

Strategy/Initiative Linking 9/3/13

Value Proposition – Best Product (Innovation, Creativity)

Role of Council – The role of the Council is to develop a long-term vision for the Town, to develop policies necessary to achieve the vision, and to communicate with, and seek input from, stakeholders. This includes:

- Providing the direction, trust, and support necessary for the City Manager to implement the operational aspects of our vision, and
- Making difficult and sometimes unpopular decisions that preserve our unique culture, safeguard our assets into the future, and effect the positive change necessary to achieve our goals, and
- Identifying future trends, challenges, and opportunities, and
- Being a positive and resourceful representative for the town, and
- Communicating with residents, businesses, and regional partners, and
- Being good financial stewards

Vision – Our Vision is to be a safe, clean, and unique place to live, work, eat, stay, play, and grow your business. Our Brand is clearly evident in our physical appearance and structures, and in the behavior and demeanor of our people. Elements of our Vision, and possible strategies and tactics to achieve the Vision, can be found on the following pages

Values – The Council will at all times seek to enact policies that will promote, and to personally exemplify, the Values of the Town of Addison. We value:

- Integrity
- Respectfulness
- Fun
- Innovation/Creativity
- Responsibility
- Efficiency
- Kindness

Goals –

- Create raving fans of the Addison Experience
- Mindful Stewardship of Town Resources
- Maintain and enhance our unique culture of creativity and innovation

Our Code of Conduct

In all interactions, the Council will treat everyone with kindness and respect. We will conduct our business with honesty, transparency, openness and trust in a spirit of collaboration, fairness, and civility. We will, at all times, be:

- Inclusive
- Responsive
- Candid
- Prepared
- Engaged, and
- Present

Rank	Vision Element	Strategies	Potential Tactics
1	<p>We have a vibrant and diverse business community, and are a good home for both established businesses and startups. We have the physical and technological infrastructure and management practices to support and nurture our business community and enhance the quality of life.</p>	<ul style="list-style-type: none"> • Attract new businesses to Addison • Create and implement a Comprehensive Land Use/Revitalization Plan • Brand Protection and Enhancement • Explore new/other revenue sources 	<ul style="list-style-type: none"> • Create and enhance financial incentives • Enhance and improve the ABA/Chamber – Relationships/B to B/Education/Etc. • Create intimate relationship with businesses (similar to residents) Value to being in Addison • Businesses adopt a non-profit/road/path, school, park, etc. • Get the right companies involved with ABA and Chamber • Intentionally develop the medical district • Better use of business registration list. Create value to being on list • Communicate value and expectations • More effectively use Addison Magazine • 36 month strategy for ED, includes working with the governor’s office and regional partnerships and view. Take it to the next level • Create networks amongst similar business types • Determine what technology we need for the industries we are targeting. Focus Group? And create tech infrastructure • Identify target industries and develop marketing plan to attract them. Oil and Gas? • Capitalize on Accelerated Ventures Group to expand and make it a hub • Create a parking plan and incorporate mass transit • Identify areas for redevelopment. Target specific buildings that need our help • Continue to provide services that are appropriate for the tax rate • Tie into the Airport SP
2	<p>Our Airport is a regional economic driver and is incorporated in the City’s identity and Brand.</p>	<ul style="list-style-type: none"> • Create a vision for the airport to maximize the value • Implement bond propositions • Explore new/other revenue sources 	<ul style="list-style-type: none"> • Implement the Airport Strategic Plan

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3	All of our roads are places that showcase our Brand; they are beautiful, safe, pedestrian friendly spaces with access to ample parking.	<ul style="list-style-type: none"> • Brand Protection and Enhancement • Infrastructure improvement and maintenance • Implement bond propositions • Enhance Public Safety 	<ul style="list-style-type: none"> • Underground all utilities • Plan for parking to create beautiful spaces • Landscape enhancement. Signature Addison landscaping on all roads • Clearly defined entrances into town. Know when you've crossed into Addison • Sidewalks on every road. Crosswalks that are accessible and safe • Code enhancement and enforcement. Commercial property of the month program. Addison magazine • Improved bus stops • Focus on Beltline west of Midway • Improve lighting • Make our part of Montfort as good as what's around it • Redevelop Inwood Road • What's next for Inwood, Sams, and Budget Suites • Get an objective view of the City. Mystery shopper? • All main roads resurfaced. Airport Parkway, Addison Road • A way to encourage owners to keep their appearance up • Signature Signage – Wayfinding, Entrance points, Business Signage Ordinances • Connectivity of east and west. Signature connection over the Tollway • Create a central business district to house the unique and eclectic shops, etc. Maybe with observation of airport?
4	We continue to attract and retain superior employees.	<ul style="list-style-type: none"> • Continue to attract, hire, develop, and retain great employees 	<ul style="list-style-type: none"> • Reward performance with recognition, pay, etc. Understandable and clear path to advancement – promotion and pay raises • Job fair. 2x a year. Invite everybody/all sectors. Create a pipeline of qualified people • Enhance our internship program. Meaningful work • Greater recognition of rewards and accomplishments • Culture of camaraderie, caring and excellence • Review the review process • Analyze our outsourcing process and procedure/criteria • Continue the cross-training/expand • Provide a quality affordable healthcare plan even with the upcoming changes • Consistently balance and rebalance the workforce • Create ways of providing benefits that are valuable. Boot camp, AAC membership, childcare options, etc. • Hiring Process; background checks and due diligence/make transparent • Uphold the Addison Way culture • Employee referral program • Identify and hire the right person as Ron's replacement down the road • Emphasize accountability

Rank	Vision Element	Strategies	Potential Tactics
5	Our walking, running, and biking trail system connects the City and surrounding communities.	<ul style="list-style-type: none"> • Create and implement a Comprehensive Land Use/Revitalization Plan • Brand Protection and Enhancement • Infrastructure improvement and maintenance • Implement bond propositions • Develop Next Great Idea 	<ul style="list-style-type: none"> • Ensure the safety of the trail system <ul style="list-style-type: none"> ◦ Integration of runners and bikers. How they safely connect with other cities (access and connectivity) • Places to park bikes • Signage • Proper mapping. Addison map app • Leverage our resources with other governmental entities • Yellow bike? • Adopt a trail for businesses/individuals • Landscaping/exercise areas/promoting art on the trail system
6	We continuously improve our customer experience.	<ul style="list-style-type: none"> • Define, measure, evaluate, and improve success for all Town businesses (know your business and do it well) • Brand Protection and Enhancement • Infrastructure improvement and maintenance • Enhance Public Safety 	<ul style="list-style-type: none"> • Ask for feedback through social media, snailmail, surveys. Create a measurement system to evaluate success. Create a program. Tailor questions and survey mechanism to different customer groups. Easy and fast. Feedback mechanism? Third party? • Continually update website with questions • Access the ideas of the people who really care • Define customers/customer groups or segments • Incentives to give feedback? • Recognize we are a service organization. Pick a company known for exceptional customer service. Benchmark, audit, review, feedback? • Functional brochures for visitors (trails, restaurants, etc.) • Empower employees. Internal process for ideas (mastermind?) • Create a master, long-term, vision for the city (look, feel, etc.) (traditional, modern, old, eclectic combination, etc.) • Code enforcement as a teaching agent for businesses and residents. Create design standards for all new construction and maintenance standards for all existing buildings and residences • Continue Town Hall meetings. Solicit citizen ideas. Open discussion • Continue to hire and retain the best • Signage – Commercial and way finding/maps • Leverage Technology – Addison App – Maps, etc. • Visitors Center – Effective? Increase effectiveness. Where should it be? Location? • Responsiveness and transparency
7	Cotton Belt is operational, and is connected to a regional rail network.	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • If this is going to work, Addison will have to be a leader in the process <ul style="list-style-type: none"> ◦ Will require a significant investment of time and effort ◦ Need to continue to be creative and escalate our assertiveness ◦ Should begin to create the master plan for surrounding properties and begin development

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8	The quality and variety of our restaurants and entertainment venues create a memorable experience that make people want to come back 365 days a year.	<ul style="list-style-type: none"> • Attract new businesses to Addison • Create and implement a Comprehensive Land Use/Revitalization Plan • Brand Protection and Enhancement 	<ul style="list-style-type: none"> • Create and expand the entertainment districts. Addison Circle. Expand the theater/parking. Music venue. Vitruvian – with parks, athletics, food trucks. Food district along Inwood road. Encourage small mom and pop restaurants. • Restaurant incubator • Inwood an entertainment district? Connect back to Beltway? • Cooking show concept. London broadcasting. • Marketing plan that is fine-tuned and focused on the culinary community in and around the metroplex. Target specific chefs, etc. • Utilize kitchens in off hours • Look for unique ways to solve the parking issues so people can walk to find the venue they want • Fill the office buildings
9	We have signature, creative, and unique amenities.	<ul style="list-style-type: none"> • Raise Property Values (Code Enforcement, Incentives to Improve) • Implement bond propositions • Develop Next Great Idea 	<ul style="list-style-type: none"> • Create a theater district. Theater incubators? • Focus on the west side of town. Parks, streets, promote more energy and attractiveness • Design matters • Live music venues • Continue relationships with Dallas arts groups • Art throughout the city. All kinds. Graffiti, murals, etc. • Expand technology. Advanced tech infrastructure. • Making the airport an amenity <ul style="list-style-type: none"> ◦ Observation areas, restaurant, museum. Integrate the airport into the town better • Branding message relays/highlights amenities • Connect east/west with a signature amenity • Crazy cool police car
10	Our special events continue to be locally, regionally, and nationally recognized as the best.	<ul style="list-style-type: none"> • Fully integrate the Arts as part of our brand 	<ul style="list-style-type: none"> • Embed public transportation as a part of events • Improve sustainability efforts at events • Continue to be creative about what we do with World Fest • Integrate the arts into Special Events

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11	We are leaders in all areas of Sustainability.	<ul style="list-style-type: none"> Sustainability 	<ul style="list-style-type: none"> Create policy related to all areas of sustainability. Understand why? Address health issues, smoking, and conservation. Incorporate in design standards Encourage residents to reduce incoming junk mail (see stopjunkmail.org) Educate residents/businesses on ways to conserve water consumption (flyers with water bill; website; signage) Improved bus stops with shelters, benches Restaurant/Entertainment District shuttle Develop area around DART station with walkable destinations Develop multifamily recycling. Create an ordinance that requires the infrastructure to support multifamily recycling Restaurant recycling efforts –offer some sort of formal recognition to businesses that help with recycling Find ways to demonstrate our leadership with highly visible recycling, i.e. at our parks and during special events Reinstitute our “ask for a glass” campaign with restaurants Work with the Arbor Foundation to develop Educational seminars and opportunities on low water gardening Explore using a gray water system for the irrigation needs of our Community Garden Have our Fire Department capture and recycle the water they flush when testing fire hydrants or their equipment,,ie let the neighbors “have” the water? Work with our legislators and media to focus on the long term water needs of our region Take our pilot program for multifamily recycling to the next step; more complexes given the chance and/or incentivized to participate. Set a measurable goal for community recycling of solid waste, i.e. a percentage or weight! Focus!!! Make the DART bus schedule more available and visible; our website, newsletter, restaurants, hotels, businesses etc. Study ways for the Community Garden Compost pile to be more widely used and /or a new community compost location?

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12	Our Arts Programs are acclaimed and we integrate and encourage public art in all developments and public spaces.	<ul style="list-style-type: none"> • Fully integrate the Arts as part of our brand 	<ul style="list-style-type: none"> • Invite and encourage art. Street festivals, street art. • Always remember in all public spaces that "Design Matters" • Incorporate craft guild. • Expand existing arts program at visitor center. • Design standards include public art, look and feel. • Encourage public art in controlled spaces <ul style="list-style-type: none"> ○ Under bridges ○ Parks ○ Buildings • Encourage the Arbor Foundation to explore additional ways to grow our public art collection and to include other than contemporary abstract sculptures • Highlight in media and marketing our "Artsiness", grow that component of our visible brand • Continue to support Visit Addison's efforts to promote exhibits, and broaden sale of art produced thru participation in the programs at VA. • Public Art thru out parks, trails with support from Arbor Foundation • Greater visibility of art along Beltline, Midway and Quorum – bringing emphasis to the Arts in Addison • Provide prominent locations to display work from various local and regional artists on a rotating basis • Art/Wine Stroll public events • Encourage artistic element in all private development and redevelopment and provide awards/recognition • All city-owned/funded redevelopment to be infused with an artistic element • Sponsor lectures/workshops inviting input and participation from stakeholders on public art program • Cooperative programs with arts groups, schools and other organizations

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13	We are inclusive and find innovative and creative ways to celebrate diversity.	<ul style="list-style-type: none"> • Continue to attract, hire, develop, and retain great employees • Fully integrate the Arts as part of our brand 	<ul style="list-style-type: none"> • Broad housing choices • Code enforcement and design standards ensuring that the look and quality and upkeep and maintenance of all housing meet our standards • Continue to attract small business and startups that bring diverse offerings and employees • Expand the incubator idea • Highlight diversity as part of our brand, find more ways to be inclusive and visibly so • Broaden the Addison view of diversity beyond the common assumptions that it only refers to race • World Fest – continue with recognition of unique countries that support a population in Addison and encouraging international business opportunities • Personnel practices and policies that support full diversity in benefits (ie partner benefits) and hiring (ie track data on race, gender in various job roles) with intent to increase diversity • Be more intentional about diversity in forming citizen committees • Create events to recognize various groups and educate the community • Seek input from residents on where Addison comes up short regarding diversity • In connection with the arts, create events and/or art displays and demonstrations from various cultures • Provide tutoring programs for culturally and economically disadvantaged students

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14	Our community is highly engaged.	<ul style="list-style-type: none"> • Enhance sense of community for all stakeholders/Expand Volunteer Opportunities • Establish a Non-profit Funding Strategy 	<ul style="list-style-type: none"> • Offer meaningful opportunities for involvement. • Open mike times at council meetings. • Find additional opportunities to tap the intellect and volunteer spirit of our community including not only more residents but also members of the business community. • Increase the size and effectiveness of our Addison Citizens Assisting Police team from 7 to a targeted number. • Hold another mini Citizens academy in the spring of 2014. • Continue the tradition of the various Candidates Forums • Continue to promote volunteer opportunities like Citizen's Academy • Consider a "Business" Academy (similar to Citizen's Academy) for non-residents who work in Addison and are looking for ways to help promote their businesses in Addison. Perhaps thru the ABA • Identify neighborhood "captains" who can form committees to recruit and encourage participation • Promote coffee and lunch with the mayor beyond those who read the newsletter • Lunch/Coffee with a department head; opportunity for stakeholders to Q&A and more fully engage • Recognition (create an award) for community volunteers who go above and beyond for the neighborhood/city • Allow residents to get to know employees; profiles in employee newsletter shared publicly (with permission) • Increase awareness of volunteer programs and opportunities • Rethink the Town Hall meeting format