

## 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.

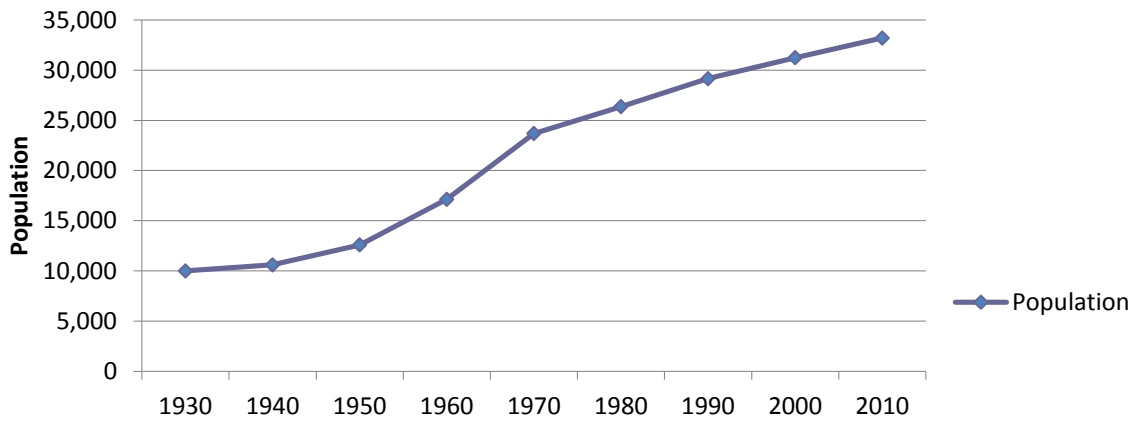
- Work with organizations that create new group homes or renovate existing homes for the use of non-profits to provide this type of housing.
- Encourage the parent groups in town to work together to create this type of housing for persons who grew up in Andover and attended Andover schools.



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

POPULATION, INCOME and HOUSING DEMOGRAPHICS

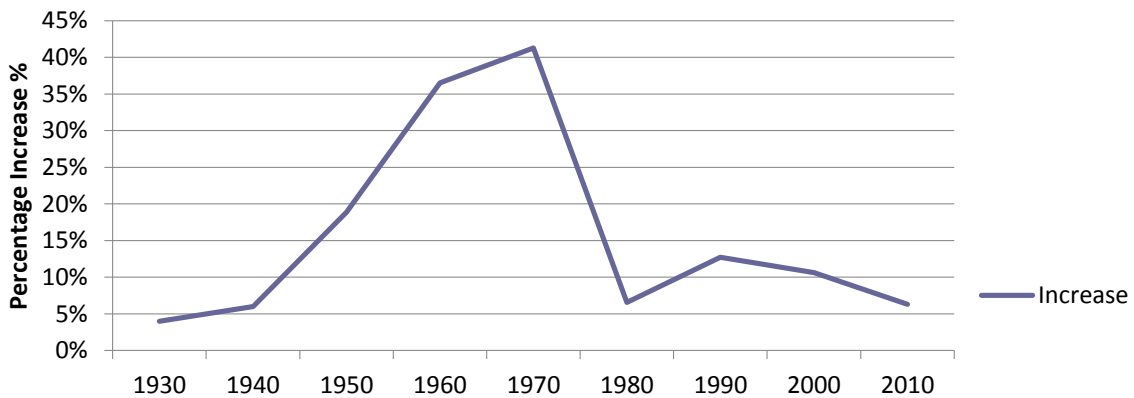
Population



Graph 1: US Census Bureau

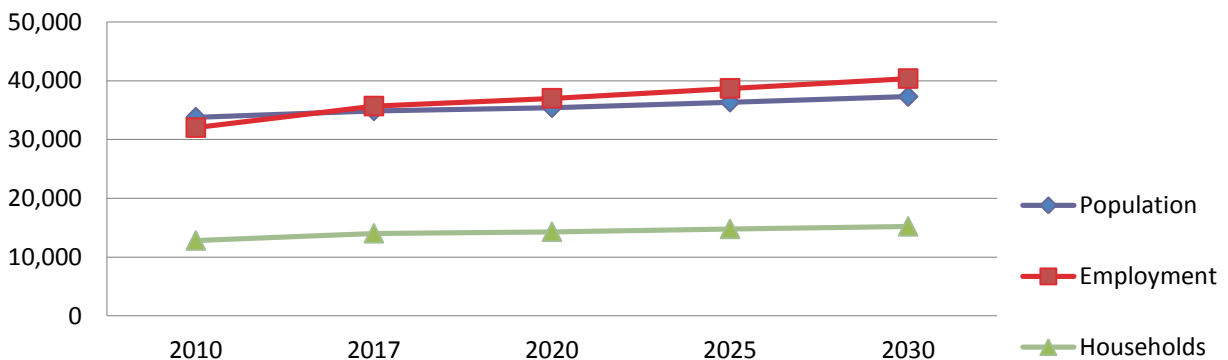
In 2010, the U.S. Census reported 33,201 people lived in Andover. This is up 1,954 people from 2000 or 6.3% in 10 years. However, the largest ten year increase in population occurred between 1960 and 1970. Population in Andover is expected to reach 37,000 by the year 2030.

Percent Population Increase



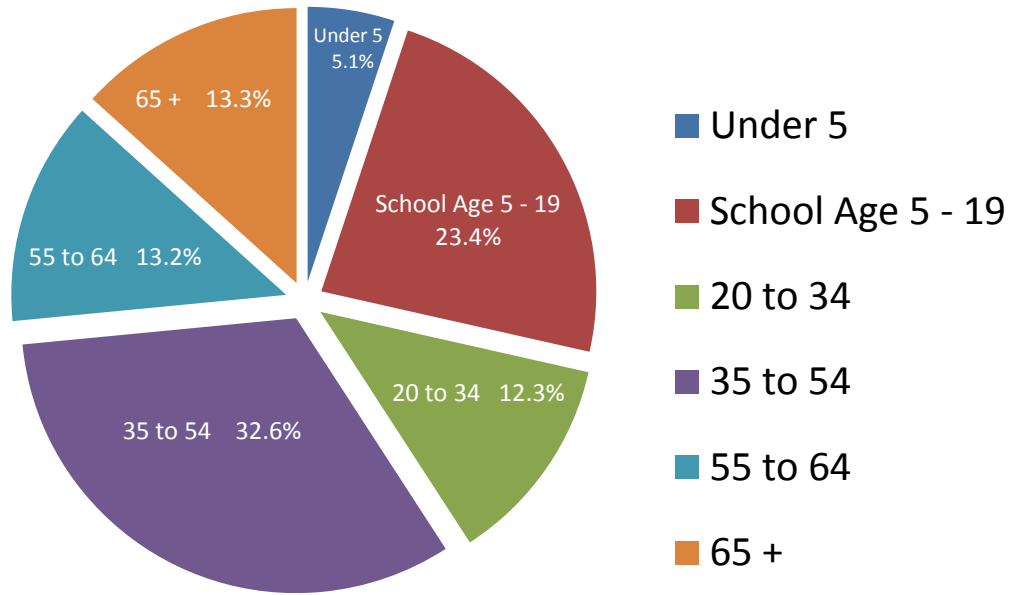
Graph 2: US Census Bureau

Population, Employment, Household Projections



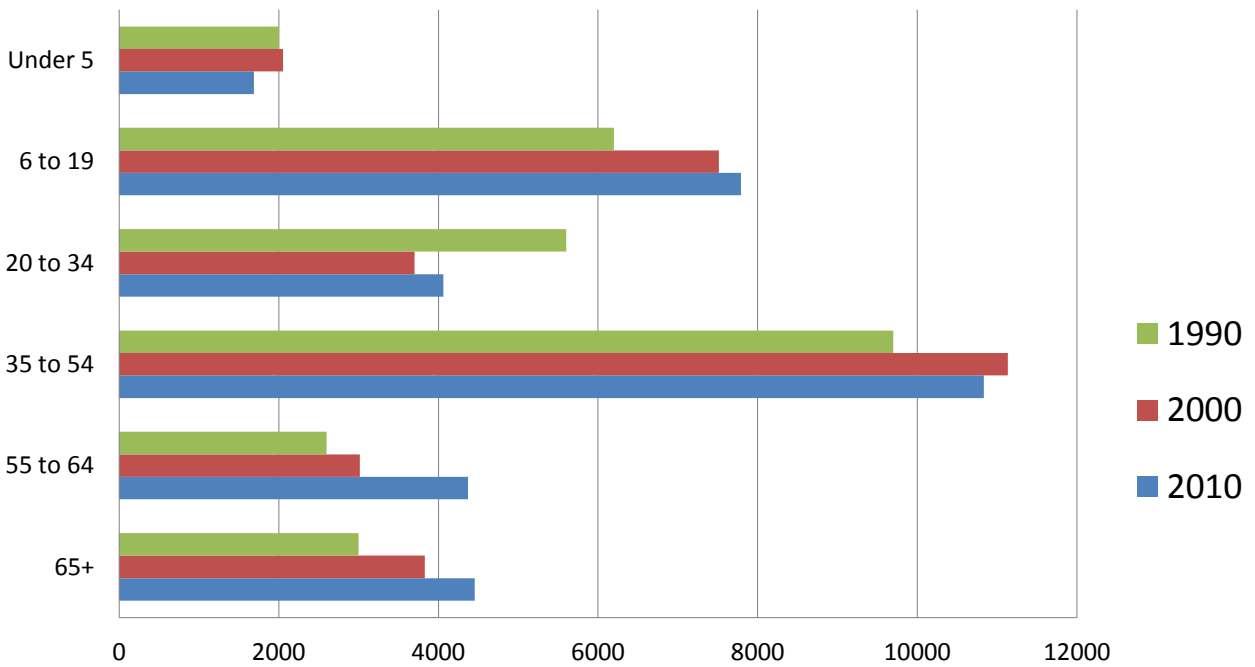
Graph 3: Merrimack Valley Planning Commission

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
<b>ANDOVER</b>	<b>\$111,851</b>
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) <sup>(1)</sup>	Purchase Price Based on Income <sup>(2)</sup>	Median Home Sale Price (2009) <sup>(3)</sup>	Gap + / -
<b>Andover</b>	\$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)

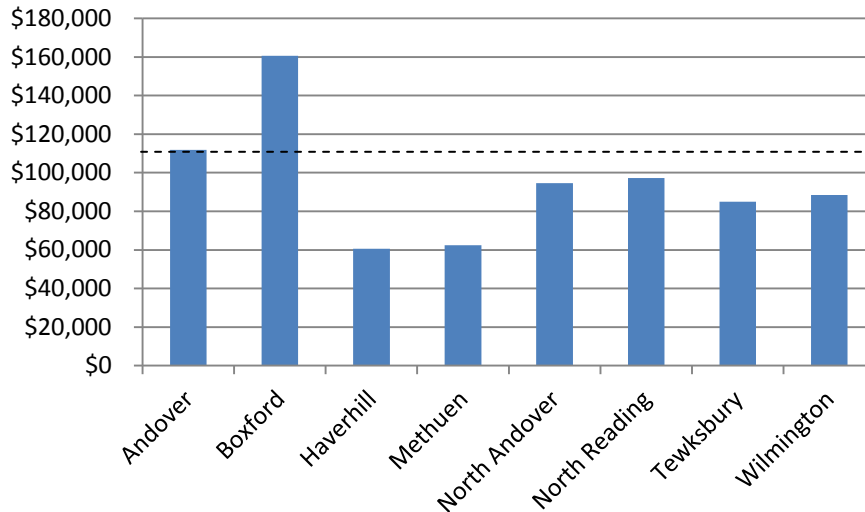
**(1) Median Income for a Household** includes all income (taxable and nontaxable) that is used for household expenses (all persons making an income whether it is from a paycheck, babysitting, unemployment, etc.) The median is the exact middle point or middle value (50% of values are above it, and 50% 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.

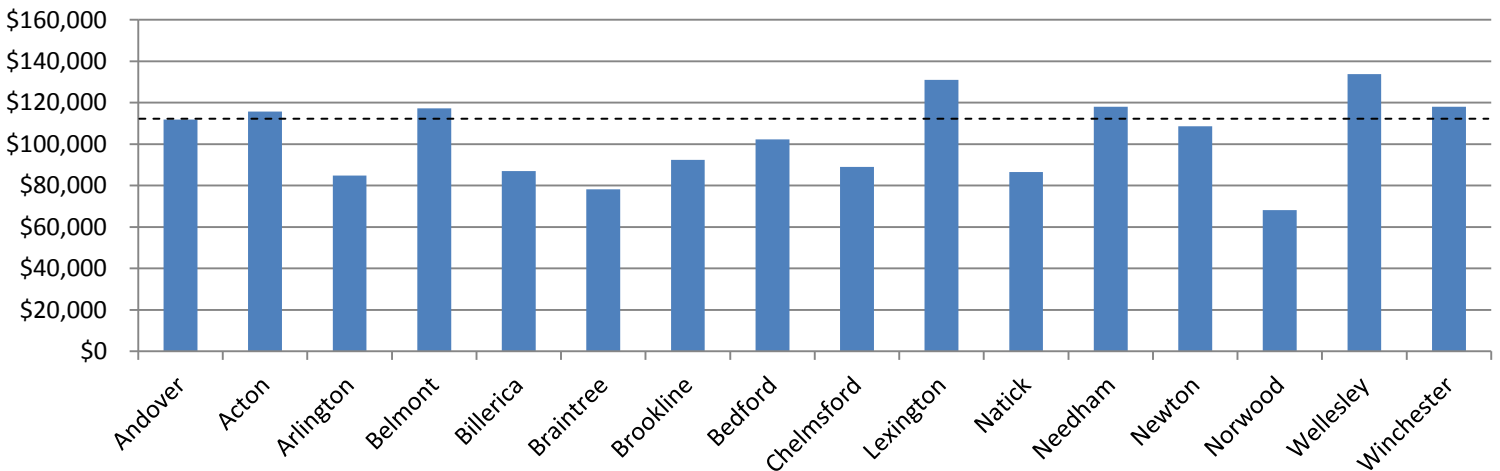
**(3) Median Home Sales Price** includes all housing units sold (in this case for the year 2009).

\* Inflation Adjusted Dollars

**Median Income  
Neighboring Communities**



**Median Income  
Comparable Communities**



## Housing Gap Analysis

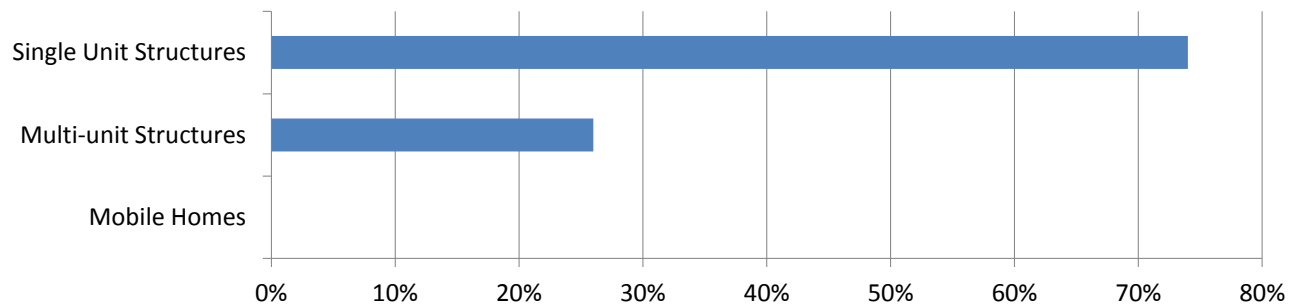
Comparable Communities <sup>(1)</sup>	Median Income Household (2009*)	Purchase Price Based on Income	Median Home Sale Price (2009)	Gap + / -
<b>Andover</b>	\$111,851	\$435,302	\$462,000	(\$26,698)
Acton	\$115,677	\$450,192	\$402,000	\$49,192
Arlington	\$84,907	\$311,849	\$521,700	(\$209,851)
Belmont	\$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.

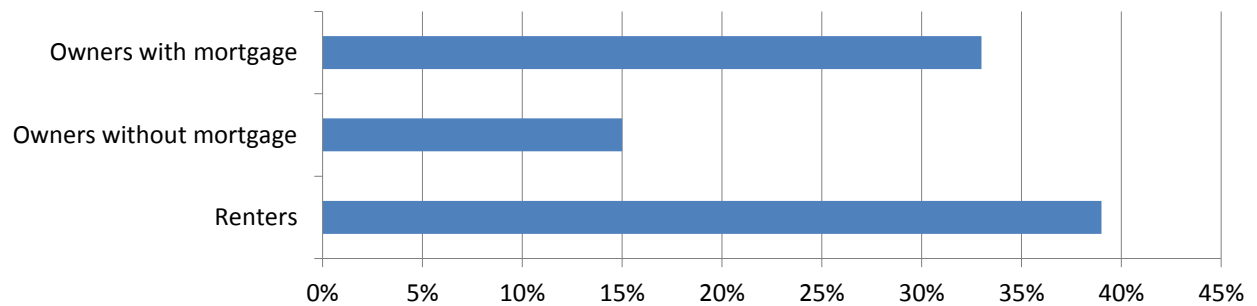
Families made up 76 percent of the households in Andover. This figure includes both married-couple families and other families. Non-family households made up 24 percent of all households in Andover. Most of the nonfamily households were people living alone, but some were composed of people living in 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
<b>Housing Authority, HUD, and Commonwealth of MA</b>	rental	perpetuity	350	350	350
<b>Abbot's Pond</b>	ownership	2039	45	14	14
<b>Andover Commons</b>	rental	2021	167	167	167
<b>Brookside Estates</b>	ownership	perpetuity	168	42	42
<b>Marland Place</b>	rental	2026	129	31	129
<b>Andover Community Trust</b>	ownership	perpetuity	5	5	5
<b>Avalon Bay</b>	rental	perpetuity	115	23	115
<b>Coachman's Ridge</b>	ownership	perpetuity	80	20	20
<b>Ballardvale Crossing</b>	ownership	perpetuity	68	17	17
<b>Greenwood Meadows</b>	ownership	perpetuity	20	5	5
<b>Casco Crossing</b>	rental	perpetuity	96	24	96
<b>Windsor Green</b>	rental	perpetuity	192	49	192
<b>Powder Mill Square</b>	ownership	perpetuity	60	9	9
<b>Wild Rose Estates</b>	ownership	perpetuity	4	1	1
<b>Northfield Commons</b>	ownership	perpetuity	80	20	20
<b>TOTAL</b>			<b>1579</b>	<b>777</b>	<b>1182</b>
Percent % of Andover Dwelling Units				<b>6.25%</b>	<b>9.51%</b>
Total dwelling units counted in 2010: <b>12,423</b>					

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 Development<sup>1</sup>

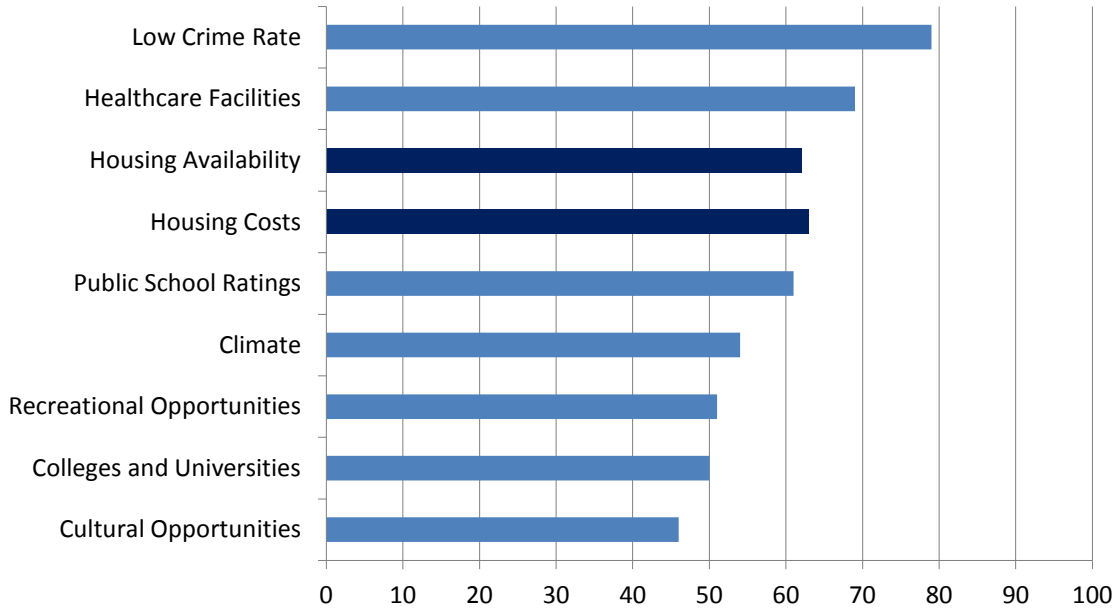
- \* Research consistently shows that developing an array of housing, including affordable housing, creates jobs, both during construction and through new consumer spending after the homes have been occupied. The impact of building affordable housing is on par with the impact of building comparable market 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.

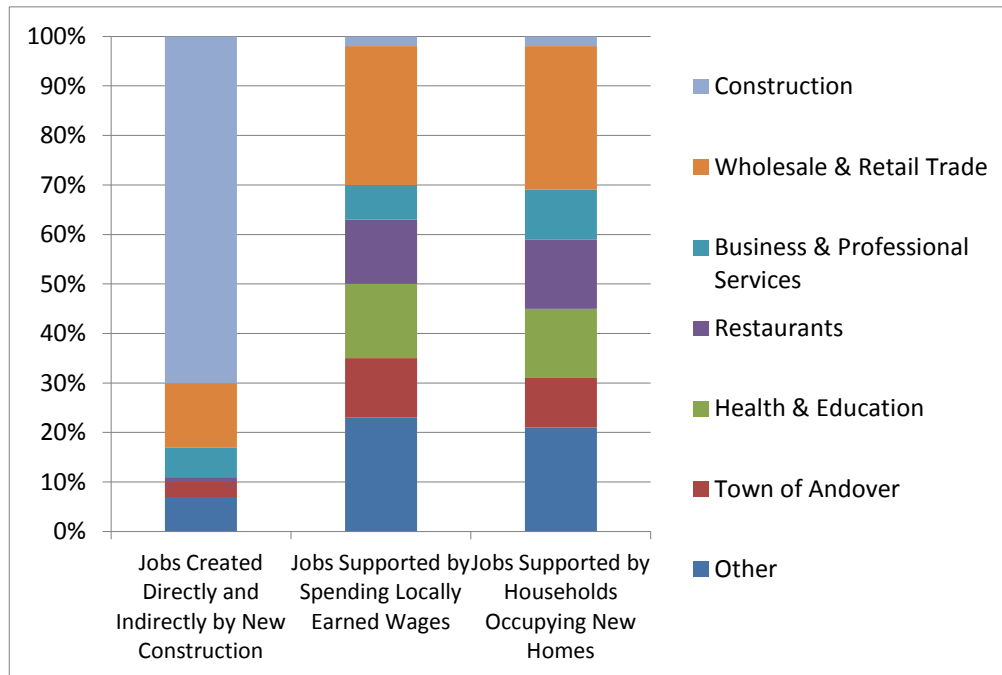
<sup>1</sup> Excerpts from Center for Housing Policy: Role of Affordable Housing in Creating Jobs and Stimulating Local Economic Development, January 2011

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



Bar Chart 6 The 24<sup>th</sup> 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