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AGENDA

SPECIAL WORK MEETING OF THE CITY COUNCIL

MAY 21, 2005

10:30 A.M.

**BOARD ROOM
ADDISON CONFERENCE AND THEATER CENTRE**

15650 ADDISON ROAD

WORK SESSION

Item #WS1 - Discussion of DISC analysis with Randy Pennington.

Item #WS2 - Discussion of Council Goals.

Attachment:

1. FY 2004-05 Council Goals
-

Item #WS3 - Discussion of Vision 2030.

Attachment:

1. The Addison 2030 Vision Project
-

Adjourn Meeting

Posted 10:30 a.m.
May 18, 2005
Carmen Moran
City Secretary

**THE TOWN OF ADDISON IS ACCESSIBLE TO PERSONS
WITH DISABILITIES. PLEASE CALL (972) 450-2819 AT LEAST
48 HOURS IN ADVANCE IF YOU NEED ASSISTANCE.**

Council Agenda Item: #WS-1

There are no attachments for this item.



FY 2004-05

Council Goals

1. The Town will provide superior service to its customers

- a) Town will administer functions to assure courteous, effective and efficient service to external and internal customers
- b) Department operations will be structured to ensure rapid response to customer requests for service or information as well as resolution of customer complaints
- c) Investments will be made in technology that will optimize customer service
- d) The quality of customer service will be measured through the use of surveys and program measurements

2. Conduct The Business Of The Town In A Fiscally Responsible Manner

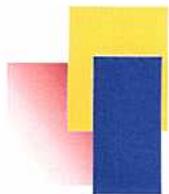
- a) Retain high bond rating and financial reputation
- b) Retain high financial reserves policy (25%)
- c) Ensure ongoing review of all service and contract providers
- d) Explore new and innovative revenue sources where appropriate
- e) Promote and utilize Addison businesses whenever possible in making municipal purchases
- f) Adopt Town budgets in context of the long-term financial plan which emphasizes funding of capital projects through operating revenues instead of issuing debt
- g) Consider issuance of general obligation debt only to fund high priority capital projects which shall have the approval of Addison voters

3. Provide Superior Public Safety, Social and Health Services to the Community

- a) Maintain a best model reputation in police and fire services
- b) Explore and develop programs to reduce crime
- c) Continue to encourage the public safety departments to pursue cooperative inter-agency and inter-governmental approaches to service provision
- d) Promote proactive neighborhood-based crime watch
- e) Promote high visibility and community involvement for public safety employees
- f) Support social services
- g) Support strict health and code enforcement
- h) Uphold commitment to environmental programs

4. Promote Quality Transportation Services

- a) Continue implementation of the Transportation Master Plan
- b) Advocate the significance of DART rail for Addison's growth and development
- c) Expand Addison's street system to effectively accommodate vehicular traffic while protecting the integrity of attractive median and right-of-way landscaping
- d) Pursue infrastructure improvements of intra-city transportation
- e) Enhance pedestrian-oriented means of travel in Addison and install improved pedestrian crossing systems aimed at enhancing public safety
- f) Continue to upgrade and improve the Addison Airport facility and its infrastructure through the pursuit of funding from the FAA, Texas Department of Transportation-Aviation Division and profits resulting from superior management of the facility with the overall goal of making and retaining Addison Airport as the BEST general aviation airport in the region and the country
- g) Expand and realign Arapaho Road to be a major east/west thoroughfare between the Tollway and Marsh Lane



FY 2004-05

Council Goals

5. Employ High-Quality, Service-Oriented Personnel

- a) Foster a work force made up of friendly, professional and highly qualified employees
- b) Promote educational standards and reeducation opportunities
- c) Provide innovative and flexible compensation policies

6. Provide For A Diversified Business Climate

- a) Promote existing and new retail businesses in Addison
- b) Enhance Addison's reputation as a prime location for small, medium and start-up businesses while continuing to pursue appropriate larger businesses and corporate partners for the community
- c) Enhance open communication between local government, the business community, Town Hall, and the residential sector
- d) Promote the significance of Addison's premier location as a key element to the Town's image and success
- e) Pursue economic development through the use of an innovative program of work that seeks to emphasize retention and expansion of existing businesses
- f) Retain and enforce the Town's commitment to urban landscaping
- g) Implement programs to ensure the vitality of Addison's restaurant community

7. Continue To Attract Visitors

- a) Enhance the Addison Conference Centre's ability to host expanded events which attract visitors to Addison
- b) Investigate the need and viability of a new convention center in Addison
- c) Continue to grow and create entertaining special events
- d) Enlist sponsors to support and enhance Addison's high-quality special events
- e) Promote the arts and cultural events
- f) Promote the creation of additional art in public places by investigating and implementing programs that encourage developers to create additional public art in Addison
- g) Promote Addison Airport as a tourism and visitor destination through special events and on-site attractions
- h) Continue to explore and develop innovative uses of the hotel/motel fund which enhance tourism

8. Maintain Diversified Residential Housing Opportunities

- a) Strive to protect Addison's balance between single-family and multi-family housing
- b) Explore creative means to upgrade and redevelop existing multi-family housing structures at identified areas in the community
- c) Explore creative means of developing high quality, high-rise single and multi-family housing opportunities
- d) Support high-quality, high-density mixed use developments in accordance with the Master Plan for Addison Circle
- e) Maintain the integrity of residential neighborhoods through the use of buffers, park systems and landscaping



FY 2004-05

Council Goals

9. Pursue The Finest Educational Offerings For The Community

- a) Continue the Town's interlocal agreement for library services with the City of Farmers Branch as well as cooperative use agreements from surrounding communities while continuing to explore similar interlocal agreements with the City of Dallas
- b) Investigate opportunities for establishing a library within the Town of Addison
- c) Pursue associations with learning institutions to provide continuing education offerings to the Town's resident and business populations
- d) Continue to pursue enhanced primary and secondary school opportunities for Addison children

10. Provide Quality Leisure Opportunities

- a) Review existing and consider new recreational offerings for the residential and business communities on a regular basis to satisfy the growing needs of the community
- b) Maintain resident-only use of the Athletic Club
- c) Continue implementation of the Parks Master Plan, related facilities and additions to the plan as deemed appropriate
- d) Maintain the excellence of the Addison park system

11. Work To Instill A "Sense of Community" In Addison's Residents

- a) Continue to build a sense of community through activities like candidate forums, Town Hall meetings, newsletters and the citizens academy
- b) Work to find new avenues to involve more residents in the civic process and to serve on boards and commissions with the hope of developing new leaders from a cross-section of the community

The Addison 2030 Vision Project

**A review and update to the Town of Addison's 2020
Vision Project of 1994**

February 2005

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2030 Membership Roster

Introduction

The Addison 2030 Vision Project, like its predecessor the 2020 Vision Project, is a process of evaluation to determine where Addison stands now and forecasting where community leaders see the Town twenty-five years in the future. The 2030 Project should be viewed as a compass to set a strategic direction for Addison. The 2030 Project is not intended to be a blueprint for a bond package as is often the case for similar strategic planning efforts in other communities. Rather, it is hoped this effort and the resulting report document will serve as an effective resource for elected officials to consider as they face decisions impacting Addison's future.

In addition to setting a course for the future, the 2030 Committee also conducted a "reality check" to assess Addison's successes since the first 2020 Committee completed its work as well as identifying strategic objectives that need more work. The bulk of the 2030 Committee's analysis; however, is focused on building upon accomplishments realized since the 2020 Committee issued its report to the City Council in 1994. The reader will see that the 2030 Committee believes that, while Addison is generally developing and operating in the proper fashion, there are new challenges and opportunities to be considered.

The composition of the 2030 Committee consisted of a cross-section of elected, appointed, business, and citizen leaders who came together under the authorization of the Addison City Council. The 2030 Committee met, toured, researched, discussed, and reached consensus over the course of approximately six months. The participants of this planning project contributed their talents, diverse experiences, and energies into crafting this updated strategic vision for the Town of Addison.

Using the 2030 Vision

The 2030 Vision addresses ten major issues impacting Addison. These topical issues were identified by the 2030 Committee as having a significant influence on the community and requiring focused attention and assessment. Each of these major issues is reviewed and includes specific recommendations on their strategic direction. The ten issues are:

Public Safety
Transportation
Infrastructure
Addison Airport
Business Development

Addison as a Destination
Special Events
Residential and Community Development
Parks and Recreation
Education

It is important to remember that the 2030 Vision is intended to be a dynamic document that evolves to meet the challenges of new obstacles or opportunities. Just as the 2030 Committee convened to check on the progress of Addison's strategic vision, it is envisioned that reevaluations will occur to adjust the vision as the Town marches toward 2030 and beyond. The 2030 Committee recognizes and recommends that the essential element of adaptability be embraced as a sound guide for use by this and future Addison City Councils.

A Vision for Addison in the Year 2030

Using a composite of the main themes the 2030 Committee identified; the following snapshot depicts what Addison might look like in the year 2030:

A young couple is finishing breakfast in the kitchen of their new 2100 sq. ft. high-rise condominium in the Addison Circle area. One of them has just returned from their morning run along the final extension of the Arapaho Rd. jogging and biking trail.

As the couple rides the elevator down to the lobby, they discuss their plans to walk up the tree-lined sidewalk of Quorum Drive to meet friends later that evening at the hot new Greek restaurant on Belt Line's vibrant restaurant row. Before dinner, one of them has to attend the final lecture of their culinary class at the prestigious Addison Epicurean Arts Institute in the Spectrum office building.

That evening the couple plan to meet their friends who are commuting in on light rail to DART's Addison Station at the edge of Addison Circle Park. As the couple stroll past Addison Circle Park they notice that city workers are putting the finishing touches on the set up for the symphony's "Concert under the Stars" scheduled for this weekend. The couple plans to pick up their parents and in-laws at Addison's senior village to picnic at the Town's "Concert Under the Stars" on Saturday night.

As the couple reach the intersection of Quorum Drive and Arapaho Road, one of them turns left toward the Colonnade office building and their job at the new world headquarters of Addison Avionics which recently outgrew their office space adjacent to Addison Airport. The other turns right and walks into Addison Station to catch a train to D/FW Airport and his business flight to Denver.

The previous short depiction provides an example of potential realities if the 2030 Vision Project is nurtured and pursued over time.

Addison's Strengths as it Moves Toward 2030

The Town has witnessed a number of successes in terms of its overall development since the last vision process. For instance, the mixed-use Addison Circle development is a direct result of the planning articulated in the 2020 Vision Project. In addition to Addison Circle, tangible successes of the 2020 Vision Project include: constructing more high density single family developments as seen in the City Homes and Fairfield housing developments; undertaking new infrastructure projects to enhance mobility like the new Arapaho Road and, adding a variety of new special events to be hosted at the Town's open space in Addison Circle. These are a few of the major accomplishments, which came out of the first vision process.

The 2030 Vision Committee spent time early in their process to identify some of Addison's unique characteristics, which should be viewed as strengths. These characteristics include:

- A real "sense of community" in our residential, business and governmental sectors
- Accessibility to decision makers within the public sector
- Exemplary customer service in Addison's municipal operations by acquiring, training, and retaining city staff with the right attributes to further the customer service ethic
- A public sector taxing philosophy which does not overburden the private sector thus enhancing opportunities for economic development
- An image as a "small town" community with urban amenities
- A true mix of diversity in our demographics
- A geographic location of strategic advantage within the D/FW region
- Addison Airport's economic contributions to the Town's overall economic profile
- High standards in community aesthetics seen in landscaping, architecture, public spaces, public safety, infrastructure installation, etc. The phrase "design matters" was used to describe the overriding theme of these efforts.

These strengths position Addison well as it embarks on a more rigorous pursuit of the ideals set forth in this document. The strengths identified above are laudable achievements essential to have in place before moving to the next level of strategic development.

Recommended “A” List Priorities for the 2030 Vision

There are certain priorities that rise to the top of any evaluation process. The 2030 Committee members engaged in an in-depth identification and discussion session of the ideal community elements to be considered priority objectives. These recommended priorities are listed along with a brief summary of each. The priorities are in no particular order of importance as all carry weight in their respective area.

- Recommit Addison to the promotion and installation of design aesthetics in all public spaces to include landscaping and public art. “Design matters” is a phrase the 2030 Committee members used repeatedly in this regard.
- Cultivate Addison’s brand assets needed to ensure visitors and residents of all sectors have a clear appreciation for Addison as an exciting, culturally forward, and diverse in entertainment offerings destination where special events occur on a regular basis.
- Reinforce the Town’s “business friendly” image and continually look for ways to make it easier to locate and do business in Addison.
- Provide high quality city services. From recruitment and hiring of dedicated municipal employees with an intense understanding of customer service, responsiveness, and fiscal responsibility; excellence in city service provision is essential to Addison’s success.
- Consciously plan and explore ways to connect “nodes” in the community. These nodes of connectivity focus on all types of issues to include parks, pedestrian mobility, vehicular mobility, commercial development such as Village on the Parkway and Addison Walk, residential areas (both single and multi-family) and transportation nodes like Addison Airport and the DART Transit Center.
- Encourage a wide variety of residential products to foster a cross-section of residents in the community. These residential products should provide housing options from affordable to upscale housing, owner-occupied, rental, and senior living.
- Pursue a strategic vision and development plan for Addison Airport. The Town’s airport management company, Washington-Staubach Joint Venture, should develop strategic options for the Town to consider and adopt in this regard. This new strategic vision for the Airport should be devised within a “self-funding” revenue philosophy.
- Direct developers to propose more high quality, high-density developments that move to a more urban feel. As remaining parcels of land are developed, the Town needs to place stronger consideration on those projects that enhance the urban fabric of Addison.

- Pursue alliances with learning institutions to provide adult education that builds on Addison's attributes and industries that already exist here. Aviation related training, hospitality programs and culinary institutes are three such continuing or higher education offerings Addison is well suited to offer. Direct coordination with universities to further explore these possibilities is necessary.

Consensus "A" List Priorities

Earlier discussions focused on a number of equally important priorities for the Town. The 2030 Committee did; however, call out three priorities for special emphasis. These higher profile priorities include:

- Pursue the expansion of DART rail to Addison. Future mobility within the region depends on expansion of the DART rail system. Addison must position itself to take advantage of future mobility improvements. The 2030 Committee felt all political and professional efforts possible should be devoted to this pursuit. To prepare for these transportation opportunities, the Town should pursue transit-oriented development zoning changes now in anticipation of DART expansion.
- Redesign Belt Line Road. To remain a viable and vibrant commercial corridor, as well as mobility artery, Belt Line must receive an infusion of reinvention and creativity along with design and infrastructure capital to maintain and enhance its reputation as an exciting place to be. Addison should utilize all available funding opportunities to begin Belt Line redevelopment.
- A public sector taxing structure that avoids overburdening the private sector was previously identified as a current strength in Addison. In this regard, the 2030 Committee expressed no immediate interest in a tax increase; however, they felt Addison citizens (business and residential) are savvy enough to understand the need to make investments now to position Addison for the future.

2030 Vision for Public Safety

Public Safety operations are a distinguishing service for Addison. As the Town moves towards the year 2030 these services will become increasingly more important. Whether it is promoting crime prevention by designing parks with security in mind or acquiring new medical equipment to enhance our efficiencies; Addison's public safety operations must remain a model for service provision. The 2030 Committee's discussion of future public safety services in Addison focused on several elements.

Among these central elements is the need for police operations to be "omni-present" throughout the community. This approach to policing emphasizes maintaining high visibility and instituting procedures that get officers out their vehicles in certain areas of Town to increase interaction with residents. Customizing policing in identified areas will allow the Town to develop targeted strategies to deal with unique criminal behavior in certain areas of the community.

Structurally, the 2030 Committee believes police and fire services should remain under direct control of the Town rather than outsourcing operations to external services providers like security companies. However, there are opportunities to seek and formalize cooperative agreements for regional specialties in public safety that Addison may have a need to call upon in a given emergency. For instance, high water rescue, terrorist hostage incidents, or bomb detection and removal services might face the departments one day. The ability to respond to these types of new threats and unique emergencies through inter-local agreements with neighboring jurisdictions will be vital.

The 2030 Committee stressed the importance of having highly professional police, fire, and EMS (emergency medical services) staff to provide "best-in-class" services. In addition, recruiting new hires or training existing personnel with skills to meet the challenges of a multi-lingual society should be an objective for the public safety departments.

Technology plays an important role in providing 21st century police, fire and EMS services. An appropriate blend of technology and traditional service should be the goal of the fire and police departments. Specifically, AED's (automatic external defibrillators) are a life saving technology that should be installed in all first responder vehicles. The 2030 Committee expressed a desire to research and promote this emergency medical technology to residents and businesses. As emergency medical advances develop, Addison's EMS must be a leader in administering new and emerging skills to patients.

2030 Vision for Transportation in Addison

Mobility will be one of the most crucial challenges facing Addison and the entire region as the volume of vehicular traffic increases and more people move through the Town and the Metroplex over time. Addison has infrastructure programs underway now to manage mobility, but the Town can do more to plan for effective and efficient transportation means. Addison's strategic transportation plans must be multi-pronged. In other words, movement in and through Addison should not only focus on moving traffic but also consider public transportation, the pedestrian, and technology.

Public transportation will more effectively connect Addison to the region and help create a sense of place when Addison becomes a component of the DART Regional Transit Plan. When Addison is a stop on the rail line; Addison as a destination is enhanced. Connecting Addison to the region with rail service bolsters our economy. Ease of conducting business is streamlined when business travelers have the option of commuting from Addison, or points east of Addison, into D/FW International Airport on the Cotton Belt line. The 2030 Committee felt a rail connection to Dallas Love Field should be a future consideration as well.

Infrastructure for the pedestrian is an important component to Addison's future. Being "pedestrian friendly" by expanding our sidewalk system throughout Town and installing sidewalk landscaping that seeks to enhance the walking experience should be pursued. Pedestrian improvements along Belt Line Road are important from both a people moving perspective as well as an economic motivation.

With higher density developments and an influx of drivers, a recipe for congestion appears certain. However, with innovative planning based on new technologies of traffic management; Addison can meet this challenge. Signal automation that is coordinated with surrounding cities will help move traffic through Town and should be aggressively pursued. Video monitoring of key traffic points may also aid in the Town's traffic management.

Finally, it should be remembered that traffic is a good thing in many respects. It is high traffic that keeps Addison's restaurants full and customers inside businesses. The critical point to traffic is that it be managed and that strategic transportation planning occurs to keep things moving as efficiently as possible.

2030 Vision for Infrastructure in Addison

Infrastructure planning refers not only to streets but also to how we manage all utilities serving the community. The implications for Addison infrastructure planning and management will have a direct impact on the appearance, technological capabilities and daily life functions within the Town. The “design matters” adage comes into play yet again when examining opportunities with infrastructure.

The general appearance of the Town can be enhanced with effective infrastructure planning. Lighting the city with the right type of lights set on the right timing for operation can make a big impact. In fact the 2030 Committee feels lighting can be turned into public art if done properly.

Addison has been a model community with regard to our signage standards. Over time, other communities adopted and adapted our signage innovations. The issue of signage revolves around the mission of balancing the aesthetic needs of the Town with the business needs of the commercial sector and tenants. The 2030 Committee recommends that the Town encourage tenant signs with an artistic feel that can once again give Addison a mark of distinction for signage. The design and use of more distinctive monument signs may be an option for the Town to encourage in this regard. More broadly, building codes that encourage creativity and aesthetics and not control restrictions is an objective.

Cutting edge infrastructure is an important draw for economic development projects. High quality and low cost technology infrastructure to residents, visitors and businesses is a way to bolster Addison’s reputation as a local government leader in the 21st century. A progressive approach to communication infrastructure is critical for Addison’s on-going success. This issue is so important that Addison should maintain the ability to finance communication infrastructure projects every five years. Partnerships with private sector entities should be explored when feasible.

“Hiding the wires and losing the poles” is an electrical service mantra the Town should pursue when it can afford to do so to enhance the appearance of infrastructure. Beyond appearance, assurance of reliability of electrical power with consistent and available transmission is imperative. Reliability in electrical service will be key in a growing Metroplex with increasing power demands.

Lastly, water service looms as a potential crisis for the region and the nation. On a local level, Addison should do whatever possible to ensure efficient use of natural resources to include water consumption. Addison needs to investigate more self-sufficient sources of water instead of relying on water distribution from Dallas Water Utilities. Other conservation programs like gray water systems, aquifer creation, more sophisticated leak detection measures, and even conservation

incentives for major water consumers should be evaluated. The intelligent use of water and all resources is paramount for the future.

2030 Vision for Addison Airport

The evolution of operations at Addison Airport is toward more corporate activity. While it is an important goal for the Town to maintain an aircraft mix, area economics continue to result in an increase in business-oriented operations and a decrease in recreational operations.

Within a larger context, the Airport should have a strong connection rather than a feeling of separation from the community. Creating inter-connected uses and activities benefits both the Town and the Airport. Aviation-related teaching and training initiatives, museums, aircraft viewing areas, improved airport signage, creating a visible entrance to the Airport, and perimeter landscaping help to “put a face” on the Airport that better integrates the facility into the Town as a whole.

New economic development pursuits offer exciting opportunities for the Airport. The Town has followed a philosophy calling for the Airport to be self-supporting from a revenue generation standpoint. This has proven to be a sound approach. The Town and airport management company should seek out opportunities to bring new private development such as more jet hangars, attached office, and t-hangars to the field. Redevelopment of identified properties to house more expensive aircraft create a value-added opportunity for the Airport and the Town. Expanded aviation uses in charter, commercial (not scheduled passenger air service), helicopters, and heliport facilities should be pursued.

“Through-the-fence” (TTF) relationships should be improved and considered a viable economic opportunity for the Airport. These TTF properties offer even more promise once current issues are resolved.

At present, a joint partnership between Washington Group International and the Staubach Co. serves as the Town’s management company for daily operations and real estate management of the facility. The operator has been challenged to develop a strategic development plan for the Airport for the Town’s consideration. This strategic vision for Addison Airport is fundamental to the facility’s future.

2030 Vision for Business Development

“Taking action” is the primary phrase used by the 2030 Committee to describe what the Town needs to do now to sustain and grow business. An active role for the Town means working in tandem with the business community to create opportunities and distinguish Addison as the place businesses want to be. Public-private partnerships have worked well for the community in the past. When it makes sense, such collaborations are an appropriate way to make things happen in the development realm.

Maintaining a business friendly environment requires a supportive and streamlined governmental process to get new businesses up and operating as quickly as possible. The Town must do whatever is necessary to ensure that all forms of infrastructure adhere to a cutting edge principle thus meeting the needs of commerce and in turn attracting and retaining business.

Addison’s location, at the center of the Metroplex, makes it an attractive place for businesses. Access to a highly educated and skilled workforce ensures Addison can compete as both a worldwide headquarters for multi-national corporations as well as a home for start-up businesses.

The omni-presence of Addison’s police force is in itself a strong economic development tool. Businesses want to be where security and safety are assured. Addison’s emphasis on high visibility patrols and community policing give the Town a competitive edge.

As has been said, Belt Line Road is Addison’s commercial corridor. As this corridor ages, it becomes necessary to reinvigorate the roadway and its streetscape features. Design and construction of a new streetscape for Belt Line involves taking action to make sure the corridor is a draw for entertainment, working, dining, shopping, and other potential uses like residential products that may emerge. Belt Line’s commercial success depends on a sustainable design that will ensure this corridor remains a vibrant “Main Street” for Addison. Earlier discussions centered on nodes of connectivity. Belt Line is certainly the Town’s primary node with connectors feeding into it. Taking action now to protect and enhance this node of commercial activity is one of Addison’s highest priorities.

As a next step for Belt Line’s reinvigoration, the Town should identify an initial project and find a way to make it a reality. Midway and Belt Line may serve as the catalyst location for other development to follow along and adjacent to the corridor. At the eastern end of Belt Line, a study should be conducted to determine the most cost effective approach necessary to impact the pedestrian experience at the Tollway and Belt Line intersection.

The hospitality industry in Addison is a cornerstone of the Town’s business profile. With more than 4,000 hotel rooms in 22 hotels, the health of this industry requires

attention and support. While new hotels are probably not on the immediate horizon, the success and value of the current hotel stock depends on many of the other factors previously identified in this report. For instance, connecting the hotels to a reinvigorated Belt Line is important. Connecting the DART line to D/FW International Airport opens a whole new market to Addison's hotels. The connection between hotels and the Town's special events is another relationship to be further cultivated. This connection between the hotel community and special events will be discussed again in the 2030 Vision for Special Events section of this document. All these connections between the Town and the hotel industry require the dedicated attention of the Town's Visitor Services staff. Town staff and hotel partners need to diligently work on pursuing proactive business opportunities that "put heads in beds".

Another business development issue in need of thoughtful action is our restaurant sector. Belt Line has been referred to as "restaurant row" by the national media. To protect that reputation and ensure a lively restaurant community, the Town must grow customers to channel into the restaurants through high occupancies in our office buildings, full hotels, and more residents in high-density developments. Destination restaurants help brand Addison as a place to visit and in turn strengthen our tourism features. Cooperative marketing with neighboring nodes of tourism like the Galleria may help drive people into Addison restaurants as well.

The geographic area west of Midway has been a weak-performing area for restaurants of late. It may be best to pursue other commercial uses that are better suited for this part of Town rather than bringing in more marginal restaurant operators. The bottom line for restaurants is that they must be viewed as a part of the larger commercial mix that blend and balance with other uses while remaining a vital element of Addison's overall business development.

2030 Vision for Addison as a Destination

The Metroplex is a crowded marketplace for entertainment and tourism destinations. Proactive marketing that positions Addison as an appealing alternative in this marketplace is essential. Addison can draw attention to itself by better defining its offerings and thus gaining the attention of visitors.

Addison will provide an alternative to downtown Dallas and other major nodes of entertainment and tourism by creating a place where people want to gather, walk, and do interesting things in a central (or series of central) locations. Examples of activities in these nodes of central location may include establishing a vibrant night market for entertainment venues, museum offerings, nodes of shopping experiences, and other similar activities. In defining Addison as a "hot spot" destination, the Town should prepare itself to take advantage of new forms of tourism. If the Texas Legislature makes changes to allow casino development in

new locations; Addison should position itself to compete for such tourism opportunities.

An assessment of the Addison Conference Centre, Addison Circle Park, and the Addison Centre Theatre by the 2030 Committee reveals that these facilities are underutilized. These facilities should be professionally evaluated to determine their best use and how they can serve as support facilities for the activities Addison performs well. Such an evaluation may suggest that these facilities pursue new objectives or undergo some form of restructuring. Expanding the draw of Addison Circle Park through a new architecturally unique and expressive building with multi-purpose functionality should be studied. Such a new facility could house or host privately held exhibits, national touring exhibits, or showcase the cultural and performing arts.

2030 Vision for Special Events

As a complement to the priority of branding Addison as a destination, the Town must create the feeling that there is an “event” happening in Addison whether it takes the form of musical or theatrical performances, art exhibits, cultural festivals, or the like. The Town has a history of successfully hosting large-scale regional events but the Town should also focus on producing smaller events that foster a more intimate connection between the Town and its residents and visitors.

Extending special events on to Belt Line and in to Village on the Parkway should be pursued. Moving events beyond the boundaries of Addison Circle further promotes the destination image of Addison. This can be accomplished by seeking public-private partnerships to host and execute events that match the standards of Town-sponsored events.

Other identifiable priorities for special events include pursuing fly-ins to occur at Addison Airport, soliciting events from the local business community such as corporate picnics while ensuring that Addison events remain family-friendly. Whatever type of special event the Town hosts, sponsors, or approves; consideration should be given to the positive impact such events bring to our hotels. Participant-driven events are a higher priority for the Town and should be solicited and supported.

2030 Residential and Community Development

New urbanism is a planning principle that sometimes gets misinterpreted and misused to define a new residential product in the suburbs. Addison can confidently say it led the way in the nation with new urbanism projects built in a traditional suburban environment with the development of Addison Circle. The basis of new urbanism focuses on mixed-use developments with an urban sensibility and feel but with suburban amenities. The higher density mixed-use features of Addison Circle truly conform to the tenets of new urbanism and in fact it has been recognized as a model development in this category by the International City/County Management Association.

Addison will look quite different in 2030 from a physical standpoint. Future residential developments will be higher density products that are most likely high-rise living. A demographic change will occur as baby boomers move into their senior years. Providing housing products tailored for seniors is recommended. Other housing changes to expect in 2030 include a more diverse community that will require housing options at all levels of affordability. No matter what type of housing products emerge in the future, the Town should encourage ownership opportunities to solidify a population to patronize our restaurants, businesses, etc.

From a land use perspective, housing developments that are suitable for in-fill sites are recommended. Multi-family housing development along or adjacent to Belt Line are also a viable option to consider. The connectivity to Belt Line is again emphasized as a way to permit the various neighborhoods of Addison to connect via Belt Line Road.

2030 Vision for Park and Recreation

Addison has established a reputation for innovation in park design and construction. Future park opportunities should seek to maintain our philosophy of working with developers to secure green space, which helps to make the community more livable. As the urban nature of Addison progresses, preserving "microspaces" to allow residents and visitors to escape the urban street will be valued. Our success in making these spaces unique in feel and experience should be continued.

Parks and linear buffers can promote accessibility if used as connectors to move people around the community without getting in a car. The connectivity of green space is yet another manner of moving people throughout the Town in a pedestrian friendly fashion. Parks that combine active and passive elements such as benches, hardscape features, workout stations, biking and jogging should be considered. Active parks also enhance recreational offerings for residents.

Beyond recreational activity in parks, recreation in the future could involve 24-hour fitness facilities opened with public-private partnerships.

Parks fulfill an economic development mission that cannot be overlooked. The design and installation of landscaping in medians, entrances to the community, neighborhood walls, neighborhood islands, and along thoroughfares distinguishes Addison as a place that values aesthetics. Design matters yet again as it regards efforts to enhance the natural features of Addison.

2030 Vision for Education

Most of the primary and secondary education for Addison's youth will be provided by the Dallas Independent School District (DISD) and our objective should be to work within that system to improve educational services to our students. There is a section of the community in and around what is referred to as the "Brookhaven Club area" located in the far southwestern section of the Town served by the Carrollton-Farmers Branch ISD. The Town should not rule out affiliating with another school district or providing other opportunities for Addison's youth; however, this is not a priority.

To stay abreast of changes in the educational landscape, the Town should become actively involved in discussions about education at the state and local levels. This may necessitate the services of a lobbyist if deemed appropriate.

Magnet schools for continuing education are a real opportunity. Creating schools for adults focusing on service communities that already exist in Addison is a promising education option. Demonstration kitchens, culinary programs, aviation, hospitality, and other industry specific offerings should be evaluated. Partnering with graduate schools and universities to establish a presence in Addison office buildings enhances the lifelong learning philosophy.

Conclusion

We began this study with a snapshot perspective of what Addison might look like in the year 2030 for a young couple living in the community. Now that one has reviewed the more detailed recommendations of the 2030 Vision Committee, a final picture of some of the future attributes of Addison is offered in a summary listing:

- DART trains will run through Addison and there will be broader access to public transportation
- A reinvented Belt Line Road will be connected to Addison Circle and other nodes of community activity
- Increased density with a population figure in the 25,000 range will characterize the Town
- The 2030 Committee saw a perception change for education with the Town working within DISD for an improved education system
- Diversity will characterize Addison culturally, in our business base, and entertainment offerings
- Addison will take aesthetics to a higher level with a “design matters” philosophy
- Addison Airport will be more corporate but retain a place for smaller operators

The identification of challenges and opportunities identified by the 2030 Vision Committee and this document they produced provide a compass of sorts for future community leaders to refer to as they move forward. As the Town considers the recommendations in this strategic plan, it should do so with an overriding goal of keeping Addison the fun place to work, play, and live for which it has come to be known.

2030 VISION PROJECT EXECUTIVE SUMMARY

The 2030 Vision Committee completed its review and update to the original 2020 Vision Project in February 2005. The 2030 Committee's report document focused on several principal issues they felt were most important for Addison's future.

The following bullet points are discussed in greater depth within the document but provide a summary of the 2030 Committee's recommendations.

- Pursue the expansion of DART rail to Addison. Future mobility within the region depends on expansion of the DART rail system. Addison must position itself to take advantage of future mobility improvements. The 2030 Committee felt all political and professional efforts possible should be devoted to this pursuit. To prepare for these transportation opportunities, the Town should pursue transit-oriented development zoning changes now in anticipation of DART expansion.
- Redesign Belt Line Road. To remain a viable and vibrant commercial corridor, as well as mobility artery, Belt Line must receive an infusion of reinvention and creativity along with design and infrastructure capital to maintain and enhance its reputation as an exciting place to be. Addison should utilize all available funding opportunities to begin Belt Line redevelopment.
- A public sector taxing structure that avoids overburdening the private sector is a current strength in Addison. In this regard, the 2030 Committee expressed no immediate interest in a tax increase; however, they felt Addison citizens (business and residential) are savvy enough to understand the need to make investments now to position Addison for the future.
- Recommit Addison to the promotion and installation of design aesthetics in all public spaces to include landscaping and public art. "Design matters" is a phrase the 2030 Committee members used repeatedly in this regard.
- Cultivate Addison's brand assets needed to ensure visitors and residents of all sectors have a clear appreciation for Addison as an exciting, culturally forward, and diverse in entertainment offerings destination where special events occur on a regular basis.
- Reinforce the Town's "business friendly" image and continually look for ways to make it easier to locate and do business in Addison.
- Provide high quality city services. From recruitment and hiring of dedicated municipal employees with an intense understanding of customer service, responsiveness, and fiscal responsibility; excellence in customer service is essential to Addison's success.

- Consciously plan and explore ways to connect “nodes” in the community. These nodes of connectivity focus on all types of issues to include parks, pedestrian mobility, vehicular mobility, commercial development such as Village on the Parkway and Addison Walk, residential areas (both single and multi-family) and transportation nodes like Addison Airport and the DART Transit Center.
 - Pursue alliances with learning institutions to provide adult education that builds on Addison’s attributes and industries that already exist here. Aviation related training, hospitality programs and culinary institutes are three such continuing or higher education offerings Addison is well suited to provide. Direct coordination with universities to further explore these possibilities is necessary.
 - Encourage a wide variety of residential products to foster a cross-section of residents in the community. These residential products should provide housing options from affordable to upscale housing, owner occupied, rental, and senior living.
 - Pursue a strategic vision and development plan for Addison Airport. The Town’s airport management company, Washington-Staubach Joint Venture, should develop strategic options for the Town to consider and adopt in this regard. This new strategic vision for the Airport should be devised within a “self-funding” revenue philosophy.
 - Direct developers to propose more high quality, high-density developments that move to a more urban feel. As remaining parcels of land are developed, the Town needs to place stronger consideration on those projects that enhance the urban fabric of Addison.
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2030 Committee Membership Roster

Tom Braun

Addison Councilmember; Citizen Academy; President, Verticon Construction

Joe Chow

Addison Mayor Pro Tempore; Restaurant Owner; Financial Professional

Jae Chung

Information Services Director, MBNA America Bank

Anne Crews

Addison Business Association Board of Directors; Vice President, Corporate Affairs and Government Relations, Mary Kay Inc.

Ron Frederick

President, Mission Development Company

Charles Heath

Addison Business Association Board of Directors; President, Metrocrest Hospital Authority

Greg Hirsch

Addison Councilmember; Citizen Academy; Sales Manager, Sysco Foods

Paula Jandura

Addison Resident; Planning & Zoning Commission; Arbor Foundation; Entrepreneur

Sharon Kilmartin

General Manager, Hotel Inter-Continental

Frank Klein

Former Addison Councilmember; Special Events District Master Plan Committee; Charter Review Committee; Engineer

Bill Knopick

Vice President, Cousins Property

Paul Koch

Market President, Frost Bank

Mickey Munir

Addison Resident / President, Sharif & Munir Enterprises, Inc.

Jimmy Niemann

Addison Deputy Mayor Pro Tempore; Citizen Academy; IT Solutions Architect

Dave Oldfield

Former Chairman, Metrocrest Chamber; Owner, Oldfield & Associates Insurance

Fred Silver

Addison Councilmember; President, Silver Companies, Inc. Commercial Real Estate

Mark Sommer

Vice President, Beltway Development

Glynda Turner

Addison Councilmember; Planning & Zoning Commission; Addison Airport Board; Attorney

Cathy Ways

Former Councilmember Planning & Zoning Commission; Addison Airport Board; JC Penney Company

R. Scott Wheeler

Mayor; Master Thoroughfare Committee; Chief Financial Officer

Brent Wicker

Principal, Wicker & Associates

Allen Wood

Addison Resident; Principal, CRESA Partners

Facilitator

Randy Pennington

Pennington Performance Group

Town of Addison Staff

Ron Whitehead

City Manager

Lea Dunn

Deputy City Manager

Chris Terry

Assistant City Manager

Mario Canizares

Assistant to the City Manager

Ron Davis

Deputy Police Chief

Jared Wilson

Intern – City Manager's Office