

Appendix E: 2008 Master Plan Benchmark Review



2008 MP Priority Implementation Action Items

Task	Responsible Party for Execution	Priority to Accomplish	Ongoing	Done	No Longer Relevant
1.1 The Master Plan Implementation Committee shall continually update information contained in the Master Plan and to track progress of implementation recommendations.	Town Manager			X	
1.2 Create a standing housing committee by either expanding the charge of the existing Affordable Housing Partnerships Committee, or forming a new committee. The standing committee would be responsible for dealing with the full range of housing issues facing the Town.	(Affordable) Housing Committee Town Manager				X
1.2.1 Continue with the Town's commitment to produce 44 affordable housing units per year to meet the statutory 10% minimum					X
1.2.2 Encourage "friendly" and well-located affordable housing projects. Explore the utilization of town-owned land for low income and/or affordable housing developments.					X
1.2.3 Increase senior housing options. Currently the Town has an oversupply of Retirement Communities (55 and older) there is an identified need for assisted living facilities and nursing homes.					X
1.3 Create and fund a Conservation Commission Agent position	Town Manager Selectmen Finance			X	
1.4 Create a standing Open Space Committee to deal with a broad range of open space issues including implementing the open space recommendations included in the Master Plan, and completing the state mandated Open Space and Recreation Plan.	Town Manager Open Space Committee Planning Board		X		
1.4.1 Identify and permanently protect important unprotected natural resource areas, including wildlife corridors. Pursue adoption of conservation related bylaws and policies such as the creation of zoning incentives for preserving open space.			X		
1.5 Protect important and scenic agricultural resources and views.	Open Space Committee			X	
NOTES: 1.1 A implementation committee formed for a year after the completion of the master plan and disbanded after providing a report approx. 1 year later; 1.2 The affordable housing committee has not met. The frequency of filings of Chapter 40B have greatly decreased. The Holden Housing Authority has been managing our existing affordable units; 1.3 A part time Conservation Agent position was created in FY17; 1.4. 2012 Open Space and Recreation Plan is to be updated in 2019; Planning Board created Open Space and Residential Design Bylaw as zoning incentive for preserving open space; White Oak Land Trust should be considered as "greater resource" for open space protection; 1.5 The Town created and Agricultural Committee which created a Right to Farm Bylaw that was successfully adopted in;					

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Task	Responsible Party for Execution	Priority to Accomplish	Ongoing	Done	No Longer Relevant
1.6 Preserve and maintain existing Town owned historic resources. 1.6.1 Evaluate, prioritize and fund maintenance and repair of structures. 1.6.2 Adopt Community Preservation Act (CPA) as a source of funding.	Historic Commission Historic District Commission		X X		
1.7 Develop a plan to preserve privately owned historic assets and encourage knowledge of Holden's history. 1.7.1 Create a preservation plan and update inventory of historic assets identifying additional National Register listings.	Historic Commission Historic District Commission		X		X
1.8 Allow service oriented commercial uses in the industrial zone on Industrial Drive. Prevent "big box" retail uses in Industrial Drive and throughout Town 1.8.1 Prepare zoning bylaw amendments to ensure desirable uses, scale, placement, and design. Revisit Industrial Drive	Economic Development Committee Planning Board	X X			
1.9 Establish a Capital Planning Committee by forming a new committee. 1.9.1 Establish a prioritization and funding plan for municipal facilities. 1.9.2 Prepare a capital budget plan and program.	Town Manager Board of Selectmen Infrastructure and Investment Board Finance Committee		X X X		
1.10. Continue to monitor and evaluate committed reserved wastewater flow, evaluating 1.10.1 Discuss with others, including the City of Worcester regarding the potential for additional capacity. 1.10.2 Continue on-going Infiltration and Inflow study and implementation. 1.10.3 Develop a plan to manage growth by restricting allowed sewer connections.	Water and Sewer Advisory Board		X X X		
1.11 Establish design guidelines	Planning Board Historic Commission		X	X	
NOTES: 1.6 The Town Manager has funded an architectural and engineering inventory of all Town owned buildings; CPA has failed at Town Meeting 1.7 There was an inventory done in the 70s which is continually updated; 1.8 Town met with Industrial Park business owners who were not in favor of allowing retail uses, but land use trends are changing and vacancies have increased, alternate uses should be revisited; 1.9 A capital plan was developed and funding account was established as part of the annual budgeting process; 1.10 A comprehensive sewer capacity study is being conducted by Weston and Sampson; 1.11 Design and architectural requirements were added to the Site Plan Special Permit requirements, though the requirements were minimal in nature, the Planning Board felt including general guidelines was sufficient to accomplish goals;					

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Task	Responsible Party for Execution	Priority to Accomplish	Ongoing	Done	No Longer Relevant
1.12 Recreation Department to investigate the possibility of additional recreational facilities and services. 1.12.1 Create skate boarding park and ice-skating rink. 1.12.2 Develop an Indoor Recreation Facility for Winter Use. 1.12.3 Seek permanent protection of CRA Field.	Recreation Department Recreation Committee		X		
		X			
				X	
			X		
1.13 Implement a sidewalk program to install new and maintain existing sidewalks at critical locations such as elementary schools. 1.13.1 Prioritize critical areas (of sidewalk improvement program). 1.13.2 Schedule and fund improvements.	Transportation and Circulation Committee			X	
				X	
				X	
				X	
1.14 Connect existing neighborhood to each other and to commercial area and schools with a system of pathways 1.14.1 Evaluate and prioritize possible connections. 1.14.2 Design a pathway system.	Transportation and Circulation Committee	X			
		X			
		X			
1.15 Replace the DPW Garage and Fire Department sub-station	Infrastructure and Investment Fund Finance Committee		X		
NOTES: 1.12 Temporary rink used in front of Senior Center has been reported by Recreation Committee as "sufficient to fulfill the need" but a location/funding for a skate park has not been completed; 1.12 the Town converted former Public Safety building into Recreational building, including indoor recreational spaces for various types of exercise and craft classes; 1.14 The Transportation and Circulation Committee has dissolved. 1.15 The Town has taken ownership of 18 Industrial Drive and is in the process of cleaning the site to prepare for construction of a new DPW facility, The substation will remain at the Adams Rd. location					

2008 MP Housing Action Items

Task	Responsible Party for Execution	Priority to Accomplish	Ongoing	Done	No Longer Relevant
HOUSING					
2.1 Continue with the Town's commitment to produce 44 affordable housing units per year, realizing that this may be difficult in periods of slack housing demand, and owing to the need to provide adequate sewer services for residential use.	Affordable Housing Partnership Committee Housing Authority Board of Selectmen Planning Board Town Meeting	X			
2.2 Increase the Town's Affordable Housing stock to achieve statutory requirements. There are long waiting lists for low-income family housing. Currently there are only eight units in Town. 2.2.1 Explore the utilization of town-owned land for low income and/or affordable housing developments.	Affordable Housing Partnership Committee Housing Authority Board of Selectmen Planning Board Town Meeting	X			
2.3 Increase Senior Housing Options. There are many over 55 independent senior housing projects in Town. A need exists for progressive and assisted living developments. There are still long waiting lists for affordable accessible senior housing. 2.3.1 Create zoning incentives for the creation of this housing type. Amend the Retirement Community By-law to encourage progressive living developments.	Affordable Housing Partnership Committee Housing Authority Board of Selectmen Planning Board Town Meeting	X	X		
2.4 Rezone more land in the Main Street Corridor for multi-family housing and 10,000 and 15,000 sq. ft. lots. Create "Village Zoning" in selected areas on Main Street to allow for housing in mixed-use commercial/residential development (see similar recommendation in the economic development element). 2.4.1 Prepare appropriate zoning amendments. Pass at Town Meeting.	Planning Board Town Meeting	X			
NOTES: 2.1 The Town has existing affordable housing stock that has been difficult to sell. The focus should be on finding buyers for the existing vacant units; 2.2 There are long waiting lists for low-income housing units in Holden. The Continuing Care Retirement Community Bylaw should be amended to require the inclusion of progressive living options; 2.4 IN PROCESS The Town created a Mixed-Use bylaw as an overlay but it has been poorly utilized. The Town is working with CMRPC through the DLTA program to create a model village zoning district;					
			X		

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Task	Responsible Party for Execution	Priority to Accomplish	Ongoing	Done	No Longer Relevant
<i>HOUSING (cont.)</i>					
2.5 Encourage use of cluster zoning to save open space in low-density areas outside the Main Street Corridor.	Planning Board Town Meeting			X	
2.6 Provide a variety of housing options recognizing there is a projected decrease in need for large single-family homes.	Planning Board Town Meeting			X	
2.7 Determine if the Affordable Housing Partnership Committee would broaden its role to encompass a greater range of housing issues facing Holden, if not a new and separate Committee should be formed. See Section 2.8.	Board of Selectmen Town Manager	X			
NOTES: 2.5 The cluster zoning bylaw has been revised, the Town has successfully approved three cluster developments which have preserved over 100 acres; Affordable Housing Partnership Committee not needed. Disbanded reasons unknown Housing issues – incredible demand for single family homes, overflow in school district, potential future emergency service impacts; town pool crowding, stress on town departments are ok, most concerning is the fire department; 2.7 The Affordable Housing Partnership Committee has disbanded. The Chapter 418 Housing Production Plan should be revised to identify areas of need					

2008 MP Natural Resources Action Items

Task	Responsible Party for Execution	Priority to Accomplish	Ongoing	Done	No Longer Relevant
NATURAL RESOURCES					
3.1 Protect natural resource areas from environmental degradation 3.1.1 Create the position, fund and hire a Town Conservation Agent 3.1.2 (amended) Update and adopt stormwater regulations to reflect new DEP stormwater guidelines	Board of Selectmen Finance Committee Town Manager		X		
3.2. Identify and permanently protect important unprotected natural resource areas, including wildlife corridors. 3.2.1 Create an Open Space and Natural Resource Committee 3.2.2 (amended) Create ranking criteria for all open space outside Chapter 61	Conservation Commission Open Space Natural Resource Committee	X	X		
3.3 Protect important and scenic vistas and agricultural resources.	Select Board Finance Committee	X			
3.4 Increase appropriate public access to watershed protection areas. 3.4.1 Identify access opportunities. Acquire property rights	Town Manager Board of Selectmen Conservation Commission		X		
3.5 Increase public access to ponds and streams for recreational uses. 3.5.1 Identify access opportunities. Acquire property rights	Town Manager Board of Selectmen Conservation Commission		X		
3.6 Provide special protection for slopes to preserve views and to reduce erosion and stormwater runoff.	Conservation Commission Planning Board		X		
NOTES: 3.1 The Town has created and hired a part time Conservation Agent; Stormwater Regulations were adopted and being revised; A right to Farm Bylaw was passed; 3.2 A ranking system to evaluate Chapter 61 request for release was developed; An open space acquisition fund was established, annual deposits are contributed to the fund contingent upon the status of the budget; The Open Space and Recreation plan identifies high priority natural resource areas that develop corridors, these are ranked through the WOLCS; 3.6 The Stormwater and Erosion Control Bylaw set specific performance criteria for slopes to reduce erosion and treat stormwater. This Bylaw is currently be updated by the Department of Public Works to address MS4 criteria.					

2008 MP Historical & Cultural Action Items

Task	Responsible Party for Execution	Priority to Accomplish	Ongoing	Done	No Longer Relevant
HISTORICAL & CULTURAL					
4.1 Preserve and maintain existing Town-owned historic resources.	Historic Commission		X		
4.1.1 Evaluate and prioritize maintenance and repair of structures	Historic District Commission	X			
4.1.2 Fund and implement maintenance and repair	Town Manager				
4.1.3 Adopt Community Preservation Act (CPA as a source of funding)	Board of Selectmen Finance Committee		X		
4.2 Develop a plan to preserve historic assets and encourage knowledge of Holden's history	Historic District Commission	X			
4.2.1 Create a preservation plan, and update inventory of historic assets identifying additional National Register Listings.	Historic Commission				
4.2.2 Possible Bylaws, Scenic Roads & Demolition Delay	Town Manager Board of Selectmen	X			
4.3 Investigate the creation of historic districts at Jefferson, Quinapoxet and Chaffinville to supplement the two existing historic districts.	Historic District Commission			X	
4.3.1 Define new districts. Pass article to create new districts at Town Meeting.	Historic Commission Planning Board				X
4.4 Review and possibly expand cultural opportunities for youth	Town Manager		X		
4.4.1 Establish a Town committee with youth representation to review cultural opportunities			X		
4.5 Protect cultural landscapes around the Red Barn, Alden Laboratories and historic farms.	Planning Board		X		
4.5.1 Prepare zoning amendments. Pass at Town Meeting.			X		
4.6 Expand and enhance Holden Common (Town Hall Area).	Historic District Commission		X		
4.6.1 Review UMass Student Design Studio Project Recommendations (see Appendix)	Historic Commission		X		
4.6.2 Prepare a design and seek funding for Holden Common area.			X		
NOTES: 4.1 Budgeting annual maintenance funding is an essential component to achieving goals along with exploring opportunities to enhance the walkability and appeal of the Town Center, timely maintenance and a preventative plan in lieu of reacting to issues, CPA has failed at Town Meeting but the current status of the CPA and percentage returned to the Towns should be revisited; 4.2 Further investigation into the need for updating is necessary; 4.3 A historic district was created around Jefferson Village (Jefferson Mill area), NO LONGER Relevant Quinapoxet and Chaffinville no longer have sufficient historical elements. 4.4 Recreation study 7 years ago, No youth committee has been established; 4.6 Revisit the UMass student Studio Project from the 2008 Master Plan appendix in the 2019 Master Plan Update					

2008 MP Open Space & Recreation Action Items

Task	Responsible Party for Execution	Priority to Accomplish	Ongoing	Done	No Longer Relevant
OPEN SPACE AND RECREATION					
5.1 Create a standing committee to work on the open space plan, prioritize unprotected open space and create connections	Conservation Commission Town Manager		X		
5.2 Create an Open Space and Recreation Plan update in 2019 and submit to the State for approval	Department of Growth Management Conservation Commission		X		
5.2.1 Complete updated draft in 2019 and submit for approval.		X			
5.3 Inventory unprotected open space	Town Manager Board of Selectmen Finance Committee		X		
5.4 Protect land in open space opportunity areas to help preserve Town's character. (See lists of important areas below.)	Conservation Commission Open Space Committee		X		
5.4.1 Reach out to landowners.			X		
5.4.2 Work with White Oak Land Conservation Society.			X		
5.5 Encourage additional use of tax incentives for private open space.	Growth Management Department Town Manager			X	
5.6 Ask Open Space chair about additional use of tax incentives for private open space.	Growth Management Department Town Manager			X	
5.7 Expand trail systems with a vision of creating an interconnected Town-wide system	Conservation Commission Growth Management Department		X		
5.7.1 Continue cooperative efforts with the Wachusett Greenways Association and White Oak Land Conservation Society to expand on trail systems and create connections.			X		
5.8 Pursue adoption of conservation related bylaws and policies	Growth Management Department			X	
NOTES: 5.2 There is a 2012 draft with comments from the state, must be updated in 2019; 5.3 Included in the 2012 draft plan but it is outdated; 5.4 Ongoing a list of protected open space since 2008 can be created and is continually in process; 5.5 A Chapter 61 policy was created to ensure input from a variety of Town Interests. An Open Space preservation account was created and deposits are conducted annually based on budget; 5.7 Passed and revised actively utilized Open Space and Residential Design Bylaw, This is an ongoing priority with additional open space trails created; 5.8 Passed and revised actively utilized Open Space and Residential Design Bylaw as well as a Local Conservation Commission Wetlands Bylaw which increases protection of vernal pools, isolated wetlands and created a 25' no disturb zone;					

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Task	Responsible Party for Execution	Priority to Accomplish	Ongoing	Done	No Longer Relevant
OPEN SPACE & RECREATION (cont.)					
5.9 Create Skate Park/Ice Skating Rink	Recreation Department Recreation Committee		X		
5.9.1 A skate park was located at Dawson Rec. Park, problems should be identified along with solutions.		X			
5.9.2 A larger and more permanent solution than the minimal area at the Senior Center should be identified.			X		
5.10. Increase utilization of Eagle Lake	Department of Public Works	X			
5.11 Seek permanent protection of CRA Field	Recreation Committee	X			
5.11.1 Work with owners to ensure the long-term preservation and maintenance of the existing ball fields.	Recreation Department Board of Selectmen	X			
5.11.2 Investigate transferring ownership to the Town to protect the continued use of the existing fields.		X			
5.12 Develop an indoor recreation facility for winter use	Recreation Director/Committee			X	
5.12.1 Establish a study group under the Recreation Commission to look into developing such a facility.	Conservation Commission Board of Selectmen			X	
5.13 Designate funds in an IIF sub-account for the preservation of Open Space	Town Manager Board of Selectmen Infrastructure and Investment Board Finance Committee			X	
5.14 Develop an outreach plan for owners of unprotected land; Pursue creation of Open Space fund	Open Space Committee Assessors Office Board of Selectmen Finance Committee IIF Committee			X	
5.14.1 Create list of owners, develop letter to send out annually		X			
5.14.2 Investigate the possibility of utilizing funds generated from the sale of tax title properties/excess land into an open space fund.				X	
5.15 Seek permanent protection of the Fox and Coon Club property	Conservation Commission	X			
NOTES: 5.10 The dam that allows Eagle Lake to "build up" is suffering from deferred maintenance and structural issues. Three owners jointly own the dam, but one owner refuses ownership. This makes restoration difficult. Last year, a committee formed to see how lake could be saved. The town issues passes to the lake. Anyone, resident, or non-resident, can purchase a pass (day or seasonal); The structural condition of Eagle Lake dam is currently being studied, this may greatly affect how the Lake is utilized. 5.11 The CRA Field is in the process of renovating the building and adding an additional field; 5.12 Conversion of the former Public Safety Building created indoor recreation space for various classes and exercise activities; 5.13 An open space reserve fund was created, funds are deposited into the account on an annual basis; 5.14 An Open Space fund was successfully established. There is no annual letter sent to owners of open space areas;					

Task		Responsible Party for Execution	Priority to Accomplish	Ongoing	Done	No Longer Relevant
OPEN SPACE AND RECREATION (cont.)						
5.16	Protect important habitat areas: NHESP Priority Habitat off Salisbury Street; Other unprotected parcels in NHESP Priority Habitats; Unprotected parcels in BioMap Core Areas; Large areas of contiguous forest 5.16.1 Ensure that these areas are given special attention and priority in reviewing development proposals 5.16.2 Review ownership of these sensitive areas and make plans for protection as appropriate and feasible	Conservation Commission Growth Management Department Open Space Committee			X	
					X	
				X		
5.17	Increase awareness and use of protected Open Space by public; Pursue creation of new trails and linkage between existing protected Open Space Lands 5.17.1 Create an Open Space and trail map (Town- wide map, not just rail trail) 5.17.1 Review maps for possibilities, outreach to owners of critical link parcels	Open Space Committee Wachusett Greenways White Oak possible consultant	X			
				X		
				X		
5.18	Protect agricultural areas to help maintain Town's rural character and views: Malden Street area; Northern Wachusett Street area; Bryant Road area; Areas north of River Street; Reservoir Street area; Broad Street area; Salisbury Street area; Other 5.18.1 Ensure that these areas are given special attention and priority in reviewing development proposals.	Conservation Commission Growth Management Department		X		
				X		
5.19	Create linkages between already protected areas: Explore connection between Eagle Lake/Stump Pond area and protected areas around Maple Spring Pond/Quinapoxet Reservoir; Explore connection between Dawson Pond and Chaffin Pond; Explore connection between Dawson Pond and Holden Reservoirs; Recognize already protected wetland areas and upland buffers as part of the Town's open space system and explore their use as wildlife and trail corridors; Explore the creation of a Town-wide trail system using the Central Mass Rail Trail as a major element 5.19.1 Seek grants to do preliminary explorations and mapping of these linkages.	Wachusett Greenways Task Force Holden Conservation Commission Holden Recreation Committee Holden Recreation Department		X		
				X		
NOTES: 5.16 The Town of Holden Conservation Commission adopted a local bylaw which provides for the protection of both uncertified and certified vernal pools, Town is continually working with White Oak Land Conservation Society and the Greater Worcester Land Trust to protect important open space parcels; 5.17 There is no comprehensive trail map which incorporates all publicly accessible hiker trails, each entity seems to have separate resources, One townwide trail map with abutting community trail connections would be beneficial; 5.18 Through a Chapter 61 process established to rank and fund the release of property.						

Task	Responsible Party for Execution	Priority to Accomplish	Ongoing	Done	No Longer Relevant
OPEN SPACE AND RECREATION (cont.)					
5.20. Urge Open Space Residential Development (use of cluster and mixed use provisions of zoning ordinance) in open space opportunity areas: Fisher Road area; Area south of Reservoir Street; Area west of Unionville Pond; Bullard Street area; River Street area; Malden Street area; Jefferson Village/golf course area; Millbrook Street area; Area between Causeway Street and Main Street	Planning Board Growth Management Department		X		
5.20.1 (amended) Prepare zoning amendments with mixed use provisions. Pass at Town Meeting. Encourage developers to use these provisions.			X		
5.21 In addition to the actions and responsibilities identified in the table the following general actions are desirable to promote the interests of open space and recreation in Holden			X		
5.21.1 Ensure that all members of the Open Space Committee are interested in open space.			X		
5.21.2 Empower Town officials to initiate discussions of utilizing Town-owned land for recreation uses.			X		
5.21.3 Assume that all non-profit organizations involved in open space and recreation activities and services are properly and legally constituted.			X		
NOTES: 5.20 A zoning amendment to the cluster bylaw was conducted, there have been two successful clusters permitted, in southern Salisbury Street and Bullard, a Village District is being developed with the help of the Central Mass Regional Planning Agency for the Jefferson Village area;					

2008 MP Economic Development Action Items

Task	Responsible Party for Execution	Priority to Accomplish	Ongoing	Done	No Longer Relevant
ECONOMIC DEVELOPMENT					
6.1 Rezone selected lands behind existing commercial development on Main Street from residential to commercial. 6.1.1 Prepare appropriate zoning amendments. Pass at Town Meeting 6.1.2 Prepare zoning amendments. Pass at Town Meeting. <i>Note: Selected lands along Main Street were rezoned from commercial and residential to "village" which permits mixed use.</i>	Planning Board Town Meeting	X			
		X			
	Planning Board Town Meeting			X	
6.2 Allow service oriented commercial uses in the industrial zone on Industrial Drive, while preventing "big box" retail uses. 6.2.1 Prepare appropriate zoning amendments. Pass at Town Meeting	Planning Board Town Meeting	X			
		X			
6.3 Amend the zoning bylaw to eliminate undesirable commercial uses such as "big box" retail. 6.3.1 Prepare zoning amendments. Pass at Town Meeting	Planning Board Town Meeting	X			
		X			
6.4 Encourage development of small office space with business support services to attract some existing home occupations into commercial space where the businesses can 6.4.1 Identify appropriate properties. Prepare "Development Prospectus"	Planning Board Economic Development Commission	X			
		X			
6.5 Use design review of commercial and mixed-use projects to promote the "New England" character of Holden.	Planning Board			X	
6.6 Implement a business recruitment program to get the types of businesses Holden residents want on Main Street, and conduct a storefront improvement program to upgrade the appearance of existing businesses; Identify the organization(s) that should be responsible for carrying out these activities. 6.6.2 Identify desirable businesses. Create financing mechanism. Assign roles for each responsible organization	Planning Board Economic Development Commission Chamber of Commerce	X			
		X			
NOTES: 6.1 A Mixed Use Overlay was created though it has not been utilized and should be revised; 6.2 The Town met with the Industrial Park business owners who were not in favor of allowing retail uses within the zone, however land use trends have changed and there has been an increase in vacancies within the park. Alternate uses should be revisited; 6.3 Should be revisited; 6.4 The current zoning exists for small businesses in the Commercial and Business Office districts, the area should look at being expanded; 6.5 the Planning Board incorporated architectural review into site plan regulations;					

2008 MP Transportation Action Items

Task	Responsible Party for Execution	Priority to Accomplish	Ongoing	Done	No Longer Relevant
TRANSPORTATION					
7.1 Establish a sub-committee of the Transportation and Circulation Committee to develop Traffic Management Guidelines to be incorporated into the By-law	Town Manager			X	
7.2 Implement safety and operations improvements at critical intersections such as Doyle Street and Brattle Street and potential railroad gates on Industrial Ave	Department of Public Works			X	
7.2.1 Schedule and fund improvements.				X	
7.3 Implement a sidewalk program to install new sidewalks and maintaining existing sidewalks at critical locations such as elementary schools.	Department of Public Works		X		
7.3.1 Schedule and fund improvements.			X		
7.4 Connect existing neighborhoods to each other and to commercial areas and schools with a system of pathways.	Department of Public Works	X			
7.4.1 Design a pathway system.	Conservation Commission	X			
7.4.2 Apply for funding for it		X			
7.5 Develop and implement a Pavement Management System for Town roadways using information developed by the Central Massachusetts Regional Planning Commission (CMRPC).	Department of Public Works			X	
7.6 Coordinate with the Worcester Regional Transit Authority as to the feasibility of improved bus service and a local shuttle.	Growth Management Department				X
7.6.1 Analyze and forecast potential transit ridership					X
7.7 Reduce student traffic into/out of WRHS.	Master Plan Committee		X		
7.7.1 Work with school district officials to develop a program to discourage students from driving to school.			X		
NOTES: 7.1 TCC has disbanded. CMRPC completed Traffic Management Plan for Route 122; 7.2 at Doyle and Brattle the turning radius and signage were improved at this intersection; 7.3 All sidewalks were inventoried surveyed and ADA Compliance was accounted for. Areas for expansion were not identified; 7.4 A complete Street Policy was adopted by the Town though specific areas have not been identified for sidewalk expansion; 7.5 VHB completed a Pavement Management System utilizing SAMIS. This system was completed for the entire Town; 7.6 Demand not yet sufficient to support service, but should be continually evaluated not only to provide a variety of transportation options and aid in alleviating traffic;					

Task	Responsible Party for Execution	Priority to Accomplish	Ongoing	Done	No Longer Relevant
TRANSPORTATION (cont.)					
7.8 Lacking significant benefits from an I-190 connector, begin now to develop a REGIONAL solution to the traffic congestion on Main Street. 7.8.1 Monitor and analyze local traffic conditions and spearhead the pursuit of a REGIONAL solution with all affected Town and the CMRPC	Transportation/ Circulation Committee CMRPC Department of Public Works Planning Board Growth Management Department as well as corresponding depts. From other Regional town having an impact on Holden.	X			
		X			
7.9 Explore with the PWRR what levels of ridership it would take to make it feasible to develop a commuter line from Gardner to Worcester that would be suitable for commuter service so as to establish benchmarks which if met would initiate discussions. 7.9.1 Work with the Town and PWRR to survey interest and monitor development	Transportation/ Circulation Committee CMRPC Department of Public Works Planning Board Growth Management Department as well as corresponding depts. From other Regional town having an impact on Holden.		X		
			X		
NOTES:					

2008 MP Public Facilities and Services Action Items

Task	Responsible Party for Execution	Priority to Accomplish	Ongoing	Done	No Longer Relevant
PUBLIC FACILITIES AND SERVICES					
8.1 Establish a Prioritization and Funding Plan for Municipal Facilities. 8.1.1 Extend the IIF Board responsibilities to include capital planning. 8.1.2 Prepare a capital budget plan and program for municipal facilities. 8.1.3 Create systematic funding infusions into appropriate saving mechanisms. 8.1.4 Prioritize facilities and funding.	Town Manager Board of Selectmen Infrastructure and Investment Committee Finance Committee			X	
8.2 Sewer System, the Town is essentially at its sewer capacity limit, it needs to: Develop detailed accounting of existing and committed/reserved flows, including approved developments and potential connections within sewer expansion area; Evaluate capacity surplus/deficit; Discuss with others including the City of Worcester regarding the potential for additional capacity; Implement proposed improvements; Continue on-going infiltration/inflow study; Develop a plan to manage growth under restrictions in allowed sewer connections; Replace the DPW Garage/Fire Department Sub-Station; Replace the DPW Garage/Fire Department Sub-Station; Emergency Medical Response; Contract is up in two years; Fire Department evaluating plan to determine if ambulance service could be provided more efficiently and more cost-effectively by the Fire Department;	Department of Public Works				
	Board of Selectmen				
	Water and Sewer Advisory Board				
	City of Worcester				
	DCR				
	Water and Sewer Advisory Board				
	Infrastructure Investment Fund Board				
	Finance Committee				
8.2.1 Continue sewer needs studies. 8.2.2 Inquire if sewer capacity should be expanded or is the limiting growth factor desirable 8.2.3 I & I removal plan, remove illegal hookups 8.2.4 Establish a study committee to develop a proposal for a new DPW Garage/Fire sub-station. 8.2.5 Place in Capital Budget for FY 2011 or beyond. 8.2.6 Conduct EMR Service Study 8.2.7 Develop plans based on studies 8.2.8 Appropriate funds			X		
			X		
			X		
			X		
			X		
			X		
			X		
			X		
			X		
			X		

NOTES: 8.1 The Town Managers Office is conducting an architectural and engineering inventory of all Town owned buildings in FY 2019. These improvements will be incorporated in the Capital Budget; 8.2 Detailed analysis of sewer system and areas appropriate for expansion is currently being completed by Weston and Sampson; DPW building replacement underway pending construction funding approval, site acquisition is complete. The substation will remain on Adams Rd

Task	Responsible Party for Execution	Priority to Accomplish	Ongoing	Done	No Longer Relevant
PUBLIC FACILITIES AND SERVICES (cont.)					
8.3 Replace the Town Administration Offices. 8.3.1 Establish a study committee to develop a proposal for new Administrative Offices 8.3.2 Place in Capital Budget for FY 2012 or beyond.	Infrastructure Investment Fund Board Finance Committee Town Manager Board of Selectmen		X		
8.4 Recreation Department is in need of replacing inadequate and aging current recreational facility on Highland Street. This may be an opportunity to centralize and consolidate the Recreation Department at the Dawson location. 8.4.1 Consider constructing indoor space to include a teen center at Dawson site 8.4.2 Construct a youth skate park	Infrastructure Investment Fund Board Finance Committee Town Manager Board of Selectmen		X	X	
8.5 Youth Center/Activities, provide young people with a place to go with appropriate and popular activities for after school hours. Possible extension of activities in evenings and weekends. 8.5.1 Monitor recreational needs 8.5.2 Establish Task Force on Youth Activities.	Recreation Department Recreation Committee Town Manager Board of Selectmen		X	X	
8.6 Senior Center: Increasing senior population as well as the new "kind" of senior emerging as the baby boomers "come of age" may require new kinds of services and 8.6.1 Identify potential future services and increase transportation options, particularly to grocery stores and doctor's appointments. 8.6.2 Monitor senior population needs	Council on Aging Senior Center Staff		X		
8.7 Evaluate potential joint use of Senior Center for seniors and youth 8.7.1 Study current/future use/needs of Center	Recreation Committee Council on Aging Board of Selectmen Town Manager		X		X
8.8 Water Supply System: confirm and update population projections and demand projections over time to confirm adequacy of water supply system, recognizing that water usage is adequate for the foreseeable future but is not under Town control. 8.8.1 Monitor water system needs 8.8.2 Public outreach for conservation techniques	Department of Public Works Water and Sewer Advisory Board (WSAB)				X
NOTES: 8.4 The Recreation Department took ownership of the former Public Safety site on Main Street and renovated to building to contain sufficient office space for staff and contain a studio for various classes; 8.7 Not a cohesive mix of demographics; 8.8 CMRPC is updating populations projection but water usage seems to be adequate for the foreseeable future.					

2008 MP Land Use Action Items

Task	Responsible Party for Execution	Priority to Accomplish	Ongoing	Done	No Longer Relevant
LAND USE					
9.1 Establish design guidelines to help assure quality of new development, infill, and adaptive reuse of historic buildings. 9.1.1 Prepare and adopt design guidelines.	Planning Board			X	
9.2 Ensure subdivision control regulations are in- line with the Community Vision 9.2.1 Prepare and adopt revised subdivision control regulations.	Planning Board		X		
9.3 Consider expansion of "green building" principles and low impact development principles in Holden's zoning bylaws, both as requirements where appropriate and as criteria for site plan review and special permits. 9.3.1 Prepare and adopt design guidelines. 9.3.2 Prepare and adopt revised Subdivision Control Regulations	Planning Board		X		
9.4 Focus a diversity of development along Main Street corridor. 9.4.1 Prepare zoning amendments to promote mixed uses and focus on infill development. Pass at Town Meeting.	Planning Board Economic Development Committee		X		
9.5 Create mixed-use nodes at historic villages- Jefferson, Holden Center, Dawson, and Chaffinville 9.5.1 Prepare zoning amendments to promote mixed uses and focus on infill development. Pass at Town Meeting.	Planning Board Economic Development Committee Historical Committee	X			
9.6 Encourage and provide incentives for sustainable development and consider inclusion of "green building" principles and low impact principles in Holden's zoning by-laws and subdivision regulations. 9.6.1 Prepare and adopt revised zoning provisions and subdivision control regulations	Planning Board Conservation Commission		X		
9.7 Encourage infill areas around the villages with a diversity of housing with one to three bedrooms and home offices. 9.7.1 Encourage use of M.G.L. c. 40R and 40S 9.7.2 Adopt zoning amendments	Planning Board		X		
NOTES: 9.1 Design guidelines have been incorporated into the Site Plan Review process; 9.2 A Comprehensive rewrite of the Subdivision Control Regulations in process; 9.3 Low impact development principles were incorporated into the Subdivision Control Regulations and a bonus density factor when utilizing the Open Space and Residential Design Bylaw; 9.4 Mixed use and village areas are being studied with the CMRPC; 9.6 LID; 9.7 Infill area/village area are strongly supported.					

Task	Responsible Party for Execution	Priority to Accomplish	Ongoing	Done	No Longer Relevant
LAND USE (cont.)					
9.8 Encourage accessory apartments in Main Street corridor. 9.8.1 Encourage use of M.G.L. c. 40R and 40S 9.8.2 Adopt zoning amendments	Planning Board		X		
			X		
			X		
9.9 Use cluster design principles to preserve some open space in areas outside the Main Street corridor, recognizing that the cluster provisions in the zoning bylaw need revision. Consultants suggest offering a small density bonus of up to 17% to encourage use of the cluster provision. (See note on next page.) 9.9.1 Prepare zoning amendments. Pass at Town Meeting 9.9.2 Encourage developers to use open space residential provisions in zoning	Planning Board			X	
				X	
				X	
9.10. Encourage use of open space residential development in open space opportunity areas to help preserve rural character and protect views (see Open Space Recommendations). 9.10.1 Prepare zoning amendments. Pass at Town Meeting 9.10.2 Encourage developers to use open space residential provisions in zoning	Planning Board			X	
				X	
				X	
9.11 Protect agricultural areas to maintain Town's rural character (see Open Space Recommendations). 9.11.1 Encourage greater use of Chapter 61A (farmland) tax abatements 9.11.2 Encourage greater use of Chapter 61B (forestland) Tax Abatements 9.11.3 Prepare zoning amendments. Pass at Town Meeting	Growth Management Department Master Plan Committee			X	
				X	
				X	
				X	
9.12 Offer and apply incentives for maintaining the land in its present open space use. 9.12.1 Encourage greater use of Chapter 61A (farmland) tax abatements 9.12.2 Encourage greater use of Chapter 61B (forestland) Tax Abatements 9.12.3 Prepare zoning amendments. Pass at Town Meeting	Growth Management Department Planning Board			X	
				X	
				X	
				X	
NOTES: 9.8 Accessory apartments bylaw is currently being amended to remove the restriction that relatives residents in the units; 9.9 OSRD Bylaw (cluster) was revised to increase the incentives for use. Since adoption the bylaw has been widely utilized; 9.10 OSRD Bylaw (cluster) was revised to increase the incentives for use. Since adoption the bylaw has been widely utilized; 9.11 Agriculture Committee has been created and meet often to preserve and promote agricultural lands and uses within the Town of Holden; 9.12 Agriculture Committee has been created and meet often to preserve and promote agricultural lands and uses within the Town of Holden.					

Holden Master Plan 2018 Benchmark Evaluation

Task	Responsible Party for Execution	Priority to Accomplish	Ongoing	Done	No Longer Relevant
LAND USE (cont.)					
9.13 Work out a plan for long-term maintenance of the retention/detention ponds and stormwater pumping stations that are required in Holden's zoning bylaws 9.13.1 Negotiate the assignment of responsibility and funding for maintenance with existing adjacent property owners and the State and the City of Worcester 9.13.2 Prepare zoning amendments. Pass at Town Meeting.	Town Manager Board of Selectmen Planning Board	X			
		X			
		X			
		X			
9.14 Explore establishment of a recreational/institutional zoning district category that requires town review of any proposals for reuse of recreational/open lands (e.g., golf courses) if they are sold. 9.13.1 Negotiate the assignment of responsibility and funding for maintenance with existing adjacent property owners and the State and the City of Worcester 9.13.2 Prepare zoning amendments. Pass at Town Meeting.	Town Manager Board of Selectmen Planning Board	X			
		X			
		X			
		X			
NOTES: 9.13 The Subdivision Control Regulations are currently being revised and will require Homeownership Associations hire a maintenance company prior to street acceptance. CHAPTER 61B First right of Refusal evaluation and process has been established. There is not process for privately held facilities that are not classified as Chapter 61; 9.14 The Subdivision Control Regulations are currently being revised and will require Homeownership Associations hire a maintenance company prior to street acceptance. CHAPTER 61B First right of Refusal evaluation and process has been established. There is not process for privately held facilities that are not classified as Chapter 61.					

