

# UMASS / TOWN OF AMHERST

## HOUSING & ECONOMIC DEVELOPMENT PLAN

### TOWN GOWN STEERING COMMITTEE

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MEETING #2 - AUGUST 5, 2014



# AGENDA

Introduction

Analysis & Observations

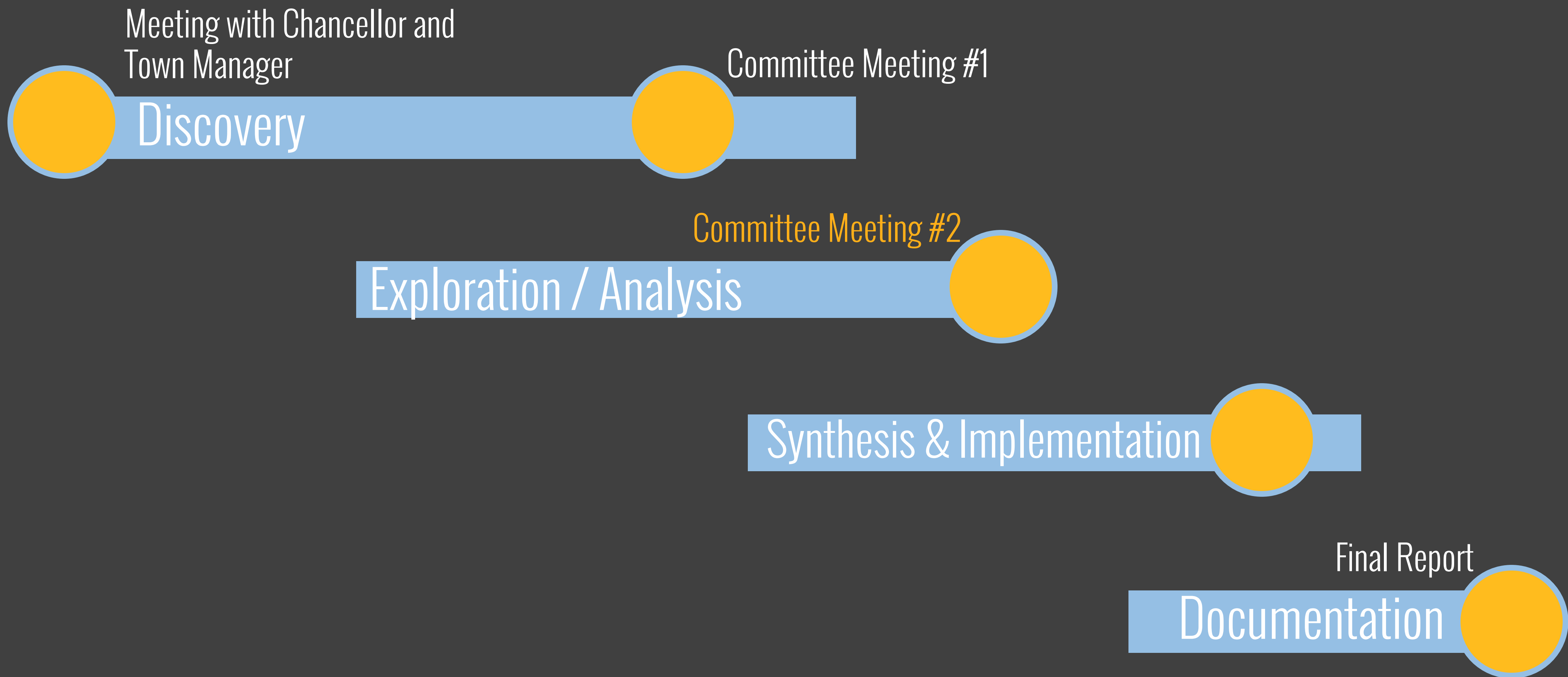
Preliminary Recommendations

# 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

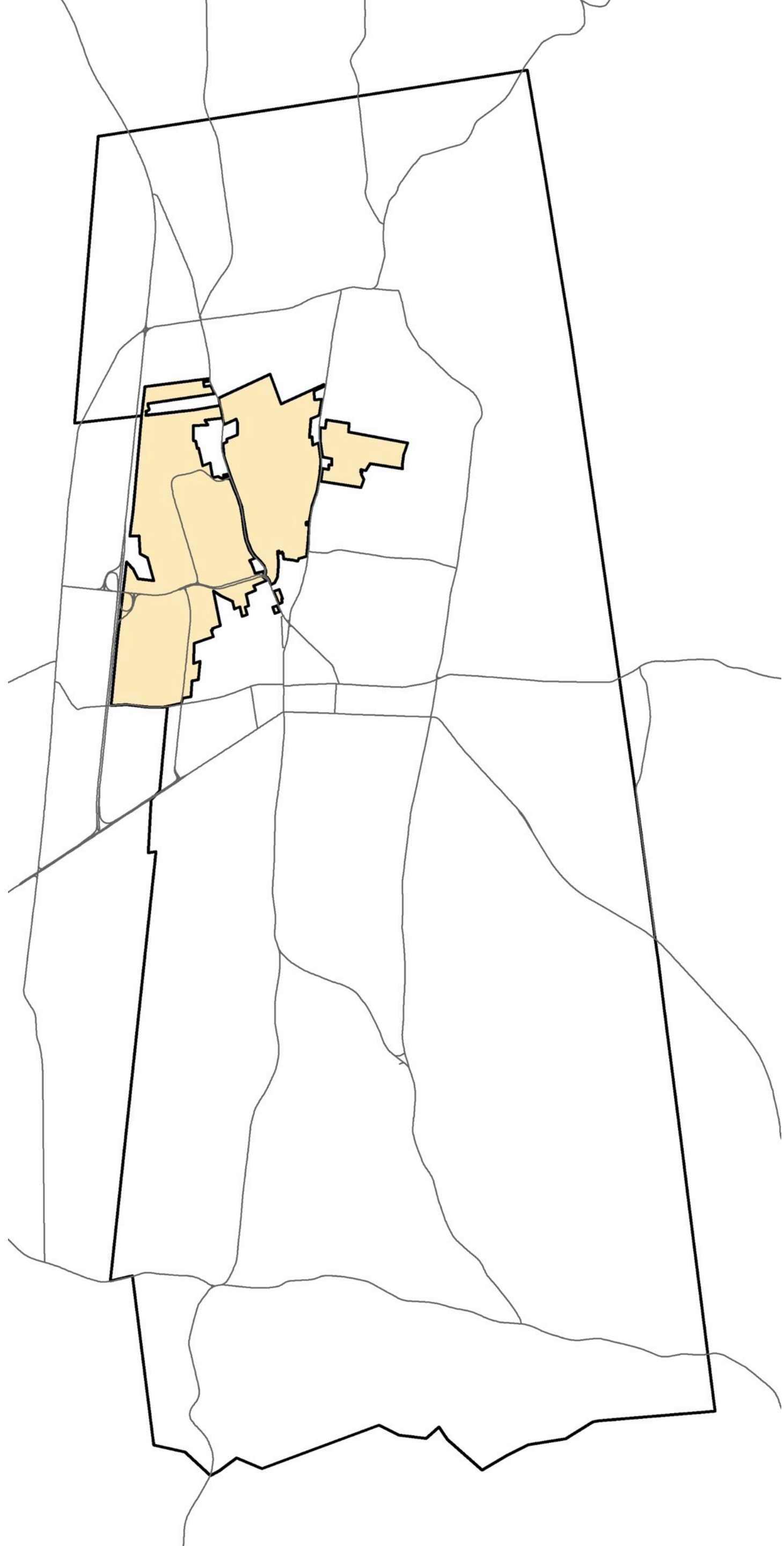


# ANALYSIS & OBSERVATIONS

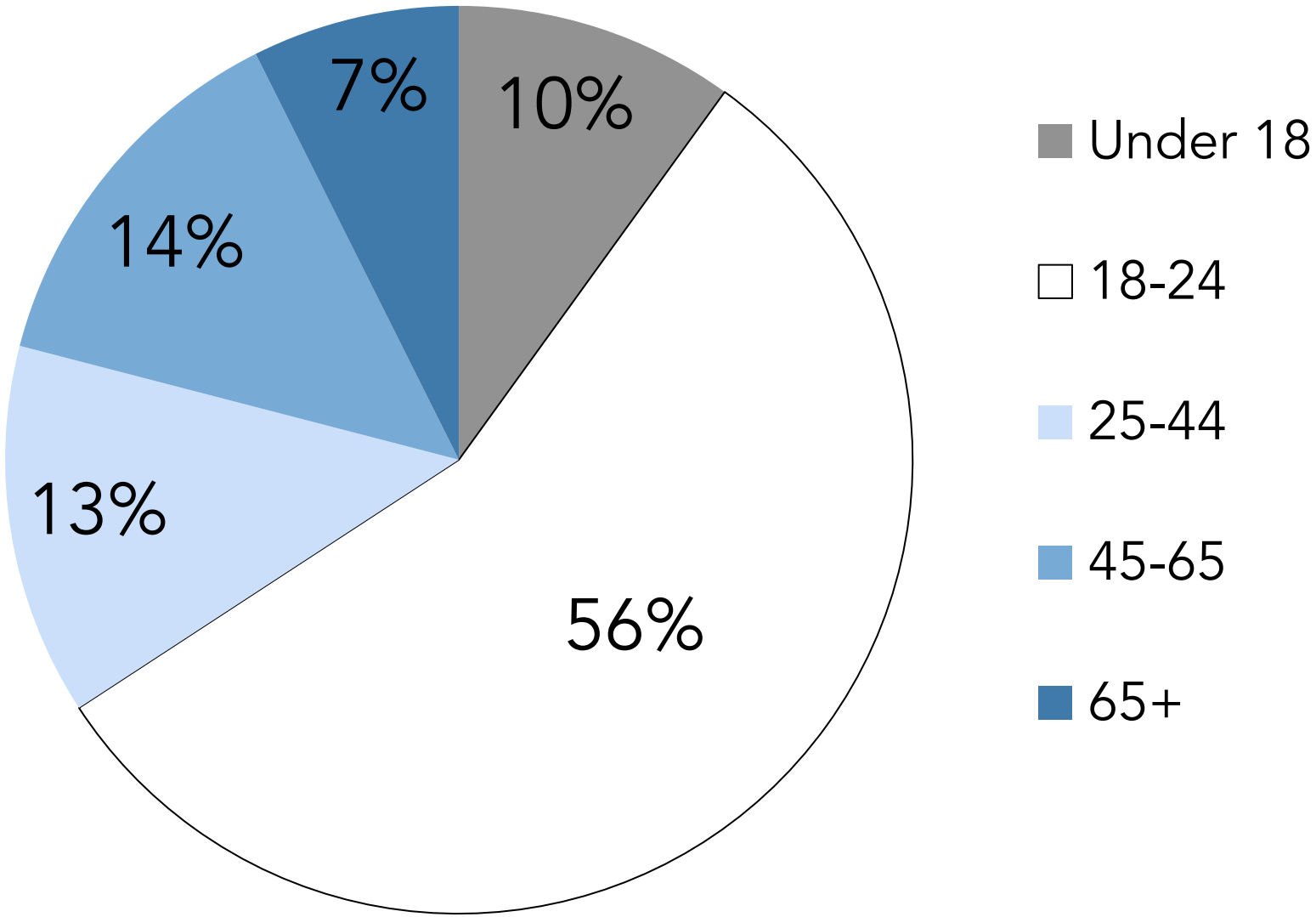
**UMASS**

**AMHERST**

# AMHERST

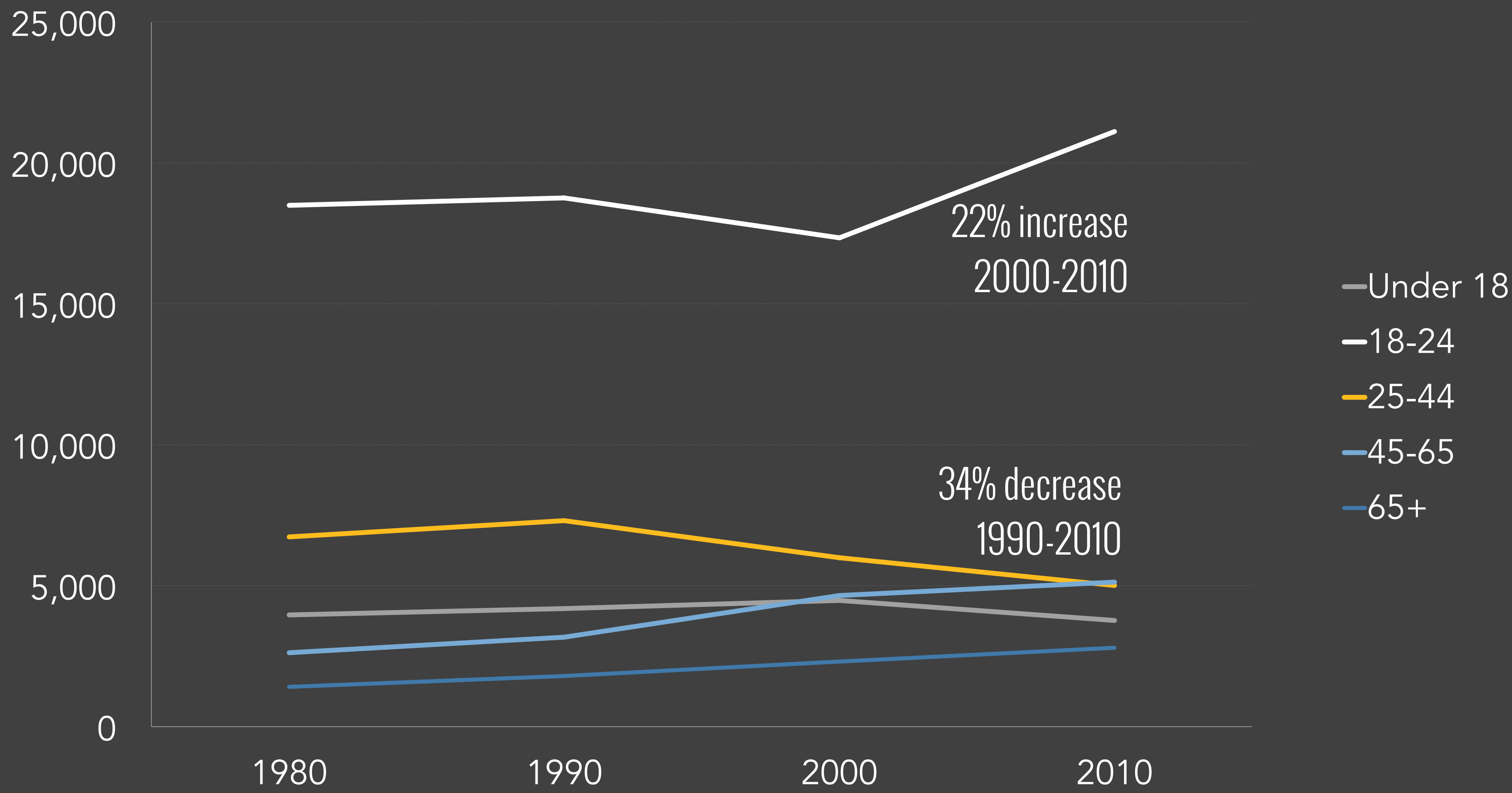


2010 Population:  
**37,819 Residents**

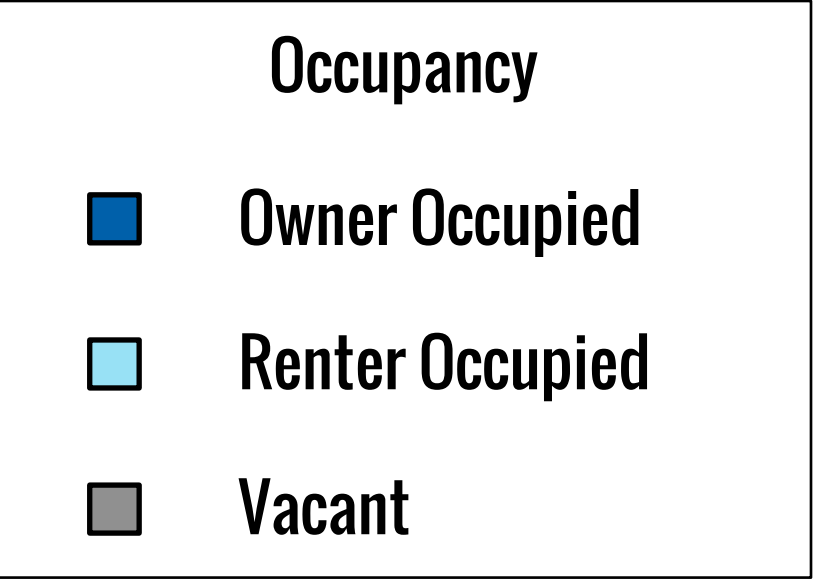
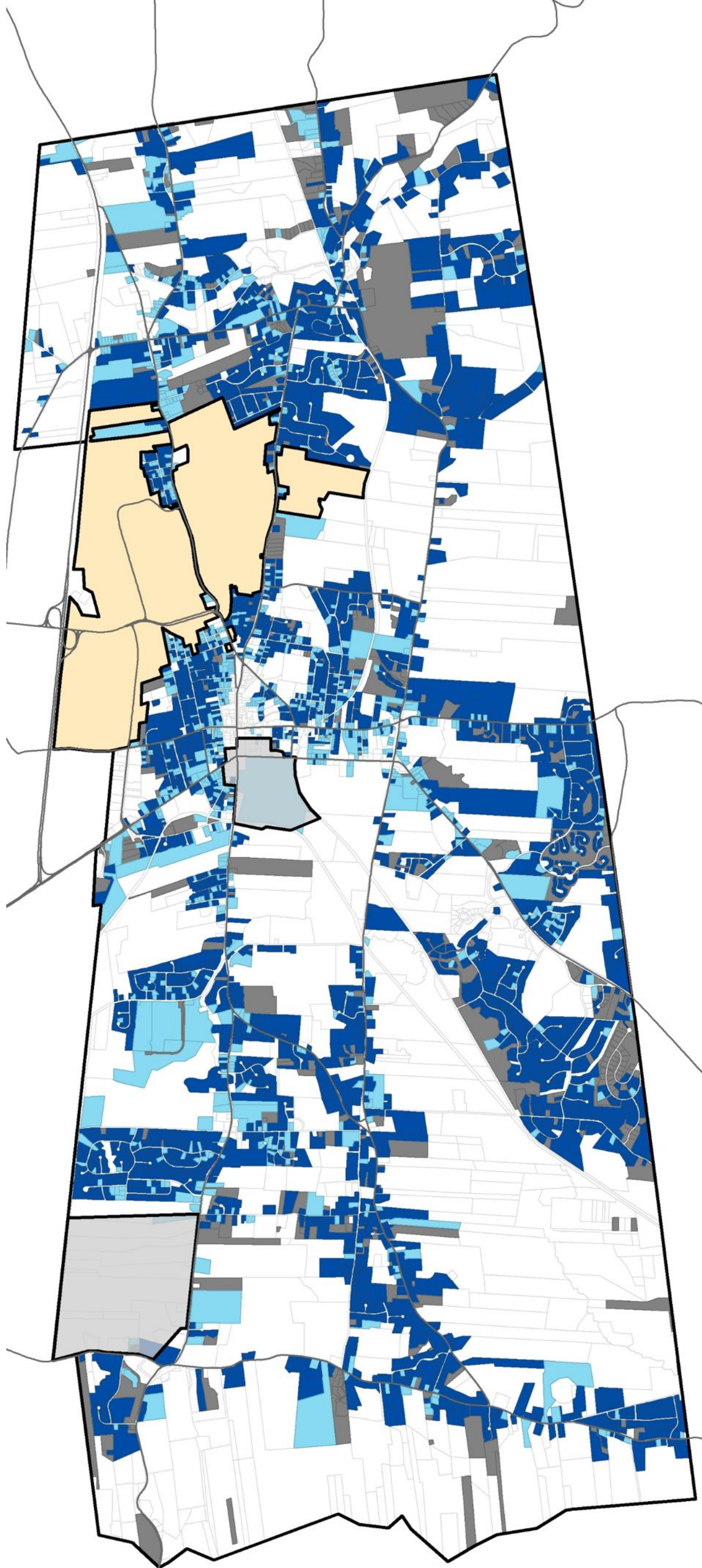


# AGE DISTRIBUTION

Amherst Residential Population



# HOUSING



**5,150 Residential Parcels**  
**46% Owner Occupied**  
**54% Renter Occupied**  
**9,711 Housing Units**

Residential Property Types

	2000	2010	% Change
Total Housing Units	9,427	9,711	3.0%
Occupied Units	9,174	9,259	0.9%
Owner Occupied Units	4,131	4,258	3.1%
Renter Occupied	5,043	5,001	-0.8%
Vacant Units	253	452	78.7%

# HOUSING - OWNER OCCUPIED

Owners Occupied Housing	Amherst	Tier 1 Towns
Median Value (2010)	\$340,000	\$273,130
Median Value Increase (2000-2010)	93.40%	38.80%
% increase of owner households (2000-2010)	3.10%	7.50%

Tier 1 Towns  
Belchertown  
Granby  
Hadley  
Hatfield  
Leverett  
Shutesbury  
South Hadley  
Sunderland

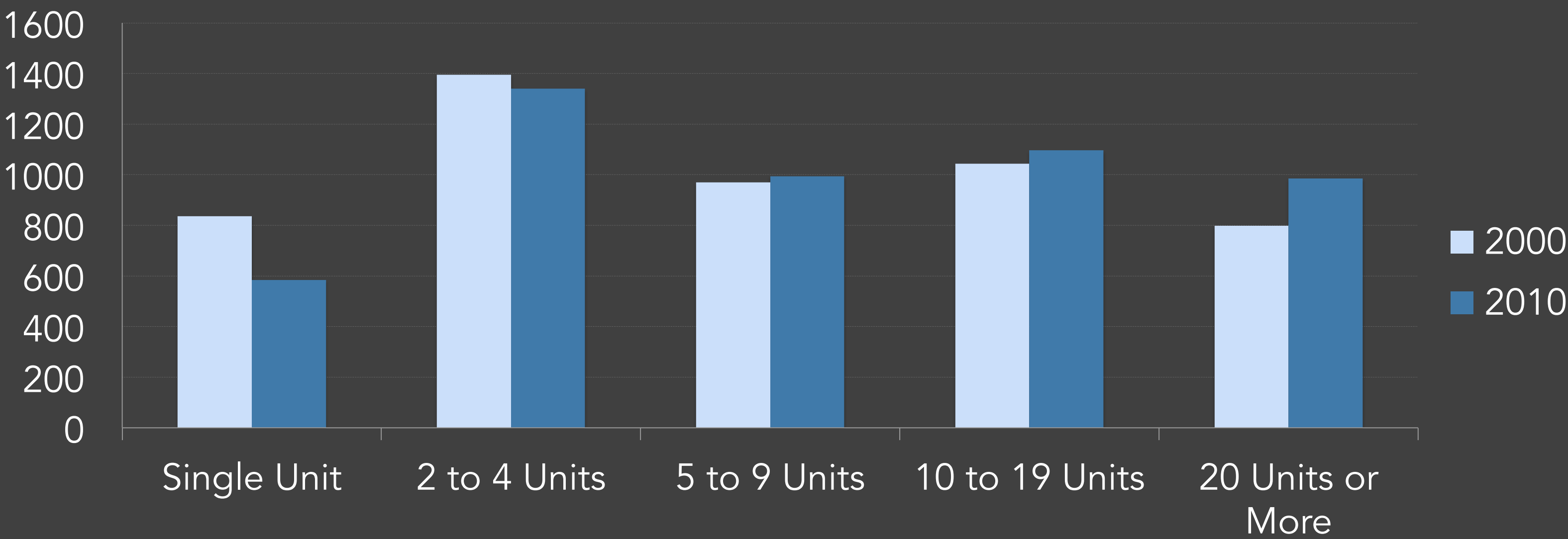
**Housing** in Amherst is **expensive** relative to surrounding towns and getting more **exclusive** as housing **supply does not keep pace** with local demand

# HOUSING - RENTER OCCUPIED

Renter Occupied Housing	Amherst	Tier 1 Towns
Median Gross Rent (2010)	\$1,078	\$872
% of renter households less than 25 years old (2010)	39%	11%

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

Amherst Renter Unit Counts by Building Type



# EMPLOYERS

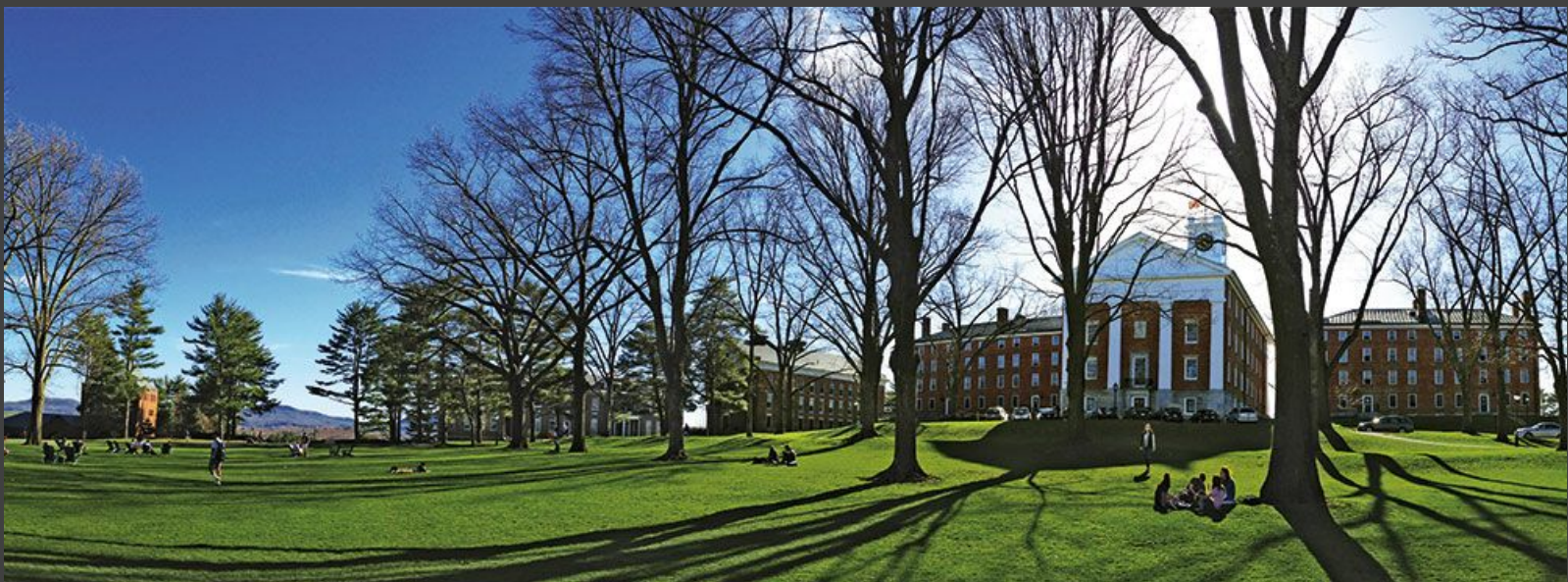
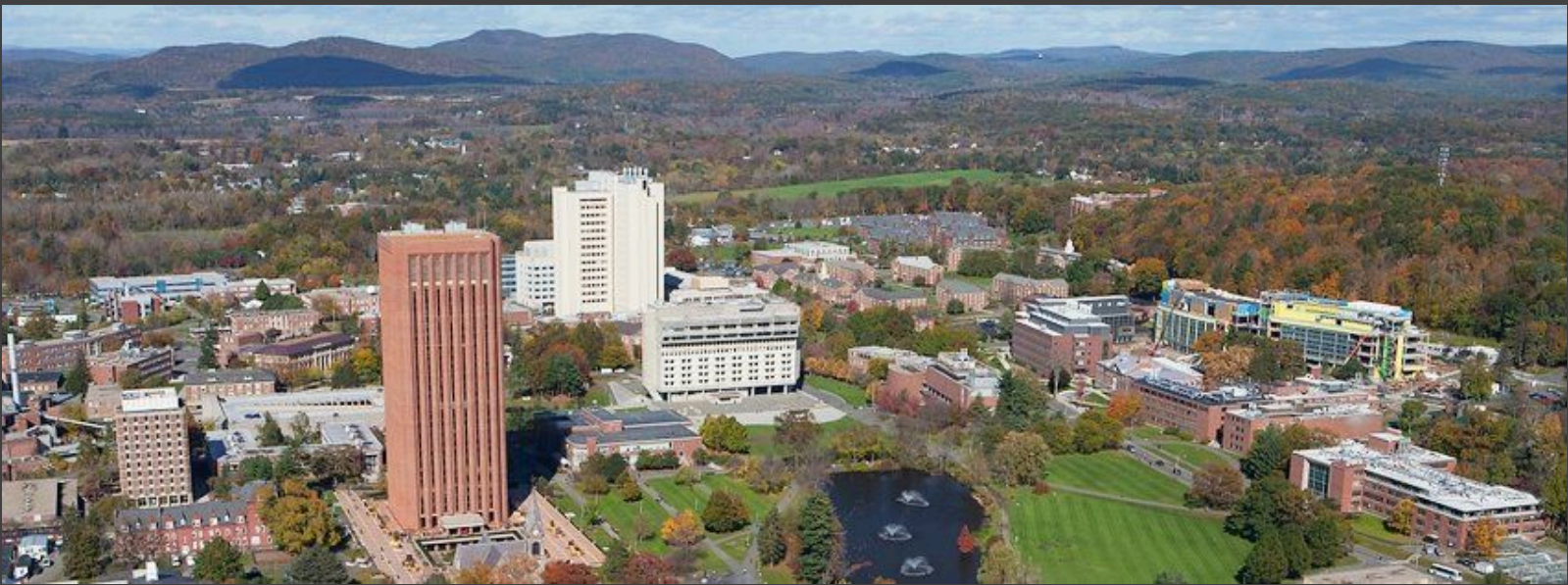
## Top Employers in Hampshire County

	EMPLOYEES	TYPE	LOCATION
University of Massachusetts	6,397	Higher Ed	Amherst
Cooley Dickinson Hospital	1,705	Medical	Northampton
Smith College	1,350	Higher Ed	Northampton
C&S Wholesale Grocers		Food Distribution	Hatfield
ServiceNet		Human Services	Northampton
Mount Holyoke College	965	Higher Ed	South Hadley
Amherst College	870	Higher Ed	Amherst
US Veterans Medical Center		Medical	Northampton
Hampshire College	430	Higher Ed	Amherst

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

# EMPLOYERS

## Distribution of Employment in Amherst

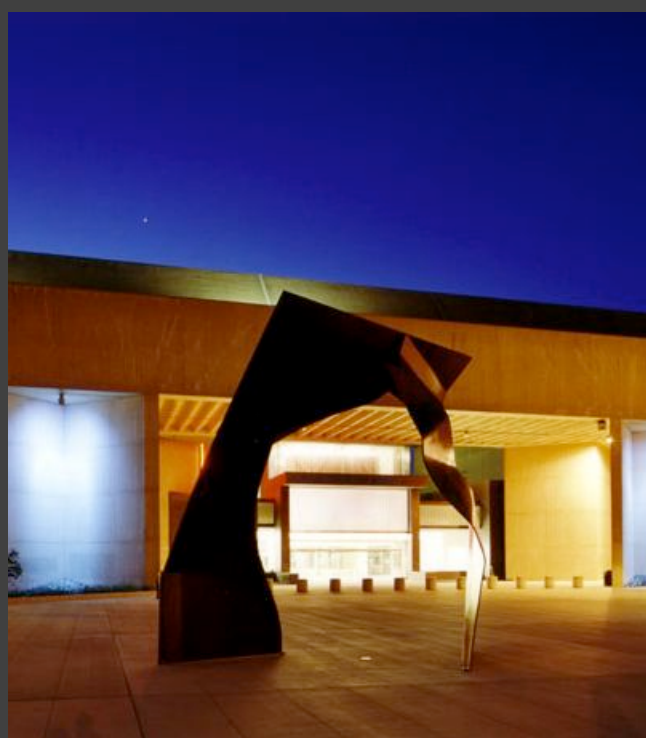


Within Amherst, **60%** of jobs are  
in **Educational Services**

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

# EMPLOYERS

## Distribution of Employment in Amherst



**Tourism** is also an important  
local economic driver

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# ANCHOR INSTITUTIONS

Centers of **employment**

Destination for **students**

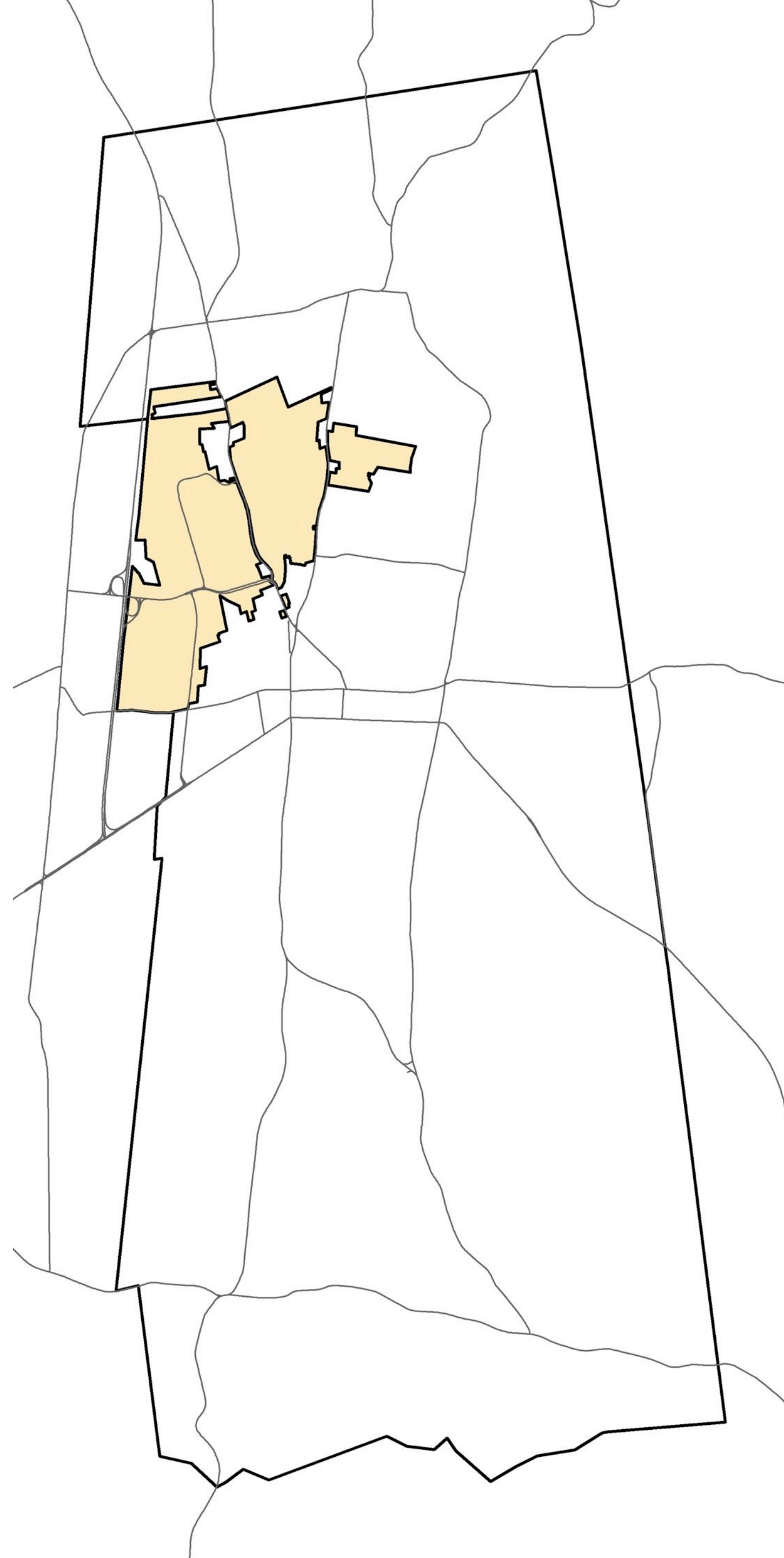
Purchasers of **goods and services**

National centers of **research**

Curator and generator of **arts and culture**

Drivers of **economic development**

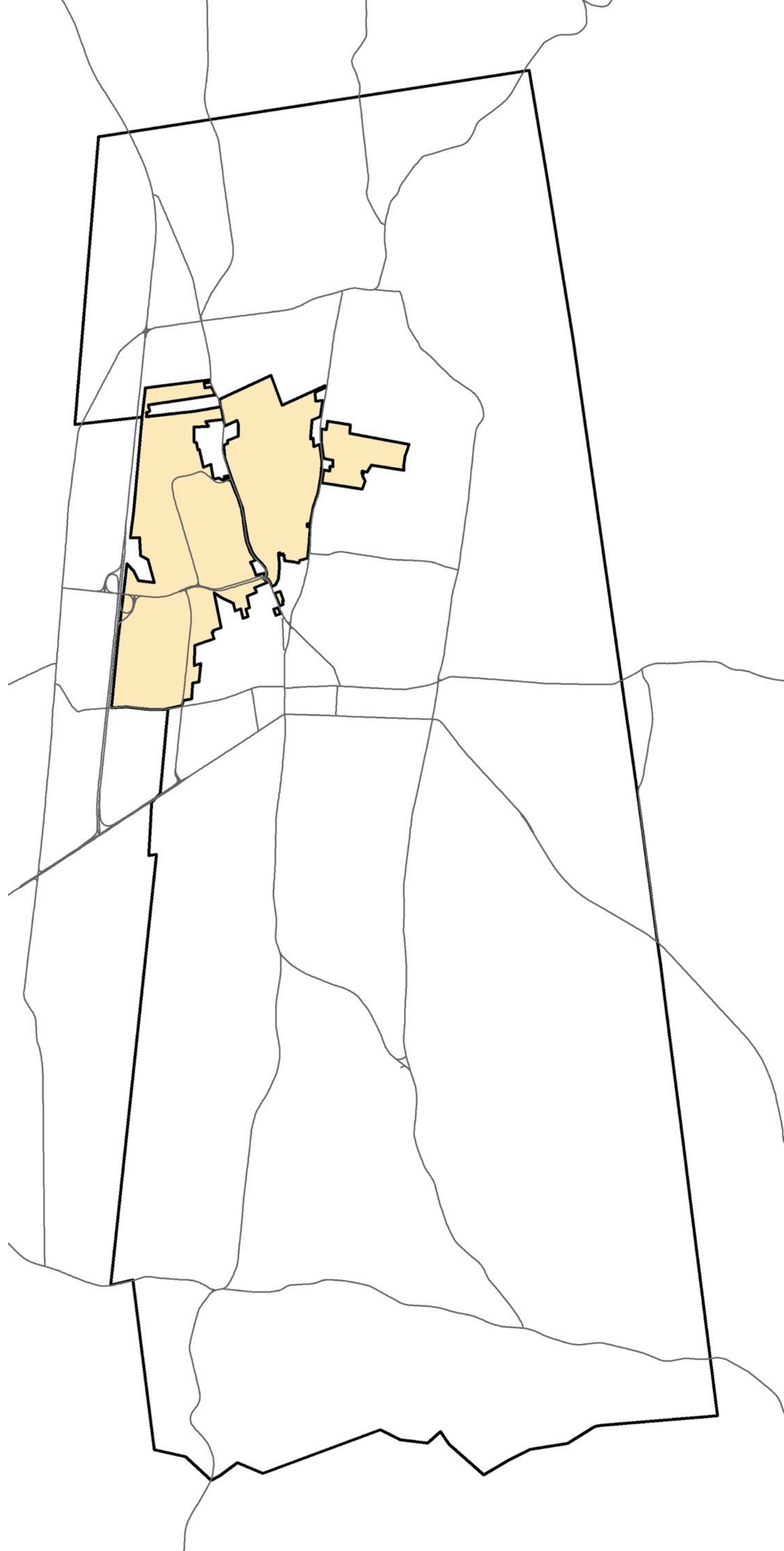
# UMASS



**24,961** Students

**6,397** Employees

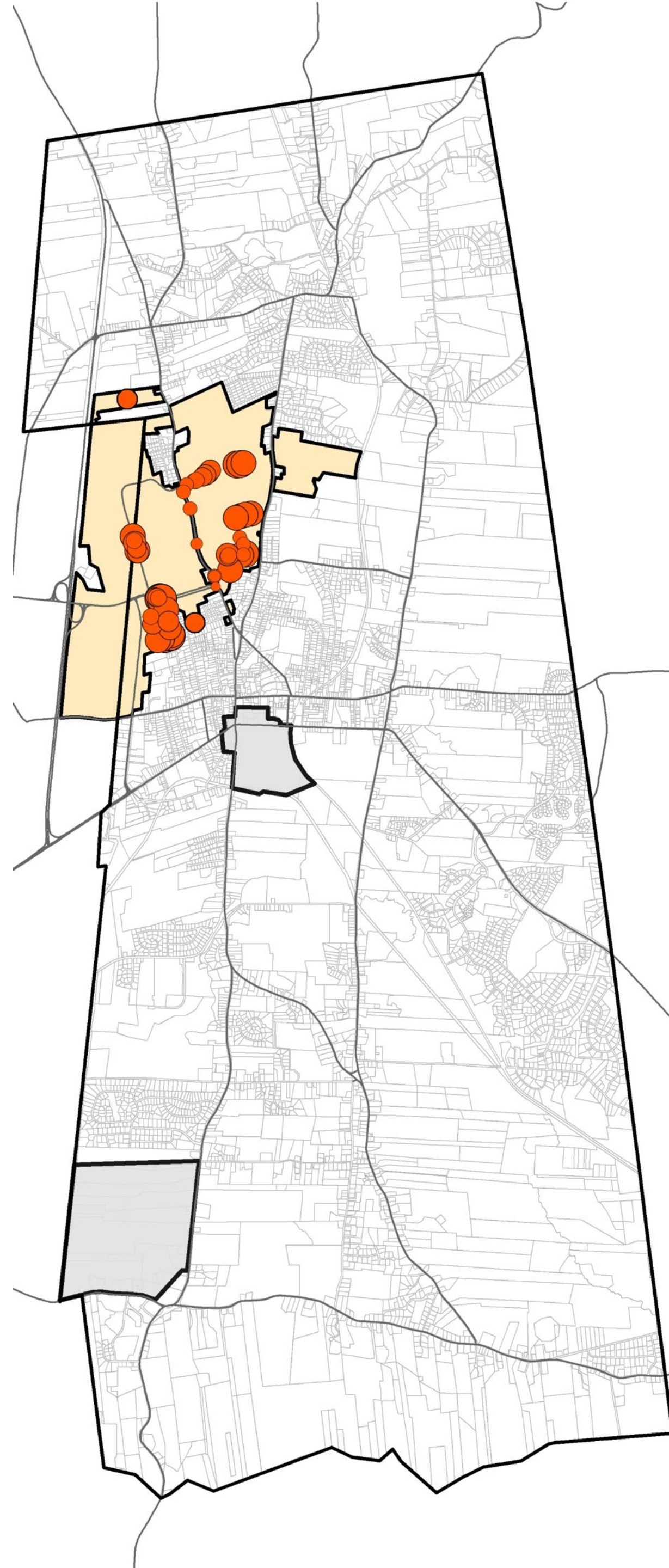
**\$1 Billion** operating budget



**24,961** Students  
Fall 2013

	Full Time	Part Time	Total
Undergraduate (including Stockbridge)	20,280	448	20,728
Graduate	2,090	2,143	4,233
Total Taking Classes at UMass	22,370	2,591	24,961
Continuing and Prof. Education (on-line)	438	3,119	3,557

# STUDENT HOUSING



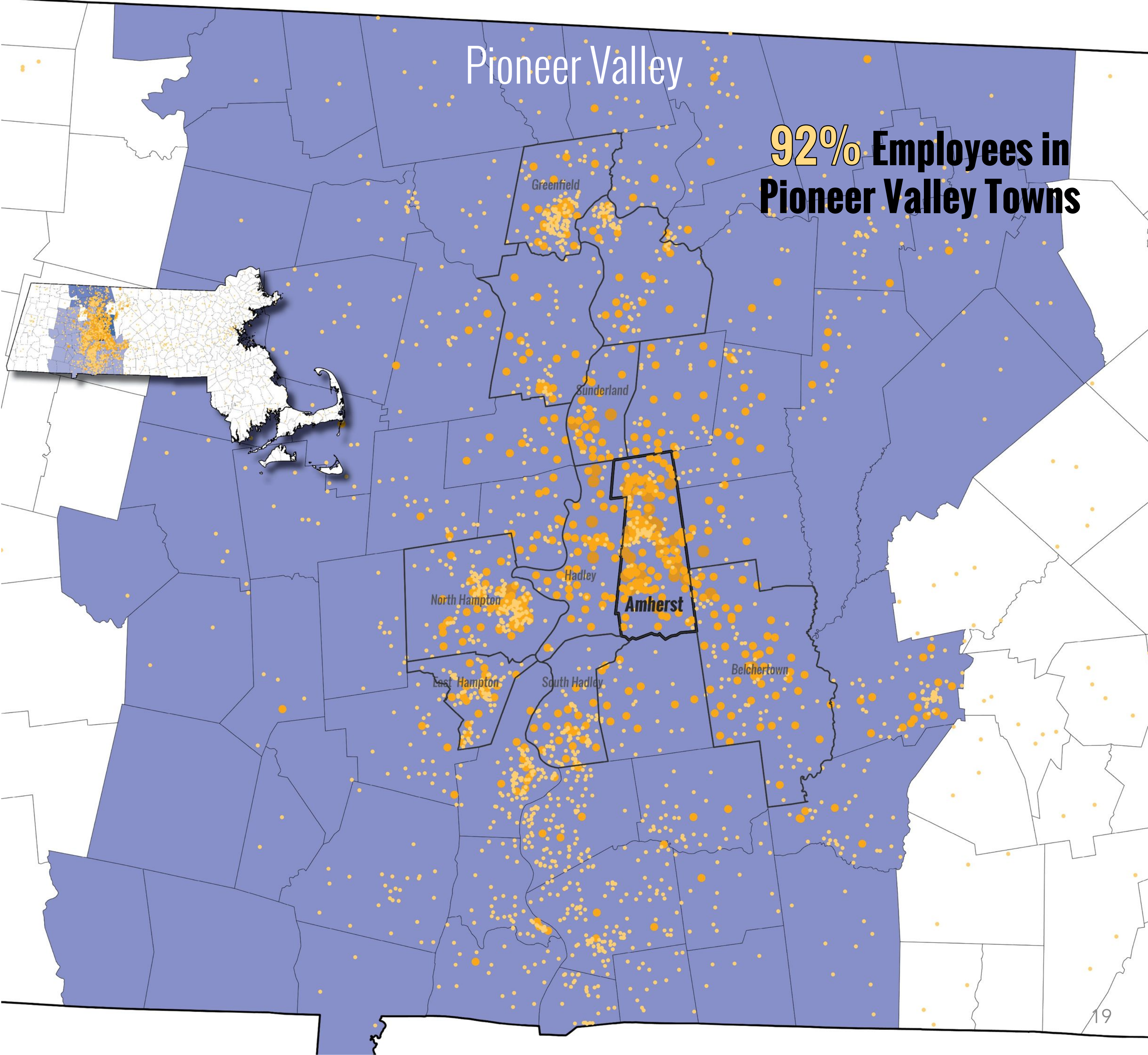
**24,961** Students

**14,300** Beds  
97% Occupancy

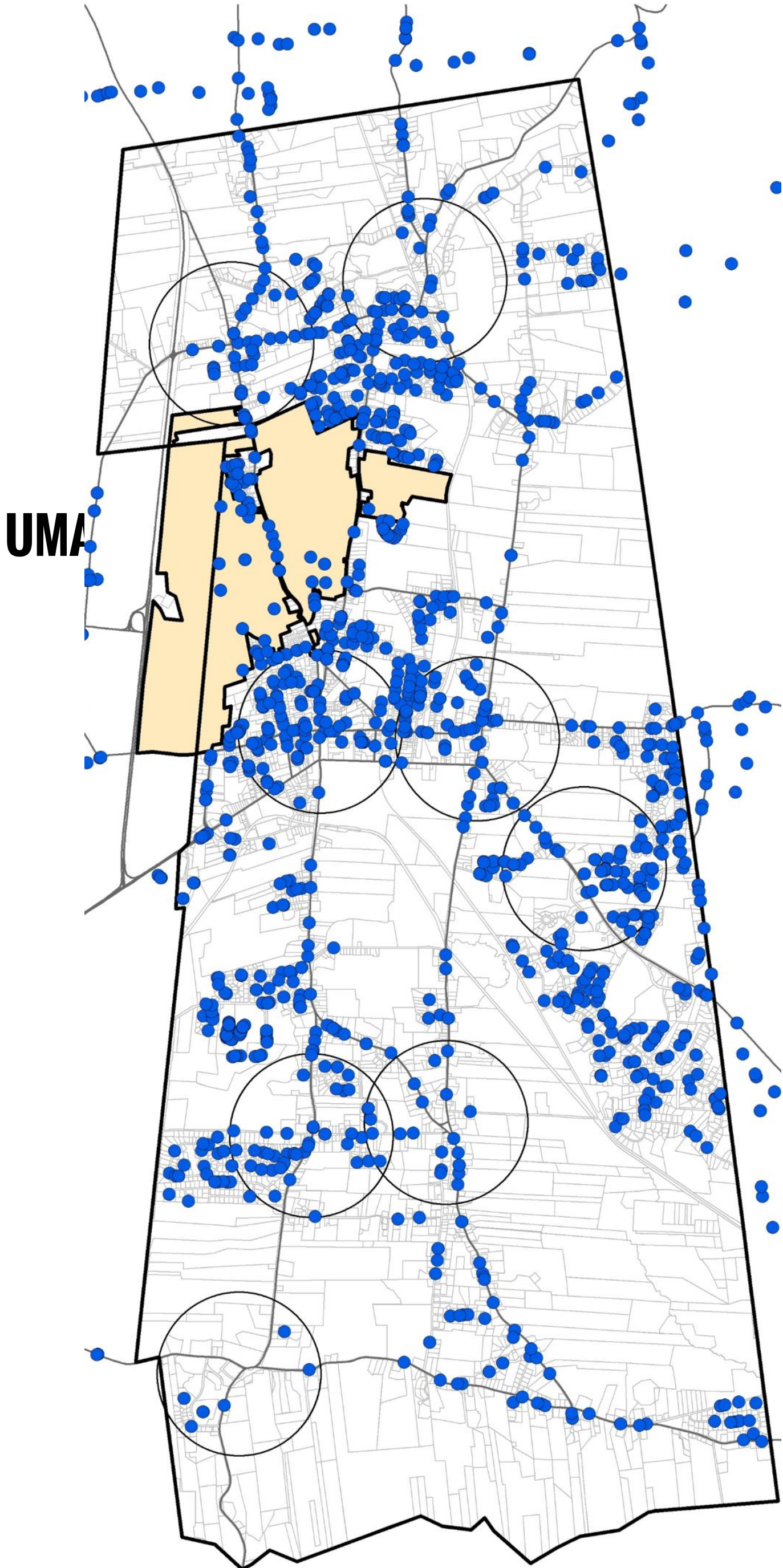
**4,000** Estimated  
UMass Students  
living off-campus in  
Amherst

# EMPLOYEES

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



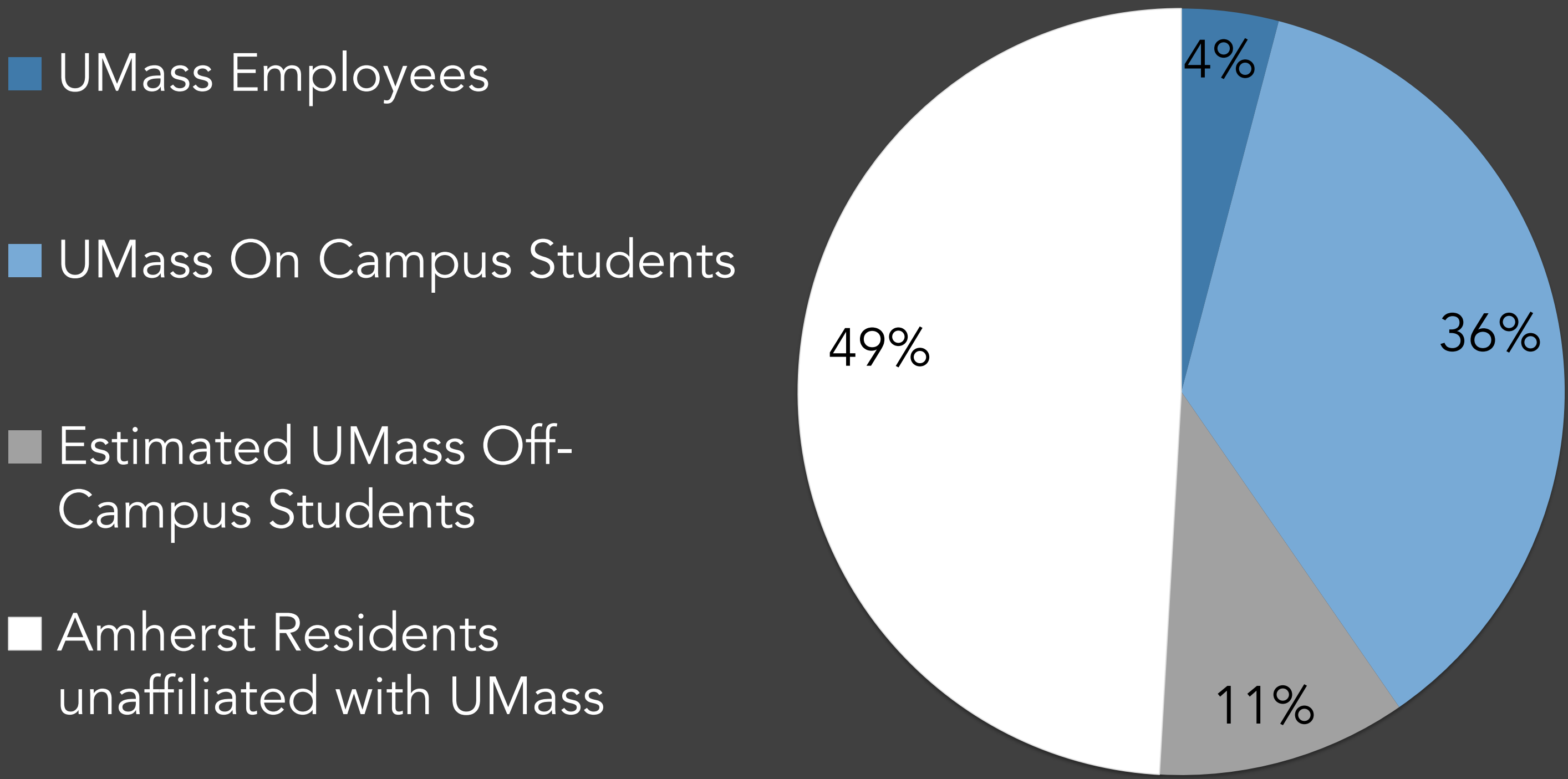
# EMPLOYEES



**6,397** Employees  
86% full time

**24%** in Amherst  
45% of UMass Faculty

# UMASS SHARE OF AMHERST RESIDENTIAL POPULATION



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



Student Life functional space identified in Campus Master Plan

# DINING SERVICES

Award winning dining services

- 7 dining commons and 23 retail locations
- 83% undergraduate enrollment
- 2<sup>nd</sup> largest university dining program in the country



# 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
- 3<sup>rd</sup> Statewide in NSF Funding



# RESEARCH AND COMMERCIALIZATION

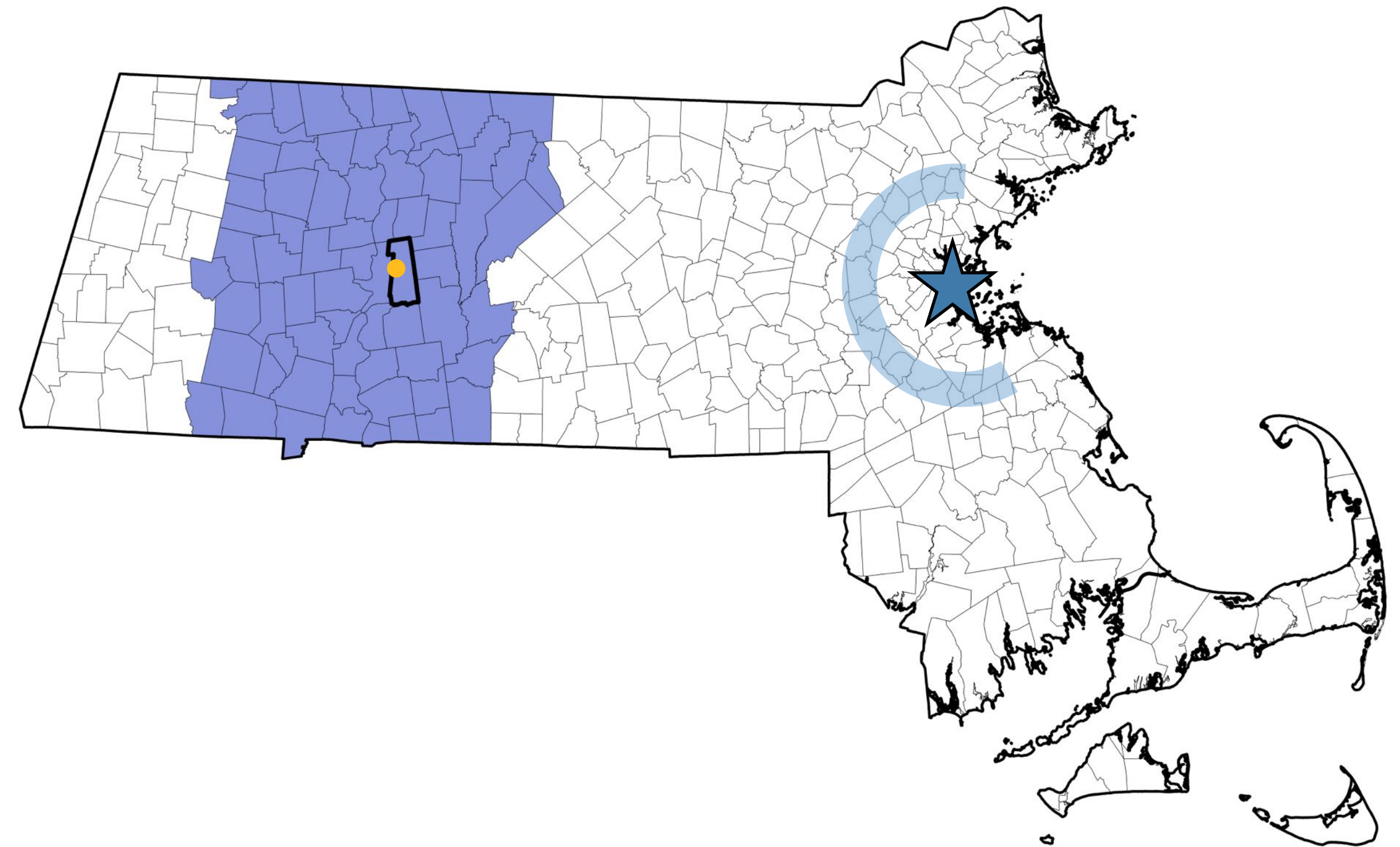
**Challenges** in leveraging UMass research and commercial potential locally:

## 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

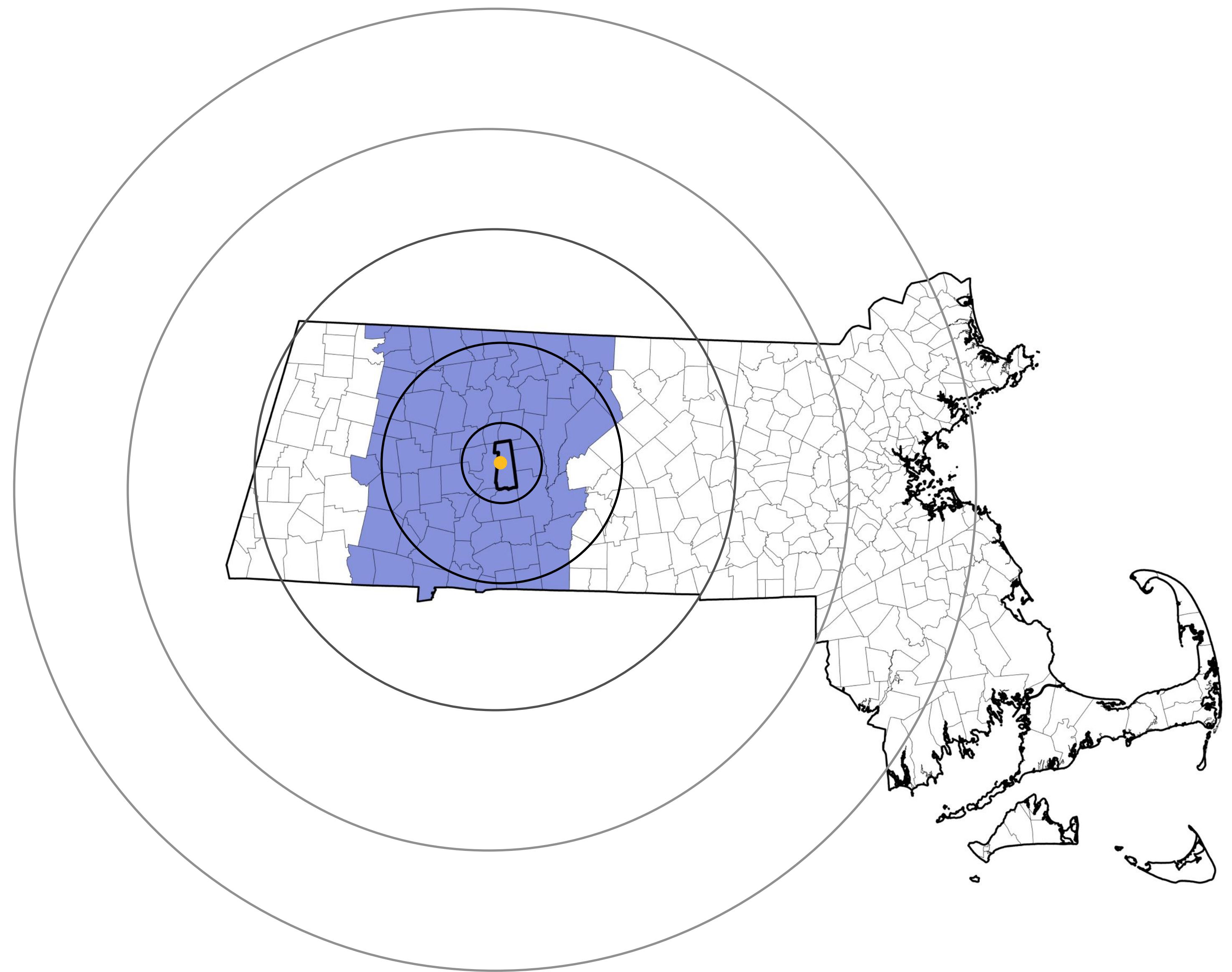


# ECONOMIC IMPACT

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

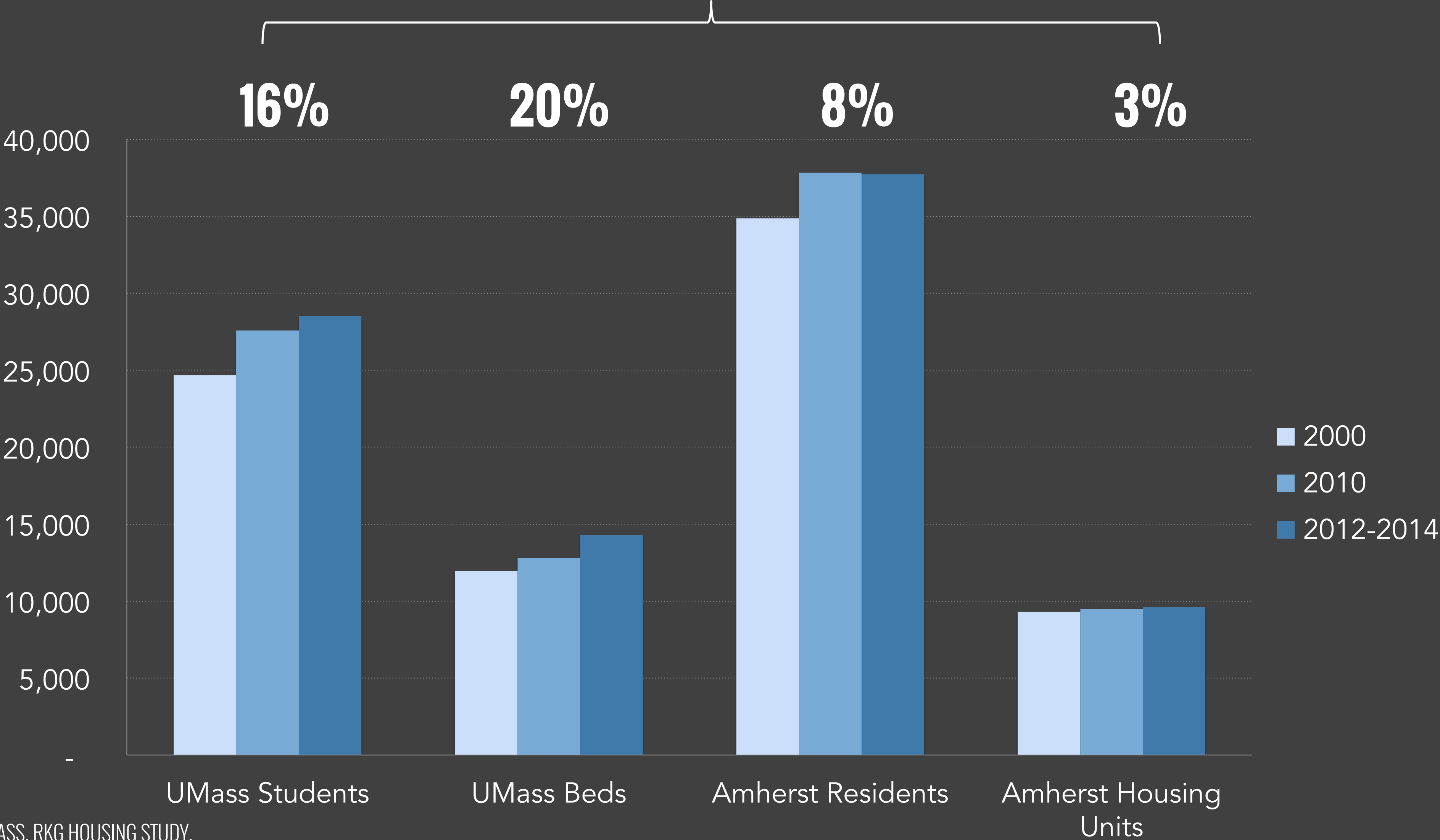
Local drivers:

- Students
- Employees
- Related jobs
- Purchasing
- Research



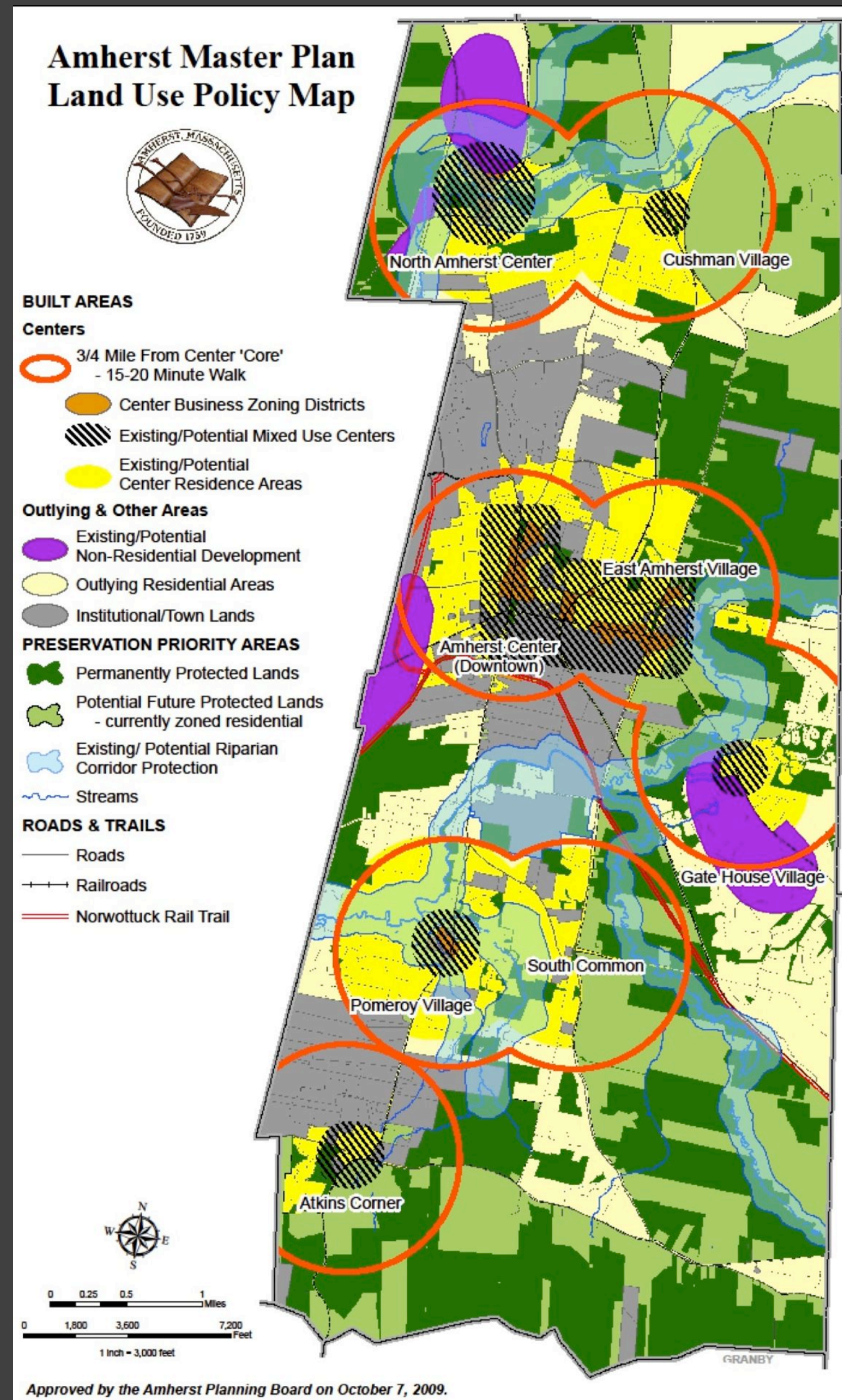
# GROWTH

Growth from 2000-2014



SOURCE: CENSUS, UMASS, RKG HOUSING STUDY, AMERICAN COMMUNITY SURVEY, U3 ADVISORS

# PLANNING

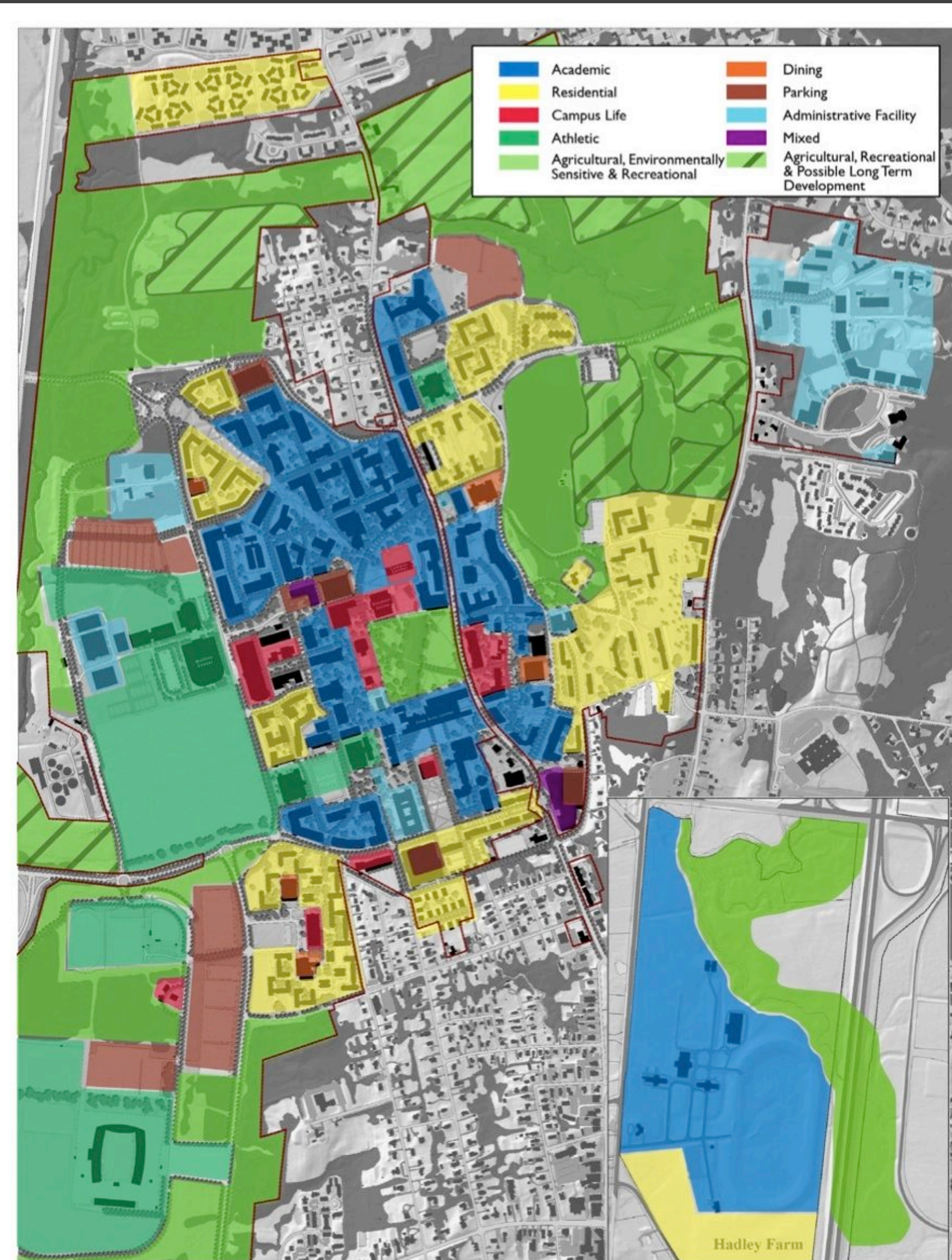


## Amherst Master Plan - 2010

### 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

# PLANNING



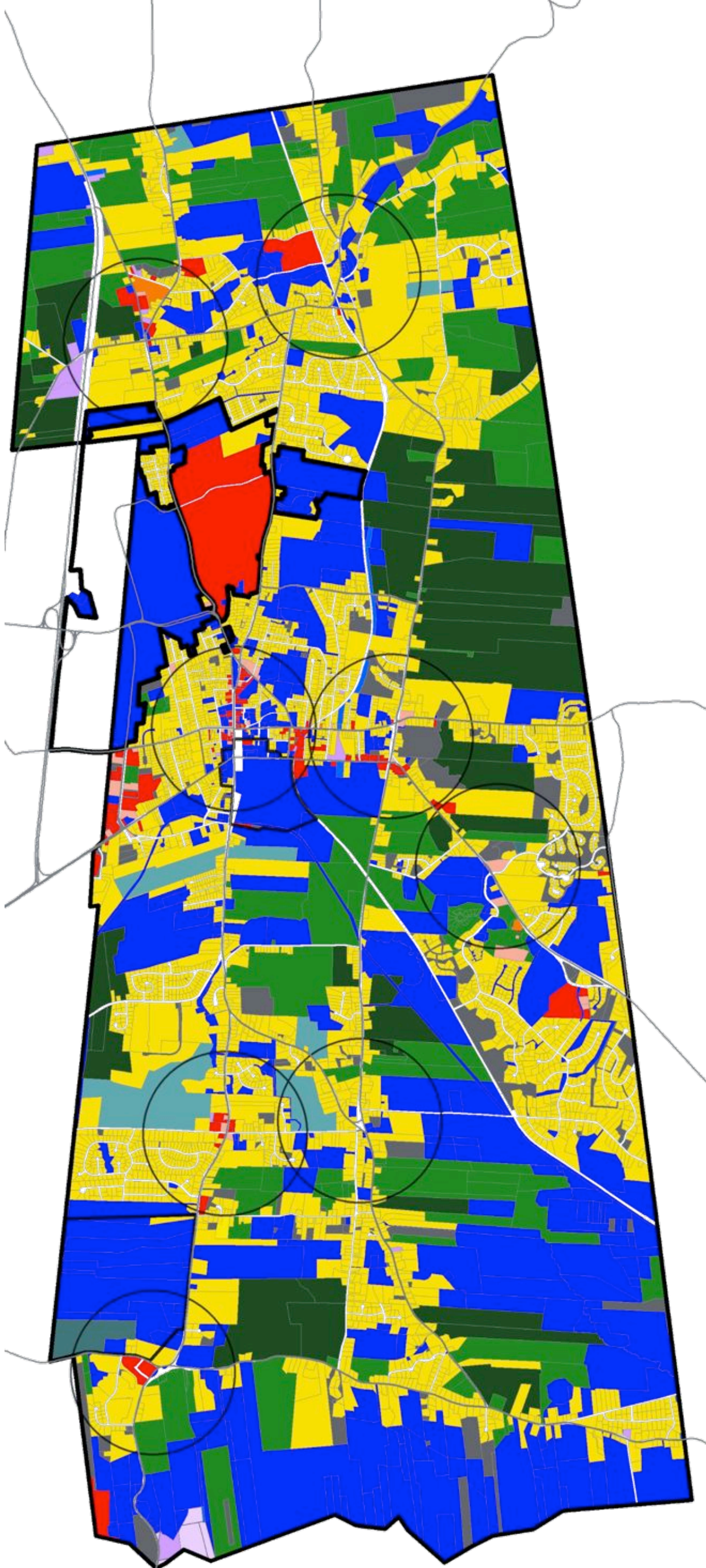
Campus Master Plan - Proposed Landuse

## 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** (10,298 Acres)

**27% Residential Landuse** (4,793 Acres)

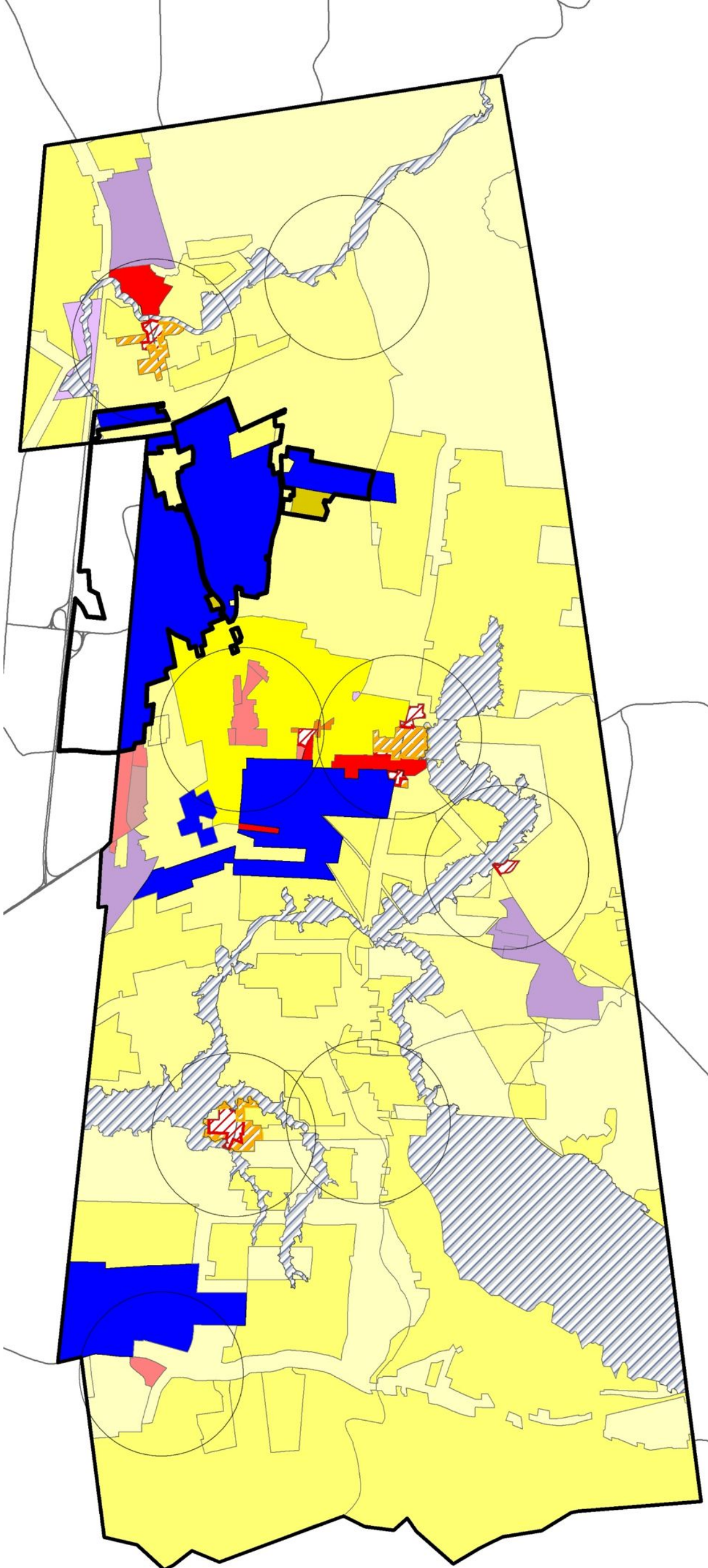
**12% Commercial Landuse** (2,130 Acres)

**3% Vacant Residential** (533 Acres)

**6,159 Parcels**

- 84% Residential Parcels**  
Including 9% 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**

# ZONING



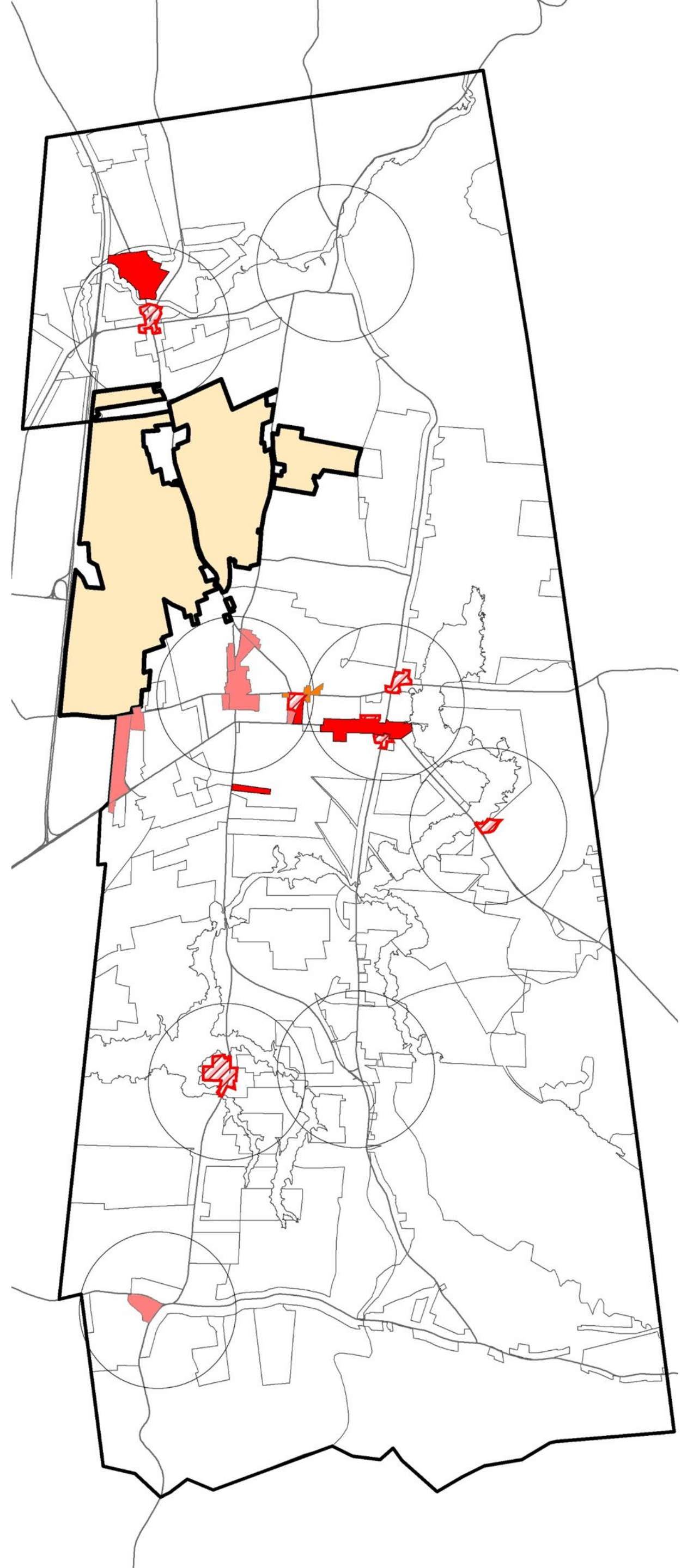
The Amherst Zoning Bylaw has six (6) residential zoning districts and one (1) overlay district including:

- 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

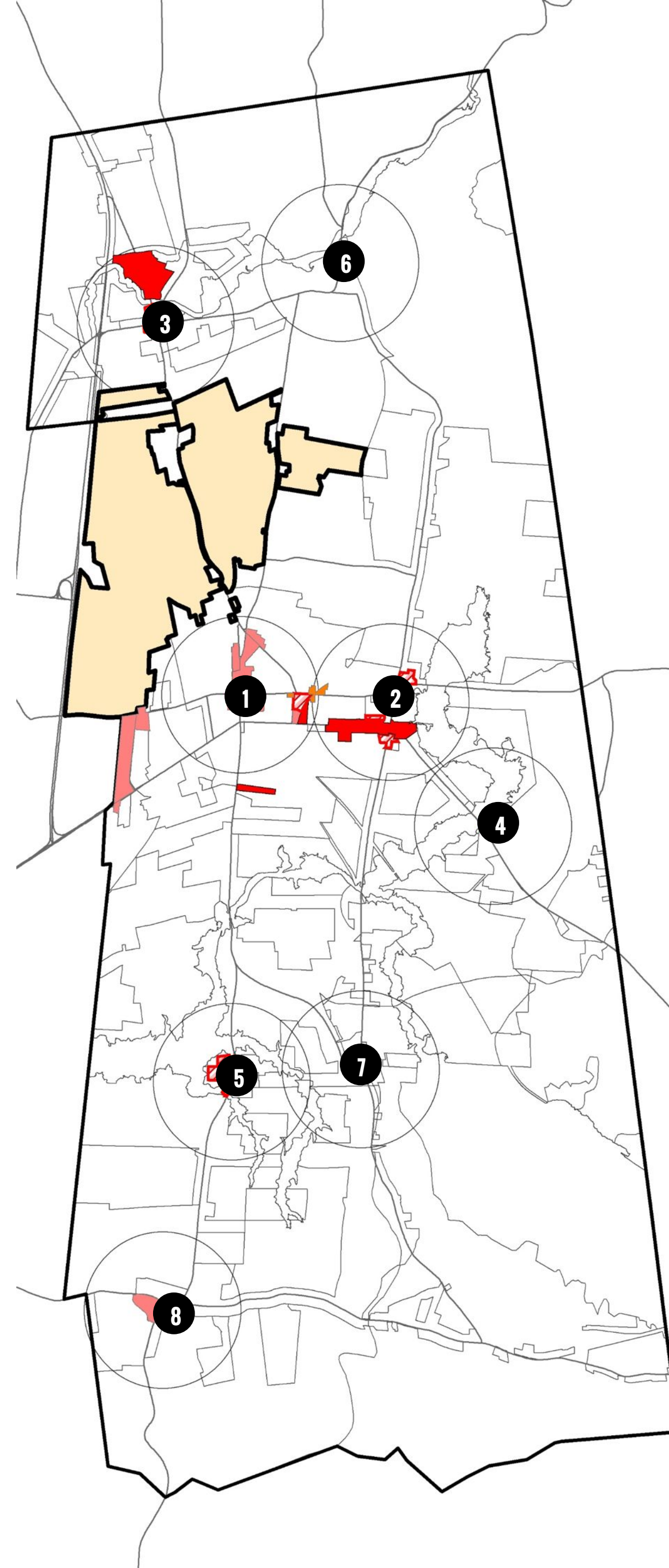
# ZONING



## Zoning that allows for Mixed Use Development

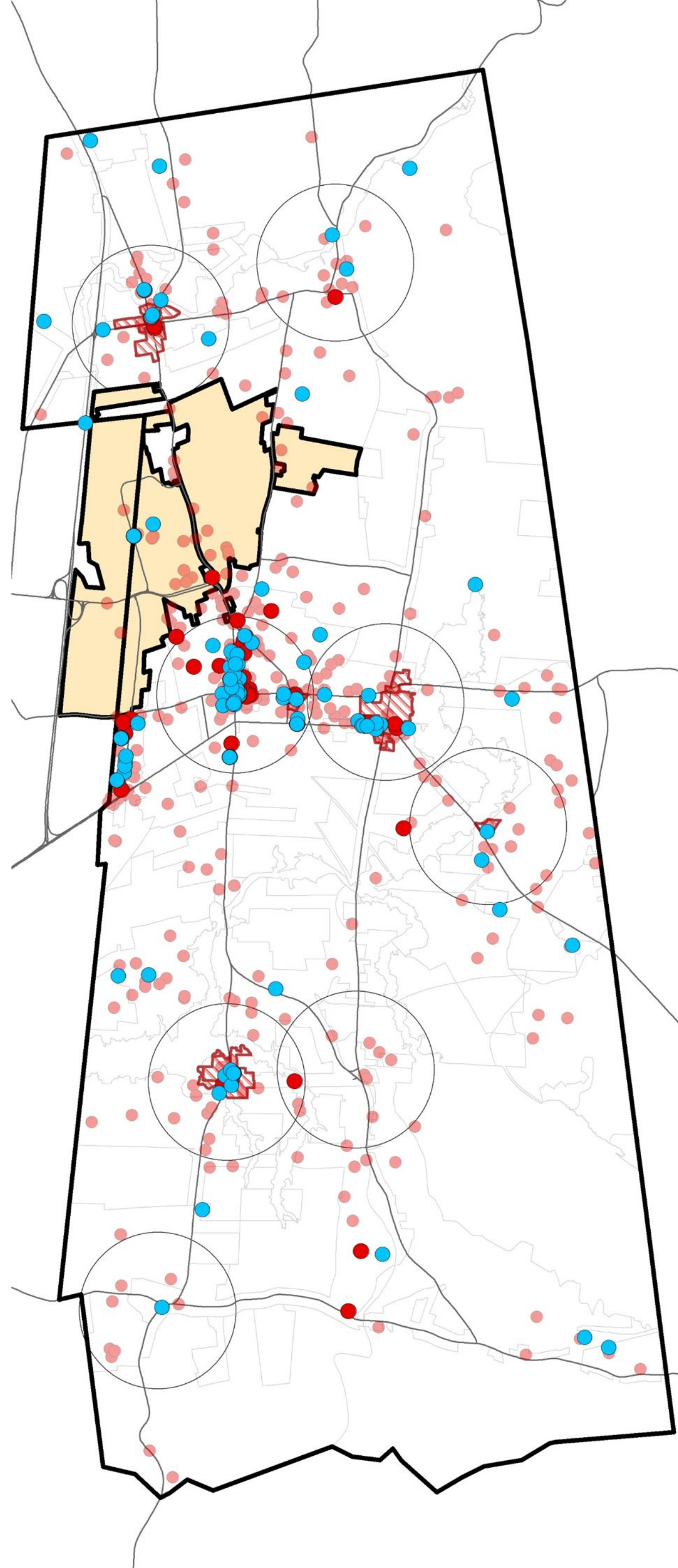
-  Village Center Business
-  Commercial
-  General Business
-  Limited Business
-  Neighborhood Business

# VILLAGE CENTERS



- 1 Amherst Center
- 2 East Amherst
- 3 North Amherst
- 4 Gatehouse Village
- 5 Pomeroy
- 6 Cushman Village
- 7 South Village
- 8 Atkins Corner Village

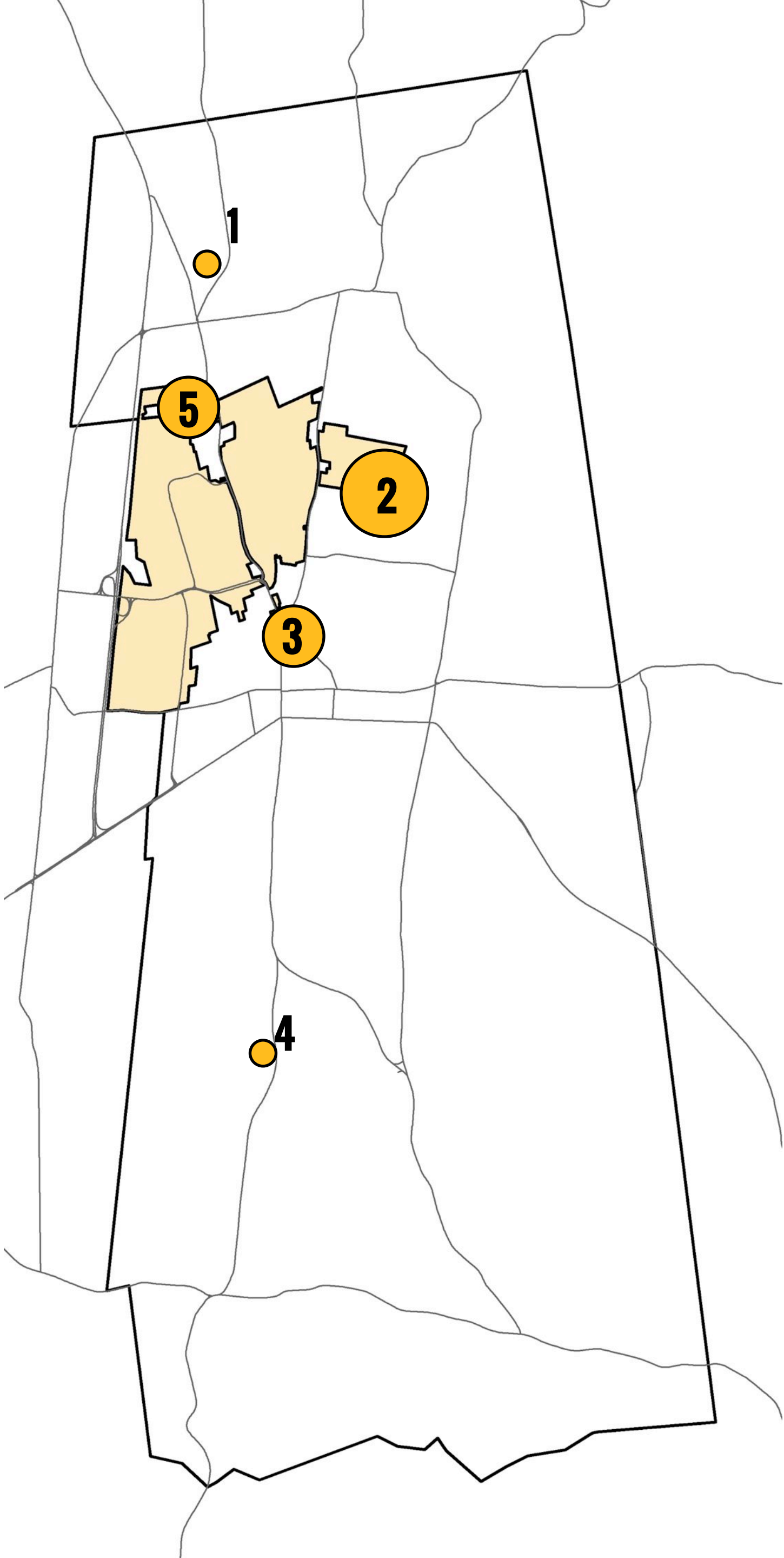
# BUSINESSES



## 1,031 Businesses

	# of Businesses	% of Businesses	Estimated Sales Volume	% of Estimated Sales Volume
Eating and Drinking	80	8%	71,654	6%
Retail	86	8%	153,076	13%
Arts, Entertainment, and Rec	39	4%	65,330	6%
Other	826	80%	870,569	75%
Grand Total	1,031	100%	1,160,629	100%

# APPROVED DEVELOPMENT



469 beds approved  
for construction

	# of Units	# of Beds
1. Trolley Barn	4	16
2. Olympia Place	75	236
3. Kendrick Place	36	102
4. Amherst Office Park II	17	19
5. Presidential Apartments	52	96
Total	184	469

# 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

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



# OBJECTIVES



# PRELIMINARY RECOMMENDATIONS



Mixed use development with  
housing for students and retail

Foster local start-up and  
entrepreneurial community

Shared approach towards  
future development

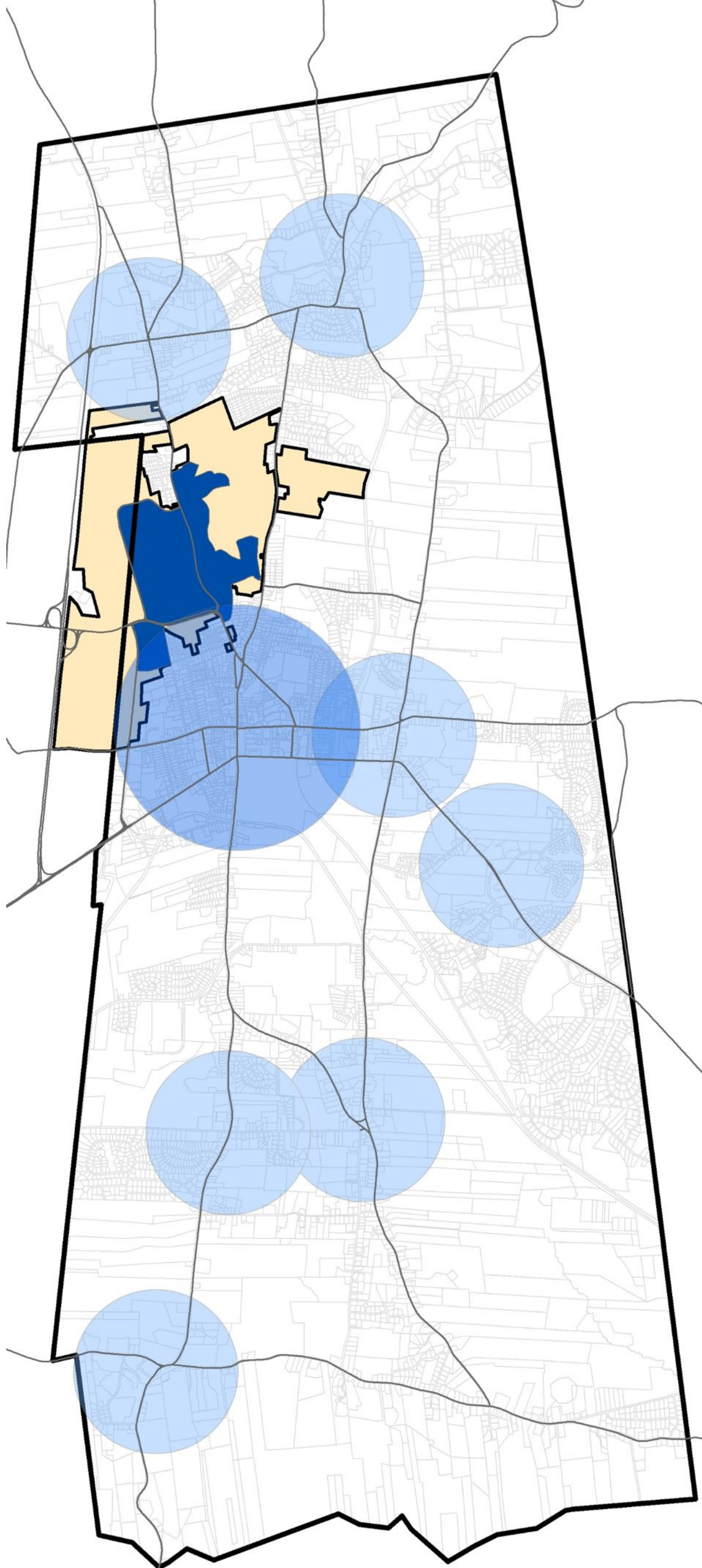
# PRELIMINARY RECOMMENDATIONS

Mixed use development with  
housing for students and retail

Proposed locations:

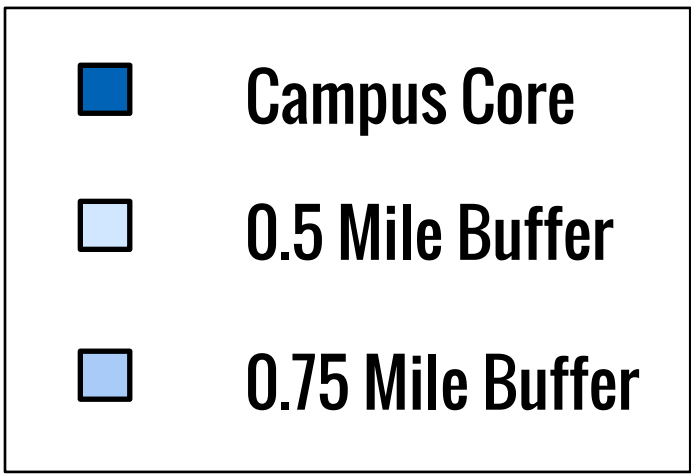
- That are in close proximity to UMass (particularly for students)
- That are in close proximity to village centers
- Where land control is feasible
- Where compact development is appropriate

# WHERE IS THE OVERLAP

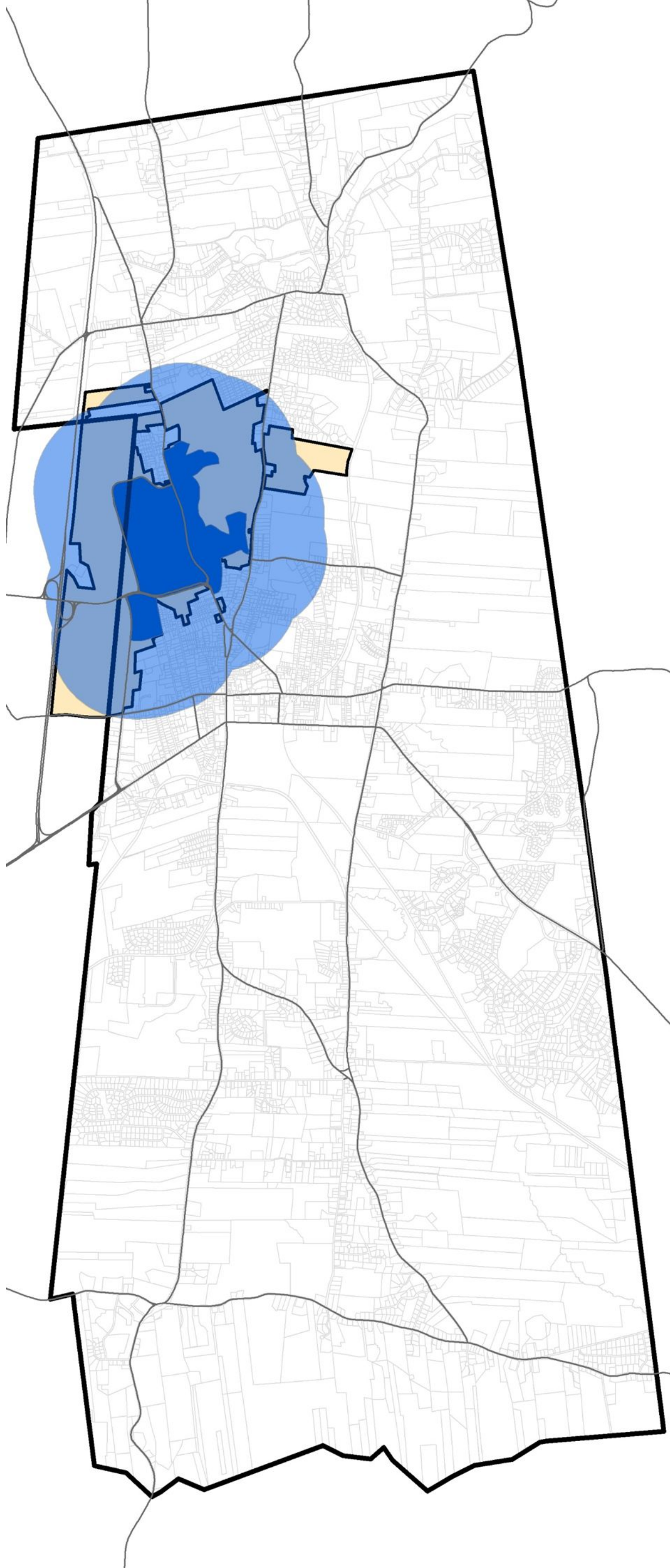


## Walking Zones

15 to 20 Minute Walk to Village Center

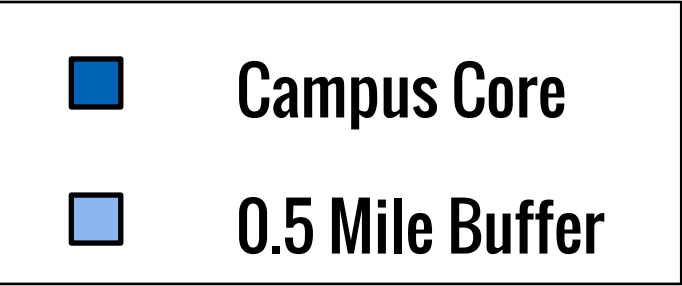


# WHERE IS THE OVERLAP

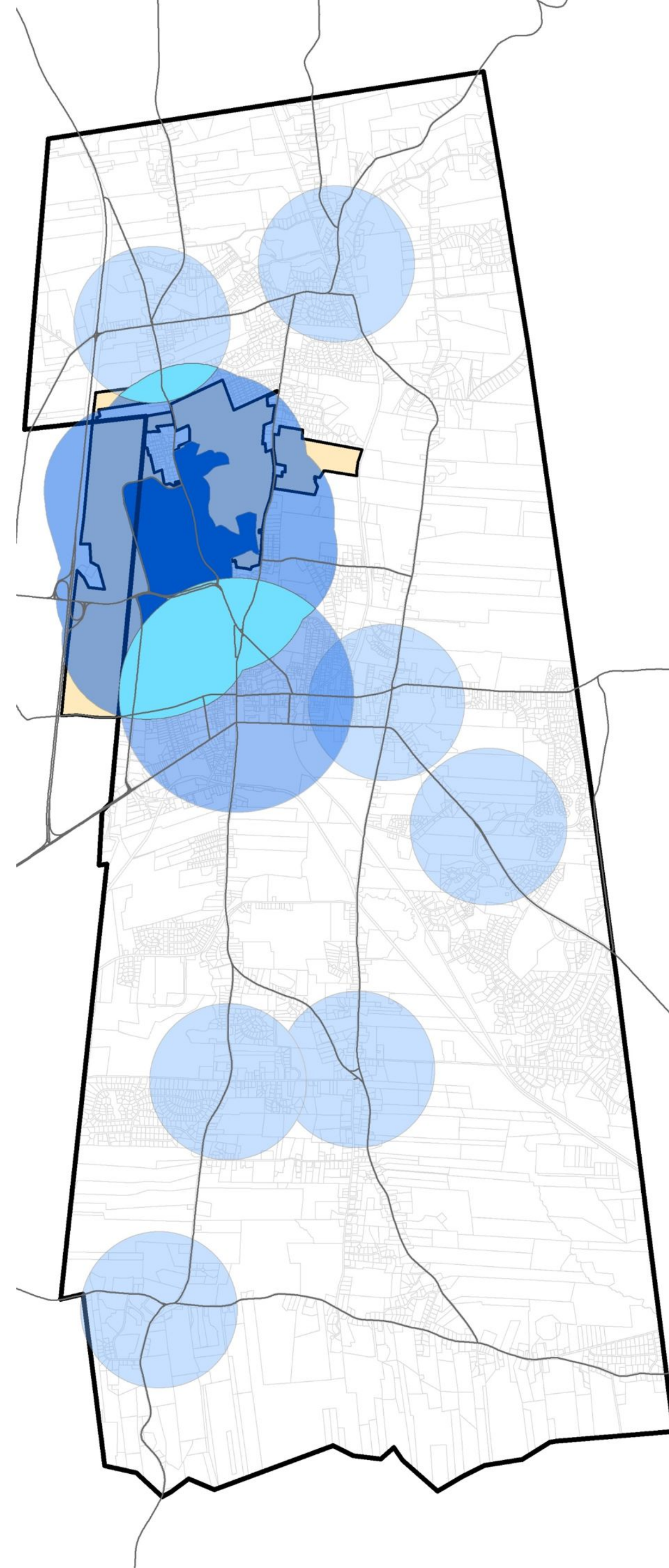


## Walking Zones

15 Minute Walk to Campus Core

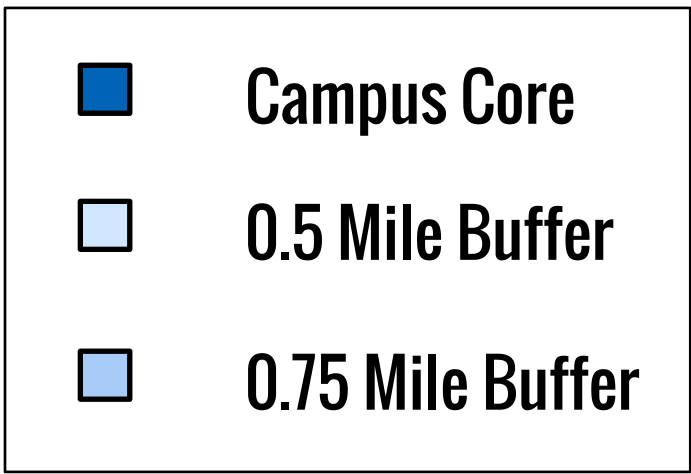


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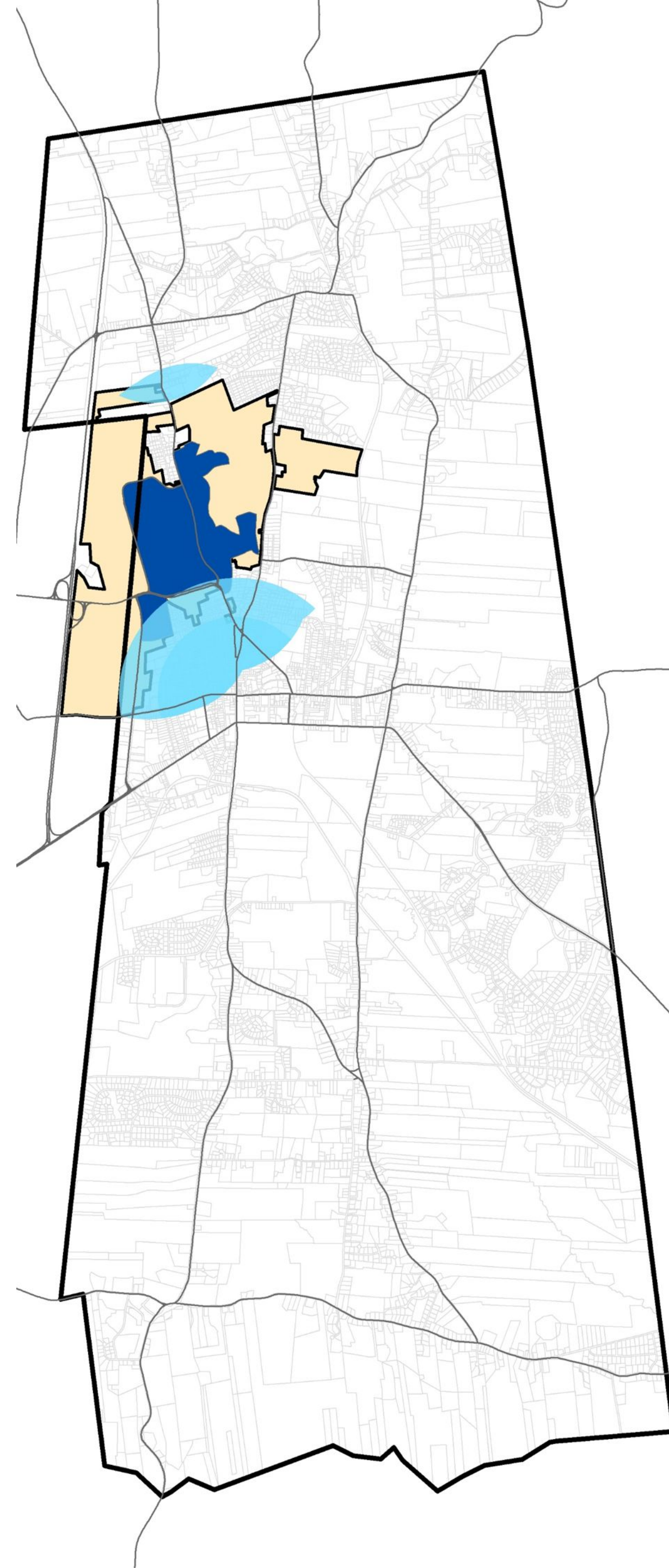


## Walking Zones

Intersection of Zones

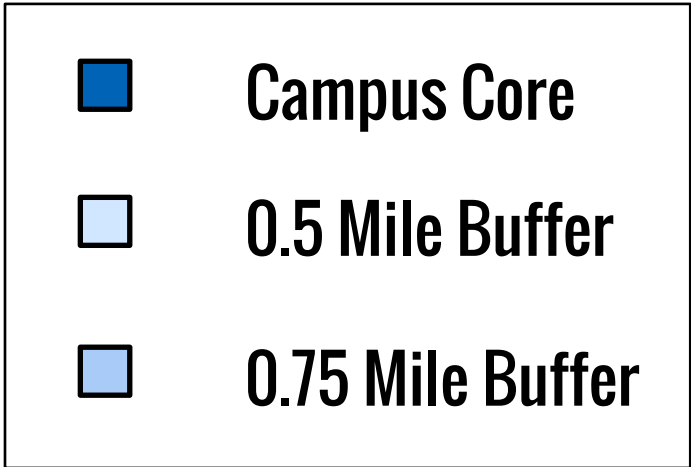


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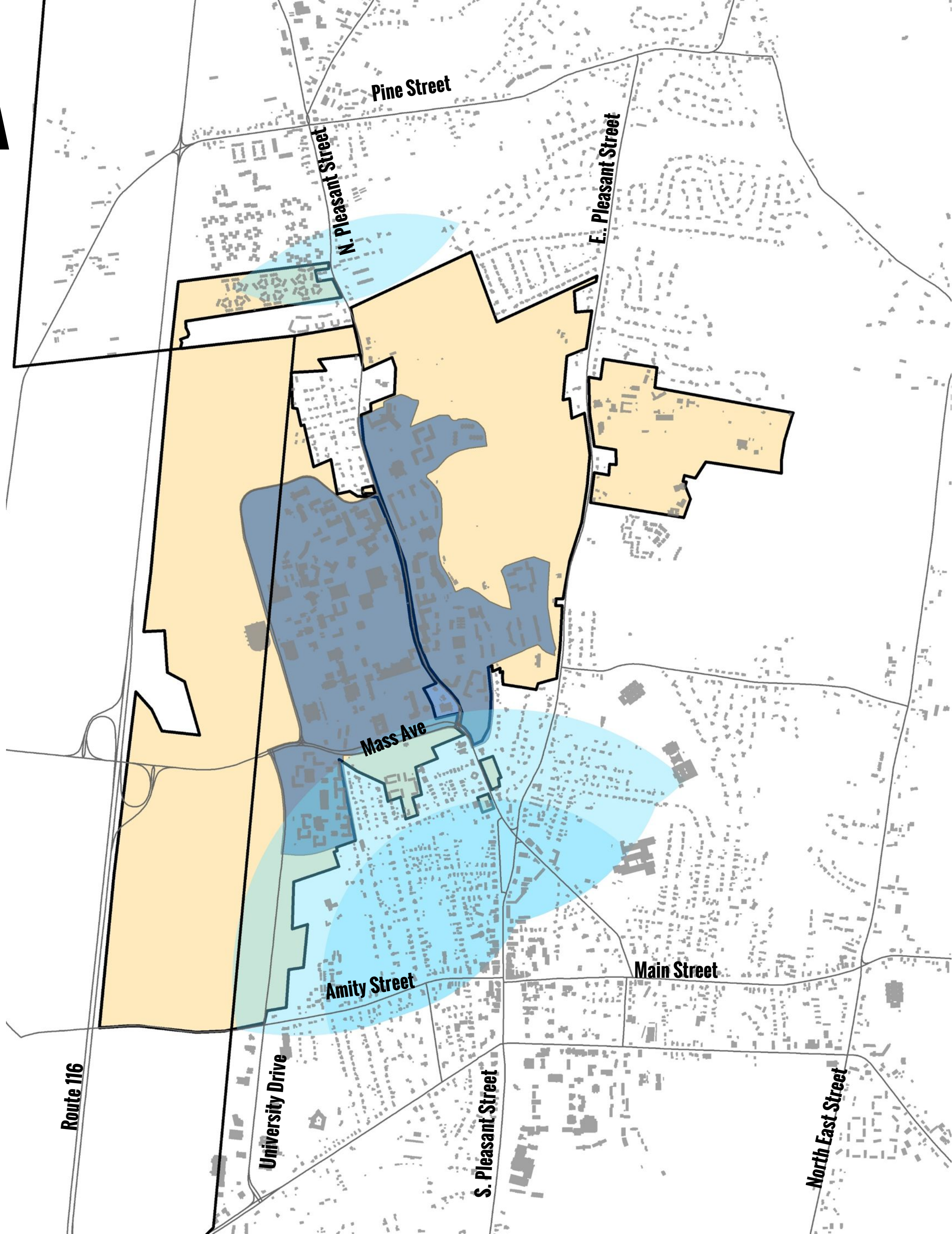


## Walking Zones

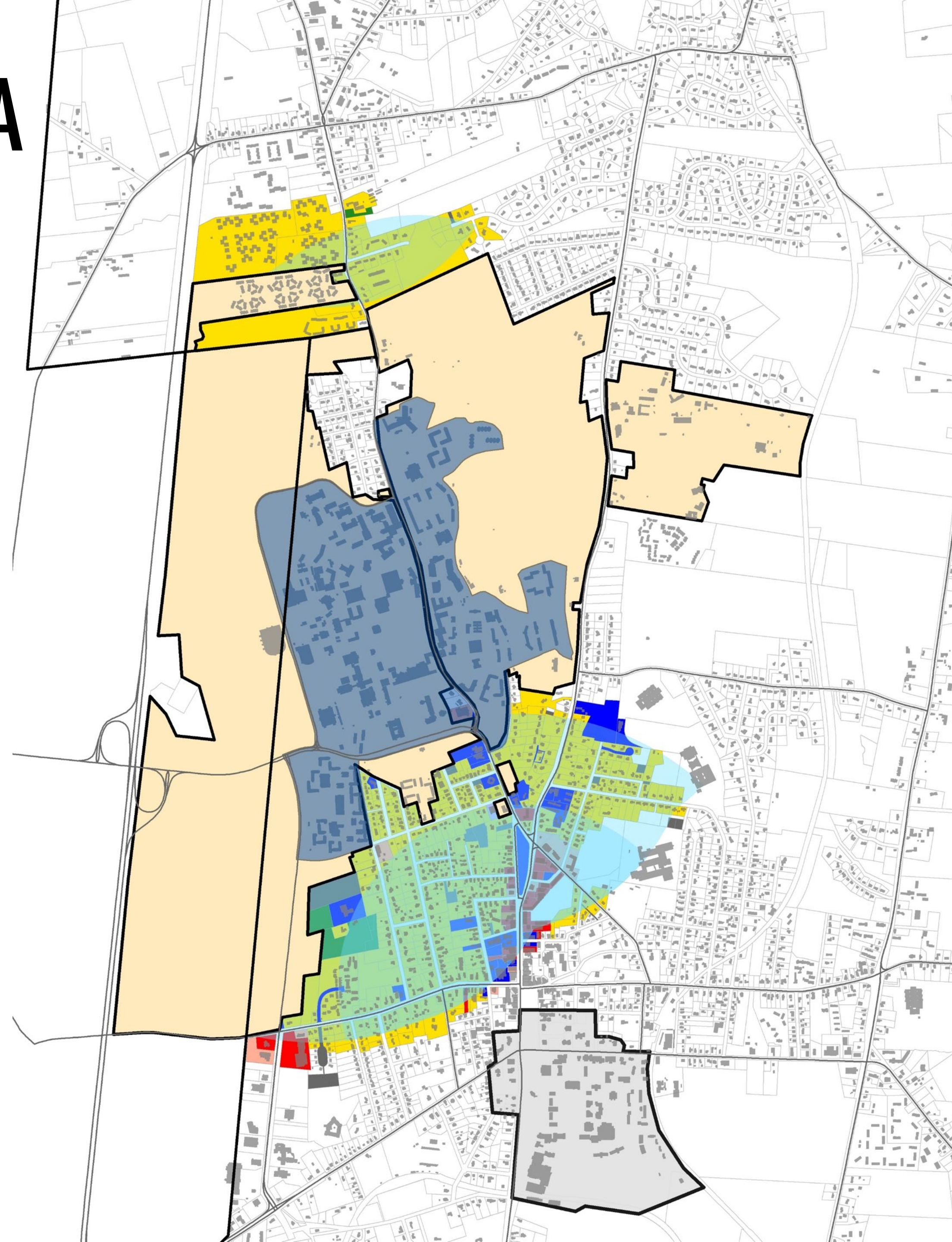
**15-20 Minute Walk to Village Center and  
Campus Core**



# FOCUS AREA



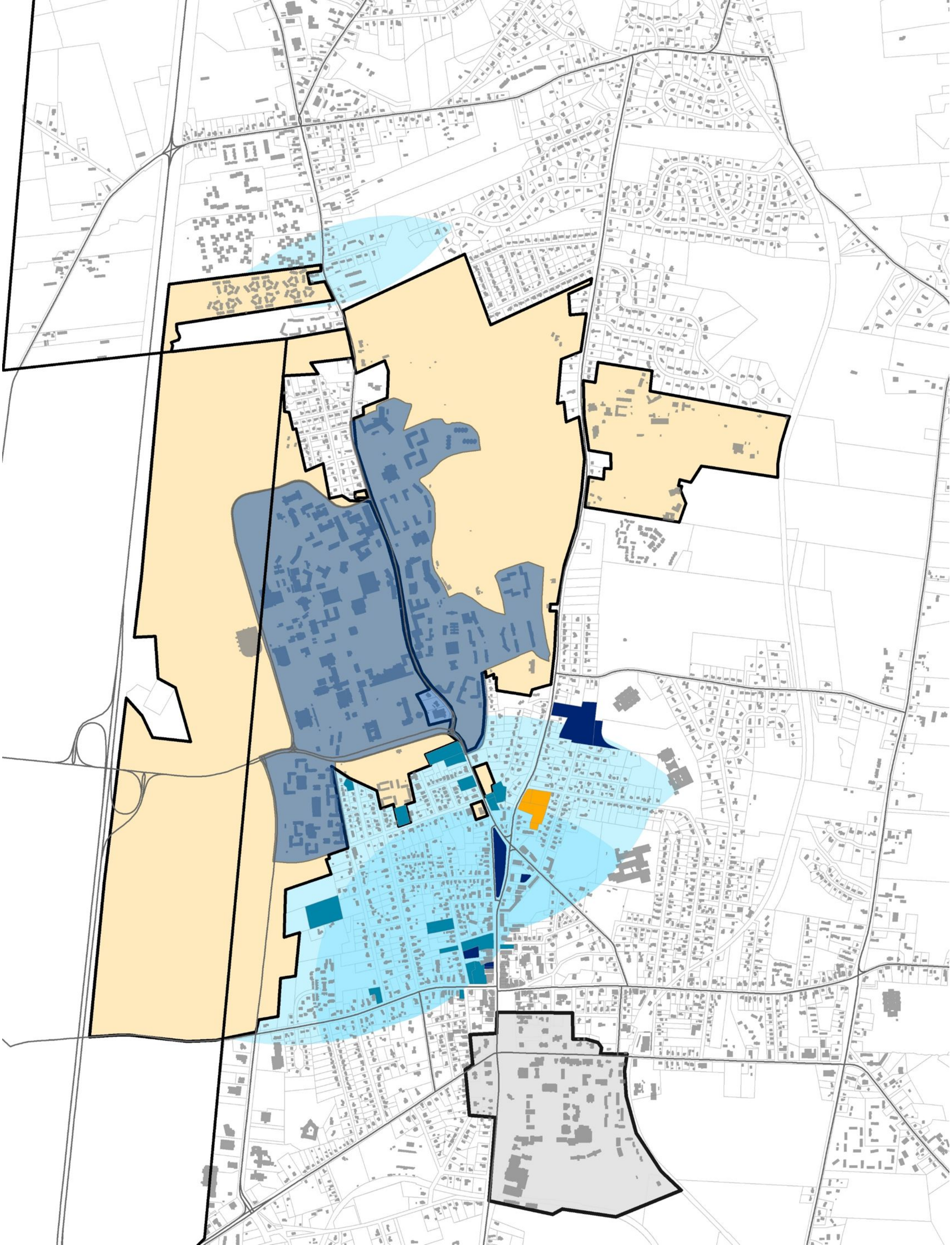
# FOCUS AREA



**1,061 Acres of land that is not Protected**

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

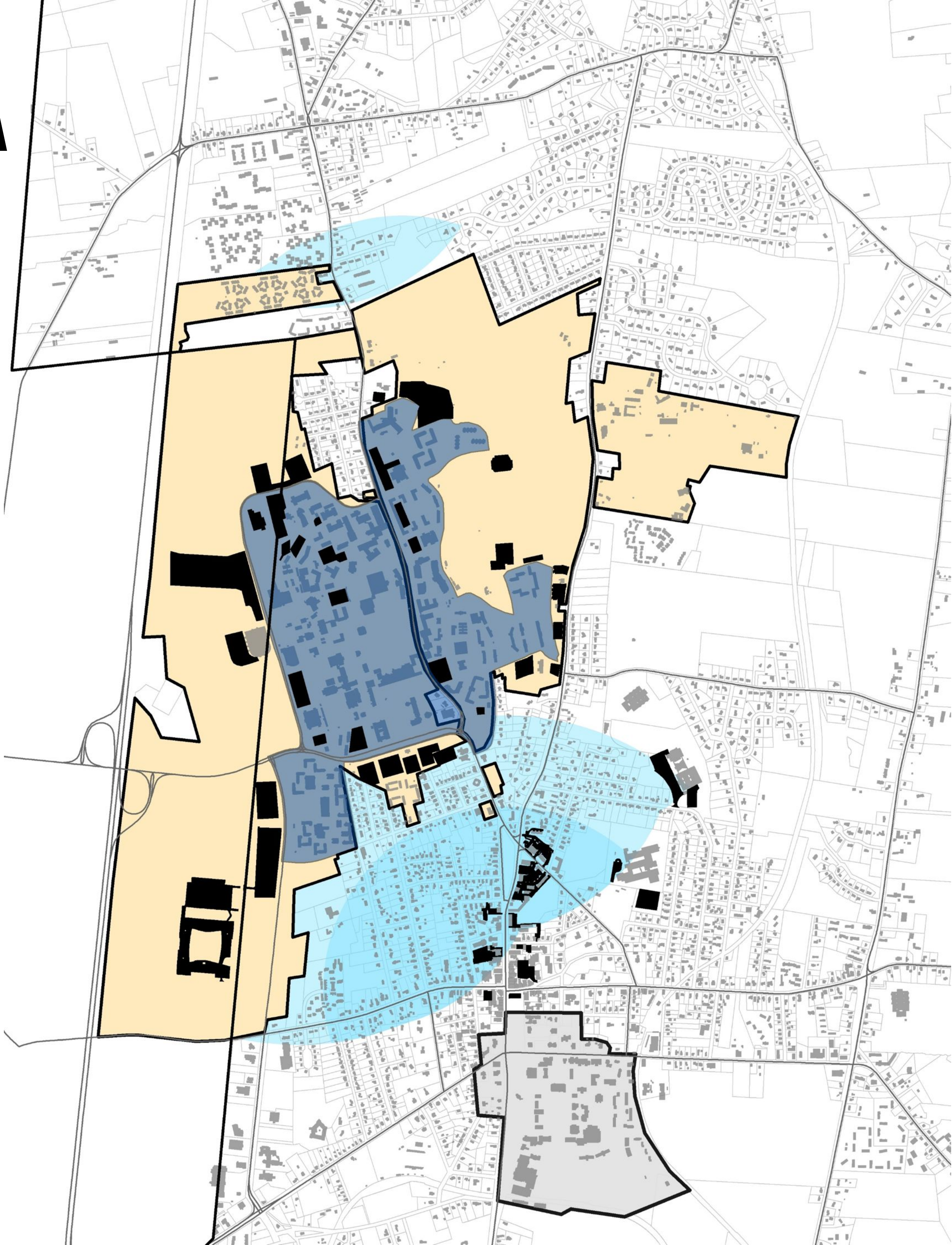
# FOCUS AREA



## 34 Acres of Municipal/ Institutional Parcels Within Focus Area

Owner	Acres	% of Total
<div></div> Town of Amherst	12	35%
<div></div> Amherst Housing Authority	4	12%

# FOCUS AREA

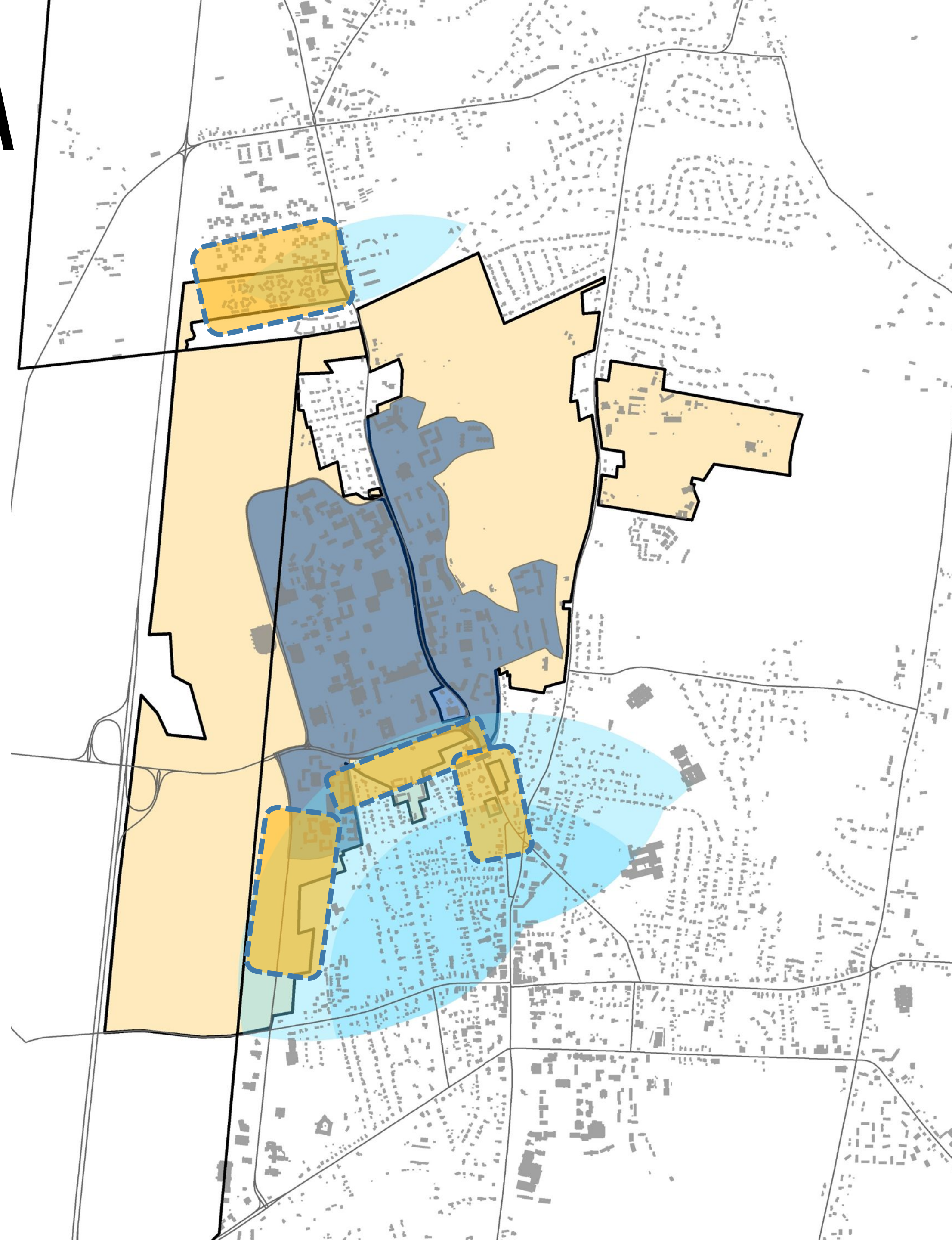


## 122 Acres of Surface Parking Lots

Owner	Acres	% of Total
Commonwealth of Mass	57	58%
Town of Amherst	25	22%
Spectrasite Communications	18	19%

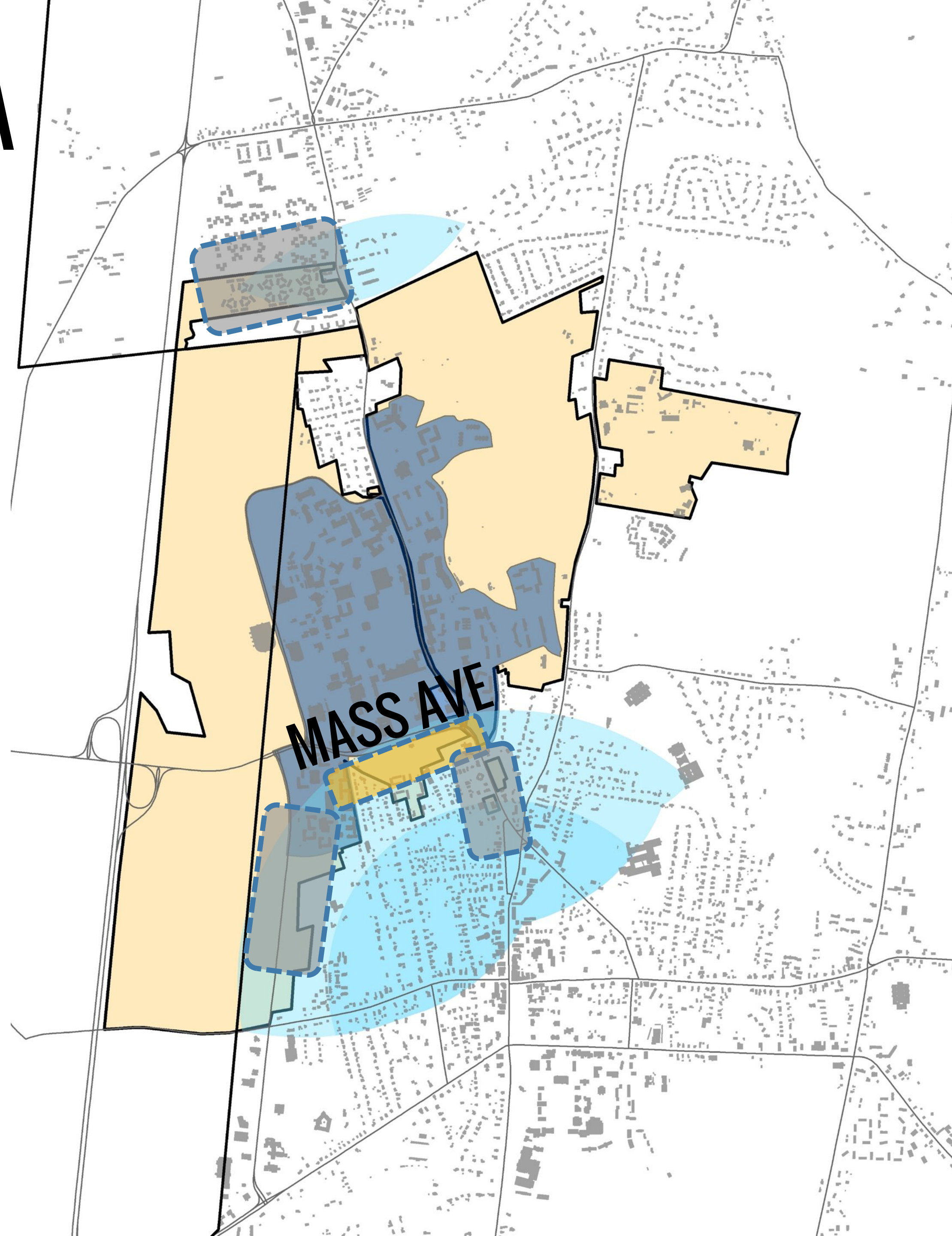
Parking Lots

# 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

# FOCUS AREA



# 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



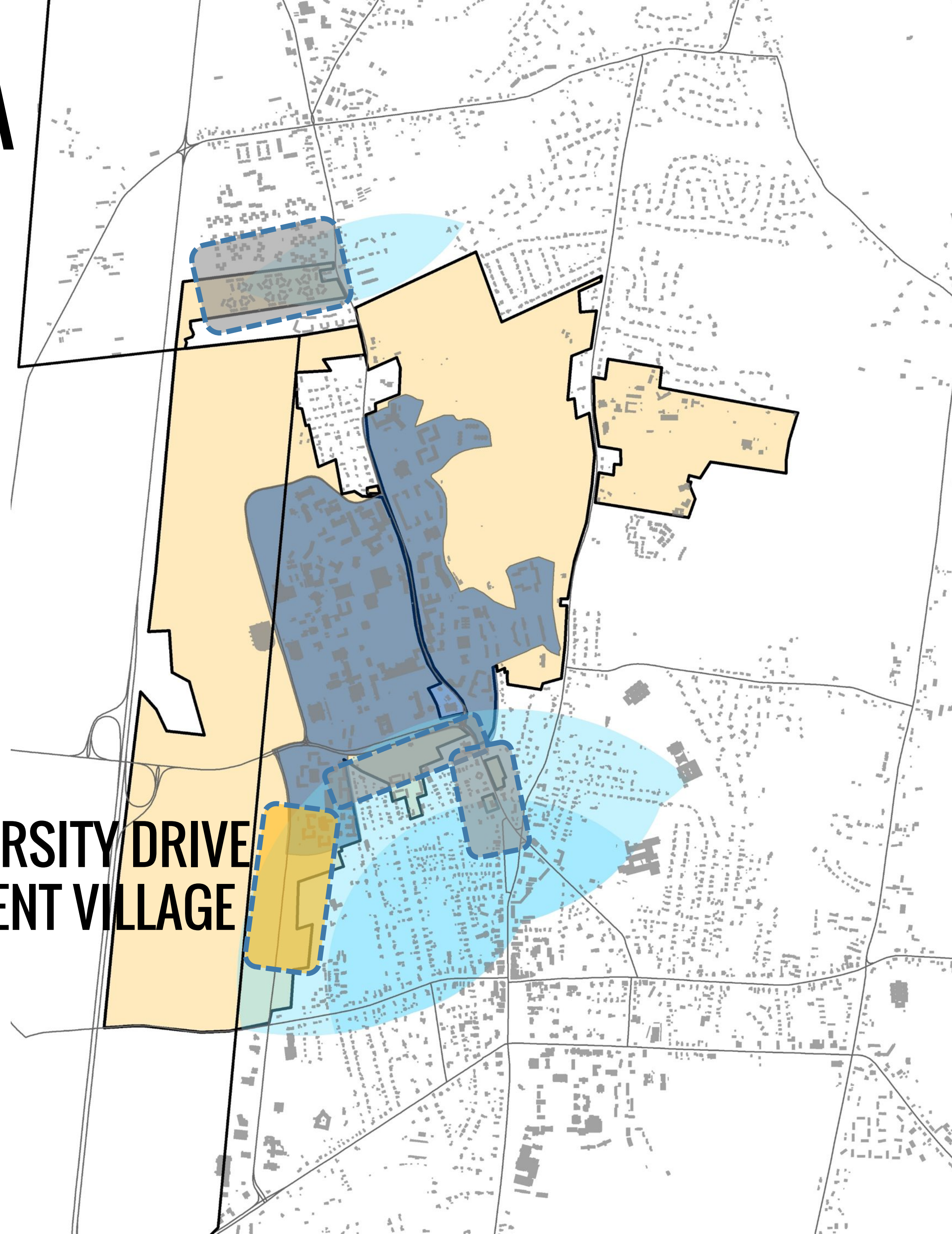
# MASS AVE ALTERNATIVE 2

- 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  
STUDENT VILLAGE

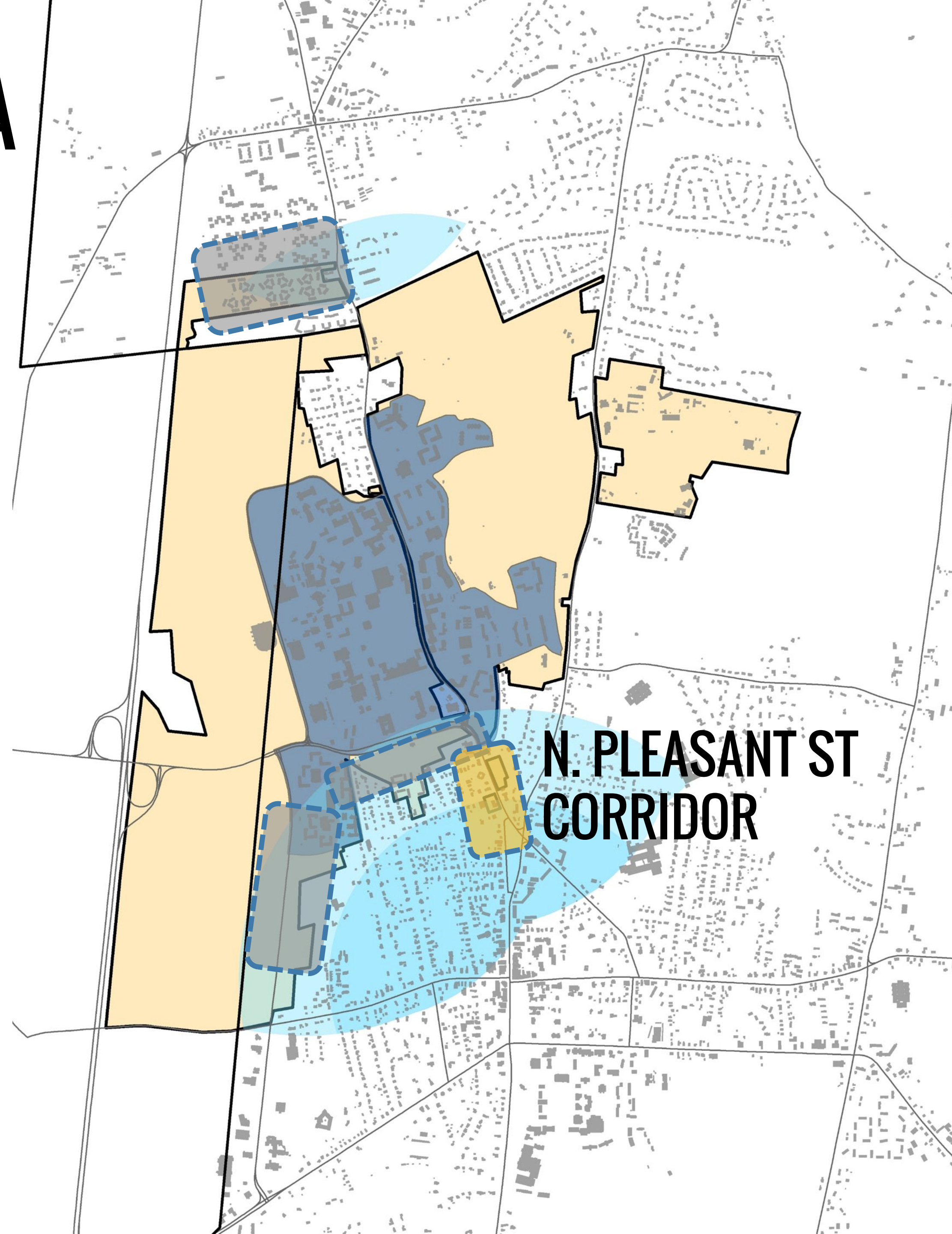


# UNIVERSITY DRIVE

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

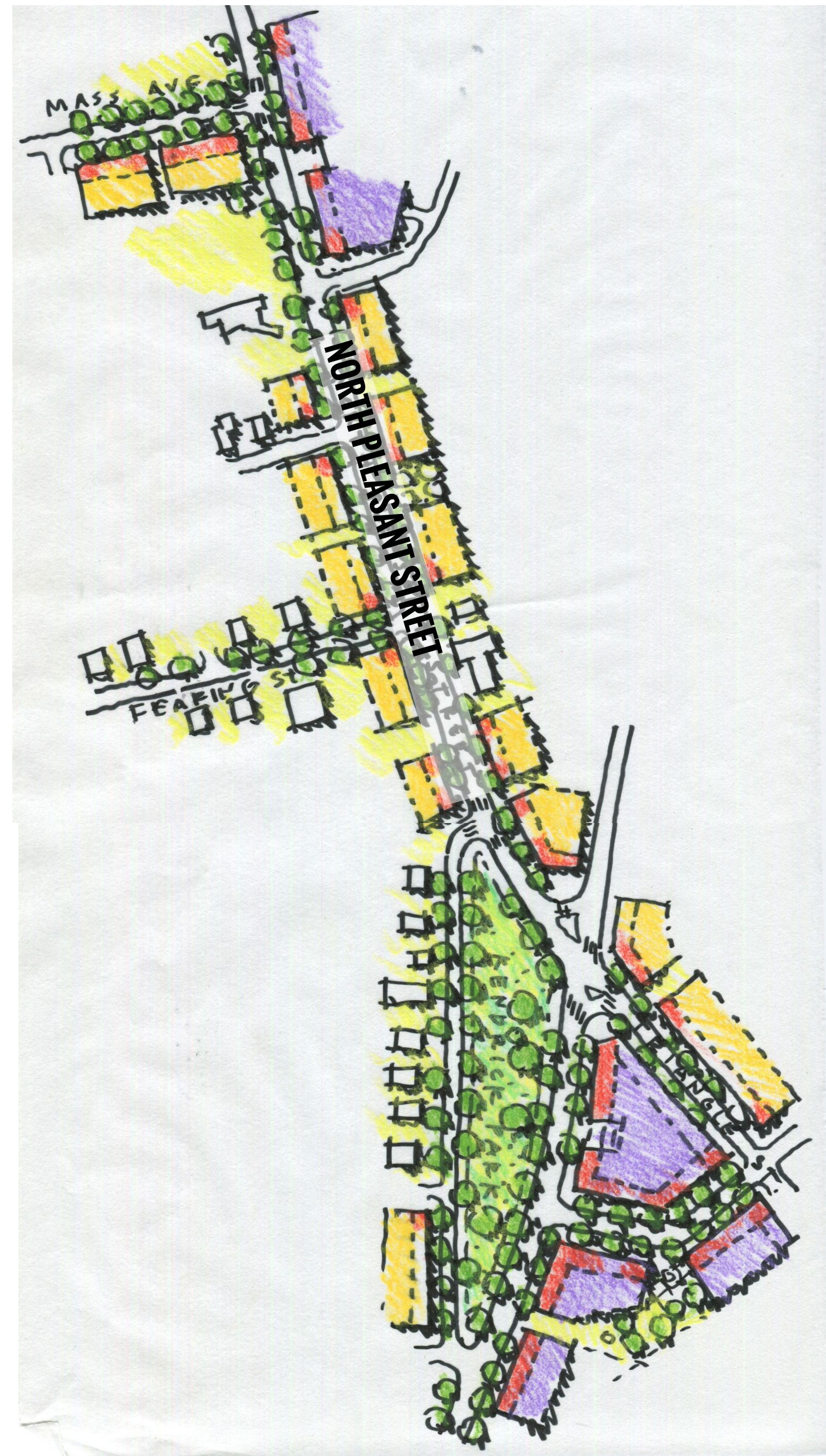


# FOCUS AREA



# NORTH PLEASANT 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

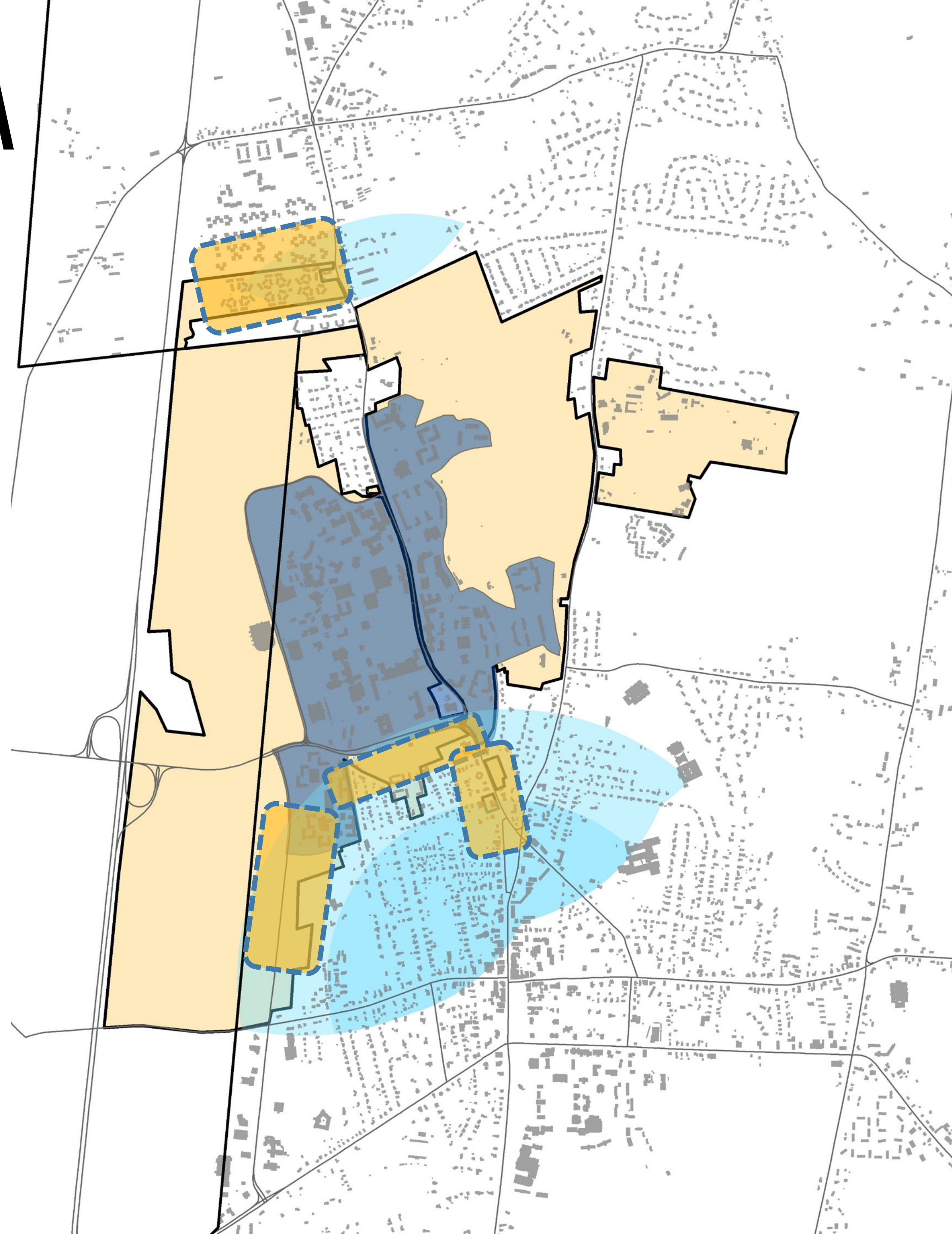


# NORTH AMHERST HOUSING

- 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



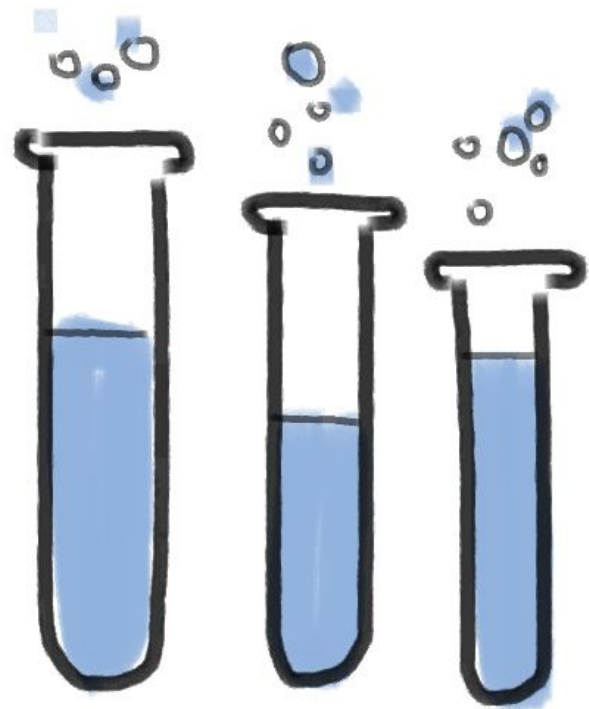
# PRELIMINARY RECOMMENDATIONS

Foster local start-up and  
entrepreneurial community

# AMHERST'S INNOVATION ECOSYSTEM

## ELEMENTS OF AN INNOVATION ECOSYSTEM

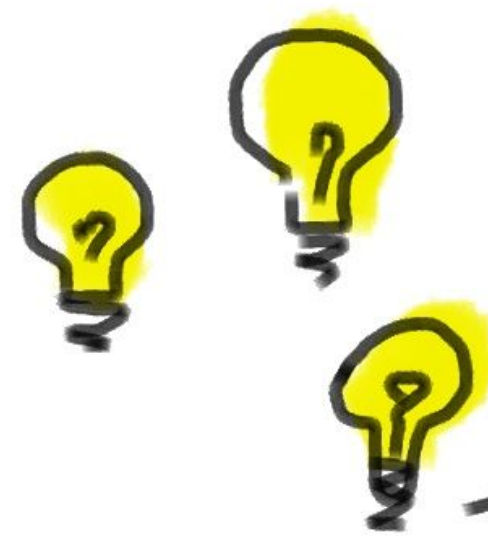
High Value  
Research Activities



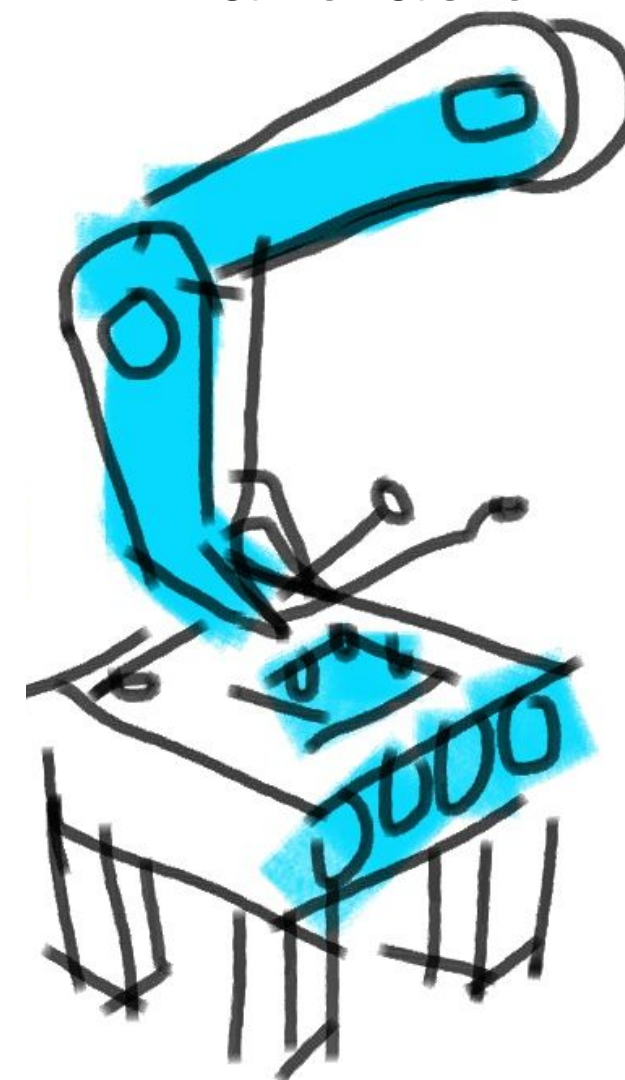
Creative Fields &  
Activities



Entrepreneurship &  
Start Up Activity



Advanced  
Manufacturing

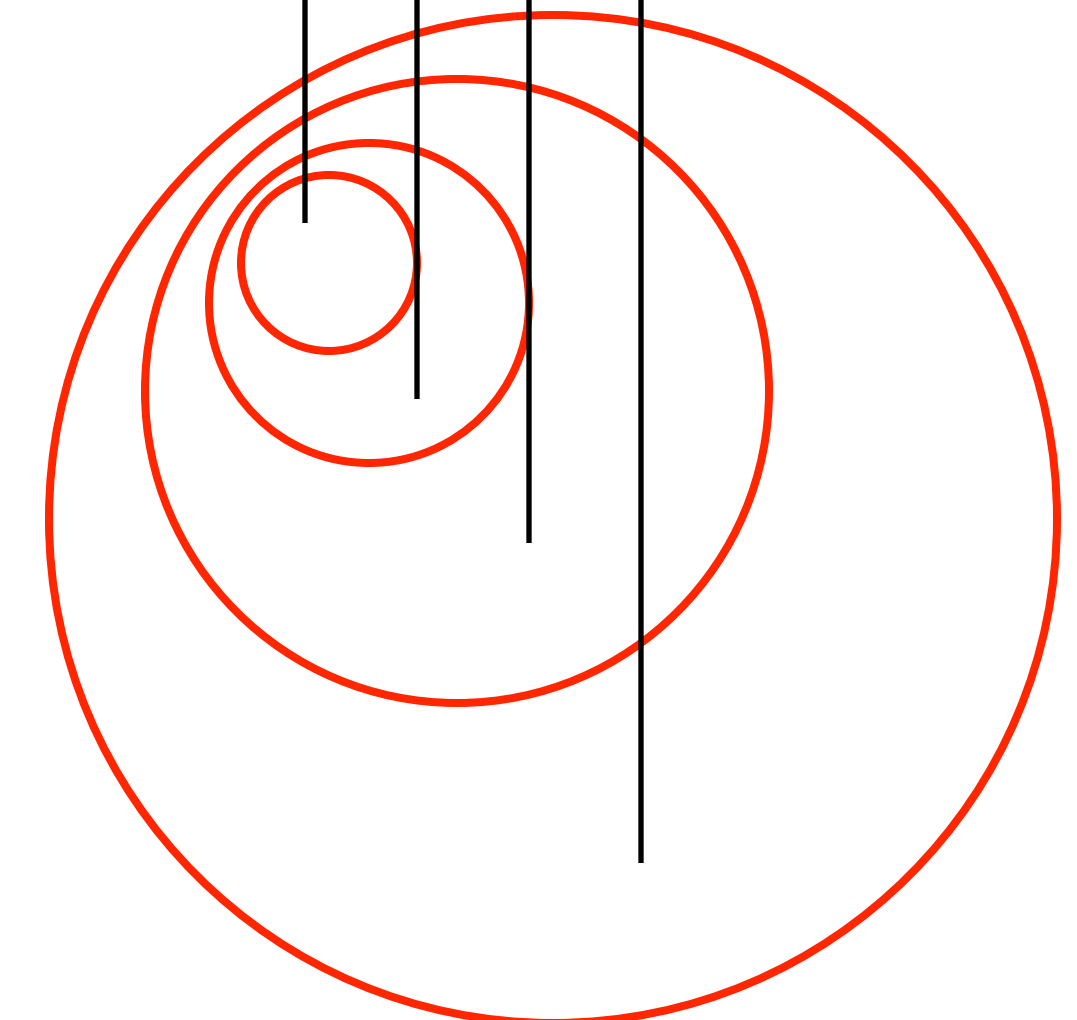


UMASS

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



## Innovation Districts Assets

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

*Bruce Katz, Brookings Institute*

# HYBRID SPACE

## Collaborative Learning



University of Wisconsin Institute for Discovery, Madison, WI

Stanford University Design School, Stanford, CA

# HYBRID SPACE

## Informal Collaboration



# HYBRID SPACE

## Maker Spaces



Artisan's Asylum, Somerville, MA



Makerhaus, Seattle, WA

# HYBRID SPACE

## Coworking Space



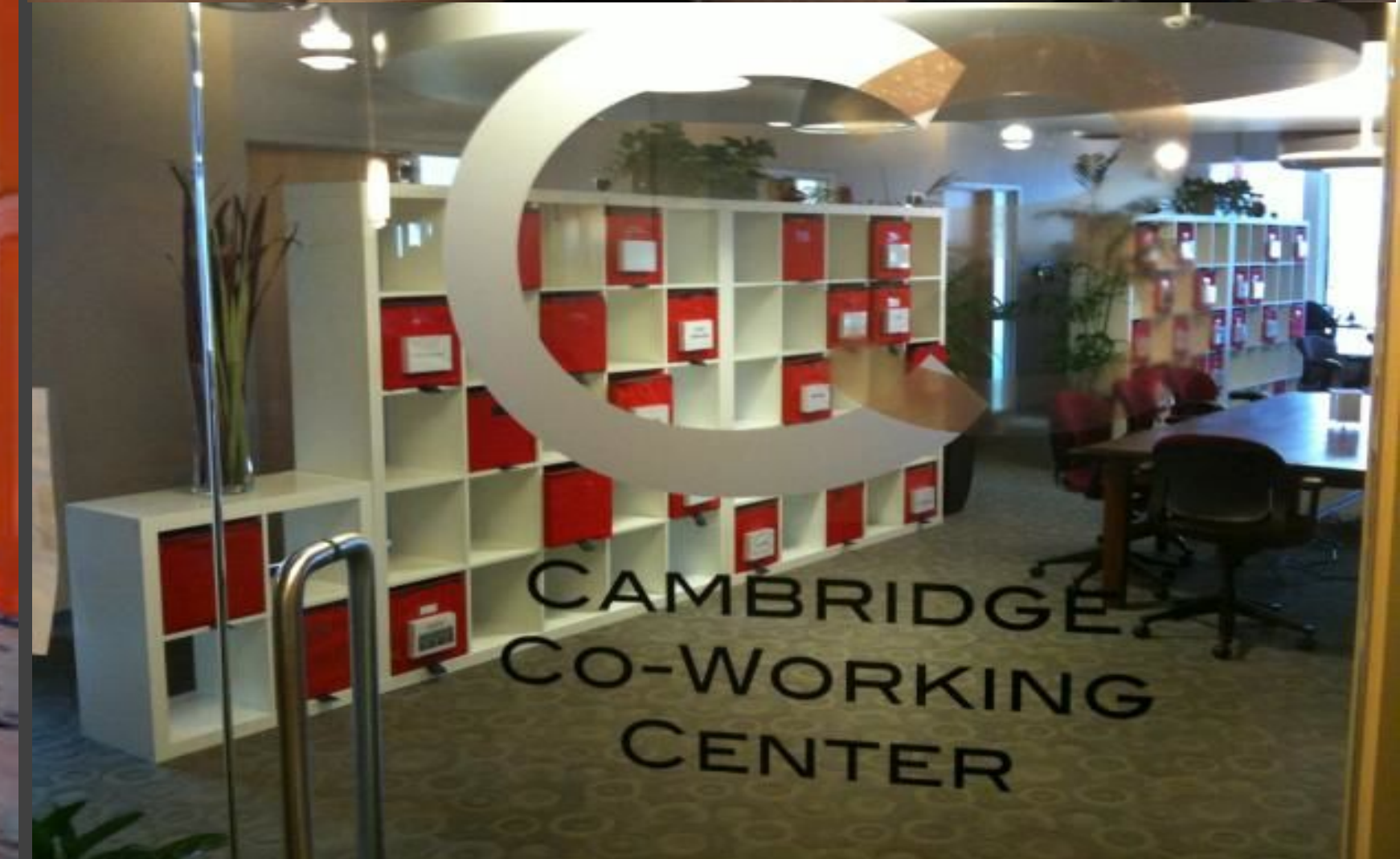
Parliament Co-working, Hobart, AU

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

# PRELIMINARY RECOMMENDATIONS

Shared approach towards future  
development

# APPLICABLE LAND USE TOOLS

## OPTIONS

## INTENDED OUTCOMES

INCLUSIONARY / INCENTIVE ZONE

Affordable housing created on- and off-site

OVERLAY DISTRICT

Infill and aggregated development

MIXED USE DISTRICT

Improve options and amenities

SPECIAL USE DISTRICT

Added units, e.g. accessory apartments

C.40R AND C.40B

Creation of controlled affordable units

PERFORMANCE STANDARDS

Mitigation for bonuses

CODE ENFORCEMENT

Ensure safety and livability

LICENSE / REGISTRATION

Reliable data

REDEVELOPMENT AUTHORITY

Overcome limitations for private redevelopment

# 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

	CURRENT BYLAW Amherst MA	Ann Arbor MI	Berkeley CA	Boulder CO	Cambridge MA	Chapel Hill NC	Davidson NC	Ithaca NY	Newton MA	Gainesville FL*
Threshold for provision	Y	N	Y	N	Y	Y	Y	N	Y	N
Distributed throughout town	Y	P	Y	Y	Y	Y	Y	N	Y	P
Special permit review required	Y	P	P	N	P	P	Y	Y	Y	N
Density bonus option	Y	N	Y	N	Y	Y	N	N	Y	P
SHI eligibility required (MA only)	Y				N				P	
Defines students	N	N	Y	Y	N	N	N	N	N	Y
Mandatory requirement	Y	N	Y	Y	Y	Y	Y	N	Y	N

\* 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

