



Photo Credit: Downtown Fond du Lac Partnership via Facebook.com, 8.4.15



**Downtown Exploratory Committee:  
Framing Issues & Responses in a Network  
7.21.16**



## OPERATING AGREEMENTS:

- Respect each other.
- Speak one at a time.
- Be open and authentic with your opinions.
- Have enthusiasm for what we're doing.
- Come prepared for meetings.
- Everyone participates and helps each other participate.
- When it's decided, it's decided.

UW  
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"Tools" by Paul  
Downey on  
flickr.com

Let's discuss how they're working.



**Centering Question:**  
What do you need to let go  
in order to be fully present  
for the group tonight?

## So Far:

- What We Believe About Downtown
- This process will be a success if...
- Listening to Partners:
  - Amy Hansen, Downtown Fond du Lac Partnership
  - Dyann Benson, City of Fond du Lac
  - Darrin Wasniewski, Wisconsin Main Street Program
  - Downtown Fond du Lac Partnership board members
- Planning Documents like 2008 Vision for Downtown

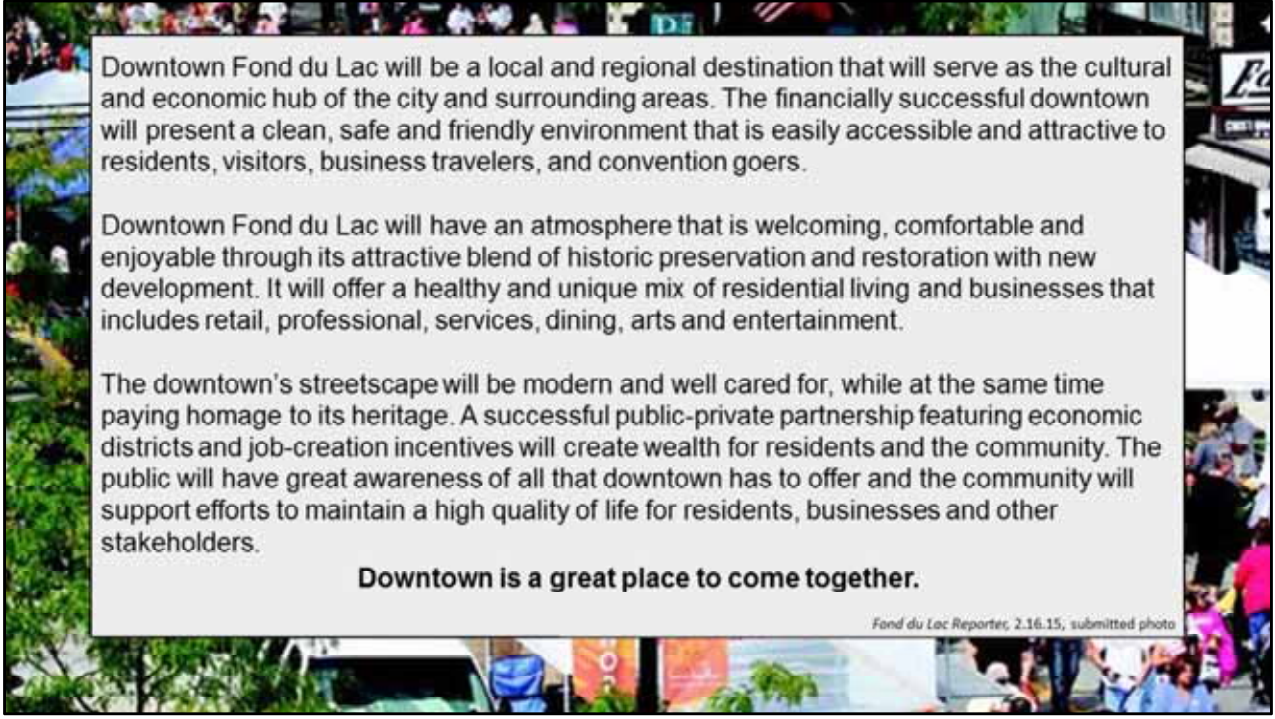


"Light at the End of the Tunnel at Hidcote Manor Garden" by Tony Hammond on flickr.com

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Vision for Downtown...which is here, just so you can remember what that says.

Last but not least, we have this work that you did in May in response to the question:



Downtown Fond du Lac will be a local and regional destination that will serve as the cultural and economic hub of the city and surrounding areas. The financially successful downtown will present a clean, safe and friendly environment that is easily accessible and attractive to residents, visitors, business travelers, and convention goers.

Downtown Fond du Lac will have an atmosphere that is welcoming, comfortable and enjoyable through its attractive blend of historic preservation and restoration with new development. It will offer a healthy and unique mix of residential living and businesses that includes retail, professional, services, dining, arts and entertainment.

The downtown's streetscape will be modern and well cared for, while at the same time paying homage to its heritage. A successful public-private partnership featuring economic districts and job-creation incentives will create wealth for residents and the community. The public will have great awareness of all that downtown has to offer and the community will support efforts to maintain a high quality of life for residents, businesses and other stakeholders.

**Downtown is a great place to come together.**

Fond du Lac Reportec 2.16.15, submitted photo

**How can the  
Downtown  
Exploratory  
Committee best  
contribute to  
the success and  
improvement of  
the Downtown?**

*May 19, 2016*

**Promote and Foster Ideas – “Ideas”**

- Create a sense of urgency
- Cost effective ideas
- Lots of exciting ideas: outside the box
- Increase Access to Main: not using Macy/Marr
- Make downtown a destination
- Ideas that develop downtown to full potential

**Define and create and build landmarks – “Landmark”**

- Create “Arch” over Main (Entrance)
- Develop a theme/Focal Point/Landmark for downtown
- Define the Fond du Lac Brand

**Promote Innovation – “Involvement”**

- Challenge and Educate the Community to get them involved
- Encourage Change vs. “the norm”
- Listen to the community
- Stop doing business as usual
- Phased in approach – Some Easy, Some Hard

**Create Gathering Places – “Gathering”**

- Make more public places available
- Promote outside seating on Main Street
- Suggest changes that include outdoor dining

**Implement Strategy – “Strategy”**

- City buy “White Elephants” and sell to developer
- Share knowledge and experience
- Strategy driven plan
- List of needed shops

**Creating Activities – “Activities”**

- More family friendly activities
- Pick up festivals dropped by others
- Obtainable Ideas including Community involvement – Art/Street/Festivals (Short-term affordable)

**Leading Change – “Change”**

- Mentor other successes
- Benchmark other cities
- Open to change
- Provide realistic ideas

This is a good start.

But there is the wrinkle that you as a committee aren’t actually empowered to do these things. You are being asked to recommend actions to City Council.

And as we’ve seen from the last several meetings, the City Government isn’t solely responsible for what occurs in the Downtown.

With that in mind, I’d like to show you a framework that sets up planning for change in an open network setting like what we have here.

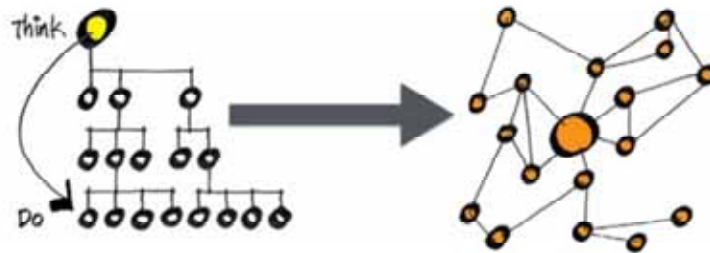


*Strategic Doing enables people to form action-oriented collaborations quickly, move them toward measurable outcomes, and make adjustments along the way.*



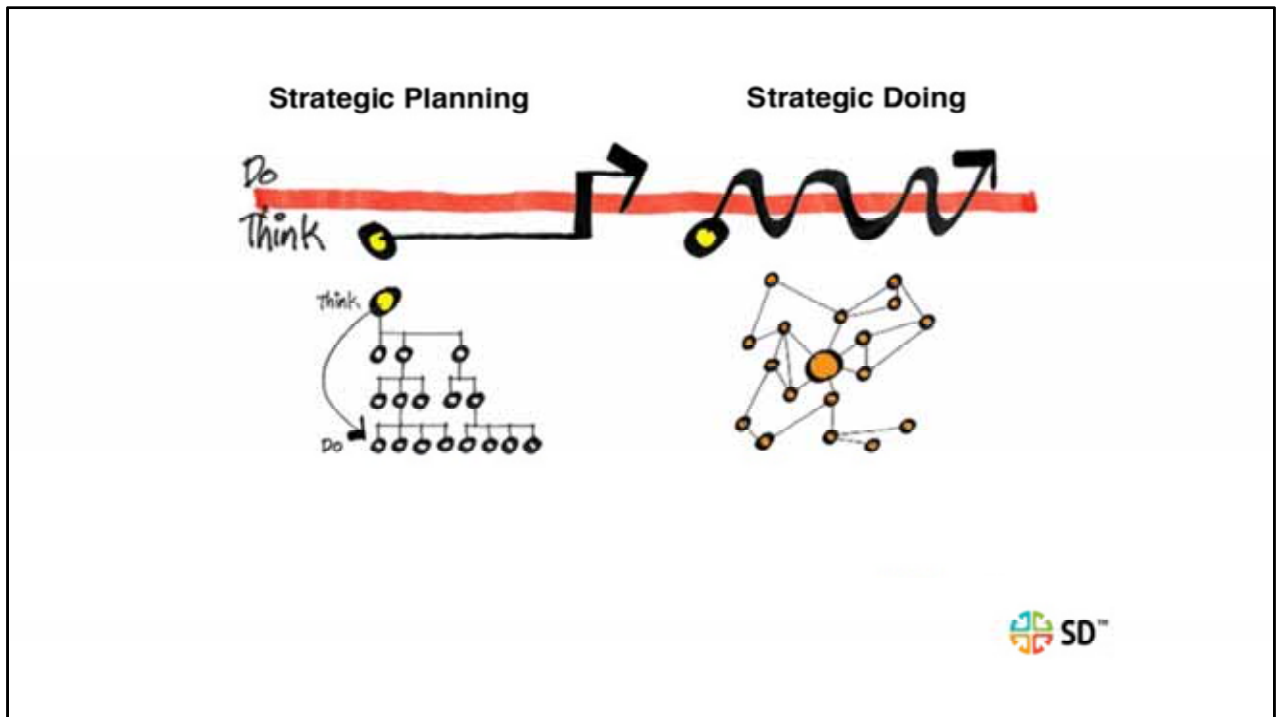
Has anyone ever heard of this or worked with it before?

**The problem: The foundations of our economy are shifting from hierarchies to networks...**



I'm choosing this approach tonight because it fits in situations where there isn't one central decision making point. In the case of the Downtown, there are many stakeholders who have jurisdiction over different parts of the downtown. The City is one, but it isn't the only one. You are taking leadership to do some advanced thinking about the Downtown on behalf of City Council, the even City Council won't be able to implement everything on it's own. This approach paves the way for others to fill into a framework you create, endorsed by the Council hopefully, and filled in by everyone who sees a role for themselves in it.



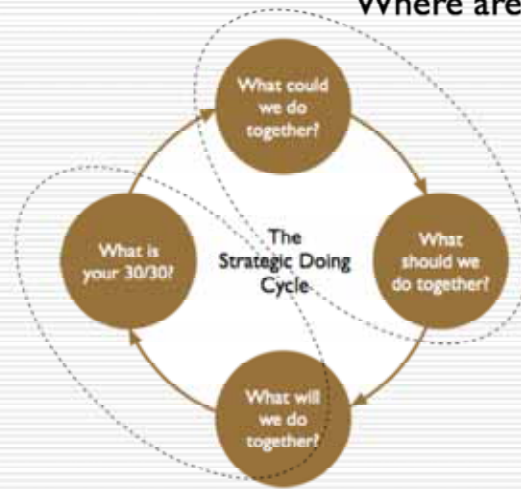


Here’s another way to draw it out. Future planning never feels so straightforward as the design on the left, but it is simpler if there is one main actor in the system you are talking about...a non-profit board discussing it’s own future, or planning an event.

There may be aspects of the Downtown ideas that do implement that way – in a simple, linear fashion, but at the moment you’re still identifying all the parts of the system and how to impact those...more like the drawing on the right.

# Two Questions

Where are we going?



How will we get there?

This is the way they talk about it. We won't be this detailed tonight, but the gist is to narrow down what is needed, what is possible, and then how to move toward it in a short amount of time.

We're just doing the first part tonight, which relies heavily on asking GOOD QUESTIONS about the downtown first. I know many of you have answers that you are ready to share, and we'll be doing that in the SECOND half of the meeting tonight. First, I'm going to ask you to figure out what the main issues are that you want to solve, and to frame them as QUESTIONS. This is really a key step. Many of you may be already beyond this in your head – knowing both questions and answers, but please hang with me here for another few minutes so the whole group – and ultimately the whole community – can be with you in it too.

## Frame Appreciative Questions

- ❑ Keep the end-in-mind for the discussion.
- ❑ Experiment with the construction and scope to get a feel for how each can change the direction of the inquiry.
- ❑ Ask yourself, " Is this a question to which we do not already know the answer? If we do, it is not inquiry.
- ❑ Run the question by someone to see how well the question works and where it leads.

Less Powerful Questions

More Powerful Questions



Yes/no Which Who When Where What How Why\* What If



The first task for you tonight in small groups is to ask strategic questions about the Downtown. Questions that have more than one answer, and that are on the More Powerful side of the continuum. HOW you ask the question affects how you (and how the many others involved in the Downtown) will answer it. Being as clear and as open as you can about this part of the process will get to a more comprehensive solution in the end.

### Issue Theme EXAMPLE: Downtown Parking

Framed as a Question	Solution Space	Consequences of this Framing
How can we get more parking in the Downtown?	<p>City buys more property to turn into parking;</p> <p>City changes parking on Main to be diagonal.</p>	<p>More land taken up in parking instead of retail.</p> <p>Possibly more dangerous as cars backing out.</p>
How can we better utilize the parking we have for customers, business owners, and residents?	<p>Develop marketing materials to promote Passport Parking app.</p> <p>Universal parking pass for regular users.</p> <p>Develop incentives with businesses to offer bikers, walkers, bus passengers in the Downtown.</p>	<ul style="list-style-type: none"> <li>• No land purchases or construction necessary.</li> <li>• Reward long-time users/owners.</li> <li>• Reduce number of cars in the Downtown to increase foot traffic, look &amp; feel, etc.</li> <li>• Improved clarity for first-timers or tourists.</li> </ul>

Here’s an example of how framing an issue differently can lead to different types of responses.

I made up this example...Parking may or may not be something you want to focus on.

Now, looking again at the list of issues brainstormed in May – are these still the things you’d like to work on? Are there others you’d like to add? This is a first pass. There will be time to add on, subtract, or combine later.

## How can the Downtown Exploratory Committee best contribute to the success and improvement of the Downtown?

May 19, 2016

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### Small group work

- Get into small groups based the area of interest that you have.
- Let’s have at least 2 people per group, and no more than 4.
- If no one is interested in an area, set is aside to possibly incorporate later.
- For 10 minutes in your groups, Use the *Issue Framing Worksheet* as a guide for discussing what the main area of focus is within each of these topical areas.
- What is the “Powerful Question” about Downtown that you are asking in relation to this topic?
- What Solution Space does that define?

*(It may help to think of what you DON’T want. What wouldn’t fit into this*

*definition?)*