

MEMORANDUM

OCTOBER 17, 2013

TO: BOSTON REDEVELOPMENT AUTHORITY AND
PETER MEADE, DIRECTOR

FROM: LINDA KOWALCKY, DEPUTY DIRECTOR OF INSTITUTIONAL SECTOR
MANAGEMENT
GERALD AUTLER, SENIOR PROJECT MANAGER/PLANNER

SUBJECT: HARVARD UNIVERSITY INSTITUTIONAL MASTER PLAN, ALLSTON
CAMPUS

SUMMARY: This Memorandum requests that the Boston Redevelopment Authority (“BRA” or “Authority”) authorize the Director to: (1) issue an Adequacy Determination approving the Harvard University Institutional Master Plan (“Harvard IMP”) for the Harvard Allston Campus and approve the associated map amendment; (2) issue one or more Certifications of Consistency in connection with the Proposed Institutional Projects described in the Harvard IMP pursuant to Section 80D-10 of the Boston Zoning Code (the “Code”); (3) petition the Boston Zoning Commission to approve the Harvard IMP and associated map amendment; and (4) take any and all actions and execute any and all documents deemed necessary and appropriate relative to the Harvard IMP, including, but not limited to, execution of a Cooperation Agreement.

INTRODUCTION

Harvard University (the “Proponent” or the “University” or “Harvard”) is seeking an Adequacy Determination approving its Institutional Master Plan (“Harvard IMP” or “IMP”) for the Harvard Allston Campus.

The IMP describes the Proposed Institutional Projects that Harvard aims to complete over the next decade to realize strategic goals in both academic and community development. The IMP includes nine Proposed Institutional Projects (seven new buildings and two renovation projects) totaling approximately 1.4 million square feet of new building space and 500,000 square feet of renovation.

The following nine Proposed Institutional Projects are described in the IMP:

1. Ruth Mulan Chu Chao Center. Harvard will replace the existing Kresge Hall with a new facility to be called the Ruth Mulan Chu Chao Center. The Chao Center will be approximately 90,000 square feet and will serve Harvard Business School's Executive Education program, providing space for dining, classrooms, offices, and common spaces.
2. Burden Hall. Harvard will replace the existing Burden Hall with a new classroom and academic building. As currently envisioned, the project will be three stories above grade, and a level below grade totalling 140,000 square feet.
3. Faculty and Administrative Office Building. Harvard will construct a new Faculty and Administrative Office Building. The proposed site is in the northeast corner of what is now Ohiri Field and is directly north of the Harvard Innovation Lab/Batten Hall. As currently planned, the building will be approximately 110,000 square feet and four stories in height.
4. Harvard Stadium Addition and Renovation. Harvard will undertake a renovation and addition to Harvard Stadium. This project will provide improved accessibility to visitors with disabilities, renovate existing areas, relocate program areas from other athletic buildings, provide new program space and restore areas of the existing structure. As part of this project, it is anticipated that the total number of seats in the stadium will be reduced. The project size is approximately 211,000 square feet.
5. Mixed Use Facility and Basketball Venue. A new basketball venue at the site of the current 175 North Harvard Street building, with the balance of the site accommodating additional institutional/ mixed uses. As currently planned, the basketball venue will be approximately 60,000 square feet and would include approximately 3,000 seats (approximately 1,000 more than the existing Lavietes Pavilion), locker rooms, athletics offices, and concession areas. The remainder of the site will be a project that is largely focused on institutional affiliate/graduate student housing and/or potentially academic office space. This portion of the project will include between 200,000 and 250,000 square feet of residential space and approximately 10,000-30,000 square feet of ground floor retail, and will total between 270,000 – 340,000 square feet.
6. Gateway Project. On the site of the existing Charlesview Apartments, the University is proposing to construct a project of approximately 300,000 square feet of space, including between 35,000 and 50,000 square feet of ground floor retail space. An active ground floor supporting permeability will include mixed use activities, comprising service, retail, and/or other institutional uses and programming. The upper floors will include institutional/mixed uses, which may also include administrative or academic office space. The project will be

between six and nine stories to be compatible with the Barry's Corner mixed use development on the west side of North Harvard Street.

7. Hotel and Conference Center. The University plans to develop a hotel and conference center on the south side of Western Avenue, across from the parking lot, framing the northern edge of the future Greenway. It is currently anticipated that the project will have approximately 200 hotel rooms and approximately 26,500 square feet of meeting space for a total project of approximately 250,000 square feet. In addition, there will be approximately 125 parking spaces. If the Hotel and Conference Center is built and used by a third party developer, and not Harvard, Harvard will amend the IMP to remove this project.
8. Harvard Business School Baker Hall (to be renamed Esteves Hall). Harvard intends to renovate the interior of Harvard Business School's Baker Hall and improve adjacent landscaping. The building has not had a significant renovation since its opening, and as a result it requires both cosmetic and system upgrades in order to provide comfortable accommodations and accessibility improvements for Executive Education participants. This renovation project affects approximately 78,000 square feet of space.
9. Soldiers Field Park Housing. Harvard intends to renovate Soldiers Field Park housing. This graduate student housing complex has not had a significant renovation since its opening in 1974, and as a result it requires both cosmetic and system upgrades. The University is investigating a range of options for renovating these buildings. This renovation involves approximately 423,000 square feet.

IMP REVIEW

The IMP is subject to Institutional Master Plan review pursuant to Section 80D of the Code. On October 19, 2012, the Proponent filed an Institutional Master Plan Notification Form ("IMPNF") proposing this IMP. The BRA issued a Scoping Determination on March 29, 2013. On July 26, 2013, the Proponent filed an Institutional Master Plan in response to the BRA's Scoping Determination.

The IMP has been reviewed and discussed at multiple community meetings. Task Force meetings were held on the following dates:

- October 1, 2012
- October 11, 2012
- November 7, 2012
- December 18, 2012
- January 23, 2013

- February 6, 2013
- March 5, 2013
- March 12, 2013
- April 1, 2013
- May 8, 2013
- May 20, 2013
- June 3, 2013
- June 17, 2013
- July 15, 2013
- August 14, 2013
- August 21, 2013
- August 28, 2013
- September 9, 2013
- September 16, 2013
- September 23, 2013
- October 2, 2013
- October 12, 2013
- October 15, 2013

Based on feedback from the Task Force and the broader community, the BRA and Harvard have agreed to a number of clarifications that are reflected in the final IMP and will be reflected in Cooperation Agreement, the Transportation Access Plan Agreement(s) ("TAPA") with the Boston Transportation Department, and/or the Construction Management Plan(s) ("CMP") to be filed with the Boston Transportation Department, as appropriate.

The key changes, clarifications, and next steps are as follows:

- The Task Force, Harvard, and the BRA recognize the desire for additional housing in North Allston/North Brighton, and in particular for additional owner-occupied housing for a mix of incomes. In addition, the BRA and Harvard recognize the desire to direct as high a percentage as possible of housing linkage money into projects in the immediate neighborhood. Therefore, the BRA will work with Harvard and the Task Force to develop meaningful programs to create or stabilize housing in conjunction with this IMP, and to maximize the linkage funding that is spent in the neighborhood, as well as the contributions any housing component of the Mixed Use Facility and Basketball Venue might make to the mix of neighborhood housing. Such alternatives may include a component of the housing project that is available for the broader public, as opposed to only Harvard affiliates.

- The BRA recognizes the desire expressed by the Task Force for immediate construction of Stadium Way for construction management and commuter traffic. However, in light of concerns expressed by close abutters to the proposed roadway, as well as the timeframe for construction (likely 4-5 years), the BRA will at the present time direct Harvard to proceed with the design of Stadium Way to the 25% stage within 24 months of the effective date of the IMP. The decision about whether or not to build Stadium Way during the term of this IMP will be part of an ongoing transportation and parking analysis (see below).
- The fact that Stadium Way cannot be built for 4-5 years (due to the time necessary for design and construction but also the fact that some of the right of way, although owned by Harvard, is still subject to an easement by CSX) diminishes its value in mitigating the impacts of construction truck traffic. Harvard is evaluating a “North Allston Haul Road” through the Harvard-controlled property to provide a connection from Cambridge Street to Western Avenue via Rotterdam Street. Combined with the plan for centralized construction operations (see below), this can provide a more immediate solution to the challenge of managing construction traffic.
- The Boston Transportation Department (“BTD”) has directed Harvard to set a mode share goal for the term of this IMP of under 40 percent of commuters travelling to the Allston campus by car, an aggressive target comparable to downtown Boston but one that recognizes the differences between Allston and Cambridge in terms of the commuting population and the level of transportation infrastructure.
- BTD has further directed Harvard to study strategies for extending transportation demand management (“TDM”) measures to its tenants in North Allston/North Brighton. These may include provision of additional infrastructure supporting alternative transportation modes (e.g. bike racks, showers), access certain components of Harvard’s TDM programs listed in the IMP, and inclusion in the Transportation Management Association (“TMA”) slated for expansion to Allston and Brighton.
- The BRA has directed Harvard to complete a study of special events traffic and parking impacts (including athletic events and graduation). The scope of this study shall be determined through consultation with the Task Force and the Boston Transportation Department, as well as the BRA, and the study shall be completed by April 30, 2014, in order to ensure implementation of initial recommendations for 2014 graduation ceremonies.
- Harvard has agreed to reduce the number of surface parking spaces on the former (i.e., recently vacated) Charlesview site from 150 to 100, with the

additional 50 spaces to be implemented through a "parking reserve" mechanism if approved through future review by the BRA and BTM. In addition, the BRA has directed Harvard to identify potential future alternative locations for surface parking. Given that much of the land owned by Harvard that might be suitable for such a use is currently subject to the CSX easement, the options available for surface parking will increase in the future. This analysis shall be completed within six months of the date the IMP is made effective and shall evaluate the potential for phasing out the surface parking on the Charlesview site.

- Harvard has agreed to an ongoing transportation and parking analysis program, the exact scope of which will be worked out in consultation with BTM for inclusion in the TAPA, in order to inform the following items:
 - Any necessary study or analysis before implementation of the parking reserve described above, e.g. a parking utilization study.
 - Decision regarding implementation of Stadium Way as a permanent roadway during the term of this IMP.
 - Application of transportation demand management (TDM) programs to Harvard's non-institutional landholdings.
 - Potential phase-out of the surface parking on the Charlesview site.
 - Progress on meeting the mode share goal.
- Recognizing concerns about potential spillover parking impacts on neighborhood streets, the BRA and BTM have committed to a public process leading to implementation of a Residential Parking Protection Program that will include, where appropriate, new or modified curbside regulations and/or new enforcement protocols. This process will be carried out during 2014. Harvard has agreed to provide assistance with implementation, and will define this commitment in its institutional Construction Management Plan and/or TAPA.
- Harvard has presented a plan for a centralized area (indicated in the attached map) for construction-related uses, including truck layover, materials storage, worker parking and temporary support structures. Along with truck access addressed by the haul road above, this is a major element of the overall construction management strategy that was requested by the Task Force. Harvard and BTM will formalize these plans through one or more TAPAs and CMPs.
- Harvard has agreed to explore, in conjunction with the BRA and the Task Force, strategies to implement elements of the proposed Greenway in at least an interim condition. This process will be carried out in 2014, with the goal of identifying desirable and feasible elements, along with a timeline for their implementation.

- Recognizing the importance of the Gateway Project to the success of Barry's Corner, Harvard is moving the project forward in its projected phasing from the "late" (2020-2024) category to the "mid" (2018-2020) category. The final IMP will include language clarifying the intended active, public nature of the ground floor uses and stating that Harvard is open to a discussion of using the building as a permanent home for the Harvard-Allston Education Portal and/or incorporating cultural programming into the project. All parties have recognized that more specific conversations about the design and uses of the building, as well as the design of the adjacent open space, will occur during the Article 80B Large Project Review of the building.
- Similarly, Harvard and the BRA have recognized concerns expressed by the Task Force about the Mixed-Use Facility and Basketball Venue. When a proposal is submitted for Large Project Review, Harvard will continue to review with the BRA opportunities to enhance or promote non-affiliated housing as a part of community benefits associated with the IMP. Furthermore, Harvard will consider an increase in retail and other active public uses should analysis at that time show they are viable and warranted.
- In response to the Task Force request for coordinated planning and decision-making regarding future projects and implementation of public benefits, the BRA has committed to maximizing coordination among the primary elements of ongoing review and planning. Harvard will support this work, which will include:
 - Article 80 Large Project Review for all Proposed Institutional Projects in the IMP. Questions about the appropriate amount and types of active public uses (including public athletic programming) in these projects, and in particular in the Gateway Project and the Mixed-Use Facility and Basketball Venue, will be addressed in detail as part of the Large Project Review process. In addition, the Hotel and Conference Center project is of interest due to concerns about the potential height.
 - At an appropriate time, the BRA, with assistance from Harvard, will conduct an analysis to inform decisions about the amount of retail and other public uses to be included in the first two projects cited above, as well as in other projects in proximity to Barry's Corner.
 - Review of changes to the Science Complex approved in 2007 and currently undergoing reprogramming and redesign in order to accommodate the science programs.
 - The Boston Parks and Recreation Department's master planning process for Smith Field, to be funded by Samuels and Associates as part of the package of benefits associated with the Barry's Corner Residential and Retail Commons. Although anticipated to proceed in advance of review of

the Mixed-Use Facility and Basketball Venue, it will provide an opportunity to define options for athletic programming in conjunction with Harvard and the physical interface of the building with the public park.

- Ongoing advancement of neighborhood goals to the west of Barry's Corner. The public benefits package (to be described in more detail below) and Harvard's property stewardship and leasing activities together hold the potential to advance neighborhood goals outside the IMP Area. Potential investments in open space and public realm amenities to the west of Barry's Corner, along with advancement of housing goals, are two areas that hold great potential for bringing to fruition important components of the vision for that area. The BRA will continue to work with the Task Force and the broader community, as it has done through the Community-Wide Plan process, to articulate and advance those goals.

PUBLIC BENEFITS

BRA staff continue to work with Harvard, the Task Force, and the broader community to further define the scope and content of a public benefits package, and the information presented here is intended as an update, not a final outcome of the discussions to date. At this time, Harvard has committed to a total investment of \$38.3 million, including an estimated \$11 million in contributions to the Neighborhood Jobs Trust and the Neighborhood Housing Trust. The categories of benefits identified are:

- Education
- Economic and Workforce Development
- Open Space and Public Realm
- Housing

Included in this sum is an allocation for a "transformative project" agreed to as part of the Cooperation Agreement entered into in conjunction with the Harvard Science Complex approved in 2007. Harvard has proposed a community hub offering education and training, health and wellness, and arts and culture programming for North Allston/North Brighton residents. The allocation in this Cooperation Agreement would fund operating costs and programming for ten years; the initial cost of the capital project at 224 Western Avenue would be borne by Harvard but not included in this total.

Also included is a proposed five-year extension of the Harvard-Allston Partnership Fund, an annual \$100,000 fund distributed to local non-profits through competitive grant applications, through 2024 (the fund is currently set to expire in 2019).

It is expected that the categories of benefits will not change; however, the BRA will continue to work with the above-named parties to define the amount of funding and types of projects that will constitute the Cooperation Agreement to be entered into as a result of the recommended vote below.

RECOMMENDATION

Based on the foregoing, BRA staff recommends that the BRA: (1) approve the Harvard IMP and associated map amendment; (2) issue an Adequacy Determination approving the Harvard IMP pursuant to Section 80D-5.4 of the Code; (3) petition the Boston Zoning Commission to approve the Harvard IMP and associated map amendment; (4) issue one or more Certifications of Consistency in connection with the Proposed Institutional Projects described in the Harvard IMP pursuant to Section 80D-10 of the Code; and (5) execute any and all documents deemed necessary and appropriate relative to the Harvard IMP, including, but not limited to, a Cooperation Agreement, as well as any amendments to the foregoing.

Appropriate votes follow:

VOTED: That in connection with the Harvard University Institutional Master Plan for the Allston Campus ("Harvard IMP") presented at a public hearing held pursuant to Section 80D of the Boston Zoning Code ("Code") at the offices of the Boston Redevelopment Authority ("Authority" or "BRA") on October 17, 2013, and after consideration of evidence presented at, and in connection with, the proposed Harvard IMP, the BRA finds that: (a) the Harvard IMP complies with the Scoping Determination; (b) the Harvard IMP conforms to the provisions of Article 80D of the Code; (c) the Harvard IMP conforms to the general plan for the City of Boston as a whole; and (d) on balance, nothing in the Harvard IMP will be injurious to the neighborhood or otherwise detrimental to the public welfare, weighing all the benefits and burdens; and

FURTHER

VOTED: That the Director be, and hereby is, authorized to issue an Adequacy Determination, pursuant to Article 80D-5.4 of the Code, approving the Harvard IMP, and that the BRA approve the associated map amendment, all in substantial accord with the versions presented at the BRA public hearing held on October 17, 2013; and

FURTHER

VOTED: That the Director be, and hereby is, authorized pursuant to the provisions of Section 80D-10 of the Code, to issue one or more Certifications of Consistency with respect to the Proposed Institutional Projects set forth in

the Harvard IMP when the Director finds that: (a) the Proposed Institutional Project is adequately described in the Harvard IMP; (b) the Proposed Institutional Project is consistent with the Harvard IMP; (c) the Harvard IMP has been approved by the BRA and the Boston Zoning Commission in accordance with applicable provisions of Article 80D of the Code, Institutional Master Plan Review; and (d) the Harvard IMP is in compliance with the update requirements of Section 80D-7 of the Code and with the renewal requirements of Section 80D-8 of the Code; and

FURTHER

VOTED: That the Director be, and hereby is, authorized to petition the Boston Zoning Commission to approve the Harvard IMP and the associated map amendment, all in substantial accord with the Harvard IMP and map amendment presented to the BRA at its hearing on October 17, 2013; and

FURTHER

VOTED: That the Director be, and hereby is, authorized to execute any and all documents deemed necessary and appropriate by the Director in connection with the Harvard IMP including, without limitation, a Cooperation Agreement.