



downtown exploratory committee



Downtown Exploratory Committee Report

December 2016

Prepared by
Downtown Exploratory Committee (DEC)

City of Fond du Lac





Downtown Exploratory Committee

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Sarah Van Buren, Vice-chair

Tom Ackerman

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COVER and DOWNTOWN FOND DU LAC

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Abstract

TITLE: Downtown Exploratory Committee (DEC) Report

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DEC EXECUTIVE SUMMARY

The Downtown Exploratory Committee (DEC) was assembled by the Fond du Lac City Council to examine the challenges faced by Downtown Fond du Lac. This age-diverse group consisted of people from the City of Fond du Lac and from the surrounding areas. Throughout the exploratory process, considerable data was provided to the committee by guest speakers, city leaders, tours, and surveys. This information was studied, investigated, and discussed at both high and detailed levels, and a list of potential areas for concentration was developed.

After reviewing the Downtown Fond du Lac Partnership (DFP) Market Analysis report, the DEC was pleased to see many of its concerns were identified in this analysis. The Committee decided the best plan would be supporting three specific recommendations from the DFP analysis with more details:

1. Support New Residential Development.
2. Targeted Redevelopment of Priority/Opportunity Properties.
3. Further Invest in Cultural Experiences.

The DEC suggestion to support new residential development includes the following sub recommendations.

-) Define a finish line, which means having an end goal or plan that can be measured and “completed” for residential development.
-) Perform assessments to determine what types and what quantity of new residential developments are needed.
-) Continue to promote ideas for and feasibility of new potential developments or improvements to property owners.
-) Investigate and possibly promote condo platting, a tool used by other communities, for future residential growth.

Suggestions to target the redevelopment of priority/opportunity properties within the Business Improvement District (BID) area focus on identifying dilapidated properties for development as critical for Downtown success. Aesthetics and “tying everything together” needs to be another focus when considering the redevelopments. A plan to attract and develop options that appeal to people at all hours of the day, creating a “24/7” atmosphere, would also entice people to visit more frequently. Finally, emphasize creating desired-use properties that can draw people, get people talking about the Downtown, spur revitalization, and help with economic development for surrounding businesses.

Further investing in cultural experiences for people living and visiting the Downtown is the Committee’s third strategy for making the Downtown Fond du Lac area more welcoming. Creating art exhibits that can be viewed by residents and by people visiting the Downtown can lead to word of mouth and other forms of publicity, encouraging others to attend similar events to “share” that experience. Cultural events and entertainment can be the draw to create an “experience” or “moment” that will get people to return to the Downtown, enjoy the Downtown, but most importantly PROMOTE the Downtown to others. For example, in Indianapolis, there is a photo opportunity where a person stands to become the “I” as part of an “Indy” statue. While

people are not likely to drive great distances just to get such a photo, people who are in Fond du Lac may go to strategically placed “photo ops” to say they have done it. Once a person is in the Downtown area, it is likely they will see something they want to explore or visit, or they will stop in a store. The DEC does not believe that investing in this recommendation alone will create signification change, but in conjunction with the other recommendations this can help to improve the image of the Downtown.

The DEC recommends implementing a catch phrase to highlight the area and its activities: “Fond do it Downtown.” The Committee believes this phrase highlights Downtown as a welcoming destination for diverse users who want to shop, dine, and attend cultural events at all times of the day. It also encompasses unique options, such as the farmers market, Main Street festivals, and “pop-up” events. In general, this phrase will remind citizens and visitors that this city has many enjoyable possibilities for those who want to “Fond do it Downtown.”

The DEC encourages the City Council to proceed in doing all that is in its power to help progress the Committee’s recommendations and that of the DFP Market Analysis. DEC members believe that through public and private funding, utilizing local groups, exploring potential zoning changes, and encouraging and increasing community support and involvement, the Downtown



PHOTO CREDIT: Joelynn Dahlin

can be revitalized and become the draw it once was. No city is perfect, but DEC members believe that Fond du Lac is a city with many fine qualities. There is a strong, charismatic history in this town that can be drawn upon and, with some updates, can appeal to all generations of residents and visitors. The DEC encourages city leadership, business owners, and residents to concentrate on the good points and use the recommendations in this report to accent these positives. Fond du Lac needs to create a focused Downtown identity and image, and then market its positives by engaging the people that live here and by funding marketing campaigns aimed at the larger public.

SECTION 1: PURPOSE, STRUCTURE, AND COMMITTEE MEMBERSHIP

Charge from City Council

The City Council created the Downtown Exploratory Committee (DEC) to function in an advisory capacity to the Council regarding improvements for the Downtown of Fond du Lac (Appendix A) and to present recommendations for improvements to the Council.

The DEC explored, studied, and investigated all aspects of potential improvements to the downtown. Its scope of study was intentionally broad, encompassing all forms of building, park, and public space occupancy, and all forms of activity, including, but not limited to: public events, public/private ownership, and potential commercial development.

By direction of the City Council, the DEC is presenting this written report to the Council. This report encompasses DEC recommendations; the expected outcomes of implementing these recommendations; and the Committee's rationale for the recommendations it has made. Simply put, the committee's report addresses the following question:

) How can the Downtown of Fond du Lac be better?

Ultimately, the DEC was to recommend a vision for the Downtown's future and a strategy for achieving that vision. In general, the City Council sought ways to create a vibrant downtown, one that attracts more local citizens and visitors, more investment, more development, more occupancy, and more excitement than it does today. (For details on the charge from City Council, see Appendix B.)

Committee Formation Process

At the City Council meeting on January 13, 2016, a motion was passed for the creation of the Downtown Exploratory Committee. A survey was sent out to the City Council and the Fond du Lac Downtown Partnership Board members to vote for 17 members in seven different categories. A total of 36 applications were received and the following individuals qualified for the appointment:

Downtown Business/Property Owners (3 members)

Joseph Braun
Sara Cujak
Sam Meyer

Currently live or regularly visit the Downtown (3 members)

Mandi Hatch
Karri Klemm
Sarah Van Buren

Currently does not live in or regularly visit the Downtown (3 members)

Jason Bucholtz
Ann Schneider
Philip Twohig

Age 16 to 20 (2 members)
Gavier Stinematess*

Age 21-35 (2 Members)
Sarah Sprang
Sadie Parafiniuk

Age 36-59 (2 Members)
Dave Schecher
Christine Schiek

Age 60 and older (2 Members)
Deborah Doll
Carlos Marquez

*Additional person to make 17 committee members – Scott Kirkpatrick

First Alternate – Sarah Everson
Second Alternate – Tom Ackerman

Committee Membership

Throughout the life of the Committee, various members have stepped down for a variety of reasons. Figure 1 illustrates the members that remained.

Figure 1: Active Downtown Exploratory Committee Members

Tom Ackerman	Carlos Marquez
Jason Bucholtz	Sam Meyer, Chair
Deborah Doll	Sadie Parafiniuk
Sarah Everson	Dave Schecher
Mandi Hatch	Christine Schiek
Scott Kirkpatrick	Ann Schneider
Karri Klemm	Sarah Van Buren, Vice-Chair



PHOTO CREDIT: Joellyn Dahlin

SECTION 2: PROCESS OVERVIEW

Committee Operation/Facilitation

The City Council charged the DEC to operate independently. Therefore, the City Council, the Downtown Fond du Lac Partnership (DFP) board, City and DFP staff did not directly involve themselves in the Committee's work, except at the request of the Committee.

However, the following guidelines applied to the DEC:

-) The Committee operated within the view of "the Public Eye."
-) All of the meetings were open to the public and did not have the option of an "Executive Session."
-) Parliamentary procedures were used to guide all discussions and deliberations, although the Committee had the latitude to define the parliamentary procedures it needed to function effectively.
-) The Committee chose its own leadership. At the March 30, 2016 meeting, Sam Meyer was selected to be the Chair and Sarah Van Buren was selected to be the Vice-Chair.
-) Since the Committee was larger than normal, the group decided to select a facilitator, Diana Hammer Tscheschlok, from the Fond du Lac County UW-Extension, Fond du Lac County office.
-) The Committee relied upon the City and DFP Staff for information and advice, and sought their guidance in providing resources from other State agencies.

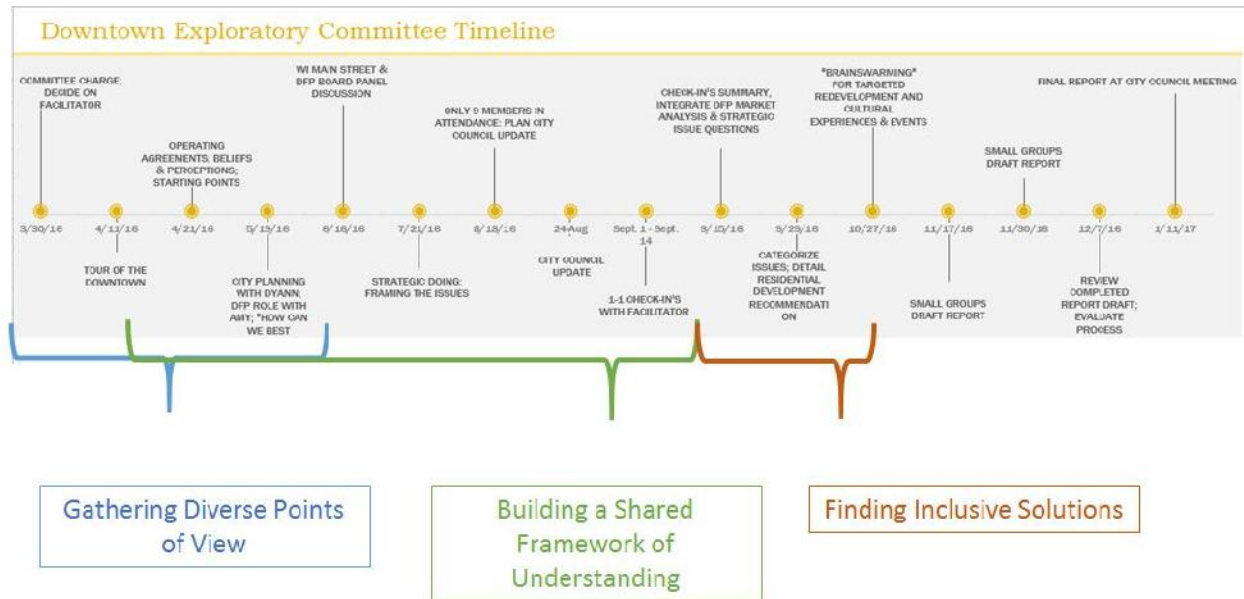
Committee Needs

Committee members began the evaluation process by thinking about where they wanted to start the discussion about Downtown; the resources they would like to have along the way (i.e., data, site visits, guest speakers, etc.); and how they would determine if the Committee's process was successful.

DEC Process Timeline

Facilitator Diana Hammer Tscheschlok led the group through a nine-month process, depicted in Figure 2. The initial emphasis was on gathering information and opinions about the Downtown. The Committee worked to create a shared understanding of that information and then used this shared information to formulate a series of recommendations to report to City Council.

Figure 2: DEC Timeline



Committee Meeting Accomplishments

The Committee members met at least monthly to develop the answer to the question, “How can Downtown Fond du Lac be better?” The following table demonstrates the process used.

Table 1: Committee Meeting Accomplishments

Month	Meeting Topic
April	Introductory Work: <ul style="list-style-type: none">) Who are DEC members?) What do you want from this process?) How will you work together?) Bus tour of the Downtown
May	Learning about Downtown: <ul style="list-style-type: none">) DFP Director) City of FDL Community Development Director How can DEC Best Contribute to the Downtown? <ul style="list-style-type: none">) Promote & foster ideas) Define, create, & build landmarks) Promote innovation) Create gathering places) Implement strategy) Create activities) Lead change

June	Learning about Downtown: <ul style="list-style-type: none">) WEDC-WI Main St. Program) DFP Board Members
July	Issue Framing by Asking Powerful Questions about the Downtown: <ul style="list-style-type: none">) Promote & foster ideas) Define, create, & build landmarks) Promote innovation) Create gathering places) Implement strategy
August	DFP Market Analysis Review Small Group Discussion: <ul style="list-style-type: none">) How do we make Downtown a welcoming destination for diverse users 24/7?) How do we define our identity using the assets we already have? How do we “Fond do it Downtown?”
September	Committee Check-In with Facilitator Discussion and Consensus: <ul style="list-style-type: none">) Support DFP Market Analysis) Give more detail and attention to specific recommendations that best answer DEC’s two (2) main questions) Supporting new residential development
October	Discussion and Consensus: <ul style="list-style-type: none">) Targeted redevelopment of priority/opportunity properties) How can we further invest in cultural experiences and events in the Downtown) Discuss other items including art, draw/experience, events/entertainment, aesthetics, culture
November	Report Writing
December	Finalize Report & Prepare for January City Council Meeting

SECTION 3: FOCUS AREAS

Through months of discussions and information gathering, the DEC identified focus areas that were categorized into three themes:

-) How do we make Downtown a welcoming destination for diverse users, 24/7?
-) How do we “Fond do it Downtown”?
-) How can we further invest in cultural experiences and events in Downtown?

In addition to these themes, a good deal of work already has been proposed for Fond du Lac’s Downtown by other organizations, including the Downtown Fond du Lac Partnership (DFP). Upon review of the recently completed DFP Market Analysis and through discussions with the DFP Executive Director, it became evident that both groups had similar goals and visions for the Downtown.



Source: www.fdlreport.com via the Association of Commerce

Rather than duplicate efforts, the DEC decided at the September 29, 2016, meeting to support the recommendations identified in the DFP Market Analysis, with an emphasis on the following:

-) **Recommendation 1.4 Targeted Redevelopment of Priority/Opportunity Properties:** There should be a targeted effort to acquire and develop key properties, in particular properties that have been unoccupied for an extended period of time, or have been kept empty purposely. Key properties that would prove useful to the vitality of Downtown should not be left to rot.
-) **Recommendation 1.5 Support New Residential Development:** There is a real and immediate demand for updated condos and apartments in the Downtown area. This need extends to all age demographics, including young professionals, retirees, and everyone in between. Help Downtown property owners renovate vacant second- and third-floor spaces into housing. Many property owners are intimidated by potential renovation costs.
-) **Recommendation 1.10 Further Invest in the Arts & Entertainment District:** There is a strong momentum that has been going in this direction, and the DEC believes it should be expanded throughout the Downtown area. Special attention should be paid to “pop-

up” opportunities, weekend events and festivities, and bringing permanent and temporary art exhibits to underutilized spaces in Downtown.

-) **Recommendation 2.12 Improved Landscaping and Streetscape Amenities:** There is a lack of visual appeal in Downtown Fond du Lac. The great architecture and brickwork of many of the historic properties would blend beautifully with a variety of both annual and perennial flowers, native grasses, and updated flower pots. The pocket parks that currently exist in Downtown are sterile and in need of weeding and care. This would improve the look and feel of the Downtown area as a welcoming and aesthetically pleasing place to come and spend time.

SECTION 4: RECOMMENDATIONS

Members of the DEC were chosen to represent a variety of different community demographics and, while the Committee numbers were small, the DEC feels confident that the results in the report represent the Downtown as a whole. Patterns emerged from the results and, once identified, tended to gain momentum. Momentum will be a critical component in making the most of this document and the participants' collective investment of their time as part of this process.

To that end, it will be useful to discuss and understand exactly what this effort has accomplished and how the results can be utilized. The members of the Downtown Exploratory Committee provide the following recommendations regarding this document's use and the next steps to follow. These recommendations, if done, will help to keep momentum going:

) **Goal 1: Target Redevelopment of Priority/Opportunity Properties.**

A targeted effort is needed to acquire and develop key properties, in particular properties that have been unoccupied for an extended period of time, or have been kept empty purposely. Key properties that would prove useful to the vitality of Downtown should not be left to rot.

- **Recommendation 1.1:** The City should target blighted buildings for purchase and create and issue Request for Proposals (RFPs) for redevelopment by private developers.
 - **Recommendation 1.1.1:** Acquire a Downtown structure with adequate size to create an indoor market within 12 months of issuance of this report.
 - **Recommendation 1.1.2:** Be open to proposals that attract larger state events to be hosted within Downtown and its redeveloped properties (i.e., darts, pool, biking, etc.).
 - **Recommendation 1.1.3:** Promote the creation of a brew pub/distillery/winery by mirroring the efforts of other cities.
- **Recommendation 1.2:** Embrace and promote historic architecture through financial incentives to current owners and prospective buyers/developers.
- **Recommendation 1.3:** In order to avoid empty or dilapidated store fronts, establish a program to partner with local artists, schools, universities, and the art community to create window displays. The goal is to have no empty storefronts.
 - **Recommendation 1.3.1:** Recruit local businesses to open storefronts to sell their logo products (i.e., Mercury Marine, "pop-ups," school events, etc.).
- **Recommendation 1.4:** Embrace and promote the historic culture and architecture, and lean towards a central theme that incorporates it. Keyword ideas: New Downtown, Revitalized Downtown, Historic Downtown, etc.

- **Recommendation 1.5:** Create more green spaces to reflect the growing demand and changing uses for open spaces and plazas.

) **Goal 2: Support New Residential Development.**

There is a real and immediate demand for updated condos and apartments in the Downtown area. This need extends to all age demographics, including young professionals, retirees, and everyone in between. Help Downtown property owners renovate vacant second- and third-floor spaces into housing. Many property owners are intimidated by potential renovation costs.



Source: www.decoist.com

- **Recommendation 2.1:** Assess the more desirable locations to start potential development of residential sites, garages, storage, etc.
 - **Recommendation 2.1.1:** As soon as properties become available, have an internal system in place to immediately assess the property for residential development.
 - **Recommendation 2.1.2:** Assess conditions of buildings and what is needed to get them to desired state.
 - **Recommendation 2.1.3:** Establish a list of developers to alert regarding identified properties as soon as these have been determined.
 - **Recommendation 2.1.4:** Create and issue Request for Proposals (RFPs) for redevelopment of city-owned downtown land.
 - **Recommendation 2.1.5:** Establish financial incentive programs to support the rehabilitation of second- and third-floor levels of historic properties.
- **Recommendation 2.2:** Promote ideas and feasibility to current Downtown property owners.
 - **Recommendation 2.2.1:** Identify property owners who might be willing to consider residential redevelopment.
 - **Recommendation 2.2.2:** Provide an example redevelopment model through showcasing properties already redeveloped.

- **Recommendation 2.3:** Promote condo platting.
 - **Recommendation 2.3.1:** Promote the selling of upper levels of a building separate from the downstairs (especially attractive if downstairs business owner does not want to manage residential real estate or rehabilitate an upper level to accommodate residential units).
 - **Recommendation 2.3.2:** While the City does not have standards on the condition of upper levels before sale of the property, staff should assist those property owners interested in condo platting and promote the option.
- **Recommendation 2.4:** Promote a variety of housing types.
 - **Recommendation 2.4.1:** Create mid- to executive-level, as well as market-rate, housing options.

) **Goal 3: Invest in the Arts & Entertainment District.**

Strong momentum in this direction should be expanded throughout the Downtown area. Special attention should be paid to “pop-up” opportunities, weekend events and festivities, and bringing permanent and temporary art exhibits to underutilized spaces in Downtown.

- **Recommendation 3.1:** Explore the possibilities of extending Downtown street closures to create a venue for additional street activities.
 - **Recommendation 3.1.1:** Work with the DFP to investigate the benefits and limitations of such closures.
 - **Recommendation 3.1.2:** Bring concerts, events, and festivals Downtown more frequently. Think Fondue Fest once or twice each month, possibly on a smaller scale, centered on an event such as a free concert, car show, art display, etc.



Source: Fond du Lac Convention & Visitors Bureau

- **Recommendation 3.2:** Expand support and promotion for “pop-up” opportunities and ideas. Make it as easy as possible for “pop-ups” to utilize spaces Downtown.
- **Recommendation 3.3:** Create a short-term leasing program for vacant buildings as a way to showcase both artists and vacant properties.
- **Recommendation 3.4:** Partner with the FDL Convention and Visitors Bureau, and other local corporate sponsors, to help promote what is happening Downtown, both large and small.
- **Recommendation 3.5:** Create a robust retail environment in Downtown that diversifies beyond daytime activities.
 - **Recommendation 3.5.1:** Promote evening shopping and the variety of late-night restaurants.
 - **Recommendation 3.5.2:** Create a late-night zone for music, culture events, etc.
 - **Recommendation 3.5.3:** Encourage evening hours for businesses by solving the parking dilemma and regulation hurdles (i.e., short-term parking in front of establishments).
- **Recommendation 3.6:** Develop additional opportunities for all age groups, paying particular attention to the creation of an activity zone for youth.
- **Recommendation 3.7:** Create activities/events and provide amenities that connect Fond du Lac’s outdoor lifestyle to Downtown.



) **Goal 4: Improve Landscaping and Streetscape Amenities.**

Downtown Fond du Lac lacks visual appeal. The great architecture and brickwork of many of the historic properties would be complemented by a variety of both annual and perennial flowers, native grasses, and updated flower pots. The pocket parks that currently exist in Downtown are sterile and in need of weeding and care. This would improve the look and feel of the Downtown area as a welcoming and aesthetically pleasing place to come and spend time.

- **Recommendation 4.1:** Encourage and provide incentives to businesses for outdoor expansion of their establishment. This would apply to patio dining, sales racks on the sidewalk, etc.



Source: Fond du Lac Convention & Visitors Bureau

- **Recommendation 4.2:** Update existing and install new Downtown informational booth/kiosks at strategic locations.
 - **Recommendation 4.2.1:** Promote the history of individual buildings through literature and signage.
- **Recommendation 4.3:** Create a draw to get people from Downtown to nearby Hamilton Park, located at the river just west of Main Street, and bounded by Forest Avenue and Division Street.
 - **Recommendation 4.3.1:** Invest in engaging landscaping, utilizing such things as native grasses, more trees, and perennials.
 - **Recommendation 4.3.2:** Create gathering spaces within Hamilton Park, such as places to eat, performance opportunities, etc.
 - **Recommendation 4.3.3:** Construct a walking bridge over the river to connect from Macy Street to Hamilton Park.

- **Recommendation 4.3.4:** Partner with the Fond du Lac Public Library to develop Hamilton Park into a family-friendly gathering space, utilizing the Story Walk as its foundation.



Source: www.raedeke.com

- **Recommendation 4.4:** Purchase and install permanent tree lighting (i.e., white holiday lights).



Source: www.ClarksvilleNow.com



Source: www.latimes.com

SECTION 5: CONCLUSION

The DEC was created to define what keeps visitors and residents away from Downtown Fond du Lac and what is needed to bridge that gap. Through facilitated discussions, certain areas of concern were identified. Committee members saw a lack of diverse uses for several different identifiable demographics. There also were perceptions that Downtown was unsafe, not well lit, lacked adequate parking, and did not have much “nightlife” to provide entertainment variety to residents or visitors.

The DEC felt it was important – not only to get visitors and residents Downtown – but to keep them Downtown through a variety of options. There was special emphasis put on the fact that Downtown Fond du Lac was suffering from an “identity crisis” or a lack of a clear theme or central idea that was easily identifiable as “Fond du Lac.” The committee felt that the best way to resolve these problems was to find ways of getting business, residents, and visitors/tourists into the Downtown neighborhood. The DEC identified several key aspects to get businesses and visitors Downtown, and created the playful and inviting tagline “Fond do it Downtown.”

These key points identified by the DEC coincided with some of the major points listed in the DFP Market Analysis.

Focus was put on the three main recommendations the Committee felt were most important for Downtown success and also most likely to be implemented. The group chose to support these three specific recommendations with more details:

1. Support New Residential Development.
2. Targeted Redevelopment of Priority/Opportunity Properties.
3. Further Invest in Cultural Experiences.

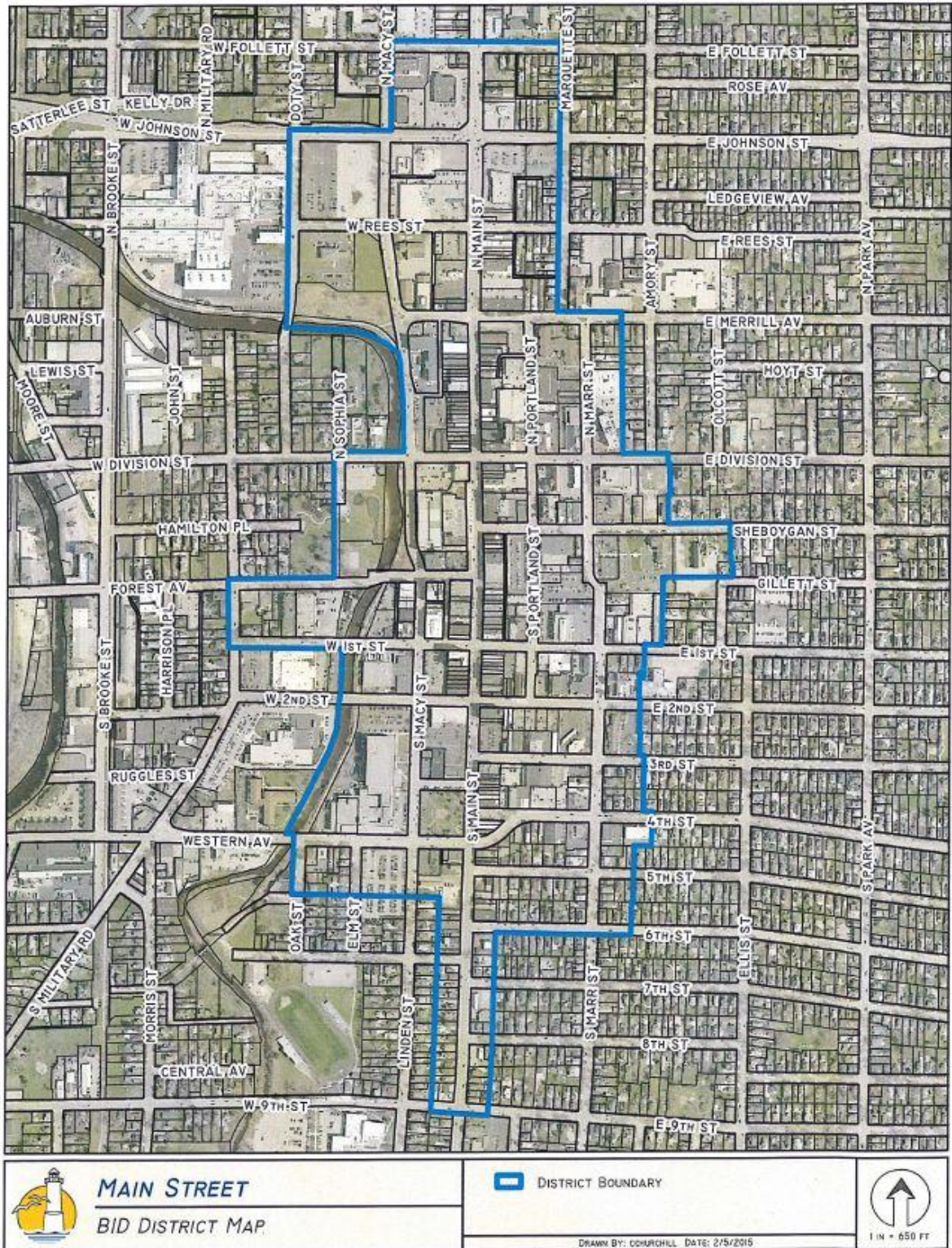
New residential developments get people into the city and using the businesses within the city. Improving or targeting properties can increase use of properties that are currently vacant or blight on the Downtown’s image. Suggestions, zoning, and other methods could be used to help encourage needed developments to Downtown. Finally, additional events, cultural activities, interactive art, and other points of interest are needed to accent the Downtown, help draw people to the location, and give people additional things to do and talk about.

The DEC encourages the City Council to proceed in doing all that is in its power to help progress the Committee’s recommendation and that of the DFP Market Analysis. DEC members believe that through public and private funding, utilizing local groups, exploring potential zoning changes, and encouraging and increasing community support and involvement, the Downtown can be revitalized and become the draw it once was. The recommendations in this report will not solve all issues affecting Downtown Fond du Lac, but the Committee believes these are the areas where efforts should initially be concentrated to get the Downtown moving in a more positive direction.

There is a strong, charismatic history in this city that can be drawn upon and, with some updates, can appeal to all generations of residents and visitors. No city is perfect, but DEC members believe that Fond du Lac is a city with many fine qualities. The DEC encourages City leadership, business owners, and residents to concentrate on these good points and use the recommendations in this report to accent these positives. Fond du Lac needs to create a

focused Downtown identity and image, and then market its positives by engaging the people that live here and by funding marketing campaigns aimed at the larger public.

APPENDIX A: BUSINESS IMPROVEMENT DISTRICT (BID) MAP



APPENDIX B: CHARGE FROM CITY COUNCIL

THE COMMITTEE'S CHARGE

The City Council created the Downtown Exploratory Committee (DEC) to function in an advisory capacity to the Council regarding improvements for the downtown of Fond du Lac and to present recommendations for improvements to the Council.

The DEC shall explore, study and investigate all aspects of potential improvements to the Downtown. Its scope of study is intentionally broad, encompassing all forms of building, park and public space occupancy and all forms of activity, including, but not limited to: public events, public/private ownership and potential commercial development. The DEC will present a written report to the City Council that encompasses its recommendations, the expected outcomes of implementing those expectations and its rationale for the recommendations it makes. Simply put, the committee's report must answer this question:

-) How can the Downtown of Fond du Lac be better?

RATIONALE

Why has the City Council taken this initiative?

-) Ultimately, you will inform a vision for the Downtown's future and a strategy for achieving that vision. In general, the Council seeks a vibrant Downtown, one attracting more local citizens and visitors, more investment, more development, more occupancy and more excitement than it does today.

BACKGROUND

How can the Downtown of Fond du Lac be better? That being the primary question, there are other questions you should answer in the process of answering the primary one. For example:

-) What is a successful downtown?
-) How should a community define success for its downtown?
-) How should a community measure its success, or the progress toward it?

Guard against assumptions that might lead to the premature discarding of an idea. So long as ideas you generate comply with the law, there is no limit to what the committee may consider.

Like most downtowns, Fond du Lac is a complex environment influenced by a wide variety of interests, supporters, detractors, rules, laws and traditions. You will find it helpful to understand the environment you've been asked to improve.

-) The Downtown's boundaries currently encompass a variety of public, private and public/private/personal uses and spaces. Understand how a Business Improvement District (BID), like the one in Fond du Lac, operates, generates revenue and governs itself. Also, seek to understand the implications of historical properties as they pertain to the Downtown.
-) Consider whether the geographic boundary of the BID and the Downtown, at least the way people perceive it as a place, are the same or different and whether it matters. If it

does appear to matter, determine why it does. At the very least define what you believe the Downtown to be to focus your analysis.

- J Consider other community's successes, brainstorm ideas, explore how ideas could positively impact the community and evaluate how downtown-focused initiatives in other cities affected their communities. Seek best practices and pursue new ideas.
- J Also, seek to understand what initiatives, improvements or changes are being planned for implementation by the City or the DFP to avoid expending thought and effort working on an idea that has already been considered and approved. Examples include the DFP's market analysis, the City's Capital Improvement Plan and ideas coming from the City's Art Board, to name a few.
- J Note the word, 'improvement,' used throughout this document means many things. In the context of the committee's study, an improvement could mean the preservation, addition or elimination of something or anything. The point is not to limit your analysis only to what presently exists or what is being done.

Substantial effort and resources have been committed to the Downtown over the years and during that time, many lessons learned. Consider familiarizing yourself with the information associated with those efforts: Here are just a few examples of resources to assist your research:

- J UW Extension Local Government Center:
 - o <http://lqc.uwex.edu/cpd/bidpage/bid.html>
- J DFP Downtown Development Plan:
 - o http://www.downtownfdl.com/dfp/sft422/337116b_adopted_downtown_plan_2010_02_10.pdf
- J DFP Downtown Land Use Plan:
 - o http://www.downtownfdl.com/dfp/sft422/dt_landuseplan.pdf
- J Arts and Entertainment District Vision Plan:
 - o <http://www.downtownfdl.com/dfp/sft422/aepowerpointrevised.pdf>
- J Wisconsin State Statute, 66.1109 Business improvement districts:
 - o <https://docs.legis.wisconsin.gov/statutes/statutes/66/XI/1109>
- J Wisconsin Main Street Community Program:
 - o <http://www.downtownfonddulac.com/dfp/mainstreet.html>
- J Historic Preservation in Fond du Lac:
 - o <https://www.fdl.wi.gov/departments.imi?DeptID=10&DeptPage=102>

COMMITTEE OPERATION/FACILITATION

The Council expects the DEC to operate independently and as such the City Council, DFP board, City and DFP staff will not directly involve themselves in the committee's work, except at the request of the committee. However, the following guidelines apply to the DEC:

- J As a committee created and appointed by the Fond du Lac City Council, this advisory Committee must operate within the view of "the Public Eye." All of its meetings must be

open to the public and it will not have the option of an “Executive Session.”

- J Parliamentary procedures must guide all discussions and deliberations, although the committee has the latitude to define the parliamentary procedures it needs to function effectively.
- J Open meetings and open records statutes apply to the DEC. Public notification of meetings and publication of an agenda are required as is taking of minutes at each meeting. The DEC should consult the City Attorney when any uncertainty exists.
- J Except for its first meeting, the organizational meeting, the DEC must provide for audience comment at its meetings and should aggressively pursue other means for engaging with the public.
- J The committee will establish a regular meeting place and time to provide predictability for the public. It should meet at least monthly having held its organizational meeting no later than March 31, 2016. The City Clerk will coordinate the scheduling and meeting location of the first meeting with the committee members.
- J As it is for the City Council, a quorum for the DEC is a simple majority of its membership and recommendations may be approved by a majority of members voting.
- J The committee will choose its own leadership: Once organized, it may operate on its own and with assistance from City and Downtown Fond du Lac Partnership (DFP) Staff and any other sources of expertise when needed. Since this committee is larger than normal, the appointment of an outside facilitator to help keep it on track could be an alternative the committee considers. If the DEC does request the services of an outside facilitator, any costs associated with this request must be submitted to the City Manager for consideration and a recommendation to the Council.
- J Its existence is temporary and it will be disbanded at a time to be determined by the Council.
- J It is prohibited from committing City resources for any purpose and it has no decision making authority, except for determining its meeting schedule, its recommendations and the contents of its final report to the City Council.
- J It should rely upon the City and DFP Staff for information and advice, but it may not exercise direction or supervision of City employees or Downtown Fond du Lac Partnership employees. Also, the DEC should coordinate any engagements or conversations involving State or other regulatory agencies with City Staff.
- J Committee members should anticipate significant interest in its operations from the public and from the press. Therefore, the committee members should determine how the DEC will interact with the public and the press before, after and between meetings.
- J As with other boards, commissions and committees of the City Council, the City Clerk will record the minutes of DEC meetings and publish them via the City’s Online Agenda portal at: <https://www.fdl.wi.gov/general-information.iml?DeptID=6>.

STAFF COORDINATION

The DEC's work will often depend upon interaction with and support from the City and DFP Staff. You can expect a member of the following departments to attend your meetings: Public Works, Community Development, the City Attorney and the City Clerk. They will assist you in acquiring information and documentation.

-) In support of the committee, the City Staff will create a web-based repository for all the materials used or produced by the committee. This web page will also provide continuous access to any member of the public to those materials.

DELIVERABLES

-) The DEC will provide an interim oral report of its operations and progress to the City Council no later than July 29, 2016 at a regularly scheduled Council meeting. The DEC chairperson and the City Manager will coordinate the scheduling of this requirement.
-) Any time prior to, but no later than December 5, 2016, the DEC will draft and submit a preliminary written report to the City Council containing its findings, recommendations and any other information it deems appropriate for the Council to consider. Anticipate participation in the City Council meeting scheduled for December 14, 2016. Unless the schedule changes, the Committee will be providing a presentation summarizing its report during that meeting.