

12.0

IMPLEMENTATION

IMPLEMENTATION COMMITTEE

The input and participation encapsulated in this Master Plan is essential to ensure this plan will not “sit on a shelf”. Because the Master Plan serves as a blueprint and contains a “menu” of various options, creating an *implementation plan* and strategy is critical.

Fundamental to putting a Master Plan into action is a Master Plan Implementation Committee (MPIC). This working group should consist of a diverse set of members. As such, there are a wide range of options for the composition of the Implementation Committee. The following example can be tailored provided the availability of key staff people and/or interested residents to carry forward the entire plan.

- Board of Selectmen Member
- Advisory Board Member
- Planning Board Member
- Finance Committee Member
- Town Official(s) such as Town Manager, Asst. Town Manager, Town Planner
- Conservation, Recreation, Historical Perspectives

The Committee should be a manageable size in order to secure quorum. It should meet regularly and be connected to decision making bodies such as the Board of Selectmen and/or Finance Committee. The Committee should consider establishing a series of initial goals over the first one to two years. Subsequently, they will benefit from further evaluating priority actions and designating responsible parties and funding sources. One approach could be to identify, in consultation with other Town officials and boards, at least one goal/action item in the plan to be pursued by each of the relevant existing Boards and Committees in Town. This type of program would allow for multiple actions to be explored simultaneously by existing bodies, especially where staff time is limited.

After a period of time, the Board of Selectmen should gauge the effectiveness of the Master Plan and identify or fund resources for next steps. Other important aspects that should be considered by an Implementation Committee include:

- **Representation** - The Board of Selectmen, Advisory Board, Planning Board and other boards and committees will need to work together with Town staff and residents to use this Master Plan as a guidance and policy document.
- **Accountability** – A mechanism for reporting on progress should be established. The goal may be to track action, identify funding sources, or identify barriers to implementation. If actions can be coordinated and grouped, the effectiveness and ability for the Plan to be useful is increased. Benchmark regularly. Provide a report on progress to the Board of Selectmen and/or at Annual Town Meeting or Town Report
- **Education** – It will be important for Town Meeting members to be aware of the Master Plan to understand that many future actions and funding requests may be generated out of its goals and actions.
- **Adaptability** - It is important to note that planning is a dynamic process and priorities can shift over time. The Town’s capacity to implement the Plan may be altered due to changes in Town financial status, economy, or by other factors. Therefore, the implementation matrix is not intended to be “set in stone”. The Plan offers background and guidance but requires interpretation, investigation, and subsequent action.

IMPLEMENTATION MATRIX

The Implementation Matrix summarizes the specific action items for each “goal” and “objective” found at the end of each chapter. The action items list a priority, a timeframe to completion, a responsible party, and resources such as funding sources, technical assistance, and stakeholders. Capital Items are derived from the relevant Action Items and share the same reference number. They have a unique category in the table for ease of reference. Table 9-1 defines abbreviations used in the implementation matrix. The matrix is organized under the following categories:

Capital Items
Municipal Processes and Procedures
Zoning and Regulations
Initiatives
Studies, Plans, and Reviews/Evaluations
Education and Outreach
Policy and Strategy
Funding and Resources

Priority is abbreviated by Low (L), Medium (M), and High (H).
Action Item Reference Numbers should be read as
(Chapter # . Goal # . Objective # . Action Item #).



Table 12-1 Responsible Parties

Abbrev.	Agency or Resource
AB	Advisory Board
ADA	Americans with Disabilities Act
Ag Com	Holden Agricultural Commission
AHPC	Holden Affordable Housing Partnership Committee
BC/ZEO	Holden Building Commissioner/Zoning Enforcement Officer
BOH	Holden Board of Health
BOS	Holden Board of Selectmen
CMMPO	Central Massachusetts Metropolitan Planning Organization
CMRPC	Central Massachusetts Regional Planning Commission
CMRSWC	Central Massachusetts Regional Stormwater Coalition
COA	Holden Council on Aging
Con Com	Holden Conservation Commission/Department
CPA	Community Preservation Act
CPTC	Citizen Planner Training Collaborative
CRHSAC	Central Region Homeland Security Advisory Council
CUC	Holden Cultural Council
DCR	Massachusetts Department of Conservation and Recreation
DCS	Massachusetts Division of Conservation Services
DEP	Massachusetts Department of Environmental Protection
DER	Massachusetts Division of Ecological Restoration
DHCD	Massachusetts Department of Housing and Community Development
DLTA	District Local Technical Assistance
DOER	Massachusetts Department of Energy Resources
DOT	MassDOT/Massachusetts Department of Transportation
DPW	Holden Department of Public Works
EDC	Holden Economic Development Committee
EDE	Economic Development Entity (such as Chamber of Commerce)
ELC	Eagle Lake Committee
EOEEA	Massachusetts Executive Office of Energy and Environmental Affairs
EOHED	Massachusetts Executive Office of Housing and Economic Development
EPA	Environmental Protection Agency
FD	Holden Fire Department
FEMA	Federal Emergency Management Agency
Fin Com	Holden Finance Committee
GWLT	Greater Worcester Land Trust
HA	Holden Housing Authority
HC	Holden Historical Commission
HDC	Holden Historic District Commission
HMGP	Hazard Mitigation Grant Program

HMLD	Holden Municipal Light Department
HWD	Holden Highway Department
IT	Holden Information Technology Department
LIB	Gale Free Library
LIG	Local Interest Group
MassCEC	Massachusetts Clean Energy Center
MDAR	Massachusetts Department of Agricultural Resources
MDI	Massachusetts Downtown Initiative
MEMA	Massachusetts Emergency Management Agency
MHC	Massachusetts Historical Commission
MHP	Massachusetts Housing Partnership
MMWEC	Massachusetts Municipal Wholesale Electric Company
MOBD	Massachusetts Office of Business Development
MOD	Massachusetts Office of Disability
MSMSC	Massachusetts Statewide Municipal Stormwater Coalition
MS4	Municipal Separate Storm Sewer System
MVP	Municipal Vulnerability Preparedness Program
NGO	Non-Governmental Organization
PB	Holden Planning Board
PD	Holden Police Department
Pres Mass	Preservation Massachusetts
PDM	Pre-Disaster Mitigation
Rec Com	Holden Recreation Committee
Rec Dept	Holden Recreation Department
SC	Holden Senior Center
TA	Technical Assistance
TM	Town Manager
TP	Town Planner and Office of Planning and Development
UBWPAD	Upper Blackstone Water Pollution Abatement District
USACE	United States Army Corps of Engineers
USDA	United States Department of Agriculture
VHB	Vanesse Hangen Brustlin Inc. (Consulting Firm)
WBDC	Worcester Business Development Corporation
WOLCS	White Oak Land Conservation Society
WPI	Worcester Polytechnic Institute
WCC	Wachusett Chamber of Commerce
WRSD	Wachusett Regional School District
WRTA	Worcester Regional Transit Authority
WSD	Holden Water and Sewer Division
ZBA	Zoning Board of Appeals
ZSC	Zoning Study Committee

TABLE 13-2

IMPLEMENTATION MATRIX

	Priority	Time to Completion	Responsible Parties	Resources
Capital Items				
Install and improve ADA compliant parking spaces at trail-heads and other recreation areas, and ADA-friendly trails to accommodate accessibility for all. (5.2.2.1)	M	36-60 months	Rec Dept, DPW, Con Com, Wachusett Greenways	MOD, Mass Audubon, DCR, ADA Project Grants
Develop and implement wayfinding program for recreational trails. (5.2.2.1)	L	0-24 months	Rec Dept, DPW	Mass Audubon, DCR
Implement a comprehensive plan to control the spread of exotic aquatic weeds, likely including resuming bi-annual winter drawdown or potentially dredging. (5.3.1.1)	M	0-24 months	Con Com, DPW	DER, DCR
Continue tree replanting efforts following significant tree removal to eradicate Asian Long-horned Beetle (5.3.1.1)	H	60+ months	Con Com, DPW	DER, DCR, residents
Implement future maintenance funding plan for historically significant properties within the two historic districts. (6.1.1.1)	M	36-60 months	BOS, TM, HC	Pres Mass, MHC
Install landing impact material at playgrounds. (7.4.1.2)	M	36-60 months	Rec Dept, DPW	Town Budget
Renovate the soccer/baseball field at Mayo Elementary School. (7.4.1.2)	M	36-60 months	Rec Dept, WRSD, DPW	Town Budget
Implement wayfinding and pedestrian-level improvements (i.e., flowerboxes) in the Town Center area. (8.3.2.1)	M	36-60 months	DPW, TP	MDI
Continue to implement Road Maintenance Program as outlined in Pavement Management System. (9.1.1.2)	H	60+ months	DPW	CMRPC, DOT
Improve ADA Ramps and Sidewalk Repair, Replacement and Expansion as outlined in Pavement Management System and Complete Streets Policy. (9.1.2.2)	M	60+ months	DPW	Complete Streets, CMRPC, DOT, MOD ADA Project Grants
Implement transportation (sidewalk and ramp) aspects of future ADA/ Section 504 Transition Plan. (9.1.2.3)	M	60+ months	DPW	CMRPC, DOT, MOD, Community Compact
Implement future Bridge Capital Plan and Replacement. (9.1.3.2)	H	60+ months	DPW	CMRPC, DOT
Ensure that sidewalks and bike lanes areas are clear of obstructions so that all users may safely use them; may require relocation of utility structures. (9.3.2.1)	M	60+ months	DPW	CMRPC, DOT
Add marked bike facilities to roadways with excess shoulder capacity. (9.3.2.3)	M	0-24 months	DPW	Complete Streets, CMRPC, DOT

Implement the recommendations in the CMMPO Regional Bicycle Plan in coordination with all planned roadway improvements. (9.3.2.4)	L	60+ months	DPW	CMMPO, CMRPC, DOT
Consider options for renovation/reconstruction to address space constraints and structural, code, and other concerns at the Town Hall and Starbard Building, as well as options for replacement with a new or adaptively reused facility. (10.1.2.1)	M	36-60 months	TM, relevant departments	HMGP, PDM Grant Programs
Consider options to replace the deficient Chaffin's Fire substation; explore options for constructing a new station elsewhere on the Adams Road site following relocation of the Highway Department to its new facility. (10.1.3.1)	H	36-60 months	FD, TM	MVP or similar state funding program for climate change planning and action
Continue efforts to migrate Town information technology systems to the cloud. (10.3.1.2)	M	0-24 months	IT	Relevant Town Boards and Comm
Install backup power systems at additional key Town facilities. (10.3.1.2)	M	0-24 months	TM, relevant departments	FEMA HMGP, PDM Grant Programs
Consider relocating or otherwise reinforcing sewer pump stations that are in or adjacent to flood zones, per the Natural Hazard Mitigation Plan (2017): Gail Drive, Industrial Drive, and Jefferson. (10.3.1.5)	M	60+ months	DPW	MVP or similar state funding program for climate resilience planning and action; FEMA HMGP, PDM Grant Programs
Continue and expand upon existing wastewater conservation measures (infiltration/inflow reduction, etc.) (10.4.2.2)	M	60+ months	DPW	DCR
Develop and implement a long-term plan to replace existing drainage structures with larger capacity structures (and/or with nature-based alternatives) in the expectation of greater peak flows. (10.4.3.3)	H	60+ months	DPW	DER
Implement the recommendations of the Town and School Building Assessment. (10.5.1.2)	H	60+ months	TM, WRSD, relevant departments	Relevant Town Boards and Comm
Municipal Processes and Procedures				
Revive the Holden Affordable Housing Partnership Committee (AHPC) or a Municipal Affordable Housing Trust (MAHT) to better coordinate planning for housing, efforts to manage growth, and pursuit of funding opportunities from state and federal sources. (4.1.3.1, 4.1.4.1)	M	long term	BOS, TM	TP, representative from BOS, PB, HA, COA, and other concerned residents, TA from CMRPC, MHP, DHCD
Convene regular meetings of the Economic Development Commission and establish a new vision to guide the Committee's efforts (8.1.1.1)	H	long term	BOS, TM	TP, EDC, CMRPC, WCC, Mass Office of Business Development (MOBD)

Continue to preserve historically valuable homes by supporting and/or expanding local historic preservation districts. (4.2.1.1)	M	long term	HC	Pres Massachusetts, Mass Historic Comm, HC
Consider a Transfer-of-Development Rights (TDR) bylaw/policy to encourage preservation of open space. (4.3.1.2)	M	12 -24 months	TP, PB, Con Agent, Con Com	Mass Affordable Housing Partnership, CMRPC
Review subdivision regulations to ensure design standards are in line with latest Low Impact Development (LID) standards. (4.3.1.4)	H	long term	TP, DPW	CMRSWC, PB, Stormwater utility for funding, CMRPC for TA
Create an Open Space and Natural Resource Committee to coordinate protection and preservation initiatives. (5.1.1.3)	M	6 - 24 months	BOS, TM	TP, PB, Rec Com, Ag Com, Hist Com, Con Com, DPW, Rec leagues, and other interested residents, CMRPC for assistance with OSRP update.
Update and adopt stormwater regulations to reflect new Department of Environmental Protection (DEP) guidelines. (5.1.1.4)	H	long term	TP, DPW	CMRSWC, PB, Con Com, Stormwater utility for funding, CMRPC for TA
Establish a Town committee with youth representation to review cultural opportunities such as arts education, public art, special events and programs, or regular talks on local history. (6.3.1.1)	M	6 - 24 months	BOS, TM	Holden Cultural Council, Council on Aging (COA), Hist Com, WRSD, concerned residents and students, Mass Cultural Council for TA
Consider hiring a dedicated economic development staffer to undertake proactive and responsive economic development activities (8.1.1.2)	M	long term	BOS, TM	TP, EDC, CMRPC Shared Service Opportunity, Community Compact, Town Budget
Consider establishing Zoning Combined Permitting and Round Table Review to streamline application and review processes for developers (8.1.2.1, 11.1.2.3)	M	long term	TM and TP	TP, Con Com, FD, DPW, ZBA, PB
Establish a single municipal point of contact to shepherd developers and prospective business owners through the permitting process (8.1.2.2)	H	long term	TM, TP, EDC	EDC, TP, Con Com, FD, DPW, ZBA, PB
Form a Design Review Committee and adopt Design Guidelines and/or Site Plan Regulations that promote walkable places, preserve and enhance cultural and historic assets (8.3.2.2, 11.2.2.1)	M	6 - 24 months	PB, HC	Concerned residents for input, CMRPC for Technical Assistance (TA)

Consider establishing a local Commission on Disability to complete, monitor, and aid in the implementation of an ADA Self-Evaluation and Transition Plan. (10.1.4.2)	H	long term	BOS, TM	MOD, concerned residents, representatives of affected populations
Form a Zoning Bylaw Review Committee to evaluate potential zoning amendments and assess emerging issues in land use with regard to infrastructure demands, traffic, and tax implications (11.2.1.1, 11.4.1.1)	M	6-12 months	BOS, TM	Zoning Board of Appeal (ZBA), PB (PB), concerned residents
Form a Municipal Building Reuse Committee to review municipal properties and buildings that could benefit from adaptive reuse, including Adams road (11.2.3.3)	M	6-12 months	BOS, TM	Fin Com, Holden residents, EDC
Form a municipal committee to review plans, policies, regulations, and bylaws for compliance with Town and state regulations (11.3.2.1)	M	6-12 months	BOS, TM	Holden residents
Consider forming a Sustainability Committee to ensure the Town's ability to respond and adapt to changes in climate, land use, or economy, and withstand and recover from adverse situations (11.4.2.3)	M	long term	BOS, TM	MVP or similar state funding program for climate change planning and action. MEMA, Town Emergency Management personnel, CERT team, concerned residents
Zoning and Regulations				
Amend Continuing Care Retirement Community Bylaw to require the inclusion of progressive living options and ensure strong integration with surrounding neighborhoods/amenities. (4.4.2.2)	M	6-36 months	PB, TP, COA	AHPC, DHCD, MHP, CMRPC
Research and develop a prioritized list of appropriate potential zoning reform options to encourage smaller lot residential development in appropriate places, including cottage developments and townhouses (4.5.1.1)	M	6-36 months	TP, PB	AHPC, DHCD, MHP, CMRPC for TA
Complete the Village Center Bylaw (4.6.1.1, 11.1.1.4)	H	3-12 months	TP, PB	CMRPC for TA
Consider adding a Traditional Neighborhood Development (TDR) option to the Town zoning bylaw in designated areas. (4.6.1.2)	M	6-36 months	PB, TP	EEA Planning Grant, CMRPC for TA
Review the zoning bylaws and update regulations to better protect priority preservation areas and farmland. (5.1.1.1)	H	3-12 months	Con Com, Ag Com, TP, PB	Central Mass Grown, MDAR, Ag Com, Farm Bureau
Pursue adoption of conservation-related bylaws and policies, particularly zoning incentives for preserving open space and natural resources. Examples include incentives for creative and environmentally appropriate project proposals, or requiring low impact development in sensitive natural resource areas. (5.1.1.2)	M	6-36 months	Con Com, TP, PB	CMRPC, EEA Planning Grants, Smart Growth Alliance

Prepare zoning bylaw amendments and design guidelines to ensure zoning districts protect historic structures in terms of uses, scale, placement, and design. (6.1.2.1)	M	6-36 months	HC, TP, BC/ ZEO, PB	CPA, Pres Mass, MHC, EEA Plan- ning Grant
Explore adoption of a Demolition Delay Ordinance or Bylaw to protect architecturally and historically significant buildings from demolition. (6.2.1.1)	M	6-36 months	PB, TP	CPA, Pres Mass, MHC
Explore adoption of a Scenic Roads Bylaw that will help the Town maintain and enhance its small-town character. (6.2.3.1)	H	3-12 months	PB, TP, DPW	CPA, Pres Mass, MHC
Explore bylaws to preserve cultural landscapes such as the Red Barn, Alden Laboratories, and historic farms (e.g., Scenic Vista Protection Bylaw, Scenic Overlay District Zoning, Corridor Protection Overlay District Zoning, Shade Tree Act Bylaw). (6.3.2.1)	M	6-36 months	HC, TP, PB	CPA, Pres Mass, MHC
Explore strategies for establishing a tax abatement district in the Main Street corridor (8.3.1.4)	M	6-36 months	BOS, TM	EDC, Industrial Park Associ- ation, WCC, WBDC
Expand opportunities for mixed-use development by rezoning select areas along Main Street from Commercial or Residential to Village (8.3.1.5)	H	3-12 months	PB, TP, EDC	EEA Planning Grant, CMRPC for TA
Allow for a mix of new land uses in the Jefferson Mill area that are appropriate to both the needs of the community and the scale of surrounding neighborhoods (11.4.1.5)	H	3-12 months	PB, TP	Relevant Town Boards and Committees, Smart Growth Toolkit, CMRPC for TA
Assess the need for a pop-up retail ordinance that streamlines issuance of temporary use permits for uses such as food trucks, seasonal retail, pilot businesses, and other uses (8.5.1.2)	M	6-36 months	PB, TP, BOH, Town Clerk, EDC	CMRPC for TA
Continue to explore expanded uses in the Industrial District (8.5.1.4)	M	6-36 months	TP, PB, EDC	Industrial Park Association, WCC, Mass Development
Amend the zoning bylaw to eliminate undesirable commercial uses such as “big box” retail (8.6.1.1)	H	3-12 months	PB, TP	CMRPC for TA
Continue efforts to manage and regulate where water and sewer hookups may be granted, including delineating a sewer/water service district on the zoning map, with consideration for extensions outside the service boundary by special permit (11.3.2.4)	H	3-12 months	DPW, WSD, TP, PB	Relevant Town Boards and Comm
Consider revising site plan review regulations to streamline the permitting process for projects that are small-scale and of limited complexity (11.1.2.4)	M	6-36 months	TP, PB, ZBA	Relevant Town Boards and Comm
Consider revising site plan review regulations in their entirety to enhance clarity and specificity (11.1.2.5)	M	6-36 months	TP, PB, ZBA	AHPC, DHCD, MHP, CMRPC for TA
Conduct a comprehensive zoning bylaw diagnostic to remove conflict with existing plans and to support goals and objectives of this and other plans (11.3.2.2, 4.3.1.3)	M	6-36 months	TP, PB, ZBA	CMRPC for TA

Consider adding new definitions to Zoning Bylaw to expand (or clarify) desirable commercial, industrial, and agricultural uses (11.4.1.2)	M	6-36 months	TP, PB	Relevant Town Boards and Comm
Initiatives				
Utilize the community outreach and needs analysis process in the Housing Production Plan (action-item 4.1.2.1) to identify housing production goals that meet both state thresholds and local standards. (4.4.1.1)	H	3-12 months	AHPC	Community Compact Commitment, Community Preservation Alliance
Continue to proactively develop the Towns' Complete Streets Prioritization Plan and pursue funding opportunities with the state. (4.6.1.3)	M	6-36 months	DPW, TP	CMMPO, CMRPC, DOT
Work with Massachusetts Department of Fish and Game's Natural Heritage and Endangered Species Program (NHESP) to identify and certify vernal pools that have not been certified. (5.1.2.2)	H	3-12 months	Con Com	Residents and locals NGO's
Establish a best practices education program for site contractors, landscapers, facilities managers, and others to learn about techniques to reduce stormwater runoff and pollution, deal with invasive species, reduce the use of toxic pesticides and herbicides, and maintain lands in a way that enhances protection of native species. (5.1.3.1)	M	6-36 months	Con Com, Con Agent, DPW	EPA, DCR, DER, Mass Audubon, CMRPC
Identify water resource access opportunities; pursue property rights as appropriate. (5.2.1.1)	H	3-12 months	PRC	Chapter 61
Identify the accessibility status of existing water resources. Undertake maintenance and improvements as necessary to meet the access needs of all populations. (5.2.1.2)	M	6-36 months	PRC, Con Com	MOD
Assess the accessibility status of existing hiking and biking trails. Undertake maintenance and improvements as necessary to meet the access needs of all populations. (5.2.2.1)	H	3-12 months	PRC, TP, Town Manager	MOD
Expand green spaces in the Town Common area. (6.1.1.5)	M	6-36 months	PRC, DPW	AARP Grants
Undertake strategic purchases of open space to increase local and regional landscape connectivity and enhance the ecological integrity of Holden's landscapes. (7.1.1.1)	H	3-12 months	Con Com, Fin Com, BOS	DCR for funding, Chapter 61 Funding, CPA
Identify priority recreation areas in need of upgrade, repair, maintenance, or further evaluation and fund necessary improvements. (7.1.1.2)	M	6-36 months	Rec Dept, Fin Com	AARP Grants, MassTrails Grants, PARC Grants
Continue to use the first right of refusal process to identify and evaluate lands that are withdrawn from Chapter 61, 61A, and 61B; implement permanent restrictions as appropriate. (7.1.1.3)	H	3-12 months	Ag Com, Con Com, PRC, Fin Com	MDAR, local land trusts
Identify key privately-owned open space parcels (including those with limited public access); pursue acquisition or access rights. (7.3.1.3)	H	3-12 months	TP, Con Com, BOS	Chapter 61

Identify key privately-owned parcels suitable for recreation; pursue acquisition or access rights. (7.3.2.1)	M	6-36 months	TP, PRC, Rec. Dept., BOS	CPA
Increase opportunities and areas for passive recreation such as community gardens and walking and biking trails. (7.4.1.1)	M	6-36 months	PRC, Con Com, Rec Dept, TP, residents, DPW	Complete Streets, EEA Planning Assistance Grants, DOT, Safe Routes to Schools
Increase opportunities and areas for active recreation such as ballfields, additional hiking and biking trails, playgrounds, and summer recreational programs. (7.4.1.2)	H	3-12 months	PRC, Rec Dept, TP	AARP Grants, MassTrails Grants, PARC Grants
Market Holden as a desirable place to do business; consider creating an economic development website, Town brochure or video, and stronger social media presence (8.2.1.2)	H	3-12 months	EDC	MOBD, Mass Development
Review the Town's leakage analysis in concert with the Community Vision Survey to identify suitable retail targets; market accordingly (8.2.1.3)	M	6-36 months	EDC	Relevant Town Boards and Comm, WCC, MOBD
Identify off-site parking solutions for vacant commercial buildings on Main Street that lack adequate parking (8.3.1.2)	H	3-12 months	TP, EDC	MOBD, Mass Development
Pursue branded wayfinding and pedestrian-level aesthetic improvements in Town Center and the Jefferson Mill area (8.3.2.1, 8.4.2.2)	H	3-12 months	TP, PB, EDC	MDI
Prepare a design for Town Center that better connects existing open and green spaces to the pedestrian infrastructure (8.3.2.3)	M	6-36 months	TP, PB, PRC, DPW	MDI
In the Jefferson Mill area, provide incentives to develop larger parcels at higher densities and in a coordinated, planned approach (8.4.1.5)	M	6-36 months	PB, TP	MOBD, Mass Development
Prepare a design for the Jefferson Mill area that leverages Eagle Lake by connecting existing open and green spaces to pedestrian infrastructure (8.4.2.1)	H	3-12 months	TP, PB, PRC	MDI
Widely market vacant and available properties; consider traditional platforms as well as social media and emerging online tools (8.5.1.3)	M	6-36 months	EDC	MOBD, CMRPC
Establish an inventory of available commercial and industrial space; routinely update and make publicly available (8.5.1.6)	H	3-12 months	EDC	Relevant Town Boards and Comm
Seek funding for additional testing and remediation at the former Electronic Controls Corp. site (8.5.1.7)	M	6-36 months	TP	EPA
Encourage development of small office space with business resources (e.g., co-working spaces) to draw existing home occupations into commercial space (8.6.1.5)	H	3-12 months	EDC	MOBD, Mass Development
Assess opportunities to support and encourage the use of social media and online tools by farms (8.6.2.1)	M	6-36 months	Ag Com, EDC	Central Mass Grown, MDAR, Farm Bureau

Encourage new and collaborative revenue models for agricultural businesses, including festivals, workshops, active recreation and sports, and farm-to-table dining (8.6.2.2)	H	3-12 months	Ag Com, EDC	Central Mass Grown, MDAR, Farm Bureau
Work with the WRTA to explore opportunities for workplace transportation (8.7.1.2)	H	3-12 months	TP	CMMPO, WRTA, DOT
Continue the existing road survey program using the Pavement Management System (PMS) tool to help determine road maintenance and funding needs (9.1.1.1)	H	3-12 months	DPW	Complete Streets, EEA Planning Assistance Grants, Mass DOT, CMRPC, EEA Grants
Continue a sidewalk and Americans with Disabilities Act (ADA) ramp survey program using the Pavement Management System (PMS) tool to help determine sidewalk/ramp maintenance funding needs (9.1.2.1)	H	3-12 months	DPW	CMRPC, EEA Grants, ADA Planning Grants
Ensure that roadway signage, poles, and other structures do not impede safe multi-modal access (9.2.1.2, 9.3.2.1)	H	3-12 months	DPW	CMRPC for TA
Consolidate driveways when possible to reduce access points and provide better visual cues including clear markings for exit and entrance only (9.2.1.5)	M	6-36 months	PB, DPW	Relevant Town Boards and Comm, CMRPC, MassDOT
Identify areas for sidewalk reconstruction and/or expansion (9.3.2.1)	M	6-36 months	DPW, TP, PB	DOT, CMRPC, Complete Streets
Utilize the MassDOT Complete Streets Funding Program process to pursue infrastructure funding and continue to close the gaps in the pedestrian network (9.3.2.2)	H	3-12 months	DPW, BOS, TM, TP, PB	Complete Streets Funding, CMRPC for TA
Examine arterial and collector streets with excess shoulder capacity to determine how they can be converted into Complete Streets with bicycle facilities (9.3.2.3)	M	6-36 months	DPW	Complete Streets Funding, CMRPC for TA
Ensure that Regional Multi-Use Trails and Pathways are advanced to meet the needs of subregional and regional travel via alternative modes (9.3.2.4)	M	6-36 months	DPW, BOS with the TM, TP, PB	PRC, , CMRPC
Account for electric vehicle charging stations in municipal and private parking lot designs (9.3.4.1)	M	6-36 months	PB, TP, DPW	Complete Streets, CMRPC, Mass DOT
Consider building space for ride share pick-up and drop-off in commercial thoroughfares (9.3.4.2)	H	3-12 months	PB, TP	Complete Streets, CMRPC, Mass DOT
Anticipate the impact of autonomous vehicles; consider revising parking standards to include a maximum, rather than minimum, number of parking spaces (9.3.4.3)	M	6-36 months	PB, TP	Complete Streets, CMRPC, Mass DOT
Implement the recommendations of the Town and School Building Assessment (10.1.1.1, 10.5.1.2)	H	3-12 months	BOS, TM, WRSD, DPW	Relevant Town Boards and Comm
Ensure that existing municipal facilities are maintained and operated appropriately and that life-limited components are replaced regularly; consider taking actions to extend the life of life-limited components and seek more sustainable alternatives with longer life spans (10.1.1.2)	H	ongoing	DPW	DOER Grants, MassCEC grants

Consider options for renovation/reconstruction to address space constraints and structural, code, and other concerns at the Town's central administrative facilities, as well as options for replacement with a new or adaptively reused facility (10.1.2.1)	H	3-12 months	TP, TM, DPW	Local resources
Consider options to replace the deficient Chaffin's Fire substation; explore options for constructing a new station elsewhere on the Adams Road site following relocation of the DPW to its new facility (10.1.3.1)	M	6-36 months	TP, TM, DPW, FD	Local resources, state earmark
Remove programmatic and policy barriers to ADA mobility and (as necessary) architectural barriers (10.1.4.1)	H	long term	ADA Coord., DPW, COA	MOD, concerned residents, representatives of affected populations
Implement the recommendations of the Holden Natural Hazard Mitigation Plan (2017); update the plan per FEMA requirement every 5 years (10.3.1.1)	H	3-12 months	TP, TM, DPW, FD	MVP or similar state funding program for climate resilience planning and action. MEMA, Town Emergency Mgmt personnel, CERT team, concerned residents; FEMA PDM or HMGP grants
Continue efforts to migrate Town information technology systems to the cloud (10.3.1.2)	H	3-12 months	IT, TM	Relevant Town Boards and Comm; E&R grants
Consider backup power systems at additional key Town facilities, including the Town Hall and Starbard Building (10.3.1.3)	M	6-36 months	TM, DPW	FEMA PDM and HMGP grants; MVP Action grants
Consider relocating or otherwise reinforcing sewer pump stations that are in or adjacent to flood zones, per the Natural Hazard Mitigation Plan (2017) (10.3.1.5)	M	6-36 months	DPW, TM	MVP or similar state funding program for climate resilience planning and action, FEMA PDM or HMGP
Conduct an energy audit of Town facilities and operations to identify areas of inefficiency; make upgrades as needed (10.3.2.1)	H	3-12 months	DPW	CMRPC, DOER
Continue to monitor water system usage in comparison to system capacity (10.4.1.1)	M	6-36 months	DPW, TP, PB	Local resources
Continue to expand upon existing water conservation measures (10.4.1.2)	M	6-36 months	WSD, DPW	DCR, DEP

Continue to monitor sewer system usage in comparison to system treatment capacity per the Upper Blackstone Wastewater Pollution Abatement District (UBWPAD) agreement (10.4.2.1)	M	6-36 months	DPW	UBWPAD, DEP
Continue and expand upon existing wastewater conservation measures (infiltration/inflow reduction, etc.) (10.4.2.2)	H	3-12 months	Con Com, DPW	DCR, DEP
Implement Holden's new EPA MS4 permit, including public outreach, mapping, review of existing local stormwater regulations, and support for low-impact development (10.4.3.1)	H	3-12 months	TP, DPW, PB, Con Com	MVP or similar state funding program for climate resilience planning and action, residents
Evaluate organizational efficiency of the Municipal Light Department and implement improvements (10.4.4.3)	H	3-12 months	BOS	Relevant Town Boards and Comm
Coordinate with the Wachusett Regional School District and the Massachusetts School Building Authority regarding possible future expansion of facilities (10.5.2.2)	M	6-36 months	BOS, TM, WRSD	Mass School Building Authority
Identify land and buildings suitable for mixed-use redevelopment and employ land use tools to encourage their adaptive reuse (11.1.1.1)	M	6-36 months	PB, EDC	CMRPC for TA
Consider funding opportunities for properties of regional or local significance the Town wishes to see developed as mixed-use (11.1.1.2)	H	3-12 months	TP	MOBD, Mass Development
Examine Jefferson Mill as a building/area eligible for adaptive reuse (11.2.3.2)	M	6-36 months	TP, EDC, PB	MOBD, Mass Development
Develop comprehensive invasive species management from inventory stage through management planning and implementation in order to address existing invasive populations that threaten natural features such as open space or forests as well as to anticipate new invasive species which are likely to move into the area as a result of climate change. (5.1.3.1)	M	6-36 months	Ag Com, Con Com	DCR, DCS, DEP, DER, EOEAA, GWLT, LIG, USDA, WOLCS
Develop branded wayfinding and signage to promote the Town's historic and cultural assets. (6.3.4.5)	H	3-12 months	TP, PB, HC	MDI
Negotiate a new Sewer Use Agreement with DCR, to replace the 2000 SUA between the Worcester and DCR, which expires in 2020. Ensure proper billing methodology and future growth in system. (10.4.2.3)	H	3-12 months	TM, DPW	DCR
Studies, Plans, and Reviews/Evaluations				
Complete a Housing Production Plan. (4.1.2.1)	M	6-36 months	PB, TP	CMRPC for TA
Conduct more robust school population projections and scenario planning to help the school district better plan for future capital expenditures. (4.1.2.2)	H	3-12 months	WRSD, TP, BOS, TM	CMRPC
Regularly update Town's pavement management plan and implement recommendations. (4.6.1.4)	H	3-12 months	DPW, TP	DOT, CMMPO
Update the 2006 Town Forest Stewardship Plan. (5.1.1.5)	M	6-36 months	Ag Com	Chapter 61 Funds

Develop and implement a plan outlining routine maintenance activities and funding sources for Town-owned historic properties. (6.1.1.1)	H	3-12 months	HC, DPW	Relevant Town Boards and Comm
Finalize updates to the Town's Open Space and Recreation Plan. (7.2.1.1)	H	3-12 months	PB, TP	Con Com, Rec Dept
Continue to revisit and work towards implementing the goals of the current Open Space and Recreation Plan. (7.4.1.3)	H	3-12 months	PB, TP	Con Com, Rec Dept, Land Trusts
Evaluate phased growth and housing production to ensure that future development is manageable. (7.4.1.4)	H	0-12 months	BOS, TM, TP, PB	Smart Growth Alliance, CMRPC for TA
Work with the Industrial Park property and business owners to create an action plan for addressing future vacancies in the Park and other areas (8.5.1.5)	H	3-12 months	EDC, TM, TP	Industrial Park tenants, local business community
Review Holden's policies, programs, services, and facilities and develop an ADA/Section 504 Self-Evaluation and Transition Plan. (9.1.2.3)	H	3-12 months	ADA Coord.	MOD, Community Compact
Continue to develop and then implement a bridge inventory and capital plan. (9.1.3.1)	H	3-12 months	DPW	MassDOT, CMRPC
Coordinate with MassDOT, owner of Main Street (Route 122A), to conduct an updated assessment of the area including a Road Safety Audit, traffic study or other survey work (9.2.1.1)	H	3-12 months	DPW, TP	DOT
Review the priority locations and recommendations identified for Holden in the 2018 Central Massachusetts Metropolitan Planning Organization (CMMPO) Regional Bicycle Plan (9.3.1.1)	H	3-12 months	DPW, PB, TP	Relevant Town Boards and Comm, CMRPC
Review the walk-to-school zones for sidewalk gap installation or upgrades. (9.3.1.2)	H	3-12 months	DPW, PB, TP	Relevant Town Boards and Comm, CMRPC
Review the on-road and multi-use recommendations for potential bicycle facilities in Holden and ensure that the recommended segments are prioritized in future construction activity (9.3.1.3)	H	3-12 months	DPW, BOS, TM, PB, TP	Relevant Town Boards and Comm, CMRPC
Ensure that local planning processes reflect and are consistent with the recommendations of the Regional Bicycle Plan (9.3.1.4)	H	3-12 months	PB, TP, DPW	Relevant Town Boards and Comm, CMRPC
Using the Town and School Building Assessment as a first phase, complete a full facilities master plan that reviews building conditions and usage, assesses staffing and functionality needs, and lays out a multi-decade program for building renovation and replacement (10.1.1.3)	L	36-72 months	BOS, TM, WRSD with the School Committee, DPW	Mass School Building Authority
Continue to review fire suppression capacity. (10.1.3.2)	M	6-36 months	FD	DPW, FEMA Hazard Mitigation Grants, MVP Action Grant
Continue to periodically update the Continuity of Operations plan (COOP) for the local government (10.3.1.4)	H	12-36 months	BOS, TM	Relevant Town Boards and Comm, FD, PD

Develop and implement a long-term plan to replace existing drainage structures with larger capacity structures (and/or with nature-based alternatives) in the expectation of greater peak flows (10.4.3.3)	H	3-12 months	DPW, Con Com	DCR grants, FEMA HMGP and PDM Grant Programs, MVP Action grant
Conduct a feasibility study of cybersecurity and remote substation viewing capacity for the Municipal Light Department (10.4.4.1)	H	3-12 months	TM, BOS, HMLD	Enterprise Fund, MMWEC
Conduct a system-wide study of the Municipal Light Department that includes a long-term capital assets plan (10.4.4.2)	M	6-36 months	HMLD	Enterprise Fund, MMWEC
Develop a technology road map that ensures the Municipal Light Department is kept up-to-date (10.4.4.4)	H	3-12 months	HMLD	DOER
Track demographic and development trends within Town to understand better locations and sizes of school facilities needed (10.5.2.1)	H	ongoing	WRSD, TP, BOS with the TM	CMRPC, Mass School Building Authority
Revisit and update Priority Development Areas and Priority Preservation Areas identified in the Central Thirteen Prioritization Plan (11.1.2.1, 11.1.1.3, 4.2.1.1)	H	3-12 months	EDC, TP, PB	WCC, MOBD, Relevant Town Boards and Comm
Assess green infrastructure opportunities for stormwater management. Develop a list of specific priorities, assess feasibility and cost, rank priority projects in terms of climate resilience potential, and develop concept designs for key projects. Review Town regulations and update as necessary to support green infrastructure and low-impact development and encourage green infrastructure to be incorporated into all roadway projects. (10.3.2.3)	H	3-24 months	WSD, DPW, TP, PB	Con Com, MVP Action Grants, EOEEA, HMGP
Assess mosquito, tick, and other pest control options. (5.1.3.4)	H	3-12 months	BOH, DPW	HMGP, MVP Action Grants,
Determine status of forest management planning, particularly on lands owned by the Town and Commonwealth, in order to reduce wildfire threats and encourage management of invasive species. (5.1.1.6)	H	3-24 months	Con Com	TP, FD, EOEEA, MVP Action Grants
Education and Outreach				
Encourage community leaders to attend meetings on housing trends hosted by CMRPC and other organizations (e.g. Mass Affordable Housing Partnership and CPTC (CPTC)). (4.1.1.1)	M	6-36 months	TM, TP	CMRPC, MHP, CPTC
Work with CMRPC and local Chamber of Commerce to organize regular meetings with real estate professionals (e.g. Brokers' Breakfast) to identify pressing needs, trends, opportunities and threats to the local housing market. (4.1.1.2)	H	3-12 months	TP, EDC	CMRPC, WCC
Promote and support the activities of the HHP/MAHT by providing technical assistance, coordinating their work with other committees and facilitating smooth communications between Town functions. (4.1.3.2)	H	3-12 months	TM, TP	AHPC, DHCD, MHP, CMRPC

Develop handouts and other informational materials for distribution at Town Hall, online or at other housing related meetings. (4.2.2.1)	H	3-12 months	Relevant Town departments	AHPC, DHCD, MHP, CMRPC
Leverage connections made through regular meetings with real estate professionals (e.g. action item 4.1.1.2) to provide up-to-date information on relevant housing regulations and available resources. (4.2.2.2)	M	6-36 months	TP, EDC,	AHPC, DHCD, MHP, CMRPC
Work with CMRPC and other state/regional agencies to widely disseminate information about available incentives for utilizing energy efficient materials and appliances in new/revamped housing units. (4.2.2.3)	M	6-36 months	Relevant Town departments	AHPC, DHCD, MHP, CMRPC
Work with local and regional developers to ensure the Town's Smart Growth and inclusionary/incentive bylaws continue to be an attractive option for new housing development (4.3.1.1)	H	3-12 months	TP, PB	CMRPC
Continue to work with local land trusts and non-profits to identify and acquire important unprotected natural resource areas for permanent protection. (5.1.1.7)	H	3-12 months	Con Com, Ag Com, TP, PB	Central Mass Grown, MDAR, Ag Com, Farm Bureau
Encourage community involvement in trail maintenance activities to keep trails well-maintained and increase longevity. (5.2.2.2)	M	6-36 months	Con Com, Con. Agent	Relevant Town Boards and Comm, concerned residents
Continue and expand current watershed education programs with Dawson and Mayo Schools, and expand to include Davis Hill. (5.3.1.1)	H	3-12 months	Con Com	WRSD, Mass Audubon
Partner with local conservation organizations including the WOLCS, GWLT, and Mass Audubon to host community events such as bird counting, trail maintenance, and volunteer days. (5.3.2.1)	M	6-36 months	Con Com, Con. Agent, Ag Com	WOLCS, GWLT
Create an internship program in coordination with the Con Com and Conservation Agent to involve students in local conservation issues and activities. (5.3.2.2)	H	3-12 months	Con Com	Local colleges and universities, local land trusts
Collaborate with local land trusts and non-profit organizations to host workshops, produce signage, and create and distribute informational brochures along with other educational materials. (5.3.3.1)	M	6-36 months	Con Com, Con. Agent, Ag Com	Mass Audubon, WOLCS, GWLT
Educate Town leaders on the significance of historic preservation and ways to address preservation issues. (6.1.2.2)	H	3-12 months	HC, TP, PB	Pres Mass, MHC
Develop formal communication channels with and between local preservation groups to ensure awareness of current issues and activities in Holden, including routine distribution of meeting agendas and minutes, scheduling of occasional group meetings to share resources and ideas, and development of joint activities. (6.1.3.1)	M	6-36 months	TP, Relevant Town Departments	Pres Mass, MHC
Work with regional, state, and national preservation groups such as Pres Mass and the National Trust for Historic Preservation to seek out technical and financial assistance on preservation issues. (6.1.3.2)	H	3-12 months	HC, TP, PB	Pres Mass, National Trust for Historic Preservation

Pursue partnerships with local college and university programs that could provide preservation assistance to the Town. (6.1.3.3)	M	6-36 months	HC, TP, PB	Clark University, WPI, and other local colleges and universities
Initiate a public process to establish Local Historic Districts at Jefferson, Quinapoxet, and Chaffinville to supplement the Town's two existing historic districts. (6.2.2.1)	M	6-36 months	HC, TP, PB	Pres Mass, MHC, residents
Build awareness of Local Historic District (LHD) benefits. (6.2.2.2)	H	3-12 months	HC, TP, PB	Pres Mass, MHC
Encourage property owners in the two historic districts to consult with the Holden Historic District Commission prior to making façade changes. (6.2.2.3)	H	3-12 months	BC/ZEO, TP	HDC, Pres Mass, MHC
Partner with the school department to involve Holden Public Schools in education programs on historic preservation. (6.3.3.1)	M	6-36 months	HC, WRSD	Pres Mass, MHC
Consider developing heritage education initiatives, such as guided community tours, history days, and historic house tours to attract visitors and build appreciation for local history and culture. (6.3.3.2)	H	3-12 months	HC	Pres Mass, MHC
Continue to promote local history and culture at special Town events. (6.3.3.3)	M	6-36 months	HC	Pres Mass, MHC
Provide a link on the Town of Holden website to the Town's existing historic resource inventory. (6.3.4.1)	H	3-12 months	HC	Pres Mass, MHC
Make information on Holden's cultural and historic character, districts, cemeteries, and other heritage assets widely available to residents and visitors in formats that are attractive and easy to understand. (6.3.4.2)	M	6-36 months	HC	Pres Mass, MHC
Identify and prioritize additional historic sites to be included in the National Registry of Historic Places. (6.3.4.3)	H	3-12 months	HC	Pres Mass, MHC
Develop a comprehensive database of historic resources that includes local historic districts, National Register properties, and other inventoried properties, and integrate the database with Holden's Geographic Information System (GIS) to be made accessible for other public uses. (6.3.4.4)	M	6-36 months	HC	Pres Mass, MHC
Promote preservation of important landscape resources. (7.3.1.1)	H	long term	Con Com, Ag Com, PB	DCR, MDAR
Develop an education campaign or program to build awareness of available natural resources and benefits. (7.6.1.1)	H	3-12 months	Con Com	Mass Audubon, WOLCS, GWLT
Collaborate with land trusts and other environmentally-focused organizations to promote conservation benefits. (7.6.1.2)	M	6-36 months	Con Com	Mass Audubon, WOLCS, GWLT
Develop an outreach campaign to promote and increase awareness of the benefits provided by protected open space. (7.7.1.1)	H	3-12 months	Con Com	Mass Audubon, WOLCS, GWLT

Continue to develop partnerships between conservation groups, land trusts, and the Town of Holden. (7.7.1.2)	M	6-36 months	Con Com	Mass Audubon, WOLCS, GWLT, relevant town departments
Continue working with the Wachusett Chamber of Commerce, commercial real estate brokers, and state agencies to identify prospective business interests (8.2.1.4)	H	3-12 months	EDC, TM, TP	WCC, WBDC, CMRPC, EOHED, MOBD
Convene frequent meetings with the local business community to discuss challenges and desired resources; encourage the establishment of a small business or merchants association (8.6.1.2)	M	6-36 months	EDC, Town Development Staff, TM	WCC, CMRPC, WBDC
Help businesses promote their goods and services by providing access to municipal platforms (8.6.1.3)	H	3-12 months	BOS, TM,	EDC, Cable Access TV, local media
Support collaborative capitalism. Encourage local businesses and community partners to organize and take part in "buy local" initiatives (8.6.1.4)	M	6-36 months	EDC	WCC
For agricultural businesses, encourage joint marketing and peer engagement through organizations such as Central Mass Grown (8.6.2.3)	H	3-12 months	Ag Com	Central Mass Grown, MDAR, Ag Com, Farm Bureau
Assist farms with identifying tenants for underutilized land (8.6.2.4)	M	6-36 months	Ag Com	New England Land Link
Engage with the local business community to identify unmet labor and workplace transportation needs (8.7.1.1)	M	6-36 months	EDC	Industrial Park Assoc., WCC, DOT
Expand public education campaigns that promote the rules of the road so that all transportation system users are aware of their responsibilities (9.2.1.3, 9.2.2.2)	M	12 -36 months	WRSD, School Committee, DPW	Safe Routes To School/ MassDOT, Walk Bike Worcester, concerned residents, PD, Rec Dept.
Work to incorporate Safe Routes to School materials and practices into local education systems (9.2.1.4, 9.2.2.4)	H	0 - 24 months	WRSD, School Committee, DPW	CMRPC, Safe Routes to Schools/MassDOT, Rec Dept, DPW
Collaborate with CMRPC, WRTA to study current transit uses, and identify opportunities for a future transit planning study (9.3.3.1)	H	3-12 months	TP, PB	CMRPC, WRTA
Work with CMRPC, WRTA to improve existing WRTA paratransit services provided in partnership with the COA (9.3.3.2)	M	6-36 months	COA	CMRPC, WRTA, MassCOA
Explore best practices to assist carpooling commuters; identify key travel patterns as well as needs (9.3.3.3)	M	6-36 months	EDC, TP	CMRPC, WRTA, DOT,
Explore partnerships with organizations to provide carpool lots (9.3.3.4)	M	12 -36 months	EDC, TP	CMRPC, WRTA
Partner with property owners to explore reuse options for buildings the Town does not own but wishes to see improve via adaptive reuse (11.2.3.1)	H	3-12 months	EDC, TM, TP	WCC, CMRPC, WBDC

Increase awareness of emergent industries, uses, and associated resources (11.4.1.3)	M	long term	EDC, TP	MOBD
Build a greater awareness of sustainable development and design principles such as Low-Impact Development and how they may be encouraged (11.4.2.1)	M	6-36 months	Con Com, Con. Agent, TP, PB, DPW	CMRPC, Mass Audubon, Low Impact Development (LID) Working Group, MA Smart Growth / Smart Energy Toolkit, EPA
Develop public education and outreach on appropriate operation and maintenance (O/M) of stormwater BMPs on private properties. Identify legal authority to enforce established O/M requirements (7.5.1.5)	M	6-36 months	WSD	MSMSC, CMRSWC
Provide education and outreach on fertilizer effects to inform landowners about the negative water quality impacts of nutrient pollution and the relation to algal blooms. (5.1.3.2)	M	6-36 months	Con Com	LIG, WSD
Develop an education and outreach program to inform the public about health risks associated with mosquitos, ticks, and other pests. Determine future risks to human health due to increases in type and quantity of pests and disease vectors resulting from climate change. (5.1.3.5)	M	6-36 months	BOH	HMGP, MVP Action Grants, LIG
Policy and Strategy				
Continue to encourage the use of Agricultural Preservation Restriction (APR), Chapter 61A, and deed restrictions to retain farmland and ensure its viability. (7.2.1.4)	M	long term	Ag Com, Fin Com	MDAR, local land trusts
Explore Community Preservation Act (CPA) as a means of purchasing deed restrictions, documenting resources, repairing assets, and acquiring property (7.2.1.5, 6.2.1.2)	M	6-36 months	Ag Com, TP, BOS, TM	Community Preservation Alliance
Protect large forested areas to avoid fragmentation and maintain biodiversity. (7.3.1.2)	H	long term	Con Com, Ag Com, PB	DCR, DER, MDAR
Preserve Holden's surface and groundwater for wildlife, recreation, and other uses through strategies that protect riparian buffers. (7.5.1.1)	H	long term	Con Com, Ag Com, PB	DCR, DER, MDAR Mass Fish and Wildlife, Local Land Trusts, EOEEA MVP, Stormwater Coalition
Minimize the introduction and spread of non-native species. (7.5.1.2)	H	long term	Con Com, Ag Com, PB	DCR, DER, MDAR, EOEEA MVP
Incorporate nature-based solutions into future planning and development. (7.5.1.4)	H	long term	TP, Con Com, Ag Com, PB	DCR, MDAR Mass Fish and Wildlife, Local Land Trusts, EOEEA MVP
Consider using and promoting the availability of Tax Increment Financing and other development incentives (8.2.1.1)	M	6-36 months	BOS, TM	EOHED, Mass Development

Explore the Urban Center Housing Tax Increment Financing (UCH-TIF) Program as a means to encourage housing in the Jefferson Mill Area (8.4.1.1)	M	6-36 months	BOS, TM, TP, Assessor	EOHED, Mass Development
Build upon historic development patterns to create attractive walkable village centers (8.4.1.2)	M	6-36 months	TP and PB	Complete Streets, EEA Planning Assistance Grants, DOT, Safe Routes to Schools
Encourage adaptive reuse of abandoned, vacant, or underutilized buildings or structures where appropriate (8.4.1.3)	M	6-36 months	TP and PB	USDA, WBDC
Explore vacancy registry and tax policy models (8.5.1.1)	M	6-36 months	BOS, TM, TP, Assessor	Collins Center
Regularly review expiring debt to understand the year-by-year capacity for borrowing in advance of future capital needs in order to minimize the need for overrides and debt exclusions (10.2.1.1)	M	6-36 months	BOS, TM	Fin Com
Consider including preliminary information on major long-term capital projects in Capital Plans well in advance of formal capital requests in order to make the community more aware of upcoming needs (10.2.1.2)	M	6-36 months	BOS, TM	Fin Com
Continue making the capital planning process transparent and participatory in order to make the community more aware of upcoming needs (10.2.1.3)	M	6-36 months	BOS, TM	Fin Com with help from all depts and town boards
Continue to coordinate with the Wachusett Regional School District and other member communities to adequately fund operations and facilities and create a plan to accommodate growth (10.5.1.1)	M	6-36 months	BOS, TM	WRSD, other WRSD member communities
Consider utilizing 43D Expedited Permitting to encourage development of Priority Development Areas (11.1.2.2)	M	6-36 months	PB, TP	EOHED, Mass Development
Review timelines (including expiration dates where applicable), relevance, and oversight of municipal plans (11.3.1.1)	M	on-going	PB, TP	Relevant Town Boards and Comm
Review plans for conformance and present-day applicability and consistency with Town and state regulations (11.3.1.2)	M	6- 24 months	PB, TP	DHCD Peer to peer Grant, Mass Affordable Housing Partnership, CMRPC for TA
Actively review and implement strategies indicated in the various plans as resources and opportunities arise. Consider areas of commonality and conflict (11.3.1.3)	M	on-going	PB, TP	Relevant Town Boards and Comm
Seek opportunities to promote comprehensive and integrated planning that supports community resilience (11.4.2.2)	H	long term	PB, TP	MVP Action Grants, Mass Audubon, CMRPC for TA

Coordinate with Town departments to incorporate green infrastructure into planned road improvements (9.3.4.4)	H	long term	TP, DPW	Complete Streets, MVP Action Grants
Funding and Resources				
Utilize the funding mechanisms available to the Holden Affordable Housing Partnership/MAHT to achieve housing production goals. (4.4.1.2)	M	long term	Holden Housing Partnership	DHCD, MHP
Leverage available state/local funding sources to improve infrastructure and mitigate water-use and traffic issues from denser developments, and/or plan effectively for housing. (4.5.2.1)	H	(long term)	AHPC, TP, PB	DHCD, Mass Affordable Housing Partnership, Housing Choice
Seek public and private funding to enhance maintenance and preservation of historic resources. (6.1.1.2)	M	6 -24 months	HC	Pres Mass, MHC
Implement annual Town budget item to address maintenance of Town buildings within the Holden Center Historic District. (6.1.1.3)	H	0-36 months	TM, BOS, DPW	Holden Historic Com, MHC, Pres Mass, ADA Coordinator, concerned residents
Budget annual maintenance funding for the center of Holden to keep it historically appropriate and economically viable. (6.1.1.4)	H	0-36 months	TM, BOS, DPW	Holden Historic Com, MHC, Pres Mass, ADA Coordinator
Seek funding through the Parkland Acquisitions and Renovations for Communities (PARC) program to develop a new outdoor recreation facility or park. (7.2.1.2)	M	6 -24 months	Rec Dept, Con. Agent	DCR, CMRPC for TA
Seek funding through the Local Acquisitions for Natural Diversity (LAND) program to develop additional passive recreational opportunities. (7.2.1.3)	M	6 -24 months	Rec Dept, Con. Agent	DCR, CMRPC for TA
Continue to apply for the 604(b) Water Quality Management Grant to preserve and enhance existing water quality. (7.5.1.6)	H	ongoing	TP, Con Com	CMRSWC, DEP, MSMSC
Identify funding mechanisms for a façade improvement program (8.3.1.1)	M	6 -24 months	TP, EDC	MDI, Main Streets Program
Explore Community Preservation Act (CPA) as a means of funding improvements in historic Main Street buildings, housing planning, and agricultural preservation (8.3.1.3, 4.1.4.2, 6.2.1.2, 7.2.1.5)	M	6 -24 months	BOS; TM, HC, Affordable Housing Partnership, PRC, Ag Com, Con Com	Community Preservation Alliance
Identify strategies to access state funding for energy efficiency projects (10.3.2.2)	M	6 -24 months	BOS, TM, HMLD, DPW	DOER, CMRPC for TA
Pursue technical assistance grants that support smart growth zoning, including EEA Planning Assistance and MDI (11.2.1.2)	M	6 -24 months	TP, PB	CMRPC for TA, EEA for Planning Assistance
Consider initiating a stormwater utility fee to fund stormwater management infrastructure. Track expenses to manage 2016 MS4 permit and consider additional funding sources as may be necessary, including a stormwater utility (10.4.3.2)	M	6 -24 months	TP, DPW	CMRSWC, DEP

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