

# TOWN OF LINCOLN

LINCOLN TOWN OFFICES  
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## Minutes

### Community Center Building Committee

May 31, 2023, 7:00 pm

Hybrid Format: Donaldson Room, Town Hall; Zoom

#### Attendees

##### Board Representatives (voting members)

Susan Taylor, Ellen Meyer Shorb, Rob Stringer

##### At-large Members (voting members)

Sarah Chester (Chair), Tim Christenfeld, Krystal Wood, Alison Taunton-Rigby

##### Ex-Officio Members

Tim Higgins, Abigail Butt, Jessica Downing, Brandon Kelly, Dan Pereira

##### Liaisons

Dave Levington, Indrani Kharbanda, Wendy Kusik, Owen Beenhouwer, Peter Von Mertens, Andrew Glass, Steve Gladstone

##### ICON Architects

Ned Collier, Mark McKevez, Ana Cheng

##### Minutes Taker

Edwin Tam

##### Others

Lori Leo (Magic Garden), Becky McFall (Lincoln Public School), Ellen Lembo, Brian M, Andy Kochura, David Cuetos, Dennis Picker, Moha Desai, Buck Creel, Rebecca, Roy Harvey, Priscilla Kern, Rebecca Ahmed, Jennifer Glass, Sally Kindleberger, Erin Rist, Connie Lewis, Sean Ryan, Kathryn, Priscilla Damon, Lynn Smith, Tara Michelle, Peter Buchthal, Kim Rajdev, Elizabeth

The meeting started at 7:02 pm.

#### I. Welcome & Introductions

Sarah Chester welcomed everyone and reviewed the agenda

- Presentation by Historical Commission on the Ballfield Road campus
- Statements from the CCBC Chair
- Architect's report and project schedule
- Review building programs
- Review Harwell site strategies
- CCBC Administrative tasks
- Open Forum; please raise your hand and when called upon, identify yourself and limit to 2 minutes per person to enable everyone who wants to speak

#### II. Discussion with Lincoln Historical Commission and FoMA

Andrew Glass, chair of Lincoln Historical Commission (LHC) and president, Friends of Modern Architecture (FoMA) gave a historical design perspective of the Smith, Brooks, and Hartwell building complexes on the

Ballfield Road. They were designed by Lawrence Anderson, dean of the MIT School of Architecture and Planning, and by Henry Hoover. Features included the following:

- Take advantage of nature to beautify the campus
- Generous use of natural lighting
- Incorporate sustainability whenever possible
- Incorporate natural materials like wood and bricks whenever possible
- Use of solar energy, harness renewable energy
- Aim for net zero buildings
- Avoid horizontal buildings in the center field
- Single story closer to the road and 2-story buildings toward the back
- Try to create a unified look on campus

Andrew then discussed the process for a historical building review, which involves two steps. If there is any teardown, the LHC will investigate the historical value of the building. If it has historical value, then the LHC can put the a demolition hold for up to one year while the owner and commission work to resolve any historic and design concerns. Normally both parties will come up with a mutual agreement. All hearings will be public. Given the historical nature of the Pods, the LHC wants to make sure both sides are on the same page and start the process early.

### **III. Statements from CCBC Chair**

Sarah Chester said that, because recent concerns were raised from the last meeting about whether Magic Garden (MG), a private organization, should remain on the Hartwell Campus, it was important for the CCBC to make the following statement.

The Community Center Building Committee has received letters in support of Magic Garden on the Hartwell campus. I forwarded one of these letters to the committee. The CCBC understands that all Hartwell campus stakeholders must be accounted for in our planning. We have not been authorized to do other than meet their needs. Accordingly, ICON Architects, as part of their stakeholder interviews, have spent considerable time with Magic Garden and LEAP to understand their functions, their needs, and how their programs build on and intersect with Parks and Recreation programming—and certainly with the School. As a result, ICON’s projected schedules and space requirements indicate clearly where and when these two programs fit into the proposed community center programming.

Sarah C stated that the committee needs to make some important decisions tonight to help ICON to formulate the cost modeling for up to three strategies for site development. The goal for tonight is to finalize the programming based on ICON’s meetings with COA&HS and PRD. We will ask the committee to approve those findings, so ICON can prepare cost modeling for the upcoming June 14 meeting.

For the benefit of everyone, she reviewed three primary questions:

*First*, Why is the town pursuing this project? It’s to find an efficient way to provide facilities that support our PRD and COA&HS programs. Recall that

- a. Parks & Recreation has sufficient square footage in an ideal location, but the Hartwell Pods are beyond their useful life and are in dire need of improvements (roofs, windows, plumbing, electrical, HVAC, accessibility, finishes, asbestos, etc.).

- b. Bemis Hall is not well-suited for COA & HS because of the lack of appropriate space for programming, insufficient and unsafe parking, and a lack of accessibility / ADA compliance throughout the building.

*Second*, What is the purpose of the current studies that ICON has been conducting? It’s twofold,

- a. To validate the Building Program—that is, to formulate the base square footage needed by PRD & COA/HS to function efficiently; and
- b. To analyze the needs of the site, to identify up to 3 strategies for effectively developing the site for cost analysis.

*Third*, What is the goal of tonight’s meeting? It’s to confirm that the findings of ICON’s studies meet the needs of both PRD and COA&HS. That is,

- a. We need to confirm that we have developed a base square footage for the building program that reflects current PRD and COA&HS needs, separate from any desired enhancements. And
- b. We will ask the committee to approve our work tonight OR to make final recommendations to ICON for further study in preparation for a June 14 approval.

**IV. Architect’s Report / Review of Project Schedule**

ICON: For the project schedule, there are 2 parts:

- 1. Review of Building Programs, the focus was on “Shared space”.
- 2. Site development strategies: one version of the site analysis, Schematic 2, has 3 variations. Total parking spaces, total square footage, etc., are shown on each schematic diagram. Icon is still aiming middle level of the project (75% of \$25M). Once we know the cost, we can go up or down from there.

Dennis P: It looks like you are pressing for a decision without all the public feedback.

Sarah C: We encourage Committee members to speak up; we also welcome feedback from the public. This is still an active discussion for everyone. We need to make some decisions tonight so ICON can do the cost modeling on the site development strategies.

ICON: This is nowhere to be the “final”; we are continuing to collect information, but it will be significantly less. We promise to deliver the information you need based on the timetable that was given. We need certain approval from you so we can proceed. These are the needs we identified today. The space utilization was 70%.

**V. Review of Building Program**

ICON presented slides showing the square footage and proposed scheduling of the programming and ideas for five site configurations that would fit the programming. See the May 31 public presentation document on the CCBC website: <https://lincolncommunitycenter.com/wp-content/uploads/2023/06/2023-05-31-Lincoln-CCBC-Public-Presentation-after-feedback.pdf> Abbreviated square footage numbers shown here:

<u>Category</u>	<u>2018 Design Total NSF</u>	<u>5/31/2023 Proposed CC Total NSF</u>
New Construction		
(Shared space + PRD + COA + Support)	19,530	9,320
Net to Gross Multiplier	3,906	3,728
<b>Total SF- New Construction</b>	<b>23,436</b>	<b>13,048</b>
LEAP Total	5,000	5,000
Maintenance Total	2,000	2,000

**Total Gross SF**

**30,436**

**20,048**

Peter V: Last time the calculation [for the weekly room frequency] was based on 40 hours per week.

ICON: Percent utilization calculation was based on 9 am to 5 pm, 40 hours per week. For example: if it is 21 hours per week, the calculation would show 53% usage.

Peter: What is the difference between a multi-purpose room vs an activities space?

ICON: The difference was there is a temporary wall that can enlarge the multipurpose room or divide it into two space. Activities spaces are for fitness, art class, etc.

Alison: What happened to the smaller conference rooms?

ICON: We used the larger room as a smaller conference room if needed.

Abby: We shifted to other rooms and removed the small conference rooms. They can be supported by larger rooms. For example, the Men's Coffee, sometimes 40 people, cannot be supported by a smaller room.

Sarah C: Can we have the consensus tonight for a vote?

Alison: I cannot give you a definite opinion tonight, since I am using my cell phone for the meeting tonight. I cannot see too well on information projected on the screen, I need to study the information later.

David C: (a). Based on last time's discussion, please explained why we disregard the time that was used for the room utilization rate (the last meeting suggested using 8:00 am to 8:00 pm). (b). For example, one data showed 110 people attending, are they actual numbers? Can we have actual attendees rather than projected numbers or cap space?

Dennis P: Cap space is the best way for now, we do not want to build CC for this moment, especially session by session fluctuation.

Rob S: PRD numbers are actual data, these are public records; you can do your calculation. We have not agreed to use a different standard to do the calculation.

Tim C: Information is all there, so you can do the calculation, 40 hours a week, 60 hours a week, and so on. We are not changing anything here.

David: Then it is fictional usage numbers.

Susan T: We have dropped 5,500 sq ft; it looks like we have found the most efficient way to reduce the sq ft for small groups using larger rooms.

Abby: We need more cooperation; now we have less wiggle room on activities due to more shared space.

Krystal: We still need rooms that are for confidential use.

Abby: Yes.

Krystal: For PRD, do we have activities that have waitlists, and we are now constrained to it?

Jessica: We are now designed for current needs, we are not adding any new programs for now.

Edwin: We have dropped the total sq ft, looks like we have made the usage rate more dense.

Peter: Previously we talked about equipment storage, do we have a space for it?

ICON: There will be storage in the room as part of the multiplier calculation.

Sarah C: We need clarification on preschool, LEAP, and MG on campus.

Becky M: School provides a license for LEAP. MG provides services for working parents & staff for before-school drop-off and after-school pickup. Lincoln Public School preschool program is for 2 years 9 months to 5 years; the program is designed for special needs children, and there are certain vacancies for nonspecial needs kids, if spaces are available.

Sara M: Can we relocate MG elsewhere in town? MG does not need to be on campus, what about St. Anne? They are already set up for preschool. MG relocation will free up 7,000 sq ft of space, especially since MG is a private entity; we have to look at cost and be creative.

Erin R: As a MG parent, this is a great service for us, especially having MG on campus. I would like to see MG stay on campus.

Tim C: We are distracted by MG's question; I am not in favor of continuing this conversation.

Ori L: As the MG Director, we have visited St. Anne's; it was a lovely place but there was not enough sq ft for our needs. We had 16 infants and 9 toddlers, and the space they had required more space and upgrades, including fire code. It is important to have MG on campus, as this is not convenient for staff and some parents

to run to different locations. We also collaborate with LEAP, COA, and PRD for activities like Arts/crafts, and movement, so having it on campus made this possible.

Sarah C: Does the community want MG to stay on campus? Do we need to hear from Select Board?

Tim C: Maybe some savings in having them (MG) off campus, but why are we spending time to discuss this?

Alison: LEAP and MG should be School's decision. I think we have made a lot of progress on programming and refining the space. It looks like this is workable to move forward.

Susan T: Eventually this will be a wider public debate on why we use the space this way; people will ask the same question over and over.

Tim C: Although LEAP and MG are private entities, they play an important role in the community.

Ellen: We have enough information to write about their roles and move on.

Tim C & Krystal: The Communication Sub-Committee can work on it.

Peter: The kitchen is the heart of CC; it is also used for meals and wheels and is the heart of the program.

Abby: Besides the above, the kitchen will also be used for other activities.

Owen: I like to see the latest revision of the designs so we can look into the future.

Ellen: We acknowledge the possibility of growing needs; currently we are talking about 75% usage.

Dennis: Can we find out the feasibility of moving LEAP to the School Building from the School Admin and/or School Committee?

Becky: Speaking as School Superintendent, LEAP is run privately but authorized by the school. There is no equal amount of space for the current space occupied by LEAP in the School building. If LEAP moved to School building, that means LEAP staff cannot go there earlier to set up. LEAP is like a clubhouse; there are many programs offered, but they need to be set up ahead of time. Can we do it? Yes, but we may have to change the type of programs we offer now.

Buck C: We visited this topic for the Middle School when we merged the schools, given the space and programs they offer. This was not as straightforward; the sail already passed for your consideration.

Dennis: I understand what you are saying about LEAP moving to school; I am just asking you to give it a fair shake.

Becky: Remember for LEAP, that means every single day, the staff needs to bring the stuff with them to set it up, it becomes transitory. And teachers may not be able to stay or set up the class for the next day because of shared space with LEAP, so you can make this decision, but it will not be a good one.

Lori: Since MG has started using the space in Hartwell, we can offer a lot more programs such as Arts & Crafts, cooking, trail walking, and mud playing. This would be difficult if we don't have the space we currently have on campus.

David: We have asked for bench-marking; we are not seeing this information. For example: Sturbridge population is twice the size of Lincoln and they built the CC for the cost of \$9.5M.

ICON: Not \$9.7M, it was \$11.2M, for the total project cost, not just the construction cost.

David: The \$9.5M was public data.

Sarah C: We will address the bench-marking, however, there is no apple-to-apple comparison. Some of the CC don't have PRD, and for some of them, the HS offices are in different places. Some of the PRD activities are spread out.

Edwin: Can we have a number like \$/sq ft cost for comparison?

ICON: This will be difficult because we have construction costs and renovation costs, so this will be difficult to just nail down a number.

Lynne S: We heard a lot about shared space tonight, what happened to the other spaces?

ICON: They are available; like the administration space, not much has changed in these spaces. We are focused on reducing the shared spaces.

Sarah C: We have a general understanding of the program spaces to work with, our target is the middle level (or 75% of the \$25M). ICON will use the data we generated to come up with options for the lower level and maybe the higher level.

Dennis: I would like to comment on the scheduling of programs in spaces. I believe there was an opportunity to condense the number of shared spaces with scheduling and locations, and also make use of swing spaces to

serve as overflow for LEAP and MG. He handed out and read from the pages. [Please contact Dennis Picker to see his documents.]

ICON: Many of your suggestions have already been implemented. The data you used are not the most recent changes we made.

Dennis: I can only work on what is on the website. Unless someone loaded the most updated information there, I have to work on what I was given.

Lynne: What Dennis is trying to do is to get to the 50% of the \$25MM target.

Sarah C: Our focus is still on the middle one (75% of \$25MM).

Abby: We still like to have all the programs under one roof. Our trends are toward the middle one. I can work with Dennis to explain the shared space and some of the rationale on other sq ft.

Susan: We need to have a way to explain the shared spaces.

Tim C: 18,000 sq ft vs. 13,000 sq ft on shared space + renovation.

Abby: These are real programs. We need adequate staffing; all programs need staff to check their quality, that is how it works!

Sarah C: Do we have enough space for programming?

Rob: Abby and Jessica are the experts, if they are good, I am good.

Jessica: I think we'd like to get going; we cannot have it go around and around on this.

Krystal: This represents the current programming.

Abby: Currently we have Senior dining on Friday, but if we have the space, we'd like to expand this to Monday and Wednesday.

Sarah C: Can we accept the current programming space, as suggested by COA&HA and PRD?

Susan: What is the wording you (ICON) need from us?

ICON: We don't need every sq ft approval, but a general approval and justification so we can start the cost analysis.

Sarah C: We need a general acceptance of this, as the basis for cost analysis.

**Motion:** Susan Taylor moved that *The CCBC allows ICON to use the May 31, 2023, program space analysis as the basis for a preliminary cost estimate.* Krystal Wood seconded.

Sarah Chester called for a voice vote by the roster.

CCBC Committee voting members voted aye: Susan Taylor, Ellen Meyer Shorb, Rob Stringer, Sarah Chester, Tim Christenfeld, Krystal Wood, and Alison Taunton-Rigby.

Ex-officio members voted to concur: Tim Higgins, Abigail Butt, Jessica Downing, Brandon Kelly, and Dan Pereira.

Liaison members voted to concur: Dave Levington, Indrani Kharbanda, Owen Beenhouwer, Peter Von Mertens, and Andrew Glass.

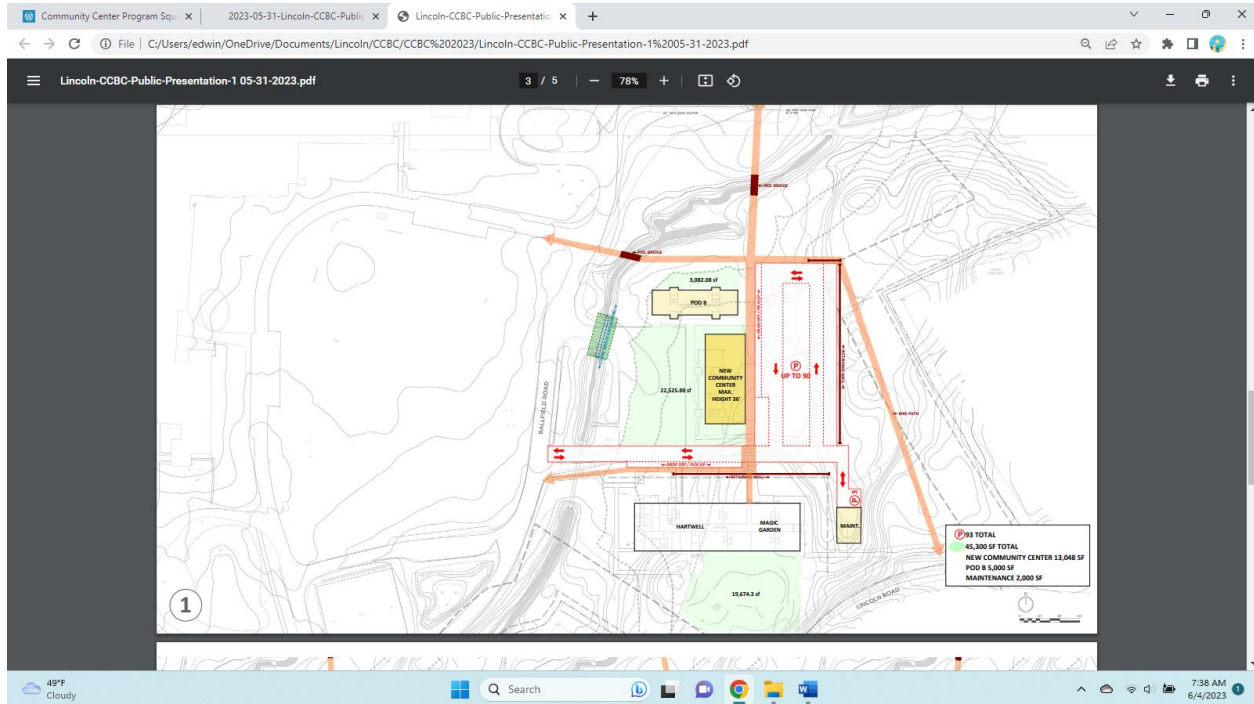
**Motion passed.**

## VI. Review of Hartwell Campus Site Strategies

ICON presented possible site schematics (see pp. 3-5 on <https://lincolncommunitycenter.com/wp-content/uploads/2023/06/2023-05-31-Lincoln-CCBC-Public-Presentation-after-feedback.pdf>), with the details as noted here:

<u>Schematic</u>	<u>Parking Total</u>	<u>SF Total</u>	<u>New Construction</u>	<u>Pod B SF</u>	<u>Pod C SF</u>	<u>Maint SF</u>	<u>Pod B + Maint SF</u>
1	93	45,300	13,048	5,000		2,000	
2	74	66,200	10,048		5,000		5,000
2a	77	60,400	13,048	5,000		2,000	
2b	77	68,700	20,048				
3	93	74,700	15,048 (w/Maint)		5,000		

- All schematics show Hartwell and Magic Garden remain where they are.
- Once they are accepted, ICON will perform cost modeling.
- These schematics are proposals based on current programming; they are not intended to be the final version, ICON will continue to make small adjustments based on feedback.
- All of them are accepted by Public Safety Department.



### **Schematic 1**

- New CC is vertical from North to south.
- Pod B stays
- Maintenance building is a separate building near Magic Garden
- Pod C is gone
- Parking at the back

Andrew: Lincoln wants a net zero building, having a north-south orientation is preferred to maximize the light rather than an east-west direction.

ICON: The solar panel can orient in the north-south direction to maximize sunlight.

Susan: How about solar on the parking lot?

ICON: Yes.

Sarah C: Do we assume we will have solar panels on the roof?

Buck: The school building meets the net-zero requirement.

Comment: We may need to bring in a consultant on this.

ICON: There are other ways to achieve net zero.

Alison: At the last meeting, we discussed parking spaces for MG and COA. How many do we need?

Tim C: If we renovate the pod, would it be strong enough to support solar panels?

ICON: Solar will be on the new CC.

Peter: If we put solar on entry, it will be further away from tree lines and wetlands.

Owen: Is there enough access for the ambulance, fire truck, and police?

ICON: Yes.

Brandon: Concern about the difficulty of trailer-tractors to access some of the space. And what about septic?

Sarah C: Septic will be reviewed, may need comments on site hydrology.

Susan: What about crosswalks?

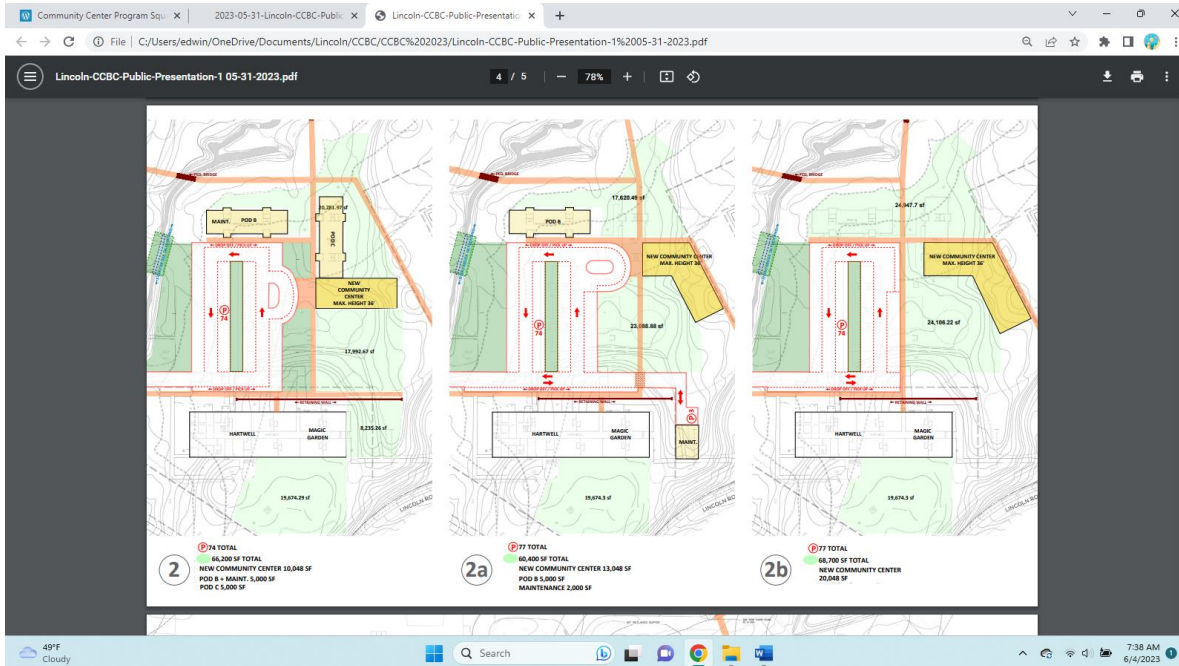
ICON: They will be visible and slightly raised for pedestrian walkways.

Lori: MG's main concerns are kids' safety.

Brandon: We need the safest plan to meet public safety; and safety for the kids for all programs.

Rob: Yes, since kids walk everywhere, we need to have a safe plan on campus.

Susan: I assume if we add bike lanes, it will be an additional cost.



### **Schematic 2**

- New CC oriented east-west, located at the back
- Pod B stays
- Maintenance stays in Pod B
- Pod C stays, next to the new CC
- Parking expanded from current location

### **Schematic 2a**

- New CC located the back, angle shape
- Pod B stays
- Pod C is gone
- Maintenance building is a separate building, near Magic Garden
- Parking expanded from current location

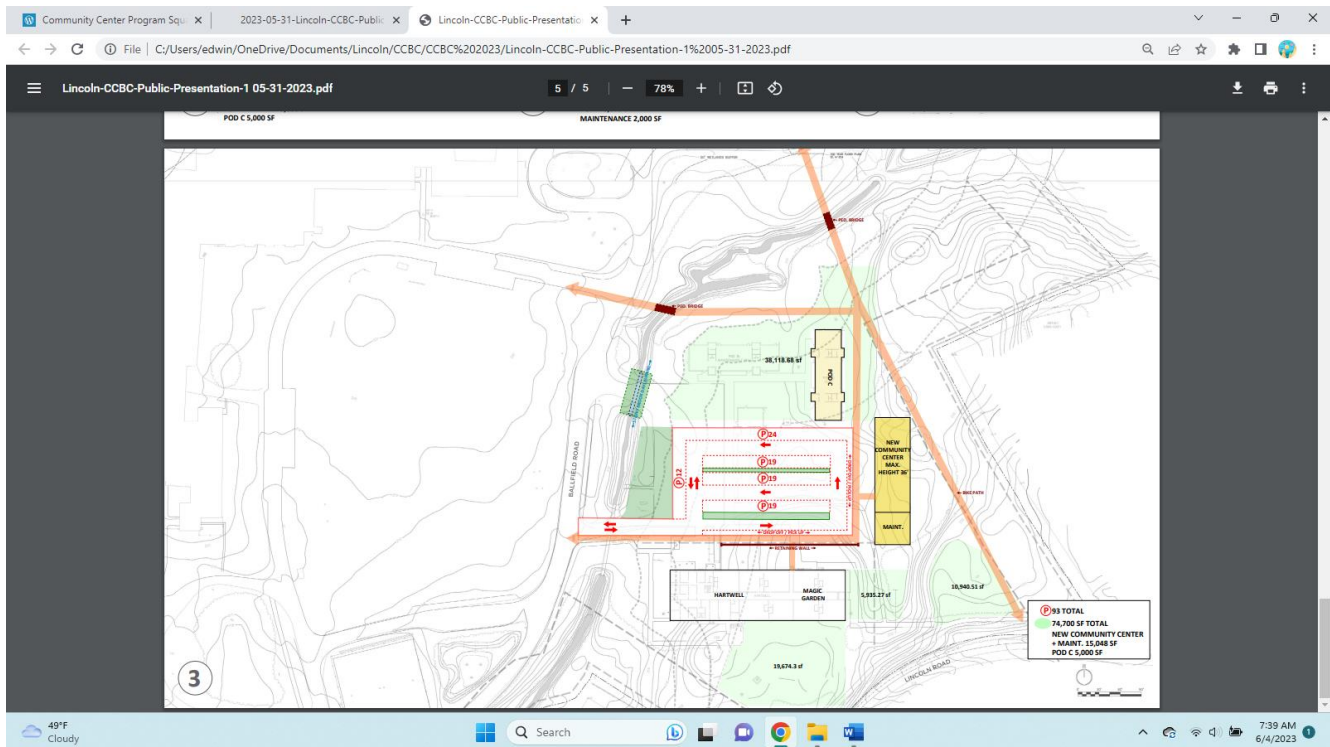
### **Schematic 2b**

- New CC located the back, angle shape
- Pods A, B, and C are gone
- Maintenance is part of the new CC
- Parking expanded from current location

Susan T: The drop-off and pick-up areas seem to be different between Sch 2, 2a, and 2b.

ICON: They are about the same, in the future, we will make all 3 the same size.





### **Schematic 3**

- New CC, north-south orientation
- The maintenance building is adjacent to the new CC
- Pod B is gone
- Pod C stays

Rob: Since Maintenance is adjacent to the new CC, have we taken into account the maintenance truck goes in and out of the area, and space for loading and unloading?

ICON: Yes.

Peter: What about solar? It appears this schematic has less space for solar.

ICON: We do not recommend solar for schematic 3. We'd like to have it in Schematic 1.

Peter: Why not put maintenance on Pod C?

ICON: There are various options, and the cost of renovation is a concern, also taking into account feedback and pedestrians, we have the same sq ft, but in different places.

Brandon: Consider we don't want to compromise landscape versus parking lot.

ICON: Definitely.

Question: Can we have parking near the wetland?

Brandon: Conservation wants us to stay away from wetlands.

ICON: Septic runs along Pod, MG, and Hartwell, and across the parking lot.

### **General Comments on all the schematics:**

ICON: The purpose here is to generate enough interest to move forward with cost modeling.

Sarah C: Any preferred design?

ICON: None.

Susan: We need costs to associate with the various schematics.

Buck: What about handicapped access in MG and walkways?

ICON: There is sufficient room for a handicap ramp.

Peter: Is there old septic on the south side of Hartwell?

Buck: All drainage goes to the north side.

Susan: Are there different strategies that may impact drop-off and pick-up? How are they different on different plans?

Sarah C: The information presented tonight will be posted on the Lincoln community center website ([www.lincolncommunitycenter.com](http://www.lincolncommunitycenter.com))

### **VII. Communications Subcommittee Report**

Tim C and Krystal: New assignment for Communication Subcommittee to draft narratives to address questions related to MG and LEAP. Also, the subcommittee needs to work on benchmarking and comparative charts.

Sarah C asked for volunteers, and Sara Mattes volunteered to help. Abby suggested sending questionnaires to various community centers for them to fill out the information for benchmarking.

### **VIII. CCBC Administration**

**A. Decision:** Approve minutes for May 17 CCBC meeting.

Sarah Chester sent the May 17 CCBC meeting minutes for the group to review.

**Motion:** Krystal Wood moved that the CCBC approve the May 17 meeting minutes pending edits provided to Sarah Chester by June 2 no later than 5:00 pm. Seconded by Rob Stringer

Sarah asked for a voice vote. All in favor said yes.

**Motion passed.**

**B. Next regular meetings:** Sarah C reminded all that the next regular CCBC meeting is scheduled for Wednesday, June 14, in the hybrid format (Donaldson Room, Zoom: link will be posted). A possible meeting is still scheduled for June 28.

**C. Next Public Forum:** Sarah C reminded all that the next public forum is schedule for Tuesday, June 13, at Hartwell Multipurpose Room and available hybrid via Zoom.

### **IX. Open Public Comments**

Dennis: Since it is difficult to see the information on the screen, he requested to have either handouts or information posted electronically on the website so people can review/download it before the meeting.

### **X. Adjourn**

Sarah Chester asked for a motion to adjourn. Krystal Wood moved and David Levington seconded. Chester requested a show of hands for all in favor. The vote passed unanimously.

**The meeting adjourned at 9:47 pm.**