AGENDA

Introduction
Analysis & Observations
Preliminary Recommendations
SCOPE OF WORK

Recommend the strategies, interventions, and processes for UMass and Amherst to collaborate and create a stable balance in housing and economic growth that allows both the University and Town to prosper.
ANALYSIS & OBSERVATIONS
AMHERST

2010 Population:
37,819 Residents

SOURCE: CENSUS 2010
AGE DISTRIBUTION

Amherst Residential Population

- Under 18
- 18-24
- 25-44
- 45-65
- 65+

SOURCE: CENSUS 2010
5,150 Residential Parcels
46% Owner Occupied
54% Renter Occupied
9,711 Housing Units

Residential Property Types

<table>
<thead>
<tr>
<th></th>
<th>2000</th>
<th>2010</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Housing Units</td>
<td>9,427</td>
<td>9,711</td>
<td>3.0%</td>
</tr>
<tr>
<td>Occupied Units</td>
<td>9,174</td>
<td>9,259</td>
<td>0.9%</td>
</tr>
<tr>
<td>Owner Occupied Units</td>
<td>4,131</td>
<td>4,258</td>
<td>3.1%</td>
</tr>
<tr>
<td>Renter Occupied</td>
<td>5,043</td>
<td>5,001</td>
<td>-0.8%</td>
</tr>
<tr>
<td>Vacant Units</td>
<td>253</td>
<td>452</td>
<td>78.7%</td>
</tr>
</tbody>
</table>

SOURCE: CENSUS 2010
## Owners Occupied Housing

<table>
<thead>
<tr>
<th>Metric</th>
<th>Amherst</th>
<th>Tier 1 Towns</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median Value (2010)</td>
<td>$340,000</td>
<td>$273,130</td>
</tr>
<tr>
<td>Median Value Increase (2000-2010)</td>
<td>93.40%</td>
<td>38.80%</td>
</tr>
<tr>
<td>% increase of owner households (2000-2010)</td>
<td>3.10%</td>
<td>7.50%</td>
</tr>
</tbody>
</table>

### Tier 1 Towns

- Belchertown
- Granby
- Hadley
- Hatfield
- Leverett
- Shutesbury
- South Hadley
- Sunderland

### Housing

Housing in Amherst is **expensive** relative to surrounding towns and getting more **exclusive** as housing supply does not keep pace with local demand.

*Source: Census 2010, RKG Amherst Housing Study*
HOUSING - RENTER OCCUPIED

Renter Occupied Housing

<table>
<thead>
<tr>
<th></th>
<th>Amherst</th>
<th>Tier 1 Towns</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median Gross Rent (2010)</td>
<td>$1,078</td>
<td>$872</td>
</tr>
<tr>
<td>% of renter households less than 25 years old (2010)</td>
<td>39%</td>
<td>11%</td>
</tr>
</tbody>
</table>

Rental demand is creating pressure on for-sale housing market.

SOURCE: CENSUS 2010, RKG AMHERST HOUSING STUDY
## Top Employers in Hampshire County

<table>
<thead>
<tr>
<th>EMPLOYERS</th>
<th>EMPLOYEES</th>
<th>TYPE</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Massachusetts</td>
<td>6,397</td>
<td>Higher Ed</td>
<td>Amherst</td>
</tr>
<tr>
<td>Cooley Dickinson Hospital</td>
<td>1,705</td>
<td>Medical</td>
<td>Northampton</td>
</tr>
<tr>
<td>Smith College</td>
<td>1,350</td>
<td>Higher Ed</td>
<td>Northampton</td>
</tr>
<tr>
<td>C&amp;S Wholesale Grocers</td>
<td></td>
<td>Food Distribution</td>
<td>Hatfield</td>
</tr>
<tr>
<td>ServiceNet</td>
<td></td>
<td>Human Services</td>
<td>Northampton</td>
</tr>
<tr>
<td>Mount Holyoke College</td>
<td>965</td>
<td>Higher Ed</td>
<td>South Hadley</td>
</tr>
<tr>
<td>Amherst College</td>
<td>870</td>
<td>Higher Ed</td>
<td>Amherst</td>
</tr>
<tr>
<td>US Veterans Medical Center</td>
<td></td>
<td>Medical</td>
<td>Northampton</td>
</tr>
<tr>
<td>Hampshire College</td>
<td>430</td>
<td>Higher Ed</td>
<td>Amherst</td>
</tr>
</tbody>
</table>

1 out of every 5 jobs in the County is in **educational services**. Over 50% of employment from top employers is in **Amherst**.
### Distribution of Employment in Amherst

<table>
<thead>
<tr>
<th>Industry</th>
<th>Town of Amherst</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Employment</strong></td>
<td>15,207</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Industries</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Educational Services</strong></td>
<td>8,725</td>
<td>57.4%</td>
</tr>
<tr>
<td>Accommodation and Food Services</td>
<td>1,256</td>
<td>8.3%</td>
</tr>
<tr>
<td>Healthcare and Social Assistance</td>
<td>1,024</td>
<td>6.7%</td>
</tr>
<tr>
<td>Other Services, Ex. Public Admin</td>
<td>973</td>
<td>6.4%</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>868</td>
<td>5.7%</td>
</tr>
<tr>
<td>Arts, Entertainment, Recreation</td>
<td>506</td>
<td>3.3%</td>
</tr>
<tr>
<td>Public Administration</td>
<td>362</td>
<td>2.4%</td>
</tr>
<tr>
<td>Professional &amp; Technical Service</td>
<td>304</td>
<td>2.0%</td>
</tr>
<tr>
<td>Real Estate &amp; Rental and Leasing</td>
<td>225</td>
<td>1.5%</td>
</tr>
<tr>
<td>Finance and Insurance</td>
<td>206</td>
<td>1.4%</td>
</tr>
<tr>
<td>Information</td>
<td>191</td>
<td>1.3%</td>
</tr>
<tr>
<td>Construction</td>
<td>143</td>
<td>0.9%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>117</td>
<td>0.8%</td>
</tr>
<tr>
<td>Transportation and Warehousing</td>
<td>101</td>
<td>0.7%</td>
</tr>
<tr>
<td>Administrative and Waste</td>
<td>85</td>
<td>0.6%</td>
</tr>
<tr>
<td>Agriculture, Forestry, Fishing &amp; Hunting</td>
<td>51</td>
<td>0.3%</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>38</td>
<td>0.2%</td>
</tr>
</tbody>
</table>

**Within Amherst, 60% of jobs are in Educational Services**

**SOURCE:** ESRI Business Analyst, Census
### Distribution of Employment in Amherst Town of Amherst

<table>
<thead>
<tr>
<th>Industries</th>
<th>Town of Amherst</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
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<td><strong>Accommodation and Food Services</strong></td>
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</tr>
<tr>
<td>Wholesale Trade</td>
<td>38</td>
<td>0.2%</td>
</tr>
</tbody>
</table>

Tourism is also an important local economic driver.
ANCHOR INSTITUTIONS

- Centers of employment
- Destination for students
- Purchasers of goods and services
- National centers of research
- Curator and generator of arts and culture
- Drivers of economic development
UMASS

24,961 Students

6,397 Employees

$1 Billion operating budget

SOURCE: UMASS
24,961 Students
Fall 2013

<table>
<thead>
<tr>
<th></th>
<th>Full Time</th>
<th>Part Time</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate</td>
<td>20,280</td>
<td>448</td>
<td>20,728</td>
</tr>
<tr>
<td>(including Stockbridge)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate</td>
<td>2,090</td>
<td>2,143</td>
<td>4,233</td>
</tr>
<tr>
<td>Total Taking Classes at UMass</td>
<td>22,370</td>
<td>2,591</td>
<td>24,961</td>
</tr>
<tr>
<td>Continuing and Prof. Education (on-line)</td>
<td>438</td>
<td>3,119</td>
<td>3,557</td>
</tr>
</tbody>
</table>
24,961 Students
14,300 Beds
97% Occupancy
4,000 Estimated UMass Students living off-campus in Amherst

SOURCE: UMASS, RKG 2014 AMHERST HOUSING STUDY
# Employees in Pioneer Valley Towns

<table>
<thead>
<tr>
<th>Town</th>
<th>Total</th>
<th>Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amherst</td>
<td>1,567</td>
<td>24.5%</td>
</tr>
<tr>
<td>Belchertown</td>
<td>417</td>
<td>6.5%</td>
</tr>
<tr>
<td>Northampton</td>
<td>402</td>
<td>6.3%</td>
</tr>
<tr>
<td>Hadley</td>
<td>334</td>
<td>5.2%</td>
</tr>
<tr>
<td>Sunderland</td>
<td>224</td>
<td>3.5%</td>
</tr>
<tr>
<td>Greenfield</td>
<td>222</td>
<td>3.5%</td>
</tr>
<tr>
<td>Easthampton</td>
<td>172</td>
<td>2.7%</td>
</tr>
<tr>
<td>Florence</td>
<td>168</td>
<td>2.6%</td>
</tr>
<tr>
<td>Holyoke</td>
<td>136</td>
<td>2.1%</td>
</tr>
<tr>
<td>Leverett</td>
<td>125</td>
<td>2.0%</td>
</tr>
<tr>
<td>Springfield</td>
<td>120</td>
<td>1.9%</td>
</tr>
<tr>
<td>South Hadley</td>
<td>118</td>
<td>1.8%</td>
</tr>
<tr>
<td>Ware</td>
<td>114</td>
<td>1.8%</td>
</tr>
<tr>
<td>Chicopee</td>
<td>113</td>
<td>1.8%</td>
</tr>
<tr>
<td>Shutesbury</td>
<td>94</td>
<td>1.5%</td>
</tr>
<tr>
<td>Montague</td>
<td>90</td>
<td>1.4%</td>
</tr>
<tr>
<td>South Deerfield</td>
<td>88</td>
<td>1.4%</td>
</tr>
<tr>
<td>Granby</td>
<td>78</td>
<td>1.2%</td>
</tr>
<tr>
<td>Pelham</td>
<td>75</td>
<td>1.2%</td>
</tr>
</tbody>
</table>

SOURCE: UMASS, U3 ADVISORS
EMPLOYEES

6,397 Employees
86% full time

24% in Amherst
45% of UMass Faculty

SOURCE: UMASS, U3 ADVISORS
UMASS SHARE OF AMHERST RESIDENTIAL POPULATION

- UMass Employees: 4%
- UMass On Campus Students: 36%
- Estimated UMass Off-Campus Students: 49%
- Amherst Residents unaffiliated with UMass: 11%

Approximately 50% of Amherst residents are UMass students, faculty, or staff.

SOURCE: CENSUS, RKG ASSOCIATES AMHERST HOUSING STUDY, UMASS
UMass has 400 student organizations with 11,000 total members, but lacks modern gathering, events, and performance space
• Academic buildings filling the void
• Student Life planning process underway
Challenge in providing on-campus social events for students, particularly underage students
Lack of options, social media attracts students off campus into unsupervised environments

SOURCE: UMass Amherst Master Plan, staff interviews
DINING SERVICES

Award winning dining services

- 7 dining commons and 23 retail locations
- 83% undergraduate enrollment
- 2\textsuperscript{nd} largest university dining program in the country

SOURCE: Umasdining.com, Boston Globe
RESEARCH AND COMMERCIALIZATION

$194 million in research expenditures

Highlights and initiatives:

• Institute of Applied Life Sciences $100 million grant, with emphasis on translational research
• Industry collaborations with UMass Innovation Institute
• UMass Center for Entrepreneurship
• UMass Innovation Challenge
• 24 patents and 21 license and options agreements issued in FY 2013
• 3rd Statewide in NSF Funding

SOURCE: UMASS
RESEARCH AND COMMERCIALIZATION

Challenges in leveraging UMass research and commercial potential locally:

UMass
• Distribution of disciplines across the State (i.e. no medical school)
• Only starting to scale translational research

Amherst
• Lack of organization and community amongst local start-up businesses
• Amherst’s location relative to major investment markets
• Lack of space
ECONOMIC IMPACT

UMass Amherst generated $1.9 billion in statewide economic activity in 2013

Local drivers:

- Students
- Employees
- Related jobs
- Purchasing
- Research

SOURCE: UMASS DONAHUE INSTITUTE
GROWTH

Growth from 2000-2014

SOURCE: CENSUS, UMASS, RKG HOUSING STUDY, AMERICAN COMMUNITY SURVEY, U3 ADVISORS
Amherst Master Plan - 2010

Key Goals from Community

• Maintain Amherst’s existing community character
• Encourage vitality in the downtown and village centers
• Balance land preservation objectives with more intensive development in appropriate areas
• Provide housing that meets the needs of all residents while minimizing impacts on the environment
• Provide community services to meet the needs of all residents
• Diversify and expand the economic base
• Enhance Town/Gown relations and cooperation
• Promote an ethic of sustainable environmental and energy practices in all Town Activities
UMass Amherst
Campus Master Plan - 2012
Select Development Goals

- Support the 2010 Framework for Excellence, including increasing enrollment (3,000 students), faculty and staff (1,000) and research awards / expenditures (x2)
- Develop physical connections throughout the campus and between the host communities and region
- Develop a 24/7/12 mixed use campus core
LANDUSE

17,754 Acres
58% Protected/Institutional/Municipal (10,238 Acres)
27% Residential Landuse (4,793 Acres)
12% Commercial Landuse (2,130 Acres)
3% Vacant Residential (533 Acres)

6,159 Parcels
- 84% Residential Parcels
  Including 8% Vacant Residential
  Average Parcel Size: 1.02 Acres
  Average Value: $346,261
- 12% Protected/Institutional/Municipal
  Average Parcel Size: 11 Acres
  Average Value: $440,164
- 2.5% Commercial - Other
  Agricultural/Horticultural Land not included in Chapter 61A
- 1.5% Commercial Parcels - Retail & Services
- < 1% Industrial/Storage/Quarry
- Village Centers

SOURCE: TOWN OF AMHERST, U3 ADVISORS
The Amherst Zoning Bylaw has six (6) residential zoning districts and one (1) overlay district including:

- Fraternity Residence
- General Residence
- Low Density Residence
- Neighborhood Residence
- Outlying Residence
- Village Center Residence

There are also six (6) business districts, four (4) where residential uses are allowed that include the following:

- Village Center Business
- Commercial
- General Business
- Limited Business
- Neighborhood Business
- Office Park
- Professional Research Park
- Light Industrial
- Educational
- Flood Prone Conservancy
ZONING

Commercial
General Business
Limited Business
Neighborhood Business

Zoning that allows for Mixed Use Development

SOURCE: TOWN OF AMHERST, U3 ADVISORS
### 1,031 Businesses

<table>
<thead>
<tr>
<th>Category</th>
<th># of Businesses</th>
<th>% of Businesses</th>
<th>Estimated Sales Volume</th>
<th>% of Estimated Sales Volume</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eating and Drinking</td>
<td>80</td>
<td>8%</td>
<td>71,654</td>
<td>6%</td>
</tr>
<tr>
<td>Retail</td>
<td>86</td>
<td>8%</td>
<td>153,076</td>
<td>13%</td>
</tr>
<tr>
<td>Arts, Entertainment, and Rec</td>
<td>39</td>
<td>4%</td>
<td>65,330</td>
<td>6%</td>
</tr>
<tr>
<td>Other</td>
<td>826</td>
<td>80%</td>
<td>870,569</td>
<td>75%</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>1,031</strong></td>
<td><strong>100%</strong></td>
<td><strong>1,160,629</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

**Source:** ESRI BUSINESS ANALYST, U3 ADVISORS
# 469 beds approved for construction

<table>
<thead>
<tr>
<th>#</th>
<th># of Units</th>
<th># of Beds</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Trolley Barn</td>
<td>4</td>
</tr>
<tr>
<td>2.</td>
<td>Olympia Place</td>
<td>75</td>
</tr>
<tr>
<td>3.</td>
<td>Kendrick Place</td>
<td>36</td>
</tr>
<tr>
<td>4.</td>
<td>Amherst Office Park II</td>
<td>17</td>
</tr>
<tr>
<td>5.</td>
<td>Presidential Apartments</td>
<td>52</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>184</td>
</tr>
</tbody>
</table>
SUMMARY: ANALYSIS

• Amherst’s economic and residential growth is driven by UMass
• Local housing supply is not keeping pace with demand, including student demand
• Both economic opportunity and lack of housing is contributing to the decline in the young workforce
• Development constraints (available land, zoning, approval process) are contributing to the imbalance between UMass and Amherst
SUMMARY: OBSERVATIONS

UMass and Amherst have physically disconnected and disengaged over time.
SUMMARY: OBSERVATIONS

Lack of forums encouraging collaboration between UMass and Amherst

(although the Amherst Business Improvement District is one)
SUMMARY: OBSERVATIONS

Many levels of positive interrelationships between UMass and Amherst
PRELIMINARY RECOMMENDATIONS
OBJECTIVES

High quality housing for as many students as possible

24/7/12 Campus environment

Professional, research, entrepreneurial opportunities outside the classroom

A downtown that welcomes students

UMass Amherst
OBJECTIVES

Town of Amherst

- Vibrant downtown and strong village centers
- Diverse and affordable housing supply
- Preserved character, neighborhoods, and open space
- Local employment opportunities and increased tax base
OBJECTIVES

Preserved character, neighborhoods, and open space

Local employment opportunities and increased tax base

Vibrant downtown and strong village centers

Diverse and affordable housing supply

Preserved character, neighborhoods, and open space

High quality housing for as many students as possible

24/7/12 Campus environment

Professional, research, entrepreneurial opportunities outside the classroom

A downtown that welcomes students

Local employment opportunities and increased tax base
PRELIMINARY RECOMMENDATIONS

Mixed use development with housing for students and retail

Foster local start-up and entrepreneurial community

Shared approach towards future development
PRELIMINARY RECOMMENDATIONS

Mixed use development with housing for students and retail

Proposed locations:

• That are in close proximity to UMass (particularly for students)
• That are in close proximity to village centers
• Where land control is feasible
• Where compact development is appropriate
WHERE IS THE OVERLAP

Walking Zones
15 to 20 Minute Walk to Village Center

- Campus Core
- 0.5 Mile Buffer
- 0.75 Mile Buffer
WHERE IS THE OVERLAP

Walking Zones
15 Minute Walk to Campus Core
WHERE IS THE OVERLAP

Walking Zones

Intersection of Zones

- Campus Core
- 0.5 Mile Buffer
- 0.75 Mile Buffer
WHERE IS THE OVERLAP

Walking Zones

15-20 Minute Walk to Village Center and Campus Core

- Campus Core
- 0.5 Mile Buffer
- 0.75 Mile Buffer
1,061 Acres of land that is not Protected

- 63% Institutional/Municipal
  Including UMass
- 33% Residential
- 3% Commercial
- 1% Commercial - Other
  Agricultural/Cropland
FOCUS AREA

34 Acres of Municipal/Institutional Parcels Within Focus Area

<table>
<thead>
<tr>
<th>Owner</th>
<th>Acres</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Town of Amherst</td>
<td>12</td>
<td>35%</td>
</tr>
<tr>
<td>Amherst Housing Authority</td>
<td>4</td>
<td>12%</td>
</tr>
</tbody>
</table>
FOCUS AREA

122 Acres of Surface Parking Lots

<table>
<thead>
<tr>
<th>Owner</th>
<th>Acres</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commonwealth of Mass</td>
<td>57</td>
<td>58%</td>
</tr>
<tr>
<td>Town of Amherst</td>
<td>25</td>
<td>22%</td>
</tr>
<tr>
<td>Spectrasite Communications</td>
<td>18</td>
<td>19%</td>
</tr>
</tbody>
</table>
FOCUS AREA

- Within close proximity of campus core and village center / downtown
- On UMass owned land
- Undeveloped / underdeveloped sites
- Appropriate for a mix of housing
MASS AVE
ALTERNATIVE 1

- Mixed Use with graduate and upper-classman housing
- Active first floor with blend of start-up / research space and retail
- Mass Ave. as “Main Street” with dynamic small scale uses guide students coming from campus south along North Pleasant Street
MASS AVE ALTERNATIVE 2

• Mixed Use with graduate and upper-classman housing
• Active first floor with blend of start-up / research space and retail
• “Main Street” south of Mass Ave. with dynamic small scale uses guide students coming from campus south along North Pleasant Street
• Neighborhood grid complete and made “public” to eliminate dead end streets
- Undergraduate “student village” with student housing and some academic / flex research space
- University Ave activated with active ground floor uses including retail
NORTH PLEASANT CORRIDOR

- Infill housing at the Gateway site with active uses on North Pleasant for faculty and staff, residents, and students
- Mixed use commercial, retail, housing, office space, co-working space on commercial site at Kendrick Park
- Consistent with Gateway Plan and Kendrick Place / Carriage Shops development
NORTH AMHERST HOUSING

• Redevelopment of North Village Apartments for graduate / family housing
• Cluster housing replaced by a street
• System with a primary “front door” street anchored on west and east ends by recreational amenities.
• Street grid connected north and south to adjacent development
Foster local start-up and entrepreneurial community
AMHERST’S INNOVATION ECOSYSTEM

ELEMENTS OF AN INNOVATION ECOSYSTEM

High Value Research Activities
Creative Fields & Activities
Entrepreneurship & Start Up Activity
Advanced Manufacturing

UMASS
AMHERST
PIONEER VALLEY
STATE/BEYOND
RECOMMENDATIONS

• Need for affordable commercial **space** for small businesses and entrepreneurs within walking distance of university and downtown

• Support **infrastructure** for entrepreneurs, inventors, start ups and innovators through cowork, maker, accelerator, incubator spaces

• Formalize the **organizational structure** in the Town and at the University to promote greater collaboration around local entrepreneurship and translation of research to market

Innovation Districts Assets

<table>
<thead>
<tr>
<th>Economic::</th>
<th>Firms, institutions, and organizations that support and nurture innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical::</td>
<td>Buildings, open spaces, streets, and physical infrastructure designed to support interaction and creativity</td>
</tr>
<tr>
<td>Networking::</td>
<td>Relationships between individuals, firms, &amp; institutions that advances new ideas (social and collaboration network)</td>
</tr>
</tbody>
</table>

*Bruce Katz, Brookings Institute*
HYBRID SPACE
Collaborative Learning

University of Wisconsin Institute for Discovery, Madison, WI
Stanford University Design School, Stanford, CA
HYBRID SPACE
Maker Spaces

Artisan’s Asylum, Somerville, MA
Makerhaus, Seattle, WA
HYBRID SPACE
Coworking Space

Parliament Co-working, Hobart, AU
Raum Betahaus, Berlin
We Work, Boston, MA
HYBRID SPACE
Accelerators & Start Up Halls

MassChallenge, Boston, MA
Y-Combinator, Silicon Valley, CA
Cambridge Innovation Center, Cambridge, MA
HYBRID SPACE
Research Partnerships

Novartis Headquarters, Cambridge, MA

Genzyme Building, Cambridge, MA
Shared approach towards future development
# Applicable Land Use Tools

<table>
<thead>
<tr>
<th>Options</th>
<th>Intended Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inclusionary / Incentive Zone</td>
<td>Affordable housing created on- and off-site</td>
</tr>
<tr>
<td>Overlay District</td>
<td>Infill and aggregated development</td>
</tr>
<tr>
<td>Mixed Use District</td>
<td>Improve options and amenities</td>
</tr>
<tr>
<td>Special Use District</td>
<td>Added units, e.g. accessory apartments</td>
</tr>
<tr>
<td>C.40R and C.40B</td>
<td>Creation of controlled affordable units</td>
</tr>
<tr>
<td>Performance Standards</td>
<td>Mitigation for bonuses</td>
</tr>
<tr>
<td>Code Enforcement</td>
<td>Ensure safety and livability</td>
</tr>
<tr>
<td>License / Registration</td>
<td>Reliable data</td>
</tr>
<tr>
<td>Redevelopment Authority</td>
<td>Overcome limitations for private redevelopment</td>
</tr>
</tbody>
</table>
UNIVERSITY TOWNS WITH INCLUSIONARY HOUSING DISTRICTS (IHZ)

Mandatory
• Chapel Hill, NC
• Davidson, NC
• Boulder, CO
• Madison, WI
• Berkeley, CA

Voluntary
• Ann Arbor, MI
• Ithaca, NY

Other Housing Program
• Gainesville, FL
### College Towns with IHZ: Comparisons

<table>
<thead>
<tr>
<th></th>
<th>CURRENT BYLAW</th>
<th>Ann Arbor MI</th>
<th>Berkeley CA</th>
<th>Boulder CO</th>
<th>Cambridge MA</th>
<th>Chapel Hill NC</th>
<th>Davidson NC</th>
<th>Ithaca NY</th>
<th>Newton MA</th>
<th>Gainesville FL*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Threshold for provision</td>
<td>Y</td>
<td>N</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>N</td>
<td>Y</td>
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<tr>
<td>Distributed throughout town</td>
<td>Y</td>
<td>P</td>
<td>Y</td>
<td>Y</td>
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<td>Y</td>
<td>Y</td>
<td>N</td>
<td>Y</td>
<td>P</td>
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<tr>
<td>Special permit review required</td>
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<td>P</td>
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<td>N</td>
<td>P</td>
<td>P</td>
<td>Y</td>
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<tr>
<td>Density bonus option</td>
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<td>Y</td>
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<td>Y</td>
<td>P</td>
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<td>SHI eligibility required (MA only)</td>
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<td></td>
<td></td>
<td></td>
<td>N</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>P</td>
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<tr>
<td>Defines students</td>
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<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>N</td>
<td>Y</td>
<td>N</td>
</tr>
</tbody>
</table>

*State Housing Initiatives Partnership Program*
CONCEPTS FOR REGULATION

Distinguish users with definitions for:

• Student
• Moderate, Low, and Very-Low Income person
• Eligible person

Manage first by identification and then by enforcement
Organizational & Leadership

- Establish the Town Gown Steering Committee or comparable group as a permanent organization, non-profit, SPE, or some other entity.
- Form working groups around key areas, student housing in particular.
- Fund an Economic Development Director for Town or as executive director of TGSC.
- Streamline economic development functions within UMass.
PRELIMINARY RECOMMENDATIONS

- Mixed use development with housing for students and retail
- Foster local start-up and entrepreneurial community
- Shared approach towards future development