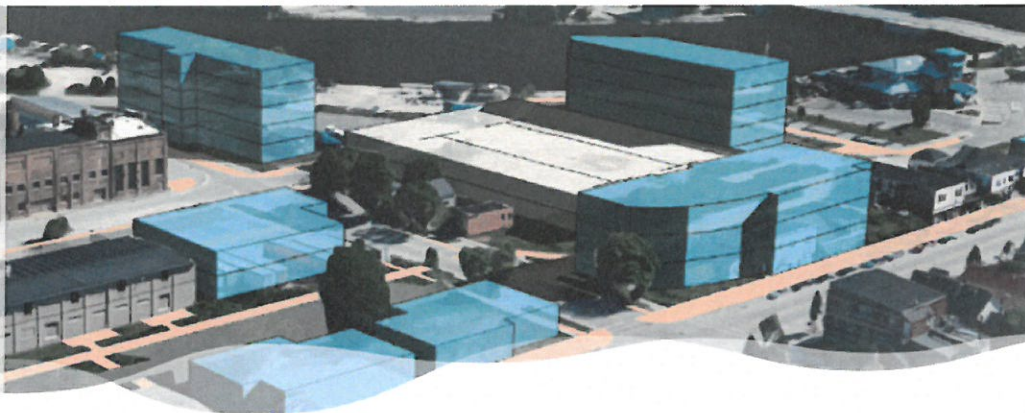


FreshTech

Innovation District

Where water, ideas, and
talent converge.



FreshTech Summit Results

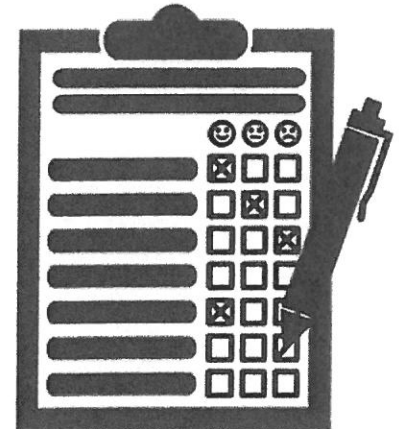
Table of Contents

Item	Page(s)
Pre-Summit Questionnaire	
Summary Memo	1-3
All Answers	4-18
FreshTech Summit	
Summary Memo	19-20
Table Facilitator Thoughts	21-22
Responses	
Professional Development	23-24
Social, Art, Music & Food	25-27
Engineering & Technical	28-30
Talent Attraction	31-33
Multi-Generational	34-35
Leadership & Management	36-37
Education	38-40
Lifestyle and Wellness	41-42
Entrepreneurship	43-44
New Product Development	45-46
Best Practice Sharing	47-48
Open Discussion	49
Consolidated Event Ideas	
Entrepreneurship	50
Social / Young Professional	50-51
Technical Talent	51-52
Professional Development	52-53
New Product Development	53
Education	53-54
Thought Exercise of Event Logistics	55



10/19/2018

TO: FreshTech Advisory Committee
FROM: Dane Checolinski, Director
RE: FreshTech Summit Questionnaire Answers



Before the FreshTech Innovation Summit was held on Wednesday, September 19th, 44 individuals responded to a questionnaire. This memo is a summary of their answers.

What does Sheboygan County need over the next 20 years to have a thriving economy?

- More diverse and inclusive
- Affordable housing
- Updated housing on par with larger cities
- Condos on lake
- Collaborative work space
- Better food/beverage options
- More retail (clothing)
- More start-ups
- Place for YP to feel a part of the community
- Year-round activities / events
- Community partnerships
- Youth mentors
- K-12 Tech-Ed focus on par with AP-courses
- Diverse, qualified local elected officials
- Leading educational institutions
- County-wide public transit
- World-class leadership development
- Professional development rotational programs
- "why not" culture
- Sheboygan-based TV station
- A+ marketing campaign
- Must appeal to younger demographics
- Public transit from Milwaukee/Green Bay
- 3-Sheeps atmosphere without drinking

What would you like to see changed in your community?

- Gateway streets beautified
- Stronger public transit

- Indoor space for sports, exercise
- Indoor space for meetings and presentations
- More affordable housing options
- Embrace success of firms – PR
- More mentoring programs
- Diversity in area leadership
- More free public events
- Access to corporate stars from start-ups
- Downtown to keep revitalizing
- Shopping center
- More help for those less fortunate
- Better roads
- Toddler friendly gathering place for families
- Stronger community event/happening communication
- More involved population
- Fill empty storefronts
- More recreational green spaces

What are some of the reasons why young people who grew up in Sheboygan County leave?

- Lack of social opportunities
- Lack of job opportunities
- Higher ed options
- Other places have more energy (entertainment)
- Winter
- Bad neighborhoods
- Simply escape from the norm
- Sheboygan is “closed” from certain ways of thinking
- Lack of thriving, healthy people who are just a bit older than them
- Lack of other young adults
- Lack of diversity
- Older generations unwilling to “pass baton”
- Stigma from friends of “staying here”
- General negativity of community members

What is needed to spur idea creation in Sheboygan County?

- Inclusive, accepting feeling
- Formal and informal places to go
- Culture that invites personal growth
- Maker’s spaces
- Networking opportunities
- Central place for innovators to go
- Place for those in different occupations to talk
- Leaders from other areas to input ideas

- Team to keep spirit of the Innovation Summit going
- Strong marketing to let people know what is happening
- Attitude of failing is OK
- Peer collaboration
- Open channels for ideas
- Opportunity to share ideas
- Increased interactions
- Town hall meetings
- Expanded Sheboygan SOUP
- TED Talks
- Face-to-Face events
- Older generation must change and embrace new ideas
- Database of firms/individuals who are willing to help ideas
- Positive attitude
- Strong leadership
- Vision to aim for

What was an idea you had at work and it didn't take off? What stopped it?

- Funding
- Time
- Resistance to change
- Resistance to risk
- Too much of a process
- Lack of skills / fear of something new
- Day to day issues get in the way

DC

Person	What innovation or innovative ideas have you observed in your community?	What does Sheboygan County need over the next 20 years to have a thriving economy?	What would you like to see changed in your community?	What are some of the reasons why young people who grew up in Sheboygan County leave?	Where do you go to share your ideas? Why that place?	What is needed to spur idea creation in Sheboygan County?	What was an idea you had at work and it didn't take off? What stopped it?
1	Levitt Amp, Farmer's Market (while it has been in existence for a while, it is vital), Founder's Club, Food Truck night, pedal bar.	Affordable housing options, more collaborative work spaces, a stronger/active/honest attempt to be diverse and inclusive, continued development of the downtown area- including grocery, better food/beverage options, retail options (other than Wal-Mart type places).	Our gateway streets developed and beautified, clean-up of other at-risk areas, more events for multi-generational interactions, stronger public transportation.	Perceived lack of opportunities for social activities as well as job opportunities.	Paradigm or Glas- locally owned and welcomed feeling	Something needs to be done to create a more inclusive, accepting feeling throughout the area.	N/A
2	Jake's Cafe, etc.; the events leading up to hosting national/international leisure/sporting events such as the PGA, etc. events; FreshTech; and the SCEDEC from origin to now with FreshTech.	More startups and the inclusive ecosystem (such as equity financiers) pieces currently missing locally to support founders.	See above.	Higher ed and explore the international community.	Colleagues/supervisors, coffee shops, online communities, communities outside the area such as at industry conferences. At these places are people who will listen, people who may help me, and people whose ideas I learn from.	Formal and informal go-to places and formal and I formal inviting programming that spurs.	My ideas at work are stopped by funding, little to no buy-in by people's help I need, or finding out someone is addressing these challenges already (so I will reach out to lend my support).
3	Partnerships, creative scheduling, Incentives for innovation	A place for young professionals to feel like they are part of a community that has energy and excitement. A place for collaboration and innovation of ideas. A place that offers experiences that are interesting and exciting.	I believe a lot has already begun to happen. However, we still need to build a level of energy around new and upcoming ideas. We need to create the new workforce and development that will keep the community energized. Acceptance of new ideas and programs is important for them to be successful.	Opportunities, places to live with more energy and amenities, family has moved.	I sometimes call my university professors. Talk with Colleagues, I have a group of leaders that I have coffee with or lunch at times.	A culture that invites it and helps it to grow.	I would love to have a teacher on-site college so teachers can learn with our students. Too many rules that we would not have the resources for.
4	Ideas that bring the community together year-round. Ideas that encourage entrepreneurship. Ideas that entertain younger groups.	Activities that interest all ages throughout the entire year.	An increase in indoor space that could be used for sports, exercise, meetings, presentations, etc.	Winter, limited stimulation, bad neighborhoods, escape from the norm.	The pub. Where else can I go?	Maker's spaces and guidance.	n/a
5	incubators for new businesses, patents, strong engineering and technology departments at businesses in Sheboygan, diversity in products for businesses, young professional organizations and groups, Red Raider Manufacturing, youth apprenticeships, internships, mentors, businesses partnering to help each other succeed, networking by business professionals and businesses, increased health and fitness options for the Sheboygan area, robotics, sustainability, incentives to help businesses succeed, Chamber sponsored events that promote networking and people working together.	To be able to keep young workers in the community so we are not short workers for the future. To motivate young people to want to work hard. Continued opportunities for local businesses to work with each other to promote growth and partnerships. Keep the community clean and safe. Affordable Housing.	More affordable housing options (or apartments) available for middle class adults or young adults who have jobs that pay between \$10-\$20 per hour. There are many new lovely apartments being built in Sheboygan but many of them are out of the price range of people in this income range.	The weather is probably a big reason. Others feel they want to be in a new environment, to start fresh. They may think the grass is greener on the other side. They may think they can make a better wage elsewhere, such as in a large city.	By being a member of a networking group or serving on a Board. Or working with a Non-Profit, or a work group where ideas are requested. Many of those groups are idea sharing environments who you feel appreciate your feedback. You may feel like your ideas are valued.	Focal groups. Networking opportunities. Asking individuals to participate.	Simplify a process. It was stopped because others didn't support it. It may be stopped because no one wants to put in the effort to make it happen.

Person	What innovation or innovative ideas have you observed in your community?	What does Sheboygan County need over the next 20 years to have a thriving economy?	What would you like to see changed in your community?	What are some of the reasons why young people who grew up in Sheboygan County leave?	Where do you go to share your ideas? Why that place?	What is needed to spur idea creation in Sheboygan County?	What was an idea you had at work and it didn't take off? What stopped it?
6	There is a great (healthy) concentration of manufacturing/capabilities in this area. I'd argue that nearly anything can be produced inside Sheboygan County. There are MANY innovative ideas in this area, but there is not a great platform for those with the ideas to go to. Quite often its the cost of the patent process that deters many. If Sheboygan County had a patent subsidy/grant program - that could be a competitive edge [I have some ideas in this area - feel free to ask me about this.]	youthful talent pool that's skilled, but more importantly, it needs to retain those youth. [I currently have a team member that moved from Kohler to downtown Milwaukee. He now willing drives 2+ hours (round-trip) each day.] The county needs great mentors / leaders to teach the next wave of talent. Retaining those mentors is also key. Sage wisdom is so very vital to growth. For families to continue to stay in the area, the marketing focus of the SCEDC needs to be family-focused (not just on one certain type of individual or demographic). The county needs to direct schooling efforts/curriculums (both grade school and high school) - back to being technologically-focused. The connotation of Tech-Ed. classes needs to be changed...making it on-par with an AP-course.	Embrace the successes of the small businesses in this county. Aid the small business in RFQ opportunities and in providing testimonials. Help the small business grow [grants, technology, etc.] [Sometimes its easier to sell to other states than our own county.] As a company that has created innovative products and been granted 5 patents, with 3 more currently pending) I think the area needs to bolster those efforts thru its many platforms of media / connections. When a new idea/product is launched - that message needs to be broadcast - such that others can latch on and grow with the innovative idea. Maybe there's a section of the Sheboygan Press that becomes dedicated to Innovation/Growth?	Higher Education opportunities Income potential Night life Retail / shopping experience A false perception that the "grass is greener" elsewhere.	I tend to keep these ideas internal to our organization - mainly because I have haven't found other's with the same innovative spirit/openness. There's also a spirit of needing to protect your idea for fear that others will take it.	I think the Innovation District is a great idea. "If you build it, they will come."	We've chased many of our ideas already. We do have many more ideas, but haven't gone all-out (due to the constraints of time and money). Innovation is not a cheap experience for the small business.
7	Bringing music, food trucks, and housing to the downtown area.	A safe place for the younger workforce to live and grow.	More mentoring programs. There are so many experienced individuals who could help those entering the workforce.	They follow the dollar. They can make more money in Chicago so they follow that path.	A lot of group sessions with friends and colleagues. Many times over some drinks and that gets the creative juices flowing.	This group!	Time to implement it. Nobody has free time anymore!
8	The increased collaboration between groups of people that have not historically worked together to find symbiotic relationships that positively impact all parties.	Sheboygan is a great place to raise a family but it needs to have amenities that retain and attract young people. Currently, I see people coming back to Sheboygan to raise their family. What can we do to keep them here from the start?	Good ideas can come and go in Sheboygan. The work of the City, the SCEDC, and others have created a synergy in our community. See this through and continue to make Sheboygan County a destination location.	As a young person that stayed, all the friends and family that left Sheboygan did so to find a place more attractive. In my case, I a majority of them moved to the Green Bay/Fox Cities area and found amenities that were much more attractive to them.	Meetings like this:)	MIT has a building called the Media Lab where people from all different occupations work while sharing ideas and expertise. Some of that started with Jake's Cafe but I am not sure how inviting that is for the common person. It would be nice to have an Innovation Zone where people can come together and just think of the next big idea.	Every good idea that didn't take off was either because of time, resources, or lack of interest from others.

Person	What innovation or innovative ideas have you observed in your community?	What does Sheboygan County need over the next 20 years to have a thriving economy?	What would you like to see changed in your community?	What are some of the reasons why young people who grew up in Sheboygan County leave?	Where do you go to share your ideas? Why that place?	What is needed to spur idea creation in Sheboygan County?	What was an idea you had at work and it didn't take off? What stopped it?
9	The development of public art, use of public green spaces, and general place-making in Sheboygan is innovative. Sheboygan has a long history of innovation from the arts to education to manufacturing. The Étude Schools are the reason I still live in the Midwest and Sheboygan.	An institution of higher education that supports business, education, and other public and private development through research. Funding sources for start-up companies and non-profits with coalitions of support to grow these business/organizations to their local size and help them scale beyond Sheboygan. We need diverse, engaged, and qualified candidates to run for and be elected into public office. I would also love to grow the number of people accessing Lake Michigan for recreation and business opportunities.	I would like to see more diversity everywhere, especially leadership. I would like people who move here to feel welcomed, despite their personal background or despite being an outsider of any kind. I would like to see more than one candidate on ballots for every public office on a regular basis.	The perception that Sheboygan is "closed" off from certain opportunities or ways of thinking. The idea that Sheboygan is fixed in its way of thinking, voting, working, accepting, being. Lack of thriving, healthy and engaged people who are just a little bit older than them.	National networks of progressive educators and my colleagues, because I believe our discourse is generative and directly impacts a high number of kids. Locally, I attend any gathering I can ... Chamber Roundtables, Neighborhood Meetings, I sit on a few non-profit boards, etc.	Greater openness to learning about and engaging with the work of others.	I would like to start an institute for formal and informal educators, where the creative process is applied to learning design. I am still trying to navigate the state and local status of teacher credentialing and advancement. I would also love to have business partners who provide mentorship to the teachers in a specific (relevant) discipline, provide space for the teacher to work as a teacher-in-residence, and fund their time within the institute.
10	FoxConn investing in R&D Centers in Milwaukee and Green Bay in addition to its headquarters in Racine. Milwaukee companies investing in new academics programs with colleges and university's; for example NWMU Data Science Institute with UWM. Global Water Center in Milwaukee. Madison growing on pace with Austin and Portland to attract Millennials and GenZ. Milwaukee groups including The Commons and Newaukee.	Leading educational institutions in R&D, Engineering, IT, Marketing and Maintenance/Mechatronics. Mass/public transit system that connects Sheboygan County residents to all companies. Affordable housing based on entry level roles in corporate and manufacturing. Updated housing that compares to leading cities that are currently attracting Millennials and GenZ; for example Nashville. World Class Leadership Development to help more people become leaders who then help others become leaders. More entry level roles and professional development rotation programs for both corporate and manufacturing. Diversity & Inclusion - need to be more welcoming to people who move here from other cities in Wisconsin and from other states.	Updated. New, fresh feel. Welcoming to those not from the area. More focus on county industry economic drivers and encouraging people and students to explore and become excited about careers in Sheboygan County.	Attend dream college/university. Warmer climate. Bigger city amenities. Meet new people who think different. Pursue dream job in a major city market. Better entry level career opportunities.	National Conferences in San Francisco, NY, Miami or Chicago. Milwaukee or Madison - larger population centers. The larger cities are more open minded to new ideas and new people. They have leading companies that we can learn from to stay ahead of our competition. Sheboygan County Business and Education Partnership because of their willingness to collaborate to try to bring new experiences into our area.	Bring in MBA Students and Professors from Stanford University, MIT, Harvard to give us insight. Leaders from Austin and Portland as well as other cities who are the best at attracting Millennials and GenZ. Milwaukee and Madison to learn where the gaps are that our county can fill.	World-Class Leadership Training consistent County-wide. Focus on retaining the students who want to stay in the county; ensure there is top education and good entry level roles and professional development rotational programs so they can achieve success. Focus on welcoming alumni back to Sheboygan County. County-Wide Diversity & Inclusion Strategic Plan that all Mayors, CEOs, Presidents of colleges/universities, Superintendents, and NonProfit Executive Directors sign an agreement. Mass/Public Transit or Rideshare Program to connect all of Sheboygan County. Also connect Sheboygan County via rideshare to Appleton, Green Bay and Milwaukee as these are larger population centers.

Person	What Innovation or Innovative Ideas have you observed in your community?	What does Sheboygan County need over the next 20 years to have a thriving economy?	What would you like to see changed in your community?	What are some of the reasons why young people who grew up in Sheboygan County leave?	Where do you go to share your ideas? Why that place?	What is needed to spur idea creation in Sheboygan County?	What was an idea you had at work and it didn't take off? What stopped it?
11	1. Jake's Cafe—an incubation hub, supporter of entrepreneurs, inventors, creators. 2. VibeTech—a medical device startup based on space science, founded in Sheboygan, not on the coasts. 3. Spaceport Sheboygan 4. Red Raider project—a major, monetary collaboration between industry and public education. 5. Computer coding experience offered to Central High students—a minor, non-monetary collaboration between industry (VibeTech) and public education. 6. 'Fresh Meals on Wheels—an original approach to providing healthy food to those in need. 7. Nourish—an organization committed to spreading knowledge about healthy foods and healthy eating.	More population to provide more workers for the needs of companies, so the companies stay local and expand locally. More QUALIFIED workers for the workforce. Attractiveness to non-local qualified workers—unmarrieds, families, retired. Attractiveness to natives to return to the area after leaving for school, other employment.	A reduced percentage of school aged children on free or reduced cost lunch programs. An elimination of the stigma associated with not attending college right after high school, or not at all.	Perception that Sheboygan County is 'hick', un-sophisticated, a place of 'country bumpkins'. Perception that opportunities for success (however that's defined individually) are greater elsewhere.	Chamber Roundtables. It's the only place I know of that's specifically established for the purpose of sharing ideas.	A formal ideation effort, like the Innovation Summit, with a defined team to keep it going, keep it effective.	Using therapeutic vibration therapy on stroke patients—to keep their muscles from atrophying until their minds reformed the neural connections to operate the muscles again. Hasn't taken off—yet—due to lack of sufficient investment capital to support the necessary research.
12	I love how the John Michael Kohler Arts Center has started to incorporate themselves into the community more downtown with art seen in various spots and hosting the concerts during the summer. I also have enjoyed seeing the growth of food truck Mondays at Vollrath which is right by my house. They attract so many different kind of people from families with little kids to a date with your girlfriend/boyfriend. The trucks have increased in number too since the 1st year of existence which is super cool to see all the different kinds of foods being brought to Sheboygan.	Sheboygan County needs more big name retail businesses to have a thriving economy. We have tons of small businesses and I don't want them to go out of business, but I also know that all my friends and I have to go down to Milwaukee if we want to go shopping for back to school clothes or really anything other than Kohl's. I understand it's hard to get those big names to come if we haven't had much success in the past with clothing companies but we already have a ton of industrial businesses here and lots of places to eat food as well. I do hope Panera is actually coming to Sheboygan though :) Overall, the place we're weakest in is clothing or retail.	I would like to see more public things you can do that are enjoyable, free, and inclusive. An example is the concerts that JMKAC hosts, people can come listen to music with their community for free or bring friends. Another example is the movie nights SASD has at Vollrath Bowl during the summer or even the Polar Bear Plunge during the winter on New Years Day. These are all fun events that bring the community together in different ways but none of them cost you money. Creating more opportunities like that would be awesome.	Some of the reasons why we leave is because there aren't many places we can go and just hang out in the city. Sure there's plenty of places during the summer because you can go just about anywhere in the city but during the winter your options are very limited. The only place I can really think of is the library. It's a great place to go if you like books and don't mind being a little quiet but if that isn't your style then you pretty much just have your house or you have to go spend money somewhere.	I tend to share my ideas all the time because I like to make them known, however the place I share them the most is probably in my club at school called Interact. It's a club through the Rotary in Sheboygan and our goal is to help both our community in Sheboygan and the world through various projects we do. That can include working with Salvation Army, putting together a fundraiser for a charity, volunteering to pack food for Feed My Starving Children or doing a drive so kids can have presents for Christmas. It's anything and everything that the people in our group can think up so that's where my ideas tend to flow the most.	I think in order to spur idea creation in Sheboygan County we need to have more publicity about groups or events that are happening to us high school students. I feel as though I know all about the events and groups in my school but I have no clue what our community has to offer and most high school students are not totally sure where to look for information on that. I know the library always has a wall filled with posters and so does Paradigm, but those are places you have to have the time to go to. Most students are busy with homework or extracurriculars which means they only have time to see what's going on at school. We should bring more of those posters to high schools and have a designated board to put them all on for students to look at if they ever are looking to get more involved or need service hours for something. I think then more ideas will get spread to help out Sheboygan's community.	An idea I had at work that didn't take off was when I was hoping to do a mission trip to South Africa to help out with a Surf Outreach. The only reason why I stopped investing time and effort into it was because I did some more research on the website and it turns out that it wasn't as secure as I hoped it would be. If I had the opportunity though to actually go to South Africa on a mission trip through a trustworthy group I'd 100% be down to go.

Person	What innovation or innovative ideas have you observed in your community?	What does Sheboygan County need over the next 20 years to have a thriving economy?	What would you like to see change in your community?	What are some of the reasons why young people who grew up in Sheboygan County leave?	Where do you go to share your ideas? Why that place?	What is needed to spur idea creation in Sheboygan County?	What was an idea you had at work and it didn't take off? What stopped it?
13	- the creation of individualized learning options for students - allowing students to do co-ops and internships with local companies	Sheboygan County needs to continue to give students opportunities to get experience in the workplace, as well as have ways of learning that allow students to learn best. Doing these things will allow future generations to be able to build on top of innovative ideas currently.	I would like to see change in how companies interact with the upcoming generation. Right now, high schools encourage students to go job shadow and go to career fairs, but not too many students do those things. I believe it would be helpful for companies to reach out directly to high schools to show students what they company is like. More open-mindedness and willingness to listen to, consider and pilot new ideas.	Young people who grew up in Sheboygan County leave because they do not see enough opportunities for themselves in Sheboygan. I believe they want to move somewhere where there is something bigger, like more job options. Also, young people may leave to find a job in a city where they will get paid more.	I share my ideas when I am with a group of friends, typically while we are sitting in the school library. I like to share my ideas at this place because there are lots of people there to listen and contribute to my ideas.	A problem that needs solving, or an inspiration is needed to spur idea creation in Sheboygan County. Without a problem or inspiration from a person, innovative ideas may be hard to create.	In my PLTW class, I came up with an idea for a project where we had to create a carnival ride. It involved a spinning seating area, like the All Baba carnival ride. It didn't take off because our materials limited what we could create. Therefore, we had to think of a new idea.
14	Collaboration at Chamber Roundtables Local business owner/philanthropist re-investing in the community Investment in revitalizing cityinf Sheboygan's downtown district Employer/school systems collaboration on manufacturing careers	Create, rather than follow best practices. The county has unique resources and potential and can be the next wave, if it can overcome "the way we've always done it" thinking and it's highly fiscal conservatism.	More open-mindedness and willingness to listen to, consider and pilot new ideas. As a relatively new comer, it may have to do with locals unwillingness to embrace new comers, change and piloting things which aren't guaranteed to succeed.	Don't know for certain, part of it may be "grass is greener" syndrome.	Chamber. Where one is most likely to get access to community business leaders who are integral to making change happen.	Willingness to fail at some things along the way to designing and facilitating a more inclusive and cutting edge community which attract, welcomes and retains new talent and residents.	Through the HR round table, I suggested the large, local manufacturers take a consortium approach to recruiting college talent. It appeared upper management at some of those organizations didn't think collateral on talent recruitment to the area was in their organization's best interest.
15	Steeped in the development of VibeTech, Inc. Appreciate the partnership of the SCEDC... we're ripe for launch! The Fresh Tech Innovation district has created a framework for our county-wide efforts to ensure our future as an organization, city and county.	A leap from "why" to "why not" culture (thanks Joel)... including the elements highlighted by SCEDC - attraction of younger/new talent and residents along with the focus on intergenerational partnerships given the large numbers of us intent on remaining a vital part of the community as we are gifted with longevity. Tapping the resources of those who have created the foundation of success we are building on. Advisors, mentors, access to corporate leaders, discussion circles sharing strategic thinking. Keeping all of us abreast of trends in leadership, sales, social media marketing, etc.	More access to the corporate "stars" - identify these professionals within the successful organizations (ACUTY, Sargent, Kohler Co. for ex.) feature them in forums - link them with individuals who want access to them. Get the corporate leaders to support their outreach and access; recognize the company's who are putting their "stars on the front lines". Another critical component involves access to capital for launch of start-ups... with business plan in hand, the best advise from professionals in our field, FDA advised, patents in place, and clinical results confirmed - we're ready to rock! Investors take note!	After high school graduation... They want a change of scenery/a bigger experience while pursuing their education at a four year college. We need to give them a reason to come back - that seems to be our focus; great companies (do you have an Advisory Board w/their HR folks?); and a city that is safe and manageable (housing affordable, entertainment/outdoor activities, networking opportunities - yep is great! etc.) How do we make them feel "at home" here... networking circles - connections in the community, at church, with other older professionals, etc.	Rotary Club "service above self" mission appeals to me -- and we have community leaders as featured speakers. Also, the Chamber events offer wonderful opportunities.	To support a culture of "Why Not" throughout our county -- in city and county government (they COULD be leaders!). In our schools... this would be a great new slogan for us -- I never really got "A Better Place" -- better than what? The Innovation movement will create a "heart" - but for what, only millennial/youth with high tech ideas... reach into the schools and up to the baby boomers -- where are the opportunities? Creativity thrives in an environment that supports curious inquiry - why not.	Taking the risk to lose for our supporters and stockholders. "Funding" is often a gatekeeper... VibeTech is in the throws of this conversation.
16	I see strong development being driven into products and market by each larger employer not only out of necessity but for sustainability. Locally, through revolving funds, angels, and other small incubators, a healthy amount of effort is being placed into startup founder organizations.	Continued recruitment efforts for tech and college graduates that make the thought of the Sheboygan area appealing and easy to choose.	I would like to see double down investments into the development of existing city and village space. This allows for both economic growth and commerce to continue as it does. At the same time this will maintain space and options for vibrant recreation and agriculture opportunities.	Perception of opportunities and varied career and professional choices.	Chamber events, one on one client interactions. I usually double up on one where the deeper dive occurs.	Peer collaboration is an important initiative. I like Fresh Tech's idea.	Unable to recall at this moment. Sorry.

Person	What innovation or innovative ideas have you observed in your community?	What does Sheboygan County need over the next 20 years to have a thriving economy?	What would you like to see changed in your community?	What are some of the reasons why young people who grew up in Sheboygan County leave?	Where do you go to share your ideas? Why that place?	What is needed to spur idea creation in Sheboygan County?	What was an idea you had at work and it didn't take off? What stopped it?
17	I think what the SCEDC has been doing in the past few years is commendable.	From my experience and observations we need more single family housing units so that families stay in Sheboygan County instead of commuting. They will then boost the economy by supporting local stores, restaurants, arts etc. Younger people want really good schools, concert venues, outdoor activities for themselves and their families, restaurants. Seniors are the group with the finances to spend money. We need to provide housing for them. Condos in a nice safe neighborhood within walking distance to the lake.	I would like to see the downtown revitalized. With all the new apartments in the downtown area now is the perfect time to expand on, restaurants, grocery stores, coffee shops, perhaps an indoor activity center for kids. Our winters are long and it would be nice to have an indoor playground that might include trampolines, paintball... Easy access is important to busy people. I think it would be nice to have a place next to the beach where visitors and residents can rent kayaks and paddle boards. It would be more visible than on the river. If you have kids I wouldn't want them on the river. I would rather be near the shore where it's shallow.	Many leave for college and stay in that city right out of school. It's familiar and their friends are there. The perception of Sheboygan is getting much better but for young single people it's a hard place to be. For those with families it's more attractive. I have noticed that families are looking for a safe place with good schools to raise their children rather than the big city atmosphere.	No where	I think you are working on it with the Innovation District.	I pretty much followed through with the ideas I had.
18	Jake's Cafe Stefanie H. Weill Center Acuity's approach to employee flexibility, workplace innovation, attraction and retention efforts etc. Glas Levitt AMP Music Series Riverfront/Lakefront activities, businesses etc. Bike/Walking Paths Healthy Eating Establishments Farmers Market Chamber Monthly Offerings - Professional Development Seasonal Festivals, arts and crafts etc.	The Innovation District is spot on - both from the employer and employee/personal perspectives - covering essential topics: Professional Development, Social, Wellness, Best Practice sharing etc. *Professional Development opportunities - more frequent, local	Mindset change for employers to share best practices. Networking opportunities. Continued downtown/waterfront expansion.	Overall perception of the County. Metropolitan environment. Climate. Retail opportunities Entertainment	Glas - neutral ground, comfortable environment Limited alternatives	Open and often communication as to inviting ideas. Clear channel for community to offer ideas.	N/A

Person	What innovation or innovative ideas have you observed in your community?	What does Sheboygan County need over the next 20 years to have a thriving economy?	What would you like to see changed in your community?	What are some of the reasons why young people who grew up in Sheboygan County leave?	Where do you go to share your ideas? Why that place?	What is needed to spur idea creation in Sheboygan County?	What was an idea you had at work and it didn't take off? What stopped it?
19	I have observed in my community the production of many new homes for the people of Sheboygan. There has been new apartments and new buildings going up in so many different areas.	I believe that the one thing that Sheboygan County definitely needs in the next twenty years is more entertainment for teenagers and college-aged students. This should definitely include areas that would be safe to participate in.	I would like to see the price of housing change. A lot of people in Sheboygan county do not make enough money to be able to afford \$1,000 a month housing. However, most of the apartments being built are "Luxury" apartments which would cost way over that. It would be nice to build some apartments that are good quality yet inexpensive to live in.	Many young people either want really big city living, or really small city living, and Sheboygan is right in-between that. Also, with Milwaukee and Greenbay being so close as well, some people would much rather live in a bigger city than in Sheboygan.	I usually either share them with close friends over text or with talking face-to-face.	I think that we need to give people the opportunity to actually share their ideas. They need to be able to go somewhere they feel safe to share what they think.	I had an idea to do a certain fundraiser through my work to help out my school, and it was shut down because it was believed that we do not have the numbers to pull it off.
20	The Blue Harbor area in Sheboygan. All the restaurants, things to do in that area. I remember when it was a field.	With our aging population probably more affordable senior level housing. We also need a shopping center. We need to find a way to keep college graduates in Wisconsin, especially Sheboygan.	Shopping Center added. I shouldn't have to drive to Milwaukee to shop for clothes.	I've heard them say, not enough to do in this area. Or not enough young adults in this area.	Currently no where.	For people to have an open mind and stop being judgmental.	Don't remember.
21	A wide variety: the development of all the Destination Kohler facilities, the kitchen innovation products at The Vollrath Companies, successful entrepreneurs such as 2 on 8th Street: Caitlin Brotz (Olivu 426) and Jane Davis Wood (Relish Kitchen Store), Vibetech (Jeff Leisner and partners), Brian Morgan (Morgan Aircraft) the rebuilding of the rail line from Plymouth to Sheboygan Falls and the new facilities along the line and the enabling of more product development at Bemis. More: Jake's Cafe and the resident businesses, the development of CityGreen for concerts and more, Tim Ebenreiter's incubator building for artists, the maker space at Mead Library, the Plymouth LTC Science and Technology Center at Plymouth HS, Red Raider, the plastics teaching platform at Sheboygan Falls HS, INSPIRE Sheboygan County, DigiTenna, SEAS, the development of the marina, Blue Harbor, etc. The Fountain Park farmers market, Vollrath Bowl food trucks and the Levitt AMP series in ClubGreen.	The development of a TV station here in Sheboygan since the stations in Milwaukee and Green Bay do not pay much attention to this area unless the news is either bad or weird. More cooperation and collaboration between organizations, governments and schools to reduce duplication of services and programs. An idea sharing location - cafe or tavern - that brings idea people together. 3 Sheeps might be the place, already, but it needs food, too.	Having lived in this community for the past 41 years, the changes have been remarkable and these changes show that 'we' are not in a stodgy community resistant to change and new. Filling vacant store fronts along 8th and Michigan before building new. There will always be personality differences. Hopefully, the leaders of key organizations can develop ways of working together rather than as stand alone organizations. Truly working together will be a Fresh idea itself.	The schools in our immediate area are not perceived to have the programs of interest. The grass is greener elsewhere [or at least that is the perception] and want to forge their own lives. Area employers need to reach out to area schools and students and offer scholarships that connect education to future, promised employment.	Since you already know who I am, you know that my outlet for interaction is the Chamber, its events and the roundtables I facilitate.	Increased interaction and places for the interaction.	I am delighted to say my primary ideas that I helped develop while I was full-time at the Chamber still exist: the Deep Dive groups, Focal Point, INSPIRE Sheboygan County, and 11 different kinds of roundtables. Each one is a way for people to interact, share ideas and learn.
22	To numerous to mention.	Innovative openness. Technology and advanced engineering talent. A supportive environment for such resources.	Fresh Tech District is a great start.	The belief that the grass is greener on the other side.	Madison, Milwaukee, Chicago. They are more open to new ideas.	Collaboration amongst technologists and innovators within our existing enterprises.	N/A

Person	What innovation or innovative ideas have you observed in your community?	What does Sheboygan County need over the next 20 years to have a thriving economy?	What would you like to see changed in your community?	What are some of the reasons why young people who grew up in Sheboygan County leave?	Where do you go to share your ideas? Why that place?	What is needed to spur idea creation in Sheboygan County?	What was an idea you had at work and it didn't take off? What stopped it?
23	Sheboygan SOUP, Reboot Sheboygan, ReBike, Imaginarium makerspace, Maker Break, Goodside Grocery, Sheboygan Mini Maker Faire, Connecting Communities, Red Raider Robotics	To establish new businesses and retain and grow the existing businesses that entice the community to purchase, participate and work locally.	Affordable housing for low income individuals and families, and an expansion of the resources offered to low income and displaced individuals, such as more shelter space for the homeless, more food pantry offerings, a permanent soup kitchen and a free clinic, in addition to job placement, mental health care and housing assistance.	Besides wanting to see the world and have new experiences, there is little room for career growth here. Older people are delaying retirement and younger people have to accept lower paying or part time jobs that do not offer benefits, which forces the younger people to either move or delay their own retirement, which in turn hurts the next generation.	I share my ideas when asked by community organizations. I prefer to share ideas with those who are willing to listen and make changes to better the community.	Town Hall type meetings, surveys, booths and information boards - the more exposure the community has to requests for changes, the more comfortable the community will feel sharing their ideas.	I started a jewelry making club, but few people attended because they were intimidated by their lack of skills, even though the club was open to all experience levels.
24	FreshTech is definitely innovative. New products at bigger companies like Johnsonville, Old Wisconsin, Sargento, Meisfelds, etc.	Housing (which I do think is coming along great). Amenities like shopping, restaurants, bars, events (which I also think is developing nicely) and community support and innovation would be great. "Keep with the times" - digitally/technology	Would love to see more people get involved to network more.	Not much to do here. Wanting to know what is outside of Sheboygan. Hard to get from one place to another - similarly the down town wasn't a place to hang out and walk around.	Coffee shop. Mutual ground some times. Beverages at hand. Good atmosphere. Happy and positive customers.	I think FreshTech is a great start. A variety of people from different backgrounds will help. Diverse experience and education will help. The community support is huge. Knowing what others are doing will inspire or encourage.	A new sign outside that would be more visible and would light up at night. It would make a statement and better advertise for us. It didn't take off mostly because of price and it had to go through the board of the business park (made it more difficult).
25	- Jake's Cafe - I'm familiar with the concept from past use in another state, however was happy to see something of it's kind in Sheboygan. - City Green - very attractive to all ages and types of events, mixed use, good location.	- Affordable, safe, attractive housing - Increased transportation options - "Centers" for activity ie: restaurants, shops, galleries, entertainment within walking distance, a destination for a night out for all ages. - An entertainment "area" of town. The Downtown has the potential but can't seem to attract enough mid/upper class type options to get it really bustling. - Options that support healthier living - there are 25 grocery stores but no Trader Joes or Whole Foods - Online shopping is the boom however not having any real retail options is troublesome to all ages	So many parts of Sheboygan have been seemingly forgotten. Neighborhoods in decline. Abandoned buildings or vacant overgrown fields. New being built next to old and run down. It comes across as a "hodge podge" of sorts when you drive around town. The Blue Harbor and wharf area have such potential but shop don't stay, not easy to get from one area to another, it's just not catching on!	The lacking infrastructure I've described in previous questions. A perception of no major career options here outside manufacturing. I was a HS graduate who left right after and spent 22 years in the SW. I only returned for aging parents.	A group of high level thinkers that lead other nonprofits, key donors or corporate leaders. I want to think and work with the best and brightest business minds this area has to offer. That is the group I've identified so far in my time back in the area.	I think the ideas are there - there just needs to be the right people shaping them, bringing the ideas into a visual plan and gaining audience with those needed to launch the next steps.	Digital marketing campaign spurred a lot of interest and traffic related to company program however website was weak, content not compelling and lacked updated tools/ease of process to activate people visiting.
26	City green and levit amp Series	Sheboygan Co. needs attractive events and activities to not only bring people to Sheboygan but to also keep them here or have them want to return.	I would like the community become more collaborative, working together instead of constantly seeing each other as competitors	As a transplant to the area and being able to relate as to why I left my home town I believe it is because of the lack of change. People want to experience growth and something new.	I share my ideas with a close group of friends as it seems as a safe place.	I think challenges and opportunity are needed.	There have been many. Most are stopped by management because they tend to play it safe.

Person	What innovation or innovative ideas have you observed in your community?	What does Sheboygan County need over the next 20 years to have a thriving economy?	What would you like to see changed in your community?	What are some of the reasons why young people who grew up in Sheboygan County leave?	Where do you go to share your ideas? Why that place?	What is needed to spur idea creation in Sheboygan County?	What was an idea you had at work and it didn't take off? What stopped it?
27	1. LTC Culinary School 2. SOUP 3. JMK Art Preserve 2019 4. Creation of City Green 5. Book Worm Gardens	More 20-30-40 year olds staying here to live, work and play. More corporate businesses that move into the area that will attract younger generations from outside the Sheboygan area. Destination Sheboygan events that bring tourists to the area, subsequently wanting to move here.	Better roads; secondary roads continue to be improved. Budget for these improvements. Taste of Sheboygan could attract more attendees and vendors if it was moved back to 8th street. Hobbling around the ruts in Fountain Park is not a big sell. When it was on 8th street, it felt like a big city event!!! Should be more about the food with the music as secondary. i-43 exit/entrance off at Indiana Avenue for the gateway toward Innovation District. Chamber of Commerce location moved to a more visible location to tourists.	It depends on what generation you're talking about. Boomers left for career jobs with higher pay after college and never returned. Same applies to the younger generations. Basically, Sheboygan was not a progressive town to offer the excitement to stay after college. For the non-college people, perhaps more them stayed to find jobs in the trades and raise families.	I share many ideas and thoughts at Z Spot. We have a cross section of personalities willing to share their thoughts on just about any topic. Why that place? Because I love it!	Young, professional forward thinking individuals. Change of the guard. It's happening everyday in every city and workplace. Yes, experience is great and useful, but young, fresh ideas bring out a whole new approach and attitude of hopeful greatness!	Live Music. We provided live music for about 11 years. A lot of nights we had nice crowds and many nights it was a soft attendance. Then the recession hit plus we were always being harassed by the music industry people. I was paying three fees for live music.
28	Great collaboration with business community/SASD/LTC (Red Raider Manufacturing Program) Improved lakefront, riverfront, downtown, South Pier District, Art Center District	Strong school district with business/community support and collaboration Increased activities for young adults/nightlife Emphasis on great natural resource aspects of region (Lake Michigan, Kohler-Andre, Kettle Moraine State Forest, lakes, riverfront, trails etc to attract more young adults, seniors and families to region.	Continue with recent improvements of roads in City of Sheboygan. Connect South Pier District to Riverfront via walking bridge or water taxi's. Long distance for tourists and residents (esp with those who are elderly or with young children) to get from one side to other, then on to North Beach. Currently have trolley system which is a good option but to make it more "walk-able" would really help it as a tourist destination.	Weather Larger 4-year universities here Lack of understanding of opportunities	Work, city of Sheboygan staff.	NA	NA
29	Large local companies have made substantial investments in highschool shop programs, as well as made youth apprenticeships a priority.	An A+ marketing campaign. How about a made in sheboygan logo for local manufacturers to put on their products.	The roads could be better maintained.	Area is seen as boring, however I can say from having moved away then back again that this is not a boring place to be, but really wisconsin's best kept secret!	The weather center or Z-spot, or paradigm.. depends on the day, and because those places inspire me. Especially weather center, it has a special atmosphere that is hard to describe, but instantly familiar.	An innovation district of course!!!	Wanted to find a way to hook up run meters to all of our machinery so we would know the usage on all of it. Very beneficial for making capital equipment decisions. I think what stops or at least slows down these things (I'm not done with this one yet it'll take off :)) is that it is difficult to find time for the necessary collaboration that needs to take place while at the factory dealing with day to day issues.

Person	What innovation or innovative ideas have you observed in your community?	What does Sheboygan County need over the next 20 years to have a thriving economy?	What would you like to see changed in your community?	What are some of the reasons why young people who grew up in Sheboygan County leave?	Where do you go to share your ideas? Why that place?	What is needed to spur idea creation in Sheboygan County?	What was an idea you had at work and it didn't take off? What stopped it?
30	City Green music and activities John Michael Kohler Art Preserve Book Worm Gardens - outstanding!! LTC Culinary program with public dining S.O.U.P. Taste of Sheboygan SEAS	More influx of younger generation, attracted to a career and raising a family. Influx of more corporate business to attract younger generation. Follow trends in retail shopping. The options to buy decent clothing and shoes is sadly limited. (Going to Milwaukee frequently). Also, create a mini Cedarburg of unique mom/pop shops. Bring in more tourists with exciting events that draw from a 50 mile radius, i.e. Cedarburg Strawberry Festival, Door County Bicycle tour. Attract the Lake Michigan water sports enthusiasts, i.e. kite boarding, surfing, fishing, etc. Have a designated place for the surfers, kite boarders, etc.	Provide more options for families with a toddler children; a place to gather to share toys and swap toys and play; a community place. Very successful operation in Portland, OR where my daughter and grandson live. Cost-effective restaurants that offer healthy food, other than burger and fries. We have very limited options for healthy eating.	Desire to attend a big name college or state college. Once they leave for college, doubt many come back to Sheboygan to start careers. Explore the world; Too boring to live here, not enough to do, especially in the winter.	Coffee shops. You can meet a variety of people from all walks with different ideas. Isn't that what started the coffee culture? You can meet people visiting Sheboygan as tourists that share their lives and ideas.	A sincere campaign that promotes idea creation beyond SOUP. Expand SOUP to a more structured idea presentation. Promote it more. The presentations at 3 Sheeps were difficult to hear with the bean bag game going on. Not OK. Location should be conducive to the serious nature of these idea creations. Stephanie Weil Center - bring TED talks.	N/A
31	Physicians are inventing medical devices; Lakeland University creating their co-op program to get students connected and working in the county	Higher paying jobs; connection to universities; entertainment that attracts young people; continued growth in shopping options, both small business and national chains, continued investment in our school systems	We need to figure out how to compete with the draw to the bigger cities. It's becoming more and more difficult to recruit physicians who want to live in Sheboygan; they are choosing Mequon and south and commuting.	I have a 22 year old who graduated from UWSP in December. Throughout high school and college, she insisted she was not coming back to Sheboygan. Wanted the big city life. She's working at Acuity and loves it (who wouldn't). I think there is a mind set with young people that Sheboygan doesn't have much to offer them in terms of entertainment, night life, shopping. It may be as simple as them just wanting to spread their wings and not wanting to be close to their parents. Affordable housing for new college grads with students loans would help. I live on the south side of Sheboygan; she found an apartment on the north side :-)	Primarily at work	Storytelling - what are some recent ideas that took off - get those stories out there	Nothing comes to mind at this time

Person	What innovation or innovative ideas have you observed in your community?	What does Sheboygan County need over the next 20 years to have a thriving economy?	What would you like to see changed in your community?	What are some of the reasons why young people who grew up in Sheboygan County leave?	Where do you go to share your ideas? Why that place?	What is needed to spur idea creation in Sheboygan County?	What was an idea you had at work and it didn't take off? What stopped it?
32	The Sheboygan Area School District has fostered a culture of choice that in turn has fostered innovative educational models. The schools of the Etude Group are part of that a represent an innovative model. The original intent of the schools was to keep arts integration alive as a way to foster student engagement. The model has since grown to include engineering, Maker Break, and a K-12 model. The John Michael Kohler Arts Center continues to provide an innovative model for community engagement in the arts including public art pieces, Leavitt Amp Concert Series, and educational opportunities for all ages to engage in the arts. The corner of 8th and St. Clair including Sheboygan Beer Company, 8th St. Ale Haus, Paradigm, Goodside Grocery represent an innovative model for businesses to work cooperatively to create a scene that attracts the type of individuals needed to sustain an innovation district.	A diverse set of people to run for public office. A vibrant downtown Sheboygan with diverse retail offerings. Preserved natural areas for families and individuals to enjoy. Diverse educational offerings. Greater utilization of our Lake Michigan to support recreation.	Stronger communication/coordination among different facets of our community. Strong neighborhoods in the city of Sheboygan.	Greater social opportunities in other cities. Better paying jobs. More diverse set of jobs. Openness to diverse cultures and lifestyles. Higher quality education from their perspective.	Social media, blog, social circles with people who share similar perspectives.	Higher education partnerships. Sources of business/entrepreneurial funding. Openness to new ideas.	There are numerous small examples of this. Typically, ideas don't take off because of a top-down approach to implementation that lacks proper coordination and communication. Additionally, input is properly solicited from key stakeholders.

Person	What innovation or innovative ideas have you observed in your community?	What does Sheboygan County need over the next 20 years to have a thriving economy?	What would you like to see changed in your community?	What are some of the reasons why young people who grew up in Sheboygan County leave?	Where do you go to share your ideas? Why that place?	What is needed to spur idea creation in Sheboygan County?	What was an idea you had at work and it didn't take off? What stopped it?
33	Young entrepreneurs mentioned by seasoned professionals Much greater collaboration between the University and Colleges with businesses Creation of attributes that appeal to the Millennial and next generation. These should offer some of the high appeal factors that the successful urban communities such as Boston, Chicago, Seattle, Portland, San Jose offer. I think this a much greater eclectic range of dining options, bakeries, coffee shops, breweries and an emphasis on outdoor activities. Relocation or expansion of educational establishments to the downtown thus creating demand for the types of stores and restaurants offered on State Street Madison Rock climbing gym, artificial ski slope, expansion of water sports activities, mountain biking trails, urban farm, vegan and vegetarian restaurants, indoor market	Young entrepreneurs mentioned by seasoned professionals Much greater collaboration between the University and Colleges with businesses Creation of attributes that appeal to the Millennial and next generation. These should offer some of the high appeal factors that the successful urban communities such as Boston, Chicago, Seattle, Portland, San Jose offer. I think this a much greater eclectic range of dining options, bakeries, coffee shops, breweries and an emphasis on outdoor activities. Relocation or expansion of educational establishments to the downtown thus creating demand for the types of stores and restaurants offered on State Street Madison Rock climbing gym, artificial ski slope, expansion of water sports activities, mountain biking trails, urban farm, vegan and vegetarian restaurants, indoor market	Covered by above	Job prospects, lack of suitable housing, right-wing politics, lack of facilities that are available in other areas: a variety of restaurants, entertainment,	My network and existing contacts, most of which are not in Sheboygan County. I find a more receptive audience that some of the companies that I encounter locally	A more open-minded mentality. There are many excellent companies here, but the networking and collaboration is weak.	An idea to offer CTO services for hire, which there doesn't seem to be a strong interest in Sheboygan County compared to strong interest outside where I have been able to develop my business
34	The Active group City Green space Farmer's Market	Solid workforce Quality Transportation routes Recreational opportunities diverse population Companies in tune with new manufacturing methods strong, updated infrastructure	A more involved population A city festival that includes all parts of the community while celebrating its heritage.	Lack of diversity Options for further education Older generations unwilling to "pass the baton" Having the sense there is more to the world than only Sheboygan	Local coffeehouse because of the diversity of customers Small, locally owned breakfast restaurant to stay connected with the long time and native born community members	People not afraid to share their ideas and are willing to act on them, and people willing to support those ideas in leadership capacities.	A program celebrating the history of the Plank Road involving a bike ride or auto drive that would connect a local and state historical site. Hasn't happened, yet, due to lack of collaborative groups able to participate.
35	Our firm has locations in Madison and Milwaukee where multiple innovation initiatives are underway including research parks, maker spaces, business incubators, discovery centers, etc. Most are collaborations between the educational community, local government and the business community.	It will need to be recognized as a great place to live, work and play with lively downtown districts, great schools and healthcare. It needs to evolve into a preferred location for those that are creative and innovative by nature to start careers and businesses knowing that the local governments are behind them and supportive of their initiative.	Some of the research parks have developed remotely from downtown urban areas and college campuses. They've been successful, but the next generation of innovators will expect stronger connections to amenities like restaurants, entertainment, shops, fitness and parks not to mention educational systems and access to government.	Not being from Sheboygan I can only consider possibilities, but often younger people are drawn to major metropolitan areas for college and become familiar and pleased with those environments. My family was raised in Madison Wisconsin, but my son lives in Minneapolis and my daughter in New York City. They both see Madison as a rather small town and at this point of their life (mid 30's) prefer the larger urban environments.	We are members of several organizations focused on technology, education and business development. They offer multiple opportunities for networking as well as seminars and conventions both locally and nationally. I also participate in CEO round tables where these topics are often discussed.	Starting a business or advancing an idea for a new product or invention can be very scary. Support systems need to be put in place to encourage those with ideas and drive out the fear.	I've had many ideas that have been fully implemented and many that never get off the ground. Usually those that don't take off are due to getting others involved and hearing their thoughts and feedback. Every idea is not a good one, and getting multiple opinions helps weed out the not so good ones.

Person	What innovation or innovative ideas have you observed in your community?	What does Sheboygan County need over the next 20 years to have a thriving economy?	What would you like to see changed in your community?	What are some of the reasons why young people who grew up in Sheboygan County leave?	Where do you go to share your ideas? Why that place?	What is needed to spur idea creation in Sheboygan County?	What was an idea you had at work and it didn't take off? What stopped it?
36	I know innovation is everywhere, but I cannot think of anything more recent than digital communications and social media.	More talented workforce.	There needs to be a greater emphasis on the positive things in the area.	Lack of understanding that Sheboygan has so much to offer. The grass isn't always greener....	Mostly at clients office. Convenient for them, and face to face communication is critical.	Face to face communication, and easy access to the right kind of people.	Online sales. It still could, I have not given up.
37	Innovation district. Revitalization of south pier. Orderly development.	Vibrant urban area. Affordable housing. Entertainment options.	Improved traffic flow and roads.	It is a small community. Many just want to "see what else is out there". Opportunities are perhaps limited. Larger young community to make new friends.	No where.	Events like the FreshTech summit.	Many, many ideas. Old thinking by people who don't really want to work or are not open to change. Resistance of risk.
38	Establishments creating small stage music venues inside their businesses.	Expanded public transportation. We are providing housing in the city for young people moving here from the bigger cities, but limited means to reach their jobs in neighboring communities other than forcing them to purchase vehicles. Same for exploring other areas of the city.	More empty buildings and storefronts renovated or repurposed rather than new construction.	Stigma of staying in Sheboygan. Grew up thinking there was nothing to do, and that perception does not change as they age.	Work. I have an audience of all generations to bounce ideas off of.	Older generations willing to consider new ideas and change.	Bus stop. Lack of funding.
39	Nourish	We need the development of things that will attract young people and keep them here while raising families. Whether that be entertainment or Arts or Sports as well as better shopping district. We need more creative companies that don't depend on Manufacturing. Service Innovation versus product Innovation.	More inclusive Miss of Outsiders. As well as better embracement of wider culture.	Because there's nothing to do, there's no culture, and very close-minded old attitudes.	My friends and social media because people from places around the world understand change better.	A bigger more diverse of group of people coming together for the betterment of the community. So young people as well as older people as well as people who have left and come back.	A countywide coming together of mines for our work. Old attitudes that didn't Embrace change were not open to it.
40	Filled out before	filled out before	filled out before	Filled out before	Filled out before	What I didn't get a chance to mention yesterday is the need for administrative processes that will allow for things like the following: 1. Fair and appropriate usage (especially by competitors) of the center and its collaboration activities 2. Check in and check out features of maker space equipment and resources 3. Database of service firms who are part of the existing space and sponsors that are a resource to the business community (such as what the chamber has).	Funding

Person	What Innovation or Innovative Ideas have you observed in your community?	What does Sheboygan County need over the next 20 years to have a thriving economy?	What would you like to see changed in your community?	What are some of the reasons why young people who grew up in Sheboygan County leave?	Where do you go to share your ideas? Why that place?	What is needed to spur idea creation in Sheboygan County?	What was an idea you had at work and it didn't take off? What stopped it?
41	I love the roundtables and inspire. I think sheboygan is trying...it's just not something that the whole community has bought in yet. I'm new to the area and wisconsin, so I'm more likely to seek out these new opportunities. The problem is the people that have never left, and they fail to see the change or believe in the change. I think this was a good idea to help with change management of getting people to understand and provide feedback.	We can't live in this motto "build it and people will come". The reason the Navy Yard was successful is because they already had the population and access. What sheboygan needs.... 1) train or transportation from Madison, Milwaukee or Green Bay. - Yes, people can drive but cities that thrive have transportation that gets them there from urban areas. Look at Chicago Suburbs. We don't need to be Milwaukee...but we can lure people to sheboygan through train systems. 2)fill empty store fronts on weekends 3)replicate a three sheeps without drinking...they do comedy events,shows, trivia...give high schoolers something to enjoy doing as well as families. 5)attract better events to either the Well Center or the armory	We can't fill jobs right now because we don't have the population. The innovation center is great for retaining the next generation, and I totally support that. However, if you want buy-in from the community you need to find a way to meet our current needs while also being future focused.	My husband left for college and didn't want to come back single. I think people leaving is a good thing - they become more cultured and bring back new and fresh initiatives for sheboygan's future. The trick is luring people to come back, which our reason was affordable housing, laid back lifestyle, affordable dining, and family culture.	I've attended roundtables, YP Coastal	more events like this	people resist change
42	I rarely think of things as being "innovative" and perhaps that is short sighted. After yesterday's "summit" I started thinking of all sorts of things as innovative. In my lifetime one of the most innovative processes I have observed was the development of the South Pier. Even a few years after it was built, I had my doubts that it would work in terms of businesses operating successfully. (Some lost a lot of money.) Now, it's something I couldn't imagine the community without.	Most importantly, workers and the things the next generation of workers finds desirable in terms of a contemporary place to live. This will require new construction and even more new living spaces near the downtown, in back of the Z Spot. When the living spaces are filled, business will follow. Some way to cross the river on foot would be excellent. I fear a bridge may be a step in the wrong direction...instead of going "up" and dealing with all the limitations of "going up", have we ever looked at going "down"; tunneling under? I'm sure this is incredibly expensive, which may make it a challenge, but it would be much more user friendly, usable all year long, and repair/maintenance costs would be modest.	I think the changes necessary are already in process. In the last 2 years there has been more new housing built and I believe more is on the way. It seems to me that our more "run down" areas of the city are being looked at for new development. Anytime a you can take a run down area and restore it to a vibrant space, that's a win. FORTUNATELY some of the current run down areas (near Indiana ave) are being looked at for revitalization...creating a win-win for everyone.	They have never been told that Sheboygan is a great place. I look at it like this, if you grow up in a household, you typically adopt the prevailing values of that household....and it would appear to me that too many households in this community think of sheboygan as a slightly below average place. IF nobody is pointing out the good, negative attitudes can set in over time. Negativity is a rough thing to overcome.	Mostly in our building among ourselves, or with clients. Mostly out of convenience.	1. Positive attitudes 2. Strong Leadership 3. Vision of the possibilities 4. Strong network of professionals 5. Means of funding projects	We discussed a way to sell our airtime online, but fell short in execution. I would do it differently if I decided to do it again.

Person	What innovation or innovative ideas have you observed in your community?	What does Sheboygan County need over the next 20 years to have a thriving economy?	What would you like to see changed in your community?	What are some of the reasons why young people who grew up in Sheboygan County leave?	Where do you go to share your ideas? Why that place?	What is needed to spur idea creation in Sheboygan County?	What was an idea you had at work and it didn't take off? What stopped it?
43	see first response	see first response	In addition to what I mentioned previously, I would like to see a central calendar of events, better connections between separate groups working toward the same goals, and more parking/free parking/credit card payable parking downtown during business hours instead of after the businesses close, especially at the library. Lack of convenient parking keeps people away from the downtown. It would also be nice to have a Trader Joe's or something similar in the downtown area, as well as a bakery, quick mart, more retail shops and middle-priced restaurants, instead of so many "offices" splitting up the current businesses. I would also like to see more botanical parks with walking trails and more dog-friendly parks.	see previous response	see previous response	Fresh ideas, the addition of new people to the community bringing their own non-Sheboygan world experiences to the mix of local traditions, ways to keep the 40 and 50-somethings who aren't raising families, aren't close to retirement and can be valuable sources of ideas and funds.	see previous response
44	x	x	It may be nice for YP to have a monthly calendar of events with stuff going on in Sheboygan County geared towards people under 40?	x	x	x	x



10/19/2018

TO: FreshTech Advisory Committee
FROM: Dane Checolinski, Director
RE: FreshTech Innovation District Summit Summary

**Fresh
Tech**
Innovation District

Grass roots input was received from ~150 individuals representing over 100 organizations on Wednesday, September 19th at The Berkshire in Sheboygan. This memo is a summary of the main themes and ideas from the Sheboygan County community during the four-hour session.

Reasons for An Innovation District

- FreshTech has potential to change the “image” of Sheboygan necessary to retain/attract talent. Must have strong “story-telling” aspect.
 - Blue collar into technology hotbed
 - “Beer, brats and cheese” into health/active
 - Made in Sheboygan logo / attitude / culture
- Create next generation of family-owned businesses
- Synergies between small and large business in county

What an Innovation District Should Support

- Must be world-class
- Culture: inclusive, diverse, open, energetic-vibe, collaborative, open, engaging
- Lots of great programs going on, don’t recreate but connect them
- Year-round social interaction in the form of events, programs, seminars, and festivals (most, not all should be free).
 - Centralized calendar, strong marketing required to host large-scale programming
 - Healthy, affordable food is essential to interactions
 - Late-night space to hang out
- Professional development, leadership, mentorship (retirees), coaching and professional opportunities are desired
- Educational & entrepreneurship programs for start-ups
- Database of mentors, firm’s interests for younger professionals and entrepreneurs to navigate
- People want access to resources, ideas
- Must be strong enough to attract critical mass
- Strong connection with K-12, higher education and senior community
- Start programming before Hub/District is built (why wait?)

Space Design Considerations

- Nooks/cranny for introverts to hang out
- Virtual classrooms for professional certifications/continuing education
- Space for start-ups (incubator/accelerator)
- Coworking space (including business support)
- Higher education space
- Class "A" R&D space
- "Toys" such as computer programs,
- Makerspace, Industrial thrift shop, pilot manufacturing space
- Dog friendly
- Location to share ideas
- Pitch rooms
- College campus feel
- Space for off-site meetings & interviews
- Career Center
- Multi-purpose spaces
- Green facility
- Transit accessible
- Public art
- District-wide WIFI
- Long-term plans for district (space around hub)
- Beer bar
- Quite/Zen
- Workout area
- Inspiring architecture
- Nearby kid-activities
- Community for remote workers
- Artistic space
- Retail space for products made

A follow-up survey was asked in which 44 participants responded. Below is a summary of overwhelming responses:

DC

FreshTech Facilitator Thoughts

Group 1 – Professional Development (Dawn Sokolowski)

- The community is hungry for a local leadership development program at Hub
- Skilled trades and manufacturing career development is needed at every level including changing the negativity on how High Schools and parents view jobs in this area
- Mentorship and coaching was discussed at every round- blending generations of older and younger workers

Group 2 – Art, Food & Culture (Markus Savaglio)

Community calendar, expanded transportation options, a public market like in MKE, later store & farmers market hours, and neighborhood block parties.

Group 3 – Engineering & Technocrats (Greg Vertelka)

Education: We must develop partnerships with local schools to enhance / attract student's education opportunities here locally. I.e. develop a technology lab that is staffed by educators at the Innovation space. Also, we need to bring in a 4 year college with brand recognition to the City to attract students. Currently well qualified high school students are not studying locally and then not moving back to the area.

City/County livability/enhancements: A key topic that kept coming up was all the "other" topics that were on the agenda regarding the "non-technology" related items that the next generation workforce is going to want to have in a city. Transportation also figured into this discussion, i.e. enhanced public transposition.

Branding/Marketing: We need to market this effort extensively to change the "image" of Sheboygan. This area is not thought of as a technology hotbed in any respect.

Group 6 - Leadership & Management (Bill Marklein)

It was determined in both rounds that management skills and leadership skills are entirely different and this is the root cause of the problem. Management skills is leading projects, processes and tasks whereas leadership skills is leading people (inspiring, emotionally connecting, empowering, motivating). The consensus was there is a huge and problematic gap in leadership skills currently in the workforce. The consensus was to have ongoing programming within FreshTech that will accelerate managers at all levels into leadership roles.

Group 7 – Education (Derek Muench)

As the Education table leader, it was great hearing the positive comments surrounding all the great things we do as a county related to education. Attendees had many positive things to share about their experiences and knowledge of the educational

institution in our county. Participants identified some areas they'd like to see education go in future years including individualizing education for the learner, incorporating and understanding the needs of minority groups, and identifying how technology will continue to influence and evolve education. We had some students attending the discussion and they brought up items such as schools not being able to keep up with advancements in technology and perhaps how it impacts the system's ability to delivery state-of-the-art learning experiences. Many also felt Sheboygan Area companies need to do more to bring hands-on experience to the classroom and not just in the manufacturing sector.

As far as some of the barriers, participants shared concerns about cost of education and ongoing increases of tuition and student loan debt. Many felt that Sheboygan's minority population continues to increase and will increase but the institution of learning hasn't done enough to identify and implement alternative delivery methods. Some additional barriers related to broken homes/one parent homes which make it difficult for students to get to school or afford school supplies. This brought up a discussion on transportation and how important it is not only for school but for jobs and the economy as well. The "institution" education and higher learning is too big to localize and individualize which is major barrier (perhaps being too macro with little opportunity for micro or local influence). The group really thought there are some significant barriers in the future and identified depleting or retracting resources as a huge barrier.

Group 8 – Lifestyle and Wellness (Ben Joniaux)

The overall message I heard was that there needs to be better communications for what is already happening in the community in terms of lifestyle to young folks. There was also a lot of conversation on changing the image of Sheboygan to something more health-positive from "beer, brats and cheese." There was a comment that it is tough to attract innovative or young doctors to the Sheboygan area because of the perception of poor quality of life.

The specific ideas which engaged the most folks were: turning Sheboygan into a Blue Community, brining LimeBikes to Sheboygan, and creating a central database for events.

Group 11 – Best Practice Sharing (Max Scheuer)

It was great to see just how varied and wide ranging the ideas thrown out were. I let the conversation ebb and flow based on the individuals at the tables. There were two groups that stuck out in my mind that I find most important. There are some people that think the environment/atmosphere is almost as important/more important than substance or programming within the innovation district. That's why we have the facility needs section in best practice sharing.

The #1 item I took away – mentorship. More experience business owners mentoring less experienced AND leadership at large companies mentoring leadership at smaller companies. This came up over and over again.

Professional Development

Local leadership development at Hub (what looks like)

- A La Carte classes
- Events and seminars
- Career planning / paths
- Rotational training program
- Have robust procedures and keep them current
- Bring in outside experts to teach to keep professionals current
 - Adds credibility
- Strategic planning
- Cross train employees to create diverse department – on the job skills
- Pair with industry intermarries (associations)
- Cloud based software to share info
- Own social media to share employee ideas
- Management / leadership skills needed
- Have employees assist in creating procedure manuals
- Establish mentors and create experience-based coaching
- How to identify right skills set and attitude
- Develop skills registry
- College credit backed
- Midcareer networking opportunities
- Hold professional development expo at hub
- New college graduates worked in programs and ready for business
- Develop consulting network
- Blend generation of older and younger workers
- Expand Red Raider to more than manufacturing & start professional development track (institutionalize it)
- Key groups should interact with hub a lot:
 - Inspire Sheboygan County (high schools)
 - Coastal Connections
 - Chamber

Why Opportunity Exists

- Large debt for college education
- Short on employees

Barriers/Challenges

- Professionals to find time
- Commitment from higher ups and ability to identify talent
- Small businesses team members not knowing job completely to train or not having skill sets themselves
 - What incentives to train and have them stay
- Location of businesses; access training at hub (transportation)
- Small businesses have legacy systems that are very old (Windows 2007)

- Must build value and promote training, mentorship and coaching to upper management
- Having no procedures or documentation (workflow) to start
- Tech investment
- Most companies don't know what career development looks like (must be part of review)

Those who left Names for follow-up

- Mike Heidt

Social, Art, Music and Food

Culture Needed In District

- Brand & promotion of area
 - Social media to inform the community
 - Blogger for area restaurants / businesses
 - Thought less for manufacturing and more for innovation
 - Blue to white collar community
- Stimulate area (downtown) with density of activities
- Free wireless
- Restaurant and Bars
 - Fresh
 - More affordable
 - Ethnic
 - Deli
- City spaces & more seating downtown and in district
- Improve surrounding area
- Create events
 - Event ideas
 - Top Tier Winter comedy club, music
 - Alcohol vs non-alcoholic balance
 - Walks & runs
 - Local music festival (unique sound)
 - Bring “Big” events
 - Beer & yoga
 - Brat days into something new
 - Social media scavenger hunt
 - Street festival neighborhood association
 - Young music acts
 - Creative economy roundtable
 - 100 “buckys” by different artists
 - Battle of bands
 - Talent shows
 - Youtube stars
 - Pet friendly events (pet fest)
 - Expos
 - Artist paint days
 - Swim stuff
 - Winterfest
 - Boat tours with history or architecture
 - Groups
 - College Alumni
 - Kiteboarding area
 - Sporting events
 - Appeal to high school students
 - Diversity needed

- Wayfinding signage
- Grow Convention & Visitors Bureau
- Neighborhood festivals grow culture of community
- Food Options (make “food capital”)
 - Grocery Store
 - Public market - pop-up food vendors & food trucks – Year round
 - Food hall
 - Pop-up stores (available to rent)
 - More vibrant farmers market
 - Food makerspace
 - Food classes
- Downtown movie theatre
- Public art market
- Rentable art (JMKAC)
- Electric vehicle charging
- County-wide public transit
- Non-traditional transit
 - Uber/Lyft incentive
 - Electric scooters
 - Bike sharing
 - Water taxi
- Unique businesses needed to draw traffic
- Incubators and shared spaces for arts & thinkers
 - Entrepreneurial mentoring
 - Online services
 - Understanding how to “RUN” a business
- Culture liaison to connect SCEDC, chamber, tourism and communities

Why Opportunity Exists

- Legacy of family
- Nuclear center of activity vs. spread out
- Music scene is growing
- Bike paths & well lit
- Quality of life – overall – lake
- No location for people to connect
- Collaborations starting, Paradigm, TYA, Arts Center
- Our assets
 - Beach, riverfront, downtown, greenspace, growing events
 - Marine sanctuary, science on the barge, JMKAC Preserve, Weill Center
 - Sailing, golf,

Barriers/Challenges

- Create space shared between big business & start-ups
- Local shop & Hammersmark hours (close to soon)

- Local media
- Enforce pedestrian crossing (crosswalk signage)
- Not pet friendly community (parks, pools)
- Bike law enforcement
- Siloed communities (Sheboygan v Plymouth)
- Need year-round activities
- More welcoming to new residents
 - Not same vibe as college
 - More and more people being single who don't integrate
 - Demand for assimilation (have kids and then you will blend in)
- Need more people from outside the area
- We need risk takers
- Generational gap
- Pop-up / event licensing
- Vacant buildings
- Central calendar of events
 - No media
 - Need a community vehicle

Those who left Names for follow-up

- None

Engineering and Technical Skills Needs

Technical programming & needs in the District

- Sheboygan-based tech. publication
- County-wide networks for various expertise
- Professional mentor pool
- Develop programming for specific info to industry/skill
- Focused events
 - Meets-ups featuring new technology forum
 - Common interest groups
 - Programs, workshops, lectures, talks
 - Projects
 - Scholarships
 - Tours
 - Internships/Job Shadows
 - Professional mentors
 - Stories
 - Makerspace (Etude- Maker Break)
 - HS / Youth Tech competitions
 - YP (coastal connection)
 - Design Jam
 - Weekend education sessions between companies
 - Big local companies to share common challenges and let small firms solve them
 - Connect similar technical skilled workers across companies (based on affinity)
 - Lightning talks
 - Non-alcoholic arts & entertainment
 - Adventure activities (outdoors)
 - Social engagements (instant...live time)
 - Monthly community education platform
- Business Education
 - Shared space
 - Scalable offices
 - Existing STEM programs
- Marketing
 - Need a brand & Sheboygan needs new image
 - Next Door
 - Made in Sheboygan logo
 - Showcase success story in study
- College liaisons to encourage communication with pipeline of workers
- Innovation District = Education Hub...University presence needed
- Information Technology vs. Operational Technology (must get talking together)
- Virtual classrooms
 - Continuing education in engineering and other fields
 - Offer professional certifications

- Space for start-ups with variety of office / lab sizes (incubator/accelerator)
 - Coworking options
 - Research Park
- Industrial thrift shop (scrap yards, science and surplus)
- Flexible space for pilot manufacturing process
 - Smaller firms don't have access
- Need venue where students, educators, researchers, manufacturers and end-users can see, test and share new ideas...access is open
 - Hands on
 - Interactive labs
 - Open space, standing desks, no cubical
 - Get toys to play with
 - Computer programs
 - Digital twin software
 - Place to construct 3D models and print
 - Ex. Solar heating, electrical panels, industrial refrigeration's

How attract more technical employees

- Entertainment
- Outdoor activities
- Give people a challenge
- Good workspace & vibe
- Promote low cost of living
- Talent work across organizations vs. just in one
- Offer collaborations between firms
- Stop hiding technical experts deep in buildings
- More urban field to downtown Sheboygan
 - More housing, entertainment, food, farmers market expansion
 - Waterfront connections
- Employment office
 - Broadcast persons skills sets to businesses

How to retain more technical employees

- Develop more relationships and area to go for "techies" to hang out
- Ability to conceive and executive individual projects (google allows 20% of time)
- Continued professional development
- Access to resources and ideas
- Opportunities to showcase and collaborate
- Flexible hours or hand picked start/end times (work for home)
- Part-time available
- 4 10hr. work week
- Culture & environment of innovation (buildings won't be enough)
- Factory exchange program (tools)
- Better pay and compensation

- Youth voice

How to create more technical employees

- Expand (k-12) mentoring programs on Tech fields
- Support early education
- Better connect with underprivilege
- Collaboration between early educators
- Trade education
- More “Stem” programs in school (L.T.E. model)
- School field trips with parents

How to partner with Universities

- Grant proposals
- Ideation
- Career pathways
- Community-wide education

Why Opportunity Exists

- No Youth Voice

Barriers/Challenges

- Invest in high speed data (wi-fi zones)
 - Broadband access across area
- Some don’t want to settle in the area
- Non-competitive wages
- Sponsors needed for funding
- Culture of collaboration (lack of willing to share)
- No community calendar
- Short-term thinking
- Lifecycle of business
- Skill set needs change over time
- Public transportation lacks

Those who left Names for follow-up

- Michael Tietjen, Dynamic
- Nic , Dynamic
- Doug Hamm, LTC
- Kat Schneider
- Dan Steinhardt, Arch Electric
- Rob Koenig, Alaark

Talent Attraction

How can the District help attract Talent?

- District should overlook skilled manufacturing & trades
- Social activities
- Gathering ones
- Support programs for small business
- Employer resource network
- Continuously updated data on workforce needs and gaps
- Promotion of current programming
- Community gateway – welcoming
- Advertise the good work companies are doing
- College campus feel
- Space for off-site meetings & interviews
- Integration of small business
- Help create career pathways (career center)
- Classroom run by local experts to provide professional development (drop—in classes)
- Hi-tech start-ups and recruit business from outside area (more progressive)
- Business owners & management collaboration
- Citizen, user-driven organizational structure – a few people can't decide for all
- Multi-purpose spaces (flexible)
- Facilitate idea exchange
- Invite retirees to be apart of the district
- Have volunteers

Existing Assets

- Someplace Better
- Apprenticeships
- Business and community already made attempts to attract more professional talent

How to Attract/Retain employees

- Flex time and vacation
 - Company policies often too restrictive
- Companies to do “small things” ie surprise lunches
- Pluck talent from nearby where areas aren't as cool
- Collaborative job fairs (in other areas)
- More housing options
- More tech/green work
- Local facility tours (overcome misconceptions on a public level)
- Leverage relationship from previous jobs
- Opportunity to “try before you buy”
- More refined interview process

- Talent management plans

Why people choose 1 business over another?

- Environment, Culture
- Respect given employees
- Feedback about making an impact
- You direct leader/manager
- How creative they allow you to be (support risk)
- Benefits / vacation
- Work form home / flex hours
- Pay for schooling / continuing education benefits
- Degree – limits upward movement
- “warm” and fuzzy feeling
- Variety of work
- Job security
- Relatable co-workers
- Modern work environment
- Technology they get to work with
- Work-life balance
- Growth opportunity
- Inspire passion

Why Opportunity Exists

- Wage wars are real (culture and benefits)
- Existing HS co-ops, apprenticeships, Inspire programming
- Management skills needs refinement
- Poaching of employees is real
- Need nice income restricted housing
- Company cultures to be active in community
- “Outsiders” see all the cool stuff
- Sheboygan county can be a little
 - Up north “woods/lakes”
 - Urban “City green, innovation district”
 - California “Beech stuff and South Pier”
 - Sophistication “Destination Kohler”

Barriers/Challenges

- Sheboygan County now known as exciting innovation hub
- Perception the County is a good place to visit, not to live
- Attraction strength of area (image is manufacturing...dark/dirty)
- Abandon/open buildings
- Activities for young people
- Inclusion of area (open and inviting)
- Lack of concentration of jobs with specific skill sets

- Lack of public transit
- Lack of mentorship
- Buy in of community leaders, businesses and citizens who want to “think at” and not “think with” others
- Security treats people as products
- People are just too busy (time)
- Bridge across river
- Safety perception of Indiana Ave
- Road conditions aren’t appealing
- Limited opportunities for advancement...almost forced to move.
- Affordable housing for new grads
- Lack of business training (owners don’t know how to keep their businesses running)

Those who left Names for follow-up

- Shannon Teal, Sartori
- Steve Schouten
- Markus Savaglio, A Great Tour

Multi-Generational

Programming or Ideas for the District

- “family style” collaboration tables
- Multi-generational workshops
 - Experience teach kids (ie. Credit score)
 - Multi-cultural workshops
- Encouragement/guidance for entrepreneurship
- “Adopt a grand parent”
- “pay it forward” idea wall
- Business spotlights
- Ensure programs have intergenerational persons
- Open lectures

How the Innovation District can help different generations

- Volunteering opportunities and holding activities
- Getting information out about opportunities (people don’t believe it)
- Multigenerational community center
- Innovation Spaces (makerspace)
- Night entertainment
- Fitness activities
- Welcoming of transplants
- Makerspace
- Common green space
- One voice/place outlining programming
- Loudly promote things going on.

For Youth

- Anyway to simplify entry into workforce

For Retirees

- Induce retirees to keep working (not in same job)
- Part-time job offerings
- Affordable condos
- Job sharing options

Why Opportunity Exists

- Challenge getting people here and keeping them here
- Career Cruising platform
- World-class companies
- Spirit of volunteering

Barriers/Challenges

- Lack of Diversity and multicultural events
- Affordable housing

- Affordable daycare
- 8th street has to many offices on the 1st floor
- Downtown is dead after 6:00 PM (including farmers market)
- Lots of activities for families and retirees, but few for millennials
- Entertainment venues
 - No aquatic center and indoor/winter activities (no ice rinks in parks)
 - Trampoline park
 - Arcade
 - Seasonal events, outdoor adventures
 - Kids/pet friendly events
 - Tomahawk throwing bar
 - No public swimming pool, expected family amenity
 - Not dog-friendly community

Those who left Names for follow-up

- None

Leadership & Management Skills

Local leadership development at Hub (what looks like)

- Collaborative approach to group leadership development
- Hub for manufacturing leadership to be trained (leadership incubator)
- Ability to connect Sheboygan County leaders with those from other states
 - Outside leaders can help identify our gaps & strengths
- Focus groups on leadership skill development
 - Mid-Level
 - C-Suite
 - Program alumni
 - Gen Z
- Ongoing Programming
 - Million Cups of Coffee
 - gBeta / Generator
 - The Commons
 - Startup MKE
 - NEWaukee
 - Mentorship-Protege (YP & HS)
 - Civic organization involvement
 - Chamber leadership programs
 - Leadership speaker series
 - Youth leadership program – Rotary (high school)
 - Leadership roundtable (leaders supporting leaders)
 - Non-profit leaders – duplication of service elimination
 - Sport leadership academy
 - Volunteer opportunities
 - Online learning (certifications or credits)
- Training needed (results-driven and generate relationships)
 - Collaborative / Inclusion training
 - Emotional Quotient
 - Soft-Skill
 - Human Connection Awareness
 - Strategic skill development
 - Mental health comprehension
 - Competitiveness
- Concordia University
 - Women's Leadership Institute
 - Leadership Bootcamp
- Engage workforce in new ways to encourage "other focused" leadership
- Offer professional development opportunities for employees to work on projects and train staff in smaller organizations
- Top notch programming needed
- Connect people through hobbies (social)
- Place to stay late at night
- Active SCORE chapter needed

- Loan out executives to non-profits and small companies for 10 hours vs. monetary donations
 - May be beneficial to executive to see how a small organization operates

Physical Building Needs

- Pitch Rooms

Why Opportunity Exists

- Perception of Sheboygan County to leadership in R&D, Engineering, Marketing, IT Finance and Health care.
- Workforce views position as not just “job” but as a career
- Lots of people left, must market back to them
- Lakeland Co-op Program
- Sheboygan County Chamber Leadership & Roundtables
- Mid-level leadership gap
- Not all firms have organizational development offices

Barriers/Challenges

- Belief that experience = skill
- Management's ability to identify “high potential” employees. – Let alone do something about it.
- High school co-ops needed in office setting
- Internships don't go into career development
- School Districts not pushing leadership development
- Mid-level career professionals are busy with family, house and children
- Sheboygan has many empty buildings f
- Sheboygan County doesn't offer career growth choices as larger areas do

Those who left Names for follow-up

- Denise Wittstock, Big Brothers Big Sisters
- Tom Malmstadt, United Way
- Bill Marklein, Employ Humanity

Education

How Education Looks in the District

- Host FreshTech Seminars
 - TedTalks
 - Ask the expert
- Competitions and contests
- Mentorship programs
- College classroom presence (access to education)
- Makerspace
- Project-based learning
- Co-working for students
- Research based projects
- Programming towards spaceport
- Engineering school programming
- Adult learning-technology center
- Listen to voice of students
- Encourage Diversity
- Engage Youth
 - Fieldtrips, labs, school time
- Lifestyle
 - Community calendar, wellness
- MOOCS – Massive Open Online Course
- Soft skill institute

What Changes will be needed in the next 20 years?

- Early childhood ed
- Higher Ed + Co-ops
- Teach innovation process early
- Teach from failure
- Commit to risk
- Better speaking/communication skills
- Career/life planning
- Blockchain mentality
- College & HS to mix to ease transition
- Academic advisory boards in college
- College / child care mixing
- Ease hiring of college grads
- Use uncollected scholarships to prepare those entering the workforce directly or early childhood education
-

Why Opportunity Exists

- Communicating career opportunities to workforce pipeline

What Programs are in Place

- Inspire
- Project lead the Way
- CAN Classes
- Robotics Leagues
- Hackathons
- Career Fairs
- Co-ops & job shadows
- SASD House Construction
- Red Raider Mfg.
- Project Lead the Way
- Youth Apprenticeships
- YP Networks – Sheboygan & Plymouth
- Student transportation
- The Commons
- Lakeland Co-op Program
- Early child learning center
- WiSys – Big Idea help for those at UW Schools
- Maker break
- Talent Upload
- JMKAC
- LTC-Plymouth Science & tech Program
- Scholarship programs
- Business-Education Partnership - Chamber

How Business can encourage Education

- Get involved with Inspire / Pathways (internships / co-ops)
- Mentoring
- Keep up with current technology
- Listen to youth and their ideas
- Project-based learning
- Facility tours

Barriers/Challenges

- Institutional education is slow and not flexible
- Growth mindset requires a partnership between business & education
- Different “systems” when comparing education/industry
- Diminishing 18 year graduation high school rates
- New generations are learning in new ways (companies will need to adapt)
- Physical barriers to education
 - High cost for college
 - Family structure
 - Knowledge/communication

- Mass transit
- Getting parents/kids to trust companies to pay for college
- Education accreditations don't always equal industry needs
- Bridge career development of HS into higher education

Those who left Names for follow-up

- None

Lifestyle and Wellness

How lifestyle plays into the District

- “Blue zones” – people who plan to live the longest
- Connect to walking/biking rails (highlight trail head)
- Healthy food options (move away from beer and brats)
- Be more Dog friendly
- Renovate nearby single-family housing for professionals
- Affordable place to hang out
- Lime bike
- HS & Colleges involvement
- Coffee, housing, shops all in walking distance (density)
- Build public wellness infrastructure and people will come
- Jake's Café on larger scale, but ore open like Paradigm
- Programming (promoted by combined calendar)
 - 3-sheeps is a good model
 - Blue Zone Book Series
 - Occupational safety
 - Money week – sponsored by Federal Reserve
 - Holistic & Alternative Care
 - “After parties”
- Branding
 - Backed by city/county
 - Sheboygan isn't a factory town
 - Need storyteller

Why Opportunity Exists

- Very high insurance premiums
- People don't take care of themselves
- Sailing is huge
- Not much PR about our assets
- Blue harbor and south pier is amazing (town has done it before)

Barriers/Challenges

- Ability to bring in Physicians
- Perception Indiana Ave is unsafe – finish South Pier first
- “Brats” and “Beer” perception of area
- Talent goes to school and doesn't come back
- Not enough tourists from MKE area to change perceptions
- Recreation amenities are not well promoted
- No one to do things with “own age” – youth
- Brat Days has lost luster
- Perception of poor medical facilities
- Organizations have there own agenda

- Generational differences in approach to information and wellness
- Not enough public access to health facilities

Those who left Names for follow-up

- None

Entrepreneurship

Local entrepreneurial development looks like in the District

- Facility Needs (centralized resource center)
 - Collaborate spaces
 - Small business incubator
 - Adaptable space
 - Location to share ideas
 - Makespace
 - Wifi in whole district
- Local colleges (LTC, Lakeland, UW-GB) downtown
- Bring on internships to work at hub
- Use “inspire model” to connect innovation subject matter experts cross organizations
- Pop-up shops
- Best practice sharing
- Need a financial funding model for start-ups
- Programming
 - 60 Minute collaborative sessions
 - “Leadership Louisville” model
 - Organized SCORE Chapter
 - Mentorship program of retirees – boomers still want to work / share knowledge
 - The commons in Milwaukee
 - Adult learners
 - Business model canvas sessions
 - Challenges for young upcoming talent to solve large firm issues
 - Entrepreneurship clubs with schools or youth groups
 - “Shark tank” program or pitch competition
 - Technology literacy
 - Entrepreneurship/Investor (E/I network)
 - Pool of resource groups
 - Connect entrepreneurs with other people
 - Focused on lowering stress of business ownership
 - Veteran-specific programming
 - Family-owned transitions (keep businesses locally owned)
 - Education on what is available
 - Internal company “start-up” programs for new products within firms
 - Look at innovation funnel. Work on programs to support all levels.
 - Marketing / sales systems for entrepreneurs
 - Existing Economic gardening program
 - Tax, legal, financial counseling for small business

Other Entrepreneurship Efforts Needed

- More business programs in school (blended with traditional classes)

- Foster interest
- Entrepreneurship co-ops
- Local procurement to support local entrepreneurship
- Angel Investor network
- Microgrants / microloans
- Work on eliminating regulation (red tape)

Why Opportunity Exists

- Academic/Career Plans

Barriers/Challenges

- More houses along Indiana should be torn down
- Perception of safety of area
- Money for start-ups

Those who left Names for follow-up

- Brock Kovaric
- 603-213-2334 (maybe 7)
- Luke Williams

New Product (and Service) Development

How Innovation District Can Support New Product Development

- Sense of community for remote workers
- Purpose beyond “job”- motivated environment
- Culture for young talent want to stay in
- Branding
 - Made in Sheboygan logo
 - Fresh – green, recycle, water, sustainability
 - Tech – how to utilize technology to advance
- Facilities
 - Artists space for creative side of manufacturing
 - Community for music/bands
 - Makerspace (mead?)
 - Retail shops for products made
 - Thirft store for “tinkerers”
 - Prototyping lab
 - Co-working with admin support / shared services
 - Legal, banking, bookkeeping, etc... nearby
 - Collaborative work spaces on larger scale
 - Generational space where retired people share knowledge with youth
 - Career center
 - Modular assembly line for rent
 - Higher education space
 - Need space after company incubation (research park)
 - Community spaces
- Programing
 - Entrepreneurial skills exchange program
 - B2B community. All resources needed to start a new business (membership driven)
 - Discuss patents that have come from area
 - Online skill classes
 - How to connect Sheboygan county companies trash to another raw material treasure?
 - Youth interact with innovation in hub
 - Use of waste streams from manufacturing
 - Left/Right brain mixers
 - Chamber roundtables
 - Knowledge product network / think tank
 - Lightning talks (5-7 minute presentation on project passionate on)
 - Meet-up events focused on specific items
 - Corporate Soup...fund an idea that a company needs
 - Digital Twin Technology
 - For “guys on the floor” who have the ideas

Other Opportunities

- LTC to encourage innovation “Madison college ingenuity center”
- Regionalize concept beyond Sheboygan County
- Early childhood STEM classes

Why Opportunity Exists

- Attract / develop local research university
- High student loans (forgiveness program can drive talent)
- Toursits can be used to test/experience new products
- Jakes Café, Red Raider, Ebco Center
- Continued beautification of Sheboygan
- Ease of doing business between local firms

Barriers/Challenges

- First stage funding (venture, angel capital)
- Confidentiality
- Need executive buy-in
- Talent/workforce shortage...owners have little empathy for the challenge
- “freezing” out ground level employees from contributing
- New product development may involve substantial financial risk
- Need to focus on innovation in single area/industry
- Finding talent to sustain initiative
- Competitive wages
- Need message to show value of collaboration to business owners (break it down)
- Rigidity, resistance to change
- 24 hr Child care & cost
- “take my ball and go home...I don’t want to play anymore” mentality
- Lots of silos
- Manufacturing job stigma
- Not maximizing current facilities

Those who left Names for follow-up

- D. Roberth?, PolyMvation LLC

Best Practice Sharing

How Best Practices can be shared in the Hub

- What is needed
 - Digital infrastructure (human network meets physical infrastructure)
 - Get outside experts (not just Sheboygan County people)
 - Create pipeline of talent
 - Create clubs & meet-ups
 - Structured process and forum
 - Universally inviting
 - Central place (neutral ground)
 - Free vs. sponsored vs. paid ...mix it up
 - Supportive/collaborative
 - “case manager” – develop framework for meetings
 - Inspire model – connect, mentor, explore, awareness, experience
 - Lower intimidation factor
 - Transparency
 - Clearing house for resources
 - Vibe-energy
 - Events for a purpose – connected intention
 - Build self worth & “leveling up” skills
 - Easily accessible
 - Real-time information sharing (google docs)
 - Multilevel / engagement programming
 - Industry-specific network involvement
 - Co-operative agreements (B2B)
 - Mentorship programs
- Programming Ideas
 - Thirsty Thursday
 - Like economic club, but more accessible
 - Small/Large business mentorship (both ways)
 - Sage wisdom for young biz leaders
 - Retirees provide value to younger people
 - Business tours & sharing best practice on tour
 - Cross pollinate with other innovation districts / centers
 - New business education
 - YP Innovation District Summit
 - Innovation themed meetings
 - Bad idea sharing
 - Chamber roundtables
 - Align “opposite companies” for idea sharing (ACUITY & Retirement center)
 - Entrepreneur roundtable
 - Economic gardening
 - Reverse industry pitch with student challenges
- Facility needs

- Green space
- Workout space
- Quiet/zen
- Beer Bar
- Flex space
- Giant coffee shop
- Creative space for 18-30 year olds
- Interesting / inspiring architecture
- College professor “hub”
- Must offer something to get me out of my house on nights and weekends
 - Things for kids to do while at meeting
 -

Why Opportunity Exists

- People always need help and Wisconsinites often do help
- Diversity of people, skills, experiences
- Jakes café

Barriers/Challenges

- Proactive community with multiple generations
- IT will grow drastically in future. No idea what it will look like
- Parking
- Blue-Harbor buy-in
- Too much information could be shared (not confidentially, but big nut)
- Roundtables / discussions need strong facilitator to keep on track
- Needs leadership
- Competition may be nearby

Those who left Names for follow-up

- None

Open Discussion

Topics Discussed

- Include growth of surrounding areas outside the district?
- Build the walking bridge over the river
- Is this highest and best use of Indiana Ave.
- Traditional recruiting tools not inclusive of entrepreneurs
- Consistency in Messaging (plan needed)
 - What is innovation district
 - Tell story of local innovation
 - Culture of “why not”
 - Speak to with youth to keep them from leaving
- Transportation and walkability important
- Start programming before bricks and mortar...get people more excited
- What is impact on other local businesses?
- Need continued beautification of City/County.
- How does the rest of the County plan into the District?
- How do we recruit startups? Are we prepared to assist?
- How create partnerships with business in industrial parks?
- What can be built around the district to complement area?
- What resources are available to the local artist scene?
- What is the end goal? Grow talent for companies?
- Research to innovation seed. What does it look like? What resources are needed?
- What does the community want to see in a makerspace?
- How do we connect with expertise and SME in the community (database?)
- Career center for professionals and YP
- Development training needed.
- What can the state help with?
- Higher education role?
- Identify bubbles of interest and create groups around them. Cross pollinate with others

Barriers/Challenges

- Define Innovation
- The Area embracing transition

Those who left Names for follow-up

- None

Event Ideas from Summit & Other Innovation Districts

Entrepreneurship

- 30-60-90 day road map planning sessions
- 48 Hour launch (weekend)
- Will this idea float event
- 60 Minute collaborative sessions
- “Leadership Louisville” model
- Organized SCORE Chapter
- Mentorship program of retirees – boomers still want to work / share knowledge
- The commons in Milwaukee
- Adult learners
- Business model canvas sessions
- Challenges for young upcoming talent to solve large firm issues
- Entrepreneurship clubs with schools or youth groups
- “Shark tank” program or pitch competition
- Technology literacy
- Entrepreneurship/Investor (E/I network)
- Pool of resource groups
- Connect entrepreneurs with other people
- Focused on lowering stress of business ownership
- Veteran-specific programming
- Family-owned transitions (keep businesses locally owned)
- Education on what is available
- Internal company “start-up” programs for new products within firms
- Look at innovation funnel. Work on programs to support all levels.
- Marketing / sales systems for entrepreneurs
- Existing Economic gardening program
- Tax, legal, financial counseling for small business
- Future CEOS (middle school)

Social Interaction / YP Group Ideas

- Monthly newbies meetings “SHE-newbies”
- Monthly spotlights on professional
- Coworking mixers with speakers (win 2 free days at space)
- Startup Week (October)
- Innovation Happy Hours
- Passage Ways Art (urban design using feedback)
- Large companies to engage there workforce
- Monthly art crawl
- Pub Club social (new local businesses open in last 6 monts)
- Boom Town Awards (annual)

- Street Cred (competition for students to plan/design part of the city)...less is more
- Blue Zone Book Series
- Occupational safety
- Money week – sponsored by Federal Reserve
- Holistic & Alternative Care
- “After parties”
- Volunteering opportunities and holding activities
- Getting information out about opportunities (people don’t believe it)
- Multigenerational community center
- Innovation Spaces (makerspace)
- Night entertainment
- Fitness activities
- Welcoming of transplants
- Makerspace
- Top Tier Winter comedy club, music
- Alcohol vs non-alcoholic balance
- Walks & runs
- Local music festival (unique sound)
- Bring “Big” events
- Beer & yoga
- Brat days into something new
- Social media scavenger hunt
- Street festival neighborhood association
- Young music acts
- Creative economy roundtable
- 100 “buckys” by different artists
- Battle of bands
- Talent shows
- Youtube stars
- Pet friendly events (pet fest)
- Expos
- Artist paint days
- Swim stuff
- Winterfest
- Boat tours with history or architecture

Technical Talent

- Meets-ups featuring new technology forum
- Common interest groups
- Programs, workshops, lectures, talks
- Projects
- Scholarships
- Tours

- Internships/Job Shadows
- Professional mentors
- Stories
- Makerspace (Etude- Maker Break)
- HS / Youth Tech competitions
- YP (coastal connection)
- Design Jam
- Weekend education sessions between companies
- Big local companies to share common challenges and let small firms solve them
- Connect similar technical skilled workers across companies (based on affinity)
- Lightning talks
- Non-alcoholic arts & entertainment
 - Adventure activities (outdoors)
 - Social engagements (instant...live time)
 - Monthly community education platform

Professional Development / Best Practice Sharing

- Develop skills registry
- Million Cups of Coffee
- gBeta / Generator
- The Commons
- Startup MKE
- NEWaukee
- Mentorship-Protege (YP & HS)
- Civic organization involvement
- Chamber leadership programs
- Leadership speaker series
- Youth leadership program – Rotary (high school)
- Leadership roundtable (leaders supporting leaders)
- Non-profit leaders – duplication of service elimination
- Sport leadership academy
- Volunteer opportunities
- Collaborative / Inclusion training
- Emotional Quotient
- Soft-Skill
- Human Connection Awareness
- Strategic skill development
- Mental health comprehension
- Competitiveness
- Women's Leadership Institute
- Leadership Bootcamp
- Thirsty Thursday
- Like economic club, but more accessible

- Small/Large business mentorship (both ways)
- Sage wisdom for young biz leaders
- Retirees provide value to younger people
- Business tours & sharing best practice on tour
- Cross pollinate with other innovation districts / centers
- New business education
- YP Innovation District Summit
- Innovation themed meetings
- Bad idea sharing
- Chamber roundtables
- Align “opposite companies” for idea sharing (ACUITY & Retirement center)
- Entrepreneur roundtable
- Economic gardening
- Reverse industry pitch with student challenges

New Product Development

- Entrepreneurial skills exchange program
- B2B community. All resources needed to start a new business (membership driven)
- Discuss patents that have come from area
- Online skill classes
- How to connect Sheboygan county companies trash to another raw material treasure?
- Youth interact with innovation in hub
- Use of waste streams from manufacturing
- Left/Right brain mixers
- Chamber roundtables
- Knowledge product network / think tank
- Lightning talks (5-7 minute presentation on project passionate on)
- Meet-up events focused on specific items
- Corporate Soup...fund an idea that a company needs
- Digital Twin Technology
- For “guys on the floor” who have the ideas

Education

- Host FreshTech Seminars
 - TedTalks
 - Ask the expert
- Competitions and contests
- Mentorship programs
- College classroom presence (access to education)
- Makerspace
- Project-based learning

- Co-working for students
- Research based projects
- Programming towards spaceport
- Engineering school programming
- Adult learning-technology center
- Listen to voice of students
- Encourage Diversity
- Engage Youth
 - Fieldtrips, labs, school time
- Lifestyle
 - Community calendar, wellness
- MOOCS – Massive Open Online Course
- Soft skill institute

Thought Exercise of Event Logistics & Marketing

- Places where postings should go
 - FreshTech website (own page)
 - Sheboygan, Sheboygan Falls, Oostburg, Howards Grove, Elkhart Lake, Plymouth, Random Lake, Manitowoc, Port Washington Chambers
 - SB website (from other chambers)...community calendar
 - Facebook, LinkedIn
 - Facebook & LinkedIn Ads
 - SnapChat (behind the scenes)
 - Meet-ups
 - Google events
 - Event Bright
 - Nextdoor
- Special associations or places to blast
 - Professional associations (Home Builders, Chemists, IT etc...)
 - Inspire Sheboygan County
- Posters
 - Develop sites in downtown area where posters can be put. Ideas include:
 - Apartments buildings (encore, high pointe, Badger State)
 - District businesses (Craft 30, La Conquistador, Field to Fork, Marina, City/County hall), art recidivism (MKAC, Weill center)
...service to deliver (Zimmerman?)
- E-Newsletter
- Larger Events
 - Vynal banners on side of district buildings (parking structure) for larger events
 - Press release for series or significant speaker
 - Handouts around district

Needs

- Better CC Processing System
- Better Event registration linked with CC & room
- Conference/meeting room registration system
- Promotional materials for Room leases
- Great calendar / posting software
- Hootsuite-like program