

HARVARD UNIVERSITY



Allston Work Team Recommendations

June 2011

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Dear Neighbors, Colleagues, and Friends,

Allston is an integral part of Harvard University's plan for its evolving campus, and collaborative planning efforts for Harvard-owned property in Allston have been underway for more than a decade. The University has long viewed Allston not only as a convening place for Schools, faculty members, students and the community, but also as a place for ideas and innovation to flourish. The Allston Science Complex was originally contemplated in that spirit.

In 2009, the severe global economic crisis led many universities to slow or halt their capital programs. In light of these significantly changed economic circumstances, Harvard paused construction on the Allston Science Complex and worked to reassess needs and resources. Even as the University recalibrated its Allston plans, the University sustained momentum in cross-school and interdisciplinary science in both Boston and Cambridge.

Within the context of these new financial and programmatic realities, President Faust issued a letter to the University community on December 10, 2009, announcing the pause in construction of the Allston project and outlining the University's next steps in Allston in three phases: property stewardship, leasing and community engagement; planning and greening; and, as resources allow, campus development. The President also created the Allston Work Team, charged with recommending strategies for achieving a cohesive scientific, academic, and learning campus environment in Allston.

Over this last year, and through collaborative efforts at the University, we have made great strides in advancing these objectives by:

- Developing and constructing of a new Innovation Lab at 125 Western Avenue, which brings together many cross-school interests, fosters team-based and entrepreneurial activities, and deepen interactions among students, faculty, entrepreneurs, and the community;
- Announcing plans for Tata Hall, a new executive education building on Harvard's Business School campus;
- Investing in the new Charlesview Residences in Brighton Mills, which broke ground in May 2011;
- Completing community improvement projects such as Library Park, opening in summer 2011;
- Bringing 12 new businesses and non-profits to Allston;
- Continuing to invest in community programming, including the Harvard Allston Education Portal.

Today, the Allston Work Team submitted a set of recommendations that outline development options for Harvard. The University looks forward to the opportunity to review these recommendations and will be soliciting input over the next few months.

Sincerely,

Katherine N. Lapp, Executive Vice President

Dear President Faust:

On behalf of the Allston Work Team – a 14-member advisory body comprised of University Deans, faculty and alumni – we submit this report with specific recommendations for the University’s next steps in Allston. We believe the recommendations contained herein address institutional, academic and community opportunities and chart a course for actionable development during the next decade.

Since the Allston Work Team was convened in February 2010, we have undertaken a thorough and extensive review process, under the leadership of Executive Vice President Katie Lapp, to:

- (1) Consider the University’s academic needs and financial resources;
- (2) Research co-development at other academic institutions;
- (3) Study current market conditions for real estate development; and
- (4) Review previous planning efforts and the community needs assessment.

The Work Team has participated in more than twenty-five regular Work Team and subcommittee meetings, and more than one hundred site-specific discussions with our development consultant team, as well as regular monthly coffee hour sessions with the community. The Work Team drew from its knowledge of the Harvard community, and its collective expertise urban design, public policy, administration, business strategy and real estate development. The Work Team was assisted by development and urban planning consultants and sought the counsel of land use experts and real estate developers. Throughout this process, the Work Team was informed by the extensive planning work that had previously been undertaken with the City and the Allston community.

The recommendations contained in this report are designed to provide practical, tangible, and viable development options for the University’s consideration over the next decade. These recommendations embrace academic priorities; enable the expansion of Harvard science and innovation as previously contemplated and as resources allow; provide for future academic growth, and are, in most instances, consistent with prior Allston planning work.

Based on analysis of the University’s emerging academic and programmatic needs, current economic and market conditions, and existing development trends and opportunities, the Work Team also recognized there must be an evolution in the University’s Allston development approach. Our greatest strength as a University and as a community is our ability to learn and evolve, and over this last year we have considered the University’s needs and resources, gleaned best practices and lessons learned from other academic institutions, and delved into the current real estate market trends to understand development options in Allston.

As a Work Team, we have taken very seriously our charge to recommend strategies for achieving the vision of a cohesive scientific, academic, and learning campus environment in Allston, as we believe you will find in the recommendations that follow.

Sincerely,
Allston Work Team Co-Chairs

Alex Krieger, Professor in Practice of Urban Design, Harvard Graduate School of Design

Bill Purcell, Special Advisor on Allston

Peter Tufano, Sylvan C. Coleman Professor of Financial Management, Harvard Business School

Allston Work Team Members

- Co-Chair: Bill Purcell, Special Advisor on Allston
- Co-Chair: Peter Tufano, Sylvan C. Coleman Professor of Financial Management, Harvard Business School
- Co-Chair: Alex Krieger, Professor in Practice of Urban Design, Harvard Graduate School of Design
- Jeremy Bloxham, Dean of Science, Faculty of Arts and Sciences; Harvard College Professor and Professor of Computational Science; Mallinckrodt Professor of Geophysics
- David Ellwood, Dean of Harvard Kennedy School; Scott M. Black Professor of Political Economy
- Jeffrey Flier, Dean of Harvard Medical School. Caroline Shields Walker Professor of Medicine at Harvard Medical School
- Julio Frenk, Dean of the Faculty, Harvard School of Public Health. T & G Angelopoulos Professor of Public Health and International Development, Harvard School of Public Health and Harvard Kennedy School
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- Kathleen McCartney, Dean of the Faculty of Education; Gerald S. Lesser Professor in Early Childhood Development
- Cherry Murray, Dean of Harvard School of Engineering and Applied Sciences; John A. and Elizabeth S. Armstrong Professor of Engineering and Applied Sciences; Professor of Physics
- Michael Smith, Dean of the Faculty of Arts and Sciences; John H. Finley, Jr. Professor of Engineering and Applied Sciences
- Brad Bloom, Managing Director, Berkshire Partners
- Steven (Mac) Heller, Executive Chairman, Coda Automotive
- Joseph O'Donnell, Chairman, Centerplate

Supervised by: Katherine N. Lapp, Executive Vice President

Overview

The Work Team developed the following three principles to guide its work:

- Identify Academic and Institutional Needs: Clarify the University's emerging academic priorities and institutional needs that could be addressed in Allston;
- Ensure Long-Term Resources: Consider available resources within the University and from external sources to ensure that campus growth in Allston is financially sustainable;
- Foster Community-Building Capacity: Develop facilities that address institutional, academic and community opportunities and enhance place-making in Allston for faculty, students, staff, neighbors and visitors.

Informed by these guiding principles, the Work Team studied past planning work undertaken by the University, the Allston community and the City, and explored emerging academic priorities and institutional needs. The Team also focused on understanding the University's internal resources through discussions with representatives of the University's financial staff, the Harvard Management Company (HMC) and the University's development office. Work Team members interacted with faculty members with extensive real estate development expertise, engaged outside real estate development advisors to analyze current market conditions and feasibility, and considered potential external resource structures. Co-chair Bill Purcell acted as the Work Team liaison in public meetings and forums, hosting monthly coffee hours in the community and attending Allston Task Force meetings.

Based on this research, the Work Team developed a set of findings:

- University campus expansion should be focused on actionable development during the next decade and should not rely solely on University resources to support that development.
- The University's Allston land holdings should be viewed in segments, each with its own land-use objectives.
- Accommodating Harvard's anticipated academic growth is critical; Allston provides immediate opportunities to expand innovative, interdisciplinary science, sustain momentum in innovation and research, and create new housing. Allston will also enable other types of academic growth, as previously contemplated and as resources allow.
- Opportunities exist for co-development with the private sector and other entities that would be consistent with University goals and preserve options for long-term institutional development.

These findings informed the Work Team recommendations set forth in this report – recommendations that we believe provide practical, tangible and viable development options over the next decade for the University's consideration.

Work Team Recommendations

Resume Planning and Development of the Western Avenue Foundation as an Innovative, Interdisciplinary Health and Life Science Center

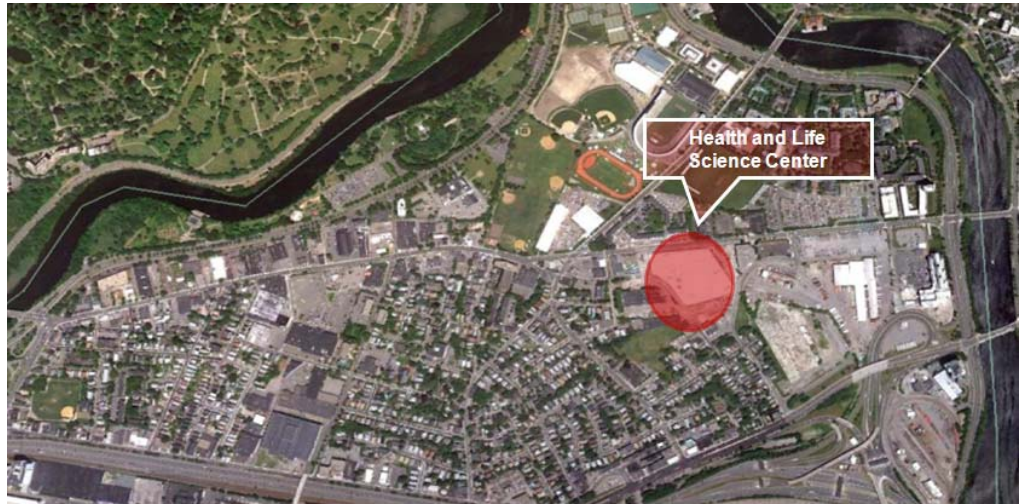
The Work Team recommends that the University resume planning and development on the Western Avenue foundation to build upon and expand its innovative science activities. The facility should be redesigned to maximize available science square footage and be flexible enough to accommodate a range of possible uses such as the University's emerging global health initiatives, programmatic needs of the School of Public Health, and interdisciplinary science initiatives such as imaging and stem cell science. The University's upcoming capital campaign should be considered as one means to garner necessary resources to support this project.

Graphics are meant to denote general vicinity only.

Methodology

Given the unique engineering characteristics of the foundation, the Work Team focused its deliberations on this development site in the area of health and life sciences. The Work Team considered a number of possibilities:

- Extensive analysis was undertaken to understand the programmatic needs of the School of Public Health, which currently occupies facilities in the Longwood Medical Area (LMA) that are in significant need of capital renewal.
- Provost Steven Hyman facilitated discussions with schools, institutes, hospital affiliates and some of the region's health and life science leaders to understand possible uses that might be accommodated in the health and life science center, for instance, emerging global health initiatives, as well as a potential imaging center that would support scientists across the region.
- The Provost also facilitated discussions regarding interdisciplinary science needs, including the future expansion of the Harvard Stem Cell Institute.



Rationale

Harvard's footprint in Boston already includes two nodes of the University's science campus: 1.) Longwood Medical Area and 2.) Massachusetts General Hospital. Accommodating interdisciplinary science uses in a redesigned health and life science center would create a third node of this activity in Boston, connecting to additional research in Cambridge and serving as an anchor for development on the neighboring parcels in Allston Landing North.

The foundation represents a considerable University investment designed specifically to accommodate a diverse range of science uses, and it is clear that space for interdisciplinary science continues to be a priority for the University. In order to enable the foundation's highest and best use, the Work Team

concluded that a 500,000 – 700,000 square foot facility on the foundation, redesigned to maximize available square footage for science, should be developed on the site. This process will necessarily entail redesign and re-permitting of the previously contemplated facility and be accompanied by rigorous and inclusive cross-school academic planning to clarify specific space needs, maximize available science square footage within the health and life science center, and create space flexible enough to accommodate a range of uses.

As a home for Harvard science, the health and life science center will become a centerpiece for innovation and collaboration – facilitating cutting edge, interdisciplinary research and building upon the groundwork for innovation created by the Harvard Innovation Lab, which is located across the street on Western Avenue and is scheduled to open in fall 2011.

Development on the foundation for any of these possible uses will require University resources that are currently limited; however, the Work Team believes that the University's upcoming capital campaign presents a unique opportunity to facilitate and support development of this site.

Develop an Enterprise Research Campus in Allston Landing North, Creating a Gateway to a Collaborative Community for Business, Investment Capital, Research and Science Development

The Work Team recommends that the University complement the health and life science center by developing an enterprise research campus in Allston Landing North, that serves as a gateway to a collaborative community for business, investment capital, research and science development and enhances the region's leading position in the health and life sciences sector.

Methodology

The Work Team closely analyzed projects undertaken by other academic institutions, including the development of research campuses that enable collaboration by attracting private-sector business, investment capital, research and science entities to the academic campus.

MIT, the University of Pennsylvania, Stanford, the University of California San Diego, the University of California San Francisco, University of Virginia and the Research Triangle Park, among others, were studied as possible models. The Work Team examined best practices and lessons learned, and particularly studied how research campuses have created regional benefits and stimulated innovation, economic development, and research partnerships.

On behalf of the Work Team, the Executive Vice President also met with a number of developers and third parties to gauge interest and assess opportunities that might be pursued in Allston.

Rationale

The Work Team believes that, based on the University's historical growth patterns over the last two centuries, segments of the University-owned land in Allston, such as Allston Landing North, will not be needed for institutional expansion for many years. Therefore, the Work Team recommends the pursuit of long-term ground leases with business, research and science entities that complement University activities at the health and life science center. The site is comprised of approximately 36 acres of land adjacent to existing Genzyme facility, north of the Massachusetts Turnpike and immediately across the street from Harvard Business School, and presents a unique location and opportunity for a vibrant enterprise research campus.

Preliminary estimates suggest that this area could ultimately support 1.5 to 2.5 million gross square feet of development. Given its immediate proximity to Harvard, affiliated hospitals and other academic

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institutions in Cambridge and in Boston, the Work Team believes that Allston Landing North would serve as a dynamic center for health and life sciences innovation that would attract research companies, entrepreneurs, venture capitalists, hospitals, and biotech companies from inside and outside the Commonwealth. This private sector investment would stimulate the economy, providing a wide range of jobs while potentially producing scientific and technological breakthroughs.

Such a development would solidify Boston's role as a leader in innovative health and life sciences, and turn the Allston Landing North area into an enlivened, pedestrian-friendly academic and community gathering place, where science meets private sector innovation, technology and investment.

The Work Team believes that it is essential that the University take steps to identify an appropriate real estate developer(s) to assist in planning for and developing the enterprise research campus. Working with others in the public and private sectors, the University can facilitate economic development, create new employment opportunities and build upon the culture of innovation initiated by the Harvard Innovation Lab.

Enhance the Vibrancy of Barry's Corner Through Housing and Other Amenities

The Work Team recommends that the University create new housing opportunities for faculty and graduate students as well as other community amenities (e.g. retail and childcare) to complement housing development already underway in the neighborhood. The Work Team further recommends that this development be facilitated through engagement of a third-party developer with a proven track record in urban mixed-use development.

Methodology

The Work Team, in collaboration with development consultants, Harvard Real Estate Services, and industry experts, reviewed the University's housing needs and the opportunities for housing in the current real estate market. The Work Team evaluated the viability of a mixed-use development in Barry's Corner that would include investments in rental housing, retail and other amenities. Compelling data compiled by University housing officials demonstrated the need for expanded faculty and graduate housing – demand for which currently exceeds supply.

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The Work Team's development consultants also provided significant market data which indicates that rental housing built and managed by a third-party developer under a long-term ground lease arrangement with the University is a viable project in the current market and is a well-established model at other universities.



The Work Team, with guidance from development and urban planning experts, focused on a variety of potential sites for multi-story housing development, assessed the appropriate massing and configuration of these structures and the resulting site capacity, considered the appropriate program for residential units, and evaluated the appropriate priority of sites. Based on information compiled and analyzed by these groups, the Work Team recommends the development of a residential rental community in Barry's Corner, complemented by amenities such as retail shops and childcare services.

Rationale

As noted in previous campus and community planning efforts, Barry's Corner is the ideal location for a mixed-use development and would enhance the vibrancy of the area that we consider to be the core of academic and community life in this area of Allston. The Work Team has been encouraged by the University's recent success in attracting active retail and restaurants to the Allston community, the development activity currently underway as part of the Charlesview Residences project, and the University's commitment to developing market-rate housing at the Brookline Machine site at 90 Antwerp Street.

The Work Team seeks to build upon that progress with a mixed-use development to enhance the vibrancy of Barry's Corner. New housing, proposed for the area in the north-western quadrant of Barry's Corner, at the intersection of North Harvard Street and Western Avenue, will attract graduate students and faculty members, facilitate increased density necessary to support new retail, and create a new retail center in the neighborhood to support existing and new small businesses in the area.

This type of development would also complement and support the recommendations for the health and life science center and the enterprise research campus.

Enable Academic Growth by Preserving Land Adjacent to Existing Campus, Consistent with Past Planning

The Work Team recommends that the University enable academic growth by preserving land adjacent to the existing campus, consistent with past planning. Further, the Work Team recommends that the University advance academic planning to explore potential institutional uses for the Charlesview site that will be controlled by the University once the existing structure is vacated and demolished.

Methodology

In past planning, the area defined as west of the Harvard Business School (including Ohiri Field and the site of the Harvard Innovation Lab) and bounded by Western Avenue and North Harvard Street, was viewed as an area for academic growth and was contemplated for use by professional schools and the arts.



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The Work Team recommends that this area continue to be viewed as a place for academic growth, in addition to the Western Avenue foundation. This recommendation does not preclude prior proposed uses, although the Work Team recognizes that those uses may change given current economic conditions and University needs.

Rationale

Given its proximity to the existing Cambridge campus, Harvard Business School, athletic fields, the Charles River, and Harvard's new innovation lab, the Work Team believes that this area should be maintained as the place for future academic growth.

The Charlesview Apartments, currently located in this precinct, will be relocated further down Western Avenue to the Brighton Mills Shopping Center over the next three years, at which time the vacated site will be controlled by the University. Recognizing that the University is committed to demolishing the structure once vacated, the Work Team strongly recommends that the University take the next two years, during the construction of the new Charlesview Residences, to explore potential academic uses for the existing Charlesview site.

Explore the Feasibility of a Conference Center and Hotel to Accommodate the Academic and Research Sectors

The Work Team anticipates that the University’s convening needs, and the future needs of the research and innovation sectors in Allston, will continue to grow. Therefore, we recommend that Harvard study the feasibility of developing a state-of-the-art conference center and hotel through engagement of a third-party developer with relevant expertise.

Methodology

The Work Team engaged experts in the conference center and hotel market to conduct preliminary market research for a conference center in Allston. Their assessment included in-person interviews with members of the Harvard community and review of select comparable university facilities. The consultants reached a cross-section of the Harvard community and were able to quantify potential demand for a new conference facility for both overnight lodging and day-meeting use. On the basis of this preliminary data and analysis, we concluded that sufficient demand appears to exist within the University community to support the development of a conference center in Allston – including hotel accommodations, state-of-the-art classrooms and meeting rooms, and dining accommodations.

Rationale

Harvard has a presence around the world and exceptional convening power. As the University increasingly expands its global reach, Allston has the unique capacity to support large-scale collaboration given its distinct geographic advantage – situated near both Cambridge and the Longwood Medical Area, immediately adjacent to Harvard Business School, a short walk from the Harvard Kennedy School, and easily accessible from the Massachusetts Turnpike.

Expert analysis indicates that Harvard University generates substantial demand for meeting and event space as well as overnight lodging to support multi-day meetings, events, conferences, executive education and similar programs. The Work Team believes that a conference center and hotel could address demand in Allston and support the needs of entities that would be situated in the new enterprise research campus.

Conclusion

These recommendations ensure that the University's next steps in Allston address academic needs, are financially viable and sustainable, and provide a community-building capacity both for the University community and the Allston neighborhood.

The Work Team is honored to have been a part of the path forward in Allston. It is our belief that these recommendations embrace the guiding principles set forth at the outset of the Work Team process and emphasize the importance of place-making: for the University through a new health and life science center, opportunities for academic growth and development of a conference center; for business, industry and other interested entities as part of the enterprise research campus; and for the City and the neighborhood through new investments in housing, retail and other amenities.

We look forward to the University's continued efforts to integrate Allston planning in the fabric of the University, and integrate the University in the vitality of the neighborhood.