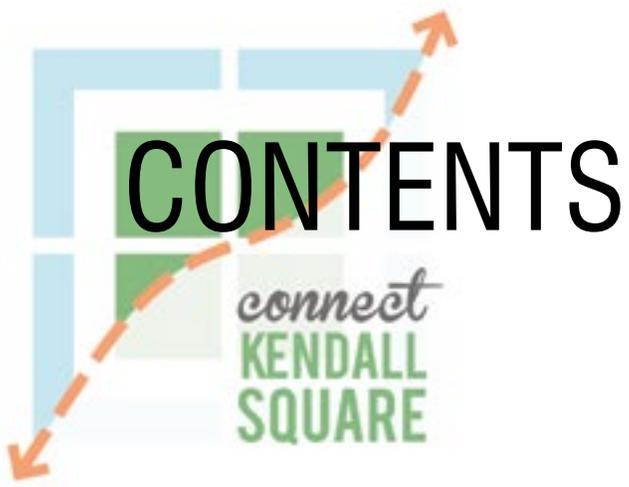


Competition Manual

July 15, 2014



PROJECT

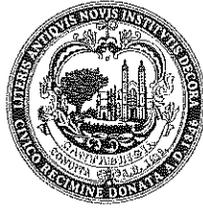
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On behalf of the City of Cambridge and the Eastern Cambridge Kendall Square Open Space Study Committee, we invite you to participate in "Connect Kendall Square", an open space planning and design competition for Eastern Cambridge and Kendall Square.

Eastern Cambridge, and Kendall Square in particular, have historically been home to a number of industrial and manufacturing uses. Over the past several decades, the area has transformed into a world renowned center for innovation and technology.

The adjacent Charles River and associated canals are recognized as valuable open space resources. The redevelopment of certain parcels has facilitated the creation of new publicly accessible spaces used by the community both informally as well as for special events and gatherings. The area has experienced increased pedestrian and retail activity at the ground level in recent years fueled in large part by new housing and businesses.

The City recently acquired over 5 acres of land via rezoning agreements, which will be used to create new public open spaces at key locations in the area. Developing a framework that will effectively integrate these new spaces into the existing open space system and the surrounding community, and establish an overall network of well connected, managed and programmed public spaces remains a critical component in creating a true sense of place and identity at this important stage in the area's evolution.

This competition offers an exciting and unique opportunity to shape the overall public realm not only through the design of open spaces but also by exploring creative ideas regarding connections, programming, and placemaking strategies.

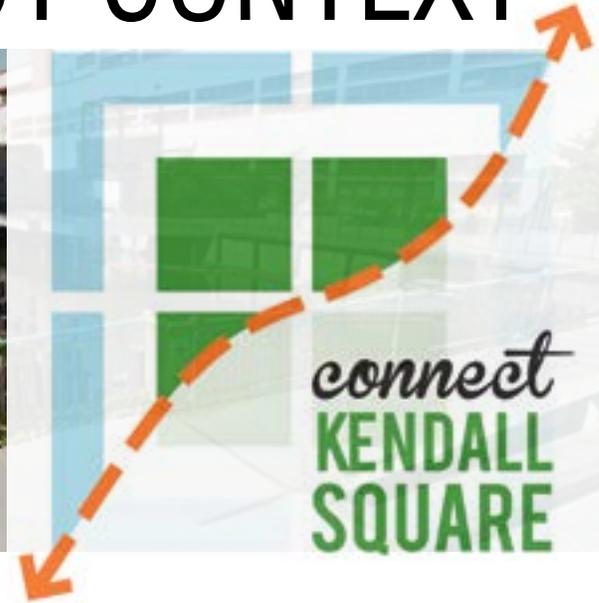
Through this process, we look forward to a range of creative ideas which will ultimately result in an exceptional, visionary open space network that reflects the innovative nature of the area and will be an asset for the entire community.

Sincerely,

A handwritten signature in black ink that reads "Richard C. Rossi".

Richard C. Rossi
City Manager

PROJECT CONTEXT



Kendall Square is uniquely situated between established, historically working-class, residential neighborhoods, the Charles River, the campus of Massachusetts Institute of Technology, and physical remnants of an industrial past.

Kendall Square and portions of eastern Cambridge have undergone a significant amount of physical change over the past several decades as land uses continue to transition from an industrial and manufacturing focus to high tech, and innovation based businesses, expanded institutional facilities, new housing, and new commercial establishments.

Planning for and managing these changes has been an important part of City planning efforts during this time, and has resulted in several initiatives and plans that have shaped much of the physical environment that exists today.

Starting in the 1950s, initial redevelopment strategies for the area focused on improving the economic potential of sites. This resulted in developments characterized by

large blocks and wide streets, without particular attention to the public realm, especially at the street level. Several of the redeveloped sites did however include public spaces, including a roof top garden, which still exists. Subsequent planning provided more emphasis on the pedestrian realm and open space. Redevelopment of a site adjacent to the Broad Canal in 1982 included a public walkway on one side of the waterway, as well as ground floor retail. Other developments that followed also included smaller blocks and space for active uses at the ground floor. A Planned Unit Development (PUD) at Cambridge Research Park (1999) featured housing in addition to biotech buildings, including space for ground floor retail, and public amenities such as an ice skating rink/ summertime plaza, and canoe access to the Broad Canal. The Eastern Cambridge Planning Study (2001) recommended additional housing and active ground floor uses, and building scales that provided appropriate transitions to the adjacent residential neighborhoods.

Over the last ten years development activity in the area has continued to feature new housing, commercial

space, institutional expansion, and significant infrastructure improvements. Many of these projects have included publicly accessible open spaces that, individually, have had varying levels of success and use.

In addition, as a result of zoning agreements between developers, property owners, neighborhood groups, and the City of Cambridge, over five acres of new and renovated open space will be created, primarily at four locations, in the vicinity of Kendall Square and Eastern Cambridge:

1. Rogers Street between Second and Third Streets
2. Triangle parcel at Land Boulevard and First Street
3. Galileo Way between Broadway and Binney Street
4. Point Park at Main Street and Broadway

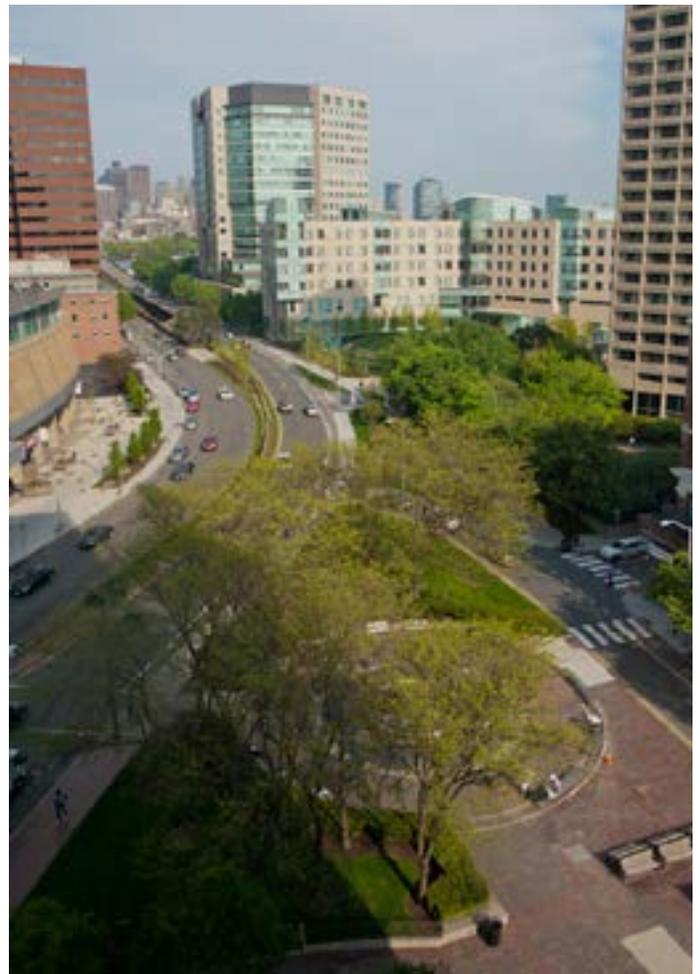
The recently completed Kendall Square Central Square (K2C2) Planning Study process reinforced the notion that an integrated, well managed, and programmed network of public and private open spaces that serve a variety of users and provide a range of experiences and environments is a key element in creating a sense of place and community in Kendall Square.

In 2012, a random telephone survey of households in the area was conducted on open space issues to help inform future improvements to open space in Kendall Square and surrounding neighborhoods.

A study committee was appointed in 2013 to work closely with the City and stakeholders to conduct the Eastern Cambridge Kendall Square Open Space Planning Study, which will build upon the K2C2 process and result in a comprehensive open space network plan for Eastern Cambridge and Kendall Square. The Eastern Cambridge Kendall Square Open Space Planning Study provides a unique opportunity to plan and implement a vision for the entire open space network in Kendall Square and vicinity. Connect Kendall Square, open space planning and design competition is part of that study process and is intended to promote creativity and innovative ideas and

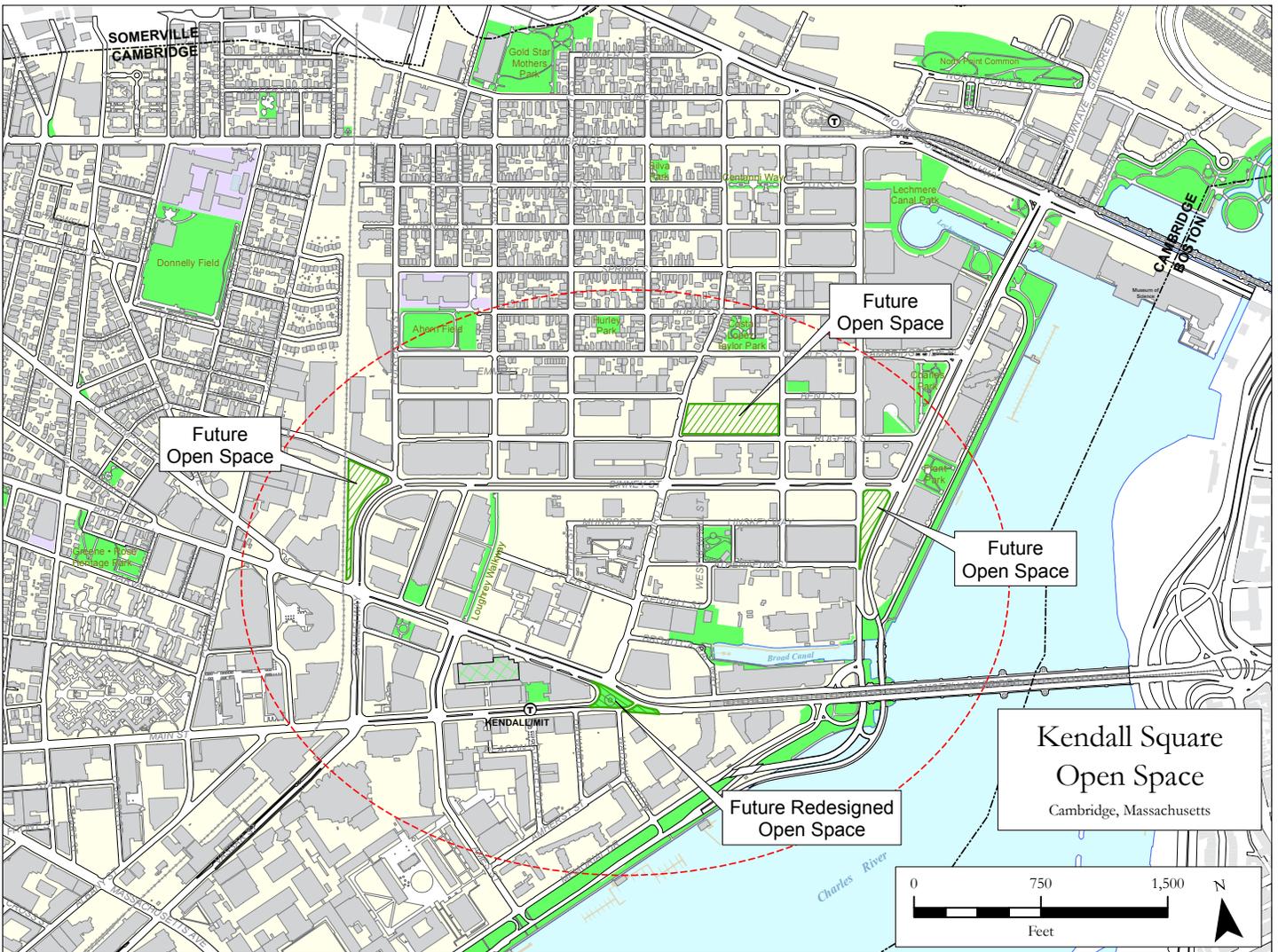
to encourage new thinking regarding not only open space design but also the overall public realm, connections, programming, and place making.

The final result will be a comprehensive open space Framework for Kendall Square and Eastern Cambridge that will help determine the character and role of the four new public open spaces (which will be designed as part of separate, subsequent processes); strategies for potential connections, programming and placemaking; and guidelines for decision making and evaluations of future open spaces that are part of private developments, in order to ultimately facilitate the creation of an open space network that further promotes the innovative character of the area, and helps to create a sense of place and community.



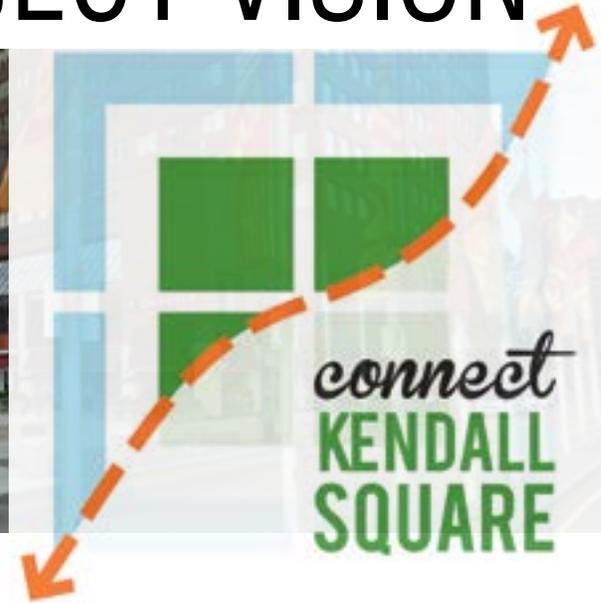
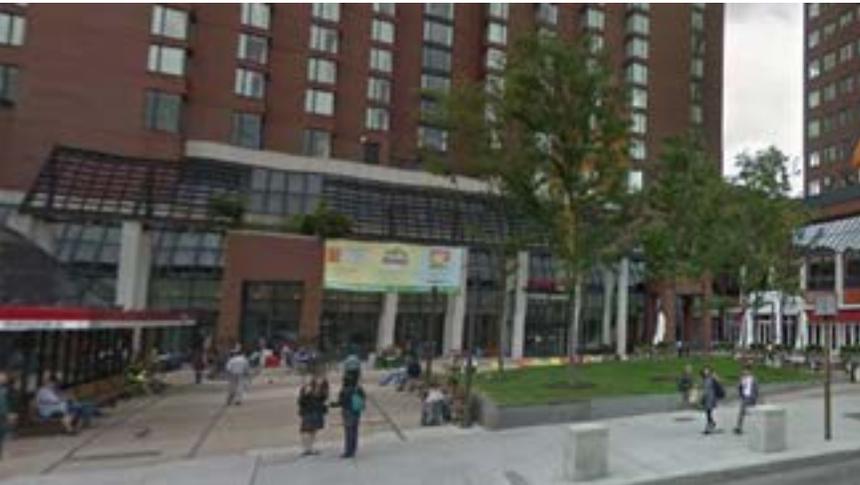
PROJECT SITE

connect
KENDALL
SQUARE



Map prepared by Brendan Monroe on February 26, 2013. CDD GIS C:\Projects\Parks\EastCambridgeParks\EastCamParksContext8x11.mxd

PROJECT VISION

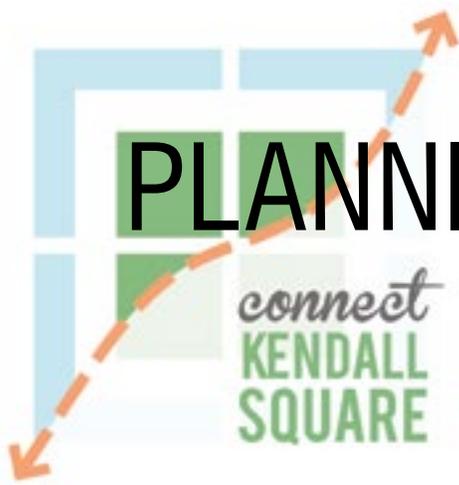


Kendall Square and Eastern Cambridge should be a destination, where the main attraction is the area itself, rather than employment, transit or any one particular building, space, structure, or event. Its identity is defined just as much by quality experiences, as it is by physical attributes, and geographic location.

The public realm is a critical link between the growing industries in Kendall Square and the surrounding community, and represents a special opportunity for new types of interaction. The public realm should feel inviting and connected, and reflect both the innovative character of activities that happen within buildings and the open space needs of the existing and emerging community of residents, employees, and visitors. The public realm should be guided by a comprehensive framework that integrates common elements and features such as the history of the area, interactive public art and the significance of water in the area, and particularly the Charles River, which is a key contextual component of the open space system.

Open space in the area should include a range of unique experiences including different levels of interaction, gathering and community events, recreational opportunities, nature, water, public art, and history. There should also be a range of physical environments including revealing landscapes and views, natural features, paths and promenades, quiet reflective spaces, innovative parks and open spaces and vibrant, lively areas. New and existing open spaces should facilitate expanded programming hours for community events and gatherings, particularly after typical work hours and on evenings and weekends.

Creative wayfinding tools should be used to connect open spaces within the public realm, including to better connect the Charles River to the area, both figuratively as well as through potential streetscape improvements. All connections should be safe, accessible and pedestrian and bicycle friendly.



PLANNING & DESIGN GOALS

To achieve the Project Vision, the following Planning & Design Goals have been established to guide the participants in their work and to provide the Jury with the criteria to evaluate the work of the Teams.

1. DETERMINE A COHESIVE FRAMEWORK: Tie together existing and future open spaces throughout the Kendall Square/Eastern Cambridge area and provide connections to the Charles River. Define the relationship between public and private open spaces, the programmatic diversity to serve the evolving nature of the area, and the connectivity between each facility—enabling a systemic approach to open space design and creating a city-wide asset.

2. PROVIDE INCREMENTAL FLEXIBILITY: Recognize the changing needs and demands placed upon open spaces through programming and design that offer flexibility in use and evolution over time. Flexibility in use requires consideration of demands placed on spaces by adjacent uses, and that each open space does not have to provide everything in a singular location.

3. PROMOTE COMPLEMENTARY UNIQUENESS: Identify the role that new public open spaces to be developed in the near future will play in promoting community gathering, recreational opportunities, healthy lifestyles, and a better quality of urban life. Each open space should be recognized as an individual facility as well as a contributing part of the open space network.

4. CONNECT PUBLIC AND PRIVATE SPACES: Develop strategies for how future public and private open spaces will be integrated into the open space network over time as redevelopment plans are carried out. Provide guidelines that will allow future open spaces to best complement and enhance existing spaces in their design and function.

5. ESTABLISH ACTIVATION STRATEGIES: Establish programming and activation strategies that support the daily use of open space venues. Consider the rhythms of the day, seasons of the year, and extended use.

6. CELEBRATE COMMUNITY INCLUSIVITY: Consider concepts and access features that will be inclusive of community members from a wide variety of backgrounds, including residents, workers and visitors, of all ages and of differing levels of physical and cognitive ability.

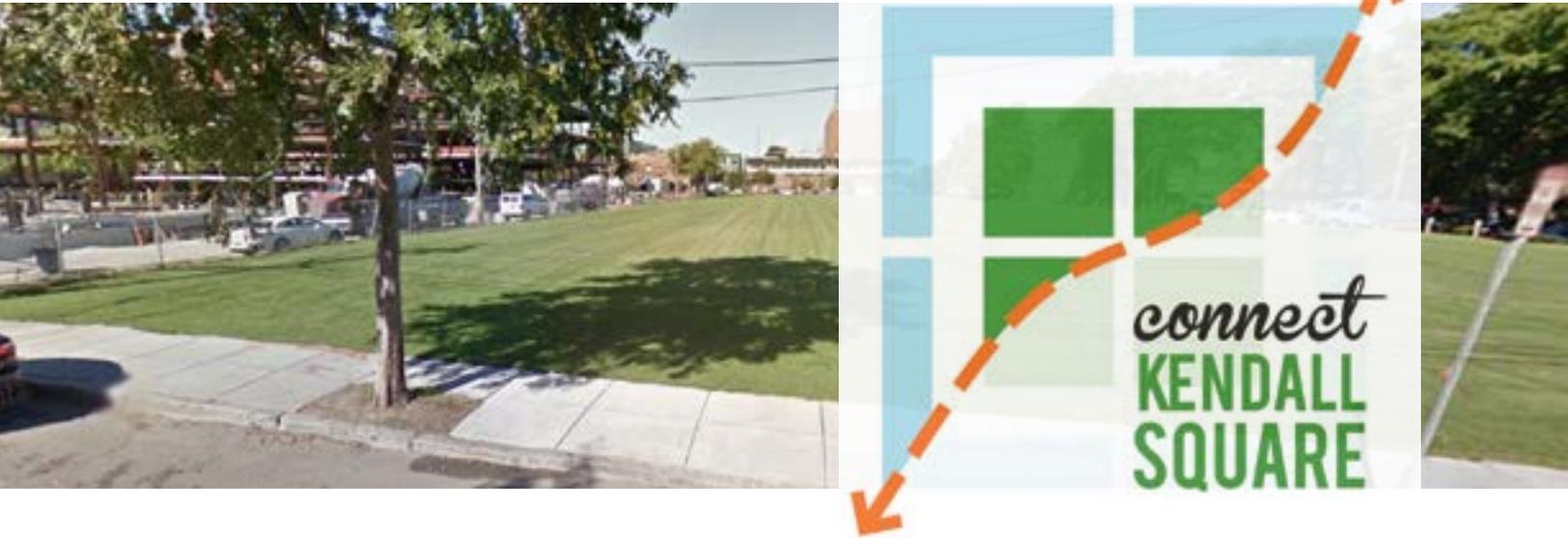
7. INTEGRATE SAFETY, OPERATIONS, AND MAINTENANCE: Consider security, safety, and operational facilitation as essential issues to be incorporated in the Framework and open space programming and design.

8. CREATE A SUSTAINABLE FUTURE: Promote sustainable design and operation of open spaces—economically, culturally, and environmentally.

9. BUILD AN IDENTITY: Celebrate the uniqueness of the Kendall Square/Eastern Cambridge area through signage and way finding, public art, historic interpretation, and identity as a center of innovation.

10. ELEVATE THE USER EXPERIENCE: Create a rich experience for users based on the quality of open spaces and programming to promote social and cultural well being.

COMPETITION PROCESS

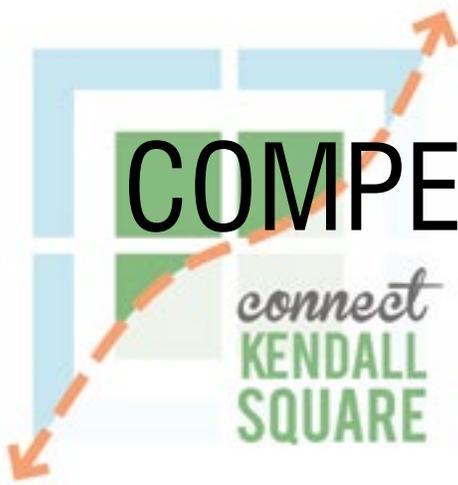


Connect Kendall Square: An Open Space Competition is a three-stage process:

Stage I: Request for individual qualifications to select Team Leaders to participate in Stage II based on qualifications and approach to the project and potential team composition.

Stage II: Request for Team qualifications and interviews with the Jury to select complete Teams to participate in Stage III based on overall team composition and organization.

Stage III: Planning and Design Competition to select a Framework Plan.



COMPETITION PROCESS

The three-stage process will be conducted as follows:

Stage I

Team Leaders register for the Competition and submit qualifications. Team Leadership should include professionals with knowledge and experience in open space planning, design, operation, programming, conservation or place-making in an urban setting. The City of Cambridge is seeking a unique approach to creating an open space framework to implement. The required portfolio for each Team Leader include: a brief biography and resume, a statement of personal planning and design philosophy, and examples of work that demonstrate an ability to execute innovative projects at the urban design scale, address complex site and program interrelationships, and create places that are sustainable, beautiful and meaningful. Each Stage I portfolio shall also include a narrative of the project understanding that describes the Team Leaders' project approach, an understanding of local conditions, issues to be addressed during Stage III, professional disciplines to be represented on the Team, and the organizational model of the Team. The Jury will select a maximum of eight Team Leaders to participate in Stage II.

Stage II

Team Leaders assemble complete Teams that are capable of creating an open space Framework Plan. The Teams will submit qualifications of the key members that are appropriate to fulfill the project approach proposed in Stage I. Key members of the Team will participate in an interview with the Jury. The submittal prior to the Interview will include resumes and examples of work.

The Interview will include a presentation by the key members of the Team followed by a conversation with the Jury that will be structured to address specific project criteria. The presentation/conversation is intended to further understand the Team's approach and to establish the capabilities of each Team to present a comprehensive and innovative solution to the framework for the open space /public realm of Eastern Cambridge Kendall Square area. The Jury will select a maximum of four Teams to participate in Stage III.

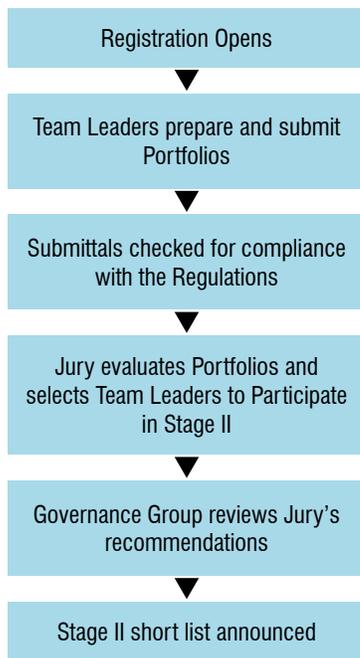
Stage III

The selected Teams will develop a planning and design framework for the project area. The frameworks must respond to the Planning and Design Goals and other specific criteria identified in the Competition Manual. The framework concepts and designs should explore the potential of private and public open space to function as contributing elements of a larger system. Stage III will include mid-course reviews with the Technical Advisory Group, who will provide insight and comment on the feasibility of implementation in Cambridge, and discussions with the ECKOS Study Committee. The submission for Stage III will include a set of graphic boards and electronic record, as well as a presentation to the Jury. The Jury will select a Framework Plan to form the basis for implementation.

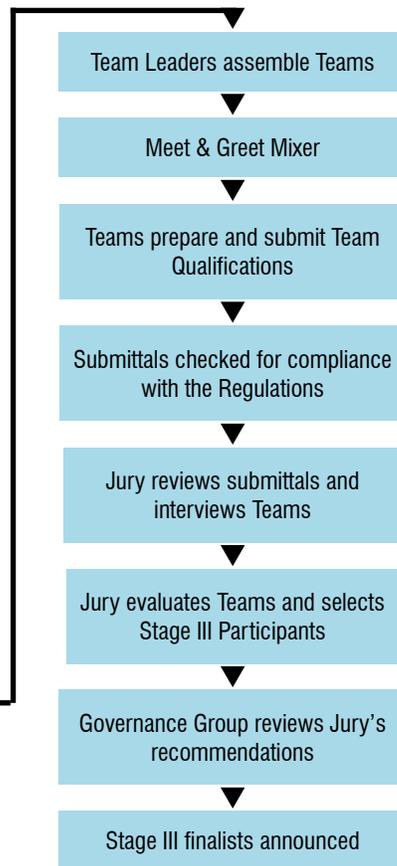
The result of the Competition is the identification of a Framework Plan that will inform public and private decisions as to the characteristics of the public realm, the functionality and characteristics of each element within the private realm, and the way that the public realm will operate as a network.

COMPETITION PROCESS

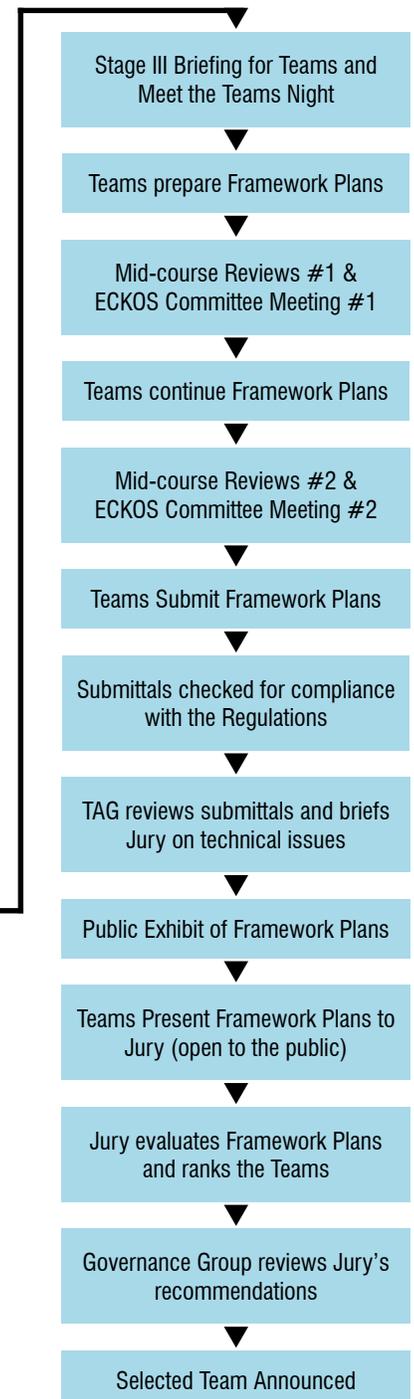
Stage I: Portfolio and Project Understanding



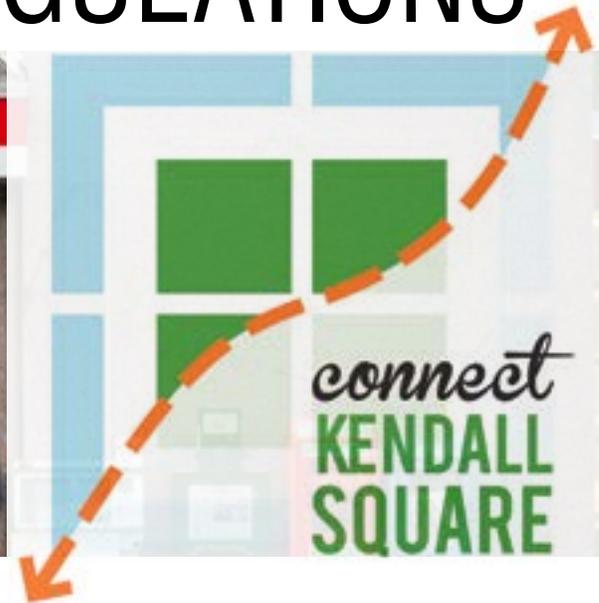
Stage II: Team Qualifications and Interviews



Stage III: Framework Plan Competition



COMPETITION REGULATIONS



These regulations record the rules under which this Competition is conducted. Agreement by any Team Leader or Team to participate in any facet of the Competition requires compliance with all Competition Regulations.

1. Competition Procedure

- 1.1. **Announcement and Registration:** The Competition announcement and advertisements will appear in trade newspapers, on the Competition Website, and other specific media to be determined.
- 1.2. **Stage I Competition Period:** The Stage I Competition Period shall begin on the date of announcement and continue until the due date for submission of Stage I Portfolios as set forth in the Competition Schedule.
- 1.3. **Question and Answer Period:** All questions received from Stage I Participants within the time period stated on the Competition Schedule will be answered, and copies of all questions and answers will be posted to the Competition Website. The origin of all questions shall remain anonymous. Questions must be submitted by e-mail to the Competition Coordinator at the Competition Address.
- 1.4. **Submission of Stage I Team Leaders' Portfolios:** All Portfolios must be received at the designated Competition Address by 3:00 p.m. Eastern Time on the date indicated on the Competition Schedule. The Portfolio shall conform to the requirements stated in these Competition Regulations. Upon receipt of Portfolios, the Competition Coordinator will review each Portfolio and check the submittal for compliance with the Regulations. If any submittal is found in noncompliance with these Competition Regulations, the submittal will be disqualified. If the Portfolio is disqualified, the Competition Coordinator will remove the submission from the Competition and notify the entrant in writing.

- 1.5. **Late Submissions:** A Portfolio will be considered late if received after 3:00 p.m. Eastern Time, on the day set forth in the Competition Schedule. Submissions received after the specified time will not be considered in the Competition and will be returned unopened to the sender.
- 1.6. **Stage I Evaluation and Selection:** All Portfolios complying with the Competition Regulations will be evaluated equally and without prejudice. The Jury will analyze and evaluate all complying Portfolios and select a maximum of eight (8) Team Leaders to be invited to participate in Stage II of this Competition. The Jury will record their findings and decision.
- 1.7. **Approval and Notification:** The Governance Group will review the Jury recommendation, confirm the Jury's evaluation has been executed in accordance with the Competition Regulations, and adopt the Jury Report establishing the short list for Stage II of the Competition. The Competition Coordinator will notify Team Leaders of their advancement and the results will be posted to the Competition Website. Each Stage II Team Leader will receive a subsequent letter confirming the Stage II submittal requirements and interview parameters, including the date, time, mandatory requirements, issues to be addressed, and evaluation criteria.
- 1.8. **Stage II Competition Period:** The Stage II Competition Period shall begin on the day of Stage II notification and continue until the completion of Interviews as set forth in the Competition Schedule.
- 1.9. **Question and Answer Period:** All questions received from Stage II Teams within the time period stated on the Competition Schedule will be answered, and copies of all questions and answers will be posted to the Competition Website. The origin of all questions shall remain anonymous. Questions must be submitted by e-mail to the Competition Coordinator at the Competition Address.
- 1.10. **Submission of Stage II Qualifications:** All Team Qualifications must be received at the designated Competition Address by 3:00 p.m. Eastern Time on the date indicated on the Competition Schedule. Upon receipt, the Competition Coordinator will review each submittal and check for compliance with the Competition Regulations. If any submission is found in noncompliance with these Competition Regulations, the submittal will be disqualified. If the submittal is disqualified, the Competition Coordinator will remove the submittal from the Competition and notify the Team in writing.
- 1.11. **Late Submissions:** Submittals will be considered late if received after 3:00 p.m. Eastern Time on the day set forth in the Competition Schedule. Submittals received after the specified time will not be considered in the Competition and will be returned unopened to the sender.
- 1.12. **Stage II Interviews:** All Teams complying with the requirements stated in these Competition Regulations will be interviewed in a format that allows each Team to be evaluated equally and without prejudice. The Jury will conduct an interview of each Stage II Team on the dates set forth in the Competition Schedule.
- 1.13. **Stage II Evaluation and Selection:** The Jury will evaluate all complying Stage II submittals and interviews and choose a maximum of four (4) Teams to be invited to participate in Stage III of this Competition. The selection will be based on the Stage I submittal, the Stage II submittal, and the interview. The Jury will record their findings and decision.
- 1.14. **Approval and Notification:** The Governance Group will review the Jury recommendation, confirm the Jury's evaluation has been executed in accordance with the Competition Regulations, and adopt the Jury Report establishing the short list for Stage III of the Competition. The Competition Coordinator will notify Teams of their advancement and the results will be posted to the Competition Website. Each Stage III Team will receive a subsequent letter from the Competition Coordinator regarding the Stage III Briefing.

- 1.15. **Stage III Competition Period:** The Stage III Competition Period shall begin on the day of the Stage III Competition Briefing and continue until the due date for submission of Stage III Framework Plans as set forth in the Competition Schedule.
- 1.16. **Question and Answer Period:** All questions received from Stage III Teams will be answered, and copies of all questions and answers will be distributed simultaneously to the Teams. The authorship of the questions shall remain anonymous. Questions must be submitted by e-mail to the Competition Coordinator at the Competition Address.
- 1.17. **Stage III Competition Briefing:** The Stage III Teams will be required to attend a Competition Briefing in Cambridge with the Competition Coordinator, the Sponsor, and the Technical Advisory Group. Attendance by the Team Leader and the Project Manager is mandatory. The Briefing may be accessible from remote locations for other Team members and will include clarification of the Competition Schedule, Stage III submittal requirements, expectations of Stage III activities, dissemination of other information that is timely and appropriate, and guided tours of the project area.
- 1.18. **Mid-course Reviews:** Each Team will be invited to two (2) Mid-course Reviews of its work. The Reviews are a working session among the Team, Competition Coordinator, representatives of the Sponsor, and the Technical Advisory Group. The Reviews will include focused discussion of planning and design, technical functionality, and response to program criteria. While each Mid-course Review will be a confidential session with the specific Teams, issues arising from the Reviews that impact program requirements will be documented and distributed by the Competition Coordinator to all Teams in the same manner as Questions and Answers. The purpose of the Reviews is to provide constructive feedback to the Teams so that the final proposals submitted are as feasible and functional as possible.
- 1.19. **Submission of Stage III Framework Plans:** All Stage III submittals shall be received at the designated Competition Address by 3:00 p.m. Eastern Time on the date indicated in the Competition Schedule. The submittal shall conform to the requirements stated in these Competition Regulations as finalized at the Stage III Competition Briefing. Upon receipt of the submittal, the Competition Coordinator will record such receipt and examine the submission for compliance to the Competition Regulations. If any submittal is found in noncompliance with the Competition Regulations, the submittal will be disqualified. If the submittal is disqualified, the Competition Coordinator will remove it from the Competition and notify the Stage III Team of the decision.
- 1.20. **Late Submissions:** A submittal will be considered late if received after 3:00 p.m. Eastern Time on the day set forth in the Competition Schedule. Entries received after the specified time will not be considered in the Competition and will be returned unopened to the sender.
- 1.21. **Technical Review:** The Technical Advisory Group will review the submittals and provide the Jury with a technical overview of the Framework Plans to assist them in understanding and evaluating the Framework concepts and designs.
- 1.22. **Public Exhibit:** The Stage III presentation boards will be displayed for public viewing.
- 1.23. **Stage III Framework Plan Presentations:** All Teams complying with the Competition Regulations as confirmed at the Stage III Competition Briefing will present their Framework Plans to the Jury on one of the dates set forth in the Competition Schedule. The presentations will be in a format that allows each Team to be evaluated equally and without prejudice.
- 1.24. **Stage III Evaluation and Selection:** The Jury will evaluate and rank the Framework Plans based on the Stage III evaluation criteria. From this evaluation, the Jury will determine the final ranking of the Competition and will record their findings and decision.

- 1.25. **Approval and Notification:** The Governance Group will review the Jury recommendation, confirm the Jury's evaluation has been executed in accordance with the Competition Regulations, and forward the Jury Report to the City for their confirmation and final decision. The Competition Coordinator will notify Teams and the results will be posted to the Competition Website.

2. Communication

- 2.1. **Protocol:** If any participant desires information of any kind in regard to the Competition, the Competition Regulations, the program, or the site, the participant shall ask for this information by e-mail to the Competition Coordinator at the Competition Address during the Question and Answer Periods, or the Stage III Competition Briefing. No Competition participant or participant's representative shall communicate with the Sponsor, its staff or consultants, or members of the Technical Advisory Group and Jury on matters of this Competition except as provided in these Competition Regulations
- 2.2. **Duration:** This communication protocol is in effect continuously throughout the duration of the Competition from the time registration begins to the final announcement of the selected Framework Plan.
- 2.3. **Reporting:** Representatives of the Sponsor, Technical Advisory Group, and Jury shall report any communications from participants to the Competition Coordinator, who will bring the matter to the Governance Group.
- 2.4. **Questions and Answers:** All questions received in accordance with the Competition Schedule will be answered in accordance with the Competition Regulations.

3. Mandatory Requirements for Stage I: Portfolio

- 3.1. **Intent of Stage I:** The Portfolio should provide the Jury with an understanding of the Team Leader's

experience; planning and design philosophy; overall resume; and understanding of design, programming, recreation, conservation, arts and culture, and place-making as it relates to open space in general and the unique setting of Eastern Cambridge and Kendall Square.

- 3.2. **Composition:** Each submittal must identify a Team Leader. The Team Leader may be an individual or close collaboration of individuals with knowledge and experience in open space planning, design, operation, programming, conservation or place-making in an urban setting. The Portfolio submitted should not include team members other than the Team Leader.
- 3.3. **Submittal Requirements:** Participants must provide three printed copies of the Portfolio bound in 8.5 x 11 inch format and one electronic copy in PDF format on a compact disc.
- 3.4. **Portfolio Contents:** The Portfolio must contain only the following information for consideration. No other information will be accepted. A page is considered one side of a paper, double-sided printing counts as two pages.
 - 3.4.1. **Cover Letter:** Briefly introduce the Team Leader, including location and organizational structure. Include in the letter the statement: "I (we) have read and understand the Regulations for this Competition and will comply with all regulations and requirements during the Competition process."
 - 3.4.2. **Statement of Project Understanding:** A written statement (maximum of two pages) by the Team Leader addressing:
 - Overall planning and design philosophy and how their philosophy translates to the Eastern Cambridge Kendall Square Open Space project;
 - Understanding of the opportunities and challenges for the Eastern Cambridge Kendall Square Open Space project;
 - Philosophy for approaching the Eastern Cambridge Kendall Square Open Space project;

- Proposed composition and organization of the Stage II/III Team; and
- Their commitment to the project.

3.4.3. **Project Examples:** Documentation of up to four projects by the Team Leader within the past ten years (maximum of four pages per project). Each project example should include the following:

- A one-page narrative description of the project that includes planning and design objectives, approach, results, project significance, and key features; how the project is similar in scope, program, and/or complexity to Eastern Cambridge Kendall Square; unique aspects of the project; and contribution to urban fabric.
- A list of awards, publications, notices, peer recognition, or any other documentation of planning and design excellence.
- Illustrations and/or photographs.

3.4.4. **Team Leader's Bio:** Biographical information (maximum two pages) describing education, professional experience, awards and recognition inclusive of portfolio examples, and description of role in projects.

may include urban planning, landscape architecture, transportation, sustainable design, and environmental engineering) and open space operation (which may include conservation, stewardship, recreation, activation and place-making). Other disciplines may be included as well if they serve that Team's particular approach.

4.3. **Submittal Requirements:** Teams must submit three printed copies of the Team Qualifications bound in 8.5 x 11 inch format and one electronic copy in PDF format on a compact disc.

4.4. **Team Qualifications Contents:** The submittal must contain only the following information for consideration. No other information will be accepted. A page is considered one side of a paper, double-sided printing counts as two pages.

4.4.1. **Cover Letter:** Briefly introduce the overall Team (maximum one page).

4.4.2. **Statement of Team Qualifications:** A written narrative (maximum of three pages) that describes the composition of the Team and the roles of the participants on the Team. Include detailed information on the participants of the Team, their particular roles, why the specific combination of members was selected. Sufficient information should be provided to justify the team composition and responsibilities.

4.4.3. **Detailed Team Qualification:** For each Team member, provide a one-page firm profile (if appropriate), one-page resumes of key individuals, and up to five relevant project examples. This section is limited to a maximum of 50 pages.

4.5. **Interview Requirements:** Attendance by the Team Leader and the Project Manager is mandatory. Teams should prepare a presentation to the Jury that addresses the evaluation criteria. Teams must submit one electronic copy of the presentation to the Competition Coordinator at the time of the Interview.

4. Mandatory Requirements for Stage II: Team Qualifications and Interview

4.1. **Intent of Stage II:** The intent of Stage II of the Competition is to have those Team Leaders selected in Stage I assemble complete Teams who are capable of addressing the program requirements and executing the project requirements. The Team Qualifications and Interview are intended to provide the Jury with an understanding of each Team's composition, overall capability and capacity to do the job, and organizational and management structure.

4.2. **Composition:** Each Team should include the appropriate disciplines the Team believes necessary to address the project issues. Each Team shall have, at a minimum, team members that are specialists in open space planning and design (which

5. Mandatory Requirements for Stage III: Framework Plan

- 5.1. **Intent of Stage III:** The intent of Stage III of the Competition is to have each Team selected in Stage II prepare a Framework Plan. The Framework Plans are intended to provide the Jury with an understanding of each Team's response to the Planning and Design Goals.
- 5.2. **Submittal Requirements:** The Stage III submittal requirements will be refined and confirmed at the Stage III Competition Briefing. Drawing scales, mediums, and presentation composition will be determined by the Competition Coordinator in consultation with the Teams to best portray the Framework Plans in an equal and unbiased manner.
- 5.3. **Framework Plan Contents:** At a minimum, teams will be asked to submit the following:
 - 5.3.1. **Presentation Boards:** A maximum of eight 30" x 40", vertically oriented boards (maximum of 1/2" thickness) presenting the concept, including drawings, narratives, and diagrams to explain fully the Framework Plan;
 - 5.3.2. **Framework Report:** Ten printed copies of a Framework Report bound in 8.5 x 11 inch format that contains:
 - A written narrative describing the Framework Plan;
 - A printed color copy of each presentation board scaled to 8.5" x 11"; and,
 - Planning or other reports requested at time of submittal.
 - 5.3.3. **DVD:** An electronic copy of the Framework Plan boards in PDF format (at a size and scale appropriate for web posting and printing) and a copy of the Framework Report on a compact disc.
 - 5.3.4. **Press Kit Materials:** Narrative and press-ready photography for inclusion in press kit.

6. Roles and Responsibilities

- 6.1. **Sponsor:** The City of Cambridge is the Sponsor of the Competition. As the Sponsor, the City is responsible for retaining and managing the contract for the Competition Coordinator; funding the Competition, including all expenses and honorariums; ensuring appropriate involvement in and support of the Competition activities.
- 6.2. **Governance Group:** The Governance Group is appointed by the City Manager. The Governance Group shall be the coordinating and adjudicating authority for the Competition and shall have final decision authority regarding issues arising during the process. If issues arise, the Governance Group will consider the issue and the Competition Coordinator's recommendation and render a decision. The decision is not subject to appeal.
- 6.3. **Technical Advisory Group:** The Technical Advisory Group (TAG) serves as an advisor to the Jury and participants and will provide orientation and background information. The TAG will assist the Jury with the evaluation of the Stage III Framework Plan submittals by providing a technical overview of each. The TAG will participate in briefing the participants and in the Mid-course Reviews, providing feedback on the feasibility of proposals. The TAG is appointed by the City Manager and is composed of representatives of city departments.
- 6.4. **ECKOS Study Committee:** The Eastern Cambridge Kendall Square Open Space (ECKOS) Study Committee is a group of community stakeholders appointed by the City of Cambridge to provide guidance and input to the ECKOS study process and competition. The committee includes area residents, workers, and representatives of business owners, property owners and institutions. The committee was involved in the formulation of the community vision and goals as articulated in the Competition Manual, and will provide feedback to the Teams, Competition Coordinator and Jury during Stage III of the Competition Process.

6.5. **Jury:** The Jury is comprised of individuals representing a broad range of disciplines, including urban design and planning, economic development, landscape architecture, architecture, recreation, conservancy, arts and culture, science and technology. All members of the Jury were recommended by the Competition Coordinator and appointed by the Sponsor. The tasks of the Jury are defined in the Competition Regulations.

6.6. **Competition Coordinator:** The Competition Coordinator is retained by the Sponsor to manage the Competition procedure. The Competition Coordinator's role is to be the sole contact of, and representative for, the participants throughout the Competition; organize and coordinate all activities of the Competition to ensure an equitable, open, and clear process leading to decisions by the Jury; facilitate meetings as required for the orderly execution of the Competition; and to bring issues regarding non-compliance of the regulations to the Governance Group for review and decision.

7. Eligibility

No employee of the City of Cambridge is eligible to participate in this Competition. Participation is otherwise open to all and does not preclude people from responding to future City of Cambridge solicitations for open space/park design.

8. Competition Honorarium

The Teams that are invited to participate in Stage III of this Competition will receive an honorarium of \$50,000. The fee will be paid upon submission of a Framework Plan in accordance with the Competition Regulations and presentation of the Framework Plan to the Jury. There is no compensation for Stage I and Stage II Participants.

9. Disqualification

Disqualification will occur should any participant commit an act that is in conflict with the Competition Regulations. The Governance Group has final determination on any and all disqualifications arising during the Competition procedure. The Governance Group's final decision regarding disqualification will be final and not subject to appeal. If a Team is disqualified in Stage III, its honorarium is forfeited.

10. Ownership and Use of Competition Submittals

All material submitted for any phase or event in this Competition will become the property of the Sponsor. The Sponsor reserves the right to use, exhibit, and/or publish at its discretion any and all material submitted. The Sponsor shall give appropriate credit to the author or authors of any material used. The authors may use their own work for promotion and marketing efforts.

11. Agreement between the City of Cambridge and the Selected Team

The selected Team will be invited negotiate a scope of work with the City of Cambridge Community Development Department for a maximum of \$50,000 to create a Final Eastern Cambridge Kendall Square Open Space (ECKOS) Master Plan for the City of Cambridge. The work will include refinements to the Team's Stage III Framework Plan submittal to incorporate feedback from the Jury and the public. The work is anticipated to conclude within two months of the conclusion of the Competition and to include the continuing participation of the ECKOS Study Committee.

12. Competition Address

The Competition Address, which includes e-mail and website, shall be the recipient of all inquiries, registrations, entries, submittals, questions, and other communications that are a part of, or response to, the Competition. The official address for this Competition is as follows:

[Connect Kendall Square: An Open Space Competition](#)
City of Cambridge, Community Development Department
344 Broadway, Cambridge MA 02139

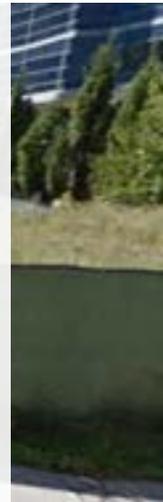
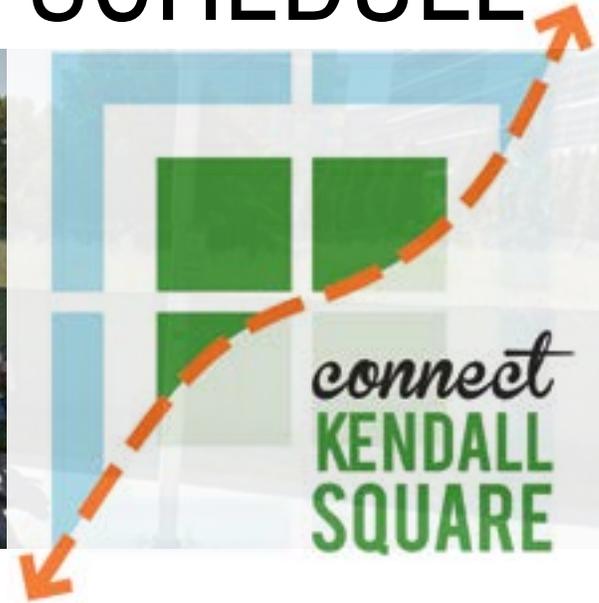
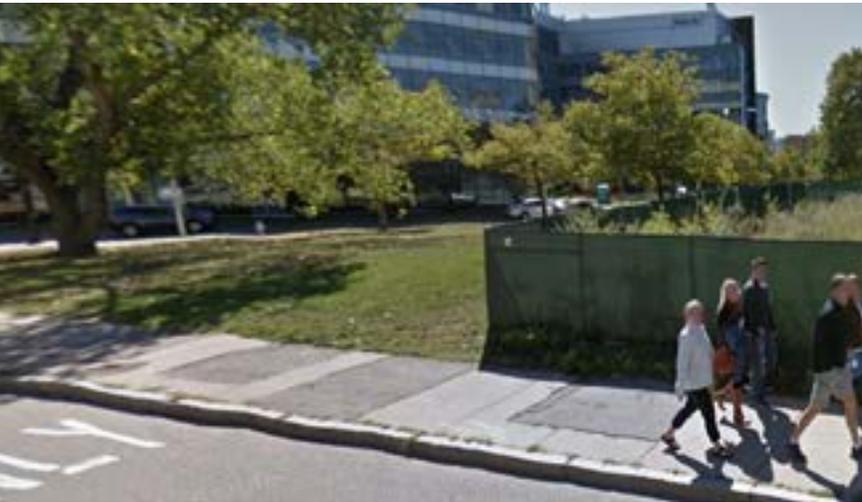
info@connectkendallsquare.com

www.connectkendallsquare.com

13. Competition Schedule

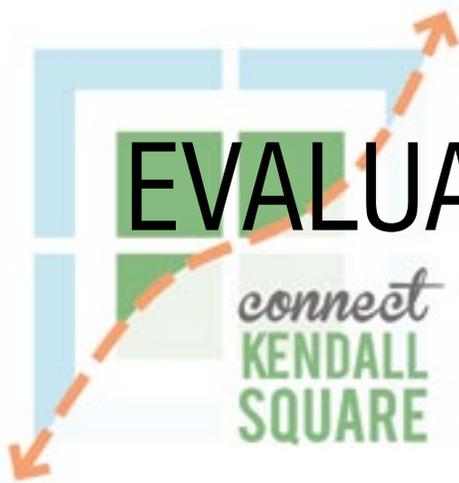
The Competition Schedule is a part of the Competition Regulations. It lists the sequence of events and the deadlines in accordance with the Competition procedure. Modifications to the Competition Schedule, if made, will be issued as addenda and posted on the Competition Website.

COMPETITION SCHEDULE



July 15, 2014	Launch Planning and Design Competition*
August 19, 2014	Stage I Submission Due
August 27-28, 2014	Stage I Jury Session
September 4, 2014	Invitations Issued for Stage II*
September 18, 2014	Design Team Mixer
October 2, 2014	Stage II Submissions Due
October 6-7, 2014	Stage II Jury Session
October 14, 2014	Invitations Issued for Stage III*
October 30, 2014	Stage III Team Briefing & Meet Your Teams Night*
November 14-20, 2014	Mid-course Review 1
December 17-18, 2014	Mid-course Review 2
January 27, 2015	Stage III Submissions Due
January 30-February 13, 2014	Public Exhibition*
February 17-19, 2015	Stage III Jury Session & Team Presentations*
March 3, 2015	Announcement of Selected Framework Plan*

(*) Indicates Public Interaction



EVALUATION CRITERIA

Evaluation Criteria for Stage I: Portfolios & Project Understanding

Planning and Design Philosophy and Intent (40%)

The Team Leader should author the statement, which should indicate the Team Leader's understanding and overall approach to the project and the issues that are unique to the area. It should demonstrate an understanding of such issues as design, programming, recreation, conservation, arts and culture, science, and technology as it relates to open space. The statement should reflect the general ability of the Team Leader to communicate ideas.

Team Leader's Portfolio and Resume (60%)

The portfolio should be thoughtfully arranged and composed of exhibits that demonstrate a basic understanding of issues to be addressed in this project. The exhibits should portray the response to client criteria and needs, demonstrate leadership, and clearly demonstrate the Team Leader's personal level of commitment to planning and design excellence. The resume should indicate a range of education and work experience, as well as the ability to deliver projects that reflect innovation and complexity.

Evaluation Criteria for Stage II: Team Qualifications & Interviews

Professional Qualifications (40%)

The Team should have the professional qualifications and capacity necessary for superb performance of the required services. The Team shall include representation

of specialists in open space planning and design (which may include urban planning, landscape architecture, transportation, sustainable design, and environmental engineering), open space operation (which may include conservation, stewardship, recreation, activation and place-making), and other disciplines that may serve that Team's particular approach.. The Team must have a track record of past performance on contracts with public institutions and private industry including quality of work and compliance with performance schedules. The Team should have knowledge of issues and unique requirements specific to Eastern Cambridge Kendall Square.

Team Planning and Design Performance (40%)

Project examples should describe the project challenges and how their solution addressed and met the challenges of the project. Confirm that all Team members have experience on projects similar in size and complexity to the project, and have worked together successfully on previous projects.

Team Organization and Management Plan (20%)

Through a combination of the submittal and the presentation, Teams should identify key roles, lines of communication, and means to integrate client and community input. Teams should also present their means for an integrated process among team members, especially across disciplines, their method of programming, and their overall commitment to sustainability. Jury members will analyze each part, and its place in the whole, for smooth connections between items, clear distinctions between tasks or stages, and completeness.

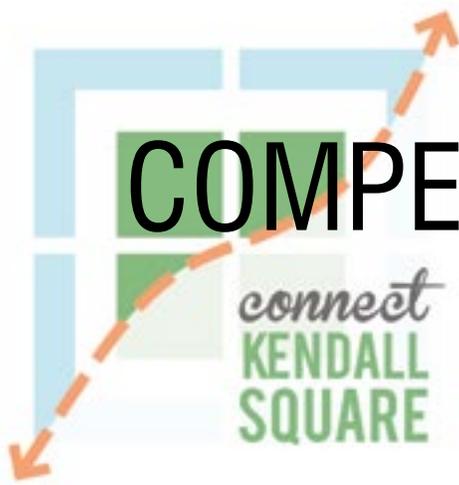
Evaluation Criteria for Stage III: Framework Plans

The Planning and Design Goals provide the criteria by which the Jury will evaluate the Framework Plans submitted in Stage III of the Competition.

COMPETITION JURY



The Competition Jury will be released on July 22, 2014.



COMPETITION COORDINATOR

Donald J. Stastny, FAIA, FAICP, FCIP

Donald J. Stastny, FAIA, FAICP, FCIP, has been a practicing architect, urban designer and process facilitator for over forty years, rebuilding communities physically and culturally. Using design as a comprehensive and strategic tool, he works toward elevating the public’s understanding and expectations of architecture and urban design locally, nationally and internationally.

Don is recognized as one of the preeminent competition advisors and managers in North America. Providing a stewardship role in design competitions, he “designs” opportunities for design professionals to create outstanding architecture and places. In 1980, he conducted his first Design Competition for Portland’s Pioneer Courthouse Square, creating a process that was published in the 1988 AIA Guidebook for Architectural Competitions and has become a national model. Additionally, he authored *The Design Excellence Program Guide: Building a Legacy for the U.S. General Services Administration*.

Among the more than 50 design/designer selection processes he has managed, Don has assisted the U.S. Department of State in the design delivery of five embassies in Berlin, Nairobi, Dar es Salaam, Beijing and London. Don has collaborated on processes delivering designs for the Oklahoma City and the Flight 93 National Memorials, and managed the selection process to redesign three areas of the National Mall and for the Smithsonian’s National Museum of African American History and Culture. He has evolved design and design/build competition processes into an art form

that protects the designer from exploitation and initiates collaboration between architects, planners, landscape architects, and artists—raising the public’s expectation of design.

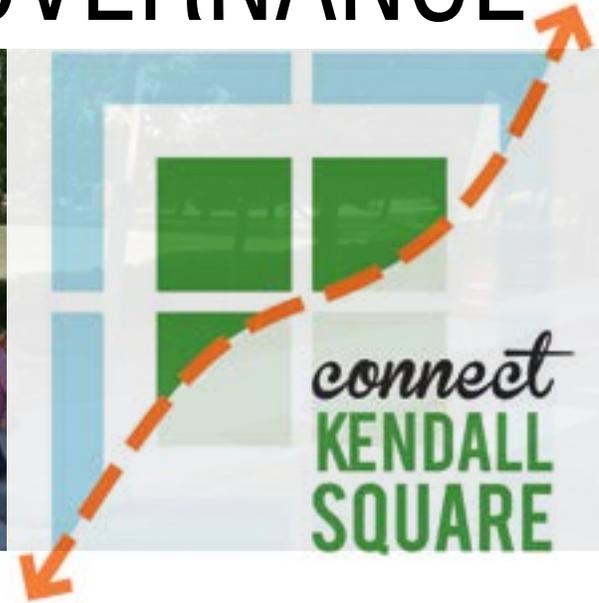
An award-winning architect and planner, Don has been elected to the College of Fellows of the American Institute of Architects, the American Institute of Certified Planners, and the Canadian Institute of Planners | Institut Canadien des Urbanistes. He is also a Fellow of the Institute of Urban Design. He was awarded the 2006 AIA Northwest and Pacific Region’s Medal of Honor and the 2009 AIA Thomas Jefferson Award for Public Architecture.

Jennifer Mannhard, AICP, LEED AP

Jennifer Mannhard, AICP, LEED AP is a professional project manager and urban planner specializing in process management—anticipating project needs, and identifying and coordinating necessary resources to create a professional environment that enables her collaborators to achieve great levels of success in their assignments.

Jennifer has served as project manager and collaborator for high-profile and complex design competitions, including the National Mall Design Competition in Washington D.C., Design Waller Creek: A Competition in Austin, Texas, and the City+Arch+River Design Competition in St. Louis, Missouri. She develops the competition materials, manages the exchange of information between competitors and sponsors, and ensures successful coordination and execution of the competition processes.

SPONSOR & GOVERNANCE



Sponsor

The Competition is sponsored by the City of Cambridge and directed under the auspices of the Office of the City Manager and the Community Development Department. The mission of the Community Development Department (CDD) is to enhance the character and diversity of the city's neighborhoods and support sustainable economic growth that expands opportunities for residents, enables a high quality of life within the community, and contributes to a healthy environment. With four programmatic divisions, Community Planning, Housing, Economic Development and Environmental and Transportation Planning, CDD takes an interdisciplinary approach to manage and guide physical change in a manner consistent with the City's priorities, engaging and collaborating with community partners and other government agencies to make Cambridge a desirable place to live and work.

Project Staff:

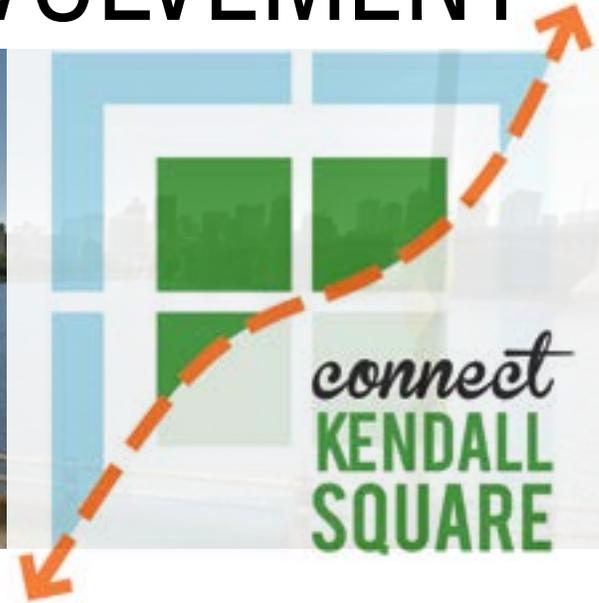
Taha Jennings, Assistant to the City Manger
Iram Farooq, Acting Deputy Director for CDD
Stuart Dash, Director of Community Planning, CDD
Jeff Roberts, Land Use and Zoning Project Planner, CDD

Governance Group

Richard C. Rossi, City Manager
Lisa C. Peterson, Deputy City Manager
Brian P. Murphy, Assistant City Manager for Community Development

The City Manager's Office is the Executive Department of the City of Cambridge. As the City's Chief Executive Officer, the City Manager provides leadership to and administration of all departments and services. The City Manager is responsible for the enforcement of all laws and City ordinances; appointment of department heads; appointment of members to the numerous City boards and commissions; and submission of the annual budget to the City Council. In addition, the City Manager and his staff recommend policies and programs to the City Council and implement Council decisions.

COMMUNITY INVOLVEMENT



ECKOS Study Committee

The Eastern Cambridge and Kendall Square Open Space (ECKOS) Study Committee is comprised of community and stakeholder representatives appointed by the City Manager to work with the larger community, city staff, and consultants to plan for the network of open spaces in the area.

Alexandra Lee
Carole Bellew
Charlie Marquardt
Christine Dunn
Christopher Perkins
Conrad Crawford
Daniel Norman
David Small
Lara Gordon

Michelle Lower
Patrick Magee
Rose Billeci
Sam Valentine
Sujit Sitole
Susan Morgan
Thayer Donham
Victoria Farr

www.connectkendallsquare.com

The Connect Kendall Square website provides background information on the project and updates on the competition process.

From this website, you can join the City of Cambridge's e-mail list to stay informed on the Connect Kendall Square design competition and process.

Throughout the competition, updates on the participating teams and their submittals will be posted to the website. Information on dates, times, and venues of all public meetings and exhibits will also be posted to this site.

COMPETITION JURY

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