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.

PROCESS

April May June July August September

Meeting with Chancellor and Town Manager

Discovery

Committee Meeting #1

Committee Meeting #2

Exploration / Analysis

Synthesis & Implementation

Final Report

Documentation
ANALYSIS & OBSERVATIONS
2010 Population: 37,819 Residents

AGE DISTRIBUTION

Amherst Residential Population

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

34% decrease 1990-2010
22% increase 2000-2010

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

<table>
<thead>
<tr>
<th>Residential Property Types</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>9,074</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>

<table>
<thead>
<tr>
<th>Owners Occupied Housing</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>

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**

Rental demand is creating pressure on for-sale housing market

<table>
<thead>
<tr>
<th>Renter Occupied Housing</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>

**Amherst Renter Unit Counts by Building Type**

*Source: Census 2010, RKG Amherst Housing Study*

**EMPLOYERS**

Top Employers in Hampshire County

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

*Source: Hampshire County Regional Agenda, U3 Advisors*
### EMPLOYERS

#### Distribution of Employment in Amherst

<table>
<thead>
<tr>
<th>Industries</th>
<th>Town of Amherst</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Employment</td>
<td>15,207</td>
<td>100%</td>
</tr>
<tr>
<td>Educational Services</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>8</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

### EMPLOYERS

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<td>38</td>
<td>0.2%</td>
</tr>
</tbody>
</table>

Tourism is also an important local economic driver

SOURCE: ESRI Business Analyst, Census
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
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</td>
<td>22,370</td>
<td>2,591</td>
<td>24,961</td>
</tr>
<tr>
<td>at UMass</td>
<td></td>
<td></td>
<td></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>

STUDENT HOUSING

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

<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
- UMass On Campus Students
- Estimated UMass Off-Campus Students
- Amherst Residents unaffiliated with UMass

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

STUDENT LIFE

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
DINING SERVICES

Award winning dining services
• 7 dining commons and 23 retail locations
• 83% undergraduate enrollment
• 2nd largest university dining program in the country

SOURCE: Umassdining.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
PLANNING

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
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 that allows for Mixed Use Development

- Village Center Business
- Commercial
- General Business
- Limited Business
- Neighborhood Business
VILLAGE
CENTERS

Amherst Center
East Amherst
North Amherst
Gatehouse Village
Pomeroy
Ochman Village
South Village
Atkins Corner Village

BUSINESSES

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>Grand Total</td>
<td>1,031</td>
<td>100%</td>
<td>1,160,629</td>
<td>100%</td>
</tr>
</tbody>
</table>

SOURCE: ESRI BUSINESS ANALYST, U3 ADVISORS
SUMMARY:

- 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

### APPROVED DEVELOPMENT

**469 beds approved for construction**

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

Many levels of positive interrelationships between UMass and Amherst

PRELIMINARY RECOMMENDATIONS
OBJECTIVES

UMass Amherst

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

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

Potential for partnership

- 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

Vibrant downtown and strong village centers

- Diverse and affordable housing supply
- Preserved character, neighborhoods, and open space
- 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
WHERE IS THE OVERLAP

Walking Zones
15 Minute Walk to Campus Core

WHERE IS THE OVERLAP

Walking Zones
Intersection of Zones
WHERE IS THE OVERLAP

Walking Zones
15-20 Minute Walk to Village Center and Campus Core

FOCUS AREA
1,061 Acres of land that is not Protected

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

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>
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>
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</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
FOCUS AREA

UNIVERSITY DRIVE

- Undergraduate “student village” with student housing and some academic / flex research space
- University Ave activated with active ground floor uses including retail
FOCUS AREA

NORTH PLEASANT ST
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

FOCUS AREA
PRELIMINARY RECOMMENDATIONS

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

<table>
<thead>
<tr>
<th>Innovation Districts Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Economic:</strong></td>
</tr>
<tr>
<td><strong>Physical:</strong></td>
</tr>
<tr>
<td><strong>Networking:</strong></td>
</tr>
</tbody>
</table>

Bruce Katz, Brookings Institute

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HYBRID SPACE

Collaborative Learning

University of Wisconsin Institute for Discovery, Madison, WI

Stanford University Design School, Stanford, CA
HYBRID SPACE
Informal Collaboration

Artisan’s Asylum, Somerville, MA

HYBRID SPACE
Maker Spaces

Artisan’s Asylum, Somerville, MA

Makerhaus, Seattle, WA
HYBRID SPACE
Coworking Space

Parliament Co-working, Hobart, AU  
Raum Blaustein, 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

PRELIMINARY RECOMMENDATIONS
Shared approach towards future development
### APPLICABLE LAND USE TOOLS

<table>
<thead>
<tr>
<th>OPTIONS</th>
<th>INTENDED OUTCOMES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INCLUSIONARY / INCENTIVE ZONE</strong></td>
<td>Affordable housing created on- and off-site</td>
</tr>
<tr>
<td><strong>OVERLAY DISTRICT</strong></td>
<td>Infill and aggregated development</td>
</tr>
<tr>
<td><strong>MIXED USE DISTRICT</strong></td>
<td>Improve options and amenities</td>
</tr>
<tr>
<td><strong>SPECIAL USE DISTRICT</strong></td>
<td>Added units, e.g. accessory apartments</td>
</tr>
<tr>
<td><strong>C.40R AND C.40B</strong></td>
<td>Creation of controlled affordable units</td>
</tr>
<tr>
<td><strong>PERFORMANCE STANDARDS</strong></td>
<td>Mitigation for bonuses</td>
</tr>
<tr>
<td><strong>CODE ENFORCEMENT</strong></td>
<td>Ensure safety and livability</td>
</tr>
<tr>
<td><strong>LICENSE / REGISTRATION</strong></td>
<td>Reliable data</td>
</tr>
<tr>
<td><strong>REDEVELOPMENT AUTHORITY</strong></td>
<td>Overcome limitations for private redevelopment</td>
</tr>
</tbody>
</table>

### UNIVERSITY TOWNS WITH INCLUSIONARY HOUSING DISTRICTS

**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>Current Bylaw</th>
<th>Amherst MA</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>N</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>N</td>
<td>Y</td>
<td>N</td>
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<tr>
<td>Distributed throughout town</td>
<td>Y</td>
<td>P</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>N</td>
<td>Y</td>
<td>P</td>
</tr>
<tr>
<td>Special permit review required</td>
<td>Y</td>
<td>P</td>
<td>P</td>
<td>N</td>
<td>P</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>N</td>
<td></td>
</tr>
<tr>
<td>Density bonus option</td>
<td>Y</td>
<td>N</td>
<td>Y</td>
<td>N</td>
<td>Y</td>
<td>Y</td>
<td>N</td>
<td>N</td>
<td>Y</td>
<td>P</td>
</tr>
<tr>
<td>SHI eligibility required (MA only)</td>
<td>Y</td>
<td>N</td>
<td>N</td>
<td>N</td>
<td>Y</td>
<td>N</td>
<td>N</td>
<td>N</td>
<td>N</td>
<td>Y</td>
</tr>
<tr>
<td>Defines students</td>
<td>N</td>
<td>N</td>
<td>Y</td>
<td>Y</td>
<td>N</td>
<td>N</td>
<td>N</td>
<td>N</td>
<td>N</td>
<td>Y</td>
</tr>
<tr>
<td>Mandatory requirement</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>
<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
ORGANIZATION & 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