



TOWN OF
HILLSBOROUGH
NORTH CAROLINA




Strategic Plan

Quarter 3 Update

Focus Area Updates

Sustainability
Connected Community
Economic Vitality
Community Safety
Service Excellence

Sustainability

ID #	Status	Initiative	Initiative Lead	Timeline	Progress Notes
S 1.1		Overhaul the Unified Development Ordinance and Zoning Map to reflect current development trends and patterns to incorporate sustainability, environmental and climate best practices, economic resiliency measures, and equity in development and redevelopment as well as meet water and sewer system-wide needs.	Planning	FY24-FY25	Q1/2 - A UDO update consultant has been selected and will be announced pending the budget and contract process. Estimated completion by end of FY27. Q3 - Contracted with Inspire Placemaking and held an internal kick-off meeting. Internal steering committee and external stakeholder groups are being assembled.
S 1.2		Update the Future Land Use Map to simplify land use categories and express current preferred future land use and growth patterns.	Planning	FY24-FY25	Q1/2 - The Future Land Use Map update is in progress. Q3 - An updated Future Land Use Map has been drafted. Waiting on formal decisions on updating urban service boundary, Water and Sewage Management, Planning and Boundary Agreement (WASPMBA) and Central Orange Coordinated Area (COCA).
S 2.1		Assess renewable energy generation potential for solar photovoltaics and wind energy projects on town-owned properties and identify priority sites for planning and implementation.	Public Space	FY24-FY26	Q1/2 - Staff is reaching out to solar providers to develop cost estimates for a solar rooftop analysis of town facilities. Q3 - Staff is still reaching out to solar providers to develop cost estimates for a solar rooftop analysis of town facilities. Priorities are the Town Hall Annex, Highway 86 North Facility, Water Plant and Wastewater Treatment Plant. Q1/2 - Facilities staff evaluates the feasibility of incorporating sustainability and climate measures in each facility repair and improvements project. This will be an ongoing item.
S 2.2		Investigate opportunities and incorporate to the greatest extent possible sustainability and climate initiatives in facility development including geothermal, solar, weatherization, and green infrastructure.	Public Space	FY24-FY26	Q3 - Streetlight conversion to LED is underway. Facilities staff continues to make progress with adding energy efficiency measures and equipment at town facilities and will continue to evaluate and incorporate opportunities with renovation projects. This will be an ongoing item. Facilities coordinator is developing an "Efficiency Lens" to evaluate options for efficiency measures for each repair and renovation project.
S 2.4		Evaluate the town's vehicle fleet to determine right-sizing and transition to electric vehicle (EV) potential. Transition the town's vehicle fleet to zero emission alternatives on a schedule consistent with vehicle lifecycles and market availability. Advance the schedule of this transition as feasible.	Fleet Maintenance	FY24-FY26	Q1/2 - Fleet maintenance supervisor will be attending the Sustainable Fleet Technology Conference this summer to stay up to date on the latest in alternative fuel options. Fleet Maintenance is hosting a two day in-house training event on repair and maintenance on the police hybrid vehicles that the town owns. The training is from Ford Motor Company. Other government fleets in the area will be invited as room allows. Q3 - Fleet maintenance supervisor will be attending the Sustainable Fleet Technology conference in August. Training on hybrid vehicles will take place in May. Fleet staff has begun a practice of sharing sustainable fleet training with other government entities, with the expectation that they will include the town in their training opportunities. Technicians from Carrboro, Chapel Hill, Mebane and Graham will attend.
S 2.5		Ensure electric vehicle charging infrastructure is appropriately provided to support the town's vehicle transition.	Public Space	FY25	Q1/2 - The town participated in two rounds of applying for a Charging and Fueling Infrastructure (CFI) grant in partnership with Chapel Hill, Carrboro, and Orange County but the project was not selected. Staff is awaiting comments back on the second application to understand why it was not funded. Staff will continue to look for other grant opportunities. Electric vehicle stations are planned for the Hwy 86 facility and future train station. Q3 - There are no plans to add electric vehicle to fleet at this time. Highway 86 North Facility renovation project includes conduit for EV charging for future EV fleet vehicles.











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S 2.6		Work with regional partners to expand the number of EV charging stations in the town to support EV readiness and encourage widespread adoption, especially in key places like Gold Park and the Town Hall campus	Public Space	FY25- FY26	<p>Q1/2 - The town participated in two rounds of applying for a Charging and Fueling Infrastructure (CFI) grant in partnership with Chapel Hill, Carrboro, and Orange County but the project was not selected. Staff is awaiting comments back on the second application to understand why it was not funded. Staff will continue to look for other grant opportunities.</p> <p>Q3 - Staff are investigating other options for funding and partnerships for this item.</p>
S 3.1		Develop and adopt a tree inventory for town-owned and town-maintained properties.	Public Space	FY25	<p>Q1/2 - Staff is developing a database of town-planted trees and investigating opportunities to develop a tree coverage database in GIS.</p> <p>Q3 - Ongoing effort.</p>
S 3.2		Develop and adopt a tree preservation policy for town-owned and town-maintained properties	Public Space	FY25- FY26	<p>Q1/2 - This project has not yet started but will be coupled with a native and adapted plant policy for town-owned properties. Expected to begin in FY26.</p> <p>Q3 - Will be incorporated in the Unified Development Ordinance rewrite.</p>
S 3.3		Develop and adopt a landscape management plan for town-owned and town-maintained properties	Public Space	Moved to FY25	<p>Q1/2 - The grounds maintenance contract was updated in FY25 to reflect best practices for landscape management of town-owned properties.</p> <p>Q3 - Grounds maintenance contract is updated, and native plants resolution is adopted for town owned and maintained properties.</p>
S 3.4		Develop and adopt a native and adapted plant policy that improves and expands habitat for wildlife and pollinators for town-owned and town-maintained properties	Public Space	FY25 - FY26	<p>Q1/2 - This project has not yet started but will be coupled with a tree preservation policy for town-owned properties. Expected to begin in FY26.</p> <p>Q3 - Native plants resolution was approved April 14, 2025. Complete.</p>
S 3.5		Investigate options to develop incentives for developers to incorporate sustainable environmental best practices for managed natural areas and landscapes.	Stormwater	FY25- FY26	<p>Q1/2 - Will be completed in conjunction with Unified Development Ordinance (UDO) update and incentives will be explored as part of that update. This project will be led by the Planning Division with coordination and input from Public Space and Sustainability and Stormwater and Environmental Services divisions.</p> <p>Also currently working with the Upper Neuse River Basin Association (UNRBA) through the Falls Lake rules re-adoption process to incorporate these types of incentives for new development. Specifically, staff is working with the UNRBA to get soil amendment as an approved stormwater pollution reduction credit for new development.</p> <p>Q3 - Discussions with NC Department of Environmental Quality (NCDEQ) through the Falls Lake Re-adoption process have been positive and it appears that practices like soil amendment will be approved as a stormwater pollution credit for new development.</p>
S 3.6		Update and adopt a comprehensive stormwater management plan.	Stormwater	FY25	<p>Q1/2 - Initiative completed in 2024.</p> <p>Began implementing new comprehensive stormwater management plan in FY25. One of the key aspects for year one of this new plan is updated stormwater training for employees which is underway and will be completed this fiscal year.</p> <p>Q3 - Staff continued implementing the new comprehensive stormwater management plan. Stormwater training for town employees is underway</p>



ID #	Status	Initiative	Initiative Lead	Timeline	Progress Notes
S 3.7	<div><div></div></div>	Continue implementing watershed improvement projects under the Interim Alternative Implementation Approach for compliance with the Falls Lake Stage 1 Existing Development Rule for Stormwater.	Stormwater	FY24-FY26	<p>Q1/2 - Projects are being budgeted as part of CIP process, planning and design for next priorities underway.</p> <p>Construction on the Odie Street Stream Stabilization project has been completed and planting will occur this spring. Other projects currently in design include a compost blanket at the town’s wastewater plant and a compost blanket at a downtown parking area. Both are expected to be completed later this spring.</p> <p>Q3 - Installation of plants at the Odie Street Stream Stabilization project began and are expected to be completed by the end of May. The two compost blanket projects are being finalized but will not be installed until the fall.</p>

Connected Community








ID #	Status	Initiative	Initiative Lead	Timeline	Progress Notes
CC 1.2	<div><div></div></div>	Contribute annual budget allocations to expand public art and amenities and public spaces.	Public Space	FY24- FY26	Q1/2 - Complete. Q3 - Funds were increased from \$1,000 to \$2,400 per year. Q1/2 - The Ridgewalk Feasibility Study is complete, and the town board selected a preferred alignment. Staff will coordinate with NCDOT on the I-85 Widening project before moving forward with engineering. Expected to begin in late FY26.
CC 1.3	<div><div></div></div>	Ridgewalk feasibility study is complete. If directed by the board, design and engineering for the section from downtown to Collins Ridge will proceed.	Public Space	FY24- FY25	Q3 - No update.

Economic Vitality








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EV 1.1		Conduct a downtown parking study to develop and adopt a long-range parking plan.	Planning	Moved to FY25	Q1/2 - Parking study underway. Anticipated completion fall 2025. Q3 - Contractor worked with Communications Division to put together study website, social media, news release, and parking study survey, which is open through Q4.
EV 1.2		Complete Train Station Development Master Plan.	Planning	FY24/ FY25	Q1/2 - Initiative will be pushed to FY26 due to staff capacity. Q3 - No update.
EV 1.3		Invest in wayfinding and interpretive signage programs.	Public Space	FY24- FY26	Q1/2 - This is an ongoing item. Two additional interpretive signs will be designed in FY26 with fabrication and installation expected in FY27. Q3 - No update.
EV 1.4		Market and brand Hillsborough through town website and social media as a great place to live, work and do business by engaging in partnerships to highlight success stories and incentive opportunities.	Planning	FY24- FY26	Q1/2 - This initiative is an ongoing effort. Q3 - Ongoing effort.
EV 2.1		Identify and analyze current labor market and skills gaps/needs through partnership, contract, or town-led study.	Planning	FY25	Q1/2 - No update. Q3 - Worked with chamber to put out a business survey to identify needs. Met with Orange County Economic Development to coordinate and assist on their new economic development plan.
EV 2.2		Engage with the local business community through periodic small business workshops hosted by town or in conjunction with economic development partners.	Planning	FY24- FY26	Q1/2 - Working with chamber of commerce on re-establishing Hillsborough Merchants Association. At February meeting, discussed schedule for upcoming educational workshops/seminars for merchants to be hosted at Town Hall Annex. Q3 - Held first business workshop with Hillsborough Chamber, received feedback and scheduled the next workshop in May.
EV 3.1		Translate business documents and forms into other relevant languages and set up a system for staff to be able to communicate in other languages with residents.	Planning	FY25	Q1/2 - No update. Q3 - No update. Received information from Communications Division that accessibility requirements for PDFs will be changing. This may be an opportunity to increase accessibility for language and ability. This goal may need to shift to Communications Division for best service delivery across the organization.
EV 3.2		Work with local and regional partners to identify and promote woman and Black, Indigenous and People of Color (BIPOC) owned businesses through marketing success stories and tracking contractual partnerships with the town.	Planning	FY24- FY26	Q1/2 - Chamber of commerce is assisting with the effort, with survey of local business to go out in Spring 2025. Q3 - Survey underway with chamber of commerce to identify woman and BIPOC businesses so town staff can start reaching out about marketing initiatives for Summer 2025.
EV 4.1		Actively participate in county-wide housing plan effort to inform a local action plan.	Community Services	Moved to FY25	Q1/2 - The town is working with Orange County Affordable Housing Coalition and Community Home Trust on a countywide land availability survey. Staff is serving on county's low-barrier housing work group. Q3 - There is not a current effort for a county-wide housing plan. Staff is supporting the Local Government Housing Collaborative, Orange County Affordable Housing Coalition and subcommittees, Orange County Home Repair Consortium, Orange County Low Barrier Housing working group, Community Home Trust land availability study and Triangle Community Foundation Housing Matters efforts - the town is well represented in all countywide housing efforts.
EV 4.2		Develop local action plan.	Community Services	FY25	Q1/2 - Initial affordable housing workshop was held in summer 2024. Planning underway for second workshop to lead to local planning effort. Q3 - Workshop #2 delayed due to workload capacity. Interim recommendation on deployment of a portion of accumulated affordable housing reserve funds to be included in FY26 budget.

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EV 5.2		Support changes to town code and state law to provide new funding sources and reduce administrative barriers for affordable housing creation.	Community Services	FY24-FY26	<p>Q1/2 - Unified Development Ordinance (UDO) update will include recommended local changes. State law changes are an ongoing effort.</p> <p>Q3 - No update.</p>
EV 5.3		Prioritize surplus of town-owned land for creation of affordable housing and strategically acquire additional land or financial participation from new development for affordable housing	Community Services	FY24-FY26	<p>Q1/2 - This effort is being completed as part of joint work with Orange County Affordable Housing Coalition and Community Home Trust.</p> <p>Q3 - Work continues with OCAHC/CHT task force. A consultant has been selected by the steering committee and work is underway.</p>

Community Safety

ID #	Status	Initiative	Initiative Lead	Timeline	Progress Notes
CS 1.1		Complete North Carolina League of Municipalities risk assessment and begin follow up on implementation of results.	Police	Moved to FY25	Q1/2 - Risk review documents have been completed and submitted to the North Carolina League of Municipalities (NCLM). NCLM on-site visit is scheduled for Nov. 21. Q3 - Completed both the self-assessment as well as the on-site review, thereby passing the risk assessment overall. Official award ceremony is scheduled for later in the spring. Q1/2 - Community safety summit hosted on Nov. 25 with approximately 15 residents in attendance.
CS 1.2		Host a community conversation that focuses on a broader concept of safety. Pilot completed in FY23.	Police	FY24	Q3 - Starting discussions on an event for this year. Q1/2 - At this point, staff is unsure if this program will be restarted. With Government 101 program and the annual summits, this program may be redundant.
CS 1.3		Restart the police citizens academy program.	Police	FY25	Q3 - Officer Hall has been assigned to the Community Services Division and has been tasked with restarting the police citizens academy program. Q1/2 - Under contract with Orange County for a joint Emergency Operations Plan update.
CS 2.1		Complete refresh of the Emergency Operations Plan.	Emergency Management Team	Moved to FY25	Q3 - No update. Q1/2 - The Emergency Management Team is now meeting on a quarterly basis.
CS 2.2		Establish quarterly management check-ins	Emergency Management Team	FY24-FY26	Q3 - Continuing to meet quarterly. Q1/2 - The Emergency Management Team went through a winter weather scenario using the "Planning P" in July. The tabletop initiative has not been started yet.
CS 2.3		Conduct at least 1 tabletop exercise.	Emergency Management Team	FY25	Q3 - No update. Q1/2 - The finalized Emergency Operations Plan will help finalize an EOC. Staff has established mobile EOCs that can be set up at any designated location if needed.
CS 2.4		Establish Emergency Operations Centers.	Emergency Management Team	Move to FY25	Q3 - No update.

Service Excellence

ID #	Status	Initiative	Initiative Lead	Timeline	Progress Notes
SE 1.2		Develop a utilities asset management plan that helps identify risk of failure	Utilities	FY25	Q1/2 - Utilities participated in demos for new asset management software. Staff will be working to transition to Brightly along with other departments over the coming year. Until we get our data cleaned and transported over with new data entered, the ability to develop a level of service risk of failure model is limited. Q3 - No update.
SE 1.3		Evaluate whether vehicle replacement modeling changes are needed and update schedule for use on the FY26 budget. [Note: Previously stated FY25 budget, but corrected to FY26.]	Budget	FY25	Q1/2 - Vehicle & Replacement Schedule was updated to reflect current town assets and made available to departments for use while preparing their FY26 budget requests. Q3 - No update.
SE 2.1		Evaluate onboarding process and identify gaps and redesign process.	Human Resources	Moved to FY25	Q1/2 - Minor improvements have been made to the monthly new employee orientation and staff is continuing to make improvements. Town provides new employees with Hillsborough branded item on their first day of employment to welcome them to the organization. Q3 - No major updates. This is a continuous improvement project as staff get feedback from employees and supervisors.
SE 2.2		Explore and develop strategies to encourage the timely completion of performance evaluations.	Human Resources	Moved to FY25	Q1/2 - Staff extended the due date for annual evaluations last year and still had a few evaluations that were submitted late. Staff will continue tracking if the deadline extension makes an impact this year. Q3 - Continued evaluation of the performance evaluation process to make improvements so it's more user-friendly. This will be a continuous task for the HR Division.
SE 3.1		Assess representation on appointed boards and boost recruitment efforts for underrepresented groups and areas.	Town Clerk	Moved to FY25	Q1/2 - Staff is working to have a map developed that visualizes the appointed board representation. The next step is to convene a group to develop strategies to boost representation of underrepresented groups. Q3 - No update.
SE 3.2		Develop accessibility plan for town facilities and public spaces.	Public Space	FY25	Q1/2/3 - Complete.
SE 4.1		Develop, adopt, and implement a racial equity plan.	Human Resources	FY24-FY26	Q1/2 - Contracted with Central Pines Regional Council (CPRC) on the development of a plan. Hosted an internal staff equity plan kick off meeting in January 2025. Q3 - Staff is working to develop strategies to continue inclusive initiatives that would not conflict with HB 171 if it becomes law.