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Harvard University Allston Development Group Retail Initiative

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Harvard University has embarked on a 50-year Master Plan to create a new campus in North Allston. Phase I has already commenced with a 1M square foot Science Building plus infrastructure for the larger Science Complex. This first project is scheduled for completion in 2011. Subsequent projects will include housing, academic buildings for Professional schools, expanded athletic facilities, museums, performing arts, and offices. Planning for relocation of the Charlesview Apartments to Brighton Mills is underway.

The profile of the new campus buildings is low to mid-rise with sustainable design features and extensive streetscape and landscape. As the building segments come on line the light industrial feeling of Western Avenue will continue to change.

This report was produced by Jeanne Giordano Ltd (JGL) with D'Agostino Izzo Quirk (DAIQ) Architects. It examines how to augment the retail prospects of the Western Avenue and North Harvard Street corridors through leasing and other building interventions. These factors are important to enhancing the public realm.

The first section of this report details our initial task to work with Behnisch Studio East Inc, architects of the first phase of the Science Complex. The next section looks at the area delineated in the Master Plan Framework dated January 2007 and prepared by Cooper Robertson and Partner's Team. In conjunction with this is an analysis plan of Western Avenue from Barry's Corner west with break out parcels analyzed for potential retail use. Barry's Corner overlaps both areas. Interim uses that can become long term tenants are discussed. Suggestions of tenants are listed followed by interviews with students and brokers.

Current Conditions

This is a long and complex project. Each cycle of decision makers can only put down building layers responding to known requirements and foreseeable trends. Phasing needs to be adaptable with attention to the overlap of various stakeholders to provide interest and energy. Architecture, along with landscape, is the main languages that will define the new look of this new town area. Bold moves in strategic locations will make a statement, especially in the early stages, and organize the elements that go into place making. Science One is currently under construction and promises to be an architecturally and environmentally significant building. Street infrastructure must be designed and built. These projects alone will keep the area in a construction mode for many years. The inconvenience should be turned into an opportunity for communication not only about the campus plan but also green development, the sciences, arts in the life of a campus, any topic that is about cutting edge techniques that are being integrated into this project.

Information and Education

Informative and attractive construction barricades could be used to mitigate a difficult condition for the neighbors and travelers. They can tell the story of the whole campus plan including retail and other non-academic initiatives; and keep the neighborhood

informed of progress. Artists and other designers might be commissioned to work in a large scale on a big canvas using materials that can act as scims and energy efficient lighting effects. A building with capacity to absorb an interested audience that is easy to find should be used for a series of lectures, movies, exhibits as well as potential arts and ceramics venue. The Verizon building, currently vacant, is a potential site for many activities. It is large and can accommodate a variety of swing uses while construction is underway. Its blank façade is also an inviting canvas for applied art and graphics.

Retail Planning

Achieving a viable and balanced retail program while maximizing sales potential for retailers will require an effort of vision and will. The variety of factors that most retailers look for - foot traffic, clear access, mutually reinforcing shops, growing housing and work population, income levels, cultural or other activity generators, attractive infrastructure - do not currently exist. In addition the physical area is enormous and flat. Harvard alone owns over 200 acres as yet to be improved. The street improvements will significantly help in creating an opportunity for retail development and economic growth. Transportation, bike, and parking issues will be addressed as the Harvard Campus develops and decisions should be viewed in support of retail growth. This includes convenient and sheltered shuttle and bus stops and frequent headway,

bike programs, drop off and parking access, easy pedestrian crossings, aesthetics of design and materials, which should read like one has arrived at a special neighborhood. Short blocks increase the likelihood of social interaction and build friendly streets, both of which make for good retail opportunities. It breaks down the potential mass of building and allows for serendipity. Typical retail space is 60'-90' deep with column spacing between 25' and 30' and ceiling heights of 15'-18'.

Retail should be clustered as much as possible to create critical massing and cross shopping opportunities within acceptable walking distances and visual frame. Barry's Corner, as the gateway to the campus, presents an opportunity to knit town and gown. Opportunity sites west of Barry's Corner should be explored for development as smaller intense mixed-use sites. Since there is no T stop here, the area lags behind other neighborhoods where the T acts as the catalyst for sustained and new development as well as gives the neighborhood a tangible image. At the outset retail will be an amenity to the project and not a moneymaker. During the lag time, before projects add up to a campus with critical mass, support in the form of low rent and tenant improvements will be needed to attract quality tenants. Even with minimum rents, a tenant still must pay for goods, staff, fixtures and operations. They need to build up brand loyalty and two years is an average amount of time to get established in a typical setting.

Science Complex



The Allston Retail Consultants met with Behnisch Studio, architects of the Science Complex, and ADG staff to resolve space and circulation issues as related to retail, food, and fitness center in Buildings 1 and 4. The plans were modified over the course of a year and affected the cafeteria and retail spaces. As retail consultants we had four main goals for the retail, food, and fitness areas:

- 1] maintain a straight line of retail along the Western Avenue street frontage with no interruption;
- 2] present a clear visual connection and access to the interior;
- 3] make the choices on the ground and second floor easy to understand;
- 4] get as much selling space and back of house space as possible for future tenants.

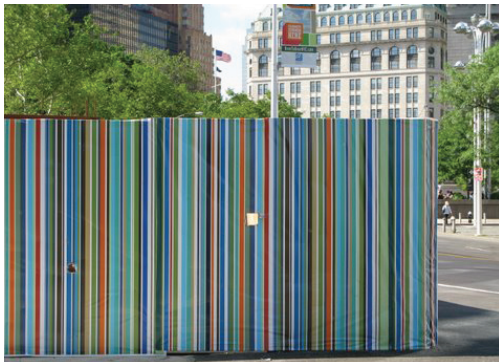
Concern has been expressed that the retail presence on the ground floor of Science I might hurt the image of the complex as a serious academic institute. The amount of retail space is not enough to be more than an accent to the main purpose of the building. It will, however, set the public realm in motion and is the first step in signaling what Harvard intends to provide in that direction. For this reason it needs to be very responsive to the street as well as provide support to those in the building.

The right tenants, combined with design standards that are constantly monitored, will make this work. As each new building emerges, retail design guidelines in the vocabulary of the building will make the rhythm of the street cohesive but differentiated. There are no small buildings as in Cambridge so spaces must be broken down by design and made to function for retail uses and pedestrians.

The retail tenants will be successful if both the building occupants and the community patronize them. The store identity off the street and from inside of the building should be clear and user friendly. The user groups in order of priority for retail in this building are: Science Complex occupants and visitors, community at large, other Academics, and tourists.

Science Complex

Building 1 and Building 4



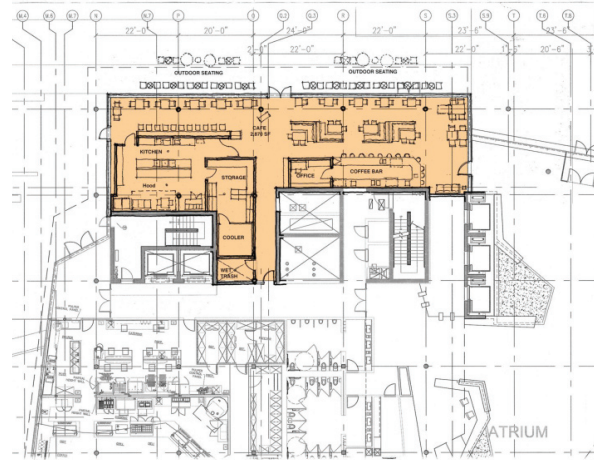
Construction Fence

Battery Park, NY

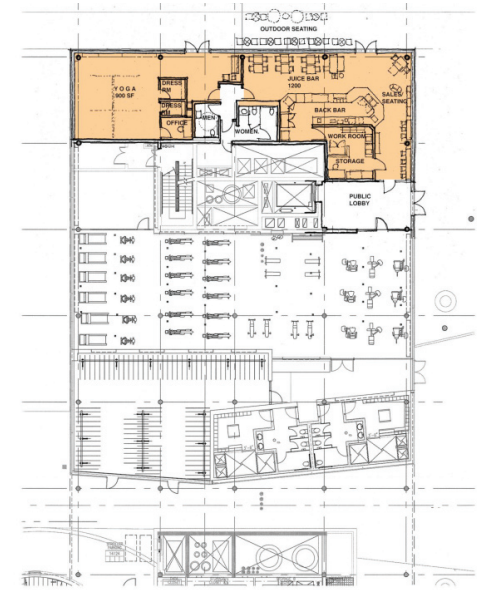


Construction Fence

Paris University



Building 1, Ground Floor, Café Schematic



Building 4, Ground Floor,
Yoga/Juice Bar or Tea Salon Schematic

Building 1

- 1] Toilets were relocated to the kitchen area and the garage stair/elevator core was reconfigured. This increased depth and square footage of retail space on the western end and helps to clarify movement and visibility of retail from inside the building.
- 2] The Fire Command Center was moved from the retail street frontage to adjacent to the stair core to simplify the store configuration. The exit corridor was also moved from the prominent location on the street, thus allowing continuous retail street frontage.
- 3] The corridor from the garage elevator core to the lobby was widened and the storefront at the internal connection was increased, helping visibility and circulation.
- 4] The cafeteria is now only on the ground floor, with opportunities for private dining above, as recommended by Harvard Dining. It should be a clean modern design with views of the extensive landscape. We do not think it a competitor to retail food, but an element that will add some vitality to this node on Western Avenue and bring people here because there are choices.

We further suggested:

- Moving the store front line out toward the street and/or back into the lobby to get more store depth.
- Finding space below grade for tenant storage.
- Engaging retail tenants now as the building interiors are detailed.

Building 4

- 1] The Fitness Center was reconfigured and expanded around the northwest corner to include street frontage.
- 2] An entrance/check-in area was created.
- 3] The fitness center is connected to a corner retail space that can be accessed from inside or out.
- 4] The egress corridor was relocated to exit onto Western Avenue, giving the fitness and retail areas prime exterior corners.

Science Complex



Fitness Center at Kendall Square



Jamba Juice at Columbia University on Broadway

The retail in Building 4 should develop its identity from the fitness center. They can be used separately or together, becoming another activity node. Harvard Dining Survey shows interest in vegetarian choices and healthy options in general. We recommend a juice bar/health food establishment, a yoga studio, and yoga clothing shop. The retail portion will be open to the community. At this time, use of the fitness club is expected to be limited to occupants of the Science Complex.

We provided several layout concepts for both Science 1 and 4, the last two of which are shown on the previous page. As the project progressed the MEP engineers could not find suitable vertical space to route the ductwork for exhaust without an impact on the project cost; and exterior venting, although legal at 10'-15', is not an option. The spaces therefore cannot be used for cooking or large heat loads. The cafeteria kitchen could be used to prepare food for the retail frontage.

Other ideas for food without cooking are a wine and cheese shop; a salumeria like Formaggio Kitchen on Huron Street in Cambridge, the Southend, and the Essex Market in New York; or a retail outlet for

the Finale commissary located nearby. Dry goods could include Science Books and educational toys like the bookstore at the National Institutes of Health, which pitches the reading material to researchers as well as children.

Healthy food includes many choices. The offerings should be sufficiently different from what is offered at the cafeteria. These retailers could be considered in any part of the Allston project, not just this location.

- **Frozen yogurt with a coffee bar atmosphere.**
 - **Red Mango** Many of these shops began in Asia, came to the West Coast, and are now entering other cities in the U.S. This group is now in Chicago, Salt Lake City, and New York.
 - **Pinkberry** is now in New York City, including the Columbia University area.
- **Jamba Juice** offers a blend of beverages, juices, and snacks. They are expanding to airports, colleges, department stores, and grocery stores. In these venues they are in a branded kiosk. There is one at Boston University in 775 Commonwealth Avenue. Their program to educate kids about



Café at Memorial Sloan-Kettering, New York, NY ZGF Architects



UCSF Mission Bay ZGF Architects



Hi Rise Bread Company, Cambridge

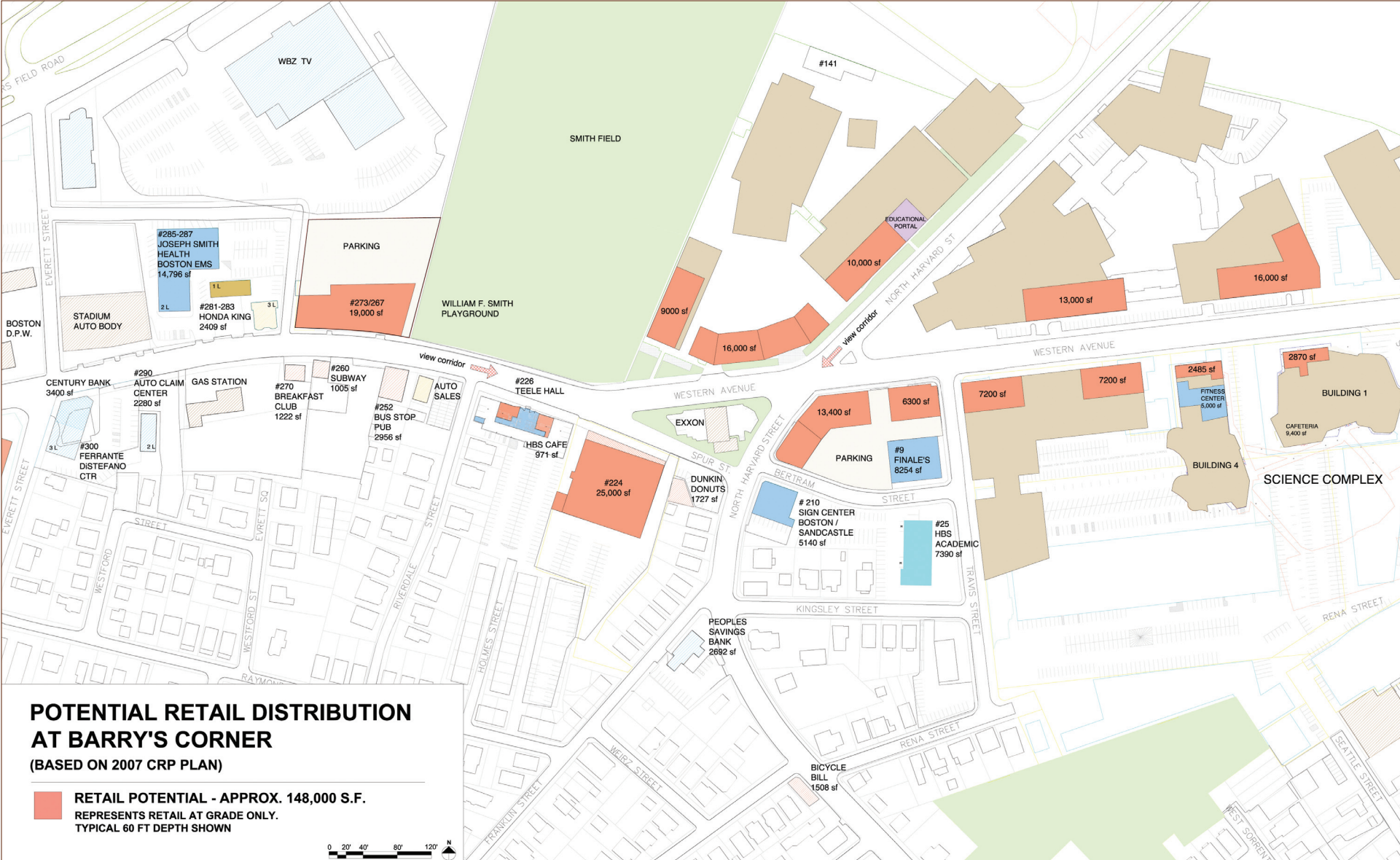
healthy eating and physical activity includes giving grants to local groups.

- **Tea Salon:** Tea often encompasses a healthy lifestyle, yoga, working out, and hopefully stress reduction. It is part tea bar and part emporium to sell tea and accoutrements to make the perfect cup. It connotes a lower key ambiance than a café built around coffee and caffeine.
 - **Teavana**, currently located at 800 Boylston Street in the Prudential Center, Chestnut Hill Mall and Natick Mall. www.teavana.com
 - **Tealuxe**, in Harvard Square, Newbury Street and Providence, RI www.tealuxe.com
 - **TSalon** was founded in 1992 in Soho, NY and has expanded into kiosks inside other types of stores as well as other locations. www.tsalon.com

- **Pump** – Low fat, sugar free, salt free food. Take out with small sit down area at countertop. Currently only in NYC. www.thepumpenergyfood.com
- **Hale and Hearty Soups** – Small chain www.haleandhearty.com
- **Convenience & Takeout**
 - **Hi Rise Bread Company** – Represents the quality and breadth of product that becomes a neighborhood institution. It carries a variety of convenience food, wines, baked goods, cheese, etc, in addition to prepared meals, from breakfast through dinner.



Masterplan Potential Retail Distribution



The specific detail of the master plan framework is still undergoing investigation and update. A long-term plan will always be in some type of flux more or less. In general we support any cultural and performance features around the Barry's Corner area and as much housing as possible, studio and offices. Below we outline some basic approaches on decisions that will affect retailing as we know it today.

Objectives

1. Define the built edge around Barry's Corner with retail, culture, information, and other active uses to reinforce the sense of arrival and provide a destination place for the neighborhood and the campus.
2. Activate the street edge to enliven the environment and promote a sense of safety.
3. Establish development parcels with sufficient footprint to attract local shops and/or appropriate national chains. The national anchors often act as a stimulus for smaller specialty tenants to locate to an unseasoned area, increase neighborhood identity, and activate pedestrian movement. This is especially true when an area has no branded retailers at all.
4. Flow between retail tenants is critical. A mix of specialty and traditional retail tenants promotes increased shopper participation geared to different needs.

Masterplan Concepts

1. Strategy: The distribution of retail will be more successful if concentrated in zones or nodes rather than disbursed thinly. There is not sufficient demand to place retail along the length of Western Avenue from river to river. The success of retail and other uses within the campus and along Western Avenue is dependent upon

the concentration of a retail mix that is compatible with both the campus and local community.

2. Campus and Neighborhood Identity: Barry's Corner will be the symbolic entrance to the new Allston campus. The transition from community to academia will occur at this vital intersection. Tightening edges and cross walks at this intersection will reinforce the gateway and make better physical and visual connections.
3. Development Nodes: Development along the Western Ave spine will slowly become denser as retail clusters expand, an identity grows around them, and private and institutional investment takes place.

Recommendations

1. Harvard-owned retail space within the campus should be located and focused mainly toward Barry's Corner to create retail mass and synergy. Spreading the retail component throughout the campus or along Western Avenue will disburse the energy and diminish the chance of successful retail or one that starts to define a neighborhood. A limited retail component within a student union or at the eastern end of Western Avenue is viable if it supports a specific and localized need.
2. Locate retail along both sides of Western Avenue near Barry's Corner to create a

visual and uninterrupted connection to the primary grouping of retail at Barry's Corner. Limit the extent of dead end retail street corridors.

3. Establish development parcels of 15,000 to 25,000SF or greater for long term signature projects and anchor opportunities.
4. Locate retail along the street edge with parking in the rear. This defines the visual boundary of the street and creates a sense of place. One is always aware of arriving at shopping areas such as Inman, Central, Coolidge Corner, by the massing of small two story shops. Those traditional retail buildings do not exist in this area and are not likely to be reproduced, as it is an inefficient and not economical use of land. It is more likely that retail will be in new buildings with larger floor plates. In addition, shared parking among buildings should be explored to help the retail be successful.
5. Close Spur Street to vehicular traffic and establish a pedestrian way and potential open space that acts as a visual terminus to North Harvard Street and Western Avenue.
6. Reinforce the edges of Smith Field with food, service retail and child related uses. The latter expounds on the playground already available at Smith Field.

Design Strategy

Harvard kicked off the area's upgrade with quick streetscape improvements. This helps to make people feel safer than they may have previously. Safety is not just about a violent act, but also sidewalks smooth for walking or pushing a carriage or wheelchair, and crosswalks geared to the pedestrian. These gestures help to get businesses to locate to the new neighborhood, especially retailers. At the start of a neighborhood restructure it will be necessary to add incentives to get the desired businesses. This generally comes in the way of rent abatement for retailers and outright grants for the arts. Harvard is one segment but it is not enough to support a fully developed commercial neighborhood. We must think beyond retail to draw in people. Enough things need to keep happening to keep attention up. It comes down to a combination of strategy and magic. Both intentional and unintentional public spaces help encourage things to happen as we cannot proscribe everything. Ephemeral public art can go places permanent art cannot. Start to experiment while the design and building pieces are being examined and moved around.

Building designs need to operate on two levels - the student/academic and the community uses. The design needs to mitigate

between civic and academic scales with different entries for different user groups being mindful of their view span and what they see when entering. The buildings need to be designed to accept retail uses. Assigning leftover space to rent out will compromise the tenant quality. As we found out with Science One, wet labs require so much space for infrastructure they do not work well with food and retail. Programming the public realm, which includes retail, is an important aspect to this project especially in the beginning when there is so little available. Some of the ideas will work and some won't. The important thing is to be bold and decisive.

Buses and Bikes

Since there is no T stop near the area it will be very important to make the bus and shuttle shelters something special. Design competitions for bus shelters that include information about when City buses and Harvard shuttles are scheduled and other items of interest should be posted. There are many examples of bus shelter competitions around the world. They provide a visual delight and attract curious architectural fans in their own right. It is a way to enliven the area with a practical and artistic intervention. The same concept could be used to provide bike lock up areas all around the campus. In

addition we recommend exploring on street bicycle rentals like the Velib system recently installed in Paris. It works like Zipcars with pick up and drop off at convenient locations. Rental is online or at the docking stations. This could be started in conjunction with a local business like Bicycle Bills. In Paris JC Decaux pays for the bikes, docking stations and maintenance in return for exclusive use of 1628 billboards. This same company also competes for bus shelters and have recently installed them in New York. They are modern and simple with clean advertising. Obviously, more activity needs to be generated in this area before a full fledged program could happen but when Science 1 opens a pilot program between this campus, Cambridge, and Longwood could be tried.

Western Avenue

We looked at how to intervene along Western Avenue west of Barry's Corner, which is not part of the Master Plan, in an effort to provide early community links and interim retail solutions. We discovered some active areas, shown in large circles on the Western Avenue Retail Analysis Plan, upon which to build small retail nodes. We show a series of potential leasing and building sites, some with concept sketches. Leases would need to be at least 5, and preferably 10, years in length.

Visual Cues

There is some interest to keep the radio tower at the Algonquin building because it is the only distinguishing marker on the entire length of Western Ave and by default serves as a landmark. The Cambridge campus has many distinguishing landmarks from elegant steeples to graceful infill buildings, historic and new construction, all of which make it easy to visually and mentally fix the places. At the Allston campus all the buildings will be new, generally at the same height and setback. It is important to introduce activities that break the potential of rigidity. Retail and cafes will help but other factors of visual and artistic interest need to be added at varying heights and density.

Existing Retailers

As new development emerges North Allston will become a more attractive and affordable alternative for businesses that wish to appeal to students and visitors in and near Harvard Square. The Breakfast Club and Bicycle Bill's are good examples of older establishments that are popular destinations because of easy going service, pricing and atmosphere. They should be nurtured for this. Bicycle Bills (www.bicyclebills.net) own their building and have been there for 32 years. They offer student discounts and walk in service for small problems. The "in between" neighborhood gets students from all over. They look forward to the new campus and would be interested in

promoting joint programs about bike safety and awareness. Both attract people from outside the area as well as provide a service to the neighborhood. Other long time neighborhood service stores along North Harvard Street are the privately owned 7-Eleven and the liquor store. Mahoney's Garden Center (www.mahoneysgarden.com) at the western end of Western Avenue is a business with broad appeal over many segments of buyers and high name recognition. It brings in customers from outside the area who, having parked their car, could be attracted to other retail venues.

Competitive Environment

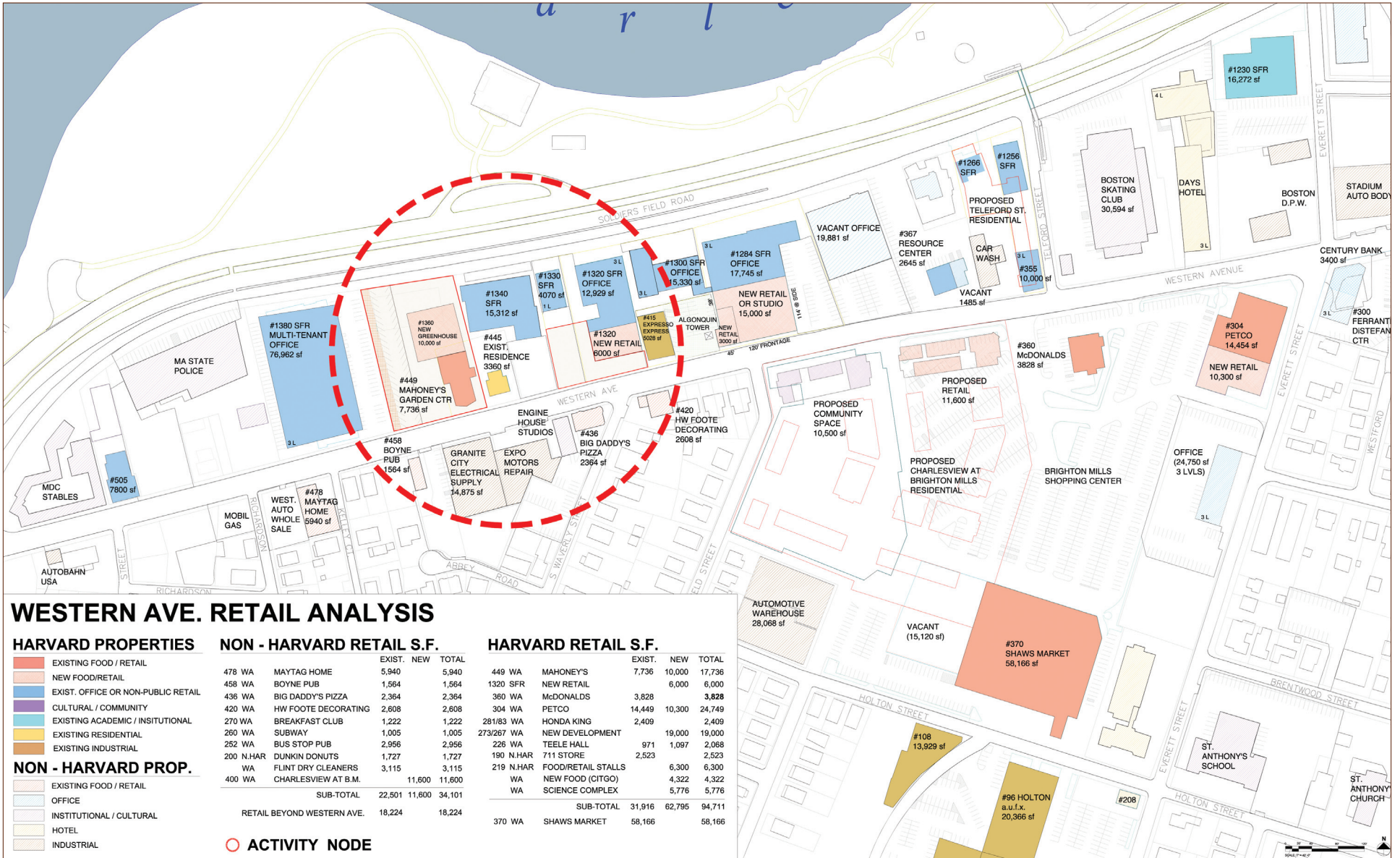
Several shopping areas representing a variety of middle range price points flank Allston. In addition to Allston Village just south of the turnpike and Harvard Square across the river, Arsenal Mall in Watertown has 45 stores in 600,000SF. These include many large chains like Linens 'n Things, Filene's Basement, Old Navy, Gap outlet, Home Depot and Marshall's. Watertown Mall across the street, with 250,000SF, includes Best Buy, Target, Payless, Friendly's, Motor Vehicles Department, push-carts with small retailer goods, and Old Country Buffet. The two malls together are a convenient, mid-market alternative for the dense inner western suburbs.

North Allston is an ethnically diverse neighborhood with growing Asian and Hispanic communities, students, and a small pocket

of artists. New retail should address this mixture, as it will help to distinguish and plan a variety of offerings. The price points and fare of ethnic restaurants appeal to a student population and would serve those attending athletic events and working at the Science Complex. New food purveyors should address the quick turn around necessary for a large influx of stadium visitors and the demands of construction workers on a fixed schedule with short meal breaks.

Beyond Retail

In addition to shopping there is an opportunity to provide cross over activities that rely on the University as a neighborhood anchor. The Education Portal is the start of this type of activity and the Ceramics Studio has become an institution. Additional facilities to consider are Senior Activity Centers and extended education for retirees, non-Harvard housing built around the campus with private investment and the university as incentive. These bring in people from beyond the immediate neighborhood who will then have other shopping, eating and cultural needs.



Western Avenue

Retail Analysis Plan

Western Avenue

All Harvard owned properties were examined with the Harvard Real Estate Services (HRES) and the Allston Development Group (ADG). Several visits were made to inspect interior conditions, meetings were held with the interim landscape architect, the business school, and the COOP. The ADG has enhanced the streetscape of Western Avenue with new sidewalks, trees, and potted plants. In addition, the vacant buildings owned by Harvard are currently being re-leased on 10 year terms.

This wide long street has no distinguishing markers but it does have three nascent activity nodes around which to piggy back more activity. The street needs to work for the neighborhood and eventually for the expanded campus. The west end of Western Avenue is a thin layer away from the river, but still separated by a highway. This makes it important to provide easy access to it with clearly marked pathways where possible.

The Retail Analysis plan, shown on the previous spread, indicates Harvard ownership, current uses and potential retail nodes.



Brighton Mills Area

The only sites large enough for a new regional retailer (Target, IKEA, Lowe's, etc) are the vacant parcels at Brighton Mills and the land and buildings along Everett Street between Holton and Lincoln Streets. However, these are not available.

The Charlesview Apartments will be rebuilt along Western Avenue and Litchfield Street with an estimated 11,600SF of retail and 10,500SF community space. The design of the apartment building should orient the retail to the street and toward the eastern edge. Condos will be built across Western Avenue as part of the development. The residences could be completed by 2011, about the same time as the Science Complex I.

100 Holton and 176 Lincoln streets are, thus, the only area for a large-scale retail tenant. At this point, the retail team has not been asked to study the possibilities of this site. We suggest that any future study include the remainder of Brighton Mills with Shaw's, McDonald's, and Petco in conjunction with the Charlesview Apartments in order to plan the area as a whole district down to the turnpike.

Mahoney's Garden Center

Mahoney's is the only regional destination in the study area in that clients make a choice to drive here from other neighborhoods. Mahoney's has expanded their lease holdings and have plans to maximize site use, curb appeal, and pedestrian access to the river. Mahoney's is an anchor and can spawn adjacent retail activity, thus becoming a node.

Soldiers Field Road

Harvard owns all the property from 1330 to 1284 Soldier's Field Road. There is direct visual contact to Western Avenue. HRES is actively leasing all vacant buildings for office and light industrial use.

Western Avenue

Barry's Corner

The junction of North Harvard Street and Western Avenue is a wide difficult crossing with two gas stations (one has been purchased by Harvard and is being converted to another use) and a Dunkin' Donuts. Much is expected of its future as the crossroads of commerce and learning.

The retail team suggests straightening North Harvard Street at the point it meets Western Avenue and bringing the crosswalks closer together and at right angles. This would help the pedestrian to navigate. It would set up a dialogue at the intersection with the corner lots making them more accessible to the user and breaking down the feeling of a truck route. It would also make it easier to retail.

Urban design tools are needed at this intersection, which is one of the major gateways to the new academic neighborhood, the historic residential neighborhood and the reconditioned retail strip. We think it is important to have performing arts and museums close to this area. Good wayfinding and building identification, bus stops and drop-offs are important.



Gas station, Los Angeles, CA Johnson Marklee



Reuse of gas stations



Western Avenue Barry's Corner



Current view from intersection of Western Avenue and North Harvard Street



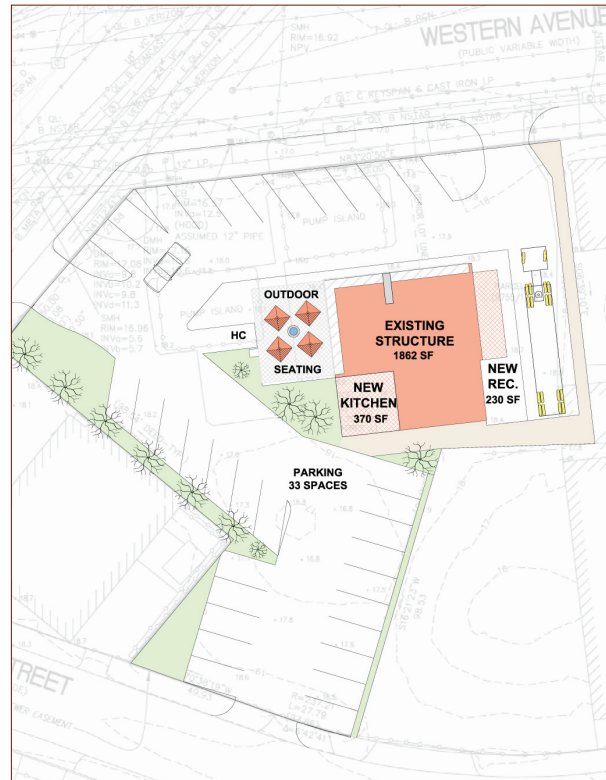
Future view from intersection of Western Avenue and North Harvard Street

CITGO Station

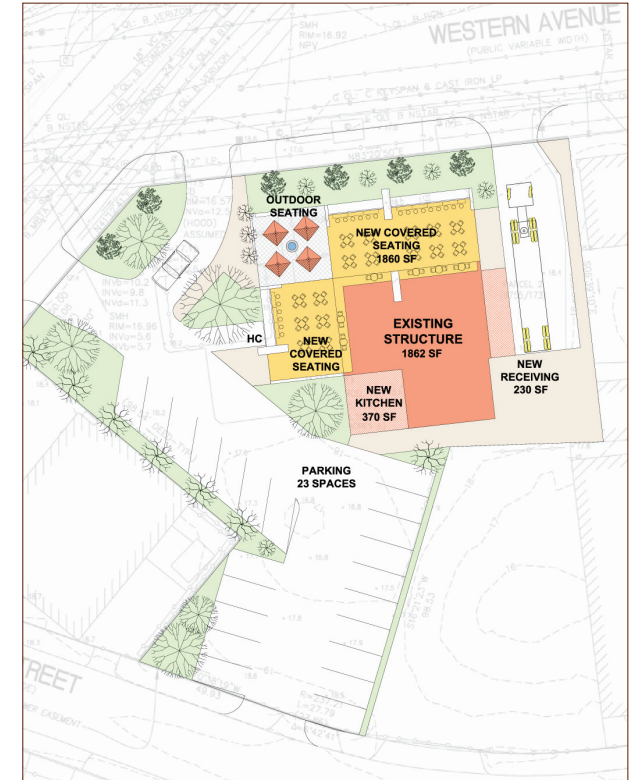
The University recently purchased this crucial parcel. The team proposed how to site a retail or food user under current zoning. We suggest that the shell of the gas station be reused, and expanded. Examples of reused gas stations are florists, restaurants with ample outdoor seating, ice cream stand. The site is not very large and parking will be a consideration. However, we think that it can become an off-beat location for the right user with imagination. Darwin's is currently investigating the potential and represents the right tone for the neighborhood and with the right instinct to develop a following beyond. They can also grow with the campus expansion and have a pioneering spirit.

Finale Bakery and the Sign Center have leased spaces near here. While Finale is a commissary now, it is hoped they will open a take out retail section as the area grows.

CITGO Parcel



CITGO Parcel, Add-on Option



219 and 175 Western Avenue/North Harvard Street

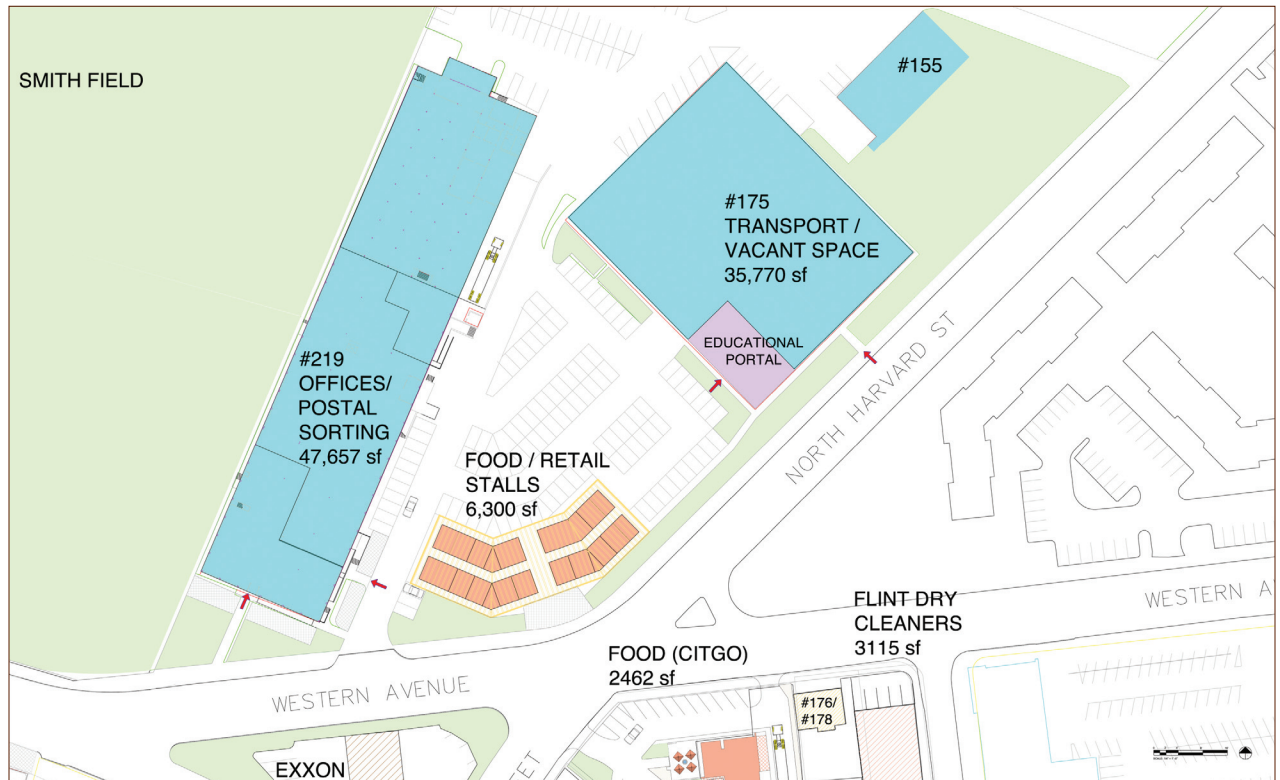
The buildings are underutilized. They have been employed as swing space when a Harvard department requires a temporary holding space. Postal sorting is located in #219, as well as an established and respected ceramics studio in the basement. The ADG opened an education portal on July 11 in #175, which will bring in residents of the neighborhood and students from other parts of the campus who participate in tutoring programs. The portal is a part of a \$25M investment in Community programs and initiatives. This is a temporary location. The permanent site will be located in the masterplan. Each building has approximately 40,000SF. The ADG marketed #219 briefly, but at this time has opted to keep it in its present use. A proposed allocation of space is depicted on plan at right.

This highly visible parcel is the one spot in the study area that can accommodate an increase of activity. We propose developing a multi-function outdoor environment. This would provide a covering for multiple functions at the northwest corner of North Harvard Street and Western Avenue on Harvard owned property. The pavilion could be an architectural investigation by means of a competition for young designers. Uses for the structure would include a covering for multiple food kiosks to serve as a mobile food court by day for construction workers, truckers, Harvard employees, and neighbors. It could also be a focal point for a farmers market which was held in the summer of 2008, antique fair, book sale or outdoor movies. There are many examples of these types of experimental and temporary structures which range from tenting to paper tubes. Some of these are pictured here and on the following page.



Organized Chaos Food Kiosk Block, Portland, OR

219 and 175 Western Avenue



Western Avenue

Barry's Corner

The Serpentine Gallery Kensington Gardens, London

The art gallery in the park sponsors a temporary pavilion every year designed by a famous architect. The pavilion is 3,2250SF and is open air. It functions as a learning, social, and cafe space. The latter is important to give people a reason to linger. It is also an important stop for the architectural tourist. It is comparable in cost to an international blockbuster exhibit at \$6M. An estate agent, Knight Frank, at the end of the run, sells the pavilion. This recoups 40% of the cost. The architect is paid a small stipend. The pavilions spur debate about architecture as an art form and an experiment as there is no need for functionality or life beyond 3-4 months. The first one was built in 2000 and was designed by Zaha Hadid for a cost of 160,000 British Pounds Sterling. They planned to keep it up for 3 days to celebrate the 30th anniversary of the gallery and it stayed for 3 months. In its way the pavilion acts as a town square in the garden with all the possibilities associated with it.

Consideration should be given to commissioning public art, both temporary and permanent, inside and outside, at the Allston campus. Art could be embedded in all the departments with an artist in residency program, starting with science. To do this effectively, an experienced curator or art consultant should take on the role of dealing with artists and temporary architecture so as not to overtax the ADG staff.

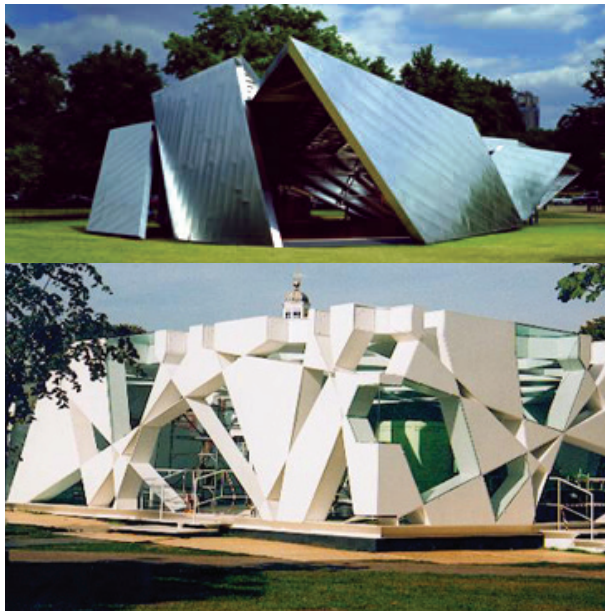
This could fulfill the need to have a town square where things can happen. That does not mean they will happen all the time; it just allows the potential of it.

PS. 1 MOMA, New York City Young Architects Program

Similar to the Serpentine pavilions – but for young architects.

Located in a predominately industrial area of Long Island City, New York, P.S. 1 Contemporary Art Center draws visitors throughout the year to its combination of indoor and outdoor exhibition areas. The Center has been particularly innovative in its approach to its exterior courtyard, hosting an annual design competition for emerging architects, and using the winning design as backdrop for its critically acclaimed summer music series.

Approximately \$70,000 is allocated for the pavilion and the chosen architect must work within this budget.



Serpentine Gallery



Farmers' Market

Rockefeller Center, NY



P.S. 1 MOMA



Harvard Farmers' Market

Western Avenue

Barry's Corner

Smith Field Area

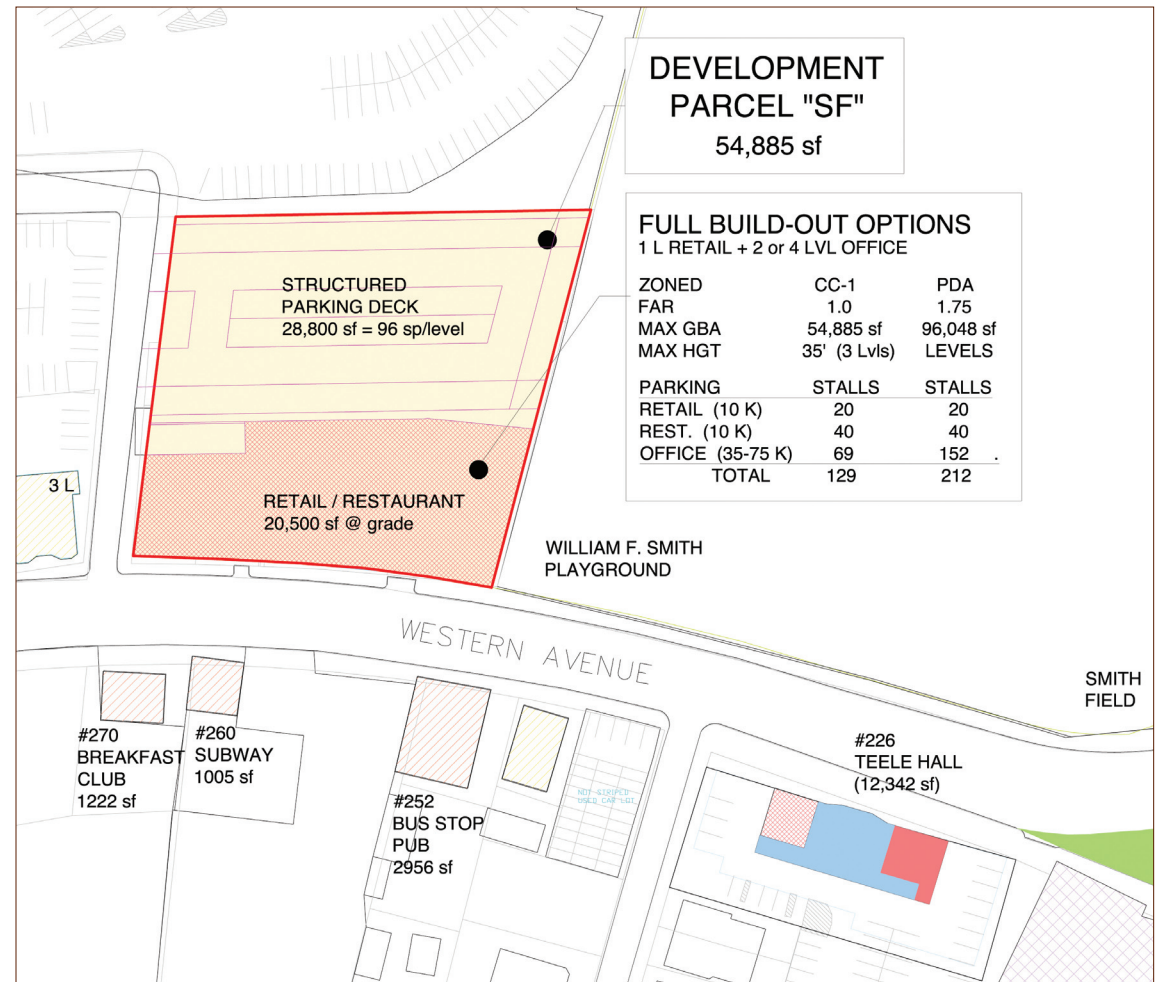
The site to the west of Smith Field (273-257 Western Avenue) has an unattractive assortment of buildings. It is not financially prudent to attempt retrofitting due to their condition, placement, and awkward layout. We suggest that the buildings be demolished and a new structure, with landscaping, be built to satisfy the need for modern retail facilities in the neighborhood.

This site is adjacent to Smith Field and directly across the street from the only continuous strip of activity on Western Avenue. The Breakfast Club at #270 is a very popular diner and a draw beyond the neighborhood.

Within the existing zoning it is possible to build 3 stories. Areas not needed for retail would be suitable for offices or studios. The new structure could include a courtyard for outdoor dining, sculpture and gardens.

A modern mixed use addition to the neighborhood, with an emphasis on maximizing the site by good design and flexible layouts, could be built today. There are virtually no basic services in this neighborhood. This complex could function as a small service center with florist, hair and nail salon, barber shop, laundromat, postal services, copy center, card and gift store, bakery café, among other users.

273 and 257 Western Avenue



Western Avenue

Shipping Containers

Containers are an extremely flexible method of construction, being both modular in shape, structurally strong, and readily available. They can be beneficial in short and medium term projects. It is a relatively simple matter to completely clad a building externally in a variety of materials to disguise the basic building block. Short-life sites can simply unbolt and be relocated or stored when land is required for alternative uses.

The room-size boxes are being made into stores, galleries, studios, classrooms, youth centers, offices, and apartments. What was once a seldom used solution for cheap and quick needs are turning up in unusual locations.

Measuring 8 feet wide and 20 or 40 feet in length, containers can be packed with as much as 30 tons of cargo and stacked 10 high on freight ships. Because it is cheaper to ship out new containers from China – they cost about \$2,500 apiece – than to send used ones back, the vast majority of containers are being abandoned at their destination

Some major shippers will sell the used containers. This is a cost of about \$1,100 plus moving costs for a 20-footer, and about half that for a container with more wear and tear.

The industrial chic look of a container project mitigates against the low end aspect of it. It is an opportunity to open up a competition for parcels that the university needs to keep flexible. It is also a way to start activity at a lower cost.



Housing/Office



Galleries



Outdoor Movie Theater

Western Avenue Barry's Corner

There are several parcels currently available that can begin to distinguish and perhaps even make a place out of Barry's Corner:

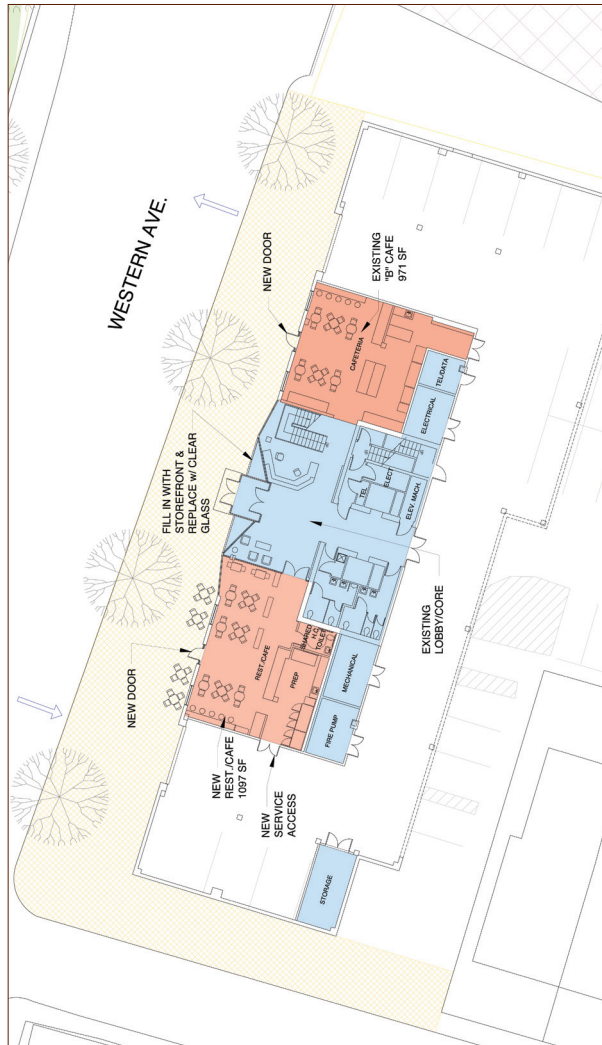
Teele Hall

Used by the Business School, the first floor is underutilized with a commissary at one end that is hidden to all but those in the know. The team suggests taking over the first floor and carving out two retail spaces while allowing access to the elevators and a security desk for the upstairs occupants. This would require doors into each space and replacement of the black glass with clear glass. There is room on the sidewalk for outdoor seating when weather permits.

1284 Western Avenue

The team examined many of the buildings along Western Avenue for potential to convert to retail use. The team was asked to plan for a potential studio and retail outlet as an example of what could happen with a minimum renovation. This site is ADA accessible unlike many of the other Harvard owned properties in this area. It is also a more comfortable fit for a retail use.

Teele Hall, Grade Level Suggested Improvements



JEANNE GIORDANO LTD | DAIQ Architects

1284 Western Avenue



Tenant Design Guidelines

210 North Harvard Street

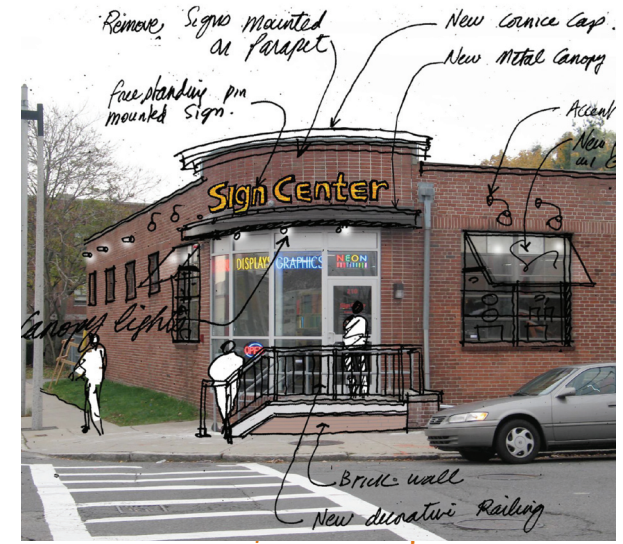
The team was asked to provide design guidelines for a Harvard tenant on North Harvard Street, which produces signage and graphics. This tenant is in place in a prominent location.



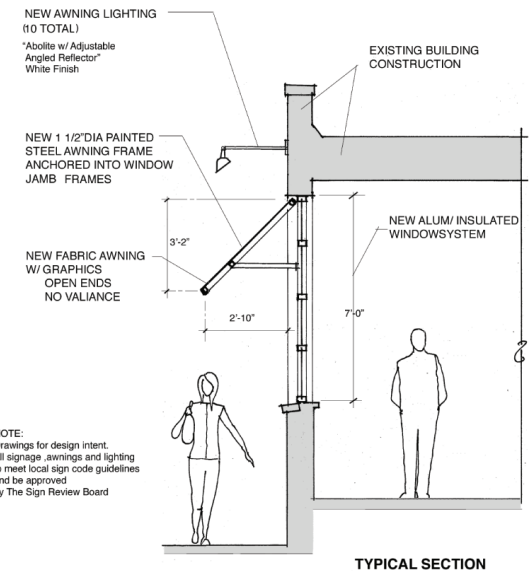
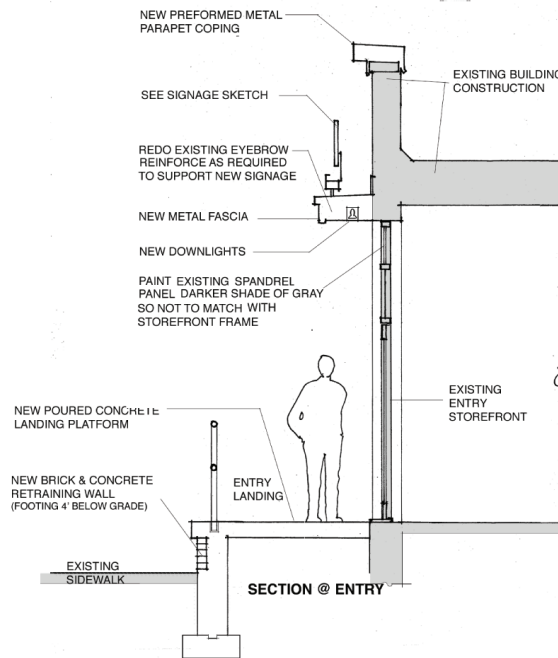
Existing site photos



BEFORE



AFTER



SECTIONS

Western Avenue and Barry's Corner

Scale Comparisons

1. The triangle superimposed on Barry's Corner, Harvard Square and the Broadway District at Yale is approximately 5 acres in area, and of relative scale. The Yale site is 8 blocks, and 190,000SF of retail.
2. The scale comparison between Western Avenue (between Barry's Corner and western end) and Sansom Place (1,900LF, 6 blocks & 300,000SF of retail); 3rd Street Promenade (2,000LF) and Clifton Heights at University of Cincinnati (2,800LF, 20 blocks and 200,000SF of retail) illustrates a comparative scope of retail streets that have been upgraded. Western Avenue is approximately 4,400LF which is twice as long as these other streets and with one-third to one-half less retail square footage. This suggests that supportable retail should be implemented along Western Avenue through the use of clustering around retail nodes to achieve a sense of retail density.



Western Avenue, River to River



Western Avenue, starting at Barry's Corner



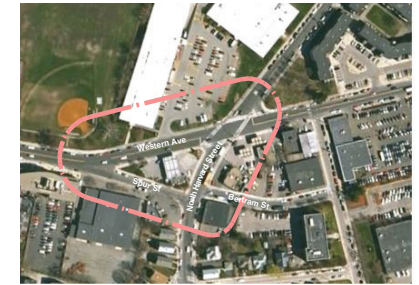
3rd Street Promenade Santa Monica, CA



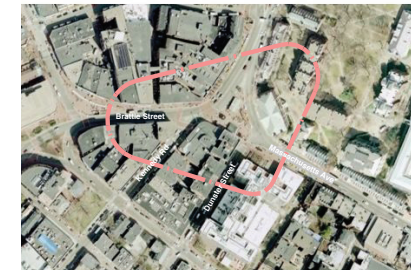
Sansom Place Philadelphia, PA



Clifton Heights University of Cincinnati



Barry's Corner, Allston, MA



Harvard Square, Cambridge, MA



Broadway District, New Haven, CT

Recommended Tenant Categories



CLOTHING/ACCESSORIES/SHOES

- 1] Women:
 - a] School/teens
 - b] College/20's
 - c] Working women/35 and over
- 2] Men:
 - a] School/street clothes
 - b] College
 - c] Casual
 - d] Working
- 3] Children:
 - a] School
 - b] Athletic/play
- 4] Athletic
All segments



HOME FURNISHINGS

- 1] Small scale furniture for apartments and dorms
- 2] Bedding and linens
- 3] Tabletop: paper products, dishes, glasses
- 4] Utensils; pots and pans;
- 5] Electronics
- 6] Hardware
- 7] Tools
- 8] Storage & Organization



GENERAL AND GIFTS

- 1] Stationery/cards/gifts/candles
- 2] Books: special, children's, general
- 3] Sporting equipment
- 4] Bicycles
- 5] Toys
- 6] Educational
- 7] Hobby store
- 8] Jewelry
- 9] Body products
- 10] Luggage, handbags
- 11] Camera and cell phone
- 12] Vitamin shop/nutrition



SERVICES: PERSONAL AND GENERAL

- 1] Shoe repair
- 2] Laundromat and dry cleaning
- 3] Florist
- 4] Packaging and Mailing
- 5] Copy Center
- 6] Convenience Store
- 7] Bank/ATM
- 8] Nail Salon
- 9] Barber/Beauty shop
- 10] Pilates/yoga studio
- 11] Optical



FOOD

- 1] Specialty: tea, coffee, ice cream, candy, cheese, wine, ethnic butcher, fish, etc
- 2] Bread, bagels, pastry
- 3] Prepared take out
- 4] Supermarket
- 5] Farmers Market
- 6] Organic Market



RESTAURANT

- 1] Fast food
- 2] Chain
- 3] Ethnic specialties
- 4] Pub
- 5] Wine bar
- 6] Pizzeria
- 7] Health food
- 8] Mid priced tablecloth
- 9] Seafood
- 10] Coffee shop
- 11] Tea salon
- 12] Diner



ENTERTAINMENT

- 1] Music and Performing arts
- 2] Bowling Alley
- 3] Pool Hall
- 4] Children's indoor play/party environment
- 5] Independent movie theater
- 6] Galleries



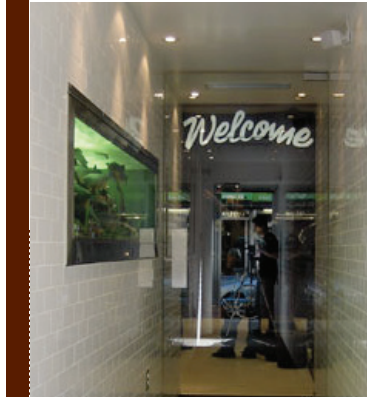
LARGE FORMAT

- 1] Office supply
- 2] Drugstore
- 3] Home improvement
- 4] Printing and design services
- 5] Computer
- 6] Home entertainment
- 7] Variety store
- 8] Off price clothing and housewares



Suggested Tenants

Local brands bring a sense of place. The decision of national brands to locate means the place has arrived. It is in the balance of the two that a dynamic shopping district is made.



ART AS COMMERCE

BCA on Tremont Street in Back Bay is on 4 acres. It is an urban cultural village, incubating and showcasing the performing and visual arts. It provides a home for artists, a destination for audiences, and an art connection for city youth. It provides a good case study of something that could be developed in Allston perhaps in conjunction with the Publik theatre, Harvard programs, or other small arts organization. Components include:

- **The Beehive** 6,500SF restaurant/bar/performance venue. Berklee students and faculty appear Wednesday-Friday. It is owned by Darryl Settles who also owns Bob's Southern Bistro on Columbus Avenue.
- **Subsidized workspace** with 50 artist studios, rehearsal space, 4 theatres, contemporary art gallery.
- **Atelier/505** mix-use residential development with new art space, residences, retail and dining
- **Youth oriented programs** all year round

GENERAL STORE

The COOP

- HBS: 3,700SF for selling; 500SF storage
- Harvard Square: 95,000SF including café
- Longwood: 26,000SF with café
- Kendall Square: 26,000SF selling; 10,000SF food court; and MIT Museum store
- Need 20,000SF to do a super store. Do not sell ready to wear, only logo clothing. Would add prints, posters, framing and more ready to wear to the mix in a new store in Allston

FOOD

These are just some suggestion of places we visited and contacts we made in the course of working in Allston. The concepts work with students and would fit well with the community. They are selected as examples of the kind of feeling or ownership that makes a place seem special. Other vendors are mentioned in the Science Complex section. It is by no means an exhaustive list. We assume a general knowledge of the Harvard Square area by the reader, which is the only reason we do not include many obvious choices. Harvard Square is the example of what other campuses aspire to be.

Burritos

- **Anna's Taqueria:** local 5 stores
- **Boloco:** local 13 in New England

Five Guys Enterprises, LLC: Burgers and fries, currently looking for expansion sites

Toro (Tapas Bar): 1704 Washington Avenue

Wagamama: Profile 4,000SF with 130 seats.



FOOD (CON'T)

All Star Sandwich Bar: 1245 Cambridge Street, Inman Square. Quintessential sandwich café using different city specialties.

East Coast Grill: same owner and nearby location.

Diesel Café: Davis Square and Union Square
Red booths and big tables are suitable for studying, two pool tables, board games, a photo booth, and lots and lots of newspapers.

Rendez-Vous: 502 Mass Ave Central Square in former Burger King.

Cambridge Brewing Company: 1 Kendall Square,

Flat Top Johnnie's: high end pool hall near MIT
light menu open late

Miracle of Science: 21 Massachusetts Avenue

Cheesecake Factory: a national brand with decent food and popular with students and families. Could have a draw by itself as an early tenant.

Pain Quotidien: Belgian chain with picnic table service. Bakery, take out, sit down format.

Brew pub with sports bar component:
Microbrewery, pool, darts, plasma TV, large format.

CLOTHING

These clothing stores are currently not in Boston or have only one or two locations. They represent a variety of age styles and broad price points. None would be considered exclusive. They are good designs and well made.

Calypso: currently have 35 stores, one on Newbury Street Store sizes range from 450SF to 7000SF.

Zara: store on Newbury Street.

Lululemon

Scoop

Steven Allen: similar to J. Crew, currently not in Boston.

A Line

Bodega: there is one located in Boston.

Vintage clothing shops currently have great appeal to young women. Screaming Mimi's in New York is a draw for students from all over who visit the city. Inman Square has a grouping of such shops.

HOME FURNISHINGS

These are two moderately priced, modern style stores which are embarking on a slow expansion program. They represent an excellent bridge between the student and faculty and the neighborhood needs. In addition we believe the properties along Western Avenue could be used for used furniture stores if they are not able to be rented as offices.

CB2

Muji

The Container Store

The 10 students interviewed graduated from Harvard College within the past five years. Their responses were reviewed in conjunction with the Pub Survey of November 2005. The interviews were by written communication over a period of two months and represent a 'focus group' type of conversation.

JGL interviewed five Boston based retail brokers regarding the short term and long term picture in North Allston. A detailed report is available.

Surveys and Interviews

Informal Student Survey
Interview with Boston Brokers



Williams College

Student Survey Findings

NIGHTS OUT

- **Monday:** John Harvard Brew House offers half price appetizers
- **Thursday:** “Bar night”
Favorite venues: Crimson Grille, Grafton Street, Red Line, Rock Bottom, Daedalus
- **Saturday and Sunday:** Anything open past 2am is good. Currently Hong Kong stays open the latest which is the main appeal.
- **Most important factors for a good bar**
 - Central location
 - Late hours
 - Small dance area and music

MOVIES

- Need a venue with late night viewing hours

BOOKSTORES

- Students don't have time to read for leisure

FOOD

- Late night pizza dominates
- Indian, Asian, grill also popular
- Typical spend \$20-30 on dinner; \$10 on lunch; \$5 on a snack
- Eating out takes too much time so reserve for special occasions
- Harvard dining food is pretty good and social

ALLSTON

Student Activity Centers

- Move a big student organization like Phillips Brooks House Assoc. (umbrella organization for community service) from the Yard to Allston and give them meeting and office space. The space would then be purpose driven.
- Outstanding library and study spot with a coffee shop.

Commercial

- Great Sports Bar like Jillian's in Boston with pool tables, big screen TV, good beer on tap. The ones in Cambridge are not that good.
- Dance Club: “The girls love these so the boys follow.” People left Cambridge to go to dance clubs elsewhere.
- Put the retail core near student dorms
- Provide options to keep the athletes in Allston

RELIABLE TRANSPORTATION

- Allston will need frequent shuttles with well placed stops and shelters from the cold.

FITNESS CENTER

- Athletes have the only good gym on campus. Extremely important to have a top flight modern gym.
- Need a big outdoor field with no trees for intramurals and pickup sports.

Broker Interview Findings

- **Generally, Boston is deemed under-retailed.** Many concepts present elsewhere are not represented.
- **The shortest lease for a National non-food retailer is 5 years with a 5 year option.** They prefer 10 years to start to build up loyalty to a site. If they really want a location they will agree to be bought out at a pre-agreed price as long as they are assured a spot in the new project. Restaurants want 10 year leases due to the cost of infrastructure.
- **Free rent is not the only consideration when entering an untested area.** There has to be enough traffic to generate revenue to pay staff and purchase goods. The example of the Seaport was given repeatedly where it has taken a long time to build up enough traffic and building mass to keep the street level retailers in business. They are only now signing significant tenants, like Morton's, a steak house.
- **Foot traffic is a big indicator** in making a decision to come to a new location.
- **Whole Foods:** their format for new stores is 50,000SF. It is unlikely that they would be interested in Allston today due to proximities to two other stores. However, they like to be part of new projects in urban areas.
- **The format for stores like Target and Lowe's is 130-150,000SF.** Target designed a ‘pop up’ store format in New York when they entered this new market during one holiday season. They used shipping containers and moored in the Hudson River. It was a big success and a novel attraction.
- **Not everyone thinks of this part of Allston as urban** because there is no T or pedestrian experience. The turnpike and the truck route nature of Western Avenue also color the perception.

NOTES:

Harvard University Allston Development Group Retail Initiative

ARC ALLSTON RETAIL CONSULTANTS

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