

Massachusetts Institute of Technology

**East Campus Urban Design Study**  
**REQUEST FOR PROPOSALS**

August 2, 2013

**1. Introduction**

The Massachusetts Institute of Technology is initiating an urban design study to formulate a long-term real estate development framework and a gateway for the East Campus Sector of MIT in Cambridge, with a focus on the arrival at Kendall Square as well as the connections between Kendall Square and the MIT campus. Over the past three years, MIT worked with Elkus | Manfredi Architects to develop a conceptual approach to development in the East Campus Sector. This effort enabled the Institute to seek additional development rights from the City of Cambridge. That process culminated in April 2013 with the adoption of a new Planned Unit Development (PUD) District. Following the adoption of the new zoning, a committee of design faculty from MIT's School of Architecture and Planning completed an initial study of site and site design options focusing on the intersection of the greater Kendall Square neighborhood and the MIT campus. That process produced three design typologies that will be further developed by the consultant team. With the new zoning in place and the faculty study completed, MIT now would like to take the next step in the development of a dynamic urban gateway/ transition between the city and the new PUD district.

MIT is seeking proposals from qualified interdisciplinary planning and urban design teams to lead an urban design study in the area bounded by Ames Street, Main Street, One Memorial Drive and Memorial Drive in Cambridge Massachusetts. A major component of this study will be facilitating structured stakeholder participation involving both the MIT community and the greater Cambridge community. The study will also encompass the collection of existing urban design and planning considerations; synthesis of data into a series of alternative development scenarios; evaluation of development scenarios against specified criteria (including financial, legal, market, and physical criteria); and the articulation of a recommended development framework and phasing plan to guide incremental commercial, academic, or other investments in the MIT East Campus.

**2. Study Intent**

The study intent is to create a long-range development framework to accommodate future academic, commercial, residential uses and a gateway into the MIT East Campus area. The property in the study area is owned by MIT and utilized by the Institute for both academic and commercial purposes. At a minimum, MIT intends to build commercial lab/office buildings with retail in the short term (within 10 years) and academic research buildings in the long term. The commercial development will enhance the vitality of the area, provide much needed amenities and support the high tech research and

development that continues to expand in Kendall Square, making it the most densely populated innovation cluster in the world.

The Framework should give equal consideration to open space, arrival experience and connections linking the main campus, MIT Sloan block, and the greater Kendall Square neighborhood. The Framework should also consider landscape/ecological systems, pedestrian circulation, vehicular circulation, materials handling, options for district energy and parking.

### **3. Goals for the Area**

MIT's goals for the new development proposals being put forth by MIT in Kendall Square are:

- **Enhanced Innovation Cluster**

*MIT's success in innovation is dependent on external interactions with the extended academic and business world and collaborations within the Institute itself. The Institute has helped attract to land adjacent to campus a multitude of life-science and technology companies, ranging from start-up, venture backed firms to well established giants such as Novartis, Pfizer, Sanofi-Aventis, Takeda, Schlumberger, Microsoft, and Google. This fertile environment has enhanced research collaboration both within the Institute and between the Institute and industry, resulting in the creation of a highly productive discovery environment, a powerful economic engine, an extremely effective talent magnet, and one of the world's most highly recognized life-science and technology centers. All of this helps MIT recruit and retain the best faculty, students, and staff. MIT's Kendall Square Initiative should provide new space to allow this powerful academic-industry innovation dynamic to grow.*

- **Goal: Provide space for both new innovative academic initiatives and commercial enterprises**

- **Lively Urban Environment**

*Despite the excitement of the creative intellectual developments in and around Kendall Square, the physical environment is still not reflective of a world-class institution, leading innovation cluster, or vibrant city square. Kendall Square is experiencing a burgeoning sense of excitement and identity but still requires the addition of fundamental amenities such as basic retail services and places to entertain, meet and assemble that are critical to a successful urban interactive place.*

- **Goal: Create a destination gathering and arrival place with amenities and services and active streetscapes**

- **Vibrant Gateway**

*The Infinite Corridor, the major pedestrian thoroughfare through campus, ends well before Kendall Square and leaves the Sloan School disconnected. The revitalization of Kendall Square provides an opportunity to extend the Infinite Corridor and establish a major new gateway at the*

*east end of the campus where it meets the central business district and the neighboring community.*

- **Goal: Establish a vibrant new gateway and connective link between the Institute, the central business district, and the Cambridge community**
  
- **Feasible Development**

*Achieving the vision of a revitalized Kendall Square will require a significant financial investment by MIT. However, to ensure that MIT does not need to divert precious academic resources from critical Institute initiatives such as faculty research and student scholarships, the commercial buildings proposed in the plan should be financially self-supporting in addition to being viable under market, physical, and legal/political considerations. Furthermore, to ensure city support, the plan should generate increased tax payments to the City of Cambridge to provide funds to help it achieve its policy objectives, such as maintaining a low residential tax rate, creating more affordable housing units, and improving the school system.*
- **Goal: Create an overall development plan that is economically viable**

#### **4. Urban Design Issues**

A design committee of faculty from the MIT School of Architecture and Planning has completed an initial evaluation of the site and has developed alternative site design approaches and design principles for the full build-out of the East Campus.

The work of the committee, outlined in the attached report, will help inform the urban design study going forward. The report illustrates alternative concepts for the siting and massing of buildings, and includes new academic buildings that would be constructed over the course of several decades. Although the concepts have not been fully evaluated to determine whether they meet the financial, market, physical and legal feasibility criteria, they present alternative approaches that should be explored further in the study.

In accordance with the design principles, the study should explore a number of specific issues including:

- What is the nature of a new “gateway” to MIT?
- How can connections be made to the established easternmost section of campus at Sloan and the main campus?
- How can we ensure that the new gateway provides natural and welcoming connections to the greater Kendall Square neighborhood, including the nearby residential districts?
- How should the approved density within the district be distributed?
- How can open space be developed to balance the increased density in the area and maintain a campus connection and campus presence?
- How can connections be made between existing natural and open space amenities, such as the Charles River and the area?

- How can the commercial and academic projects be developed in a complementary and mutually beneficial way?
- How can development in the area be phased over time, allowing for the completion of commercial buildings within a decade and academic buildings in the future?

## 5. Project Description and Scope of Services

Based on the broad scope of services MIT expects that the team will include a number of sub-consultants who can provide the breadth of knowledge required for this effort. Tasks expected during the project include:

1. Review existing pedestrian, vehicular, materials handling, and utility infrastructure systems.
2. Review City of Cambridge Zoning Ordinance and Design Guidelines to determine maximum building envelopes for all parcels in the sector, including those with existing buildings.
3. Review the Elkus|Manfredi conceptual plan and the MIT School of Architecture and Planning Faculty Design Committee report, "East Campus / MIT Gateway – Alternative Approaches."
4. Use appropriate digital or other technologies, such interactive maps and social media, to gather input from stakeholders, for example about current use of the area, preferences and priorities, and promising solutions.
5. Facilitate four (4) MIT Community Workshops (e.g., in charrette form) – 4 Hours each
6. Facilitate two (2) Saturday Workshops with the Cambridge Community – 4 hours each
7. Meet with key stakeholders, including the Cambridge Historical Commission, to solicit their input
8. Together with the MIT Working Committee, formulate three alternative long range development scenarios that build on the analysis developed by Elkus|Manfredi Architects regarding users, building renovations, new buildings, parking, access and urban design enhancements, and the design typologies developed by the faculty of the School of Architecture and Planning regarding campus identity, connectivity, campus gateway, and open space. The feasibility analysis developed by the consultant team will need to address how the buildings will be serviced, where parking will go, etc.
9. For each long range scenario, develop a phasing plan that clearly shows how buildings, garages and open space could be constructed (i) during the initial phase of development (approximately 10 years) and (ii) in the long term (full build-out).
10. Evaluate the commercial part of each alternative scenario using market, financial, legal, and physical development criteria, and refine as appropriate.
11. Other tasks not identified above but included in your project approach.
12. Present relevant findings to Senior Management and broader community, as appropriate.
13. Document process and findings in comprehensive final report

## 6. Client Team

MIT's Department of Facilities Campus Planning + Design will manage the project, working with a representative team of Institute administrators and faculty advisors (including non-specialists as

well as architects, urban designers and planners). In addition, the consultant team should plan to engage with the following groups:

- A **Working Committee** will communicate regularly with the consultant team and the MIT project planner to give guidance and feedback to the process and to interim work products.
- Direction from a larger **Steering Committee** will be required at key milestones during the course of the project.

## 7. Project Schedule

The current project schedule anticipates beginning the study in early September 2013 with completion by mid-December 2013. A proposed project schedule is a required component of the proposal.

## 8. Selection Process

### Qualifications and Selection Criteria

The selection committee will look for the interdisciplinary team's qualifications in all areas listed below:

- Demonstrated expertise in urban design and revitalization, dynamic (and pragmatic) architectural design, place-making, landscape and open space design in both academic and commercial environments.
- Proven ability to bring design and technical excellence together in a planning process suitable for a complex university client.
- Expertise in designing and facilitating community participation processes
- Experience in facility planning on urban campuses, particularly academic research facilities, and mixed-use commercial districts, including those that include science-based research facilities, market-rate housing, and retail space.
- Expertise in commercial real estate development in mixed-use high-density urban environments, including the ability to develop multi-phase multi-year development pro formas.
- Quality of staff, depth and breadth of experience, and ability to support and respond to a complex client team.
- A commitment to utilizing a collaborative team approach.

## 9. Technical Proposal Submittal Requirements

Please articulate the process you would lead in order to develop a - East Campus Urban Design Framework for MIT including the participatory public process. You may illustrate your approach using examples from other projects. We are not looking for specific solutions in your proposal.

Feel free to convey your team's qualifications and approach in the way you deem is most effective, while including the items identified below. Concise proposals are appreciated.

### 1. Project Approach

Identify your analytical, technical, design, and process approaches, including strategies you have used to develop consensus. Indicate how this approach is tailored to institutional clients and multiple client teams.

## 2. Project Schedule and Sequence

Identify your suggested schedule for implementing final scope of work.

## 3. Project Team and Resources

Provide the proposed team organization chart, resumes, project roles, relevant experience and availability for the Principal in Charge, Project Manager, and other key team members who will actually lead this effort.

Identify the sub-consultants on your team, including their proposed roles and qualifications.

## 4. References

Provide references for 3 comparable projects, including reference titles, project roles, address and phone number.

## 5. Experience

Provide relevant experience including brief description of purpose, scope and approach. Indicate schedule and budget fidelity for each. Provide examples of particularly successful collaborations, processes and outcomes.

## 6. Contract

MIT's standard Agreement & Acceptance of Proposal.

## 10. Fee Proposal

***Please do not bind fee proposal with technical proposal.***

Provide a fee proposal for the scope of services described above, on a Time and Materials basis against an upset limit, under the terms of MIT's standard 'Agreement and Acceptance of Proposal' form. The scope may be jointly refined during Project Initiation.

## 11. Selection Process and Schedule

<b>RFP Issued:</b>	August 2, 2013
<b>East Campus Tour:</b>	August 14, 2013, 1:00 PM – 3:00 PM
<b>Proposals due:</b>	August 28, 2013, 12:00 PM
<b>Please submit:</b>	
• 15 copies of the technical proposal	
• 3 separately bound copies of the fee proposal	
<b>Interviews:</b>	Week of September 2, 2013 Week of September 9, 2013
<b>Selection:</b>	By week of September 16, 2013

## 12. Correspondence and Questions

*Please direct all correspondence and questions to:*

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## 13. Firms Invited to Propose

- Diller Scofidio + Renfro
- Mack Scogin Merrill Elam Architects
- Sasaki Associates
- SHoP Architects
- Weiss Manfredi