

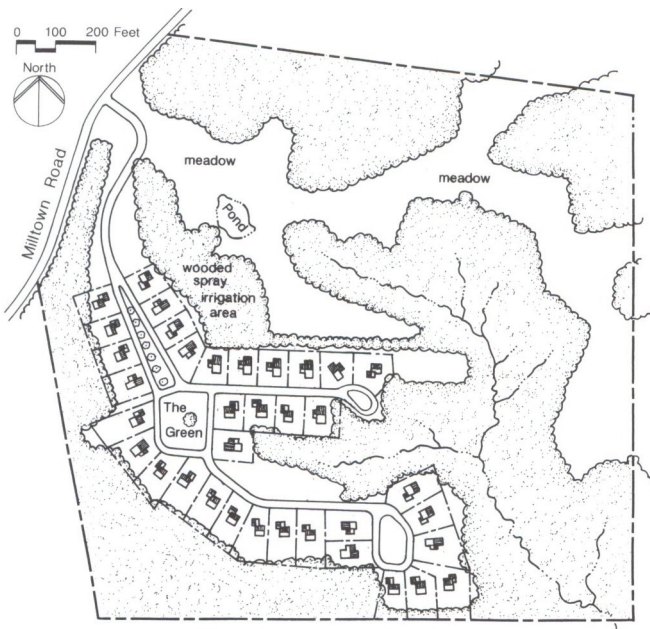
2008 Hanover Master Plan

Strategic Action Plan Recommendations: A Checklist & Scorecard for Progress



Land Use Planning & Growth Management

- A) To ensure that the current Zoning Bylaw and any future zoning changes are consistent with and support the goals and objectives stated in the Master Plan. To comprehensively revise and recodify the Zoning Bylaw to protect natural and built assets, improve land use management, and to realize the Town's stated long-term vision. To determine the most efficient and effective use of undeveloped, underutilized or redeveloped land to generate jobs, provide housing, or preserve for open space.
1. Evaluate the success of Hanover's Zoning Bylaws on an annual basis, and amend the Bylaws as necessary to ensure that all future zoning changes and improvements are consistent with the recommendations of the Master Plan.
 2. Revise the Zoning Bylaw to include a mandatory or incentivized Open Space Residential Development (OSRD) or "Cluster Development" requirement for any new residential development in Town, including subdivisions and mixed use development, without age restriction. Effort should be made to allow density bonuses (above underlying zoning) where additional affordable housing is created, where additional open space is preserved, or where additional public amenities are provided. Conventional large-lot sprawl development on cul-de-sacs should be discouraged. This bylaw should allow the redevelopment of older neighborhoods with conventional subdivisions into such cluster developments with common areas, tot-lots or other amenities surrounded by preserved open space.

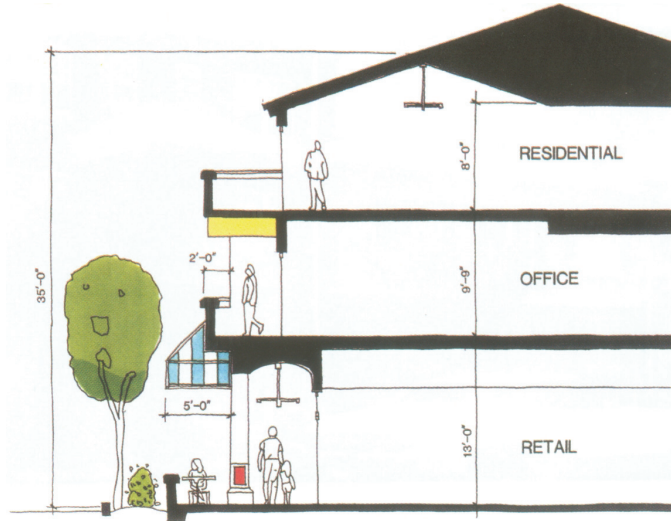


Open Space / Cluster Development



Conventional Subdivision / Sprawl

3. Revise the Zoning Bylaw to prevent the construction of additional “Big-Box” retailers in Town beyond those currently located at the Hanover Mall and Washington Street Shopping Center (Target development) recently permitted. Ensure that such “Big Box retailers remain close to the Route 3 interchange.
4. Revise the Zoning Bylaw to include a mandatory or incentivized traditional New England “village-style” Mixed Use development and office-uses from the section of Washington Street (Route 53) between old Pine Street and the Hanover-Pembroke Town Line. Conventional Euclidian zoning, separating land uses (and contributing to sprawl and traffic congestion) should be discouraged along this stretch. Emphasis and priority should be given to redevelopment of the Starland properties and the Building 19 area.



5. Revise the Zoning Bylaw to include a mandatory or incentivized traditional New England “village-style” Mixed Use development on a small neighborhood scale at key historic villages and village center areas within the Town such as West Hanover along Hanover Street, Assinipi at the intersection of Route 53 and Webster Street, and the Fireworks (Industrial Way) Area (as redevelopment).



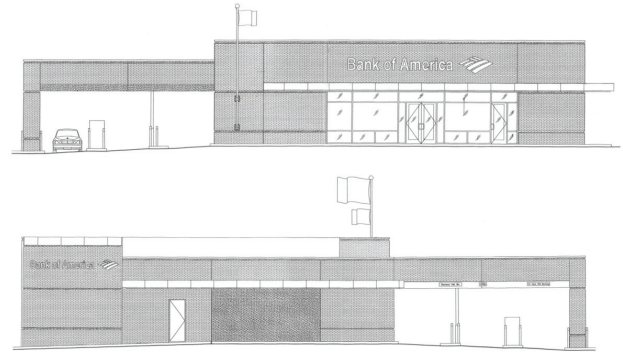
6. Revise the Zoning Bylaw to include a new Sign Bylaw which replaces the current General Bylaw Section and has general consensus from Town Officials, residents and the business community prior to adoption.
7. Revise the Zoning Bylaw to include a new Water Resource Protection Bylaw which replaces the current General Bylaw Section and consolidates regulatory provisions into a single document (the Zoning Bylaw) while incorporating any necessary updates to the current regulations.
8. Revise the Zoning Bylaw to reduce parking requirements wherever possible so as to minimize wasted land, resources, and potential assessed building value. Grant reductions in parking requirements wherever feasible due to shared parking facilities.

B) To improve the image and character of the Town in commercial districts and along major thoroughfares.

- 1) Develop specific Architectural Design Review regulations and guidelines for all commercial and multifamily developments in Town, regardless of zoning district.



New England Vernacular with Design Review



Southwestern Corporate "Box" Design

- 2) Ensure that any new commercial and multifamily development, as well as any such redevelopment, is consistent with a minimal standard of Architectural Design Guidelines.



C) To mitigate impacts to the Town from new development or redevelopment projects while comprehensively addressing public infrastructure and service needs.

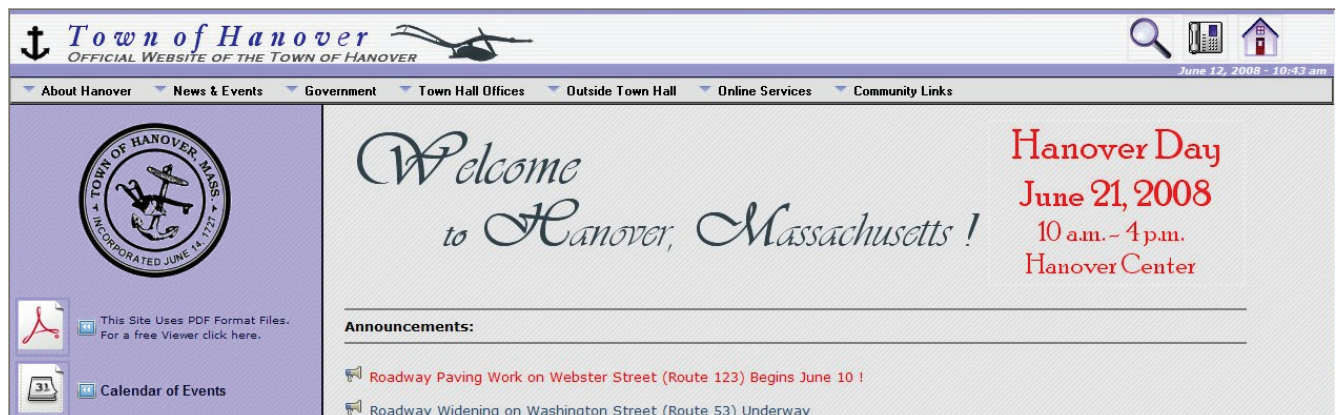
- 1) Comprehensively revise and recodify the Impact Mitigation section of the Zoning Bylaw to comprehensively and consistently address public infrastructure and service needs of the Town while removing ambiguous or problematic language. Apply the Impact Mitigation Bylaw consistently and proportional to proposed developments with predictable impact fees and mitigation concerns, ensuring

that developers pay for the cost of infrastructure, improvements or other mitigation required to offset impacts from additional growth and development.

- D) To develop a fully updated and accurate Zoning Map depicting every Zoning District and regulatory overlay referenced in the Zoning Bylaws.
 - 1) Complete the development of a digitized Zoning Map using the Town's Geographic Information System (GIS) with frequently requested overlays such as roads and parcels. Update the map internally whenever map changes are adopted.
- E) To ensure that the Zoning Bylaws are consistent with existing and pending changes to the Zoning Act and other state statutes and case law.
 - 1) Review and revise the Zoning Bylaw for consistency with state legislation, existing or pending, recent case law, and state and regional policies on land use. Refine, recodify, and simplify the existing bylaw so as to include missing definitions, illustrations, table references in place of long lists, while removing duplication and excessive cross-referencing.
- F) To ensure adequate and consistent enforcement of the provisions of the Zoning Bylaws.
 - 1) Create a separate "Zoning and Code Enforcement Officer" position or delegate responsibilities in the Department of Municipal Inspections to allow for greater monitoring and oversight of compliance with Town Bylaws such as Zoning, General Bylaws, Sign Bylaws and the state Building Code.

Economic Development

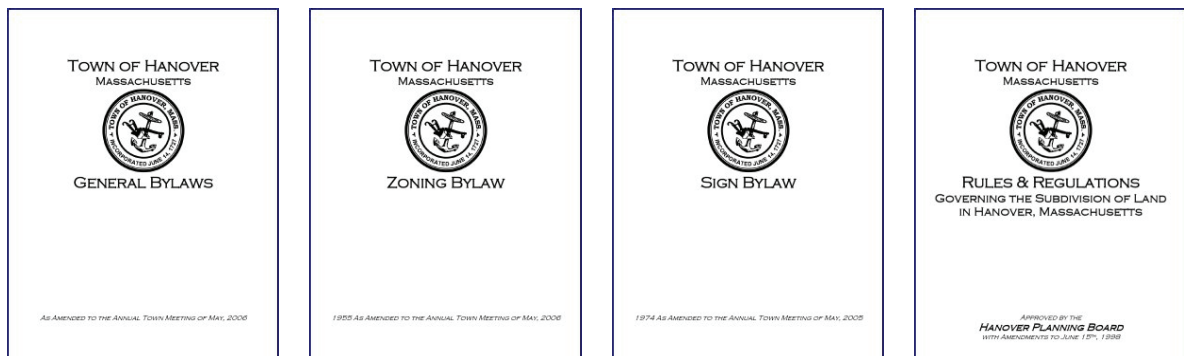
- A) Develop a streamlined and convenient "One-Stop-Shopping" approach to land use and development permitting.
 - 1) Develop a "Permitting Guidebook" summarizing for businesses, developers, residents, and the general public the permitting process necessary to complete any particular development project in Hanover. The Guidebook should include concise information and sources of additional information such as contacts, regulations and forms. Post the Guidebook on the Town website. Include simplified permitting flowcharts and checklists to assist laymen and applicants with understanding the often complex development and permitting process.
 - 2) Post any and all bylaws, regulations, policies and guidelines of the Town onto the Town website for convenient accessibility (24-7) by businesses, developers, residents, and the general public.



- 3) Post any and all applications, permits and forms of the Town onto the Town website for convenient accessibility (24-7) by businesses, developers, residents, and the general public.
- 4) Consolidate and redistribute administrative and secretarial support within the newly created Department of Municipal Inspections so as to provide for a single public access counter, clear points of contact, call answering protocol, and permit filing station.
- 5) Continue to hold monthly Development Review Meetings within the Department of Municipal Inspections in coordination with other Town departments, in order to ensure regular communication between key town staff responsible for coordinating the permitting processes. Invite applicants or potential applicants to these meetings as part of a recommended "Pre-Application Process" to ensure early, clear and direct communication with Town officials throughout the permitting process or to address key issues.
- 6) Retain and utilize a single consultant engineering firm sufficiently large and qualified to conduct a peer review of all Town permit applications requiring outside review or expertise, to eliminate redundancy, public procurement delays and inefficiencies between numerous outside firms. Utilize a single contract with the selected firm to provide services accessible to the Planning Board, Conservation Commission, Board of Health, Zoning Board of Appeals, Building Commissioner, Department of Public Works, and Board of Selectmen.

B) Recodify, consolidate and simplify permitting regulations, requirements and procedures.

- 1) Review and revise the Zoning Bylaw, General Bylaws, and other Town rules and regulations to provide clear, consolidated and consistent submittal requirements, such as standardized forms, site plan requirements, and fee schedules.



- 2) Allow for concurrent Applications and combined Public Hearings by several Town boards where elected by the developer or applicant. Conduct joint review and meetings on projects between the numerous Town agencies responsible for permitting in order to reduce delays, facilitate communication, and resolution of outstanding issues early in the permitting process.
- 3) Continue to ensure the consistent and objective application of Zoning Bylaws and other Town regulations utilizing uniform criteria for review of Special Permits, Subdivisions, Variances, Wetlands permitting and other approvals.
- 4) Adopt and utilize expedited low-cost "limited review" procedures where appropriate for developments, projects or modifications which do not require extensive review or oversight by the Town, and where such

applications do not pose any substantial impact or detriment. Consider adoption of Massachusetts General Laws 43D "Expedited Permitting."

- 5) Delegate administrative and technical decisions to the Town's professional staff where specific established policies, bylaws, regulations or requirements do not require interpretation or additional scrutiny by boards or committees.
- C) To improve Hanover's image and effectiveness as a Business-friendly Town.
- 1) Work with the Hanover Chamber of Commerce to ensure that adequate representation from local businesses is present at the Annual State of the Town Meeting to share dialogue on business and developer relations moving forward.
- D) To encourage the development and/or redevelopment of underutilized parcels and areas of the Town in non-residential or commercial zoning districts in order to maximize tax revenue. Utilize regulation, incentives, and financial tools to encourage the development and/or redevelopment of the so-called fireworks area, the middle and southern stretches of Washington Street (Route 53) and sites occupied by low tax generating automobile dealerships.
- 1) Review and revise the Zoning Bylaw to include a proposed "Interchange Zoning District" adjacent to the Route 3 and Route 53 interchange. Encourage in this district the development of a hotel and/or conference center in addition to office buildings and associated retail and restaurants, in order to spur growth and vitality of businesses along Route 53 and generate additional revenues for the Town's budget.



- 2) Review and revise the Zoning Bylaw, with particular emphasis on non-conformances, to allow greater utilization of parcels or areas in the section of Washington Street (Route 53) between old Pine Street and the Hanover-Pembroke Town Line. Eliminate the requirement that all non-conformances in redevelopments must be made fully conforming, allowing some flexibility by Special Permit, as this requirement can prohibit quality redevelopment simply due to preexisting conditions.

- 3) Review and revise the Zoning Bylaw to allow further potential for expansion of the Hanover Mall. Work with the Mall to ensure that expansion is vertical, not sprawling additions, and to compensate for parking needs by eliminating excess parking areas and/or constructing a parking garage. Encourage the use of a residential component where feasible, similar to recent developments at the Natick Mall.
 - 4) Apply for Public Works Economic Development (PWED) and Community Development Block Grant (CDBG) grants and assistance from the state in order to maximize potential and facilitate the efficient redevelopment of the so-called "Fireworks" or Industrial Way Area as well as the section of Washington Street (Route 53) between old Pine Street and the Hanover-Pembroke Town Line. Particular emphasis should be placed on a public-private venture to install consolidated Waste Water Treatment Plant facilities to free remaining land along the corridor for mixed use or commercial development.
 - 5) Review and revise the Zoning Bylaw to discourage any new automobile dealerships within the Town, or the further expansion of existing automobile dealerships, particularly within the Aquifer Protection Zone.
 - 6) Monitor progress of the Massachusetts Department of Environmental Protection (DEP) in the proposed cleanup and mitigation of the so-called "Fireworks" or Industrial Way Area between King Street and Winter Street. Review and revise the Zoning Bylaw to encourage an appropriate use of this land for low-end industrial businesses or residential development.
 - 7) Encourage the development of consolidated Waste Water Treatment Plant facilities along Route 53 to free remaining land along the corridor for mixed use or commercial development.
 - 8) Conduct an updated Water Supply Study to determine what improvements can be made to Hanover's existing Water Resource Protection District regulations or map boundaries to facilitate additional growth along Route 53 without detriment to the Town's water supply.
 - 9) Conduct a Water Conservation Analysis to determine what changes can be made to increase water supply for new growth and development and to prevent unnecessary waste of public water supplies for irrigation and other low-priority uses. Implement water conservation restrictions, water bans, new water towers, off-season and off-peak draw-down programs, and incremental water use fees in order to discourage unnecessary water use and dangerous water shortages for first-priority emergency and public health purposes. Enforce development moratoria if Water Management Act Permit thresholds cannot be maintained.
 - 10) Work with the Massachusetts Highway Department (MHD) to relocate the Highway Department Garage and facilities at the intersection of Washington Street (Route 53) and Mill Street, so that this land can be redeveloped and put back onto the tax-rolls as prime commercial real estate along the Town's commercial corridor.
- E) To strengthen talent and interest in Hanover's economic vitality into a single Town Committee addressing town-wide economic development.
- 1) Consolidate the Route 53 Study Committee with the abandoned "Economic Development Committee" to reduce duplication of efforts and ensure a balanced approach to Hanover's economic growth and success not only on Route 53 but also in areas such as the Fireworks District and Industrial Way.
- F) To offset residential property taxes by taking greater advantage of the revenue-producing commercial tax-base.

- 1) As commercial, business and industrial uses revitalize on Route 53 and in the Fireworks area, consider a greater split in the tax rate for increased commercial assessments. Timing of such an adjustment should coincide with an upturn in the market and economy.
- G) To sponsor a marketing campaign for Hanover as a place to buy, sell and do business.
 - 1) Promote a “Shop Local, Buy Hanover” initiative.
 - 2) Work with the Hanover Chamber of Commerce and South Shore Chamber of Commerce to develop an online resource and listing of available commercial land and leasible space to ensure the highest and best use of available tax-base while preventing vacant storefronts.

Housing

- A) To build local knowledge, capacity and public support for affordable housing initiatives.
 - 1) Post online and disseminate information relative to housing renovation and affordable housing programs under federal, state, and local initiatives. Utilize the Town website to provide free and convenient access to this information by the general public.
 - 2) Establish a Municipal Affordable Housing Trust.
 - 3) Conduct an ongoing educational campaign identifying and addressing affordable housing needs and proposed solutions to galvanize local support for implementation.
- B) To increase the housing options, particularly for young families and retired persons, as an alternative to expensive large lot single family homes. To meet or exceed the state mandate of 10% affordable housing stock pursuant to Massachusetts General Laws, Chapter 40B in order to provide sufficient affordable housing to meet the Town’s current and future needs. Utilize regulation, incentives, and financial tools to encourage the development and preservation of affordable housing units in Hanover.
 - 1) Create an inventory of public (Town-owned) and private properties potentially suitable for the creation of affordable housing units or developments. Transfer the control of any such properties, to the Hanover Housing Authority or an Affordable Housing Trust for implementation accordingly. Include in this list of properties the current Senior Center on Circuit Street when a new Senior Center is established, and unnecessary satellite Fire Stations when the new Fire Station at the Curtis School site is built. Construct small-scale “Friendly 40B” or Local Initiative Program projects to create qualifying Affordable Housing units on Town-owned land or appropriate privately generated projects.
 - 2) Identify areas in which increased residential density would be appropriate, and expand existing zoning provisions or create new provisions which will allow both mixed use and multifamily housing options.



- 3) Utilize Community Preservation Funds and outside grants or funding sources to implement an ECHO (Equity Conversion and Homeownership) Pilot Program where existing market-rate housing units are converted to affordable ones through subsidies in exchange for deed restrictions.
- 4) Work with state and non-profit agencies as well as private entities to ensure the long-term affordability of all units currently listed on the Town's Subsidized Housing Inventory (SHI) to the greatest extent possible. Ensure that any new or updated use restrictions provide for a minimum of fifteen (15) years for rehabilitation projects, thirty (30) years for new construction, while encouraging a term of perpetuity wherever possible.
- 5) Revise the Zoning Bylaw to include a mandatory 10-25% "Inclusionary Zoning" requirement for any new development in Town, including subdivisions, mixed use development and multifamily developments. This provision should also be added to the Village Planned Unit Development (VPUD) requirements. Effort should be made to allow density bonuses (above underlying zoning) where additional affordable housing is created. "Buy-out" options should be discouraged.
- 6) Revise the Zoning Bylaw to include provision for accessory apartments by-right and/or within homes which are less than ten years old, in order to increase the available stock of moderately priced housing available for single persons and the elderly. Include within the accessory apartment bylaw the option or requirement that any illegal accessory apartments may become legal apartments, provided that a deed restriction ensures price affordability of the units in perpetuity or for the life of the unit, thereby providing accessory apartment units which also meet the Town's mandate for 10% affordable housing units under state law.
- 7) Track and immediately pursue any tax title properties where such properties are suitable for the creation of affordable housing units either by the Town or through such non-profits as Habitat for Humanity.
- 8) Study and consider the adoption of a so-called "Smart Growth Zoning District" pursuant to Massachusetts General Laws Chapter 40R and 40S, in order to promote the efficient use of land, the creation of new

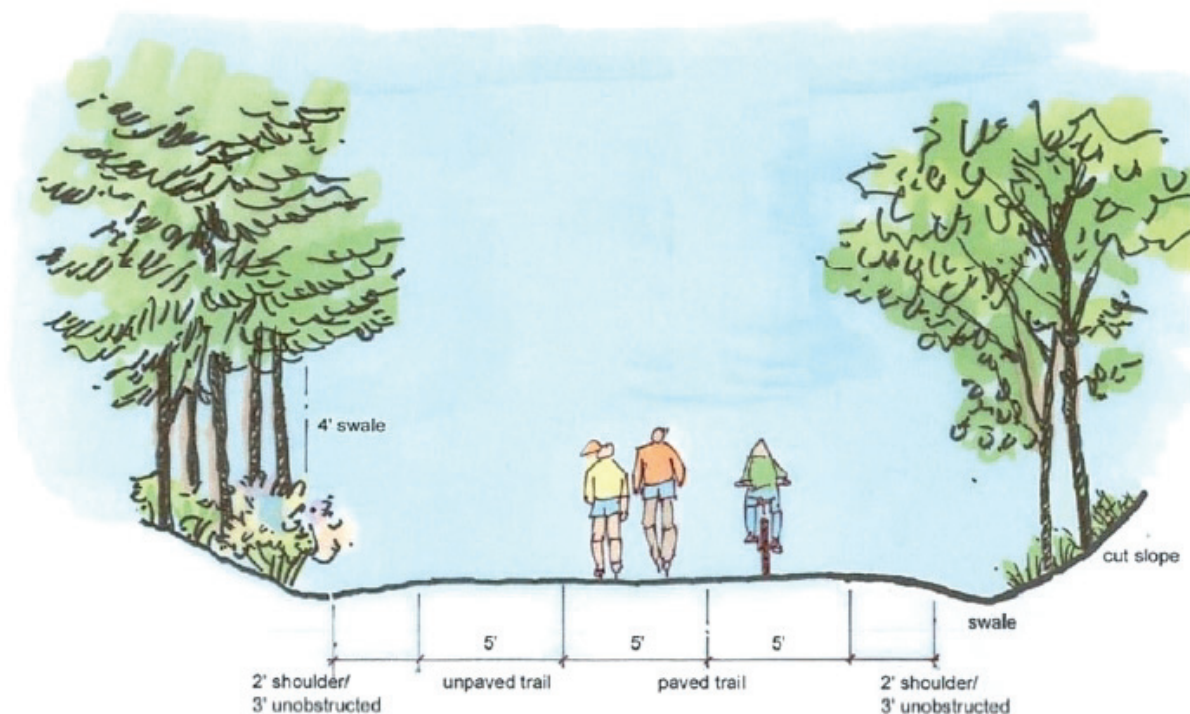
affordable housing, and to secure state subsidies to make such projects financially feasible and covering burdens related to additional school costs.

- 9) Revise the Zoning Bylaw to allow smaller starter housing to be built on lots which do not conform to minimum area or other dimensional requirements, under certain conditions, including an option or requirement that such housing be deed restricted for affordable housing.
 - 10) Review and revise the Zoning Bylaw to allow and encourage adaptive reuse of abandoned, underutilized, or obsolete non-residential property for residential use, including (primarily) affordable housing.
 - 11) Consider the adoption of zoning limitations for teardowns and new oversized McMansions which do not contribute to the Town's stock of affordable or moderately priced housing and serve only one end of the housing needs in the Town. Incentivize the creation of more affordable starter homes and homes for retired persons.
 - 12) Work with Cardinal Cushing to ensure the development of an Assisted Living facility.
- C) To ensure that any new affordable housing units, developments or projects meet a minimal standard of guidelines (including architectural and site design guidelines) which would be acceptable to the Town.
- 1) Adopt architectural and site design guidelines for application to any new affordable housing developments in Hanover, whether permitted by the Town or private entities.

Transportation & Circulation

- A) To complete all planned or proposed Transportation Improvement Program (TIP) projects with state funding.
- 1) Complete the Route 53, Phase 1B Project (PROJIS # 114501) to Widen Route 53 from two lanes to five lanes (two lanes in each direction with a bi-directional center turning lane) from Mill Street to Pond Street, and realign Pond Street to form a four-way intersection with Washington Street and Old Washington Street.
 - 2) Complete the Route 123 (Webster Street) Project (PROJIS # 600404) to reconstruct of Route 123 (Webster Street) from the Rockland town line to the Route 3 overpass. Work on this project includes minor widening to a uniform lane width, the provision of a bike lane/shoulder, resurfacing of the roadway, and intersection signalization.
 - 3) Complete the Route 53 Bridge Project (PROJIS # 603378) to reconstruct the Route 53 Bridge (H-6-11) over Route 3.
 - 4) Complete the Route 53 – Route 123 Project (PROJIS # 602602) to upgrade the traffic signals at the intersection of Route 53 and Route 123, and add corridor improvements.
 - 5) Complete the bridge replacement and reconstruction projects listed on the Transportation Improvement Program (TIP) and identified as PROJIS #'s 603784, 604483, 605101, 114500, and DM0350.
- B) To increase the quantity and quality of alternative modes of transportation in Town and to destinations outside of Town.

- 1) Apply for suburban mobility funding or other grant programs from the state or regional planning agency in order to develop a town-wide or area-wide bus or van route providing access to key areas such as municipal facilities, shopping centers, commuter-rail stations and employment centers. Obtain and utilize outside funding sources, such as grant programs, public-private partnerships, donations, and MBTA dues to maintain this service in lieu of in-town subway, bus or commuter-rail services.
 - 2) Work with the Hanover Mall to establish a "Park-Ride" area or agreement so as to allow a viable bus service to commuter-rail stations.
 - 3) Design and construct sidewalks, signage and traffic calming improvements at key intersections in the Town and along major stretches of public ways which provide access to multiple facilities such as schools and parks. Expand the network of sidewalks only to the extent that such infrastructure can be adequately maintained, due to budget constraints and liability concerns.
- C) To analyze traffic impacts and update recommendations relative to key intersections and roadway connections in Town.
- 1) Conduct a traffic study and consider the design and construction of intersection improvements (with or without signalization) at the intersection of Hanover Street, Center Street, Main Street, and Silver Street.
 - 2) Conduct a traffic study and consider the design and construction of an extension to Union Street which would provide a perpendicular connection directly to Washington Street.
 - 3) Paint and stripe Bike Lanes on main Town roads to create a network of safe biking routes within the Town.



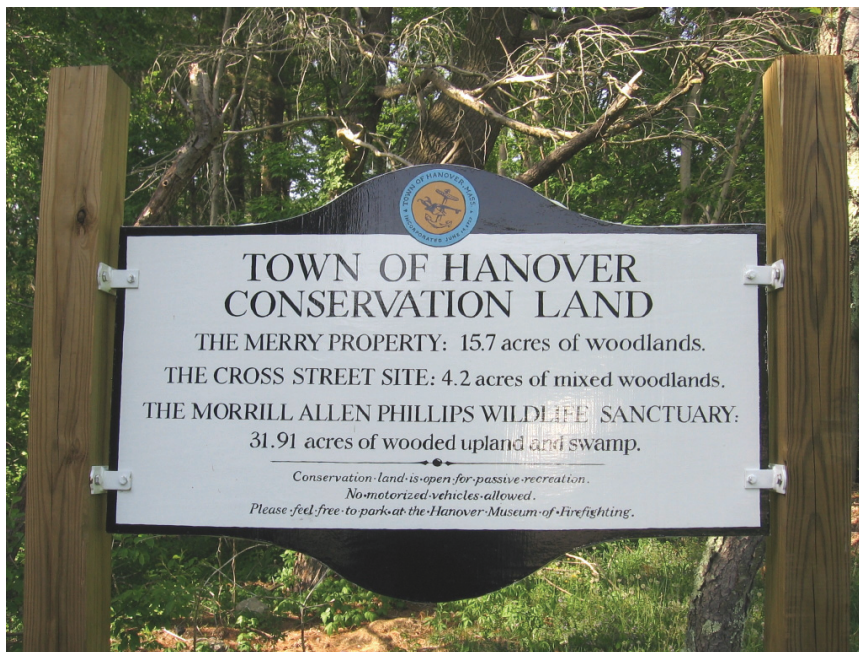
Natural & Recreational Resources

- A) To preserve Hanover's remaining rural character and charm in the form of landscapes, structures, scenic roads and views.
- 1) Apply yearly for Land and Water Conservation Fund and Self Help Fund grant assistance toward the purchase of Open Space for permanent preservation.
 - 2) Actively pursue the permanent preservation of key unprotected parcels in the Town which are undeveloped but have no legal, physical or regulatory protections. Priority should be given to parcels which meet Land Acquisition Criteria established in the 2008 Open Space & Recreation Plan and do not have significant development constraints, such as existing wetlands, which would otherwise prevent their immediate development. Utilize state grants and Community Preservation Funds to acquire the Fee Interest in such parcels or Conservation Restrictions.



- 3) Work with Wildlands Trust or other non-profits which can serve as third-party entities, facilitating the acquisition and holding of undeveloped land and conservation restrictions. Acquire and/or transfer Conservation Restrictions as necessary to ensure third-party oversight of legal restrictions on development rights. Transfer legal oversight of conservation lands under control of the Conservation Commission or other Town boards to the Wildlands Trust or other non-profits so as to prevent potential conflicts from the so called "Doctrine of Merger." Establish a separate "Hanover Land Trust" entity if necessary.
- 4) Work with Cardinal Cushing to ensure the preservation of resource areas and uplands on the campus with particular emphasis on those lands adjacent to the Third Herring Brook. Utilize Community Preservation Funds or state grants such as the Land and Water Conservation Fund and Self Help Fund to secure fee ownership or Conservation Restrictions preventing future development of these areas.

- 5) Develop and implement a Street Tree Planting Program with assistance from the Arbor Day Foundation.
- B) Increase public awareness of and access to natural, recreational, cultural, historical, and scenic resources throughout the Town.
- 1) Create an updated comprehensive map and brochure detailing Open Space resources in the Town. Post maps and information on open space resources, parks and recreation facilities, greenways, trails, historic structures and other resources on the Town website for convenient access by the general public.
 - 2) Create and install trail markers, signage and kiosks at all key trail access points, parks and recreation facilities and sites to maximize public awareness of available open space resources in Hanover. Include an overview map of town-wide open space and recreational resources wherever possible. Post these maps on the Town website.



- 3) Continue to develop the Hanover Greenway along the route of the Old Colony Rail line as well as a network of other walking, biking and hiking trails throughout the Town. Acquire land, easements or other rights for public access as are necessary to ensure public access to trails, as well as conservation lands, parks, rivers, streams, ponds or other natural amenities.
- C) To protect wildlife habitat, wetlands, rivers, streams, ponds, vernal pools and other resource areas from pollution and further encroachment by adjacent development existing or anticipated.
- 1) Revise the Zoning Bylaw, Subdivision Rules and Regulations so as to require that Low Impact Development and improved stormwater management techniques are utilized in any new developments or redevelopment projects. Include limitations on lot-clearing activities wherever possible to prevent unnecessary loss of old-growth tree cover, vegetative buffers, natural landscape and wildlife habitat. Ensure that changes anticipate the Town's financial limitations for adequate maintenance of both new and existing infrastructure.

- 2) Adopt a revised and improved local Wetlands Protection Bylaw which ensures that a minimum twenty-five (25) foot protective buffer will be maintained around all wetlands, ponds, rivers, streams, vernal pools and other resource areas within Town.

D) Protect and enhance the quality of Hanover's surface and groundwater.

- 1) Conduct an updated Water Supply Study to determine what improvements can be made to Hanover's existing Water Resource Protection District regulations or map boundaries to improve water quality.

E) To ensure that the Town remains in compliance with the Clean Water Act and EPA NPDES Phase II Regulations in order to reduce the discharge of pollutants "to the maximum extent practicable."

- 1) Initiate a public education and outreach program (including online resources, pamphlets, and press releases) to educate residents, businesses and the general public about the importance of protecting groundwater and stormwater from pollution.
- 2) Continue to map the municipal storm drain system and administer an "illicit discharge detection and elimination" program to identify and remove illegal sewer and stormwater connections.
- 3) Continue to administer a pollution prevention and good housekeeping program for all public roads and properties, including such "best management practices" as street sweeping and catch basin cleaning.
- 4) Continue to regulate and ensure that any new development or redevelopment employs adequate measures of "construction site runoff control" and "post construction runoff control" (stormwater management). Adopt a more detailed "stormwater management bylaw" or specific references to more recent DEP stormwater management guidelines.
- 5) Continue to regulate and improve monitoring and compliance with stormwater operation and maintenance plans approved by the Town for private developments, including commercial developments, and residential subdivisions. Such measures should include proper adoption, recording and monitoring of so-called Homeowners Associations for stormwater management facilities outside the accepted Town Rights-of-Way. Where insufficient management associations exist or regular upkeep is not demonstrated, consider the adoption of a Stormwater Utility Fee.

E) To improve the quality and quantity of active park and recreation facilities within the Town available for use by sports teams and the general public.

- 1) Implement the recommendations of the 2008 Parks & Recreation Facilities Master Plan for park and field improvements at the King Street/Cervelli property, as indicating in the concept plan contained in the plan. Utilize Community Preservation Funds and state grants for construction of this entire project. Utilize fees obtained through recreation programs to pay the costs of a full-time Recreation Administrator and maintenance of these facilities.



- 2) Implement the recommendations of the 2008 Parks & Recreation Facilities Master Plan for parks, fields and recreation facilities other than the King Street/Cervelli property only as funding allows. Avoid using the Town's General Budget and Community Preservation Funds where grants, program fees or donations can reduce the costs of either upgrades or maintenance.

Cultural & Historical Resources

- A) To preserve Hanover's remaining rural character and charm by implementing the recommendations of the 2007 Historical Preservation Plan.
 - 1) Adopt a Four Corners Historic District. Consider the adoption of Neighborhood Conservation Districts described in the 2007 Historical Preservation Plan.
 - 2) Adopt a new codified Scenic Roads Bylaw to better protect and preserve the scenic beauty and character of previously identified Scenic Roads as well as several additional road segments identified in the 2007 Historical Preservation Plan.
 - 3) Utilize Community Preservation Funds, outside grants and funding sources to purchase preservation restrictions on homes and buildings of irreplaceable historic or scenic value as identified in the 2007 Historical Preservation Plan.
 - 4) Implement the detailed "Regulation & Policy" initiatives identified in the 2007 Historical Preservation Plan. Ensure that any such changes or additions to existing regulations are consistent with federal, state and Town regulations.

- B) To preserve Hanover's historically significant files, photographs, books, and other materials accumulated and stored at the Stetson House and at Town Hall.
- 1) Implement the detailed Physical Preservation projects identified in the 2007 Historical Preservation Plan utilizing grants and funding from the Community Preservation Fund along with federal, state, and non-profit grant programs. Utilize Community Preservation Funds for the regular maintenance and restoration of the Stetson House and archives which act as a central repository of Hanover's Historical records, books, photographs and materials.
 - 2) Implement the detailed "Documentation" projects identified in the 2007 Historical Preservation Plan utilizing volunteer efforts. Ensure that any such documentation is made available via the Town Website and/or at the Stetson House.
- C) To ensure adequate funding exists to complete the historical preservation projects recommended in the 2008 Master Plan and 2007 Historical Preservation Plan.
- 1) Ensure that maximum available financial assistance for Historic Preservation Projects and Cultural Events is secured from Federal, State and non-profit sources, rather than the Town's General Budget. Apply for the strategic use of Community Preservation Funds and federal, state, and non-profit grant programs, for the implementation of Historic Preservation projects in accordance with the 2008 Master Plan and 2007 Historical Preservation Plan. Utilize Community Preservation Funds as qualifying local match commitments and only where necessary, due to program requirements or lack of alternative funding sources.
- D) To ensure that Hanover's historic resources and preservation efforts are available to Hanover's citizens and the broader public.
- 1) Develop a more detailed and interactive Historic Hanover website or web page linked to the main Town Website. Post historic maps, walking routes, topical histories, scenic roads, archive selections and other resources online to encourage public awareness of, and appreciation for, Hanover's historic resources.



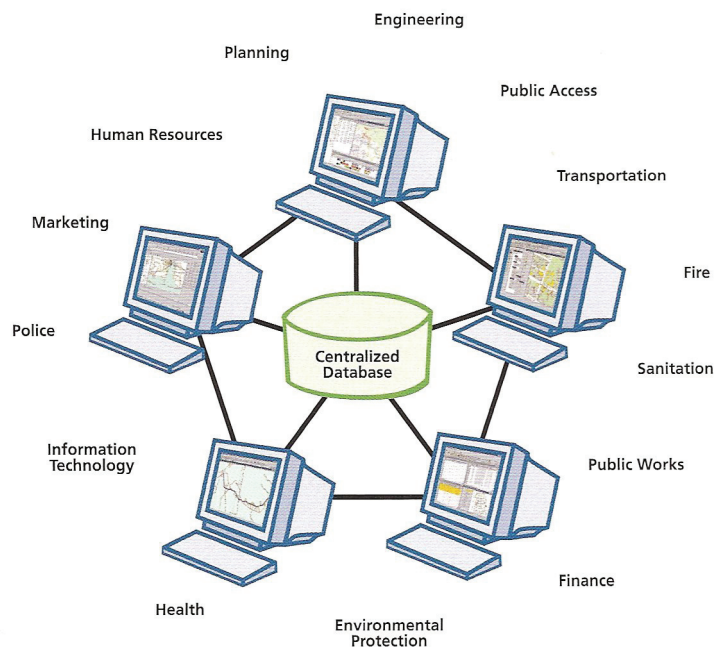
- E) To encourage the citizens of Hanover to engage in a “culture of participation,” fostering a sense of community and lifting the community forward.
- 1) Continue to engage the public in local government, social and community activities by way of email notices, the website calendar of events, talent bank, bandstand events, and Hanover Day events, among others.
 - 2) Conduct a contest to develop a new Town logo and motto solidifying a unique sense of place and providing the Town with a marketing symbol for future initiatives.
 - 3) Continue to administer a “Talent Bank” reserve of interested citizens committed to serving on public boards or volunteering for general public initiatives.
 - 4) Develop and implement a volunteer program for care and maintenance of Town-owned parks, conservation areas, trails and other greenway amenities such as clean and clear rivers and streams. Include volunteer opportunities for social services of the Town such as those provided by the Council on Aging. Give credit to those volunteering on the Town website, whether residents or businesses.

Municipal Facilities & Services

- A) To improve citizen and general public access to important public information and Town initiatives in order to increase transparency and ensure informed decision-making.
- 1) Develop an active Public Relations (PR) initiative to inform the media and public about positive programs, initiatives and news in Hanover. Press Releases and outreach to the media should utilize the Town website and should identify capital projects underway, transportation improvements, Community Preservation projects, planning initiatives, recreation programs, and recent developments among others.
 - 2) Develop a “Hanover Handbook” summarizing Town Government operations, municipal facilities and services, contacts and other resources for residents of the Town. Post this booklet on the Hanover website and make printed copies available in Town buildings. Utilize the Handbook to broaden understanding of local government functions, programs and initiatives and to encourage active participation in Town Meetings, volunteer boards and civic activities.
 - 3) Post current, prior and future Town Budgets and financial reports on the Town website, along with records of Town Meeting and Election Results, as well as full Annual Reports as published by the Town Clerk. Consistently post a complete calendar of all Town meetings of interest to the general public with agendas and meeting minutes.
 - 4) Develop and implement an online mapping feature via the Town website based on the Town’s Geographic Information System to provide 24-7 public access to generalized Town maps and assessors records which are frequently requested by residents, businesses and the general public.
 - 5) Develop a yearly or biannual Preservation Newsletter distributed to residents and taxpayers via mail, available at public buildings and/or made available via the Town Website. The newsletter should include a summary of goals and priorities, a progress report for implementation of Preservation Plan priorities, and information on current or pending preservation initiatives.

B) Utilize technology to reduce waste and provide more regular access to information.

- 1) Develop an e-Government policy. Post any and all bylaws, regulations, policies, guidelines and forms of the Town onto the Town website for convenient accessibility (24-7) by businesses, developers, residents, and the general public.
- 2) Develop an automated and centralized digital filing system for efficient information retrieval and sharing which also reduces redundancies and paper waste. Clean and consolidate basement files and records which may be archived or eliminated in accordance with state requirements. Utilize consolidated files and electronic versions wherever possible.



- 3) Develop and implement a Permit Tracking Software System in the Department of Municipal Inspections in coordination with other town agencies in order to increase accuracy and efficiency in the permitting and decision making process, while reducing unnecessary delays and increasing access to important information.
- 4) Continue to develop and utilize the Town's new mapping system (Geographic Information System) to generate low-cost maps, records and analysis in-house. Create new map layers and update existing layers as necessary. Ensure that all database updates and new data sources are compatible with the mapping system for ease of integration, utilizing unique identifiers such as Map and Lot numbers or Address numbers system-wide.
- 5) Adopt a paperwork reduction policy, conduct a detailed review of local processes and filing and tracking systems to eliminate unnecessary waste or redundancy. Convert any and all public files and records to electronic format (where feasible) thereby reducing storage and archiving needs, accelerating information recovery, and improving accuracy in the decision-making process.

- 6) Develop and implement a modified or partial electronic filing process for all permit applicants, utilizing electronic files for duplication, distribution, and review of applications by Town officials and various boards in lieu of paper copies wherever possible. Applicants should be allowed or required to submit electronic versions of plans and reports when copies are required beyond two original stamped sets. Departments, Boards and other officials should utilize convenient Adobe PDF format documents or other scanned versions.
- C) To coordinate and provide regular dialogue and exchange between public officials so that they may better serve the Town.
- 1) Conduct yearly or biannual training workshops and/or roundtable workshops between Town Officials. Workshops should include Master Plan updates and implementation status, public relations, open meeting law, permitting powers and duties, jurisdictional issues, coordinated efforts, public policy goals and toolkits, and other broad topics of discussion and resources. Adopt a Town-wide policy that such trainings and workshops are mandatory for all elected or appointed officials.
 - 2) Conduct yearly or biannual trainings for Town staff in appropriate areas relative to job duties in order to increase efficiency and quality.
- D) Ensure that capital improvement projects are consistent with the goals, objectives, recommendations and policies stated in the Master Plan and that they serve a broader long-term public need.
- 1) Continue to administer a “Capital Improvement Program” to ensure advanced planning for major projects and financial preparedness for capital outlays. Model additional long-range departmental capital improvement programs after the Department of Public Works plan.
 - 2) Develop a Capital Improvement Program (CIP) for yearly expenditures of Community Preservation Funds similar to the plan used by the Department of Public Works for public infrastructure. The programmed list of projects to be undertaken in upcoming years should be in the form of a short-list of prioritized projects identified from the Open Space & Recreation Plan, Historical Preservation Plan, Parks & Recreation Facilities Master Plan and Affordable Housing Plan.
- E) To ensure financially sustainable Town services, and facilities which have a 100-plus year life-span, rather than temporary expedient replacements. Continue to ensure the highest and best use of municipal land, buildings and facilities which serve a broader long-term public need.
- 1) Construct a new High School with a life span of a minimum of 100 years on the land behind of the existing High School, utilizing state assistance to the maximum extent practicable, and ensuring adequate potential for future expansion or modifications. Anticipate only modest increases in student population during the next ten years due to development constraints limiting buildout potential.



- 2) Commit the Sylvester School for adaptive reuse as a loft-style Affordable Housing project if and when the school is abandoned as a public school facility or as a Town Hall Annex and Community Center if deemed necessary. Alternatively, consider the reuse of this facility as a larger Senior Center if development of a new Senior Center at other locations in Town is not viable.
- 3) Fund and construct a Senior Center off Center Street on the Myrtle Street property between Birch Road and Stockbridge Road. If efforts to fund this project at this location fail at the May 2008 Town Meeting, consider development of a new Senior Center at the site of the former Curtis School on Main Street.



- 4) Support the development of a so-called "Friendly 40B" Town-sponsored affordable housing project on the Housing Authority controlled parcel of land off Legion Drive.
- 5) Fund and construct a new Fire Station to replace several others at the site of the former Curtis School on Main Street. Utilize the remaining portion of the property for the existing parks and recreation area, a new reduced size Senior Center facility (see action # above), or a so-called "Friendly 40B" Town-sponsored affordable housing project.
- 6) Develop a "Plan of Town-Owned Land & Municipal Facilities" to ensure advance planning for responsible maintenance, redevelopment and reuse of Town buildings and land-holdings for defined and balanced public purposes. Consider affordable housing projects where Town buildings or land is considered surplus. Consolidate and eliminate land-holdings where no other public purpose is anticipated and where properties or facilities can be returned to the tax base of assessed properties.

- F) To increase funding or assistance for programs which are frequently requested.
- 1) Establish an all-day Kindergarten program.
 - 2) Ensure adequate funding and preservation of the Visiting Nurses Association (VNA).
 - 3) Expand services offered by the Council on Aging, such as meals on wheels, congregate meals, health assistance, van drivers for medical appointments, shopping and access to the Senior Center.
 - 4) Develop an automated and centrally located service for scheduling various town meetings of boards, volunteer groups and civic groups at the Library, Town Hall, Police Station, Senior Center, High School and Salmond School. Consider generating modest revenue for space provided to non-town entities.
 - 5) Investigate the possibility of additional sources of municipal water to support the continued growth and development potential along Route 53. Undertake projects as necessary to increase overall capacity once water restrictions prohibiting waste and excess have been engaged. Increase the Town's capacity under the current Water Management Act Permit.
- G) To encourage sustainable and environmentally responsible public facilities and services for the benefit of current and future generations.
- 1) Fund and construct a new Wind Tower at the site of the Pond Street Well and DPW Administration Offices. Use this project as a model for future environmentally responsible and financially self-sufficient projects undertaken by the Town.



- H) To develop a "Green" or "Sustainable" Hanover platform for all future public projects and initiatives.
- 1) Investigate the adoption of a "Greenscapes Bylaw" or "Irrigation Bylaw," to promote appropriate plantings which are native or conserve water and to limit unnecessary or excessive watering of laws which exceeds the Town's Water Management Act Permit or diminishes available water supply for residential and commercial uses and general public health.



- 2) Post a concise and comprehensive web page on the Town Website as a resource to residents and the general public on such issues as low-impact development and "greenscapes" plantings, trash reduction, recycling, composting, energy efficiency and water conservation.
- 3) Investigate "pay-as-you-throw," "fee-per-bag" or mandatory recycling options for trash and recycling at the Town Transfer Station and adopt progressive policies which are both environmentally and financially responsible.



- 4) Purchase and distribute recycling bins to all residents and businesses having access to the Town Transfer Station to ensure ease of recycling.
- 5) Investigate and implement appropriate actions relative to regular voluntary or mandatory water bans for landscaping as necessary to ensure adequate water supply first for emergency response, public health and resource protection.

- 6) Revise the Hanover Zoning Bylaws, General Bylaws and Water Department regulations to require private irrigation wells for landscape maintenance as well as the use of drought-tolerant plantings which do not utilize a disproportionate use of the Town's limited water supply.
- I) To increase the efficiency, effectiveness and accountability of Town Government and government resources.
- 1) Continue to review and make changes to the structure, hierarchy and chain-of-command in Town Government as necessary to promote efficiency, effectiveness, coordination and accountability across subordinate Town agencies.
 - 2) Implement the newly adopted "Department of Municipal Inspections" in order to coordinate the daily activities, information sharing and efficiency of various permitting and development-related departments at Town Hall.
 - 3) Change the Collector of Taxes from an elected to an appointed position in order to ensure that anyone appointed to this position has the financial experience and qualifications necessary to administer the Town's multimillion dollar tax collection responsibilities.
 - 4) Change the Town Clerk from an elected to an appointed position in order to ensure that anyone appointed to this position has the administrative, government and legal experience and qualifications necessary to administer the Town's central record-keeping responsibilities.
 - 5) Change the Board of Health from an elected to an appointed board in order to ensure that anyone appointed to this board has the technical experience and qualifications necessary to administer state and local health regulations.
 - 6) Change the Board of Selectmen from a three-member to a five-member board to provide greater balance and representation.
 - 7) Consider changing the Town Administrator position into a Town Manager position ensuring a top-down "chain of command" in Town offices with greater responsibility and accountability to established priorities and initiatives by a team working in unison.

Rowing in the Same Direction



- J) To ensure the effective management of Town-initiated capital improvement and preservation projects. To ensure the appropriate and most efficient use of Town funds in the implementation of public projects for the benefit of current and future generations.
- 1) Fund and create the position of “CPC Coordinator” or Assistant Town Planner in order to ensure sufficient staff time and consistent professional support to the Community Preservation Committee in the administration of CPC initiatives and grant cycles, implementation of preservation plan recommendations, and the pursuit of outside grant funding. The CPC Coordinator should be responsible for coordinating the various preservation projects and initiatives of related Town boards which utilize Community Preservation Funds, such as the Open Space Committee, Conservation Commission, Historic Commission, Parks & Recreation Committee, and Housing Authority. The CPC Coordinator should report to the Town Planner so that work can be coordinated with long-term planning efforts and expertise. The CPC Coordinator should apply for any and all grants which will assist with the implementation of Community Preservation Projects.
 - 2) Complete the state’s “Commonwealth Capital” application in order to improve eligibility for state grants and assistance programs. Recommend to various Town agencies the adoption of regulatory changes, funding or implementation projects which fulfill the defined “Commonwealth Capital” criteria for “Smart Growth” development in the Commonwealth.
 - 3) Establish a clear and documented Town-wide policy that all permitting fees shall be waived for any project undertaken by the Town, any of its agencies, or with Town funds.
 - 4) Investigate alternative sources of revenue available to the Town beyond property tax revenues. Also investigate alternative methods to provide health care and other high-cost services and programs, through the Group Insurance Commission or other state and regional programs.
 - 5) Market and expand the existing number of Trust Fund accounts maintained by the Trust Fund Commissioners and other Town boards so as to increase monies available for identified public purposes with outside donations. Recognize donors with website presence, awards, certificates and ceremonies to acknowledge their support and encourage increased donations.
 - 6) Consolidate the maintenance of public properties, facilities and infrastructure (such as parks and school grounds) by the Department of Public Works wherever possible with budget and staff changes accordingly.
 - 7) Implement the yearly projects identified in the Department of Public Works Capital Improvement Program to ensure regular and required maintenance of Town facilities and infrastructure and prevent unnecessary deterioration of roads, bridges, buildings utilities or other structures.
 - 8) Provide adequate funding of municipal services and infrastructure maintenance so as to implement the recommendations of this plan and prevent loss or reduction of municipal services. Funding increases should not be prohibited by arbitrarily defined Proposition 2½ limits, but should be based on market costs for services such as health care and fuel costs, as well as overall improvements in efficiency by all departments on a yearly basis. Adequate funding should not rely on bonding out current services with future debt. The Town should continue to operate on a “pay-as-you-go” philosophy, except where long-term capital expenditures (such as a new high school) are involved.

Implementation & Monitoring

- A) To ensure that all Town officials and the general public have access to the Master Plan and Community Preservation Plan recommendations.
- 1) Post the entire Master Plan and related Community Preservation Plans (including the summary Strategic Action Plans) on the Town website along with any other previous, ongoing or future studies which address town-wide or issue-specific planning topics.
- B) To monitor and ensure full implementation of this Master Plan as amended from time to time. Ensure that all Town officials are held accountable for implementation and regular progress reports with respect to each action item.
- 1) Conduct annual or biannual Master Plan Summits where key Town departments, boards and officials are invited to discuss the full range of issues the town is facing, potential solutions, and the status of Master Plan implementation.



- 2) Remind all Town agencies about their responsibility for implementation of the Master Plan recommendations on a yearly basis using this action plan as a checklist for progress and achievement of milestones.
- 3) Include in the Planning Board's Annual Report a summary of major achievements in implementation of the Master Plan as well as potential shortfalls and areas for improvement or further attention in the following years. Include in this report any updates or changes to goals and actions identified in the plan as necessary.
- 4) Conduct a ten-year update of this Master Plan in 2018 or immediately after the 2020 census data becomes available in order to update Town priorities, goals and actions necessary to fulfill long-term planning objectives.