



JANUARY 9 & 10, 2026



**TOWN OF CHAPEL HILL
CITY COUNCIL STRATEGY
RETREAT MEETING SUMMARY**



Town Council Strategy Retreat Executive Summary

January 9 & 10, 2026

Agenda

January 9, 2026

- Introductions: Public Service Story
- L.O.C.A.L. Audit
- Sharing Priorities

January 10, 2026

- Chapel Hill's Current Context
- Strategic Priority and Accomplishments Review
- Setting Priorities

Retreat Objectives

- 🎯 Align on where the Council is today to provide a foundation for focused priority-setting tomorrow
- 🎯 Reflect on progress, discuss future priorities, and align on direction



Perceived Core Services

The Town Council defined these services as central to the Town's mission and responsibilities:

- Public Safety (Fire, Police, EMS, etc.)
- Community Health
- Parks and Recreation
- Infrastructure Maintenance
- Transit and Community Mobility
- Development Review (permitting and inspection)
- Solid Waste Management
- Public Housing



Main Council Priorities

Town Council identified the following as their top priorities to pursue in the next 24 months.

- Complete Communities
- Housing
- Organizational Fiscal Sustainability
- Environmental Resiliency



Current Context

Through **strong Council-staff collaboration, forward looking leadership,** and **renewed community engagement,** the Town has made progress building trust with residents and partners. However, **increasing external pressures, infrastructure and climate challenges, financial constraints,** and **evolving governance** demands continue to test organizational capacity. Addressing these issues will require sustained focus on transparency, long-term planning, and effective decision-making to support the Town's continued growth and resilience.



Main Takeaways

- Council appreciates when staff give rationale and have radical candor when sharing recommendations
- The Council come from various backgrounds and motivations which impact how they show up as Councilmembers

Retreat Purpose

The Chapel Hill City Councilmembers held a Council Strategy Retreat at the Chapel Hill Police Department on January 9 and January 10, 2026. The focus of the retreat was to establish a shared understanding of the Council’s current position, reflect on progress, discuss future priorities, and align on strategic direction. The retreat was professionally facilitated by Fountainworks, a public sector-focused strategy and management consulting firm.

This document summarizes the retreat’s agenda and Councilmembers’ input. Comments were captured as the conversation flowed and does not reflect any priority unless otherwise noted.

Day One: Welcome and Overview

Chapel Hill Mayor Jessica Anderson called the retreat to order and welcomed everyone. City Town Manager, Ted Voorhees, thanked Councilmembers for their time and shared the importance of the day’s activities for the strategic planning process. Next, he introduced the Fountainworks team and the group went over the agenda for the day.

Agenda

Day One: Friday, January 9, 2026 6:00pm to 9:00pm	Day Two: Saturday, January 10, 2026 8:30am to 3:00pm
<ul style="list-style-type: none">• Welcome and Overview• Your Public Service Story• L.O.C.A.L. Audit• Sharing Priorities• Wrap Up	<ul style="list-style-type: none">• Welcome and Overview• Chapel Hill’s Current Context• Strategic Priority and Accomplishments Review• Setting Priorities• Wrap Up

Objectives

The objectives of the retreat were to:

- Establish a shared understanding of the Council’s current position to create a strong foundation for setting focused priorities.
- Reflect on progress, discuss future priorities, and align on strategic direction.

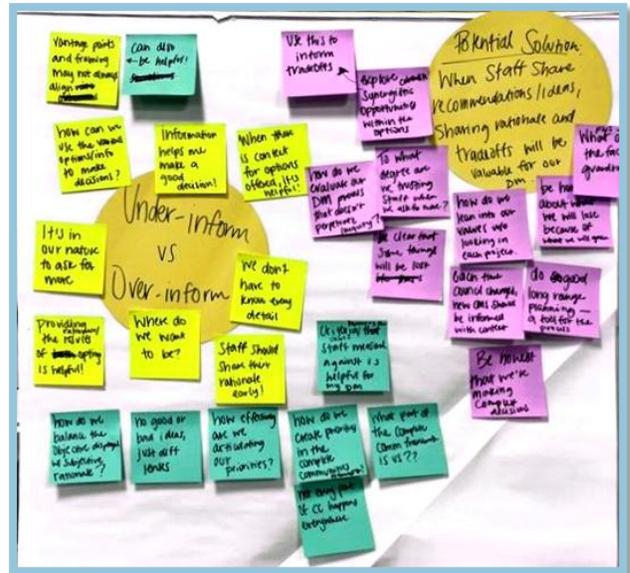
- Seeking a content community
- Aiding the most vulnerable
- Securing a better future for all residents
- Having open, honest, and earnest dialogue

Special gifts:

- Good listener
- Approachable
- Historical knowledge
- Subject matter expertise
- Integrity
- Moral clarity
- Love for the community
- Connecting people and building relationships
- Ability to consider multiple perspectives
- Policy minded

L.O.C.A.L. Audit

Next Mr. Mills had Councilmembers fill out the L.O.C.A.L. audit worksheet, which is a tool to determine how strategic they view their Council. L.O.C.A.L. stands for the types of Councils defined in the worksheet and are: Legendary, Ambitious, Compliant, Overwhelmed, and Lagging. Mr. Mills reminded Councilmembers that the worksheet is a high-level assessment framework and would be used for discussion purposes only. The worksheet can be found in the [appendix](#).



After Councilmembers filled out their worksheets, they reported out the score they received, and Danielle Badaki of Fountainworks calculated their average score. Based on the scores, Council is currently “Compliant.”

After Councilmembers shared their priorities, Fountainworks and staff worked together to group the priorities into similar themes. The priorities Councilmembers shared are captured below under these themes.

Land Use Management Ordinance (LUMO)

- Completing rewrite
- Create infrastructure to implement Complete Communities
- LUMO
 - To get more of what we want
 - Incorporate natural areas map
 - Increase Resource Conservation District (RCD) protection
 - Breaking barriers to Missing Middle (MM) housing

Third Places – Community Building

- Improve and deliver public health services (physical/mental/emotional)
- Parks and recreation
- Greenways
- Placemaking

Financial Sustainability

- Build financial sustainability for future development
- Build a strategy to achieve a sustainable budget and capital plan
- Clear path for capital projects
- Prevent major property tax hike
- Short and long-term fiscal sustainability
- Focus on core
 - Strategic budgeting
 - Evaluate outcomes

Increased Housing (Quantity and Types)

- Deliver elements of LUMO (density) and transit-orientated development
- Build the structures that will operationalize Complete Communities
 - Staffing, ordinance, culture, plans
- Housing to accelerate missing middle production and provide affordable housing options for the unhoused
- Major cross-jurisdiction employee affordable housing projects and communities-of-faith
 - Continued implementation of our Affordable Housing Strategic Plan
- Increasing affordable housing (specifically subsidized and naturally occurring affordable housing) will increase density

Economic Development

- Economic development
 - Diverse in terms of size, type, and for black, indigenous, and people of color (BIPOC), and women
- Economic Development Master Plan, particularly downtown
- One tangible downtown improvement
 - Public restroom, public space, use of parking deck porch, re-distribution of downtown Municipal Service District tax, and/or expansion of Municipal Service District
- Local business and localizing economies
 - Make Chapel Hill more resilient to disruptions
 - Makes downtown more livable and a better destination
 - Incubate
- Expansion of Downtown in conjunction with Carolina North efforts
- Understand economic strand throughout Complete Community Framework

Improved Communication

- Communication during a time of crisis
- Strong, clear communication
- Public's growing trust and engagement rooted in monitoring and evaluation communications
- Communications and engagement
 - Improve and enhance baseline
 - Transparent and timely
 - Feedback loops
 - Tracking

Climate Mitigation and Resilience

- Climate mitigation and resilience
 - Have at least one pilot street project
- Develop an environmental protection policy, strategy, and ordinance for streams, trees, natural spaces, coal ash, etc.
- Make progress on Everywhere-to-Everywhere (E2E) greenway system
- Aim for more connectivity with a higher utilization base

Development and Implementation of a Stormwater Plan

- Stormwater
 - Holistic evaluation with green infrastructure and cost-benefit focus
 - Upstream green infrastructure
 - Voluntary programs like stream restoration
- Stormwater plan and implementation

- Environmental resiliency
 - Coal ash stormwater
 - Modern, updated master plan
- Flooding and stormwater environmental stewardship
- Develop a more modern, best-practices-based stormwater strategy and resilience plan
- Establish a program to assist residents with stormwater damage and/or stream repair
- Investigate coal ash progress

Wrap Up

To end the session, Mr. Mills reminded Council that they will return the following day, Saturday, to further refine priorities and align on a strategic direction.

Day Two: Welcome and Overview

Chapel Hill Mayor Jessica Anderson called the meeting to order and thanked everyone for joining. Mr. Mills then gave an overview of the agenda for the day.



Chapel Hill's Current Context

Before council began refining priorities and deciding how they want to get there, Council had an opportunity to think about the greater context of Chapel Hill, what they've accomplished over the last few years, and what staff are saying. Ms. Badaki then reviewed the Context Map with Council and encouraged them to make contributions to the list. The Context Map was designed using information from the Chapel Hill Senior Leadership Team (SLT) retreat in December 2025. The map highlights some, but not all, of those key accomplishment items. **Please note:** additions made by Council are **bolded** below.



Town Growth & Development

Successes

- Constructive Council/staff dialogue
- Council support for forward-looking initiatives
- Renewed and inclusive community engagement
- Trusted relationships with residents and partners

Challenges

- National and federal pressures cascading locally
- Political volatility, divisiveness, and civic overwhelm
- Declining trust in government and rising demands for transparency and action
- Governance fatigue and difficulty reaching decisions
- Perception/reality gaps shaped by media and information sources
- Presence and persistence of a wealth gap
- **Information criteria from staff supports Council decision-making and informs the public**

Infrastructure Needs

Successes

- Growing attention to long-term infrastructure and environmental stewardship

Challenges

- Infill development increasing strain on infrastructure, staff, and equipment
- Climate-related risks including flooding, heat stress, and emissions
- Impacts on vulnerable populations and small businesses
- Evolving transportation, pedestrian safety, and mobility needs
 - **Requires sustained focus**

Financial Sustainability

Successes

- Reduced legal exposure
- Modernized pay and classification structure
- Visible progress that builds public confidence

Challenges

- Resource scarcity and limited funding flexibility
- Tax base constraints and fragmented tax authority
- Rising property taxes and household financial strain
- Sales tax declines and small business pressures
- Short-term tradeoffs required to achieve long-term revenue growth
- Uncertainty around federal funding, mandates, and tariffs
- Rapid technological changes outpacing policy and education

Governance

Successes

- Constructive Council/staff dialogue
- Council support for forward-looking initiatives
- Renewed and inclusive community engagement
 - **Engagement begins with demonstrating they deliver results, especially on the local level**
 - **Consider Council's role in getting residents to be civically engaged**
 - **Consider how residents build relationships with government**
- Trusted relationships with residents and partners
 - **There are communities who feel that trust is broken.**
 - **Consider how to balance bringing those people along while pursuing the ideas and perspectives Council sees for the future**

Challenges

- National and federal pressures cascading locally
 - **Emphasis on the federal level**
- Political volatility, divisiveness, and civic overwhelm

- **Consider how to back up staff when they are met with the volatility**
- **Media is very subjective**
- Declining trust in government and rising demands for transparency and action to combat racism
 - **Applies to Council, staff, and residents**
 - **Received feedback for subsequent, explicit, and transparent communication**
- Governance fatigue and difficulty reaching decisions
 - **Consider where success is coming from**
 - **Desire to learn more here**
- Perception/reality gaps shaped by media and information sources

Organizational Capacity

Successes

- Integrated systems improving information sharing
- Strong, committed, high-quality workforce
- Organizational commitment to equity and inclusion

Challenges

- Information management and internal process gaps
- Cybersecurity risks and growing technology demands
- Digital access as a core equity issue post-COVID
- Rapid technological change (AI) outpacing policy and education
 - **More information wanted here**
- Balancing modernization with affordability and sustainability

Our Core Services

To preempt the conversation on setting priorities, Councilmembers had an opportunity to discuss how they defined core services in their Council interviews prior to the retreat. Building on that conversation, Councilmembers shared what they believe are their core services.

- Public Safety and Fire Department
 - Allow Town to go beyond their scope
- Parks and Recreation
- Public housing
 - Communicate their values
- Community health
- Transit and community mobility
 - Specifically in Chapel Hill
 - Greenways

- Sidewalks
- Infrastructure maintenance (Public Works)
- Solid waste (garbage)
- Development review; permitting and inspection
 - **Land use management**

The discussion that followed is summarized below.

- There are limitations to what Council can do
 - If they do everything, they will not be able to do their core services well
- Tensions between what they can do and what residents think they do
 - Need to communicate their values
 - Need to understand the environment they are operating in
- They cannot do everything to cover their community
 - We are having to fill a gap
- Core services can be looked at through a lens of human dignity
 - Core services and protecting humanity are not mutually exclusive
- People do not always understand the differing roles of county, school board, federal, etc.
 - Need to point people in the right direction
 - Need to show residents where they make decisions and have outcomes
- Their values should inform their core services; also serves as a decision-making tool
 - Results in co-benefits
- Important to consider the realities they bring to Council
- There is power in symbolism
- Priorities come from core services, which come from values
 - Priorities inform core services
- Priorities will guide the tradeoffs that are made



After creating a shared understanding of Chapel Hill’s context, Councilmembers had a discussion on their key takeaways from the core services and priorities discussion. Their comments are summarized below.

- Need to consider deferred maintenance versus major areas of need and liability
 - Visible versus hidden risks
- Need to be getting clear on the “why”
- Consider how to take these learnings and create better dialogue amongst Council and staff; possibly through small groups
- There has been more progress on classification and compensation
- Organizational capacity can indicate where to fill holes
- HR systems are outdated
- Need to accept the tradeoffs that they may have to make
- Need to improve the Fire Safety fleet
- Core services are within priorities, such as the LUMO, the fiscal position, and a stormwater plan

Strategic Priority and Accomplishments Review

Next, Councilmembers participated in a station activity. Using the context map themes and the accompanying successes and challenges, Councilmembers were asked to cycle through each station and ask staff any questions or comments they had for each. They were also given the opportunity to suggest a focus for each station topic. The complete, filled out station templates can be found in the [appendix](#).

Notes from each station are captured below.

Town Growth & Development

Suggested Focus

- Support the Complete Community by zoning to encourage a full spectrum of housing options in the community
- Use zoning to encourage the vision for downtown and development along the Bus Rapid Transit (BRT) corridor, which also supports financial stability
- Look at a plan for the development of the Greene Tract

Questions

- What tools can the council provide for economic development efforts?
- Can development be used as a revenue source?
- Who are we prioritizing?

- Is there support for the Greene Tract?
- How do we correct for environmental injustice and formerly enslaved populations?
- How are we preparing commercial potential in Carolina North?
- How does development increase revenue?
 - What costs does it add?
- How are they encouraging use of the Complete Communities framework?
- Have multiple downtowns?

Comments

- Greenways are community assets
- Transit is an asset that helps to attract businesses
- Interconnected resources build a complete community
- Expand small business capacity as part of placemaking to catalyze living downtown
- Need to consider zoning and quality of life when recruiting businesses
- Sales tax is an opportunity
- There are continuing environmental issues with the Greene Tract
- There is dumping and water pollution at Rogers Road
- Wegman's area is an upzoning targeted area
- Pursue partnerships with guidance and support from Council
- There are business retention issues, such as cost of workforce and building design
- Need to focus on missing typologies of housing
- There are federal and state policy challenges
- Need thoughtfulness of operational design with the LUMO
- Consider Town-owned property uses for focused development
- Need tools and information to help Council inform the public
- Neighborhood retail

Infrastructure Needs

Suggested Focus

- Fund initiatives to “fill the gaps” within and between the pedestrian, bicycle, and transit networks
- Provide clear guidance on major infrastructure initiatives, namely:
 - 828 Coal ash funding
 - Stormwater master plan's implementation; basins
 - Public housing repositioning plan/other options

Questions

- How do we engage with the community about infrastructure and resource needs?
- What data do we have to support infrastructure development?
 - What are the associated needs?
- Do we have a long-term capital plan?
- How do we find coal ash beyond the local level? At UNC Chapel Hill?

- What can be done soon to see improvements?
- What does the public housing responsibilities plan entail?
- What are the tradeoffs when selecting priorities?

Comments

- Need to consider lifecycle, long term tradeoffs
 - Give rationale
- Look at the highest value for lowest cost investment in stormwater
- Need more money to invest in infrastructure
- Stormwater master plan needs to be updated
- Greene Tract needs investment

Financial Sustainability

Suggested Focus

- Follow the five-year outlook to fund core services and to maintain existing infrastructure

Questions

- How do we maximize revenue creation?
- How do we clarify connections between budget, economic development, and development?
- How do values inform priority of mission-critical needs?
- Are we being realistic about increasing costs on top of ongoing capital projects/operations?
- What are the tradeoffs?
- What services does the Town provide that are strengths of other agencies?
- What did we learn from the 2000s, specifically on the cyclical nature of finances?

Comments

- Need to connect the five-year outlook update to today's value discussion
- Need to keep focus on the backlog; talking points needed for service changes and reductions
- Life cycle of cost and benefits
 - Focus on long-term outcomes
- Need prevention
- Need rationale
- Need to recognize the ongoing impact of last year's re-evaluation on residential property
- Explain where things have went well along with the vision

Governance

Suggested Focus

- Prioritize spending Town resources (money, staff, positions, time) on municipal responsibilities while maintaining supportive relationships with community partners.

Questions

- How can the Council understand administrative burdens on staff for new or different tools?

Comments

- Explain the rationale; both staff and Council
- Consider life cycle costs/benefits
- Capital Improvement Projects
- Tell the story of engagement to the public; consider the best ways to do this
- Consider the cost of outreach and engagement
- Vacuum left by boards & commissioners
- Use monitoring and evaluation for projects, partnerships, and programs

Organizational Capacity

Suggested Focus

- Commit to continuing a predictably excellent work environment with competitive market pay, as well as resources that staff members need to do their work

Questions

- What departments have the biggest salary/retention issues?
 - How do we target improvements here?
- How are we using AI to become more efficient?
- How does the town council respond to capacity building?
- Where is the manpower limiting council priorities?
- What can we do in addition to pay, such as housing?

Comments

- Look at compensation packages, pay versus benefit trade-offs, flex plans, and cost/investment reallocation
- Be honest about needs
- Need a basic understanding of the process and innovation

After Council expressed their agreement with priorities, they discussed what success would look like for each priority. These notes can be found in the bullet points below each

priority.

Complete Communities

Success is:

- Having strong environmental regulations
- Reduction in barriers
- Clarity around what we want and don't
- Simplify and drive people towards what we want
- Having a LUMO with a posture that facilitates, not hinders
- Having an everywhere-to-everywhere greenway map
- Having an operational mechanism where someone with expertise leads Complete Community efforts

Success is not:

- Not making progress on LUMO
- ADA non-compliance by abandoning goals and allowing fiscal constraints to stop momentum

Organizational Fiscal Sustainability

Success is:

- Strong board understanding of tradeoffs to get to fiscal sustainability
 - Making sure the public have the same rationale
- Five-year strategy with options to make us fiscally sustainable
- Prioritize risk management (life cycle, cost, benefits, etc.)

Success is not:

- Further deferring maintenance
- Raising property taxes

Housing

Success is:

- Encourage functional design among small businesses
- More middle and workforce housing for employees
- Tracking outcomes and publicizing them
- Repositioning Town-owned public housing
- Progress on affordable housing strategy
- Measurable increase in diverse housing types
- Subsidized and naturally occurring affordable housing to meet increasing density

Success is not:

- New, big, expensive housing.

Environmental Resiliency

Success is:

- Updating stormwater plan with up-to-date data
- Thorough evaluation of stormwater issues
- Resiliency in town-owned buildings
- Disentangle stormwater from disaster plans
- Best practices to support the public
- Completed plan that is operationalized for actions to be taken
- Developing carefully constructed communications
- Regular checks

Success is not:

- Not making decisions

Wrap Up

After discussion concluded, Mayor Anderson thanked everyone for their time. Mr. Mills then reminded Council that staff will be taking the priorities they heard from today's meeting and will be operationalizing them in their retreat in February.

Mayor Jessica Anderson then adjourned the meeting.

Appendix

L.O.C.A.L. Audit Worksheet

L.O.C.A.L. AUDIT

A high-level assessment framework to determine how strategic your Council is.

RATING SCALE This diagnostic uses a five-point Likert scale for each criterion:
 1 = Never 2 = Not very often 3 = Some of the time 4 = Most of the time 5 = Always

<p>STRATEGIC LEADERSHIP</p> <table border="0" style="width: 100%;"> <thead> <tr> <th style="text-align: left; width: 80%;">PERSPECTIVE</th> <th style="text-align: center; width: 20%;">RATING</th> </tr> </thead> <tbody> <tr> <td style="padding: 5px;">The average payoff period of decisions made at the Council table is over 10 years.</td> <td style="text-align: center; border: 1px solid #ccc; width: 20px; height: 20px;"></td> </tr> <tr> <td style="padding: 5px;">Council and executive team meetings focus on strategically significant decisions and opportunities.</td> <td style="text-align: center; border: 1px solid #ccc; width: 20px; height: 20px;"></td> </tr> <tr> <td style="padding: 5px;">Risks and consequences are discussed at a multi-generational and multi-stakeholder level.</td> <td style="text-align: center; border: 1px solid #ccc; width: 20px; height: 20px;"></td> </tr> <tr> <td style="padding: 5px;">PERSPECTIVE SCORE</td> <td style="text-align: center; border: 1px solid #ccc; width: 20px; height: 20px;"></td> </tr> </tbody> </table> <p>RELATIONSHIPS</p> <table border="0" style="width: 100%;"> <tbody> <tr> <td style="padding: 5px;">There is demonstrable collegiality and warmth between the elected and executive.</td> <td style="text-align: center; border: 1px solid #ccc; width: 20px; height: 20px;"></td> </tr> <tr> <td style="padding: 5px;">Councillors respectfully disagree in private and public forums without personal conflict and regularly reach consensus.</td> <td style="text-align: center; border: 1px solid #ccc; width: 20px; height: 20px;"></td> </tr> <tr> <td style="padding: 5px;">Executive managers give free and frank advice without fear or defensiveness.</td> <td style="text-align: center; border: 1px solid #ccc; width: 20px; height: 20px;"></td> </tr> <tr> <td style="padding: 5px;">RELATIONSHIPS SCORE</td> <td style="text-align: center; border: 1px solid #ccc; width: 20px; height: 20px;"></td> </tr> </tbody> </table> <p>DECISIONS</p> <table border="0" style="width: 100%;"> <tbody> <tr> <td style="padding: 5px;">The criteria and process for how to make a strategic decision is well understood by Councillors and officers. 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THEME SCORE KEY

3-5	6-8	9-11	12-14	15
Very low. Immediate action is required.	Low. Priority for change.	Moderate. Needs work.	High. Doing well.	Very high. Nailing it!

YOUR L.O.C.A.L RESULT

STRATEGIC LEADERSHIP & STRATEGIC LEADERSHIP COMBINED

Total score



COMBINED SCORE KEY

15-27	28-39	40-50	51-63	64-75
Lagging. Very low strategic capability.	Overwhelmed. Low strategic capability.	Compliant. Moderate strategic capability.	Ambitious. High strategic capability.	Legendary. Very high strategic capability.

THE L.O.C.A.L COUNCILS MODEL

STRATEGIC CAPABILITY	KEY CHALLENGES	DEVELOPMENT AREA	PUBLIC VALUE
L egendary	Fear	Risk	100x
A mbitious	Focus	Decisions	10x
C ompliant	Speed	Relationships	5x
O verwhelmed	Volume	Perspective	2x
L agging	Dysfunction	Trust	1x

THE L.O.C.A.L COUNCILS MODEL

LAGGING COUNCILS

Lagging Councils are often dysfunctional. Politicians and officers pursue separate goals and agendas, leading to widespread frustration. People disagree about who should do what, and governance and organisational processes and policies are applied inconsistently. Councillors are mistrusting and suspicious, and Council managers are defensive and condescending. Stories about Council incompetence and dysfunction are in the news and on social media.

The prescription for overcoming dysfunction in a Lagging Council is to build trust, particularly within and between Councillors and staff.

OVERWHELMED COUNCILS

Overwhelmed Councils are busy and reactive, just keeping their heads above water. They spend lots of time answering emails, attending meetings, and dealing with emergencies. Staff feel 'overwhelmed but underutilised'. The community is at its wits' end with the state of local infrastructure – though it tends to be the same people complaining. Councillors don't understand why the Council can't get the basics right and often take on the mantle of constituent frustration.

The prescription for an Overwhelmed Council to manage volume is a more diverse and longer-term perspective.

COMPLIANT COUNCILS

Compliant Councils are keen to make things happen. This is often a 'Council of change', with a mandate to operate differently – perhaps after a failed project or a period of administration. Trust is low but rising, and people want to get things right. The signs are bright, but miscommunication and frustration still occur between Councillors and managers. There are too many papers to read, meetings run too long, and decisions get stuck.

The prescription for a Compliant Council to pick up the pace is to collaborate more productively.

AMBITIOUS COUNCILS

Ambitious Councils have big dreams and a long wish list, and they're making great progress. Councillors work together respectfully, use meeting time well, and stay (mostly) out of the weeds. There is a trusting relationship between the Council and the executive, but managers still tend to over-inform. Trust in policy and process is high, and staff and politicians freely suggest ideas for improvement. However, staff engagement levels can plateau, and burnout is a risk.

The prescription for an Ambitious Council to find focus is to make more strategic decisions.

LEGENDARY COUNCILS

Legendary Councils have a shared vision and alignment on priorities. Unnecessary bureaucracy is stripped away, and project delivery rates soar. There is high trust and demonstrable collegiality between elected members and executive managers. Councillors disagree without personal conflict and regularly reach a consensus. Executive managers give free and frank advice without fear or defensiveness. Decisions, once made, are accepted and not re-litigated. The Council's community reputation is solid, and councillors help maintain an active and positive relationship with the media and stakeholders.

The prescription for a Legendary Council to move beyond fear is to take strategic risks.



