



Addison City Council Strategic Vision Update

June 11, 2018

The Addison City Council met on Monday, June 11, 2018, for the purpose of reviewing the City's Strategic Plan. The entire Council was present, as well as the City Manager, Deputy City Managers, and Department Heads. Mike Mowery, of Strategic Government Resources, facilitated the retreat. The format was to look at the main Pillars of the Strategic Plan, as well as the Milestones under each of the Pillars. The focus of the discussion centered around the relevance of the Pillars and the Milestones, to make any necessary tweaks, deletions, and additions in order to give the Staff clear direction from the Council. The Council also identified some game-changers in each area. Game changers are events or potential events that could dramatically change the nature of the situation.

The process that was followed was to divide the Council up into small groups and let them discuss each pillar and its milestones by examining these questions:

- (1) What's gone well?
- (2) What's not gone well?
- (3) What are the game-changers?
- (4) What tweaks, additions, or deletions do we see?

Below is a summary of the discussion regarding each Pillar, and the revised Strategic Plan. SGR strongly urges the City Council to adopt this Strategic Vision at a regular Council Meeting as soon as possible.

Pillar: Entrepreneurship and Business Hub

Game-changers Identified:

- Cotton-belt and the development opportunities.
- Competition from other cities, especially related to the special events that are being held by other cities.
- The impact of traffic.
- Address competition with large tenants leaving for newer development areas (example: Legacy West)
- Creates an opportunity, though, to build relationships leading toward more business retention.

Suggested Tweaks and Additions:

- Push the target deadline to have town ordinances reviewed.
- Create a specific channel to receive input from the business community.
- Strengthen our relationship with hotels and restaurants to maximize our tourism dollars.

Priority Milestone(s) Identified:

- Economic development focus on attracting and retaining entrepreneurship and high-tech conferences.
- Review Town's ordinances and regulations to modernize them and facilitate redevelopment.
- Create a specific channel to receive input from the business community.

Pillar: Excellence in Asset Management

Game-changers Identified:

- Attaining excellence in this area is a game-changer in itself.
- Future Town Facilities would be a game-changer.
- ADA Review is showing that it is a big cost.
- Miscalculations on estimates have been a negative game-changer.

Suggested Tweaks and Additions:

- Evaluate Town facilities for the best use of Addison's future.

Priority Milestone(s) Identified:

- Implement the Asset Management plan.

Pillar: Excellence in Transportation Systems

Game-changers Identified:

- Cotton-belt.
- UBER.
- Population Growth.
- Things we didn't foresee with infrastructure challenges.

Suggested Tweaks and Additions:

- Identify additional funding for Midway Road and begin reconstruction.
- Identify funding for Belt Line Road enhancements.

Priority Milestone(s) Identified:

- Develop a Cotton Belt strategy.
- All roads in acceptable condition and well maintained.

Pillar: Gold Standard in Customer Service

Game-changers Identified:

- Addison Fix-it App (Keep optimizing it, too).
- Cutting-edge Technology.
- Community having the ability to show appreciation to service providers through the app would be a game-changer.

Suggested Tweaks and Additions:

- Be responsive to community.
- Conduct a business survey.

Priority Milestone(s) Identified:

- Clarify and protect the Addison Way.

Pillar: Gold Standard for Financial Health

Game-changers Identified:

- The Council discussed this issue but made no significant changes in this area.

Suggested Tweaks and Additions:

- Obtain and maintain the highest credit agency ratings. (Current ratings: Standard & Poor's: AAA (highest rating); Moody's: Aa1 (second highest).

Priority Milestone(s) Identified:

- Implementation and continuous development of long term financial plan.

Pillar: Gold Standard in Public Safety

Game-changers Identified

- Future safety enhancements through license plate reader (LPR) and the addition of surveillance cameras at strategic locations.
- Social Media—both positive and negative game-changers.
- Coordination with other cities is very good.
- Jail-outsourcing.

Suggested Tweaks and Additions:

- Support Addison Citizens Assisting Police (ACAP) program.
- Continuously improve police/fire response times with sufficient workforce.

Priority Milestone(s) Identified:

- Maximize use of cutting edge technology to enhance public safety.

Pillar: Optimize the Addison Brand

Game-changers Identified:

- Leverage the goodwill created by really good employees.
- Consider the possibility of a digital billboard.
- How do we continue to compete with other cities with our special events?

Suggested Tweaks and Additions:

- Desirability of Addison to live, work, and play.
- Define and promote the Addison identity.

Priority Milestone(s) Identified:

- Define and promote the Addison identity.