**2016 Master Plan Action Plan Implementation Matrix – August 2021**

| **Master Plan Recommendations for the Select Board** | **Phase/Years** | **In 2002 Plan?** | **Primary****Responsibility** | **Prerequisites/Opportunities/Needs** | **Additional/New Resources Needed** | **STATUS****June 2021** |
| --- | --- | --- | --- | --- | --- | --- |
| Identify, evaluate, and pursue opportunities for increasing regionalization of services. | On-going | N | Board of Selectmen | For example, DPW, Police, or other services | Can be done with existing in-house staff |  |
| Assess the condition of all municipal buildings and develop a cost estimate/ funding plan for upgrades or replacements.Institute a Planned Preventive Maintenance (PPM) system for municipal buildings.Fund a municipal facilities manager position. | On-going1-31-3 | N | Board of SelectmenKen Swanton:* With the DPW
* With the DPW
* With the Personnel Board
 | Establish DPW management frameworkDevelop job description and salary scale | Hire a qualified A/E firm as needed. | Dude Solutions developed a maintenance plan for all buildings and this has been implemented as of 2020.Yes, related to Dude Solutions plan, also implemented 2020.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 | N | Board of Selectmen (Lucy Wallace, with the Town Administrator and Finance Director) | Adequate IT staffing to oversee and maintain systems | Yes, TBD  |  |
| Continue to lower energy use and greenhouse gas emissions by: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.d) instituting a shuttle service to a near-by commuter rail station using MBTA assessmentse) Investigate alternative energy systems on Town property | On-going | N | Board of Selectmen (Kara McGuire Minar, with the HEAC) | Continue monitoring and annual reporting of energy useFuture rounds of Green Communities grants | Future rounds of Green Communities funding and municipal resolve | 1. NA
2. NA
3. NA
4. Effort made but deemed cost prohibitive
5. NA
 |
| Continue to implement the Town Center Action Plan and the 2016 update prepared by MRPC. | On-going | N | Lucy Wallace, with the Planning Board and Town Planner | Place measures still not implemented in a budget and determine funding.Where eligible, seek grants to implement improvements | Existing staff can develop budget. The Town will need to fund over a period of years. Make a systematic commitment to the Town Center every year. | Bromfield parking lot renovated. MassWorks application submitted (awarded?).Complete Streets sidewalk for Town Center completed March 2020. |
| Continue systematic road maintenance and identify priority streets. | On-going | Y | 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, possibly with modest technical assistance from MRPC. | DPW Director, with assistance of TEC, completed Complete Streets Prioritization Plan and submitted construction application. |
| Pursue opportunities to contract for service at Devens. | On-going | N | Board of Selectmen (Lucy Wallace and Kara McGuire Minar, with the Council on Aging, Police Chief and others) | None | Funding for feasibility studies may be required. |  |
| Consider holding periodic local government meetings at Devens instead of Town Hall. | Twice/Year | N | Board of Selectmen, Town Administrator | Engage Devens residents | None |  |
| 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. | 1-3 | Y | Board of Selectmen, Charter Commission | Appropriation | Funded | Harvard approved a new Charter in May 2018 election. |
| Fund a full-time municipal facilities manager position and institute Planned Preventive Maintenance (PPM) for all municipal buildings. | 1-3 | N | Board of Selectmen | Evaluate PPM systems, develop procurement specs | Salary subject to Town’s Personnel Compensation Schedule | F/T facilities manager was hired in 2020. |
| 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 | N | Board of Selectmen (Lucy Wallace, with the Town Administrator) | Seek Community Compact funding | Seek assistance from citizens with IT expertise to formulate recommen­dations. |  |
| Resolve handicapped accessibility concerns at the Hapgood Library, and develop a plan for the long-term upkeep of the building. | 1-3 | N | 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). Plan and estimates prepared. 2018 ATM approved $383,000.Town Meeting awarded \_\_\_\_\_ in 2020 and another \_\_\_\_\_\_ in 2021 while the Town was awarded $200,000 from the Mass Cultural Council in 2021…all for the roof replacement. |
| Apply for Complete Streets funding where appropriate. | 1-3 | N | 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.No additional applications pending as of 8/2021. |
| Consult the “Devens Matrix” (Chapter 9) to evaluate the benefits and draw-backs of reclaiming jurisdiction at Devens; be open to updating the framework as needed. | 1-3 | N | 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. Outline scope prepared. Meeting held with state Senator and Rep Feb. ’18 to discuss funding. |
| Develop housing for seniors adjacent to the Hildreth House. | On-going | N | Lucy Wallace | Access to town water and sewer. Will need a vote at the Fall, 2017 STM. |  | BOS created Housing @ Hildreth House Committee (H@HHC). Hired TTI to prepare site plan. Planning Board approved plan Aug. ’17. RFP issued Aug. ’17. Declaring land surplus awaiting outcome of Fire Station Feasibility Study.  |
| Complete the design study for the Hildreth Elementary School and construct recommended improvements. | 1-5 | N | Alice von Loesecke | Provide local match to MSBA grant | Large investment will be required | A new HES has been constructed and is now occupied. |
| Renovate and expand the Hildreth House to make it suitable for the space needs of the Council on Aging and other town programs. | 1-5 | Y | Lucy Wallace | Earmark proceeds from sale of land behind the Hildreth House to offset the cost | TBD | COA is investigating alternative space. |
| Improve sidewalk connectivity in the Town Center. | 1-5 | Y | Kara McGuire Minar and Ken Swanton with the DPW Director | Build into the annual budget process so there is a recurring commitment | TBD | Approved plan for first Complete Streets project completed in March 2020. |
| Work with MRPC to obtain funding for safety and aesthetic improvements to Ayer Road. | 3-5 | N | DPW Director | Seek TIP funding | Town is responsible for engineering costs | Town has provided over $300,000 of funding for engineering design which is at the 25% design phase. TIP project estimated to be funded in 2026. |
| Work with MRPC and MassDevelopment to explore the feasibility of a bikeway connecting Devens and Harvard. | 3-5 | N | Stu Sklar with the Park and Recreation Commis­sion | Improve access to Devens and Ayer Commuter Rail Station | TBD | Harvard TAC members have held discussions with Devens reps on a connection at Old Mill Road. |
| Determine Harvard’s preferred outcome on Devens. Enter negotiations with Ayer, Shirley, and MassDevelopment. | 3-5 | N | Lucy Wallace and Kara McGuire MinarBoard of Selectmen |  | Services of a neutral consultant may help to facilitate negotiations | Harvard is participating on a Devens Framework Jurisdiction Committee begun in 2019 and ongoing. |
| Study opportunities for developing new wastewater treatment systems in the C district. | 6-10 | N | Board of Selectmen (Lucy Wallace as lead) & Planning Board | Appropriation | TBD | Land Use Boards reached out to MassDevelopment on this question in 2020 but did not receive a substantive reply. |
| Identify governance changes and staffing needs if the Town decides to resume jurisdiction of Devens. | 6-10 | N | Stu Sklar & Town Administrator | Appropriation | Local study committee | HDJC sought questions regarding this issue from boards and department heads in 2019 and 2020. |
| 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 | N | 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 | N | Board of Selectmen | Appropriation for consulting services | TBD |  |

**Planning Board**

| **Master Plan Recommendations for the Planning Board** | **Phase/Years** | **In 2002 Plan?** | **Primary Responsibility** | **Prerequisites** | **Additional/New Resources Needed** | **STATUS****June 2021** |
| --- | --- | --- | --- | --- | --- | --- |
| Form a Master Plan Implementation & Evaluation Committee. Update the Master Plan in ten years. | On-going | Y | Planning Board | None | Committee volunteers | Still seeking Planning Board formal endorsement before submitting to SB. |
| Recodify the Zoning Bylaw (ZBL). | 1-3 | N | Planning Board | Appropriation for planning/legal consultant | $25-$30,000 is only for recodification. Needs additional funding. | Recodification is only one of several updates needed for Bylaw. |
| Make the Town Planner position a full-time employee of the Town.  | 1-3 | Y | Planning Board | None | Salary subject to Town’s Personnel Compensation Schedule  | Completed in October 2018 |
| Amend the Accessory Apartment provision of the ZBL to remove barriers inhibiting its use. | 1-3 | N | Planning Board | None | None | Completed. Enhanced in May 2021. |
| Provide for mixed-use buildings as of right in the C District, e.g., retail on the first floor and housing above. | 1-3 | N | Planning Board | None | Need funding for 3-phase program leading to FBC. | Part of Ayer RoadDevelopment Plan but could also as interim modify C zoning or merge ARV-SP with C. |
| 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 | N | Planning Board | None | None | Completed. Ayer RoadDevelopment Plan suggests further modifications. |
| Replace or modify the existing OSC-PRD bylaw with the state’s new Natural Resource Protection model to remove barriers that restrict its utility. | 1-3 | N | Planning Board | Appropriation forplanning/zoningconsultantUpdate 2020: Randall Arendt provided some consulting assistance to recent draft. | Can be done with existingstaff resources | Draft completed with help of MRPC. Seeking funding for financialanalysis. MRPC draft revised by staff and consultant and ready to begin public outreach for Spring 2022 STM. |
| Amend the ZBL to allow housing alternatives for seniors. (In 2016, Town Meeting approved an amendment to allow assisted living facilities as part of an ARV-SP.) | 1-3 | N | Planning Board | None | None | Town Meeting adopted assisted living for the C District and HildrethHousing Overlay Dist.Draft for Senior Housing Development bylaw has been passed along with changes to Accessory Apartments. |
| Create a vision for the C District that encourages village or Main Street style development and establish Design Guidelines to achieve it. | 1-3 | N | Planning Board  | Funding for consulting services. | Volunteers/Town Planner/Consultant | A three-phase planning process for the corridor including a market analysis, fiscal impact analysis, vision plan, and zoning tools. Plan formally endorsed by Planning Board and Select Board. Seeking funding for all phases as of June 2021. |
| Amend the Zoning Bylaw to provide for agriculture-related businesses. | 1-3 | Y | Planning Board | Consultation with farm and orchard owners | None | This and following action item were addressed in the Rural Life bylaw draft in 2019. This was withdrawn from the Warrant and not reintroduced again since that time. |
| 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 | N | Planning Board | None | None | See above. |
| Create a comprehensive Economic Develop­ment Plan for the Town that includes viable strategies for facilitating acceptable growth. | 1-5 | N | Planning Board | Appropriation; assis­tance from regional ED organizations | $35,000 if not conducted in-house. | An outline for an ED plan and process has been developed and endorsed by the Planning Board. |
| Adopt a Watershed Protection Overlay District for Bare Hill Pond. | 3-5 | Y | Planning Board | Appropriation (assuming Town seeks consultant to assist with this project) | $15,000 |  |
| 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 | Y | Planning Board | TCAP? | May be done with existing staff resources or pro bono external resources. | Frequent item of discussion at the Planning Board and several stakeholders. Need to determine if the TCAP needs to be updated as a prerequisite. Have held several discussions about using FBC as the tool for the district. |
| Amend the ZBL to provide authority for the Planning Board to adopt Town Center Design Guidelines. | 3-5 |  | Planning Board | None | Can be done with existing staff resources. | Discussed with Board but not structurally or how afforded. |
| Modify the Scenic Road bylaw to include an enforcement mechanism to ensure compliance with the regulations. | 3-5 | N | Planning Board | None |  | Multiple cases highlight the need to address. Staff undertaking bylaw amendments for Fall 2021 TM. |
| Develop documentation for administering and enforcing the Scenic Road Bylaw | 3-5 |  | Planning Board | Comprehensive townwide survey should be conducted first. | For budgetary purposes, assume $10,000 | Some preliminary steps have been taken but no formal initiation. |
| Establish a multifamily district on the Zoning Map and add district regulations to the ZBL. | 3-5 | N | Planning Board | None | None but could request assistance from Housing Consortium. | Has been a subject of discussion at Planning Board. 2020 Economic Development Bond Bill will require all MBTA communities to establish multifamily zoning of at least 15 units per acre. Final guidelines from state pending. |
| Reduce the size of the C District | 1-3 |  | Planning Board | None | MRPC to modify zoning map. | Not recommended by Director; counter to economic development efforts. |
| Create a Dept. of Community & Economic Development overseen by Town Planner | 1-3 |  | Planning Board | None |  | No action. |

**Water & Sewer Commission**

| **Master Plan Recommendations for the Water and Sewer Commissions** | **Phase/Years** | **In 2002 Plan?** | **Ayer Road Project Alignment** | **Primary Responsibility** | **Prerequisites** | **Additional/New Resources Needed** | **STATUS****June 2021** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Adopt land use controls to protect water supplies of town wells and recharge areas of adjacent towns’ wells that extend into Harvard. | 1-3 | Y |  | Water & Sewer Commissions | None | None | Town Meeting adopted an amendment drafted by the Planning Board to Chapter 125-56, Groundwater Protection Overlay District to address this action item. |
| 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 | N |  | Water & Sewer Commissions | Appropriation | TBD based on bids received |  |

**Conservation Commission**

| **Master Plan Recommendations for the Conservation Commission** | **Phase/Years** | **In 2002 Plan?** | **Primary Responsibility** | **Prerequisites** | **Additional/New Resources Needed** | **STATUS****June 2021** |
| --- | --- | --- | --- | --- | --- | --- |
| Continue to implement the Action Plan in Harvard’s Open Space and Recreation Plan. | On-going | Y | Conservation Commission; CPC  | Appropriations as needed; ready cash in Conservation Fund | TBD |  |
| 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 | N | Conservation Commission | None. Conservation Commission has much experience in this area. | Continued financial support |  |
| Develop a long-term strategy and plan for continued protection of open space. | 1-3 | N | Conservation Commission  | None | As-needed funding for acquisitions, stewardship |  |
| Adopt an erosion control bylaw. | 1-3 | N | Conservation Commission | None | None | Twice failed. The Planning Board aims to try to get this adopted again at STM 2021. |
| Increase resources for management of Town-owned conservation lands including creation of a full-time Conservation Agent. | 1-3 | N | Conservation Commission | None | Standardize in annual budget process |  |
| Enact restrictions on Town-owned land within the Bare Hill Pond watershed to achieve permanent protection status. | 3-5 | N | Conservation Commission | None | Fees for legal and planning services TBD |  |
| 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 | No | Conservation Commission, Harvard Energy Advisory Committee | Appropriations as needed | TBD |  |
| Develop a Forestry Management Plan for Town conservation land. | 3-5 | N | Conservation Commission | None | Hire a Mass. licensed forester. Cost TBD |  |

**MAHT**

| **Master Plan Recommendation for the MAHT** | **Phase/Years** | **In 2002 Plan?** | **Ayer Road Project Alignment** | **Primary Responsibility** | **Prerequisites** | **Additional/New Resources Needed** | **STATUS****June 2021** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Identify potential development partners for “friendly” comprehensive permits. | 3-5 | N |  | Municipal Afford­able Housing Trust | None | None |  |

**Bare Hill Pond Committee**

| **Master Plan Recommendations for the Bare Hill Pond Committee** | **Phase/Years** | **In 2002 Plan?** | **Ayer Road Project Alignment** | **Primary Responsibility** | **Prerequisites** | **Additional/New Resources Needed** | **STATUS****June 2021** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| 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 | N |  | Bare Hill Pond Watershed Management Committee | Existing studies and plans document the need. | Cost will vary on a case-by-case basis. |  |
| Consider non-zoning bylaws and changes to regulations to protect the environmental quality of Bare Hill Pond. | 1-3 | Y |  | Bare Hill Pond Watershed Management Committee | None | None |  |

**Board of Health**

| **Master Plan Recommendation for the Board of Health** | **Phase/Years** | **In 2002 Plan?** | **Primary Responsibility** | **Prerequisites** | **Additional/New Resources Needed** | **STATUS****June 2021** |
| --- | --- | --- | --- | --- | --- | --- |
| Work with MRPC, Nashoba Boards of Health, and surrounding towns to develop a compre­hensive deer management strategy to address Lyme disease. | 3-5 | N | 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 | Deer Management Subcommittee (ConCom) is in place and has developed standards for deer hunting on conservation lands. |

**Park & Recreation Commission**

| **Master Plan Recommendation for the Park & Recreation Commission** | **Phase/Years** | **In 2002 Plan?** | **Primary Responsibility** | **Prerequisites** | **Additional/New Resources Needed** | **STATUS****June 2021** |
| --- | --- | --- | --- | --- | --- | --- |
| Negotiate Harvard’s use of Devens recreation facilities, especially playing fields, in order to meet local demand. | 1-3 | N | Park & Recreation Commission | None | None; can be done with existing volunteers and staff. |  |

**HEAC**

| **Master Plan Recommendations for the Harvard Energy Advisory Committee** | **Phase/Years** | **In 2002 Plan?** | **Primary Responsibility** | **Prerequisites** | **Additional/New Resources Needed** | **STATUS****June 2021** |
| --- | --- | --- | --- | --- | --- | --- |
| Recommend sustainability policies for all municipal and school facility projects. | 1-3 | N | Harvard Energy Advisory Committee | Seek consensus about sustainability policies Harvard wants to adopt, and how to prioritize those policies. | None; can be done with existing staff. |  |
| 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 | No | Conservation Commission, Harvard Energy Advisory Committee | Appropriations as needed | TBD |  |

**DPW**

| **Master Plan Recommendations for the DPW** | **Phase/Years** | **In 2002 Plan?** | **Primary Responsibility** | **Prerequisites** | **Additional/New Resources Needed** | **STATUS****June 2021** |
| --- | --- | --- | --- | --- | --- | --- |
| Continue to implement the Town Center Action Plan and the 2016 update prepared by MRPC. | On-going | N | Board of Selectmen, DPW | 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 Town Center every year. |  |
| Continue systematic road maintenance and identify priority streets. | On-going | Y | Board of Selectmen, DPW | None | Can be done with in-house resources, possibly with modest technical assistance from MRPC. | Developed a database of all town roads. Review annually. Also developed and maintains a five year capital road plan that is tied to Chapter 90 funding. |
| Apply for Complete Streets funding where appropriate. | 1-3 | N | Board of Selectmen, DPW | Town is responsible for preparing engineering plans and fulfilling grant requirements. | Technical assistance is available; engineering costs will vary depending on the project. | Complete Streets funding was received for an initial sidewalk project that was constructed in the Center in 2020. |
| Improve sidewalk connectivity in the Town Center. | 1-5 | Y | Board of Selectmen, DPW | Needs to be built into the annual budget process so there is a recurring commitment | TBD based on capital budget policy | See above for initial element. |

**Historical Commission**

| **Master Plan Recommendations for the Historical Commission** | **Phase/Years** | **In 2002 Plan?** | **Ayer Road Project Alignment** | **Primary Responsibility** | **Prerequisites** | **Additional/New Resources Needed** | **STATUS****June 2021** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Prepare a comprehensive community-wide historical and cultural resources survey. | 3-5 | N |  | Historical Commission | Appropriation or grant, or both | $35,000 |  |
| Adopt a demolition delay bylaw. | 3-5 | Y |  | 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 | Y |  | Historical Commission | None | None |  |
| Evaluate the boundaries of the present Harvard Center Historic District and determine whether they should be modified. | 3-5 | Y |  | Historical Commission | Complete community-wide historic resources survey. | TBD |  |
| Provide staff support to the Harvard Historical Commission. | 6-10 | N |  | Historical Commission | Appropriation; designa­tion of town staff | Salary subject to Town’s Compensation Schedule |  |

**CPC**

| **Master Plan Recommendations for the Community Preservation Committee (CPC)** | **Phase/Years** | **In 2002 Plan?** | **Primary Responsibility** | **Prerequisites** | **Additional/New Resources Needed** | **STATUS****June 2021** |
| --- | --- | --- | --- | --- | --- | --- |
| Continue to implement the Action Plan in Harvard’s Open Space and Recreation Plan. | On-going | Y | Conservation Commission; CPC  | Appropriations as needed; ready cash in Conservation Fund | TBD |  |
| Seek Town Meeting approval to increase the CPA surcharge to provide additional funds for community preservation projects. | 1-3 | N | CPC | None | None |  |

**School Committee**

| **Master Plan Recommendation for the School Committee** | **Phase/Years** | **In 2002 Plan?** | **Primary Responsibility** | **Prerequisites** | **Additional/New Resources Needed** | **STATUS****June 2021** |
| --- | --- | --- | --- | --- | --- | --- |
| Complete the design study for the Hildreth Elementary School and construct recommended improvements. | 1-5 | N | School Committee, Board of Selectmen | Provide local match to MSBA grant. | Large investment will be required. | New elementary school constructed and open to customers. |