, that it would be instrumental in retaining our young talent to live, work, and play in the Lake Superior Region?

Absolutely.

6. Do you feel that we have the potential workforce in this area to fully occupy and to make good use of this planned facility?

A number of employers are looking at the profile of the workforce, and the baby boomers are looking to retire, but they may want to work part time. We won't produce enough high school graduates to compare to the baby boomers, but it will progress.

7. Is the thought / idea of a Regional Technology Transfer Center for the Lake Superior Region a feasible venture?

Yes. I think in terms of achieving the entire vision tomorrow, no, but in terms of a journey to get there, you bet. Pilot the idea and get it going. There is nothing that brings success better than success and a stake in the ground.

8. What do you see as the major hurdle to overcome to make this a viable resource for the Lake Superior Region?

The buy-in. Maybe that is just the function of communications, transferring the vision to others to generate a buy-in. I think you'll need a critical mass of participants with this. I think there are a lot of players willing to be involved, you just need to put that together. Find the niche, and then you can attract the right people.

9. How do you see your organization utilizing the Lake Superior Regional Technology Transfer Center, in either a leadership role or in a participatory role?

I am very interested in seeing how WITC can participate in this. We'd like to get staff and students involved as much as possible, especially students, for start up businesses and get them involved with some of the projects going on.

10. What suggestions do you have that should be incorporated into this study?

Understand what the needs are going to be and find the niche. A nice model, The New North, is a planning group that did an environmental analysis to look at emerging industries. Renewable energy is one that they saw growing, such as wind generation. It might be worth looking at how they did things as a model to help study for an analysis.

Interviewer: Stephen G. Schraufnagel, Architect

Interview Date/Time: 4/2/09; 8:30 A.M.

Reference:

Mr. Tom Still, President
Wisconsin Technology Council
455 Science Drive, Suite 240
Madison, WI 53711
(608) 442-7557
E-mail: tstill@wisconsintechcouncil.com



Interview Questions and Answers:

1. How many years have you resided in the Madison area?

I was born and raised in Alexandria, VA, near DC. I came to the Midwest for college.

2. How did you come about living and working in the Madison area?

I came to Madison shortly after graduation and worked for the Wisconsin State Journal. I joined the Wisconsin Technology Council in 2002.

3. Do you have any ties with the Lake Superior Region? If so, what?

The Wisconsin Technology Council has had a steady presence there since 2004. I always enjoy the Lake Superior area. We are bringing some upcoming meetings back to that area.

4. Do you feel there is a need for a 23,000 sq. ft. Technology Transfer Center (Business, Development, Learning, and Technology Center) in the Lake Superior Region?

I am glad it is involved with Northland College and WITC, and that it will involve research and development. These types of places, that include research and development, will get ahead in the future.

5. Is the thought / idea of a Regional Technology Transfer Center for the Lake Superior Region a feasible venture?

I do think it can work. It is a great idea. You can utilize research in forest products and bio fuels, water, etc. Light manufacturing could develop by building high tech devices. Exporting education expertise from the colleges is important, too.

6. How do you see your organization utilizing the Lake Superior Regional Technology Transfer Center, in either a leadership role or in a participatory role?

I think we can participate by helping link in to places around the state involving environmental processes.

7. What suggestions do you have that should be incorporated into this study?

There was never enough good meeting / conference space built into the URP, so it is important to have enough meeting space. Have an open, collaborative architecture. Food is also important to have included in this. Have common space and community ties.

Interviewer: Stephen G. Schraufnagel, Architect

Interview Date/Time: 4/2/09; 9:00 A.M.

Reference:

Mr. Mark D. Bugher, Director
University Research Park
510 Charmany Drive, Suite 250
Madison, WI 53711
(608) 441-8000
E-mail: mdbugher@wisc.edu



Interview Questions and Answers:

1. How many years have you resided in the Madison area?

I was born and raised in Eau Claire and went to school there. I have been in Madison for about 20 years.

2. How did you come about living and working in the Madison area?

I came to Madison working for Tommy Thompson in the mid 80's when he was elected governor.

3. What is your overall feel of the local Madison economy at the present time and with in the next 5 years & 10 years? The Lake Superior Region economy (present and future)?

I think the housing market has not been as negative here and Madison has unemployment rates consistently below the average. We are stable, we don't have the huge ups and downs like elsewhere. Northern Wisconsin I am more concerned about with workforce issues and education. Without a local school district in the community, these communities will not function the way they should. We need to do everything we can to keep the kids in these communities.

4. How long have you been involved with the URP?

I started here in 1999. Before that I was Secretary of the DOA for 3 ½ years, and prior to that I was the Revenue Secretary in the State for about 9 years.

5. Have you participated with the Wisconsin Angel Network?

Yes, we have been involved with them. They are a great network to have available.

6. Do you have any ties with the Lake Superior Region? If so, what?

Yes, my whole life I've been in the Bayfield / Washburn area because my family has had a home up there since 1948. My wife and I go to our home in Bayfield in the summertime almost every weekend. This time of year we go once a month, if that. We also make it a point to have our Technology Council meetings in Ashland.

7. Do you feel there is a need for a 23,000 sq. ft. Technology Transfer Center (Business, Development, Learning, and Technology Center) in the Lake Superior Region?

Yes, and we've found that one of the ways that we're successful here is having a relationship with the University, so it's good that it would be so close to Northland College. Northland has a unique environmental niche that is an opportunity for the region to focus on these areas they are strongest in.

8. Do you feel that if a Technology Transfer Center is successful in our area, that it would be instrumental in retaining our young talent to live, work, and play in the Lake Superior Region?

Cultural arts are a great thing to have available to keep the interest of the younger people and keep them in the area. Merging science and culture / arts is an important thing to create. If young people are happy in their work and their life they will stay around. They will go away for school, but when they have families and building a life, they start looking back to their home territory.

9. Is the thought / idea of a Regional Technology Transfer Center for the Lake Superior Region a feasible venture?

Yes, and you should take advantage of the environmental opportunities such as Biomass. To take advantage of that type of technology would be successful. That would create unique opportunities and businesses for the region.

10. What do you see as the major hurdle to overcome to make this a viable resource for the Lake Superior Region?

Make sure everyone in the community is seeing the same input and they are all working together, that is very important. Get all parties together to go over everything. Another thing is the expectation to replicate the URP, it will be a different kind of technology enterprise up there, you have different skill sets in the community. You won't have the ability to draw from a world class University, but you can work with Northland College and WITC.

11. How do you see your organization utilizing the Lake Superior Regional Technology Transfer Center, in either a leadership role or in a participatory role?

We could perform a consultant role and help with some of the details associated with the mechanics of the legal structure and bylaws and articles of the corporation. We would be more than happy to do any consulting information as to what may or may not work. We can also help with State Government; we have great relationships with them.

12. What suggestions do you have that should be incorporated into this study?

You can't have enough conference rooms for this type of facility. It's nice for the employees to get out of the lab / suites and meet with people in a conference room. Broadband access is extremely important. All technologists care about these days is internet access, wireless is good. An idea room is something to consider as well, which includes white boards and furniture for people to brainstorm ideas. Also, look into Federal grant opportunities for funding assistance.

Interviewer: Stephen G. Schraufnagel, Architect

Interview Date/Time: 4/3/09; 10:00 A.M.

Reference:

Mr. Ed Monroe, Mayor
City of Ashland
601 Main Street West
Ashland, WI 54806
(715) 682-7033
E-mail: EMonroe@coawi.org



Interview Questions and Answers:

1. How many years have you resided in this area?

58 years, born and raised here.

2. Are you familiar with the Wisconsin Innovation Network (WIN) Lake Superior Chapter, the Wisconsin Technology Council, or the University Research Park – University of Wisconsin, Madison?

Yes I am familiar with them all. I get regular updates through Fred Tidstrom.

3. What is your overall feel of the local and regional economy at the present time and within the next 5 years & 10 years?

The local economy has a number of progressing projects, possibly two or three start ups in the industrial park and a number of others over the past year. I think we are doing pretty good. In the next 5 or 10 years I think Ashland will continue as slow, but steady. I think just given the community and what I know, it'll stay at that level. The big push comes from driven people in the community that want to see these new things happen.

4. Do you feel there is a need for a 23,000 sq. ft. Regional Technology Transfer Center (Business, Development, Learning, and Technology Center) in this area?

That's a nice size building for this area. It seems to be a nice fit, it gives enough space to do what you need.

5. Do you feel that if a Regional Technology Transfer Center is successful in our area, that it would be instrumental in retaining our young talent to live, work, and play in this area?

Yes. The City has invested a lot in enhancements that cater to the young professionals to get these people to the area. We have to have something to offer back to them.

6. Do you feel that we have the potential workforce in this area to fully occupy and to make good use of this planned facility?

Yes, we do. I think if given a place for people to come back, something like this, where they could focus in on something to stay in the area.

7. What do you see as the major hurdle that we have to overcome to make this a viable resource for this region?

We have to continue investing in ourselves. We do pretty good for a couple of years, then we loose our traction and start slipping back. We need the political will to stay on track.

8. What are your feelings about locating this facility on a 6 acre parcel on Binsfield Road adjacent to the Wisconsin Indianhead Technical College (WITC) campus? Is there another location that you feel is more appropriate?

With what I know there are pluses and minuses, so whatever is more feasible to get going, the most doable right now. I like the way it's nestled in with WITC. It's a nice piece of property and if we have those people that want to make it happen here, I would be one of them, too.

9. After reviewing the background information for this project, do you feel this is a viable operation?

Yes, and I think the more information you get to people in the City, the better off you'll be. It's always a good thing to keep the city in the loop. I think it's in everybody's best interest to move forward if you have someone with a good vision.

10. How do you see your organization utilizing this center, in either a leadership role, or in a participatory role?

I think TIF money would be a big thing we could do. I would like to see the mayor continue to be involved and sit on the board, attend the meetings, and give regular updates to the council, etc.

11. What suggestions do you have that should be incorporated into this study?

See how the medical part would interact with it, the hospital community. It would be nice to see if they have interest in this, too.

Interviewer: Stephen G. Schraufnagel, Architect

Interview Date/Time: 4/6/09; 3:00 P.M.

Reference:

Mr. Steve Terry, Executive Director
Northwest Wisconsin Concentrated Employment Program, Inc.
422 3rd Street West
Ashland, WI 54806
(715) 682-9141 Ext. 101
E-mail: sterry@nwcep.org



Interview Questions and Answers:

1. How many years have you resided in this area?

I've lived here over 50 years. I was born in Superior, WI and moved to this area when I was 4 years old.

2. Are you familiar with the Wisconsin Innovation Network (WIN) Lake Superior Chapter, the Wisconsin Technology Council, or the University Research Park – University of Wisconsin, Madison?

Yes I am very familiar with all of these programs. I have not been to the Research Park in Madison.

3. What is your overall feel of the local and regional economy at the present time and within the next 5 years & 10 years?

I think it's challenging because even in the best of times, we are about 20% below the State average in annual wages. Northern Wisconsin has always been at a disadvantage in terms of income. I think we have a lot of good things going up here with tourism and manufacturing, but I think the wage gap is a problem. In the next 5 to 10 years, I am hopeful this area will be discovered and take off more. I've always been upbeat in terms of what we can do in this area to mostly diversify what we have.

4. Do you feel there is a need for a 23,000 sq. ft. Regional Technology Transfer Center (Business, Development, Learning, and Technology Center) in this area?

I think it's time to start utilizing some of the natural resources and talent we have here. Since we don't have anything like that here right now, I think it would be needed.

5. Do you feel that if a Regional Technology Transfer Center is successful in our area, that it would be instrumental in retaining our young talent to live, work, and play in this area?

I do. I think it would help hold people here, both those graduating from high school and tend to leave for other education, and also those being educated here that tend to move on. If we had more of those choices where they could stay here, I think they would stay.

6. Do you feel that we have the potential workforce in this area to fully occupy and to make good use of this planned facility?

I think we could, of course you need to know their skill sets. We are overlooked because people don't think we have enough available labor here. If we knew exactly what industries were coming in we could prep people for it. A lot of it starts in high school, then they get the specialized training and get into the work force.

7. What do you see as the major hurdle that we have to overcome to make this a viable resource for this region?

I think the first hurdle is building it, having enough resources and getting a commitment from enough people to say this is worth doing and making it a reality. Once you have the facility, that will create the momentum to spin off and transfer those jobs into the private sector.

8. What are your feelings about locating this facility on a 6 acre parcel on Binsfield Road adjacent to the Wisconsin Indianhead Technical College (WITC) campus? Is there another location that you feel is more appropriate?

The location is ideal right next to Northland College and WITC, that whole corridor makes sense when you look at the education and health care that is going on there. I would favor the 80 acres, then you could bring the industry closer to you. It would be more of an industrial park. We could definitely do more with the 80 acres.

9. After reviewing the background information for this project, do you feel this is a viable operation?

I do, I think it has a lot of potential.

10. How do you see your organization utilizing this center, in either a leadership role, or in a participatory role?

We would certainly be supportive of it in terms of resources and how we could help out to move it forward. We are also on the WIN board. Our interest would be in training. If we start getting businesses there, we could help people get lined up between the employer and the work force. I am an advocate for all types of training and I agree with 2 or 4 year education, but sometimes customized training is exactly what you need where you don't need an Associates Degree.

11. What suggestions do you have that should be incorporated into this study?

I think we've touched all the bases. You need the key community members to get behind it.

Interviewer: Stephen G. Schraufnagel, Architect

Interview Date/Time: 4/10/09; 9:30 A.M.

Reference:

Mr. Ron Roffers, CEO
Roffers Brothers
422 3rd Street West, Suite 112
Ashland, WI 54806
(715) 682-9125
E-mail:



Interview Questions and Answers:

1. How many years have you resided in this area?

I have lived here all my life, almost 70 years, born and raised. I owned and operated Roffers Brothers for 48 years.

2. Are you familiar with the Wisconsin Innovation Network (WIN) Lake Superior Chapter, the Wisconsin Technology Council, or the University Research Park – University of Wisconsin, Madison?

After going through this information, now I know a bit about it.

3. What is your overall feel of the local and regional economy at the present time and within the next 5 years & 10 years?

I think it is stagnant. Since I've retired, I have seen there are a lot of people in this area that are hurting, they need jobs. In the next 5 to 10 years, I see it staying stagnant. Unless something happens in this area, we will be staying the same.

4. Do you feel there is a need for a 23,000 sq. ft. Regional Technology Transfer Center (Business, Development, Learning, and Technology Center) in this area?

Anything that brings employment into town would be terrific.

5. Do you feel that if a Regional Technology Transfer Center is successful in our area, that it would be instrumental in retaining our young talent to live, work, and play in this area?

I think any time you have employment you would keep the lower age people here. It's very important we keep the young people in this area.

6. Do you feel that we have the potential workforce in this area to fully occupy and to make good use of this planned facility?

That I couldn't honestly tell you, but I would think they are out there.

7. What do you see as the major hurdle that we have to overcome to make this a viable resource for this region?

Sound business plans to make something like this feasible. Through the years we've had a lot of different ideas, but if they aren't workable, it will never fly.

8. What are your feelings about locating this facility on a 6 acre parcel on Binsfield Road adjacent to the Wisconsin Indianhead Technical College (WITC) campus? Is there another location that you feel is more appropriate?

I think it's a good location, you have good land there.

9. After reviewing the background information for this project, do you feel this is a viable

operation?

Yes, I do.

10. How do you see your organization utilizing this center, in either a leadership role, or in a participatory role?

If you want to get from a community you have to give to the community; you have to participate and be supportive in whatever way you feel you can.

11. What suggestions do you have that should be incorporated into this study?

I couldn't answer this right now, it seems you have most everything.

Interviewer: Stephen G. Schraufnagel, Architect

Interview Date/Time: 4/10/09; 11:00 A.M.

Reference:

Mr. Roger Hansen, President
RW Hansen & Associates
401 10th Street West
Ashland, WI 54806
(715) 682-3681
E-mail:



Interview Questions and Answers:

1. How many years have you resided in this area?

I was born in Ashland and moved to Duluth when I was young. Then we moved back to Ashland, where I graduated. I left the area and moved to Madison and other states, then returned permanently in 1993/94.

2. Are you familiar with the Wisconsin Innovation Network (WIN) Lake Superior Chapter, the Wisconsin Technology Council, or the University Research Park – University of Wisconsin, Madison?

I am very familiar with all of these. I was the major role in starting the WIN, particularly the technology conference.

3. What is your overall feel of the local and regional economy at the present time and within the next 5 years & 10 years?

Potential, a lot of potential right now. Alternative energy is one part of a future economic program for this area and I encourage other people that don't agree but would like to see economic development occur, to stand up and speak about what they think. I don't think my approach is the only answer, it is a part of the answer.

4. How did you get into being the Mayor of Ashland? When did you start R.W. Hansen and Associates?

When I was 16 years old I walked into the current Mayor's office and told him I didn't think he was doing a good job so he said I should run. I became Mayor at the age of 27, in 1970. I was at that point the youngest Mayor in the nation. I was in for two terms, four years. Before I was Mayor, I was City Clerk for 2 ½ years. I started R.W. Hansen and Associates in 1988 from my experience I had gotten working at other facilities.

4. Do you feel there is a need for a 23,000 sq. ft. Regional Technology Transfer Center (Business, Development, Learning, and Technology Center) in this area?

The need is going to be determined on what kind of businesses you bring into the area and if they need a Technology Center or not. The Center itself, no it's not needed. You need the businesses before you need the Center. I have found it more effective for a small group of people with a dedicated goal in mind to work together to achieve that goal.

5. Do you feel that we have the potential workforce in this area to fully occupy and to make good use of this planned facility?

I don't think you can close yourself off to one or the other. It should be a combination of local people and bringing in expertise and knowledge from the outside.

6. Is the Ashland area a good area for this type of structure if there is a need determined?

If the Ashland area has been determined by the businesses that would fill that building that this is a good place, yes.

7. How do you feel the tie-in is with the Ashland area and UW-Superior? Is it important?

That would take a long time to answer because there is history about Superior. I'm not going to say yes or no, but again, you need to get a small group of people committed to advancing a certain idea, ego's aside. Then as that idea progresses and implementation begins and you feel you should reach out to another facility to supplement what we are doing, that's how it happens.

8. What do you feel the University Research Park could bring to the table for this area?

It's the businesses I am talking about, if they are willing to come, then it could be genetic research or computer research that doesn't have to be close to a major university lab for them to get the knowledge they need. It can be here and still be effective because they can use the internet and produce the product here as well as in a bigger city.

9. What are the barriers of Ashland?

We are too far from the raw goods market, or too far from the finished goods market to make producing a particular commodity economically feasible. Transportation costs to bring in material or send your product off. Now with the internet and now that we are moving from a technology education oriented economy from a strong industrial economy, we can approach economic development differently. Those barriers aren't really there any longer.

10. What do you see as the major hurdle that we have to overcome to make this a viable resource for this region?

Ego's and people that think they see the truth of the blind in clarity. That's it. We have to work together as a team to accomplish things. You need people that are willing to think rather than just talk, and that can take a kick in the teeth and stand up and say they are still getting back in the ring.

11. After reviewing the background information for this project, do you feel this is a viable operation?

A sound business plan is a relevant term. There is no empirical evidence that a business plan is going to make a business more successful or ensure its success any more than a business that doesn't have a business plan. A simple business plan, an idea, can accomplish just as much.

12. What suggestions do you have that should be incorporated into this study?

I would have to look more into things to see if there is something missing. You'll have to look into cost analysis bases, particularly revenue projections.

Interviewer: Stephen G. Schraufnagel, Architect

Interview Date/Time: 4/13/09; 9:00 A.M.

Reference:

Mr. Mike Bebeau, Community Service Manager
Xcel Energy
301 E. Lakeshore Drive
Ashland, WI 54806
(715) 682-6936
E-mail: michael.s.bebeau@xcelenergy.com



Interview Questions and Answers:

1. How many years have you resided in this area?

I grew up here and moved to Eau Claire in 1983 with the Power Company, but came back in 1999 and have been at Xcel Energy for 10 years now.

2. Are you familiar with the Wisconsin Innovation Network (WIN) Lake Superior Chapter, the Wisconsin Technology Council, or the University Research Park – University of Wisconsin, Madison?

I am familiar with these programs, but I've never been to the Research Park in Madison.

3. What is your overall feel of the local and regional economy at the present time and within the next 5 years & 10 years?

Overall it's a bit depressed. In the past I think we've been in a straight line. There has been some growth, but also some loss, so it's a wash. Some of the major losses are the paper mill, or a number of smaller places that are struggling such as Northwestern Products. In the future, I certainly think there is opportunity for growth in the technology area and there are a number of individuals that would like to be away from the metropolitan setting and work in this area. I think we have a lot to offer, but there hasn't been a way to make a living here for everyone. This community will continue on a straight line for a while. I'd hate to see it spiral downward.

4. Do you feel there is a need for a 23,000 sq. ft. Regional Technology Transfer Center (Business, Development, Learning, and Technology Center) in this area?

I think it could, my thought would be that maybe you don't start out with a large building but have something you can add on to. Maybe like 10 or 15, 000 sq. ft. instead to save on overhead in the beginning.

5. Do you feel that if a Regional Technology Transfer Center is successful in our area, that it would be instrumental in retaining our young talent to live, work, and play in this area?

I think it would be very beneficial to bring them back to this area and also bringing in new younger people that like the outdoor environment.

6. Do you feel that we have the potential workforce in this area to fully occupy and to make good use of this planned facility?

We would have to supplement to start out with, but there are certainly enough young minds from the area that could help. We have the brainpower, but may need some outside experts. Use the experience factors with new ideas.

7. What do you see as the major hurdle that we have to overcome to make this a viable resource for this region?

The major hurdle is the fact that we are somewhat distant from large metropolitan areas like Madison and Minneapolis / St. Paul. I think there are a lot of people that think northern Wisconsin doesn't have a lot to offer as far as making a living and we need to change that mentality. People think they need to move to a large metropolitan area for opportunities after college.

8. What are your feelings about locating this facility on a 6 acre parcel on Binsfield Road adjacent to the Wisconsin Indianhead Technical College (WITC) campus? Is there another location that you feel is more appropriate?

Xcel Energy is moving their service center to the area next to that and will be adding water and sewer as well. If the larger area is available and you can make it work it would be better, but you don't want to set up to fail. If there is a sound business plan it can work.

9. After reviewing the background information for this project, do you feel this is a viable operation?

I think there could be a lot of synergies between some of those types of technology businesses next door to our business. When you are talking about the energy industry in general, it's certainly a hot topic right now with wind energy, solar, and geothermal.

10. How do you see your organization utilizing this center, in either a leadership role, or in a participatory role?

There is some potential of a participatory role or leadership role to work alongside some of those technology businesses.

11. What suggestions do you have that should be incorporated into this study?

I can't think of anything else off hand. You mentioned covering different sectors like educational, industrial manufacturing, and medical. I think it's exciting and potential for great opportunity in the area. We are all for future development. Reach out to other natives to the area and ask them for help as well. There are a lot of people that would be interested in this type of thing.

Interviewer: Stephen G. Schraufnagel, Architect

Interview Date/Time: 4/16/09; 1:30 P.M.

Reference:

Mr. Bill DeVries
Strategic Partnering
Retired Shoe Company Executive
46210 W Tahkodah Lake Road
Cable, WI 54821
(715) 798-3479
E-mail: kojak1@cheqnet.net



Interview Questions and Answers:

1. How many years have you resided in this area?

I have lived in this area since 2001, prior to that I lived in New Jersey and worked in Manhattan. I left the corporate life in 1998 and started a consultant company, then retired in 2005. I am now the Town Chairman in Drummond and part of the Cable area Chamber of Commerce. I am also on the BCEDC Board (Bayfield County Economic Development Corporation) and I am Vice President of the local Lion's Club. My wife's family had a cabin in the Cable area and we came here in the summers, I have now enlarged the cabin to a house and we live here permanently.

2. Are you familiar with the Wisconsin Innovation Network (WIN) Lake Superior Chapter, the Wisconsin Technology Council, or the University Research Park – University of Wisconsin, Madison?

I am familiar with WIN and the Lake Superior Chapter, but not the University Research Park in Madison. The BCEDC group works with the Lake Superior Chapter.

3. What is your overall feel of the local and regional economy at the present time and within the next 5 years & 10 years?

If you focus on something like the Native American group, it's a difficult low income piece, but it also represents a great potential for employment. BCEDC backed an industrial park for the City of Bayfield and we feel that is the future. The "new economy" consists of people that own property here, or that moved here in the later years when they could afford to, and that see a potential in a business here. These people are financially solid. That new accounting required goods and services that aren't necessarily readily available, such as higher end things. They represent an untapped economy and eventually the merchants will figure out that they need to provide these things. Overall, it's been tough and businesses have been slow. The next 5 to 10 years have a great potential for solid economic growth, but it needs to be directed to the "new economy".

4. Do you feel there is a need for a 23,000 sq. ft. Regional Technology Transfer Center (Business, Development, Learning, and Technology Center) in this area?

I think it's a great opportunity. The question is how are you going to invest in the businesses? You need to have some kind of plan and people lined up before it starts. When you talk about the technology part of it, there are people around that understand the market and you can certainly do what you need to do to build the business that makes the next step happen.

5. Do you feel that if a Regional Technology Transfer Center is successful in our area, that it would be instrumental in retaining our young talent to live, work, and play in this area?

Absolutely, it would bring in more than youth, it will bring in entrepreneurs that want to move on and do some different things in their life. The young people will come back if the job opportunities are there.

6. Do you feel that we have the potential workforce in this area to fully occupy and to make good use of this planned facility?

I think from the standpoint of management, the people with the ideas, will come from the outside in, and a few from the inside. As far as the workforce I feel there are a lot of bright, well educated people available that given the opportunity, are going to stay put.

7. What do you see as the major hurdle that we have to overcome to make this a viable resource for this region?

One is the financing of the project, and the other is seeding the project with some entrepreneurs as it is coming together. The design is the third and fourth concern. You have to have people that have businesses and funding and are ready to come in.

8. What are your feelings about locating this facility on a 6 acre parcel on Binsfield Road adjacent to the Wisconsin Indianhead Technical College (WITC) campus? Is there another location that you feel is more appropriate?

I think the process would be a waste of time on the 6 acres. I like the plan of the 80 acres with the potential to expand. Land is always a good investment. If it's done right with the right seeding, I think Ashland is a good spot.

9. After reviewing the background information for this project, do you feel this is a viable operation?

Yes I do, it is a great opportunity for this area.

10. How do you see your organization utilizing this center, in either a leadership role, or in a participatory role?

I would have to see the standpoint of what the Board membership can do to offer to help advise, and there may be a few on that Board that might be interested in investment.

11. What suggestions do you have that should be incorporated into this study?

I think you are going in a good direction. You need to seed it with businesses before you start to build. Then you need to find the right investors so the project isn't hammered because it doesn't have enough funds.

Interviewer: Stephen G. Schraufnagel, Architect

Interview Date/Time: 4/17/09; 11:00 A.M.

Reference:

Mr. Pete Mann, Community Relations Officer
Wisconsin Housing and Economic Development Authority
140 South 1st Street, Suite 200
Milwaukee, WI 53204
(715) 373-2848 (414) 227-3815
E-mail: pete.mann@wheda.com



Interview Questions and Answers:

1. How many years have you resided in this area?

Since 2001, about 8 years. I served 4 years as City Administrator until October 2006. Since then, I currently work out of my home in Washburn, WI as a Community Relations Officer with WHEDA. Prior to Washburn, WI, I lived around the Green Bay area, and I am a Milwaukee, WI native.

2. Are you familiar with the Wisconsin Innovation Network (WIN) Lake Superior Chapter, the Wisconsin Technology Council, or the University Research Park – University of Wisconsin, Madison?

I was part of the original membership of the advisory board of the Lake Superior Chapter of WIN. I am familiar with the Wisconsin Technology Council and the Angel Network, and I have driven through the University Research Park in Madison, WI.

3. What is your overall feel of the local and regional economy at the present time and within the next 5 years & 10 years?

I look at the prospective of the City of Washburn and we've been a declining community for a while. I think Ashland has a similar problem where there isn't the imagination to inspire something new or different to boost the economy. We have the opportunity to build the creative communities up here that would attract the professional expertise that need the digital highway due to their jobs, they could work out of their homes on computers with the internet. I think unless there is a change of heart, in the next 5 to 10 years it will be more of the same, an area that continues to struggle to survive.

4. Do you feel there is a need for a 23,000 sq. ft. Regional Technology Transfer Center (Business, Development, Learning, and Technology Center) in this area?

I think it would be a resource that would be advantageous of the area. I do wonder whether we have the business or technology infrastructure here to support it. Most Technology Centers are around University campuses that provide a lot of research and I'm not sure we have that here. I think it would be more helpful near a University like that. I don't know if the word transfer needs to be in the name. I think you should purchase property for a campus that is in the vicinity of schools, the colleges, and the hospital. I would propose the development of the 6 acres and when you outgrow that center, then look at the larger area to develop.

5. Do you feel that if a Regional Technology Transfer Center is successful in our area, that it would be instrumental in retaining our young talent to live, work, and play in this area?

I think it would certainly be a component to what's needed to attract youth to this area.

6. Do you feel that we have the potential workforce in this area to fully occupy and to make good use of this planned facility?

I think a combination of both people here and to get some outside the area. You have some ability to utilize the existing workforce in whatever applications would take place in the Center, but there will always be a gap that you'd have to go outside of the area to employ.

7. What do you see as the major hurdle that we have to overcome to make this a viable resource for this region?

We don't have the critical mass of amenities to attract today's creative workforce. We have to get people to change their thought process and attitude of businesses in the area. Get people to buy in to a concept that is new or foreign to them. They need to give things a chance.

8. What are your feelings about locating this facility on a 6 acre parcel on Binsfield Road adjacent to the Wisconsin Indianhead Technical College (WITC) campus? Is there another location that you feel is more appropriate?

I know we are supposed to think regionally with economic development, but I do believe there needs to be a limit to the boundaries of the region you are talking about. A Center at UW-Superior would be great, but I don't believe that is going to benefit the Chequamegon Bay area as much as it will benefit Douglas County. The Chequamegon Bay region makes a lot of sense.

9. After reviewing the background information for this project, do you feel this is a viable operation?

I think a center should be established and that it can grow with time, but I am hesitant to say if it will be successful in this area. I think it depends more on the orientation of what we want to accomplish with that center. If we want to use that as a way to bring the resources that we already have in the area, I think it would be a beneficial application of what we intend the center to be. If we are looking to duplicate what is being done in larger areas, I don't think it will be as successful.

10. How do you see your organization utilizing this center, in either a leadership role, or in a participatory role?

I think if participation is in a monetary sense that would be a hard sell in Washburn. Washburn would take advantage of utilizing any Technology Center in Ashland as a sales point in our brochure and advertising our community.

11. What suggestions do you have that should be incorporated into this study?

I think the Technology Center needs to inspire creative juices and that needs to be done through some very inspiring architecture. I'm not sure the lighthouse building does it for me. I think it needs some appealing design work. I think it's important to show there is a need and purpose for what you want to accomplish first. This will also take many years, it won't happen over night. I think they should look to purchase the acreage for the future, and have a constant education for the public and let them know this will take time.

Interviewer: Stephen G. Schraufnagel, Architect

Interview Date/Time: 4/20/09; 2:00 P.M.

Reference:

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Interview Questions and Answers:

1. How many years have you been in this facility?

I have been in the Business Development Center for 3 or 4 years now. I was the first tenant because of my background in helping to start businesses. From my involvement with the Edison Club, which is for inventors and entrepreneurs, I found out about the Business Development Center availability through people that I worked with there. I manage the building in conjunction with Romey Wagner. I brought Romey in to work with me for the manufacturing portion since his background is an Industrial Engineer at UPS. I used to have an office over in Corporate Cove on the 4th floor.

2. How did you come about living and working in the Wausau area?

I am originally from Idaho. I went to college at Brigham Young University in Utah. I came up here working with Wausau Financial Systems, and the owner sold the company and the new company didn't want to do anything with it. I've been in Wisconsin for 6 years now.

3. What does the Wausau Business Development Center consist of?

We are part of the Wisconsin Business Incubator Association (WBIA) and are connected with other facilities in Stout, Platteville, Green Bay, Chippewa Falls, etc. Our office spaces are approximately 350, 500, and 700 sq. ft. There aren't any other incubator facilities in this area. The one on Cleveland is closing down, but they are almost all light industrial space. Our facility has data rooms, light industrial space, a mechanical room, a loading dock, business center areas, 800 or 1,200 sq. ft. lab space, and a kitchen. Some other facilities have clean rooms, or rooms that have HEPA filters, and are environmentally controlled for more of a medical need, etc. We don't have anything like that in this facility. Our kitchen was built specifically for our incubator for businesses that deal with food. This is a State certified kitchen for those businesses to use on a sign up basis.

4. What is the cost per square foot for businesses in this building?

The sq. ft. cost for rent per year for office space is close to \$10, light manufacturing is between \$4 and \$6. We have 46,000 square feet between the two areas in this building. The walls in our center area are movable for any changes in space that we need.

5. How long are businesses allowed to stay in this Center?

Businesses are here depending on criteria, not time. We would like to see them move through every 4 years if possible. We make it so they just have to take care of starting their business, we take care of everything else so they don't have to worry about things like internet connection, etc.

6. Who owns this building?

A trust was built around this building, the main driver on it is the city, but there are other entities that have their hands in it.

7. What things do you wish were different in this building?

We have found that the doors could have had a little more height in the light industrial space area. We are different in the fact that we don't have metered electricity and gas to each individual business.

8. Is there a cafeteria in this facility?

We just opened up a sandwich café here so that people can get lunch, which is good because there are no restaurants in this area. It is a start up business and we helped her begin in this incubator setting. We were never planning on having a restaurant facility in here, but we've found that business people come in and see our building more because of it. The kitchen was never intended to serve the public, but we felt as long as we had it here, it is a benefit we've stumbled on to and it has been working well. This is the 3rd restaurant that has started here.

9. What are the benefits of a business using this Development Center?

We have a cycle of businesses and as we recruit them we have an electronic calendar set up to choose the hours they want to work. They have a spot in the storage area, and they can use the common use kitchen area. They schedule over the internet and lock in the hours they want to use the facility, then they use an electronic pass code they touch the door with and it lets us know they are in there. They get billed by the time they use the facility. Then they can continually use the facility, or if they become successful enough they can "graduate" into the business world and get their own place just like a normal business would.

10. What area in this facility is the most important thing you offer?

The training facility. Different entities use our training facility, and it is available to any tenant, on a scheduled basis at no cost, to do any type of training in. It is also available to the industrial park that is close by at a very small price, and anyone in a non-profit or the Chamber we allow to come in free. We usually include a tour when groups come in to use the training facility. We can set the room for 80 people and we have teleconferencing equipment free for use.

Interviewer: Stephen G. Schraufnagel, Architect

Interview Date/Time: 4/20/09; 4:00 P.M.

Reference:

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Interview Questions and Answers:

1. How is this facility funded?

The building is 100% paid for by either Federal Grants or Dept. of Commerce Grants because we are in a TIF zone from the city. The cost I believe was around \$3.4 or \$3.5 million. We didn't have to pay for the land, the city leased us the land for \$1.00/year. We brought it in \$6,000.00 under budget last year with a balanced budget.

2. What is the size of this building?

The footprint is 44,000 and we have 27,500 rentable and the rest is common areas. This includes the second level. We built this for the tenants to use to bring in technological, IT type businesses. Very few facilities in the community have the teleconferencing availabilities that we have.

3. Do you feel the incubation process is viable?

Yes, it is the heart and soul of what we are doing. After we lease the next 12 offices, because we are a non-profit, we may go back and reduce the rent for everyone that is in here. Extra revenue will go back into the rent cost.

4. Are you affiliated with any other facilities?

We have great partnerships with UW-Stevens Point, UW-Marathon County Campus, the North Central Technical College, and UW-Stout. We may have an internship from one of those facilities for something like our reception area.

6. What does this facility have to offer businesses?

We have the conference center that is used for interviews, or to help people with their business plans. We have a secured mailing facility that can be used by the businesses. They can use this address to get their mail here. The tenants in here will sort the mail on an honor system. We furnish the paper, copier, shredder, fax machine, all the little things that are expenses that businesses don't know they have. We have bathrooms upstairs with shower facilities and lockers. We also have an elevator to the second floor. Our training room is also available to use on a daily basis or weekly basis as needed and that cost is \$30 - \$40 per day. For a for-profit group to use the training room a whole day would be \$80 and it is \$40 for half a day, but for any tenants this facility is free, it's part of the package.

7. How do you help people find the businesses in this facility?

The signage for a facility like this is always a concern for businesses. We are actually the Wausau Business Development Center, and not listed as each individual business name. We have a directory in the parking lot so visitors can see who is in the building. We inform the businesses to direct the visitors to this address, when they are in the building they can then find the business they are looking for.

8. If you were to re-do this again, what are some changes you feel you could improve on?

The access doors into the manufacturing operations area aren't the right size. The type of door and height of the door is key so forklifts can get in and out easily. The dock area overhead door is too small as well, it is only an 8 ft. door. Another thing that wasn't anticipated was individual energy costs. They only pay rent here, and right now they share a resilience electric and gas bill. Everyone chips in by the cost per square foot used. We wish we had a lot more manufacturing space with more 1,500 sq. ft. permanent walled areas. We have 28 offices to rent, 4 lab areas that are air conditioned and climate controlled, and 6,000 or 8,000 ft. of light manufacturing. We have a waiting list for manufacturing space, and most are looking for around 1,000 sq. ft. area. We thought we would have more technological or electronics businesses attracted in the offices, but the manufacturing space is what is needed.

10. What do you suggest in a name for this type of facility?

I like the word Development. It is a business development center no matter if it is agricultural, industrial, or nanotechnology, it is developing businesses. We truly develop everyone that comes through here.

11. What is your role in this facility?

As we were developing this before the kitchen, I was a 20 hour per week facilitator. Now with the kitchen incubator process I feel they will move me to $\frac{3}{4}$ time. If I get the associate fired up, that person would be there for more of the scheduling processes and certifications for the kitchen.

12. How did you come about living and working in the Wausau area?

I am from the Edgar, WI, area. I was in management at United Parcel Service (UPS) and when they went public, I went private. I have strength in management skills, industrial engineering, and the operations portion is what I bring to the businesses now.

13. Have you been to the other incubator centers in Wisconsin?

Yes, there are actually 32 or 34 members in the Wisconsin Incubators Association. I have been to Algoma to learn about the kitchen facility, the one in Platteville is similar to ours, and I have also been to the one in LaCrosse. We are larger than any of those facilities. I have been to the Chippewa Falls NanoRite Center, which is a high-end incubator for development with a different approach than what we have here.

14. What are your feelings about locating this facility on a 6 acre parcel, compared to purchasing 80 acres? Do you feel you are in a good location?

80 acres sounds like a lot of land to develop different levels for what is needed in the area. It gives you an opportunity to have a couple of different approaches over the years. I think we are in a perfect spot, the only other place I would consider is over by NTC because of the link.

15. Do you see the need for a clean room here?

Fred sees this type of approach as another draw. It is a step in the right direction to bring in some of the other types of businesses, but we just can't do that right now. You also need an engine to drive that. If you are close enough to colleges that require clean rooms it would be needed.

Interviewer: Stephen G. Schraufnagel, Architect

Interview Date/Time: 4/29/09; 11:00 A.M.

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Interview Questions and Answers:

1. What do you feel your success is derived from?

On the educational side, we have collaborative agreements with higher educational institutes that are present in this area. We've worked hard to develop relationships with these institutions. They provide us with a lot of networking, ideas, and contacts with businesses. There has been enough foresight to actually build this facility here, we built it and people came. We are located in a region that has close relationships. I also think going to regional and national events and promoting the facility has been a huge key to our success. You need to go to specific themed conferences that correspond with what you will be focusing on.

2. How does collaboration work for these facilities?

Collaboration is important in attracting interested parties. The other area it pays off with is there are many Federal grants that look for collaboration, so it opens up the door to funding for tenants or educational institutions.

3. When did the NanoRite Innovation Center open?

Two years ago, we opened our doors August of 2007. We were gearing up about a year ahead of that as construction was taking place.

4. How many square feet are in the NanoRite Center?

We have approximately 38,000 square feet. That includes common space such as conference rooms and lobby areas. We were originally on 10 acres, and then we bought another 18 acres.

5. What type of occupancy do you have?

Right now we are at approximately 65% occupancy, which we are very proud of. The good news is we are working with a number of prospects, one in particular that would move us to 90-95% occupancy very shortly if it goes forward.

6. What percentage of occupancy did you feel you needed in order to commence with construction?

We had no occupants when we broke ground. One of our tenants jumped on board right away and opened with us and they took a nice sizable location. That tenant is OEM, Micro. They could see the vision of the Center and felt the opportunity to diversify was positive.

7. How did this facility get created?

It is important to know where the building fits in the whole overall story. It came on the tails of some real innovation in terms of our programming at the college. Prior to breaking ground and creation of the vision of NanoRite, there was some desire by a real visionary President (Dr. Bill Ihlenfeldt) for a Nanoscience program. That had not been done at the Technical College level in Wisconsin. There is a whole story about the creation of the two year Associates Degree Program, and this seemed to be a natural next step leading out of that program. We have that two year program here and we are attached to the manufacturing center, so we have easy access to the lab. Also, our NanoRite tenants can access all those areas as well. It's a real nice collaboration and has continued out of that whole evolution of the story.

8. How does this facility help area companies?

Having some resources that the students can use, and also companies here can use, is a nice feature. I think being able to look at industries and say what direction they can be going in for the future is great. Having a little vision on where you think you might want to go in the future may be helpful, it's a big advantage that we are seeing here. The two technologies of micro and nano technologies have quickly converged. It makes the Center unique to have both here.

9. How long have the micro and nano technologies been around in our society?

Micro has been around a long time, nano is just an extension of the micro in smaller dimensions. This is made more available because technology had become more advanced to the point where they have tools to study this type of thing. Nanotechnology is really the same kind of thing as microtechnology, but it's an evolution of microtechnology. There are a lot of new patents coming out with this.

10. Is there more research or product development here?

One of the topics of how to get into production was brought up at the society of manufacturing engineering conference. Getting the production figured out is more of a development going on. I think the tenants want more available space that has access to the specialized equipment and expertise to help them move to commercialization.

11. What do you have available for square footage per area?

We have six wet labs that are 705 sq. ft. We have some shell manufacturing space where 2/3 is occupied, and we have another 1/3 of the manufacturing shell that is available. There are a couple offices in front that are still available as well.

12. What advantage would there be in having a theme?

I think it's good to have a theme that incorporates the industry in your area and a direction that you think they should go. It's nice to have a theme because if there are other incubators in town, it would be known as a high tech incubator and you can attract companies from around the country, you can get national interest because of it. Someone from California, as an example, may want to come here because it's less expensive, we have the knowledge, an eager workforce, and we have some high tech industries in the area. The area industries are currently hiring interns from our facilities.

13. What prompted NanoRite to be developed within the College?

This whole idea came about quickly and grew out of a number of different things going on around the state. In the late 1990's, manufacturing was on a decline, and as we looked into that, we found we needed to find things to help us with productivity and move us into advanced technologies. We looked to the Twin Cities area in Minnesota and a lot of the work going on there was in nanotechnology and microfabrication for the medical device industry. It became almost a given that if we were to advance, we would need to move into those areas and develop them. There were very few nanotechnology industries in the area and we put together a partnership and developed our own center from there. We also wanted to make sure our college grads had jobs to go to in this area and keep them here. That developed NanoRite, which allowed business to grow in the area of nanotechnology and start out here. Most businesses were looking for access to the equipment that is available and for access to clean rooms. Wide open space would be more usable than some of the smaller wet labs we built originally.

14. What type of tenants were you looking to find?

We looked at two types of people to bring in here. The first group was going to come in, start up, and then move out. Then we looked at larger space for people that wanted a long term relationship with the college because having access to students and programs like nanotechnology and the equipment was needed for their future. Then we began to look at other things, such as using microfabrication. If this becomes a profit center for the college, then we can start to build other facilities, which can be expanded to the west of this building.

15. What do you recommend for success of this type of facility?

You have to look at things community wide and decide what you want to attract, what type of businesses do you want to grow there, and what type of entrepreneurs do you want to come there. You also need a champion, someone that goes out and constantly keeps it in front of the people. There is money available to do these types of things. We raised money at the Federal level, and we even got the Governor involved. A narrow focus is better than a broad focus. You would need to have something in the facility or available to the facility to attract industries other than just the space. You need to have something they can't get in other places. You also need to work together with other facilities such as educational institutions. High technology and education are real important to tie together.

16. What was the cost of the clean room? The cost of other rooms?

About a million dollars, unequipped, for a Class 100 room. It would be another half million for equipment. The wet lab modules are \$600/month. We tried to make the lab size flexible. Other offices run between \$150 - \$250 per month depending on the location. The manufacturing space is rated at \$5.00 per square foot per year, unfinished.

17. How do stimulus dollars tie in to this type of facility?

Look at areas of expertise that the Technical College President wants to get for a program and use a section of your incubator for the school students. The companies in your incubator would also have access to that area. See what type of stimulus dollars there are to help out with this

type of project using the education portion. We haven't looked into stimulus money for the NanoRite building yet, but we keep our eyes open and we also work with the National Incubation Association which we belong to. They are heavily involved with watching for that type of help.

18. What are some problems that you've run into?

We had a difficult time hiring a micromachining instructor because finding that technology is very difficult. We have one now that just started a couple of weeks ago and are now underway to achieve that certification. We went deep into the cities, and it was challenging to find someone. Pricing was also difficult to come up with. We had to look to experienced people for direction on an appropriate cost for the use of a machine, microfab access, or clean room access.

19. What kind of program do you have in the NanoRite facility?

We have a 2 year vocational diploma program that includes learning how to program the computerized machining, C&C machines, CAD/CAM, etc. We have a partnership with businesses that allow us usage of very high-end pieces of equipment in exchange for using our floor as a "showroom". All of the manufacturing careers that come out of this building, we can't turn graduates out quick enough, we can't recruit them fast enough. There will always be a need for skilled manufacturers and the skilled arena of machine tool. We graduate in machine tool and industrial mechanics 5 times a year. You can start in March, April, and also October so you don't have to wait for summer or fall. We have a year round, one year vocational diploma. The electromechanical is a 2 year associate degree that teaches robotics, and PLC (manufacturing computers). We also have automation and troubleshooting here. Some classes are on the campus, but we try to keep them in this building as much as possible.

20. Do you have a cafeteria here?

We have an open cafeteria area, and we did have cafeteria service for a while, but we were losing money on that and couldn't continue with it.

21. Pam, what type of work did you do prior to NanoRite?

I was with CVTC, and still do that role. I work with business and industries should they have training needs, or technical assistance needs, that type of thing. I help coordinate that and contract that with the college. I have been with the college for about a dozen years, and just since NanoRite started I've been involved with it. Prior to that I was in Chamber work for 8 to 10 years, and most recently before the college I was the Chamber Director for the Menomonee Chamber.

22. Who did the design for your facility?

SDS Architects in Eau Claire, WI, did the design for the NanoRite facility.

Interviewer: Stephen G. Schraufnagel, Architect

Interview Date/Time: 4/29/09; 1:45 P.M.

Reference:

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Interview Questions and Answers:

1. How is your facility able to assist with funding?

We have been successful in the past at writing for funding for providing incubator supports to offsite incubators and incubators in communities outside of Menomonie, WI. That allows us to bring shared services like marketing support, product development support, etc. Our technical assistance is best if it's built around our existing programs. We want to provide people with as much relevant experience as possible.

2. What programs do you use the technical assistance with?

Programs such as packaging, food packaging, risk control.

3. How many square feet do you have in this building?

We have about 6,000 sq. ft. here and we also have a fab- lab here that is just getting started. We have 5,000 - 6,000 sq. ft. of space at the Stout Tech Park.

4. How have you been successful with choosing tenants?

Our advisory board takes a pretty good look at clients before they come in. Our board consists of about 8 members that are department chairs from Business, Risk Control, Manufacturing Technology, etc. This way we are careful on who we are putting in the facility.

5. How long has this incubator been around?

Since the 1980's, over 20 years.

6. What types of tenants are you interested in having here?

We look at all kinds of technology related businesses and we forward and advance them the best we can. We try to make sure they have close ties with some of our programs so we can get something out of it as well.

7. Why would you have interest in assisting or helping our group in the Ashland area?

We are involved with Regional Economic Development Initiatives as well, it's part of our mission. We would provide technical assistance and hands on assistance like plant layout, design, and helping to make faculty available. We recognize that every incubator has its own needs. What the basic philosophy behind assisting incubators in other areas is that most studies will tell you that companies tend to grow where they start. So if we are going to make sure we have economic development throughout the region, we have to be supporting businesses where they are starting out.

8. What are some of your outreach programs that you've worked with supporting other centers?

Mostly startup businesses, they can be in the same building as another company, like a mentoring company. Other times some places need assistance in manufacturing process improvements. Right now we are working with a food related company and we are providing food science, recipes, analysis for nutritional benefits, and finding different markets for certain products. We also link with growers that would be able to grow the raw materials for them. Assistance can involve 3 or 4 departments on campus, or just having one manufacturing engineer go out and work with a client.

9. What range is your outreach program?

All of northern and western Wisconsin, such as Green Bay down to Prairie du Chien. Most of the technical college district like WITC, NATC, NTC, CBTC, Western and some with mid-states like the Wisconsin Rapids, Marshfield area. That is the general vicinity, but through other centers such as EDA, eastern Minnesota, Upper Peninsula Michigan, all of Wisconsin, any of these centers can do work just about anywhere we want to go. We've done some healthcare in Kentucky and Tennessee.

10. How would we go about working with Stout?

You would contact me, and I would steer you where you would need to go. A good time to get in touch with me would be towards the end of the study. We would stay close to the process and see what type of supports you may need. If we could provide anything that we've learned to help you out we'd be happy to do that. The University would like to be involved in projects, like applied research projects and technical assistance projects that would involve faculty and students. Our program lends itself very well towards business development.

10. What have you found as some of your downfalls at this facility?

We are short on square footage, we lack an overhead door, and we don't have a crane. Those are the main things, so if you are looking at heavier businesses where their product is quite large, it's not convenient for them. We are on a University campus, not in an industrial park, so we aren't equipped for that type of work.

11. How do you see the Technology Park helping you?

The Technology Park is totally different. It helps us a lot. What is missing there is having the money to invest in buildings that we could then upgrade and move into an incubator status. If we had drive-in and drive-up bays that would be nice.

12. What suggestions would you have for our proposed facility?

Be very flexible on how you partition it. I would try to keep your rent as low as possible, that's one of the problems that you may have. It's nice, new space, but most new companies can't afford nice space. You have to be able to offset that cost somehow.

13. What size building would you like to have in the Technology Park?

I think what we would need to have would be the capability to start people out in 700 – 1,000 sq. ft. for some businesses depending on the mass of the business, and some suites that would be able to accommodate up to 2,500 or 3,000 sq. ft. I think beyond that, the companies are candidates for having their own space. I don't know that I would want to have 6,000 sq. ft. incubators, unless the business is building something very large. The optimal space is having the flexibility to move a company from 1,000 to 3,000 sq. ft. and then at that point graduating them to another facility. Or, if you are looking at something that lends itself more toward shared space like a kitchen incubator, then you could have more space, but it would be shared.

14. Where were you born and raised?

I grew up in Minnesota and Wisconsin.

Interviewer: Stephen G. Schraufnagel, Architect

Interview Date/Time: 4/29/09; 2:15 P.M.

Reference:

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Interview Questions and Answers:

1. How long have you been here?

In the incubator, we just passed our 2 year mark at the beginning of March. We started prototyping and had the business going before we got in here. I think it was 6 months after we moved in here when we got our certification. We needed that to have a certified panel to sell.

2. How long ago did the Solar Rating and Certification Corporation (SRCC) start?

About 10 years ago. I know back in the 70's it didn't exist and that was one of the reasons that solar-thermal and some of the other solar technologies got a bad name because there were a lot of unproven and untested products on the market. Now they have corrected that and it needs to be certified to be on the market.

3. What size panels do you make and how are they rated?

We have two panel sizes, 4 x 8 and 4 x 10. They are rated at 30,000 BTU's per day on a full sun day. A 4 x 8 collector will produce enough hot water for two adults per day. They give you performance ratings in three categories: cloudy day, mildly cloudy day, and clear day. You'll get 30,000 BTU's on a clear day, 20,000 BTU's on a mildly cloudy day, and 10,000 BTU's on a cloudy day, so they will still produce energy on cloudy days.

4. Where do you sell your panels? Any place in northern Wisconsin?

We've sold to Patterson Solar in Washburn. The bulk of our sales are in Wisconsin, not too much in Minnesota right now. The few installers that we know of have close relationships with other manufacturers, so it's been a challenge to break in to the market.

5. What do you charge per panel?

Our per-BTU price is probably one of the most competitive. A 4 x 8 panel suggested retail price is \$860.00. We've seen where we've missed out on opportunities for larger installations where another collector with a slightly higher BTU per day rate will make it possible to use fewer collectors at the same rate producing the same amount of energy. If they save one or two panels and all the labor and installation costs to go with that, sometimes we lose out because of it, so we are looking at improving things.

6. What is the average hot water usage per household?

The average American uses 20 gallons of hot water per day. We store 40 gallons per 4 x 8 panel collector, so the typical domestic water heating system on an average home would have 4 x 8 panels and an 80 gallon storage tank.

7. How did you choose Stout as your incubator center?

We live just 8 miles out of town and we were looking to relocate. We started our prototyping in a building not suited for mass production or any ongoing thing. We were looking to move to Menomonie, then through the grapevine we heard of this place. It turned out this was very appropriate for what we needed. They want businesses that tend to stay in the area that are manufacturing that can interact with some opportunity for learning and projects with students, so we are tying in with the grad students with research.

Interviewer: Stephen G. Schraufnagel, Architect

Interview Date/Time: 4/30/09; 8:00 A.M.

Reference:

Mr. Ralph Brzezinski, Mayor
City of Washburn
P.O. Box 638, 119 Washington Avenue
Washburn, WI 54891
(715) 373-6160 Ext. 7
E-mail: rcbrzez@charter.net



Interview Questions and Answers:

1. How many years have you resided in this area?

It will be 20 years this July. I moved here from Wausau where I was born and raised. McDonald's brought us up to this area. I am not leaving this area, I enjoy the hunting and fishing and the slower lifestyle.

2. Are you familiar with the Wisconsin Innovation Network (WIN) Lake Superior Chapter, the Wisconsin Technology Council, or the University Research Park – University of Wisconsin, Madison?

I am not familiar with the Wisconsin Technology Council, WIN, or the University Research Park in Madison. It's a well kept secret. I think it's a great program to have in this area.

3. What is your overall feel of the local and regional economy at the present time and within the next 5 years & 10 years?

We are in a situation where we don't have the highs and lows. We aren't a real recessed area, but we aren't a real prosperous area either. I don't like some of the direction I see with more and more Federal, State, and County jobs. I don't believe that is a way to build economic growth. We have to promote more of the industry part of this area. I think there has been a continual growth in the last 20 years, slow and steady. I believe it will continue to be a steady increase in the upcoming years.

4. Do you feel there is a need for a 23,000 sq. ft. Technology Development Park located in the Lake Superior Region (Business, Development, Learning, and Technology Center) in this area?

I believe there is accountability for a technology park in this area. I think we have enough with the colleges and the education here to bring that back into the localized area would be a great asset.

5. Do you feel that if a Technology Development Park located in the Lake Superior Region is successful in our area, that it would be instrumental in retaining our young talent to live, work, and play in this area?

I think you will to some degree. Some of the situation we have is like anywhere else, a group of young professionals that want to see other parts of the world, but 40-50 year olds realize they like this area and want to come back. We may not have the nightlife or theater, but we have the ability to relax. I think you'd see a lot more middle-aged people here than the 20-30 year olds.

6. Do you feel that we have the potential workforce in this area to fully occupy and to make good use of this planned facility?

Absolutely, we have the talent here with the colleges. I think when the people that vacation here see this developing, they will see it as a drawing point for them to realize they can do things in this area. I feel we have very good talent.

7. What do you see as the major hurdle that we have to overcome to make this a viable resource for this region?

I think it's getting the city and the area on board, getting them excited about it. Find someone that is open enough to look at this and help. We have enough businessmen in the private sector that would be interested, but the local government may be tough to get on board.

8. What are your feelings about locating this facility on a 6 acre parcel on Binsfield Road adjacent to the Wisconsin Indianhead Technical College (WITC) campus? Is there another location that you feel is more appropriate?

I think it is a good location, it leaves you room to expand. This is far enough out and a large enough area to allow expansion in the 10 – 20 year future. I can't think of any other area that has the ability to have this much land. It is difficult to find a piece of property to do this type of thing.

9. After reviewing the background information for this project, do you feel this is a viable operation?

I really do. I think if the business practice of WIN or WAN can use good people, business-minded people, who require a good investment under dollars it would be a great thing. They would then expect the results, take care of it and really see what is going on.

10. How do you see your organization utilizing this center, in either a leadership role, or in a participatory role?

I don't think the City of Washburn could take a bystander role, this is something as a group we should be looking at. It would be a mistake for any surrounding area to not want to be involved and say no because it isn't in their town.

11. What suggestions do you have that should be incorporated into this study?

I think most things have been covered. You may start asking questions and write them down as you go through all of this. Most things in business you have to make realistic.

Interviewer: Stephen G. Schraufnagel, Architect

Interview Date/Time: 5/1/09; 2:00 P.M.

Reference:

Mr. Robert Peltonen, CEO
World Class Precision Products
36600 County Road J
Bayfield, WI 54814
(715) 779-9977
E-mail: bob.peltonen@worldcls.com



Interview Questions and Answers:

1. How many years have you resided in this area?

I was born and raised in Upson, WI. I then moved to Milwaukee for 25 years and from there I got into contract machining in Menomonie Falls and got into my own business after that. I am about 1 ½ hours away from Madison right now, but I run World Class Manufacturing in Bayfield, too.

2. Are you familiar with the Wisconsin Innovation Network (WIN) Lake Superior Chapter, the Wisconsin Technology Council, or the University Research Park – University of Wisconsin, Madison?

I have been working with WIN on a couple different occasions. We definitely need some help in the county and they are willing to do that. The Wisconsin Technical Institute has a meeting this July and we are invited to that. We are putting on a presentation at that meeting with North Star Manufacturing. I am also familiar with the Angel Network. I am not familiar with the University Research Park in Madison though.

3. What is your overall feel of the local and regional economy at the present time and within the next 5 years & 10 years?

At the present the economy is low in this area. I started a manufacturing facility here to help the economy. Our next goal and objective is to form an alliance with 4 companies and each hire 50 more people. We will be doing a lot of marketing to bring major projects in. We have a huge meeting next week with Oshkosh Truck to involve all 4 companies as well. A couple of big advantages here are: we are located in a hub zone; we are a small business that gives us a lot of special opportunities; and with our technology that all 4 companies have, we can take any type of project make a finished product. We are very interested in military projects. We have about 90 jobs going into the military right now and are in the process of hiring another individual to secure procurement from military and major OEM's. We are after complete assemblies, and we can manufacture any type of component. Some of our big customers are in the truck industry. We have 120 C&C machines and the latest in design and CAD CAM systems and we can 3-D any product and drop in a model. That's what makes our alliance so unique.

I think this area is going to grow in the future. We don't have water problems, the area is beautiful, and there are unlimited things for people to do. I see the economy starting to turn, we just need to bring in more opportunities to maintain the younger people in the area.

4. Do you feel there is a need for a 23,000 sq. ft. Technology Development Park located in the Lake Superior Region (Business, Development, Learning, and Technology Center) in this area?

I think there is definitely opportunity, it's the matter of attracting the right people. You need other areas to grow, service areas such as Wal-Mart. You need support companies to keep growing, too.

5. Do you feel that if a Technology Development Park located in the Lake Superior Region is successful in our area, that it would be instrumental in retaining our young talent to live, work, and play in this area?

I think it is a huge addition. One thing about facilities like this is when they grow, so does everyone else around it.

6. Do you feel that we have the potential workforce in this area to fully occupy and to make good use of this planned facility?

It depends on the technology that you bring in. I know you have the people that do want to work. People do want to stay here and they do want to work, you just need to give them the opportunity.

7. What do you see as the major hurdle that we have to overcome to make this a viable resource for this region?

The major hurdle is to get started. If you have Xcel Energy moving into the area, that is already a start. If you do nothing, nothing will happen. Change things and get started somewhere. If you sit back and wait, nothing will happen.

8. What are your feelings about locating this facility on a 6 acre parcel on Binsfield Road adjacent to the Wisconsin Indianhead Technical College (WITC) campus? Is there another location that you feel is more appropriate?

I think it's good because it puts you between Hwy 13 and Beaser Avenue. The location would be nice. If you look at the surrounding professional buildings there, your technology is very close. To me it's a great idea.

9. After reviewing the background information for this project, do you feel this is a viable operation?

I do. One of the key things is to be annexed into the city.

10. How do you see your organization utilizing this center, in either a leadership role, or in a participatory role?

I would try to participate as much time as I have available. This excites me, I like communities that are growing and want to enhance the economy.

11. What suggestions do you have that should be incorporated into this study?

You definitely need a nice business plan laid out. Growth like this takes time, but if you don't get started it's never going to happen. If you have the right involvement of people then you'll have support in this area. You look at unemployment throughout the state and you can see that others want to help.

Interviewer: Stephen G. Schraufnagel, Architect

Interview Date/Time: 5/12/09; 2:00 P.M.

Reference:

Mr. David Bretting, President and CEO
C G Bretting Manufacturing Co., Inc.
3401 Main Street East
Ashland, WI 54806
(715) 682-5231
E-mail: davidbretting@bretting.com



Interview Questions and Answers:

1. How many years have you resided in this area?

I have lived here for 47 years.

2. Are you familiar with the Wisconsin Innovation Network (WIN) Lake Superior Chapter, the Wisconsin Technology Council, or the University Research Park – University of Wisconsin, Madison?

I am very familiar with all these programs and the proposed park. I am one of the founding members of the Angel Network, and I have also been down to the University Research Park in Madison..

3. What is your overall feel of the local and regional economy at the present time and within the next 5 years & 10 years?

Present time is not very good. Our company is more global. No one is taking big risks right now, but we know nothing stays bad forever and nothing stays good forever. This recession business cycle has been so politicized that it is 50% of the issue in my opinion. For us, the future is diversifying into different areas like contract machining. For the area, I am hearing that tourism is the way to go and that green spaces and such make a profit. I think what business leaders desire is different than what other people desire.

4. Do you feel there is a need for a 23,000 sq. ft. Technology Transfer and Development Center located in the Lake Superior Region (Business, Development, Learning, and Technology Center) in this area?

I think it's a great thing, but the problem is getting the people to come up here. I like the location and the ties with the schools and colleges. The number one driver will be to tie in with the colleges and see how they will use this facility.

5. Do you feel that if a Technology Transfer and Development Center located in the Lake Superior Region is successful in our area, that it would be instrumental in retaining our young talent to live, work, and play in this area?

Getting kids to graduate and come back here is probably the most difficult thing to do, so I don't think you'll be able to use that to sell the idea. It would be easier to get the 30 + year olds to come back that are ready to settle down with families.

6. Do you feel that we have the potential workforce in this area to fully occupy and to make good use of this planned facility?

We are educated enough to be lab technicians or lower level jobs. But when you are talking about Engineers and PhD's, those people aren't readily available here. You will need to bring them in.

7. What do you see as the major hurdle that we have to overcome to make this a viable resource for this region?

Getting the city behind it. The city has no experts and they don't have a development mentality and they have a short term view.

8. What are your feelings about locating this facility on a 6 acre parcel on Binsfield Road adjacent to the Wisconsin Indianhead Technical College (WITC) campus? Is there another location that you feel is more appropriate?

I think it makes sense to have it in that area.

9. After reviewing the background information for this project, do you feel this is a viable operation?

I think it could definitely be a viable operation. I am in agreement with this.

10. How do you see your organization utilizing this center, in either a leadership role, or in a participatory role?

Initially, we would be very supportive of this venture as a corporate citizen. If a research center or program is developed that would assist our international operations, then a participatory role could be looked into.

11. What suggestions do you have that should be incorporated into this study?

Make sure there are people out there that will come if you build this. Northland College should have ties to places that would be interested, they will be your biggest help. You need to have people interested in using this facility before you build it. Cost effectiveness would be attractive for start-up companies as well.

Interviewer: Stephen G. Schraufnagel, Architect

Interview Date/Time: 5/19/09; 11:00 A.M.

Reference:

Mr. Gary LaPean, President
Evergreen Country Shopper
417 9th Avenue West
Ashland, WI 54806
(715) 682-8131
E-mail: lapean@centurytel.net



Interview Questions and Answers:

1. How many years have you resided in this area?

My entire life, 66 years.

2. Are you familiar with the Wisconsin Innovation Network (WIN) Lake Superior Chapter, the Wisconsin Technology Council, or the University Research Park – University of Wisconsin, Madison?

I have a little knowledge of WIN and WAN and I understand how important it is for our market. I am familiar with the University of Madison, but not the Research Park.

3. What is your overall feel of the local and regional economy at the present time and within the next 5 years & 10 years?

We are feeling the recession like anyone else, but I don't think we have the high spikes and the low spikes. The low spikes that we find nationally we aren't feeling quite as badly, however, there have been some layoffs in the area. I don't think we are hitting bottom like much of the national trends, but we do have our problems. I do see in my fast food business that we are getting a surge back, the high gas prices stopped a lot of tourism. I think our economy will be all right, we have enough diversification between service and industry and education to keep Ashland strong and a point of destination for WI. I see the economy bouncing back in the future, it's a trend that we've seen before. I speculate the turnaround to happen in 2010.

4. Do you feel there is a need for a 23,000 sq. ft. Technology Development Park located in the Lake Superior Region (Business, Development, Learning, and Technology Center) in this area?

I think the very fact that we started a technologically new ThemeNaps business, which we operate out of Ashland's Industrial Park, is a pretty good indicator that this type of technology can be well served by a technology park, and that would feed the industrial park. I think there is a great need for it, that type of knowledge is valuable. If we had a technology center, people wouldn't have to search around the country to find people with skills and ideas on how to do new things.

5. Do you feel that if a Technology Development Park located in the Lake Superior Region is successful in our area, that it would be instrumental in retaining our young talent to live, work, and play in this area?

Anything that would employ people would certainly retain families to stay in this area. I think if we have the technology availability, which would be the birthplace for industry that follows the technology, you have a far better chance of retaining the future industry in that market.

6. Do you feel that we have the potential workforce in this area to fully occupy and to make good use of this planned facility?

There is no question. I also think people can be taught if they don't have the degrees. We have found that in other businesses around the area. We have a strong workforce here in Ashland.

7. What do you see as the major hurdle that we have to overcome to make this a viable resource for this region?

The biggest hurdle will be acquiring enough money, and then finding the candidates to fill this center. Recruiting the experimenters, the technically sound people.

8. What are your feelings about locating this facility on a 6 acre parcel on Binsfield Road adjacent to the Wisconsin Indianhead Technical College (WITC) campus? Is there another location that you feel is more appropriate?

We are small enough that this ties it all together with Northland and WITC to support this type of program. The location makes a lot of sense. The other thing that comes out of it, is that you can introduce the high school student into this type of idea that you can come out of your college education and move into a technical experimental situation such as this technology village and do it at home.

9. Do you see any type of spin-off of any of the products you have here? Do you need any more square footage?

Physically I have enough real estate where I am located and logic dictates that you would want to keep your buildings as close to the main hub. If something new came along, like it did with ThemeNaps, we needed the new space and we are about 75-80% occupied right now.

10. How do you see your organization utilizing this center, in either a leadership role, or in a participatory role?

I would be very interested in participating because I think of the well being of the community first, and the well being then dictates many of my localized patronized businesses that I have. If the community is doing well, and I have a business in that community, I am going to get the benefit of that, too. So whatever I can contribute to the growth or initiation of this program just makes sense to me.

11. What suggestions do you have that should be incorporated into this study?

What triggers my thinking is you have to have good recruitment for the possible candidates to occupy it. If you can get that foundation, those folks that are technically sound thinkers that love to be in the woods but can't find work here, would be able to have their own development opportunity. And why not make that development right here by the one of the Great Lakes and live in a great town that everybody's proud of.

Interviewer: Stephen G. Schraufnagel, Architect

Interview Date/Time: 5/20/09; 10:30 A.M.

Reference:

Mr. William Bay, President
Impact Seven, Inc.
147 Lake Almena Drive
Almena, WI 54805
(715) 357-3334
E-mail: wbay@impactseven.org



Interview Questions and Answers:

1. How many years have you resided in this northern Wisconsin area?

With the exception of almost 2 years in Korea, my whole life, so 69 years.

2. Are you familiar with the Wisconsin Innovation Network (WIN) Lake Superior Chapter, the Wisconsin Technology Council, or the University Research Park – University of Wisconsin, Madison?

I am familiar with WIN and the Research Park. We did, and are still doing, a lot in the Madison area at the Research Park with new market tax credits, etc. Much of our familiarity with the Research Park is from trying to put together the business incubator and biotech incubator.

3. What is your overall feel of the local and regional economy at the present time and within the next 5 years & 10 years?

To me, I think we sort of lagged behind the crash, the economic downturn. There seems to be a kind of aftershock that has filtered down. I don't think it's good at all, I think the rural areas seem to feel it the most and the recovery is much longer. Health care seems to be the only growing industry right now. The future is optimistic and there are signs such as housing sales picking up. There are some indicators that are significant.

4. Do you feel there is a need for a 23,000 sq. ft. Lake Superior Technology Center (Business, Development, Learning, and Technology Center) in this area?

I think, in progressive communities, separating the industrial and technology parks is what you have to do. I think if the opportunity was there, people will be moving back. Things are just going to get better with technology. You have to have a good progressive business development group to put together a business development corporation. You need to promote and market. Make sure you get into TIF, that will be very helpful and can apply to this type of Park.

5. In the last 5 -7 years do you feel the City Government has changed where they have opened their arms a little more to lure people in versus 5-10 years ago?

I do believe that. People are going out of the country for workers and some industry. We get most of our financial market from the Minneapolis / St. Paul, MN area.

6. Do you feel that the 25 - 45 year old range is what we are looking at to be involved with a Technology Center?

I think that is a great range. Beggars can't be choosers, so I would maybe expand the age range. There are some older gifted people around.

7. What do you see as the major hurdle that we have to overcome to make this a viable resource for this region?

A lot of the major hurdles I have heard of is regarding management. You have to be able to bring talent back in again. You aren't going to pull in someone straight out of a university, they aren't seasoned. Some of the people we have worked with found it challenging to find good management, so that could be a barrier. Also, you have to look at how you could get people organized for community development. Find how to get them focused in on it, look at how to market the community with the resources you have, and who could best do it.

8. Do you think our Governmental body is a lot stronger now than what we had 3-5 years ago?
Overall, I think there has been improvement.

9. After reviewing the background information for this project, do you feel this is a viable operation?
No question about that, it is a great direction to go.

10. What suggestions do you have that should be incorporated into this study?
I feel that keeping some of the entrepreneurs away from the City Council and making sure that you are setting the table when they do come in so they don't get offended. You have to have a good overall program, there is no sense putting in a Park if you don't have a good marketing program, people to talk to and show the business awareness and opportunities of bringing businesses in to the communities.

11. How do you see your organization utilizing this center, in either a leadership role, or in a participatory role?
We deal with community development, that is part of our heart and soul. We have a modest venture capital, we would like to tap into the Angel Network and look at endeavors like this. Right now I would be the contact, or my successor, for Impact Seven.

12. We have gotten feedback from Stout and NanoRite about working with the colleges in our area, how do you feel about that?
You can't get enough people on that list of collaborators. We need a non-political community to shape a lot of the political community. If you have some accomplished business people coming in, people will listen.

Interviewer: Stephen G. Schraufnagel, Architect

Interview Date/Time: 5/29/09; 2:00 P.M.

Reference:

Mr. Daniel Hymans, President
Memorial Medical Center
1615 Maple Lane
Ashland, WI 54806
(715) 685-5510
E-mail: dhymans@ashlandmmc.com



Interview Questions and Answers:

1. How many years have you resided in this area?

I have been in Ashland for 16 years, prior to this I lived in Wisconsin Rapids for 15 years. I have been in Wisconsin for 32 years total.

2. Are you familiar with the Wisconsin Innovation Network (WIN) Lake Superior Chapter, the Wisconsin Technology Council, or the University Research Park – University of Wisconsin, Madison?

I know about WIN, the Wisconsin Technology Council, and the University Research Park in Madison, but I have never been there. I also know about the Wisconsin Angel Network.

3. What is your overall feel of the local and regional economy at the present time and within the next 5 years & 10 years?

I think the economy has been a lot more stable than people think. I don't think there has been a huge growth, but I would think what we see now is similar to 15 years ago, it has been pretty stable in this community. We know that the medical field is a fast growing area, and it all impacts us here at our hospital, so I think there will be more early retirees. We don't have as many problems recruiting as some other areas and I am optimistic that something will continue to develop in our community.

4. Do you feel there is a need for a 23,000 sq. ft. Lake Superior Technology Park (Business, Development, Learning, and Technology Center) in this area?

I can't give you any reason why it wouldn't work here, I just don't know enough about this type of thing to answer this. We would have just as much opportunity as anyone else to have this here. If you have a tenant, I can't imagine why we wouldn't do it.

5. Do you feel that if a Lake Superior Technology Park is successful in our area, that it would be instrumental in retaining our young talent to live, work, and play in this area?

I think some want to come back to our area, or want to stay here. I find there is less interest in females coming to this area, but Hayward has been more successful recruiting females. We have some married females that have husbands struggling to find employment as well, so it would be nice to have more opportunities for everyone.

6. Do you feel that we have the potential workforce in this area to fully occupy and to make good use of this planned facility?

Again, I don't know exactly what the demand would be, but we haven't had trouble finding staff and crew in our organization. We don't use programmers, but as far as system support we employ locally.

7. What do you see as the major hurdle that we have to overcome to make this a viable resource

for this region?

I think getting the public to believe it is feasible would be the biggest hurdle.

8. What are your feelings about locating this facility on a 6 acre parcel on Binsfield Road adjacent to the Wisconsin Indianhead Technical College (WITC) campus? Is there another location that you feel is more appropriate?

There is good justification for that area to be used. It is a fine place for it to be located.

9. After reviewing the background information for this project, do you feel this is a viable operation?

I think there is potential in attracting the right entrepreneur to this area.

10. How do you see your organization utilizing this center, in either a leadership role, or in a participatory role?

I don't have a vision right now, it may be something we would look into. We are almost full capacity here, so we would need another space if we were to expand.

11. What suggestions do you have that should be incorporated into this study?

I don't know myself, but I have heard you need to tie post-secondary education systems into something like this. And make sure people believe in it if you have a good product.

Interviewer: Stephen G. Schraufnagel, Architect

Interview Date/Time: 6/3/09; 11:00 A.M.

Reference:

Dr. Karen Halbersleben, President
Northland College
1411 Ellis Avenue
Ashland, WI 54806
(715) 682-1202
E-mail: khalbers@northland.edu



Interview Questions and Answers:

1. How many years have you resided in this area?

I have been here seven years, prior to that I lived in Storm Lake, IA, for 4 ½ years and worked at a small university. My hometown is Buffalo, NY.

2. Are you familiar with the Wisconsin Innovation Network (WIN) Lake Superior Chapter, the Wisconsin Technology Council, or the University Research Park – University of Wisconsin, Madison?

I know the Wisconsin Technology Council real well. I know about WIN and the Angel Network. I have also been to the University Research Park.

3. What is your overall feel of the local and regional economy at the present time and within the next 5 years & 10 years?

Watching this community, with the changes that are taking place all over the country, has been very interesting to me and I feel we are on the right track in this area. We have a lot of green and environmental technologies, we have a lot of knowledge base in this small community. It has been a painful transition away from blue collar work, but I think Ashland is doing it about as well as I've seen. My hope would be that the technology park would help the colleges and the higher end employers, such as ones that attract and retain people with 2-4 year college degrees and above, and that it would provide opportunities for people to come and set roots down and prosper economically.

4. Do you feel there is a need for a 23,000 sq. ft. Lake Superior Technology Park (Business, Development, Learning, and Technology Center) in this area?

It seems feasible to me. My hope would be a good partnership between the technology center and business and industry to attract people to this area.

5. Do you feel that if a Lake Superior Technology Park is successful in our area, that it would be instrumental in retaining our young talent to live, work, and play in this area?

I think people would stay. Many students fall in love with this area and would like to stay if there were job opportunities available.

6. Do you feel that we have the potential workforce in this area to fully occupy and to make good use of this planned facility?

I feel there is a good supply of educated people in this area to work with. If the focus is green and sustainable industry, you have a wealth of innovative and trained people that would run with that.

7. What do you see as the major hurdle that we have to overcome to make this a viable resource for this region?

Financing, vision, making sure people think big enough. I think the infrastructure is laid, there are enough influence makers to push this, so if you get the funding I don't see a lot of obstacles.

8. What are your feelings about locating this facility on a 6 acre parcel on Binsfield Road adjacent to the Wisconsin Indianhead Technical College (WITC) campus? Is there another location that you feel is more appropriate?

After hearing about this and seeing it develop, it all makes sense to me. I don't think I have any better suggested location for it to be.

9. After reviewing the background information for this project, do you feel this is a viable operation?

There are many programs, pretty much across the curriculum, that would fit into this type of incubator center such as our business students, natural resource students, faculty that are highly involved with research that would need the resources and space, and our new sustainable community development major has a lot of potential for entrepreneurial thinking. The possibilities are very real.

10. How do you see your organization utilizing this center, in either a leadership role, or in a participatory role?

Northland could fit into this technology center very well using the research end of it, and with students using the facility. Our students are always looking for high quality internships throughout the year and in the summers, so that would be something that would be interesting to them.

11. What suggestions do you have that should be incorporated into this study?

Make sure you spend a lot of time on Xcel as a possible partner or a place to get this really started. The university is focused more on the Madison area, but Xcel is up here and understands where their industry is going with bio mass and sustainables. Don't limit yourself with just what the University of Madison is able to do.

Interviewer: Stephen G. Schraufnagel, Architect

Interview Date/Time: 6/4/09; 2:00 P.M.

Reference:

Ms. Marcy A. Elsemore, Business Relationship Manager
Wells Fargo
205 W Aurora Street
Ironwood, MI 49938
(906) 932-2937
E-mail: marcy.a.elsemore@wellsfargo.com



Interview Questions and Answers:

1. How many years have you resided in this area?

My whole life I lived in the Upper Peninsula area and northern WI, so 50 years. I'll be going into my 30th year with Wells Fargo, it was Michigan Financial Company before it changed to Wells Fargo about 10 years ago.

2. Are you familiar with the Wisconsin Innovation Network (WIN) Lake Superior Chapter, the Wisconsin Technology Council, or the University Research Park – University of Wisconsin, Madison?

I am an advisory member with WIN, and I am very familiar with the Wisconsin Technology Council and the Angel Network. I am aware of the University Research Park, but I have not been there yet.

3. What is your overall feel of the local and regional economy at the present time and within the next 5 years & 10 years?

At the present time, I have always felt we haven't been as affected by what happens in the nation. This area has been a little isolated from the rest of the country. Right now it is a little concerning because we are seeing the impact of what the rest of the country has been experiencing, it's starting to hit our area with jobs being lost and businesses closing. It's a nervous time. From what we've experienced, this area has always been on a flat line with an occasional bump. We manage the bottom line on a daily basis, this area has lived by that, while the rest of the country may be riding a roller coaster. There has been growth and improvement in the Ashland area with the colleges and the hospital, etc. This area is behind compared to the rest of the state. In the next 5 to 10 years, I would be satisfied if we were able to maintain. You need the idea that we are continuing to move forward and grow. I think the "green" area will be a very important part of development in this area.

4. Do you feel there is a need for a 23,000 sq. ft. Lake Superior Technology Park (Business, Development, Learning, and Technology Center) in this area?

I do. From the time that I became involved with WIN, you have to be forward thinking, you have to be thinking of where things are going in the future. Other areas of the state of WI have had these parks and that is essential. You have to think positive. It will take some time. I think you want to have a high occupancy rate, you don't want to be struggling from the beginning. You would want to have a certainty in the number of people who have committed to occupy the particular units that you have available. The higher the occupancy that you can maintain from the beginning, the better off you'll be.

5. Do you feel that if a Lake Superior Technology Park is successful in our area, that it would be instrumental in retaining our young talent to live, work, and play in this area?

I think so. I think there are a lot of people that want to live in this area. They go away for school and are looking for jobs that they went 4-5 years of school for. There are a lot of people that come back and like the quality of life this area has to offer.

6. Do you feel that we have the potential workforce in this area to fully occupy and to make good use of this planned facility?

I think the people in this area have a good work ethic. A lot of people that have the capability to use this facility have moved away, but this could bring those people back. You can supplement with what we have as well.

7. What do you see as the major hurdle that we have to overcome to make this a viable resource for this region?

The biggest part is getting people to embrace it. The first part is saying this can be a reality and it's not just a thought. It can definitely happen here.

8. What are your feelings about locating this facility on a 6 acre parcel on Binsfield Road adjacent to the Wisconsin Indianhead Technical College (WITC) campus? Is there another location that you feel is more appropriate?

I think it is a perfect fit with the colleges in that area. The idea to move it out is a good idea. You are still close to the schools and colleges, and I think it will be a good thing. Starting a Technology Park makes sense because the plan is that it is going to grow so you need forward thinking that you will fill it.

9. After reviewing the background information for this project, do you feel this is a viable operation?

If it all comes together it can become like a domino affect and multiply. If the Park is there, and more people are using it, it will be a magnet to bring others here.

10. How do you see your organization utilizing this center, in either a leadership role, or in a participatory role?

I think for me it would definitely be participatory. Wells Fargo has the resources to assist ventures like this and we can get the information to the right people within the company because they do give large funds to community development projects.

11. What suggestions do you have that should be incorporated into this study?

Keep it going. By doing nothing, nothing happens.

Interviewer: Stephen G. Schraufnagel, Architect

Interview Date/Time: 6/10/09; 9:00 A.M.

Reference:

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Interview Questions and Answers:

1. How many years have you resided in this area?

I have resided in the Bay area for about 10 years. We moved to Washburn in 1996 and lived there for 8 years, then we were overseas and came back here in 2007. Prior to this area, we were in the Madison area.

2. Are you familiar with the Wisconsin Innovation Network (WIN) Lake Superior Chapter, the Wisconsin Technology Council, or the University Research Park – University of Wisconsin, Madison?

I used to sit on the board for the Wisconsin Technology Council, and I am familiar with WIN and the Angel Network. I am very familiar with the University Research Park in Madison as well.

3. What is your overall feel of the local and regional economy at the present time and within the next 5 years & 10 years?

There is only about 20% of families who have children in school and those families are extremely poor, half of that 20% are at a poverty level. We have some good manufacturing and it's good that there is an Angel Network in the area. My perception would be that we have a depressed and non-healthy economy, but I don't think that is the case overall. The future feels very stagnant coming from outside of the area. I feel we are beginning to turn the corner and use tourism as a bigger draw to the area and economy.

4. What could we do to change the route of how the school system is headed?

The school board has started strategic planning. Really it's about helping community value and be engaged in school and the outcomes for kids. To this point it's hard to understand a distance of 10 miles would make a difference about education and what's valuable. While sports are important, this is a community that puts those things first. There needs to be a change back to have academics come before sports. We have many programs, but we don't embrace them as a system yet. It doesn't seem to be our mission to see that our students succeed and pursue post secondary schooling with a passion. That's a concern for me.

5. Do you feel there is a need for a 23,000 sq. ft. Lake Superior Technology Park (Business, Development, Learning, and Technology Center) in this area?

I think it seems reasonable. If it's an independent Technology Park, then it seems to be a logical kind of development. I do know there are professionals in the area where a lot of work can be computer based, at home, independent, and we need to find ways to nurture that. I think it would be a good opportunity because you could bring in students from all three of the institutions around there and give them a sense of what else there is out there and possible internship opportunities.

6. Do you feel that if a Lake Superior Technology Park is successful in our area, that it would be

instrumental in retaining our young talent to live, work, and play in this area?

I would say many of the teachers are Northland graduates that came to this area and wanted to find a way to stay. I see people with degrees working as bartenders or at the coffee shop. People are really willing to stay in this area, but there isn't necessarily work for them to do.

7. Do you feel that we have the potential workforce in this area to fully occupy and to make good use of this planned facility?

Absolutely, if this were a feasible project, we should be looking at all those ways that the community is more fully invested in, find out what those students need to know and need to do. Find ways to get the students through that extra education.

8. What do you see as the major hurdle that we have to overcome to make this a viable resource for this region?

I think it would be to get the 40-60% occupancy you are looking for to be ready to move in, and being able to fill the facility.

9. What are your feelings about locating this facility on a 6 acre parcel on Binsfield Road adjacent to the Wisconsin Indianhead Technical College (WITC) campus? Is there another location that you feel is more appropriate?

I know that had been a longstanding desire for the science group to have that property. From the staff, I think there would be a great feeling that the property is important for the school district to hold. There may be a time where the school district is desperate and in need to sell, but it could be a possibility of discussion.

10. After reviewing the background information for this project, do you feel this is a viable operation?

I think people from the Madison area would love to come up here, so if you would be able to have something like this that is available for them to utilize, it would work out and bring people to this area.

11. How do you see your organization utilizing this center, in either a leadership role, or in a participatory role?

I think the teachers would find this fascinating and think of a million ways to try to have some partnership. I think a lot of that is working with the school board as they look at their 5 to 10 year plan and show how important this is for the future graduates for keeping this wealth of knowledge in this area.

12. What suggestions do you have that should be incorporated into this study?

I think things seem to be on track, it would be great for this community.

Interviewer: Stephen G. Schraufnagel, Architect

Interview Date/Time: 9/3/09; 3:00 P.M.

Reference:

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Interview Questions and Answers:

1. What does your thoughts for a need for a Technology Park in or around the Ashland area?

I would say there is a definite need for things like that to attract businesses into the region in addition to providing the educational opportunities to complete degrees and have the job opportunities to be successful and stay in the area. Wisconsin has not done this very effectively as a state.

2. Do you have a Business Park that goes beyond the Industrial Park in Superior?

I can't necessarily say it's a Business Park but we do have the Blaine Business Center. That is the newest facility in Superior focused on business, technology, and a lot of different things. It has been more than reasonably successful, the building is filled and they are looking at how they can replicate something like that in Superior.

3. What else do you see developing in the Superior area?

UW-Superior has several different research centers, specifically one focused on transportation and logistics. We are partnering with University of Minnesota-Duluth on the Great Lakes Maritime Research Institute, we both have co-directors for this institute. We are the only campus in the state that offers transportation and logistics and it does a very good job placing its students in the field. It was started about 10 years ago. The research aspect helps with bringing in visiting researchers and professors. We also have the Lake Superior Research Institute, since 1969, that looks at environmental research projects.

We are also part of the National Estuary and Research Preserve which was nominated by the Governor of Wisconsin back in May, 2008. We work to establish a national estuary and research preserve in the St. Louis estuary and the surrounding area. It is focused on research, education, and outreach.

4. What are your responsibilities with these programs?

Part of my responsibilities has to do with research and grants administration so I serve as grant administrator for the campus. I am on the management planning team for the national estuary research reserve and right now we are in the management planning phase where between now and the end of December we'll put together a strategic plan for the estuary.

5. Outside of those programs, what is the University currently working on?

UW-Superior is the 3rd highest federally funded research organization in the state of Wisconsin behind Madison and Milwaukee. That means out of all the state institutions in Wisconsin, we get

the 3rd highest amount of federal funding which we credit to our research institutes that we have. In addition to that, we recently received funding to work with American Science and Technology to do some bio-diesel research.

6. Do you have any ties with Northland College in Ashland?

In the last year we have looked at how we can serve the regional needs for education and not trying to be so isolated on our focuses. We do have conversations and look for ways to collaborate.

7. How do you look at the Ashland region for being a part of the University system here?

In the old days people had a region that they served, but nowadays with business education and online education and opportunities for expanding your services everywhere, the regions have blurred. We feel we are Wisconsin's university for the northern portion of the state. Eau Claire is the next closest to us, but we focus on ways we can expand and provide access to citizens throughout the northern portion of the state. I am amazed at what Ashland is doing with the road construction.

8. How many years have you resided in this area?

I was born and raised in the Upper Peninsula in Michigan, in Calumet, and have lived in Superior now for about 18 years. Prior to Superior, I was in Green Bay for about 2 ½ years working for Schneider International, then I was in the army before that as a Transportation Officer. I have been here at the University since 1995 part time, then to a full time position in 1998 and administration since 2001. Eleven years full time.

9. What are your feelings about the regional economy at the present time?

It certainly could be better, but it could be better anywhere at this time. Having lived here for 18 years, I feel we have moved quite a long way and have improved from then, but we have a lot we could be doing yet. We really need to look at what businesses we can grow by looking at our graduates and encouraging them to be innovative and remain in the region, or encourage them to come back if they leave. We need to provide the type of environment to entice them to come back into this region. We are an aging population here and fairly low as far as per capita income is concerned. It would be great to find ways to create those opportunities and the Technology Park may be one way to do that.

10. Do you feel you are losing a lot of your graduates in Superior to other areas?

Yes, I would say that we are. I look at the transportation logistics major that we have and for the most part those graduates are going elsewhere to find jobs. They can get jobs here but not as high of pay. You have to have the businesses to support the students that are graduating. We find people return to this area because they value what they had when they lived here, but if you have a family to support you need the income to go with it. It is a pattern that occurs and you'd like that pattern to happen earlier than retirement stage.

11. Do you feel that we have the potential workforce in this area to fully occupy and to make good use of this planned facility?

I think it would be a combination of having expertise here but also looking at hiring individuals and bringing them here. We have some individuals, but not enough.

12. With your program, what do you feel is your major hurdle that you've had to overcome to make this become a reality?

Funding. We are in a mode of construction right now and we've been treated very well by the state for funds but the climate for requesting new funds for facilities is not the best. One thing we would do is to look for ways that we can get funds.

Interviewer: Stephen G. Schraufnagel, Architect

Credits / References

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3. City-Data Website: www.city-data.com/city/Ashland-Wisconsin.html
4. NorthStar Economics, Inc., Heart of Wisconsin Incubator Feasibility Study; 510 Charmany Drive, Suite 275C, Madison, Wisconsin 53719 Phone: (608) 441-8060 Website: nstar@northstareconomics.com
5. Wisconsin Technology Council, Contact: Mr. Tom Still, President; 455 Science Drive #240, Madison, WI 53711 Phone: (608) 442-7557 Website: www.wisconsinotechnologycouncil.com
6. Wikipedia Website: http://en.wikipedia.org/wiki/Main_Page
7. City of Ashland Comprehensive Plan, 2004
8. WIN – Lake Superior Chapter, Contact: Dr. Fred Tidstrom, Chairman; 600 W 14th Street, Ashland, WI 54806 Phone: (715) 682-8315
9. Ashland County GIS Website: www.ashlandcogis.com/AshlandCoWi/
10. University Research Park, Contact: Mr. Mark Bugher, Director; 510 Charmany Drive, Suite 250, Madison WI 53719 Phone: (608) 441-8000 Website: www.universityresearchpark.org/
11. Northland College, Contact: Mr. James Peterson, Interim President; 1411 Ellis Avenue, Ashland, WI 54806 Phone: (715) 682-1699 Website: www.northland.edu
12. Wisconsin Indianhead Technical College, Contact: Dr. Robert Meyer, College President; 2100 Beaser Avenue, Ashland, WI 54806 Phone: (715) 4591 Website: www.witc.edu
13. The Wisconsin Idea Website: www.wisconsinidea.wisc.edu/history.html
14. Ashland Area Development Corporation, Contact: Mr. Dale Kupczyk, Executive Director; 422 Third Street West, Suite 101, Ashland, WI 54806 Phone: (715) 682-8344 Website: www.ashlandareadevelopment.com
15. Chippewa Valley Technical College, Mr. John Wagner, Ph.D., Department Chair; 620 West Clairemont Avenue, Eau Claire, WI 54701 Phone: (715) 833-6200 Website: www.cvtc.edu
16. UW-Stout Technology Transfer Institute, Contact: Mr. Randy Hulke, Director; 278 Jarvis Hall, Menomonie, WI 54751 Phone: (715) 232-1122 Website: www3.uwstout.edu/stti/
17. UW-Stout, Contact: Mr. Jerome E. Johnson, Jr., Ed. D.; 155a Technology Wing, Jarvis Hall, Menomonie, WI 54751 Phone: (715) 232-1457
18. NanoRite, Contact: Ms. Pam Owen, Manager; 2322 Alpine Road, Eau Claire, WI 54703 Phone: (800) 547-2822 Website: www.nanorite.org

19. Wausau Business Development Center, Contact: Mr. Romey Wagner, Facility Manager; 100 N 72nd Avenue, Wausau, WI 54401 Phone: (715) 842-0100
Website: www.wausaudevelopment.com/incubator.htm
20. Village of McFarland, 5915 Milwaukee Street, McFarland, WI 53558 Phone: (608) 838-3153 Website: www.mcfarland.wi.us
21. Dane County Commercial Business Parks and Incubators, Contact: Mr. Jim Mohrbacher; Phone: (608) 252-7116 E-mail: jmohrbacher@mge.com
22. Whitewater Community Development Authority (CDA), Contact: Ms. Mary Nimm; 312 W Whitewater Street, Whitewater, WI 53190 Phone: (262) 473-0525
E-mail: mnimm@ci.whitewater.wi.us
23. UW-Superior, Contact: Ms. Julianne Raymond, Director; PO Box 2000, Superior, WI 54880, Phone: (715) 394-8352 Website: www.uwsuper.edu
24. Gogebic Community College, E4946 Jackson Road, Ironwood, MI 49938, Phone: (906) 932-4231 Website: www.gogebic.cc.mi.us
25. Willow Run Business Park, Contact: Mr. Carl Melchiors, General Manager at Bayfield Electric Cooperative, Iron River, WI 54847, Phone: (715) 372-2478
26. Mercer Business Park, Contact: Mr. Jeff Stenberg, Supervisor, PO Box 594, Mercer, WI 54547, Phone: (715) 776-6578 Website: www.mercerbusinesspark.com