

TABLE OF CONTENTS

CHAPTER 1: INTRODUCTION, VISION AND GOALS.....	1
1. Introduction	1
2. Vision Statement from Phase 1	2
3. Town Goals	3
4. Focus Area Goals	4
5. Findings of the 2014 Master Plan Survey.....	5
CHAPTER 2 LAND USE.....	8
1. Harvard Trends.....	8
2. Town Form.....	8
3. Land Use Patterns.....	9
4. Zoning in Harvard.....	15
5. Planning, Zoning, and Permitting Capacity	21
CHAPTER 3 NATURAL RESOURCES & OPEN SPACE.....	22
1. Harvard's Landscapes.....	22
2. Water Resources	26
3. Areas of Ecological Significance	30
4. Open Space.....	36
CHAPTER 4 POPULATION & HOUSING	40
1. Population and Household Trends	40
2. Housing Characteristics	47
3. Housing Market.....	51
4. Current Developments in Harvard	53
5. Housing Affordability	54
6. Meeting Harvard's Affordable Housing Needs.....	60
7. Devens' Effect on Housing.....	62
8. Summary of Housing Needs.....	62
CHAPTER 5 HARVARD'S ECONOMY	65
1. Labor Force.....	65
2. Employment Base.....	67
3. Goods & Services	70
4. Ayer Road Commercial District	71
5. Agriculture and Tourism	75
6. Economic Development Agenda.....	77
CHAPTER 6 CULTURAL RESOURCES.....	79
1. Inventory of Historic Resources	79
2. Local Regulations and Policies	89
CHAPTER 7 COMMUNITY SERVICES & FACILITIES.....	94
1. Municipal Services.....	94

2. Municipal Facilities.....	102
3. Harvard Public Schools.....	104
4. Parks and Playing Fields.....	105
5. Municipal Building Needs.....	108
6. Technology Needs.....	108
7. Governance.....	110
8. Sustainability.....	112
CHAPTER 8 CIRCULATION & TRAFFIC.....	115
1. Road Network.....	115
2. Ayer Road Commercial Corridor.....	125
3. Safety.....	128
4. Public Transportation.....	130
5. Pedestrian Network.....	130
6. Bicycle Network.....	132
7. Transportation Improvements.....	133
CHAPTER 9 DEVENS.....	135
1. The Devens Factor.....	135
2. Devens Matrix.....	138
CHAPTER 10 OPPORTUNITIES & CHALLENGES.....	142
1. VISION & GOALS.....	142
2. KEY PLANNING ISSUES.....	143
1. Devens.....	143
2. Ayer Road Commercial District.....	150
3. Housing Opportunities.....	154
4. Town Center.....	157
5. Conservation.....	161
CHAPTER 11 ACTION PLAN.....	164
APPENDIX 1 DEVELOPMENT SUITABILITY ANALYSIS.....	174
APPENDIX 2 HERITAGE LANDSCAPES.....	180
APPENDIX 3 DEVENS ACCEPTANCE CRITERIA.....	187
APPENDIX 4 RESULTS OF 2014 MASTER PLAN SURVEY.....	189
APPENDIX 5 DEAT REPORT, NOVEMBER 2015.....	204
APPENDIX 6 HARVARD'S ENERGY USE AND REDUCTION EFFORTS.....	215

LIST OF MAPS

Map 2.1 Land Use.....	10
Map 2.2 Zoning.....	17
Map 3.1 Farmland Soils.....	24

Map 3.2 Soil Suitability for Dwellings	25
Map 3.3 Surface Water Resources	27
Map 3.4 Bare Hill Pond Watershed.....	29
Map 3.5 Ground Water Resources	31
Map 3.6 Environmentally Sensitive Areas.....	33
Map 3.7 Flood Prone Areas.....	35
Map 3.8 Protected Open Space	37
Map 4.1 Affordable Housing.....	59
Map 5.1 Land Use in the Commercial District	72
Map 5.1 Businesses by SIC Category	74
Map 6.1 Town Center Sewer System	99
Map 7.1 Harvard Recreation Sites.....	107
Map 8.1 Transportation System.....	116
Map 8.2 Traffic Volumes.....	119
Map 8.3 Crash Locations, 2007 – 2013.....	129
Map A-1 Development Potential.....	175
Map A-2 Land Available for Development.....	176
Map A-3 Land Vulnerable to Development.....	177
Map A-4 Preservation Priority Areas.....	179

LIST OF TABLES

Table 2.1 - Change in Residential Land Use in Acres	14
Table 2.2 - Vacant Potentially Developable Land	15
Table 2.3 - Zoning Districts by Area.....	16
Table 4.1 - Population Change in Harvard, 1930-2010	41
Table 4.2 - Population Density (2010)	43
Table 4.3 - Population by Age in Harvard.....	44
Table 4.4 - Householder Ages: Harvard and Devens	46
Table 4.5 - Comparative Economic Indicators.....	47
Table 4.6 - Distribution of Housing by Number of Bedrooms (Estimated; 2012).....	49
Table 4.7 – Households and Household Size by Tenure	50
Table 4.8 - Residential Construction Permits in Harvard.....	51
Table 4.9 - Comparison of Median Housing Values in Selected Suburbs	52
Table 4.10 - Housing Sale Prices, Number of Sales, and Percent Change in Harvard	53

Table 4.11 - Chapter 40B Subsidized Housing Inventory	58
Table 5.1 - MassDOT Employment Projections.....	68
Table 5.2 - Location Quotients for Harvard Employment Base	69
Table 5.3 - Existing Land Uses Within the C District.....	73
Table 6.1 - Farms Identified in Freedom’s Way Landscape Inventory	86
Table 6.2 - Harvard Properties Listed in the State Register of Historic Places	91
Table 6.3 - Historic Preservation Projects Funded Through CPA.....	92
Table 7.1 – Capital Facility Projects.....	108
Table 8.1 – Average Daily Traffic on Highways and Major Roads.....	118
Table 8.2 – Roadway Miles by Functional Classification	120
Table 8.3 – MassDOT Functional Classification of Roadways.....	121
Table 8.4 – Commute to Work (2000-2012).....	123
Table 8.5 – Transportation Projects	134
Table 10.1 – Estimated Cost of Municipal Services for Nonresidential Land Uses at Devens (Existing Conditions).....	146
Table 10.2 – Estimated Cost of Municipal and School Services for Residential Land Uses at Devens (Existing Conditions).....	146
Table 10-3 - Summary of Modeling Estimate: Costs and Revenues (Existing Conditions).....	147
Table 10-4 - Allocation of New Municipal Service Costs to Service Categories.....	147
Table 10-5 - Alternative Model: Costs and Revenues (Existing Conditions).....	148
Table A.1 - Vulnerable Land Statistics.....	178

LIST OF FIGURES

Figure 4.1 - Census 2010 Block Groups.....	42
Figure 4.2 - Regional Mobility	45
Figure 4.3 - Households by Type.....	45
Figure 5.1 - Educational Attainment, Population 25+	66
Figure 5.2 - Unemployment Rate Trends.....	67
Figure 5.3 - Consumer Spending in 2013.....	70
Figure 5.4 - Distribution of Assessed Values.....	71
Figure 8-.1 – Cross Section of Ayer Road – Existing.....	126
Figure 8.2 – Cross Section of Ayer Road – Recommended Alternative 1.....	126
Figure 8.3: Combined Bicycle/ Pedestrian sign appropriate for shoulders on rural roads.....	132

ACKNOWLEDGEMENTS

Master Plan Steering Committee

Kara McGuire Minar, Co-Chair
Lucy Wallace, Board of Selectmen, Co-Chair
SusanMary Redinger, School Committee
Didi Chadran, Community Preservation
Committee
Victor Normand, Devens Economic Analysis Team
Joseph Hutchinson, Past Chair

Master Plan Liaisons

Joseph Theriault, Historical Commission
Jaye Waldron, Conservation Commission
Donald Ludwig, Finance Committee
Elaine Lazarus, Economic Development
Committee

Planning Board

Kara McGuire Minar, Chairman
Michelle Catalina
Erin McBee
Donald Graham
Frances Nickerson

Board of Selectmen

Ronald Ricci, Chairman
Stuart Sklar
Lucy Wallace
Leo Blair
Ken Swanton

Town Officials

Timothy Bragan, Town Administrator
Lorraine Leonard, Finance Director
Liz Allard, Conservation Agent

Principal Authors

Judi Barrett, RKG Associates
William Scanlan, Consulting Town Planner
Mark Kasinskas and Sarah Torres, Burns and McDonnell (Devens Evaluation)

GLOSSARY OF TERMS

Chapter 498	The 1993 Act of the Legislature that established the DEC and the DREZ and placed governance in the hands of the Government Land Bank, now MassDevelopment
DEC	Devens Enterprise Commission
DEAT	Devens Economic Analysis Team
DREZ	Devens Regional Enterprise Zone
HEAC	Harvard Energy Advisory Committee
JBOS	Joint Boards of Selectmen
IWPA	Interim Wellhead Protection Area
MBSA	Massachusetts School Building Authority
MPSC	Master Plan Steering Committee
Residential Harvard Combined Harvard and Devens	That portion of Harvard that excludes Devens Harvard and Devens combined as one entity