

# HARVARD UNIVERSITY



## **INSTITUTIONAL MASTER PLAN NOTIFICATION FORM**

For the Fourth Amendment to the 2013 Institutional Master Plan for Harvard University's Campus in Allston

### **Harvard ArtLab HBS Commons Pavilion**



November 2, 2017



# Institutional Master Plan Notification Form

For the Fourth Amendment to the  
2013 Institutional Master Plan  
for Harvard University's Campus in Allston

Submitted to:

Boston Planning and Development Agency

Submitted by:

Harvard University

November 2, 2017



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## 5.0 Zoning Code Requirements



# 1.0 Introduction

This Institutional Master Plan Notification Form (IMPNEF) is being submitted to the Boston Planning and Development Agency (BPDA) by Harvard University (Harvard) in accordance with Section 80D-9(2) of the Boston Zoning Code (the Zoning Code), for purposes of amending the current Institutional Master Plan (IMP) for Harvard University's Campus in Allston. As described in more detail in Chapter 5, this document is being submitted in accordance with Section 80D-9(2)(b), Projects Qualifying for Expedited Amendment Procedure.

This IMPNEF considers two projects:

1. Harvard proposes to construct the Harvard ArtLab (the ArtLab), a new building of approximately 9,000 square feet of gross floor area designed to be flexible art, theater, music, editing, and film co-working space for small Harvard-related arts activities. The proposed site for the new ArtLab facility is along North Harvard Street, southwest of Ohiri Field, and northeast of the Grove at Barry's Corner.
2. In November 2015, the BPDA Board approved a two-phased project consisting of Klarman Hall (a convening facility with an auditorium) and the G2 Pavilion (a fully-enclosed building of approximately 24,000 gross square feet of meeting and classroom space). Rather than the G2 Pavilion as it was approved, Harvard Business School is currently proposing to use the same site to build a pavilion structure as an outdoor, open air, social space for informal gathering and events. The structure – referred to as the HBS Commons Pavilion - will have a footprint of approximately 4,500 square feet and will be a maximum of twenty feet in height.

In addition, under Article 80D-8 and Section 51-29(6) of the Zoning Code, colleges and universities in Allston Brighton are required to renew their Institutional Master Plans every four years. By way of this IMPNEF, Harvard seeks to renew its IMP.

This IMPNEF does not propose to add any additional land to the existing Harvard IMP area in Allston. The project sites are already part of the Harvard IMP area; the proposed institutional uses requires approval under the IMP requirements of Section 80D of the Zoning Code.

Figure 1 depicts the two projects in the context of the IMP.



Figure 1: Projects within Ten-Year Plan

## 2.0 Status of the Harvard Allston Institutional Master Plan

Harvard has been filing Institutional Master Plans for its Allston campus since 1989. Most recently, Harvard's IMP for its campus in Allston was approved by the BRA Board in October 2013 and by the Boston Zoning Commission in November 2013.

Since that time, Harvard has filed three amendments to its 2013 IMP:

1. The First Amendment described changes to Harvard's Allston Science Complex, now referred to as the Science and Engineering Complex (SEC). This First Amendment and the revised SEC project were approved at the May 2016 BPDA Board Meeting.
2. The Second Amendment described the proposed Life Lab, a new facility located on Western Avenue which provides wet laboratory/co-working space for small Harvard-related scientific start-ups. This Second Amendment and the Life Lab project were approved at the March 2017 BPDA Board Meeting.
3. The Third Amendment described further changes to the SEC, specifically the calculation of gross floor area. This Third Amendment is currently under review and is expected to be voted on at the November 2017 BPDA Board Meeting.

As mentioned, under Article 80D-8 and Section 51-29(6) of the Zoning Code, colleges and universities in Allston Brighton are required to renew their Institutional Master Plans every four years. By way of this IMPNF, Harvard seeks to renew its IMP.



# 3.0 Harvard ArtLab

## 3.1 Project Summary and Background

Harvard University is embarking upon an addition to the existing “innovation ecosystem” in Allston. For over five years, the i-Lab, Life Lab, and the Launch Lab have fostered entrepreneurship and innovation. The University is now looking to expand the ecosystem to the arts through the creation of the ArtLab.

Harvard has identified the need for experimental, flexible working space for faculty and student artists allowing them to cross traditional boundaries, art forms and practices, departments and schools, fostering new connections and collective enterprises within the creative community. The ArtLab will have built spaces and technology necessary for art making with sound, video editing, and film.

The ArtLab is proposed to be a building of approximately 9,000 square feet which will have primarily an academic use. Throughout the course of the year, there will be exhibits, gallery events, and other programs open to the community. The project also includes an exterior public space referred to as the Art Yard that will be used for events and activities, such as food trucks and art-related events and activities.

## 3.2 Project Need and Vision

Over the past eight years, Harvard has led an internal effort to analyze ways to give the arts a more central role in the intellectual life of the University. This analysis has identified the need for a raw, flexible, modular, and open art space that could enable the University’s faculty artists and their students to produce innovative work.

The segregation of art spaces by school, department, and medium discourages work across disciplines and hampers collaboration between artists and makers in other fields. Faculty and students seeking to engage in experimental low-cost forms of curation have few, if any, adequate venues. Artists seeking cross-disciplinary partnerships are challenged to find flexible space and equipment to support their ambitions. The ArtLab will meet the needs of the choreographer who wishes to combine video projection with dance, or the visual artist who wishes to incorporate sound in an installation.

The ArtLab will contain transformable spaces with moveable walls, grids for projectors and lights, and portable flooring for dance, allowing the building to support a variety of creative activities. Collectively, these spaces will include video editing stations, a sound recording studio, and spaces for rehearsal, improvisation, and informal performance. Visiting artists, chosen for their capacity to work synergistically with faculty, students, and other innovators in Allston, will benefit from their own flexible studio workspace.

These linkages to the “innovation ecosystem” in Allston will consist of both virtual connectivity and urban pathfinding, making the new art space a campus conduit.

Connections to making activities in the School of Engineering and Applied Sciences, to cultural entrepreneurship at the Harvard Business School, to the incubations of the i-Lab, and to the international endeavors of Harvard Kennedy School will be integral to the mission.

### **3.3 Proposed Project**

The result of this analysis led to the proposal for the ArtLab, a new temporary building to be located along North Harvard Street within Harvard's Allston Campus. It will serve as an activator for this part of the campus while providing much needed space for the arts in all of their diversity on campus.

The driving concept and programmatic idea for the project is to offer these much needed spaces in close proximity to each other in a hybrid and overlapping way for students, teachers, and visiting artists while offering exhibitions to the public. It can be curated and adapted by its users, be they students or artist/instructors. The building is organized as a one-story pinwheel/ cruciform plan with a series of artist studio spaces, common space/ exhibition, workshop, and video sound spaces which surround a common "hub space" at the center which is conceived as a flexible bridging high space for performances (dance, film, art) or exhibitions. The building is intended to be densely utilized while also being light and industrial in character.

Figure 2 shows the relationship of the ArtLab in the context of Barry's Corner and the Science and Engineering Complex (currently under construction). Figure 3 depicts a site plan for the ArtLab. Figure 4 depicts the interior spaces of the building. Figures 5, 6, 7, and 8 show views of the building approaching from Harvard Square, arriving at the main entrance, from across North Harvard Street, and from Barry's Corner, respectively. Figure 9 depicts a view of the project from the future Academic Way.

### **3.4 Project Siting, Design, and Landscaping**

The ArtLab will be located at the corner of North Harvard Street and the future Academic Way, situated close to the street with the intention of being highly visible and lively. The main entrance is to the east in connection to the primary approach of Harvard institutional users, while opening up visually to the west and Allston. The building footprint of roughly 9,000 square feet sits on a parcel of approximately 26,000 square feet. The building is massed into three heights with the central hub being the highest, the shop bay a middle height, and the studios surrounding it at a lower height. The entrance is characterized by a ramp and is defined by low "knee walls" for sitting to give visual and pedestrian access to the building site. Additional public seating is provided at the open corner at North Harvard Street and the future Academic Way. The site is open and porous so that pedestrians are invited to come into and through the site from Academic Way to North Harvard Street through the landscape or vice versa.

The entry to the ArtLab facility is oriented toward the arrival of undergraduate and graduate students traveling to Allston from the Cambridge campus to serve as both a welcoming beacon and a practical means of arriving at the building. From Barry's Corner, a large window provides views into the workshop and the visiting artists' studios facing south along North Harvard Street, serving to project activity and visual interest to the streetscape and showcase the collaboration and art-making taking place within.



Figure 2: Urban Design Context with future Science and Engineering Complex Complete

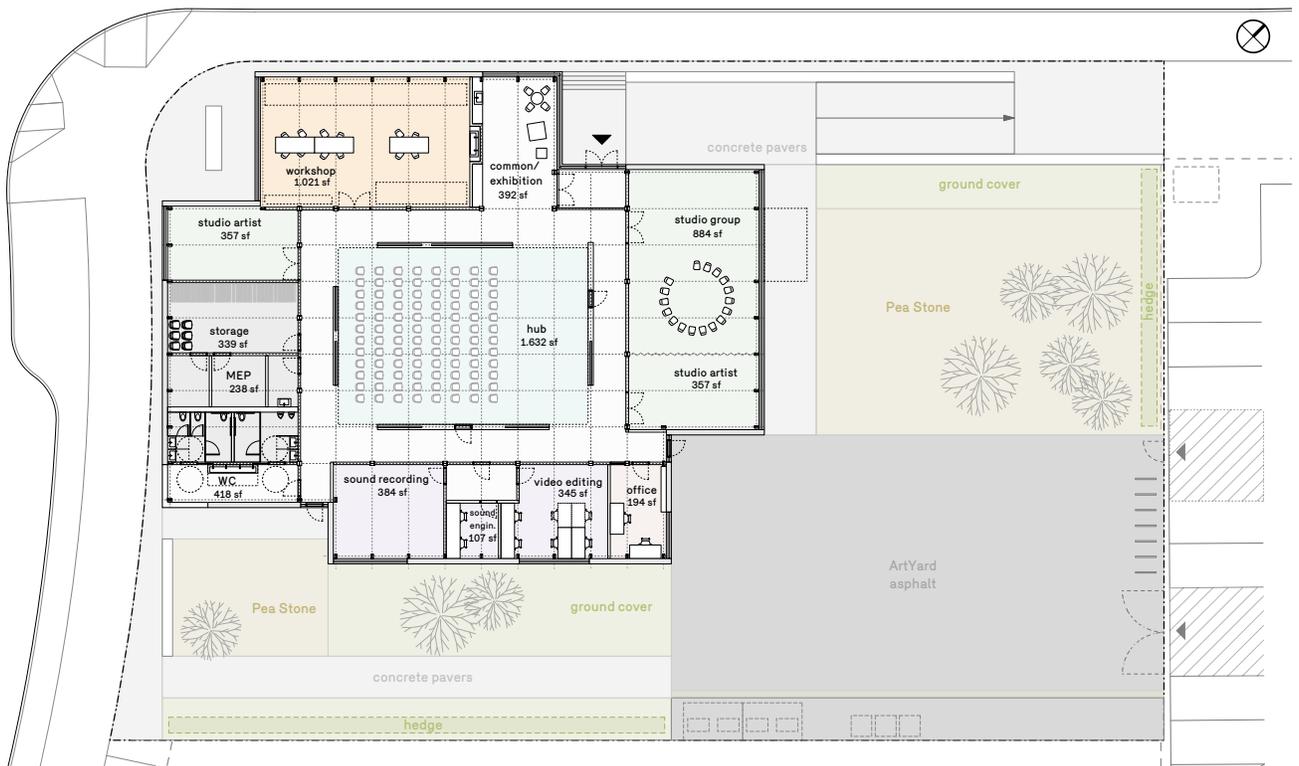


Figure 3: Site Plan

Source: Barkow Leibinger

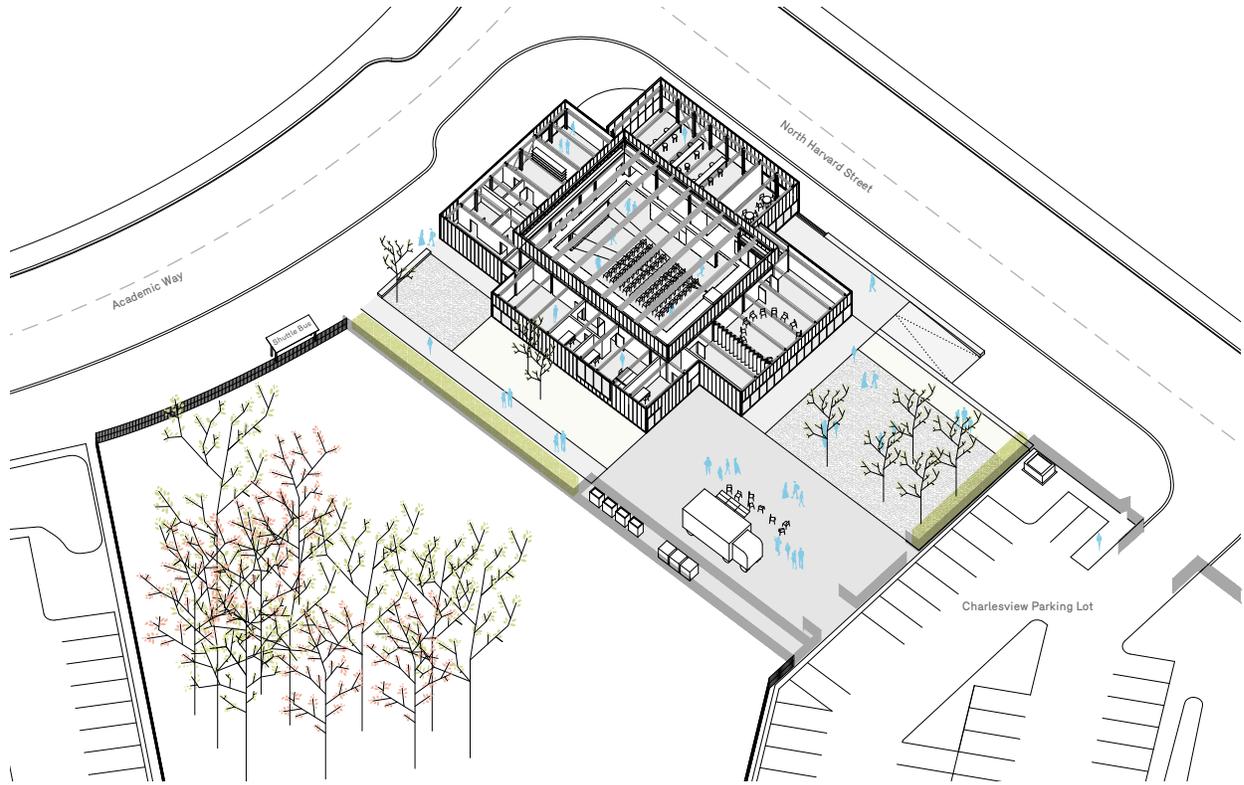


Figure 4: Exterior Spaces

Source: Barkow Leibinger



Figure 5: Entrance | Approach

Source: Barkow Leibinger



Figure 6: Entrance | Common Space and Studios, from N. Harvard St.

Source: Barkow Leibinger



Figure 7: Front view | From N. Harvard St.w

Source: Barkow Leibinger



Figure 8: Harvard ArtLab - View from Allston | From N. Harvard St. / Corner Academic Way

Source: Barkow Leibinger



Figure 9: Harvard ArtLab - View from Academic Way | SEC

Source: Barkow Leibinger

The remaining open site will provide additional programmatic art spaces for work or display to the outside and is defined by either “hard” surfaces or “soft” planted surfaces and trees. These pocket courtyards expand the geometry of the building footprint. A large central paved courtyard in the southeast corner is provided for delivery, food trucks, or events. The low “knee walls” are characteristic of the entrance while higher hedges and fences define the back and sides of the site.

The building is constructed of lightweight steel columns and open web steel trusses in both the high bays and lower on a concrete slab on grade. The steel framing is clad in either transparent insulated glass or in lightweight polycarbonate panels. These panels are either translucent to light or opaque when backed by insulated closed walls. The intention is to offer glimpses into the building so the activities of making and exhibiting art are apparent and inviting. In this way some spaces will be more dynamic and public while others will allow for retreat and concentration. The roofs are standard construction and the project team is studying the feasibility of solar panels.

The framing is mechanically fastened and can be erected or taken down economically and quickly. The choice of these materials is to emphasize the buildings ephemerality and temporality while providing robust and adaptable spaces for the arts. The building will appear as a beacon or “light box” by day or night. When the site is no longer available, it is intended to move the building to another site on campus in order for it to have a second life and purpose.

### 3.5 Project Dimensions

The Project's dimensions are presented below in Table 1.

**Table 1: Project Dimensions**

Site Size	Approximately 26,000 SF
Building Footprint	Approximately 9,000 SF
Use	Office, classroom, meeting space, workshop, studio
Gross Floor Area (measured in accordance with the Boston Zoning Code)	Approximately 9,000 SF
Square Feet of gross floor area proposed for demolition	0
Building Height	Up to 22 feet
Parking	Five to ten spaces
Applicable urban renewal plans or LDAs	None
Current zoning	Site is located in the Harvard University Institutional Subdistrict
Total Project Cost	Approximately \$12.5 million
Estimated DIP Payment	Total of approximately \$90,000
Approximate timetable	Construction start March 2018 Occupancy January 2019

Note: All square footage numbers in this document refer to gross floor area as defined by the Boston Zoning Code.

The Project's program elements within the building are presented below in Table 2.

**Table 2: Building Uses**

Use	Square Feet
Art Studios	1,599
Hub Performance/Art Space	1,632
Workshop	1,021
Sound and Video Recording/Editing	836
Offices	194
Circulation	1,688
Back of House/Service/Storage	813
<b>Subtotal</b>	<b>8,175 (Net)</b>
<b>Total</b>	<b>9,027 (Gross Floor Area)</b>

### **3.6 Community Benefits**

#### **SUPPORTING LOCAL ARTISTS**

Harvard will support the City of Boston's Boston Cultural Council Opportunity Fund program with a commitment of \$10,000 per year for five years. These funds will be leveraged to support career development opportunities for Allston-Brighton artists and bring free community arts experiences such as workshops to Allston-Brighton. Recognizing that Allston-Brighton is a priority neighborhood for this funding stream, Harvard's contribution will allow the City to expand the reach of its support for local artists and towards greater arts access for Allston-Brighton residents.

#### **COMMUNITY EDUCATIONAL PROGRAMMING**

The ArtLab expects to house Harvard faculty, visiting artist, and student workspace in the media, performing, and visual arts. The ArtLab will collaborate with the Harvard Education Portal (Ed Portal) to deliver three to six public programs targeted at the Allston-Brighton community per year for a minimum of five years. These programs could include open rehearsals, performances, screenings, exhibitions, and/or workshops. Working closely with the Ed Portal and informed by the Ed Portal's record of successful arts programming for a public audience, the ArtLab will design offerings that are relevant to a wide variety of Allston-Brighton community members including youth, professional artists, and arts audiences. The programs will be marketed through ArtLab and Ed Portal channels and will be free of charge for participants, with expenses for design, program delivery, and materials borne by the Art Lab. The ArtLab public offerings will be included in Harvard's annual reporting on community benefits.

### **3.7 Project Schedule**

The schedule calls for the permitting and design process to be complete in late 2017, with construction starting in March 2018, and building occupancy in January 2019.

### **3.8 Transportation Impacts**

As shown on Figure 3, Site Plan, the ArtLab building will be located on the southeast corner of North Harvard Street and its intersection with future Academic Way and South Campus Drive. It is anticipated that walking, biking and use of the Harvard shuttle buses will be the primary access modes to the site, particularly since the project is planned for use by University undergraduates. The ArtLab will also accommodate a limited number of on-site parking spaces, primarily to accommodate handicapped parking.

#### **BARRY'S CORNER MOBILITY HUB**

The site is adjacent to a number of non-auto and shared transportation services that form the Barry's Corner Mobility Hub. As described below, these services include a Hubway bicycle station, Harvard shuttle stops, MBTA bus stops, and Zip Cars®, which are located on Ivy Lane across the street from the ArtLab. The Mobility Hub will be further enhanced with the approved construction of Academic Way as part of the SEC project, the creation of new Harvard shuttle bus stops on this roadway, and the expansion of Harvard Shuttle bus service to serve the SEC. The transportation services offered at the Barry's Corner Mobility Hub are consistent with and augmented by the broad range of transportation demand management services that Harvard offers as part of its CommuterChoice program.

## **WALKING**

The ArtLab will be located on a major pedestrian route between Harvard's Cambridge Campus and the new SEC building on Western Avenue. Pedestrian access to the ArtLab will be located at the northwest corner of the building on North Harvard Street. The construction of Academic Way includes the installation of rectangular rapid flash beacons (RRFB) at the new crossings of North Harvard Street and Western Avenue. Harvard will provide a path along the future Academic Way alignment until that roadway is completed as part of the SEC project. Harvard will construct Academic Way as part of the SEC project.

## **BICYCLE**

The ArtLab is convenient to existing and future bicycle facilities that connect with Harvard's Allston and Cambridge campuses. Existing bike lanes on North Harvard Street will be linked to Western Avenue and Rena Path through the construction of a new multi-use path on the eastern side of Academic Way. Shared bike service is possible at the existing 175 North Harvard Street Hubway station, approximately 300 feet from the ArtLab. In addition, the site will provide a minimum of 10 bike parking spaces.

## **HARVARD SHUTTLE**

The existing Harvard University shuttle service – which is open to the public – will connect the ArtLab with Harvard Square and the Cambridge campus. Harvard currently operates two bus routes in Allston: the Barry's Corner Express and the Allston Express.

The Barry's Corner Express operates on a two-way route between Harvard Square and Barry's Corner. The current stop in Barry's Corner, which is located in the parking lot behind 175 North Harvard Street, will be relocated to Academic Way in the future. The current service operates during weekday peak hours: buses depart from the 175 North Harvard Street lot every 20 minutes from 7:00 a.m. to 10:00 a.m. and every 20 minutes from 4:20 p.m. to 7:20 p.m. The hours and route of service will be expanded in the future to serve the demands of the SEC, which is scheduled to open in September of 2020.

The second Harvard shuttle bus route is the Allston Express. This route is a one way loop around the perimeter of the Allston and Cambridge Campuses. During the academic year, buses depart from the Allston Campus approximately every 15 minutes from 7:30 am to 10:15 pm. This route currently stops at the MBTA stop on the southern side of North Harvard Street across from the Continuum residences. In the future, the stop will be relocated to Academic Way.

## **MBTA TRANSIT**

MBTA bus routes 86 and 66 stop on North Harvard Street approximately 300 feet from the site and Routes 70 and 70A stop on Western Avenue approximately 400 feet from the site. Routes 66 and 86 provide connections to Harvard Square and operate on ten minute and approximately 10-20 minute headways respectively. Routes 70 and 70A connect with Central Square and operate on approximately 15-30 minute and 30-60 minute headways.

## **VEHICULAR ACCESS, PARKING AND LOADING**

By nature of its program, the ArtLab will generate a minimal amount of primarily transient traffic and parking demands, from the small number of faculty and student advisers that will participate in program activities. The site will provide two handicapped spaces and eight

parking spaces on the eastern edge of the site. Loading will occur primarily from the “Art Yard” on the southeast corner of the site. Vehicular access to the “Art Yard” and the ArtLab parking spaces will be provided through an existing parking lot with a curb cut on North Harvard Street.

### **3.9 Project Sustainability**

The sustainable aspirations include a LEED Gold standard with the additional goal of utilizing solar panels, the feasibility of which is currently being studied. The project is exploring the options of solar panels and triple glazed exterior façade in the attempt to reach LEED Gold standard. If proven feasible, the combination of photovoltaic panels with triple glazing and increased thermal insulation not only serve to demonstrate Harvard’s commitment to a green campus, but will also show that sustainability can be functional, flexible and aesthetically pleasing. The fact the site is located in a brownfield and is tightly integrated with an already established urban setting will contribute to the Location and Transportation category under LEED requirements. The project team will continue to work closely with Harvard Green Building Services to create the most sustainable option available.

### **3.10 Project Utilities**

#### **WATER**

Proposed domestic water will connect to the existing Boston Water and Sewer Commission (“BWSC”) piping in North Harvard Street. The site/building system will include isolation valve, meter backflow preventer, pressure reducing valve, and drain outlet.

#### **STORM DRAINAGE**

Roof drainage will be internally piped and connected to the site stormwater collection system. The proposed site stormwater collection system will be composed of 12” HDPE/RCP pipe and will be connected to a subsurface infiltration system in order to meet BWSC requirements. The subsurface infiltration system will have a storage volume of approximately 1,900 cf. The site stormwater management system will connect to the existing street drainage system in North Harvard Street via a boot connection. Manholes will be precast concrete structures and drain grates will be H20 loaded and pedestrian rated.

#### **SANITARY SEWER**

Sanitary piping will be connected to the building system at a point 5 feet outside the building footprint and routed through the site to connect to an existing sewer manhole in North Harvard Street. Site collection system shall be PVC. Sanitary system will flow via gravity.

#### **ELECTRICAL**

The electrical to the site will be fed from an existing utility pole located on North Harvard Street. A pole mounted transformer or pad mounted transformer will be required prior to the electrical conduit entering the building. The building requires 112kva.

## **TELECOMMUNICATIONS**

The ArtLab building will connect to the HUIT system via a duct bank on the west side of the building. The duct bank will connect to a HUIT manhole in Academic Way (North) which will be constructed during the ArtLab construction.

## **GAS**

If required, natural gas will connect to the existing pipe located in North Harvard Street.

### **3.11 Construction Logistics**

A Construction Management Plan (CMP) in compliance with the City's Construction Management Program and consistent with the University's program-wide construction guidelines will be submitted to the Boston Transportation Department.

Construction staging, material laydown, and worker parking will occur on-site. The existing parking area located to the north and east of the proposed building will be used for these activities.

Construction trucks accessing the site will arrive via the Mass. Turnpike to the Soldiers Field Road access road to Western Avenue and will depart using the same roadways. Construction trucks will be prohibited from using local neighborhood streets to arrive at or depart from the site.

# 4.0 HBS Commons Pavilion

## 4.1 Background

In November 2015 the BPDA Board approved a project referred to as Klarman Hall/G2 Pavilion at Harvard Business School. The Project, consistent with Harvard's IMP, proposed the replacement of Burden Hall with up to approximately 105,100 square feet of new construction (up to approximately 76,100 net new square feet) to meet HBS's current needs, to be constructed in two phases. The first phase consists of Klarman Hall, an approximately 81,100 square foot building housing a modern, media-equipped auditorium seating approximately 1,000 (the size of one MBA class), and foyer, reception, meeting and service space to support world-class convening. Klarman Hall is currently under construction with an expected opening date of September 2018.

The second phase of the Project approved by the BPDA Board included the construction of an approximately 18,000 to 24,000 square foot, one to two-story building containing meeting and classroom space to be closely integrated with the new auditorium in Klarman Hall. This building was referred to as the G2 Pavilion.

## 4.2 Current Proposal

Since the time of the approval of this two-phased project, HBS has reevaluated its needs for the G2 component of the project. Rather than proposing a two-story building, HBS is currently proposing to build a pavilion structure as an outdoor, open air, social space for informal gathering and events. The structure – referred to as the HBS Commons Pavilion – will have a footprint of approximately 4,500 square feet and will be a maximum of twenty feet in height. It will be located on the same footprint that was proposed for the G2 Pavilion.

The HBS Commons Pavilion will largely be open on all sides although it will have a number of fixed-in-place glass walls within the overall structure to allow for wind protection throughout the year. The HBS Commons Pavilion will include furniture, cafe tables and chairs, and group work tables to allow for informal gathering and activities. In addition, it can be modified to allow for more formal activities such as receptions.

Figures 10 through 14 depict a site plan and renderings of the project.

### 4.3 Building Program

Table 3 depicts the changes in program and dimensions between the approved G2 Building and the currently proposed HBS Commons Pavilion.

**TABLE 3: BUILDING PROGRAM**

Dimension <sup>1</sup>	G2 Building November 2015	HBS Commons Pavilion November 2017
Height	One to two stories Maximum of 32 feet above-grade	One story Maximum of 20 feet above-grade
Building Footprint at grade	5,000 square feet	4,500 square feet
Gross Floor Area	Up to 24,000 square feet	0 square feet <sup>2</sup>
Program	Lower Level: meeting, classroom, casual seating First Floor: café, informal meeting, lobby  Second Floor (if required): office, meeting	Outdoor open air social space for informal gathering and events

### 4.4 Schedule

The current schedule calls for work on the Harvard Commons Pavilion to begin in early 2018 with an opening in September 2018, coincident with the opening of the adjacent Klarman Hall.

1 All dimensions in this table are calculated in accordance with the Boston Zoning Code.

2 As an open air structure, the project does not include "gross floor area" as defined by the Boston Zoning Code.



Figure 10: Harvard Business School - Existing Conditions

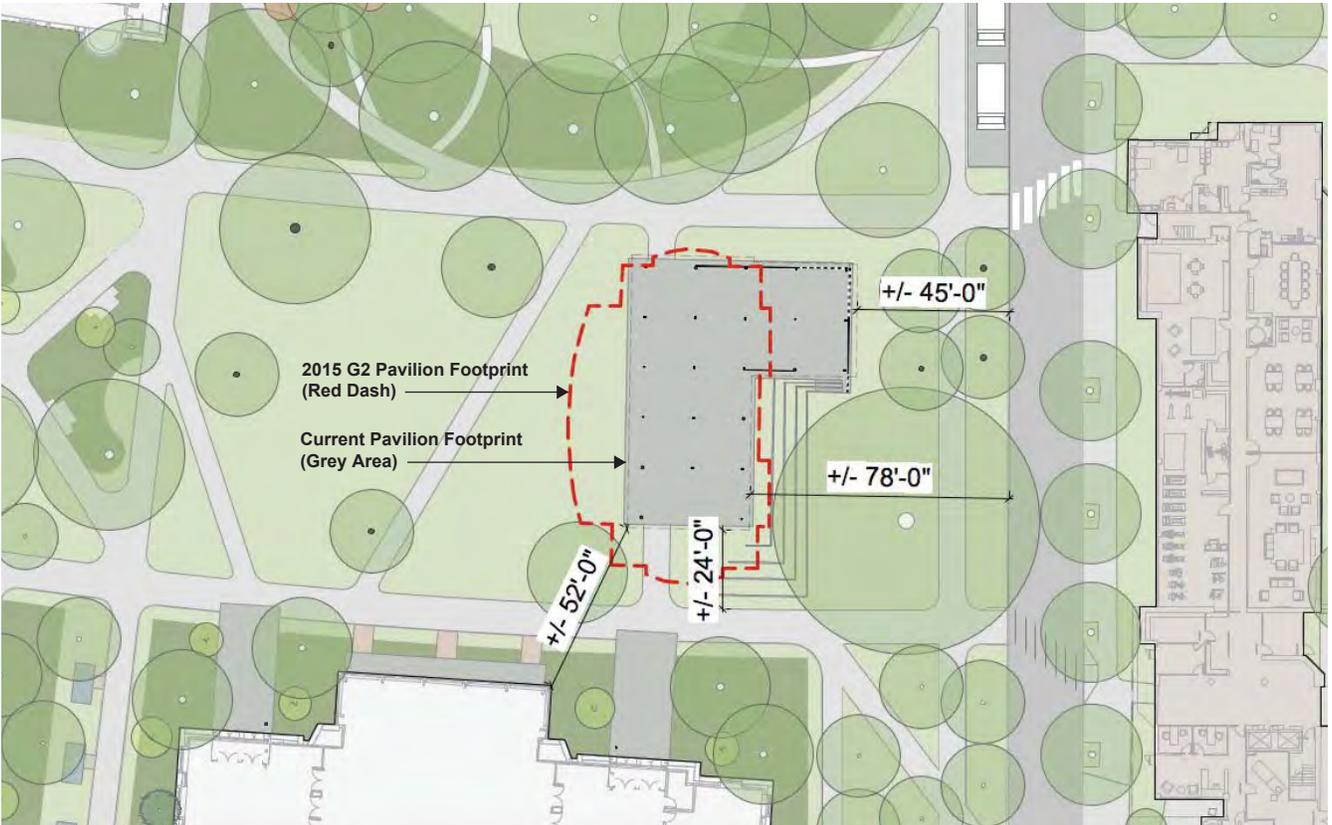


Figure 11: Harvard Business School -G2 Pavilion



**Figure 12: Commons Pavilion – View from Kresge Way**

*Design by Architecture Operations DPC/Renderings by Reed Hilderbrand LLC*



**Figure 13: Commons Pavilion – View from Klarman**

*Design by Architecture Operations DPC/Renderings by Reed Hilderbrand LLC*



**Figure 14: Commons Pavilion – View from Spangler Lawn**

*Design by Architecture Operations DPC/Renderings by Reed Hilderbrand LLC*

# 5.0 Zoning Code Requirements

This IMPNF seeks to amend the Harvard Allston Campus IMP in accordance with the provisions of Section 80D-9.2 of the Zoning Code (Expedited Review for Certain Small Projects) and to extend Harvard’s IMP in accordance with Section 80D-8 and Section 51-29(6) of the Zoning Code. Capitalized terms used below have the meanings ascribed to them in the Zoning Code.

## **CRITERIA FOR EXPEDITED REVIEW**

Section 80D-9.2(b) states that a Proposed Institutional Project shall qualify for an expedited IMP amendment procedure if:

1. The project does not meet the size thresholds for Large Project Review,
2. The project is located within an Institutional District or Subdistrict, and
3. If the project is not for one or more of the High Impact Subuses of an Institutional Use.

## **CONFORMANCE WITH CRITERIA**

The projects call for the construction of structures with approximately 9,000 square feet of Gross Floor Area, below the size thresholds for Large Project Review as specified in Section 80B-2 of the Zoning Code.

The project sites are located within the existing Harvard University Institutional Subdistrict and Harvard’s IMP Area.

The projects do not include High Impact Subuses.

This IMPNF does not propose any other changes to the approved Allston Campus IMP.

## **RENEWAL OF MASTER PLAN**

By means of this IMPNF, Harvard seeks to renew its IMP for four years.

