



TOWN OF
HILLSBOROUGH
NORTH CAROLINA

Strategic Plan

Mid-Year Update

Focus Area Updates

Sustainability

Connected Community

Economic Vitality

Community Safety

Service Excellence

Sustainability

| ID # | Status | 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 | FY26 (was FY24- FY25) | Held internal meeting to develop improved Transportation Impact Analysis requirements for the Unified Development Ordinance, which was sent to consultant. Also met to discuss appropriate street cross sections for various development types and which streets will require which amenities. Had first few technical advisory committee meeting to go through the first few draft chapters across divisions. Staff led a density discussion with the Planning Board in November to discuss various kinds of density and what that would look like on the ground. Staff continues to receive, review, and comment on draft UDO chapters. Staff has another meeting with the Planning Board in March on updating and condensing zoning districts. |
| 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 | FY26 (was FY24- FY25) | The town board formally adopted the new urban service boundary, which will inform updates to the future land use plan and future updates to other shared agreements. |
| 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 | The town will conduct a solar feasibility study beginning in January 2026. Facilities that will be evaluated include the Water Plant, Wastewater Treatment Plant, Adron F. Thompson Water/Sewer Facility, Highway 86 North Facility and the Town Hall Annex. |
| 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 | This is an ongoing item. Sustainability and climate initiatives are evaluated for every public space project. Green infrastructure is being incorporated to the Rainey Avenue sidewalk design, Mayo Park Lot, Wastewater Plant and skate park. The fence and compost for the live stake nursery was installed at Cates Creek Park in November. |
| 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 | The town's fleet of hybrid police vehicles are performing well overall. Fleet staff had its first hybrid-related repair on one of the vehicles and staff is prepared to complete this repair on other units as it becomes necessary. |
| S 2.5 |  | Ensure electric vehicle charging infrastructure is appropriately provided to support the town's vehicle transition. | Public Space | FY25 | This is on hold until we begin transitioning to an electric fleet. |
| 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 | No update for the first two quarters. Funding is in short supply for sustainability and climate initiatives. |
| S 3.1 |  | Develop and adopt a tree inventory for town-owned and town-maintained properties. | Public Space | FY26 (was FY25) | This item needs to be put on hold until transition to ArcGIS Pro and Online is complete. Staff training on these new ESRI products has begun. |
| S 3.2 |  | Develop and adopt a tree preservation policy for town-owned and town-maintained properties | Public Space | FY25- FY26 | This item will be initiated once the tree inventory is complete. |
| 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 | Incentives will be included in the Unified Development Ordinance rewrite. Language has been shared with the consultants to incorporate it in the draft. |
| S 3.7 |  | 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 | Stormwater and Environmental Services Division staff held a planning meeting to discuss possible watershed improvement projects. For the remainder of the fiscal year, a compost blanket is being designed for the town's Mayo Park Lot, downtown. The project is expected to be completed in March/April. |

Connected Community

| ID # | Status | Initiative | Lead | Timeline Progress Notes |
|--------|---|--|--------------|---|
| CC 1.2 |  | Contribute annual budget allocations to expand public art and amenities and public spaces. | Public Space | Public art funds were included in the budget. If the town wants to continue to purchase permanent public art from Uproar festival, funds will need to be added in FY28. Three public pieces have been purchased for the Town Hall campus over the past two years. A public art mosaic mural will be added to the Dorothy N Johnson community center in the spring. FY24-FY26 |
| CC 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. | Public Space | FY26 (was FY24 -FY25) No update. |

Economic Vitality

| ID # | Status | Initiative | Lead | Timeline | Progress Notes |
|--------|---|---|--------------------|-----------------------|--|
| EV 1.1 |  | Conduct a downtown parking study to develop and adopt a long-range parking plan. | Planning | FY26 (Was FY25) | Town board adopted the finalized Hillsborough Parking Study analysis. Next steps are to proceed with parking study implementation projects planned for late FY26-28. |
| EV 1.2 |  | Complete Train Station Development Master Plan. | Planning | FY26 (was FY24 /FY25) | Uses and development scenarios continue to be contemplated internally, but no updates at this time. |
| EV 1.3 |  | Invest in wayfinding and interpretive signage programs. | Public Space | FY24- FY26 | Adding a wayfinding destination sign at the Calvin Street greenway entrance for Riverwalk and Gold Park. Working on text for two new interpretive signs. Topics include riparian restoration and invasive species removal work and water and wastewater treatment. |
| 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 | Ongoing effort between Planning/Economic Development and Communications with partnerships through Tourism. Recommend re-evaluation of this goal into multiple pieces for each division for the strategic plan in FY27 and beyond. |
| EV 2.1 |  | Identify and analyze current labor market and skills gaps/needs through partnership, contract, or town-led study. | Planning | FY26 (was FY25) | No updates as there has been no staff capacity to work on this in the first half of the year. Workforce meeting planned with Orange Works and the Chamber in third quarter. |
| 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 | No updates for Q1-2 as fall and winter are too busy with events and ongoing programs to be able to get meaningful engagement from business owners. Plans are made to have more small business workshops in quarters 3 and 4. |
| 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 | FY26 (was FY25) | This initiative will be transitioned to the Communications Division. |
| 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 | No updates as there has been no staff capacity to work on this in the first half of the year. Work with the Chamber was done in FY25 to start to identify woman and BIPOC-owned businesses, but the list was not complete and needs more work/research. Staff recommends splitting this goal into multiple parts for FY27 and beyond if it remains a priority. |
| EV 4.2 |  | Develop local action plan. | Community Services | FY26 (was FY25) | Under contract with Central Pines Regional Council to complete Affordable Housing Strategy. Work kicked off January 2026. |
| EV 5.1 |  | Establish an affordable housing reserve fund to support the creation of new affordable housing units. | Community Services | FY26 | The fund has been established, and the town board provided direction in FY26 on next steps before finalizing FY27 budget allocations. |
| 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 | No updates, this is a continuous item. |
| 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 | No updates. |

Community Safety

| ID # | Status | Initiative | Lead | Timeline | Progress Notes |
|--------|---|--|---------------------------|--------------------|---|
| CS 1.3 |  | Restart the police citizens academy program. | Police | FY26 (was FY25) | The Spring 2026 Hillsborough Police Citizens Academy will tentatively hold sessions Tuesday nights from May 5 through June 16 from 6 to 8 pm. Sessions will cover departmental operations, recruitment, training, criminal investigations, community services, patrol operations, and traffic laws, and will include a final banquet. |
| CS 2.1 |  | Complete refresh of the Emergency Operations Plan. | Emergency Management Team | FY26 (was FY25) | Working with county-wide group to create a revised Emergency Operations Plan. Meeting scheduled with consultant in March. |
| CS 2.2 |  | Establish quarterly management check-ins | Emergency Management Team | FY24- FY26 | The Emergency Management Team continues to meet quarterly. |
| CS 2.3 |  | Conduct at least 1 tabletop exercise. | Emergency Management Team | FY26 (was FY25) | This exercise will be conducted after the Emergency Operations Plan is complete. |
| CS 2.4 |  | Establish Emergency Operations Centers. | Emergency Management Team | FY26 (was FY25) | Complete, and is ready for activation, when needed. |

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 | FY26 (was FY25) | The Utilities Department has had various aspects of asset management plans for many years, mostly on the water distribution system. The goal is to combine all assets into a comprehensive asset management plan. Utilities was going to implement an asset management system but there has been delays due to implementation issues with another department. The asset management plan to identify failure risk, which helps drive capital projects, will depend on getting all assets updated into one system. While this remains a goal, the department has a good handle on areas in need of replacement and has already incorporated projects into the CIP where possible and where growth is focused. |
| SE 3.1 |  | Assess representation on appointed boards and boost recruitment efforts for underrepresented groups and areas. | Town Clerk | FY26 (was FY25) | No update. Work is planned on this initiative in the second half of the year. |
| SE 4.1 |  | Develop, adopt, and implement a racial equity plan. | Human Resources | FY24-FY26 | This initiative has been placed on hold as we continue to monitor the status of House Bill 171 - Equality in State Agencies/Prohibition on Diversity, Equity and Inclusion. |