



The Town of Addison Council held a Council Retreat on July 8, 2019, for the purpose of updating the Town's Strategic Plan. The retreat was attended by the Council, City Manager, and Department Heads. SGR facilitated the retreat. As the Council reviewed the current set of Pillars or priorities, they discussed what had gone well, what had not gone well, and gamechangers or surprises that had been experienced, and any adjustments or tweaks that they wanted to make for the upcoming year. This report is a summary of the discussion.

Pillar One: Entrepreneurship and Business Hub

Milestone 1 – Economic Development focus on attracting and retaining entrepreneurship and high-tech conferences.

Milestone 2 – Review Town Ordinances and regulations to modernize them and facilitate redevelopment.

Milestone 3 – Create a specific channel to receive input from business community.

What's Gone Well?

- Growth in Business—119 net new businesses in 2017 with 625,000 square feet new commercial space added. 121 net new businesses in 2018 with over 1 million square feet of new commercial space added.
- There's been a lot of progress on Milestone 1 and 2.

What's Not Gone Well?

- The input channel with the business community has not been established.
- Lost some businesses.
- There's more competition strain on our restaurants from other cities.

Surprises and Gamechangers?

- The Silver Line is moving forward.
- Midtown Development.
- Economic Development Thinking.

Tweaks or Adjustments?

- Milestone 3 should be adjusted to say “Create a specific channel for two way communication with the business community.”
- Is there a role for the Town to play as food consumption changes?
- Strengthen bonds and relationships with restaurants.
- Inwood Road Redevelopment.

Pillar Two: Excellence in Asset Management

Milestone: Implement the Asset Management Plan.

What’s Gone Well?

- Comprehensive Master Plan was adopted and progress was made on other master plans.
- Asset Management Plan is done.

What’s Not Gone Well?

- Estimate on the HVAC Repair was way low.
- Facility Consolidation Study needs more progress.
- The condition of some of our assets was disappointing and surprising.

Surprises and Gamechangers?

- We have about 50,000 assets worth 1 billion dollars.
- Should consider whether roof repairs/replacements are M/O or included in the Bond Campaign.
- The Bond Program is a potential gamechanger.
- If interest rates remain low that will be a game changer.

Tweaks or Adjustments?

- Develop a Contract Management Process.
- Improve the time lag.

Pillar Three: Excellence in Transportation Systems

Milestone 1: Develop a Cotton Belt Strategy.

Milestone 2: All roads in acceptable condition and well maintained.

What's Gone Well?

- A lot of projects have been completed. We've accomplished a lot.
- Traffic signal optimization.
- Master plan of Circle/Cotton Belt.
- Identified streets to replace and plan.
- Concrete plan for Midway Road and the funding.
- We are following through with the Transportation Master Plan.

What's Not Gone Well?

- There's so much street maintenance to do it feels like we're not making much progress.
- Unavoidable delays.
- Following the Transportation Master Plan sometimes slows down fixes that are needed.

Surprises and Gamechangers?

- Overall Cotton Belt approval.
- Associated pedestrian path with Cotton Belt.

Tweaks or Adjustments?

- We need a First Mile/Last Mile Strategy.
- We need to continue to develop infrastructure at the airport to facilitate economic development.
- Milestone 1 should be changed to "Promote Silver Line Development"
- Milestone 2 should be changed to "Improve all modes of transportation with infrastructure in acceptable condition and well-maintained."

Pillar Four: Gold Standard in Customer Service

Milestone: Clarify and protect Addison Way.

What's Gone Well?

- Communication has been very good.
- New Website is up.
- Fixit Addison App.
- Staff newsletter.
- Mayor's Coffee.
- Personal Touch such as City Manager's welcome at Kaboom Town.

What's Not Gone Well?

- Promotion of Fixit Addison App needs to be continued.

Surprises and Gamechangers?

- Ability to leverage information from the survey and find ways to use it.
- Feedback on the Addison survey was very positive.
- New unified development code will be a gamechanger.

Tweaks or Adjustments?

- Should we consider a digital billboard?
- Can we have a 2.0 Version of Fixit Addison App?
- Milestone should be changed to “Promote and Protect the Addison Way.”
- Leverage the results from the resident survey.

Pillar Five: Gold Standard in Financial Health

Milestone: Implement and continue development of Long Term Financial Plan.

What’s Gone Well?

- Progress on the Bond Campaign.
- All Systems are in place.
- Infrastructure is improving and expanding.
- Assets Management Plan.
- Sales Tax increases.
- Two AAA Bond Ratings.

What’s Not Gone Well?

- Nothing listed.

Surprises and Gamechangers?

- 3.5% Tax Cap on Property Taxes.
- Interest Rates.
- If State Legislature continues to erode local control it will be a gamechanger.

Tweaks or Adjustments?

- Milestone 1 should be changed to “Continue development and implementation of Long-Term Financial Plan.”

Pillar Six: Gold Standard in Public Safety

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

What's Gone Well?

- Many things have gone well in this area.
- Harmony between the fire and police departments.
- Facility protection of public buildings.
- Implementation of LPR Program.
- Progress toward Smart City.
- PPE for Firefighters.
- External recognition of Fire Department by getting ISO 1 Rating.

What's Not Gone Well?

- Nothing listed.

Surprises and Gamechangers?

- Results from LPR Pilot Program.
- PPE for Firefighters.

Tweaks or Adjustments?

- Nothing listed.

Pillar Seven: Optimize Addison Brand

Milestone: Define and promote Addison Identity.

What's Gone Well?

- A lot has gone well in this area.
- Use of many forms of communication. (Social media, weekly emails, website.)

What's Not Gone Well?

- Nothing listed.

Surprises and Gamechangers?

- Competition for special events crowds means we have to stay at the forefront and make sure our events are the best ones.
- Be strategic in our thinking about our events.

Possible Milestones

The Council discussed several possible milestones but determined that the current set of milestones, with some wording adjustments, were the right milestones for the upcoming year. However, some of the suggestions for possible milestones may be

helpful for the staff to consider as they are developing initiatives for the future. Those possible milestones listed are:

- Inwood Road Redevelopment.
- Trails Master Plan.
- Contract Management Process.
- Develop Infrastructure at Airport to facilitate economic development.

Summary

Below is the Strategic Plan for Fiscal Year 2020. SGR recommends that the Council formally adopt this Strategic Plan at an upcoming Regular Council Meeting.

Strategic Plan for Fiscal Year 2020

Pillar One: Entrepreneurship and Business Hub

Milestone: Economic Development focus on attracting and retaining entrepreneurship and high-tech conferences.

Milestone: Review Town Ordinances and regulations to modernize them and facilitate redevelopment.

Milestone: Create a specific channel for two way communication with the business community.

Pillar Two: Excellence in Asset Management

Milestone: Implement the Asset Management Plan.

Pillar Three: Excellence in Transportation Systems

Milestone: Promote Silver Line Development.

Milestone: Improve all modes of transportation with infrastructure in acceptable condition and well-maintained.

Pillar Four: Gold Standard in Customer Service

Milestone: Promote and protect Addison Way.

Pillar Five: Gold Standard in Financial Health

Milestone: Continue development and implementation of Long Term Financial Plan.

Pillar Six: Gold Standard in Public Safety

Milestone: Maximize use of cutting edge technology to enhance public safety.

Pillar Seven: Optimize Addison Brand

Milestone: Define and promote Addison Identity.