



# 1. Steward Organizational Culture Change

*Continue to work with the Town Manager to develop a style and system of leadership that will ensure the effective provision of services, while supporting the delivery of Council goals and objectives [Roger Stancil Document, Council Retreat 2007].*

## Assumptions

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### Manager & Staff Identified Assumptions:

- The organizational change is outlined in the Manager's Roadmap for Organizational Realignment [Roger Stancil, June 2007].
- The organizational change is supported by a commonly held set of values that drive our mission, objectives and decision-making. The Senior Management Team has identified these values as Ethics, Social Equity, Professionalism, Respect, Innovation and Teamwork [TOWNtalk, December 2007].
- The Town will provide resources (e.g., Facilitative Leadership Training, continuing education, etc.) necessary to allow for employee transition into a new organizational culture and structure [Staff].
- Once the Strategic Plan is adopted, this guiding document will be made readily available to all Town employees, whereby individual staff members will be able to understand their role in the Plan as it relates to the organizational culture change [Staff].



## 2. Champion Downtown

*Create and market an attractive, magical entertainment, cultural, and dining district; mitigate the impact of the higher density development construction process; and work with the IFC in identifying a site for the shelter and transitioning out of uptown to assist them in achieving their goal of providing optimal services [Phil Boyle Document, Council Retreat 2008].*

### Assumptions

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#### **Council Identified Assumptions:**

- \*Mixed use development is best [Council Work Session Feb, 2008].
- \*People ‘want’ to live in higher density development [Council Work Session Feb, 2008].
- \*More than half of Chapel Hill’s residents work somewhere else [Council Work Session Feb, 2008].

#### **Comprehensive Plan Goal Assumptions:**

- \*The Town should identify areas where there are creative development opportunities [Comp Plan, Theme 5].
- \*The Town should encourage desirable forms of non-residential development [Comp Plan, Theme 6].
- \*The Town should create and preserve affordable housing opportunities [Comp Plan, Theme 7].
- \*The Town should cooperatively plan with the University of North Carolina at Chapel Hill [Comp Plan, Theme 8].

#### **Related Assumption:**

- The downtown should be a sustainable mixed-use district that builds community as the center of education and life-long learning; the center of arts, culture, and entertainment; and the center of urban living [Downtown Partnership Vision Statement].

\* Indicates an assumption that is repeated throughout the six strategic prioritized goal areas

➔ Indicates two opposing assumptions



### 3. Continue Focus on Land Use, Transit and Development

*Make Chapel Hill a better place to live, work, learn, and play; a more diverse community; and a more sustainable community [Phil Boyle Document, Council Retreat 2008].*

#### Assumptions

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##### **Council Identified Assumptions:**

- \*Mixed use development is best [Council Work Session Feb, 2008].
- \*Development is done in partnership with private investors and their decisions are market driven [Council Work Session Feb, 2008].
- \*Our commitment is to transit-oriented development and development will happen along transit corridors [Council Work Session Feb, 2008].
- \*People ‘want’ to live in higher density development [Council Work Session Feb, 2008].
- \*Families ‘want’ to live in single-family homes [Council Work Session Feb, 2008].
- \*More than half of Chapel Hill’s residents work somewhere else [Council Work Session Feb, 2008].
- \*Growth rates will be constant, a straight line [Council Work Session Feb, 2008].
- \*UNC will remain a premier institution [Council Work Session Feb, 2008].
- \*Preserving a rural buffer is important [Council Work Session Feb, 2008].
- \*The Council can impose change on behavior – parking, for example [Council Work Session Feb, 2008].
- \*Families with children will put pressure on schools [Council Work Session Feb, 2008].

##### **Comprehensive Plan Goal Assumptions:**

- \*The Town should maintain the Urban Services/Rural Buffer Boundary [Comp Plan, Theme 1].
- \*The Town should participate in the regional planning process [Comp Plan, Theme 2].

\* Indicates an assumption that is repeated throughout the six strategic prioritized goal areas

➔ Indicates two opposing assumptions

- \*The Town should conserve and protect existing neighborhoods [Comp Plan, Theme 3].
- \*The Town should conserve and protect the natural setting of Chapel Hill [Comp Plan, Theme 4].
- \*The Town should identify areas where there are creative development opportunities [Comp Plan, Theme 5].
- \*The Town should encourage desirable forms of non-residential development [Comp Plan, Theme 6].
- \*The Town should create and preserve affordable housing opportunities [Comp Plan, Theme 7].
- \*The Town should cooperatively plan with the University of North Carolina at Chapel Hill [Comp Plan, Theme 8].
- \*The Town should work toward a balanced transportation system [Comp Plan, Theme 9].
- \*The Town should complete the bikeway/greenway/sidewalk systems [Comp Plan, Theme 10].
- \*The Town should provide quality community facilities and services [Comp Plan, Theme 11].
- \*The Town should develop strategies to address fiscal issues [Comp Plan, Theme 12].



## 4. Maintain and Improve Community Facilities and Services

*Sustain Chapel Hill's vibrant, unique spirit and sense of community; provide a safe and secure community; and support and enhance the quality of life [Phil Boyle Document, Council Retreat 2008].*

### Assumptions

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#### Council Identified Assumptions:

- \*Families with children will put pressure on schools [Council Work Session Feb, 2008].
- \*Growth rates will be constant, a straight line [Council Work Session Feb, 2008].
- \*UNC will remain a premier institution [Council Work Session Feb, 2008].
- \*Mixed use development is best [Council Work Session Feb, 2008].
- \*People want to live in higher density development [Council Work Session Feb, 2008].
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**Comprehensive Plan Goal Assumptions:**

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- \*The Town should develop strategies to address fiscal issues [Comp Plan, Theme 12].



## 5. Improve Town's Fiscal Condition

*Diversify revenue sources consistent with Town values to reduce pressure on residential property tax; identify and pursue internal operating efficiencies; and develop a strategic financial plan for long-term sustainability [Phil Boyle Document, Council Retreat 2008].*

### Assumptions

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#### **Council Identified Assumptions:**

- The tax base will increase [Council Work Session Feb, 2008].
- \*More than half of Chapel Hill's residents work somewhere else [Council Work Session Feb, 2008].

#### **Comprehensive Plan Goal Assumptions:**

- \*The Town should identify areas where there are creative development opportunities [Comp Plan, Theme 5].
- \*The Town should encourage desirable forms of non-residential development [Comp Plan, Theme 6].
- \*The Town should develop strategies to address fiscal issues [Comp Plan, Theme 12].

#### **Staff Assumption:**

- The findings and recommendations of the Fiscal Equity Study will serve as strategies for improving the Town's fiscal condition [Staff].



## 6. Plan Ahead for Carolina North

*Establish a collaborative and trusted environment to enable the University to develop and plan for a Carolina North strategy that will correctly balance the needs of the University with the needs of the citizens of Chapel Hill [Council Retreat 2007, Feb 11 Carolina North Resolution with Council modifications from Business Meeting discussion].*

### Assumptions

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#### **Council Identified Assumption:**

- \*UNC will remain a premier institution [Council Work Session Feb, 2008].

#### **Comprehensive Plan Goal Assumptions:**

- \*The Town should maintain the Urban Services/Rural Buffer Boundary [Comp Plan, Theme 1].
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