

	Complete			
	On Plan			
	Help Needed			
	Failed			
Master Plan Recommendation	Primary Responsibility	Stop Light	Status Jun 2021 (PB) <sup>1</sup> Status Jun 2018 (Other)	Status Jul 2023
Form a Master Plan Implementation & Evaluation Committee. Update the Master Plan in 10 Years	Planning Board		Still seeking Planning Board formal endorsement before submitting to SB	Added 2026 Master Plan staff recruiting and budget estimate to 2023 priorities, with intention of requesting budget beginning FY 24-25.
recodify the ZBL	Planning Board		Recodification is only one of several updates needed for bylaw.	This recommendation seems to refer to the commercial district, and the Ayer Road Vision Project is addressing this task. Phase I completed in 2022, Phase II and III contract is being placed with ECD of the project by June 2024, and recommendations to Town Meeting as early as Fall 2024
Make the Town Planner position a full-time employee of the Town	Planning Board		Complete	Complete
Amend the Accessory Apartment provision of the ZBL to remove barriers inhibiting its use	Planning Board		Complete	Complete
Provide for mixed-use buildings as of right in the C-District, eg. retail on the first floor and housing above	Planning Board		Part of Ayer Road Development Plan, but could also as interim modify C zoning or merge ARV-SP with C.	Ayer Road Vision Project is addressing this task. Phase I completed in 2022, Phase II and III contract is being placed with ECD of the project by June 2024, and recommendations to Town Meeting as early as Fall 2024
Modify the C District's dimensional regulations to achieve a more compact, pedestrian scale and minimize the auto-dominated appearance of the district	Planning Board		Completed. Ayer Road Development Plan suggests further modifications.	Ayer Road Vision Project is addressing this task. Phase I completed in 2022, Phase II and III contract is being placed with ECD of the project by June 2024, and recommendations to Town Meeting as early as Fall 2024
Replace or modify the existing OSD-PRD bylaw with the state's new Natural Resource Protection model to remove barriers that restrict its utility	Planning Board		Draft completed with help of MRPC. Seeking funding for financial analysis. MRPC draft revised by staff and consultant and ready to begin public outreach for Spring 2022 STM.	Opened Public Hearing on revised § 125-35 on July 17, 2023. Plan to bring to Town Meeting fall 2023.
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-	Planning Board		Town Meeting adopted assisted living for the C District and Hildreth Housing Overlay Dist. Draft for Senior Housing Development Bylaw has been passed along with changes to Accessory	Completed. § 125-57 Senior Residential Development added in 2021.
Create a vision for the C District that encourages village or Main Street style development and establish Design Guidelines to achieve it	Planning Board		Analysis, vision plan and zoning tools. Plan formally endorsed by Planning Board and Select Board. Seeking funding for all phases as of June 2021.	Ayer Road Vision Project is addressing this task. Phase I completed in 2022, Phase II and III contract is being placed with ECD of the project by June 2024, and recommendations to Town Meeting as early as Fall 2024
Amend the Zoning Bylaw to provide for Agriculture-related businesses	Planning Board		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.	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&Bs, recreation businesses, tea rooms, etc.	Planning Board		See above.	In 2022-23, Public hearings were held to revise § 125-7 to add Entertainment as a permissible accessory Agricultural use, but this recommendation was poorly received.
Create a comprehensive Economic Development Plan for the Town that includes viable strategies for facilitating acceptable growth	Planning Board		An outline for an ED plan and process has been developed and endorsed by the Planning Board.	The Select Board has formed a revenue ideation committee to address this subject.
Adopt a Watershed Protection Overlay District for Bare Hill Pond.	Planning Board			Completed § 125-56, Groundwater Protection Overlay District created in 2018.

<b>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</b>	Planning Board		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.	In 2023, § 125-59 created the Town Center Entertainment Overlay District, to permit accessory use in the Town Center for entertainment. The board is initiating a more comprehensive Overlay district that addresses mixed use, denser zoning patterns for portions of the Town Center, and permitting subordinate structures.
<b>Amend the ZBL to provide authority for the Planning Board to adopt Town Center Design Guidelines</b>	Planning Board		Discussed with board, but not structurally or how afforded.	see above.
<b>Modify the Scenic Road bylaw to include an enforcement mechanism to ensure compliance with the regulations.</b>	Planning Board		Complete. Chapter 90 Supplement adopted 2022.	Complete Chapter 90 supplement adopted 2022.
<b>Develop documentation for administering and enforcing the Scenic Road bylaw</b>	Planning Board		Complete	Complete see above
<b>Establish a multifamily district on the Zoning Map and add district regulations to the ZBL</b>	Planning Board		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.	MBTA Multifamily Overlay District initial candidate locations and draft bylaw started. ECD December 2023 for consideration at Fall 2024 Town Meeting.
<b>Reduce the size of the C District</b>	Planning Board		Not recommended by Director; counter to economic development efforts	No action
<b>Create a Dept. of Community &amp; Economic Development overseen by Town Planner</b>	Planning Board		No action.	No action
<b>Adopt land use controls to protect water supplies of town wells and recharge areas of adjacent towns' wells that extend into Harvard</b>	Water & Sewer Commissions		Completed. Ground Water Protection District adopted 2018	
<b>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</b>	Water & Sewer Commissions		Feasibility Study completed	
<b>Identify, evaluate and pursue opportunities for increasing</b>	Board of Selectmen			
<b>Assess the condition of all municipal buildings and develop a cost estimate/funding plan for upgrades or replacements. <sup>(SEP)</sup>Institute a Planned Preventive Maintenance (PPM) system for municipal buildings.<sup>(SEP)</sup>Fund a municipal</b>	Board of Selectmen <sup>(SEP)</sup> with DPW and Personnel Board		Town Meeting approved position May, 2018	
<b>Develop additional resources to upgrade computer technology at the Town Hall and expand on-line services to enhance residents' interaction with town</b>	Board of Selectmen <sup>(SEP)</sup> with Town Administrator and Finance Director		On-line permitting is in effect for building dept. permits. Other depts. to follow in future phases.	
<b>Continue to lower energy use and greenhouse gas emissions by:<sup>(SEP)</sup>a) adopting town-wide Energy Policy for all boards and depts;<sup>(SEP)</sup>b) examining town energy use patterns in municipal operations, e.g. DPW fleet management, park use, transfer station, traffic flow, water &amp; sewer systems, etc.;<sup>(SEP)</sup>c) incorporating life-cycle costs in building projects to evaluate the merits of short-term construction savings v. long-term energy use;<sup>(SEP)</sup>d) Instituting a shuttle service to a nearby commuter rail station using MBTA assessments;<sup>(SEP)</sup>e) Investigate alternative energy systems on Town</b>	Board of Selectmen with HEAC		a) b) <sup>(SEP)</sup> c) <sup>(SEP)</sup> d) Effort made but deemed cost prohibitive. Devens Shuttle may be an alternative. <sup>(SEP)</sup> e) HEAC has begun this task.	

Continue to implement the Town Center Action Plan and the 2016 update prepared by MRPC	Board of Selectmen with Planning Board and Town Planner		Bromfield parking lot renovated. <sup>11/18</sup> MassWorks application submitted	
Continue systematic road maintenance and identify priority streets.	Board of Selectmen with DPW Director		DPW Director, with assistance of TEC finalized Complete Streets Prioritization Plan	
Pursue opportunities to contract for services at Devens	Board of Selectmen with Council on Aging, Police Chief, and others			
Consider holding periodic local government meetings at Devens instead of Town Hall	Board of Selectmen with Town Administrator			
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	Charter Commission		Town created Charter Commission and approved a new Charter in May 2018 election.	
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	Board of Selectmen with Town Administrator			
Resolve handicapped accessibility concerns at the Hapgood Library, and develop a plan for the long-term upkeep of the building	Board of Selectmen with the Old Library Accessibility Committee and Harvard Cultural Collaborative		BOS created Old Library Accessibility Committee (OLAC). Plans and estimates prepared. <sup>11/18</sup> 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	Board of Selectmen with DPW Director, Planning Board, and Town Planner		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.	Board of Selectmen		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	Board of Selectmen		BOS Created Housing at Hildreth House Committee (H@HHC) Hired TTI to prepare site plan. Planning Board approved plan 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	Board of Selectmen		Arrowstreet completed schematic design and cost estimate. 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	Board of Selectmen			
Improve sidewalk connectivity in the Town Center	Board of Selectmen with DPW Director		MassWorks and Complete Streets applications have been submitted.	
Work with MRPC to obtain funding for safety and aesthetic improvements to Ayer Road	Board of Selectmen with DPW Director		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	Board of Selectmen with Park and Recreation Commission			
Determine Harvard's preferred outcome on Devens. <sup>11/18</sup> Enter negotiations with Ayer, Shirley, and MassDevelopment	Board of Selectmen		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	Board of Selectmen			
Identify governance changes and staffing needs if the Town decides to resume jurisdiction of Devens	Board of Selectmen			
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 stormwater systems.	Board of Selectmen and MassDevelopment			
Work with the neighbors along the Devens boundary and the residents of Devens to explore opportunities and challenges for restoring vehicular access between Devens and Harvard	Board of Selectmen			
Adopt a Bare Hill Pond Watershed Protection Overlay District to manage development and protect the environmental quality of the pond.	Conservation Commission			
Continue to implement the Action Plan in Harvard's Open Space and Recreation	Conservation Commission CPC		Ongoing	
Actively eradicate invasive species on town-owned land. Provide information and technical assistance to landowners to help remove invasive species on private	Conservation Commission		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	Conservation Commission		ConCom prepared a 5-year Open Space Protection Plan 8/2017	
Adopt an erosion control bylaw	Conservation Commission		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	Conservation Commission			
Develop a Forestry Management Plan for the Town conservation land	Conservation Commission			
Develop robust public education programs on sustainability and environmental concerns such as the impact of invasive species on biodiversity in Harvard, stormwater management, and	Conservation Commission with Harvard Energy Advisory Committee		ConCom sponsored forums on ticks, Asian Long Horn Beetles, and Emerald Ash Borer. It regularly sponsors site walks on Con. land	
Identify potential development partners for "Friendly" comprehensive permits	Municipal Affordable Housing Trust			
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	Bare Hill Pond Committee		On-going. Annual reports are on the Town website.	
Work with MRPC, Nashoba Boards of Health, and surrounding towns to develop a comprehensive deer management strategy to address Lyme disease	Board of Health		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	
Negotiate Harvard's use of Devens recreational facilities, especially playing fields, in order to meet local demand,	Parks and Recreation Commission			

<b>Develop robust public education programs on sustainability and environmental concerns such as the impact of invasive species on biodiversity in Harvard, stormwater management, and</b>	Conservation Commission, Harvard Energy Advisory Committee		HEAC hosts annual environmental forum, the most recent was in May 2018	
<b>Continue systematic road maintenance and identify priority streets.</b>	DPW		On-going. The Director is working with CPIC on long-range Capital needs.	
<b>Prepare a comprehensive community-wide historical and cultural resources survey</b>	Historical Commission			
<b>Adopt a demolition delay bylaw</b>	Historical Commission			
<b>Engage residents of Still River in discussions for preserving historic resources and seek consensus to nominate the village to the National</b>	Historical Commission			
<b>Evaluate the boundaries of the present Harvard Center Historic District and determine whether they should be</b>	Historical Commission			
<b>Provide staff support to the Harvard Historical Commission</b>	Historical Commission			