

**MASTER PLAN ACTION PLAN
UPDATE OF ACTIVITIES SINCE ADOPTION¹**

Master Plan Recommendations for the Planning Board	Phase/ Years	Primary Responsibility	Prerequisites	Additional/New Resources Needed	Status June, 2018
Recodify the Zoning Bylaw (ZBL).	1-3	Planning Board	Appropriation for planning/legal consultant	\$25-\$30,000	
Make the Town Planner position a full-time employee of the Town.	1-3	Planning Board	No	Salary subject to Town's Personnel Compensation Schedule	Completed
Amend the Accessory Apartment provision of the ZBL to remove barriers inhibiting its use.	1-3	Planning Board	None	None	Completed
Reduce the size of the C District.	1-3	Planning Board	No	MRPC to modify Zoning Map	
Provide for mixed-use buildings as of right in the C District.	1-3	Planning Board	No	None. (Mixed use requires a special permit at present.)	
Modify the C District's dimensional regulations to achieve a more compact, pedestrian-scale and minimize the auto-dominated appearance of the district.	1-3	Planning Board	No	None	Completed
Reduce lot size and frontage requirements for homes with two bedrooms in an OSC-PRD.	3-5	Planning Board	Analyze potential for growth and impacts on municipal services		

¹ The Planning Board adopted the Master Plan in August, 2016.

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Replace or modify the existing OSC-PRD bylaw with the state's new Natural Resource Protection model to remove barriers that restrict its utility.	3-5	Planning Board	Appropriation for planning/ zoning consultant	\$10,000	Draft completed with help of MRPC. Seeking funding for financial analysis.
Amend the ZBL to provide authority for the Planning Board to adopt Town Center Design Guidelines.	3-5	Planning Board	No	Can be done with existing staff resources	
Adopt a zoning district for the Town Center which reflects the historic lot pattern and allows small businesses, second floor apartments, and moderate-density housing.	3-5	Planning Board	No	Can be done with existing staff resources	
Form a Master Plan Implementation & Evaluation Committee. Update the Master Plan in ten years.	On-going	Planning Board	No	Committee volunteers	Board decided to assign tasks to various boards and depts.
Develop documentation for administering and enforcing the scenic roads bylaw.	3-5	Planning Board	Comprehensive town-wide survey should be done first	For budgetary purposes, assume \$10,000	
Amend the ZBL to allow housing alternatives for seniors, e.g. assisted living facilities or smaller units.	1-3	Planning Board	No	None	Town Meeting adopted assisted living for the C District and Hildreth Housing Overlay Dist.
Establish a multifamily district on the Zoning Map and add district regulations to the ZBL.	3-5	Planning Board	No	\$25-\$30,000	

Master Plan Recommendations for the Planning Board	Phase/ Years	Primary Responsibility	Prerequisites	Additional/New Resources Needed	Status June, 2018
Continue to implement the Town Center Action Plan and the 2016 update prepared by MRPC.	On-going	Planning Board	Place measures still not implemented in a budget and determine funding.	Existing staff can develop budget. The Town will need to fund over a period of years. Make a systematic commitment to the Center every year.	Board is working with the DPW to implement sidewalk recommendations
Improve sidewalk connectivity in the Town Center.	1-5	Planning Board	Needs to be built into the annual budget process so there is a recurring commitment	TBD based on capital budget policy	Town applied for MassWorks and Complete Streets funding.
Work with MRPC to obtain funding for safety and aesthetic improvements to Ayer Road.	3-5	Planning Board	C District amendments	TBD. Improvements project needs to be on TIP	DPW/TEC will submit forms to MassDOT in July 2018 to get project on the TIP
Work with MRPC and MassDevelopment to explore the feasibility of a bikeway connecting Devens and Harvard.	3-5	Planning Board	None	TBD based on scope of work and bids received	
Modify the Scenic Road bylaw to include an enforcement mechanism to insure compliance with the regulations.	3-5	Planning Board	None		
Create a Dept. of Community & Economic Development overseen by the Town Planner.	1-3	Planning Board	No		Town Meeting in 2018 approved the position of Director.
Create a comprehensive Economic Development Plan for the Town that includes viable strategies for facilitating acceptable growth.	1-5	Planning Board	Appropriation; assistance from regional ED organizations	\$25,000	

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Create a vision for the C District that encourages village or Main Street style development and establish Design Guidelines to achieve it.	1-3	Planning Board	No	Volunteers/Town Planner	Completed
Amend the Zoning Bylaw to provide for agriculture-related businesses	1-3	Planning Board	Consultation with farm & orchard owners	None	Agritourism bylaw drafted in 2018. Many comments received.
Amend the Zoning Bylaw to allow tourist oriented business in the AR district, such as antique shops, B&B's, recreation businesses, tea rooms, etc.	1-3	Planning Board	None		

Master Plan Recommendations for the Water and Sewer Commissions	Phase/ Years	Primary Responsibility	Prerequisites	Additional/New Resources Needed	Status June, 2018
Adopt land use controls to protect water supplies of town wells and recharge areas of adjacent towns' wells that extend into Harvard.	1-3	Water & Sewer Commissions	None	None	Completed. Ground Water Protection District adopted 2018.
Evaluate Town Center water supply and distribution system. Develop new water source to assure good water quality. Prepare long-term maintenance and capital improvement plan.	3-5	Water & Sewer Commissions	Appropriation	TBD based on bids received	Feasibility study completed

Master Plan Recommendations for the Board of Selectmen	Phase/ Years	Primary Responsibility	Opportunities/Needs	Additional/New Resources Needed	Status June, 2018
Identify, evaluate, and pursue opportunities for increasing regionalization of services.	On-going	Board of Selectmen	For example, DPW, Police, or other services	Can be done with existing in-house staff	
<p>Assess the condition of all municipal buildings and develop a cost estimate/funding plan for upgrades or replacements.</p> <p>Institute a Planned Preventive Maintenance (PPM) system for municipal buildings.</p> <p>Fund a municipal facilities manager position.</p>	<p>On-going</p> <p>1-3</p> <p>3-5</p>	<p>Ken Swanton:</p> <ul style="list-style-type: none"> - With the DPW - With the DPW - With the Personnel Board 	<p>Establish DPW management framework</p> <p>Develop job description and salary scale</p>	Hire a qualified A/E firm as needed	Town Meeting approved position May, 2018
Dedicate additional resources to upgrade computer technology at the Town Hall and expand on-line services to enhance residents' interaction with town government.	On-going	Lucy Wallace, with the Town Administrator and Finance Director	Adequate IT staffing to oversee and maintain systems	TBD	On-line permitting is in effect for building dept. permits. Other depts. to follow in future phases.
<p>Continue to lower energy use and greenhouse gas emissions by:</p> <ul style="list-style-type: none"> a) adopting a town-wide Energy Policy for all boards and depts.; b) examining town energy use patterns in municipal operations, e.g. DPW fleet management, park use, transfer station, traffic flow, water & sewer systems, etc.; c) incorporating life cycle costs in building projects to evaluate the merits of short-term construction savings v. long-term energy use. 	On-going	Kara McGuire Minar, with the HEAC	<p>Continue monitoring and annual reporting of energy use</p> <p>Future rounds of Green Communities grants</p>		<ul style="list-style-type: none"> a) b) c)

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d) instituting a shuttle service to a near-by commuter rail station using MBTA assessments e) Investigate alternative energy systems on Town property					d) Effort made but deemed cost prohibitive. Devens Shuttle may be an alternative. e) HEAC has begun this task.
Continue to implement the Town Center Action Plan and the 2016 update prepared by MRPC.	On-going	Lucy Wallace, with the Planning Board and Town Planner	Where eligible, seek grants to implement improvements	Make a systematic commitment to the Town Center every year	Bromfield parking lot renovated. MassWorks application submitted.
Continue systematic road maintenance and identify priority streets.	On-going	Ken Swanton, with the DPW Director	Work with engineering firm hired to prepare the Complete Streets Prioritization Plan	Maintenance can be done with in-house resources	DPW Director, with assistance of TEC, finalized Complete Streets Prioritization Plan.
Pursue opportunities to contract for services at Devens.	On-going	Lucy Wallace and Kara McGuire Minar, with the Council on Aging, Police Chief and others		Feasibility studies may be required	
Consider holding periodic local government meetings at Devens instead of Town Hall.	Twice/ Year	Board of Selectmen, Town Administrator	Engage Devens residents		
Conduct a governance study to evaluate Harvard's present form of government; identify changes needed (if any) and codify in a charter or similar document.	2018	Charter Commission	Outreach		Town created Charter Commission and approved new Charter in May 2018 election.

Master Plan Recommendations for the Board of Selectmen	Phase/ Years	Primary Responsibility	Opportunities/Needs	Additional/New Resources Needed	Status June, 2018
Prepare and implement an IT Disaster Recovery Plan to assure rapid restoration of town services in the event of a natural disaster or cyber-attack.	1-3	Lucy Wallace, with the Town Administrator	Seek Community Compact funding		
Resolve handicapped accessibility concerns at the Hapgood Library, and develop a plan for the long-term upkeep of the building.	1-3	Lucy Wallace with the Old Library Accessibility Committee and Harvard Cultural Collaborative	Seek grants for accessibility improvements through the Mass. Office on Disability	Building improvements will require appropriation at the Fall 2017 STM	BOS created Old Library Accessibility Committee (OLAC). Plans and estimates prepared. ATM approved \$383,000 in 2018. Town received a 2018 grant from the Mass. Cultural Council for \$192,000.
Apply for Complete Streets funding where appropriate.	1-3	Ken Swanton, with the DPW Director, Planning Board, and Town Planner	Harvard has applied for technical assistance funds for a Prioritization Plan	Town is responsible for engineering costs, which will vary depending on the project (typically 10% of construction)	DPW Director/Town Planner/ TEC submitted funding request for \$305,000 for sidewalks in the Town Center.
Consult the “Devens Matrix” (Chapter 9) to evaluate the benefits and drawbacks of reclaiming jurisdiction at Devens; update the framework as needed.	1-3	Kara McGuire Minar and Lucy Wallace	Establish a planning process for resuming jurisdiction	Seek MassDevelopment funding for complex undertaking	BOS created Harvard-Devens Jurisdiction Committee Feb. '18. Prepared outline of a scope of work. Meeting held with state Senator and Rep Feb. '18 to discuss funding.
Develop housing for seniors adjacent to the Hildreth House.	On-going	Lucy Wallace	Access to town water and sewer. Will need a vote at the Fall, 2017 STM.		BOS created Housing at Hildreth House Committee (H@HHC). Hired TTI

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					to prepare site plan. Planning Board approved plan Aug. '17. RFP issued Aug. '17. Land surplus question awaiting outcome of Fire Station Feasibility Study.
Complete the design study for the Hildreth Elementary School and construct recommended improvements.	1-3	Alice von Loesecke	Provide local match to MSBA grant	Large investment will be required	Arrowstreet completed schematic design and cost estimates. ATM approved new school in 2018.
Complete the Phase 2 expansion of the Hildreth House to make it suitable for the space needs of the Council on Aging.	1-3	Lucy Wallace	Earmark proceeds from sale of land behind the Hildreth House to offset the cost	TBD	
Improve sidewalk connectivity in the Town Center.	On-going	Kara McGuire Minar and Ken Swanton with the DPW Director	Build into the annual budget process so there is a recurring commitment	TBD	MassWorks and Complete Streets applications have been submitted.
Work with MRPC to obtain funding for safety and aesthetic improvements to Ayer Road.	3-5	Ken Swanton, with the DPW Director	Seek TIP funding	Town is responsible for engineering costs	The DPW Director & TEC prepared a Project Need Form (PNF) and Project Initiation Form (PIF) for the TIP.
Work with MRPC and MassDevelopment to explore the feasibility of a bikeway connecting Devens and Harvard.	3-5	Stu Sklar with the Park and Recreation Commission	Improve access to Devens and Ayer Commuter Rail Station	TBD	

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Determine Harvard’s preferred outcome on Devens. Enter negotiations with Ayer, Shirley, and MassDevelopment.	1-3 3-5	Lucy Wallace and Kara McGuire Minar Board of Selectmen		Services of a neutral consultant may help to facilitate negotiations	Jurisdiction Committee prepared outline of a scope of work and is seeking funding for a disposition study.
Study opportunities for developing new wastewater treatment systems in the C district.	6-10	Board of Selectmen (Lucy Wallace as lead) & Planning Board	Appropriation	TBD	
Identify governance changes and staffing needs if the Town decides to resume jurisdiction of Devens.	3-5	Stu Sklar & Town Administrator	Appropriation	Local study committee	
The parties planning for the disposition of Devens should petition the Legislature to convert the Utility Department into a public utility to manage the water, sewer, electric, gas, and storm water systems.	6-10	Board of Selectmen (Kara McGuire Minar as lead) and MassDevelopment		TBD	
Work with neighbors along the Devens boundary and the residents of Devens to explore opportunities and challenges for restoring vehicular access between Devens and Harvard.	6-10	Board of Selectmen	Appropriation for consulting services	TBD	

Master Plan Recommendations for the Conservation Commission	Phase/ Years	Primary Responsibility	Prerequisites	Additional/New Resources Needed	Status June, 2018
Adopt a Bare Hill Pond Watershed Protection Overlay District to manage development and protect the environmental quality of the Pond.	1-3	Conservation Commission	Appropriation (assuming Town seeks consultant to assist with this project)	\$15,000	
Continue to implement the Action Plan in Harvard's Open Space and Recreation Plan.	On-going	Conservation Commission; CPC	Appropriations as needed; ready cash in Conservation Fund	TBD	On-going
Actively eradicate invasive species on town-owned land. Provide information and technical assistance to landowners to help remove invasive species on private property.	On-going	Conservation Commission		Continued financial support	ConCom annually seeks CPC funding to conduct eradication. Several projects have been completed.
Develop a long-term strategy and plan for continued protection of open space.	1-3	Conservation Commission	No	As-needed funding for acquisitions, stewardship	ConCom prepared a 5-year Open Space Protection Plan 8/2017
Adopt an erosion control bylaw.	1-3	Conservation Commission	None	None	Bylaw prepared but disapproved by Town Meeting in 2016. PB and ConCom to revise for 2019 ATM.
Enact restrictions on Town-owned land within the Bare Hill Pond watershed to achieve permanent protection status.	3-5	Conservation Commission	None	Fees for legal and planning services TBD.	
Develop a Forestry Management Plan for Town conservation land.	3-5	Conservation Commission		Hire a Mass. licensed forester. Cost TBD	

Master Plan Recommendations for the Conservation Commission	Phase/ Years	Primary Responsibility	Prerequisites	Additional/New Resources Needed	Status June, 2018
Develop robust public education programs on sustainability and environmental concerns such as the impact of invasive species on biodiversity in Harvard, stormwater management, and energy conservation.	3-5	Conservation Commission, Harvard Energy Advisory Committee	Appropriations as needed	TBD	ConCom sponsored forums on ticks, Asian Long Horn Beetles, and Emerald Ash Borer. It regularly sponsors site walks on Con. land

Master Plan Recommendation for the MAHT	Phase/ Years	Primary Responsibility	Prerequisites	Additional/New Resources Needed	Status June, 2018
Identify potential development partners for “friendly” comprehensive permits.	3-5	Municipal Affordable Housing Trust	No	None	

Master Plan Recommendation for the Bare Hill Pond Committee	Phase/ Years	Primary Responsibility	Prerequisites	Additional/New Resources Needed	Status June, 2018
Continue education on measures of preventing phosphorus runoff into Bare Hill Pond; construct stormwater management controls, similar to those installed in the Town Center to minimize pollutant loading in the Pond.	On-going	Bare Hill Pond Committee	Existing studies and plans document the need.	Cost will vary on a case-by-case basis	On-going. Annual Reports are on the Town website.

Master Plan Recommendation for the Board of Health	Phase/ Years	Primary Responsibility	Prerequisites	Additional/New Resources Needed	Status June, 2018
Work with MRPC, Nashoba Boards of Health, and surrounding towns to develop a comprehensive deer management strategy to address Lyme disease.	3-5	Board of Health	Source(s) of funding to be determined	TBD, depends on how much work can be done with in-house staff at MRPC, Nashoba	BoH and ConCom to split duties. ConCom to accept deer management tasks and BoH to conduct education on tick hazards. Over 60 residents turned out for a “tick talk” event in the spring of 2018. ConCom is in process of forming a committee.

Master Plan Recommendation for the Park & Recreation Commission	Phase/ Years	Primary Responsibility	Prerequisites	Additional/New Resources Needed	Status June, 2018
Negotiate Harvard’s use of Devens recreation facilities, especially playing fields, in order to meet local demand.	1-3	Park & Recreation Commission	No	None; can be done with existing volunteers and staff	

Master Plan Recommendation for the Harvard Energy Advisory Committee	Phase/ Years	Primary Responsibility	Prerequisites	Additional/New Resources Needed	Status June, 2018
Develop robust public education programs on sustainability and environmental concerns such as the impact of invasive species on biodiversity in Harvard, stormwater management, and energy conservation.	3-5	Conservation Commission, Harvard Energy Advisory Committee	Appropriations as needed	TBD	HEAC hosts annual environmental forum, the most recent was in May 2018.

Master Plan Recommendation for the DPW	Phase/ Years	Primary Responsibility	Prerequisites	Additional/New Resources Needed	Status June, 2018
Continue systematic road maintenance and identify priority streets.	On-going	DPW	No	Can be done with in-house resources, possibly with modest technical assistance from MRPC	On-going. The Director is working with CPIC on long-range capital needs.

Master Plan Recommendations for the Historical Commission	Phase/ Years	Primary Responsibility	Prerequisites	Additional/New Resources Needed	Status June, 2018
Prepare a comprehensive community-wide historical and cultural resources survey.	3-5	Historical Commission	Appropriation or grant, or both	\$35,000	
Adopt a demolition delay bylaw.	3-5	Historical Commission	Consult with historic property owners Complete comprehensive town-wide inventory	Could be done with existing staff, but may need specialized consulting support; assume \$7,500	
Engage residents of Still River in discussions for preserving historic resources and seek consensus to nominate the village to the National Register of Historic Places.	3-5	Historical Commission	No	None	
Evaluate the boundaries of the present Harvard Center Historic District and determine whether they should be modified.	3-5	Historical Commission	Complete community-wide historic resources survey	TBD	
Provide staff support to the Harvard Historical Commission.	6-10	Historical Commission	Appropriation; designation of town staff	Salary subject to Town's Compensation Schedule	