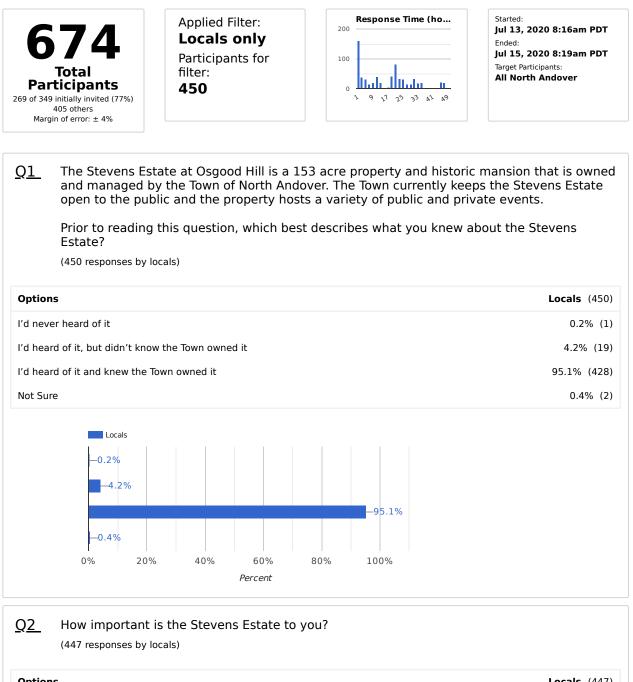
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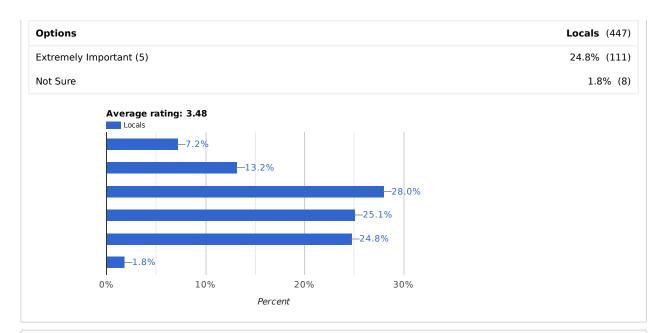
Survey Results: Stevens Estate

▲ Survey Info - This survey was sent on behalf of the Town of North Andover to the FlashVote community for North Andover, MA.

These FlashVote results are shared with local officials



Options	Locals (447)
Not At All Important (1)	7.2% (32)
Slightly Important (2)	13.2% (59)
Moderately Important (3)	28.0% (125)
Very Important (4)	25.1% (112)

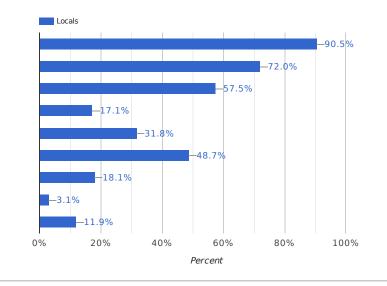


<u>Q3</u> The Town of North Andover is considering changes to how the Stevens Estate is managed.

Which of the following statements would you AGREE with, if any? (Choose all that you AGREE with) $% \left(\mathcal{A}_{A}^{A}\right) =\left(\mathcal{A}$

(421 responses by locals)

Options	Locals (421)
The land and trails surrounding the building should be preserved for public use	90.5% (381)
The buildings and grounds should be preserved in a historically sensitive fashion	72.0% (303)
The Town should consider a lease or management agreement with a private third party	57.5% (242)
The Town should not expend any of its operating budget on the maintenance and operations of the Estate	17.1% (72)
The Town should dedicate funds, on an indefinite basis, to sustain the operations at the property	31.8% (134)
The Town should never sell the Estate	48.7% (205)
The Town should consider selling the Estate	18.1% (76)
The Town should definitely sell the Estate	3.1% (13)
Other:	11.9% (50)



organization lease public make functions allow Operate functions retain develop way use estate continue sold open estate continue sold open estate continue sold open estate property maintain open estate sell historic stevens space money hire land property need onsider fund fund profit	
Town retain much of the land around the buildings and access to parking for residents if sold.	
The town was gifted this property from Boston University, and should not break it's word.	
Why can't the town continue with a hired event planner and the Stevens Enterprise funds be used	
The town should keep green space it owns/operates. We need as much land preservation as possible	
There should be a way for the town to own the estate and have it privately managed at no cost	
Third party company to manage the operations (scheduling events, marketing).	
consider selling with the stipulation not to develop the grounds	
Different ways to manage the property should thoroughly be explored while retaining ownership.	
All options should be considered.	
Unsure of actual spending and profit making habits of this property cannot make an educated suggest	
Sell the estate but keep some/all of the trails for public use.	
The Town has never used operating budget to sustain the property. MISLEADING question!	
The Town should renovate all buildings and should expand opportunities for its use by all residents	
Survey inaccurate and biased. SE is self funded, not tax dollars.	
having the trails open to the people is important it also protects the water supply	
The town should lease or grant the property to an organization similar to the Trustees of Reservati	
we need to ensure land conservation of the property and historic preservation	
Priority is historically sensitive development, so long as you preserve most land and trails!	
The estate is a town asset like Stevens Pond and the Youth Center	
The town should examine all paths to making money with the property, selling as a last result only	
The town should hire an activities director to promote the use of the Estate (and other properties)	
Hire the right people to manage the estate to earn a profit for events.	
Sell it with the condition of retaining the historical character and the public outdoor spaces.	
Look into places like Historic New England that help manage historic estates	
Keep the land, sell the building to a third party events company	

exolore leasing and selling options but trials and surrounding land should always be preserved
Stevens should remain with the town and could turn a high profit with benefits.
The Estate is a beautiful property and I have been to many beautiful events held there.
Trustees seems a good choice
Trustees of Osgood Hill should remain as voted at Town Meeting the management and fiduciary board
It should continue as an enterprise fund and the town should not use it to augment the general fund
Town funds should only be spent on enhancements to the property
The Estate has the potential to be a very lucrative business for the town
Management agreement, not lease
None of the property should be designated or zoned for residential use or multi-family use.
We have community preservation money - please use the money to support maintaining the estate.
The town should commit some capital to improving the estate enough to improve event bookings
The town should continue with what was decided at town meeting last year- to operate a vibrant faci
Or give the land to the Trustees
The Town should never have purchased the Estate. Bad decision from the outset.
The town should have the estate board of trustees make decisions about good operation of the estate
If there are no funds to maintain it, tear down the building and keep the property for public use.
The Town should consider the Trustees of the Reservations as a very viable manager of the property
This survey seems skewed - how about the option that the Estate could be self sustaining
I believe the Town should only sell the estate under extremely dire circumstances.
Should consider working with the Trustees of Preservation or other similar organizations.
allow the stevens estate to operate as it has and provide them the tools to be successful
All the estate to operate without town halls interference

<u>Q4</u> Any other comments or suggestions about the Stevens Estate?

(139 responses by locals)

love community business ground operate maintain need place venue build steven lease space north preserve estate like sell year think money historic town and sold land party great open make event property manage trails keep andover trustee fund beauty reserved run private wedding resident profit function history Investment in the Stevens estate would be fantastic - but investment in the estate needs to Ranked against other key needs during these uncertain economic and social times.

When it is described as a mansion I roll my eyes a bit. It looks like a medical building of some sort. The land and surrounding grounds are great.

The grounds and surrounding land are an essential part of the town, these trails should remain public in perpetuity and be funds should be setup to ensure they are maintained and protected.

This property is so beautiful and has so much potential. But the town needs to either decide to step up and actually dedicate the right amount of money to preserve, maintain, and leverage it. Or bring in a third-party, ideally in a leasing capacity, to renovate, upgrade and maintain the site as both an event venue and a public historical property. There's so much more that could be done there!

Whatever the town decides to do please include a strict noise ordinance. The height and position make weddings very loud for a long distance out.

The use or sale of the property should only be done with strong restrictions on the preservation of the open space of the estate, and also the preservation of the Estate buildings themselves as a key part of the historical legacy of the town.

Hold more public events there like the roaring 2020 party

This property is very important to me, as a North Andover resident. I would like to see the property host more events open to the public, such as a Halloween Ball or other-type event. I had my wedding reception there but it seems like it's only private events, let's have more public!

The town should maintain ownership and ultimate authority but have a professional events venue person/organization manage it. The building should not be significantly changed from it's historic makeup. The previous town proposal with a huge addition doubling its footprint was unacceptable to me. Consider leasing/renting the gate house.

It's a beautiful facility but needs attention to become a money making facitility. The rest rooms are inadequate, food services are inadequate. I've hosted an event in the function room and the A/C could not keep up during an 80 degree day. It only works for quaint gatherings, so would not be able to sustain itself as-is. Thank you.

It is a beautiful landmark in our community.

The town should not be in the business of running a function center. the property should be sublimated to a business or organization that is familiar with these uses. Boston University was able to keep the estate at 50% capacity and cover staffing and operational upkeep with this. The town has mismanaged and squandered this resource because it is not an appropriate set of skills in there we are wheelhouse. Find a proper business to manage this facility and it will be the Best of both worlds residents will be able to access and use the grounds around it and the business will be able to compensate the town of North Andover for some of this expenses associated with it.

The town has had success with hiring an event planner in the past, why can that not continue?

Renovate and make more widely available for town use...

I think it is key to keep the property from further development and the estate maintained in an historical fashion. Who runs the estate is not important in my mind. Further, I think that the entire property does not need to be sold. The green space around the buildings should be largely kept by the town. And residents should having access (by foot and parking) to the property to access the trails and fields (maybe a town field could be placed on the land) - and maybe for good measure, if the buildings were sold with some of the land, and it was going to remain a conference center, there could be an agreement that town residents would receive a discount on rental fees...

Keep the land and trails but get out of the event business. Sell or lease it.

Let's preserve the most used and valued asset - the land. Property is a white elephant as confirmed by usage and usage over past number of years

Consider a sale to the Trustees Of Reservation - this is their expertise

The Stevens Estate is a spectacular piece of property that was purchased with a lot of pride and consideration by the people of North Andover at town meeting. I was at that town and remember well the good intentions and favorable feelings toward the Stevens Estate. The Estate enriches are town with all that it has to offer: a lovely estate with beautiful grounds and trails for all of us to enjoy. In this time of Covid 19 it is so much more valuable to, as we all seem to need and crave more time outside.

If the estate is used for weddings, functions, etc that should cover most of the maintenance costs, but the town should be in charge of managing it. No third party for management of the estate.

It is a big building not well suited for events; don't understand why we'd want to keep operating it?

When I first started this survey I confused Stevens Estate with the Trustees Coolidge Stevens Estate. The distinction should be made at beginning of survey to ensure others don't make the same mistake.

If invested in and run properly, the Estate should be a substantial benefit to the Town.

Need to balance cost to preserve and maintain vs. revenue stream potential.

The estate should be improved and expanded at least to a private party with the caveat that the surrounding area remained open and available to the public. It does not have to make money. In fact other town owned land and facilities aren't held to that standard so why would this one?

The town should not be in the event management business.

Want to keep this property undeveloped with segments open to the public. If a 3rd party wants to lease and can upgrade the facilities and be profitable, without losing the historic flavor of the buildings, without destroying trails, without subdividing and allowing any more development....I'm all for it. I'd tolerate the construction of a few buildings on the grounds if they support an educational mission (eg a barn with workshops, makerspaces, artist studios, etc), but must not allow development for retail or residence. Can the Estate be open to the public for food/beverages on days/nights when it's not reserved for private events? Might be a good venue for that if a restaurateur wants to take the risk. Maybe the 3rd party can run it as a special event venue and a regular watering hole (sort of a country club set-up)? Would that be profitable? BTW, will anyone be interested in renting this place under the current COVID restrictions?

Without town control there is no guarantee the estate will be preserved. No matter the good intentions of another party priorities can and do change over time. For this reason the town must maintain control and provide the resources to preserve the towns resources. Thank you

I've been to the Steven's Estate, it's a beautiful old building that should be preserved, but perhaps a management company could help increase revenues to help maintain the building so that it wouldn't be a drain on the town budget.

At least rent it out for income for the town.

If Trutees buy this property it should be free to use for town people

Do not let it become just another developed for-profit soul-less banquet center. Keep it the Stevens Estate !!!

Please make sure there is enough parking for visiting the trails.

The town should find an organization to lease the property too which has the same long term goals as the town. This being maintaining public access to the land, preserving the land as open space in perpetuity and maintaining And preserving the home's historical significance

The executive director of the Stevens Estate has done a great job of promoting and booking events.

I am surprised by the leading questions containing absolutely untrue statements about operating funds for the Estate. The Estate generates its own revenues and has never required Town funding. Was the Stevens Estate Long Term Planning Committee consulted on this questionnaire, the formulation of questions? I know the Osgood Hill Board of Trustees was not. Why not?

The Stevens Estate is a great asset to the Town of North Andover. All buildings should be renovated and the Town should expand its staff so that more programs and events can be held for the enjoyment of residents. Renting to others should also be expanded to help defray both the operating and capital expenses.

Cancel this survey and submit an accurate unbiased one that shows the Estate earns its operating revenue and does not use tax dollars. Exception is CPA funds which are for historic preservation and also given to private institutions. Who ever put together does not now the facts and should be ashamed of themselves or worse for misleading the public.

These questions to be leading and misleading. I know from the past meetings that the Stevens Estate generates its own revenues. This implies that they do not.

It should be maintained.

We love the estate, especially for he beautiful hiking there. If the grounds and estate cannot be brought back to a faccimile of it's original condition I would suggest an arrangement with Trustees of the Reservation which already maintains 2-3 properties in North Andover and does a tremendous job maintaining their condition. We belong and would recommend that all NA citizens belong/contribute.

It needs to be properly managed. In the past the management has not done a good job for managing the resources needed to run events and prepare the grounds for the events.

We should not be in the business of trying to run an event venue. Towns are not equipped for this type of endeavor. If the venue can be leased or sold to a third party with historic restrictions and the lands surrounding it retained as town trails and property that will remain as undeveloped, I see that as a win win

If a business plan can be made for it, the estate is a great meeting & even facility but needs to be renovated so it can compete with other facilities. This is where, if the town keeps it, a private or professional company would be the best option. I would like to keep the hiking trails but the property is hugely valuable if sold for another purpose.

The last RFP process for the Stevens estate was a disaster, only 2 bids and a last minute possible Trustees letter left me feeling extremely confused about the what should be done with the property. I liked the building designs presented at the meeting, however it didn't seem like those drafts were even possible. Additionally, the preservation of land and water source from other articles should have been addressed separate. The 2 felt so tied together that I'm sure it was not the outcome that was expected. Additionally, the Stevens Estate has to operate under town regulations and buying processes and the liquor license challenges is a no win situation under the current circumstances. I think the Trustees have done an incredible job at

Steven Coolidge. What they have done over the last serval years to engage the community and families makes me hopeful they could do something similar at Stevens Estate.

The COVID crisis has clearly shown that the town has no business owning an event function center. The town's budget will most certainly be constrained given impacts of COVID and the last thing we should be spending money on is subsidizing an event/function facility.

We need to maintain this town as is with open spaces and historical buildings. If we continue to decrease the amount of open spaces, it is no longer the town it was.

no

The Town should work with organizations known in Massachusetts for the preservation and maintenance of historic buildings, primarily the Trustees of Reservations, which already has land and property in North Andover. Dedicating the time and money to transfer this property to the Trustees would insure it is maintained properly and maintain its open space for public use. Otherwise the Town will continue its financial cycles of funding and not funding or minimally funding while the property and buildings continue to degrade.

A change has to be made, the Town should seriously consider selling or hiring a management company to oversee it. While it's a valuable town property and resource, it's underused and falling into disrepair

As a trustee of the Stevens Estate, I would like a full explanation on the development of this flash poll, the individuals responsible for creating the questions, and how this data will be used. Thank you.

The town should find a way to make money on that beautiful property rather than spend money on it.

Some of the trees between the estate and Osgood street should be cleared so the building could be more visible, including the area around the caretakers building at the entrance and the carriage house behind the main building. Use preservation trust money. This is what the money is for not rebuilding playgrounds that should be coming out of the general budget.

We enjoy walking our dog along the trails surrounding the estate and hope to continue doing so in the future.

White Elephant. Town should not be in the hostelry business. No more tax money to be poured into estate.

In my opinion, it is a special place, and it adds to the beauty and history of North Andover. The trails behind the estate are beloved and used by many.

No municipality should be in the business of running a function hall and bar.

This is a gem for the town. I am glad we purchased it from BU. It should be put to use but first it the preservation of the environment

The land and estate should remain preserved for the town members to enjoy. We need to protect the little remaining open land in this town as well as the buildings of historical significance.

May we ALWAYS value our history and preserve it so that future generations know where we came from and be proud of their heritage.

Plenty of examples of other towns with venues like this that are leased and still kept for residents to enjoy

Lease the estate to a third party, but never sell this property to protect from development!

History is vital...and can never be replaced! Once it's gone, it's GONE !!! This is a large part of Our Town History!

It doesn't really make a whole lot of sense for us to be in the events business.

I'd like to see the land/grounds preserved for the community, and don't mind spending a reasonable amount of town funds on that. I don't see the need for the town to subsidize the building. If it's a private function space, then that portion of the operation it should be revenue-neutral. If the building was to be used for regular events for the town at no or low cost to residents, then I can support using town funds, commensurate with the level of activities offered, to support the maintenance and preservation of the property.

Greetings: I am happy that an input from the residents is being gathered in this manner. Thanks.

I think it would be beneficial to utilize the estate and property to its full potential. There is so much of the buildings and property that isn't currently used. If an outside company or organization can maintain the integrity of the estate, provide much needed improvements, and we can maintain ownership, then go for it...especially if NA residents can use it more. We can no longer see the Stevens Estate beauty fall into disrepair. The proof is in the pudding. The current method doesn't work. It hasn't worked in the last decade. Let's move onward and upward.

We have not focused on promoting the Estate for functions or anything else. It is one of the jewels of our town. Andover always preserves and makes use of its historic buildings. North Andover just tears them down. And look which town is doing better? North Andover is a gorgeous town, we should use all of our assets!

Run historic tours, town events, weddings, educational meetings and fund raising events to keep this property maintained as a viable historic town owned property. Hire the right people to run the property. Certainly there are successful event managers that can make this historic property profitable enough to maintain its upkeep and pay staff to operate this beautiful real estate owned by the town of North Andover. This property is a local gem. It should be preserved and maintained. Not many communities have this opportunity and the town should find a way to do this. It isn't always about profitibility.

Everybody wants to preserve the estate, but the Town should not be running it. Let a third party make improvements and use the estate to promote more events and greater usage of the property.

We missed the boat! We had an offer and rejected it. Now times are hard for hotels/restaurants. No buyers now! We'll have to keep it adn maintain it. It's our duty.

Community events , (the Christmas events are amazing , but not well advertised) RAISE value center of activities for the town, educational activities for social distance learning , haunted history tours , coordination with library events , coordination with community programming ...

Historic Preservation places like American Historical Association and Historic New England (out of Boston) could help with third party coordination or help with grant funding to sustain the estate. Something to look into. It's such a beautiful spot.

Restoration and expansion and improvement of the buildings by an entity who would lease the house and immediate grounds for a taxable use of benefit to the community, such as an event venue and boutique hotel and improvement of the woods, trails, and lake front for joint use by the public and the private entity and its customers, seems like a good path to pursue as a way to improve the estate and stabilize it. Using public funds as a part of the project in some sort of a public/private partnership deal could work. The private entity and the town would share benefits.

Stevens Estate has the potential to be a great resource for the town. With slight improvements and an overhaul on the presence of the estate, it would be a profitable "business" for the town. A dedicated budget//brand manager could overhaul the estate. It would not take long for the presence of this place to grow to a point where it becomes a destined location. I would be thrilled to provide some input on how the town could keep this, and have it be profitable. I would do this for free and I think the town would greatly appreciate keeping it. If we sell it off, we lose the ability to bring extra money to the town. Patrick pjb023@gmail.com

The town should sell the estate and use those funds towards the North Andover public schools where it is needed

It needs a major overhaul but has incredible revenue potential if updated and re-marketed. It could be a stunning property but needs to get into the 21st century and look toward the future.

No more housing. The town is exploding and the school system can't handle it

If possible use the Community Preservation Money to help fund the Steven's Estate.

The Stevens Estate is a treasure for this town. It should be updated and used fir more community events and private events. Please preserve this unique town property!

We have attended many beautiful events over the years and I believe it would be a mistake to sell it. Many of these events were rented by town organizations for fund raising. It's a perfect size for small to medium size events.

This seems to be such a divisive issue, but I think the town should do with the estate what is best financially. If that means third party operation, fine.

I thought the plan presented at Town Meeting to lease the event business to a third party was a good plan. I hope it can be revived.

The Trustees of Osgood Hill meets with the Director of The Stevens Estate at Osgood Hill to advise and discuss buildings, projects, community & Open Houses or bookings and fiscal management of The Stevens Estate. To be fiscally prudent, provide marketing and industry insights, maintain and care for The Stevens Estate and property as bought by the town in 1997. To proudly promote this Town of North Andover's magnificent Estate as a community treasure and maintain its significant historical preservation through facilitating the Estate as an Event and Conference Center. This is a solid plan in continuing to go forward, there are accounting anomalies on the town Acctg side & discovery in a transparent process,, an outside forensic audit should take place to settle mis statements, inaccurate projections and reporting. The Trustees of Osgood Hill have all minutes for years, although taken down on May 8, 2019 prior to Town Meeting. The Trustees have the adopted & presented to BOS By Laws.

A beautiful piece of property and land needs our protection for further generations to use.

Would have worded the funding question a bit different because nothing should be funded on an indefinitie basis.

The town needs to support the Stevens Estate as it currently functions. It supports itself financially and should continue as Is

It is a lovely property but in the 27 years I have lived in N. Andover I have only had a few occasions to use it for anything. I believe preserving the historical nature of the town is important but there are a lot of necessary claims to the town budget. Perhaps this should not be one of them.

Great function space and gorgeous building and grounds. Would be great to find a way to make it profitable for the town and not require using town funds for upkeep

This survey was poorly constructed and worded.

Repair is a priority

This is a valued property which serves as an iconic historic estate that the Town should preserve, maintain and publicize as a public asset. No 3rd party !

Beautiful, useful property. A definite major asset for the town. Known as one of the 10 best wedding venues in Boston area.

I love the Stevens Estate and enjoy the grounds regularly, however, I do not feel the town should be running a functional facility and believe a private concern could do a better job while the town retains ownership and investment is made to restore and preserve the buildings.

It is a strikingly beautiful part of our town. We are fortunate to be one of the few towns that owns an estate of this size.

Don't let Amazon take it over! Don't want anything that would increase traffic in the area near high school.

The previous question is exceeding misleading in suggesting that the town operating budget is used to support the Stevens Estate. It is supported by its own self-funded Enterprise account. Please get your facts straight. Terrible survey.

It is extremely important that the buildings not be leased or sold for residential use. I think land along 125 could be carved out for sale or lease for commercial space (across from China Blossom), but the top priority should be to protect the watershed and the string of lands that connect Half Mile Hill, the land acquired from the Ouslers by CPC and other land controlled by the Trustees of Reservations. The residents have paid a significant bill, both in the cost of the Bond and in upkeep of the buildings, etc. Do not throw that investment away in haste. That would be pennywise and pound foolish.

We relocated here 8 years ago from Buffalo, NY so we don't have a strong position on the Stevens Estate. We have been in it for the holiday event and went hiking there. I would hate to see it torn down or turned into something else but I don't feel the town should lose money on keeping it.

Stevens Estate needs to be kept in a manner that serves the local community without profit, marketing or ownership changes becoming the determinant factor in future decisions. I have used the property several times for events, my son has an eagle project on the grounds which has added to its features. Hope the town can arrive at a middle ground to keep the property operational and maintained.

It should be preserved, however the town has much more serious fiscal issues to deal with in the face of COVID19. Stevens estate is a wish list. Police, fire, municipal operations such as DPW and school support is a must.

Having a son look at the property as a wedding venue the grounds were inviting but the interior was less than inviting. Consider updating the inside to today's standards.

This land should be protected so that we can continue to protect our town's only water source. Please do not be short-sided and sell this land - this water is precious. If the building and immediate grounds (tent and land in front) can be leased to a 3rd party to run events, that would be a win-win, but do not sell to developers to put up more condos.

Does the estate have a positive balance sheet? Can the town actively pursue paying venues? I would like to see the property used more to make sure it doesn't cost the town for up keep.

The town doesn't spend money on the estate other than CPA funds. This survey seems to imply it does.

The only way the town can maintain total control of this historical gem that is on very prime property by the lake, which is also our drinking water, is to keep ownership of it. We should not be short sighted or driven by money in making this decision. We must protect this very special property. The lake and the conservation land around it is one of the most important features that makes North Andover a very desirable town to live in.

I think a public/private partnership would be best.

Dedicate the proper tools and funds needed to operate a successful venue. If the town decides to lease it, it should only be limited (no more than 25 years) and should have provisions to allow town residents access to the facility at minimum of eight times a year for events. It should never be leased or sold to a for profit entity.

Its a free beautiful oasis where one can go to read, rest, enjoy and hike. It needs to remain as such for years to come, as there are no other places like it left.

If sold it would be lost forever to town residents. A developer would probably raze the buildings and build condos or mcmansions. We have enough of both

Having a third party that is somewhat independent and not under the political influence of any administration, past, present or future, would give it the autonomy that it would need to run independently. That being said there t=should be independent oversight.

With proper management, and with educating the people in the town about the estate and its part in the town's history, this could sustain itself, and be a focal point for town activities. It's hard for people to arrange to go there if they don't know about it!

Town government is not equipped to run a function facility. The town should lease out or sell the property.

If the Town were to sell it, it would end up being another condominium complex, over flooding our school system. We are beginning to look more like a City than a small community. Amazon tax break was a slap in the face. Promising jobs, at what ??? Minimum wage rates ??

It is my understanding that the town does not contribute to the budget of the Stevens Estate except for capital improvements from time to time. This seems like a good arrangement to me. I would be in favor of a bylaw which states that if any member of the town government or their family or friends were ever discovered to have benefited from the sale of the Stevens Estate then the sale would be considered null and void.

The buildings should not be maintained with municipal funding. A more appropriate solution should be considered to maintain the property. I do not support this as a town enterprise fund.

The Stevens Estate is one of the things that makes North Andover unique. It would be a loss on many levels if the town sold it.

This flashvote was extremely poorly written. I've taken screen shots of the first question but the options you made available are extremely bias. It's clear what the agenda of this poll was and that was to steer the narrative of this discussion in those in favor of selling the land.

This estate is beautiful, historic and very important to the North Andover community. It would be a shame to see it gone or sold for a new development

The town should help the estates board of trustees run the estate profitably. The town should uphold the will of the townspeople who clearly voted recently not to do a long term lease to a large wedding events company, but instead to operate the estate profitability and keep the estate owned by the town & open to the public. Why is selling the estate even coming up again? One suggestion: do a comprehensive energy efficiency overhaul to zero out energy costs completely using geothermal heat and a tasteful solar array on a back building or the grounds so the building uses no gas or oil and makes 100% of its electric use on site like North Andover Historical Society at 800 Mass Ave and several homes in town like 84 Academy Rd.

The town needs to restrict the land for conservation. It is adjacent to our drinking water source, and that open space helps preserve its quality. The house is a historic treasure. I am completely in favor of negotiating terms with the Trustees of the Reservations, one of the oldest, largest, and most respected non profit open space preservers in the world. Such a deal could get the town out of the wedding and events business, preserve access to the land and structure, and relieve the massive burden of maintenance.

The town should never sell or lease the estate land or the surrounding land. It should remain conservation land. The building can be a town office.

The Trustees would be perfect owners of the property

Why not investigate having the Trustees of reservations take it over like they have done with nearby property on the LAke?

Plenty of other examples from MA towns who manage these estates properly via 3rd party.

The building and land are North Andover's treasures, and should continue to remain as such

I think we need to hear more about the options before deciding. 3rd party lease may be great as long as their are some restrictions to maintain historical integrity, trails, and size of events.

The Estate could be self sustaining if/when the Estate is allowed to be fully operational and up to speed. It appears the Estate has never had a true "chance" to exist without prejudice. With an Event Planner/Director and a schedule it could be self sustaining.

Keep it as a public accessible property where the town can rent out for events. Do not sell it to a commercial interest whereby the property could be altered.

North Andover is a unique town with open areas, strong local government and many opportunities for its residents. We have a need to protect our town. I feel that right now there is too much uncontrolled development going on and it is changing who we are...and not for the good. We lost Campion Hall and to loose the Stevens Estate would be a "crime". We do not want more piers on the lake.

The Town was fortunate to acquire this unique asset and should should recruit and support volunteer groups to manage it in a way to maintain profitability and enhance its value as a community asset.

It's a fantastic asset in the core of the town. It helps preserve open space and any short term gain is offset by the loss that would be incured by its sale. Leasing and or adapting it to other ideas should be considered in order to make it financially viable but not selling to private parties for development.

It's a beautiful piece of history, I'd love to see the town keep it. If it cannot be agreed upon on leasing it to a private company, it should be sold. Of its costing too much to upkeep, there would be choice. I did check off never sell it, but if we are pouring money into a bottom less pit, then....

I have attended a few events here, and held my daughters sweet sixteen at the estate. I love exploring the building and the grounds.

We voted to buy the property. Recently, we voted not to lease or sell the property, so I am not sure what the purpose is to this survey. WE ALREADY VOTED TO KEEP IT.

Bring it back to be more historically accurate and create an event space that is actually usable/beautiful. This could create more revenue for the town and surrounding businesses.

This venue should be strong financially but for the consistent interference from town hall. Town hall should allow the estate to operate independent but with oversight. The towns people have already spoken when they acquired the property and it should be maintained accordingly. - The website needs a serious update - The financials are unclear to all residents - It should be utilized by more town departments for meetings - Competitors are booked Thursday through Sunday at a minimum of \$10k. 56 weeks in a year means a MINIMUM of \$2.2M in capital - CASH FLOW POSITIVE - more than any department in the town.

allow the estate to operate without town interference. the website needs to be updated it is old and does not showcase what it has to offer. pls update asap. this venue generates income and can do more if given the proper opportunities. this is a big money generator for the town and should be viewed accordingly this is a great attraction for the town that brings in so many people. also advertise the survey and give more than 48 hrs to complete. add more options that are favorable to click as well as the survey seems negatively skewed.

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