

Sustainability

Optimize the built environment in a way that aligns with smart growth principles is respectful of the natural environment and promotes human health.

- 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. (FY24-FY25)
- 1.2 – Update the Future Land Use Map to simplify land use categories and express current preferred future land use and growth patterns (FY24-FY25).

Intensify efforts to meet 2030 and 2050 clean energy goals, reducing overall energy consumption and increasing the use of clean energy for town operations.

- 2.1 – Access renewable energy generation potential for solar photovoltaics and wind energy projects on town-owned properties and identify priority sites for planning and implementation (FY24-26).
- 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. (FY24-26).
- 2.3 – For on-site renewable energy generation, explore the feasibility of energy storage systems (FY26).
- 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 (FY24-26).
- 2.5 – Ensure electric vehicle charging infrastructure is appropriately provided to support the town's vehicle transition (FY25).
- 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 (FY25- FY26).
- 2.7 – Continue to coordinate at a regional level on the Electric Vehicle Supply Equipment Location Suitability Analysis (FY24).

Protect and enhance natural resources.

- 3.1 – Develop and adopt a tree inventory for town-owned and town-maintained properties (FY25).
- 3.2 – Develop and adopt a tree preservation policy for town-owned and town-maintained properties (FY25 -FY26).
- 3.3 – Develop and adopt a landscape management plan for town-owned and town-maintained properties (FY24).
- 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 (FY25-26).
- 3.5 – Investigate options to develop incentives for developers to incorporate sustainable environmental best practices for managed natural areas and landscapes (FY25 -FY26).
- 3.6 – Update and adopt a comprehensive stormwater management plan (FY25).
- 3.7 – Continue implementing watershed improvement projects under the Interim Alternative Implementation Approach for compliance with the Falls Lake State 1 Existing Development Rule for Stormwater (FY24-FY26).

Performance Measures

- Completion of initiatives. Other measures to be determined.

Connected Community

Advance a multi-modal network that reduces single-occupancy vehicles and links Hillsborough residents to key places and each other.

- 1.1 – Complete Churton Street Multi-Modal Corridor Study to inform the future NC Department of Transportation-funded project (FY24).
- 1.2 – Contribute annual budget allocations to expand public art and amenities and public spaces (FY24-26).
- 1.3 – Ridgewalk feasibility study is complete. If directed by the board, design and engineering for the section from downtown to Collins Ridge will proceed (FY24-FY25).

Foster reliable, high-speed internet services throughout the community.

- 2.1 – Explore offering wireless access points at parks and public spaces to increase internet accessibility (FY24).
- 2.2 – Review broadband speed accessibility in different areas of town using the state’s coverage map (FY24).

Performance Measures

- Completion of initiatives. Other measures to be determined.

Economic Vitality

Develop public projects, policies and marketing related to economic system goals.

- 1.1 – Conduct a downtown parking study to develop and adopt a long-range parking plan (FY24).
- 1.2 – Complete Train Station Development Master Plan (FY24-FY25).
- 1.3 – Invest in wayfinding and interpretive signage programs (FY24-FY26).
- 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 (FY24-FY26).

Develop partnerships and programming that provide jobs, employment education, workforce development and training.

- 2.1 – Identify and analyze current labor market and skills gaps/needs through partnerships, contract, or town-led study (FY25).
- 2.2 – Engage with the local business community through periodic small business workshops hosted by town or in conjunction with economic development partners (FY24-FY26).

Create equitable economic opportunities for all residents. Make it easier for businesses in varied sectors and industries to get established and thrive.

- ~~— Initiative 1.1 – Develop a survey for applicants to assess satisfaction levels on select planning processes (FY).~~
- 3.1 – Translate key 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 into Spanish (FY25).

- 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 (FY24-FY26).

Preservation of naturally occurring affordable housing.

- 4.1 – Actively participate in county-wide housing plan effort to inform a local action plan (FY24).
- 4.2 – Develop local action plan (FY25).
- 4.3 – Financially support existing efforts to preserve affordable housing or support housing stability with locally identified funding (FY26).

Develop policies and invest in projects that contribute to meeting identified affordable housing needs in town.

- 5.1 – Establish an affordable housing reserve fund to support the creation of new affordable housing units (FY26).
- 5.2 – Support changes to town code and state law to provide new funding sources and reduce administrative barriers for affordable housing creation (FY24-FY26).
- 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 (FY24-FY26).

Performance Measures

- Complete downtown parking study.
- Complete Train Station Development Master Plan.
- \$ invested in wayfinding signage program.
- # of social media and/or website story highlights promoted in collaboration with Communications Divisions or local news media outlets.
- # of small business workshops held with workforce development partners.
- # of business documents and forms translated.

Community Safety

Ensure that all people are safe and feel safe throughout town.

- 1.1 – Complete North Carolina League of Municipalities risk assessment and begin follow up implementation of results (FY24).
- 1.2 – Host a community conversation that focuses on a broader concept of safety (FY24). Pilot conducted in FY23 (FY24).
- 1.3 – Restart the police citizens academy program (FY25).

Reinforce resiliency in town operations by implementing emergency preparedness strategies.

- 2.1 – Complete refresh of the Emergency Operations Plan (FY24).
- 2.2 – Establish quarterly management check-ins (FY24-26).
- 2.3 – Conduct at least 1 tabletop exercise (FY25).
- 2.4 – Establish Emergency Operations Centers (FY24).
- 2.5 – Re-establish employee emergency preparedness training (FY24).

Performance Measures

- How safe do you feel in Hillsborough overall?
- How satisfied are you with town's efforts to prevent crime?
- How satisfied are you with visibility of police in neighborhoods?
- Percentage of employees who have completed applicable National Incident Management System (NIMS) and Incident Command Structure (ICS) training.

Service Excellence

Maintain, protect and optimize assets and infrastructure to drive reliability, cost effectiveness, and efficiency.

- 1.1 – Schedule and consolidate building maintenance services (FY24).
- 1.2 – Develop a utilities asset management plan that helps identify risk of failure (FY25).
- 1.3 – Evaluate whether any vehicle replacement modeling changes are needed and update schedule for use on the FY25 budget (FY25).

Provide quality municipal services through operational excellence and a culture of innovation.

- 2.1 – Evaluate onboarding process and identify gaps and redesign process (FY24).
- 2.2 – Explore and develop strategies to encourage the timely completion of performance evaluations (FY24).

Promote inclusive community engagement in town services, programs, and projects.

- 3.1 – Assess representation on appointed boards and boost recruitment efforts for underrepresented groups and areas (FY24).
- 3.2 – Develop accessibility plan for town facilities and public spaces (FY25).

Embed racial equity throughout the organization and in the services provided to the community.

- 4.1 – Develop, adopt, and implement a racial equity plan ~~Hillsborough Racial Equity Plan~~ (FY24-FY26).

Performance Measures

- Overall quality of services provided by the town.
- % of geographic areas with appointed board representation.
- Alignment of appointed board representation with community demographics.
- % of employees who have completed racial equity training.
- % of performance evaluations that are completed on time.
- Breaks/leaks per TBD ft of distribution or collection pipe.
- % of gravity sewer mains inspected by CCTV camera.
- % of gravity sewer mains cleaned by water jetting.
- Asset depreciation metric from Environmental Finance Center (EFC) dashboard.
- "The town encourages innovation" (Employee Survey).
- "The town works to attract, develop, and retain people with diverse backgrounds" (Employee Survey).