

A PRESERVATION PLAN
FOR THE TOWN OF ANDOVER, MASS.

Prepared for the
Andover Historical Commission
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SUMMARY OF RECOMMENDATIONS

PRIVATE

Research and Educational Activities: as a base
Preservation Workshops: continued sponsorship by Andover Historical Society
Neighborhood Organizations: actively promote preservation issues
Preservation Restrictions: direct individual action

PUBLIC

National Register of Historic Places: federal designation and protection
Local Historic Districting: local review and strongest protection
Scenic Roads: protect the visual character of rural roads
Public Building Survey: positive strategy for town-owned properties
Building Code Regulations: more flexible interpretation available to older buildings
Coordination of Governmental Bodies: close and continued consultation
Staffing: increase positions within Dept. of Community Development and Planning to give more time and assistance to existing buildings and neighborhoods

FUNDING AND TECHNICAL ASSISTANCE

Massachusetts Historical Commission, Executive Office of Communities & Development
Tax Reform Act of 1976 and Revenue Act of 1978
Commercial Area Revitalization District Program
Negotiated Tax Agreements

INTRODUCTION

Andover is an homogeneous, affluent, and growing community where conservatism has always been the prevailing social trend. Given these attributes, preservation is not as urgent or as obvious an issue in Andover as in other areas. It is, nonetheless, increasingly important to the visual character of the town.

Andover is well-known for its attractive residential quality--a combination of small-scale buildings, large lots, generous landscaping, a high level of maintenance, and a casual visual harmony. Much of this attractiveness is based on historical patterns of growth and development--characterized by a rural aspect, simple but refined architectural tastes, and a harmonious and significant industrial component--which persist largely intact today. The threats to this tranquility are subtle, but the compounded results are changing the landscape significantly. The necessity, desirability, and nature of these changes must be evaluated in relationship to Andover's present cultural resources if any clear continuity is to be gained.

Three major trends affect Andover's historical/architectural resources today. The current vogue for Colonial architecture dominates new construction in Andover and permeates renovation as well. The trend towards "Colonialization" is rooted in Andover's many original "Colonial" buildings, but it threatens the dignity and integrity of many Victorian buildings, which represent an equally important period of town history. Main Street's commercial district is the leading example of this kind of inappropriate architectural applique.

Meanwhile, continued economic pressures for growth threaten a large portion of Andover's still-undeveloped land. A great many farmsteads still stand on near-original settings, a highly visible feature of Andover's heritage. A few old farmhouses are threatened with demolition to make way for new building (e.g., Shattuck Farm); more commonly, subdivisions intrude between these rural bulwarks. Careful siting and good design are commendable attributes of modern construction in Andover, but the preservation of significant buildings, open space, and active farmland represents a serious concern.

Last of the major developments trends is private complacency coupled with an aversion to public restrictions. Part of this problem comes from Andover's conservatism, part from a lack of recognition of its architectural/historical resources. In addition, unfamiliarity with the field of preservation often results in avoidance of the subject altogether. Public awareness must be carefully cultivated and positive methods of preservation must be developed if this kind of inertia is to be overcome.

GOALS

The Preservation Plan has been undertaken by the Andover Historical Commission to carry out its general policy of preserving, protecting, and developing the historical, architectural and archaeological assets of Andover. This aim can only succeed with widespread community interest and participation, which the Preservation Plan is intended to stimulate.

The Andover Historical Commission is the official body charged with promoting and coordinating preservation efforts in Andover. The Commission was established by vote of town meeting in 1970 under Chapter 40, Section 8 D of the Massachusetts General Laws; the first seven Commission members were appointed in 1971. The Preservation Plan specifically incorporates five objectives of the Andover Historical Commission:

- to encourage research for the better understanding of Andover's cultural resources;
- to initiate and/or coordinate educational activities which promote public awareness and appropriate conservation methods;
- to advise and consult with other town bodies and officials and to encourage public investment in preservation activities;
- to advise and consult with private organizations and individuals and to promote private investment in preservation activities; and
- to coordinate governmental and community activities in order to best manage Andover's cultural resources.

OBJECTIVES

For maximum effectiveness, preservation attitudes must be developed simultaneously on the private and public levels; complementary preservation programs are not only individually useful but also mutually beneficial. Private involvement and public leadership are thus the main objectives of this preservation plan.

Strong public leadership is needed to take the initiative and set an example for private activities. Consequently, the first aim of the preservation plan is to encourage integration of preservation goals and objectives within the town planning process. Development of public leadership requires:

1. Generating governmental awareness of preservation concerns and opportunities in Andover;
2. Increasing communication within town government on issues affecting cultural resources;
3. Initiating preservation/re-use projects for town-owned properties; and
4. Developing comprehensive investment and development programs for specific areas of town.

Because most building activity takes place on the private level, broad-based community interest and support are necessary for many preservation goals to take effect. The encouragement of private citizens will similarly require:

1. communicating the problems and opportunities for preservation that currently exist in town;
2. establishing educational programs; and
3. developing sources of assistance for private property owners.

RECOMMENDATIONS - Private Sector

The opportunities for preservation are easier and quicker on the private level. Specific recommendations here are designed to build community awareness and participation on the individual and group levels.

1. Research and Educational Activities. A successful preservation plan must be based on a thorough knowledge and appreciation of the town's architectural heritage. The following recommendations are aimed at expanding these aspects in Andover.

Continued research and documentation is necessary for most of the structures in the Andover Historic Building Survey and for the town's major architect/builders. Very little is known about such men as David Hidden, Jacob Chickering, and William Stuart Jenkins, but their work has determined much of Andover's visual character. Such basic research is already promoted on a limited scale by the Andover Historical Society; a more active encouragement of these studies is recommended for volunteers, students, or professionals.

House tours and thematic walking tours are two popular methods of experiencing architectural history and lend themselves easily to Andover's character. The Andover Garden Club sponsors frequent garden tours here; this or another civic organization might consider adding residential interiors as another aspect of appreciating Andover's physical beauty. In addition, neighborhoods such as Shawsheen, Ballardvale, the Mill Villages (Marland Mills and Abbot Village), and Academy Hill would benefit in local appreciation by walking tour programs which highlight the historical relationships between people, businesses, and buildings. Such tours could logically be sponsored by neighborhood associations or the Historical Society.

Lecture and school programs about Andover's architectural history and significance are also recommended. The Andover Historical Society maintains a collection of five useful and entertaining slide-tape shows on various aspects of Andover life, produced by local residents. More "lectures" on specific neighborhoods and cultural trends which are reflected in Andover buildings should be prepared, and the slide-tape shows should be actively promoted and distributed to schools and civic organizations. The Historical Society, neighborhood organizations, and civic groups could produce such programs.

A most important method of education is the publication of materials relating to Andover's architectural history and development--people take more seriously what they see in print. Several good publications of this kind already exist: the Andover Historical Commission's "Guide to Sites of Historic Interest", Phillips Academy's "Walking Tour", and three guides to historic houses in Andover ("Historic Andover; 325th Anniversary", "Historic Houses in Andover, Massachusetts", and "Some Old Houses and Historic Sites in Andover"). These guides are very useful in describing individual buildings (or in the Academy's case, an individual neighborhood), but they typically concentrate on "Colonial" buildings, and, as well, fail to relate architecture and broader development trends.

For these reasons, a comprehensive publication on Andover's architectural history is highly recommended. Such publications--ranging in scale from modest to extensive--have recently been sponsored in Lawrence, Lowell, Haverhill, and North Andover, Salem, Gloucester, Ipswich, and New Bedford. Many of these projects have been undertaken by private organizations; others are sponsored by municipalities.

Finally, a resource center for information on preservation-related subjects will be necessary if preservation is to become a positive force in Andover. A collection of appropriate publications at the Andover Historical Society or Memorial Hall Library would be valuable in answering questions at the local level.

2. Preservation Workshops. Most property owners have an interest in improving their buildings but many lack the knowledge of techniques appropriate for older structures. Two of the most obvious examples of this problem are the widely misused "Colonialization" rehabilitation and the increasing appearance of aluminum and vinyl siding. Even simple maintenance and repair may require a different approach from new construction to preserve the significance of older buildings. Carefully designed preservation workshops are a good way of educating (and inspiring) private property owners in the special opportunities and needs of older buildings.

In the spring of 1980, the Andover Historical Society sponsored its first such preservation workshops, entitled "Living with History". The five-week series introduced major themes of preservation with a variety of speakers. Although space was limited to 60 participants, the enthusiastic response prompted many of the recommendations of this preservation plan.

Continuation of this series by the Andover Historical Society is highly recommended. Increased specialization of topics would be very useful, and could include case studies of specific Andover properties; examination of non-residential buildings; and seminars on such specific subjects as the 1976 Tax Act incentives, historical research, and sympathetic renovations.

3. Neighborhood Organizations. Neighborhood organizations are invaluable in promoting preservation at the grass-roots level, acting effectively as lobbies, forums, and intermediaries. Where neighborhood associations already exist in Andover--in Ballardvale and Shawsheen--their determination and effectiveness should be strengthened. These groups should be encouraged to set goals and priorities for their respective areas, to generate neighborhood support and cooperation with preservation activities, and to assist in developing neighborhood plans. In turn, neighborhood groups should be supported by the town with public improvements and technical assistance.

4. Preservation Restrictions. The most direct way to protect the integrity of an individual structure or parcel of open space is to specify its preservation in the deed for that property. A deed restriction is an agreement by which a property owner and his/her assigns agree to maintain a piece of property in a definite state for a certain number of years or in perpetuity. The responsibility for preservation runs with title to the property, but the restriction itself is either donated to or purchased by a charitable organization or governmental body which assures compliance with the restrictions. Preservation restrictions benefit the individual owner and the public in special ways: preserving portions of our cultural heritage at low or no cost to the public; insuring the preservation of property during and after the current owner's tenancy, without giving up title to the property; and offering the possibility of federal tax incentives. Owners of Andover's most significant buildings, especially those listed on the National Register of Historic Places, should be actively encouraged to adopt preservation restrictions.

Preservation restrictions have been allowed in Massachusetts since 1969 under Chapter 184, Sections 31-33 of the General Laws. Appendix A contains a list of guidelines for drafting a preservation restriction; for more information consult the Massachusetts Historical Commission and its pamphlet, "Preservation Restriction Guidelines".

RECOMMENDATIONS - Public Sector

Energetic leadership and assistance on the municipal level are absolutely necessary for the success of an effective preservation program. Town government can work at many levels, outlined below, to promote preservation of both publicly and privately owned properties.

1. National Register of Historic Places. The National Register is a list of structures, sites, and areas of outstanding significance on the national, state, and local levels. Acceptance of a structure in the National Register has several benefits: national recognition; eligibility for matching grants, loans, and tax incentives (discussed further below); and no loss of private property rights. Restrictions associated with National Register listing are few: protection from adverse impact by projects which are federally funded or assisted, and the loss of tax deductions for the cost of demolishing National Register-listed buildings. Only projects which involve federal funding or assistance are affected by National Register listing (Appendix B contains the Secretary of the Interior's general standards for historic preservation projects of this nature). And only National Register-listed buildings are eligible for most of the present financial assistance programs.

Until this year, Andover had only one building (the Benjamin Abbot House) and one area (Shawsheen Village) identified and accepted for National Register listing. The preservation planning process has, however, identified six other districts and 42 additional properties outside of districts that are eligible for listing. The Andover Historical Commission is now in the process of nominating these as a group to the National Register in the category of Multiple Resources of the Town of Andover. This nomination will hopefully stimulate interest and encourage appropriate improvements in Andover. A list of nominated buildings and districts as well as a copy of the Multiple Resources nomination form are included in this report as Appendices C and D.

2. Local Historic Districting. Design review of proposed architectural changes to significant buildings is a common method of protecting a town's visual integrity. Local review is the most flexible means of guiding change; it is also the most powerful.

A local historic district is designated for its architectural and historical significance and for the strength of its visual relationships. Construction and renovation standards are then set to complement and protect the continuity of the area. In general, alterations or additions which require a building permit and/or which differ in materials or design are generally reviewed for their compatibility by an historic district commission before the proposed work can be undertaken. Local historic districts are authorized under Chapter 40C of the General Laws (see Appendix E), which details the standards for districting, the make-up of historic district commission, and the levels of authority of these commissions.

In 1976 a local historic district was proposed for Central Street in Andover after the required investigation of an Andover Historic District Study Committee (for its report, see Appendix F). Much confusion and a lack of adequate neighborhood preparation unfortunately blocked acceptance of this exceptional area as a local historic district. Nevertheless, the extraordinary benefits strongly recommend continued efforts to establish local historic districts in Andover. Central Street is still an excellent place to begin, although Shawsheen Village, Ballardvale, Salem Street, and Summer Street are also good candidates for historic districting. Good research, strong publicity, and neighborhood meetings must accompany new efforts at establishing local districts.

3. Scenic Roads. A good part of the attractiveness of rural roads is determined by historical remnants--old houses, open farmland, stone walls and trees lining the sides. The last two features in particular lend a subtle but affecting character which is often overlooked in the planning process.

Chapter 40, Section 15C of the General Laws (see Appendix G) was enacted in 1973 to protect these features by authorizing the designation of scenic roads. Any unnumbered road may be designated a scenic road by the planning board upon recommendation of that board, the Conservation Commission, or the Historical Commission. Improvements made upon designated scenic roads may not include the cutting or removal of trees or the destruction of stone walls without the prior approval of the planning board. This review procedure is significant for two reasons: it provides official recognition of certain desirable qualities, and it allows the opportunity for comment on proposed changes which affect the important rural character of Andover. Osgood and Salem streets are two highly appropriate candidates for scenic road designation in Andover.

4. Public Building Survey. An inventory and analysis of town-owned buildings is urgently needed in Andover. (Only the Department of Community Services has as yet begun this process.) A multitude of town buildings in dis-use, underuse, and inefficient use exists, evident in the Bradlee School, the Ballardvale Community Center, West Andover Community Center, Stowe School, Town Hall, and the Cardinal Cushing gymnasium. Some of these buildings possess high architectural/historical significance; all have at least the potential for renovation or re-use.

A positive overall strategy for managing public buildings involves making an inventory of town-owned buildings; assessing the town's current and future space needs; evaluating each property's structural condition;

holding public hearings on individual buildings; and developing a general plan with recommendations for specific buildings. (A summary of this process as recommended by the Metropolitan Area Planning Council is included in Appendix H). Deed restrictions to protect the architectural significance should be placed on public buildings offered for sale.

5. Building Code Regulations. The Massachusetts state building code adopted in 1979 contains two major amendments intended to encourage investments in older buildings under local authority. Article 4, concerning certified (i.e., National Register-listed) historic buildings, and Article 22; covering virtually all existing buildings, give the local building inspector much greater discretion than before in interpreting building code regulations--particularly where there is no change in use or increased hazard to occupants. Article 22 emphatically states that:

"the intent of these provisions is to provide for the public safety, health and general welfare by permitting repair or alterations of, additions to, and change of use of, existing buildings and structures or parts thereof without requiring the existing building or structure to comply with all of the requirements of this code for new construction except where otherwise specified in this article." (Section 2200.1; emphasis added).

These two articles have a major impact on rehabilitation by reducing unreasonable expenses and loss of historic character. The Ballardvale Community Center problem is the most prominent example in Andover where the flexibility of the new building code would make a world of difference in its resolution. The State Building Code Commission (a division of the Executive Office of Communities and Development, One Ashburton Place, Boston MA 02108) will advise the local building inspector and selectmen on these new provisions and should promptly be requested to do so.

6. Coordination of Governmental Bodies. The most crucial aspect of promoting preservation sensitivities within town government is close and continued consultation among its 30-odd departments, boards, commissions, and committees. Individual groups dealing with land use--the Andover Historical Commission, Planning Board, Building Inspector, Conservation Commission, Zoning Board, Design Advisory Group, and Industrial Development Commission--should be sensitive and responsive to common concerns, and a consistent, positive policy towards preservation should be formed.

Specifically, the Andover Historical Commission should become formally affiliated with the Department of Community Development and Planning. With this relationship, much more public coordination is possible within the structure of town government, namely through the building inspector, conservation aide, and planning director. Formal liaisons should also be appointed between the Historical Commission and the other boards dealing with land use. Third, the Historical Commission must provide these boards with lists of properties on the Andover Historic Building Survey and National Register.

Most importantly, the Historical Commission must take the responsibility for learning about preservation issues in the community, initiating contact, and advising interested parties. This can be accomplished through a reciprocal exchange of agendas and minutes of related boards' meetings; close attention to newspaper stories; and frequent and positive meetings with the appropriate bodies. With the proper contacts the Andover Historical Commission could, for example, make important contributions to the Conservation Commission's proposed inventory of Andover farmsteads and to the Design Advisory Group's review process for commercial buildings.

7. Staffing. Federal and state governments now require or encourage preservation activities of many sorts--environmental review; tax incentives; survey, planning, and rehabilitation grants; and technical assistance. These incentives and increasing local interest should encourage the Town of Andover to respond positively and energetically with a commitment of staff time.

The Department of Community Development and Planning is heavily overworked with new residential and industrial construction, to the detriment of many existing neighborhoods and individual properties. Meanwhile, older buildings demand not only additional time but also different kinds of knowledge, approaches, and programs. A new staff position within the Department of Community Development and Planning is thus very highly recommended to plan for and direct the management of existing buildings.

Grant-seeking and management; design counseling, technical assistance, feasibility studies, Tax Act certifications, public building surveys, historic districting, neighborhood planning and coordination of public and private preservation efforts would benefit from concentrated municipal involvement and could pay for themselves in tangible improvements. Short of a town staff position, a specific resource person or group is certainly needed to answer questions and coordinate activities on a smaller scale; this most logically requires the commitment of the Andover Historical Commission.

RECOMMENDATIONS -Funding and Technical Assistance

High construction costs and unfamiliar procedures for renovating older buildings discourage a wide range of property owners. Although small-scale preservation projects are the most common and most necessary in Andover, financial and technical assistance ought to be encouraged wherever possible. Many sources of such assistance exist on the public and private levels, but not all are applicable to or available in Andover. The most generally useful sources are described below.

1. The Massachusetts Historical Commission (MHC), a division of the Secretary of State's office, is the state agency responsible for historic preservation. MHC's survey and planning grants program has benefited Andover in the past by funding the Andover Historic Building Survey and the Andover Preservation Plan. The agency's grants-in-aid for actual preservation work are well publicized, but their general usefulness is diminished by several limitations. Funding is available for up to 50% of eligible costs, but only National Register-listed properties are eligible to apply, and the competition for limited grant money is high.

The state environmental review program gives the MHC the opportunity to comment on all publicly funded or licensed projects which might affect significant architectural and archaeological resources--i.e., those listed on the state inventory through the Andover Historic Building Survey. By recognizing which properties will receive such attention, the town can save time and money in its planning processes.

2. The Massachusetts Home Mortgage Finance Agency (MHMFA) provides mortgage funds to low and moderate income homeowners at reduced interest rates. MHMFA is specifically oriented towards preserving existing housing stock and stabilizing neighborhoods; MHMFA-assisted mortgages are available for purchase or rehabilitation of homes. Income limits are currently set at \$18,000 for a one-person household and \$21,000 for a two-person household, and limits are also set for mortgage amounts. Application for these loans may be made through participating banks--in the Andover area, Andover Savings and Arlington Trust.

3. The Tax Reform Act of 1976 and the Revenue Act of 1978 encourage the rehabilitation of older structures through substantial tax shelters and credits. The Tax Reform Act for the first time gives rehabilitation of income-producing historic buildings the same kinds of preferential tax treatment as new construction--rapid amortization of rehabilitation costs over five years or accelerated depreciation of the rehabilitated property.

To qualify for the Tax Reform Act incentives, a building must be listed individually on the National Register or be a significant feature of a certified local historic district or of a National Register district. The MHC administers the application process for the Tax Reform Act, which involves certifying the structure as eligible and reviewing the proposed work according to standards published by the Department of the Interior (see Appendix B); a copy of this application form is included as Appendix I. Buildings included in the current Multiple Resources National Register nomination are eligible for tax act benefits immediately.

The Revenue Act allows 10% of the rehabilitation costs on any income-producing building in use for 20 years or more to be deducted directly from taxes due. Unfortunately, private homeowners are ordinarily not eligible for either of these tax incentives.

4. The Commercial Area Revitalization District (CARD) Program is both an economic incentive for development and a planning tool. This program allows commercial businesses in approved districts three important financial incentives: tax-exempt revenue bond financing (at below-market interest rates), mortgage insurance for rehabilitation of commercial buildings, and state tax credits in high property tax communities. To qualify for these programs, a district must be an older, established commercial area experiencing or threatened by disinvestment (eligibility requirements have been interpreted fairly flexibly), but rehabilitation for above-ground residential use has recently been allowed.

The CARD program is also a strong, comprehensive planning tool which includes such remedial preservation strategies as public improvements and facilities, land use and design controls, and conformance with other local plans. CARD plans are prepared by the community and submitted to the Executive Office of Communities and Development (EOCD), Division of Community Services, for review and approval; EOCD staff will also assist municipalities in considering and preparing these plans.

Adoption of a CARD plan gives a town flexibility in resolving problems, educates the community in the needs of the commercial district, and gives the town strong authority through standards for construction. The benefits of this kind of plan for preservation needs--particularly land use and design controls--highly recommend investigation of this program for use in Andover. The central business district, reaching out to include the mills area, and Ballardvale's neighborhood commercial area are possible candidates for CARD plans here.

5. Negotiated Tax Agreements, authorized under Chapter 121A of the General Laws, stimulate development by making tax payments on eligible investments both predictable and affordable. Chapter 121A allows a town to negotiate with a developer for a tax agreement for a term up to 40 years. The town

trades off tax certainty for the long-term beneficial impact of the proposed project on the community and for the stimulation of other private investments. Commercial, industrial, and residential uses are allowed under Chapter 121A, although residential applications predominate. Both new construction and rehabilitation are eligible, and projects can be small or large in scale. Andover should consider negotiated tax agreements to entice developers for buildings such as Bradlee School, Tyler Rubber Company, and un/underused buildings in the Ballardvale, Smith & Dove, Marland, and Shawsheen Mill complexes.

6. Community Development Block Grants are available through the Department of Housing and Urban Development (HUD) for housing-related projects which benefit low or moderate income persons, aid in the prevention or elimination of slums or blight, or meet other important community development needs.

Eligible activities must be related to a comprehensive community development plan and can include construction of public facilities, housing rehabilitation, and social services. Discretionary block grant funds would be ideal for Andover, particularly for the Ballardvale neighborhood, in establishing housing and public works improvements.

7. Neighborhood Self-Help Development is a new (1980) HUD program to enable neighborhood organizations to formulate development proposals and attract private investment with matching public funds. Eligible activities can include building rehabilitation, energy conservation, business revitalization, and neighborhood preservation efforts. The program is restricted to non-profit, incorporated neighborhood organizations, but the incentives--grant amounts expected to range from \$30,000 to \$150,000--recommend a full investigation of its future applicability to Andover.

Private (and Quasi-Private) Funding Sources tend to be the simplest way to obtain financing for preservation projects. Limited special projects can be financed by direct fundraising, assistance from local businesses, and grants from local or regional trusts and foundations (which may be hard to identify but which do exist; check the Associated Foundations of Greater Boston, Inc., 294 Washington Street, Boston).

More comprehensive preservation efforts can also be funded at the local level. Financial institutions in several cities have been persuaded to participate in low-interest loan programs for housing rehabilitation. Revolving funds for rehabilitation are an increasingly popular method for encouraging private investment; their greatest advantage is local control. A revolving fund is established through grants, loans, or gifts, and is most effective in sponsoring short-term, low-interest loans and very limited grants. The power and flexibility of a local revolving fund make it a highly suitable program for Andover, but organizational complexities require a separate study by interested individuals or private groups.

On the national level, the National Trust for Historic Preservation provides financial assistance to local organizations for educational programs, for consultant services for limited projects, and for establishing local revolving funds. The National Endowment for the Arts (NEA) Architecture and Environment program also provides matching grants for community conservation projects which develop design, economic, and legal strategies.

Technical assistance for preservation activities is available through a variety of regional, state, and national organizations:

1. The Merrimack Valley Planning Commission (5 Washington Street, Haverhill MA 01830), of which Andover is a member, can perform feasibility studies (as it has for the East Junior High) and assist in grant applications.

2. The Massachusetts Historical Commission (294 Washington Street, Boston MA 02138) is a state agency which will provide technical assistance, information, and advice to both private individuals and public bodies.
3. The Executive Office of Communities and Development, Division of Community Services, is an important link between local and state governments and will provide assistance in developing Chapter 121A tax agreements, CARD plans, building re-use projects, and downtown and neighborhood revitalization plans. (100 Cambridge Street, Boston MA 02202).
4. The Society for the Preservation of New England Antiquities (141 Cambridge Street, Boston MA 02114) is a private organization which is most helpful with architectural history and preservation technologies.
5. The National Trust for Historic Preservation (New England Regional Office, 100 Franklin Street, Boston MA 02110) is a private, non-profit organization which provides advisory services in a number of preservation-related fields-- including architectural history, architecture, educational programs, historic districts, neighborhood preservation, and publications.

RECOMMENDATIONS FOR IMPLEMENTING THE PRESERVATION PLAN

As the initiator of the preservation plan, the Andover Historical Commission has the responsibility for following up its objectives and recommendations. Strong commitment and enthusiasm will be necessary on the part of the Commission to win the participation of other town bodies and the community at large. A general outline of the process follows:

To publicize the products of the preservation plan and inform the community of its effects:

1. Distribute and formally present copies of the preservation plan to the Board of Selectmen, Planning Board, neighborhood groups, and the public for review and discussion;
2. Present the Multiple Resource National Register nomination to meetings of property owners who will be affected; and
3. Prepare press releases describing the preservation plan in general and the National Register nomination specifically.

To integrate preservation concerns within the town planning process:

4. Initiate formal affiliation of the Andover Historical Commission with the Department of Community Development and Planning;
5. Distribute to related land-use boards and building inspector, lists of the Andover buildings included on the Andover Historic Building Survey and the National Register nomination; and
6. At the next town meeting, propose additional staff within the Department of Community Development and Planning.

To implement specific programs and address particular issues:

7. Develop a practical but visible schedule for research publications and educational activities;

8. Actively promote town involvement in local historic districting and a public building survey.

9. Arrange seminars with town bodies and technical assistance resource persons on issues which require concentrated planning - building reuse, design review, historic districting, and neighborhoods such as Ballardvale and the Mill Villages.