

# **Village of Addison**

Strategic Plan for 2007-2012

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We, hereby, respectfully present the Strategic Plan for the Village of Addison, Illinois for the years 2007 through 2012, with a firm commitment to its goals and objectives.

This Plan sets forth our purpose, guiding principles, goals, and objectives for the Village of Addison as a Community, as a municipal corporation serving its customers and as an organization serving elected and appointed officials and employees.

A strategic plan is an ever-evolving process and one that is never truly completed. Since 1988, the Village of Addison has employed various processes to strategically plan, deliver, document and analyze its work. Through our work with the Lincoln Foundation for Business Excellence, we have expanded this process to include numerous stakeholders, including the business community, other taxing bodies, homeowners associations, Village staff, and members of the general public. We believe that this expanded conversation has resulted in a better end product, and will more focus organizational efforts on issues that are truly important to residents of our community.

To be effective and of benefit to the organization and the people it serves, a Strategic Plan must be adopted wholeheartedly and used as a roadmap to the betterment of the organization's future. It is with that commitment, on behalf of the Village of Addison, that we submit this Strategic Plan.

**VILLAGE OF ADDISON**

**LARRY HARTWIG, MAYOR**

**JOSEPH BLOCK, VILLAGE MANAGER**

# Village of Addison Strategic Plan for 2007-2012

## Introduction

Addison is a community of 37,000 in population located 25 miles west of Chicago in northeast DuPage County, Illinois. Settled by German immigrant farmers in the mid-19<sup>th</sup> Century, Addison was incorporated as a village on October 6, 1884. Governing Addison today are a mayor and 6-member board of trustees who, with a full-time village clerk, are elected at large and set policy. An appointed village manager carries out Village policies through the operation of seven departments, and a team of department heads.

Addison is home to the largest industrial park in DuPage County, and the fourth largest in the State of Illinois. The community is situated within minutes drive of major metropolitan roadways and expressways, and is ten-miles from O'Hare International Airport.

Several distinct advantages set the Village of Addison apart from others. The Village maintains a tax rate that is within the lower-third of DuPage County municipalities, has no electric or natural gas utility tax, practices an extraordinary level of intergovernmental cooperation, has professionally operated departments including a nationally accredited police department.

The impetus for this Strategic Plan comes from a continuing desire to think strategically in the provision of government services. We set out to produce a quality Plan which is a true reflection of our purpose, which inspires broad ownership of its vision, and generates vitality and sustainable action in pursuit of its goals.

A Steering Committee was employed to set the direction for the process. Plan development was begun with a series of stakeholder meetings, both internal (employees) and external (residents, business representatives, other public agencies, and regional service providers). Their concerns, insights, and vision input was summarized, widely circulated and utilized at the Strategic Planning Retreat of elected officials and department heads who put real-life expectations and tangible work to the visions developed earlier. It is the vision, goals and objectives that are the keystone of the Plan.

Following its adoption by the Board of Trustees in December 2006, the Strategic Plan will serve the Village of Addison as a roadmap in future budget planning, department goals, objectives and performance measures, and assist the elected officials in the implementation of future policy.

## Acknowledgement

We gratefully acknowledge Steering Committee members Lucille Zucchero, Anna Marie Ciccone, Don Hendricks, Marianne Fotopoulos, Joe Block, Arlene Kollar, Don Pinson, Annette Szafran, Don Weiss and Rick Zeh for their wisdom and guidance throughout the process.

## **Our Purpose Statement**

To create a dynamic, engaged and sustainable community in which all residents, businesses and employees enjoy economic opportunity, social stability and a sense of well-being.

## **Our Guiding Principles**

Our behavior is governed by our guiding principles and values, and our success depends on consistently living these values as an organization and as a community.

- Conduct that is at all times honest, fair, ethical and respectful
- Service that is responsive, respectful, and of high quality
- A code of honor that is marked by trust, openness and integrity
- Superior standards of professionalism and expertise bolstered by ongoing training and commitment to learning
- Commitment marked by helpfulness, teamwork, collaboration and information sharing
- Freedom to excel, create value and contribute to our purpose

## **Our Vision for the Year 2012**

- 1. The Town Center is well underway, in accord with the Town Center Development Plan, and its design and amenities engender and project a desirable sense of place.**
- 2. Our social and economic assets elevate community life.**
- 3. Our residential neighborhoods and housing meet a high standard of livability.**
- 4. A substantial share of the unincorporated area is within Village limits and aligns with the quality of our community.**
- 5. A variety of mobility options add benefits and efficiency to the local transportation system.**
- 6. We take pride in quality municipal service delivery.**

## Near-Term Action Plan

**Vision 1** The Town Center is well underway, in accord with the Town Center Development Plan, and its design and amenities engender and project a desirable sense of place.

**Start Date**    **End Date**

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**Goal 1**    ***Undertake strategic property redevelopment initiatives.***

Objective 1: Acquire and demolish Betterbilt factory to utilize it for redevelopment.

Objective 2: Facilitate Alta Villa Banquet's relocation within the Village for redevelopment of existing property.

Objective 3: Work with Oxford Bank to redevelop Addison Road property.

Objective 4: Promote St. Paul's vacant property as a senior housing development to establish residential options in proximity to retail, dining and entertainment.

**Start Date**    **End Date**

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**Goal 2**    ***Secure quality retail establishments – grocery, shops, dining and entertainment – that stimulate economic vitality and attract visitors and residents.***

Objective 1: Coordinate redevelopment of Addison Township property as condominiums and retail.

Objective 2: Reach agreement with Green Meadow on shopping center redevelopment, including improved retail.

Objective 3: Work with Jewel and Green Meadow on agreement for a new grocery store.

Objective 4: Implement relocation of Len's Ace hardware in Addison for redevelopment of their property.

**Start Date**    **End Date**

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**Goal 3**    ***Design an environment conducive to community gathering.***

Objective 1: Reach agreement with DuPage County for Addison Road jurisdiction, and create Main Street plan.

Objective 2: Reach agreement with Park District regarding Signature Park Project.

Objective 3: Install WiFi capability in the Town Center.

Near-Term Action Plan continued

**Vision 2 Our social and economic assets elevate community life.**

		<b>Start Date</b>	<b>End Date</b>
<b>Goal 1</b>	<b><i>Cultivate and champion student learning and schooling.</i></b>		
	Objective 1: Support community investment in the schools.		
	Objective 2: Articulate the interdependence of student achievement and community economic vitality.		
	Objective 3: Broaden the value of life-long learning in the community.		
		<b>Start Date</b>	<b>End Date</b>
<b>Goal 2</b>	<b><i>Acknowledge and celebrate our community's diversity and unity.</i></b>		
	Objective 1: Encourage and support programs or celebrations that embrace culture and expand awareness.		
	Objective 2: Enhance communication and interaction with and between ethnic communities.		
	Objective 3: Encourage community-wide participation and involvement.		
		<b>Start Date</b>	<b>End Date</b>
<b>Goal 3</b>	<b><i>Facilitate diverse populations' assimilation through information and outreach about community values and expectations.</i></b>		
	Objective 1: Develop programs at the Neighborhood Resource Center with the goal of assimilation.		
	Objective 2: Participate in the expansion of school-based community outreach programs.		
		<b>Start Date</b>	<b>End Date</b>
<b>Goal 4</b>	<b><i>Ensure safety across the community.</i></b>		
	Objective 1: Expand police staffing for a more visible police presence.		
	Objective 2: Create high expectations and continue to deploy actions to assure safety on each and every street in every neighborhood.		

**Near-Term Action Plan continued**

**Start Date    End Date**

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**Goal 5    *Optimize technology to build community.***

Objective 1: Negotiate franchise agreements that provide maximum technology throughout the community.

Objective 2: Evaluate community technology needs and potential, including WiFi.

**Vision 3    Our residential neighborhoods and housing meet a high standard of livability.**

**Start Date    End Date**

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**Goal 1    *Foster responsible property owners and occupants in all neighborhoods.***

Objective 1: Implement a rental housing certification program.

Objective 2: Review and modify the Village rental licensing ordinance regarding owner responsibility.

Objective 3: Review current rental housing license fees to cover the cost of a rigorous enforcement program.

**Start Date    End Date**

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**Goal 2    *Upgrade neighborhood conditions.***

Objective 1: Commit funds for public infrastructure improvement additions in areas currently not served.

Objective 2: Provide incentives for rehabilitation of existing housing.

Near-Term Action Plan continued

**Vision 4 A substantial share of the unincorporated area is within Village limits and aligns with the quality of our community.**

**Start Date End Date**

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**Goal 1 Undertake annexation and development of unincorporated areas.**

Objective 1: Actively pursue commercial annexations.

Objective 2: Consider potential residential annexations wherever opportunities are presented.

Objective 3: Continue construction of utility infrastructure and other incentives in unincorporated areas with preannexation agreements.

**Vision 5 A variety of mobility options add benefits and efficiency to the local transportation system.**

**Start Date End Date**

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**Goal 1 Develop a network of pedestrian and bicycle paths.**

Objective 1: Design pedestrian/bicycle access into Town Center plan.

Objective 2: Work with other jurisdictions to implement the Salt Creek Greenway Plan and the East Branch DuPage River Greenway Trail.

**Start Date End Date**

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**Goal 2 Advance public transportation to key destinations in cooperation with other taxing bodies and communities.**

Objective 1: Support the intercommunity public transportation system through continued participation with the DuPage Mayors and Managers Conference circulator project.

Objective 2: Investigate shuttle service to train stations, medical centers and the Town Center.

Objective 3: Survey future local ridership potential in other areas of the community.

Near-Term Action Plan continued

**Vision 6 We take pride in quality municipal service delivery.**

	<b>Start Date</b>	<b>End Date</b>
<b>Goal 1</b> <i>Assess customer needs.</i>		
Objective 1: Continue to upgrade technology implementation/expansion.		
Objective 2: Expand ability for customers to conduct Village business through technology (Internet).		
Objective 3: Investigate 311 (non-emergency) phone system.		
Objective 4: Create feedback tools, such as time lapse from request to completion.		
	<b>Start Date</b>	<b>End Date</b>
<b>Goal 2</b> <i>Provide resources to engage and cultivate Village officials and employees.</i>		
Objective 1: Budget and commit funds for ongoing training.		
Objective 2: Evaluate current technology and upgrade as needed.		
Objective 3: Provide compensation and working conditions that encourage morale and reduce attrition.		
Objective 4: Evaluate staffing levels commensurate with increases in service area.		
	<b>Start Date</b>	<b>End Date</b>
<b>Goal 3</b> <i>Regard employees as ambassadors to Village stakeholders.</i>		
Objective 1: Encourage and facilitate bidirectional flow of information between employees.		
Objective 2: Improve procedures for increased effectiveness, including processes for hearing and addressing suggestions, complaints and concerns.		