



at Jan 23 2021
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IMPLEMENTATION

This chapter serves as the Implementation element of the Town's Comprehensive Sustainability Plan (CSP). It provides the framework for actualizing the recommended actions that have been identified throughout the course of the planning process. These Actions were developed through a review of previous planning efforts at the town and regional levels, ideas generated through public and stakeholder engagement, peer reviews, and best practices and emerging trends and technologies.

Implementation Priorities and Phasing

The adoption of this CSP is the first accomplishment in implementing the actions to a more sustainable Hillsborough. Action is required to reap benefits for years to come from the substantial effort the community invested in this CSP. Organizational alignment within the town, between departments, management, and the Board, on implementing the actions of the CSP is critical for success. These actions should be incorporated and direct the town's strategic plans. Using the CSP to guide operations and decision-making will create structure around the Plan's impact on resource commitments and overall town direction.

The implementation of the recommended actions will support the achievement of the community's vision and supporting goals, as presented in this CSP, over the course of the Plan's planning horizon year of 2030. This Implementation Chapter describes how the policies and actions in the CSP should be carried out. All the actions from each chapter of the CSP are included in the following Implementation Matrix. This matrix defines several critical implementation elements for each action, including:

- » **Action Type** – The majority of the actions in each chapter are compiled by strategies based on plans, policies, public projects, partnerships, regulations, and engagement.
- » **Status** – Some actions may have already been initiated in some form, which is indicated through its status type.
- » **Implementation Priority** – Project prioritization is determined (and constrained) by several factors. This process attempts to assess the relative importance of each project, its feasibility, and the ability to fund it. Issues of equity, policy, and interdependencies among projects (such as one project being contingent on another) must also be weighed and balanced. In terms of implementation schedule, three windows or phases are identified for the initiation of each action:
 - » 0 - 3 years (short-range) – These actions are readily-implementable, and the timeframe is consistent with the town's strategic planning process.
 - » 3 - 7 years (medium-range) – There may be initial steps that may be needed for these actions prior to implementation, which takes time. However, these actions are important in working towards the town's 2030 clean energy goal.
 - » 7+ years (long-range) – These actions are anticipated to occur in future years and may represent a broader strategic direction or build off of actions initiated in earlier timeframes. Being designated a medium- or long-range project does not necessarily indicate less importance than a short-range project; it may be that other projects needed to be completed first; that the later project requires more time to plan, design, and build; or that funding was not available sooner. Where relevant, the timeframe is also identified as "Ongoing, as needed."
- » **Implementation Leadership** – the entities that hold primary responsibility for implementing a recommended action, seeing it through to completion.
- » **Implementation Partners** – the entities that shall assist the Implementation Leadership in actualizing a recommended action, providing valuable input or services.

» **Estimated Budget** – an approximation of direct financial cost of a recommended action, generally defined as either “\$” (less than \$50,000), “\$\$” (between \$50,000 and \$100,000), and “\$\$\$” (greater than \$100,000). These are high-level estimates of probable costs intended for general planning purposes only. Detailed design work and field investigation are required to obtain more precise estimates of probable costs for some actions.

- » Many of the actions, such as those associated with policy and partnership may not require financial resources identified in the town budget but involve town staff time. Staff time “L” is assumed for all actions, including those that have an estimate of direct financial cost.
- » There are some actions that represent a large effort, such as rewriting the Unified Development Ordinance (UDO), that have connected actions in other chapters. These connected actions are identified in the matrix with notes. The estimated financial cost is demonstrated under the large effort, while staff time is associated with the connected actions for coordination.

» **Funding Source / Opportunity** – For each action, likely responsible parties (typically the sources of funding) are identified, based on the nature of the project. Many of the actions are clearly town responsibilities, although they may be further categorized by Department or Division. Some actions may include County or state funding, or there may be opportunities for federal grants. Many of the actions may use a combination of funding that will require additional exploration to determine the ultimate funding sources.

» **Related Elements** – identifies the other CSP chapters where an action has influence or can be influenced. As a reminder, these chapters include:



Implementation Program

Upon endorsement of this CSP by the community and formal adoption, it is recommended that the Town develop an implementation program. It will be important to prioritize actions, track, and regularly report (internally and externally) the implementation status of recommended actions for accountability and transparency purposes. Further, it is critical that the Town monitor its progress toward goal achievement, and if necessary, make adjustments to the implementation plan and program to ensure success. The implementation program should be flexible and allowed to evolve as the community and its operating environment change. For example, grant funding not available today may be available at a later date.

In support of the implementation program, it is recommended that the town identify who will coordinate with Implementation Leaders on actions, track implementation progress, and regularly report on that progress to the town and the community at-large. Due to the uncertainty of the future, it will be important to reevaluate implementation priorities and shift as trends change and the future comes into focus. This coordination should occur on a regular basis, perhaps quarterly, to stay on track in advancing a sustainable Hillsborough.

| Chapter | # | Action | Action Type | IMPLEMENTATION PRIORITY | | | Implementation Leadership | Implementation Partners | Estimated Budget | Funding Source / Opportunity | Related Element |
|------------------|---|--------|-------------|-------------------------|---------|--------|---------------------------|-------------------------|------------------|------------------------------|-----------------|
| | | | | Project Initiation | | | | | | | |
| | | | | 0-3 YRS | 4-7 YRS | 7+ YRS | | | | | |
| Climate & Energy | | | | | | | | | | | |
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