



CITY OF NEWBURYPORT

OFFICE OF THE MAYOR  
SEAN R. REARDON, MAYOR

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NEWBURYPORT, MA

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MAYOR@CITYOFNEWBURYPORT.COM

To: President and Members of the  
City Council  
  
From: Sean R. Reardon, Mayor  
  
Date: November 14, 2022  
  
Subject: Appointment

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I hereby appoint, subject to your approval, the following named individual as a member of Affordable Housing Trust. This term will expire on December 1, 2024.

Andrew Shapiro  
20 Eagle Street  
Newburyport, MA 01950

# ANDREW C. SHAPIRO, AICP

P: (240) 643-3683 | E: [acshapiro@gmail.com](mailto:acshapiro@gmail.com) | LI: [linkedin.com/in/acshapiro](https://www.linkedin.com/in/acshapiro) | LOC: Newburyport, MA

November 7, 2022

Ms. Christine Jackson  
Executive Assistant to Mayor Sean Reardon  
City of Newburyport  
60 Pleasant Street  
Newburyport, MA 01950

Ms. Jackson:

I am writing to express my sincere interest in serving on the City of Newburyport's Affordable Housing Trust (the Trust). If appointed to serve, this would be my second stint volunteering on a City Board. From 2015 to 2019 I served on the Planning Board, where I participated in several meaningful discussions regarding housing. For this reason and my over decade of experience advancing housing policies at the local level in Massachusetts as a municipal economic and community development professional, I feel that I can offer a helpful perspective as a Member of the Trust.

I am currently Assistant Town Manager and Director of Community and Economic Development for the Town of North Andover where I oversee a division consisting of five departments – Planning, Zoning, Building, Health, and Conservation. In my capacity, I am also responsible for maintaining the Town's status as a Housing Choice Community, as designated by the Commonwealth of Massachusetts. The Housing Choice Initiative rewards municipalities that have produced certain rates or amounts of new housing units in the last five years and that adopted best practices related to housing production that will sustain a 21st century workforce and increase access to opportunity for Massachusetts residents.

Prior to my role in North Andover, I served as Director of Economic Development for the City of Lowell and as Economic Development Planner for the City of Salem. The following are a sample of housing related projects I worked on in these capacities:

North Andover:

- Currently leading the Town's effort to be in full compliance with Section 3A of the State's Zoning Act;
- Participated in a process to successfully pass an inclusionary zoning bylaw, requiring at least 15 percent of new multi-family housing developments to be affordable to households earning no more than 80 percent of the Area Median Income (AMI);

Lowell:

- Led City's effort to designate an Urban Center Housing Tax Increment Financing (UCH-TIF) Zone, which resulted in the redevelopment of Parcels 8 and 9 in the Hamilton Canal Innovation District into a 125 unit mixed-income multi-family development;
- Worked with developers of market-rate housing to utilize City's Housing Development Incentive Program (HDIP) zone;

Salem:

- Managed process to redevelop former Salem District Court property, which was redeveloped into 61 units of market-rate housing with ground floor commercial space;
- Managed process to investigate feasibility of redeveloping Salem Superior Court property and adjacent municipal surface parking lot;
- Staffed Design Review Board and Salem Redevelopment Authority, which have approval authority over projects in Downtown Salem.

I hold a Master's of Urban and Regional Planning, which I earned from Virginia Tech in 2011 and a Bachelor of Arts in Political Science, which I earned from Syracuse University in 2004. Since 2015, I have been certified by the American Institute of Certified Planners (AICP).

It would be an honor to again serve my community, this time to offer my perspective to the Affordable Housing Trust, which serves a tremendously vital function. Attached to this cover letter is my resume. I can be reached at 240-643-3683 or [acshapiro@gmail.com](mailto:acshapiro@gmail.com). Thank you for your consideration.

Sincerely,



Andrew Shapiro, AICP

# ANDREW C. SHAPIRO, AICP

P: (240) 643-3683 | E: [acshapiro@gmail.com](mailto:acshapiro@gmail.com) | LI: [linkedin.com/in/acshapiro](https://www.linkedin.com/in/acshapiro) | LOC: Newburyport, MA

## EXPERIENCE

TOWN OF NORTH ANDOVER | North Andover, MA

**Assistant Town Manager / Director of Community and Economic Development**

April 2022 - Present

- In addition to performing all functions of “Director of Community and Economic Development” role, responsible for administration and oversight of Town’s \$9.1 million in American Rescue Plan Act (ARPA) funding, as well as other special projects and initiatives as directed by the Town Manager.
- Lead all public engagement activities related to ARPA, including management of an outside consultant that provides polling and sentiment tracking assistance. Utilize data gleaned from these processes to inform how the Town expends its ARPA resources.
- Represent the Town before regional and state coalition stakeholder groups for purposes of coordination on economic development, transportation, and other long range planning initiatives.

**Director of Community and Economic Development**

2019 – April 2022

- Oversee activities and staff (5 direct reports; 16+ indirect) of Division which includes five departments: Planning, Zoning, Conservation, Health, and Inspectional Services; \$1.6+ million budget across all departments.
- Oversee maintenance of the Town’s status as a “Housing Choice Community” as designated by the Commonwealth of Massachusetts. This designation rewards municipalities that are producing new housing and have adopted best practices to promote sustainable housing development. Recent accomplishments include the passage of inclusionary zoning bylaw and permitting/construction of over 500 new multi-family units within the past three years.
- Played leading role and/or co-leading role in several projects/initiatives, including: negotiation of a community benefits agreement for construction of a 3.8 million square foot Amazon distribution facility; negotiation of a community benefits agreement for a mixed-use redevelopment of a 76 acre property; gaining Town Management and Select Board approval to opt into the State’s Property Assessed Clean Energy (PACE) program; a broad range of projects related to the Town’s response to the Covid-19 pandemic, including grants to small businesses, distribution of free tests and personal protective equipment (PPE) to the community, and development of policies to guide Town operations.
- Led several community outreach and engagement efforts for long range planning projects (Downtown Improvements Master Plan, plan for a major commercial corridor, Municipal Vulnerability Preparedness and All-Hazards Mitigation Plan, etc.) and provided updates about these and other major initiatives at Select Board meetings.

CITY OF LOWELL | Lowell, MA

**Director of Economic Development**

2017 – 2019

- Oversaw a team of three employees that worked with me to devise and implement the City of Lowell’s overall economic development strategy; engage businesses of all sizes to assess needs, explain City services and permitting procedures; and underwrite loans and tax increment financing agreements.
- Partnered on the issuance of four loans from a non-profit economic development partner organization totaling \$235,000 to small businesses located in Downtown Lowell.
- Supported development of new mixed-income multi-family housing by underwriting Housing Development Incentive Program (HDIP) tax increment exemption (TIE) agreements and spearheading development of City’s Urban Center Housing Tax Increment Financing (UCH-TIF) Plan and Zone.
- Represented the City on UMass Lowell’s Economic Development Committee, which undertook a number of initiatives, including bolstering support for its Innovation Hub and the Massachusetts Medical Device Development Center (M2D2), which housed several startups working on cutting edge technological and STEM-focused endeavors.

CITY OF SALEM | Salem, MA

**Economic Development Planner**

2013 – 2017

- Wrote successful grant applications for infrastructure, historic preservation, public art, and social program projects totaling over \$3.8 million; managed these and other projects totaling close to \$9.7 million.
- Managed the City's business incentive programs, business recruitment and retention initiatives, and coordinated with state and local economic development agencies and organizations, including the Massachusetts Office of Business Development (MOBD), MassDevelopment, MA Executive Office of Housing and Economic Development (EOHED), Massachusetts Life Sciences Center, the Salem Chamber of Commerce, and more.
- Oversaw redevelopment of City's former District Court property into 61 units of market rate housing with ground floor commercial space; included liaising with State's Division of Capital Asset Management and Maintenance (DCAMM), overseeing issuance of a request for proposals (RFP) for redevelopment, and working with selected developer through permitting process.
- Managed consultant contracts and activities related to planning, capital improvement and pre-development / feasibility analysis projects (example projects: production of economic development plan for an environmental justice neighborhood and pre-development study of a City-owned parcel).

CITY OF BOSTON | Boston, MA

**Regional Planner, Mayor's Office of Emergency Management**

2012 – 2013

- Managed over \$7.3 million in Urban Area Security Initiative (UASI) grant funded projects for the Metro Boston Homeland Security Region, which is comprised of Boston and eight surrounding municipalities.
- Projects entailed significant regional coordination, planning, project/budget management, subject matter comprehension, and stakeholder engagement.
- Examples of projects: emergency sheltering of functional needs populations, regional evacuation planning, and emergency and pet sheltering initiatives.

UBS – U.S. OFFICE OF PUBLIC POLICY | Washington, DC

**Political Action Committee (PAC) Administrator**

2007 – 2009

- Managed the UBS Americas Fund for Better Government 2008 election fundraising cycle, resulting in over \$1.4 million in contributions and \$1.3 million in expenditures.
- Represented the firm at events in and around Washington, DC in order to convey public policy goals and interests to elected officials and various stakeholders.
- Coordinated activities of the PAC Board, consisting of 27 senior officials from UBS business units in the Americas (Investment Bank, Wealth Management, Global Asset Management), including the CEO of the Americas.

AMERICAN BANKERS ASSOCIATION | Washington, DC

**Senior Program Manager, Grassroots Advocacy**

2004 – 2007

- Served as primary generator of grassroots communications garnering support and opposition to federal legislation.
- Monitored legislative activity and served as a point-person for association membership on responding to issues related to banking and financial services public policy.
- Aided in the production of a grassroots newsletter targeted to over 70,000 bank employees from around the U.S., outlining issues of importance to the financial services industry.

## EDUCATION

SUFFOLK UNIVERSITY | Boston, MA

2020 – 2021

### Certificate, Local Government Leadership and Management

- Program offered in partnership with the Massachusetts Municipal Association (MMA)
- Coursework: Strategic Leadership, Budgeting and Financial Management, Human Resources Management, Contemporary Management Challenges for Local Government, and Administrative Strategies of Local Government

VIRGINIA TECH | Alexandria, VA

2009 – 2011

### Master's, Urban and Regional Planning

- Concentration: Land Use and Physical Development Planning (3.81 GPA)
- Capstone Major Paper: GIS and Census-Based Examinations of the Variables that Influence the Success of Carsharing and Carsharing Market Strength in San Francisco

SYRACUSE UNIVERSITY – MAXWELL SCHOOL OF CITIZENSHIP AND PUBLIC AFFAIRS | Syracuse, NY

2000 – 2004

### Bachelor of Arts, Political Science

- Minor: Management Studies
- Syracuse University London Program, Spring 2003
- Theta Chi International Fraternity, Alpha Chi Chapter

## PROFESSIONAL MEMBERSHIPS AND CERTIFICATIONS

- American Institute of Certified Planners (AICP) 2015 – Present
- Member, American Planning Association (APA), National and Massachusetts Chapters 2015 – Present

## VOLUNTEERISM AND BOARD PARTICIPATION

- Merrimack Valley Comprehensive Economic Development Strategy (CEDS) Stakeholder 2022 – Present
- Merrimack Valley Regional Transit Authority (MVRTA) Advisory Board, Town of North Andover Rep. 2019 – Present
- Targeted Economic Development Strategy Steering Committee, Town of North Andover Rep. 2019 – Present
- Coalition of Columbia Gas Impacted Communities, Town of North Andover Rep. 2019 – Present
- Merrimack River District Commission Steering Committee, Town of North Andover Rep. 2019 – 2020
- UMass Lowell Economic Development Committee | Lowell, MA 2018 – 2019
- MassHire Greater Lowell Workforce Board | Lowell, MA 2018 – 2019
- Planning Board (Secretary), City of Newburyport, MA 2015 – 2019
- North Shore Workforce Investment Board | Salem, MA 2013 – 2017
- Salem Main Streets Steering Committee | Salem, MA 2013 – 2017

## AWARDS

- Northeast Independent Living Program Americans with Disabilities Act (ADA) Champion 2022