



HOLLISTON
Massachusetts

Town of Holliston Strategic Plan

October 16, 2023



Agenda

- ▶ Strategic Planning Approach
- ▶ Review of Guiding Principles
- ▶ Review of Mission and Vision Statements
- ▶ Review of Strategic Plan Objectives
- ▶ Next Steps

Strategic Plan Project Timeline



Phase One

Project Initiation
and Planning

Feb 2023 – March 2023



Phase Two

Stakeholder
Engagement

March 2023 – May 2023



Phase Three

Strategic Plan
Development and
Approval

May 2023 – Sept 2023



Phase Four

Cost-Benefit
Analysis and Plan
Finalization

September 2023 –
November 2023



Strategic Plan Project Approach: Plan Development



Envisioning Future Holliston (EFH) Committee

- Mission
- Vision
- Strategic Priorities
- Strategic Goals



Town Leadership

- Current and Future State
- Strategic Objectives
- Performance Measures



Holliston Community

- Inform the creation of the draft plan
- Review draft plan



Project Approach: Community Input

- ✓ Interviews with diverse stakeholders
- ✓ Social Pinpoint Community Engagement Platform
- ✓ Meeting-in-a-box
- ✓ Community Forums
- ✓ Other existing Town plans
- ✓ Previous EFH survey

Guiding Principles



Transparent and Accountable – We act with integrity and foster a culture of openness by proactively sharing information and making it accessible to all.



Collaborative – We seek opportunities to partner, collaborate, and leverage each other's strengths to achieve our shared vision.



Solution-Driven – We address problems through open-mindedness, creativity, and perseverance.



Diverse, Equitable, and Inclusive – We strive to eliminate systemic barriers and provide fair and equitable opportunities for all, and we foster an inclusive culture where every individual feels valued, respected, and empowered.



Sustainable – We are committed to long term solutions that help mitigate climate change impacts and protect and preserve our environment, infrastructure, and natural resources today and for years to come.



Approachable - We actively listen and provide guidance and support to create a welcoming environment for all community members.



Financial Health – We ensure stewardship of our resources and make decisions that support Holliston's financial well-being.





Mission

- ▶ Holliston provides a diverse and inclusive environment where everyone can live, work, play, learn, and create – a small town with a big heart.

Vision

- ▶ Together, we nurture a safe, vibrant, sustainable, and inclusive community with equitable opportunities so that all can thrive; while cultivating our past and future cultural resources.

Strategic Priority: Diversity, Equity, and Inclusion



- ▲ **Goal Statement:** Embrace our differences by supporting internal and external diversity, equity, and inclusion (DEI) initiatives; creating a welcoming, inclusive community; and attracting and retaining a diverse pool of workers, residents, and businesses.
- ▲ **Objectives**
 - Build on the new Human Resources (HR) position and naturally progress the capacity of HR to meet the development needs of the Town's workforce.
 - Provide educational DEI materials and training to elected and appointed officials, community members, and staff, so the value of DEI is understood and becomes part of the Town's culture.
 - Frequently review and evaluate Town policies for fairness and equitability.
 - Make board, committee, and Town Meetings as accessible as possible so that all can participate and engage.
 - Create a partnership between the Town and the area schools in implementing Equity Audit findings and recommendations.

Strategic Priority: Education and Enrichment

- **Goal Statement:** Cultivate a culture of learning among residents and stakeholders to drive innovation, enhance skills, and help ensure the sustainable development of our town.
- **Objectives**
 - Collaborate with the Holliston Public School district to support its Strategic Plan implementation (Four Arches).
 - Continue commitment to find long-term facilities solution at Holliston High School
 - Promote and encourage the use of the Town public library, senior (community) center, evening educational programs, and other partners to provide lifelong learning opportunities.
 - Provide educational opportunities for community to enhance the Town's cultural awareness.



Strategic Priority: Environmental Sustainability and Natural Resources



■ **Goal Statement:** Proactively plan for climate change mitigation and the preservation of natural resources by implementing and supporting policies and initiatives that promote sustainable practices across all sectors, including energy, transportation, agriculture, and infrastructure.

■ **Objectives**

- Develop a Climate Action Plan to prepare the Town for climate change impacts and serve as a guide to equitably achieve climate mitigation, resilience, and sustainability goals.
- Protect and conserve the Town's water to preserve it for future generations.
- Develop nature-based solutions to protect agricultural and natural resources.
- Invest in and incentivize sustainable living to preserve the Town's resources for generations to come.
- Directly impact decarbonization efforts with municipal operations.
- Conduct greater community outreach and collaborate with a variety of stakeholders to educate the community on climate change, natural resource protection, grant opportunities, sustainable living practices - including lawn care to meet stormwater regulations, electric vehicles, and decarbonization.

Strategic Priority: Financial Stability

- ▲ **Goal Statement:** Implement effective measures to diversify and increase revenue streams, balance costs, and work to ensure long-term financial health.
- ▲ **Objectives**
 - Develop a financial sustainability plan to manage revenue streams.
 - Review current Town government structure and explore ways to improve continuity in policy-making and processes.
 - Maintain financial policy to guide policy makers in decision-making.



Strategic Priority: Flourishing Economy



- ▲ **Goal Statement:** Promote sustainable growth, innovation, and prosperity by implementing proactive strategies to attract business and diversify and increase our tax base.
- ▲ **Objectives**
 - Implement the Metro-Area Planning Committee's (MAPC's) Economic Development Vision and Service Model Plan to proactively seek opportunities to attract and support all businesses.
 - Support sustainable local agricultural initiatives to create economic opportunity, enable access to nutritious and affordable food, and promote agritourism.
 - Collaborate with the residents, the business community, and neighboring Towns to provide more amenities to Town residents while attracting visitors and/or newcomers.
 - Work with existing private property owners to identify desirable commercial development and/or redevelopment opportunities.

Strategic Priority: Robust Infrastructure

- **Goal Statement:** Invest, maintain, and expand the Town's infrastructure sustainably to help ensure the needs of today and future generations are met.
- **Objectives**
 - Invest in water and sewer infrastructure to provide opportunities to scale for affordable housing as well as commercial development diversification.
 - Increase and diversify the Town's housing stock, especially rental and multifamily homes, to help ensure attainable, equitable, and affordable housing.
 - Update the Town's Master Plan to reflect modern requirements and community needs.
 - Enhance and maintain the quality and connectivity of streets, roads and bridges, sidewalks, and bike paths to ensure the safety, reliability, and sustainability of the Town's transportation corridors.

 Prioritize municipal facilities projects outlined in the Town's capital plan.



Strategic Priority: Thriving and Engaged Community



- ▲ **Goal Statement:** Partner with local and regional organizations to provide programming, services, and events that support the physical, mental, and social well-being of residents.
- ▲ **Objectives**
 - Coordinate services, events, and programming to attract and engage residents
 - Promote volunteer opportunities to involve more residents.
 - Enhance and better leverage existing community partnerships to increase program effectiveness.
 - Promote and encourage multi-cultural and intergenerational events at public spaces to celebrate the Town's diversity and increase community engagement and participation.
 - Improve communication and education to support residents in finding and accessing resources.
 - Review community spaces to determine if they are meeting needs and make recommendations for improvements/enhancements.
 - Maintain an active partnership with Public Safety (Police and Fire/EMS) in implementing existing strategic plans.



Next Steps

- ▶ Town committees and leadership review and approve performance measures
- ▶ BerryDunn to finalize Cost-Benefit Analysis and Alignment Memo
- ▶ Incorporate the final plan into Holliston's FY25 budget development process
- ▶ Questions? Please email:

envisioningfuture@holliston.k12.ma.us