

Town of Andover
Massachusetts
2012 Master Plan



A Framework for Decision Making

Vibrant Downtown, Quality Education, Open Space and Recreation, Housing, Small Town Character, Citizen Participation, Historical Heritage, Cultural Diversity, Transportation, Financial Stability, Town Services, Municipal Facilities, Healthy and Safe Environment, Human Services, Quality of Life, Management of Natural Resources, Economic Development, Land Use, Sustainability, Quality of Life, People



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- E. FY2011 Comparative Fiscal Benchmarks *prepared by Steven Bucuzzo, Assistant Town Manager*
- F. Executive Summary: Strategic Plan 2011-2014 Andover Public Schools
- G. Notes and Updates (provided annually)

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- Commission on Disabilities
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The Master Plan draws from, and in some cases, defers to other Town planning documents. It does not intend to replace other Town plans but instead complements and incorporates those plans into one broad document.

The overall objective is to provide the Planning Board with the tools and information to make decisions and guide future growth in a managed and conscientious way. It is also a document that may be referenced by Town Staff, the Board of Selectmen, the Finance Committee, and Town Meeting attendees.

To manage change and to manage how Andover moves into the 21st Century, we need to understand ourselves and what is important to us. The Master Plan provides a framework for decision-making.

Note: The Master Plan will be updated by the Planning Board every five years. However after each annual Town Meeting, a summary of accomplishments, changes and other relevant points will be added to the Appendix.

The Master Plan was adopted per Massachusetts General Laws, Section 81-D, by the Andover Planning Board on February 14, 2012.



Town of Andover 2012 Master Plan

What is the purpose of the Master Plan?

As citizens of Andover, we believe that our town is an exceptionally good place to live and to raise a family. At the same time, we recognize powerful trends in changing land use, resource availability, evolving responsibilities and expectations, and new technology that could dramatically alter our town. We have a choice. We can simply accept how the town evolves or we can creatively manage change.

To manage change, we need to understand ourselves and what is important to us — our values, our aspirations and the goals that we share for our community. The Master Plan provides a framework for decision-making that elevates the importance of these shared elements and desires. It is a policy guide and a framework for future land use and development. It includes assessments of existing resources and issues, as well as projections of future conditions and needs in consideration of community goals and desires. In sum, a Master Plan describes what the community is like today and what direction it should go in the future.

The Master Plan can play an important role in the ongoing work of Town Officials and Town Departments as a consistent point of reference for evaluating and prioritizing potential actions. The data and analysis contained in the plan can be used for documentation in funding applications as well as for monitoring change over time.

Under Massachusetts Law, Section 81-D, it is the responsibility of the Planning Board to adopt and amend the Master Plan, but it is essential that the Board of Selectmen, the Town Manager, the Finance Committee and Town Departments work together to ensure that the policies and actions are consistent with the Master Plan.

What is included in the 2012 Master Plan?

➤ **Section 1** includes:

- ❖ The **Vision** which identifies the core values that bind Andover residents together. Shared values become critical guidelines for our elected officials and town staff as they make decisions on our behalf. The Vision was crafted over a two and a half-year period by the Vision 21 Committee, a Committee created by the Board of Selectmen, the Finance Committee and the School Committee. The Vision 21 Committee debated how to create a truly useful Vision, reviewed similar efforts by other communities, held open public input meetings and focus groups, conducted a survey at Town Meeting, and held roundtable discussions with town leaders. It invited experts on issues related to community and regional planning and the task of building a Vision. With this information, the Committee developed lists of shared values and potential strategies and used them to write this Vision.

- ❖ **Main Goals** are stated to provide direction on how to best implement the community Vision. The *main goals* for all seven elements of the plan are provided in Section 1 for easy reference.

➤ **Sections 2 through 8** includes:

A *reiteration* of the **Goals** with *specific and detailed* **Objectives** and Information for each of the following:

Section 2 Land Use

Section 3 Housing

Section 4 Economic Development

Section 5 Open Space and Recreation

Section 6 Natural, Historic, and Cultural Resources

Section 7 Transportation and Circulation

Section 8 Municipal Facilities and Town Services

The Goals and Objectives are based on community input and are meant to reflect Andover's residents' broad desires for the Town's future. If possible, indicators have been identified. Indicators can be used to measure the effectiveness of policies and progress toward the Master Plan goals. Please note that Sections 2 through 8 provide detailed Objectives for each Goal.

- **Section 9** outlines a plan for **Implementation**, which includes a variety of options, the assignment of responsibilities and target timeframes.
- **The Appendices** provide supporting documentation for the census charts, surveys, referenced plans and other relevant information that support the 2011 Master Plan.

The 2012 Master Plan was officially adopted by the Andover Planning Board per Massachusetts General Laws, Section 81-D on February 14, 2012.

How was the Vision developed?

The Andover Strategic Planning Task Force, an ad hoc committee of the Board of Selectmen, School Committee, and Finance Committee members, recommended that the Town Manager form a diverse and representative committee of citizen volunteers to articulate a Town Vision. Members of the Vision 21 Committee were approved by the Board of Selectmen and were charged to develop a comprehensive twenty-year vision of Andover that reflects community core values.



Over a two and a half-year period, the Vision 21 Committee

- debated scope and format and how to create a truly useful Vision;
- reviewed similar efforts by other communities;
- held open public input meetings with guidance and assistance from planning consultants;
- conducted a survey at Town Meeting;
- met with community groups;
- held roundtable discussions with town leaders; and
- listened to experts on issues related to community and regional planning and the task of building a Vision.

From all of these sources, the Committee developed lists of shared values and potential strategies and used them to write this Vision. **Thank you** to the **Vision 21 Committee**: Bruce E. Earnley (Chair), Mark F. Hornick, Maria K. Bartlett, Janice Burkholder, Alan F. French, Amy L. Janovsky, Ann M. Daly, Michael A. Frishman, John R. Roberts, Joseph A. Dorsey, Jr., Raymond E. Hender, Carol Tanski.

Challenge to our Fellow Citizens

As citizens, we must all consider how our own decisions, both civic and personal, affect the Town. As in natural ecosystems, all of our actions interconnect. To inform these decisions, we must insist that our elected officials, Town staff, and volunteer boards and committees provide us with consistent, honest, and informative data that help us to monitor those qualities of Andover that we value. As Andover evolves, we must increase efforts to forge connections throughout the community - connections that help us to know one another, to exchange interests and concerns, and to continue to manage ourselves by those values that we share. Ultimately, our Vision depends on our shared resolve, not only on public actions and votes at Town Meeting, but on individual choices and personal lifestyle. Together, we can harness the forces of change and the creative potential of our citizens to make Andover an even better place to live than it is today.



What is our Vision for Andover?

QUALITY EDUCATION

We will offer a rich and challenging public education that builds essential skills and knowledge that support a broad range of academic and vocational options, enable successful participation in our society and culture, and sustain curiosity and learning in a world of new and ever changing opportunities. We will cultivate the public library as a resource for lifelong learning and enrichment and as a facilitator for the flow of information throughout the community. We will find ways to protect the quality of these institutions through fluctuating economic cycles.

OPEN SPACE AND RECREATION

We will continue to acquire and protect open space as a crucial natural resource that helps to maintain the character of the town, offers access to both active and passive recreation, and provides an important natural system for water recharge, flood control, and wildlife habitat.

VIBRANT DOWNTOWN

We will maintain our downtown as an attractive and vibrant center with a mix of commercial and public activities, historical elements, and parks. We will use permits, zoning guidelines, and planning approvals to attract and keep pedestrian-friendly street-level enterprises.

SMALL-TOWN CHARACTER

Even as the Town continues to grow, we will actively seek to identify and preserve those elements — town layout and scale, central focus, community-wide activities, respect for historical structures, and housing mix, that give Andover so much of its appeal and character.

CITIZEN PARTICIPATION

We will govern ourselves in a manner that encourages participation by all, that consistently provides adequate information for making informed choices, and that acts to preserve our investment and the interests of the community as a whole. We will acknowledge the needs of others and consider compromises that are in the best interest of the Town and region.

HISTORICAL HERITAGE

We will maintain strong and consistent zoning that protects historic buildings and places, and we will support the institutions that protect and promote Andover's historical heritage.

CULTURAL DIVERSITY

We will be respectful of Andover's many races, ethnicities, religious beliefs, and lifestyles. We will facilitate public events that celebrate diversity and provide opportunities for sharing cultural traditions. As a community, we will not tolerate acts of hatred or persecution.

FINANCIAL STABILITY

We will follow prudent financial practices that balance consistent high-quality services, private vs. public responsibility, stable tax rates, and responsible levels of debt. We will set ambitious goals but live within our means. In making financial decisions, we will include an understanding of long-term costs and consequences, particularly to the environmental integrity of the Town. We will consider regional partnerships that offer more effective and economical options, and we will manage the impact of our decisions on property values relative to similar communities.

HEALTHY AND SAFE ENVIRONMENT

We will protect public health and safety through careful monitoring and enforcement of environmental, health, and safety regulations and by continuing to provide effective and responsive fire and police protection and beneficial public health services.

MANAGEMENT OF NATURAL RESOURCES

We will manage and protect our natural resources, particularly water, in a manner that acknowledges our responsibility to future generations and to other communities that share those resources. We will monitor air quality and take measures to mitigate negative effects of emissions from vehicles, regional incinerators, and industrial facilities.

TOWN SERVICES

We will provide effective and efficient services that build and maintain Town infrastructure, handle Town business, and assist citizens. We will develop effective technologies to facilitate interdepartmental communication and efficiency, and to provide public access to Town information.

HUMAN SERVICES

Through our department of community services, other Town programs, and religious institutions, we will sponsor services and programs, facilities, outreach, and recognition to veterans, seniors, youth, and the disabled or disadvantaged among us. We will foster connections among all citizens to help us to appreciate, learn from, and support one another.

TRANSPORTATION

We will monitor changing commuting patterns and side-effects on air and water quality, noise, and traffic. We will work within the region to strengthen opportunities for regional transit, rail travel, commuter buses, and improved connections with mass transit hubs. We will seek solutions to local needs for downtown and commuter parking, for safe and efficient traffic flow, and for shuttle service to local facilities and services. We will encourage foot and bicycle travel as an alternative to automobiles, whenever feasible.

What are our Goals for Andover?

The goals statements on the following pages are meant to serve as a policy guide for the development of the Master Plan. They are the result of the Visioning Process, a reassessment of the 1992 Master Plan goals, interviews conducted with key town stakeholders and input from members of the Andover Boards, Commissions and Committees. These goals statements represent overarching policy positions. Efforts have been made to combine goals that fall into more than one category to avoid redundancy. See Sections 2 through 8 for specific and detailed Objectives.

Land Use and Zoning (LU)

Land Use and Zoning create a balance of residential, commercial and industrial development, a mix which is vital to a community's continued quality of life and long term sustainability.



Goal LU-1 **Downtown – General Business and Mixed Use Districts**

***Downtown** is the civic, cultural, service and commercial center of Andover. It is also a regional commerce center for surrounding towns.*

- LU.1.1. Re-examine the Mixed Use District zoning for potential regulatory barriers hindering development.
- LU.1.2. Encourage the highest and best use of commercial space in the General Business district.
- LU.1.3. Expand the downtown General Business District.
- LU.1.4. Encourage pedestrian access in downtown.
- LU.1.5. Keep convenient parking spaces available to customers.
- LU.1.6. Work with the downtown merchants (Andover Business Center Association and the Merrimack Valley Chamber of Commerce) to keep downtown Andover an active civic center.
- LU.1.7. Help downtown Andover to become 100% accessible to persons with disabilities.

Goal LU-2**Residential Districts**

It is important to respect the property rights of owners, while at the same time preserving natural resources, farmland and the environment.

LU.2.1. Promote development that is sensitive to land features, environmentally sustainable, and appropriately scaled. Encourage a variety of residential choices and styles for Andover's diverse population, designed to withstand the economic and demographic tests of time.

LU.2.2. Continue to collaborate with neighboring towns about the development that occurs along and across municipal borders.

Agriculture

LU.2.3. Encourage the preservation of remaining farmland to ensure that future generations can enjoy Andover's agricultural heritage.

**Goal LU-3 Industrial and Commercial Districts**

*The **industrial and commercial** properties in Andover provide a strong tax base as well as thousands of jobs. Both are important when it comes to keeping a community balanced.*

LU.3.1. Maintain a mix of land uses so that approximately 29 percent of the property tax base is from nonresidential classifications.

LU.3.2. Ensure that there is adequate infrastructure capacity to serve future development.

LU.3.3. Encourage innovative site and building design.

LU.3.4. Reduce dependence on gasoline powered vehicles.

LU.3.5. Plan for the future of the Industrial Districts.



Goal LU-4 Historic Districts and Preservation

The character of the historic districts of Andover and heritage landscapes contributes to the overall quality of life in Andover.

- LU.4.1. Maintain Andover's heritage landscapes¹ as part of Andover's attractive and aesthetically diverse housing stock.
- LU.4.2. Encourage creative and adaptive reuse of existing sound building stock in the historical and industrial sections of Andover, such as Dundee Park, Shawsheen Village and Ballardvale.
- LU.4.3. Encourage the preservation and restoration of existing structures of historic interest.
- LU.4.4. Explore the use of available preservation tools such as Neighborhood Conservation Districts, scenic road bylaws and overlay zoning.
- LU 4.5. Continue to promote architectural compatibility with infill development and redevelopment.

**Goal LU-5 Design Review**

A coordinated program of design review ensures the preservation and enhancement of the Town's established visual character and heritage.

- LU.5.1. Preserve and enhance the established visual character and historical interest of Andover's General Business, Mixed-Use, and historic residential districts.
- LU.5.2. Promote a pedestrian-oriented downtown that respects Andover's small-town character and heritage.
- LU.5.3. Encourage signage that adheres to principles of good design and communicates efficiently in order to meet the needs of the Town and its residents.
- LU.5.4. Encourage design solutions that address public safety, accessibility, and sustainability while respecting principles of good design.
- LU.5.5. Promote the established review process, including consultation with the Design Review Board.

¹ A heritage landscape is a remarkable place of local, regional or national importance.

Goal LU-6 Sustainability

It is important to consider the long term when making decisions or recommending actions. Andover can encourage Sustainability through various land use techniques and planning principals.

LU.6.1. Review and consider opportunities to appropriate available Town land for alternative energy generation in such a way that would create cost savings for the Town.

LU.6.2. Implement best practices for energy efficient building codes and make recommendations that encourage upgrades without undue cost burden to home and business owners.

LU.6.3. Take proactive steps to reduce the reliance of Andover's businesses on energy and fossil fuels.

LU.6.4. Increase both residential and industrial/commercial opportunities to recycle trash and other waste.

LU.6.5. Use Planning Principals that support sustainable land use design.



Housing (H)

Housing issues impact the entire community. The availability of quality housing is inextricably connected to the overall health of the Town. Lack of housing options and alternatives can impact an employer's ability to hire and retain qualified local workers, prevent young persons from buying a home in the town where they grew up, and force older persons to move to another community to meet their retirement needs. The preservation and sustainable expansion of the housing stock provides economic benefits such as jobs and services generated by construction and the spending power brought by new residents.

Goal H-1 Future Generations

Historically, Andover has been a socially conscious and equitable place to live. It is important to remain an economically diverse population and have a diverse housing stock.

- H.1.1. Promote the **construction and renovation** of a wide range of ownership and rental housing types and densities including single family homes less than 2,500 square feet, condominiums, apartments, multi-unit buildings with less than eight units, and townhouses.
- H.1.2. Support the **renovation, rehabilitation and adaptive reuse** of existing homes or buildings.
- H.1.3. **Educate** the residents of Andover on the benefits of a diverse housing stock.
- H.1.4. Encourage affordable housing for the **elderly**.
- H.1.5. Encourage the creation of affordable housing for **persons with disabilities**; this includes those who are either mentally and/or physically challenged and those who are developmentally disabled.



Goal H-2 Housing Supply

*To remain in balance with **job growth**, the affordable housing supply should increase at a reasonable rate alongside the market rate supply so as to not overburden the community.*

- H.2.1. As the market rate **housing supply** increases, promote an increase in the supply of affordable housing so that Andover remains above the state's Subsidized Housing Inventory (SHI) 10% minimum as required by the Commonwealth of Massachusetts under MGL Chapter 40B.

Goal H-3 Context Sensitive Design

New housing developments should be designed to protect the Town's natural resources and to preserve open space corridors.

- H.3.1. Create guidelines and/or regulations for context sensitive design development to be used when possible.
- H.3.2. Encourage multi-family housing in appropriate locations (closer to the town center) and at an appropriate scale (height, width and massing).
- H.3.3. New housing developments should advance Andover as a walkable and bikeable community, when possible.

Goal H-4 Inventory

*An **inventory** of affordable units is an important tool to show where various types of housing are grouped and the percentage of affordable housing at each location.*

- H.4.1 Maintain a current inventory of potential developable areas for affordable housing.
- H.4.2. Preserve the affordability of previous 40B projects.

Economic Development (ED)

Economic Development is considered to be the process by which a local government like Andover tries to stimulate and/or maintain business activity and employment in order to retain its high quality of life and economic health (jobs, income, taxes, etc). Economic Development is typically policy driven. Economic Growth is a facet of Economic Development and focuses on increasing market productivity and job opportunities as well as providing the opportunity for the creation or importation of new companies.

Goal ED-1 Employment

*It is important to maintain a **balanced local economy** that serves Andover's employment needs.*

- ED.1.1. Encourage the creation of a full range of jobs for local residents, from services and trades to high tech and research and development.
- ED.1.2. Continue to promote a community identity that values quality businesses that support an expanding job market.
- ED.1.3. Identify gaps in local goods and services and find retailers to fill them.
- ED.1.4. Preserve and redevelop the three General Business Districts whenever possible.
- ED.1.5. Continue to keep the Industrial Districts competitive.
- ED.1.6. Seek additional higher educational opportunities and facilities in Andover.

Goal ED-2 Retention, Promotion, Marketing

***Retention, Promotion and Marketing** are the three key factors in keeping Andover known as a first-rate, strategically located commercial center.*

- ED.2.1. **Retain** existing jobs and companies currently located in Andover.
- ED.2.2. **Promote and market** Andover to attract new businesses and create new jobs.



Goal ED-3 Regional Center

*It is important to keep Andover as a **regional economic center**.*

- ED.3.1. Provide an environment that encourages start-ups through improved permitting practices and zoning.
- ED.3.2. Provide expedited permitting and adequate infrastructure to entice large national and international corporations to reside in Andover.
- ED.3.3. Strengthen and maintain Andover's position as a regional center for pharmaceutical, medical, research and other professional services.
- ED.3.4. Market Andover as a regional center for innovative industries.
- ED 3.5. Collaborate with other communities and the Merrimack Valley Planning Commission.

Goal ED-4 Tourism

- ED.4.1. Increase **tourism** in Andover.

**Open Space (OS)**

Natural and working lands play an essential role in the economic, environmental and social well-being of communities. Natural areas and parks increase neighboring property values, support tourism, offer opportunities for recreation, and provide scenic value. Farmlands provide food. Wetlands, forests, stream buffers, and other critical environmental areas provide many additional benefits, including water and air filtration, recharge of precious groundwater resources, protection of drinking water supplies, and habitat for plants, animals, and beneficial insects. Conserving these resources is important to the environmental health and well-being of any community as it grows or redevelops.

Goal OS-1 Merrimack and Shawsheen Rivers

- OS.1.1. Acquire through the Town, AVIS or other non-profit, permanent protection of the Deer Jump Trail that runs through large tracts of land along River Road (Franciscan and National Grid land) and along the **Merrimack River**.
- OS.1.2. Purchase or protect with restriction via the Town, AVIS or other non-profit river front areas and parcels along the **Shawsheen River** from Lawrence to the Tewksbury line.
- OS.1.3. Construct a **Riverwalk** along the entire length of the Shawsheen River from the Lawrence to Tewksbury lines.

OS.1.4. Purchase or protect with Conservation Restrictions, land on the west side of Route 93 to preserve the oxbow Shawsheen riverfront, the wetlands and areas for the *Priority Habitat of Rare Species and Estimated Habitat of Rare Wildlife*.

OS.1.5. Acquire the remaining parcel of the Reichold land along the Shawsheen River.



Goal OS-2 Advocate for Conservation Land Fund

OS.2.1. Request **annual funds** for the Conservation Land Fund to be ready to purchase parcels that meet the requirements of the Conservation Commission when they come on the market.

OS.2.2. Investigate and prioritize the purchase of Chapter 61² lands in Andover (which currently comprises more than 1,300 acres of open space) and lands with other tax reductions.

OS.2.3. Create a prioritized “parcels of interest” list to actively seek to acquire open space. The Commission should reach out to owners in advance of parcels coming on the market. This list should be flexible so the Commission is ready to purchase desirable parcels when the owners are ready to sell.

Goal OS-3 Great Ponds and Significant Water Bodies

OS.3.1. Acquire vacant parcels at Fosters Pond to link to the extensive AVIS Goldsmith Woodlands and abutting Conservation Commission parcels on the pond. Negotiate with land owners to purchase parcels when they become available or prior to their going on the market.

Goal OS-4 Land Management Plan and Land Manager

OS.4.1. Develop a Management Plan for the town-owned open space.

OS.4.2. Hire a Land Manger for the more than 2,200 acres of permanently protected town-owned land under the control of the Conservation Commission.



Goal OS-5 Education

*The town should **educate** the public about the parcels under its control so as to encourage access and use.*

OS.5.1. Educate the public about town-owned parcels to encourage greater use of the land.

² Ch. 61, Ch. 61A and Ch. 61B were created to give preferential tax treatment to those landowners who maintain their property as open space for the purposes of timber production, agriculture or recreation. Chapter 61 was designed to classify forestland. Chapter 61A was designed to classify agricultural land which may include forestland and Chapter 61B was designed to classify recreational land which can also include forestland.

Goal OS-6 Community Gardens and Small Parks

*The town should support the creation of **community gardens** in several neighborhoods across town, especially for people with disabilities, children, apartment dwellers, seniors and families.*

- OS.6.1. Continue to foster the Community Gardens program under the direction of a Master Gardener. Create gardens specifically for seniors, people with disabilities, as well as an educational garden for high school students and other target populations.
- OS.6.2. Encourage and support the weekly farmers market during the growing season at the Andover Historical Society.
- OS.6.3. Create pocket parks (i.e. small parks) in dense neighborhoods throughout town.

Goal OS-7 Trail System

*The town should strengthen the extensive **trail system** throughout town to connect neighborhoods and schools, and to encourage connections to abutting open space when new developments are planned.*

- OS.7.1. Require trail and open space connections between and within neighborhoods when a new subdivision or development is planned. This has been a longstanding policy of the Planning Board and the Conservation Commission.
- OS.7.2. Encourage a volunteer network to create more trails and to keep trails clear and safe.
- OS.7.3. Strengthen the role of the Overseers of the town-owned reservations and the Wardens of the AVIS reservations through education and support.
- OS.7.4. Utilize funding sources including Massachusetts Division of Conservation Services (DCS) grants, Commonwealth Capital grants, other state and federal grants as well as Andover Town Meeting appropriations.

**Goal OS-8 Active Recreation**

- OS.8.1. Establish new **boat launch** sites on the Merrimack and Shawsheen rivers and ponds.
- OS.8.2. Continue to plan for a **Riverwalk** the entire length of the Shawsheen River in Andover by purchasing in fee or acquire through permanent Conservation Restrictions along the riverfront parcels. See Goal OS.1.3.
- OS.8.3. Complete the Blanchard Street field creation project.
- OS.8.4. Maintain current sports fields, create new ones on former Reichhold land and seek new sports fields sites and multiuse parks.
- OS.8.5. Make improvements to the **recreation parcels and buildings** that are used by or are under the control of the Department of Community Services.
- OS.8.6. Support on-road and off-road biking for recreation and for commuting to work and school.
- OS.8.7. Create and execute a **localized open space and recreation plan** for the lands on both sides of Route 93 in the southern part of town to be developed as the result of the new interstate intersection.



Goal OS-9 Accessibility

- OS.9.1. Create paths along the river and walkways over streams **accessible** to all persons whenever possible.
- OS.9.2. Plan and build accessible walkways and other structures at the new Merrimack River reservation behind the Greater Lawrence Technical School.
- OS.9.3. Design and build accessible playgrounds throughout town.
- OS.9.4. Redesign existing parks and playgrounds to be accessible as recommended by the Commission on Disabilities.
- OS.9.5. Build an accessible bridge over the Shawsheen River and an accessible suspended walkway under Interstate 93.

2012 Conservation Division action items (dated January 20, 2012):

- Establish a multi-department effort to purchase the Phillips boathouse property.
- Partner with the Greater Lawrence Vocational School to build an outdoor classroom and canoe launch on Conservation land
- Establish an emergency boat launch for public safety.
- Rebuild a very important trail bridge that was damaged and removed.
- Mount a massive riverside clean-up manned by volunteers; with the flotsam & jetsam to be sorted and recycled using the Steve Fink 'barn-raising' waste disposal model.
- Run a "Communities Connected by Water and Art" in conjunction the Andover Public School art departments and the Addison Gallery.
- Host a large community event with canoeing and sailing provided free to the public.
- Continue to improve and mark our water's edge trail.
- Establish new Boy Scout/Girl Scout/AYS camping areas on Conservation Reservation.
- Work with other departments and AVIS to protect a trail easement / land purchase on the Franciscan property's riverfront.
- Continue partnering with local running groups for Merrimack trail events.

Natural, Historic, and Cultural Resources (NHC)



Goal NHC-1 Natural Resources

*It is important to protect the **Natural Resources** in Andover because Andover's Natural Resources are vulnerable to human impact. Preservation of the natural environment is essential for maintaining community sustainability.*

WATER

Adequate high quality water supplies are necessary for both community use and local ecosystems.

NHC.1.1. Protect and improve surface and ground **water quality**.

AIR

Both the natural ecosystem and human health can be adversely impacted by declining air quality.

NHC.1.2. Encourage emission reductions locally and statewide.

NHC.1.3. Limit the discharge of harmful chemicals into the air.

LAND

NHC.1.4. Identify, protect, and maintain outstanding natural features, endangered habitats, archaeologically important sites, forests and open spaces at critical locations.

NHC.1.5. Promote biodiversity to maintain an ecological balance.

Goal NHC-2 Cultural Resources

The **historic** structures, traditional neighborhoods, and **cultural** landscapes contribute to Andover's charming and pleasant setting.

NHC.2.1. Continue to promote heritage **education** in the community.

NHC.2.2. Continue to update the Town's **inventory** of historic properties to include properties over fifty years old.

NHC.2.3. Seek **funding** for historic rehabilitation i.e. Certified Local Government status³.

NHC.2.4. Encourage **architectural quality** and the preservation of community character.

Goal NHC-3 Cultural Diversity

Participation by all members of the community and an appreciation for diversity will ensure a more cohesive community, while fostering a more inclusive and welcoming atmosphere. Diversity is a group of many different things; gender, race, religion, and ethnicity. When a community has variety, it is a colorful and interesting environment where residents may learn about different cultures and ultimately live more harmoniously as a community.

NHC 3.1. Embrace and support cultural diversity in Andover.

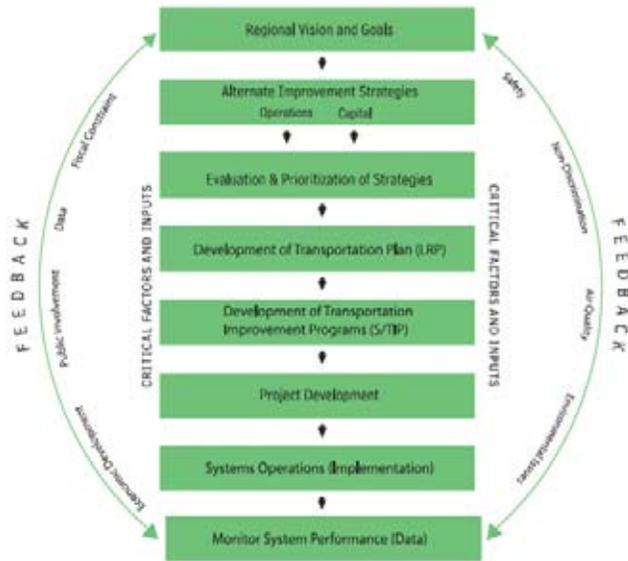
³ The Certified Local Government Program* (CLG) is a partnership that provides close integration of federal, state, and local preservation activities. By extending state and federal programs at the local level, the CLG program allows communities to participate directly in the review and approval of National Register nominations. CLGs are eligible to compete for at least 10 percent of the federal funds allocated to Massachusetts Historic Commission.

Transportation and Circulation (TC)

Transportation planning is a cooperative process designed to foster involvement by all users of the system, such as the business community, community groups, environmental organizations, the traveling public, freight operators, and the general public, through a proactive public participation process conducted by the Merrimack Valley Planning Commission, Massachusetts Department of Transportation, transit operators and the Town of Andover.

Transportation planning includes a number of steps:

- *Monitoring existing conditions;*
- *Forecasting future population and employment growth, including assessing projected land uses in the region and identifying major growth corridors;*
- *Identifying current and projected future transportation problems and needs, and analyzing through detailed planning studies, various transportation improvement strategies to address those needs;*
- *Developing long-range plans and short-range programs of alternative capital improvement and operational strategies for moving people and goods;*
- *Estimating the environmental impact (including air quality) created by recommended future improvements to the transportation system; and*
- *Developing a financial plan for securing sufficient revenues to cover the costs of implementing strategies.*



Goal TC-1 Regional Transportation

TC.1.1. Promote **regional transportation** improvements such as high speed transit systems.



Goal TC-2 Local Transportation

TC.2.1. Promote **local transportation** improvements such as bridge repairs, congestion elimination, and new sidewalks.

Goal TC-3 Alternative Transportation

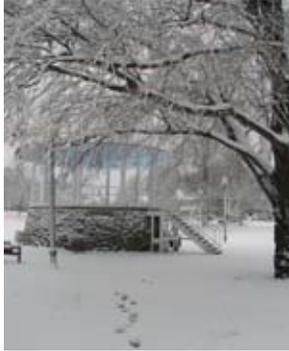
TC.3.1. Provide for safe and comfortable **bicycle and pedestrian circulation** throughout Andover.



Goal TC-4 Sustainable Streets

TC.4.1. Promote environmentally friendly road construction techniques.

Municipal Facilities and Town Services (MF)



Goal MF-1 Public Facilities

*It is important to maintain **public facilities** so that costs are kept under control and the structures are safe for students, employees and the general public.*

MF.1.1. Follow the priorities in the Capital Improvement Program (CIP).

MF.1.2. Support initiatives to responsibly maintain public facilities regardless of economic flux.

MF.1.3. Provide an adequate budget to ensure long-term maintenance of public facilities concurrent with their construction.

MF.1.4. Ensure that all public facilities are accessible to persons with disabilities.

MF.1.5. Use energy efficient technologies when replacing, reconstructing, and rehabilitating municipal buildings.

MF.1.6. Implement new technologies and “Green initiatives”⁴ to conserve power and reduce Andover’s carbon footprint⁵.

Goal MF-2 Parks and Grounds

*Maintain all **public parks, grounds, trees**, the Bald Hill compost site and the Spring Grove Cemetery.*

MF.2.1. Maintain more than 120 acres of sports fields throughout Andover, ensuring continued enjoyment by students, youth sports and recreational groups.

MF.2.2. Support public safety initiatives by mowing and maintaining roadside vegetation along town-owned roadways and by supplementing snow removal services with the D.P.W.

MF.2.3. Follow established arboricultural practices and procedures in maintaining all public shade trees along Andover’s roadways and green spaces.

MF.2.4. Administer the Bald Hill Compost Site permit program in support of Andover’s composting initiatives and provide residents with a supply of rich compost and a place to recycle their leaves and grass clippings.

⁴ The term “Green” blends topics of sustainability, pollution control, environmentalism and conservation. The “Green Initiative” has as its main objective to offset greenhouse gases emitted by human activities that range from simply driving a car to complex industrial production processes.

⁵ A carbon footprint is the total set of greenhouse gas emissions caused by an organization, event, product or person.

MF.2.5. Provide lot sales and burials for Andover residents at Spring Grove Cemetery.

MF 2.6. Include parks, grounds and tree replacement as part of the longer term funding plans and in the Capital Improvement Plan (C.I.P).

Goal MF-3 Educational Buildings and the Public Library

*Provide **educational and cultural facilities** and services to Andover residents.*

MF.3.1. Encourage coordination and communication between the school department and the town government in order to maximize the efficient utilization of existing facilities.

MF.3.2. Support **Memorial Hall Library** as the cultural heart of the community, enriching citizens through a lifelong relationship with ideas, art, literature, information and technology.

MF.3.3. Continue to maintain the **Old Town Hall**, also called the Town House, as a focal point and gathering place in downtown Andover.



Goal MF-4 Water Treatment Plant

*Maintain and continue to improve the function of the **Water Treatment Plant**.*

MF.4.1. Provide water supply capacity (volumes and pressures) that are adequate for average and peak demand levels and public safety needs.

MF.4.2. Provide wastewater collection and treatment facilities that are adequate to serve the existing and projected developments and to protect the environment.

MF.4.3. Install and update infrastructure that will reduce long term costs.

MF.4.4. Educate residents on the benefits of eliminating potable water sources for irrigation and use native or climate-adapted drought tolerant plants for all landscaping.

MF.4.5. Educate residents on how to eliminate plumbing cross connections that are a potential source of contamination and pollution.

Goal MF-5 Public Safety

Provide the highest level of public safety to Andover’s citizens and business community.

MF.5.1. The **Andover Police Department** is committed to providing the highest level of public safety and service to the citizens and business people within the community. The members of the Department are empowered to enforce the laws of the Commonwealth of Massachusetts and the by-laws of the Town of Andover to ensure that the peace and tranquility of our neighborhoods are maintained and that



crime and the fear of crime are reduced.

MF.5.2. **Andover Fire Rescue** will serve the citizens of the community and its visitors by protecting them from the dangers created by man-made and natural emergencies. Andover Fire Rescue aggressively attempts to minimize the risks associated with these incidents through effective fire prevention and investigation, code enforcement, public education and injury prevention programs.

Goal MF-6 Education

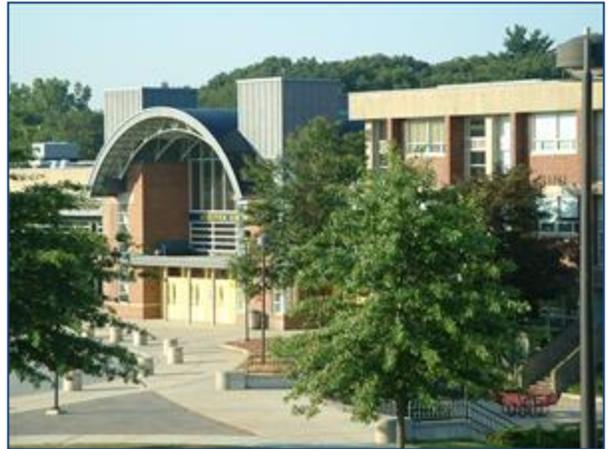
MF.6.1. APS Students will develop the “habits of mind” that underlie critical and creative thinking, effective communication, collaborative problem solving, and responsible citizenship needed to thrive in an increasingly complex and evolving global society.

MF.6.2. APS students will be immersed in interactive, technology-rich classrooms that support instruction and student learning to prepare them for a society dominated by digital communication.

MF.6.3. All recruitment, staff development, and evaluation strategies will result in the retention of high-quality teachers, support staff, and school leaders to support educational and administrative goals.

MF.6.4. Develop communication systems, strategies and partnerships with parents, the community, and town officials to build shared expectations, understanding, and trust to support the APS vision, mission, and goals.

MF.6.5. Sustainable plans and systems for the allocation and alignment of financial, building, technological, and human resources will be developed to support the APS vision, mission, and learning goals.



The Master Plan draws from and in some cases defers to other Town planning documents. It does not intend to replace other Town plans but instead complements and incorporates those plans into one comprehensive document.

The overall objective is to provide the Planning Board with the tools and information to make decisions and guide future growth in a managed and conscientious way. It is also a document that may be referenced by Town Staff, the Board of Selectmen, the Finance Committee, and Town Meeting attendees.

Many Town Boards, Committees and Commissions have provided input into the Goals and Objectives of the Master Plan. Thank you.

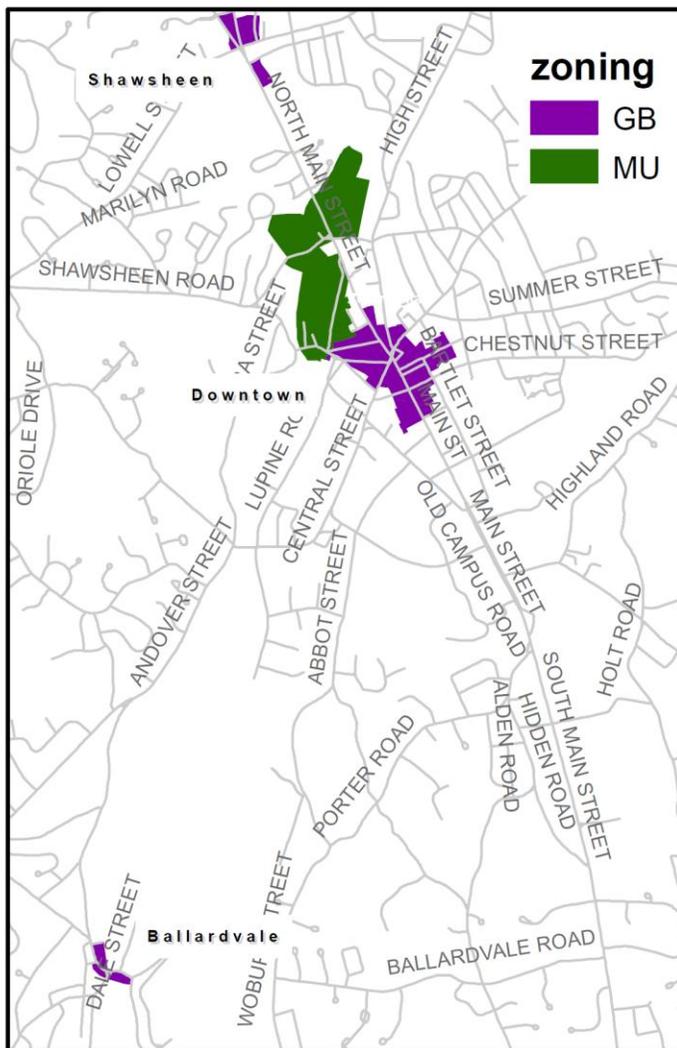
A balance of residential, commercial and industrial development is vital to a community’s continued quality of life and long term sustainability.

Goal LU-1 Downtown – General Business and Mixed Use Districts

Downtown is an economic engine that requires monitoring and maintenance to keep it healthy and competitive.

LU.1.1. Re-examine the Mixed Use District zoning for potential regulatory barriers hindering development.

- Amend the Zoning By-law to allow shared parking for uses with complementary parking demands, such as mixed-use developments that contain residential and commercial uses.
- Evaluate the effect of the Zoning By-law on the redevelopment of existing buildings and new construction, and propose appropriate changes if necessary.
- Continue to encourage housing as a part of the mix of uses downtown.



Vision - Vibrant Downtown

A vibrant downtown requires many factors working simultaneously such as employment, maintenance of property values, options for goods and services, pedestrian activity and providing an important civic forum where all members of the community can and want to congregate.

Downtown Andover is the heart of the community and its condition serves as an indicator of the health, capacity, and self-regard of the entire community.

In order to make the downtown desirable to the entire community, the options and services provided by the downtown must grow and change as the community grows; otherwise, the residents located inconveniently to the downtown will seek alternate locations for attaining those services.

Andover has the ability to sustain its vibrant downtown; however, continued planning and adjustments must be made. Below are **indicators** that should be tracked in order to monitor the vibrancy of Andover’s downtown.

- Change in use from first floor storefront retail or services to office or commercial
- Vacancy and lease rate changes of retail and office space in downtown
- Turnover and use at peak hours of existing parking spaces
- Renovations and new construction of properties in downtown
- New commercial space and housing units added to the downtown area
- Percent increase in the accessibility rate of buildings and businesses downtown.

➤ **MAP:** There are three (3) General Business Districts (GBD) in Andover: Downtown (Main Street), Shawsheen Square and Ballardvale. There is one Mixed Use District adjacent to the downtown GBD.

LU.1.2. Encourage the highest and best use of commercial space in the General Business district.

- Evaluate the parking requirements in the Zoning By-law to promote first floor retail.
- Conduct a periodic market analysis to help identify new and needed small, locally owned businesses.

LU.1.3. Expand the downtown General Business District.

- Maximize the potential economic benefit to Andover by relocating the Town Yard from Lewis Street to a more appropriate site and out of downtown.
- Rezone the area surrounding the Town Yard and the railroad crossing to complement and encourage mixed use (retail, office and residential) development and implement building design standards.
- Examine the opportunity for other potential growth in the General Business District if supported by economic conditions.



LU.1.4. Encourage pedestrian access in downtown.

- Require sidewalks and connections between and around commercial properties.
- Promote pedestrian and bicycle paths connecting downtown services, places of work or any other locations which will provide safe, efficient, alternative ways of transportation and encourage a greater sense of community.
- Create a plan for sensible and logical connections downtown.



LU.1.5. Keep convenient parking spaces available to customers.

- Encourage and educate employees to park in designated long-term spaces and to participate in the parking sticker program.
- Provide a parking map that is distributed broadly and is on the Town's website.
- Connect parking lots and pedestrian paths to reduce multiple in-town vehicle trips.
- Provide way-finding signage for municipal parking lots.

LU.1.6. Work with the downtown merchants (Andover Business Center Association and the Merrimack Valley Chamber of Commerce) to keep downtown Andover an active civic center.

- Develop a map of downtown to be distributed to residents, businesses, and visitors.
- Create and participate in downtown events that promote the Town's quality of life and community spirit.

LU.1.7. Help downtown Andover to become 100% accessible to person with disabilities.

- Encourage existing businesses to redesign entrances and interiors.
- Encourage new construction to exceed, when appropriate, what is required by law.

Goal LU-2 Residential Districts

It is important to understand the property rights of owners, while at the same time understanding the importance of preserving natural resources, farmland and the environment.

LU.2.1. Promote development that is sensitive to land features, environmentally sustainable, and appropriately scaled. Encourage a variety of residential choices and styles for Andover's diverse population, designed to withstand the economic and demographic tests of time.

- Update the Subdivision Rules and Regulations and work closely with the Department of Public Works and the Planning Board to improve current practices.
- Revise the Cluster Subdivision section in the Zoning By-law to reduce the minimum requirement from 10 acres to 5 or fewer acres. This preserves open space and reduces land disturbance through reducing roadway length and allowing smaller lot sizes.
- Include new sections in the Zoning By-law such as Open Space Residential Development and Context-Sensitive Design Development.
- Discuss Low Impact Development, green building initiatives and neighborhood connectivity with applicants early in the design process.

LU.2.2. Continue to collaborate with neighboring towns about the development that occurs along and across municipal borders.

Agriculture

LU.2.3. Encourage the preservation of remaining farmland to ensure that future generations can enjoy Andover's agricultural heritage.

- Utilize the 2010 Open Space Plan (Conservation Commission) and the Master Plan to help guide the acquisition of farmland for preservation purposes.
- Encourage Community Gardens as a way to promote agriculture on a smaller scale.
- Promote regional and local agriculture to provide local food production, distribution, and access. Encourage citizen participation in food coops, community supported agriculture programs and farmers markets.



Farmers Markets are markets, usually held out-doors, in public spaces, where farmers can sell their produce to the public. Products at farmers' markets are renowned for being locally-grown and very fresh.

Community Gardens are small plots of land allocated to groups of people by an organization that holds title or lease to the land, sometimes for rent, sometimes simply as a grant of land.

Community Supported Agriculture is a community of individuals who pledge support to a farm operation with the growers and consumers providing mutual support and sharing the risks and benefits of food production.

Goal LU-3 Industrial and Commercial Districts

The industrial and commercial properties in Andover provide a strong tax base as well as thousands of jobs. Both are important when it comes to keeping a community balanced.

LU.3.1. Maintain a mix of land uses so that approximately 29 percent of the property tax base is from nonresidential classifications.

LU.3.2. Ensure that there is adequate infrastructure capacity to serve future development.

- Review existing infrastructure that is in place (water, sewer and roads) and propose improvements every two years.

LU.3.3. Encourage innovative site and building design.

- Use flexible zoning by-law design controls that enhance and retain the natural features of the land.
- Encourage innovative building design that meets energy efficiency criteria used by the U.S. Green Building Council and energy alternatives that reduce dependence on fossil fuels.
- Require that all new construction utilize energy efficiency, water conservation, and renewable or alternative energy technologies.
- Require landscape transitions, which protect adjacent residential properties by buffering and limiting the location and design of large-scale developments.
- Provide safe pedestrian and vehicular circulation within developments and the vicinity of proposed projects.
- Encourage the retention of open space and landscaped areas within developments.

LU.3.4. Reduce dependence on gasoline powered vehicles.

- Examine the need for lifestyle conveniences or concierge services near or within the Industrial Districts, as a means to reduce traffic and add new options for local retail goods and services.
- Require new businesses to join the local Transportation Management Association.

LU.3.5. Plan for the future of the Industrial Districts.

- Prepare a strategic plan for future development and needs that incorporates current information about natural systems, environmental constraints, zoning, and energy and transportation issues.
- Review the allowed uses in the Industrial Districts to remain competitive and current as well as to encourage a strong commercial tax base.

Land Use Development - Percent of Land Developed

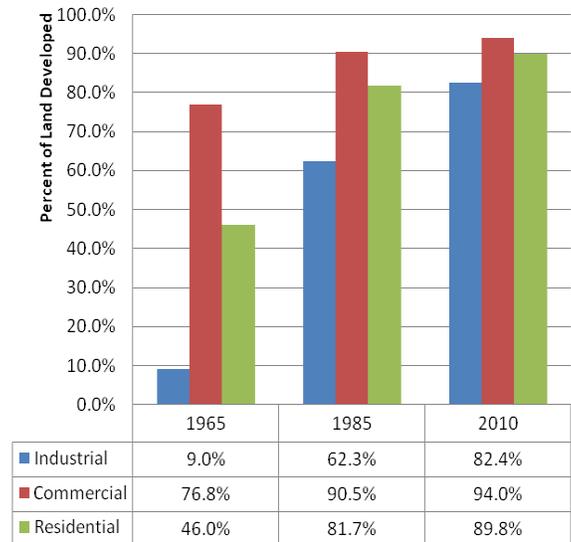


Table 1: In 1965 only 9 percent of the industrial zoned land was developed. In 2010, 82.4 percent of the industrial zoned land was developed. The Town of Andover is reaching build-out capacity in all three categories.

Goal LU-4 Historic Districts and Preservation

*The character of the **historic districts** of Andover and heritage landscapes contributes to the overall quality of life in Andover.*

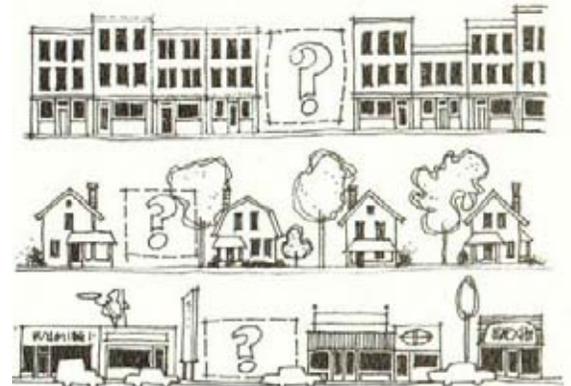
- LU.4.1. Maintain Andover’s heritage landscapes¹ as part of Andover’s attractive and aesthetically diverse housing stock.
- LU.4.2. Encourage creative and adaptive reuse of existing sound building stock in the historical and industrial sections of Andover, such as Dundee Park, Shawsheen Village and Ballardvale.
- LU.4.3. Encourage the preservation and restoration of existing structures of historic interest.
 - Work with the Preservation Commission and the Ballardvale Historic District Commission on a community education program to explain the importance of preserving the historic mill areas.
- LU.4.4. Explore the use of available preservation tools such as Neighborhood Conservation Districts, scenic road bylaws and overlay zoning.
- LU.4.5. Continue to promote architectural compatibility with infill development and redevelopment.



Goal LU-5 Design Review

A coordinated program of design review ensures the preservation and enhancement of the Town’s established visual character and heritage.

- LU.5.1. Preserve and enhance the established visual character and historical interest of Andover’s General Business, Mixed-Use and historic residential districts.
 - Promote principles of good design through public education initiatives and coordinated review by qualified professionals.
 - Facilitate collaboration between the Design Review Board and the Preservation Commission on projects involving historical structures and neighborhoods.
 - Encourage the use of materials characteristic of the area and appropriate to the architectural style of the building.



¹ A *heritage landscape* is a remarkable place of local, regional or national importance.

LU.5.2. Promote a pedestrian-oriented downtown that respects Andover’s character and heritage.

- Emphasize the appeal of building detailing that incorporates small-scale elements of interest to pedestrians.
- Encourage owners of downtown buildings with a width of more than forty (40) feet to divide the façade visually into sub-elements, preferably expressing functional diversity within the building.
- Promote landscape treatments that place shrubs, trees, flower boxes, and other greenery around buildings and in recessed areas.
- Encourage careful treatment of sidewalks, parking areas, and walls at the sides and rear of buildings.

LU.5.3. Encourage signage that adheres to principles of good design and communicates efficiently in order to meet the needs of the Town and its residents and businesses.

- Ensure that sign materials, colors, text, graphics, size, and illumination suit the building to which the sign relates and complement the surrounding neighborhood.
- Support the use of projecting signs to add visual interest.
- Promote the use of graphic elements to facilitate communication and provide visual variety.
- Maintain public safety by eliminating distracting or confusing sign displays and excessive illumination.



Sketch of Main Street created by Craig Gibson, Design Review Board Member

LU.5.4. Support design projects that address public safety, accessibility, and sustainability while respecting principles of good design.

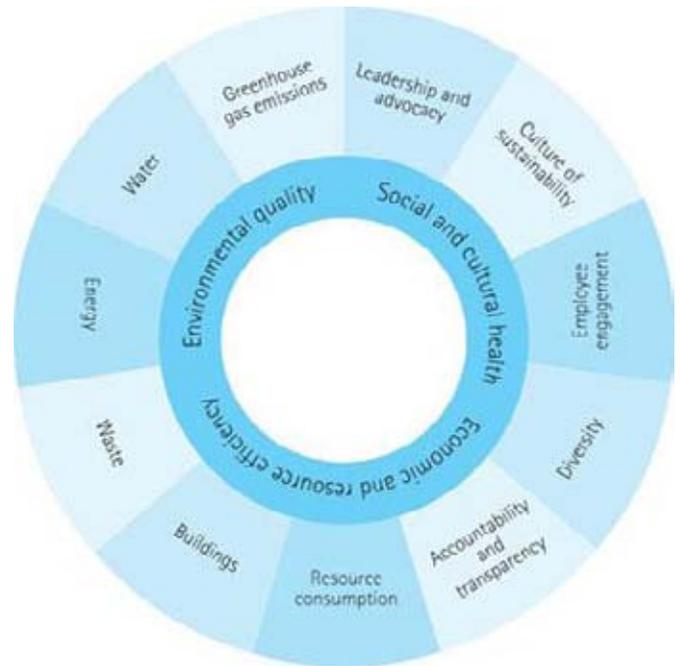
LU.5.5. Promote the established review process, including consultation with the Design Review Board.

- Implement the use of design guidelines, review criteria, and review procedures, including consultation with the Design Review Board as specified in the Zoning by-law.
- Encourage communication among the Design Review Board, the Planning Board, the Zoning Board of Appeals and the Board of Selectmen regarding current and planned design projects.
- Maintain the Design Review Board’s qualified and diverse membership. Encourage design professionals (architects, landscape architects, urban designers, graphic designers, industrial designers, and historians and critics of art or architectural history) and other interested residents who support the goals of the Design Review Board to fill vacancies as they arise, with the goal of ensuring a range of design expertise. Consult with the Planning Board and the Preservation Commission when filling vacancies.

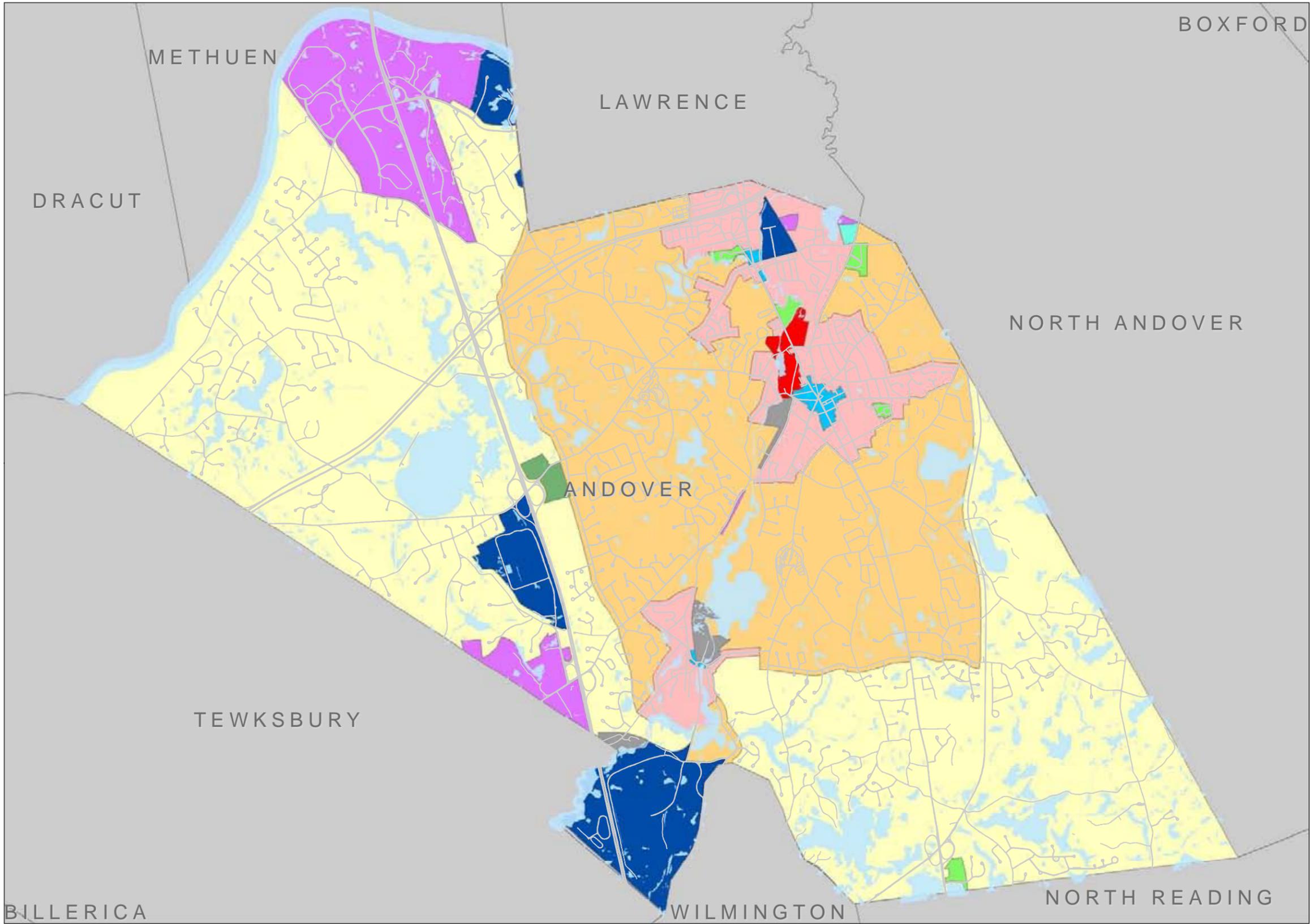
Goal LU-6 Sustainability

It is important to consider the long term when making decisions or recommending actions. Andover can encourage Sustainability through various land use techniques and planning principals.

- LU.6.1. Review and consider opportunities to appropriate available Town land for alternative energy generation in such a way that would create cost savings for the Town.
- Look to **Solar Energy Community Projects** which are an approach to supplying a community with its energy requirements from renewable energy or high-efficiency co-generation energy sources.
- LU.6.2. Implement best practices for energy efficient building codes and make recommendations that encourage upgrades without undue cost burden to home and business owners.
- Promote **Green Building** which is the practice of increasing the efficiency with which buildings and their sites use and harvest energy, water, and materials; and reducing building impacts on human health and the environment, through better siting, design, construction, operation and removal.
- LU.6.3. Take proactive steps to reduce the reliance of Andover's businesses on energy and fossil fuels.
- LU.6.4. Increase both residential and industrial/commercial opportunities to recycle trash and other waste.
- Implement improvements to **Garbage Removal** to save energy and tax dollars through solar-powered trash compaction systems and recycling efforts should encourage increased participation.
- LU.6.5. Use Planning Principals that support sustainable land use design.
- Consider using **Energy-Efficient Landscaping** and **Low Impact Development** as landscaping strategies designed for the purpose of conserving energy and removing storm water runoff (without the impurities of asphalt and unnatural structures). Techniques include planting trees for the purpose of providing shade, wind-breaks and water absorption, planting of native shrubs for filtration, and positioning buildings to take advantage of natural light and topography.
 - Conduct an **Ecological Footprint** for Andover that illustrates the amount of land and water area a human population would hypothetically need to provide the resources required to support it and to absorb its wastes, given prevailing technology.
 - Plan for good **Urban Design** which focuses on the arrangement, appearance and functionality of a towns or city. It typically requires interdisciplinary input with balanced representation of multiple fields including engineering, ecology, local history, and transport planning.



ZONING



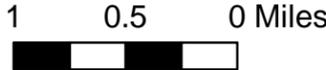
Town of Andover
Massachusetts



Zoning

LEGEND

- IA - Industrial A
- SRB - Single Residence B
- SRA - Single Residence A
- APT - Apartment
- SRC - Single Residence C
- ID - Industrial D
- IG - Industrial G
- GB - General Business
- LS - Limited Service
- MU - Mixed Use
- OP - Office Park

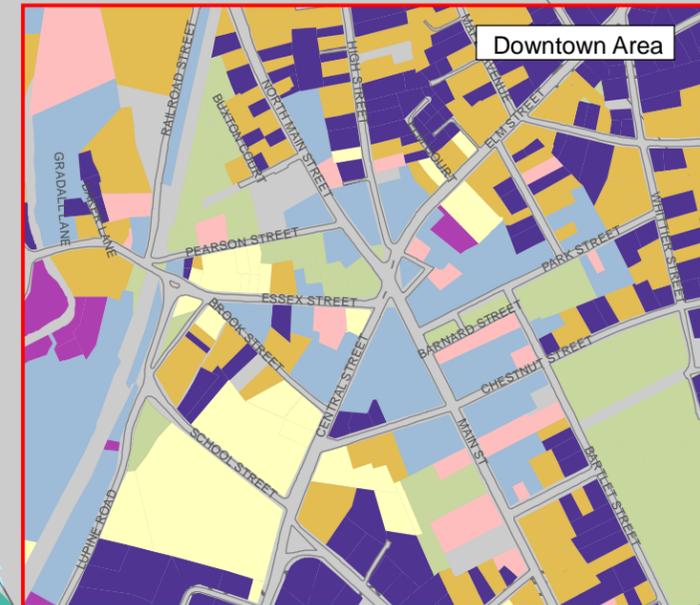
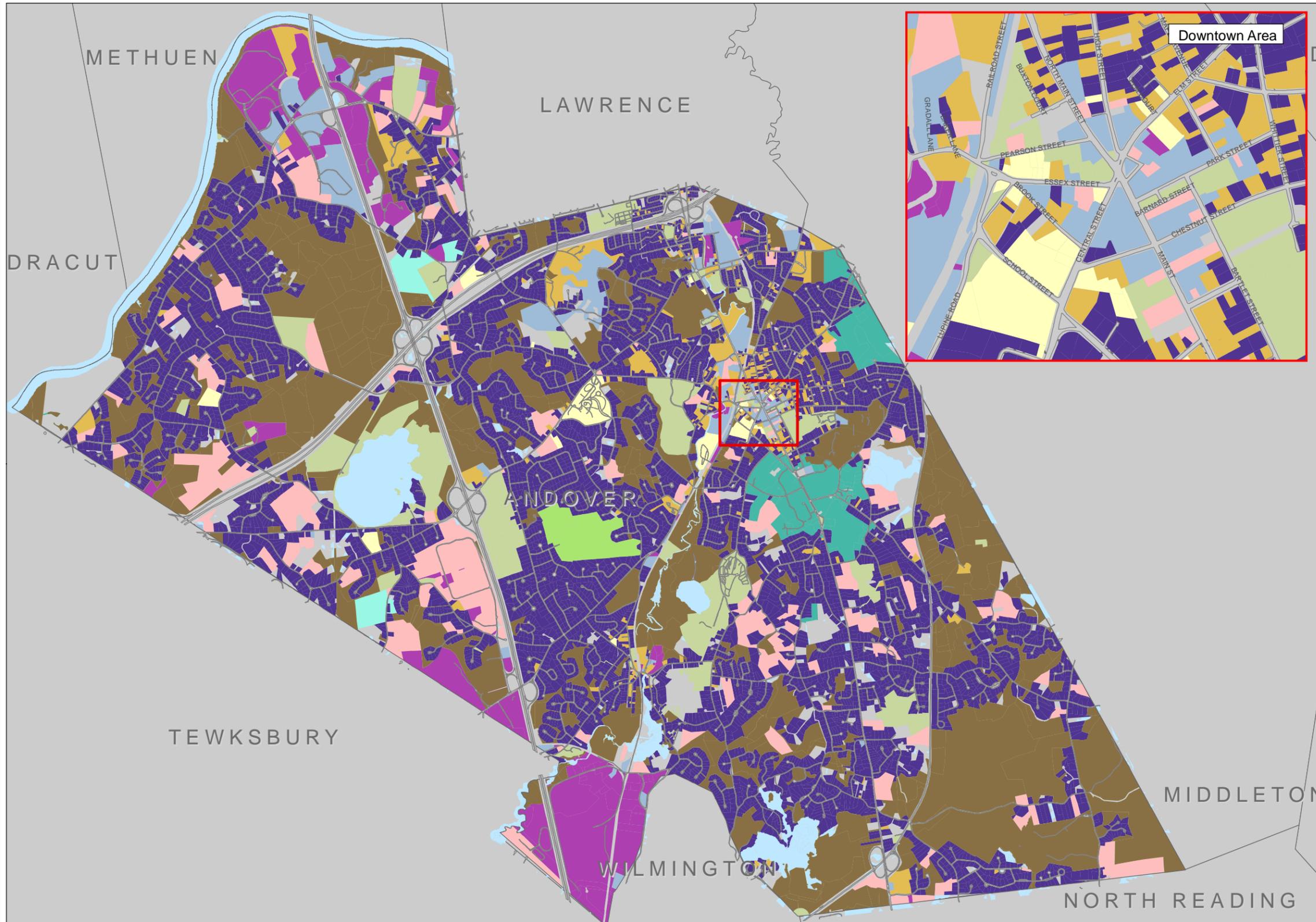


Created by: Andover Planning
Date: 1/30/12
Source: Andover GIS
Merrimack Valley Planning Commission
FY10 Assessor's

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LAND USE



Town of Andover
Massachusetts

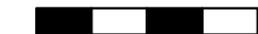


Land Use

LEGEND

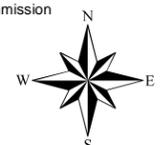
- Mixed Use
- Single Family
- Multi-Family
- Open Space
- Commercial
- Industrial
- Agricultural
- Golf Course
- State/Local Government
- Religious
- Private School

1 0.5 0 Miles



Created by: Andover Planning
Date: 1/31/12
Source: Andover GIS
Merrimack Valley Planning Commission
FY10 Assessor's

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Goal H-1 Future Generations

Historically, Andover is a socially conscious and equitable place to live. It is important to remain an economically diverse population and with a diverse housing stock.



Andover Community Trust Home

H.1.1. Promote the **construction and renovation** of a wide range of ownership and rental housing types and densities including single family homes less than 2,500 square feet, condominiums, apartments, multi-unit buildings with less than eight units, and townhouses.

- Review the Zoning By-law for avenues that would promote homes less than 2,500 square feet.
- Determine the best way to address “mansionization” which is typically known for the demolition of an existing non-historic home for the construction of a new home larger than 3,500 square feet.
- The Planning Board should review the special permit process for multifamily use within the Mixed Use and General Business Districts to determine if it could be less restrictive to encourage more use.
- Within a special permit application, change the Zoning By-law to allow for an appropriate density bonus if affordable housing is included.
- Support non-profit organizations that build or renovate housing that is “scattered site” (scattered randomly throughout Andover) and is designed to fit into the character of the neighborhood.
- Encourage the concept called "Basic Access" or "Visitability" that involves a new home to have at least one entrance with no step.

H.1.2. Support the **renovation, rehabilitation and adaptive reuse** of existing homes or buildings.

- Rewrite the Family Dwelling Unit definition in the Zoning By-law to allow family members (healthy or not) to live in an accessory apartment in a detached one-family home.
- Evaluate current fee structures for renovations, rehabilitations and adaptive reuse construction.
- Explore rehabilitation grants and alternative tax options to encourage rehabilitation and renovation.
- Update the inventory of historic or notable homes in Andover so that more homes are covered by the Demolition Delay By-law.

Vision Small-Town Character

Even as the Town continues to grow, we will actively seek to identify and preserve those elements — town layout and scale, central focus, community-wide activities, respect for historical structures, and housing mix that gives Andover so much of its appeal and character.

The factors that make up "small town character" can be drawn from many perspectives. The visible attractiveness of Andover starts with its historic downtown buildings and neighborhoods, reaching out to the less densely populated outer areas. Invisible, however, are the sense of community and concern of residents for one another and the ability for persons that grew up in Andover to be able to continue living in Andover. The following **indicators** can help assess changes in small town character.

- Number and type of community activities, and percentage of residents participating
- Number of historic buildings vs. number restored vs. number lost
- Total population, percentage change
- Number of homes replaced by larger homes, as percentage of all homes
- Ratio of protected open to developed space
- Number of housing types and units: price range and function (condominium, starter homes, single family homes, multi-family homes, retirement, etc.)

- Consider the redevelopment of the Town’s older industrial sites, for a mixture of uses, including lower-cost housing for families and the elderly.
- Explore a by-law that allows homes more than 3,500 square feet to be converted into multi-unit buildings as is done in other suburban communities such as North Andover’s Great Estates By-law.

H.1.3. **Educate** the residents of Andover on the benefits of a diverse housing stock.

- Continue to support the Andover Housing Partnership Committee, which serves as an important resource on all housing issues that come before the town’s elected officials, appointed board members, and the community.
- Encourage the use of the senior center as a means to learn from, provide information to, and support seniors with regards to their housing needs.

H.1.4. Encourage affordable housing for the **elderly**.

Affordable housing is defined by statute as housing that is affordable by people making 80% of the median income for a given area, adjusted for family size.

- Promote the use of alternative residential programs such as life-care, assisted or congregate living arrangements.
- Update the Congregate and Assisted Living by-law in the Zoning By-law so that it is utilized. Consider including the SRC District and allowing services as an accessory use.
- Consider programs and explore grants that allow persons to age in place.



Example: Warren House, Waltham Supportive Living, Inc.

H.1.5. Encourage the creation of affordable housing for **persons with disabilities**;

this includes those who are either mentally and/or physically challenged and those who are developmentally disabled.

- Work with organizations that create new group homes or renovate existing homes for the use of non-profits to provide this type of housing.
- Encourage the parent groups in town to work together to create this type of housing for persons who grew up in Andover and attended Andover schools.

Site Plan

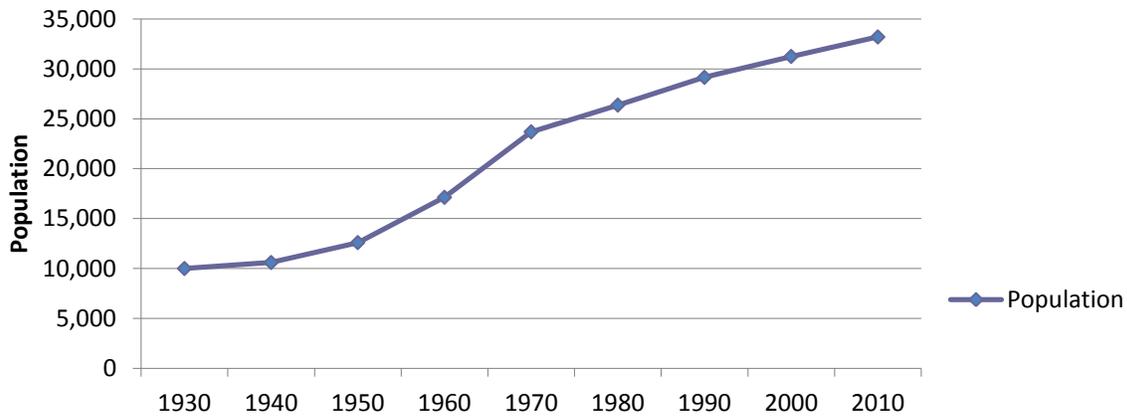
Rental Building with 30 apartments

**Example: The Groves
An Independent Living
Community
Lincoln, MA**

Main Building with 100 suites

POPULATION, INCOME and HOUSING DEMOGRAPHICS

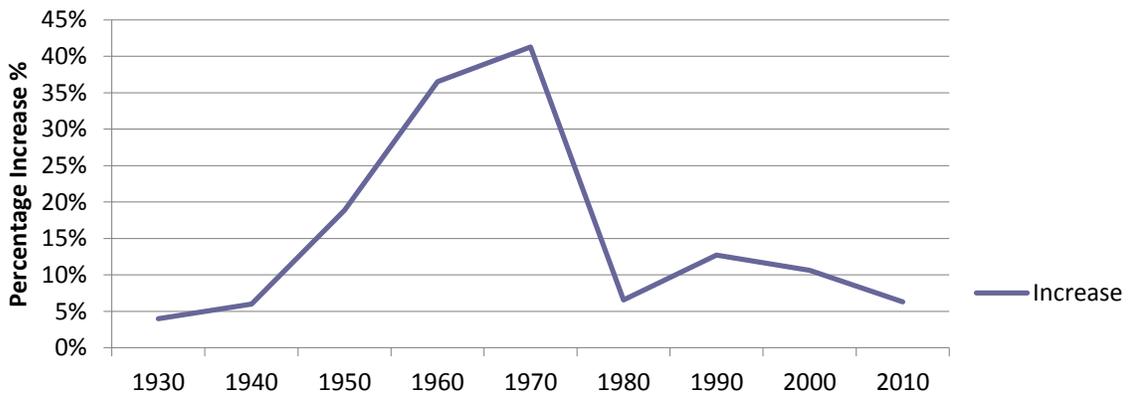
Population



Graph 1: US Census Bureau

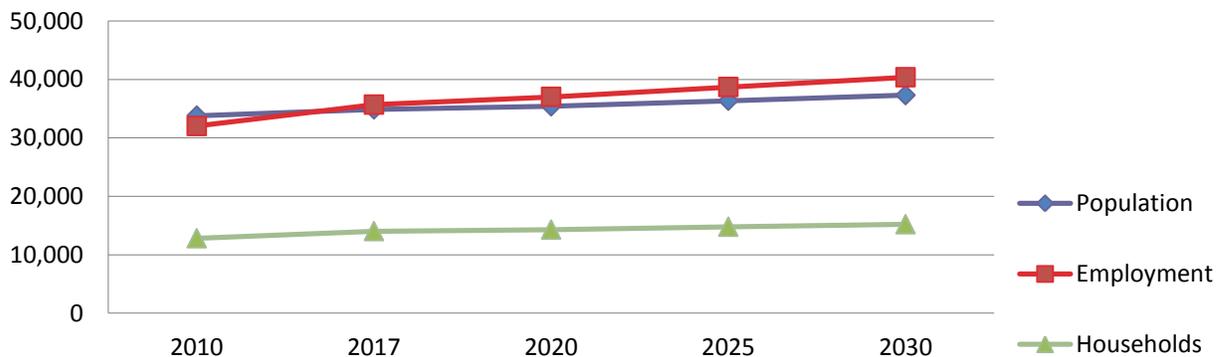
In 2010, the U.S. Census reported 33,201 people lived in Andover. This is up 1,954 people from 2000 or 6.3% in 10 years. However, the largest ten year increase in population occurred between 1960 and 1970. Population in Andover is expected to reach 37,000 by the year 2030.

Percent Population Increase



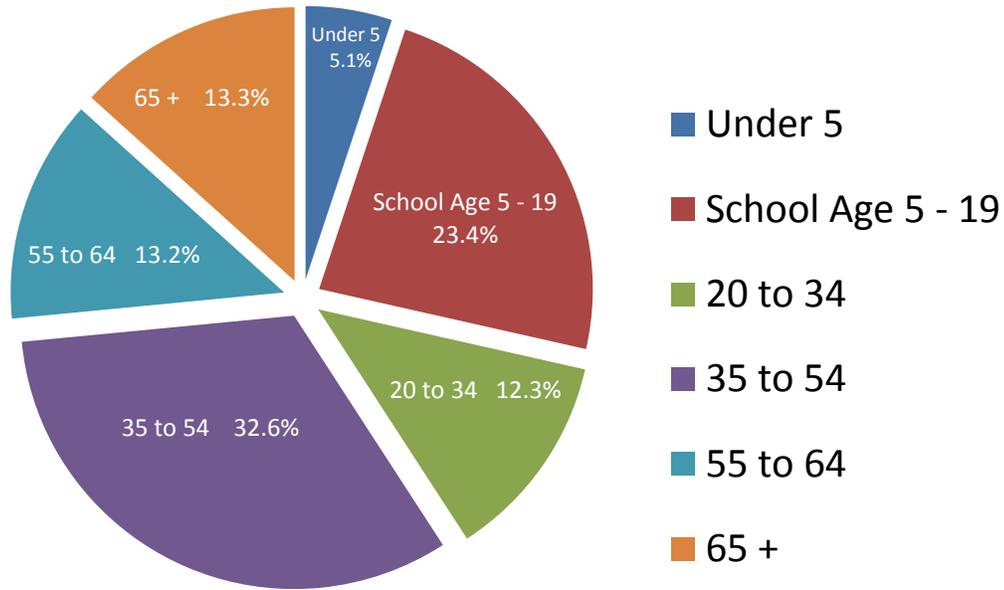
Graph 2: US Census Bureau

Population, Employment, Household Projections



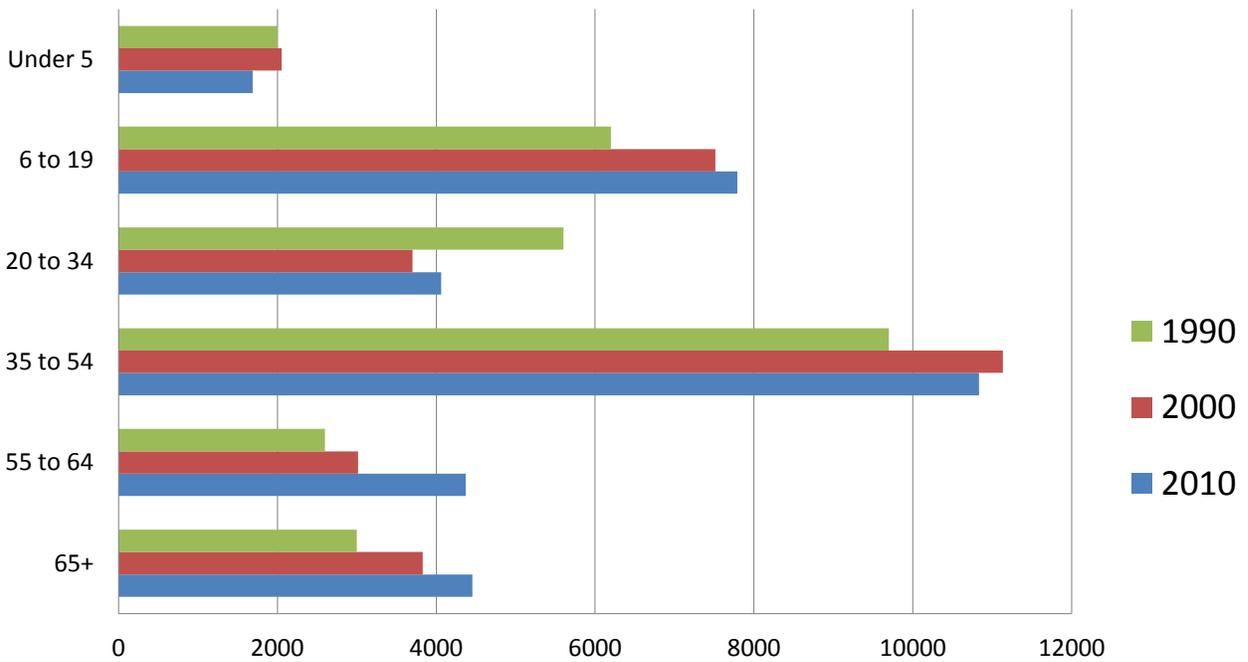
Graph 3: Merrimack Valley Planning Commission

Age Demographics Distribution 2010



Pie Chart 1: US Census Bureau

Age Distribution 1990 to 2010



Bar Chart 1: US Census Bureau

Area Median Household Incomes

Community	Median Household Income
ANDOVER	\$111,851
Boxford	\$160,691
Haverhill	\$60,535
Lawrence	\$32,337
Methuen	\$62,387
North Andover	\$94,529
North Reading	\$97,291
Tewksbury	\$85,002
Wilmington	\$88,520
Regional Median Household Income (for a family of 4)	\$85,300
Massachusetts (for a family of 4)	\$64,081

Table 1: US Census Bureau

Housing Gap Analysis

Neighboring Communities	Median Income* Household (2009) ⁽¹⁾	Purchase Price Based on Income ⁽²⁾	Median Home Sale Price (2009) ⁽³⁾	Gap + / -
Andover	\$111,851	\$435,302	\$462,000	(\$26,698)
Boxford	\$160,691	\$625,377	\$502,000	\$123,377
Haverhill	\$60,535	\$235,590	\$216,000	\$19,590
Methuen	\$62,387	\$242,797	\$235,000	\$7,797
North Andover	\$94,529	\$367,888	\$371,000	(\$3,112)
North Reading	\$97,291	\$378,697	\$377,000	\$1,697
Tewksbury	\$85,002	\$330,811	\$287,000	\$43,811
Wilmington	\$88,520	\$344,502	\$331,000	\$13,502

Table 2: Median Household Income (US Census Bureau)
Purchase Price based on Income (CNN Money) and Median Sale Data (Realtor.org, citydata.com and Zillow.com)

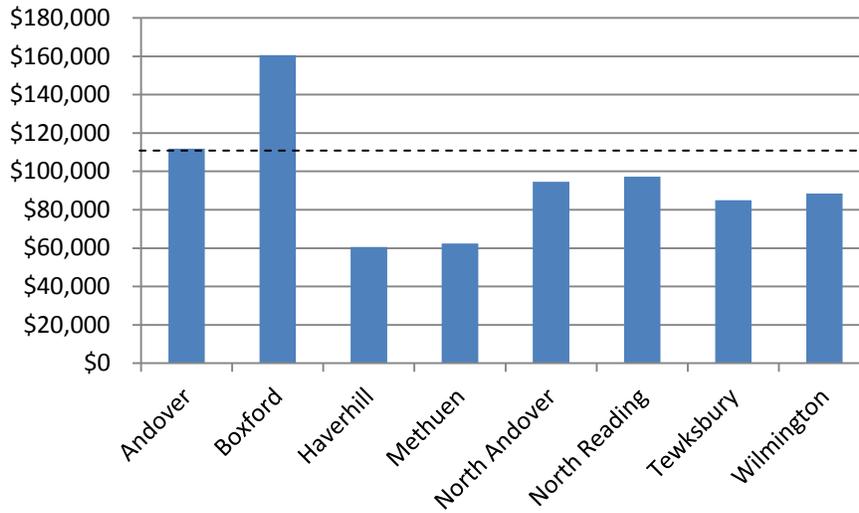
(1) Median Income for a Household includes all income (taxable and nontaxable) that is used for household expenses (all persons making an income whether it is from a paycheck, babysitting, unemployment, etc.) The median is the exact middle point or middle value (50% of values are above it, and 50% below it). Therefore when the data is not symmetrical, it gives a better understanding of any general tendency in the data.

(2) Purchase Price Based on Income is the price for a home that a family or person can afford based on a formula as determined by the banking and mortgage industry. Note that interest rates and down payment can influence this number.

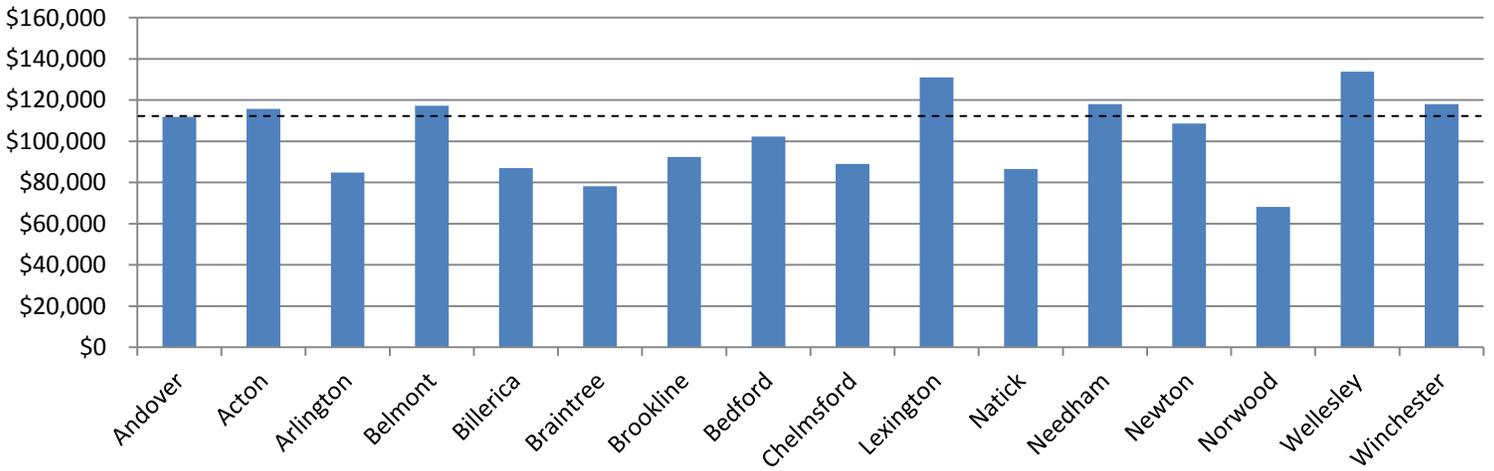
(3) Median Home Sales Price includes all housing units sold (in this case for the year 2009).

* Inflation Adjusted Dollars

**Median Income
Neighboring Communities**



**Median Income
Comparable Communities**



Housing Gap Analysis

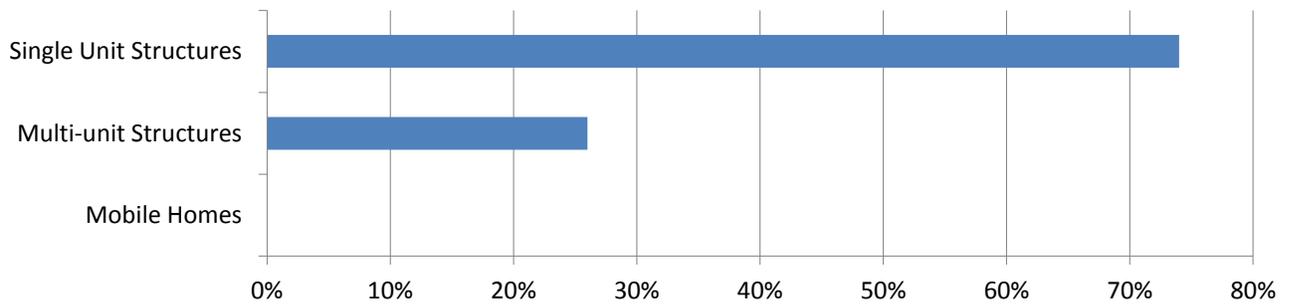
Comparable Communities ⁽¹⁾	Median Income Household (2009*)	Purchase Price Based on Income	Median Home Sale Price (2009)	Gap + / -
Andover	\$111,851	\$435,302	\$462,000	(\$26,698)
Acton	\$115,677	\$450,192	\$402,000	\$49,192
Arlington	\$84,907	\$311,849	\$521,700	(\$209,851)
Belmont	\$117,292	\$457,827	\$674,000	(\$216,173)
Billerica	\$87,048	\$336,241	\$364,500	(\$28,259)
Braintree	\$78,206	\$287,782	\$294,400	(\$6,618)
Brookline	\$92,451	\$349,749	\$974,000	(\$624,251)
Bedford	\$102,367	\$398,392	\$434,000	(\$35,608)
Chelmsford	\$89,022	\$346,456	\$308,000	\$38,456
Lexington	\$131,094	\$510,192	\$599,700	(\$89,508)
Natick	\$86,583	\$326,964	\$357,000	(\$20,036)
Needham	\$118,030	\$461,038	\$607,400	(\$146,362)
Newton	\$108,686	\$407,697	\$685,400	(\$277,703)
Norwood	\$68,128	\$243,924	\$416,000	(\$172,076)
Wellesley	\$133,790	\$520,684	\$752,000	(\$231,316)
Winchester	\$118,000	\$459,232	\$627,000	(\$167,788)

Table 3: Median Household Income (US Census Bureau) Purchase Price based on Income (CNN Money) and Median Sale Data (Realtor.org, citydata.com and Zillow.com)

(1) Comparable Communities are communities that are categorized by the Massachusetts Department of Revenue and the Division of Local Services into “Economically Developed Suburbs” as is Andover, MA. The Board of Selectmen in 2003 determined that the above communities along with North Andover (a neighboring community) are a statistical representation comparable to Andover. Also, characteristics such as per capita income, equalized valuation, land square miles, operating budget and school enrollment were used to determine the final list of Comparable Communities. Note: This list should be re-evaluated every ten (10) years.

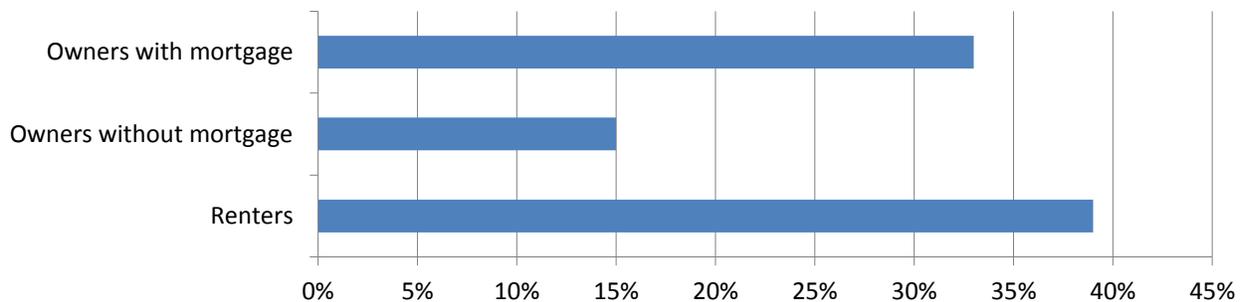
Families made up 76 percent of the households in Andover. This figure includes both married-couple families and other families. Non-family households made up 24 percent of all households in Andover. Most of the nonfamily households were people living alone, but some were composed of people living in households in which no one was related to the householder. Average household size is 2.8 people.

The Types of Housing Units in Andover, 2005-2009



Andover has more than 12,000 housing units, 5% of which are vacant at any given time. Of the total housing units, 26 percent are in multi-unit structures and 74% are in single unit structures.

Occupants with a Housing Cost Burden in Andover paying 30% or more of income for housing (2005-2009)



The median monthly housing costs for mortgaged owners is \$2,811, non-mortgage owners \$884, and renters \$975. Thirty-three percent (33%) of owners with mortgages, 15% of owners without mortgages, and 39% of renters in Andover spend more than 30% of household income on housing.

Bar Chart 4 and 5 above: U.S. Census Bureau

Goal H-2 Housing Supply

*To remain in balance with **job growth**, the affordable housing supply should increase at a reasonable rate alongside the market rate supply so as to not overburden the community.*

- H.2.1. As the market rate **housing supply** increases, promote an increase in the supply of affordable housing so that Andover remains above the state’s Subsidized Housing Inventory (SHI) 10% minimum as required by the Commonwealth of Massachusetts under MGL Chapter 40B.
- Recommend that developers provide deed-restricted affordable units in perpetuity.
 - Revise the Dimensional Special Permit for Affordable Housing so that it is utilized.
 - Examine zoning incentives and design standards to promote affordable housing within the General Business District and Mixed Use District.
 - Prioritize increasing the supply of housing when there is an expansion of local jobs in Andover and in the surrounding communities.
 - Evaluate surplus land that is under the care and control of the Town of Andover for residential uses.
 - Rezone the small industrial-zoned land north of Haverhill Street to allow dense residential uses with clustered developments.
 - Assess the area on the east side of Chandler Road and I-93 for potential housing developments to support industries when access is provided.

Goal H-3 Context Sensitive Design

New housing developments should be designed to protect the Town’s natural resources and to preserve open space corridors.

- H.3.1. Create guidelines and/or regulations for context sensitive design development to be used when possible.
- Prioritize type of development, type of unit demand, number of bedrooms and preferred location.
- H.3.2. Encourage multi-family housing in appropriate locations (closer to the town center) and at an appropriate scale (height, width and massing).
- H.3.3. New housing developments should advance Andover as a walkable and bikeable community, when possible.
- Create pedestrian paths and connections of open space in new subdivisions using the cluster bylaw or a new open space residential design bylaw.
 - Encourage sidewalks in new housing developments of any kind.



Conventional Subdivision

Property Rights allow the development of land and under the Conventional design, land tends to be clear-cut and no additional Open Space is provided.



Cluster Subdivisions

A Special Permit allows the development of land and at the same time provides smaller lot sizes and preserved Open Space opportunities.

Goal H-4 Inventory

An **inventory** of affordable housing units is an important tool to show where various types of housing are grouped and the percentage of affordable housing at each location.

H.4.1. Maintain a current inventory of potential developable areas for affordable housing.

- Prepare a housing map to show existing housing and potential development areas for affordable housing. Include affordable housing developments that are part of the Town’s subsidized housing inventory and developments that are set to “expire.”

H.4.2. Preserve the affordability of previous 40B projects.

- Contact owners to work together to extend the affordability for as long as possible.

Inventory of Affordable Housing in Andover according to the Commonwealth of Massachusetts Department of Housing and Community Development’s Subsidized Housing Inventory (SHI) (as of December 2011).

	Rental or Ownership	Expiration of Affordability	Total Units	Actual Affordable Units	Units that count toward SHI 10% Requirement
Housing Authority, HUD, and Commonwealth of MA	rental	perpetuity	350	350	350
Abbot's Pond	ownership	2039	45	14	14
Andover Commons	rental	2021	167	167	167
Brookside Estates	ownership	perpetuity	168	42	42
Marland Place	rental	2026	129	31	129
Andover Community Trust	ownership	perpetuity	5	5	5
Avalon Bay	rental	perpetuity	115	23	115
Coachman's Ridge	ownership	perpetuity	80	20	20
Ballardvale Crossing	ownership	perpetuity	68	17	17
Greenwood Meadows	ownership	perpetuity	20	5	5
Casco Crossing	rental	perpetuity	96	24	96
Windsor Green	rental	perpetuity	192	49	192
Powder Mill Square	ownership	perpetuity	60	9	9
Wild Rose Estates	ownership	perpetuity	4	1	1
Northfield Commons	ownership	perpetuity	80	20	20
TOTAL			1579	777	1182
Percent % of Andover Dwelling Units				6.25%	9.51%
Total dwelling units counted in 2010: 12,423					

Table 4 Massachusetts Department of Housing and Community Development

Affordable housing is defined by statute as housing that is affordable to people making 80% of the area median income, adjusted for family size.

Chapter 40B is a Massachusetts statute passed in 1969, which allows developers to override local zoning and to appeal local zoning board denials or restrictions to the "Housing Appeals Committee" (HAC). 40B allows this if a certain percentage of affordable housing (25% for owner-occupied units) is included. Under 40B, affordable housing is defined as units which can be afforded by households making 80% of the local median income, have been subsidized by certain state or federal housing subsidy programs, and have deed restrictions.

In 1981, in an attempt to create mixed income rental housing, the HAC determined that all units in an affordable/market rate income rental project would count 100 % of the units towards the SHI, compared to *only* affordable units count in an all ownership project.

Housing, including Affordable Housing, creates jobs and encourages Economic Development¹

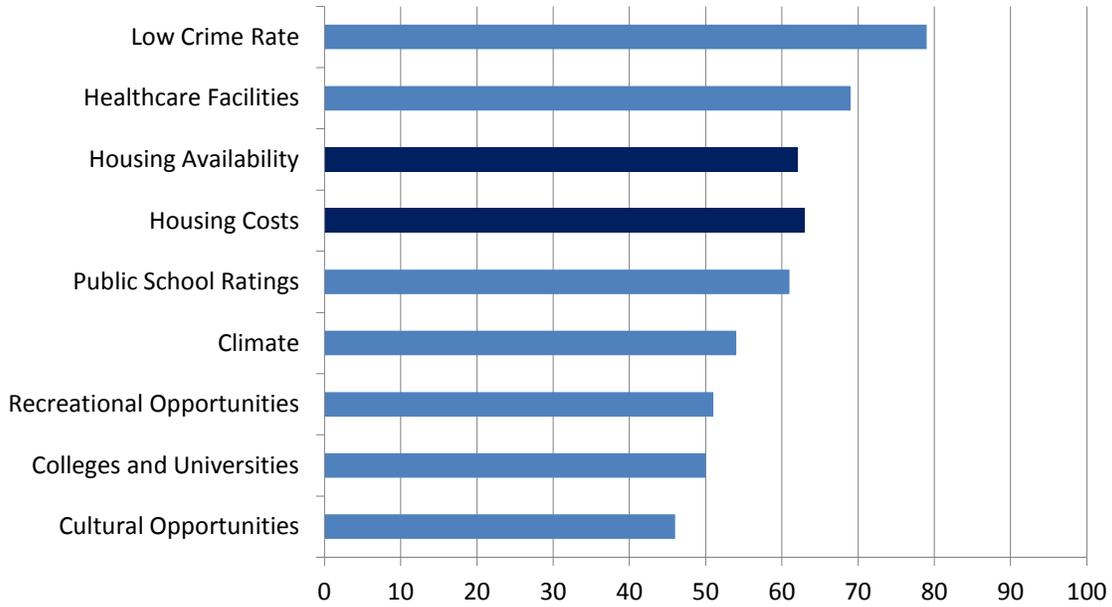
- * Research consistently shows that developing an array of housing, including affordable housing, creates jobs, both during construction and through new consumer spending after the homes have been occupied. The impact of building affordable housing is on par with the impact of building comparable market rate units.
- * Cities and states benefit financially from the development or substantial rehabilitation of affordable housing. Some of the most significant sources of revenue during the construction or rehabilitation phase are sales taxes on building materials, corporate taxes on builders' profits, income taxes on construction workers, and fees for permits and inspections, etc.
- * Multiple studies demonstrate that low and moderate income homeowners who purchase homes they can actually afford have a lower likelihood of mortgage delinquency and foreclosure than market rate borrowers with subprime and even prime mortgage products. Given the substantial costs that local governments incur for each foreclosure, programs that create opportunities for sustainable homeownership represent a smart, fiscally sound mechanism for promoting housing stability.
- * In surveys, many representatives of the business community report that local affordable housing makes it easier to recruit and retain employees. Surveys also indicate that the business community recognizes the importance of affordable housing when making location decisions, and demographic trends suggest that given the alternative, mobile individuals will abandon areas with the highest housing costs for opportunity-rich regions with lower housing costs. In addition, to the extent that an affordable housing shortage forces workers to "drive until they qualify," a region may be faced with congested roads, which can reduce economic competitiveness.
- * The construction and rehabilitation of homes to make them more energy efficient can have significant economic implications for localities that encourage or incentivize such practices. The environmental benefit of energy efficient homes is reason enough to pursue sustainable building practices, but energy efficient housing practices also produces benefits that accrue to the local economy. It can increase local employment by creating a market for green-certified contractors, skilled construction laborers, and construction materials. Locally manufactured materials translate into more engineering and manufacturing jobs and higher capture rates.
- * Affordable housing programs, especially for seniors, bring housing costs below market rate, which in turn increases the money residents have available to purchase goods and services in the local economy. Studies confirm that affordable housing makes more money available to residents to satisfy their non-housing needs and likely results in a significant boost to local spending on such essentials as healthcare and groceries.

Direct, Indirect, and Induced Effects of Housing Construction:

During the construction of housing, the local economy benefits directly from the funds spent on materials, labor, and the like. **Indirect effect:** If the builder purchases windows and doors from a local supplier, the supplier may have to spend money on materials and hire additional help to complete the order. The construction workers, glass cutters, and landscapers are likely to spend a portion of their wages at the local grocery store or sub shop which illustrates **induced effects**. Taken together, the indirect and induced impacts of housing construction on the local economy are often called "ripple" or "multiplier" effects. These effects are maximized in localities like Andover where construction related suppliers and other business establishments are prevalent.

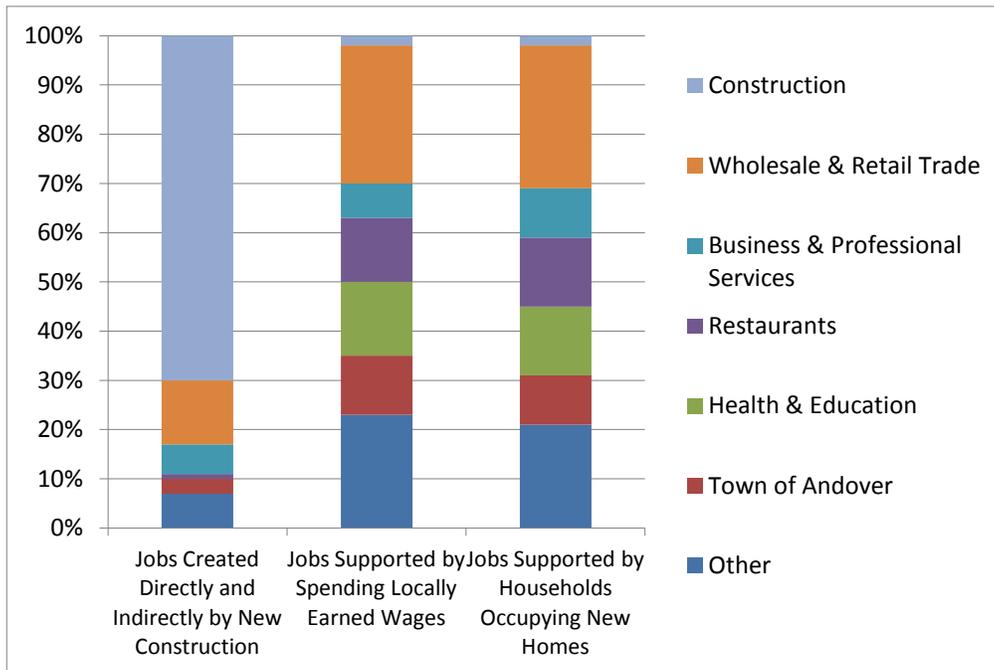
¹ Excerpts from Center for Housing Policy: Role of Affordable Housing in Creating Jobs and Stimulating Local Economic Development, January 2011

Relative Importance of "Quality of Life" Factors in Facility Site Selection



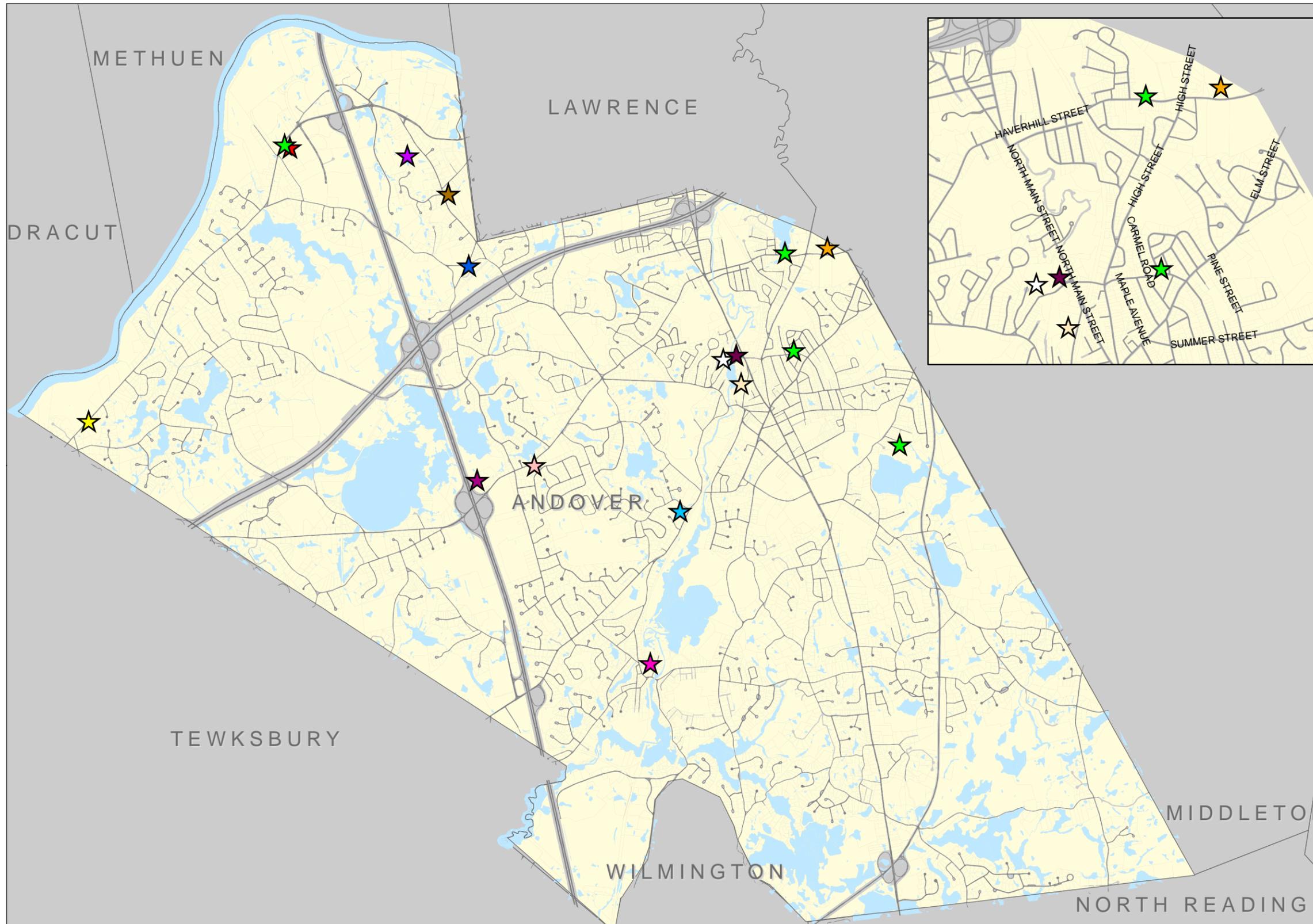
Bar Chart 6 The 24th Annual Corporate Survey, Gambale, Geraldine, 2009.

Types of Jobs Created During and After the Construction of a 100-Unit Property



Bar Chart 7 National Association of Home Builders, 2010

AFFORDABLE HOUSING



Town of Andover
Massachusetts



Affordable Housing

LEGEND

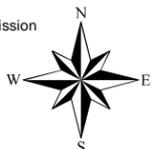
- Andover Community Trust/ACT
- Brookside Estates
- Casco Crossing
- Coachman's Ridge
- Greenwood Meadows
- Northfield Commons
- Wildrose Estates
- Windsor Green
- Abbot Village
- Andover Commons
- Avalon Bay
- Ballardvale Crossing
- Marland Place
- Powdermill Square

1 0.5 0 Miles



Created by: Andover Planning
Date: 1/31/12
Source: Andover GIS
Merrimack Valley Planning Commission
FY10 Assessor's

The Town of Andover assumes no legal responsibility for the information contained on this map. Please consult the responsible Town Departments for verification of this information.



Economic Development (ED)

Andover has a stable local economy based on biotech firms, research and development companies, financial and educational institutions, the service industry, and retail and commercial trade. A key challenge facing the Town is how to accommodate new growth in the industrial and commercial sector due to the near build-out of existing accessible land that is appropriately zoned. It is important that new opportunities be created in the I-93 area and in downtown with the relocation of the Town Yard out of the prime commercial center. Andover, with new facilities at Philips Academy and Merrimack College, is also a regional center for the arts and culture. This should be tapped to support local businesses in downtown and tourism opportunities.

Goal ED-1 Employment

*It is important to maintain a **balanced local economy** that serves Andover's employment needs.*

ED.1.1. Encourage the creation of a full range of jobs for local residents, from services and trades to high tech and research and development.

ED.1.2 Continue to promote a community identity that values quality businesses that support an expanding job market.

ED.1.3. Identify gaps in local goods and services and find retailers to fill them.

ED 1.4 Preserve and redevelop the three General Business Districts whenever possible.

- Relocate the Town Yard out of its current prime commercial center to provide for new growth and employment opportunities Andover.

ED.1.5. Continue to keep the Industrial Districts competitive.

- Review allowed uses.
- Communicate with property owners.
- Encourage the use of old mill complexes that support high tech firms and back-office activities.

ED.1.6. Seek additional higher educational opportunities and facilities in Andover.

Vision - Financial Stability

National, statewide, and regional economic conditions play a significant role in short-term and long-term fiscal planning for a local government. There are, however, key indicators whose year-to-year trends will provide a picture of fiscal responsibility. The following **indicators** may help Andover track its fiscal strength:

- Stability of the credit rating assigned by the independent municipal credit rating agency
- Local employment rate vs. state and national rates
- Building permit activity for new construction, expansion, or renovations
- Vacancy rate in the Commercial and Industrial Zoned Districts
- Adherence to guidelines established by the Finance Committee and Board of Selectmen. Specifically:
 1. Capital spending targets
 2. Maintenance budgets
 3. Fixed asset replacement schedules
 4. Free Cash and other reserve fund balances
 5. Ratio of depreciation to book value of fixed assets

In addition, these indicators should be compared to those of members of the Comparable Communities list on a regular basis, and ranking within the peer group established and reported.

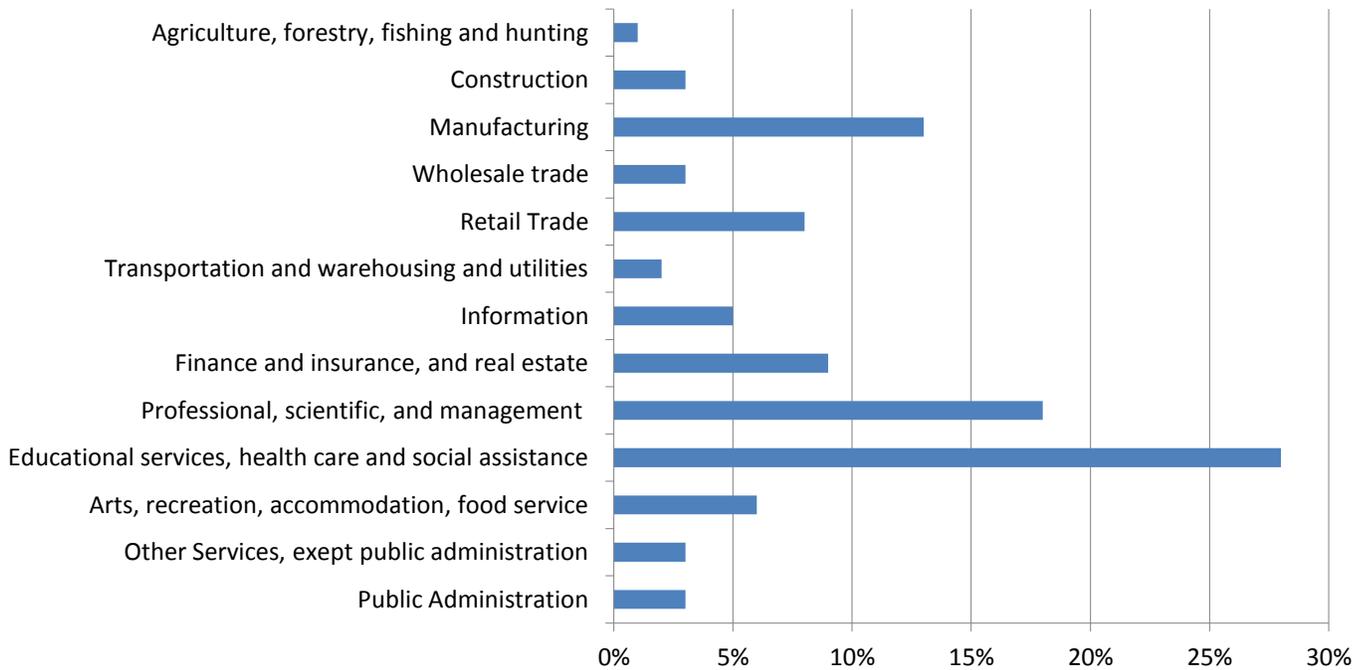
Goal ED-2 Retention, Promotion, Marketing

Retention, Promotion and Marketing are the three key factors in keeping Andover known as a first-rate, strategically located commercial center.

ED.2.1. **Retain** existing jobs and companies currently located in Andover.

- Establish a local Economic Development Council made up of representatives from the Town’s various businesses, as well as residents. The Council would work with Town officials and staff to implement a proactive economic development strategy and address issues of concern. This Council can also be used to market and promote Andover, as well as to focus on endeavors that create new job opportunities.
- Work with existing businesses and building owners to retain existing businesses.
- Establish a process that engages the private sector in community decisions.
- Apply to state, federal, regional and private funding programs and for technical assistance to attract and retain businesses. Possible sources include the Massachusetts Department of Housing and Community Development, the Massachusetts Office of Business Development, Mass Development, the US Economic Development Administration, and the United States Department of Housing and Urban Development as well as many more.

Andover Employment by Industry (2005-2009)



Source: Massachusetts Department of Employment and Training 2009

Economic Snapshot Andover 2010

Income	2010 Per Capita Essex County	26,358
	2010 Per Capita Andover	41,133
	2010 Median Household	\$111,851
	Average Gross Weekly Wage	\$2,150
Labor	2010 Labor Force	16,865
	Weekly Wage for Employers in Andover	\$1400
Consumer	Annual consumer (household) spending demand	\$448 million
	Retail Sales within Andover	\$36,400/household
		\$281 million

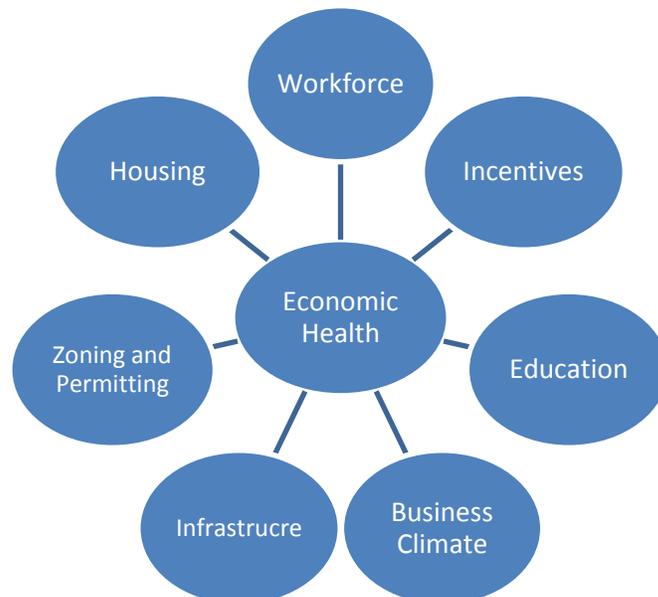
Source: Massachusetts Department of Employment and Training and Massachusetts Department of Revenue

Land and Building Values in Andover, 2010

Land Use	Land Value	Land Value/Acre	Building Value	Building Value/SF	Total Assessed Value
Commercial	\$131,331,100	\$253,046	\$393,610,300	\$70.24	\$524,941,400
Industrial	\$166,769,400	\$144,639	\$331,041,900	\$45.20	\$497,811,300

Source: Town of Andover, Assessor's Database 2010

Andover recognizes that new development and redevelopment bring new opportunities to the community such as a diversified economic base and expanded employment opportunities. However, the net economic benefit derived from new development is largely dependent on the type of development that occurs. Office and industrial uses often generate a positive net gain for all local jurisdictions. The impacts of retail development may be mixed. The high costs associated with increased traffic volume generated by some retail development may exceed the revenues derived from the relatively low retail wages. However, there may be a positive fiscal impact from those retail uses that generate fewer auto trips and, thus, lower fiscal costs. Andover schools and town services are dependent on property taxes and as a result, most office and industrial uses contribute in a positive way because they add significant value to the tax base. It requires a balance of zoning to allow for new commercial and industrial development that in turn, provide a solid tax base that would ideally keep residential property taxes reasonable.



Efficiently deployed resources (such as workforce and infrastructure) provide a foundation to improve the economic health of a community.

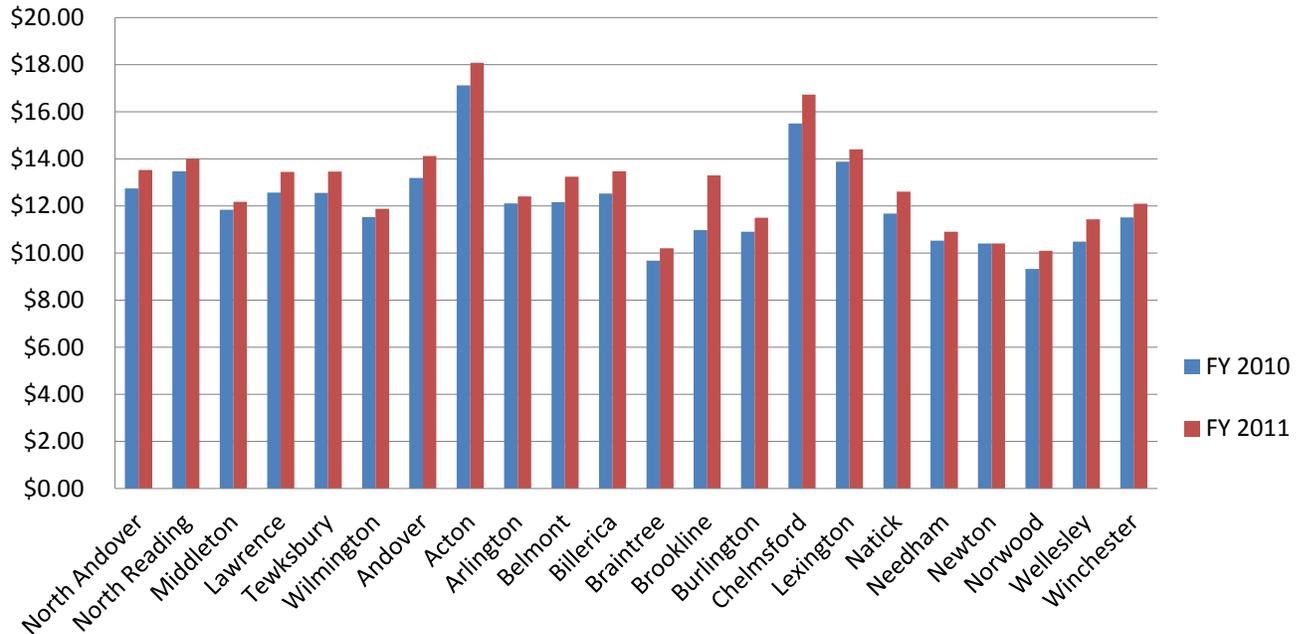
Tax Rates for Communities (2010-2011)

Rates are per \$1,000 of value for residential, commercial, industrial and personal (CIP) properties.
 Neighboring Communities and a sample from the list of Comparable Communities:

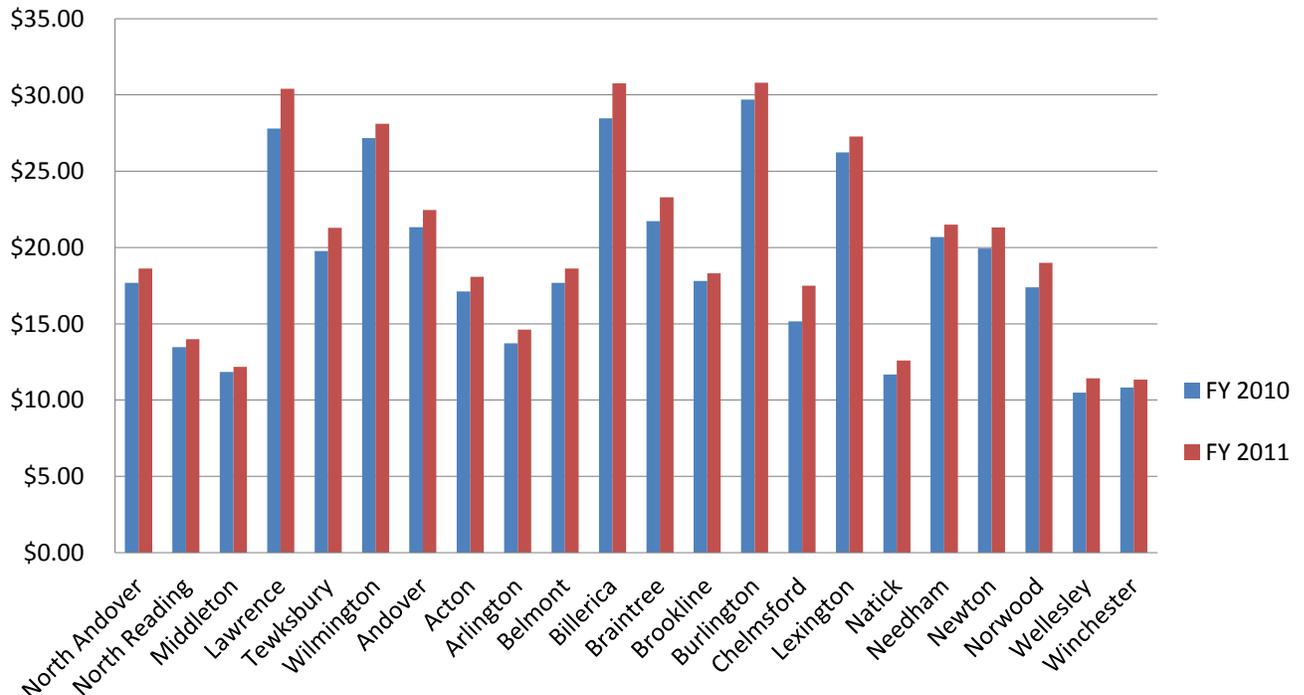
Community	Residential Tax Rate	Residential Tax Rate	Mean Single Family Assessed Value 2011*	Mean Single Family Tax Bill 2011*	Commercial, Industrial and Personal Tax Rate	Commercial, Industrial and Personal Tax Rate
	FY 2010	FY 2011			FY 2010	FY 2011
Wilmington	\$11.53	\$11.88	\$357,067	\$4,242	\$27.17	\$28.10
Middleton	\$11.84	\$12.17	\$488,757	\$5,948	\$11.84	\$12.17
Lawrence	\$12.57	\$13.45	\$178,249	\$2,397	\$27.80	\$30.41
Tewksbury	\$12.55	\$13.46	\$309,097	\$4,160	\$19.77	\$21.29
Lynnfield	\$12.84	\$13.49	\$527,219	\$7,112	\$13.72	\$14.61
North Andover	\$12.74	\$13.52	\$455,687	\$6,161	\$17.69	\$18.63
North Reading	\$13.47	\$14.00	\$447,718	\$6,268	\$13.47	\$14.00
Natick	\$11.67	\$12.60	\$452,621	\$5,282	\$11.67	\$12.60
Lexington	\$13.87	\$14.40	\$691,470	\$9,584	\$26.23	\$27.28
Wellesley	\$10.48	\$11.43	\$1,009,640	\$10,581	\$10.48	\$11.43
Winchester	\$11.51	\$12.10	\$762,067	\$8,771	\$10.82	\$11.35
Andover	\$13.19	\$14.12	\$529,775	\$7,480	\$21.33	\$22.46

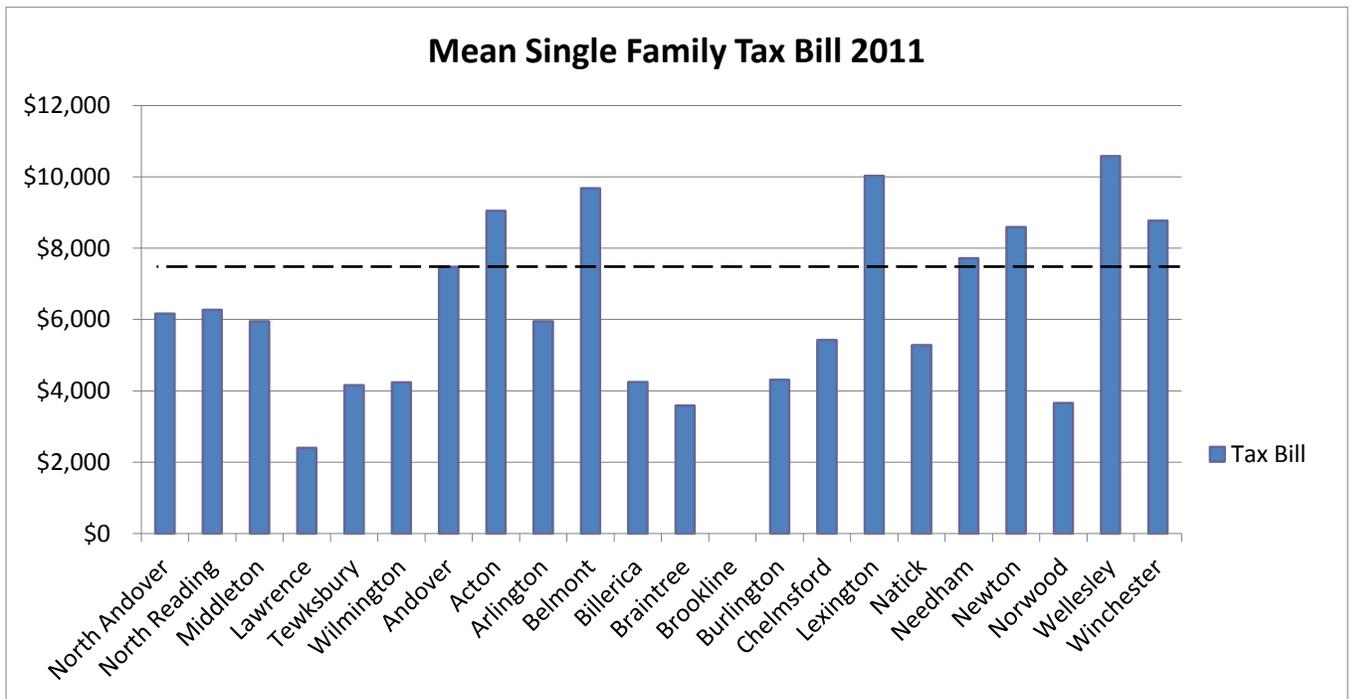
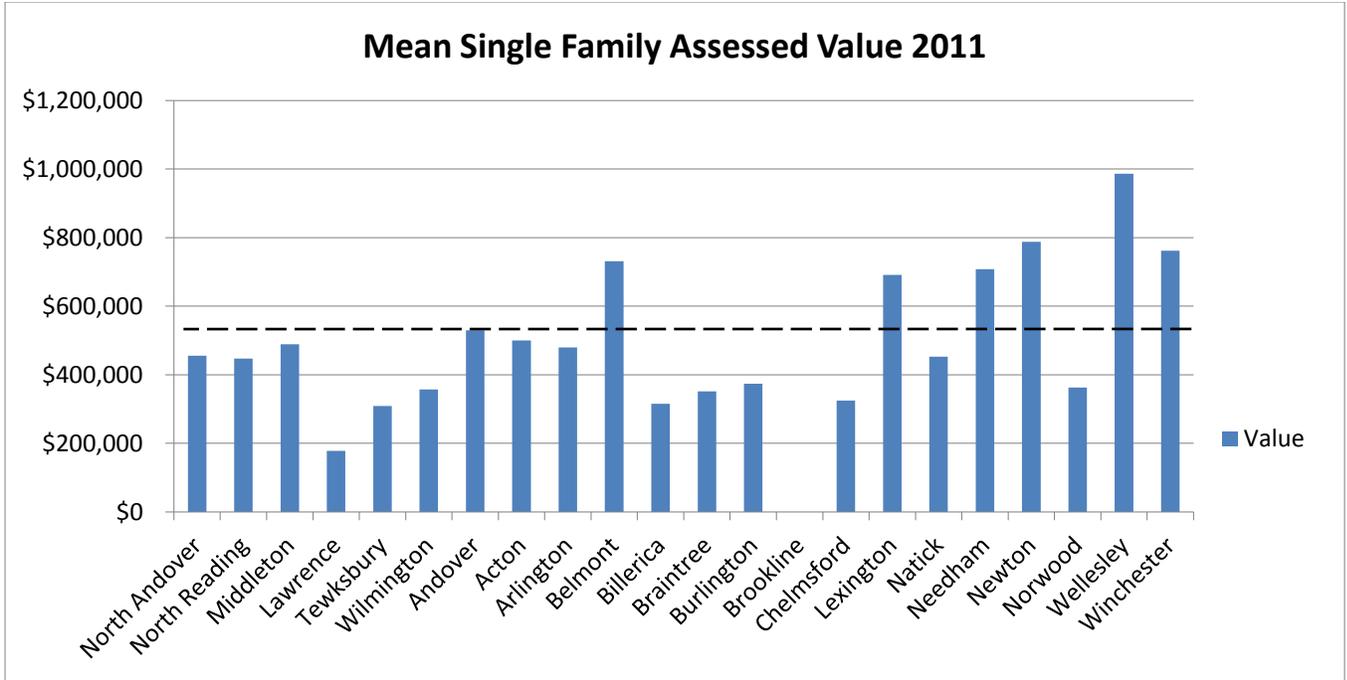
*Boston Globe Snap Shot Data, April 7, 2011

Residential Tax Rate FY 2010 and 2011 Comparisons



Commerical and Industrial Tax Rate FY 2010 and 2011 Comparisons





*Cities and towns with residential exemptions do not provide data sufficient for this analysis

Largest Employers in Andover 2010

Name	Product/Function	Approximate No. of Employees
Raytheon	Missile Systems	4,854
Phillips Corporation	Medical Electronics	2,600
Pfizer	Biopharmaceuticals (RDNA)	1,600
Internal Revenue Service	Regional Service Center	1,034
Putnam Investments	Mutual Funds	1,020
Vicor	Computer Equipment	780
Verizon	Communications	600
Phillips Academy	Private School	660
Enterasys	Data Processing Services	500
WSI	Data Processing Services	500
Converse Network Systems	Technology Research & Mtg.	400
CGI	Technology Research & Mfg.	400
MKS	Mfg. Instruments	376
Hewlett Packard Services	Computer Equipment	350
Smith+Nephew	Medical Devices	350
Andover Controls	Mfg. Instruments	300
Dynamics Research Corp.	Mfg. Ind. Measurement System	270
Northrop Grumman	Defense Systems	265
Andover Country Club	Banquet Room/Golf Courses	240
Greater Lawrence Technical	School	230
The Andover Companies	Insurance	217
Procter & Gamble	Beauty Care Products	200

Source: Community Development and Planning Department 2010.

ED.2.2. **Promote and market** Andover to attract new businesses and create new jobs.

- Establish a “Good Corporate Citizen” award program that recognizes the contributions of Andover-based companies and businesses to the community.
- Increase awareness of what Andover’s businesses and their significant commercial/industrial property tax base add to the community.
- Use the resources currently available from the Chambers of Commerce, the Merrimack Valley Economic Development Council, the downtown business association, and the State Office of Business Development to market the town to prospective businesses.
- Dedicate part of the Town’s Website to promoting and highlighting Economic Development.
- Offer more downloadable permit forms, information on the various applicable regulations, outlines of permit approval processes, contact information, links to other local, regional and state business/economic development organizations, and demographic, property and tax- related data.
- Partner with the hotels in Andover to develop a targeted advertising and marketing which would provide a win-win outcome by increasing hotel occupancy.

Supply of Industrial Sites and Buildings in Andover

Industrial Park/Bldg	Total Area	Activities/Infrastructure Issues	Principal Industries/ Other Comments
River Road District	370 acres	Technology R&D, office, hotels	Technology, financial and professional services
Dascomb Industrial District	400 acres	Technology R&D, mfg., distribution	Raytheon, California Paints, Compaq
Lowell Junction Industrial District	350 acres	Technology R&D, mfg., distribution Available acreage needs access from I-93	Genetics Institute, Gillette
Brickstone Square	1 million SF	Office, R&D	CMGI, e-business, tech., and professional services
Dundee Park	100,000 SF	Incubator space for office and R&D	Small firms in tech. and bus. services

Source: Economic Development Strategy for the Merrimack Valley, MVPC, May 2001.

Goal ED-3 Regional Center

It is important to keep Andover as a **regional economic center**.

ED.3.1. Provide an environment that encourages start-ups through improved permitting practices and zoning.

- Review current permitting practices.
- Update permitting software and online applications.

ED 3.2. Provide expedited permitting and adequate infrastructure to entice large national and international corporations to reside in Andover.

ED.3.3. Strengthen and maintain Andover’s position as a regional center for pharmaceutical, medical, research and other professional services.

ED.3.4. Market Andover as a regional center for innovative industries.

ED.3.5. Collaborate with other communities and the Merrimack Valley Planning Commission.

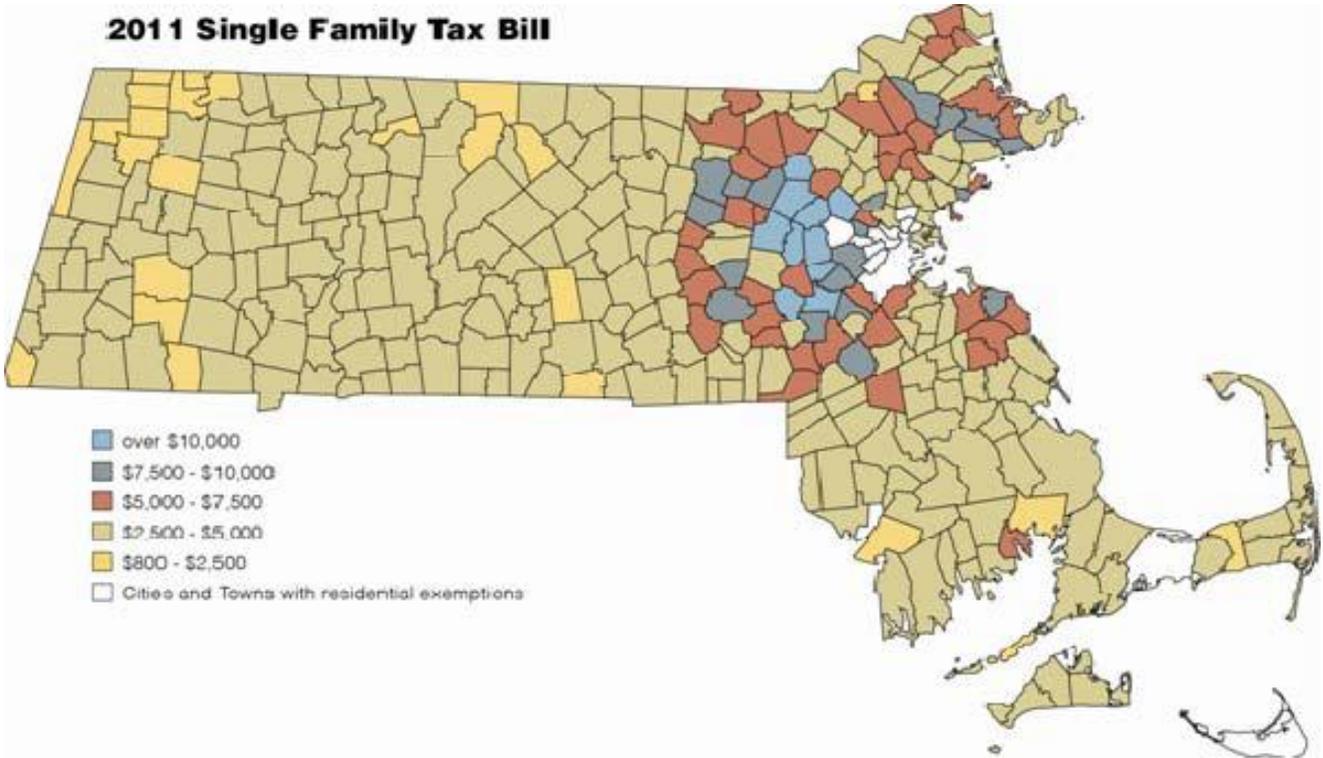


Goal ED-4 Tourism

ED.4.1. Increase **tourism** in Andover.

- Create a tourism map of Andover’s historic sites and notable assets.
- Utilize the local and regional tourism organizations and help promote regional efforts to encourage heritage tourism and ecotourism.





The Andover Open Space and Recreation Plan was approved by the Massachusetts Division of Conservation Services in August 2010. The following Section is an excerpt of the approved Goals and Objects along with the Town of Andover's Vision for Open Space and Recreation and Management of Natural Resources and other supporting materials. Please see the full report for detailed analysis and information. The report may be obtained by the Conservation Division in Community Development and Planning.



Goal OS-1 Merrimack and Shawsheen Rivers

- OS 1.1. Acquire through the Town, AVIS or other non-profit, permanent protection of the Deer Jump Trail that runs through large tracts of land along River Road (Franciscan and National Grid land) and along the Merrimack River.
 - Negotiate with land and easement owners to make permanent Conservation Restrictions (CR) or to purchase land along Deer Jump Trail along the Merrimack River.
- OS 1.2. Purchase or protect with CR via the Town, AVIS or other non-profit riverfront areas and parcels along the Shawsheen River from Lawrence to the Tewksbury line.
- OS 1.3. Construct a Riverwalk along the entire length of the Shawsheen River from the Lawrence to Tewksbury lines.
 - The Riverwalk should be accessible to persons with disabilities.
 - Provide for both active and passive recreation sites, such as playing fields and boat ramps.
- OS 1.4. Purchase or protect with CR, land on the west side of Route 93 to preserve the oxbow Shawsheen riverfront, the wetlands and areas for the *Priority Habitat of Rare Species and Estimated Habitat of Rare Wildlife*.
- OS 1.5. Acquire the remaining parcel of the Reichold land along the Shawsheen River.



Vision - Open Space and Recreation

We will continue to acquire and protect open space as a crucial natural resource that helps to maintain the character of the town, offers access to both active and passive recreation, and provides an important natural system for water recharge, flood control, and wildlife habitat.

Andover's land and surface waters are key assets. Although our current perception is that one-third of the land in Andover is open space, much of this land does not have legal protection. Unbuilt but unprotected parcels of land provide welcome visual separation but can quickly be transformed into substantial buildings. Fertile farmland was at one time the most valuable open space. Most of Andover's farms have been developed. Playing fields and golf courses are in great demand for active recreation. As open space, however, they do not provide wildlife habitat or drinking water protection. Large tracts of forested land do. They are also valuable for human enjoyment and mental health, as well as for improving local air quality. Suggested **indicators** include:

- Ratio of active to passive open space
- Percentage of protected land in large tracts
- Active membership in organizations maintaining paths & trails
- Usage of paths and trails in town
- Changes to town species inventory, especially rare species of plants and animals
- Annual cost of maintaining playing fields, especially restoration due to overuse
- Acres of playing field per member of all Andover youth sports teams in total.

Goal OS-2 Advocate for Conservation Land Fund

- OS 2.1. Request annual funds for the Conservation Land Fund to be ready to purchase parcels that meet the requirements of the Conservation Commission when they come on the market.
- OS 2.2. Investigate and prioritize the purchase of Chapter 61¹ lands in Andover (which currently comprises more than 1,300 acres of open space) and lands with other tax reductions.
- OS 2.3. Create a prioritized “parcels of interest” list to actively seek to acquire open space. The Commission should reach out to owners in advance of parcels coming on the market. This list should be flexible to be ready to purchase desirable parcels when the owners are ready to sell.



Goal OS-3 Great Ponds and Significant Water Bodies

The Conservation Commission should purchase parcels that front on Great Ponds, rivers, and other important water bodies for recreational and open space reasons.

- OS 3.1. Negotiate with land owners to purchase parcels when they become available or prior to their going on the market. Acquire vacant parcels at Fosters Pond to link to extensive AVIS Goldsmith Woodlands and abutting Conservation Commission parcel on the pond.

Goal OS-4 Land Management Plan and Land Manager

The Conservation Commission should develop a land management plan for the more than 2,200 acres under its control.

- OS 4.1. Develop a Management Plan for the town-owned open space.
 - Include specific accommodations for use by people with disabilities and environmental justice populations, especially the open space to be acquired in the future.
- OS 4.2. Hire a Land Manger for the more than 2,200 acres of permanently protected town owned land under the control of the Conservation Commission.
 - Strengthen and support the existing overseer system for town-owned reservations.
 - Include in the Capital Improvement Program or the Town Manager’s budget a line item for a F.T.E. Land Manager position.

Vision - Management of Natural Resources

We will manage and protect our natural resources, particularly water, in a manner that acknowledges our responsibility to future generations and to other communities that share those resources. We will monitor air quality and take measures to mitigate negative effects of emissions from vehicles, regional incinerators, and industrial facilities.

Andover’s quality of life depends on clean water, clear air, and abundant green spaces in town. We share our natural resources with neighboring towns but can only control our own actions and show leadership in conserving shared resources. Suggested indicators include:

- Percentage of total waste stream recycled or reused
- Air quality indexes
- Exposure to health threatening agents (number of days of air quality at unacceptable levels, airborne lead and mercury leaving NESWC facility)
- Public drinking water quality index
- Tons of hazardous waste generated by businesses and homes in town

¹ Massachusetts current use programs (Ch. 61, Ch. 61A, and Ch. 61B) were created to give preferential tax treatment to those landowners who maintain their property as open space for the purposes of timber production, agriculture or recreation. Chapter 61 was designed to classify forestland. Chapter 61A was designed to classify agricultural land which may include forestland and Chapter 61B was designed to classify recreational land which can also include forestland.

Goal OS-5 Education

The town should educate the public about the parcels under its control so as to encourage access and wise use.

OS 5.1. Educate the public about town-owned parcels to encourage greater use of the land.

- Outreach through a web page on the town website, an electronic newsletter, educational forums, television shows, and lists of parcels and their significant features.
- Publicize upcoming events and coordinate with groups such as AVIS, Friends of Andover Community Trees (FACT), Trustees of Reservations, Shawsheen River Watershed, and Conservation Commissions in neighboring towns.
- Reach out to civic-action groups such as the Boy Scouts, churches that do “days of service,” educational groups, etc. to enlist assistance to create more signage for reservations, install fencing, create more trails and maps so as to make open space inviting and accessible to the public.

**Goal OS-6 Community Gardens and Small Parks**

The town should support the creation of community gardens in several neighborhoods across town, especially for people with disabilities, children, apartment dwellers, seniors and families.

OS 6.1. Continue to foster the Community Gardens program under the direction of a Master Gardener. In some instances, create gardens specifically for seniors, people with disabilities and an educational garden for high school students.

- Utilize the PTO organizations for the public schools and small grants from the Commission on Disabilities, Andover Housing Authority and the Senior Council to help fund the Community Gardens.

OS 6.2. Encourage and support the weekly farmers market during the growing season at the Andover Historical Society.

OS 6.3. Create pocket parks (i.e. small parks) in dense neighborhoods throughout town.

Goal OS-7 Trail System

The town should strengthen the extensive trail system throughout the community to connect neighborhoods and schools, and to encourage connections to abutting open space when new developments are planned.

OS 7.1. Require trail and open space connections between and within neighborhoods when a new subdivision or development is planned. This has been a longstanding policy of the Planning Board and the Conservation Commission.

OS 7.2. Encourage a volunteer network to create more trails and to keep trails clear and safe.

- Encourage work parties for trail blazing/ maintenance, and explore a policy of “adoption” of some Conservation Commission parcels by designated groups.

OS 7.3. Strengthen the role of the Overseers of the town-owned reservations and the Wardens of the AVIS reservations through education and support.

OS 7.4. Utilize funding sources including Massachusetts Division of Conservation Services (DCS) grants, Commonwealth Capital grants, other state and federal grants as well as Andover Town Meeting appropriations.

Goal OS-8 Active Recreation

OS 8.1. Establish new boat launch sites on the Merrimack and Shawsheen rivers and ponds.

- The Heffron Right of Way passed Town Meeting 2009 unanimously and the town now has access to its 10-acre parcel on the Merrimack River. Provisions for active sports amenities, including a boat ramp, should be included in the Capital Improvement Plan or as a Warrant Article for a future Town Meeting.



OS 8.2. Continue to plan for a Riverwalk the entire length of the Shawsheen River in Andover by purchasing in fee or acquire through permanent Conservation Restrictions along the riverfront parcels.

- Reach out to landowners of designated parcels and secure funds on an annual basis for the Open Space Fund to acquire parcels.
- Encourage riverfront access and enjoyment in the Shawsheen Square area and include it as a priority in the ongoing Shawsheen Renaissance project.

OS 8.3. Complete the Blanchard Street filed creation project.

OS 8.4. Maintain current sports fields, create new ones on former Reichhold land and seek new sports fields sites and multiuse parks.

OS 8.5. Make improvements to the recreation parcels and buildings that are used by or under the control of the Department of Community Services.

- Create a prioritized list of the improvements that should be funded through the Capital Improvement Plan process.

OS 8.6. Support on-road and off-road biking for recreation and for commuting to work and school.

OS 8.7. Create and execute a *localized* open space and recreation plan for the lands on both sides of Route 93 in the southern part of town to be developed as the result of the new interstate intersection.

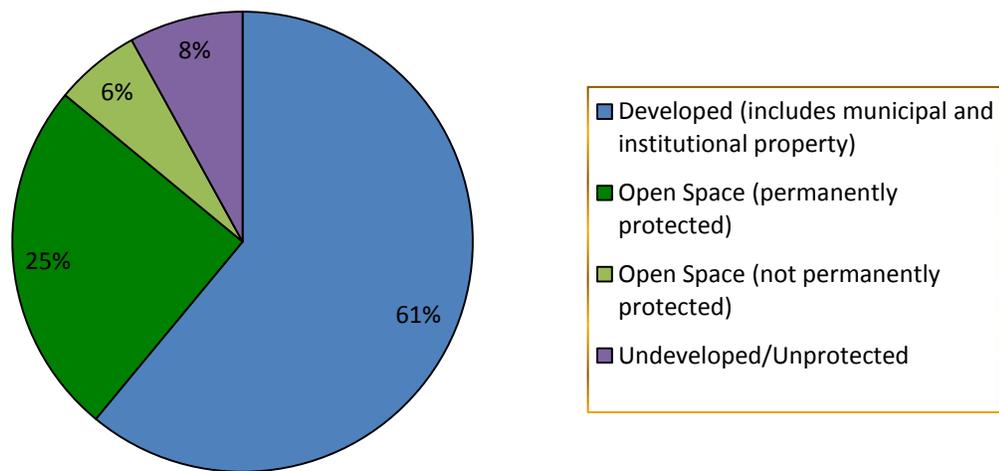
Goal OS-9 Accessibility

Include features for accessibility for people with disabilities and both active and passive recreation in multi-use parks.

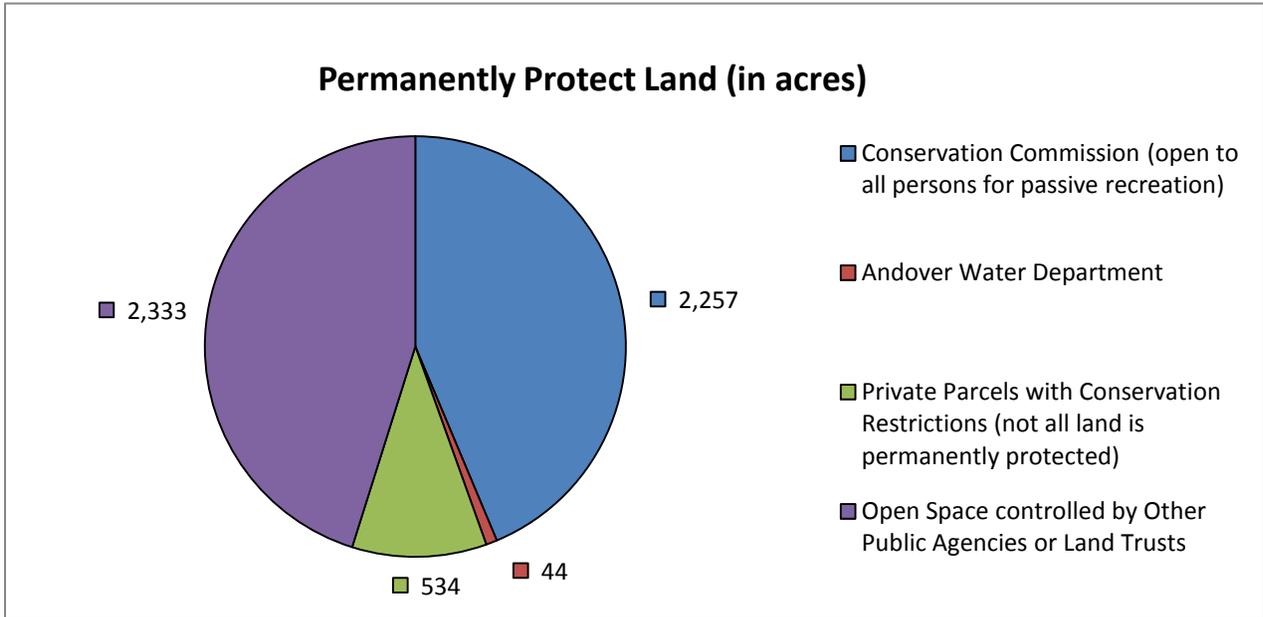
- OS 9.1. Create paths along the river and walkways over streams accessible to all persons whenever possible.
- OS 9.2. Plan and build accessible walkways and other structures at the new Merrimack River reservation behind the Greater Lawrence Technical School.
- OS 9.3. Design and build accessible playgrounds throughout town..
- OS 9.4. Redesign existing parks and playgrounds to be accessible as recommended by the Commission on Disabilities.
- OS 9.5. Build an accessible bridge over the Shawsheen River and an accessible suspended walkway under Interstate 93.



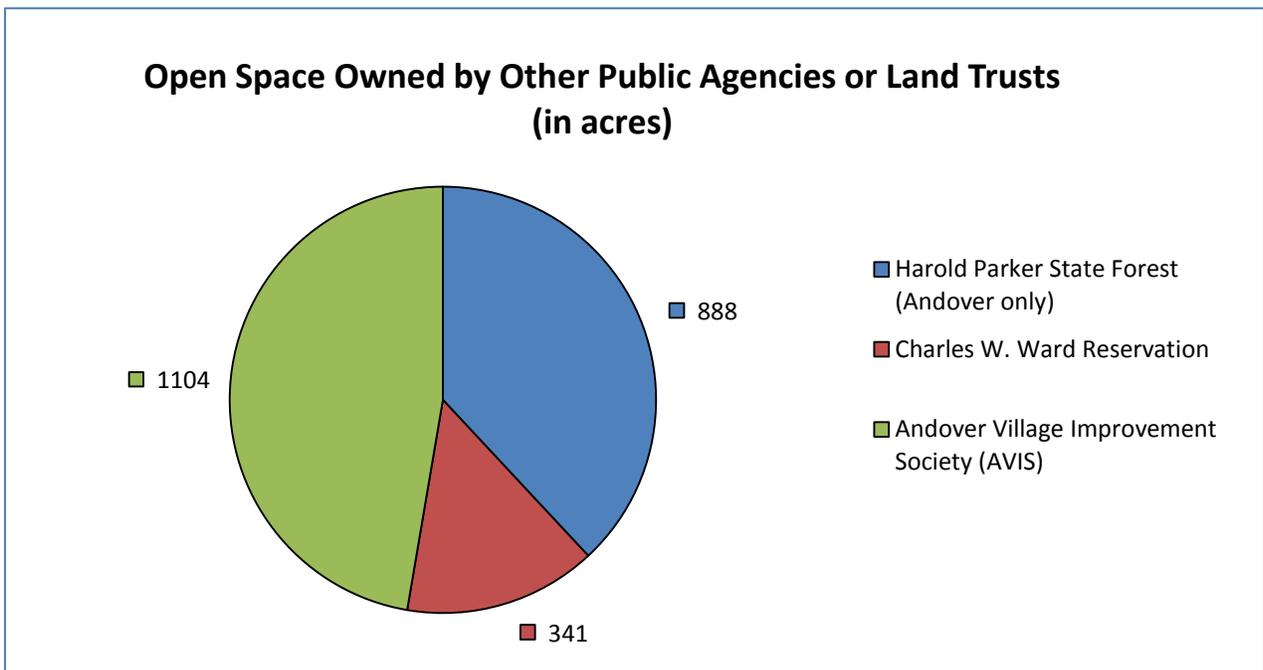
Land Use (as a percent of Andover's 20,480 acres)



Currently, 39% (8,068 acres) of Andover is open space. Twenty-five percent (25%) of the Town is considered permanently protected conservation and passive recreation land.

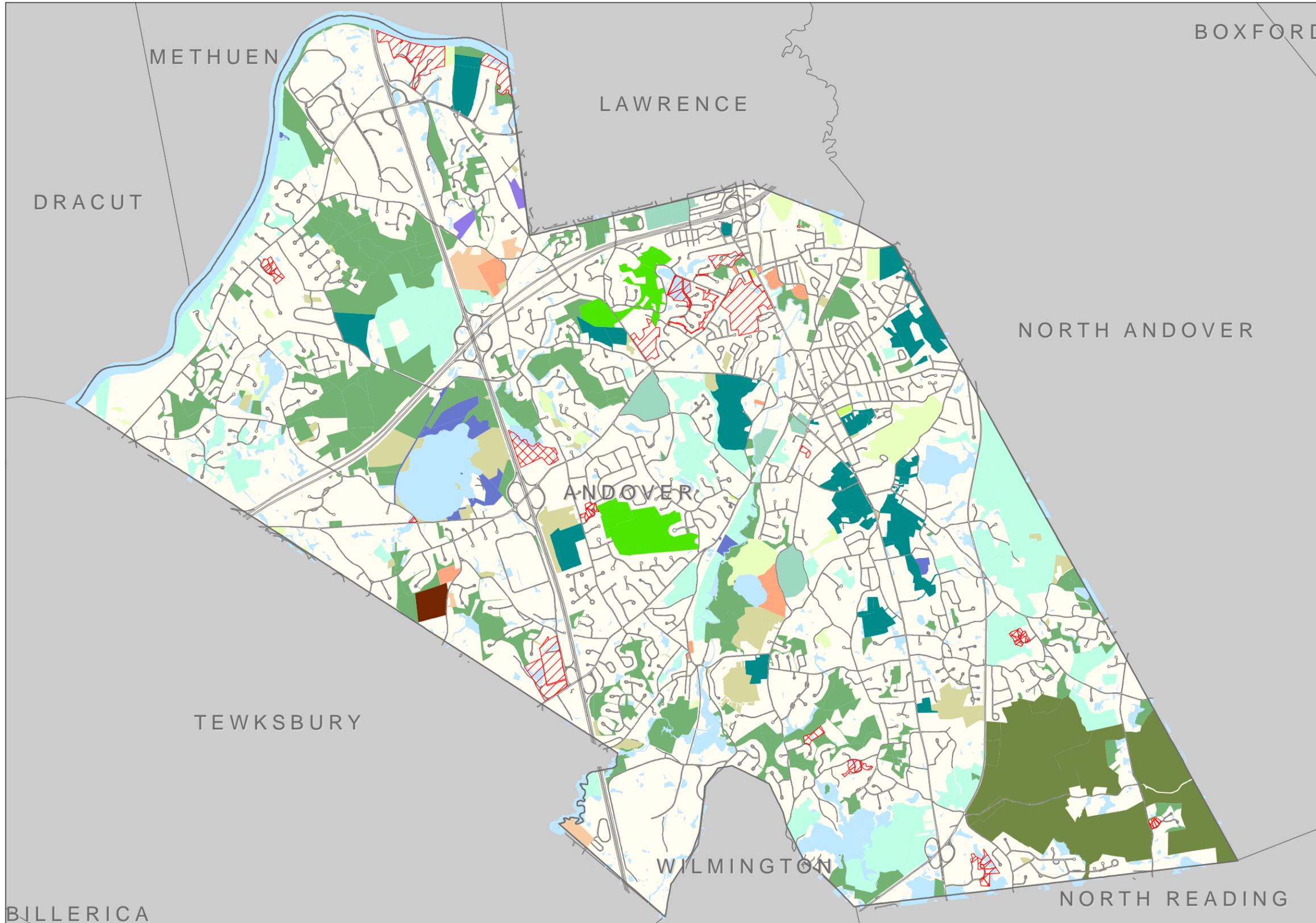


Note: There is little expense to maintaining the open space properties under the care and control of the Andover Conservation Commission. The appointed volunteer overseers maintain the properties, blaze the trails and undertake the repairs. They are sometimes aided by Eagle Scouts, and youth or community groups. All of the Conservation Commission land is open to the public for passive recreation at all times.



Note: See the 2010 Open Space and Recreation Plan for detailed information on all Open Space parcels.

OPEN SPACE



Town of Andover
Massachusetts



Open Space

LEGEND

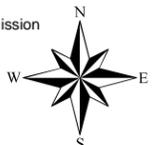
- Agricultural Preservation Restriction
- Cemetery
- Chapter 61A
- Chapter 61B
- Conservation Commission
- Conservation Easement (p/o lot)
- Conservation Restriction (p/o lot)
- Golf Course
- Other Town Properties
- Park
- Private Land Trust
- Private Open Space and Rec
- School
- State Forest
- Town Recreation Area
- Water Dept

1 0.5 0 Miles



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Date: 1/31/12
Source: Andover GIS
Merrimack Valley Planning Commission
FY10 Assessor's

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BILLERICA

Goal NHC–1 Natural Resources

*It is important to protect the **natural resources and systems** in Andover because Andover's Natural Resources are vulnerable to human impact. Preservation of the natural environment is essential for maintaining community sustainability.*

WATER

Adequate high quality water supplies are necessary for both community use and local ecosystems.

NHC.1.1. Protect and improve surface and ground water quality.

- Implement measures to reduce nonpoint source pollution of rivers and streams (i.e. road salt, storm water runoff, pesticides, and herbicides).
- Work with regional organizations such as the Merrimack River Watershed Council and the Essex County Community Foundation.
- Continue strict enforcement of the Wetlands Protection Act.
- Require compliance with Stormwater Regulations to reduce concentration of contaminants in surface water and reducing discharge of pollutants from runoff water.
- Acquire, or protect by easement, wherever possible the banks of major rivers, streams and ponds.
- Continue to monitor the Watershed Protection Overlay District and propose other protections for the water supply.
- Protect the remainder of the water supply watershed from harmful development by means of acquisition or special constraints on use.
- Educate residents with tips on properly disposing of contaminants such as motor oil or ongoing septic system maintenance.
- Educate residents on how to eliminate plumbing cross connections which are a potential source of contamination and pollution.
- Continue to monitor the Fish Brook Watershed.
 - Establish a monitoring station in the vicinity of the Fish Brook Pumping Station to ascertain short term and long term impacts associated with the winter deicing operations on interstate and state highways and highway interchanges that exist within the Fish Brook Watershed.
 - Appoint a standing committee that continues the mission of the Fish Brook Task Force. Consider expanding the scope to include review and oversight of all watersheds.

Vision – Management of Natural Resources

We will manage and protect our natural resources, particularly water, in a manner that acknowledges our responsibility to future generations and to other communities that share those resources.

We will monitor air quality and take measures to mitigate negative effects of emissions from vehicles, regional incinerators, and industrial facilities.

Andover's quality of life depends on clean water, clear air, and abundant green spaces in town. We share our natural resources with neighboring towns but can only control our own actions and show leadership in conserving shared resources.

Suggested **indicators** include:

- Percentage of total waste stream recycled or reused
- Air quality indexes
- Exposure to health threatening agents (number of days of air quality at unacceptable levels)
- Public drinking water quality index
- Tons of hazardous waste generated by businesses and homes in town
- Permitted releases to air and water in Andover by local business/industry
- Juvenile and adult asthma rate

- Continue working with MassDOT to reduce sodium levels in Fish Brook.
 - Reinstitute monthly meetings with MHD representatives to ensure that promised actions regarding the Salt Storage area relocation are realized.
- Review the Town of Andover's deicing practices.
 - Discuss the benefits of reduced salt applications with the Department of Public Works.
- Continue review of landfill closure actions.



AIR

Both the natural ecosystem and human health can be adversely impacted by declining air quality.

NHC.1.2. Encourage emission reductions locally and statewide.

- Encourage the reduction in automotive exhaust and emissions by installing Electric Vehicle charging stations in public and private parking lots when feasible.
- Continue the Hybrid Vehicle Policy for town-owned cars.
- Encourage the preservation of trees on municipal land when possible and replace trees and along streets when older trees die or are damaged, in order to reduce ozone and trace gases in the atmosphere.

NHC.1.3. Limit the discharge of harmful chemicals into the air.

- Minimize the sources of air pollution.

LAND

NHC.1.4. Identify, protect, and maintain exceptional natural features, endangered habitats, archaeologically important sites, forests and open space at critical locations.

- Request an analysis of land prior to development, identifying such on site features.
- Protect significant shade trees located on town-owned land when possible and develop a process for replicating trees that must be removed.

NHC.1.5. Promote biodiversity to maintain an ecological balance.

- Support integrative approaches for managing, protecting and enhancing wildlife populations and habitats appropriate to Andover.
- Create policies and programs that balance economic and conservation needs.

Goal NHC-2 Historic and Cultural Resources

The **historic** structures, traditional neighborhoods, and **cultural** landscapes contribute to Andover's charming and pleasant setting.

NHC 2.1. Continue to promote heritage **education** in the community.

- Encourage a cooperative exchange of ideas and resources among various community groups and individuals interested in the continued preservation of Andover's historic properties and archaeological resources, and historic plantings (like the copper beeches and various exotic plants).
- Expand community usage of the Historic Building Marker Program introduced in 1990 and jointly administered with the Andover Historical Society.
- Continue the annual Preservation Awards Program established jointly in 1990 with the Andover Historical Society. Awards are made to Andover residents and businesses in several categories of distinctive preservation.
- Increase awareness, understanding and appreciation in the Community Development and Planning Department, Plant and Facilities and the Department of Public Works of the Town's historic resources. Incorporate this into the pre-planning process.
- Encourage public events that celebrate diversity and provide opportunities for sharing cultural traditions.

NHC 2.2. Continue to update the Town's inventory of historic properties to include properties over fifty years old.

NHC 2.3. Seek **funding** for historic rehabilitation, i.e. Certified Local Government status.

NHC 2.4. Encourage **architectural quality** and the preservation of community character.

Note: Reference Goal LU-4 Historic Districts and Preservation for additional Goals and Objectives.

Vision – Historical Heritage

We will maintain strong and consistent zoning that protects historic buildings and places, and we will support the institutions that protect and promote Andover's historical heritage.

The preservation of historical heritage, whether the tangible objects, such as buildings, documents, and artifacts, or the intangible look and feel of the community, require considerable effort by individuals, public and private institutions, and the local government, motivated by the desire and means for preservation and supported by the community through education. Among the Andover institutions directly involved with historical heritage are the Andover Historical Society, The Robert S. Peabody Museum, Memorial Hall Library, the Andover Town Clerk's Office, and the Preservation Commission.

Measuring the success of these groups can be accomplished not just by counting the number of buildings, documents, and artifacts preserved, but also by looking at cooperative efforts between the groups and at public acceptance of those efforts. The following are some additional **indicators**:

- Success of exhibits and programs as measured by attendance and length of exhibit
- Success of efforts to establish and maintain historic districts and zoning that supports preservation
- Participation in educational programs of local and regional museums by the public and private schools in Andover, especially in the elementary grades



Goal NHC-3 Cultural Diversity

Participation by all members of the community and an appreciation for diversity will ensure a more cohesive community, while fostering a more inclusive and welcoming atmosphere. Diversity is a group of many different things; gender, race, religion, and ethnicity. When a community has variety, it is a colorful and interesting environment where residents may learn about different cultures and ultimately live more harmoniously as a community.

NHC .3.1. Embrace and support cultural diversity.

- Educate the community of the importance and benefits of a culturally diverse community.
- Encourage community-wide participation in festivals, arts and culture celebrations.
- Integrate cultural diversity into community events, such as discussions, presentations or seminars.
- Create and support a teaching-learning environment where all citizens and students understand and value commonalities and differences within and across various cultures, in order to produce a harmonious community of lifelong learners.
- Hold a folk festival as a community-sponsored event.

Vision – Cultural Diversity

We will be respectful of Andover’s many races, ethnicities, religious beliefs, and lifestyles. We will facilitate public events that celebrate diversity and provide opportunities for sharing cultural traditions. As a community, we will not tolerate acts of hatred or persecution.

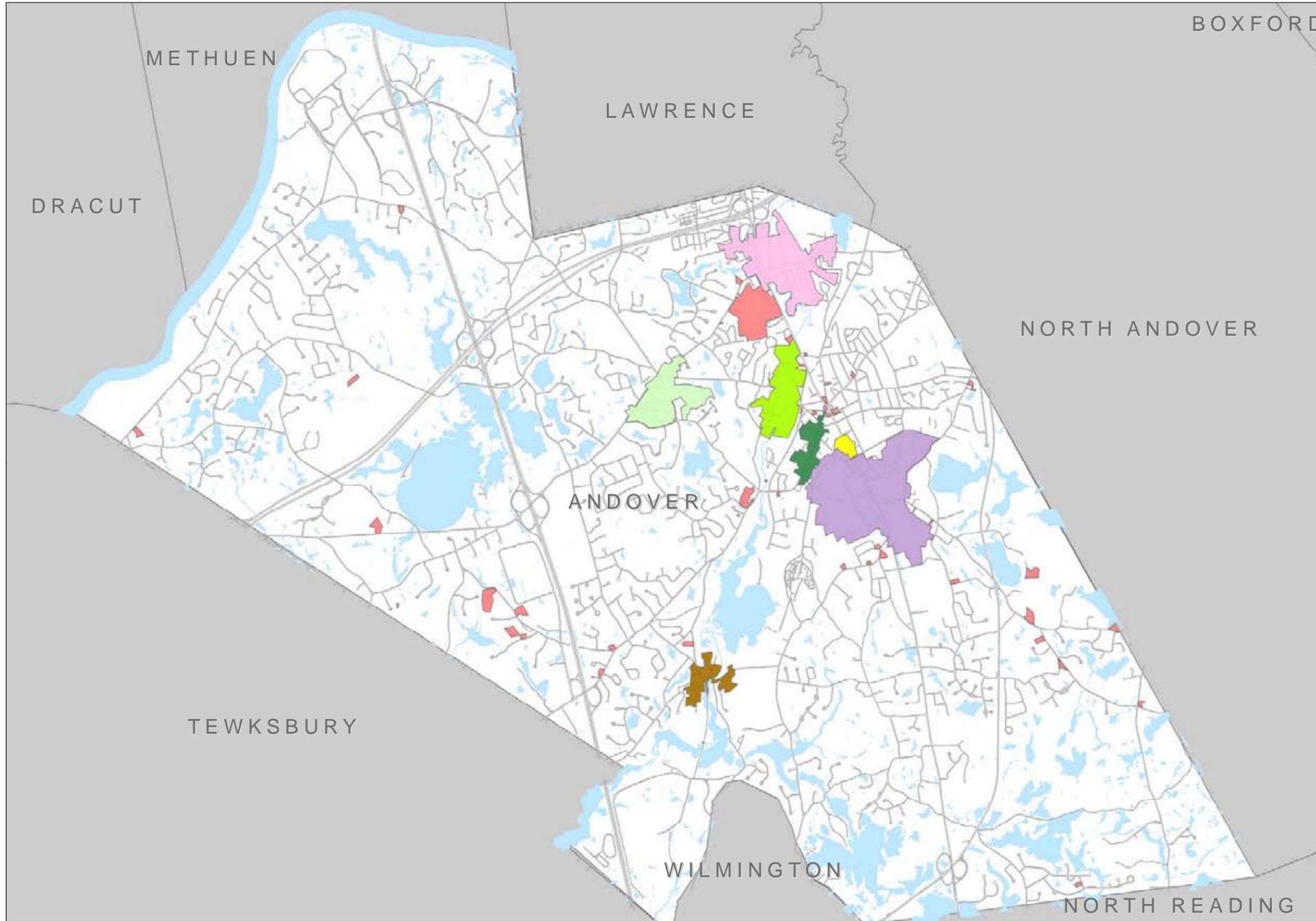
Demographic heterogeneity is a vital component in the mix of attributes that makes for long-term success for a community—it is to a community what a gene pool is to a species. Two easily observed indicators can demonstrate our Town’s strength in this area:

- Frequency of action/activities by single interest groups, both positive and negative
- Frequency, severity of and length of time to resolve negative actions or allegations



We value our diversity in all its forms, reflecting a range of ages and socio-economic, cultural, and ethnic backgrounds. We wish to foster respect, promote interaction and actively encourage a wide variety of individuals to live, work, and play in our community.

HISTORIC DISTRICTS



Town of Andover
Massachusetts



Historic Districts

LEGEND

HISTORIC DISTRICT

-  ACADEMY DISTRICT
-  BALLARDVALE DISTRICT
-  CENTRAL STREET DISTRICT
-  INDUSTRIAL DISTRICT
-  MAIN/LOCKE STREET DISTRICT
-  SHAWSHEEN VILLAGE DISTRICT
-  WEST PARISH CENTER DISTRICT
-  Individual National Register Listing



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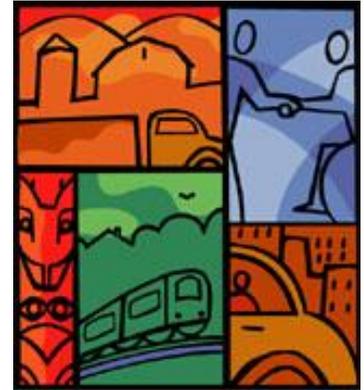


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Merrimack Valley Planning Commission
FY10 Assessor's

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Andover is located 23 miles directly north of Boston. It is fortunate to have two interstate highways, two commuter rail stations, and several regional roadways connecting it to neighboring communities. However, the Town also has:

- ◆ *Congested roadways.* For example, several roads serve as collectors for vehicles exiting from commercial and residential single egress developments.
- ◆ *Structurally deficient roadways.* Several existing intersections require major improvements but are constrained by rights-of-way, private property, or natural barriers.
- ◆ *Land-locked property.* There is prime industrial and commercial property that is land-locked and requires new access to be able to fully reach potential benefit from the increased tax base.



Over the next twenty years, the Town must examine the capacity limits of the existing transportation system and the demands of long-term continued growth. The Town needs to implement policies that promote sustainable means of transportation, such as low or no emission modes (hybrids, bicycles, walking) and increased commuter rail opportunities (additional trains and transit oriented development).

Goal TC-1 Regional Transportation

TC.1.1. Promote **regional transportation** improvements such as high speed transit systems.

- Promote the development of an efficiently inter-connected regional transportation system.
- Support development of high-speed transit systems that will link Andover with other areas of the Commonwealth, New England, and the nation.
- Support development of Merrimack Valley Regional Transportation Authority's (MVRTA) flexible design service along with expansion of days and hours of service.
- Work with the Merrimack Valley Planning Commission (MVPC) on implementing the region's transportation goals and objectives.
- Develop programs and services that increase regional transit and para-transit usage.
- Improve the quality of the environment by promoting projects and programs that help the region to meet federal air and water quality standards.

Vision – Transportation

We will monitor changing commuting patterns and side-effects on air and water quality, noise, and traffic. We will work within the region to strengthen opportunities for regional transit, rail travel, commuter buses, and improved connections with mass transit hubs. We will seek solutions to local needs for downtown and commuter parking, for safe and efficient traffic flow, and for shuttle service to local facilities and services. We will encourage foot and bicycle travel as an alternative to automobiles, whenever feasible

The primary form of transportation into, within, and from Andover is the automobile. Secondary to the automobile, in both availability and use, is public transit. As Andover advocates for additions and improvements from outside agencies and for a new interchange, and public-transit routes within town boundaries, an internal effort is necessary to encourage public transit usage.

The following are possible indicators:

- Ridership counts on the MBTA and MVRTA
- Vehicle counts on major local roads during peak hours
- Registered hybrid or electric vehicles
- Collision data for major intersections

Goal TC-2 Local Transportation

TC.2.1. Promote **local transportation** improvements such as bridge repairs, congestion elimination and new sidewalks.

- Advocate for the repair or replacement of Andover’s insufficient bridges.
- Undertake efforts to eliminate congestion on Andover’s major roadways.
- Encourage developments with two outlets rather than cul-de-sacs.
- Promote zoning and land use regulations that are consistent with Andover’s transportation goals.
- Rezone areas in or near downtown to encourage mixed-use and walkable developments.
- Start a sidewalk fund in order to create sidewalks in high-demand areas.
- Continue to promote a new interchange along I-93 (near the Burt Road/Lowell Junction area) in order to improve access, allow land-locked parcels to be developed, and connect Andover, Wilmington and Tewksbury in an innovative regional approach.
- Identify and remove existing barriers to people with disabilities.
- Continue the Shawsheen Renaissance Project with the goal to improve the intersection of Routes 28 (N. Main Street) and 133 (Haverhill/Lowell Streets), the connection to the Interstate 495 Highway, and the pedestrian amenities and streetscape.



Goal TC-3 Alternative Transportation

TC.3.1. Provide for safe and comfortable **bicycle and pedestrian circulation** throughout Andover.

- Consider bicycle parking areas and racks in key locations throughout Andover, particularly downtown.
- Educate citizens about the benefits of cycling and the local paths available to cyclists. Involve the Health Division and the Police Department in a bicycle education program.
- Implement “Complete Streets” fundamentals in Andover.
- Continue to require pedestrian pathways throughout downtown and the mixed-use district.
 - Create a Master Plan for connection in downtown Andover



TC.3.2. Create opportunities for emerging technologies and vehicles that reduce emissions such as electric vehicles.

- Provide infrastructure in private and public parking lots for electric vehicles.

Goal TC-4 Sustainable Streets

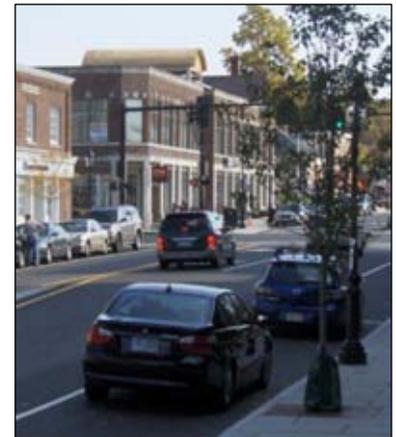
TC.4.1. Promote **environmentally friendly road** construction techniques.

As technology advances, the town should promote environmentally friendly techniques in its roadway design and construction.

- Encourage the recycling of up to 90% of construction waste, and specify new materials with at least 10% recycled content.
- Use reflective surfaces on sidewalks and roadways, use dark sky friendly light fixtures and plant trees for shading to reduce ambient summer temperatures.
- Divert 80% of the typical average annual rainfall from the storm sewer system through use of pervious pavements, bioswales and infiltration planters (also called Low Impact Development).
- Eliminate potable water sources for irrigation and use native or climate-adapted drought-tolerant plants for all landscaping.

Importance of Comprehensive Planning

To be useful, transportation planning must be accurate and comprehensive. Conventional transportation planning practices tend to focus on a relatively limited set of impacts and options. This may be sufficient for evaluating similar options, such as selecting a highway route, but is inadequate for evaluating the range of transportation options that are available, total vehicle travel, or land use patterns. Conventional transportation planning tends to focus on a limited set of impacts and solutions. More comprehensive planning expands both, which leads to better overall solutions.



Bicycle Trails

The Merrimack Valley Planning Commission (MVPC) is supporting several regional bicycle and pedestrian initiatives including:

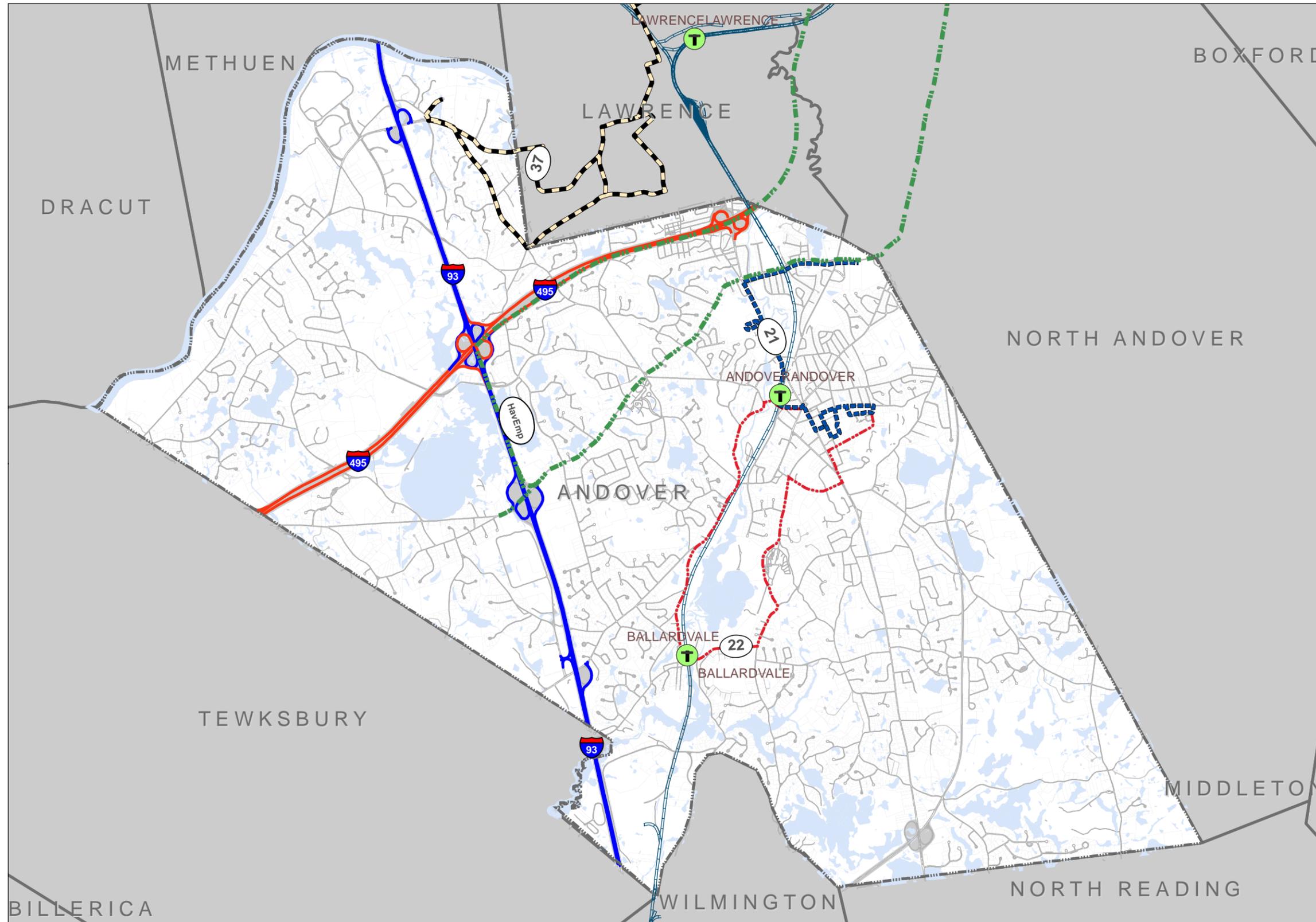
- * Upper Merrimack: Bicycle/pedestrian network between Lawrence, North Andover, Andover and Methuen.
- * Parker River National Wildlife Refuge: Bicycle and pedestrian connections to the refuge.
- * Merrimack River Trail: Connecting communities along the river.
- * Water Trails: MVPC supports signed water trails such as the Eight Towns and the Bay kayak trail.



Traffic Counts in Andover conducted by the MVPC (2005-2009). The Volume is an average per day during month of recorded monitoring. For example, in June 2009, on a daily average, 2,806 vehicles passed the monitoring unit at Route I-495 and Haggetts Pond Road.

Route or Street	Location	2009 Volume- Month	2008 Volume- Month	2007 Volume- Month	2006 Volume- Month	2005 Volume- Month
Beacon St	S of Rte I-495			1131-MAY		
Greenwood Rd	W of North St		1859-AUG			2070-JUL
Haggetts Pond Rd	At Rte I-495	2806-JUN		2338-JUL	2081-JUN	
Lupine Rd	S of School St	1752-SEP			1821-JUN	
Summer St	W of Hillside Rd			1461-SEP		
28/Main St	N of Salem St			15931-SEP		
28/N. Main St	N of Rte 133			27576-APR		
28/N. Main St	S of Rte 133	19465-AUG		21796-APR		
28/S. Broadway (SB)	Lawrence CL	15570-JUL				
28/S. Union St (NB)	Lawrence CL	11336-JUL				
28/S. Main St	N of Rte 125				8551-MAY	
28/S. Main St	S of Rte 125	11681-JUL				
125/Andover Bypass	S of Rte 28				17451-MAY	
125/Andover Bypass	N of Gould Rd					15963-AUG
125/Andover Bypass	N of Wildwood St				16960-MAY	
133/Haverhill St	E of Rte 28			15668-APR		
133/Haverhill St	N. Andover TL		11714-MAY			
133/Lowell St	E of Rte I-93					20903-AUG
133/Lowell St	W of Rte 28			11351-APR		
133/Lowell St	Tewksbury TL			18288-JUL		
133/Lowell St	E of Argilla Rd	13507-AUG	13627-SEP	13223-AUG	13171-AUG	12958-AUG
133/Lowell St	E of Haggetts Pond Rd.					
Andover St	S of Dascomb Rd	4097-JUN				4473-AUG
Andover St	W of Woburn St	3752-JUN				
Central St	S of School St			9660-MAY		
Clark Rd	S of Dascomb Rd				6616-AUG	
Elm St	N. Andover TL		10484-MAY			
Gould Rd	E of Rte 28					1303-AUG
Greenwood Rd	N of Rte 133		4407-MAY			
Redspring Rd	N of Reservation Rd				3877-AUG	
Salem St	W of Rte 125				2098-MAY	
School St	S of Central St				5639-JUN	
Stevens St	W of Rte 28				7573-NOV	
Wildwood Rd	W of Rte 125				1002-MAY	

TRANSPORTATION



Town of Andover
Massachusetts



Transportation

LEGEND

Public Transportation

- - - 21
- - - 22
- - - 37
- - - Haverhill Employment
- MBTA BUS ROUTES
- MBTA
- T Train Station



Created by: Andover Planning
Date: 1/26/12
Source: Andover GIS
Merrimack Valley Planning Commission
FY10 Assessor's

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Goal MF-1 Public Facilities

*It is important to maintain **public facilities** so that costs are kept under control and the structures are safe for students, employees and the general public. Andover manages 10 school buildings, four major town buildings, a Town Yard, a Water Treatment Plant, a municipal cemetery, numerous athletic fields and a half dozen lesser structures.*



MF.1.1. Follow the priorities in the Capital Improvement Program (CIP).

MF.1.2. Support initiatives to responsibly maintain public facilities, regardless of economic flux.

MF.1.3. Provide an adequate budget to ensure long-term maintenance of public facilities concurrent with their construction.

MF.1.4. Ensure that all public facilities are accessible to persons with disabilities.

MF.1.5. Use energy efficient technologies when replacing, reconstructing, and rehabilitating municipal buildings.

- Realize cost savings through rebate programs and grants.
- Continue to aggressively pursue energy conservation opportunities to reduce energy usage.

MF.1.6. Implement new technologies to conserve power and “Green” initiatives.

- Adhere to established guidelines ensuring renewal of Andover’s “Green Community” designation.
- Replace all small work vans and trucks with fuel efficient models.
- Investigate the feasibility of using LED lighting.
- Purchase energy efficient vehicles.

Goal MF-2 Parks, Grounds and Roadsides

Maintain all public parks, grounds, roadsides, the Bald Hill compost site and the Spring Grove Cemetery.

MF.2.1. Maintain more than 120 acres of sports fields throughout Andover, ensuring continued enjoyment by students, youth sports and recreational use groups.

MF.2.2. Support public safety initiatives by mowing and maintaining roadside vegetation along town-owned roadways and by supplementing snow removal services with the D.P.W.

MF.2.3. Follow established arboricultural practices and procedures in maintaining all public shade trees along Andover’s roadways and green spaces.

- Continue designation by the National Arbor Day Foundation as a “Tree City USA”.

Vision – Town Services

We will provide effective and efficient services that build and maintain Town infrastructure, handle Town business, and assist citizens. We will use technology to facilitate interdepartmental communication and efficiency, and to provide public access to Town information.

From the narrowest perspective, our Town is the infrastructure within the Town’s borders and the services provided by our hired managers and staff. Some of the **indicators** of success at this most basic level are:

- Flexibility of resource allocation in response to changing needs and priorities
- Frequency and severity of service interruptions and length of time to restore service
- Response time for required and requested services and/or actions
- Ability to attract and retain highly qualified personnel
- Level of citizen satisfaction with response and service

MF.2.4. Administer the Bald Hill Compost Site permit program in support of Andover's composting initiatives and provide residents with a supply of rich compost and a place to recycle their leaves and grass clippings.

MF.2.5. Provide lot sales and burials for Andover residents at the Spring Grove Cemetery.

Goal MF-3 Educational Buildings and the Andover Public Library

Provide **educational and cultural facilities** and services to serve Andover residents.

MF.3.1. Encourage coordination and communication between the school department and the town government in order to maximize the efficient utilization of existing facilities.

MF.3.2. Support **Memorial Hall Library** as the cultural heart of the community, enriching citizens through a lifelong relationship with ideas, art, literature, information and technology.

- Expand the library's role as the civic hub of Andover, connecting people to jobs, local information, news, education, services, health information, friends, family, and community.
- Provide more parking for library patrons.
- Provide more study space for library patrons.
- Continue to use technology to both increase access to information and deliver library services economically.



MF.3.3. Continue to maintain the **Old Town Hall**, also called the Town House, as a focal point and gathering place in downtown Andover.

- Keep the U.S. Post Office as a tenant downtown in the Old Town Hall.
- Continue to rent out and use the second floor for private and community events.



Goal MF-4 Water Treatment Plant

Maintain and continue to improve the function of the **Water Treatment Plant**.

MF.4.1. Provide water supply capacity (volumes and pressures) that is adequate for average and peak demand levels and public safety needs.

MF.4.2. Provide wastewater collection and treatment facilities that are adequate to serve the existing and projected development and to protect the environment.

MF.4.3. Install and update infrastructure that will reduce long term costs.

MF.4.4. Educate residents on the benefits of eliminating potable water sources for irrigation and use native or climate adapted drought tolerant plants for all landscaping.

MF.4.5. Educate residents on how to eliminate plumbing cross connections that are a potential source of contamination and pollution.

Goal MF-5 Public Safety

MF.5.1. The **Andover Police Department** is committed to providing the highest level of public safety and service to the citizens and business people within the community. The members of the Department are empowered to enforce the laws of the Commonwealth of Massachusetts and the By-laws of the Town of Andover to ensure that the peace and tranquility of our neighborhoods are maintained and that crime and the fear of crime are reduced.

MF.5.2. **Andover Fire Rescue** will serve the citizens of the community and its visitors by protecting them from the dangers created by man-made and natural emergencies. Andover Fire Rescue aggressively attempts to minimize the risks associated with these incidents through effective fire prevention and investigation, code enforcement, public education and injury prevention programs.

- Function as a cohesive team that is empowered, effective and enthusiastic with respect to the services it provides to the community.
- Establish the Department as a regional leader in the opinion of our community, neighbors and peers.
- Train in a multitude of core and specialized skills.
- Utilize technology and equipment that is dependable, capable and consistent with the needs of the community and emphasizes firefighter safety.
- Implement a unified and functional organizational structure that includes increased staff and incident response personnel.
- Develop adequate facilities that are properly located and designed to provide optimum response and quality service delivery.
- Increase community outreach through education, public relations, and fire prevention programs.
- Utilize existing information technology to provide access to reliable statistical and safety information in an effort to minimize safety concerns.
- Develop a fully integrated and interoperable radio communication system that provides increased firefighter safety at all multi-agency responses.
- Develop and implement a complete wellness program to ensure all personnel are physically healthy and mentally fit.
- Promote a positive work environment.

Vision – Healthy and Safe Environment

We will protect public health and safety through careful monitoring and enforcement of environmental, health, and safety regulations and by continuing to provide effective and responsive fire and police protection and beneficial public health services.

These two elements refer to the desire **to feel safe** in our community, knowing that we are protected from crime and disasters as well as from unseen environmental hazards or unsafe construction. Suggested **indicators** include:

- Public drinking water quality index
- Cancer rates in Andover by type compared to nearby towns and state averages
- Juvenile and adult asthma rate
- Frequency and severity of challenges to regulatory board decisions
- Frequency and severity of enforcement actions
- Crime rate compared to nearby towns and state averages
- Response rate to 911 calls



Goal MF-6 Education

(Excerpt from the 2011-2014 approved Strategic Plan)

MF 6.1. APS Students will develop the “habits of mind” that underlie critical and creative thinking, effective communication, collaborative problem solving, and responsible citizenship needed to thrive in an increasingly complex and evolving global society.

- Ensure a well-sequenced PK-12 curriculum, instruction, and assessment system that is relevant, rigorous, consistent, and articulated so APS students are engaged in challenging academic experiences grounded in 21st century “habits of mind”.
- Develop and implement a comprehensive assessment plan using multiple forms of assessment that is shared with students, teachers, administrators, and parents.
- Ensure that students have diverse learning experiences that evidence differentiated instruction, an understanding of learning styles, and real world experiences through PK-12 classroom instruction.
- Ensure that each school has a strong and healthy school culture that promote a sense of participation, wellness, safety, and security for all students so students develop the social, emotional, and wellness competencies that will enable them to be self-aware, have interpersonal skills to self-manage, and to make responsible decisions.

MF 6.2. APS students will be immersed in interactive, technology-rich classrooms that support instruction and student learning to prepare them for a society dominated by digital communication.

- Provide a robust wireless technological infrastructure (including hardware, software, support, and training) to support classroom instruction, collaboration tools, and administrative functions for students, teachers, and staff.
- Create technology-rich digital classrooms where students use appropriate and safe technology tools and resources to support the learning and teaching process.
- Provide professional development opportunities to support APS teachers, support staff, and administrators in the integration of technology into (a) teaching and learning, and (b) business and administrative functions.

Town of Andover Vision
Quality Education

We will offer a rich and challenging public education that builds essential skills and knowledge that support a broad range of academic and vocational options, enable successful participation in our society and culture, and sustain curiosity and learning in a world of new and ever-changing opportunities.

The core of any educational program begins with its educational philosophy, as articulated for the Town by the school committee and the superintendent of schools. Educational philosophies are supported by the development of curriculums with quantifiable goals and objectives for elementary, middle, and high school. Curriculums should be monitored and evaluated annually for currency, accuracy, and efficiency in achieving stated goals and objectives. Excellent faculty, staff, and support personnel are the most important instruments in successfully presenting materials in the curriculum.

Areas such as budgets, libraries, facilities, equipment, and environmental factors need to be monitored and evaluated annually for success and efficiency in supporting the goals and objectives of the curriculum. Suggested **indicators** include:

- Level and current status of accreditations
- Current status of system/curriculum goals and objectives
- Median SAT and MCAS scores
- Number of Merit Scholars
- Cost per student (with and without special education)
- Annual acceptance rate of AHS graduates to four year colleges and universities and to two year technical and vocational schools

MF.6.3. All recruitment, staff development, and evaluation strategies will result in the retention of high-quality teachers, support staff, and school leaders to support educational and administrative goals.

- Attract and retain qualified, passionate, and diverse teachers, support staff, and school leaders focused on making learning relevant, accessible, and engaging.
- Review and update the district mentoring and orientation programs based on staff feedback, research, and best practice.
- Maintain a comprehensive staff development program aligned with the APS mission and vision and student learning priorities to support staff in meeting the needs of all students.
- Review and update the supervision and evaluation process for all employees and make changes to reflect the district commitment to high-level job performance.

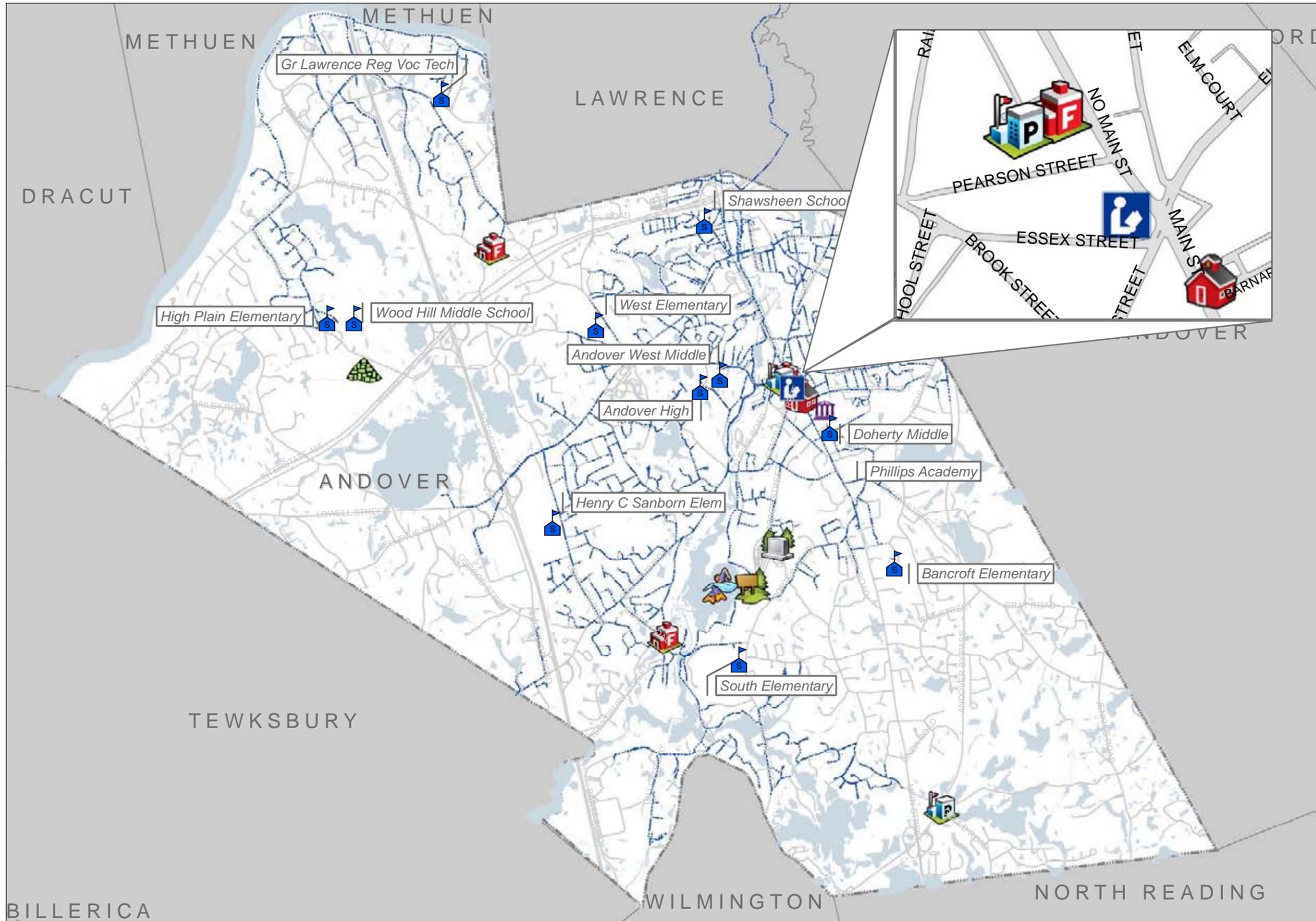
MF.6.4. Develop communication systems, strategies and partnerships with parents, the community, and town officials to build shared expectations, understanding, and trust to support the APS vision, mission, and goals.

- Develop a comprehensive communications plan to disseminate information about the schools, solicit feedback from all constituencies, and engage the community in the school system's goals.
- Identify mutual needs and opportunities for collaboration and partnerships with parents, citizens, volunteers, business, and community partners.
- Engage the parent community, community-at-large, and local town government in developing a strong, collaborative partnership that supports the work of public schools and public school educators.

MF.6.5. Sustainable plans and systems for the allocation and alignment of financial, building, technological, and human resources will be developed to support the APS vision, mission, and learning goals.

- Develop annual budgets supported by the town that reflect the APS mission, vision, and values to provide a comprehensive and balanced PK-12 educational program that is responsible and transparent in its use of municipal funds.
- Provide the facilities and technology necessary to support student learning needs and ensure that resources are equitably distributed across all schools within the district.

MUNICIPAL FACILITIES



Town of Andover
Massachusetts



Municipal Facilities

LEGEND

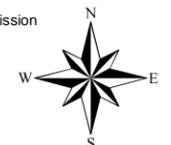
-  Andover Town Hall
-  Old Town Hall
-  Library
-  Police Stations
-  Public Schools
-  Fire Station
-  Pumps Pond
-  Pumps Pond
-  Cemetery
-  Bald Hill Compost Site
-  Sewer

1 0.5 0 Miles



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Date: 1/27/12
Source: Andover GIS
Merrimack Valley Planning Commission
FY10 Assessor's

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Challenges and Opportunities

The Master Plan **identifies 130 Goals** outlined in Section 1 and detailed throughout Sections 2 through 8 (Land use, Housing, Economic Development, Open Space, Natural Historic Cultural Resources, Transportation and Circulation, and Municipal Facilities). Some Goals have multiple supporting actions and benefits, while others create a conflict with one or more Goals in other Sections.

The Master Plan is supposed to be a guide to address the challenges related to decision-making, prioritizing, management, funding, and monitoring. The Master Plan provides a foundation for the Town's decision-makers to commit to creating a community that is a better place *for all of* its residents.

Planning and Zoning

This Master Plan is written at a broad level, and is not able to address some neighborhood and site-specific issues. Master Plan recommendations include site or topic specific studies to further the planning process.

The Master Plan itself is neither a zoning by-law nor a rigid set of blueprints for implementing zoning changes. It should *guide the process* of exploring and preparing potential zoning changes, including changes to the text of the Zoning By-law, and in some instances, actual changes to zoning district boundaries in order to allow the Town's population to grow at a manageable rate and to adapt to the changing business markets and residential and economic needs.

In addition to the Andover Zoning By-law, there are a number of existing documents that assist with managing the Town's future development:

- Subdivision Rules and Regulations
- Local wetlands by-law
- Local historic districts or conservation districts
- Board of Health regulations
- General ordinances

Investment

Andover must make capital improvements in order to maintain and replace existing facilities, infrastructure and inventory over time. This is done annually in the Capital Improvement Plan. Also, the acquisition of land is an investment to protect natural resources and to continue to provide Andover residents with a high quality of life and sense of place. Each decision requires careful thought and consideration so that fiscally responsible decisions are made that provide a positive long-term cost-benefit to the community.

Updating

The creation of this Master Plan involved a significant level of time and effort on the part of volunteers and staff. To protect this investment, an ongoing commitment is required to monitor the status of recommended goals and objectives to update the Master Plan on a regular basis. It is recommended that an addendum be added to the Appendix annually after each Town Meeting and the Master Plan as a whole be revised every five years.

Priorities

To assist in determining priorities for implementation of residents and members Town Boards and Committees were polled and asked to indicate the most important strategies on which to move forward. The Median number provides the middle value in the list of numbers collected and the Average number is the total sum divided by the number of responses. **DISCLAIMER: This is to be used as a guide only and persons charged with implementation may embark on one or more Goals at any given time regardless of priority median or average.**

Within each Section of the Master Plan, the top priorities are outlined in the following Implementation Matrix.

Key to Section Abbreviations:

LU – Land Use and Zoning

H – Housing

ED – Economic Development

OS - Open Space

NHC – Natural Historic and Cultural Resources

TC - Transportation and Circulation

MF –Municipal Facilities

Key to Matrix of Goals and Strategies identifies the committee, board, department, agency or task force with either primary responsibility or some dimension of involvement that can help accomplish each goal and/or objective:

ABCA* – Andover Business Center Association

ACT* – Andover Community Trust

AHPC – Andover Housing Partnership Committee

AHTFB – Andover Housing Trust Fund Board

AVIS* – Andover Village Improvement Society

APC – Andover Preservation Commission

APS – Andover Public Schools (students/teachers) and the School Committee Board

AYS – Andover Youth Services

BOH - Board of Health and Health Division (Community Development and Planning Department)

BOS – Board of Selectmen and the Town Manager’s Office

Building- Building Division (Community Development and Planning Department)

BVHDC – Ballardvale Historic District Commission

CC - Conservation Commission and Conservation Division (Community Development and Planning Department)

DCS – Department of Community Services

DRB – Design Review Board

DPW – Department of Public Works

FACT – Friends of Andover Community Trees

FC- Finance Committee

FODTF – Franciscan Overlay District Task Force

GAB – Green Advisory Board

MVPC* – Merrimack Valley Planning Commission

MVRTA* – Merrimack Valley Regional Transportation Association

Planning – Planning Board and Planning Division (Community Development and Planning Department)

P&F – Plant and Facilities

PS – Public Safety

SGCBT – Spring Grove Cemetery Board of Trustees

TYTF – Town Yard Task Force

ZBA - Zoning Board of Appeals (Community Development and Planning Department)

*** Note that several of the above are not “official” town committees but are established groups, agencies or non-profits located in or supporting the Town of Andover. They are recognized as reputable organizations that can help to implement town goals and objectives. Not all unofficial groups, agencies or non-profits are mentioned above or in the chart. However, the Town of Andover is extremely fortunate to have these groups, agencies and non-profits that contribute to making Andover a better place to live for *all* of its residents!**

Section 2 - Land Use and Zoning

Goal	Description	Actions	Priority (1-5)	Who?	Time-frame
	Downtown – General Business and Mixed Use Districts				
LU.1.1.	Re-examine the Mixed Use District zoning for potential regulatory barriers hindering development.	<ul style="list-style-type: none"> ○ Amend the Zoning By-law to allow shared parking for uses with complementary parking demands, such as mixed-use developments that contain residential and commercial uses. ○ Evaluate the effect of the Zoning By-law on the redevelopment of existing buildings and new construction, and propose appropriate changes if necessary. ○ Continue to encourage housing as a part of the mix of uses downtown. 	Med. 2 Ave.2.25	Planning, AHPC, ZBA	1-2 years
LU.1.2.	Encourage the highest and best use of commercial space in the General Business district.	<ul style="list-style-type: none"> ○ Evaluate the parking requirements in the Zoning By-law to promote first floor retail. ○ Conduct a periodic market analysis to help identify new and needed small, locally owned businesses. 	Med. 1 Ave.1.75	Planning, TYTF, ABCA	Ongoing
LU.1.3.	Expand the downtown General Business District.	<ul style="list-style-type: none"> ○ Maximize the potential economic benefit to Andover by relocating the Town Yard from Lewis Street to a more appropriate site and out of downtown. ○ Rezone the area surrounding the Town Yard and the railroad crossing to complement and encourage mixed use (retail, office and residential) development and implement building design standards. ○ Examine the opportunity for other potential growth in the General Business District if supported by economic conditions. 	Med. 1 Ave. 1.5	Planning, TYTF, BOS, ABCA	1-2 years
LU.1.4.	Encourage pedestrian access in downtown.	<ul style="list-style-type: none"> ○ Require sidewalks and connections between and around commercial properties. ○ Promote pedestrian and bicycle paths connecting downtown services, places of work or any other locations which will provide safe, efficient, alternative ways of transportation and encourage a greater sense of community. ○ Create a plan for sensible and logical connections downtown. 	Med. 2 Ave. 2.25	Planning, BOH, ABCA	Ongoing

LU.1.5.	Keep convenient parking spaces available to customers.	<ul style="list-style-type: none"> ○ Encourage and educate employees to park in designated long-term spaces and to participate in the parking sticker program. ○ Provide a parking map that is distributed broadly and is on the Town’s website. ○ Connect parking lots and pedestrian paths to reduce multiple in-town vehicle trips. ○ Provide way-finding signage for municipal parking lots. 	Med. 2 Ave. 2.5	Planning, Police, DPW, BOS	Ongoing
LU.1.6.	Work with the downtown merchants (Andover Business Center Association and the Merrimack Valley Chamber of Commerce) to keep downtown Andover an active civic center.	<ul style="list-style-type: none"> ○ Develop a map of downtown to be distributed to residents, businesses, and visitors. ○ Create and participate in downtown events that promote the Town’s quality of life and community spirit. 	Med. 2 Ave. 2.5	Planning, BOS, ABCA	Ongoing
LU.1.7.	Help downtown Andover to become 100% accessible to persons with disabilities.	<ul style="list-style-type: none"> ○ Encourage existing businesses to redesign entrances and interiors. ○ Encourage new construction to exceed what is required by law. 	Med. 2 Ave. 2.5	Planning, Commission on Disabilities, BOS, Building	3 years
Residential Districts					
LU.2.1.	Promote development that is sensitive to land features, environmentally sustainable, and appropriately scaled and encourage a variety of residential choices and styles for Andover’s diverse population, designed to withstand the economic and demographic tests of time.	<ul style="list-style-type: none"> ○ Update the Subdivision Rules and Regulations and work closely with the Department of Public Works and the Planning Board to improve current practices. ○ Revise the Cluster Subdivision section in the Zoning By-law to reduce the minimum requirement from 10 acres to 5 or fewer acres. This preserves open space and reduces land disturbance through reducing roadway length and allowing smaller lot sizes. ○ Include new sections in the Zoning By-law such as Open Space Residential Development and Context-Sensitive Design Development. ○ Discuss Low Impact Development, green building initiatives and neighborhood connectivity with applicants early in the design process. 	Med. 1 Ave. 2.25	Planning, DPW, GAB	1-2 years
LU.2.2.	Continue to collaborate with neighboring towns about the development that occurs along and across municipal borders.		Med. 3 Ave. 2.75	Planning	Ongoing

	Agriculture				
LU.2.3.	Encourage the preservation of remaining farmland to ensure that future generations can enjoy Andover’s agricultural heritage.	<ul style="list-style-type: none"> ○ Utilize the 2010 Open Space Plan (Conservation Commission) and the Master Plan to help guide the acquisition of farmland for preservation purposes. ○ Encourage Community Gardens as a way to promote agriculture on a smaller scale. ○ Promote regional and local agriculture to provide local food production, distribution, and access. Encourage citizen participation in food coops, community supported agriculture programs and farmers markets. 	Med. 2 Ave. 2.25	Planning, Conservation, BOS, FC	2-5 years
	Industrial and Commercial Districts				
LU.3.1.	Maintain a mix of land uses so that approximately 29 percent of the property tax base is from nonresidential classifications.		Med. 2 Ave. 2	Planning, BOS	Ongoing
LU.3.2.	Ensure that there is adequate infrastructure capacity to serve future development.	<ul style="list-style-type: none"> ○ Review existing infrastructure that is in place (water, sewer and roads) and propose improvements every two years. 	Med. 1 Ave. 1.75	Planning, DPW, BOH	Ongoing
LU.3.3.	Encourage innovative site and building design.	<ul style="list-style-type: none"> ○ Use flexible zoning by-law design controls that enhance and retain the natural features of the land. ○ Encourage innovative building design that meets energy efficiency criteria used by the U.S. Green Building Council and energy alternatives that reduce dependence on fossil fuels. ○ Require that all new construction utilize energy efficiency, water conservation, and renewable or alternative energy technologies. ○ Require landscape transitions, which protect adjacent residential properties by buffering and limiting the location and design of large-scale developments. ○ Provide safe pedestrian and vehicular circulation within developments and the vicinity of proposed projects. ○ Encourage the retention of open space and landscaped areas within developments. 	Med. 2 Ave. 1.5	Planning, GAB, Conservation, Building	2-5 years

LU.3.4.	Reduce dependence on gasoline powered vehicles.	<ul style="list-style-type: none"> ○ Examine the need for lifestyle conveniences or concierge services near or within the Industrial Districts, as a Med.s to reduce traffic and add new options for local retail goods and services. ○ Require new businesses to join the local Transportation Management Association. 	Med. 2 Ave. 2.2	Planning, GAB, MVPC, TMA	2-3 years
LU.3.5.	Plan for the future of the Industrial Districts	<ul style="list-style-type: none"> ○ Prepare a strategic plan for future development and needs that incorporates current information about natural systems, environmental constraints, zoning, and energy and transportation issues. ○ Review the allowed uses in the Industrial Districts to remain competitive and current as well as to encourage a strong commercial tax base. 	Med. 2 Ave. 2	Planning, TMA	1 year
Historic Districts and Preservation					
LU.4.1.	Maintain Andover’s heritage landscapes as part of Andover’s attractive and aesthetically diverse housing stock.		Med. 2 Ave. 2.5	Planning, APC, AHPC	Ongoing
LU.4.2.	Encourage creative and adaptive reuse of existing sound building stock in the historical and industrial sections of Andover, such as Dundee Park, Shawsheen Village and Ballardvale.		Med. 2 Ave. 2	Planning, APC, BVHDC, AHPC	2-3 years
LU.4.3.	Encourage the preservation and restoration of existing structures of historic interest.	<ul style="list-style-type: none"> ○ Work with the Preservation Commission and the Ballardvale Historic District Commission on a community education program to explain the importance of preserving the historic mill areas. 	Med. 1 Ave. 1.9	APC, BVHDC, DRB, Building	Ongoing
LU.4.4.	Explore the use of available preservation tools such as Neighborhood Conservation Districts, scenic road bylaws and overlay zoning.		Med. 3 Ave. 2.2	APC, Planning	2-3 years
LU 4.5.	Continue to promote architectural compatibility with infill development and redevelopment.		Med. 2 Ave. 2.6	APC, DRB, Building, Planning	Ongoing

Design Review					
LU.5.1.	Preserve and enhance the established visual character and historical interest of Andover's General Business, Mixed-Use and historic residential districts.	<ul style="list-style-type: none"> ○ Promote principles of good design through public education initiatives and coordinated review by qualified professionals. ○ Facilitate collaboration between the Design Review Board and the Preservation Commission on projects involving historical structures and neighborhoods. ○ Encourage the use of materials characteristic of the area and appropriate to the architectural style of the building. 	Med. 2 Ave. 2.3	DRB, APC, Planning, Building	Ongoing
LU.5.2.	Promote a pedestrian-oriented downtown that respects Andover's small-town character and heritage.	<ul style="list-style-type: none"> ○ Emphasize the appeal of building detailing that incorporates small-scale elements of interest to pedestrians. ○ Encourage owners of downtown buildings with a width of more than forty (40) feet to divide the façade visually into sub-elements, preferably expressing functional diversity within the building. ○ Promote landscape treatments that place shrubs, trees, flower boxes, and other greenery around buildings and in recessed areas. ○ Encourage careful treatment of sidewalks, parking areas, and walls at the sides and rear of buildings. 	Med. 2 Ave. 2.2	DRB, Planning, Building	1-2 years
LU.5.3.	Encourage signage that adheres to principles of good design and communicates efficiently in order to meet the needs of the Town and its residents.	<ul style="list-style-type: none"> ○ Ensure that sign materials, colors, text, graphics, size, and illumination suit the building to which the sign relates and complement the surrounding neighborhood. ○ Support the use of projecting signs to add visual interest. ○ Promote the use of graphic elements to facilitate communication and provide visual variety. ○ Maintain public safety by eliminating distracting or confusing sign displays and excessive illumination 	Med. 2 Ave. 2.5	DRB, APC, Planning, Building	Ongoing
LU.5.4.	Encourage design solutions that address public safety, accessibility, and sustainability while respecting principles of good design.		Med. 2 Ave. 2.4	DRB, PS, Planning, Building	Ongoing
LU.5.5.	Promote the established review process, including consultation with the Design Review Board.	<ul style="list-style-type: none"> ○ Implement the use of design guidelines, review criteria, and review procedures, including consultation with the Design Review Board as specified in the Zoning by-law. ○ Encourage communication among the Design Review Board, the Planning Board, the Zoning Board of Appeals and 	Med. 1 Ave. 2	DRB, APC, Planning, Building	1-2 years

		<p>the Board of Selectmen regarding current and planned design projects.</p> <ul style="list-style-type: none"> ○ Maintain the Design Review Board’s qualified and diverse membership. Encourage design professionals (architects, landscape architects, urban designers, graphic designers, industrial designers, and historians and critics of art or architectural history) and other interested residents who support the goals of the Design Review Board to fill vacancies as they arise, with the goal of ensuring a range of design expertise. Consult with the Planning Board and the Preservation Commission when filling vacancies. 				
	Sustainability					
LU.6.1.	Review and consider opportunities to appropriate available Town land for alternative energy generation in such a way that would create cost savings for the Town.	<ul style="list-style-type: none"> ○ Look to Solar Energy Community Projects which are an approach to supplying a community with its energy requirements from renewable energy or high-efficiency co-generation energy sources. 	Med. 2 Ave. 2.2	Planning, GAB, APS, Conservation, BOS, FC	1-2 years	
LU.6.2.	Implement best practices for energy efficient building codes and make recommendations that encourage upgrades without undue cost burden to home and business owners.	<ul style="list-style-type: none"> ○ Promote Green Building which is the practice of increasing the efficiency with which buildings and their sites use and harvest energy, water, and materials; and reducing building impacts on human health and the environment, through better siting, design, construction, operation and removal. 	Med. 2 Ave. 2	Planning, GAB, Building, APS	2-3 years	
LU.6.3.	Take proactive steps to reduce the reliance of Andover’s businesses on energy and fossil fuels.		Med. 2.5 Ave. 2.4	GAB, P&F, Planning, APS	2-3 years	
LU.6.4.	Increase both residential and industrial/commercial opportunities to recycle trash and other waste.	<ul style="list-style-type: none"> ○ Implement improvements to Garbage Removal to save energy and tax dollars through solar-powered trash compaction systems and recycling efforts should encourage increased participation. 	Med. 2 Ave. 2	DPW, GAB, APS	Ongoing	
LU.6.5.	Use Planning Principals that support sustainable land use design.	<ul style="list-style-type: none"> ○ Consider using Energy-Efficient Landscaping and Low Impact Development as landscaping strategies designed for the purpose of conserving energy and removing storm water runoff (without the impurities of asphalt and unnatural structures). Techniques include planting trees for the purpose of providing shade, wind-breaks and water absorption, planting of native shrubs for filtration, and 	Med. 1 Ave. 1.75	Planning, GAB, DPW, FACT, MVPC	1-2 years	

		<p>positioning buildings to take advantage of natural light and topography.</p> <ul style="list-style-type: none"> ○ Conduct an Ecological Footprint for Andover that illustrates the amount of land and water area a human population would hypothetically need to provide the resources required to support it and to absorb its wastes, given prevailing technology. ○ Plan for good Urban Design which focuses on the arrangement, appearance and functionality of a towns or city. It typically requires interdisciplinary input with balanced representation of multiple fields including engineering, ecology, local history, and transport planning. 				
Section 3 – Housing						
Goal	Description	Actions	Priority (1-5)	Responsibility	Timetable	
H.1.1.	Promote the construction and renovation of a wide range of ownership and rental housing types and densities including single family homes less than 2,500 square feet, condominiums, apartments, multi-unit buildings with less than eight units, and townhouses.	<ul style="list-style-type: none"> ○ Review the Zoning By-law for avenues that would promote homes less than 2,500 square feet. ○ Determine the best way to address “mansionization” which is typically known for the demolition of an existing non-historic home for the construction of a new home larger than 3,500 square feet. ○ The Planning Board should review the special permit process for multifamily use within the Mixed Use and General Business Districts to determine if it could be less restrictive to encourage more use. ○ Within a special permit application, change the Zoning By-law to allow for an appropriate density bonus if affordable housing is included. ○ Support non-profit organizations that build or renovate housing that is “scattered site” (scattered randomly throughout Andover) and is designed to fit into the character of the neighborhood. ○ Encourage the concept called "Basic Access" or "Visitability" that involves a new home to have at least one entrance with no step. 	Med. 1.5 Ave. 1.9	AHPC, Planning, DRB, Commission on Disabilities	1-2 years	

H.1.2.	Support the renovation, rehabilitation and adaptive reuse of existing homes or buildings.	<ul style="list-style-type: none"> ○ Rewrite the Family Dwelling Unit definition in the Zoning By-law to allow family members (healthy or not) to live in an accessory apartment in a detached one-family home. ○ Evaluate current fee structures for renovations, rehabilitations and adaptive reuse construction. ○ Explore rehabilitation grants and alternative tax options to encourage rehabilitation and renovation. ○ Update the inventory of historic or notable homes in Andover so that more homes are covered by the Demolition Delay By-law. ○ Consider the redevelopment of the Town’s older industrial sites, for a mixture of uses, including lower-cost housing for families and the elderly. ○ Explore a by-law that allows homes more than 3,500 square feet to be converted into multi-unit buildings as is done in other suburban communities such as North Andover’s Great Estates By-law. 	Med. 1 Ave. 1.9	AHPC, Planning, Building, DRB, BOH, APC, ACT	1-2 years	
H.1.3.	Educate the residents of Andover on the benefits of a diverse housing stock.	<ul style="list-style-type: none"> ○ Continue to support the Andover Housing Partnership Committee, which serves as an important resource on all housing issues that come before the town’s elected officials, appointed board members, and the community. ○ Encourage the use of the senior center as a means to learn from, provide information to, and support seniors with regard to their housing needs. 	Med. 1.5 Ave. 1.8	AHPC, Planning, Council on Aging, BOS	1-2 years	
H.1.4.	Encourage affordable housing for the elderly .	<ul style="list-style-type: none"> ○ Promote the use of alternative residential programs such as life-care, assisted or congregate living arrangements. ○ Update the Congregate and Assisted Living by-law in the Zoning By-law so that it is utilized. Consider including the SRC District and allowing services as an accessory use. ○ Consider programs that allow persons to age in place. 	Med. 1 Ave. 1.5	AHPC, Planning, FOD Task Force, Council on Aging	1-2 years	
H.1.5.	Encourage the creation of affordable housing for persons with disabilities ; this includes those who are either mentally and/or physically challenged and those who are developmentally disabled.	<ul style="list-style-type: none"> ○ Work with organizations that create new group homes or renovate existing homes for the use of non-profits to provide this type of housing. ○ Encourage the parent groups in town to work together to create this type of housing for persons who grew up in Andover and attended Andover schools. 	Med. 2 Ave. 2.7	AHPC, Planning, Commission Disabilities, Council on Aging	Ongoing	

Housing Supply					
H.2.1.	As the market rate housing supply increases, promote an increase in the supply of affordable housing so that Andover remains above the state’s Subsidized Housing Inventory (SHI) 10% minimum as required by the Commonwealth of Massachusetts under MGL Chapter 40B.	<ul style="list-style-type: none"> ○ Recommend that developers provide deed-restricted affordable units in perpetuity. ○ Revise the Dimensional Special Permit for Affordable Housing so that it is utilized. ○ Examine zoning incentives and design standards to promote affordable housing within the General Business District and Mixed Use District. ○ Evaluate surplus land that is under the care and control of the Town of Andover for residential uses. ○ Prioritize increasing the supply of housing when there is an expansion of local jobs in Andover and in the surrounding communities. ○ Rezone the small industrial-zoned land north of Haverhill Street to allow dense residential uses with clustered developments. ○ Assess the area on the east side of Chandler Road and I-93 for potential housing developments to support industries when access is provided. 	Med. 3 Ave. 3	AHPC, Planning	Ongoing
Context Sensitive Design					
H.3.1.	Create guidelines and/or regulations for context sensitive design development to be used when possible.	<ul style="list-style-type: none"> ○ Prioritize type of development, type of unit demand, number of bedrooms and preferred location. 	Med. 3 Ave. 2.7	AHPC, Planning	2-3 years
H.3.2.	Encourage multi-family housing in appropriate locations (closer to the town center) and at an appropriate scale (height, width and massing).		Med. 2 Ave. 2	AHPC, Planning, DRB	2-3 years
H.3.3.	New housing developments should advance Andover as a walkable and bikeable community, when possible.	<ul style="list-style-type: none"> ○ Create pedestrian paths and connections of open space in new subdivisions using the cluster bylaw or a new open space residential design bylaw. ○ Encourage sidewalks in new housing developments of any kind. 	Med. 2.5 Ave. 2	AHPC, Planning	Ongoing

Goal	Description	Actions	Priority (1-5)	Responsibility	Time-table
Section 4 - Economic Development					
Inventory					
H.4.1.	Maintain a current inventory of potential developable areas for affordable housing.	<ul style="list-style-type: none"> ○ Prepare a housing map to show existing housing and potential development areas for affordable housing. Include affordable housing developments that are part of the Town’s subsidized housing inventory and developments that are set to “expire”. 	Med. 3 Ave. 2.7	AHPC, Planning	1-2 years
H.4.2.	Preserve the affordability of previous 40B projects.	<ul style="list-style-type: none"> ○ Contact owners to work together to extend the affordability for as long as possible. 	Med. 3 Ave. 2.5	AHPC, Planning	Ongoing
Employment					
ED.1.1.	Encourage the creation of a full range of jobs for local residents, from services and trades to high tech and research and development.		Med. 2 Ave. 1.8	BOS, Planning	1-2 years
ED.1.2	Continue to promote a community identity that values quality businesses that support an expanding job market.		Med. 1 Ave. 1.6	BOS, Planning	Ongoing
ED.1.3.	Identify gaps in local goods and services and find retailers to fill them.		Med. 2 Ave. 2.3	BOS, Planning, MVPC	1-2years
ED 1.4	Preserve and redevelop the three General Business Districts whenever possible.	Relocate the Town Yard out of its current prime commercial center to provide for new growth and employment opportunities Andover.	Med. 2 Ave. 1.8	BOS, Planning, TYTF	1-2 years
ED.1.5.	Continue to keep the Industrial Districts competitive.	<ul style="list-style-type: none"> ○ Review allowed uses. ○ Communicate with property owners. ○ Encourage the use of old mill complexes that support high tech firms and back-office activities. 	Med. 2 Ave. 2.5	BOS, Planning	1-2 years
ED.1.6.	Seek additional higher educational opportunities and facilities in Andover.		Med. 3 Ave. 3.7	BOS, Planning	2-5 years

Retention, Promotion, Marketing					
ED.2.1.	Retain existing jobs and companies currently located in Andover.	<ul style="list-style-type: none"> ○ Establish a local Economic Development Council made up of representatives from the Town’s various businesses, as well as residents. The Council would work with Town officials and staff to implement a proactive economic development strategy and address issues of concern. This Council can also be used to market and promote Andover, as well as to focus on endeavors that create new job opportunities. ○ Work with existing businesses and building owners to retain existing businesses. ○ Establish a process that engages the private sector in community decisions. ○ Apply to state, federal, regional and private funding programs and for technical assistance to attract and retain businesses. Possible sources include the Massachusetts Department of Housing and Community Development, the Massachusetts Office of Business Development, Mass Development, the US Economic Development Administration, and the United States Department of Housing and Urban Development as well as many more. 	Med. 2 Ave. 1.7	BOS, Planning	1-2 years
ED.2.2.	Promote and market Andover to attract new businesses and create new jobs.	<ul style="list-style-type: none"> ○ Establish a “Good Corporate Citizen” award program that recognizes the contributions of Andover-based companies and businesses to the community. ○ Increase awareness of what Andover’s businesses and their significant commercial/industrial property tax base add to the community. ○ Use the resources currently available from the Chambers of Commerce, the Merrimack Valley Economic Development Council, the downtown business association, and the State Office of Business Development to market the town to prospective businesses. ○ Dedicate part of the Town’s Website to promoting and highlighting Economic Development. ○ Offer more downloadable permit forms, information on the various applicable regulations, outlines of permit 	Med. 1 Ave. 1.4	BOS, Planning, MVPC	2-3 years

		approval processes, contact information, links to other local, regional and state business/economic development organizations, and demographic, property and tax- related data. <ul style="list-style-type: none"> o Partner with the hotels in Andover to develop a targeted advertising and marketing which would provide a win-win outcome by increasing hotel occupancy. 				
	Regional Center					
ED.3.1.	Provide an environment that encourages start-ups through improved permitting practices and zoning.	<ul style="list-style-type: none"> o Review current permitting practices. o Update permitting software and online applications. 	Med. 2 Ave. 1.7	BOS, Planning, MVPC	1-2 years	
ED.3.2.	Provide expedited permitting and adequate infrastructure to entice large national and international corporations to reside in Andover.		Med. 2 Ave. 2	BOS, Planning	2-3 years	
ED.3.3.	Strengthen and maintain Andover’s position as a regional center for pharmaceutical, medical, research and other professional services.		Med. 2 Ave. 1.6	BOS, Planning, MVPC, ABCA	1-2 years	
ED.3.4.	Market Andover as a regional center for innovative industries.		Med. 2 Ave. 2	BOS, Planning, MVPC, ABCA	2-3 years	
ED.3.5.	Collaborate with other communities and the Merrimack Valley Planning Commission.		Med. 2 Ave. 1.8	BOS, Planning, MVPC	2-3 years	
	Tourism					
ED.4.1.	Increase tourism in Andover.	<ul style="list-style-type: none"> o Create a tourism map of Andover’s historic sites and notable assets. o Utilize the local and regional tourism organizations and help promote regional efforts to encourage heritage tourism and ecotourism. 	Med. 4 Ave. 3.2	BOS, Planning, ABCA	3-5 years	

Section 5 - Open Space

Goal	Description	Actions	Priority (1-5)	Responsibility	Time-table
Merrimack and Shawsheen Rivers					
OS 1.1.	Acquire through the Town, AVIS or other non-profit, permanent protection of the Deer Jump Trail that runs through large tracts of land along River Road (Franciscan and National Grid land) and along the Merrimack River.	<ul style="list-style-type: none"> ○ Negotiate with land and easement owners to make permanent Conservation Restrictions (CR) or to purchase land along Deer Jump Trail along the Merrimack River. 	Med. 2 Ave. 2.3	Conservation, Planning, BOS, FC, AVIS	1-2 years
OS 1.2.	Purchase or protect with CR via the Town, AVIS or other non-profit riverfront areas and parcels along the Shawsheen River from Lawrence to the Tewksbury line.		Med. 2 Ave. 2	Conservation, BOS, FC, AVIS	Ongoing
OS 1.3.	Construct a Riverwalk along the entire length of the Shawsheen River from the Lawrence to Tewksbury lines.	<ul style="list-style-type: none"> ○ The Riverwalk should be accessible to persons with disabilities. ○ Provide for both active and passive recreation sites, such as playing fields and boat ramps. 	Med. 3 Ave. 2.8	Conservation, AVIS	1-3 years
OS 1.4.	Purchase or protect with CR, land on the west side of Route 93 to preserve the oxbow Shawsheen riverfront, the wetlands and areas for the <i>Priority Habitat of Rare Species and Estimated Habitat of Rare Wildlife</i> .		Med. 2 Ave. 2.8	Conservation, AVIS, BOS, FC	2-3 years
OS 1.5.	Acquire the remaining parcel of the Reichold land along the Shawsheen River.		Med. 2 Ave. 2.2	Conservation, BOS, FC	1-2 years
Conservation Land Fund					
OS 2.1.	Request annual funds for the Conservation Land Fund to be ready to purchase parcels that meet the requirements of the Conservation Commission when they come on the market.		Med. 2 Ave. 2.2	Conservation, BOS, FC	Ongoing
OS 2.2.	Investigate and prioritize the purchase of Chapter 61 lands in Andover (which currently comprises more than 1,300 acres of open space) and lands with other tax reductions.		Med. 2 Ave. 2	Conservation, Planning	1-4 years

OS 2.3.	Create a prioritized “parcels of interest” list to actively seek to acquire open space. The Commission should reach out to owners in advance of parcels coming on the market. This list should be flexible to be ready to purchase desirable parcels when the owners are ready to sell.		Med. 1 Ave. 2	Conservation	1-2 years	
Great Ponds and Significant Water Bodies						
OS.3.1.	Negotiate with land owners to purchase parcels when they become available or prior to their going on the market. Acquire vacant parcels at Fosters Pond to link to extensive AVIS Goldsmith Woodlands and abutting Conservation Commission parcel on the pond.		Med. 2 Ave. 2.5	Conservation, BOS, AVIS, FC	Ongoing	
Land Management Plan and Land Manager						
OS.4.1.	Develop a Management Plan for the town-owned open space.	<ul style="list-style-type: none"> ○ Include specific accommodations for use by people with disabilities and environmental justice populations, especially the open space to be acquired in the future. 	Med. 2 Ave. 2	Conservation	1-2 years	
OS.4.2.	Hire a Land Manger for the more than 2,200 acres of permanently protected town owned land under the control of the Conservation Commission.	<ul style="list-style-type: none"> ○ Strengthen and support the existing overseer system for town-owned reservations. ○ Include in the Capital Improvement Program or the Town Manager’s budget a line item for a F.T.E. Land Manager position. 	Med. 3 Ave. 2.8	Conservation, BOS, FC	2-3 years	
Education						
OS.5.1.	Educate the public about town-owned parcels to encourage greater use of the land.	<ul style="list-style-type: none"> ○ Outreach through a web page on the town website, an electronic newsletter, educational forums, television shows, and lists of parcels and their significant features. ○ Publicize upcoming events and coordinate with groups such as AVIS, Friends of Andover Community Trees (FACT), Trustees of Reservations, Shawsheen River Watershed, and Conservation Commissions in neighboring towns. ○ Reach out to civic-action groups such as the Boy Scouts, churches that do “days of service,” educational groups, etc. to enlist assistance to create more signage for reservations, install fencing, create more trails and maps so as to make open space inviting and accessible to the public. 	Med. 2 Ave. 2	Conservation, APS, BOS, AVIS, AYS	Ongoing	

Community Gardens and Small Parks					
OS 6.1.	Continue to foster the Community Gardens program under the direction of a Master Gardener. In some instances, create gardens specifically for seniors, people with disabilities and an educational garden for high school students.	<ul style="list-style-type: none"> Utilize the PTO organizations for the public schools and small grants from the Commission on Disabilities, Andover Housing Authority and the Senior Council to help fund the Community Gardens. 	Med. 3 Ave. 3	Conservation, Commission on Disabilities, Planning, APS	2-3 years
OS 6.2.	Encourage and support the weekly farmers market during the growing season at the Andover Historical Society.		Med. 2 Ave. 2	Conservation, Planning	Ongoing
OS 6.3.	Create pocket parks (i.e. small parks) in dense neighborhoods throughout town.		Med. 4 Ave. 4.3	Conservation, Planning	3-5years
Trail System					
OS 7.1.	Require trail and open space connections between and within neighborhoods when a new subdivision or development is planned. This has been a longstanding policy of the Planning Board and the Conservation Commission.		Med. 1 Ave. 1.6	Conservation, Planning	Ongoing
OS 7.2.	Encourage a volunteer network to create more trails and to keep trails clear and safe.	<ul style="list-style-type: none"> Encourage work parties for trail blazing/ maintenance, and explore a policy of “adoption” of some Conservation Commission parcels by designated groups. 	Med. 2 Ave. 2.2	Conservation, AVIS	Ongoing
OS 7.3.	Strengthen the role of the Overseers of the town-owned reservations and the Wardens of the AVIS reservations through education and support.		Med. 3 Ave. 3	Conservation, AVIS	Ongoing
OS 7.4.	Utilize funding sources including Massachusetts Division of Conservation Services (DCS) grants, Commonwealth Capital grants, other state and federal grants as well as Andover Town Meeting appropriations.		Med. 2 Ave. 2.6	Conservation, Planning	Ongoing

Active Recreation					
OS 8.1.	Establish new boat launch sites on the Merrimack and Shawsheen rivers and ponds.	<ul style="list-style-type: none"> ○ The Heffron Right of Way passed Town Meeting 2009 unanimously and the town now has access to its 10-acre parcel on the Merrimack River. Provisions for active sports amenities, including a boat ramp, should be included in the Capital Improvement Plan or as a Warrant Article for a future Town Meeting. 	Med. 1 Ave. 1.5	Conservation, Planning	1-2 years
OS 8.2.	Continue to plan for a Riverwalk the entire length of the Shawsheen River in Andover by purchasing in fee or acquire through permanent Conservation Restrictions along the riverfront parcels.	<ul style="list-style-type: none"> ○ Reach out to landowners of designated parcels and secure funds on an annual basis for the Open Space Fund to acquire parcels. ○ Encourage riverfront access and enjoyment in the Shawsheen Square area and include it as a priority in the ongoing Shawsheen Renaissance project. 	Med. 1 Ave. 2	Conservation, AVIS	1-2 years
OS.8.3.	Complete the Blanchard Street field creation Project.		Med. 2 Ave. 1.6	P&F	1-2 years
OS 8.4.	Maintain current sports fields, create new ones on former Reichhold land and seek new sports fields sites and multiuse parks.		Med. 2 Ave.1.8	P&F, BOS, Conservation	1-2 years
OS 8.5.	Make improvements to the recreation parcels and buildings that are used by or are under the care and control of the Department of Community Services.	<ul style="list-style-type: none"> ○ Create a prioritized list of improvements that should be funded through the Capital Improvement Plan process. 	Med. 2 Ave. 2	P&F, DCS	1-2 years
OS 8.6.	Support on-road and off-road biking for recreation and for commuting to work and school.		Med. 2 Ave. 2.8	Conservation, APS, PS	2-3 years
OS 8.7.	Create and execute a <i>localized</i> open space and recreation plan for the lands on both sides of Route 93 in the southern part of town to be developed as the result of the new interstate intersection.		Med. 2 Ave. 2.2	Conservation	2-3 years
Accessibility					
OS 9.1.	Create paths along the river and walkways over streams accessible to all persons whenever possible.		Med. 3 Ave. 2.6	Conservation, Commission on Disabilities	2-3 years

OS 9.2.	Plan and build accessible walkways and other structures at the new Merrimack River reservation behind the Greater Lawrence Technical School.		Med. 2 Ave. 2.6	Conservation, Commission on Disabilities	2-3 years
OS 9.3.	Design and build accessible playgrounds throughout town.		Med. 2 Ave. 2.2	Conservation, P&F, Commission on Disabilities	Ongoing
OS 9.4.	Redesign existing parks and playgrounds to be accessible as recommended by the Commission on Disabilities.		Med. 3 Ave. 2.6	Conservation, P&F, Commission on Disabilities	2-5 years
OS 9.5.	Build an accessible bridge over the Shawsheen River and an accessible suspended walkway under Interstate 93.		Med. 4 Ave. 3.6	Conservation, Commission on Disabilities	3-5 years

Section 6 - Natural, Historic and Cultural Resources

Goal	Description	Actions	Priority (1-5)	Responsibility	Time-table
	Water, Air and Land				
NHC.1.1.	Protect and improve surface and ground water quality .	<ul style="list-style-type: none"> ○ Implement measures to reduce nonpoint source pollution of rivers and streams (i.e. road salt, storm water runoff, pesticides, and herbicides). ○ Work with regional organizations such as the Merrimack River Watershed Council and the Essex County Community Foundation. ○ Continue strict enforcement of the Wetlands Protection Act. ○ Require compliance with Stormwater Regulations to reduce concentration of contaminants in surface water and reducing discharge of pollutants from runoff water. ○ Acquire, or protect by easement, wherever possible the banks of major rivers, streams and ponds. ○ Continue to monitor the Watershed Protection Overlay District and propose other protections for the water supply. ○ Protect the remainder of the water supply watershed from harmful development by means of acquisition or 	Med. 1 Ave. 1.4	DPW, Conservation, Planning, BOH, MVPC	Ongoing

		<p>special constraints on use.</p> <ul style="list-style-type: none"> ○ Educate residents with tips on properly disposing of contaminants such as motor oil or ongoing septic system maintenance. ○ Educate residents on how to eliminate plumbing cross connections which are a potential source of contamination and pollution. ○ Continue to monitor the Fish Brook Watershed. <ul style="list-style-type: none"> ▪ Establish a monitoring station in the vicinity of the Fish Brook Pumping Station to ascertain short term and long term impacts associated with the winter deicing operations on interstate and state highways and highway interchanges that exist within the Fish Brook Watershed. ▪ Appoint a standing committee that continues the mission of the Fish Brook Task Force. Consider expanding the scope to include review and oversight of all watersheds. ○ Continue working with MassDOT to reduce sodium levels in Fish Brook. <ul style="list-style-type: none"> ▪ Reinstitute monthly meetings with MHD representatives to ensure that promised actions regarding the Salt Storage area relocation are realized. ○ Review the Town of Andover’s de-icing practices. <ul style="list-style-type: none"> ▪ Discuss the benefits of reduced salt applications with the Department of Public Works. ○ Continue review of landfill closure actions. 		<p>DPW, Conservation, Planning, BOH, MVPC</p>	
<p>NHC.1.2.</p>	<p>Encourage emission reductions locally and statewide.</p>	<ul style="list-style-type: none"> ○ Encourage the reduction in automotive exhaust and emissions by installing Electric Vehicle charging stations in public and private parking lots when feasible. ○ Continue the Hybrid Vehicle Policy for town-owned cars. ○ Encourage the preservation of trees on municipal land when possible and replace trees and along streets when older trees die or are damaged in order to reduce ozone and trace gases in the atmosphere. 	<p>Med. 2 Ave. 2.6</p>	<p>Planning, BOH, P&F, FACT, MVPC</p>	<p>2-5 years</p>

NHC 1.3.	Limit the discharge of harmful chemicals into the air.	<ul style="list-style-type: none"> ○ Minimize the sources of air pollution. 	Med. 3 Ave. 2.4	BOH, Planning, MVPC	Ongoing
NHC 1.4.	Identify, protect, and maintain exceptional natural features, endangered habitats, archaeologically important sites, forests and open space at critical locations.	<ul style="list-style-type: none"> ○ Request an analysis of land prior to development, identifying such on-site features. ○ Protect significant shade trees located on town-owned land when possible and develop a process for replicating trees that must be removed. 	Med. 2 Ave. 2.3	Planning, Conservation, P&F, FACT	Ongoing
NHC 1.5.	Promote biodiversity to maintain an ecological balance.	<ul style="list-style-type: none"> ○ Support integrative approaches for managing, protecting and enhancing wildlife populations and habitats appropriate to Andover. ○ Create policies and programs that balance economic and conservation needs. 	Med. 3 Ave. 2.8	Conservation, Planning, BOS, FC	2-3 years
	Cultural Resources				
NHC 2.1.	Continue to promote heritage education in the community.	<ul style="list-style-type: none"> ○ Encourage a cooperative exchange of ideas and resources among various community groups and individuals interested in the continued preservation of Andover’s historic properties and archaeological resources, and historic plantings (like the copper beeches and various exotic plants). ○ Expand community usage of the Historic Building Marker Program introduced in 1990 and jointly administered with the Andover Historical Society. ○ Continue the annual Preservation Awards Program established jointly in 1990 with the Andover Historical Society. Awards are made to Andover residents and businesses in several categories of distinctive preservation. ○ Increase awareness, understanding and appreciation in the Community Development and Planning Department, Plant and Facilities and the Department of Public Works of the Town’s historic resources. Incorporate this into the pre-planning process. ○ Encourage public events that celebrate diversity and provide opportunities for sharing cultural traditions. 	Med. 3 Ave. 2.9	BOS, APS, APC, Planning	2-5 years

NHC 2.2.	Continue to update the Town’s inventory of historic properties to include properties over fifty years old.		Med. 3 Ave. 3.25	APC	2-5 years
NHC 2.3.	Seek funding for historic rehabilitation, i.e. Certified Local Government status.		Med. 3 Ave. 3.25	APC, Planning	Ongoing
NHC 2.4.	Encourage architectural quality and the preservation of community character.		Med. 2 Ave. 2.4	APC, DRB, Planning	Ongoing
	Cultural Diversity				
NHC .3.1.	Embrace and support cultural diversity.	<ul style="list-style-type: none"> ○ Educate the community of the importance and benefits of a culturally diverse community. ○ Encourage community-wide participation in festivals, arts and culture celebrations. ○ Integrate cultural diversity into community events, such as discussions, presentations or seminars. ○ Create and support a teaching-learning environment where all citizens and students understand and value commonalities and differences within and across various cultures, in order to produce a harmonious community of lifelong learners. 	Med. 4 Ave. 3.6	BOS, APS	Ongoing
Section 7 - Transportation and Circulation					
Goal	Description	Actions	Priority (1-5)	Responsibility	Time- table
	Regional Transportation				
TC.1.1.	Promote regional transportation improvements such as high speed transit systems.	<ul style="list-style-type: none"> ○ Promote the development of an efficiently inter-connected regional transportation system. ○ Support development of high-speed transit systems that will link Andover with other areas of the Commonwealth, New England, and the nation. ○ Support development of Merrimack Valley Regional Transportation Authority's (MVRTA) flexible design service along with expansion of days and hours of service. ○ Work with the Merrimack Valley Planning Commission (MVPC) on implementing the region’s transportation goals and objectives. ○ Develop programs and services that increase regional transit and para-transit usage. 	Med. 1 Ave. 1.4	Planning, MVPC, MVRTA, Commission on Disabilities	Ongoing

		<ul style="list-style-type: none"> o Improve the quality of the environment by promoting projects and programs that help the region to meet federal air and water quality standards. 				
	Local Transportation					
TC.2.1.	Promote local transportation improvements such as bridge repairs, congestion elimination and new sidewalks.	<ul style="list-style-type: none"> o Advocate for the repair or replacement of Andover’s insufficient bridges. o Undertake efforts to eliminate congestion on Andover’s major roadways. o Encourage developments with two outlets rather than cul-de-sacs. o Promote zoning and land use regulations that are consistent with Andover’s transportation goals. o Rezone areas in or near downtown to encourage mixed-use and walkable developments. o Start a sidewalk fund in order to create sidewalks in high-demand areas. o Continue to promote a new interchange along I-93 (near the Burt Road/Lowell Junction area) in order to improve access, allow land-locked parcels to be developed, and connect Andover, Wilmington and Tewksbury in an innovative regional approach. o Identify and remove existing barriers to people with disabilities. o Continue the Shawsheen Renaissance Project with the goal to improve the intersection of Routes 28 (N. Main Street) and 133 (Haverhill/Lowell Streets), the connection to the Interstate 495 Highway, and the pedestrian amenities and streetscape. 	Med. 1 Ave. 1.4	DPW, Planning, MVPC, MVRTA, BOS	Ongoing	
	Alternative Transportation					
TC.3.1.	Provide for safe and comfortable bicycle and pedestrian circulation throughout Andover.	<ul style="list-style-type: none"> o Consider bicycle parking areas and racks in key locations throughout Andover, particularly downtown. o Educate citizens about the benefits of cycling and the local paths available to cyclists. Involve the Health Division and the Police Department in a bicycle education program. o Implement “Complete Streets” fundamentals in Andover. o Continue to require pedestrian pathways throughout 	Med. 2 Ave. 1.6	DPW, Planning, MVPC, APS	1-3 years	

		downtown and the mixed-use district. <ul style="list-style-type: none"> ▪ Create a Master Plan for connection in downtown Andover. 			
TC.3.2.	Create opportunities for emerging technologies and vehicles that reduce emissions such as electric vehicles.	<ul style="list-style-type: none"> ○ Provide infrastructure in private and public parking lots for electric vehicles. 	Med. 3 Ave. 4	DPW, Planning, P&F	2-5 years
	Sustainable Streets				
TC.4.1.	Promote environmentally friendly road construction techniques.	<ul style="list-style-type: none"> ○ Encourage the recycling of up to 90% of construction waste, and specify new materials with at least 10% recycled content. ○ Use reflective surfaces on sidewalks and roadways, use dark sky friendly light fixtures and plant trees for shading to reduce ambient summer temperatures. ○ Divert 80% of the typical average annual rainfall from the storm sewer system through use of pervious pavements, bioswales and infiltration planters (also called Low Impact Development). ○ Eliminate potable water sources for irrigation and use native or climate-adapted drought-tolerant plants for all landscaping. 	Med. 2 Ave. 1.9	DPW, Planning, MVPC	1-3 years

Section 8 - Municipal Facilities

Goal	Description	Actions	Priority (1-5)	Responsibility	Time-table
	Public Facilities				
MF.1.1.	Follow the priorities in the Capital Improvement Program (CIP).		Med. 1 Ave. 1	BOS, FC	Ongoing
MF.1.2.	Support initiatives to responsibly maintain public facilities, regardless of economic flux.		Med. 2 Ave. 1.75	P&F	Ongoing
MF.1.3.	Provide an adequate budget to ensure long-term maintenance of public facilities concurrent with their construction.		Med. 1 Ave. 1.1	P&F	Ongoing

MF.1.4.	Ensure that all public facilities are accessible to persons with disabilities.		Med. 1 Ave. 1.6	P&F, Commission on Disabilities	Ongoing
MF.1.5.	Use energy efficient technologies when replacing, reconstructing, and rehabilitating municipal buildings.	<ul style="list-style-type: none"> ○ Realize cost savings through rebate programs and grants. ○ Continue to aggressively pursue energy conservation opportunities to reduce energy usage. 	Med. 2 Ave. 2	P&F, DPW	Ongoing
MF.1.6.	Implement new technologies to conserve power and “Green” initiatives.	<ul style="list-style-type: none"> ○ Adhere to established guidelines ensuring renewal of Andover’s “Green Community” designation. ○ Replace all small work vans and trucks with fuel efficient models. ○ Investigate the feasibility of using LED lighting. ○ Purchase energy efficient vehicles. 	Med. 2 Ave. 2	P&F, Planning, DPW	Ongoing
	Parks and Grounds				
MF.2.1.	Maintain more than 120 acres of sports fields throughout Andover, ensuring continued enjoyment by students, youth sports and recreational use groups.		Med. 2 Ave. 2.1	P&F	Ongoing
MF.2.2.	Support public safety initiatives by mowing and maintaining roadside vegetation along town-owned roadways and by supplementing snow removal services with the D.P.W.		Med. 2 Ave. 2	P&F, PS, DPW	Ongoing
MF.2.3.	Follow established arboricultural practices and procedures in maintaining all public shade trees along Andover’s roadways and green spaces.	<ul style="list-style-type: none"> ○ Continue designation by the National Arbor Day Foundation as a “Tree City USA”. 	Med. 3 Ave. 2.4	P&F	Ongoing
MF.2.4.	Administer the Bald Hill Compost Site permit program in support of Andover’s composting initiatives and provide residents with a supply of rich compost and a place to recycle their leaves and grass clippings.		Med. 2 Ave. 2.7	P&F	Ongoing
MF.2.5.	Provide lot sales and burials for Andover residents at the Spring Grove Cemetery.		Med. 3 Ave. 2.7	P&F, SGCBT	Ongoing
	Educational Buildings and the Public Library				

MF.3.1.	Encourage coordination and communication between the school department and the town government in order to maximize the efficient utilization of existing facilities.		Med. 1 Ave. 1	P&F, APS, BOS	Ongoing
MF.3.2.	Support Memorial Hall Library as the cultural heart of the community, enriching citizens through a lifelong relationship with ideas, art, literature, information and technology.	<ul style="list-style-type: none"> ○ Expand the library’s role as the civic hub of Andover, connecting people to jobs, local information, news, education, services, health information, friends, family, and community ○ Provide more parking for library patrons ○ Provide more study space for library patrons ○ Continue to use technology to both increase access to information and deliver library services economically 	Med. 1 Ave. 1.4	MHL, BOS, FC	Ongoing
MF.3.3.	Continue to maintain the Old Town Hall , also called the Town House, as a focal point and gathering place in downtown Andover.	<ul style="list-style-type: none"> ○ Keep the U.S. Post Office as a tenant downtown in the Old Town Hall. ○ Continue to rent out and use the second floor for private and community events. 	Med. 1 Ave. 1.6	P&F, Planning, BOS	Ongoing
	Water Treatment Plant				
MF.4.1.	Provide water supply capacity (volumes and pressures) that is adequate for average and peak demand levels and public safety needs.		Med. 1 Ave. 1	DPW, PS	Ongoing
MF.4.2.	Provide wastewater collection and treatment facilities that are adequate to serve the existing and projected development and to protect the environment.		Med. 1 Ave. 1	DPW	Ongoing
MF.4.3.	Install and update infrastructure that will reduce long term costs.		Med. 1 Ave. 1	DPW	2-5 years
MF.4.4.	Educate residents on the benefits of eliminating potable water sources for irrigation and use native or climate adapted drought tolerant plants for all landscaping.		Med. 2 Ave. 2.1	DPW	Ongoing
MF.4.5.	Educate residents on how to eliminate plumbing cross connections that are a potential source of contamination and pollution.		Med. 3 Ave. 2.3	DPW	Ongoing

Public Safety					
MF.5.1.	<p>The Andover Police Department is committed to providing the highest level of public safety and service to the citizens and business people within the community. The members of the Department are empowered to enforce the laws of the Commonwealth of Massachusetts and the By-laws of the Town of Andover to ensure that the peace and tranquility of our neighborhoods are maintained and that crime and the fear of crime are reduced.</p>			PS	Ongoing
MF.5.2.	<p>Andover Fire Rescue will serve the citizens of the community and its visitors by protecting them from the dangers created by man-made and natural emergencies. Andover Fire Rescue aggressively attempts to minimize the risks associated with these incidents through effective fire prevention and investigation, code enforcement, public education and injury prevention programs.</p>	<ul style="list-style-type: none"> ○ Function as a cohesive team that is empowered, effective and enthusiastic with respect to the services it provides to the community. ○ Establish the Department as a regional leader in the opinion of our community, neighbors and peers. ○ Train in a multitude of core and specialized skills. ○ Utilize technology and equipment that is dependable, capable and consistent with the needs of the community and emphasizes firefighter safety. ○ Implement a unified and functional organizational structure that includes increased staff and incident response personnel. ○ Develop adequate facilities that are properly located and designed to provide optimum response and quality service. ○ Increase community outreach through education, public relations, and fire prevention programs. ○ Utilize existing information technology to provide access to reliable statistical and safety information in an effort to minimize safety concerns. ○ Develop a fully integrated and interoperable radio communication system that provides increased firefighter safety at all multi-agency responses. ○ Develop and implement a complete wellness program to ensure all personnel are physically healthy and mentally fit. ○ Promote a positive work environment. 	Med. 1 Ave. 1.2	PS	Ongoing

	Education				
MF 6.1.	<p>APS Students will develop the “habits of mind” that underlie critical and creative thinking, effective communication, collaborative problem solving, and responsible citizenship needed to thrive in an increasingly complex and evolving global society.</p>	<ul style="list-style-type: none"> ○ Ensure a well-sequenced PK-12 curriculum, instruction, and assessment system that is relevant, rigorous, consistent, and articulated so APS students are engaged in challenging academic experiences grounded in 21st century “habits of mind”. ○ Develop and implement a comprehensive assessment plan using multiple forms of assessment that is shared with students, teachers, administrators, and parents. ○ Ensure that students have diverse learning experiences that evidence differentiated instruction, an understanding of learning styles, and real world experiences through PK-12 classroom instruction. ○ Ensure that each school has a strong and healthy school culture that promote a sense of participation, wellness, safety, and security for all students so students develop the social, emotional, and wellness competencies that will enable them to be self-aware, have interpersonal skills to self-manage, and to make responsible decisions. 	Med. 2 Ave. 2	APS	Ongoing
MF 6.2.	<p>APS students will be immersed in interactive, technology-rich classrooms that support instruction and student learning to prepare them for a society dominated by digital communication.</p>	<ul style="list-style-type: none"> ○ Provide a robust wireless technological infrastructure (including hardware, software, support, and training) to support classroom instruction, collaboration tools, and administrative functions for students, teachers, and staff. ○ Create technology-rich digital classrooms where students use appropriate and safe technology tools and resources to support the learning and teaching process. ○ Provide professional development opportunities to support APS teachers, support staff, and administrators in the integration of technology into (a) teaching and learning, and (b) business and administrative functions. 	Med. 2 Ave. 2	APS	Ongoing
MF.6.3.	<p>All recruitment, staff development, and evaluation strategies will result in the retention</p>	<ul style="list-style-type: none"> ○ Attract and retain qualified, passionate, and diverse teachers, support staff, and school leaders focused on 	Med. 2 Ave. 2	APS	Ongoing

	of high-quality teachers, support staff, and school leaders to support educational and administrative goals.	<p>making learning relevant, accessible, and engaging.</p> <ul style="list-style-type: none"> ○ Review and update the district mentoring and orientation programs based on staff feedback, research, and best practice. ○ Maintain a comprehensive staff development program aligned with the APS mission and vision and student learning priorities to support staff in meeting the needs of all students. ○ Review and update the supervision and evaluation process for all employees and make changes to reflect the district commitment to high-level job performance. 				
MF.6.4.	Develop communication systems, strategies and partnerships with parents, the community, and town officials to build shared expectations, understanding, and trust to support the APS vision, mission, and goals.	<ul style="list-style-type: none"> ○ Develop a comprehensive communications plan to disseminate information about the schools, solicit feedback from all constituencies, and engage the community in the school system’s goals. ○ Identify mutual needs and opportunities for collaboration and partnerships with parents, citizens, volunteers, business, and community partners. ○ Engage the parent community, community-at-large, and local town government in developing a strong, collaborative partnership that supports the work of public schools and public school educators. 	Med. 1 Ave. 1	APS, P&F	Ongoing	
MF.6.5.	Sustainable plans and systems for the allocation and alignment of financial, building, technological, and human resources will be developed to support the APS vision, mission, and learning goals.	<ul style="list-style-type: none"> ○ Develop annual budgets supported by the town that reflect the APS mission, vision, and values to provide a comprehensive and balanced PK-12 educational program that is responsible and transparent in its use of municipal funds. ○ Provide the facilities and technology necessary to support student learning needs and ensure that resources are equitably distributed across all schools within the district. 	Med. 1 Ave. 1	APS, FC	Ongoing	

Goal	Elements Related to Goal						
	Land Use	Housing	Economic Development	Open Space and Recreation	Natural, Historic and Cultural Resources	Transportation and Circulation	Municipal Facilities and Town Services
Downtown – General Business and Mixed Use District							
LU.1.1. Re-examine the Mixed Use District zoning for potential regulatory barriers hindering development.		X	X			X	
LU.1.2. Encourage the highest and best use of commercial space in the General Business district.			X				
LU.1.3. Expand the downtown General Business District.			X				
LU.1.4. Encourage pedestrian access in downtown.			X				
LU.1.5. Keep convenient parking spaces available to customers.			X				
LU.1.6. Work with the downtown merchants (Andover Business Center Association and the Merrimack Valley Chamber of Commerce) to keep downtown Andover an active civic center.			X		X		
LU.1.7. Help downtown Andover to become 100% accessible to persons with disabilities.			X				X
Residential and Agriculture Districts							
LU.2.1. Encourage more residential development that is appropriately located, land-sensitive, environmentally sustainable, and capable of withstanding economic downturns.		X	X			X	
LU.2.2. Continue to collaborate with neighboring towns about the development that occurs along and across municipal borders.							
LU.2.3. Encourage the preservation of remaining farmland to ensure that future generation can enjoy Andover’s agricultural heritage.				X			
Industrial and Commercial Districts							
LU.3.1. Maintain a mix of land uses so that approximately 29 percent of the property tax base is from nonresidential classifications.			X				
LU.3.2. Ensure that there is adequate infrastructure capacity to serve future development.			X				X
LU.3.3. Encourage innovative site and building design.							
LU.3.4. Reduce dependence on gasoline powered vehicles.						X	
LU.3.5. Plan for the future of the Industrial Districts			X				

Note: Not all Goals will have a related element.

Historic Districts and Preservation	LU	H	ED	OS	NHC	TC	MF
LU.4.1. Maintain Andover’s heritage landscapes as part of Andover’s attractive and aesthetically diverse housing stock.		X			X		
LU.4.2. Encourage creative and adaptive reuse of existing sound building stock in the historical and industrial sections of Andover, such as Dundee Park, Shawsheen Village and Ballardvale.		X	X		X		
LU.4.3. Encourage the preservation and restoration of existing structures of historic interest.					X		
LU.4.4. Explore the use of available preservation tools such as Neighborhood Conservation Districts, scenic road bylaws and overlay zoning.					X	X	
LU.4.5. Continue to promote architectural compatibility with infill development and redevelopment.		X			X		
Design Review							
LU.5.1. Preserve and enhance the established visual character and historical interest of Andover’s general business, mixed-use, and residential districts.			X		X		
LU.5.2. Promote a pedestrian-oriented downtown that respects Andover’s small-town character and heritage.					X	X	
LU.5.3. Encourage signage that adheres to principles of good design and communicates efficiently in order to meet the needs of the Town and its residents.			X				
LU.5.4. Encourage design solutions that address public safety, accessibility, and sustainability while respecting principles of good design.					X	X	X
LU.5.5. Promote the established review process, including consultation with the Design Review Board.							
Sustainability							
LU.6.1. Review and consider opportunities to appropriate available Town land for alternative energy generation in such a way that would create cost savings for the Town.			X	X			X
LU.6.2. Implement best practices for energy efficient building codes and make recommendations that encourage upgrades without undue cost burden to home and business owners.		X					
LU.6.3. Take proactive steps to reduce the reliance of Andover’s businesses on energy and fossil fuels.			X				
LU.6.4. Increase both residential and industrial/commercial opportunities to recycle trash and other waste.		X					
LU.6.5. Use Planning Principals that support sustainable land use design.		X	X			X	

Note: Not all Goals will have a related element.

Goal	Elements Related to Goal						
	Land Use	Housing	Economic Development	Open Space and Recreation	Natural, Historic and Cultural Resources	Transportation and Circulation	Municipal Facilities and Town Services
Future Generations							
H.1.1. Promote the construction and renovation of a wide range of housing types and densities including single family homes less than 2500 square feet, condominiums, apartments, multi-unit buildings with less than eight units and townhouses, both ownership and rental opportunities	X		X				
H.1.2. Support the renovation, rehabilitation and adaptive reuse of existing homes or buildings.	X		X	X	X		
H.1.3. Educate the residents of Andover on the benefits of a diverse housing stock.							
H.1.4. Encourage affordable housing for the elderly.	X				X		
H.1.5. Encourage the creation of affordable housing for persons with disabilities; this includes those who are either mentally and/or physically challenged and those who are developmentally disabled.					X		
Housing Supply							
H.2.1. As the market rate housing supply increases, promote an increase in the supply of affordable housing so that Andover remains above the state’s Subsidized Housing Inventory (SHI) minimum of 10% as required by the Massachusetts MGL Chapter 40B.	X						
Context Sensitive Design							
H.3.1. Create guidelines and/or regulations for context sensitive design development to be used when possible.	X			X		X	
H.3.2. Encourage multi-family housing in appropriate locations (closer to the town center) and at an appropriate scale (height, width and massing).	X		X	X		X	
H.3.3. New housing developments should advance Andover as a walkable and bikeable community, when possible.	X			X		X	
Inventory							
H.4.1. Maintain a current inventory of potential developable areas for affordable housing.	X						
H.4.2. Preserve the affordability of previous 40B projects.							

Note: Not all Goals will have a related element.

Goal	Elements Related to Goal						
	Land Use	Housing	Economic Development	Open Space and Recreation	Natural, Historic and Cultural Resources	Transportation and Circulation	Municipal Facilities and Town Services
Employment							
ED.1.1. Encourage the creation of a full range of jobs for local residents, from services and trades to high tech and research and development.							
ED.1.2. Continue to promote a community identity that values quality businesses that support an expanding job market.							
ED.1.3. Identify gaps in local goods and services and find retailers to fill them.							
ED.1.4. Preserve and redevelop the three General Business Districts whenever possible.	X					X	
ED.1.5. Continue to keep the Industrial Districts competitive.	X					X	
ED.1.6. Seek additional higher educational opportunities and facilities in Andover.							
Retention, Promotion, Marketing							
ED.2.1. Retain existing jobs and companies currently located in Andover.							
ED.2.2. Promote and market Andover to attract new businesses and create new jobs.		X			X	X	X
Regional Center							
ED.3.1. Provide an environment that encourages start-ups through improved permitting practices and zoning.	X						X
ED.3.2. Provide expedited permitting and adequate infrastructure to entice large national and international corporations to reside in Andover.	X					X	X
ED.3.3. Strengthen and maintain Andover’s position as a regional center for banking, insurance, legal and other professional services.							
ED.3.4. Market Andover as a regional center for innovative industries.							
ED.3.5. Collaborate with other communities and the Merrimack Valley Planning Commission.							
Tourism							
ED.4.1. Increase tourism in Andover.				X	X	X	

Note: Not all Goals will have a related element.

Goal	Elements Related to Goal						
	Land Use	Housing	Economic Development	Open Space and Recreation	Natural, Historic and Cultural Resources	Transportation and Circulation	Municipal Facilities and Town Services
Merrimack and Shawsheen Rivers							
OS.1.1. Acquire through the Town, AVIS or other non-profit, permanent protection of the Deer Jump Trail that runs through large tracts of land along River Road and the National Grid land along the Merrimack River.					X		
OS.1.2. Purchase or protect with CR via the Town, AVIS or other non-profit riverfront areas and parcels along the Shawsheen River from Lawrence to the Tewksbury line.	X						
OS.1.3. Construct a Riverwalk along the entire length of the Shawsheen River from the Lawrence to Tewksbury lines.			X		X	X	
OS.1.4. Purchase or protect with CR, land on the west side of Route 93 to preserve the oxbow Shawsheen riverfront, the wetlands and areas for the <i>Priority Habitat of Rare Species and Estimated Habitat of Rare Wildlife</i> .							
OS.1.5. Acquire the remaining parcel of the Reichold land along the Shawsheen River.	X				X		X
Conservation Land Fund							
OS2.1. Request annual funds for the Conservation Land Fund to be ready to purchase parcels that meet the requirements of the Conservation Commission when they come on the market.	X	X			X		X
OS.2.2. Investigate and prioritize the purchase of Chapter 61 lands in Andover (which currently comprises more than 1,300 acres of open space) and lands with other tax reductions.		X			X		X
OS.2.3. Create a prioritized “parcels of interest” list to actively seek to acquire open space. The Commission should reach out to owners in advance of parcels coming on the market. This list should be flexible to be ready to purchase desirable parcels when the owners are ready to sell.					X		
Great Ponds and Significant Water Bodies							
OS.3.1. Negotiate with land owners to purchase parcels when they become available or prior to their going on the market. Acquire vacant parcels at Fosters Pond to link to extensive AVIS Goldsmith Woodlands and abutting Conservation Commission parcel on the pond.					X		
Land Management Plan and Land Manager							
OS.4.1. Develop a Management Plan for the town-owned open space.							X
OS.4.2. Hire a Land Manger for the more than 2,200 acres of permanently protected town owned							X

Note: Not all Goals will have a related element.

land under the control of the Conservation Commission.							
Education							
OS.5.1. Educate the public about town-owned parcels to encourage greater use of the land.							
Community Gardens and Small Parks							
COS.6.1. Continue to foster the Community Gardens program under the direction of a Master Gardener. In some instances, create gardens specifically for seniors, people with disabilities and an educational garden for high school students.	X	X	X		X	X	X
OS.6.2. Encourage and support the weekly farmers market during the growing season at the Andover Historical Society.			X			X	
OS.6.3. Create pocket parks (i.e. small parks) in dense neighborhoods throughout town.	X	X			X		X
Trail System							
OS.7.1. Require trail and open space connections between and within neighborhoods when a new subdivision or development is planned. This has been a longstanding policy of the Planning Board and the Conservation Commission.	X	X				X	
OS.7.2. Encourage a volunteer network to create more trails and to keep trails clear and safe.						X	
OS.7.3. Strengthen the role of the Overseers of the town-owned reservations and the Wardens of the AVIS reservations through education and support.						X	X
OS.7.4. Utilize funding sources including Massachusetts Division of Conservation Services (DCS) grants, Commonwealth Capital grants, other state and federal grants as well as Andover Town Meeting appropriations.							
Active Recreation	LU	H	ED	OS	NHC	TC	MF
OS.8.1. Establish new boat launch sites on the Merrimack and Shawsheen rivers and ponds.			X		X	X	
OS.8.2. Continue to plan for a Riverwalk the entire length of the Shawsheen River in Andover by purchasing in fee or acquire through permanent Conservation Restrictions along the riverfront parcels.					X	X	X
OS.8.3. Complete the Blanchard Street Project.							
OS.8.4. Maintain current sports fields create new ones on former Reichhold land and seek new sports fields sites and multiuse parks.					X		X
OS.8.5. Make improvements to the recreation parcels and buildings that are used by or are under the control of the Department of Community Services.					X		X
OS.8.6. Support on-road and off-road biking for recreation and for commuting to work and school.						X	
OS.8.7. Create and execute a <i>localized</i> open space and recreation plan for the lands on both sides of Route 93 in the southern part of town to be developed as the result of the new interstate intersection.			X			X	

Accessibility						
OS.9.1. Create paths along the river and walkways over streams accessible to all persons whenever possible.					X	
OS.9.2. Plan and build accessible walkways and other structures at the new Merrimack River reservation behind the Greater Lawrence Technical School.					X	
OS.9.3. Design and build accessible playgrounds throughout town.					X	X
OS.9.4. Redesign existing parks and playgrounds to be accessible as recommended by the Commission on Disabilities.						X
OS.9.5. Build an accessible bridge over the Shawsheen River and an accessible suspended walkway under Interstate 93.					X	X

Goal	Elements Related to Goal						
	Land Use	Housing	Economic Development	Open Space and Recreation	Natural, Historic and Cultural Resources	Transportation and Circulation	Municipal Facilities and Town Services
Water, Air and Land		X	X	X			X
NHC.1.1. Protect and improve surface and ground water quality.						X	
NHC.1.2. Encourage emission reductions locally and statewide.						X	X
NHC.1.3. Limit the discharge of harmful chemicals into the air.			X				
NHC.1.4. Identify, protect, and maintain exceptional natural features, endangered habitats, archaeologically important sites, forests and open space at critical locations.				X			
NHC.1.5. Protect healthy shade trees located on town-owned land when possible.		X		X			X
NHC.1.6. Promote biodiversity to maintain an ecological balance.	X			X			
Cultural Resources							
NHC.2.1 Continue to promote heritage education in the community.				X			
NHC.2.2. Continue to update the Town’s inventory of historic properties to include properties over fifty years old.		X					
NHC.2.3. Seek funding for historic rehabilitation, i.e. Certified Local Government status.		X					X
NHC.2.4. Encourage architectural quality and the preservation of community character.		X					
Cultural Diversity							
NHC.3.1. Embrace and support cultural diversity.							

Note: Not all Goals will have a related element.

Goal	Elements Related to Goal						
	Land Use	Housing	Economic Development	Open Space and Recreation	Natural, Historic and Cultural Resources	Transportation and Circulation	Municipal Facilities and Town Services
Regional Transportation							
TC.1.1 Promote regional transportation improvements such as high speed transit systems.	X		X				
Local Transportation							
TC.2.1. Promote local transportation improvements such as bridge repairs, congestion elimination and new sidewalks.			X				X
Alternative Transportation							X
TC.3.1. Provide for safe and comfortable bicycle and pedestrian circulation throughout Andover.							
TC.3.2. Create opportunities for emerging technologies and vehicles that reduce emissions such as electric vehicles.					X		X
Sustainable Streets							
TC.4.1. Promote environmentally friendly road construction techniques.							X

Goal	Elements Related to Goal						
	Land Use	Housing	Economic Development	Open Space and Recreation	Natural, Historic and Cultural Resources	Transportation and Circulation	Municipal Facilities and Town Services
Public Facilities							
MF.1.1 Follow the priorities in the Capital Improvement Program (CIP).							
MF.1.2. Support initiatives to maintain public facilities responsibly regardless of economic flux.							
MF.1.3. Provide a budget adequate to ensure long-term maintenance of public facilities concurrent with their construction.							
MF.1.4. Ensure that all public facilities are accessible to persons with disabilities.					X	X	
MF.1.5. Use energy efficient technologies when replacing, reconstructing, and rehabilitating municipal buildings.							
MF.1.6. Implement new technologies to conserve power and “Green” initiatives.							
Parks and Grounds							
MF.2.1. Maintain over 120 acres of sports fields throughout Andover ensuring continued enjoyment by students, youth sports and recreational use groups.				X		X	
MF.2.2. Support public safety initiatives by mowing and maintaining roadside vegetation along town-owned roadways and by supplementing snow removal services with the D.P.W.							
MF.2.3. Follow established arboricultural practices and procedures in maintaining all public shade trees along Andover’s roadways and green spaces.				X			
MF.2.4. Administer the Bald Hill Compost Site permit program in support of Andover’s composting initiatives and provide residents with a supply of rich compost and a place to recycle their leaves and grass clippings.					X		
MF.2.5. Provide lot sales and burials for Andover residents at the Spring Grove Cemetery.							
Educational Buildings and the Public Library							
MF.3.1. Encourage coordination and communication between the school department and the town government in order to maximize the efficient utilization of existing facilities.							
MF.3.2. Support Memorial Hall Library as the cultural heart of the community, enriching citizens through a lifelong relationship with ideas, art, literature, information and technology.					X		
MF.3.3. Continue to maintain the Old Town Hall, also called the Town House, as a focal point and gathering place in downtown Andover.					X		

Note: Not all Goals will have a related element.

	LU	H	ED	OS	NHC	TC	MF
Water Treatment Plant							
MF.4.1. Provide water supply capacity (volumes and pressures) that is adequate for average and peak demand levels and public safety needs.					X		
MF.4.2. Provide wastewater collection and treatment facilities that are adequate to serve the existing and projected development and to protect the environment.					X		
MF.4.3. Install and update infrastructure that will reduce long term costs.							
MF.4.4. Educate residents on the benefits of eliminating potable water sources for irrigation and use native or climate adapted drought tolerant plants for all landscaping.							
MF.4.5. Educate residents on how to eliminate plumbing cross connections that are a potential source of contamination and pollution.							
Public Safety							
MF.5.1. The Andover Police Department is committed to providing the highest level of public safety and service to the citizens and business people within the community. The members of the Department are empowered to enforce the laws of the Commonwealth of Massachusetts and the By-laws of the Town of Andover to ensure that the peace and tranquility of our neighborhoods are maintained and that crime and the fear of crime are reduced.		X	X		X	X	
MF.5.2. Andover Fire Rescue will serve the citizens of the community and its visitors by protecting them from the dangers created by man-made and natural emergencies. Andover Fire Rescue aggressively attempts to minimize the risks associated with these incidents through effective fire prevention and investigation, code enforcement, public education and injury prevention programs.	X	X	X		X	X	
Education							
MF.6.1. APS Students will develop the “habits of mind” that underlie critical and creative thinking, effective communication, collaborative problem solving, and responsible citizenship needed to thrive in an increasingly complex and evolving global society.			X				
MF.6.2. APS students will be immersed in interactive, technology-rich classrooms that support instruction and student learning to prepare them for a society dominated by digital communication			X				
MF.6.3. All recruitment, staff development, and evaluation strategies will result in the retention of high-quality teachers, support staff, and school leaders to support educational and administrative goals.		X	X			X	
MF.6.4. Develop communication systems, strategies and partnerships with parents, the community, and town officials to build shared expectations, understanding, and trust to support the APS vision, mission, and goals.			X				
MF.6.5. Sustainable plans and systems for the allocation and alignment of financial, building, technological, and human resources will be developed to support the APS vision, mission, and learning goals.			X	X	X		

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The 2008 Andover Citizens Survey: Preliminary Report

Submitted by Russell K. Mayer, PhD
Director of the Center for Public Opinion Research at Merrimack College
with Brittny DeMatteo, Sonia Moura, Jennifer Rando, Michael Salvucci, Jenna Ware,
and Molly Warren

November 19, 2008

Reporting Plan

- Tonight's Presentation
 - Project Goal
 - Survey Methodology
 - Major Findings
 - Plan for Further Analysis
- Questions and Comments
- Written Report
 - More comparisons over time
 - Breakdowns by key demographics

Project Goal: To help town
government and citizens better
understand resident's opinions of
their community

- Collaboration Between Town and College
- Based on 2004 Andover Citizens Survey
- Community Life and Local Government

Survey Methodology

- 1200 randomly selected Andover households
- A pre-notification postcard was mailed to respondents the first week of September
- Surveys were sent out to these household approximately one week later
- A reminder letter and new copy of the survey were sent out approximately two weeks later
- We received 672 completed surveys
- Extremely high response rate of 56%, same as 2004
- Sampling error of approximately +/- 5%
- An accurate representation of the entire community

The Survey Instrument

2008 TOWN OF ANDOVER CITIZENS SURVEY

Dear Andover Resident:

You have been randomly selected to participate in the 2008 Town of Andover Citizens Survey. We want to know what you think about your community and municipal government. Please take a few minutes to fill out this survey and then mail it back to us. Your participation is very important. The survey responses will help the Town better understand how a representative sampling of the community feels on a wide variety of issues and topics.

You will receive this survey twice in the mail over a two week period. The second mailing is a reminder. Please only respond to and mail back one copy of the survey. You may dispose of the other copy. Please mail back the completed survey in the enclosed return envelope (and remember to apply a first class postage stamp). If you have misplaced the return envelope, you can mail the completed survey back in a plain stamped business size envelope addressed to: 2008 Citizens Survey, Office of the Town Manager, 36 Bartlett Street, Andover, MA 01810. Thank you for your participation.

The Andover Board of Selectmen

Please complete this questionnaire if you are the adult (age 18 or older) in the household who most recently had a birthday. The adult's year of birth does not matter. Please circle the response that most closely represents your opinion for each question. Your responses are anonymous and will be reported in group form only.

1. Please rate the quality of life in Andover in each of the following categories:

	excellent	good	fair	poor	not sure
Andover as a place to live.....	1	2	3	4	5
Andover as a place to raise children.....	1	2	3	4	5
Andover as a place to work.....	1	2	3	4	5
Andover as a place to shop and dine.....	1	2	3	4	5
Andover as a place to engage in recreational activities.....	1	2	3	4	5
Andover as a place to retire.....	1	2	3	4	5
Overall quality of life in Andover.....	1	2	3	4	5

2. Please rate each of the following community characteristics in Andover:

	excellent	good	fair	poor	not sure
Small town feel.....	1	2	3	4	5
Feeling safe.....	1	2	3	4	5
Openness/acceptance of diversity.....	1	2	3	4	5
Public transportation options.....	1	2	3	4	5
Cultural opportunities.....	1	2	3	4	5
Range of housing options.....	1	2	3	4	5
Historical preservation.....	1	2	3	4	5
Recreational opportunities.....	1	2	3	4	5
Open space/conservation land.....	1	2	3	4	5
Walk-ability.....	1	2	3	4	5
Overall appearance.....	1	2	3	4	5
Overall sense of community.....	1	2	3	4	5

3. To what degree do you feel the following things are problems in Andover:

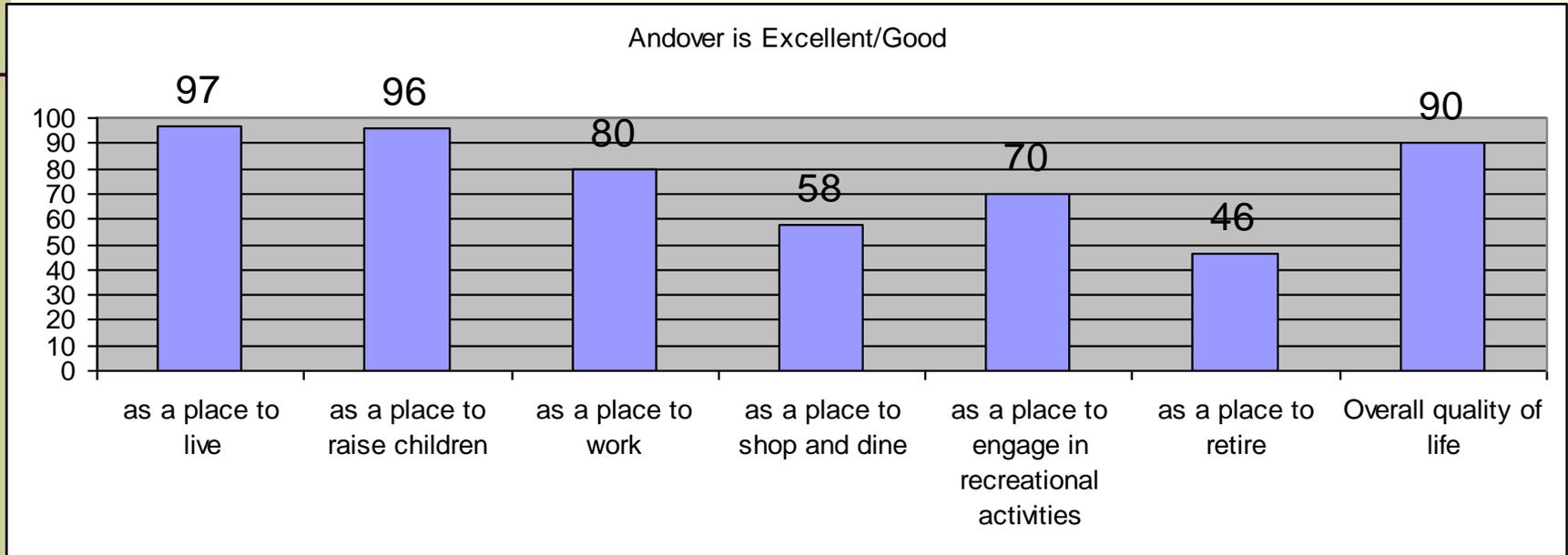
	strongly agree	somewhat agree	somewhat disagree	strongly disagree	not sure
Violent crime.....	1	2	3	4	5
Property crime.....	1	2	3	4	5
Vice crime (drugs, prostitution, etc.).....	1	2	3	4	5
Vandalism.....	1	2	3	4	5
Graffiti.....	1	2	3	4	5
Litter.....	1	2	3	4	5
Unleashed dogs.....	1	2	3	4	5
Dog waste on sidewalks.....	1	2	3	4	5
Poorly maintained property.....	1	2	3	4	5
Noise pollution.....	1	2	3	4	5
Automobile speeding.....	1	2	3	4	5
Unsupervised youth.....	1	2	3	4	5

Quality of Life

Excellent place to live and raise children

Shopping and dining fair

A place to retire uncertain – about 1 in 4 not sure



	Excellent	Good	Fair	Poor
as a place to live	53	44	3	0
as a place to raise children	57	39	4	0
as a place to work	31	49	17	3
as a place to shop and dine	12	36	40	3
as a place to engage in recreational activities	19	51	25	5
as a place to retire	13	33	28	26
Overall quality of life	30	60	8	1

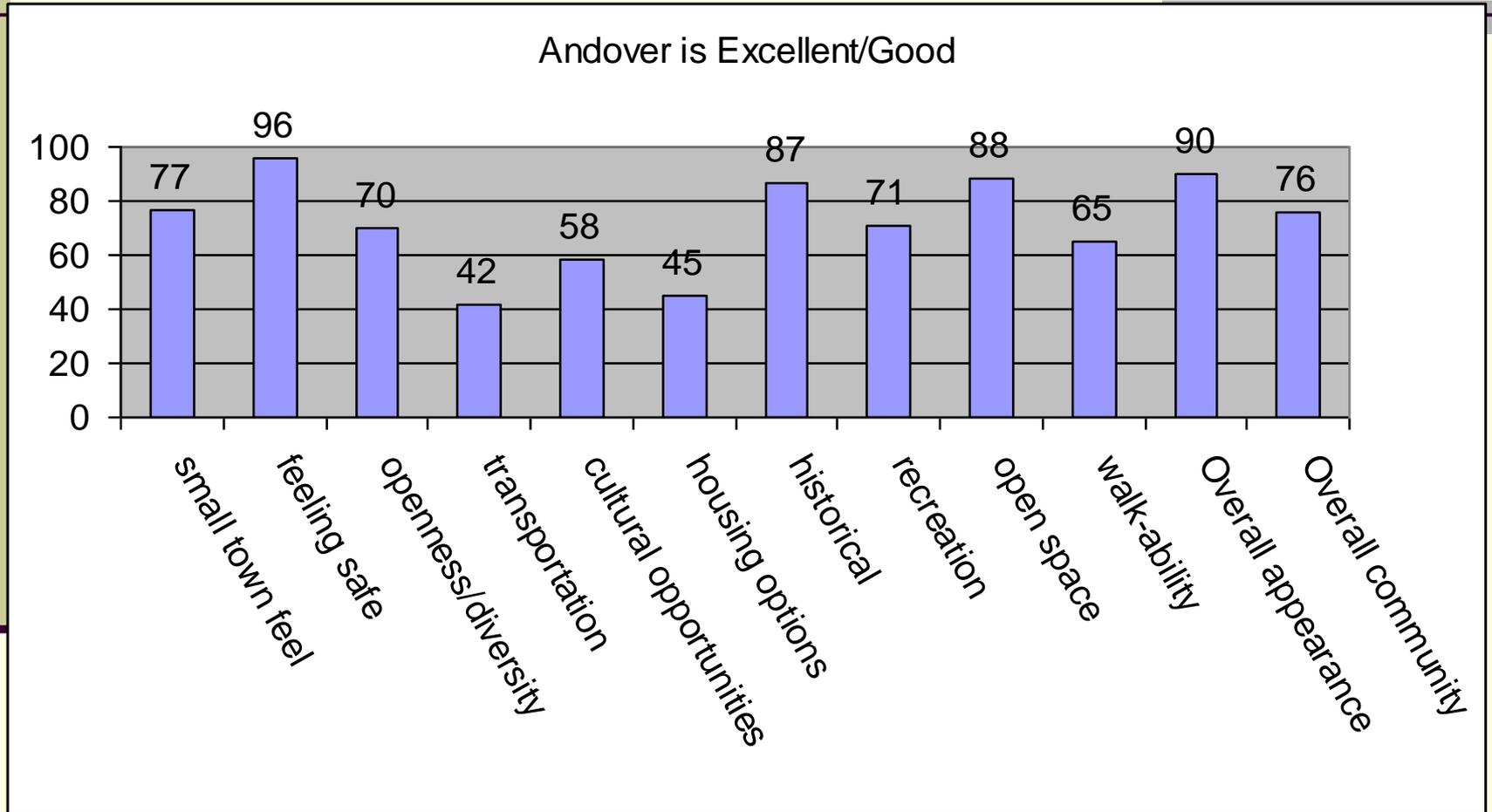
Community Characteristics

High marks for safety & appearance

Transportation and housing options fair

	Excellent	Good	Fair	Poor
small town feel	27	50	19	4
feeling safe	51	45	4	1
openness/acceptance of diversity	24	46	23	7
public transportation options	9	33	32	26
cultural opportunities	13	45	35	7
range of housing options	7	38	40	14
historical preservation	24	63	11	2
recreational opportunities	17	54	25	5
open space/conservation land	37	51	10	2
walk-ability	21	44	27	9
Overall appearance	30	60	9	2
Overall sense of community	20	56	21	3

Community Characteristics



Problems in Andover

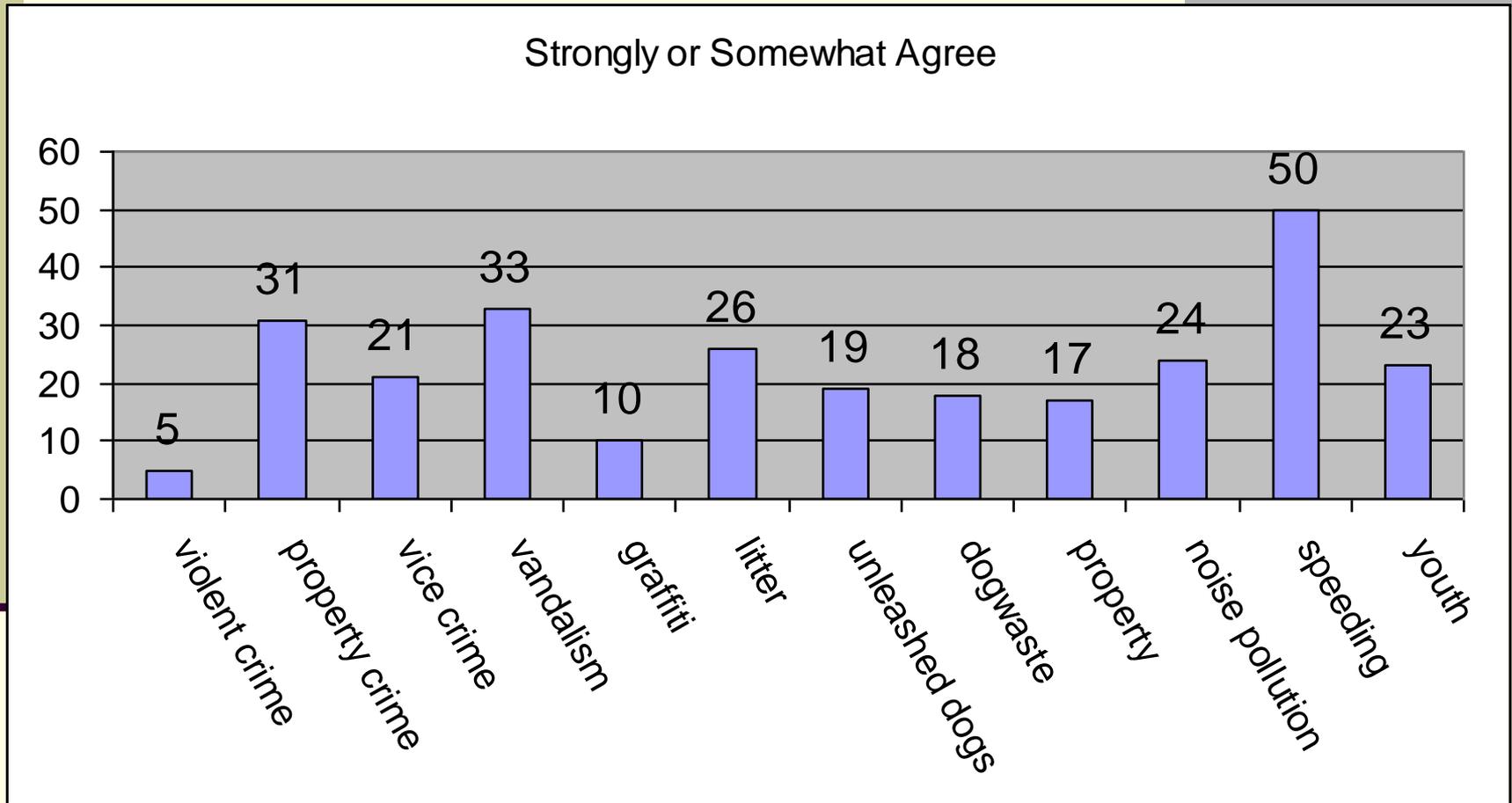
Violent crime no

Property crime and vandalism somewhat, but not graffiti

Speeding yes

	strongly agree	somewhat agree	somewhat disagree	strongly disagree
violent crime	1	4	19	76
property crime	4	27	36	32
vice crime (drugs, prostitution, etc.)	2	19	32	47
vandalism	4	29	38	30
graffiti	1	9	34	56
litter	4	22	38	38
unleashed dogs	5	14	31	51
dog waste on sidewalks	5	13	32	51
poorly maintained property	2	15	40	43
noise pollution	4	20	31	44
automobile speeding	13	37	28	22
unsupervised youth	5	18	42	35

Problems in Andover



Importance in Moving to/Staying in Andover

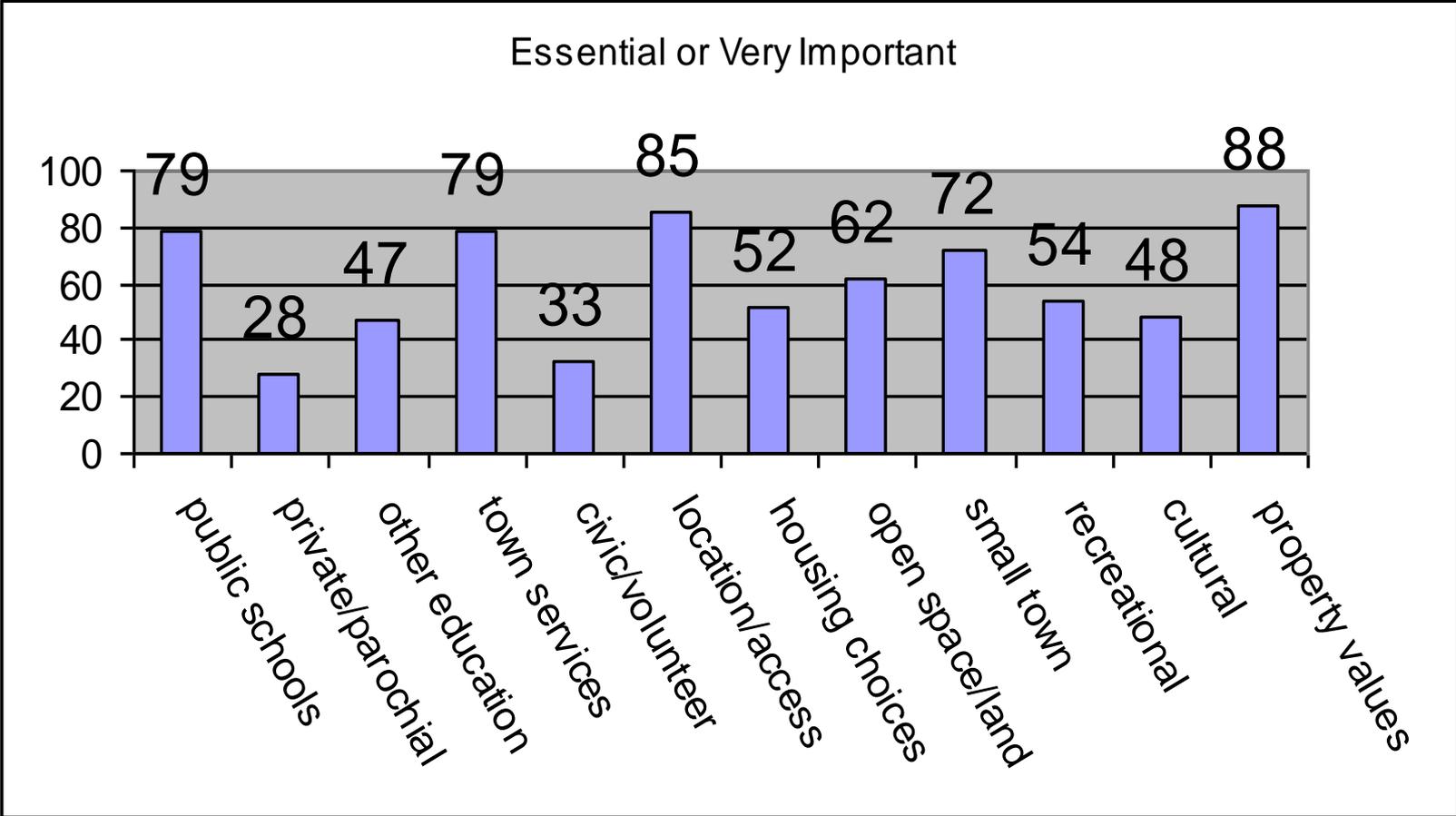
Public schools primarily

Civic/volunteer opportunities less important

Services, location, and property values important

	essential	very important	somewhat important	not at all important
public schools	56	23	9	12
private/parochial schools	11	17	25	47
other educational opportunities	16	31	26	27
town services	29	50	19	2
civic/volunteer opportunities	7	26	45	23
geographic location/accessibility	35	50	14	1
variety of housing choices	15	37	36	13
open space/land conservation	20	42	29	9
small town ambiance and lifestyle	22	50	25	3
recreational opportunities	16	39	38	8
cultural opportunities	11	37	39	13
property values/investment	45	43	10	2

Importance in Decision to Move to and/or Stay in Andover



Andover's Current Mix of Property Use

Single family just about right

Divided opinion on multi and rental

Not enough open space

	not enough	just about right	too much
single family houses	6	85	8
residential subdivisions	4	70	26
multi-family housing	17	60	22
rental housing	24	57	18
office buildings	7	80	12
large retail stores	22	70	9
small shops and businesses	31	65	4
open space/farmland	41	58	1

Community Life Summary

- Excellent Quality of Life
- Safe and Attractive
- Some Limits in Transportation, Housing, Dining and Shopping
- Schools, Services, Location, and Property Values Make It Attractive

Selected Changes in Community Life 2004 to 2008

Andover rated as excellent or good	2004	2008	Change	Essential or very important in decision to move to/stay in Andover	2004	2008	Change
as a place to live	97	97	0	public schools	77	79	2
as a place to raise children	95	96	1	private/parochial schools	27	28	1
as a place to retire	43	46	3	other educational opportunities	44	47	3
Overall quality of life	94	90	-4	town services	74	79	5
sense of community*	76	76	0	civic/volunteer opportunities	28	33	5
openness/diversity	65	70	5	geographic location/accessibility	77	85	8
Overall appearance	89	90	1	variety of housing choices	42	52	10
cultural opportunities	71	58	-13	natural resources/open space*	66	62	-4
recreational opportunities	72	71	-1	small town ambiance and lifestyle	75	72	-3
walkability*	71	65	-6	recreational opportunities	54	54	0
				cultural opportunities	44	48	4
				property values/investment	87	88	1

* minor wording change from 2004 to 2008

Participation in the last 12 months

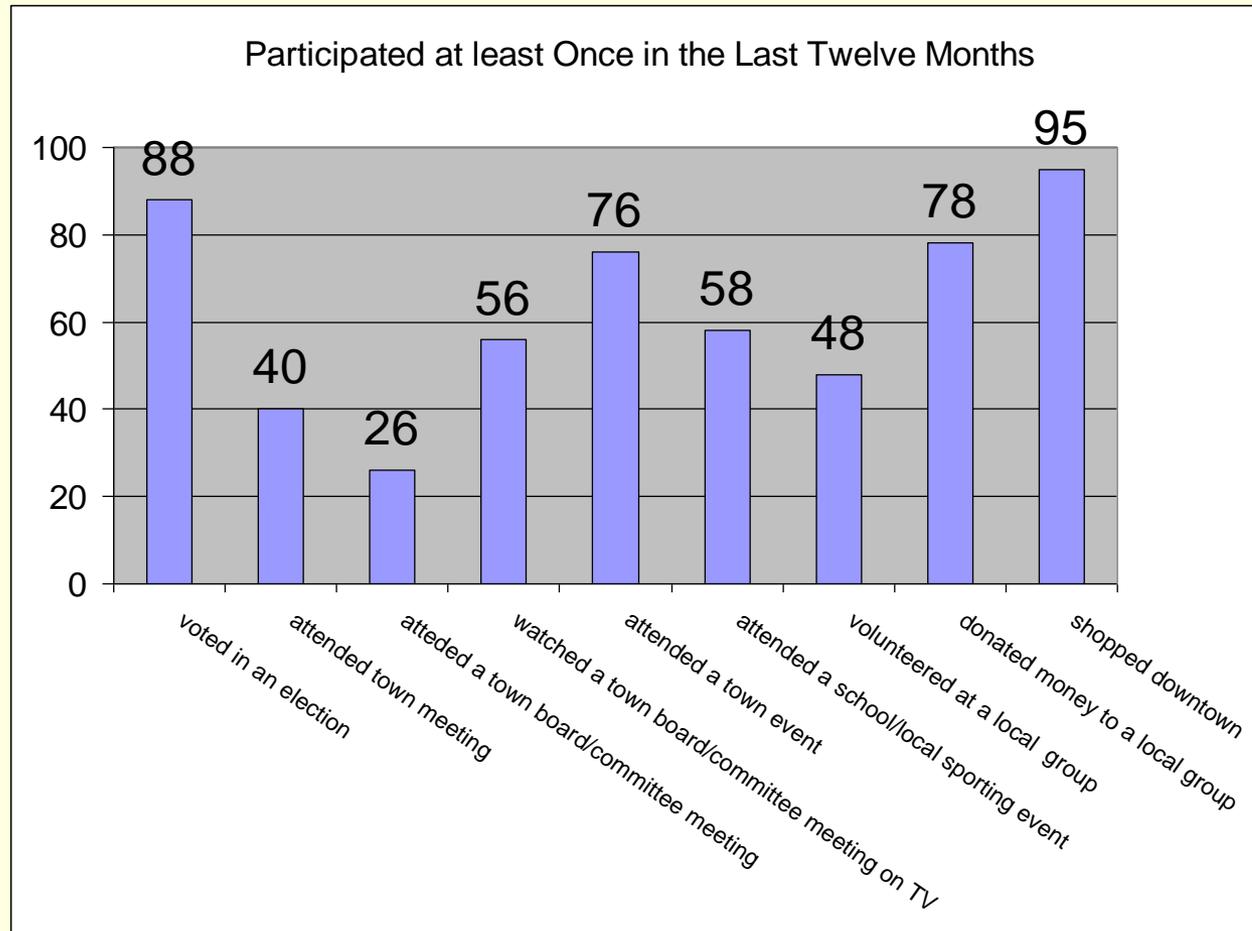
Voting rates much higher than town meeting attendance rates

In a separate question 43% reported attending town meeting in the past 3 years

Large numbers attend town events, give money, and support local businesses

	none	once or twice	a number of times	many times
voted in an election	12	50	18	20
attended town meeting	60	27	6	6
attended a meeting of a town board or committee	74	17	4	4
watched a town board or committee meeting on television	44	34	14	8
attended a town event (e.g. July 4th, Andover Days, etc.)	24	40	24	11
attended a school/local sporting event	42	18	16	25
volunteered at a local non-profit or civic group	52	19	11	18
donated money to a local non-profit or civic group	22	34	25	19
shopped in the downtown business district	5	13	32	51

Participation in the last 12 months



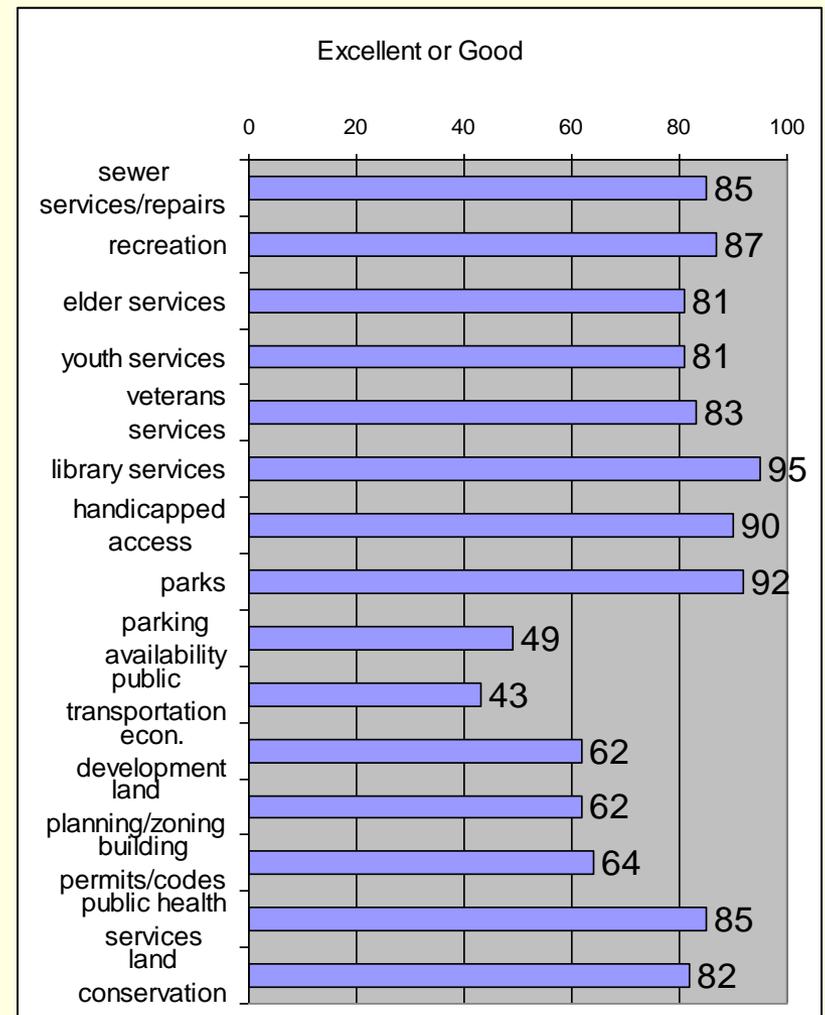
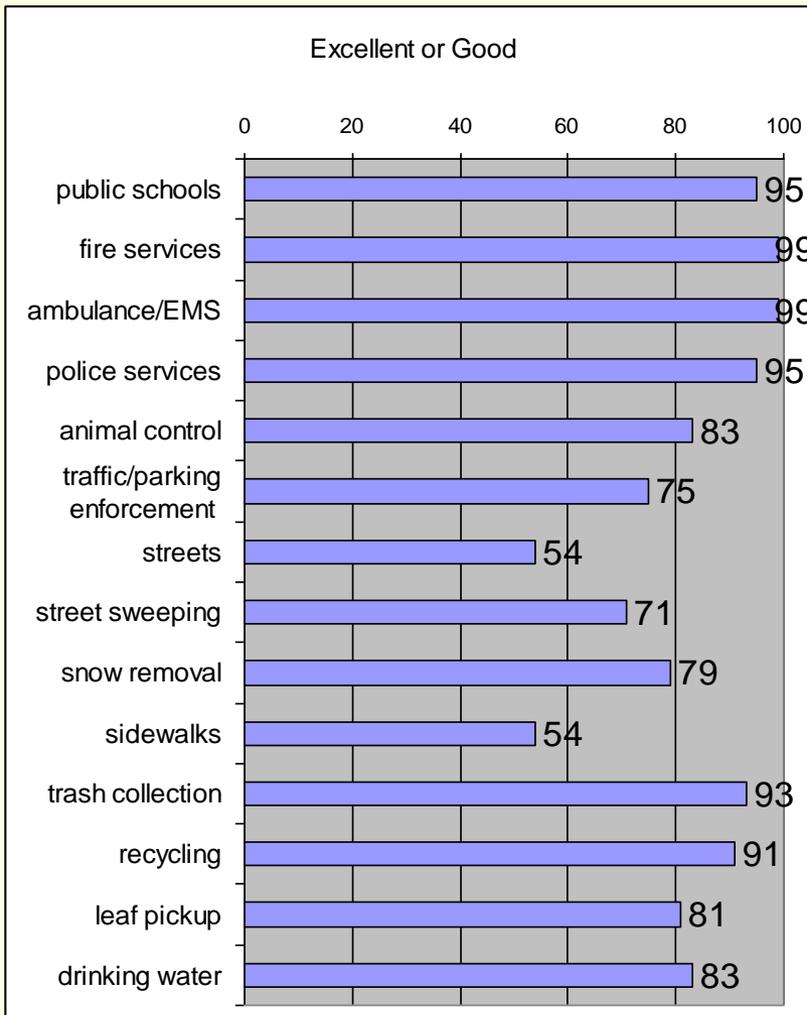
Town Services

Superior
 Schools
 Police, Fire, EMS
 Trash, Recycling
 Library, Parks
 Handicapped

Fair
 Streets, Sidewalks
 Parking
 Transportation

	excl.	good	fair	poor		excl.	good	fair	poor
public schools	45	50	4	2	sewer services/repairs	27	58	13	2
fire services	59	40	1	0	recreation programs/classes	30	57	11	2
ambulance/EMS	62	37	1	0	elder services	28	53	16	3
police services	49	45	5	1	youth services	31	50	14	5
animal control	32	51	13	4	veterans services	30	53	13	4
traffic/parking enforcement	25	50	18	6	library services	53	42	5	0
street maintenance/repair	14	40	34	12	handicapped accessibility of facilities	31	59	8	2
street sweeping	19	52	24	4	maintenance/appearance of parks	33	59	7	1
snow removal	28	53	14	5	public parking availability	10	39	34	16
sidewalk maintenance	12	42	33	12	public transportation	9	34	37	20
trash collection	41	52	6	1	economic development	9	53	32	6
recycling	43	48	7	2	land use planning, regulation and zoning	12	50	30	8
curb-side leaf pickup	31	50	15	4	building permits and code enforcement	13	51	27	9
drinking water quality	38	46	13	4	public health services	19	66	13	2
sewer services/repairs	27	58	13	2	land conservation and wetlands protection	27	55	14	4

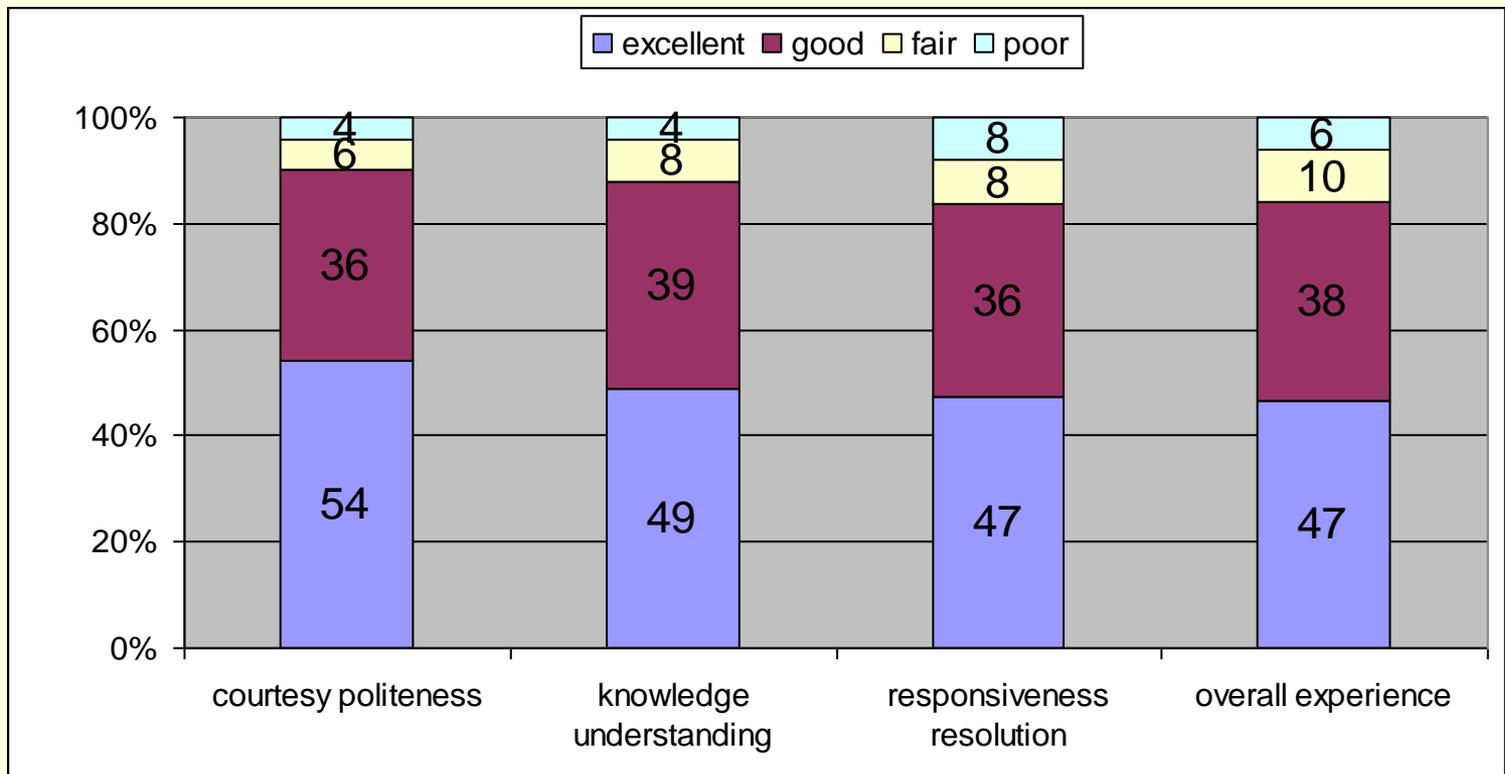
Town Services



Contact with Town Officials

Good to excellent across all categories

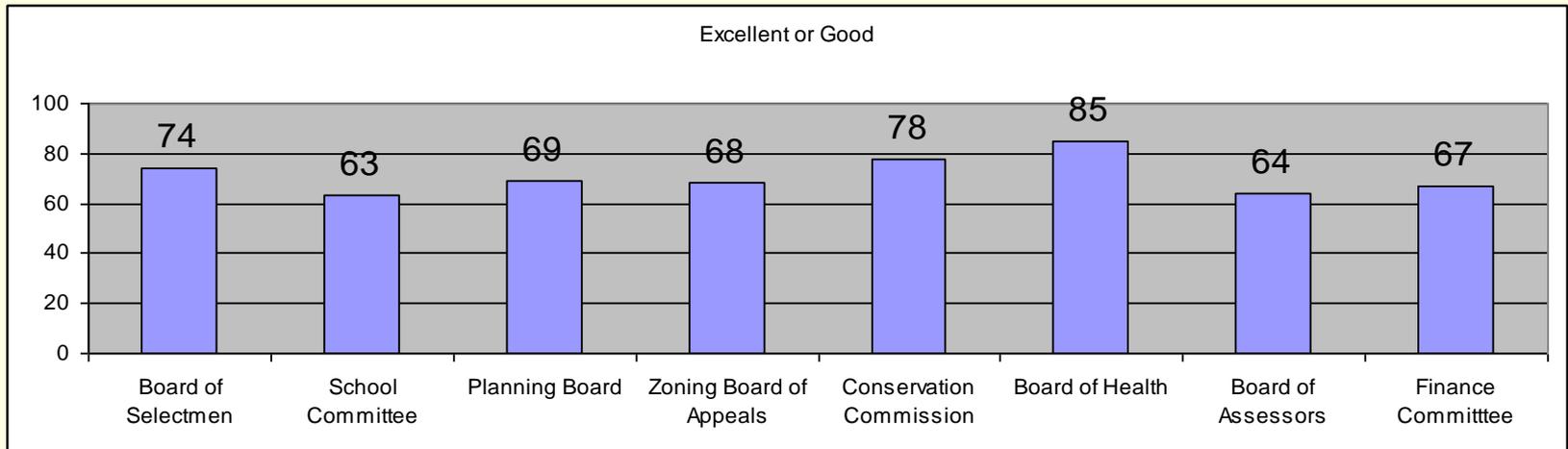
63% of respondents reported having had contact with a Town of Andover employee or official within the last year. That contact was rated as . . .



Performance of Town Boards and Committees

High profile (selectmen) and low profile (conservation commission and board of health) rated highest

	excellent	good	fair	poor
Board of Selectmen	14	60	21	4
School Committee	13	50	26	11
Planning Board	13	56	26	6
Zoning Board of Appeals	13	55	25	7
Conservation Commission	21	57	16	5
Board of Health	22	63	12	2
Board of Assessors	13	51	30	6
Finance Committee	19	48	26	8



Sources of Andover News/Information

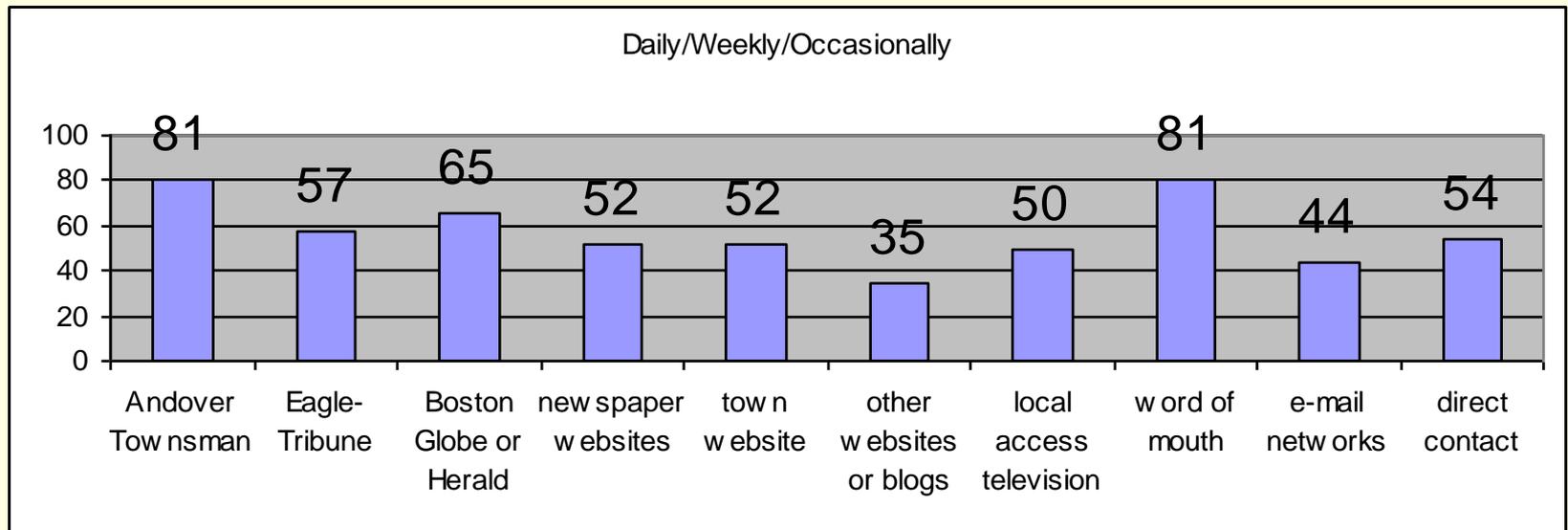
Andover Townsman & word of mouth primary

Some use of other newspapers (Eagle-Tribune, Globe and Herald)

Some use of town specific electronic sources

	daily	weekly	occasionally	seldom	never
Andover Townsman	2	65	14	9	10
Eagle-Tribune	33	7	17	15	28
Boston Globe or Boston Herald	36	13	16	13	22
newspaper websites	16	10	26	18	31
town website	2	8	42	20	27
other websites or blogs	7	7	21	19	46
local access television	7	9	34	22	29
word of mouth	12	28	41	11	8
e-mail networks	9	14	21	15	41
direct contact	6	11	37	23	23

Sources of Andover News/Information



Local Government Summary

- Voting and Community Engagement High
- Schools & Essential Services Highly Rated
- Service Issues: Streets and Transportation
- Contact with Town Officials Very Positive
- High and Low Profile Boards Rated Highest
- Local Sources of Local Information

Selected Changes in Local Government Ratings 2004 to 2008

Andover services rated as excellent or good	2004	2008	Change	Andover services rated as excellent or good	2004	2008	Change
police	93	95	2	appearance/maintenance of parks	84	92	8
fire	97	99	2	library services	95	95	0
EMS	98	99	1	garbage collection	92	93	1
traffic enforcement	79	75	-4	recycling	91	91	0
street repair	42	54	12	yard waste pickup*	71	81	10
street cleaning	62	71	9	sewer service*	78	85	7
snow removal	79	79	0	land use, planning, zoning	53	62	9
sidewalk maintenance	49	54	5	economic development	67	62	-5
public parking*	37	49	12	elder services*	69	81	12
transportation*	56	43	-13	youth services	66	81	15
recreation programs/classes	81	87	6	public schools	85	95	10

Impression of Town employee/official with whom you had contact excellent or good	2004	2008	Change
knowledge*	90	88	-2
responsiveness*	85	83	-2
courtesy*	86	90	4
overall impression*	86	85	-1

* minor wording change from 2004 to 2008

Next Steps

- Further analysis of trends and differences from 2004 survey
- Demographic breakdowns
- Final report expected year end
- Question and Comments

2010 ANNUAL DRINKING WATER QUALITY REPORT
Town of Andover, MA Department of Public Works Water Division
MassDEP Public Water Supply ID # 3009000

This consumer confidence report (CCR) is the thirteenth publication to be issued under the Environmental Protection Agency (EPA) regulations requiring annual notification to all consumers about local drinking water sources and water quality information. It is being delivered to all customers, the Andover Board of Health, the Massachusetts Department of Public Health (DPH), and the Massachusetts Department of Environmental Protection (DEP). Per regulatory requirements, a copy of this report is mailed to every home. Additional copies are available at the main Library, Town Hall, and the Water Treatment Plant. You may also obtain an electronic copy on the town’s website at www.andoverma.gov/dpw/. If you have any questions or comments about this report, you may contact Jim McSurdy at (978) 623-8350, or by email at dpw-treatment@andoverma.gov. We welcome your interest in the Andover water system.

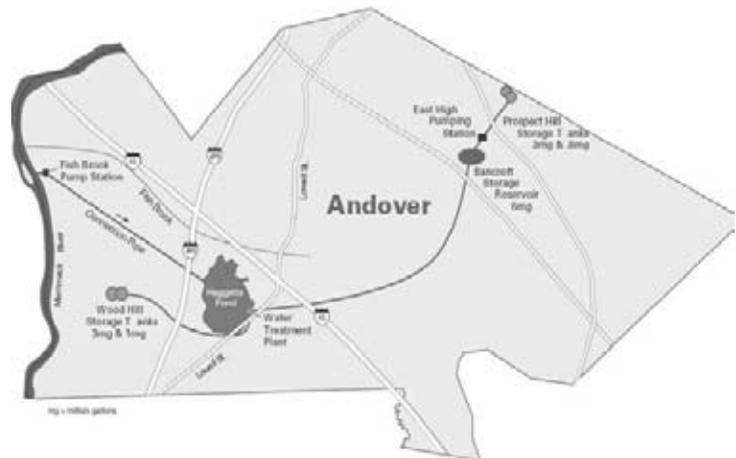
Community Participation

We encourage public participation on issues concerning the town’s drinking water. The dates, times, and locations of Board of Selectmen, Planning Board, and the Board of Health meetings are posted on the town website at: www.andoverma.gov.

Where Your Drinking Water Comes From

Andover’s Drinking Water comes from Haggetts Pond and the surrounding 1, 422 acres of watershed area. The pond is also supplemented with additional waters from Fish Brook and the Merrimack River. A combination of the three surface water sources is used to produce up to 18 million gallons of drinking water per day and approximately 2 billion gallons of drinking water per year. Andover retains 14 million gallons of water storage in the distribution system. This storage helps maintain consistent water pressure throughout the 250 miles of underground pipes that deliver drinking water to homes and businesses.

Water Source	ID Number
Haggetts Pond	3009000-01S
Fish Brook	3009000-02S
Merrimack River	3009000-03S



How Are These Sources Protected?

MassDEP prepared a Source Water Assessment Program (SWAP) Report for the water supply sources serving Andover’s water system. The purpose of the assessment was to determine the susceptibility of drinking water sources to potential contaminant sources (PCS) so that we can focus protection efforts. The results of the assessment are available in the SWAP report which is available online at <http://www.mass.gov/dep/water/drinking/sourcewa.htm#reports>. Andover was assigned a high susceptibility ranking based on the presence of at least one high threat land use within the water supply protection areas. The high threat activities listed by DEP are those that typically use, produce, or store contaminants of concern, which if managed improperly, are potential sources of contamination. It is important to understand that a release may never occur from the potential source, and the actual risk may be lower than the relative threat ranking assigned to it.

Water Treatment Process

We are proud of the exceptional quality of water that flows to your household or business daily. We treat it very carefully at our water treatment plant to enhance its quality. Source water transferred from Fish Brook and the Merrimack River into Haggetts Pond is drawn into the water treatment plant, which purifies millions of gallons of raw water daily. The water treatment plant process consists of a series of physical and chemical steps designed to produce a safe and consistent quality product. Fluoride is added to the finished water to about 1 ppm to prevent tooth decay and cavities. At this level it is safe, odorless, colorless and tasteless. Visit www.andoverma.gov/dpw/ to view a virtual tour of the water treatment plant.

To ensure that we provide the highest quality of water available, your water system is operated by Massachusetts certified operators who oversee the routine operations of our system. The water quality of our system is constantly monitored by us in our on-site laboratory, and by MassDEP to determine the effectiveness of existing water treatment and to determine if any additional treatment is required.

What EPA Says About Drinking Water Contaminants

Contaminants and Health Risks

Drinking water, including bottled water, may reasonably be expected to contain at least small amounts of some contamination. The presence of contaminants does not necessarily indicate that water poses a health risk. More information about contaminants and potential health effects can be obtained by calling the EPA's Safe Drinking Water Hotline (800-426-4791).

Other Important Health Information

Some people may be more vulnerable to contaminants in drinking water than the general population. Immuno-compromised persons such as persons with cancer undergoing chemotherapy, persons who have undergone organ transplants, people with HIV/AIDS or other immune system disorders, some elderly, and some infants can be particularly at risk from infections. These people should seek advice about drinking water from their health care providers. EPA/Centers for Disease Control and Prevention (CDC) guidelines on lowering the risk of infection by cryptosporidium and other microbial contaminants are available from the Safe Drinking Water Hotline (800-426-4791).

Contaminants

The sources of drinking water (both tap water and bottled water) include rivers, lakes, streams, ponds, reservoirs, springs, and wells. As water travels over the surface of the land or through the ground, it dissolves naturally-occurring minerals, and in some cases, radioactive material, and can pick up substances resulting from the presence of animals or from human activity. Contaminants that may be present in source water include:

Microbial contaminants -such as viruses and bacteria, may come from sewage treatment plants, septic systems, agricultural livestock operations, and wildlife.

Inorganic contaminants -such as salts and metals, can be naturally-occurring or result from urban stormwater runoff, industrial or domestic wastewater discharges, oil and gas production, mining, and farming.

Pesticides and herbicides - may come from a variety of sources such as agriculture, urban stormwater runoff, and residential uses.

Organic chemical contaminants -include synthetic and volatile organic chemicals, which are by-products of industrial processes and petroleum production, and can also come from gas stations, urban stormwater runoff, and septic systems.

Radioactive contaminants - can be naturally occurring or be the result of oil and gas production and mining activities.

In order to ensure that tap water is safe to drink, the Department of Environmental Protection (MassDEP) and U.S. Environmental Protection Agency (EPA) prescribe regulations that limit the amount of certain contaminants in water provided by public water systems. The Food and Drug Administration (FDA) and Massachusetts Department of Public Health (DPH) regulations establish limits for contaminants in bottled water that must provide the same protection for public health.

Water Quality Testing Results

During the year, we have taken hundreds of water samples to determine the presence of any biological, inorganic, volatile organic or synthetic organic contaminants. The tables below show only those contaminants that were detected in the water.

The water quality information presented in the tables is from the most recent round of testing done in accordance with the regulations. All data shown was collected during calendar year 2010 unless otherwise noted in the tables.

Parameter (Unit of Measure)	Maximum Amount Detected	Range of Detection	MCL	MCLG	Violation	Typical Source
Barium (ppm)	0.016	N/A	2	2	No	Naturally present in the environment
Bromate (ppb)	<5	ND	10	0	No	By-product of ozone disinfection
Fluoride (ppm)	1.28	0 -1.28	4	4	No	Water additive which promotes strong teeth
Manganese (ppb)	16	N/A	50	50 (EPA guideline)	No	Naturally present in the environment
Nitrate (ppm)	0.15	N/A	10	10	No	Run-off from fertilizer use, leaking septic tanks, erosion of natural deposits
Perchlorate (ppb)	<0.2	N/A	2	N/A	No	Inorganic chemicals used as oxidizers in solid propellants for rockets, missiles, fireworks, and explosives
Sodium (ppm)	67.8	41.2 - 67.8	N/A	20 (DEP guideline)	N/A	Naturally present in the environment, Road salt
Sulfate (ppm)	22	N/A	N/A	250 (EPA guideline)	N/A	Naturally present in the environment
Turbidity (NTU) ¹	0.24	0.02 – 0.24	TT=1.0 max TT <0.3 95% of time	N/A	No	Soil run-off

¹ Turbidity is a measure of the cloudiness of the water. We monitor it because it is a good indicator of the effectiveness of our filtration system.

Parameter (Unit of Measure)	Maximum Amount Detected	Range of Detection	MCL	MCLG	Violation	Typical Source
Total Coliform (colonies/ml)	<5%	0-<5%	< 5% of samples positive in one month	0	No	Naturally present in the environment, human and animal waste
Heterotrophic Plate Count (cfu/ml)	91	0-91	500	N/A	No	Naturally present in the environment
Total Organic Carbon	2.674	1.977 -2.674	TT=35-45% removal	N/A	No	Naturally present in the environment

Chlorine is added to your drinking water for disinfection purposes. Chlorine residual is necessary to maintain disinfection throughout the distribution system. We are required to monitor the concentration of chlorine residuals entering the distribution system.

Parameter (Unit of Measure)	Average Amount Detected	Range of Detection	MRDL	MRDLG	Violation	Typical Source
Chlorine (ppm)	0.12	0.0 – 0.77	4	4	No	Water additive used to control microbes

The use of chlorine and other disinfectants such as ozone reduces the risk of waterborne disease; however, they can also create compounds known as disinfection by-products (DBPs). The EPA regulates DBPs because they are a potential health risk. Total trihalomethanes (TTHMs) and haloacetic acids (HAAs) are DBPs that form when chlorine is added to the water that contains naturally occurring organic matter.

Parameter (Unit of Measure)	Highest Quarterly Running Average	Range of Detection	MCL	MCLG	Violation	Typical Source
Haloacetic Acids (HAA5) (ppb)	5.5	ND – 12.1	60	N/A	No	By-product of chlorination
Total Trihalomethanes (TTHMs) (ppb)	28.5	16 – 63.1	80	N/A	No	By-product of chlorination

Important Definitions to Help You Understand the Tables

Term	Definition
Maximum Contaminant Level (MCL)	The highest level of a contaminant that is allowed in drinking water. MCLs are set as close to the MCLGs as feasible using the best available treatment technology.
Maximum Contaminant Level Goal (MCLG)	The level of a contaminant in drinking water below which there is no known or expected risk to health. MCLGs allow for a margin of safety.
Maximum Residual Disinfectant Level (MRDL)	The highest level of a disinfectant allowed in drinking water. There is convincing evidence that addition of a disinfectant is necessary for control of microbial contaminants (ex., chlorine, chloramines, chlorine dioxide).
Maximum Residual Disinfectant Level Goal (MRDLG)	The level of a drinking water disinfectant below which there is no known or expected risk to health. MRDLG's do not reflect the benefits of the use of disinfectants to control microbial contaminants.
Treatment Technique (TT)	A required process intended to reduce the level of a contaminant in drinking water.
Action Level (AL)	The concentration of a contaminant which, if exceeded, triggers treatment or other requirements that a water system must follow.
90 th Percentile	Out of every 10 homes sampled, 9 were at or below this level.
ppm	parts per million, or milligrams per liter (mg/l)
ppb	parts per billion, or micrograms per liter (ug/l)
NTU	Nephelometric Turbidity Units
ND	Not Detected. The result was below the detection limit of instrumentation.
N/A	Not Applicable

Lead and Copper

If present, elevated levels of lead can cause serious health problems, especially for pregnant women and young children. Lead in drinking water is primarily from materials and components associated with service lines and home plumbing. The Andover Water Department is responsible for providing high quality drinking water, but cannot control the variety of materials used in plumbing components. When your water has been sitting for several hours, you can minimize the potential for lead exposure by flushing your tap for 30 seconds to 2 minutes before using water for drinking or cooking. If you are concerned about lead in your water, you may wish to have your water tested. Information on lead in drinking water, testing methods, and steps you can take to minimize exposure is available from the Safe Drinking Water Hotline or at <http://www.epa.gov/safewater/lead>.

The values reported in the table below represent the highest concentration found in 90% of the homes sampled. Water tests were conducted during the Summer 2010 and the results demonstrated that levels are well below the EPA's action levels requiring additional corrective measures. The next round of lead and copper sampling is scheduled for the Summer 2013.

Parameter (Unit of Measure)	90 TH percentile	Action Level	MCLG	# of sites sampled	# of sites above Action Level	Possible Source of Contamination
Lead (ppb)	4	15	0	30	0	Corrosion of household plumbing systems; Erosion of natural deposits
Copper (ppm)	0.071	1.3	1.3	30	0	Corrosion of household plumbing systems; Erosion of natural deposits; Leaching from wood preservatives

Water Resources

Stormwater Management: The Town is continuing to improve our Stormwater Management Program (SWMP) to improve water quality by reducing the discharge of pollutants from storm water runoff into local storm drains, rivers, ponds, streams and other receiving waterbodies. You can help!! For more information regarding the SWMP, visit the Town's website at <http://www.andoverma.gov/stormwater/>.

- TIPS:**
- ✓ Properly dispose of hazardous waste and recycle used motor oil.
 - ✓ Dispose of yard and pet waste properly.
 - ✓ Use pesticides and lawn fertilizers sparingly and follow manufacturer's instructions.
 - ✓ Wash your car at a car wash facility or park it on the grass before you wash it.
 - ✓ Make sure sanitary, laundry, carwash, and industrial wastewaters do not drain to the storm drain system.
 - ✓ Have your septic tank pumped and inspected at least every two years.

Water Conservation: Water resources are vital for the functioning of our homes and our community. By consuming less water, and wasting less, you save more energy, and the environment. More efficient water use begins with individuals. Here are some ways to make your home and your habits more water efficient.

For additional information check out US EPA's website at www.epa.gov/watersense, or visit the Town's website at <http://www.andoverma.gov/dpw/summerconservation.php>.

- TIPS:**
- ✓ Check every faucet in your home for leaks. Just a slow drip can waste 15 to 20 gallons a day. Fix it and you can save almost 6,000 gallons per year.
 - ✓ Turn off the tap when brushing your teeth or washing and rinsing the dishes.
 - ✓ Only run your automatic dishwasher when loaded to capacity.
 - ✓ Reduce evaporation by mulching around trees and plants. This controls weeds and promotes plant growth.
 - ✓ Water during the cool parts of the day. Early morning is best than dusk since it helps to prevent the growth of fungus.
 - ✓ Avoid lawn watering on windy days.



**Department of Public Works
Water Division
397 Lowell Street
Andover, MA 01810**

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U.S. POSTAGE
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PERMIT NO. 41
ANDOVER, MA
01810

POSTAL CUSTOMER
ANDOVER, MASSACHUSETTS

Water Resources, continued

Residential Plumbing Cross Connections: The Town delivers safe, high quality water to your home and business. The goal is to keep it that way. Help eliminate plumbing cross connections which are potential connections between a public water supply and a source of possible contamination or pollution. Contamination can occur when water flowing through your faucet or other plumbing fixture is suddenly drawn in the reverse direction due to a drop in supply pressure of the water distribution system from a water line break, water main repair, or during rapid withdrawal from a fire hydrant. This creates a vacuum which may pull or siphon contaminants or pollutants into the drinking water supply. For additional information about cross connection controls, check out the Town's website at: www.andoverma.gov/dpw/.

<i>Most Common Sources of Cross Connections</i>	<i>How to Eliminate Them</i>
Garden Hose	✓ Install a vacuum breaker on the faucet or hose
Swimming Pools or Hot Tubs	<ul style="list-style-type: none"> ✓ Never submerge the end of filling hose into pool/tub – always leave an air gap. ✓ If pool/hot tub is permanently connected to the home plumbing system, install a backflow prevention device.
Lawn Irrigation System	<ul style="list-style-type: none"> ✓ Protect your water supply with a backflow device if your irrigation system is underground and/or automated. ✓ Install an additional backflow prevention device, and conduct backflow testing if your system uses a pump or has fertilizer/chemical injection.
Private Wells and Secondary Water Sources	<ul style="list-style-type: none"> ✓ Wells and secondary systems are <u>prohibited</u> from connection to public water supply. Each system must be independent of one another. ✓ Install a backflow prevention device for secondary water sources.
Boiler System	<ul style="list-style-type: none"> ✓ Install a backflow prevention device if public water supply is used to replenish boiler water which may have chemicals.



20 AAA Rated Massachusetts Suburban Municipalities

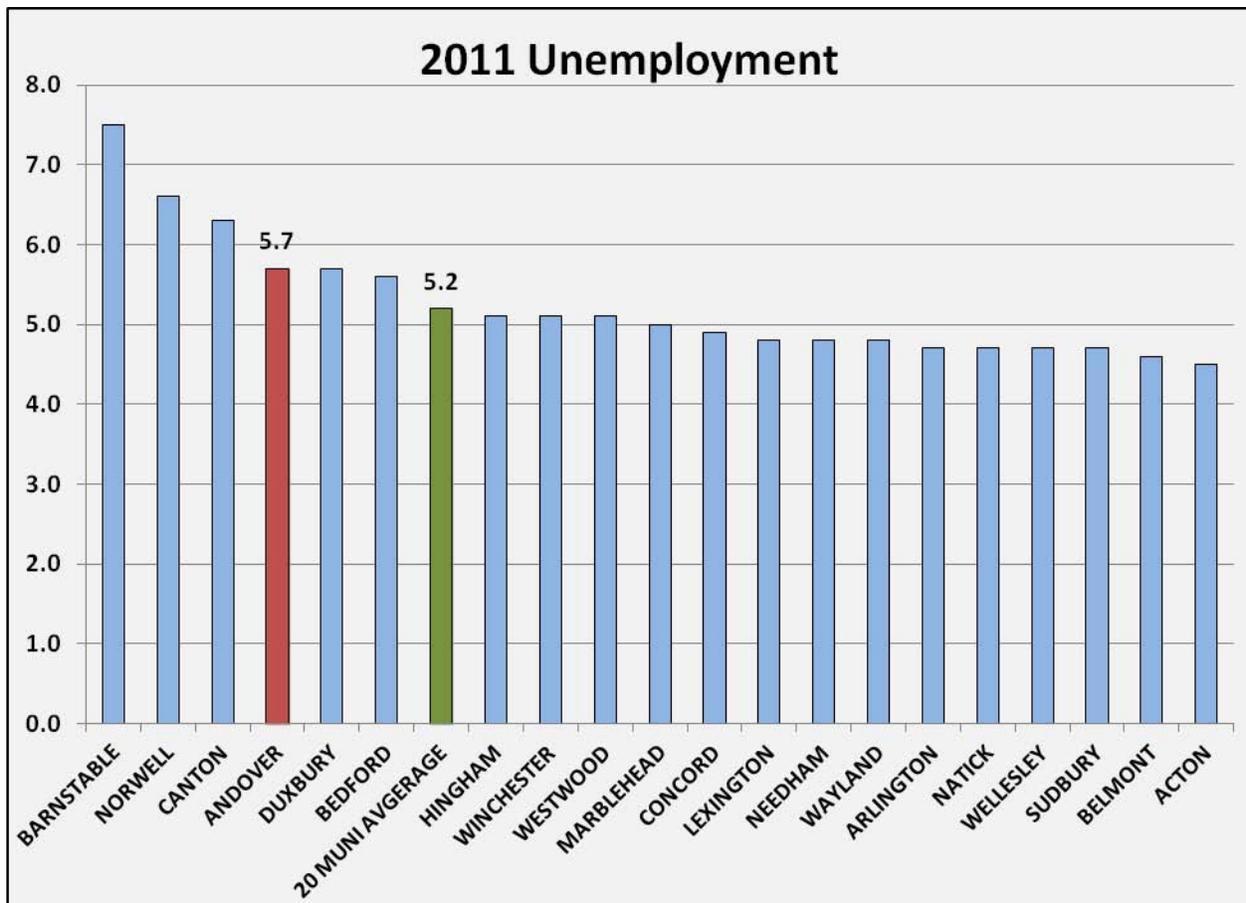
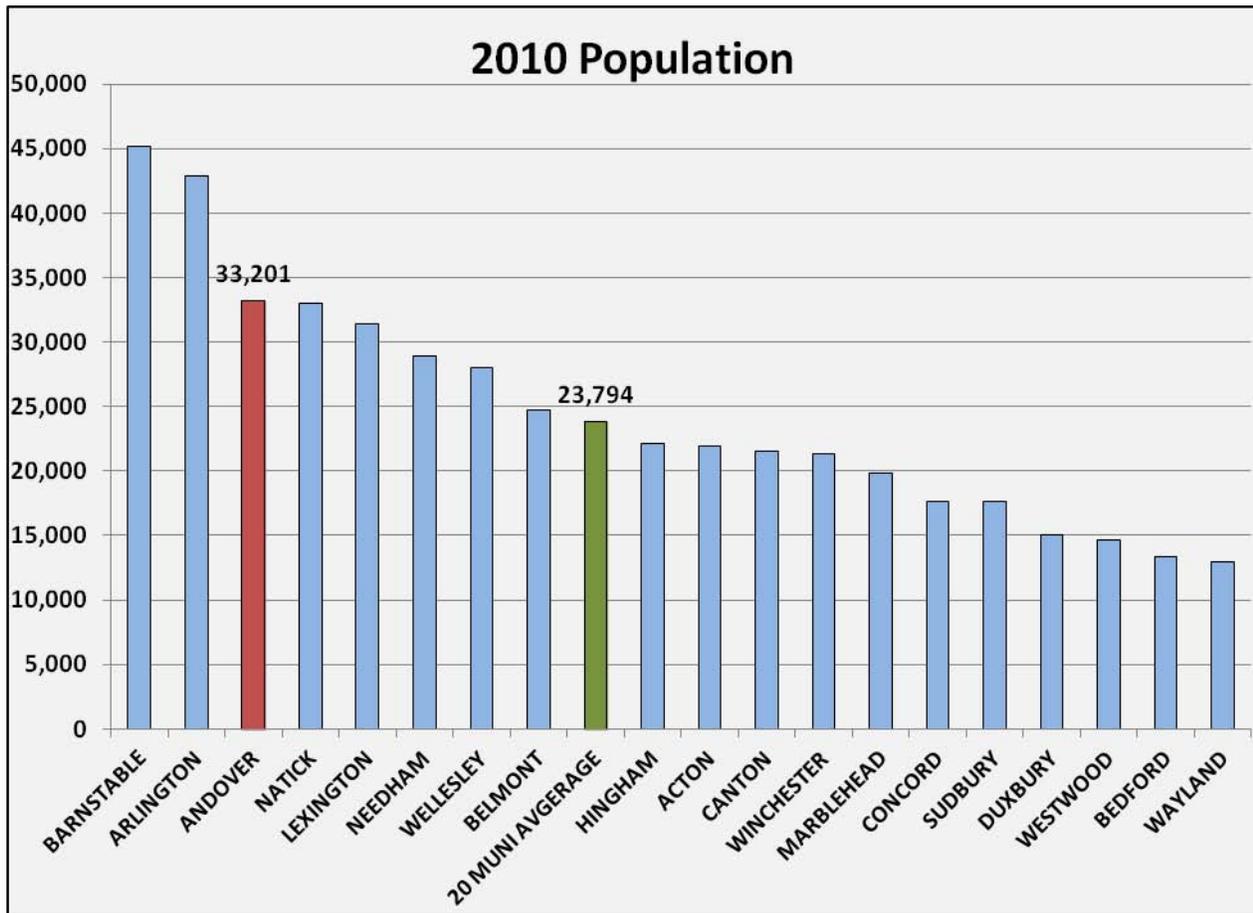
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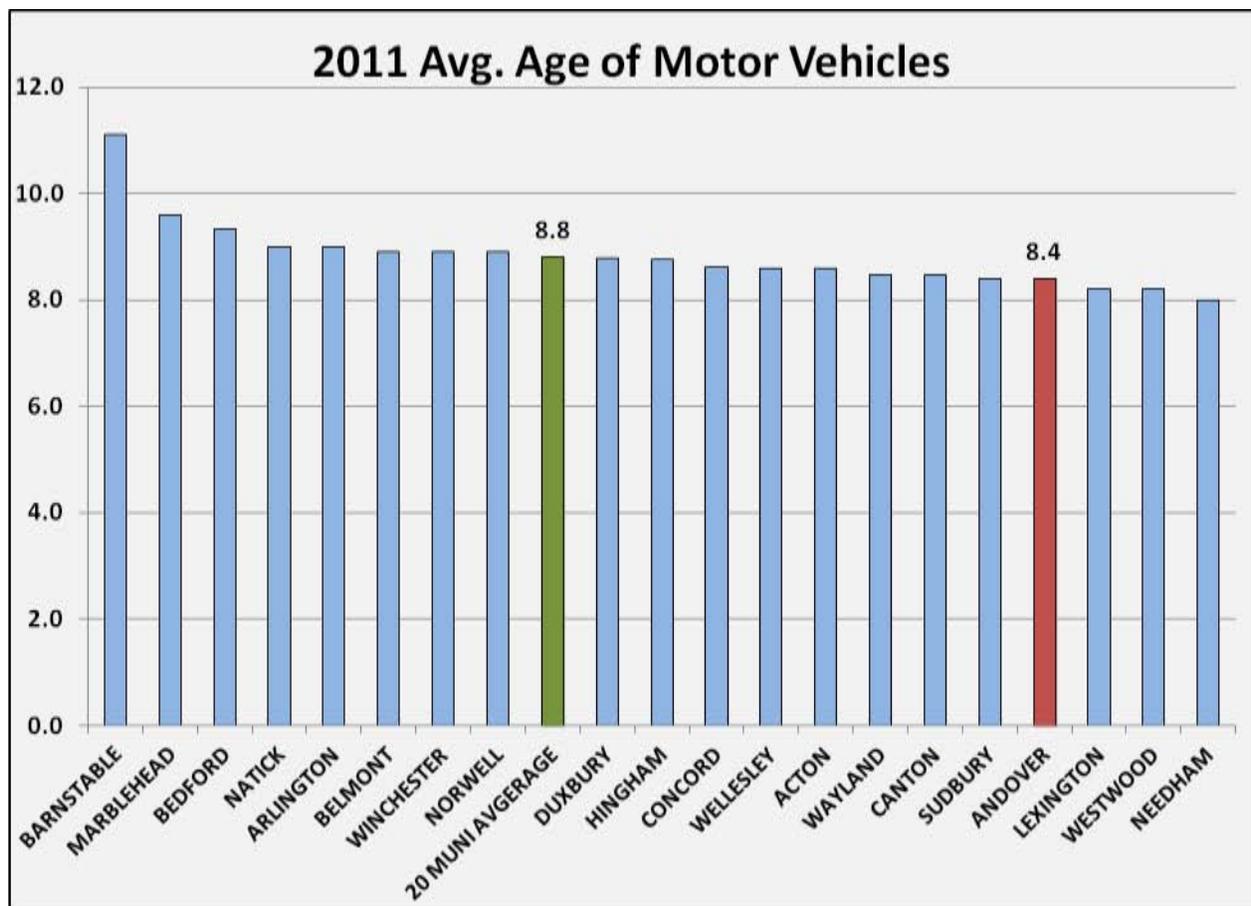
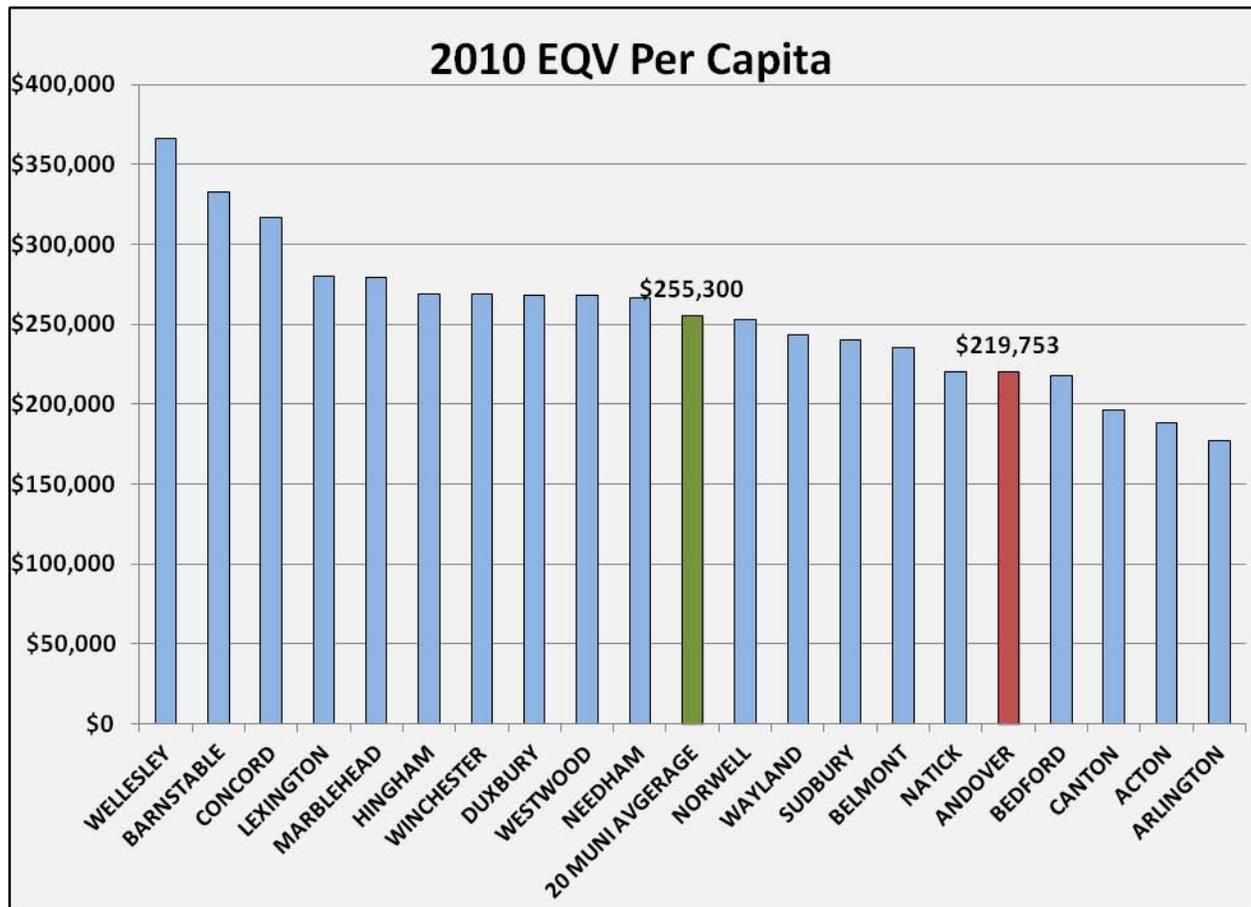
Comparative Fiscal Benchmarks

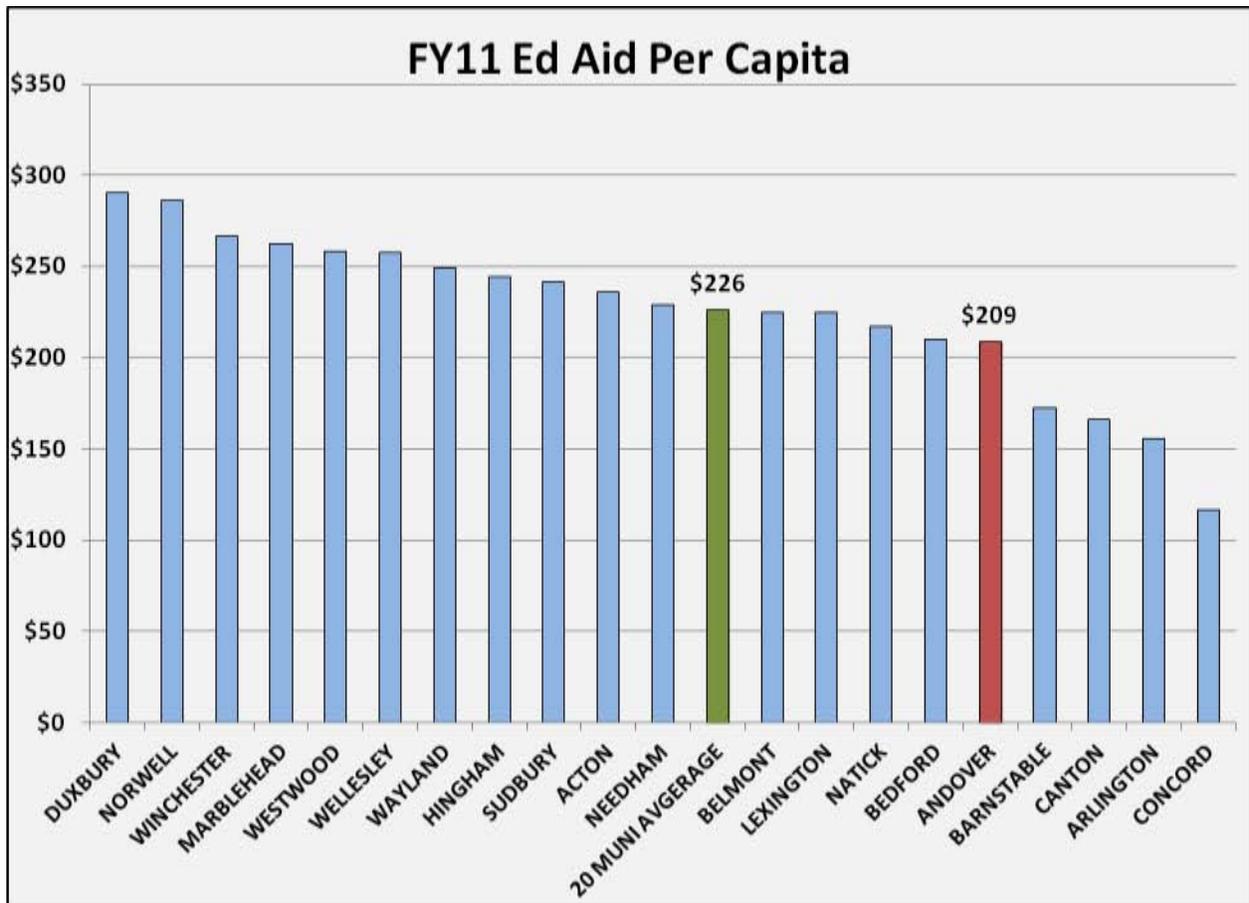
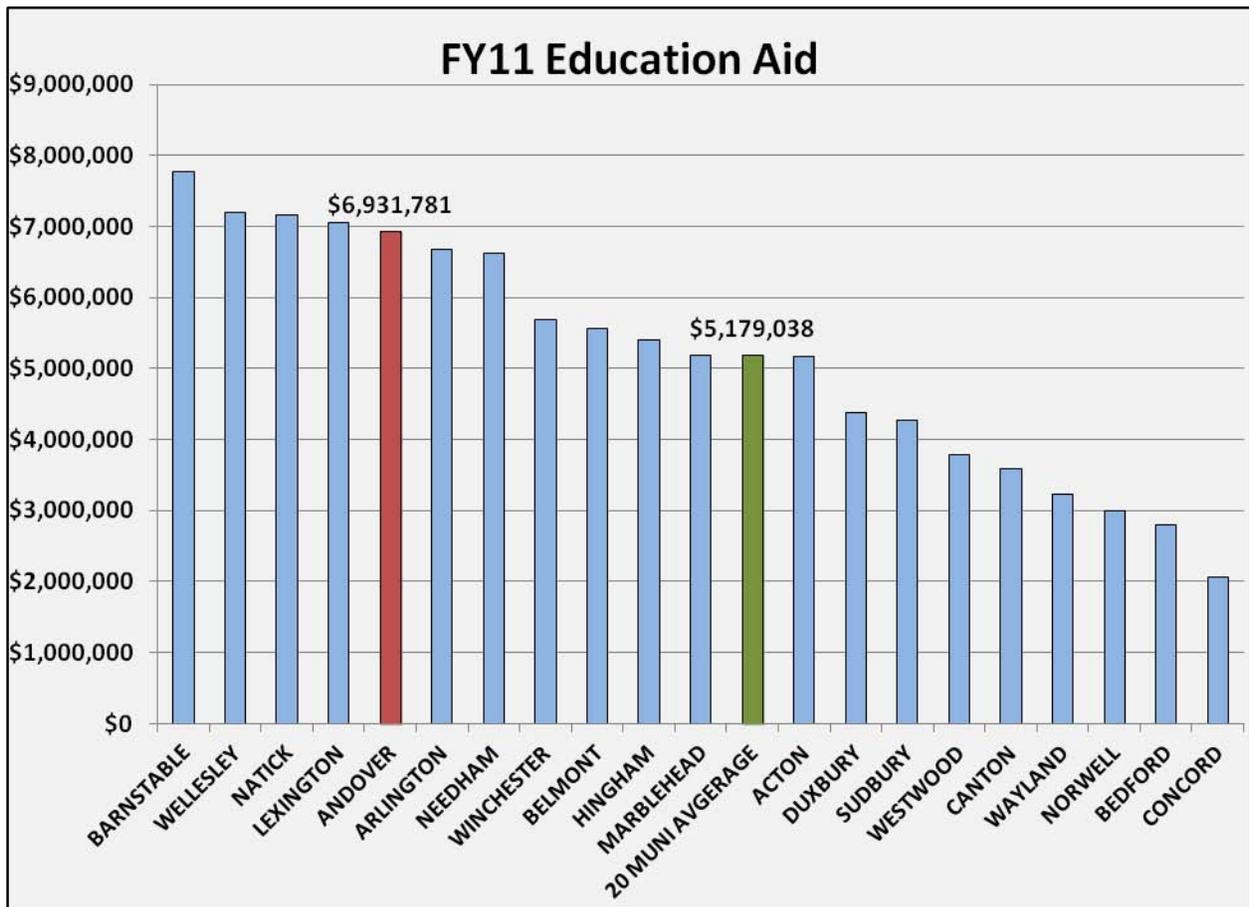
This document contains a series of charts depicting various fiscal benchmarks showing Andover's relative position compared to nineteen other similar AAA rated suburban municipalities in Massachusetts, as well as the group average. The data was obtained from the Massachusetts Department of Revenue, Division of Local Services, as reported by the communities.

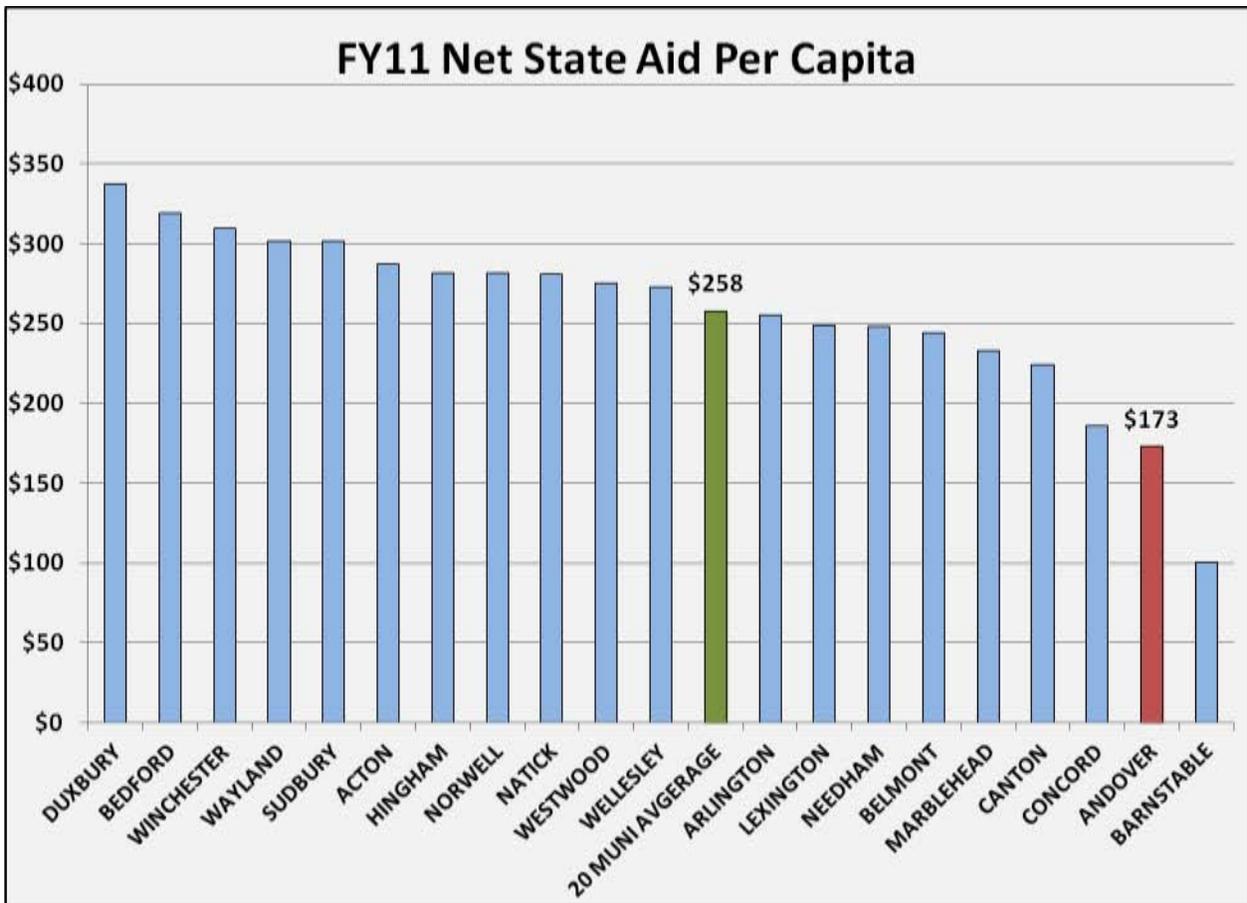
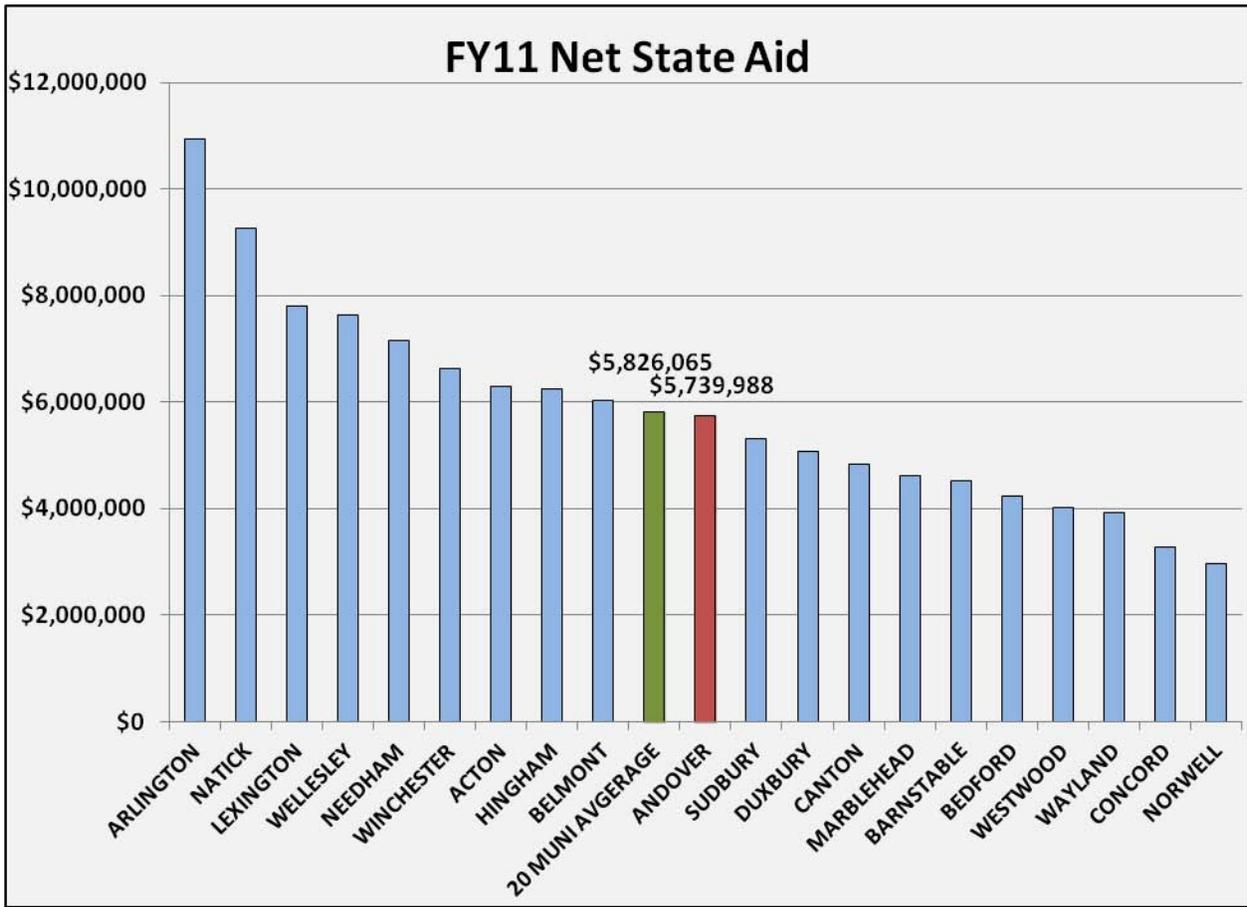
Prepared by Steven Bucuzzo, Assistant Town Manager / December, 2011

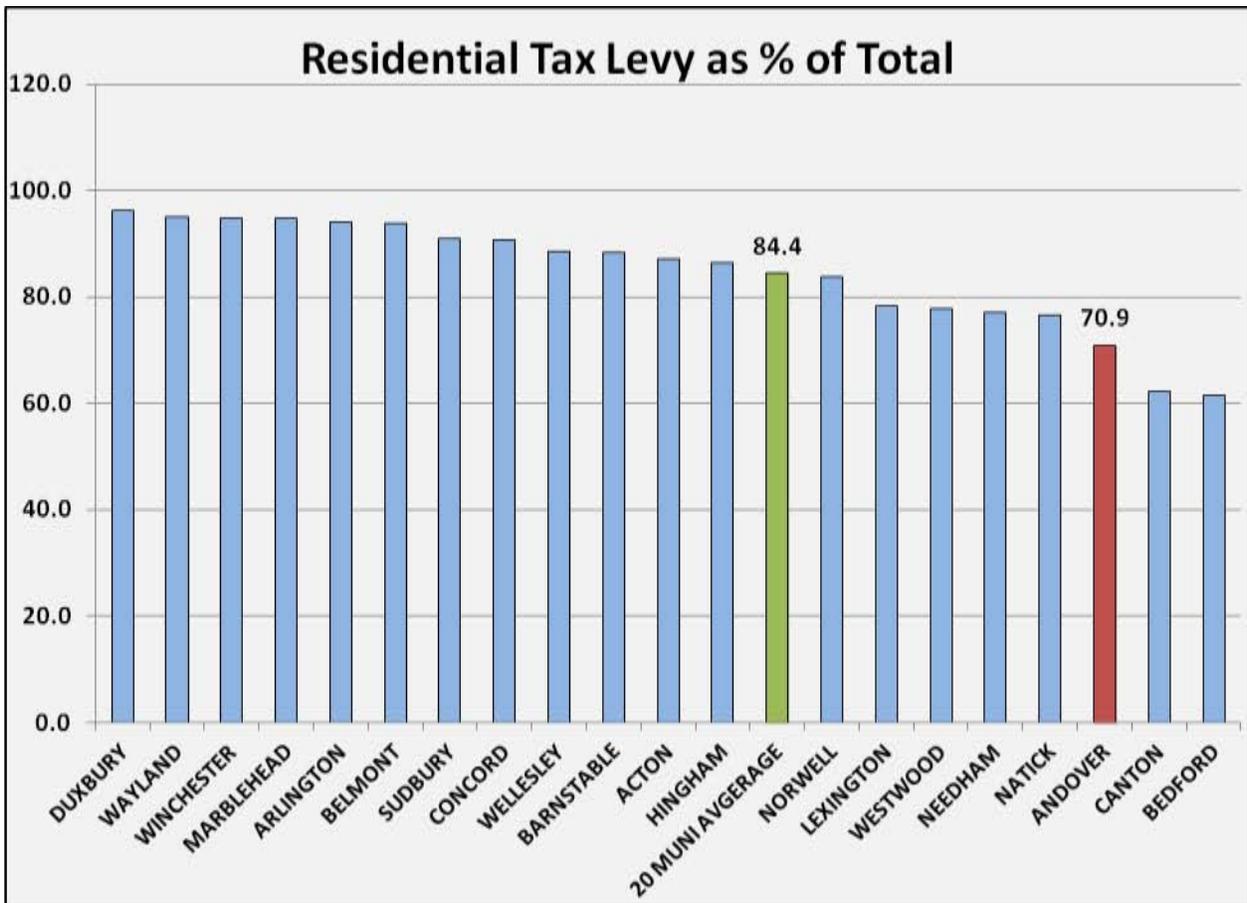
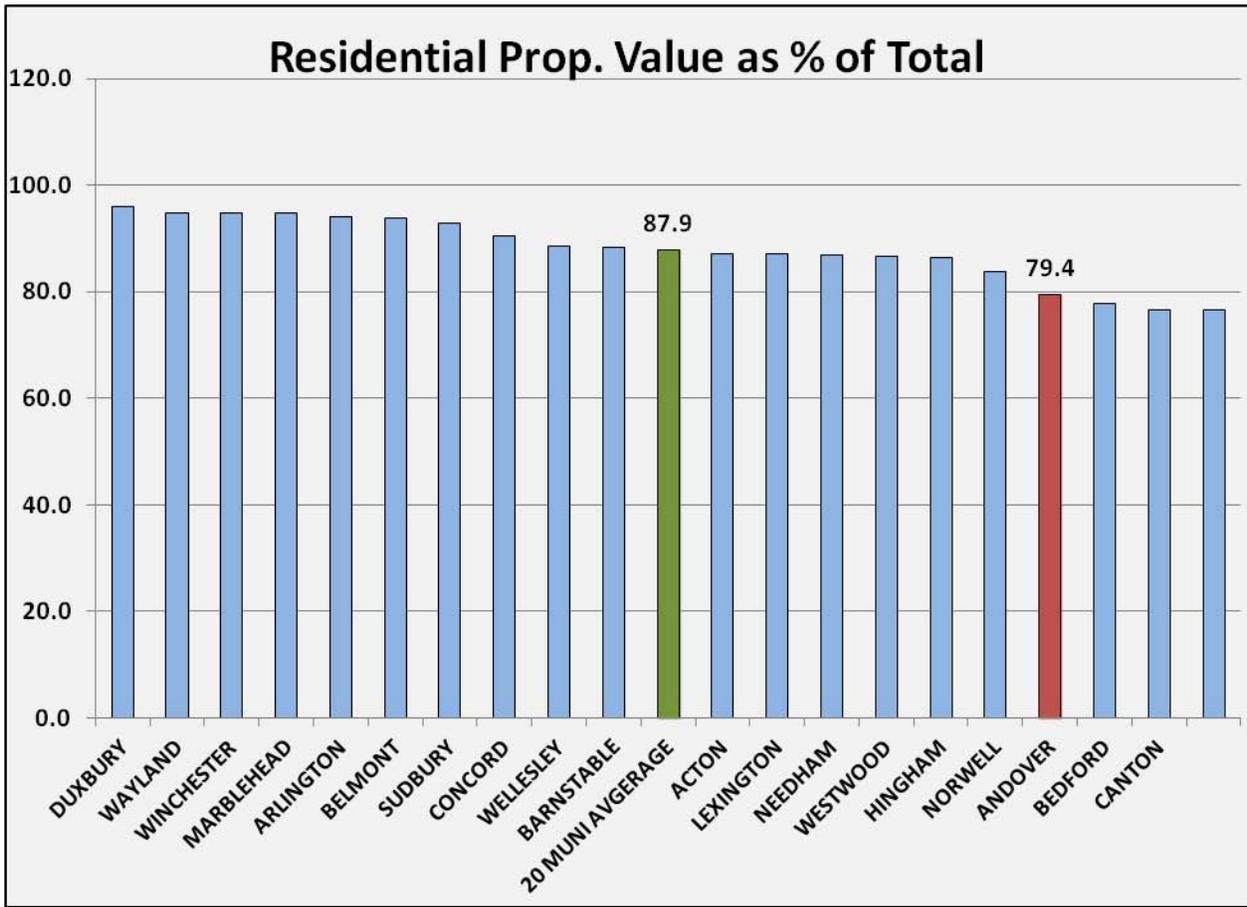


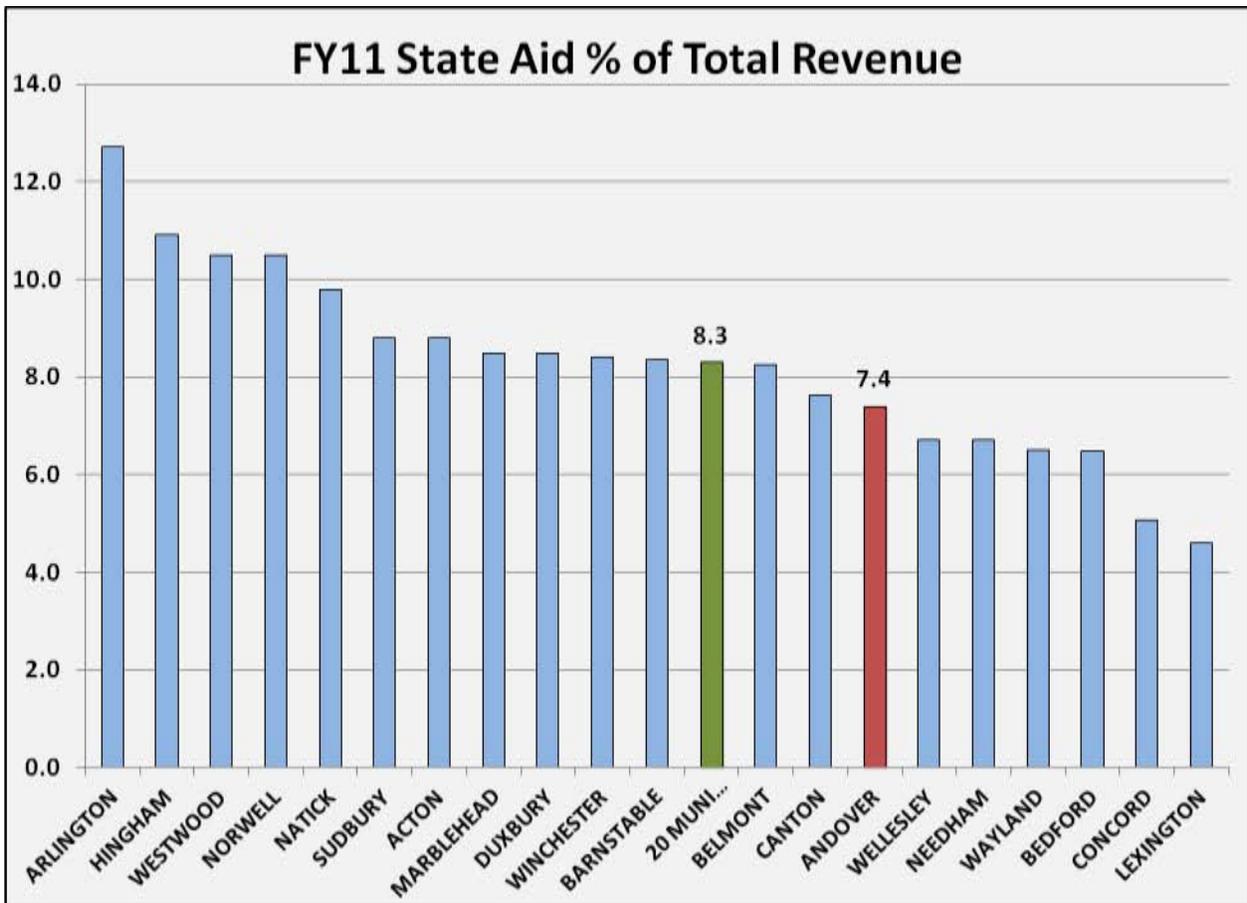
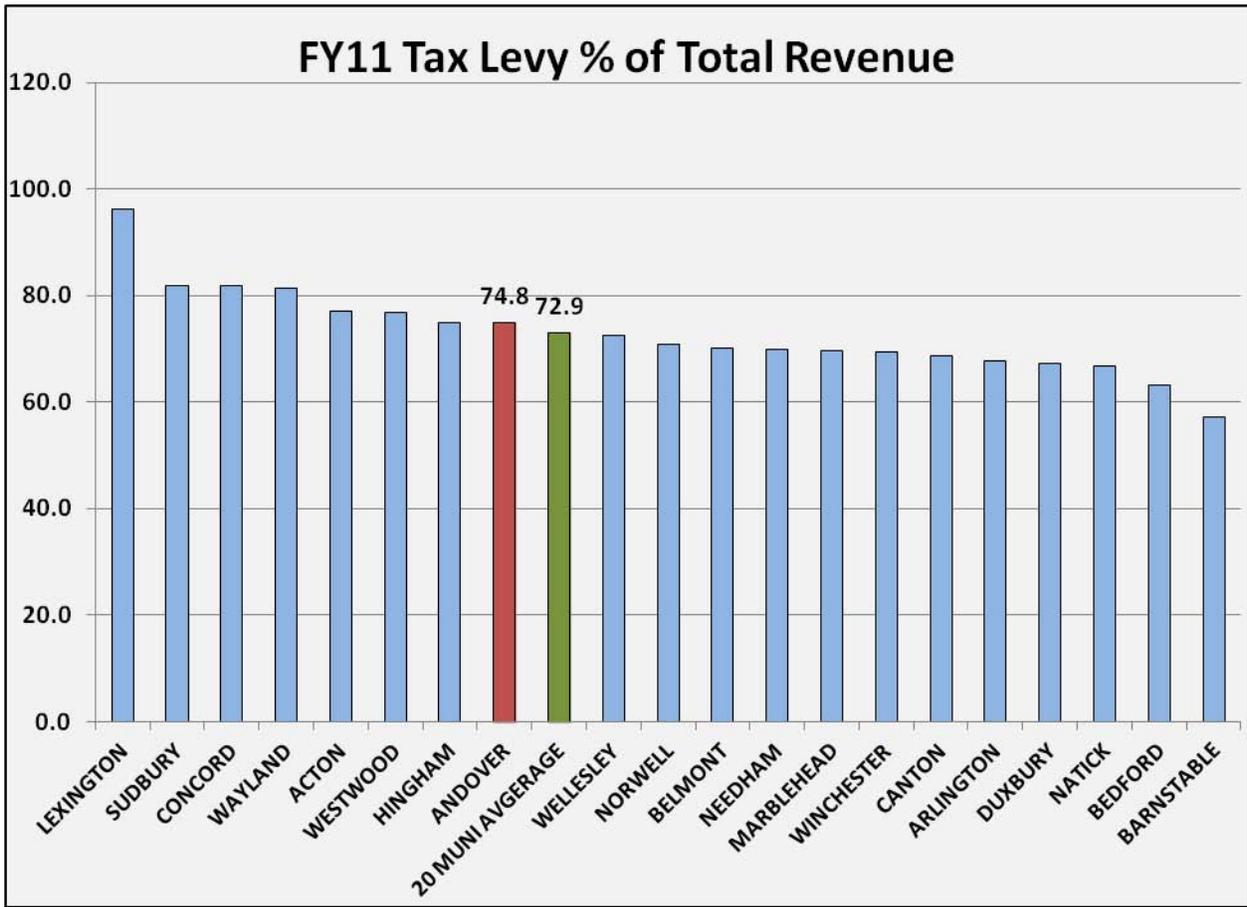


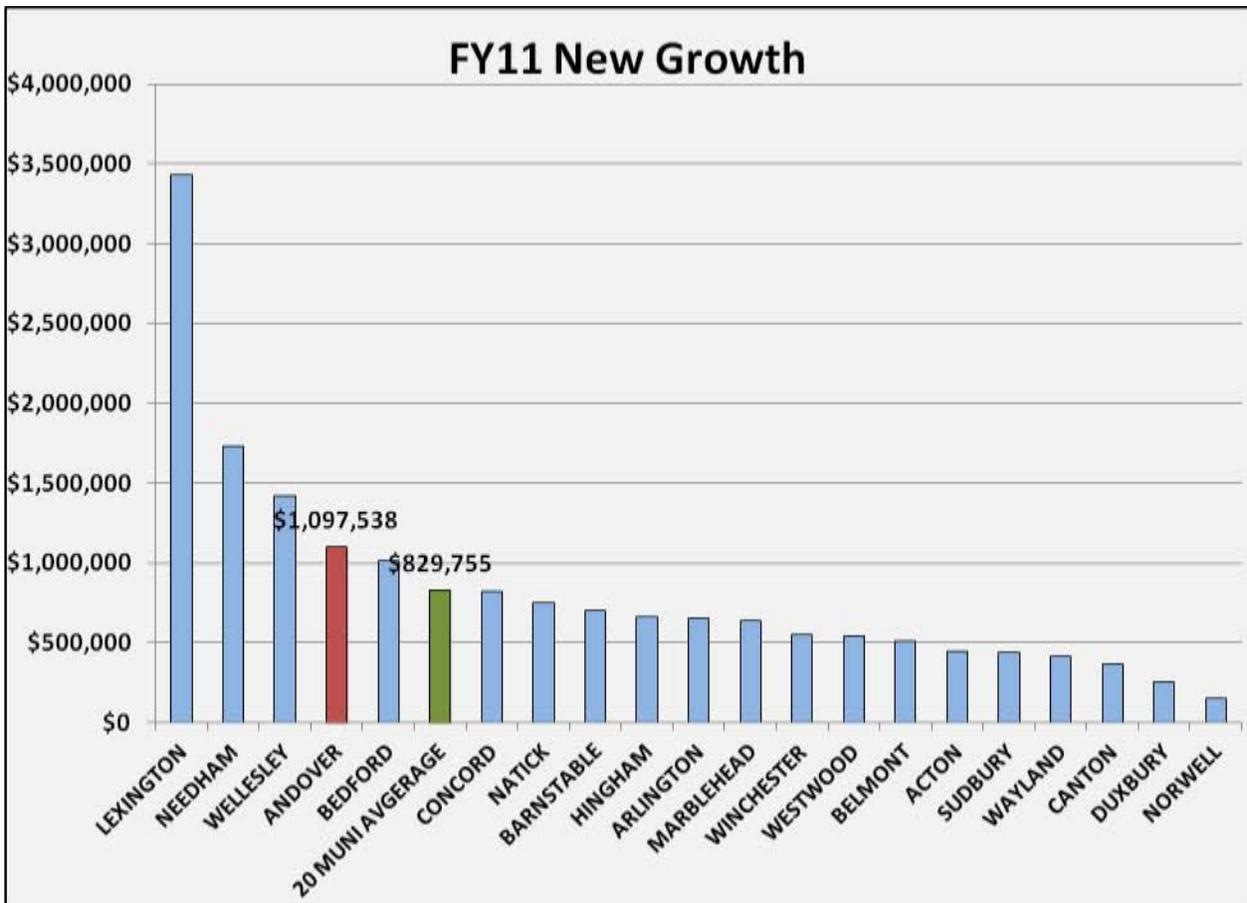
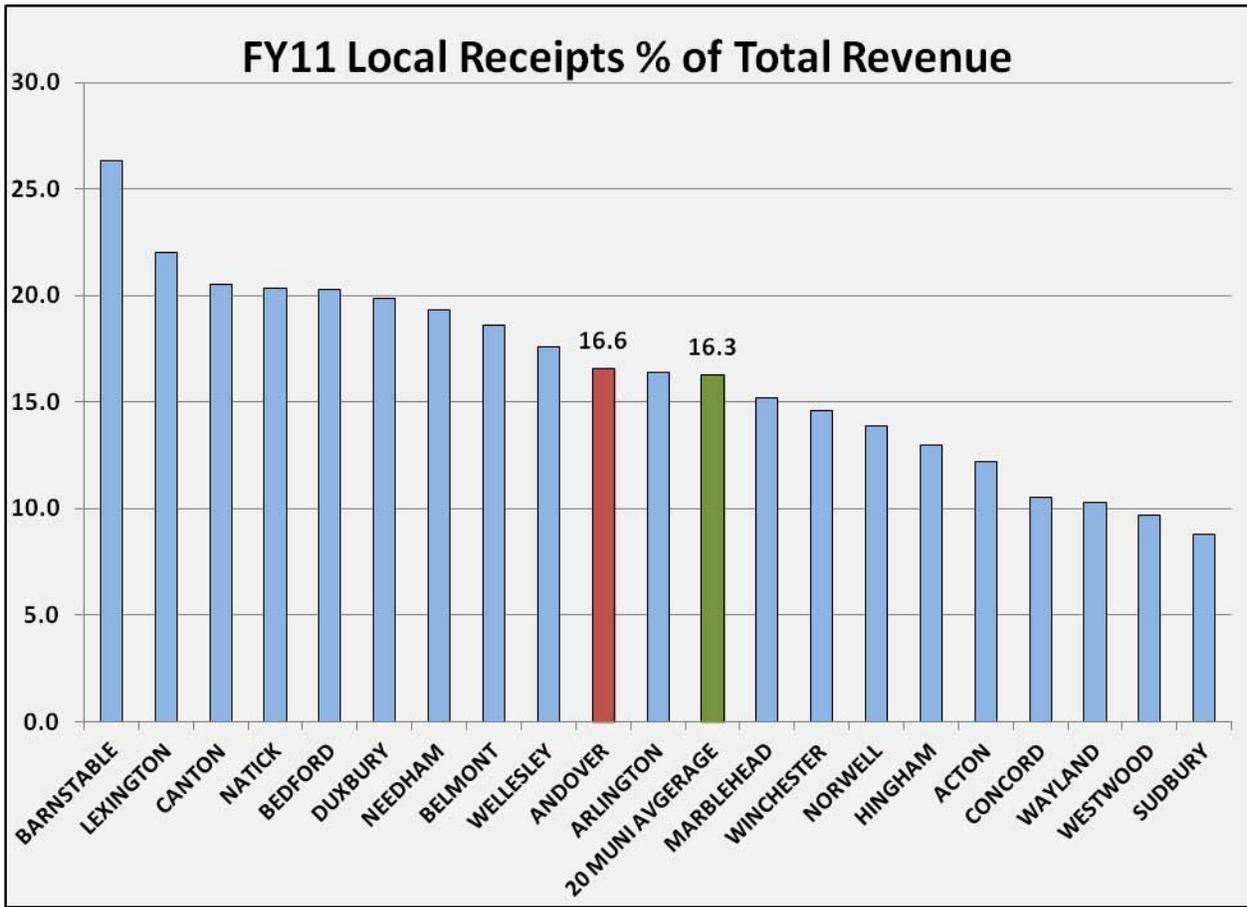


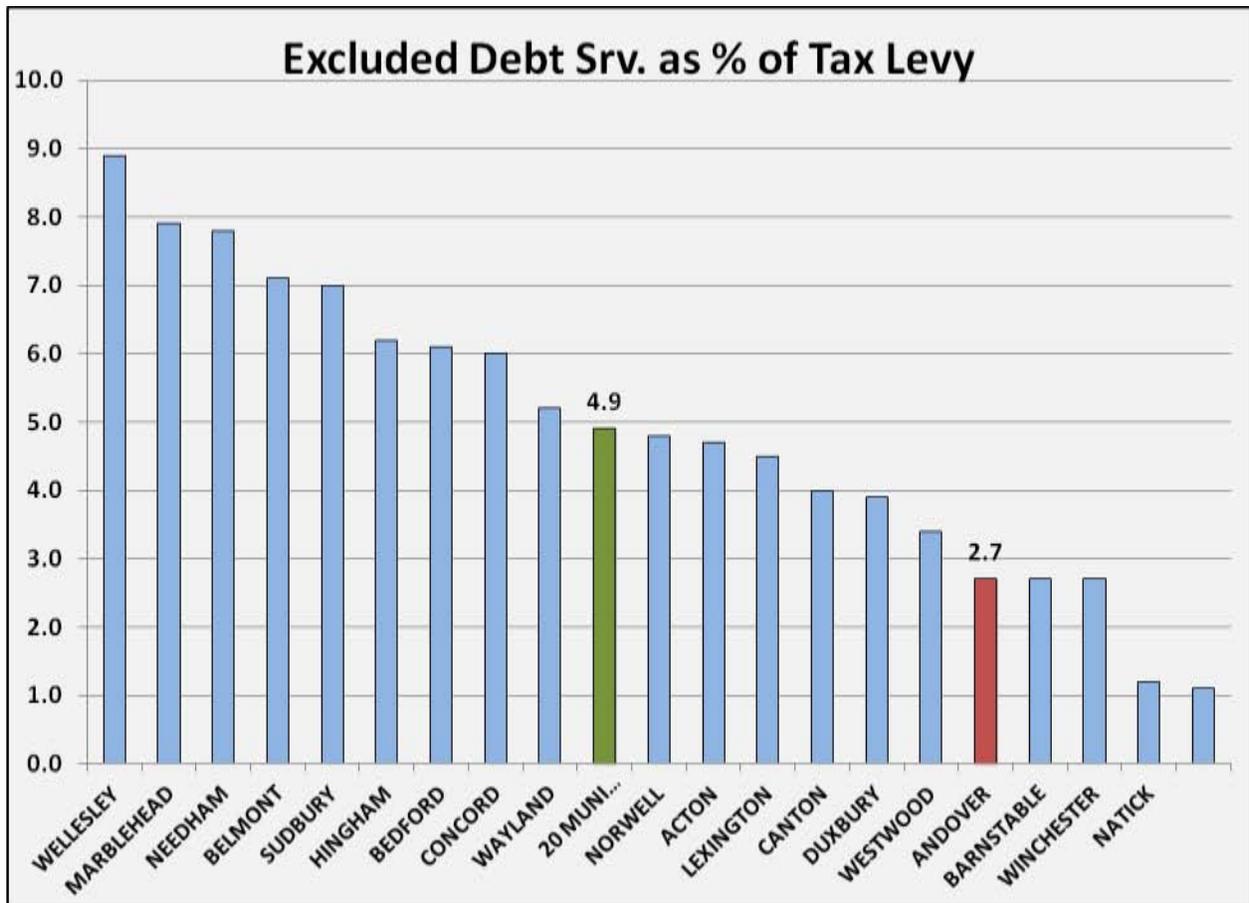
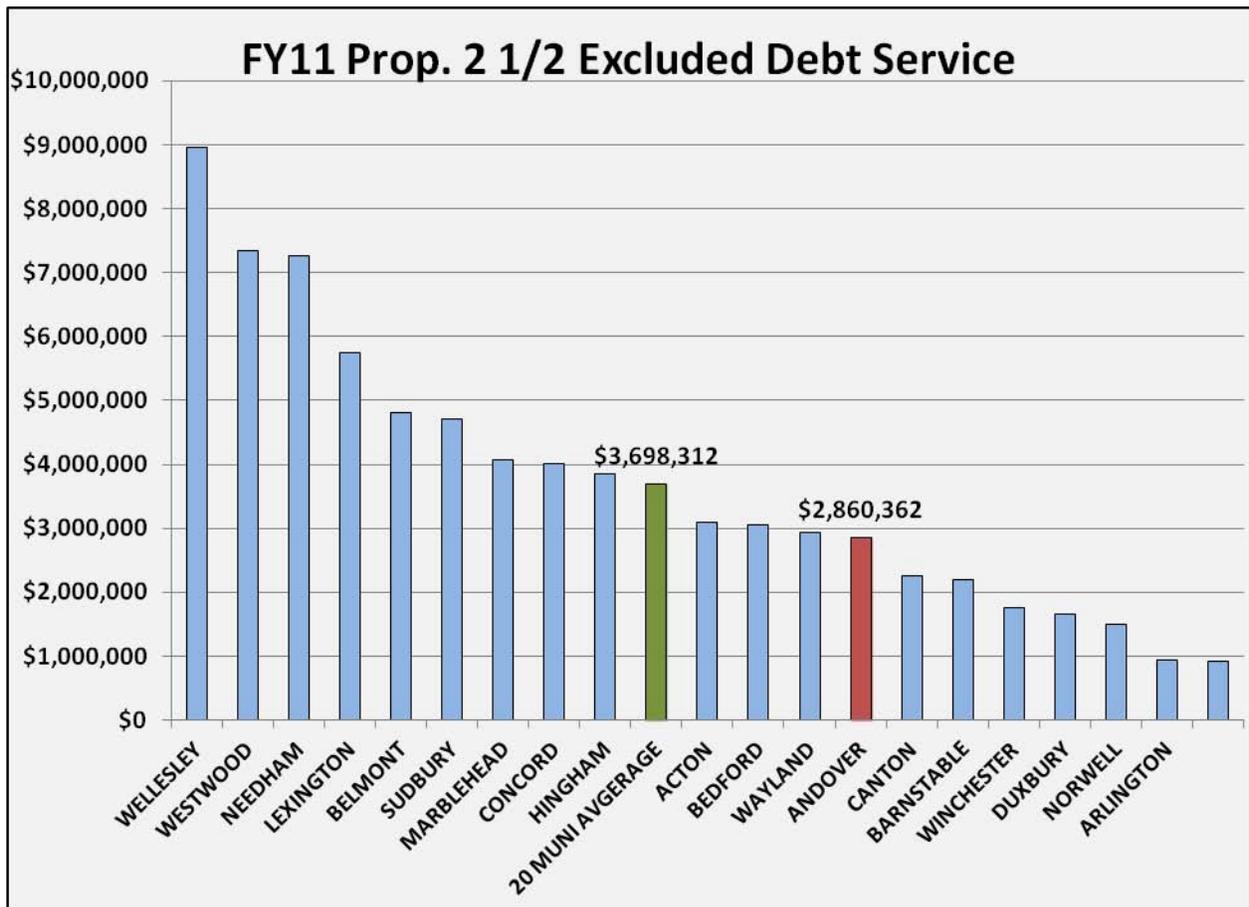


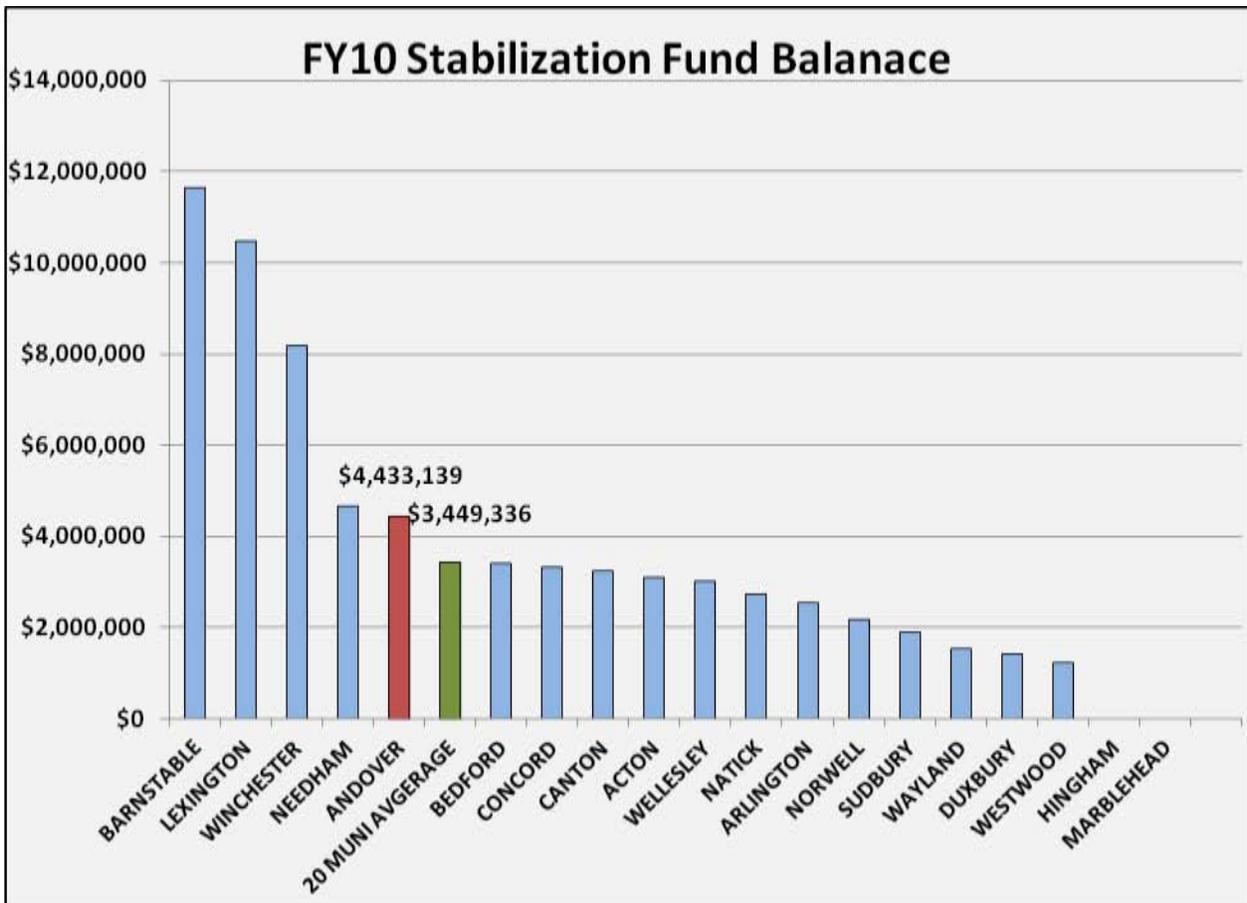
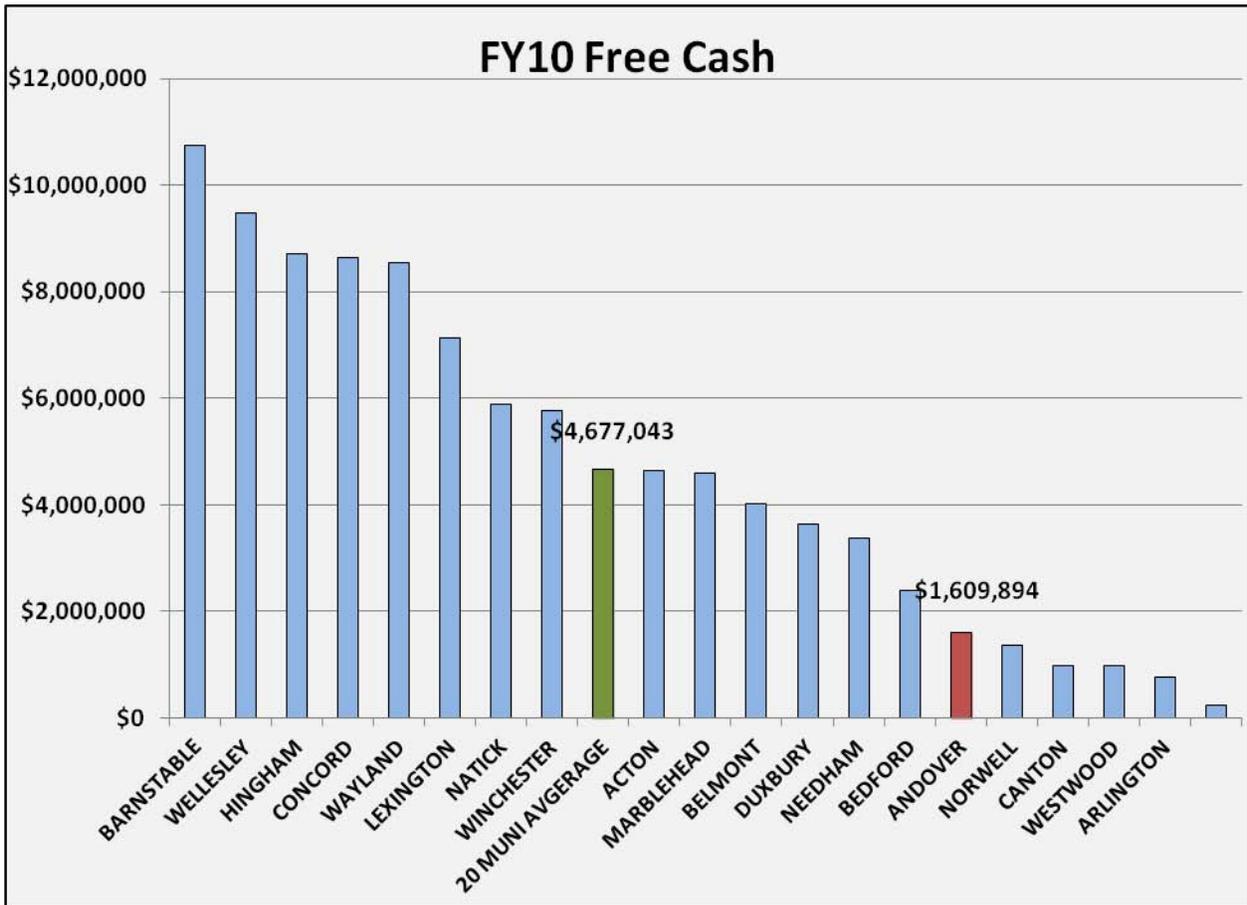


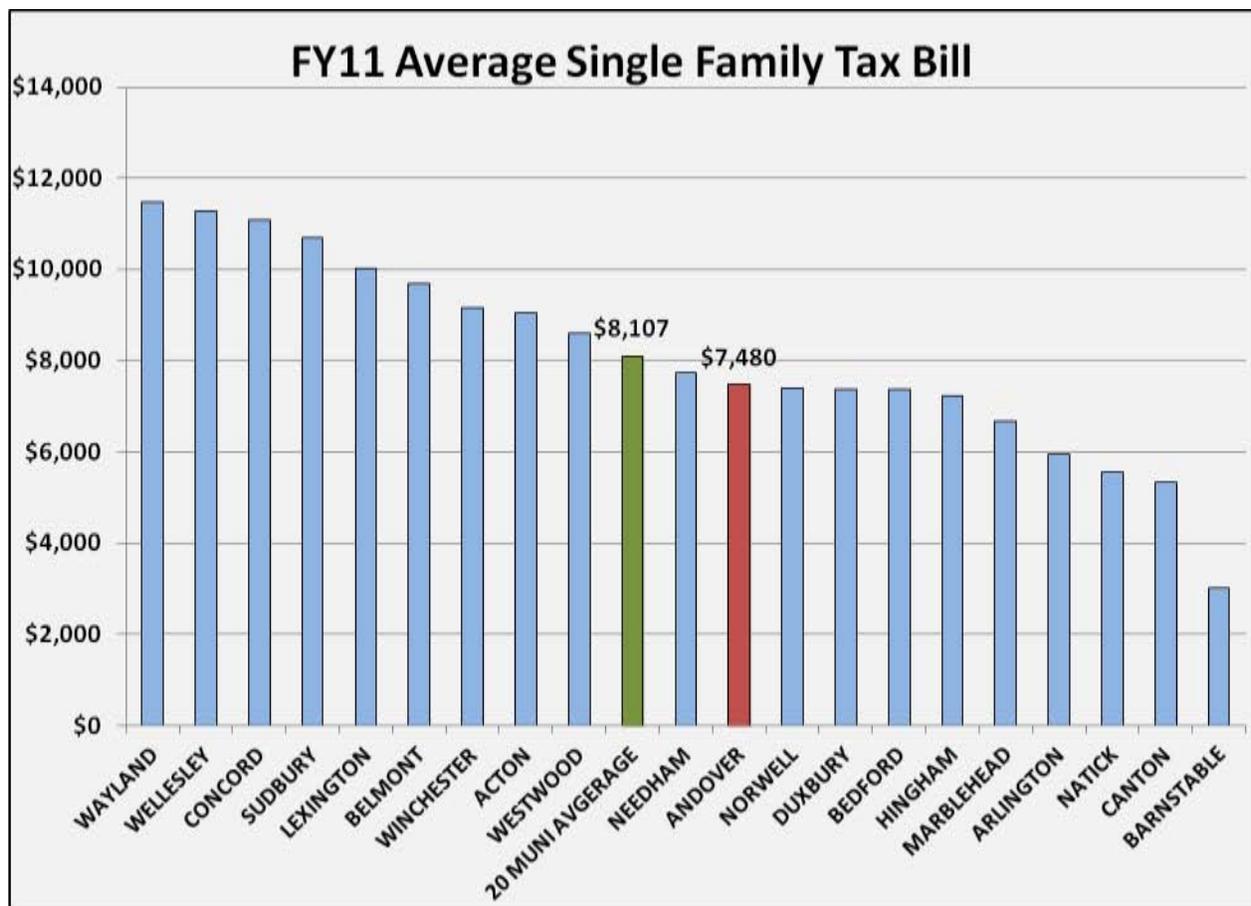
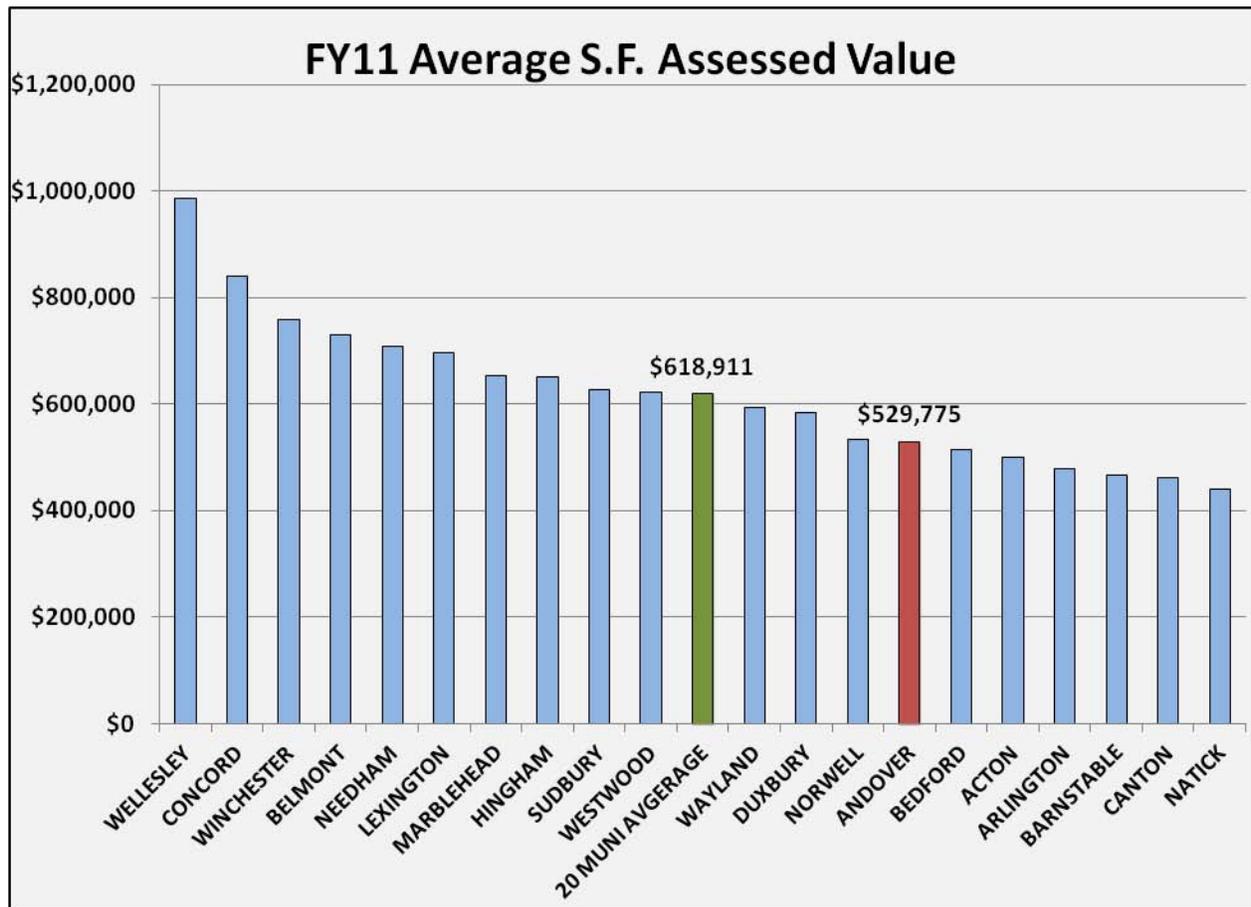


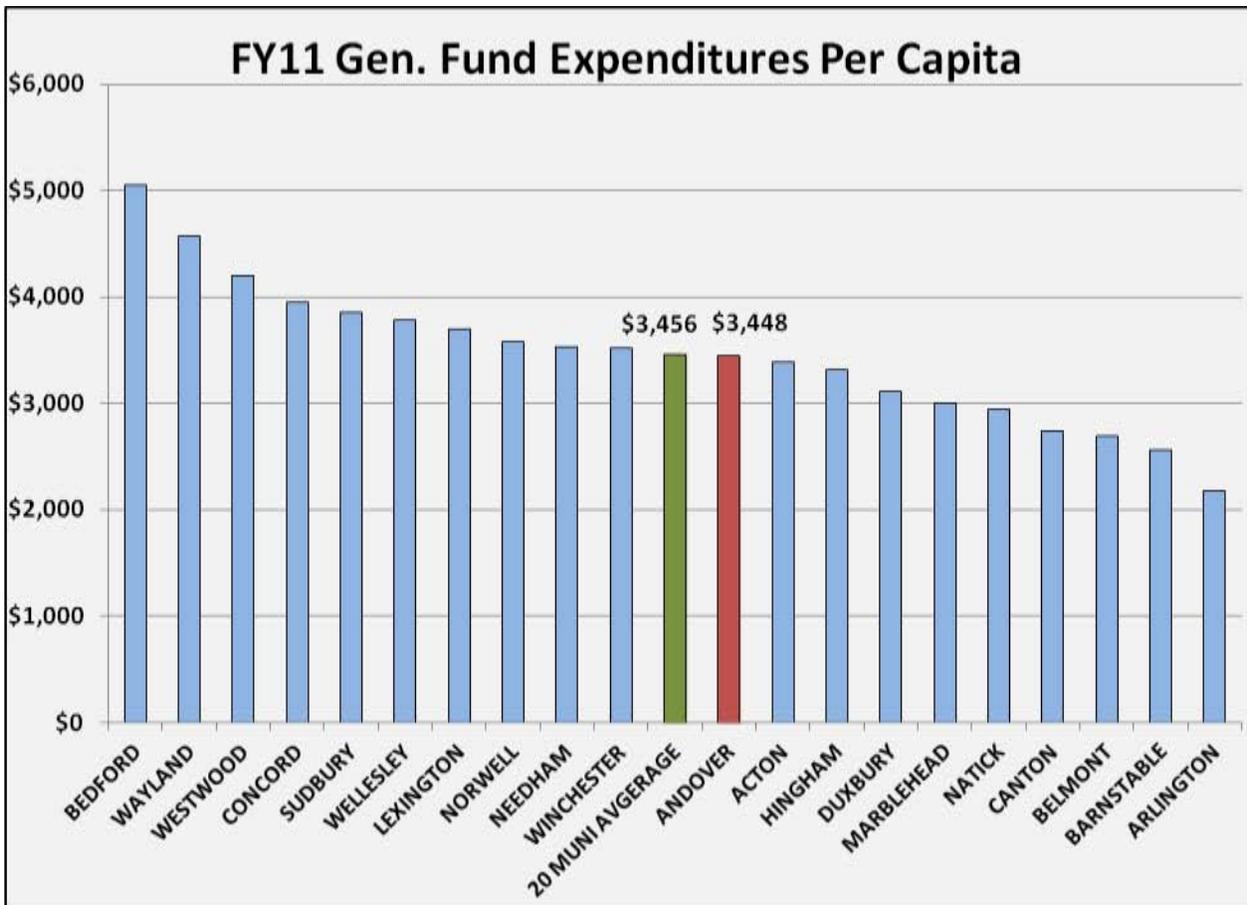
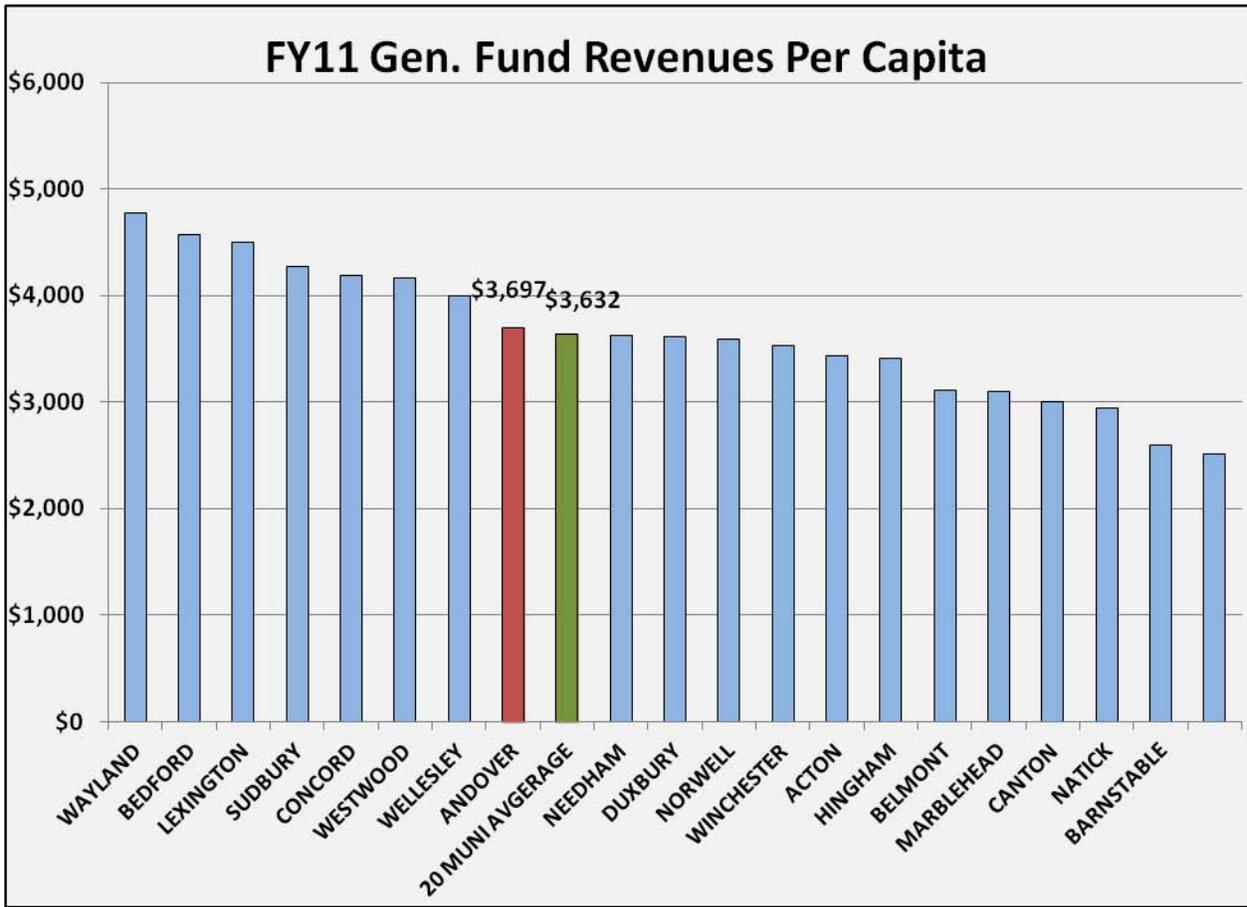












Executive Summary:

Strategic Plan | 2011-2014

Andover Public Schools

Marinel D. McGrath, Ed. D.
Superintendent of Schools

Andover School Committee
David A. Birnbach
Paula Colby-Clements
Richard J. Collins
Ann W. Gilbert
Dennis F. Forgue

Strategic Planning Advisory Committee

Ron Champagne	Community Representative
Kerry Costello	Teacher, Andover High School
Nancy Duclos	Assistant Superintendent, Curriculum & Instruction
Annie Gilbert	School Committee, Chairperson
Colleen McBride, Ed.D.	Principal, South Elementary School
Marinel McGrath, Ed.D.	Superintendent of Schools
Sangeeta Moorijani	Parent
Michael Morris	Community Representative & Grandparent
Debra O'Conner	Teacher, High Plain Elementary School
Thomas Sharkey, Ed.D.	Principal, Andover High School
Patricia Thomson	Teacher, West Elementary School
Cyndi Webber	Parent
David Whitney	Parent
Robin Wilson	Principal, Doherty Middle School
Norma Villarreal	Teacher, Wood Hill Middle School
Val Viscosi	Parent
Claudia Bach, Ed.D.	Superintendent of Schools (1998- 2010)
Susan Nicholson, Ed.D.	Assistant Superintendent, Curriculum & Instruction (2007-2011)
Debra Silberstein	School Committee (2007-2010)

Technology Pin Point Committee

David Birnbach	School Committee
David Eckman	Community Representative
Ann Hamel	Community
Pam Lathrop	Principal, High Plain
Kate Margolese	Community
Alan Michel	Community
Frank McCall	Teacher, West Elementary
Raymond Tode	APS Technology Director
Bonnie Zahorik	Community
Jonathan Harris	Principal, Andover High School (2009-2010)

Revenue Pin Point Committee

Nate Beams	Community Representative
John Drake	Community Representative
Dennis Forgue	School Committee
Kathy Hess	Community Representative
Lisa Glickstein	Grants, Andover Public Schools
Tina Girdwood	Andover Coalition for Education
Cheryl Neal	Parent

School Committee

David Birnbach	Member
Paula Colby-Clements	Vice Chairperson
Richard Collins	Member
Dennis Forgue	Member
Annie Gilbert	Chairperson

Consultants

Lyle Kirtman	Future Management Systems, Inc.
William Garr	Future Management Systems, Inc.

Teacher and Staff Review Groups

Andover High School	Doherty Middle School	West Middle School	Wood Hill Middle School
Bancroft School	High Plain Elementary School	Sanborn School	Shawsheen Primary School
South Elementary School	West Elementary School		

APS Leadership Team

Marinel McGrath, Ed.D.	Superintendent of Schools	Stephen Murray	West Middle School Principal
Nancy Duclos	Assistant Superintendent – Curriculum	Deborah Downes	West Middle Assistant Principal
Paul Szymanski	Assistant Superintendent – Finance	Patrick Bucco	Wood Hill Middle School Principal
Joyce Laundre	Director of Student Services	William Fleischmann	Wood Hill Assistant Principal
Candace Hall	Director of Human Resources	Francine Goldstein	Bancroft School Principal
Thomas Sharkey, Ed.D.	Andover High School Principal	Pamela Lathrop	High Plain School Principal
Marilyn Jordan	Andover High School Assistant Principal	Patricia Barrett	Sanborn School Principal
Christopher Phillips	Andover High School Assistant Principal	Moira O'Brien	Shawsheen School Principal
Luz Valverde, Ed.D.	Andover High School Assistant Principal	Colleen McBride, Ed.D.	South School Principal
Robin Wilson	Doherty Middle School Principal	Elizabeth Roos	West Elementary Principal
Andrew Long	Doherty Middle School Assistant Principal	Margo Spinale	West Elementary Assistant Principal

Our Vision, Mission, and Core Values

The Andover School Committee approved the Strategic Plan on 11/17/11.

Vision

Every organization needs a bold vision — a clear and inspirational picture of what it wants to achieve over a longer time frame. Visions serve to energize an organization and push the thinking beyond current capabilities, conventions and organizational structures.

The Andover Public Schools are committed to providing a world-class education in an innovative, inclusive, student-focused and fiscally-stable educational system. We are committed to the children and community it serves through our focus on high expectations, academic achievement, and education of the whole child which we believe is the shared responsibility of the family, the school district, and the community. We support individuality, foster resiliency and collaboration, and the development of globally-engaged learners.

The Andover Schools provide for children all of the services of a quality school district: nurturing, innovative, and qualified teachers and support staff; reflective, responsive, and effective school leaders, and a challenging curriculum that prepares students for the future. Students do their best work, independently and together. They acquire the skills necessary to think and communicate clearly. Teachers provide students with instructional experiences that are challenging and personalized. Students completing their education in Andover demonstrate the intellectual, interpersonal and reflective skills needed to thrive as productive and responsible citizens in our increasingly complex and diverse global society.

The school district is welcoming, respectful and inclusive. It supports open dialogue and seeks feedback regarding the effectiveness of its work from its stakeholders. All members of the school district are committed to continuous improvement, questioning the status quo, and seeking ongoing renewal of the organization.

The Andover Public Schools are committed to strong community relations efforts to meet the needs of its students today and in the future. The District develops and participates in partnerships with community groups including business and civic organizations. An understanding exists between the town government and the District of the need for educational funding and other resources required to meet the high expectations of our community which includes staffing, training, facilities, materials and equipment. Key to the success of this partnership is our ability to recognize opportunities and fulfill responsibilities to one another on behalf of Andover students.

Mission

A mission statement reflects an organization's heritage, is enduring, and embodies the organization's soul — its reason for being. It serves as a guiding star, always to be pursued.

The mission of the Andover Public Schools, in partnership with the entire Andover community, is to educate by engaging and inspiring, students to develop as self-reliant, responsible citizens who are thinkers, problem solvers, and contributors prepared to participate in an evolving global society.

WOW Statement

“Every Child, Every Day, Every Way”

Core Values

Core Values reflect what is truly important to an organization and serve as guiding principles for decision-making. Our Core Values represent how we want to “live” within our school communities. Core Values are for children and adults to embrace, internalize, model and live by. They are an expression of what is deep and enduring in our school system.

The Core Values of the Andover Public Schools

- High Achievement for All
- Teaching Excellence
- Innovation
- Respect
- Responsibility

High Achievement for All

We will...

- maintain high expectations, deliver effective differentiated instruction, and nurture a community of life-long learners
- provide college and career readiness educational programs for all students to achieve their potential.
- nurture a community of learners that supports the balance between social-emotional resilience and academic achievement.

Teaching Excellence

We will...

- Ensure that skilled, knowledgeable, and passionate teachers and leaders are actively recruited and retained in the Andover Public Schools.
- Expect that faculty and staff provide engaging, relevant, and challenging learning experiences.
- Commit to supporting each student in order to deepen, expand and continuously improve learning regardless of abilities and motivations.

Innovation

We will ...

- create an environment that encourages students and staff to explore new learning opportunities.
- promote entrepreneurial spirit in our programmatic and fiscal decision-making.
- be recognized as a leader in student instruction, curriculum development and the integration of technology in the learning process.

Respect

We will...

- create an inclusive environment that recognizes and respects individual differences where everyone feels known, safe, and valued.
- create opportunities where diverse individuals are able to collaborate toward a common goal.

Responsibility

We will...

- promote an environment which fosters ethical behavior and citizenship in an evolving, global society in which all students and adults are accountable for their individual and collective behavior.
- Promote a collaborative community throughout Andover that actively supports and advocates for its students.

The Executive Summary of the Andover Public Schools Strategic Plan

The Andover School Committee approved the Strategic Plan on 11/17/11.

Strategic Areas of Focus, Goals, and Strategies

Strategic Area of Focus: High Academic Achievement for All

- Goal 1:** APS Students will develop the “habits of mind” that underlie critical and creative thinking, effective communication, collaborative problem solving, and responsible citizenship needed to thrive in an increasingly complex and evolving global society.
- Strategy 1.1: Ensure a well-sequenced PK-12 curriculum, instruction, and assessment system that is relevant, rigorous, consistent, and articulated so APS students are engaged in challenging academic experiences grounded in 21st century “habits of mind”.
- A. *Strengthen learning and course expectations for all students to ensure consistency and continuity within schools and across grade levels.*
 - B. *Prepare students with the intellectual, interpersonal, and reflective skills needed to thrive in an increasingly complex and diverse global society.*
 - C. *Expand interdisciplinary course offerings, challenged-based learning & global units of study.*
 - D. *Engage teachers and administrators in collaborative teams to review curricula, inform decisions about instruction, evaluate assessments, analyze data, and implement instructional interventions to improve student learning.*
- Strategy 1.2: Develop and implement a comprehensive assessment plan using multiple forms of assessment that is shared with students, teachers, administrators, and parents.
- Strategy 1.3: Ensure that students have diverse learning experiences that evidence differentiated instruction, an understanding of learning styles, and real world experiences through PK-12 classroom instruction.
- Strategy 1.4: Ensure that each school has a strong and healthy school culture that promote a sense of participation, wellness, safety, and security for all students so students develop the social, emotional, and wellness competencies that will enable them to be self-aware, have interpersonal skills to self-manage, and to make responsible decisions.

Strategic Area of Focus: Technology Supported Learning

- Goal 2:** APS students will be immersed in interactive, technology-rich classrooms that support instruction and student learning to prepare them for a society dominated by digital communication.
- Strategy 2.1: Provide a robust wireless technological infrastructure (including hardware, software, support, and training) to support classroom instruction, collaboration tools, and administrative functions for students, teachers, and staff.
- Strategy 2.2: Create technology-rich digital classrooms where students use appropriate and safe technology tools and resources to support the learning and teaching process.
- Strategy 2.3: Provide professional development opportunities to support APS teachers, support staff, and administrators in the integration of technology into (a) teaching and learning, and (b) business and administrative functions.

Strategic Area of Focus: Teaching and Leading

- Goal 3:** All recruitment, staff development, and evaluation strategies will result in the retention of high-quality teachers, support staff, and school leaders to support educational and administrative goals.
- Strategy 3.1: Attract and retain qualified, passionate, and diverse teachers, support staff, and school leaders focused on making learning relevant, accessible, and engaging.
- Strategy 3.2: Review and update the district mentoring and orientation programs based on staff feedback, research, and best practice.
- Strategy 3.3: Maintain a comprehensive staff development program aligned with the APS mission and vision and student learning priorities to support staff in meeting the needs of all students.
- Strategy 3.4: Review and update the supervision and evaluation process for all employees and make changes to reflect the district commitment to high-level job performance.

Strategic Area of Focus: Communications, Planning, and Partnerships

- Goal 4:** Develop communication systems, strategies and partnerships with parents, the community, and town officials to build shared expectations, understanding, and trust to support the APS vision, mission, and goals.
- Strategy 4.1: Develop a comprehensive communications plan to disseminate information about the schools, solicit feedback from all constituencies, and engage the community in the school system's goals.
- Strategy 4.2: Identify mutual needs and opportunities for collaboration and partnerships with parents, citizens, volunteers, business, and community partners.
- Strategy 4.3: Engage the parent community, community-at-large, and local town government in developing a strong, collaborative partnership that supports the work of public schools and public school educators.

Strategic Area of Focus: Educational Funding, Financial Management, and Infrastructure

- Goal 5:** Sustainable plans and systems for the allocation and alignment of financial, building, technological, and human resources will be developed to support the APS vision, mission, and learning goals.
- Strategy 5.1: Develop annual budgets supported by the town that reflect the APS mission, vision, and values to provide a comprehensive and balanced PK-12 educational program that is responsible and transparent in its use of municipal funds.
- Strategy 5.2: Provide the facilities and technology necessary to support student learning needs and ensure that resources are equitably distributed across all schools within the district.