

TOWN OF LINCOLN

**COMMUNITY CENTER
PLANNING AND PRELIMINARY DESIGN COMMITTEE**

**FINAL REPORT
JULY 2018**

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* Per architectural convention, Appendix I has been omitted.

EXECUTIVE SUMMARY

This 2018 Community Center Planning and Preliminary Design Committee (PPDC) report moves the process of designing a community center for Lincoln one giant step forward. PPDC worked closely with the School Building Committee over the past year to ensure that, as the school is funded and built, there are two community center designs that complement the school, fit elegantly on the Ballfield Road campus, and engage and serve all ages in Lincoln.

Engaged Residents in a Year-Long Process

In March 2017, Town Meeting approved funding for a preliminary design of a community center on the Hartwell complex of the Ballfield Road campus, and in June 2017 the Board of Selectmen appointed a 12-person committee. The PPDC hired Maryann Thompson Architects, met frequently with these architects, with School Building Committee representatives in a Campus Coordinating Group, and disseminated information and solicited feedback in public forums and via online vehicles and town-wide mailings. Through this process, the PPDC produced five designs and selected two finalists to present to Town Meeting in June 2018 (see *Overview*).

Built Work on Three Previous Studies

Three previous committees have studied the idea of a community center for Lincoln: the 2012 Community Center Feasibility Committee, the 2015 Community Center Study Committee, and the 2016 Campus Master Planning Committee (see *Earlier Studies*). These studies considered the physical space, program needs, and potential synergies of space and programming between the Council on Aging, the Parks and Recreation Department, and community organizations. In addition, the 2015 committee recommended the Hartwell site, and the 2016 study found neither a need for a second entrance to the Ballfield Road campus nor a good location to accommodate that entrance.

Projected the Need for a 23,500-Square-Foot Building

With the conclusions of the previous committees in hand, the PPDC revisited the Town's existing spaces (*Existing Conditions*) and key program needs (*Program*) and compared these data with those of nearby and like-sized towns. Based on this comparison, the committee identified key activities and services and determined that a 23,500-square-foot building will meet the current and future needs of Lincoln residents while keeping down construction costs.

Created a Vision and Developed Key Design Principles and Assumptions

Based on feedback from the architects and the community, the committee created a wish list and a vision for the community center. As a focal point for all ages to come together for structured and unstructured activities throughout the day and into the evening, we envisioned acoustically designed spaces to meet and converse, to gather and perform, to create, to exercise in a class or on machines, and to provide counseling, as well as a patio or deck to relax outside. We imagined kids walking across the campus for a karate class; seniors coming midday for exercise, activities, or a tax-counseling session; and an evening reception.

From the vision, we developed a set of principles and assumptions to guide design (*Key Planning Principles and Assumptions*). The principles range from sustainable building and site design to convenient parking, from interior spaces with a cozy-modern feel to sensitive acoustics. Assumptions include the need to preserve space for the Lincoln After-school Program (LEAP) and for the school’s maintenance shop and storage; to work alongside the school administration and preschool functions in the Hartwell building; and to create 100–110 parking spaces to accommodate all of these programs.

Generated Five Designs and Chose Two

With these criteria, the committee developed five potential schemes (*Narrowing the Investigation*). Three of the designs created a new, open green space (“Hartwell Green”) where the current Hartwell parking lot is located, which added play space and moved the parking away from the wetland. One encompassed the current Smith gym. The five designs, via community forums, were gradually winnowed to two schemes (*Two Final Concepts*):

1. “Secondary Central Green” is a new, pinwheel-shaped, two-story building that replaces Pods A and C. Nestled into the eastern slope of the Hartwell campus, its siting creates a larger Hartwell Green, with dispersed parking behind the building, ground-level entries on both floors, a south-facing porch, and a west-facing deck. Pod B would be renovated for LEAP, and a new maintenance building would be constructed.
(\$14.2 m center, site + \$2 m pods = \$16.2 m)
2. “Infill of Pods” is a rectangular, two-story structure built between and connecting the three pods, each of which would be renovated. This creates a smaller Hartwell Green, a first-floor entry, interior and exterior courtyards, centralized parking behind the building, a consolidated footprint, and access to southern light through roof articulations.
(\$15.3 m center, site, pods)

At the Town Meeting on June 9, 2018, the PPDC summarized its work and presented the two final schemes. In a survey completed by over 20 percent of attendees, the opinions were equally divided between the two schemes, much as the committee had been itself (*Two Final Concepts*). For Secondary Central Green, the preferred features are the internal and external design that the new construction and siting enable, particularly the larger central green and the ground-level entry on both floors. For Infill of Pods, the preferred features are the re-use of the pods, the consolidation of the buildings, and the more cost-effective construction.

Recommended Timeline to Build

Looking forward with great optimism toward what we hope will be a school that will open in 2023, the PPDC recommends establishing a Community Center Building Committee (CCBC) in November 2020. The CCBC, with an Owner’s Project Manager and architect, would plan to make a site and budget recommendation to the March 2021 Town Meeting, with a bond vote in March 2022, to start construction five years from now, in 2023 (*Next Steps*).

I. OVERVIEW

Town Funded Design Committee; Board of Selectmen Appointed Members

At the March, 25, 2017, Town Meeting, under Article #35, the Board of Selectmen (BOS) asked the voters to appropriate \$150,000 to fund a feasibility study and develop preliminary design plans for a community center to be located within the Hartwell Complex of the Ballfield Road campus. The proposal was approved by a substantial margin, and received the necessary vote at the ballot, so that the funds could be provided through a one-time exclusion from Proposition 2½.

The Community Center Planning & Preliminary Design Committee (PPDC) was appointed by the Board of Selectmen in June 2017 to study and develop preliminary design plans, building on the excellent work of three predecessor community center committees whose work is summarized in *Earlier Studies*. The committee was composed of nine voting members and three nonvoting ex officio members:

Jonathan Dwyer	Board of Selectmen
Dilla Tingley	Council on Aging Committee
Eric Harris	Finance Committee
Margit Griffith, Vice Chair	Parks & Recreation Committee
Steve Gladstone	Planning Board
Owen Beenhouwer	At-large Member
Sarah Chester	At-large Member
Doug Crosby	At-large Member
Ellen Meyer Shorb, Chair	At-large Member
Tim Higgins, Town Administrator	Ex officio Member
Carolyn Bottum, COA Director	Ex officio Member
Dan Pereira, Parks & Recreation Director	Ex officio Member

Committee Hired Architect

The PPDC invited proposals from architects in the summer and interviewed several highly qualified design firms. The firm of Maryann Thompson Architects (MTA) of Watertown, Massachusetts, emerged from the interview process as our preferred designer. In October 2017, the BOS voted unanimously to accept our recommendation and awarded the contract. Maryann Thompson’s reputation for inspirational and ecologically sensitive designs preceded her, as we were familiar with her highly acclaimed design of the Walden Pond Visitors Center, the Environmental Learning Center at Drumlin Farm, and a number of other noteworthy projects in her portfolio. We had high expectations for Maryann and her team, and they have not disappointed. They have proven themselves to be excellent listeners and collaborators, highly talented designers, and excellent meeting and process facilitators. In the words of our chair, Maryann and Martha Foss are “technically savvy, artistically adventurous, and unbelievably patient, and they succeeded in helping us have fun also.”

Engaged the Town, Coordinated with School Building Committee

The PPDC met essentially every two weeks to meet our charge from the BOS. In addition, we hosted or co-hosted seven well-attended public forums (State of the Town Meeting, November 4, 2017; Joint SBC/PPDC Forum, January 30, 2018; Joint SBC/PPDC Forum, April 10, 2018; Annual Town Meeting, March 24, 2018; Council on Aging meeting, April 20, 2018; Multi-board meeting, April 30, 2018; and the Special Town Meeting, June 9, 2018) to share our thoughts and to invite questions, comments, and input. We appreciate the thoughtful feedback that we have received from town boards and committees and from the community at large.

In particular, we were careful to coordinate with the School Building Committee throughout the process. Several of our members met every other week with our School Building Committee colleagues as part of the campus Coordination Group (CCG) process, in addition to the joint meetings, public workshops, and forums enumerated above. Our May 8, 2018, memo to the Board of Selectmen (*Appendix Q: May 8, 2018, Memo RE: PPDC Recommendation on Timing of Community Center Funding Vote*), underscores our belief in the importance of the community center project, which we believe will be truly life-enhancing for all residents. However, we were also united in our view that the school building challenge must be addressed before the community center, and with the town's full attention; this belief, and our rationale in support, are carefully explained in the May 8 memo to the BOS.

Recommended Two Site Plans

We are confident that we have advanced the planning and design process as envisioned by the Selectmen. We carefully reviewed and refined the program; developed multiple and varied building design concepts; developed a range of site plan options for the Hartwell campus, mindful of the need to integrate the Hartwell site plan within the overall plan for the campus; provided detailed cost estimates for each design option; and developed schematic design plans for each of the two building designs that we are recommending for further consideration by the BOS and the town: Scheme #1: "Secondary Central Green"; and Scheme #2: "Infill of Pods."

Presented Two Designs to Town Meeting

With encouragement from the Selectmen, the PPDC presented its two preferred designs to the Special Town Meeting on June 9, 2018, and collected feedback via a survey. In preparation for the Special Town Meeting, the PPDC took its own vote to determine whether we had a strong preference for one design over the other. We were evenly split in our vote and shared our belief that both of the designs were viable concepts, equally capable of meeting the program needs of the COA, Parks and Recreation Department, and the community at large, and will integrate seamlessly within the Ballfield Road Campus. In the end, the survey participants were similarly divided in their assessment of the two options, with 75 respondents preferring Scheme #1 (Secondary Central Green), and 73 respondents preferring Scheme #2 (Infill of Pods). A copy of the June 9 survey form and summary of results are included in this report as *Appendix R: June 9, 2018, Town Meeting Survey Results*.

II. EARLIER STUDIES

The work of the Community Center Preliminary Planning and Design Committee builds on the work of three former committees: the Community Center Feasibility Committee (2012), the Community Center Study Committee (2015), and the campus Master Plan Committee (2016).

The Community Center Feasibility Committee (2012)

The Community Center Feasibility Committee (CCFC) was charged with evaluating existing and future space needs of the COA and PRD and exploring options to meet them. The work of the CCFC was informed by a focus group with stakeholders, a public forum, and a discussion period at the State of the Town meeting in October 2011.

First, they examined the current conditions at Bemis Hall and the pods and determined the following:

1. Bemis is not well-suited for use as a senior center because
 - a. a lack of space and an inappropriate configuration significantly curtail the effectiveness of COA's programs and services;
 - b. COA is unable to provide core programs and services, which are key to the well-being of seniors and caregivers;
 - c. not enough parking spaces and a long walk from the parking lot across the street are both barriers for elders with disabilities and dangerous when cars speed down Bedford Road;
 - d. inaccessibility and structural issues make it virtually impossible for Bemis Hall to be ADA compliant; and
 - e. counseling spaces are not confidential.

2. PRD is happy in their current location on Ballfield Road, but they are a tenant-at-will of the schools, and the pods are long past their life expectancy and have serious deficiencies, including
 - a. code violations,
 - b. access barriers,
 - c. leaking roofs,
 - d. asbestos ceiling and flooring,
 - e. lack of parking.

A preliminary program was developed using current and future population projections by the state, attendance figures, and the experiences of other community and senior centers. The square footage needed was estimated at 19,300 square feet, but this did not include some necessary storage as well as rooms that were later determined to be important for the COA, PRD, schools, and community organizations.

Finally, site studies were conducted of a number of locations that had been suggested by the committee as well as community residents. These included the Hartwell area, the Smith Building, Pierce House, the Groves (now the Commons), Farrington Memorial, First Parish Church, Wells Road, the deCordova Museum, and Lewis Street. The CCFC did not make a recommendation as to the site but rather evaluated them all against a list of criteria including location, adaptability of existing structures, financial costs, and access, circulation, and parking.

Among the conclusions of the committee were the following:

1. Co-locating the departments reduces space needs and results in cost savings;
2. PRD must be near the schools because of the after-school activities, so all sites other than Ballfield Road would require construction of two separate buildings;
3. The town should determine if they would like a community center and, if so, study potential sites.

The Community Center Study Committee (2015)

Following up on the work of the Community Center Feasibility Committee, the Town established the Community Center Study Committee (CCSC) to determine the level of desire for a community center and to examine potential sites. Throughout their work the CCSC solicited resident input in a wide variety of ways, including via

- a dedicated page on the town website;
- public comment at committee meetings, which were held in a number of locations throughout town;
- press releases, direct mail, and online communication;
- banners and sign boards;
- a town-wide planning charrette and small group gathering;
- a survey at the 2014 State of the Town meeting; and
- a town-wide survey.



Residents at a public forum

The committee again examined the existing conditions at Bemis Hall and the pods and found that the needs of the COA are “immediate” and those of the PRD are “significant” for the same reasons cited by the Community Center Feasibility Committee. The CCSC also included the 25 community organizations, adding their space needs to the program and concept designs.

The CCSC again refined and peer-reviewed the program to ensure that it was both reasonable and represented all the organizations that would be using the community center. Input from the many outreach formats enabled the CCSC to conclude that 21,756 square feet would be needed. This included some new spaces, like a fitness equipment room and sound studio, some reconfiguring of shared program spaces, added storage, and more shared social space.

Finally, the CCSC evaluated in depth five Town-owned sites including Bemis Hall, the Pierce House, the Hartwell complex, the Lincoln Station commuter lot, and the DPW site on Lewis Street. The sites were chosen based on discussion at the 2013 State of the Town meeting and the work of the Community Center Feasibility Committee. Each site was examined for location, especially its ability to accommodate a co-located facility, current facilities on the site, landscape and parking, challenges of the site, and cost. This information was presented at the 2014 State of the Town Meeting and residents were asked to choose which site they preferred using stickers. The overwhelming choice was Hartwell/Ballfield Road (354 votes), followed by the commuter lot/Lincoln Station (33), Bemis Hall (25), DPW/Lewis Street (14) and Pierce House (5).

The Hartwell/Ballfield Road option included three concept plans with the community center in various locations. A freestanding building at the rear of the Hartwell complex was preferred by the residents. Concept plans with further refinements were then made of this option. The committee voted to recommend to the BOS that a new, freestanding 22,000-square-foot community center be constructed at the rear of the Hartwell campus and that the Town develop a master plan for the community campus.



Residents overwhelmingly choose the Hartwell Complex with a free-standing building at the back

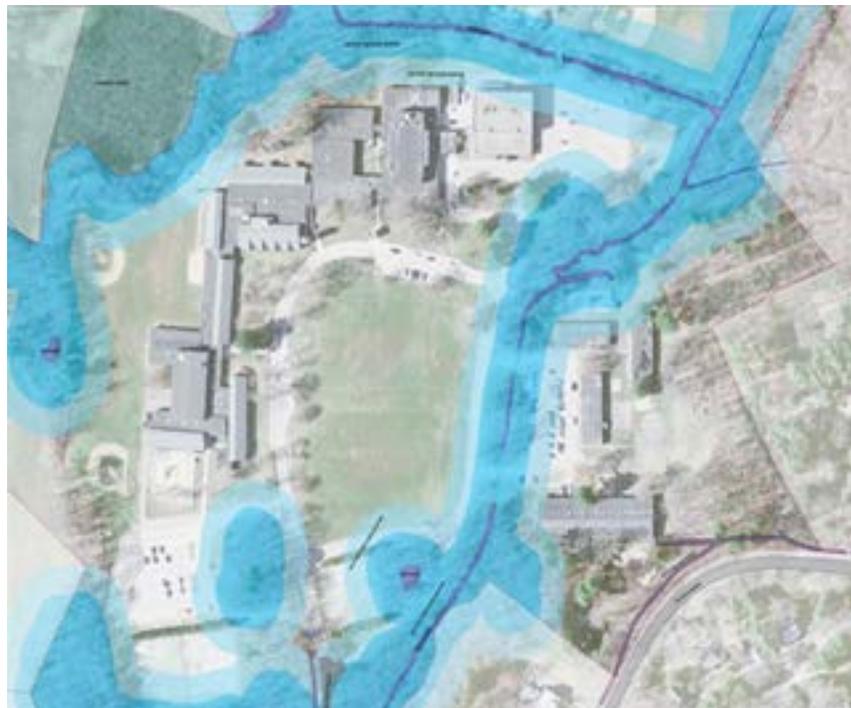
Campus Master Planning Committee (2016)

Based on the recommendation of the Community Center Study Committee and the continuing activities of the School Building Committees, a Campus Master Planning Committee (CMPC) was appointed in 2016 to “answer certain basic capacity questions about the Ballfield Road Campus related to its ability to accommodate additional uses, including a community center, and consider how uses might be arranged on the campus.” Voting members represented the Roadway and Traffic Committee, the School Committee, Parks and Recreation Department, the Board of Selectmen, the Conservation Committee, the Council on Aging, the Planning Board, and at-large members. Nonvoting members included the directors of the Council on Aging and Parks and Recreation Department, the School Business and Finance Administrator, the Town Administrator, and the School Superintendent.

The committee’s work included five public outreach events to present information and give the community the opportunity to provide input. The events included Back to School Night, a public engagement forum, forums at the COA and the PTA, and the State of the Town Meeting in 2015.

After extensive examination of roads, driveways, and parking lots, sidewalks and footpaths, utilities, regulations and regulated areas, traffic, parking, and building, including space needs of the various users, the CMPC concluded the following:

- No engineering or regulatory reason precludes a community center on the Ballfield Road campus.
- No need exists for a second entrance, and there is not a good location to accommodate it.
- Multiple public forums showed “strong support for the creation of a Campus of the future, with additional athletic fields, appropriate educational spaces, and a community center; all of which are intended to support learning, recreation, and community for residents of the Town and visitors to the campus.”



One of the many site maps of the Campus Master Plan Committee

Conclusions of the Earlier Studies

The careful, deliberate, thorough, and accurate work of these committees, generously informed by a wide array of data as well as ideas, opinions, and concerns of residents provided in many different forums and through a variety of channels, very ably set the stage for the work of the Community Center Preliminary Planning and Design Committee.

III. EXISTING CONDITIONS

Since the founding of the Council on Aging and the Parks and Recreation Department in the 1970s, these two departments have offered services in spaces that were available at the time (Bemis Hall for the COA; Bemis Hall and then the pods for PRD) rather than facilities that had been designed for the purpose and sized for the activities and services of the COA and PRD.** This was true of many towns when they first created these departments, and it was unclear how quickly the departments would grow or what they might eventually offer. In most of the towns surrounding Lincoln, however, facilities have since been built for the wide array of programs their COAs and PRDs now provide.

In Lincoln, the COA and PRD offer as many standard programs as they can in the facilities they have used since the 1980s or 1990s. The COA's and PRD's attendance statistics show that Lincoln's residents are enthusiastic about the activities and services offered. But the departments are losing the opportunity for additional participants because either programs cannot be offered or residents cannot attend them because of disability barriers or the lack of a welcoming and attractive environment. Bemis Hall's location and lack of parking also mean that it is unsafe, especially for the frail seniors who need it most. The surge in growth of the PRD offerings and attendance, when it transferred to the pods, shows that facilities do make a difference in the ability to offer activities and services and in the willingness of residents to participate in them. When residents do not have access to programs that they need, the loss to the well-being of individual residents as well as to the community of Lincoln as a whole can be profound.

In addition, Lincoln has a vibrant volunteer sector with many non-profit organizations offering an array of opportunities that contribute significantly to the quality of life of the town's residents. Unfortunately, Lincoln has few spaces for them to hold activities or to meet except for Bemis Hall, the pods, and sometimes the schools—spaces that may not be available when they are needed or meet the requirements of the programs offered. We anticipate that if they, too, had an adequate facility, their programs and attendance would also blossom.

The Council on Aging

Overview of the Council on Aging

The Lincoln Council on Aging (COA) provides a wide range of programs and services to residents of all ages, with a special emphasis on residents sixty years of age and older, and their families and caregivers. The mission of the COA is to assist older residents to live safely and independently in our community for as long as they choose. The COA accomplishes this goal by enabling still-active seniors to remain healthy physically, emotionally, mentally and cognitively and to obtain the information and counseling that they need to make legal, financial, and personal choices which enhance their independence and quality of life. Most COA programs, however, are open to, and many times attended by, residents of all ages. Many of the COA's social service programs are also available to residents of all ages, especially those going through extreme financial crisis.

**Sections on the Council on Aging/Bemis Hall and Parks and Recreation/Pods first appeared in the Community Center Study Committee's report, "A New Community Center: The Foundation for a Community Campus in Lincoln," 2015. Population and use statistics and information about space at Bemis Hall have been updated.

1. Office of Michael Rosenfeld, Inc., Town of Lincoln Building Needs Assessment Updated and Comprehensive Planning Options: Bemis Hall and Town Offices (February 2008).
2. SMMA, Lincoln Public Schools Master Plan Study (September 29, 2006), 2.6A/1-2.6C/4, 2.6C/1-2.6C-2.

The COA has a full-time Director, two part-time Assistant Directors, a part-time receptionist and a part-time administrative assistant (both grant-funded) and over 150 volunteers. Overseen by a Town board appointed by the Selectmen, the COA offers a range of activities such as educational presentations on medical, legal, and other issues; health clinics; fitness and dance classes; social events and recreational activities; support and discussion groups; trips to historic and cultural sites; art and music classes; musical and dramatic performances; lectures on the humanities, science, history, and travel; information on and discussions of current national and local events; wellness clinics for all ages; and more.

The primary benefit of COA activities is to provide social support and a sense of community, both of which are inextricably linked to physical, cognitive, and emotional well-being and to a consequent reduction in morbidity and mortality. In addition, the COA provides significant support for elders and younger residents who need assistance to remain safely in the community. These services include, among other things, care and crisis management, information and referral, transportation, medical equipment loans, home safety evaluations, well-being checks, financial emergency and benefits assistance for residents of all ages, health benefits counseling, and tax counseling.

Consistent with national demographic trends, Lincoln's senior population has grown significantly in recent years. When the COA moved into Bemis Hall in 1983, the Town had 1,019 residents who were 60 years and older. Since then, the number of older residents has grown to 2,026 as per the 2017 Town Census. Participation in COA events has increased as well. In FY07, there were 5,600 visits to the COA for activities or services, while in FY17, the number had almost doubled to 10,700.

Bemis Hall, a historic building in Lincoln Center, contains the COA's administrative and social service offices and most of its program space, although some COA events take place at other locations by necessity. Constructed in 1892, the two-story Bemis Hall served as Lincoln's Town Hall until the 1980s when it first became home to the Parks & Recreation Department ("PRD") and other Town departments, and subsequently to the COA and a number of community groups and organizations. A lobby, a small kitchen, two general activity rooms, and three staff offices are on the first floor. The second floor is an auditorium/multi-purpose room which is used for COA and other events. The PRD, other Town departments, about 25 community groups and organizations, and private residents also use the upstairs hall on about half of the annual weekday evenings and weekends. In the basement is a COA program room, a counseling office, a general volunteer office, a medical equipment storage room, a room for the Friends of the Library book sale, and general storage for the Lincoln Minute Men and the Lincoln Historical Society.

The amount of space currently available to the COA is less than half of that recommended by the state for a senior population the size of Lincoln's. The net floor area in Bemis Hall is approximately 7,290 net square feet, out of which the COA currently uses about 5,000 square feet. The rest of the space is either unusable for programs and services (the backstage area, for example) or used for programming and storage by other Town departments and organizations. To support current and future program requirements, the Massachusetts Executive Office of Elder Affairs recommends that senior centers have 5–6 square feet per resident over the age of 60. For the 2,026 residents who are age 60 or older, the COA now needs between 10,100 and 12,000 square feet. This square footage will continue to grow with the increasing senior population.

Bemis Hall

Parking. Bemis Hall has several safety and structural deficiencies that make it unsuitable in its current state for a senior center. The most urgent concern is the physical safety of seniors using COA services, especially those with impaired mobility. Parking for Bemis Hall is the first obstacle. Because the building has only 11 parking spaces in front, most seniors who come to the COA must park in a lot across the

street and then cross Bedford Road, a major thoroughfare. While a flashing pedestrian light has made the crossing somewhat safer, cars still go through the crossing at great speed even when the light is flashing. It takes only one distracted or careless driver to cause a fatal accident.

The distance from the parking lot across the street to Bemis. Many seniors must park in the lot across the street then cross busy Bedford Road to enter Bemis Hall. This is also a real barrier to those with mobility impairments who may not be able to walk that far, or who may fall down on the parking lot, sidewalk, or main road on their way to the COA.



Seniors on walkers must walk a long distance to enter Bemis

Backing out onto Bedford Road. The front parking area's proximity to Bedford Road, though closer, also poses a safety problem. There is not enough space for a dedicated entrance or exit to that parking area, leaving limited space for cars to maneuver into and out of spaces. This is a particular concern for exiting vehicles because they cannot turn around without backing out into the main roadway and blocking it.



Backing out onto Bedford Road can be dangerous

Accessibility. While renovations in recent years have addressed some needs—such as installing the building's first elevator to the second floor—many significant issues of accessibility and restrictive use remain.

First, the main entrance to Bemis Hall is not ADA-compliant for wheelchair accessibility, though most people in wheelchairs, on walkers, or with canes do enter through the front door. The side door is handicapped accessible with a ramp but no automatic door so that help is still required. Entering Bemis Hall through the side door also requires a person with disabilities to enter a back hallway, then pass through a second fire door into another hallway, and then through one of the two activity rooms which are likely to be in use at the time before he or she can access any other part of the building including the main foyer and offices.

Second, the only ADA-compliant bathrooms are in the basement. Both single-person bathrooms on the first floor open up directly into the main foyer and create regular opportunities for personal embarrassment and humiliation.



The first floor women's room is difficult for those on walkers to use

The women’s bathroom is not handicapped accessible and is thus difficult to use by residents with impaired mobility. Women can use the men’s/handicapped bathroom of necessity, but many elderly women do not feel comfortable doing so. In addition, because the men’s/handicapped bathroom is too small for a stall, its main door must be locked when in use. Should a resident fall while in the bathroom, as happens, they must yell loudly or make their way to an emergency bell, ring the bell, and then wait to be rescued by COA staff with a key, all in full view of everyone in the main lobby.

Third, the second-floor auditorium stage, stairs, and landing railings do not comply with state architectural access regulations and are thus off limits to those with any mobility issues.

Finally, a senior center also needs to go beyond the ADA and be designed to accommodate those with a variety of impairments. Spaces have to be welcoming and logical, especially for those with cognitive impairments. Having natural light and adequate acoustics are important for people with sensory impairments. Distances to essential places like bathrooms and program rooms need to be short for those with mobility impairments. Bemis Hall offers some of these features in some spaces but will never be able to meet most of the needs of the COA’s population.



Bemis Hall lacks casual social space, here seniors gather in the lobby which can become very crowded during events



The crowded hallway outside the Director's and Assistant Directors' offices makes privacy challenging while discussing personal issues

Inadequate and improperly configured space. Of equal concern is the simple fact that Bemis Hall lacks appropriately configured floor space, which in turn reduces the quantity and quality of programs and services that the COA can provide. For example, Bemis Hall’s three activity rooms and upstairs hall often support multiple events every day. This results in frequently setting up and taking down room configurations, limiting the time that activities can take place, and pushing people out who would like to socialize after an event.

The core of senior centers, both architecturally and programmatically, should be social space— sometimes called drop-in space—given the many benefits of social contact for elders. In addition, a senior center needs a variety of program spaces to accommodate a range of activities: fitness rooms with appropriate floors surfaces to avoid injuries, small rooms for discussion groups and larger rooms for presentations, art rooms with a water source for cleaning up, and many more. A senior center needs enough of these spaces so that COA activities can be scheduled in a way that both encourages participation and meets the demand for a range of activities by an increasingly diverse senior population.

Confidentiality. Bemis Hall lacks the privacy required for myriad social services that seniors take for granted in other towns. Space for these services needs to be arranged to ensure confidentiality, not only to meet professional ethics requirements, but also so that those who most need COA services are not deterred from using them. Currently, those wishing to speak with the COA’s staff must enter through

the frequently crowded lobby (or activity rooms, if they use the side entrance) and state the purpose for their visit in front of others milling around because there is no place else for them to socialize, many of whom may be friends and neighbors. The director's office and assistant directors' offices are both directly adjacent to an activity space and the hallway leading to it, and conversations between them and senior clients can be overheard.

The growing number of seniors in Lincoln, and the COA's goal of helping seniors stay in their own homes for as long as possible, mean that Bemis Hall, which is already severely deficient, will become even less adequate for the COA's needs as time passes.

The Parks and Recreation Department

Overview of the Parks and Recreation Department

The Parks and Recreation Department (PRD) promotes the benefits of parks and recreation, and it builds community in Lincoln by providing opportunities for residents of all ages to socialize and develop interests, skills, and healthy lifestyles. Toward these ends, PRD offers a wide range of programs for adults, school-age children, and preschoolers.

Its programs include summer camps, fitness classes, arts and crafts, martial arts, theater, dance, basketball leagues, ski lessons, swim lessons, STEM, adult education, middle school trips, special events (July 4th festivities, Memorial Day remembrances, summer concerts, Halloween Events, and the Lincoln Winter Carnival), as well as coordination with the town's various athletic leagues. In addition, PRD operates the Codman Pool facility, maintains Lincoln's parks, tennis courts, playgrounds, and athletic fields, and coordinates scheduling for athletic facilities and the school gyms after school hours.

In 2017 PRD provided over 125 programs to individuals ranging in age from 14 months to 88 years, enrolling over 3,859 participants in our activities with many additional residents being served through our public events. Preschool-age programming accounted for 8 percent of enrollment, school-age programming for 60 percent, adult programming for 25 percent, and programs for all ages for 7 percent, excluding our large public events.

The PRD is run by three full-time staff (Director, Assistant Director, and Office Manager), with support from more than 30 program instructors, 60 seasonal employees, and countless volunteers. Its overall policy direction and supervision comes from a committee composed of six Lincoln residents: three elected members and three appointed members. The PRD runs some programs on weekdays during school hours, such as exercise classes for adults, but most of its offerings are held for children after school, on weekday evenings, and on weekends.

The Pods

The PRD occupies Pod A in the Hartwell complex at the Lincoln Public Schools. The three existing one-story pods were built to serve as temporary classrooms in the mid-20th century. Each building was designed to hold four classrooms, which could be subdivided with an accordion partition, along with two restrooms and office space. Students moved out of the pods in the mid-1990s, when the schools completed its link project, bringing all grades (K–8) under one roof in the connected Smith and Brooks school buildings. The schools then used the temporary pods as overflow space and made them available to the Lincoln community for general use.

Each pod contains approximately 4,600 square feet of usable space. The PRD office moved from its prior location at Bemis Hall to the Hartwell complex in 1998. It currently occupies all of Pod A. One-half of Pod B serves as a maintenance shop and storage for the schools. The other half of Pod B is available for overflow and community programming, particularly from the Lincoln Preschool and Magic Garden preschool located in the Hartwell Main administration building. The Lincoln Extended-day Activities Program (“LEAP”) currently occupies Pod C.

The current PRD facility issues are not as acute as those of the COA, but their office and primary programming space are located in buildings which were meant to be temporary classrooms for children, and which are now more than 50 years old and well past their intended lifespan.



Asbestos in the ceiling



Degraded interior in the Pods

Building deficiencies. While the 2006 Lincoln Public Schools Master Plan found the pods to be structurally sound, the study also identified several building deficiencies. Major problems include leaking roofs that have considerably passed their design lifetime, degraded interior finishes that are difficult to keep clean, asbestos-containing materials (ceiling tiles and flooring), pests, inadequate lighting systems, and the lack of a fire suppression system.

Accessibility. The pods also have accessibility deficiencies, including non ADA-compliant door hardware, inaccessible restrooms (with low, child-sized fixtures), and inadequate signage. They are maintained at a minimal level to keep them usable, but need significant capital improvements to continue to house PRD programming, as evidenced by comments from Lincoln residents who refuse to participate in programs held there because of poor and/or inaccessible conditions.

Configuration and room size. An improved layout is also needed to create a greater variety of rooms, additional storage space for program supplies and equipment, and improved building circulation and security. For instance, the roughly 4,600 square feet available in the A and B Pods provide only three programming spaces; two in the A Pod which are contiguous and one in the B Pod by itself. The large activity room in A Pod, which holds the majority of the fitness and tumbling equipment, is too small for adult fitness activities because it loses so much space to storage. The adjacent classroom is often larger than needed and could provide square footage for storage but is not configured for that.



One of Parks and Recreation's program rooms

Security. Since all of these spaces open directly outdoors, building security is challenging, and there is no way to passively use them. Parents waiting to pick up their child need to either enter the classroom and risk disruption, or stand outside on the sidewalk and wait. As indicated, the main fitness room is lined with equipment for both adult fitness and children's tumbling, which creates a challenge for all users. The stored equipment eats into the programming space significantly, limiting the 2400-square-foot area's capacity to about 12 participants. The heavy adult weights and tumbling mats must be stored within view and reach of many young children, creating the potential for dangerous misuse. Due to exposed lighting fixtures and large glass windows, the fitness room cannot be used for indoor ball games and is limited to very controlled activities only.



A toddler-height sink in the Parks and Recreation facility

Toilet rooms. Toilet rooms and sinks are not only ADA noncompliant, but also sized for toddlers, making them difficult for adult participants to use.

Parking. Parking at the Hartwell site is often inadequate, especially during the early morning when many activities overlap. The 68-space parking lot serves approximately 15 town and school administrators, 35 preschool faculty, and 10 afterschool program staff, in addition to dozens of community members who use the buildings routinely, or the more than 150 parents looking to drop off or pick up their children from programming.

Tenant-at-will. Finally, the PRD is a tenant-at-will in its current location, since the schools control use of the pods. Consequently, the PRD lacks the control necessary to address these ongoing

maintenance and compliance issues. Moreover, and perhaps of equal or greater concern, if a school building/renovation project is approved by the Town, the pods are likely to be needed for temporary classroom space for the duration of that project, thus resulting in complete displacement of the PRD for a lengthy period of time, or even permanently.

Ideal Location for the PRD

The PRD is very happy with its current location adjacent to the schools and playing fields, the indoor gyms in the schools, and the Codman Pool. Aside from the comments above, there is space for most of its current activities—though not projected ones. Being located close to the school, preschools, and LEAP after-school program has many obvious advantages for PRD’s school-age participants. When PRD moved from Bemis Hall to its location at the Lincoln School campus, its programming blossomed, and participation increased measurably. Students can walk to PRD activities at the end of their school day and need not rely on transportation to other sites.



Ballfield Road Campus

The image above illustrates PRD’s ideal siting on the Ballfield Road campus. The buildings highlighted in red represent their primary office and indoor programming space, the locations in light green represent facilities that they maintain, such as the clay tennis courts, the athletic fields, playgrounds and the Codman Pool (not pictured but located just north of the image), the locations in blue are buildings that provide valuable programming access such as the two school gyms for sports classes and basketball league play, the auditorium for afterschool and summer camp productions, the library for afterschool drop-in programs, classrooms for STEM programs, the Hartwell multi-purpose room for staff training and parent meetings and the C Pod, which doubles as the Town’s summer camp facility.

Additionally, PRD programs continue to occupy other spaces around town including Bemis Hall, the Pierce House, the Library, the Ryan Estates, and the First Parish Church.

Community Groups

Together, Bemis Hall and the pods host activities and meetings by about 25 community organizations whose work is critical to the quality of life in town. All the deficiencies that constrict the ability of the COA and PRD to offer programs in a safe, accessible, and welcoming facility also affect these organizations. While some may certainly choose to continue to use the Bemis upstairs hall, others may find that a new community center offers a better venue. In addition, focus groups conducted by the Community Center Study Committee said that there is a lack of space for community events between the smaller rooms available downstairs at Bemis Hall or in the pods and the upstairs hall. The community center would offer not only more rooms, but a variety of sizes so that community organizations could hold more activities in appropriately sized spaces.

Conclusion

Doing nothing to provide adequate facilities for the Council on Aging, the Parks and Recreation Department, and community organizations is not an option. The physical plants of both Bemis Hall and the pods continue to age, and it makes no sense for the Town to continue to expend scarce tax dollars to fix up, patch up, and make do with facilities that do not suit their purpose. Just as important, every year that these departments and organizations are not able to provide the range of activities and programs that are standard in other towns and are located in buildings that discourage residents from making use of their services means that opportunities to improve residents' quality of life are lost.

Both the COA and PRD provide essential support, whether to young people who need structured activities facilitated by caring adults in order to navigate difficult teen years; or to parents who need after-school or summer programs so they can continue to work; or to residents of all ages who are experiencing financial crises, social isolation, violence, mental illness, substance abuse, or homelessness and need human services to get through the next day or month; or to seniors who should be attending the recreational and social activities at a COA so they can receive early intervention from COA staff to prevent crises. For those residents who are not in severe social need, every year a community center is delayed is a year that they will not have a place to gather with friends, to expand a horizon with a class or workshop, or to be healthier through a fitness class. Continuing to offer activities and services in the existing conditions of Bemis Hall and the pods is no longer feasible or acceptable, and a new community center is the only reasonable response.

IV. PROGRAM

The initial step in planning for a new facility is to determine accurately and thoroughly what activities and services will be offered in it, what sizes and kinds of spaces will be required to offer them, and how they need to be configured for maximum effectiveness and efficiency.

Development of the program began in 2011 with the Community Center Feasibility Committee and has been refined and peer-reviewed by the 2015 Community Center Study Committee, the 2016 Campus Master Planning Committee, and the current Community Center Preliminary Planning and Design Committee and the architectural firms who worked with these committees.

The Program Is Driven by Data

The efforts of all four committees have been driven by data as well as by extensive input from the town's residents to ensure that the program adequately reflects what will best serve the Town's residents of all ages. Sources of information have included the following:

- Current population demographics with a senior population increase projection based on
 - o 34 years of past experience (*Appendix A*) and
 - o 17 years of COA and PRD attendance statistics and trends (*Appendix A*).
- Information from other COAs and PRDs on their most popular programs and services, especially those that have recently opened new facilities.
 - o The new Wellesley Tolles-Parsons Center, for example, reports that they have had an increase in attendance of 62 percent in just their first six months compared to last year at this time.
- The COA's own human services statistics and trends and those of other departments and Town organizations, including significant increases in the number of people who
 - o are in severe need of physical and mental health services,
 - o have financial crises that could result in eviction and utility shut-off,
 - o have food insecurity,
 - o are at risk of homelessness,
 - o have substance abuse issues, and more.
- Feedback from charrettes and public forums done by the 2012, 2015, 2016 and current committees.
- Focus groups and individual interviews with the schools administration and community groups who might use the community center.
- A program survey distributed at various public forums, via the Town website, and at Bemis Hall in 2015 by the Community Center Study Committee.

Activities and Services to Be Offered and Overall Size of the Building

The program includes spaces for the PRD, COA, community groups, and individual or small groups of residents:

- Atrium for community members of all ages, whether they are attending programs and services or not, services or not, to meet, chat, get to know one another, and spend enjoyable time together;
- Movement/fitness, including a fitness equipment room;
- Multipurpose, large gathering room for activities with more than 40 people;
- Medium gathering spaces for classes, workshops, and meetings for 20-40 people;
- A game room for billiards, cards, and other recreational games for all ages;

- Small gathering and meeting rooms for discussion and support groups and meetings of 10–30 or fewer than 10 people;
- Reading/tutoring room for quiet study or teaching, including multi-generational tutoring;
- Teaching kitchen for both classes and workshops and to provide meals and refreshments to support community center activities;
- Arts/Crafts/Fix-It/Maker spaces;
- Wellness room for a nurse to provide individual health services;
- Outdoor programming space for casual social interactions, gardening, classes, and workshops;
- Administrative and office spaces for the COA and for the PRD, including office space for human-services providers to meet the needs of vulnerable residents all under one roof.

The committee determined how large the rooms should be to accommodate these activities by looking at current and projected attendance, their own experiences with rooms of varying sizes, and what is offered for similar activities and services in other towns. (See *Appendix B: Program* and *Appendix C: Program Diagram*.)

This process resulted in a program for a 23,500-square-foot building. The members of the CC PPDC believe that this realistically balances the need for adequate space to meet the diverse needs of all Lincoln residents both now and into the future, the economic realities of needing to keep the cost reasonable for tax payers, and the benefits and sacrifices of shared space.

Elements of the Program

Virtually all the programming space will be shared among the COA, PRD, and community organizations. This was done for two reasons. First, if the COA, PRD, and community organizations were to offer all their programs without sharing space, the facility would need to be at least 5,000-square-feet larger. This amount was first determined in the 2012 feasibility study and was confirmed by programming development work in 2015 and 2017. The proposed community center, with 100 percent of the program space shared, is less generous than other communities' centers, such as those in Weston, Concord, and Bedford, where some or most of the program space is designated for either the COA or PRD alone.

Since the two departments have operated in separate spaces for over 15 years, sharing space does require compromise:

1. Programs must be carefully scheduled to ensure that each department and organization has use of rooms at reasonable times for their populations. In many cases, COA programs happen at different times from PRD or community organization programs, but this is not the case all the time. There will be instances when one department or organization are not able to schedule a program at all or need to schedule it at a time that is not optimal for the participants.
2. A shared facility makes parking more difficult. Seniors and parents with young children all need parking spaces near their activities.
3. Sharing space means that we will not always be able to furnish a room to meet the special needs of one population, and we will not be able to leave rooms set up between events. This will be especially limiting for, say, fix-it shop participants, who will need to put away a lot of equipment after each session.

However, the PPDC and previous committees, after studying alternatives, strongly believe that the advantages of shared space are worthwhile.

1. There is obvious economic benefit to having one building with less total square footage than having two separate facilities, each with its own construction, landscaping, and maintenance costs.
2. Lincoln has expressed a strong preference for a multigenerational community center, where residents of all ages can share experiences and informal interaction, and so will not feel as if they are being segregated and isolated due to age.

The program was developed using the assumptions that

- Those non-profit organizations currently using Bemis Hall for storage and other uses would continue to do so.
- Programs held in the upstairs of Bemis Hall on evenings and weekends will continue as they are now.
- Community organizations that use the pods will be accommodated in the new community center.
- LEAP will be accommodated in a pod (this decision was made in collaboration with LEAP).
- School maintenance will need to be accommodated in the pods or in a new separate building.

Finally, the program was developed to be flexible to meet needs that will emerge 5, 10, 20, or 30 years from now. The rooms are both dividable to create spaces of various sizes and multifunctional so that rooms can serve purposes that have not yet been invented.

Reality-Checking the Program

The program was reality-checked by creating a matrix showing exactly what current and proposed future activities would happen in each room, so we could be sure that each room would be used and each activity could be housed. (See *Appendix D: Program Schedule Matrix*.)

In addition, we compared our planned facility to those in other towns. We gathered data from area towns that have community centers (Table 1) and towns statewide that have total populations that are most similar to Lincoln (Table 2). The committee also reviewed the statewide benchmark of the Massachusetts Executive Office of Elder Affairs (EOEA).

Among the conclusions we drew from the data are the following:

1. Towns, even among those of similar populations, vary greatly in the COA and PRD services they provide and the facilities they build to house them. This may be because both COAs and PRDs have generally been established only in the last half-century, so there is less standardization of services and facilities. However, the Lincoln COA and PRD offer more services than most towns our size, and the services are well used and well attended. Therefore, it is important to build for the programs and services that the departments and organizations currently offer, as well as for those that will be needed in the future.

2. The State Executive Office of Elder Affairs, based on their experience with over 300 Councils on Aging, recommends that senior centers or senior components of community centers should have 5-6 gross square feet (gsf) per senior. According to the 2017 Town Census, Lincoln currently has 2026 residents over age 60. Therefore the senior component of the community center (COA-designated space plus half of shared space) should be about 10,100–12,100 gsf. Given that the senior population will continue to increase, by the time the community center is built the recommended gsf will be even larger. The senior component of the current design is well within the 2017 recommended gsf.

3. Lincoln needs to be sure that we do not repeat the mistakes of other towns by building too small. An almost-universal comment heard from COA directors, when we inquired about their facilities, is that their senior or community centers were not built large enough and that they now need more space. This includes Merrimac, a town about the size of Lincoln, that built a 15,000-square-foot senior center, bigger than the EOEAs benchmark. While the PPDC wants to build a facility that provides value for taxpayers' dollars, it is ultimately more expensive to build a center that is too small and needs additions in the future.

The program that the PPDC has developed for the community center has been created to be both reasonable and responsive to the future so that the center will be both large enough and flexible enough to meet the unique needs of Lincoln's residents of all ages for many years to come.

Table 1 – Neighboring Community Centers

TOWN	DEPTS	TOTAL POP	60+ POP	SQ FEET	SF/POP
Bedford	COA, PRD, YFS, community	13,320	3293	18,000	1.351351
Concord	COA, PRD preschool only	17,669	4666	18,000	1.018733
Sudbury	COA, PRD, teen center, schools	17,659	3132	38,000	2.151877
Weston	COA, PRD	11,261	2746	22,500	1.998046
Lexington	COA, PRD, Human Services, community	31,390	7,898	32,000	1.019433

Table 2 -Towns with the Most Similar Populations to Lincoln, and Carlisle

TOWN	TOTAL POP	60+ POP	Rec Facility	COA Facility
Harvard	6520	1114	None	in old house
Groveland*	6459	1356	office space only	in Town Hall*
Berkley	6411	896	None	in Town Hall
Lincoln	6362	1518	Pods	Bemis Hall
Merrimac	6338	1232	None	15,000 sf senior center (running out of space)
Granby	6240	1262	None	In Town Hall
Carlisle**	4852	1030	rooms in schools	in Town Hall and other sites around town

* Groveland is working on initiative to build a senior center

**Carlisle has formed a feasibility committee to do the work Lincoln that completed in 2012.

V. KEY PLANNING PRINCIPLES AND ASSUMPTIONS

Gathering Town Priorities

The design process began with gathering information: reviewing the past studies, interviewing key people at the Council on Aging and the Parks and Recreation Department, and touring existing facilities for both organizations as well as the other existing buildings on the campus. Additionally two procedures were used to collect the desires and opinions of the Lincoln community.

The first was a survey in the form of a character study based on a collection of interior and exterior photographs showing a wide range of architectural expressions, relationships between interior and exterior spaces, and different material and spatial possibilities. The photographs were displayed on boards at the November 4, 2017, State of the Town (SOTT) meeting, and comments were collected from community members via sticky notes left directly on the boards. Additionally, the images were distributed on a comment form available on the PPDC website and handed out at the COA, the PRD, and the Selectmen's office. All of the comments gathered can be seen in *Appendix E: November 4, 2017, SOTT Character Study Community Feedback*.

The second method was a wish list, a survey of questions about desires for the campus and the community center. The wish lists were distributed at the SOTT, and afterward at the COA, PRD, and the Selectmen's office, as well as online on the PPDC website. The gathered responses are compiled in *Appendix F: November 4, 2017, SOTT Wish List Community Responses*.

With the information gathered, the PPDC and Maryann Thompson Architects (MTA) developed a list of principles and priorities, called guiding principles, that have informed and steered the designs and also became a list of criteria for evaluating designs as they developed.



Character Study Boards with post-it note comments at the SOTT, November 4, 2017

Guiding Principles

The following are the guiding principles for the community center.

- **Sustainability**
There is a strong desire within the committee and the town for the building and site to be designed to tread lightly on the earth.
- **Natural light and views**
Spaces should be filled with natural light and have views to the landscape.
- **Connection between interior and exterior**
Interior spaces should have a strong connection to the site and exterior spaces.
- **Parking must be adjacent and convenient to the COA entrance.**
Parking should be convenient to all of the buildings on the site. Proximity and ease of entry is especially important for the COA
- **Interior spaces should have a cozy-modern feel**
There is a desire for the building to be warm and cozy while still being modern.
- **Casual gathering should be intimate and varied with nooks versus large, open space**
There should be a range of different types of casual social spaces that are intimate and cozy with good acoustics, verses different activities being mixed together in one lofty and large open space.
- **Exterior gathering spaces in relationship to the building**
The building should define and open out to exterior rooms - courts, terraces, decks.
- **Acoustics and sound control important throughout**
With the mix of age groups and mix of loud and quiet activities, acoustics is very important throughout the building.
- **Building should have a nexus or center of activity where paths cross**
Casual gathering spaces should be central and traversed often to get to different activity spaces. This should allow for chance meetings as well as planned socializing. Long hallways should be avoided.
- **COA needs casual gathering space that is not shared**
The COA needs some casual gathering spaces that they feel ownership over to promote a sense of community among those who attend COA programs.
- **Healthy wetlands and stream within the Hartwell area.**
There is a desire for the work on the Hartwell campus to improve the current condition of the wetlands. The existing parking lot currently drains directly into the wetlands.
- **Use of natural materials to humanize contemporary architecture**
Natural materials give warmth to contemporary architecture.
- **Building and site in harmonious relationship**
The building should not dominate the landscape, but instead work with it and heighten the presence of the site.
- **Parking is ideally located behind the building and not within a primary view**

Precedents

With feedback gathered through the character study as well as through discussions with the committee and community members, precedent images were compiled, representing and illustrating a number of the guiding principles. The work of the mid-20th-century Lincoln architect Henry Hoover resonated with the committee and MTA and clearly represented many of the guiding principles. The following are the precedent images, which include work by Henry Hoover and MTA, organized by the principles they illustrate. These images give an idea of the look and feel of the designs for the community center.

Precedent: Natural Light and Views



HOOVER ARCHITECTS



MARYANN THOMPSON ARCHITECTS



HOOVER ARCHITECTS



HOOVER ARCHITECTS



HOOVER ARCHITECTS

Precedent: Connection Between Interior and Exterior



MARYANN THOMPSON ARCHITECTS



HOOVER ARCHITECTS



MARYANN THOMPSON ARCHITECTS



MARYANN THOMPSON ARCHITECTS



MARYANN THOMPSON ARCHITECTS

Precedent: Casual Gathering Should be Intimate and Varied with Nooks



HOOVER ARCHITECTS



MARYANN THOMPSON ARCHITECTS



MARYANN THOMPSON ARCHITECTS



HOOVER ARCHITECTS



MARYANN THOMPSON ARCHITECTS



HOOVER ARCHITECTS

Precedent: Exterior Gathering Spaces in Relationship to the Building



GROPIUS



MARYANN THOMPSON ARCHITECTS



MARYANN THOMPSON ARCHITECTS



MARYANN THOMPSON ARCHITECTS



HOOVER ARCHITECTS



MARYANN THOMPSON ARCHITECTS

Precedent: Use of Natural Materials to Humanize Contemporary Architecture



HOOVER ARCHITECTS



MARYANN THOMPSON ARCHITECTS



HOOVER ARCHITECTS



HOOVER ARCHITECTS



MARYANN THOMPSON ARCHITECTS

Precedent: Building and Site in Harmonious Relationship.



HOOVER ARCHITECTS



MARYANN THOMPSON ARCHITECTS



MARYANN THOMPSON ARCHITECTS



HOOVER ARCHITECTS



MARYANN THOMPSON ARCHITECTS

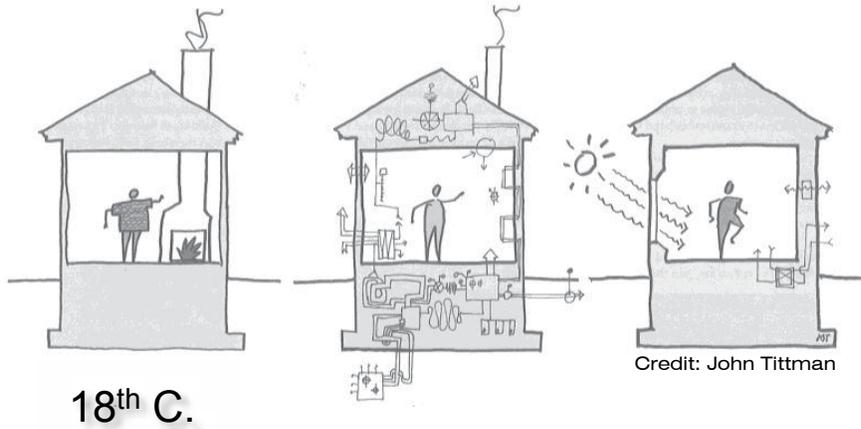


MARYANN THOMPSON ARCHITECTS

V. KEY PLANNING PRINCIPLES AND ASSUMPTIONS

Sustainable Strategies

The community and committee expressed a strong desire for a sustainable site and building design. The following are the sustainable strategies imbedded in the designs:



SUPER-INSULATION

8-1/2" insulation in the walls and 9-1/2" insulation in the ceiling will give us R-40 in the walls and R-60 in the roof, which keeps the building warmer in the winter and cooler in the summer. Super insulation allows for a smaller heating and cooling plant for the building, and less energy use.

TRIPLE-PANED WINDOWS

Highly efficient triple-paned windows should be used throughout the building to create a more responsible building envelope. Triple-paned windows help to keep the heat inside in the winter and keep the heat outside in the summer.



SOUTH-FACING BUILDING

Large windows opening to the South allow for this is a "passive solar strategy." A thermal mass inside the building is an added benefit for storing the sun's heat. Packing the north side of the building with closets, storage, and smaller windows keeps the cold out.





OVERHANGS

Using large overhangs and tree canopies to help shade the south-facing glass helps prevent the building from overheating in the summer. Overhangs are sized to let light inside in the winter.

DAYLIGHTING STRATEGY AND LED LIGHTING

The use of large windows allows the building to be lit during the day by natural sunlight rather than artificial light.



SUSTAINABLE WOOD

Forest Stewardship Certified (FSC)

All wood in the project should be FSC (Forest Stewardship Certified) or harvested from Massachusetts forests. FSC means the wood is not from the rainforest.

Heat-treated Wood

Local woods such as Ash and Maple can be heat-treated to perform like rainforest woods such as Mahogany and Teak. The heat treating gives the wood a "campfire smell."



Re-use of Wood from Site

Furniture such as information desks, benches, and conference tables can be fabricated from trees removed for building and parking construction sites.





CROSS VENTILATION

The building should be designed to be cooled by natural summer breezes versus air conditioning to promote cross ventilation. Ceiling fans can help promote evaporative cooling and cross ventilation. The use of operable windows allow breezes to pull through the building (through the stack effect), decreasing the number of days requiring air conditioning.

SOLAR HOT WATER SYSTEM

(also known as a solar thermal system) A solar water system can provide the hot water needs for the building.

SOLAR PHOTO-VOLTAIC SYSTEM

A photo-voltaic array can cover parking areas, provide shade for parked cars in the summer months, and provide the electric needs of the building. It can also be located on a south-facing roof.



ALL ELECTRICAL

If solar photo-voltaic systems are used, then a building with an all-electric system can easily be net-zero energy. If not labeled “net-zero,” the building can also be considered “fossil-fuel free.”

HEAT PUMPS

Ground source geo-thermal heat pumps, or air-to-air heat pumps, should be used because they are so energy-efficient.



Assumptions

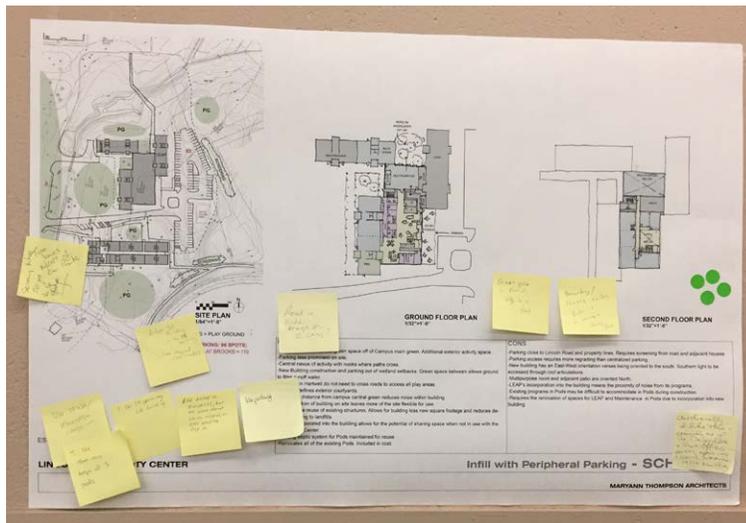
In addition to the guiding principles, the PPDC and MTA compiled a list of assumptions, or givens, that were starting points for the design work. The following are those givens:

- **LEAP and Maintenance.** LEAP and Maintenance (shop and storage) must continue to be accommodated on site in existing pods or otherwise. Feedback was received from the community that it was important for the town to understand the cost for renovating any remaining pods in conjunction with the cost for the community center building and other improvements on Hartwell. Therefore even though LEAP and Maintenance are not part of the community center project, their construction cost is included in all estimates as a separate line item.
- **Hartwell building.** The Hartwell building will remain and continue to house Lincoln school functions, Magic Garden Preschool, and Lincoln School offices.
- **Parking.** Approximately 100–110 Parking spaces are needed on or near the Hartwell site to accommodate existing functions on Hartwell and the new community center. (See *Appendix G: Hartwell Parking Analysis.*)
- **Strat’s Place Playground.** No parking should be located behind Hartwell in Strat’s Place Playground (south side of Hartwell building).
- **Second entrance to Ballfield Road Campus.** Further study is necessary to discuss the feasibility of an additional campus vehicular entrance off of Lincoln Road. An additional entry could be accommodated in all design schemes. The feasibility of this will need to be explored further with the town, school and community.

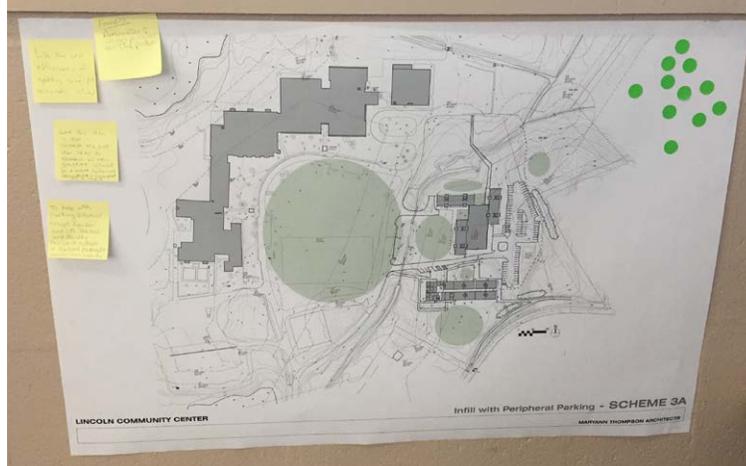


Existing Hartwell Campus

VI. NARROWING THE INVESTIGATION



Based on the guiding principles, design precedents, and assumptions, MTA proposed five design options. The PPDC, via input from community meetings and surveys from January to May 2018, narrowed the options to two preferred designs (schemes 1 and 2), which were presented to the June 9, 2018, Town Meeting. Schemes 1 and 2 always received the most support throughout the evaluation process. The three other schemes each had their benefits but were eliminated through the process after comparison to schemes 1 and 2. The investigation, designs, feedback, and decision for elimination of the schemes is described in this section.



Investigated Sites

Four of the five options were located on the Hartwell campus. Their designs were tied to specific sites within that area. The fifth option involved renovation of the Smith School.



January 30, 2018 Community Forum: Images of feedback comments and green dots showing preference. 6 options were presented on 4 Hartwell sites.



Scheme 1: Secondary Central Green

Located at the east side of the Hartwell campus, the building can be constructed into the hillside, allowing ground-level entry on each of the two floors. Pushing the building to this far edge of the Hartwell campus allows for a large green space between the building and the wetlands. The condition of the wetlands will be greatly improved by removing the existing adjacent parking and moving the lot behind the building. Pushing the buildings back allows space for the ground to absorb and filter water runoff before it goes into the stream.

Scheme 2: Infill of Pods

This scheme assumes that all three pods will remain and be renovated. LEAP will continue to occupy one full pod and Maintenance will continue to occupy half of a pod. The remaining one and one-half pods will be incorporated as part of the community center’s required square footage. This allows for a reduced square footage of new construction. The new, two-story construction will occupy the space between the pods.

Scheme 3: L on Main Campus Green

At this location on the west side of the Hartwell campus, the building addresses and participates in the main campus center field. Together with the school building, the L-shaped building defines the edges of the center field. It is sited on the current parking lot.

Scheme 4: Woodland Path

This location would allow the building to open up to the beautiful woodland and stream at the north of the Hartwell campus. Siting the building here also allows for a strong connection to a new boardwalk across the wetlands and stream to the Brooks parking lot, the new multisport court, the Codman Pool complex, and the fields and trails on the northern side of the Ballfield Road campus. This siting of the building enables the parking to be centralized on the site.

Scheme 5: Renovation of Existing Smith School

If a compact scheme for the new school building at the north of the main campus green were to be selected at the Town Meeting on June 9, 2018, the existing Smith building and gym would no longer be used by the school. The Smith School and gym could be preserved and renovated for the community center.

Presentation of Schemes 1–4

Options for the four sites on the Hartwell campus were first presented at the January 30, 2018, town forum. (Scheme 5, the Smith School option, was reviewed later in the spring, to ensure that all sites were thoroughly evaluated. See discussion in next section.) Community members wrote comments on all four Hartwell options and placed green dots on boards that displayed each scheme. (See *Appendix H: January 30, 2018, Town Forum Community Feedback.*)

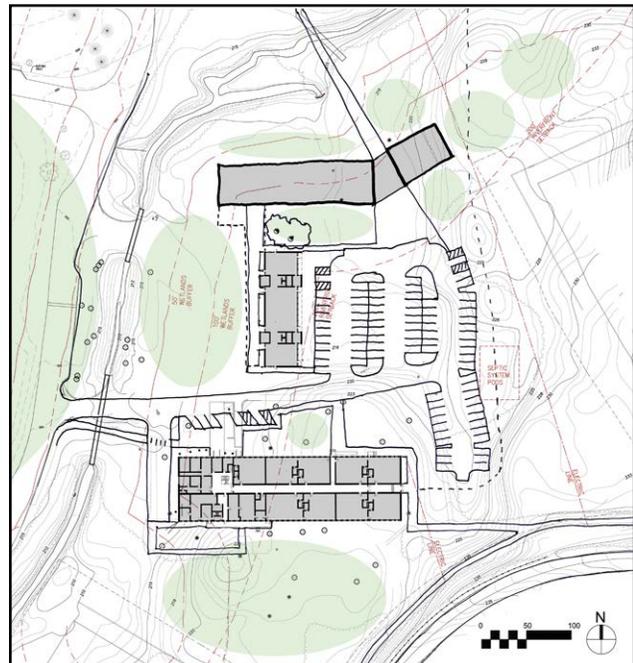
Scheme 1, Secondary Central Green received 4 dots, but the criticisms were entirely about the parking layout. Two versions of Scheme 2, Infill of Pods, were presented, and they received 19 and 7 green dots, respectively. Scheme 3, L on Main Campus Green, received 8 green dots. Two versions of Scheme 4, Woodland Path, were presented, with Option 4A receiving 0 green dots and Option 4B receiving 5.

Decision to Eliminate Scheme 4

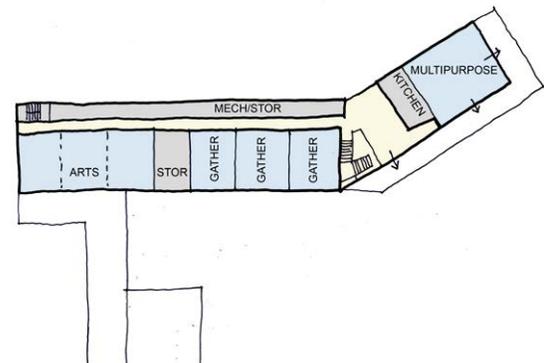
The building features of Scheme 1 were preferred in many of the comments, so PPDC decided to keep it and to improve the parking layout. Schemes 2 and 3 received solid support, so they were kept. PPDC decided to eliminate Schemes 4A and B because their features would be problematic for several reasons.

For Scheme 4, the buildable area at the northern part of the Hartwell campus is constricted, which leads to either a long and skinny or a very compact building footprint. The long corridors of Scheme 4A contradicted one of the guiding principles, the desire for a nexus of social activity where paths cross. Scheme 4A also required the demolition of Pods B and C, leaving Pod A to house LEAP. The accommodation of Maintenance on the site was not resolved. Scheme 4B saved both Pods A and B, to accommodate LEAP and Maintenance. The buildable space remaining when Pod B was preserved, though, was quite tight. The compact building design enabled the desired nexus of activity that was missing in Option 4A, but the exterior spaces that it created were criticized for their tightness and lack of views and site connections.

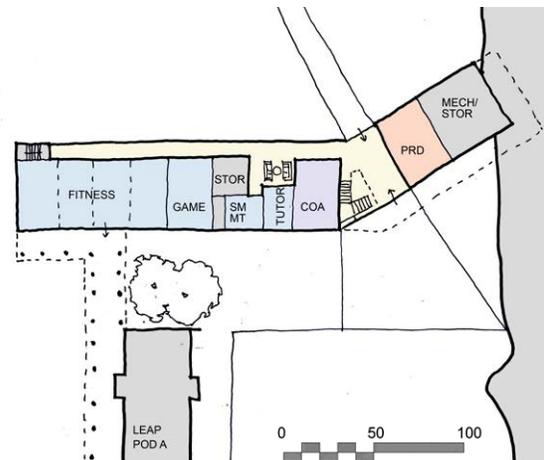
SCHEME 4A:



SITE PLAN

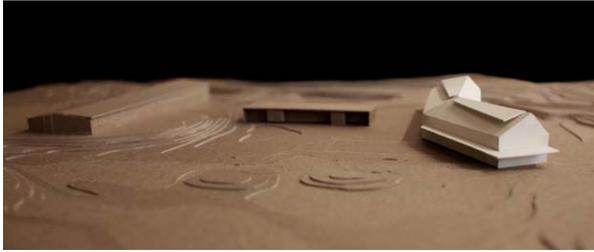


SECOND FLOOR PLAN

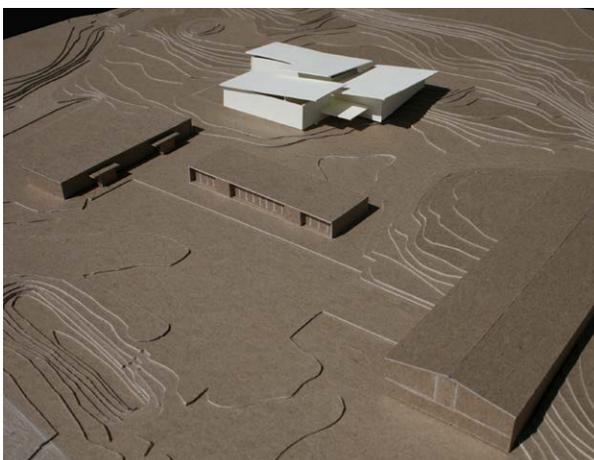


GROUND FLOOR PLAN

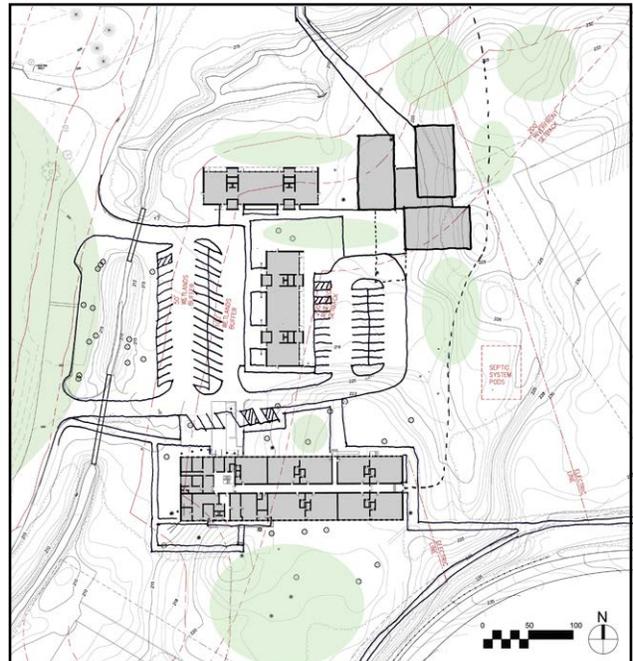
SCHEME 4B:



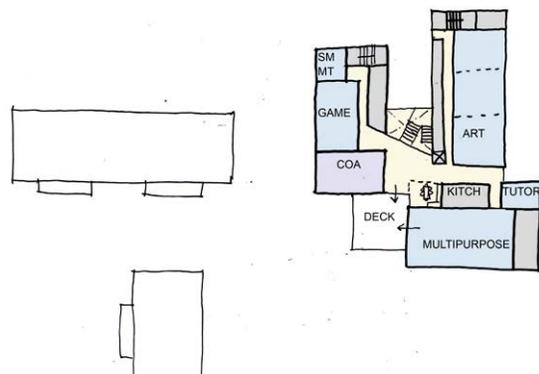
Scheme 4A model



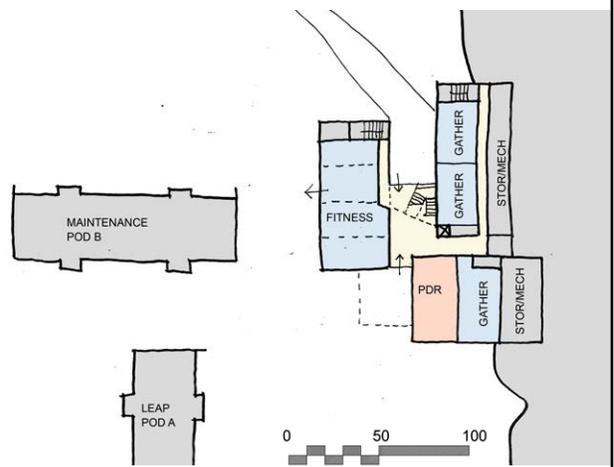
Scheme 4B model



SITE PLAN



SECOND FLOOR PLAN



GROUND FLOOR PLAN

VI. NARROWING THE INVESTIGATION

Discussion of Scheme 5: Renovation of Existing Smith School

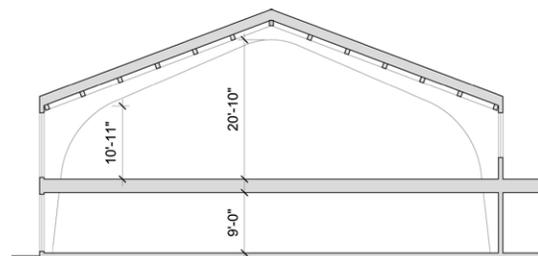
When the School Building Committee presented the option of a compact design for the new school building at the north of the central Ballfield campus green, it eliminated the existing Smith School. A question was raised about the feasibility of renovating the Smith School to house the community center were the compact school design to be selected by the Town Meeting on June 9, 2018. So PPDC asked MTA to develop a design to test the feasibility of renovating the Smith School.

Proposed Design

The full Smith School, including the 1955 and 1996 additions, is 35,400 square feet. The community center requires 23,500 square feet. Figuring out how best to utilize the existing structure without building too much extra square footage that would need to be conditioned and maintained was the first challenge. The existing Smith gym is over 6,500 square feet with a lofty height of over 30 feet. The largest spaces in the community center program are a 2,500-square-foot fitness room dividable into three smaller spaces and a 2,000-square-foot multipurpose room. Neither of these spaces works ideally in the larger gym space. The movable walls of the fitness room would be difficult to insert within the existing gym, and adding them would destroy the beauty of the cherished exposed wood structure. The multipurpose room, used primarily by the COA, would enjoy the beauty of the wood structure, but would not function in the size and height of the room. Acoustics are especially important in the spaces used by the COA, making the lofty height of the existing gym difficult to use.

Other challenges include getting the similar, existing classroom spaces to work with the varied and specific programs for the community center. In addition, the long corridors of the school conflict with the desire for the community center circulation to be centralized and to form a nexus of activity where paths cross.

The design scheme that was developed tried to address these concerns. The northern wing of Smith, the 1955 addition, would be demolished to make the plan more compact. A second story is inserted within most of the gym. This allows the multipurpose room on the second floor within the gym to enjoy the wooden structure but with a much more appropriate ceiling height. The part of the gym that remains double height becomes part of the lobby circulation, holding the café and the open stair to the second floor and allowing the circulation to get closer to the desired central nexus of activity. One classroom on the south is removed to create a new south-facing entry with proximity to the expanded parking. From the entry there are views through the building out to a new exterior space held on the west side of the building.



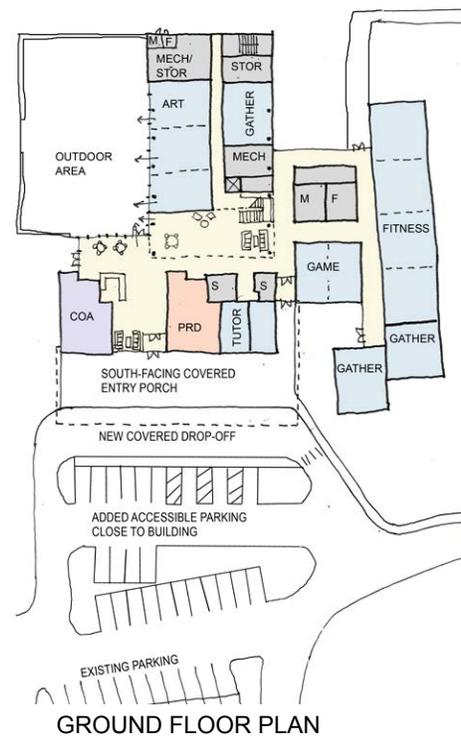
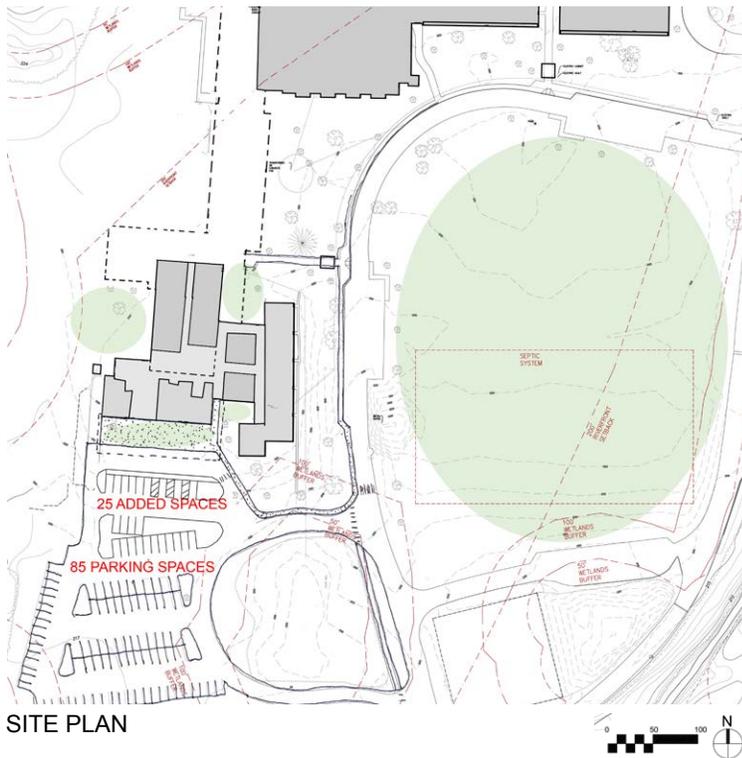
Section showing a second floor inserted in the existing Smith Gym

Costs

There was a hope that the renovation on the Smith School would be an economical solution compared to new construction on the Hartwell site. The final scheme is 33,400 square feet versus the 23,500 square feet planned for the community center. So even though the renovation cost per square foot is cheaper than new construction, a much greater square footage is to be renovated than would be built new in the Hartwell schemes. In addition, because the school occupancy is not changing even with the compressed footprint, the school's load on the septic system will not change. Therefore a new septic system will still be needed for the community center. The existing parking near the Smith School could be used for the community center, but the estimate for the Smith design scheme necessarily includes replicating that parking elsewhere on the site for use by the school. The estimate for the Smith School renovations, not including the need to renovate the remaining pods came to \$14–\$17 million, while the schemes on the Hartwell site range \$14–\$15 million. Including the pod renovations in the total project cost, the Smith Scheme is \$17–21 million, while the schemes on the Hartwell site ranging \$15–\$16 million.

Congestion of Activity, Parking, and Traffic

In addition to the greater cost and the less-than-ideal fit of the community center spaces into the existing structure, additional concerns were raised and studied. Primarily, locating the community center close to the school will create an intensity of use on one side of the campus. This will create a number of traffic concerns, including parking and drop-off patterns, pedestrian crossings, and bus access. The resulting crowding on one side of the campus will require a significant rethinking of the overall campus roadway network and parking plan. The siting of the community center in a location near the school will also reduce the flexibility of the school to develop future field spaces due to congestion on that side of the campus. See the following appendices containing memos further outlining the concerns about renovating the existing Smith School to house the community center: *Appendix J: November 1, 2017, Memo RE: Shared Space and Community Center Siting Analysis; Appendix K: February 26, 2018, Memo RE: CC PPDC Response to Selected Lincoln Design Community Thoughts; Appendix L: April 4, 2018, Memo RE: Smith School Option.*



Community Support to Locate Community Center on Hartwell Campus

A survey of the community’s preferred overall layout of the Ballfield Road campus was conducted at the March 24, 2018, Annual Town Meeting. (See Appendix M: March 24, 2018, Town Meeting Community Feedback Form.) Layout 1, showing an L-shaped school (similar to the existing footprint) and the community center located on Hartwell campus received 33 percent of the vote. Layout 2, showing a compact school at the north of the green and the community center located on Hartwell campus received 66 percent of the vote. Layout 3, showing a compact school at the north of the green and the community center located in the Smith School received 1 percent of the vote. The clear preference was for the school and the community center not to be adjacent on the campus but for the community center to be located on the Hartwell campus.



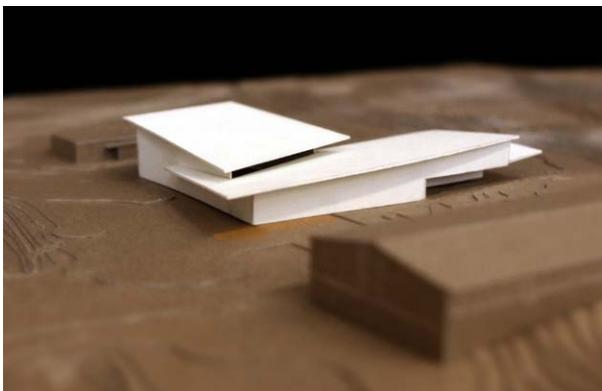
Decisions from the Community Forum on April 10, 2018

On April 10, 2018, PPDC and MTA presented Schemes 1, 2, and 3 at the community forum. Community members were asked once again for comments and to note their preferred scheme and their least-liked scheme. (For the record of this input, see *Appendix N: April 10, 2018, Town Forum Community Feedback*.) Scheme 1 was preferred by 26 people and Scheme 2 by 28 people. Only 4 people preferred Scheme 3. Conversely, Scheme 3 was least-liked by 26, while only 8 people marked both Scheme 1 and 2 as their least-liked. A straw vote among the members of the PPDC showed that we, too, strongly preferred Scheme 1 or 2 over Scheme 3.

Decision to Eliminate Scheme 3

Scheme 3 was criticized for being within the 100-foot setback of the wetlands, even though a building at this location is much better than parking for the health of the wetlands. The close proximity to the remaining pods made the site feel congested with buildings. Related to this, many felt that the site layout allowed for less usable outdoor space. This is the result of the remaining land being located on the other side of the parking from the buildings and therefore less easily accessed. There also was concern that the exterior courtyard, although a positive amenity, would be less used because it faces north and east, with the two-story community center on its southern side. Many worried that the tightness of the courtyard would make it a noisy space. Likewise there was a concern that the building's proximity to the center field would allow noise from the green into the building.

The committee decided after the April forum to eliminate Scheme 3 and to recommend Schemes 1 and 2 to the special Town Meeting on June 9, 2018.



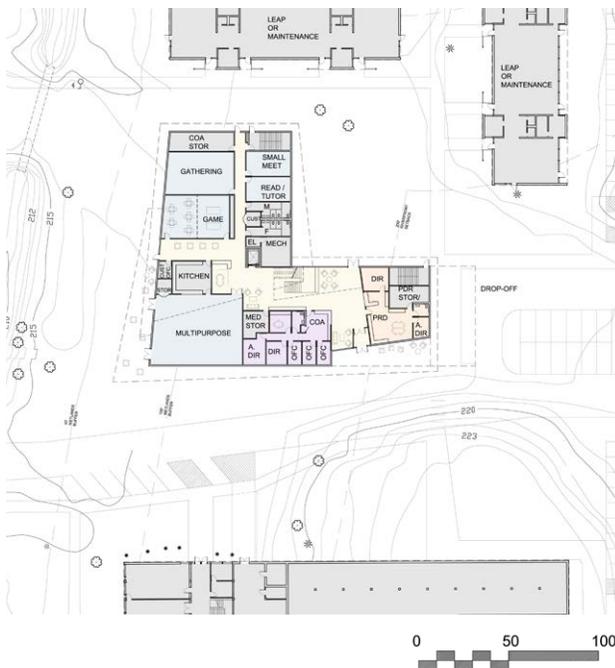
Scheme 3 model

Scheme 3 estimate:	\$14.1 million for the community center and site work
	\$2.6 million for the renovation of the remaining Pods
	<hr/> \$16.7 million total

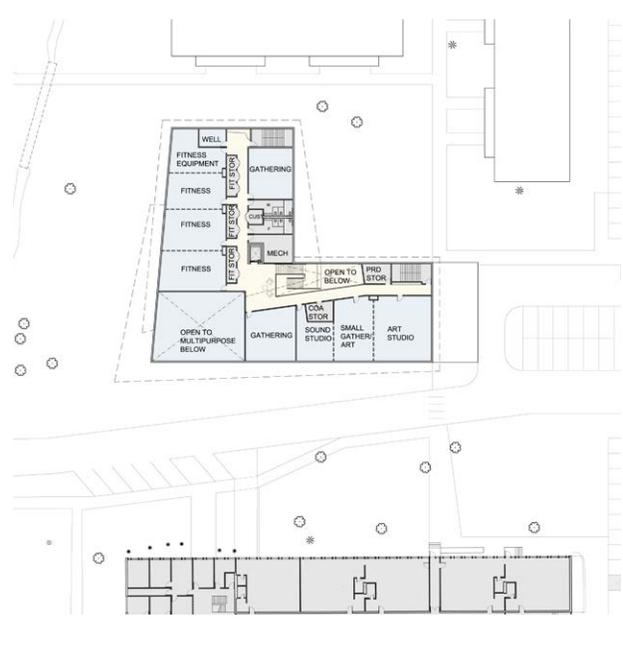
See *Appendix P* for a breakdown of estimates for Schemes 1, 2 and 3



SITE PLAN



GROUND FLOOR PLAN



SECOND FLOOR PLAN

VII. TWO FINAL CONCEPTS

Since schemes 1 and 2 were equally supported by committee members and by the community by the middle of April 2018, the PPDC presented both schemes at the June 9, 2018, Town Meeting. Residents were asked to complete a survey which asked for them to state their preferred scheme, to explain the reasons for their preference, and to ask any questions about the community center. Again the community was equally supportive of and enthusiastic about both schemes. Scheme 1 was preferred by 75, while Scheme 2 was preferred by 73. This section describes the development of these two final schemes and summarizes the feedback received. For the results and a discussion of the June 9 survey, see *Appendix R: June 9, 2018, Town Meeting Results*.

SCHEME 1: SECONDARY CENTRAL GREEN

Discussion of the Design

The siting of the new building on the eastern side of the Hartwell campus allows it to be built into the hillside with ground-level entry on each of the two floors. This enables the COA and the PRD to each have their own easy entry while also being quite connected through the double-height lobby space.

Pushing the building to this edge of the Hartwell campus creates a large green space (“Hartwell Green”) between the building and the wetlands that divide The Hartwell campus and the central playing fields. The condition of the wetlands will be greatly improved by removing the existing adjacent parking and pushing the buildings back to allow space for the ground to absorb and filter water runoff before it goes into the stream. The Hartwell Green is flexible for many uses including a play field, a gathering space for social events, and an outdoor classroom for exercise programs.

The articulation of the design into a pinwheel form creates exterior spaces in relationship to the building while also breaking down the scale of the building into smaller volumes more consistent in size with the existing buildings on the site. The expression of the different volumes also creates an undulating lobby, with nooks, at the center of the interior space where the volumes meet. This centralized lobby gathers and distributes people throughout the building without using long corridors and becomes a nexus of activity where paths cross, one of the main guiding design principles.

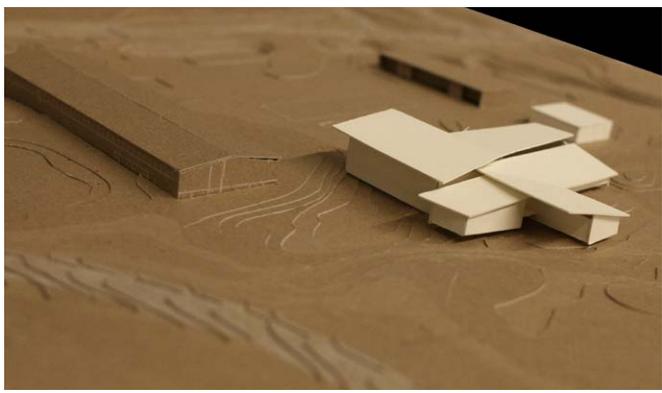
The parking is located behind, primarily to the east of the building while also wrapping to the north and south sides to provide easy access to Hartwell, Maintenance, and LEAP, as well as to the lower level of the community center. The main entrance from the parking and drop-off occurs at the east, entering at ground level onto the second floor. The COA administration is located adjacent to this entry. COA casual gathering spaces and nooks are located in relation to the administration spaces on this upper floor. A café faces the undulating lobby, which is open to the floor below around a central stair. The lobby and multipurpose room, with southern exposure, as well as the art rooms, open out to a deck extending across the west side of the building overlooking the new Hartwell Green and the center playing field. A game room is very visible and adjacent to the entry with interior windows into the lobby.

The administration spaces of the PRD on the lower level are adjacent to the entry onto the Hartwell Green. Gathering spaces of different sizes are reached from the lower lobby and fitness spaces on the western side open up directly onto the center green. Mechanical and storage spaces occupy the eastern side of the lower floor, which is built into the hill.

Feedback was gathered from the community on this scheme at a January town forum (see *Appendix H: January 30, 2018, Town Forum Community Feedback*) and an April town forum (see *Appendix N: April 10, 2018, Town Forum Community Feedback*). Criticisms about early parking layouts were addressed as the design developed to what was presented at the June 9, 2018, Town Meeting and shown here. The reasons that residents gave on their June 9 survey for preferring this scheme were consistent with positive feedback gathered at earlier community meetings. The dominant features making Scheme 1

preferable are its siting and the new, internal and external design that the siting enables. The overwhelmingly positive feature is the new Hartwell Green, followed by the pinwheel external design; its sunny, more light-filled orientation; its new versus renovated construction; its interior design; its being built into the hill; and its ground-level entry on both floors. A handful of residents disliked what others found as positive features, including the creation of the Hartwell Green and the fact that building is built into the hill. For the detailed results and a discussion, see *Appendix R: June 9, 2018, Town Meeting Survey Results*.

Design Features

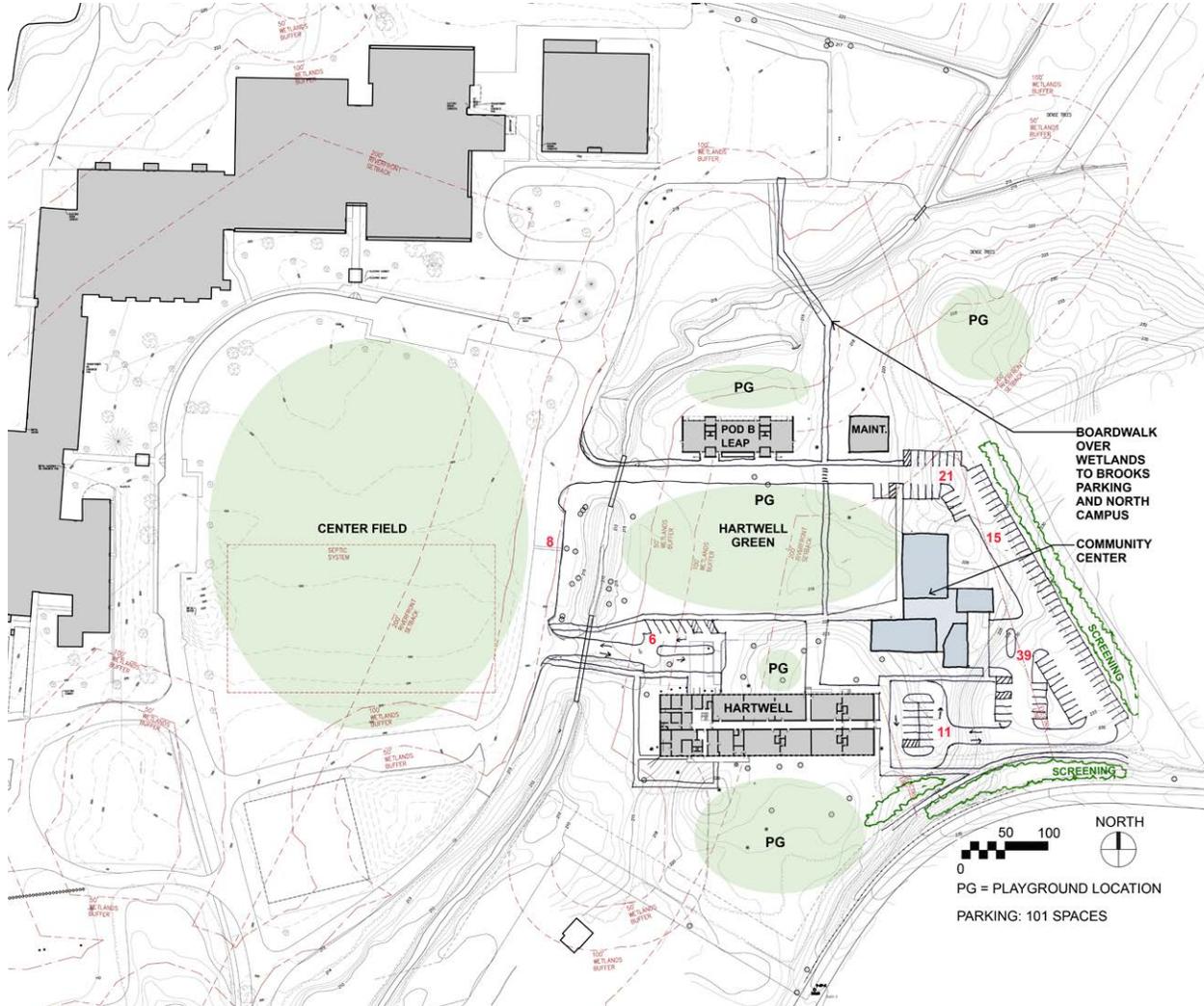
<p>PROS</p> <ul style="list-style-type: none"> + Building at east side of site built into hill; defines and looks out over large central Hartwell green off of center field + Parking behind building and dispersed + Ground level entries are possible on 1st and 2nd floor + South facing entry porch + Scale of building broken down into smaller volumes on the site + Interior central nexus of activity with nooks where paths cross + Deck overlooking Hartwell green and center field 	
<p>SUSTAINABILITY</p> <ul style="list-style-type: none"> + Building and parking out of wetland setbacks; green space between allows ground to filter runoff water + South facing roof plane for solar panels; 5,000 Square feet + Large windows on the south, east and west provide daylighting + Large windows on the south protected by overhangs provide solar heat gain in the winter + Small windows and mass insulate the north side + Walls and roof are super-insulated; windows are triple glazed + Operable windows placed to promote cross ventilation 	
<p>CONS</p> <ul style="list-style-type: none"> - Current septic system for Pods cannot be reused - Parking access drive in front of LEAP will require LEAP to re-orient to the site at the rear. 	

Scheme 1 model

SCHEME 1: SECONDARY CENTRAL GREEN

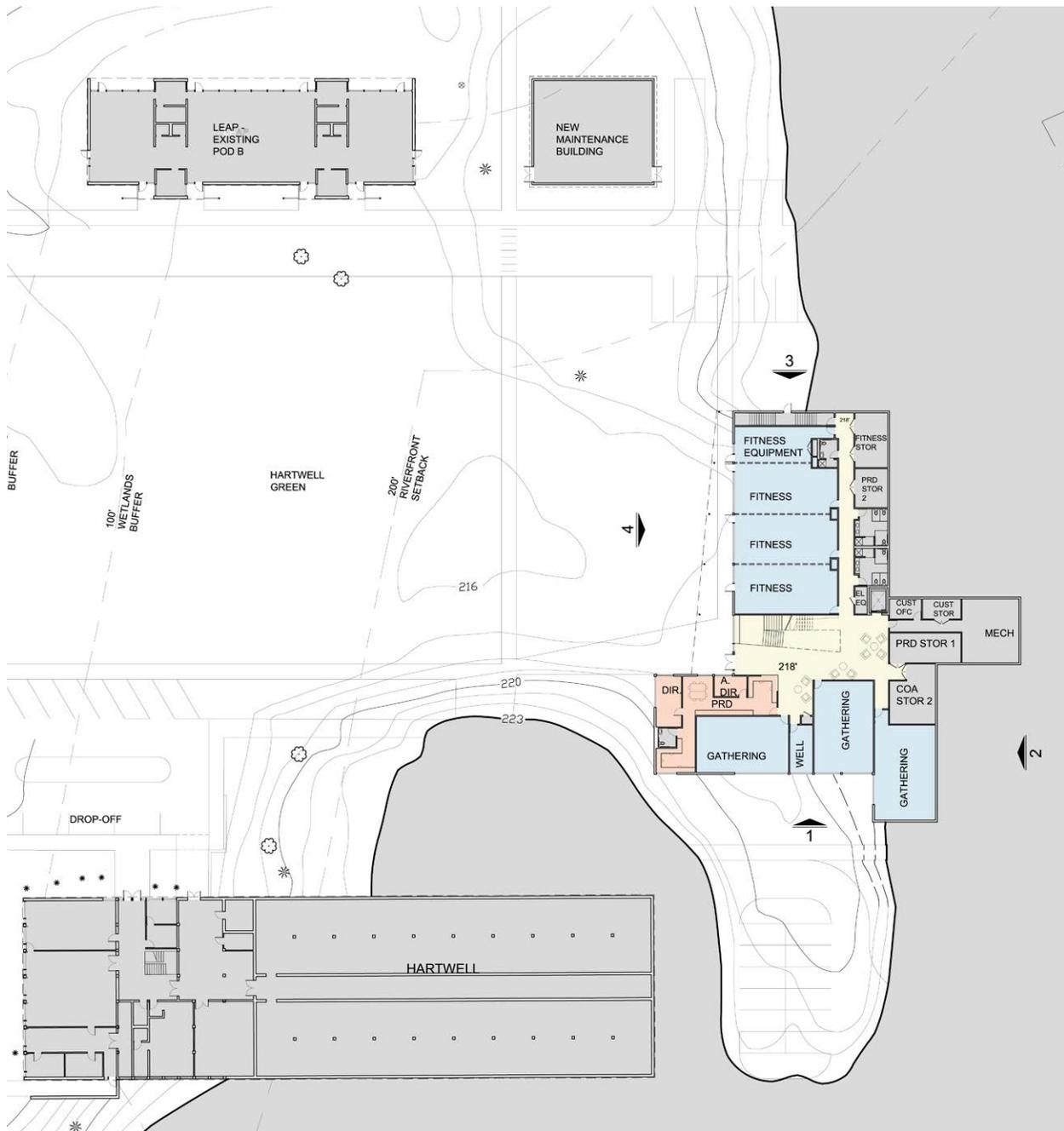
Scheme 1 estimate: \$14.2 million for the community center and site work
 \$2 million for the renovation of the remaining Pod + the new Maintenance building
 \$16.2 million total

See Appendix P for a breakdown of estimates for Schemes 1, 2 and 3

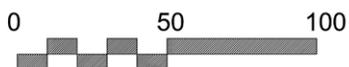


SITE PLAN

SCHEME 1: SECONDARY CENTRAL GREEN



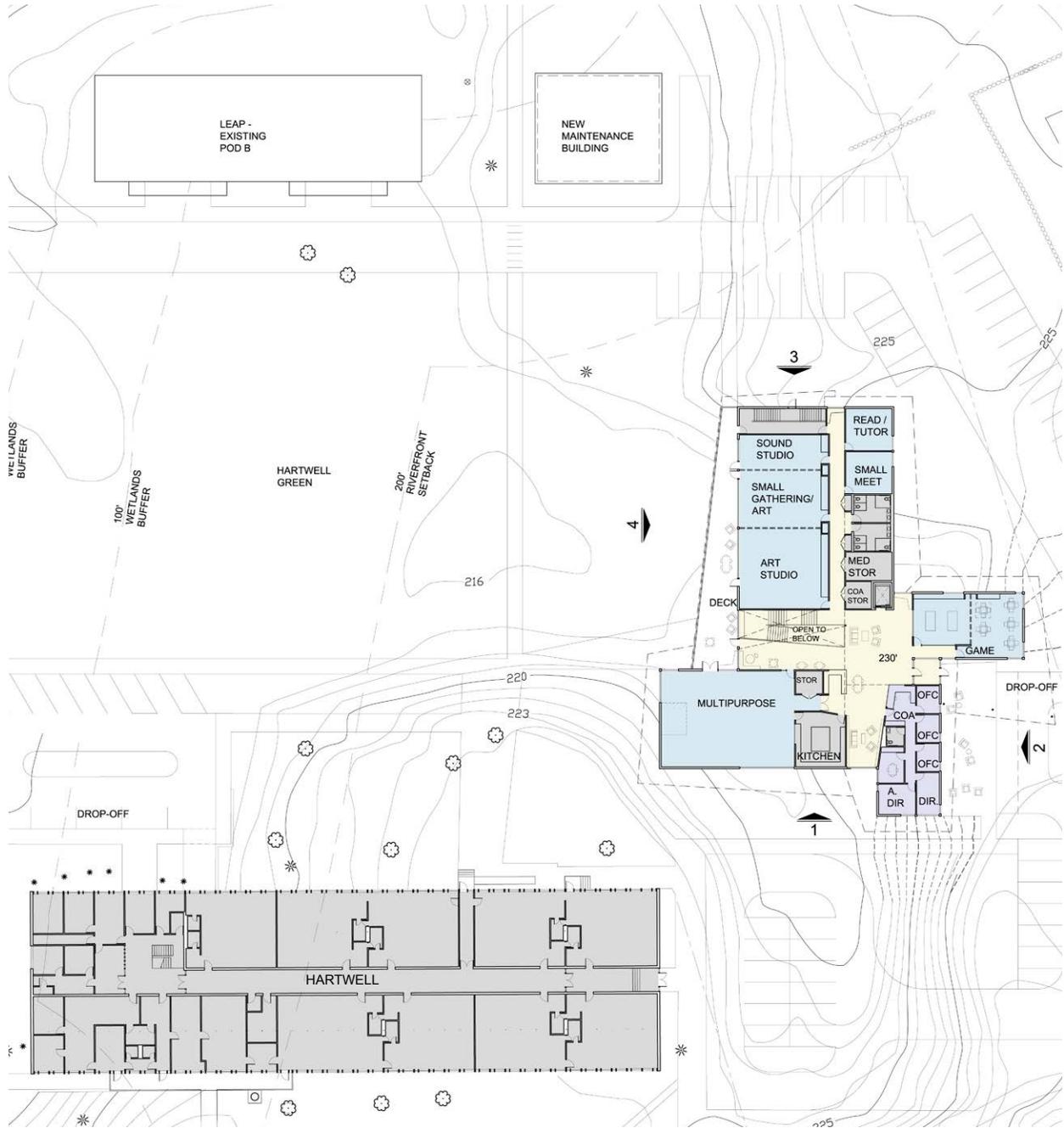
LOWER GROUND FLOOR PLAN



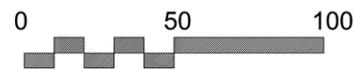
NORTH



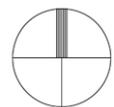
SCHEME 1: SECONDARY CENTRAL GREEN



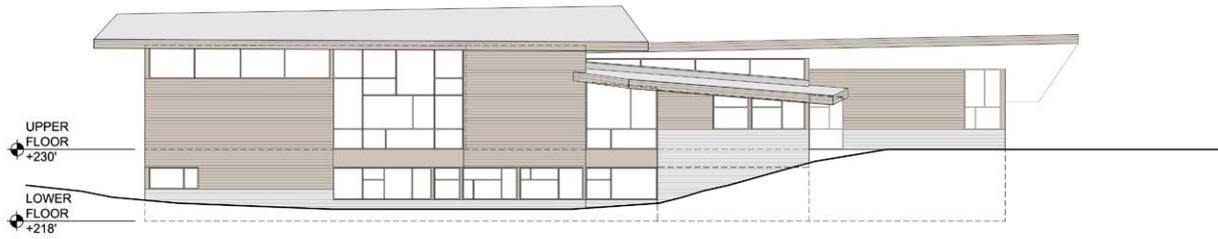
UPPER GROUND FLOOR PLAN



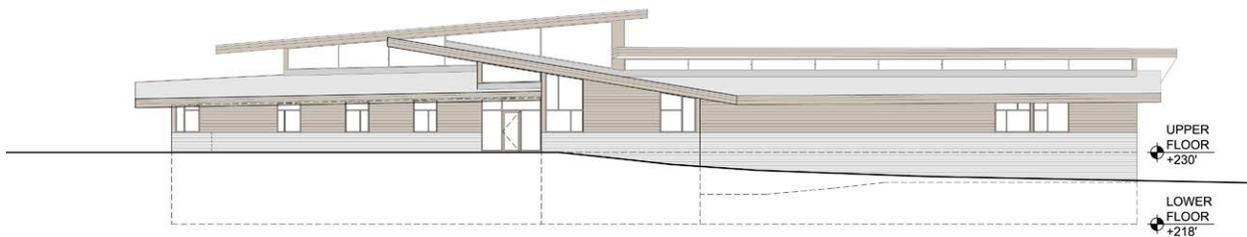
NORTH



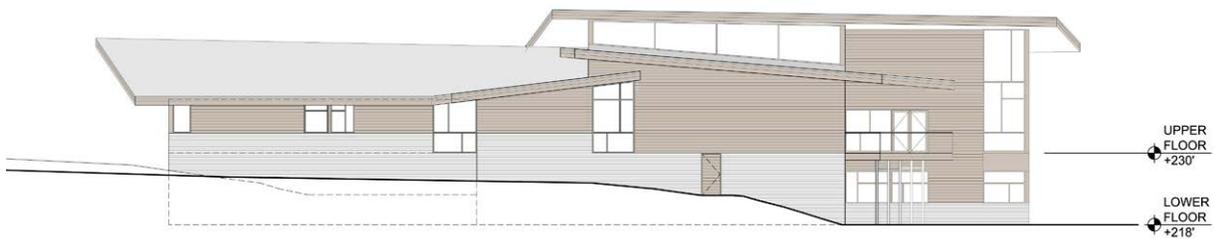
SCHEME 1: SECONDARY CENTRAL GREEN



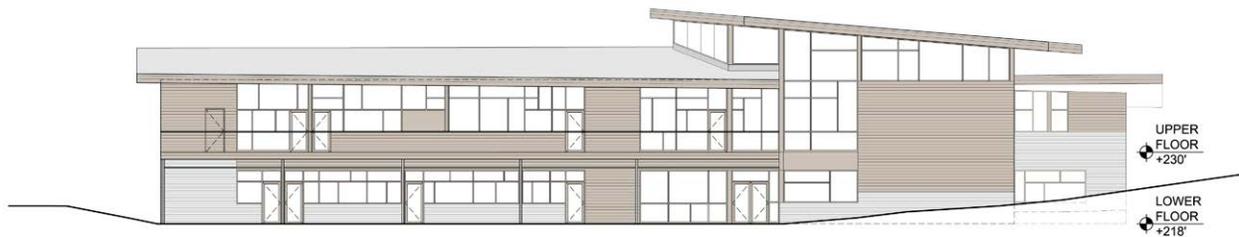
1. SOUTH ELEVATION



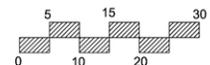
2. EAST ELEVATION



3. NORTH ELEVATION



4. WEST ELEVATION





Scheme 1: View toward entry



Scheme 1: Interior view in lobby toward entry

SCHEME 2: INFILL OF PODS

Discussion of the Design

Scheme 2 incorporates and renovates all three existing pods. The space between the pods is filled in with a new two-story structure. LEAP continues to occupy one full pod, and Maintenance continues to occupy half of a pod. The remaining one and one-half pods will be incorporated as part of the community center's required square footage. This sustainable approach reduces both the square footage of new construction and the amount of demolition waste going to landfill.

The strategy consolidates the built footprints on the Hartwell campus, allowing the parking to be moved behind the building and less prominent while still being central to the site. Similar to Scheme 1, the existing parking within the wetland setbacks is replaced with a green space that the building faces and that will help improve the condition of the wetlands.

A new loggia is layered in front of the existing pods, unifying their expression while also defining exterior courtyards. The interior and exterior are woven together with these exterior rooms held at the building's edges as well as by a court yard that is carved out of the two-story central volume.

The main entrance is in back, off the parking and drop-off on the east, and enters into a light-filled undulating lobby. The administration offices for the COA and PRD are diagonally across the lobby and are both prominent at the entry. Like Scheme 1, the lobby is centralized, containing many varied nooks for casual social gathering and forming a desired central nexus of activity where paths cross. A café faces and enlivens the lobby at a central location near the entry. The lobby is pierced by a courtyard that brings light and nature deep into the building. An open stair within a two-story space is layered in front of one side of the courtyard and connects the spaces on the second floor to the ground floor social spaces.

The multipurpose room is a two-story volume that opens up to courtyards on two of its sides. The fitness rooms open directly to the new green, while the art rooms and gathering spaces occupy spaces below the sloped roofs on the second floor. Southern light is brought deeper into the building by clerestory windows between these roofs.

Design Features

PROS

- + Building addresses small Hartwell green off of main center field
- + Parking behind building and centralized
- + Consolidated footprint of buildings on Hartwell site
- + Reuse of Pods reduces new construction
- + Interior central nexus of activity with nooks where paths cross
- + Building defines exterior and interior court yards
- + Renovation of all the existing pods included in Community Center estimate

SUSTAINABILITY

- + Renovation/reuse is the most profound form of sustainability; less new construction and less demolition waste going to landfills
- + Building and parking out of wetland setbacks; green space between allows ground to filter runoff water
- + South facing roof plane for solar panels; 3100 Square feet
- + Large windows on the south, east and west provide daylighting
- + Large windows on the south protected by overhangs provide solar heat gain in the winter
- + Small windows and mass insulate the north side
- + Walls and roof are super-insulated; windows are triple glazed
- + Operable windows placed to promote cross ventilation

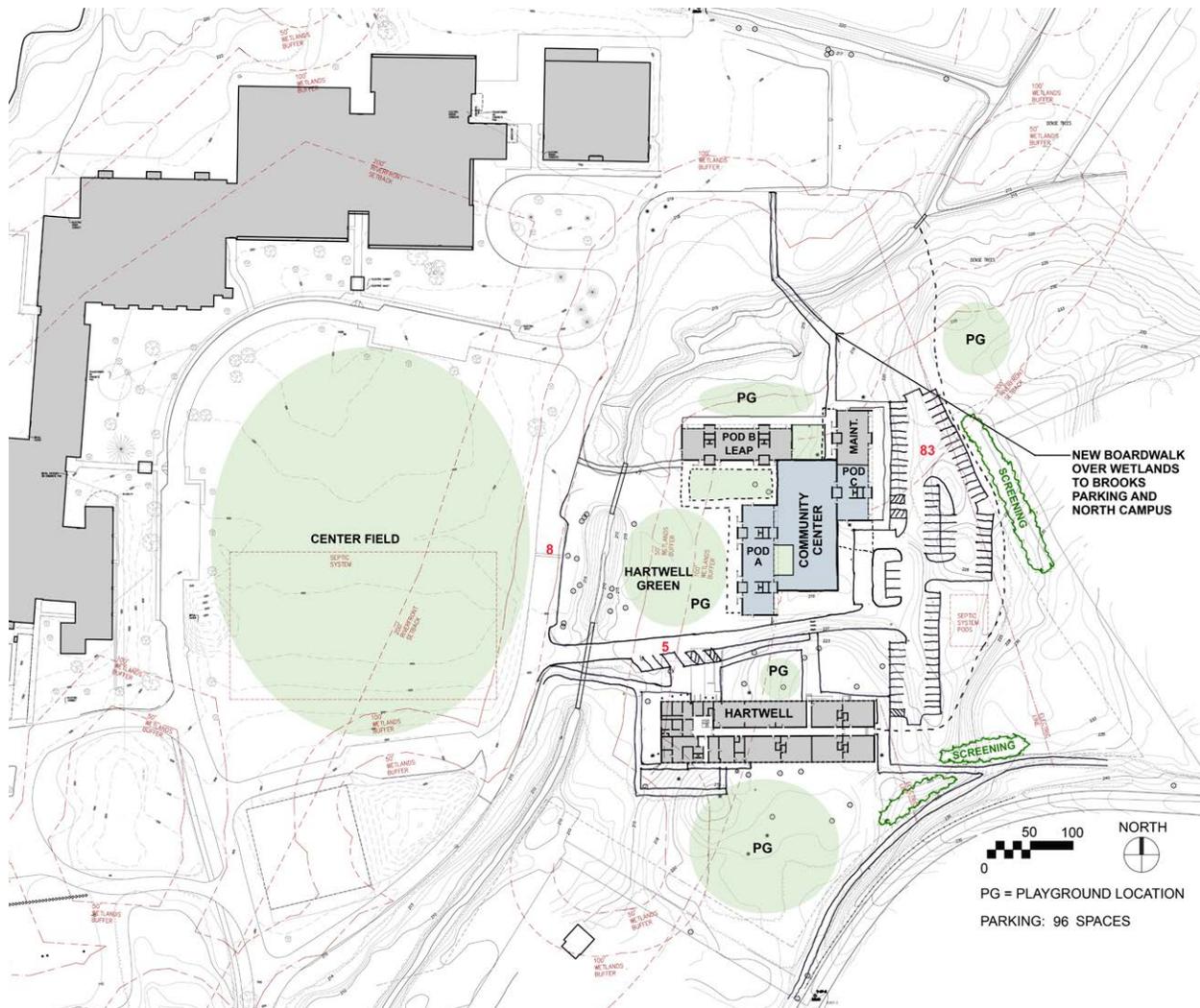
CONS

- Longest sides of new construction oriented east and west. Additional southern light to be accessed through roof articulations

Like Scheme 1, feedback was gathered from the community on this scheme at a January town forum (see *Appendix H: January 30, 2018, Town Forum Community Feedback*) and an April town forum (see *Appendix N: April 10, 2018, Town Forum Community Feedback*). Again like Scheme 1, residents were asked for their preferences and thoughts at the June 9, 2018, Town Meeting. The reasons that residents gave on their June 9 survey for preferring this scheme were consistent with positive feedback gathered at earlier community meetings. The most positive comments referred to the re-use of the pods, which saves money and is also sustainable; the consolidation of the existing buildings on the Hartwell campus; and the more cost-effective construction. Support was also expressed for the courtyards and the more centralized parking. For the detailed results and a discussion, see *Appendix R: June 9, 2018, Town Meeting Survey Results*.

Scheme 2 estimate: \$15.3 million for the community center, site work, and Pod renovations
 Pod renovation included
 \$15.3 million total

See *Appendix P* for a breakdown of estimates for Schemes 1, 2 and 3



SITE PLAN

SCHEME 2: INFILL OF PODS



GROUND FLOOR PLAN



Scheme 2 model

SCHEME 2: INFILL OF PODS



SECOND FLOOR PLAN

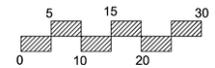
VII. TWO FINAL CONCEPTS



1. SOUTH ELEVATION



2. EAST ELEVATION





3. NORTH ELEVATION



4. WEST ELEVATION



Scheme 2: View from green

SCHEME 3: INFILL OF PODS

LINCOLN COMMUNITY CENTER PLANNING AND PRELIMINARY DESIGN COMMITTEE & MARYANN THOMPSON ARCHITECTS



Scheme 2: Interior view of lobby

VIII. NEXT STEPS

We look forward to the opportunity to present our final report to the Selectmen on July 19, 2018; to reflect with you on the discussion that took place during the June 9, 2018, Special Town Meeting and the results of the written survey; and to assist the Board going forward in whatever manner we are able.

It is our understanding that the Board envisions a more limited role for the Campus Coordinating Group (CCG) going forward, one that focuses on creating a thoughtful and integrated Ballfield Road Campus site plan. To support this goal, we recommend that the Board contract with Maryann Thompson Architects, on a time-and-materials basis, to work with the School Building Committee and its architects to develop the desired campus plan. The Town Administrator has advised us that this relatively modest sum could be funded from the Town's Consulting & Engineering Account.

Although we expect, having fulfilled our charge with the submission of our report on July 19, 2018, that the Board will vote to dissolve the Community Center PPDC, several of our members plan to make themselves available for consultation as needed. Our Chair and the Town Administrator have agreed to continue to represent PPDC on the CCG, in whatever reduced role is envisioned. With respect to the longer-term need for a PPDC or PPDC-like committee, we respectfully urge the Selectmen to consider appointing as many former PPDC members as are willing to serve, to the Community Center Building Committee, whenever it might be convened. Through our work, we have developed a depth of knowledge of the programs, of the Hartwell site and the broader campus, and of the project financials—all of which would be essential grounding for the next committee.

As the Board contemplates the next phase, and the key stakeholders whom we will need to engage, we should be careful to involve the associated professional staff and volunteers early and often in the process of transforming our concepts and preliminary design plans into more formal, final designs. Under the heading of lessons learned, we have also encouraged the School Building Committee to share with the Selectmen and the future Community Center Building Committee any key takeaways, whether technical or procedural in nature.

We congratulate the School Building Committee and the many others who helped design what was a very effective June 9 Special Town Meeting. We look forward with great optimism toward what we hope will be an equally decisive moment for our schools and our town on December 1 and December 3, 2018, when we hope the funding for the school building will be approved. And we eagerly await the opportunity, having celebrated the opening of our new school sometime in the 2023 horizon, for Town leadership to pick up where we have left off, and to add the second planned centerpiece for the Ballfield Campus. One encouraging early indication of the commitment that folks in town have for both projects, and their successful integration on the Ballfield Road Campus, is the momentum that is developing around a private fundraising effort, with the Lincoln School Foundation likely to be in the lead.

In closing, we respect that the Board of Selectmen and other leadership boards will be responsible for assessing conditions as they evolve, to determine the appropriate time for bringing the Community Center funding question forward for a vote. As the Board is aware, the timing question was an important part of the conversation that led up to the June 9, 2018, Special Town Meeting. Based on the most current information we have available from the School Building Committee, we believe that following could be a realistic timetable for the final phase of the community center, and we offer it for your consideration:

- November 2020: Establish Community Center Building Committee (CCBC). Approve budget for schematic design (estimated \$300,000).
- November 2020–March 2021: Form committee. Hire Owner's Project manager (which may be required for all public projects with a budget exceeding \$15 million). Hire architect. Prepare site decision for Town Meeting.
- March 2021: Town Meeting selection of site, budget.
- March 2021–March 2022: Complete schematic design and detailed cost estimate.
- March 2022: Bond vote.
- March 2022–March 2023: Final design, construction drawings, bid process, and contractor selection.
- March 2023: Construction starts.

Respectfully submitted,

Ellen Meyer Shorb, Chair
Margit Griffith, Vice Chair
Jonathan Dwyer, Board of Selectmen
Owen Beenhouwer
Carolyn Bottum
Sarah Chester
Doug Crosby
Steve Gladstone
Eric Harris
Tim Higgins
Dan Pereira
Dilla Tingley

IX. APPENDICES

Appendix A:	COA and PRD Statistics
Appendix B:	Program
Appendix C:	Program Diagram
Appendix D:	Program Schedule Matrix
Appendix E:	November 4, 2017, SOTT Character Study Community Feedback
Appendix F:	November 4, 2017 SOTT Wish List Community Responses
Appendix G:	Hartwell Parking Analysis
Appendix H:	January 30, 2018, Town Forum Community Feedback
Appendix J:	November 1, 2017, Memo RE: Shared Space and Community Center Siting Analysis *
Appendix K:	February 26, 2018, Memo RE: CC PPDC Response to Selected Lincoln Design Community Thoughts
Appendix L:	April 4, 2018, Memo RE: Smith School Option
Appendix M:	March 24, 2018, Town Meeting Community Feedback Form
Appendix N:	April 10, 2018, Town Forum Community Feedback
Appendix O:	A Day in the Life of the Community Center
Appendix P:	Scheme 1, 2, and 3 Cost Estimates
Appendix Q:	May 8, 2018, Memo RE: PPDC Recommendation on Timing of Community Center Funding Vote
Appendix R:	June 9, 2018, Town Meeting Survey Results

* Per architectural convention, Appendix I has been omitted.

Council on Aging: Demographic and Services Statistics

Lincoln Residents 60 and over according to the 2017 Town Census: 2026

50-59: 928

60-64: 487

65-69: 428

70-74: 365

75-79: 245

80-84: 232

85-89: 166

90+: 103

Historical data on senior population:

Residents Over 60

1983 1019

1983-1987 missing

1988 1294

1989 1287

1990 1362

1991 1351

1992 1362

1993 1365

1994 1119

1995 missing

1996 1123

1997 1082

1998 903

1999 1156

2000 1209

2001 1208

2002 1220

2003 1182

2004 1221

2005 1331

2006 1321

2007 1435

2008 1458

2009 1575

2010 1673

2011 1699

2012 1814

2013 1863

2014 1902

2015 1935

2016 1958

2017 2026

Service Statistics

Total visits to COA programs and activities, including both Bemis Hall and off-site, also including drop-in, board meetings, etc.: 10,800

Total individuals served (includes seniors, caregivers, those who attend the COA who are not 60, those who receive social services, etc.): 1500

Programs and Services (units of service), not including drop-in (“coffee and conversation”):

Group support: 52

Intergenerational: 170 (doesn't include the children, who don't sign in)

Health screening (wellness clinics): 60

Health services (podiatry and other services): 294

Fitness/exercise (weights and aerobics, chair exercise, Tai Chi, yoga, line dancing): 2347

Congregate meals (monthly meals at St. Anne's): 289

Health education (lectures on health-related topics): 93

Recreation/socialization (organized social events, games, movies, interest and discussion groups): 1774

Cultural events (musical, drama, and dance performances, art and music classes): 458

Community education (lectures, workshops and classes on a broad range of topics, including legal and financial issues, benefits education, caregiving, elder service issues, the humanities, sciences, arts, travel and memoirs, crafts): 2,740

Trips: 169

Human Services (units of service):

Health benefits counseling: 280

Tax preparation: 41

General information: 3550

Case management: 1200

Medical equipment loan: 148

Transportation to physicians, essential shopping, etc.: 462

Historical service data:

Please note: Not all the figures are completely comparable. Some are actual and some are estimates. Some categories were not compiled in some years. The definition of some categories changed over time. So, the figures should be used for general trends.

	FY17	FY16	FY15	FY14	FY13	FY12	FY11	FY10	FY09	FY08	FY07	FY06	FY05	FY04	FY03	FY02	FY01	FY00	
Elders in Lincoln (60+)*	2026	1958	1935	1902	1863	1814	1699	1673	1575	1458	1435	1321	1331	1221	1182	1220	1208	1209	
Number Served**	1529	1426	1318	1159	1229	1072	973	914	1001	937	802	744	614	725	725	700	700	650	
Program Attendance																			
Health bens counsel	280	307	292	365	312	181	102	88	76	74	50	57	48	40	50	51	47	45	
Group support	52	169	571	582	904	866	746	415	168	0	0	0	0	60	80	60	76	159	
Tax Prep (clients)	41	33	35	34	36	33	26	22	22	13	14	12	12	15	10	0	0	0	
Intergenerational	170	40	60	60	100	100	130	204	200	100	180	200	200	50	84	38	95	158	
Health screening	60	101	267	167	178	100	394	366	389	398	444	432	409	440	450	510	509	528	
Health Services	294	265	245	256	248	253	125	192	222	140	163	141	131	200	325	257	362	388	
Fitness/exercise	2347	2818	2890	2706	2912	3171	2951	2423	2070	1929	1843	2495	2329	2344	2971	2052	2469	1798	
Congregate meals	289	367	317	269	291	290	280	203	48	0	24	54	72	0	0	0	0	0	
Health education	93	265	145	83	105	118	64	120	121	30	40	66	68	12	70	30	0	0	
Recreation/Socialization	1774	1431 ^a	1898	1804	1711	1608	1517	1475	1357	1885	1818	2317	1408	1366	2000	1848	2156	1987	
Cultural events	458	254	224	109	153	206	263	183	117	211	181	266	328	90	650	600	550	550	
Community education	2740	2598	2467	2375	2002	1873	1802	1691	1357	471	613	910	639	176	670	656	326	206	
Trips	169	221	177	242	200	217	152	176	242	242	270	340	249	388	303	0	297	270	
VISITS	10789	10,676 ^a	11,183	10,288	10,229	9317	8552	7558	6389	5493	5640	7290	5893	5181	7663	6102	6887	6089	
(Includes drop-ins, visits for social services, meetings, volunteer events and other visits not listed above)																			
Does NOT include Town Fair (1000+ attendance)																			
Social Services																			
General Information	3550	3720	3744	3776	5995	6471	7010	7986	7500	6627	6800	6710	6224	6218	5600	5498	4648	4002	
Info and Referral	150	148	412	320	520	550													
Case management	1200	1290	320	279	326	314	181	256	121	55	35	100	100	100	100	100	150	160	
Medical Equip loan	148	141	137	111	145	87	90	60	96	63	63	41	22	40	22	52	0	0	
Transportation	462	408	570	680	874	1118	1652	1412	1368	1158	1588	1660	1681	1352	1250	1252	1396	787	
Home delivered meals							1029	720	506	1500	1062	641	723	2000	916	1736	1481	1848	
Non-elder Families	100	100	110	143	80	91	132	160	39	22	120	85	75	75	75	70	70	100	

* Based on Town Census * ^aActual count FY07-16, estimated before

Parks & Recreation: Demographic and Services Statistics for FY17

Lincoln Residents according to the 2017 Town Census:

0-4: 90	41-50: 499
5-9: 211	51-60: 714
10-14: 279	61-70: 780
15-20: 363	71-80: 578
21-30: 473	81-90: 373
31-40: 302	91+: 106

In 2017 PRD provided over 125 programs to 1,388 different individuals ranging in age from 14 months to 88 years and enrolled over 3,859 participants in our activities with many additional residents being served through our public events. Preschool age programming accounted for 8% of enrollment, school age programming accounted for 60% of enrollment, adult programming accounted for 25% of enrollment, and programs for all ages accounted for 7% of enrollment, excluding our large public events.

Programs participation:

Summer Camp: 1,082
 Tennis Memberships: 171
 Tennis Lessons: 60
 Pool Memberships: 439
 Swim Team Membership: 125
 Swimming Lessons: 113
 Physical Activities: 1,234
 Arts, Dance & Theater: 252
 STEM & Learning: 211
 Farm & Nature: 24
 Community Events: 461

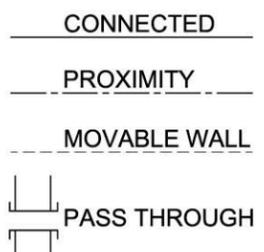
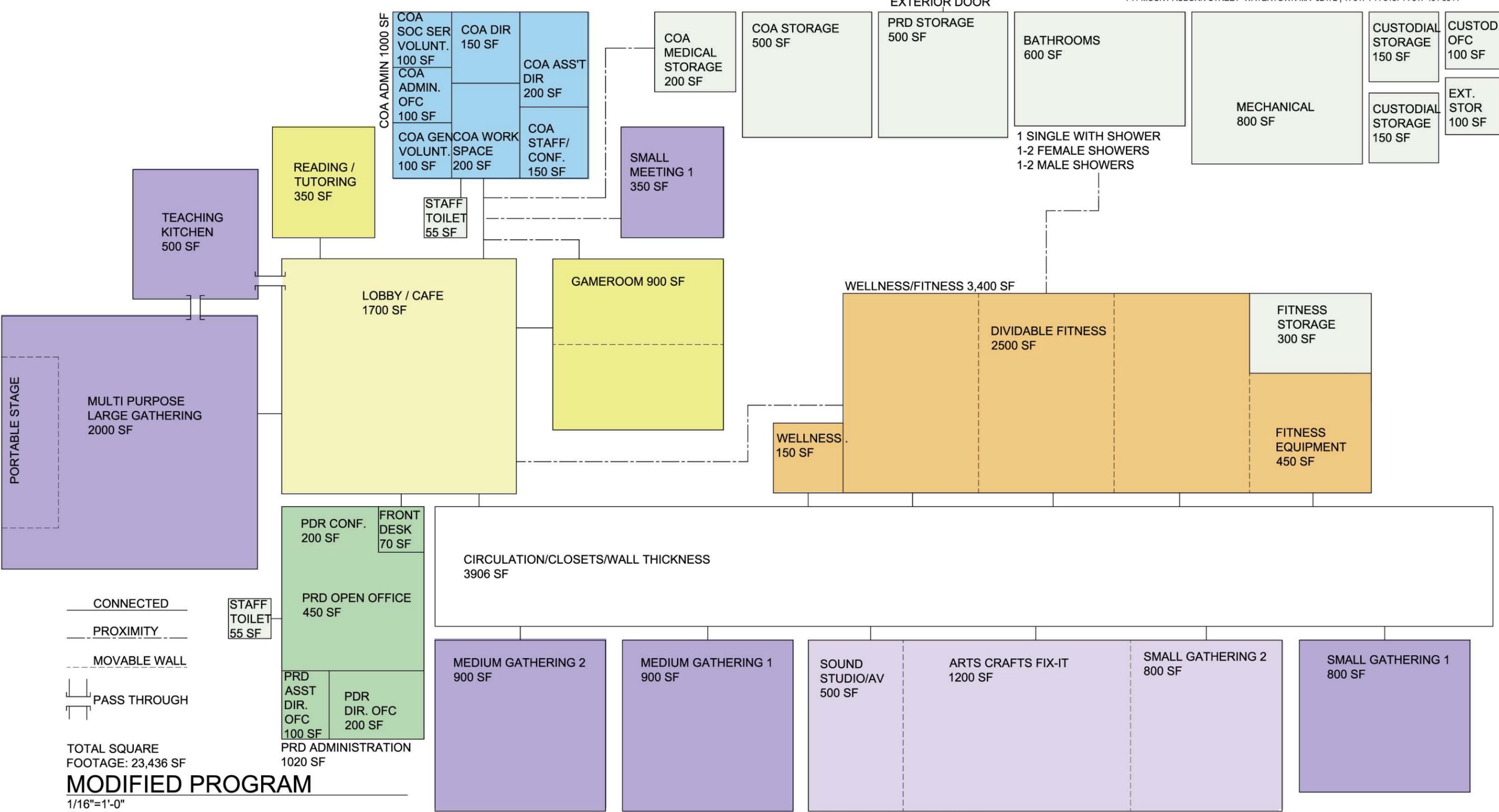
Under the umbrella of our Events Subcommittee, we oversee annual town-wide events including Patriots Day, Memorial Day, July 4th, the Summer Concert Series, and Winter Carnival. These large events could not happen without the support of the Lincoln Minute Men, the Girl and Boy Scouts, Public Safety, Public Works and our sponsoring businesses. And a special thank you to all our volunteers for a job very well-done!

In addition to this work, we participate in a number of town committees including the Community Center Preliminary Planning and Design Committee, the School Building Committee, Community Preservation Committee, the Cycling Safety Advisory Committee, the Leaf Blower Study Committee, the PMC Kids Ride, the School Health Advisory Council and the Lincoln School Safety Committee.

LINCOLN COMMUNITY CENTER PROGRAM

11/29/17

ROOM	USE	NFA ADJACENCIES	change in SF
CORE PROGRAM SPACES			
Movement/Fitness	COA/PRD/Community/School fitness classes subdividable x 3	2500 "Wellness"/Equipment	
Fitness Equipment Room	COA/PRD/Community/School fitness classes	450	
Multipurpose Large Gathering	COA/PRD/Community/School social events, COA lunch, performances, lectures, overflow fitness, community suppers. 40+ people	2000 teaching kitchen	
Medium Gathering 1	COA/PRD/community classes, groups.20-40 ppl.	900	
Medium Gathering 2	COA/PRD/community classes, groups. 20-40 ppl	900	
Game Room	COA drop-in for pool, ping pong and cards during COA hours, PRD classes after COA hours subdividable x 2	900 COA admin, social drop-in	
Small Gathering 1	COA/PRD/Community classes, workshops - 10-30 people	800	
Small Meeting Room 1	COA/PRD/Community small groups - up to 10 people	350 near Human Services/COA	
Reading/Tutoring Room	COA/PRD/Community reading, quiet drop-in tutoring	350 Café	
Teaching kitchen	COA lunch preparation, cooking classes; café food prep	500 Large Gathering/Café	
Arts/Crafts/Fixit	COA/PRD/Community/School "maker" - 1200 SF; Sounds Studio - 500 SF; Small Gathering 2 -800 SF Subdividable x 3	2500	1200
Wellness	COA/PRD nursing services, clinics (needs sink, fridge)	150 fitness/program area	50
Atrium/Lobby Café	General drop-in for the whole community	1700	-800
COA Admin		Human Services Suite	
Director's Office		150	
Assistant Director Office		200	
COA staff workspace/office		200	
COA Admin Office		100	100
COA general volunteer		100	
Social Service volunteer		100	
Conference/Staff Room	need fridge & microwave	150	50
Staff Bathroom		55	55
PRD Admin		PRD Suite	
Dir office		200	20
Assistant Dir. Office		100	100
Open office/admin		450	-50
Entry/front counter		70	70
Conference	open to open office	200	50
Staff Bathroom	delete if layout allows sharing with COA Staff Bathroom	55	55
Storage Mechanical			
Movement storage		300 Fitness rooms	
COA medical equipment		200 Human Services Suite	
COA other storage		500	
PRD other storage		500	
Mechanical		800	
Bathrooms	1 single occup. shower + 1-2 male & 1-2 female showers	600	
Custodial office		100	100
Custodial storage		150	150
Custodial storage		150	150
Outside storage	ice melt, garden tools, etc.	100	100
SUBTOTAL		19,530	
Circulation, storage, walls	20% OF SQUARE FOOTAGE	3,906	280
TOTAL		23,436	1,680
		2015 TOTAL:	21,756
OUTDOOR PROGRAMMING			
Teaching Garden	Gardening classes		
Patio	Newspaper/coffee/chatting		
Recreation	COA/PRD games like bocce ball, etc., holding activities outside like Tai Chi		



TOTAL SQUARE FOOTAGE: 23,436 SF

MODIFIED PROGRAM
1/16"=1'-0"

ARTS - 2500 - DIVIDABLE INTO 3

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STATE OF THE TOWN 11-04-17 AND COMMUNITY FOLLOW-UP RESPONSES

11-17-17

**LINCOLN COMMUNITY CENTER
Architect's Character Study Responses**

EXTERIOR CHARACTER

COMMENTS:

 <p>01</p>	<ul style="list-style-type: none"> -Flat roofs could be problem -Scale seems too much -like outdoor amphitheater, but not welcoming -stairs a problem -lots of problems with ice and snow <ul style="list-style-type: none"> -yes problems -too many stairs -lots of stairs! Where are the seniors? -not practical for new England. Stairs for senior citizens! <ul style="list-style-type: none"> -agree! -no -Although not practical for Seniors, love idea of spaces that could be used by younger population in town. Where can teens go now? -No steps -too boxy and modern <ul style="list-style-type: none"> -disagree -making too much of an architectural "statement"! - Negative reaction to form-making, circulation spine and terracing – overly complicated built up forms sitting atop the landscape rather than being integral with. - Nice open space for summer. Not for New England long winter. -Works with the site, defines outdoor use areas as extensions of the building
 <p>02</p>	<ul style="list-style-type: none"> -love simplicity and elegant form -Simple New England forms, light -love this. Open, soft, natural – gorgeous! -love the simplicity, vernacular feeling -like this NE Modern -like simple form and materials <ul style="list-style-type: none"> -Agree! - Like simplicity of forms but not symmetrically pitched roof which is too church-like. Elemental volumes read 'nice' and 'homey'. - Maybe ok for Southern California -like this simplicity -Not digging the barn look. -I like it
 <p>03</p>	<ul style="list-style-type: none"> -Very successful integration of building and landscape -Ditto -Nice - I like this -Walden Visitor Center. No glass as statement -understated but still with lots of light -Seems like the light and view are blocked by trees, especially as the mature. -Love it! - Like the structural articulation in terms of 'disappearing' or 'blurring' with the forest (aside from the roof line). Image above and this seem in contrast to one another and wonder if there is some 'middle ground' that might capture some sense of identifiable structure (house/home/center) but with some erosion/openness w/ canopy/porch (rather than simple glazed entryway). -uses landscape for transition from parking to building with handicap accessibility -this is really nice! -Like this -Can't put solar panels on this style.

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 <p>04</p>	<ul style="list-style-type: none"> -making too much of an architectural “statement”! -Crossed lines feel too frenetic -Avant guard office building -like welcoming open base (community) + quieter 2nd floor -Agree -Nice open inviting -v. nice - Appreciate the formal qualities and ‘heroism’ evoked but singular large elevated volume seems more in keeping w/ a new town hall, an art museum, a gymnasium – a single large activity would be req’d to justify. -Nice but may not fit with other buildings -This is the one! -Love this
 <p>05</p>	<ul style="list-style-type: none"> -Uninteresting Landscape. Too little views of outside -boring -Agree -Agree -ditto -boxy ugly -too blocky, too little light - Clustering of forms for what purpose? Not sure is applicable – and looks mundane. - These schools are not “New England”. Too many separate buildings. Too much glass wall. OK for Southern California but not ok for local winters. -too boxy and cold
 <p>06</p>	<ul style="list-style-type: none"> -making too much of an architectural “statement”! -too stark – nice but not for our town -ditto -Don’t mind having exterior covered walks -like openness but feels sterile -not cozy -too sweeping - Poetry in motion – or at least the evocation of it. Perhaps at a smaller scale –not necessarily resulting in the built form, such a ribbon of walkway, light, pathway, approach, pass-thru the center to the woods beyond all seems such a rich mine of ideas to think through. -Looks like an airport
 <p>07.</p>	<ul style="list-style-type: none"> -I like the modernist forms -me too! -the design should complement the Hartwell building -like clerestory - Meh – it’s trying hard but it’s unimpressive.
 <p>08</p>	<ul style="list-style-type: none"> -not enough windows, not welcoming -not enough windows -I agree -me too -Like building, bland landscape though -Boring Grey, plain, Brutalist - Unsure- evokes a community or independent living facility in seemingly house like but effectively a large singular institution broken up in scale and massing.

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 <p>09</p>	<ul style="list-style-type: none"> -Nope -Brick expanse makes for too heavy massing -too much like fortress -warm elevating feeling -too much brick <ul style="list-style-type: none"> -agree -Nice! -VHG -Green walls somewhere in the building! -varied heights. Clear forms -Saynatsalo wow! Perfect! Metaphor for site and enclosed - Appropriate on many levels/scale/intimacy but perhaps what stands out most within the context of these prompts is the effective use of a material other than wood. Use of brick for an abstract form – not colonial, not NE might be worth exploration.
 <p>10</p>	<ul style="list-style-type: none"> -Prefer sharp pediment -boring -landscape a mess - I want a building, not a garden (plenty of that in Lincoln). - Like the integration into nature. -Integrate into nature as much as possible.
 <p>11</p>	<ul style="list-style-type: none"> -love look of simple pergola, but I notice no one hangs out in the space -want functional outdoor spaces for summer/fall events <ul style="list-style-type: none"> -yes ditto - Welcoming, active, platform/stage set awaiting activity – warm, inviting. Natural extension of interior public space w/ outdoor decked space is quite nice and well-suited for a community center.
 <p>12</p>	<ul style="list-style-type: none"> -making too much of an architectural “statement”! -looks dated -nice! Like the glass walls -love green roof; love flow (biomorphic) -too many steps <ul style="list-style-type: none"> -ditto -such strong curves are not Lincoln <ul style="list-style-type: none"> -agree -too much pavement <ul style="list-style-type: none"> -agree -can we create outdoor space that will generate intensive use? -nope - No.
 <p>13</p>	<ul style="list-style-type: none"> -love the up-lit ceilings. Looks serene from outside, enough light inside? -Beautiful. Are there Solar Panels? -Ditch the flat roofs! Winter is coming! -like this if you create covered outdoor spaces -like access to outdoor area -too sterile - Great! – can easily imagine classroom/group activity space, perhaps more quiet/contemplative communal space distinct from main center. Prefer contrast of type of space and use rather than any repetition of move – i.e., each room distinct and extruded. -love the transparency

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 <p>14</p>	<ul style="list-style-type: none"> -nicely broken up levels; good # of windows. Light under overhands? -looks costly -Like design sans roadway - No – looks like an LLBean at a suburban mall/commercial development.
 <p>15</p>	<ul style="list-style-type: none"> -keep # of sidewalks and flat roofs to minimum -not sure about wood -too many steps - this is nice look -wood color excellent -consider maintenance (eg shoveling these walkways in winter) -Nice! Like wood look, but not the upkeep -Compatible to Lincoln aesthetics -desired program hub and neighborhood read to the exterior while embracing nature -too many steps - Something not quite right – particularly for Lincoln, I would think the 'idea' of a community center lends itself to forms and architecture that more than simply mimics Carl Koch/Tech-Built/Deck-House. Many leave and return to that to go to something more public and communal in nature.
 <p>16</p>	<ul style="list-style-type: none"> -roof too busy -agree -agree -roof too busy -flat roofing not good for snow -confusing! -complex roof causes problems -too busy - Large building masquerading as a cluster of smaller buildings – ick – remindful of Route 1 Christmas Tree Shops only in a different style. - Too much glass and wasted space in general. -FLW? Too much geometry
 <p>17</p>	<ul style="list-style-type: none"> -I like the outside seating -no -boring -replace fencing with cable rails -no - Aside from perhaps a slightly too tall plinth (I would not want the back of my head equal to foot traffic above) – wonderful! Nice layering of space and use, exposed seating, covered seating and strong use of horizontal roof lines as unifying device for a building w/ strong character- and one that instigates/prompts personal and interpersonal interaction for its users. -scale not right
 <p>18</p>	<ul style="list-style-type: none"> -like the relationship to ground plain -miles of flat roofs- snow? Water? Skylights? Miles of walking too. Isolating. Not enough opportunity for interaction -Like horizontality. Would prefer massing to go in + out more -could flat roof space be used as exterior space? Exterior classroom on the roof?! Reflects our open site - While the detail may be nice, large singular form or mass doesn't seem appropriate. -size comparison with our program

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 <p>19</p>	<ul style="list-style-type: none"> -Barn architecture with steep roof- good idea -agree -like the stark simplicity -prefer more modern look -like barn aesthetic for our quasi-rural town -like this purity -add windows looks solid for all weather -modern New England – lovely, clean. Historic context -agree -Claims New England modern -like domestic feel + white wood but may be too domestic for us? - Sweet simplicity – hard to critique except for mundane concrete pad/walk. Form and base make for a distinct building w/ refined character but there appears in this one view to be little integration between exterior and interior. -nice form simplicity
 <p>20</p>	<ul style="list-style-type: none"> -uninteresting all at one level -agree -NE winters – no flat roofs -lovely integration in landscape -Hard to assess – but important to any design consideration is the building, approach and circulation at night time – when I imagine many activities will take place (particularly thru winter). -Uses plateaus nicely. Our site has levels
 <p>21</p>	<ul style="list-style-type: none"> -modernist is very appropriate to Lincoln -like modernist feel -is this the Gropius House? - Nothing objectionable.
 <p>22</p>	<ul style="list-style-type: none"> -respects natural landscape colors forms air -ditto -like -agree -nice -lots of windows for indoor-outdoor visual links. Nature views and light -I like how natural this is -I like it – well seated in landscape -I love this, but I think it has a lot to do with the landscape - Nothing objectionable -More “warm” and “homey” needed.

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	<p>23</p> <ul style="list-style-type: none"> -nice integration with site. Building does not overwhelm site -does the look change as building expands to 20,000 sq ft? -nice park-like feel -beautiful calming views are welcoming. A space that can be used for meditation, Tai Chi etc close to building -lovely -simple and lovely -best of the choices -like modern style – inviting and appealing to broad age group -Nice in landscape -agree -please yes -beautiful site -Refined modernism is fine but I don't feel that it is the appropriate response to a community center which should promote more activity, energy and give-and-take w/ its participants/users. The community center should not be such a discrete stage set that every activity seems formal, structured, mannered and staged. -love the landscape relationship
	<p>24</p> <ul style="list-style-type: none"> -too much glass for 0 degrees F -love the louvers -I like the warmth of natural wood -towers look threatening -Likable but not sure that breaking up of forms and clustering is necessary or appropriate. Also the exterior space here seems inward focused, as do the forms. -not applicable

INTERIOR CHARACTER

COMMENTS:

	<p>01</p> <ul style="list-style-type: none"> -Love mix of stone and wood -appealing -warm indoor/outdoor -very Lincoln -when can we move in? -intimate, humble, welcoming -love the openness -like use of exterior materials- turns walls into membrane – continue Interior and exterior materiality when possible -love the light -yes! Celebrate modern architecture's roots in Lincoln! - Like but similar to comment no. 15 above, this is Lincoln residential no matter how much I like it, I would expect more for a communal gathering place – tho' having said that, yes, wood on the interior; yes, large areas of glazing, particularly north facing; yes, long sight-lines through a sequence of spaces. - This looks cozy. -warmth+++ -Dan's office ;-)
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 <p>02</p>	<ul style="list-style-type: none"> -no tables, need work tables -like double height common space with elevated walkways -multi-level common spaces feel great! Height and light feel welcoming for common spaces -these spaces will be noisy -too school-like -too many steps – elevators? -Airport? - General comment re: interiors – more stark, simple interiors which provide a backdrop to center’s activities are preferred – with natural light, engagement w/ outdoors and some celebration of movement between the two. Double height spaces, incorporation of natural materials, a sequence of spaces and sightlines within are more important than clever geometries or pops of color or highly articulated structure within. Exposed MEP-FP is fine within framework provided it is suitably designed in an integral fashion and coordinated – much preferred over lowest cost denominator of ACT ceilings, standard GWB, etc...
 <p>03</p>	<ul style="list-style-type: none"> -everything looks very inviting. I like the openness and the material light -warm. Gracious. Flexible. Openness to outdoors + good light -this feels like Lincoln -feels cold -agree -use of natural wood and warm materials are very important -natural materials! -yes good! -benches need backs -warmth+++ -Too sterile
 <p>04</p>	<ul style="list-style-type: none"> -Wasted space - high ceilings too cavernous - love openness, light, simplicity -overwhelming for human scale -ditto -too cavernous -cold
 <p>05</p>	<ul style="list-style-type: none"> -looks industrial to me -a little cold feeling -cold
 <p>06</p>	<ul style="list-style-type: none"> -don't like sculptural wall -inviting -like use of wood and glass. Open to outside -practical in hot/cold seasons? But beautiful - I like the contrast between the 'wall of interest' and the spare and warm larger space – and the horizontal framing so well captures the exterior space. Modernism reinvented (?) in not relying on pitched sloped roof forms. -warmth+++

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 <p>07</p>	<ul style="list-style-type: none"> -these spaces will be noisy -echo, echo, echo! -open spaces for people to connect – yes! -Too cold -clean looking -too open – wasted space. We need to consider cost <ul style="list-style-type: none"> -agree -ditto -scale??
 <p>08</p>	<ul style="list-style-type: none"> -too much like airport café -too industrial -love light + natural + globes, and wood on ceiling –with easy care materials below -dining seating and casual seating feels good. Multi-use space for different times of day - Same comment as 06 above: I like the contrast between the 'wall of interest' and the spare and warm larger space – and the horizontal framing so well captures the exterior space. Modernism reinvented (?) in not relying on pitched sloped roof forms.
 <p>09</p>	<ul style="list-style-type: none"> -I love wood arched roof which helps warm up the typical gym space -great use of side rooms in side volume. Smart way to use height of gym for secondary space! -natural material! -too adult feeling -Fussy, unnecessary. -structure expressed+++
 <p>10</p>	<ul style="list-style-type: none"> -design not pleasing to me -lots of hard cold surfaces, expansiveness is not welcoming -too official looking -austere, museum-like, a bit cold <ul style="list-style-type: none"> -agree -vacant
 <p>11</p>	<ul style="list-style-type: none"> -too busy -like finishes and ability to open space to outside easily -beautiful indoor/outdoor -I like this workshop maker space area -visually confusing jumble of lights, interior casings, blinds, furniture -nice use of light in lab -science room for school -seems like too many windows and mullions - Not knowing what the center's program consists of – the integration of learning spaces, maker spaces, craft spaces would seem to be extremely valuable to fostering continuing education classes, hobbyists/enthusiasts, crafts – perhaps cross-generational – the young can teach computer tech to the elderly, the elderly can teach skills to the young- whether youngsters or new homeowners. -like overhead door

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 <p>12</p>	<ul style="list-style-type: none"> -looks inviting -love this -I like the tree inside <ul style="list-style-type: none"> -me too! -too cabin-like -Like the indoor tree + floor to ceiling windows (in moderation) -love this – inside tree, fire place <ul style="list-style-type: none"> -great -nice warm, homey feeling -love this -interior trees and the light to support them! - Scale is wrong – feels like a modernist addition to a nursing home. -good scale/feel
 <p>13</p>	<ul style="list-style-type: none"> -dislike church/ auditorium-like fixed facing in one direction seating -it is a church isn't it? -too much like a church <ul style="list-style-type: none"> -ditto -like clerestory windows but only when you want to block the view at ground level or use the wall space for artwork or shelving, etc. -very concerned about acoustics of large open spaces. Speech intelligibility is of paramount importance -too busy - Avoid at all costs anything church-like – tiered seating, pews, purple (being a Holy Cross alum, the purple reinforces all things 'crusader).
 <p>14</p>	<ul style="list-style-type: none"> -cozy places. Not too cozy -I like idea of being able to open glass doors and integrate outdoors with indoors
 <p>15</p>	<ul style="list-style-type: none"> -ugh -looks like a high-end commercial health club -natural light in gym is really nice! Connect to woods on north side of building - A bit schizophrenic – lacks subtlety, grace, cohesiveness and intent. -We want mirrors in the exercise room
 <p>16</p>	<ul style="list-style-type: none"> -Inefficient use of space -love mix of materials -not warm or intimate – acoustics? -attractive -steps might be dangerous for some -residential feeling – like staggered floor levels -simplicity spaciousness -like the idea of a fireplace, bookcases, anything to add warmth and welcoming feel -school or residence? - No. -nice spatial flow

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 <p>17</p>	<ul style="list-style-type: none"> -like openness to outdoors, use of glass - Could work but again, not entirely certain the 'refined modernist' aesthetic is necessarily 'correct.' -wow
 <p>18</p>	<ul style="list-style-type: none"> -wood, light and connection to outside! -Lincoln is this -like wood and glass -love the use of wood -love this one -wood interiors – beautiful ?? structural -love the warmth of the wood -beautiful - Not bad – but - perhaps the most 'objectionable' quality about it is that is entirely appropriate and relevant but should not be duplicated. -warm. Good landscape relationship
 <p>19</p>	<ul style="list-style-type: none"> -Looks like we are duplicating the function of the Lincoln Library -consider rehab of exist like? -bookshelves are important -nod to Lincoln's farming past (barn construction) -please consider acoustics. Seniors – hearing aids + ear plugs!?!) - Where's the great outdoors? Too inward looking – I imagine everyone has sufficient 'alone time' at home or at the library whereas the community center should be open, alive, enlivening and a prompt or stage set for activity.
 <p>20</p>	<ul style="list-style-type: none"> -cavernous -wasted space. Heating bill -light / volume!! -like the concept of atrium with seating/ steps for onlookers, audience. Multifunctional common space is great idea -don't like windows -code stairs need more railing for seniors -like the two story space and open views to outside
 <p>21</p>	<ul style="list-style-type: none"> -this feels a little cold -all too modern and looks like great for California or warm climates. Most use is in the summer -too open, cold- acoustic not enclosing -elevators? Too many long corridors - And??? - Hmm...something of definite interest – actually quite wonderful in imagining a sleeker more contemporary 'inner lining' of jewel-like spaces fitted within a wood construction exterior – perhaps? – or maybe the exterior cues should come from Lincoln's other modernist strand – the Gropius and Breuer houses, or just be less residential, less wood. More such images should be incorporated in design research/presentation.
 <p>22</p>	<ul style="list-style-type: none"> -also too library-like -+1 -warm - Banal, mundane, uninspired.

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 <p style="text-align: center;">23</p>	<p>Lincoln small town – needs small spaces -show/demonstrate multiple-use for spaces – but too big – small town needs small spaces -how many auditoriums does the town need? -+1 -+1 - Hard to disagree with on its own terms but applicability to the community center (beyond all that is noted within).</p>
 <p style="text-align: center;">24</p>	<p>-let's have some cozy places - dismal -floor pattern too busy -ceiling height to interior space is good. Welcoming, homey yet functional -I agree- love vaulted ceiling – probably better for sound absorption - Odd.</p>
 <p style="text-align: center;">25</p>	<p>-these spaces will be noisy -+1 -agree -materials mix is nice, love the open stair case/ gathering space, could be used for seating during a lecture -like the use of warm woods + black edging for interest -like the possible mixed use of this space -like the multi-level open feel -nice feel</p>
 <p style="text-align: center;">26</p>	<p>-high ceilings, heat costs? -high ceilings – love the light! -natural light in the gym -+1 -+1 -scale not relevant</p>
 <p style="text-align: center;">27</p>	<p>-love the levels of the roof – lovely -like openness to the outside -+1 -like wood and smaller space +glass -love that the outside world is brought in -warm -materiality suitable for setting, appropriate light + view to environment. Scale of space seems appropriate to user base -too visitor center-like -this is beautiful! Wood, light, airy, outside blended with inside -2-story height in key spaces like center of hubs -++++ -is this vertical space based on functionality (eg passive solar)? If so thumbs up. Form should follow function -very Lincolnesque. Thumbs up -attractive</p>

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 <p>28</p>	<ul style="list-style-type: none"> -like the beams -keep in mind – I love high ceilings but know that sound can get lost for people like me who are hard of hearing -nice open space. 2 like the height – natural light –yes!!
 <p>29</p>	<ul style="list-style-type: none"> -Sterile and unwelcoming -I like clean and bright like this -height and light feel great for group spaces. Lower ceilings for intimate quiet spaces -warm -too white
 <p>30</p>	<ul style="list-style-type: none"> -too bland -you've got to be kidding me <li style="padding-left: 20px;">-+1 -too open high -Lincoln airport? No -too corporate <li style="padding-left: 20px;">-+1 -too cold, not young -nice geometry

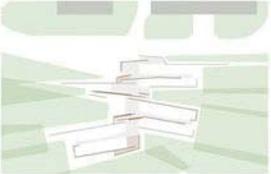
BUILDING – SITE RELATIONSHIPS

COMMENTS:

  <p>Building creates zones of occupation between itself and other buildings. Small linked courtyards.</p>  <p>01</p>	<ul style="list-style-type: none"> -too many railings and hills -too busy -too severe <li style="padding-left: 20px;">-agree <li style="padding-left: 20px;">-ditto -too big for the space we have -busy, but village idea has potential -this seems too ambitious for the scale that we are envisioning -awful -too obtrusive <li style="padding-left: 20px;">-ditto -a bit blocky - awkward -do not like scale or form
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  <p>2</p> <p>Building form creates large courtyard with surrounding buildings on the campus.</p>  <p>02</p>	<ul style="list-style-type: none"> -not good -ditto -good for solar if this roof faces south, but too few windows -feels dark + old 70's? -Lincoln style. Good solar roofing? -look like farm buildings -agree -agree -lonely, cold -boring -disagree, attractive and practical <ul style="list-style-type: none"> -simple, reflects site topo -like barn-like feel, not levels -think about relationship to Hartwell building
  <p>3</p> <p>Building form creates voids that hold exterior space where one engages with the landscape</p>  <p>03</p>	<ul style="list-style-type: none"> -needs solar panels -too busy -keep it simple, strong elegant massing -doesn't sit well on land, too self-important -too many angles – harsh -ditto -ditto -agree -looks like crazy roof feel -love this -who is going to shovel all of these walkways? A winter sidewalk is a good place to fall in winter -looks too space-age -too angular + post-modern. Please blend in with Lincoln architecture -Wonderful. Blends right into the surroundings. <ul style="list-style-type: none"> -too busy -agree -wonderful landscaping -me too -too busy, too many fences, non-native species -love the landscaping but too expensive to maintain -true! -like the site walks/grading transitions
 <p>04</p>	<ul style="list-style-type: none"> -contemporary but not "Lincoln" mid-century way -too boxy -agree -meh. Looks like a college I the 60's -too much brick

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 <p>05</p>	<ul style="list-style-type: none"> -where are the solar panels? -too busy -the building shapes compliment the site – not dominate it. Blend it in!
 <p>06</p>	<ul style="list-style-type: none"> -like transparency to outside. -too fancy -not fully the site ethic -too open to outside <ul style="list-style-type: none"> -ditto -too museum-like -don't like curves, not cozy -not cozy enough -ceiling too high. Looks institutional -no flat roofs- we do not want to pay for shoveling roof after every snow -too much glass -too much like train terminal -none of this feels like Lincoln – wait for school design and make the 2 buildings harmonious!! - N-I-C-E. -student like this one
 <p>07</p>	<ul style="list-style-type: none"> -too blockish <ul style="list-style-type: none"> -agree -agree -not friendly
 <p>08</p>	<ul style="list-style-type: none"> -New England materials, pls, brick and stone not exposed wood which is high maintenance -beautiful New England barn shops -seems nice -warm and inviting -not warm enough -too many bugs -love the feel of the barn, very large doors, simple feel -love the barn doors -barn, gym please -love the barn design -like+++
 <p>09.</p>	<ul style="list-style-type: none"> -love the feel with the building embedded in the trees -looks like it would fit right into Lincoln -More energy efficient space eg less glass -beautiful approach to building -this is the best warm, wood, light, airy open -absolutely beautiful <ul style="list-style-type: none"> -agree

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 <p>10</p>	<ul style="list-style-type: none"> -like open views to outside + CNXN -like campus-like concept -like light well --too much like camp -ugly, sterile, too boxy -not enveloping enough -love the wood-like exterior <ul style="list-style-type: none"> -me too
 <p>11</p>	<ul style="list-style-type: none"> -great -open to outside -love the indoor/outdoor blend <ul style="list-style-type: none"> -me too -great -me too -good
 <p>12.</p>	<ul style="list-style-type: none"> -open space interior. Love lots of windows -too stark, cold -like -don't want cluster of separate buildings -nice indoor/outdoor connection -structure and light, enclosure and views of nature -student liked this one
 <p>13</p>	<ul style="list-style-type: none"> -love the collection of like buildings -yes solar -needs solar panels -where's the light? -too scattered -go solar -this is not California! Please more respect for New England architecture and snow
 <p>14</p>	<ul style="list-style-type: none"> -beautiful peaceful -a lake would be nice but we don't have one -love the openness and getting natural light -frames view+++ (to central green!)
 <p>15</p>	<ul style="list-style-type: none"> -nice -good indoor/outdoor -lovely, simple – passive solar wall? -scaled, love relaxing access to outdoor space -excellent integrated with nature -student liked this one.

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EXTERIOR ROOMS

COMMENTS:

 <p style="text-align: center;">01</p>	<ul style="list-style-type: none"> -reflect look for Lincoln – same comment about meshing interior and exterior ??? -like this warm inviting but challenging in winter? -these are the best – most welcoming – not institutional 1-6 -stonework is very Lincoln -like this natural materials connections inside + out -scale here is nice, domestic - this is lovely -I like these natural materials – look like New England –Dark wood and stone -love the natural materials, scale + massing of the whole board +seat walls great -student liked this one
 <p style="text-align: center;">02</p>	<ul style="list-style-type: none"> -different heights and entrances in and at courtyard spaces! -love natural wood -climate appropriate? How would this be used in the winter/inclement weather? -love the natural materials, scale + massing of the whole board -these are the best – most welcoming – not institutional 1-6 -like the relationship between landscape and interior space -agree -too stark of a space -Nice! -student liked the covered part of this one
 <p style="text-align: center;">03</p>	<ul style="list-style-type: none"> -love the natural materials, scale + massing of the whole board -these are the best – most welcoming – not institutional 1-6 -too austere. Needs furnishing + wood -flat roofs? NE winters -ditto -too traditional -no! bland, looks inflexible for varied uses -beautiful but wasted energy to hear all those window areas? Used mostly in fall winter and spring. Need more warmth -dangerous stone wall -Prefer non-painted wood
 <p style="text-align: center;">04</p>	<ul style="list-style-type: none"> -love the natural materials, scale + massing of the whole board -these are the best – most welcoming – not institutional 1-6 - like the warmth of the finishing materials -wood is homey -lovely horizontal view here -looks more residential -too spare, simple -too many hard surfaces- feels cold and not good acoustics -+++ -student liked this one
 <p style="text-align: center;">05</p>	<ul style="list-style-type: none"> -love the natural materials, scale + massing of the whole board -these are the best – most welcoming – not institutional 1-6 -small courtyards! Nice way to integrate interior/exterior! As many as possible near hubs -lovely -like enclosed courtyard -love enclosed courtyard -like the mix of materials -like courtyard concepts bordered by large glass windows -+++

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06

- love the natural materials, scale + massing of the whole board
- these are the best – most welcoming – not institutional 1-6
- lovely
- lovely landscaping
- lovely welcoming look integrated with environment. Would take time to achieve.
- Slate practical for snow, etc??
- like this
- +++
- Yes!!!

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STATE OF THE TOWN 11-04-17 AND COMMUNITY FOLLOW-UP RESPONSES

**LINCOLN COMMUNITY CENTER
Architect's Character Study Responses**

GENERAL COMMENTS

	<p>I found this exercise very frustrating as almost all of the images were dramatically contemporary and very strong statements-too strong....and I'm and old D/R girl! I also was appalled at many interiors that had a lot of wasted open space-atriums, balconies. To me, there was little warm or welcoming in ANY of these images. We will be hard pressed to make a leap from the very funky friendliness of Bemis to these austere concepts. I certainly would not be drawn to any public building and interiors that looked like any of these. I certainly hope there is an openness to considering some concepts that are, while modern, more refined and less austere.</p>
	<p>I love Maryann's work at the few projects I've seen/been in and am thrilled that she was picked for the Community Center. In looking at the boards, my thought is this: Wood is good, glass in much more moderation. As an architect, I am well aware that lots of glass is "in" and is very beautiful per se. However, energy efficiency is always a concern and compromises have to occur in order to meet code. Since I myself do several different activities at the current Council on Aging (from exercising to socializing to listening to lectures, etc., I see the need for good climate control to be very critical. <u>Drafts</u> are a no-no where the senior population is concerned. I think a more "cocoon" feeling might be better (embracing the participants in wood) than total visual contact with the outdoors, while in program areas. Moreover, HVAC costs are higher with large expanses of glass and Lincoln is very devoted to energy efficiency. On the other hand, "big" glass with a good view would be dynamite in transitional areas, social areas, connectors, etc. Hope this makes some sense (or cents), and cheers for a great job, Diana</p>
	<p>I found the survey just too overwhelming in its length and detail - I would like to see the CC exterior be much more traditional New England than any of the modern buildings shown at the Special Town Meeting. Clapboard or shingle siding, maybe a cottage look. The buildings shown looked more like museums to me- too much glass, flat roofs on some. I don't think the architecture of the CC has to match that of the school. Look at Weston: their school is modern, flat roof etc, but their community center nearby is totally different looks more like a barn. I think it works! - I think the interior spaces need to be cozy (except for a large exercise room). Warm and inviting, with rugs, maybe fireplaces, wall space for having local art. Ceilings not too high, warm lighting. A patio facing south or east . Good sound proofing- older people often have hearing problems.</p>
	<p>Sidenote: given a large segment of older users, attention to toilet room accommodations would be welcome. Somehow a country like Japan has more provisions for the elderly and for families than what in America is pulled from a MA Access/ADA diagram. Side note: And mentioning Breuer---- what all these images lack is a central gathering focal point – is a fireplace, a hearth and seating area not realistic or desired? (again, think Breuer, not ski chalet). Or a test-kitchen/demonstration/cooking kitchen.</p>
	<p>Justify the need for certain space (fitness, cooking, maker space) vs people just finding programs elsewhere. Why town provide?</p>

CAMPUS **Maryann Thompson Architects Wish-list Summary 11-17-17**

<p>vision of how the building footprint can be incorporated or woven into the existing site</p>	<ul style="list-style-type: none"> ●It is important that the seniors feel a part of the campus, yet also have a feeling of having their own space. Aesthetically, it would be lovely to have it blend in naturally with the landscape, especially since a lot of seniors have a real sense of connection to Ballfield Road. ●Something that works with the landscape and frames the campus would be ideal. ●I like structures that ebb and flow with the landscape. ●Should fit visually within the landscape. More horizontal than vertical. Glass is good but avoid mall/airport concourse kitch (sadly typical of MANY of your photos). Ideally a single building with inside connectors and a quiet ample patio-like outdoor space adjacent. ●it has to be at Hartwell and it has to be compatible with the school building proposed. I am strongly in favor of a second exit which would allow elder access to the second floor and allow more security and safety to the children. It could be made traffic friendly by a no left turn sign during rush hour on Bedford and no left turn sign from exit .
<p>strengths of the campus /aspects of the current campus identity that should be maintained?</p>	<ul style="list-style-type: none"> ●The "campus quad" feel is great, as is the general proximity of so many facilities and programs. Campus feels well scaled and safe. ●We've got a sweet piece of land to work with – very feng shui... with water in front and hillswith tall trees behind. ●The open field in the center and interior spaces that reach out to embrace the surrounding landscape ●Horizontality, relative mutedness of color ●Other than the Reed Gym, the buildings are not very prominent. The Community Center should maintain this sense of integration with the landscape. ●My children went to school there from the time they were three until the time that they went to the high school. That was wonderful for them and wonderful for us. But I see the campus as primarily a children and parents space. ●Biggest challenge for us is to resolve 2nd egress/entrance
<p>problem areas of the campus/ How could the campus identity be strengthened?</p>	<ul style="list-style-type: none"> ●Parking and pedestrian walkways need improvement. Additional walkways are needed as well. The stream and woodlands that run through campus are overrun with invasive and not as attractive as they should be. ●Safety of pedestrian traffic across the campus. The Hartwell parking lot is already the busiest lot on the campus. ●Ugly dated buildings. Difficult community (so many opinions!). Outdoor space broken up in pieces by the buildings. No running track. ●The approach...there's no sense of arrival when you get to the campus ●There is currently very poor integration of the two sides of the campus. There is no reasonable pedestrian link between Hartwell and the school buildings. ●Additionally, the streams on the campus currently seem like obstacles when they could be features. ●The campus is primarily a children/family place. It would be nice to have a more mixed space.
<p>strengths and weaknesses of the network of automobile roads and parking areas</p>	<ul style="list-style-type: none"> ●Too many of the parking areas are away from building entrances – seniors sometimes have trouble going to Town Meeting or public forums, for example, because they can't park close enough. ●Lighting for evening meetings; convenient parking for seniors ●Fairly clear traffic pattern; parking areas are not visually dominant. ●Not enough parking. Congestion and key times. Feels like you're driving around in circles... because you're driving around in circles. ●They appear to be functional, but not gracious ●Current parking lot may be larger than necessary. Avoid paving over everything. ●For visitors, the campus roads are very confusing. There is a fair amount of redundancy, and not much clarity about which building is which, and which road leads to which building. ●currently parking at Hartwell is insufficient
<p>the strengths and weaknesses of the network of pedestrian paths</p>	<ul style="list-style-type: none"> ●For seniors, pedestrian paths need to be connected so that they can go from one area to another completely on a path, and the paths need to be even and without obstructions that can cause falls. ●They're not connected or there are no paths where people actually walk—fine in dry weather, a problem when there is snow on the ground. The sidewalk on the entry road stops before you get to the school. ●Are there pedestrian paths? ●functional by not gracious ●Pedestrian paths to school and also to town pathway system are important. Keep number to a minimum. ●There are not enough. Often necessary to walk on the road. When there are big meetings, the functionality is lacking. ●need dedicated bike and pedestrian paths
<p>underutilized areas of the Campus? ideas why these areas are less used</p>	<ul style="list-style-type: none"> ●Behind the Brooks school art rooms, between the schools and the wood-line. ●The wetlands boardwalk area and some playing fields are behind the school making it hard for visitors to find them. Visiting teams can't see where a game is being played and wander around. Community can't get to the wetland boardwalk (not accessible – too far away from parking). ●Some under-utilization is important. Good to maintain an ample % of both woodsiness and openness. ●I think the green spaces out-of-doors could be used more. I think perhaps they are not used at this time is because "space" has been created within them that lends itself to any particular activity. ●If you are walking in from Lincoln Road, the pedestrian path ends before you reach the buildings. (That is a weakness.) As above, there is no viable pedestrian link of Hartwell and the school buildings – you have to walk along the edge of the road or through a parking lot. There is a sidewalk leading out of the Hartwell campus, but again it ends randomly before it reaches anything. ●There is a very pretty path from the Hartwell campus through the woods to the Reed parking lot. It is used frequently by the summer camp, but otherwise gets very little use. There is also a nice access from Lincoln Road to the back of the Hartwell Building, which gets some use by children arriving on bicycles or by foot in the morning (and leaving in the afternoon), but is otherwise very quiet.
<p>moment of arrival on the Campus?</p>	<ul style="list-style-type: none"> ●Turning into Ballfield Road ●The fork in the road by the tennis courts. ●I'm reasonably new to town, never had kids in school here; campus is confusing ●After you emerge from the invasive choked trees and see the ballfield. ●When you turn off Lincoln Road...but after that it's a non-event ●Ballfield Road entrance after the tennis courts. ●I feel like I have arrived on the Campus as soon as I turn off the main road ●Typically by car, when you get past the tennis courts that sit at the entrance. ●when you see central ballfield
<p>current exterior social gathering spaces on the campus? When and how used? Who uses them?</p>	<ul style="list-style-type: none"> ●Sidelines of sport fields. Pool. Tennis courts. Playgrounds. Sport Court. Circle area by the Brooks Gym. Parents and kids use them during and after school hours as well as weekends. ●Unimportant in Lincoln, the town has plenty of these ●Smith parking lot and playground. Brooks circle. New sport court. Used mostly at school transition times. ●The external gathering spaces seem mostly like playgrounds, of which there used to be more. There is a lack of post adolescent gathering space, e.g. benches, patios, outdoor class space, etc. The outdoor spaces also feel very disjointed ●A large number of middle school children use the central circle as a gathering space during the lunch hour (which isn't quite an hour). Children also gather, often after school, in the circle outside the Reed Gym. Once or twice a year, Magic Garden has events on the slope north of the Hartwell Building, and the summer camp typically convenes on that same slope at the beginning and end of every camp day. ●The pool, which I don't use, the athletic fields which my kids used when they were kids and where many of my relationships with parents were built.

<p>types of exterior gathering spaces lacking on the campus? Or in Lincoln</p>	<ul style="list-style-type: none"> ●Places for passive gathering – patios and other outdoor places for people to just sit and eat, chat, etc. ●Seating, patios, art, outdoor fitness opportunities, outdoor classroom options. ●Unimportant in Lincoln, the town has plenty of these ●Places to casually meet. Places to picnic, eat outside. Places for middle school aged kids to hang-out. Places for families to gather/play indoors. ●There are a limited number of outdoor collection areas...but none that we find particularly compelling ●To my mind, the patio or veranda-type space is key. Lincoln Station Mall has such next to Lincoln Kitchen restaurant, but it's puny and impossibly compromised by traffic. ●The campus acutely needs an outdoor seating/eating space for adults – something more than a random picnic table at the side of the bus loop.
<p>Lincoln community events that occur on campus? How does the campus support? How support better?</p>	<ul style="list-style-type: none"> ●A new community center would make it possible to have wonderful events, like a monthly community supper or a yearly town fair. ●School, PRD programs. Preschools, afterschool programs, youth sports, adult recreation, July 4th celebration, town meetings, voting, pretty much everything not associated with the COA or the library. We need more options for the COA and other organizations in town. ●Town Meeting, voting, 4th of July, recreational activities. ●4th of July; summer camp; town adult softball league; tennis; pool ●Sports events (esp soccer plus, tennis, basketball, baseball, etc.), concerts, parties, trick of treat, July 4th, Town Meetings, voting ●Strengthening its sense of place as an open and welcoming campus ●The campus supports community events very effectively. Any improvements of the pedestrian network on campus would also provide better support for the community events. ●Voting, town meeting, fourth of July, various town/school meetings. The current situation for community activities during the day are incompatible, or at least seen that way, with student safety. During the elections, a parent volunteer has to sit a table to guard the kindergarten space. Having a community center would make those activities more user friendly. ●voting/town meeting - perfectly adequately supported
<p>Between which buildings and exterior spaces are there movements of occupants throughout the day?</p>	<ul style="list-style-type: none"> ●Hartwell Campus to K-8 School buildings. Hartwell campus to tennis courts and pool. Hartwell to blue playground. Hartwell to Pool and Sport Court. Schools to Pool, fields and sport court. ●There is movement between the School, the Pods, and Hartwell; movement between all buildings and the fields. ●Parking lots to particular buildings where your kids are headed. ●The children move between the main school buildings. They also move to the Parks and Rec Pods after school has let out for the day. ●By far the largest flow is that of middle school students out of the school during the lunch hour, as mentioned above. There is also a fairly constant flow of elementary students out to playgrounds – K and 1st grade students to the Kindergarten playground, and students in 2, 3, and 4 to the “green playground” (at the northwest corner of the school buildings). Students move in and out of Pod C during the afterschool program hours (3:00 to 6:00 p.m.), and there is a fair amount of movement in and out of the two preschools.
<p>exterior spaces or shared interior spaces which would be used more often if there was better connectivity through the campus?</p>	<ul style="list-style-type: none"> ●Green playground behind school and the new wetlands boardwalks are pretty far away from everything else and out of site. ●From the standpoint of this Community Center user (Note that I am a senior citizen), it's really not all that important to be interwoven with the rest of the campus except for occasions when there are events in the gym or auditorium. ●The school, pre-schools and after-school program use the campus quite efficiently. The pedestrian links could be much nicer, but it is not clear that better links would create more use with no changes in program. ●I believe a community center would be well used. I might even use it myself
<p>favorite spaces within the campus and why?</p>	<ul style="list-style-type: none"> ●My family and I used to love the playground that got torn down! We would sneak over from Concord to use it... ●View across the field towards the schools. Looks beautiful and you can't see the wear and tear. ●I'm a senior; only use the large meeting areas; I wish there was an indoor pool. ●Ballfield. Walking paths. Sport court. Pool. I like Parks & Rec programs – and I like teaching one of the programs on campus... would like a nice space for it. ●Pods area to meet with friends and use the playground. ● I especially like the vast open area in the center (for beauty/vista) and the ability to stroll around it. (I live within walking distance.) The upslope to the north and west of the pool and Reed gym is also a magnet. ●My favorite spot is Magic Garden, because my son is there. ●I think, in general, the beauty of the campus is a little overrated. There are, though, several areas where access to more wooded areas creates opportunities – on the new boardwalk north of the school, on the path through the wooded area just north of the Hartwell pods, through the woods between Hartwell and Lincoln Road. ●The tennis courts. The auditorium and the Smith gym because of the elections that are held there that I am a consistent participant in.as election worker. The Lincoln volunteer election workers are an enthusiastic and effective group. I am sure if the elections move, there would be the same feeling, but that would be very important to me. ●tennis courts

HARTWELL	
<p>routines specific to the current occupants of the Hartwell Complex?</p>	<ul style="list-style-type: none"> ●There needs to be adequate parking close to the entrance of the Community Center for seniors with disabilities, and a pick up and drop off area close to the door would be great for seniors as well as children. It is worth a discussion whether there should be separate pick-up and drop off areas and entrances as well as parking for seniors and for younger people. ●Most cars are only there for 5-10 min for drop off, pick up. Everyone wants a front row space. Might be helpful to have a staff only parking lot and a visitor/patron parking lot, since most staff's cars sit all day. This would free up administrative spaces for programmatic use, as well as more safety options for patrons with children. ●Lots of traffic starting at 7:15am for exercise classes, pre-school drop-off, administrators arriving. Hartwell parking fills quickly, lots of young children and multi-generational adults going to exercise classes. Pre-school pick up mid-day; students coming over for the after-school (LEAP) program; LEAP pick up in the evening. ●Not sure of timing, admin for schools; public preschool; Magic Garden; Phys Therapy room; admin for Parks & rec; daily programs; LEAP; deliveries for schools; maintenance for schools ●It would be nice to have more 10 minute parking spaces during pick up and drop off times ●Magic Garden runs from 7:30 to 6:00 five days a week, with roughly 65 children and 11 staff members each day. Most of the drop-offs are between 8:00 and 8:30 a.m., and most of the pick-ups happen at 3:00. The Lincoln Pre-School has similar numbers of children and staff members, but the drop-off peak is typically a little later, and the pick-up time is 12:30 p.m. The parking lot can be very crowded between 8:00 and 9:00 in the morning. ●There are 12 staff members who work full-time in the administrative offices in the Hartwell Building. ●There are 106 students enrolled in the after-school program in Pod C, with another 10 staff members. The after-school program, LEAP, runs from school dismissal time to 6:00 every school day. Most of the pickups occur between 5:00 and 6:00 p.m. ●For 6 weeks of the summer, there is a summer day based in Pod C, though it also uses the other two pods. Dan Pereira can provide much more specific information about the summer camp enrolment and about the recreation programs that run on the Hartwell campus. ●Pre-K will move to new school
<p>How are the current exterior spaces in the Hartwell Complex used? Who uses them?</p>	<ul style="list-style-type: none"> ●The preschool and afterschool programs and the summer camp. Administration, school & PRD staff ●LEAP uses them; pre-school play areas. ●LEAP and preschools for outdoor play. Parking. ●Children who occupy the pods use the space for recess...an outdoor escape. ●I'm mystified by this entire section because I'm under the impression that the Community Center will take over all of Hartwell—as I think it should. ●The two pre-schools, LEAP, and the summer camp all use the outdoor spaces at Hartwell quite intensively.
<p>current strengths of the Hartwell Complex? aspects of its identity to be maintained?</p>	<ul style="list-style-type: none"> ●Protected greenspace. Interesting topography. Program synergy ●Easy for LEAP students to move between inside/outside. ●Great place for a comm ctr – near but away from schools. Otherwise, nuke everything and start over. ●The strength is that it provides a campus feel...and we'd like to see that maintained. ●There is nothing sacred in the Hartwell Complex.
<p>current weaknesses of the Hartwell Complex?</p>	<ul style="list-style-type: none"> ●The pods, A, B and C are really run down and don't convey pride in programming. Maintenance could thrive with a separate space. ●Parking; mix of pedestrians and cars; condition of buildings. ●There's not enough room for that list here ●Can the parking area be modified to provide some green space on the approach side of the buildings, and shift some of the parking to behind the buildings? Too much asphalt, not enough playground. ●The absence of proper pedestrian links leaves the complex somewhat isolated from the rest of the campus. The pods were built as temporary structures in about 1959, and though they are not without style, they are not particularly attractive or functional buildings. There is a stream that runs between the parking lot and the loop road, but it is completely overgrown and, in its current state, not very attractive. There used to be a very attractive play structure behind the Hartwell Building, but it was removed about two years ago, and nothing has been put in its place. ●Pods should go, LEAP must be accommodated
<p>How imagine new Community Center benefiting from the current Hartwell Complex?</p>	<ul style="list-style-type: none"> ●Having connections to LEAP and the Hartwell Building would be helpful for kids who use those facilities as well as the community center. I think the community center will benefit greatly from the beauty of the natural areas of the Hartwell complex. ●Synergy with existing programs ●Yes—the morning exercise classes are already multi-generational. Easy for parent population to take advantage of more programming if they can participate after dropping off students. ●Beautiful and functional will be two major steps up from existing. ●If we can create appropriate links, then it will be very well-positioned vis-à-vis the school buildings. We have the option of nestling the building in the woods or setting it off. ●perhaps we can use the hillside for a building with 2 stories and 2 ground level access
<p>How imagine Hartwell Complex benefiting from the new Community Center?</p>	<ul style="list-style-type: none"> ●I think a wonderful synergy will be created as well as many opportunities for multigenerational interaction. For example, last week there was a group of kids from LEAP tutoring seniors on computers – we could do this kind of thing much more often if we were on the same campus. ●Improved built environment, more parking, improved views of woodlands and stream. ●More of a generational mix. ●More vibrant. More servicable. ●The opportunity to replace some ugly buildings with a beautiful building should be seized. If we can, at the same time, make better use of the surrounding wooded areas and move the parking lot from the foreground, then the campus will be hugely improved. ●we will clearly be a detriment by adding cars. any use that school children find at CC will be benefit

SUMMARY / ADDITIONA Maryann Thompson Architects Wish-list Summary 11-17-17

summary about community	<ul style="list-style-type: none"> ●We appreciate the natural environment (not overly manicured), the arts, elegant, simple architecture beauty, practical and functional design (not fussy), thoughtful and inclusive, properly scaled and accessible to all. ●And we want it cheap ;-) ●Thoughtful, environmentally conscious and generous. Lincoln residents have a great appreciation of the outdoors...so connecting the interiors to the surrounding landscape... bringing the outside in...will resonate (think the Sterns room at the First Parish, or the Wetport home). ●hope the building will be a WOW that just the architecture makes you want to come
anything to add	<p>●I think you should formally ask every department head and town committee (I know there are a lot of them) to address relevant parts of this questionnaire. For example; the library, every sports organization, the environmentalists, the churches, the post office, the non-profits in town, the ag commission. Obviously I've thought about this; was part of a planning group in a neighboring town'</p> <p>My personal priorities focus on the Lobby/café. I think it should resemble a village (maybe you could convince the USPS to move the old PO there; solve a problem. I think the reading area should be an outlet for the Library, a second town location for picking up or dropping off books ordered online. There should be a planned area for short-term activities like art shows, ski/boot sales. LSRHS might want to man a clothing kiosk.</p> <p>As a senior, I looked at all the exteriors and noted the invisibility of parking; parking planning is crucial. I'm also worried about a two-story plan; if all the senior activities are on a different level than others there will be less opportunity for intergenerational mingling.</p> <ul style="list-style-type: none"> ●The biggest surprise for me has been the overwhelming interest in the fitness programs as its dramatically shifted the utilization of the multi-purpose room at the Wellesley project. Also, we may have underestimated the storage needs throughout when one considers custodial equipment and supplies, fitness accessories, furnishings that are constantly redeployed and decorative items. ●need Coat Room ●need Room with walls for art shows <p>●Let me also say that I don't really care about the aesthetics of the building. I think there will be enough trouble accommodating the strong opinions of various interest groups. My interest is in designing a building that will be able to be financed without damaging the needs of the new school. I was on the former school building committee which spent several intense years designing with the state building authority which would have given us 20 million and a state of the art school. I have not gotten over that experience so you will see that my contributions on the committee will be to avoid a bad outcome.</p> <p>Lincoln has a small democratic system that works. I have been involved in it for over 20 years. I see this issue as crucial to that system continuing to work. If the school fails, it will divide the older and younger residents. I observed this in Sudbury when I was a member of the regional high school committee.</p> <p>Although I am a senior (73), I am not someone who utilizes the COA. My wife is the town clerk and I am, as I said, involved in town politics. When I want socialization, I want to go out of town. However, I expect that I will use the COA programs when I become more doddering.</p> <ul style="list-style-type: none"> ●Bemis provides storage for historical society and lincoln maintenance - where does this go in future? Hopefully book sale stays at Bemis
commentary on process	<p>This questionnaire—just like your indigestible spattering of semi-unrelated photos at the stat-of-town-meeting is more picky and atomized than is useful for present purposes. At this stage I have no desire to pore through 137 questions, lingering on the type and number of lockable cabinets, etc.</p>

SHARED SPACES

Maryann Thompson Architects Wish-list Summary 11-17-17

SPACE	SQ FT	sub-programs within	COA uses	PRD uses	interior adjacencies/relationships	exterior relationships	lighting	Storage	equipment	finishes	comments
Subdividable (3) Fitness Space	2500		<ul style="list-style-type: none"> ●Aerobics & Tai 15 people ea ●line dancing 6-8 people ●zumba about 10 people ●yoga ●tumbling 	<ul style="list-style-type: none"> ●Adult fitness. ●Dance. ●Gymnastics, ●Kickboxing, ●Yoga, ●Pilates ●plethora of children's activities and games. ●Kids soccer 	<ul style="list-style-type: none"> ●close to "café" good for parents/spouses waiting for kids/COA in the classes. ● nice to have the fitness in a "neighborhood" with the wellness room to make a whole multigenerational "wellness" area. ● Bathrooms and showers. (added program?) ●Doesn't really matter proximity to other things – other than from a sound (music, stomping) consideration. ● 	<ul style="list-style-type: none"> ●Windows for view. ●outdoor fitness space? ●Lots of windows and good light. Not harsh light. ●Nice to be able to pop outside during a break, but not critical. ●North/South orientation so that you don't get hot sun on one side of the room in warm months. ●Windows will be inspiring, if they open, they can keep us from perspiring. ●Lots of views, But not of parking or too many walking paths ●view...ideally of the outdoors. forest views ●amazing to be able to practice Tai Chi or Yoga inside but to feel like your outside in nature? Perhaps large sliding glass doors or floor to ceiling windows 	<ul style="list-style-type: none"> ●as much natural light as possible ●dimmers for quieter, more contemplative activities ●Full daylight and 	<ul style="list-style-type: none"> ●mats, weights, chairs, etc. ●Plenty of storage. ●Plenty of storage. ●ample storage for equipment. 	<ul style="list-style-type: none"> ●sound system to play music. ●A refreshment station would be good (actually, one in each program room, as in Wellesley, would be ideal). ●Mirrors? Some seniors like, some don't. mirrors on wheels? ●Sound system. AED. Water bubbler. Mirrors. Clock. ● 	<ul style="list-style-type: none"> ●Floating floors or specially designed for fitness classes very important for seniors ●Some noise insulation. ●Non-slip floor ●No rugs! ● 	<ul style="list-style-type: none"> ●Homelike/spalike. ●Had envisioned three equal spaces but perhaps one smaller space for smaller, quiet class like yoga. ●Not classroom-rectangle shape - reduce the "school" feel. ●No balls bouncing so perhaps drapes, pictures on the walls, etc. to feel more like a home-space than a school. More like a spa than a gym. ●Clean, bright, safe. Open space without pillars or other safety obstacles. ●Clean floors; current size of room; high enough ceilings; de-humidified air in the shoulder months. ●Used by Lana's Fitness!!! ●Plenty of room. Appropriate flooring for movement/fitness. Room for small and large equipment. ●Used by Lana's Ultimate Fitness (adult fitness); pre-k to elementary gymnastics; large movement play for preschool and LEAP; self defense for adults at night. ●Bright, airy and open. ●Youngsters, seniors...folks of all ages. ●clean, naturally light, uncluttered, and to have high contrast.
Fitness Equipment	450				<ul style="list-style-type: none"> ●Near the café for those waiting. ●"neighborhood" with other wellness spaces ●Should connect to larger fitness space(s) to ensure flexible use ●proximity to bathrooms, locker rooms. (added program?) ●proximity Doesn't matter, really. ●None in particular. important destination that users will seek out. 	<ul style="list-style-type: none"> ●Windows exterior or interior, looking onto something, feel more connected ●Some windows – above shoulder height for privacy? ●A strong connection with the outdoors. 		<ul style="list-style-type: none"> ●Storage is important. 	<ul style="list-style-type: none"> ●Water bubbler, sound system, clock, mirrors. ●Up to date and varied equip. WIFI.TV. ●Sink; Sound system;showers and a changing area; sauna would be great ●Equipment should feature cardiovascular and strength exercise equipment that is beneficial to all age groups. ●no TVs! maybe music 	<ul style="list-style-type: none"> ●Insulation ●non-slip floor. ●floating floors 	<ul style="list-style-type: none"> ●overall wellness, and "spa-like" ●Clean. Bright. Enough open space. Neat and tidy! ●Welcoming, not too many mirrors. This space would represent new programming, and should be nearer to the School so that it can be shared during the day. Should be part of the school wellness/PE program, and available to the community. ●Anyone who has a gym membership might consider this in-town option. ●Open, inviting, bright & airy ●All groups from youngsters to seniors including those in between. ●if only for seniors probably only need about 4 machines

SPACE	SQ FT	sub-programs within	COA uses	PRD uses	interior adjacencies/relationships	exterior relationships	lighting	Storage	equipent	finishes	comments
Multipurpose/media	2000	Stage table/chair storage coat storage	lectures, parties, and performances here. Lunches yoga socials	photography lego	<ul style="list-style-type: none"> ●kitchen adjacent or even attached with a pass-through. ●Close to the lobby so that large numbers of people don't go through hallwaysto get to it. ●As it may well be the most frequently used large spaces...it should be centrally located with easy access to the entrance 	<ul style="list-style-type: none"> ●Windows onto the landscape ●patio or balcony seating for social gatherings both inside and outside. ●Some windows. But don't want folks too distracted ●easy access to the entrance and ideally have visual access to the outdoors. 	<ul style="list-style-type: none"> ●as much natural light as possible ●Great artificial lighting. ●Sunlight yet avoiding direct sun....perhaps north. 	<ul style="list-style-type: none"> ●tables and chair storage ●perhaps a coatrack. ●Extra storage for tables, chairs, exercise equipment, A/V gear and all other equipment that may be used in this space. ●media equipment 	<ul style="list-style-type: none"> ●complete media system (computer, projector, screen, sound system, spotlight). ●stage if at all possible ●Overhead/ceiling projector. TV, sound system, flexible seating. Small stage. Whiteboard. Window covers. ●Sound and recording (some town committee meetings have to be recorded). Wifi. Smart board. High tech. ●projection equipment, movable furniture 	<ul style="list-style-type: none"> ●The more elegant it can be to remind people of the upstairs of Bemis Hall the better. ●Hard floor surface 	<ul style="list-style-type: none"> ●Serves a similar function to the upstairs at Bemis Hall. Not drop-in space, but where large groups gather, a community-building space. A positive, welcoming, somewhat elegant feel if possible (like the Stearns room) ●Professional, flexible. Technology friendly ●COA events, Garden Club, other community groups. ●Functional flexibility. Large enough for big groups, can be divided if group is smaller (so you don't feel lost). ●Light and airy. Inspiring. ●Welcoming, effective, efficient and accommodating while avoiding being too institutional. ●used by Any large group that will be meeting/gathering/even dining...for whatever purpose. ●It may be worth considering a movable wall to divide the room into smaller meeting areas when not in use for large groups ●challenge to create something as elegant and peaceful as upper hall in Bemis
Activity Room 1 (class room)	900		classes and group meetings	classes STEAM	<ul style="list-style-type: none"> ●Storage. ●PRD:there are some requirements for privacy. 	<ul style="list-style-type: none"> ●less important for these spaces, but windowsonto the landscapebe lovely. ●Light and bright. ●Visual access 	<ul style="list-style-type: none"> ●Natural light is important ●Plenty of daylight. ●Plenty of daylight. ●North light 	<ul style="list-style-type: none"> ●tables, chairs, and supplies ●Storage is always an issue – lots and lots of storage Everywhere. 	<ul style="list-style-type: none"> ●chairs & tables ●computer/projector ●sound system? depending on the acoustics. ●white board? ●podium ●Movable/flexible multi-purpose furniture to support classroom, meeting, presentation and/or collaborative events. 		<ul style="list-style-type: none"> ●NOT being classroom sized and shape would make them more home-like; as "living room" like as possible ●Clean. Bright. Uncluttered. Flexible. Great light ●Sturdy and kid safe. ●Think carefully about how these are used during school hours, as there is no need to build more than necessary. Continue to use other spaces on campus around Town as appropriate. ●Provide enough so a few activities can occur at the same time.Used by COA during day, PRD programs after school. ●Welcoming, effective, efficient and accommodating while avoiding being too institutional.
Activity Room 2 (class room)	900		classes and discussion groups up to 40 people	classes	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ●less important for these spaces, but windowsonto the landscapebe lovely. 	<ul style="list-style-type: none"> ●Natural light is important ●Plenty of daylight. 	<ul style="list-style-type: none"> ●tables, chairs, and supplies 	<ul style="list-style-type: none"> ●Same as 1 	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ●Clean. Bright. Uncluttered. Flexible. Great light ●Sturdy and kid safe.

SPACE	SQ FT	sub-programs within	COA uses	PRD uses	interior adjacencies/relationships	exterior relationships	lighting	Storage	equipt	finishes	comments
Activity Room 3 (class room)	900		drop-in game room (added program?)	classes	<ul style="list-style-type: none"> •situated to feel like part of a COA-focused space/ close to the COA drop-in space. (game room) 	<ul style="list-style-type: none"> •less important for these spaces, but windows onto the landscape be lovely. 	<ul style="list-style-type: none"> •Natural light is important •Plenty of daylight. 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •COA:pool table, ping pong table & bridge tables and chairs •comfy chairs at room edge for waiting turn 	<ul style="list-style-type: none"> •“denlike” (game room) 	<ul style="list-style-type: none"> •discuss whether this part of the COA-focused space or a multi-generational space (game room) • having some quiet would be good so people can hear •Clean. Bright. Uncluttered. Flexible. Great light •Sturdy and kid safe. •comfortable like the living room at Bemis - nice for small group conversational groups
Small Presentation/ Media	800		presentations, meetings & groups 40 people	musical theater	<ul style="list-style-type: none"> •part of a “Learning neighborhood” with classrooms 	<ul style="list-style-type: none"> •less important but windows onto the landscape be lovely. 	<ul style="list-style-type: none"> •Natural light •Limited daylight 	<ul style="list-style-type: none"> •tables, chairs & supplies 	<ul style="list-style-type: none"> •Chairs, tables, sound system, computer/projector/screen •Overhead/ceiling projector. TV, sound system, flexible seating. Whiteboard. Window covers. 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •gathering space more than classroom;as homelike as possible. •quiet, but it doesn’t need to be confidential. •Professional, flexible. Technology friendly. •This should be in one of the classrooms? Not another space? Again, there are a number of places around Town and in the School
Small Meeting/ Quiet 1	350		support groups 20 people		<ul style="list-style-type: none"> •part of “wellness suite” and/or adjacent to the human services offices 	<ul style="list-style-type: none"> •smaller windows for “cozy”/enclosed & safe 	<ul style="list-style-type: none"> •Great artificial lighting. 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •“living room” furniture; cozy as possible 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • COA:feeling of enclosure because very personal group discussions. cheerful and positive as possible. A room for emotional healing. Confidentiality • A private space for counseling.
Small Meeting/ Quiet 2	350	could have private “nooks” for people to work or tutor/student pairs.	quiet room for reading and one-to-one tutoring, and drop in use	tutoring, classroom	<ul style="list-style-type: none"> •near the drop-in spaces (café, game room) or part of a “learning neighborhood.” 	<ul style="list-style-type: none"> •windows onto the landscape, but this less important •Visual access to the outdoors, but not too much sunlight. womblike space 	<ul style="list-style-type: none"> •Natural light for read & computer 	<ul style="list-style-type: none"> •some computer equipment 	<ul style="list-style-type: none"> •tables/internet •“living room” furniture •lounge furniture should look inviting, yet be relatively firm/supportive for seniors; consideration for all seating in the project will be moisture proofing and/or stain resistance. 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •people to bring laptops and work quietly – perhaps even work-at-home younger adults use •More residential in feel with a mix seating options including some lounge setting(s) as well as loose tables & upright chairs...perhaps newspapers and or books available, and even consider a fire place. •Some of these rooms incorporate coffee service...it this is included, we’ll need access to water, and storage for all the assorted coffee like supplies.
Teaching kitchen	500		cooking classes & putting together and serving catered congregant meals and meals-on-wheels	cooking classes	<ul style="list-style-type: none"> •café on one side & the multipurpose room on the other -both will be used for serving food. pass-through to each •opening into the lobby to allow it to function as a food counter. 	<ul style="list-style-type: none"> •not important •primary access to any dining area, outdoor access desirable but secondary. 	<ul style="list-style-type: none"> •light for work 	<ul style="list-style-type: none"> •Lots of storage needed •Locked cabinets for supplies. 	<ul style="list-style-type: none"> •Traditional food prep and service, and some good coffee tea serving equipment. 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •More like a home kitchen than a commercial kitchen •around 20 people at time based on similar COA programs •Clean looking. Easy to clean. Industrial sized.. Plenty of counter space and cabinet storage. Daily coffee and treat service. •accommodate 15 •While functioning as a commercial kitchen, it would be good to interject a country kitchen/residential feel....that said I don’t know if that’s a realistic expectation

SPACE	SQ FT	sub-programs within	COA uses	PRD uses	interior adjacencies/relationships	exterior relationships	lighting	Storage	equiptent	finishes	comments
Sound studio	500		amateur senior musicians	music together	●part of an “arts” neighborhood.	●	●	●Lots of storage.	●	●	●Functional ●Intimate. Insulated, with good acoustics. Should include cable access equipment as well. ●This doesn’t seem necessary. ●I think this is where PRD envisions my classes being held. Flooring that you can sit on and dance on and put a 5-month-old infant on – but that’s durable and washable. Good acoustics. Places for people to put jackets and coats securely. Places for storage (closets) but also spaces to have classroom props ready to use in class (shelving, table). Good sound system. ●potentially merge with cable access complete with AV equipment
Arts/crafts/fix-it studio	800	display gallery 20-25 works (consider security and display)	beginner to accomplished artists	open studio school age art	●part of an “arts” neighborhood	●Views of landscape ●be nice to be able to paint in open air when the weather is good	●Natural light is important ●natural light and ventilation important ●spot lighting on flexible track ideal or at display space as a min.	●supplies ●Plenty of storage. ●ample storage ●generous, flexible and lockable	●sink ●tables/chairs ●easy access to water and drop-sink. ●Flexible & movable ●sinks ●utility sink and counter ●bulletin board, cork board to display work , news, info	●functional ●Easy to clean.	●COA: professional, yet homelike. artists quite accomplished. ●PRD: Bright, clean, spacious. ●PRD: Should be a flexible space, similar to the fitness space, so it can be one large or multiple smaller spaces. (?divide 800 or add to other space?) ●A darkroom. I wonder if pottery should be included; I doubt it. deCordova couldn’t support a pottery program, there probably aren’t enough (of us) to justify a decent kiln /dedicated area. ●Can this be used by LEAP? ●open studio (PRD) currently occupies 2700 sf (15-20 tables and chairs), min 2000 needed verses 800 with fixit-studio ●flex size theory used in fitness could be ideal here - one large room or 2-3 small ●seperate gallery (added program?) that could be connected to art room for bigger display? ●potentially connect directly to AV Studio so artist can photograph their work
Lobby/cafe/Gathering	2500		drop-in space for relax, meet friends, wait for classes or for people who are in classes, etc	Casual conversation. Reading. Laptops. Card games. Meeting up for coffee.	●seniors-focused drop-in space with the COA offices, along with maybe the game room ●at the entrance, adjacency to kitchen. ●Central. As you enter. ●Should be front and center. ●Adjacent to the main entry/lobby ●central location in building adjacent to where people sign in	●outdoor café space adjacent to the indoor space ●Maybe a wall or sliding glass doors that open to a patio? ●Lots of daylight and big, breathtaking views ●Lots of in an out. I love cafes that have accordion windows that open onto the sidewalk on nice days. ●café portion of the lobby had a door that opened to an outdoor patio space. Windows that could be opened for a breeze ●views	●As much natural light as possible ●Lots of daylight ●Light, bright, airy ●More daylight the better. ●daylight	●	● COA: wall space for flyers (wall mounted racks) .	●	●COA: Both homey and lively! where people want to come and stay, meet friends, etc. ●COA: good to have general drop-in gathering space, but also one that is in a COA-focused space where seniors could feel that the space is their own. It would be smaller than the general café space. ●PRD: Modern, bright, exterior views, inviting, inspiring, warm but not like a living room. ●A meeting place; a place to hang out when you’re waiting for someone. A feeling of a village. A place to read, coffee, art exhibits, maybe a store, or flexible kiosks, a place that feels current, that never gets stale ●Lively and homey. Welcoming. ●Informal gathering. Usable for scheduled public and private group gatherings (meetings and events). ●welcoming, warm, spacious, but not vast. Comfortable...not institutional. Mix of tables & seating options. ●mix of comfortable, homey, and quite. If too noisy, receptionist won’t be able to answer questions or be heard on the phone. The space also needs to have a lot of empty area so people can gather in groups while they sign in, sign up for events, or wait for an outing/trip to leave ●I would like to be able to meet people there.The only other spaces are Trails End or the DeCordova neither of which are very homey or intimate. If we had a new community center, I would probably use that the most. ●welcoming, cheerful

SPACE	SQ FT	sub-programs within	COA uses	PRD uses	interior adjacencies/relationships	exterior relationships	lighting	Storage	equipent	finishes	comments
Bathrooms	600					•	•	•	•	•	<ul style="list-style-type: none"> •distribute throughout the building •Centralized on each floor if applicable. •Maybe a locker room and a separate bathroom for each gender. And a gender-neutral single use bathroom/shower. (added program?) •Gender neutral bathrooms! Centralization vs. spread may depend on cost? •A few options so folks don't have far to travel. Adult size potties would be a step up.
Movement/fitness dedicated storage	300		room for weights, mats, and chairs (30 or so).	large closets for mats, carts and gym equipment. Lockable cabinets for free weights.	<ul style="list-style-type: none"> •Part of a "wellness neighborhood" with other fitness rooms, the fitness equipment room, and maybe the health office. •Could be nice if it opens onto an outdoor fitness space... should be adjacent to bathrooms/lockerrooms. 	•	•	•	•	•	<ul style="list-style-type: none"> •PRD: Should include interior movable walls to allow the space to accommodate multiple groups. •Storage will probably be required for matts, light weights, exercise balls, bands, etc.
Mechanical/Electrical/Tel-data/Sprinkler	800				•	•	•	•	•	•	•

COUNCIL ON AGING SPECIFIC

Maryann Thompson Architects Wish-list Summary 11-17-17

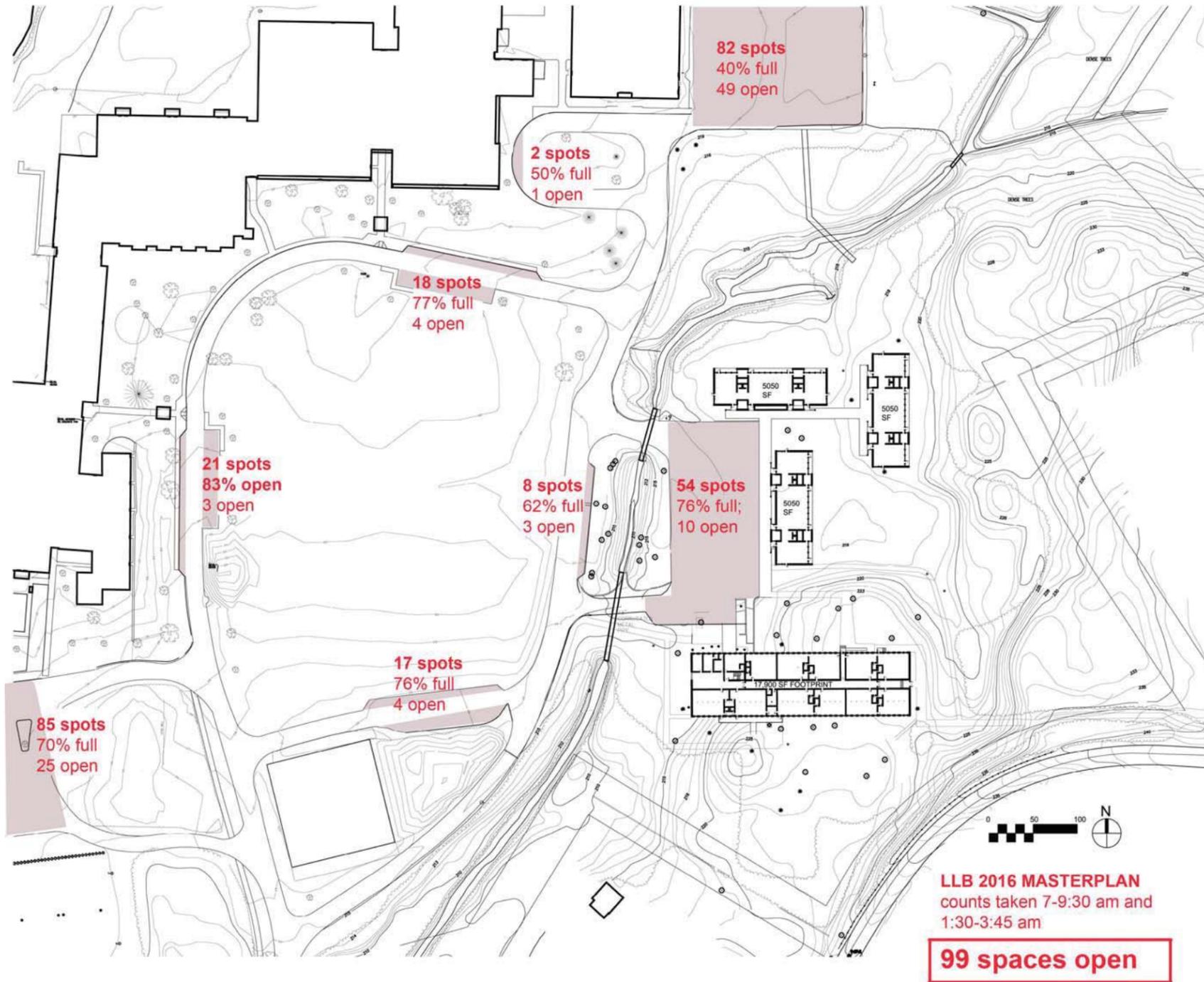
SPACE	SQ FT	sub-programs within	COA uses	PRD uses	interior adjacencies/relationships	exterior relationships	lighting	Storage	equiptent	finishes	comments
General COA Admin					<ul style="list-style-type: none"> ●both accessible & private. We need to be able to be part of and see what is going on, and be seen, but also have privacy when necessary. 	<ul style="list-style-type: none"> ●If windows aren't possible, skylights 	<ul style="list-style-type: none"> ●As much natural light as possible 	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ●The Reception desk should also be two-tier, i.e. accessible to people walking or in wheelchair. 	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ●Friendly, warm, welcoming, inviting, healing, positive ●There should be a small meeting room for use by COA staff within the "COA suite" area. (added program) ●Understated and business like. Efficient. Not a design statement. A neutral aesthetic that avoids the industrial look. ●Clean lines, lots of natural light, professional, and uncluttered ●The COA administration suit needs at least 4 offices (if not more!) that are private. Social services, the directors, and a shared/multiuse SHINE/Veteran's Agent/Tax Aide office all need to be private. ●A small staff breakroom away from the public kitchen would be divine.(added program) ●excellent director deserves a gorgeous/ dignified space comensurate with the valuable service she provides
Director's Office	150				<ul style="list-style-type: none"> ●accessible most of the time, but also private when needed It would be great the ●next to the other offices in the administrative suite 	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ●A bookshelf and two file cabinets. 	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ●As homelike as possible, so that people feel comfortable being there. ●Ideally provide an information provider to serve guests, but that reception station should also act as a gate keeper.
Ass't Director's/Social Worker's office	200				<ul style="list-style-type: none"> ●close to the other COA offices ●Close to other COA staff offices 		<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ●File storage and a bookshelf. ●Locked file cabinets, bookcase, lots of other storage for things like handouts, fliers, items for holiday baskets. Etc. 	<ul style="list-style-type: none"> ●one or more desks (enough for two people: two desks in the same space or two offices), a table and chairs, file cabinets ●Need a table to do paperwork with clients. ●like a small copier in the office 		<ul style="list-style-type: none"> ●This space needs to be completely confidential ●would be good to have two of these, for two job-sharing Assistant Directors as well as for future expansion (added Program) ●As homelike as possible, so that people feel comfortable being there. ●Needs to be absolutely confidential. ●Not cluttered, clean, high contrast for visually impaired. ●needs to be calm, welcoming, and "scream tranquility" ●Should accomodate Five: two staff, one intern, two seniors or family members
General volunteer office	100		Administrative assitant office		<ul style="list-style-type: none"> ●close to the other COA offices 		<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ●file cabinet 	<ul style="list-style-type: none"> ●A desk, chair, file cabinet. 	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ●one to 2 people would use this at a time
Social Service volunteer office	100				<ul style="list-style-type: none"> ●close to the other COA offices 	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ●file cabinets 	<ul style="list-style-type: none"> ●A desk, four or five chairs, a table, file cabinets. 	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ●This needs to be completely confidential. ●should accomodate Two volunteers and up to three or four family members and caregivers.
Staff/volunteer workspace	200				<ul style="list-style-type: none"> ●close to the other COA offices 	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ●Some files, but lots of storage for office supplies 	<ul style="list-style-type: none"> ●Table, mailboxes, copy machine 	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ●shoud accomodate One or two working at a time

SPACE	SQ FT	sub-programs within	COA uses	PRD uses	interior adjacencies/relationships	exterior relationships	lighting	Storage	equipent	finishes	comments
Confidential waiting area	100		place for people to wait to see our COA staff, volunteers, or health personnel								●shoud accommodate Up to 8 or so
Health clinic	100		one on one health services		●in human services suite						
COA medical equipment storage	200		•		●close to COA offices so we can help people get equipment.						●We need about 200-300 square feet with shelving but lots of open space for wheelchairs, etc.
COA other storage	500		•		●adjacent to COA offices and also classrooms ●Distributed as many rooms will be multi-purpose.						●Open space for carts and equipment, open shelving for decorations, etc. ●Plan additional storage for all various special and/or seasonal events, including holidays...everything from decorations to serving pieces.

PARKS AND RECREATION DEPARTMENT SPECIFIC

Maryann Thompson Architects Wish-list Summary 11-17-17

SPACE	SQ FT	sub-programs within	COA uses	PRD uses	interior adjacencies/relationships	exterior relationships	lighting	Storage	equiptent	finishes	comments
General PRD Admin					<ul style="list-style-type: none"> •Opens off the lobby. Office admin in plain view. Director and Asst. Director should have privacy. •Front and center. 	<ul style="list-style-type: none"> • More views the better. 	<ul style="list-style-type: none"> •Lots of daylight, but the ability to screen it. More views the better. 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •5 spaces would be ideal with easy flow between all spaces. Director/Asst/Admin/Meeting/Work Spaces. (added program?) •Modern, bright, inviting, transparent, lots of places to advertise local programs. •Professional, efficient, friendly, fun.
Director's office Fitness Space	180	host small meetings in the room.			<ul style="list-style-type: none"> •Would like to have views into the main office, but need some privacy from the public spaces. 	<ul style="list-style-type: none"> •Exterior door would be ideal. I like to walk outside to talk. 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •Many files 	<ul style="list-style-type: none"> •Lots of surfaces and shelves. I like my current layout with a desk that doubles as a meeting table. 	<ul style="list-style-type: none"> •Wood. Glass. Metal. Modern but comfortable. 	<ul style="list-style-type: none"> •
Open office/workspace/reception Equipment	500				<ul style="list-style-type: none"> • 		<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •Plenty of cabinets and shelves. 	<ul style="list-style-type: none"> •Large front counter with a desk behind it for staff. 		<ul style="list-style-type: none"> •Should be open, bright, central and plenty of storage behind the counter. •Should accommodate 3 and a separate office for Asst Director.(added program?) •Office/admin staff; seasonal staff (pool and camp directors and admin); PRD group meetings (commission, other town committees meetings)
Conference	150				<ul style="list-style-type: none"> •Should be a distinct area, but open onto the rest of the space. Not a separate room. 		<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •Minimal. 	<ul style="list-style-type: none"> •Overhead/Ceiling projector. Table and chairs for 10. Whiteboard. Phone line. 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •Should accommodate 10-12.
PRD other storage	500		<ul style="list-style-type: none"> • 	Lockable cabinets for files, first aid. Shelves for binders and easy access materials. Open spaces for larger storage supplies. (PA equipment, coolers, bins, archery targets, tents, party supplies)	<ul style="list-style-type: none"> •Ideally open to both the interior office AND exterior vehicular access, that would be really helpful for loading large equipment. 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •A large storage room for our public event and general supplies. Fitness and program specific supplies should be stored in those spaces.



Current Lincoln COA parking at Bemis:

Building front	11
On street	5
at church for overflow	39
	55 Spots

Parking at COA facilities

Center	Avg Participants / day	# parking spots	Ratio: 1 spot/# Participants
Belmont COA	250	64	1 spot / 3.91 participants
Wellesley COA	175	54	1 spot / 3.24 participants
Average			1 spot / 3.57 participants

Lincoln COA data and projected data:

Daily Participants Current: 40 participants/day
(20 in morning, 20 in afternoon)

Peak attendance programs a few times a year: 130 participants

Peak attendance programs weekly or bi-weekly: 40-60 participants

Daily Participants Projected with new building:

250% projected increase with new building: 100 participants/day
(50 in morning, 50 in afternoon)

Lincoln COA New building parking need:

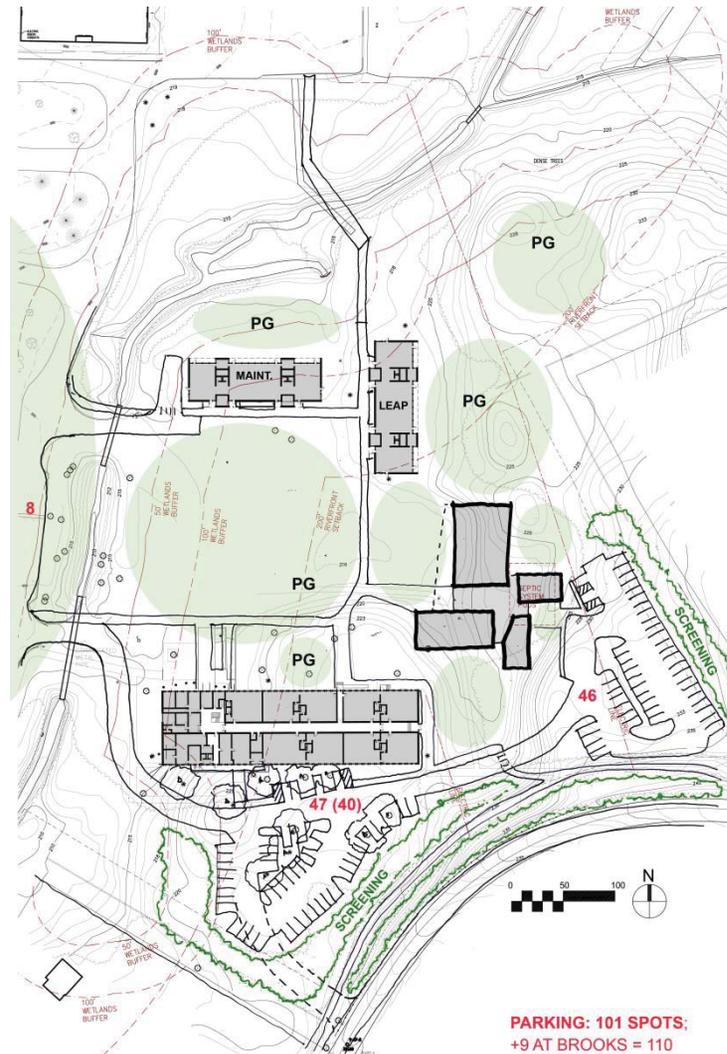
$100 \text{ participants/day} \times 1 \text{ spot} / 3.57 \text{ participants} = 28 \text{ parking spots}$

Parking projected need for programs on Hartwell site:

62 existing
28 additional for COA
10 to 20 to alleviate for existing crowding

100 to 110 spots needed on or near Hartwell site

SCHEME 1



3 GREEN DOTS AM
 1 GREEN DOTS PM

**PARKING: 101 SPOTS;
 +9 AT BROOKS = 110**

AM PROS:

- like the shape of the building and opportunity for nooks and light. Also like central green. (con noted below: Parking is a problem. Move building toward green?)
- great views from building and like entry on both floors
- building is concentrated therefore effective use of existing buildings and campus space

PM PROS:

- would love this if the parking could be resolved (moved away from the back of Hartwell.)
- I like how many open green spaces this creates

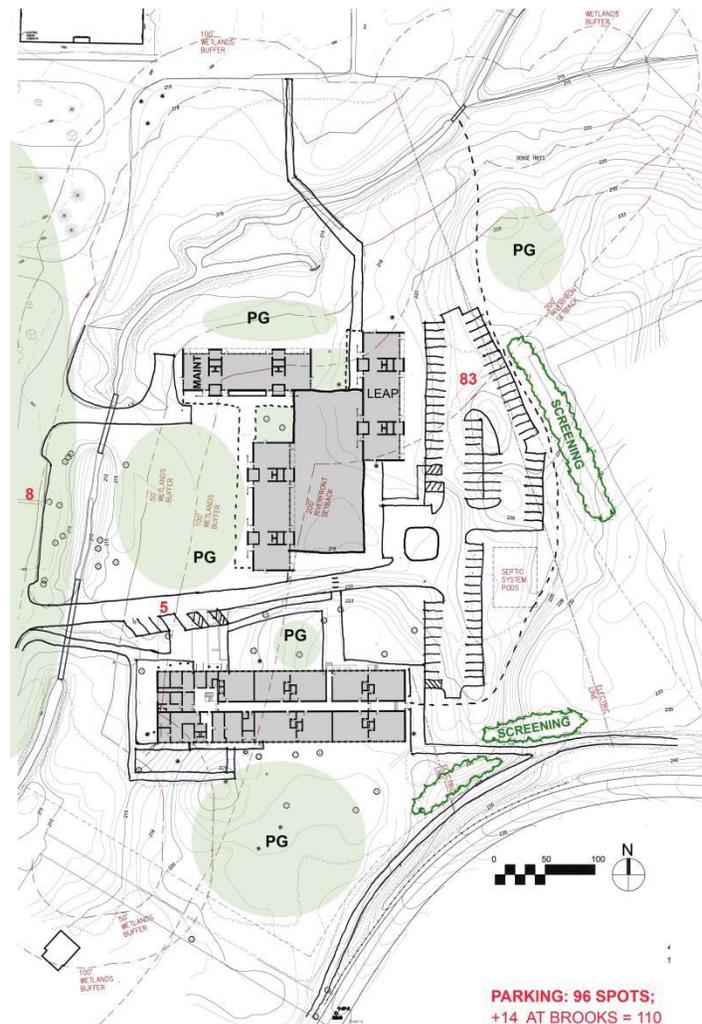
AM CONS:

- Connect pods to new building with loggia
- Parking is a problem. Move building toward green?
- Please take into consideration children's safety – exiting hartwell from all sides of building. Roadway in back of Hartwell is very concerning
- Strats Place should not be a parking lot. Recreate it as a playground. It was a memorial to a Lincoln resident.

PM CONS:

- am concerned about parking impact on Magic Garden
- different parking solution needed. Move building north?
- Leap pick-up looks difficult – parking far from Leap
- Don't love parking along Lincoln Road
- Like this the least. Don't like moving the septic, parking, or the location of building
- do not put parking on the south side of Hartwell! Too close to pre-K classrooms and removes too many trees. Tons of birds there
- would love this if the parking could be resolved (moved away from the back of Hartwell.)
- move road to north side of hartwell and extend parking behind new building. Turn building 45 degrees clockwise?

SCHEME 2A



12 GREEN DOTS AM
 7 GREEN DOTS PM

**PARKING: 96 SPOTS;
 +14 AT BROOKS = 110**

AM PROS:

- interesting to reuse Pods
- Love this one! So many wonderful community organizations all together fosters collaborations
- prefer the schemes that reduce and simplify number of buildings that fit into this space – 3A and 3B
- preventing additional maintenance down the road
- like cost efficiency of getting some Pod renovation included
- Favorite. Renovates and incorporates all the pods
- Love this idea in that it connects the Pods that need to remain with new structure. Allows for a more cohesive structure and campus as a whole.
- I love reusing the Pods
- I like the butterfly roof
- Preferred scheme. Gives Community Center building long term thinking, reuse of Pods. Green spaces near ballfield retained.

PM PROS:

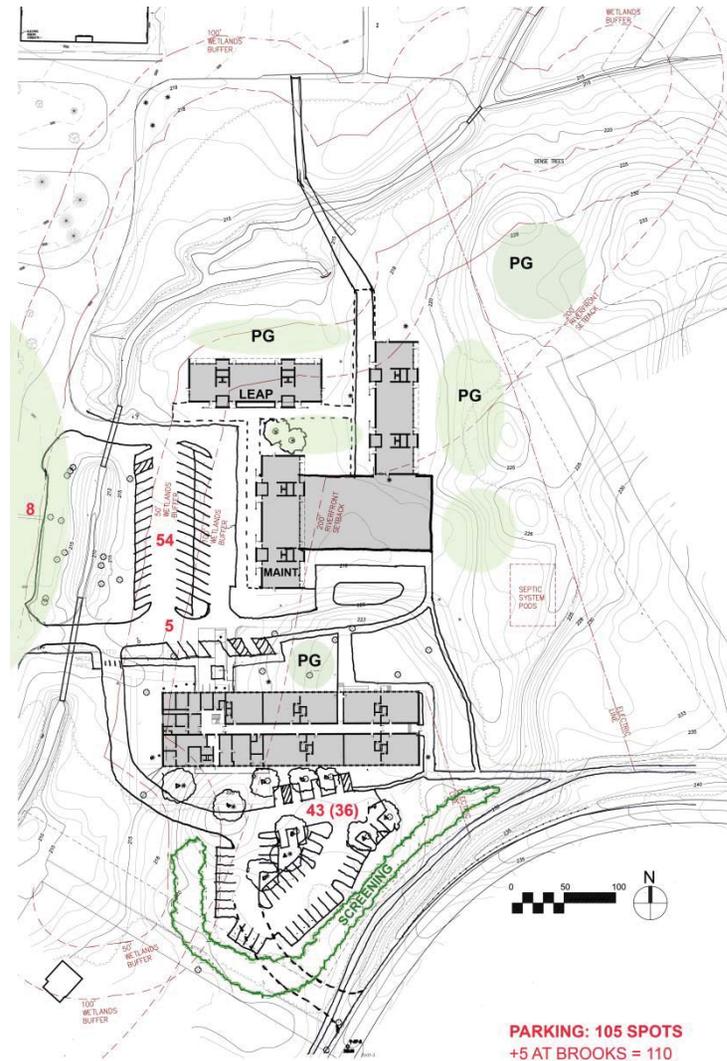
- green space in front of building is a plus
- renovating/reusing existing Pods is a money saving plus
- aesthetically I like this. Reminds me of the DeCordova and town offices. Parking opens into a scenic entrance to the building
- like parking
- like reuse/renovation combo
- I like that this keeps all 3 Pods
- I like 3A parking but 3B building
- like 3A building with 3B parking
- like stepped roof model

AM CONS:

PM CONS:

- Screens take 20 years to be effective
- two lanes in and out of car park
- road in wide enough for 2 cars?
- like reuse of buildings but not sure about losing windows on east edge of pod A
- I like 3A parking but 3B building

SCHEME 2B



3 GREEN DOTS AM
 4 GREEN DOTS PM

AM PROS:

- like the N-S orientation
- think about future expansion – maybe over the roof of a Pod?
- like cost efficiency of getting Pod renovation done as part of this design
- prefer the schemes that reduce and simplify number of buildings that fit into this space – 3A and 3B
- I love reusing the Pods

PM PROS:

- I like the clustering of all buildings (new and old)
- using existing parking is a money savings plus
- like reuse. Good southern exposure for new building
- I like this with Parking in the back
- I like access to Leap Pod on North side of site

AM CONS:

- but relocate parking
- don't like this with parking in front
- Strats Place should not be a parking lot. Recreate it as a playground. It was a memorial to a Lincoln resident.

PM CONS:

- use 3A parking
- parking on south side of Hartwell is a huge negative due to proximity to Hartwell and removal of woodland-don't like parking on south
- I like this scheme however am concerned about parking move to east side.
- I like this scheme because of reuse but prefer 3A parking
- I am concerned about impact of parking on magic garden

SCHEME 3



2 GREEN DOTS AM
 6 GREEN DOTS PM

AM PROS:

- like compactness
- like it is on center green
- open space behind Hartwell main is good
- yes please keep space in back of Hartwell (Strats place area) green
- parking in back and green in front
- solar
- space for friends in the library books and sale space?
- parking close to entry

PM PROS:

- I like the opportunity to connect with the woods + the big green too. I like parking in back
- meets all needs
- this placement of new building was my gut feeling of where it would be nice, but does it take advantage of southern exposure?
- parking away from Lincoln road a pro
- I like this scheme because it does not involve the Pods.
- nice deck

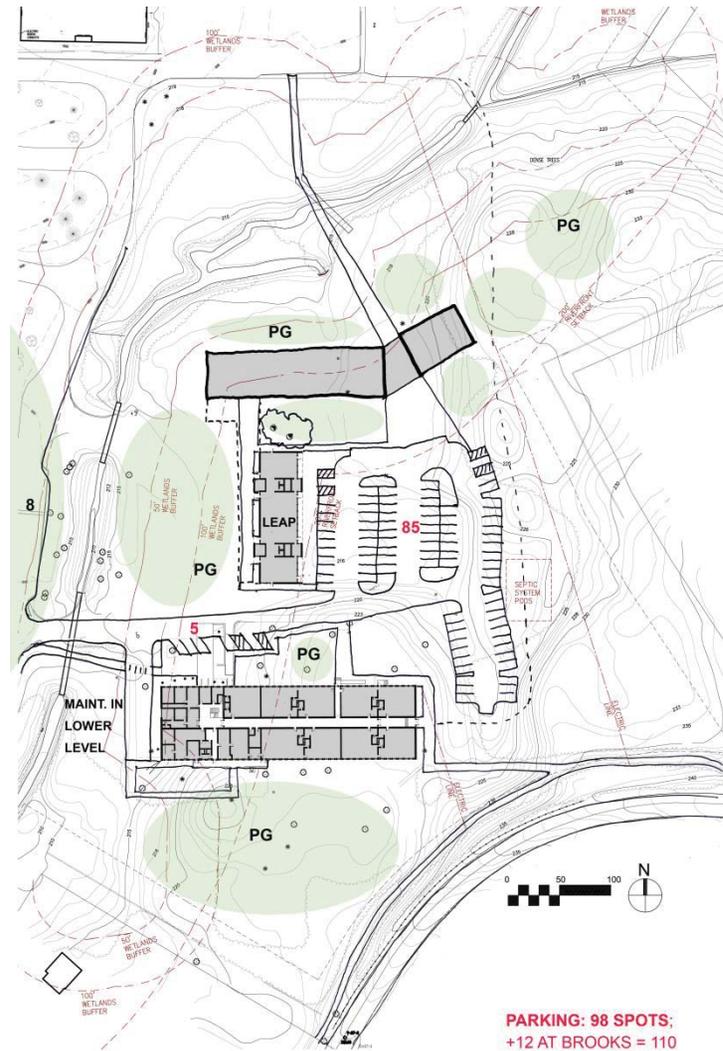
AM CONS:

- not sure it feels like it the new building is on the main green due to the stream /woods
- PDR and COA on main floor together is my #1 priority
- PRD and COA need to be together . move COA to ground level
- preference for Art rooms near parking for ease of transporting supplies

PM CONS:

- the buildings should be connected. Look at FLW college in Florida for connections
- what is the cost for renovating Pods? Is that in addition or included in cost?
- I do not like the contrast of nice new buildings with neglected pods
- one road in and out a negative

SCHEME 4A



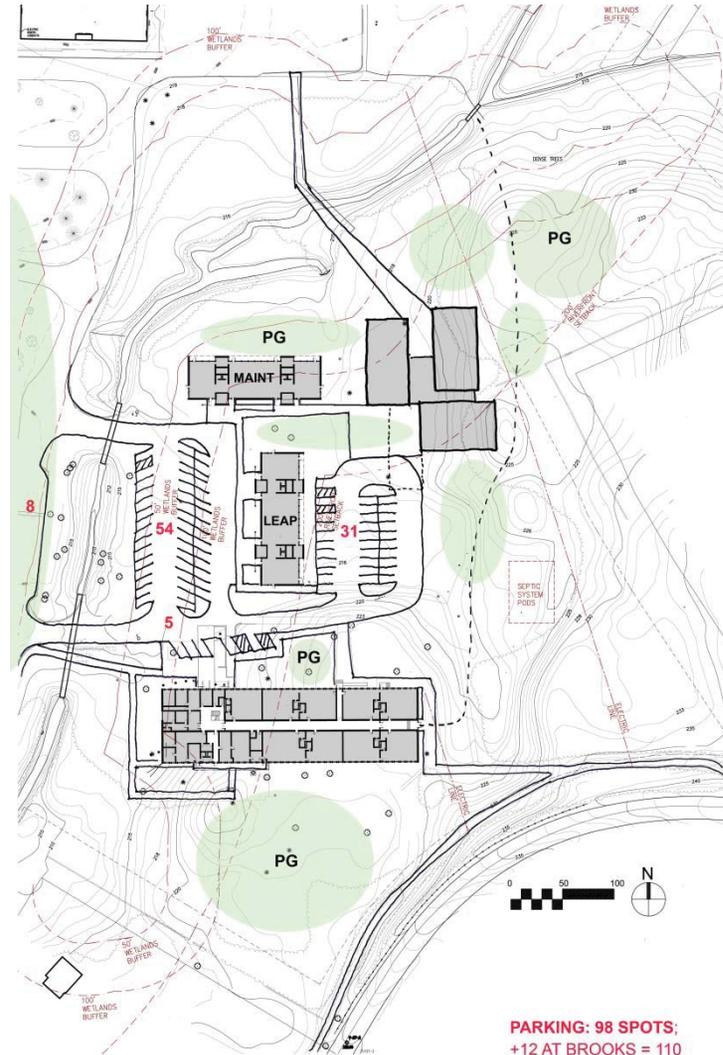
AM PROS:
 -Least reuse of PODS is favorable to me
 -Like that it reduces the number of buildings
 -South facing
 -Steam are near beautiful

PM PROS:

AM CONS:
 -Looking at parking lot not as nice as looking at woods
 -Don't like long corridor

PM CONS:
 -would need space for maintenance

SCHEME 4B



0 GREEN DOTS AM
 5 GREEN DOTS PM

**PARKING: 98 SPOTS;
 +12 AT BROOKS = 110**

AM PROS:
 -I like the building location 4B with parking scheme 4A

PM PROS:
 -good solution to parking problem – provides for sensible playground locations
 -I like that community Center is separate from LEAP and Maintenance
 -near big athletic field and nice boardwalk

AM CONS:
 -Like the building in isolation but not the views of parking lot
 -Preference for parking lots behind buildings
 -Agree (Preference for parking lots behind buildings)
 -PRD and COA too far away from each other

PM CONS:
 -don't like parking on green side (east)

General comments:

AM:

- can you do a life cycle cost analysis to show benefit of sustainability over time and payback?
- How do these plans change if the PreK moves into the school?
- would be helpful to layout current SF of PRD and COA space. Additional space needed
- What happens to Bemis?
- Optimal verses necessary programming?
- My question is about programming. We show optimal at 23,000 SF but what is the compromise? Have we benchmarked against similar towns and the size and number of their spaces
- An additional roadway not necessary. Ballfield Road only busy at school beginning / ending time and ballfield is a safe, visible entry.
- to help with parking at Hartwell, Magic Garden and LPS teachers can park outside of Hartwell Parking lot. Especially with nice walkways.
- General comments:
 - It seems like a single level plan makes more sense for COA
 - How will new building architecture blend with 1950's PODS
 - COA might want close parking but LEAP and Magic Garden might want buffer for safety.

PM:

- outdoor chess and checkers and Bocce
- I'm really sad to learn that the maker/fix-it space was scrapped. The idea seems so positive and could be so useful to the community as a whole.
- Fix it shop allowed to use portion of maintenance?
- go 2 levels on parking lot garage and parking solved.
- parking garage in hillside

TO: School Building Committee
Community Center PPDC

FR: Tim Higgins, Town Administrator
Becky McFall, School Superintendent

DT: November 1, 2017

RE: Shared Space and Community Center Siting Analysis

An important outcome of the campus planning/ school and community center building project process is to determine the extent that the two buildings may provide symbiotic support to each other's programs and benefit the members of the town. Included in this question is how the locations of the buildings may or may not add to the synergies that may exist.

To answer these questions, we convened key staff stakeholders including the Lincoln School principals, the Administrator for Business and Finance, the Council on Aging Director, and the Parks and Recreation Director to assess the advantages and disadvantages/opportunities and constraints associated with two key building design and site planning evaluations. A summary of our findings is provided.

1) Shared Space Opportunities

The sharing of spaces is, of course, dependent upon the types of spaces that will ultimately be built into the school and community center buildings. The schools would be interested in utilizing a fitness center including weight and cardio equipment, a maker space/workshop with tools, a kitchen space for cooking classes if these spaces become a part of the planned programming for the community center. In order for the schools to benefit from these spaces scheduling opportunities would need to be available between 8am and 2:50pm. This is also the time of day that is highly programmed by the Council on Aging and moderately programmed by the Recreation Department. Use by the schools requires the ability to schedule on specific times and days for a period of time to ensure equity of opportunity for students.

The Parks and Recreation Department and School Principals currently work together to schedule events and use of space. It is anticipated that this will continue and that the Council on Aging will also be able to accommodate some school use of spaces.

The Parks and Recreation Department currently uses gym and classroom space in the schools. It is assumed that this will continue. There is a desire that the community center constituents have access to school spaces such as community gathering spaces and possibly a technology space such as a computer lab. All entities would like to share the spaces available on the campus for classes, meetings, and public events.

While we look forward to more collaboration and shared use of space, it is clear that the scheduling of shared space for each entity is likely relatively limited in scope. These opportunities will enhance our programs but they are unlikely to make up the core of our programs. As a result, it is not a necessity

that the school and community center be co-located on the campus and in fact, the separation of the two facilities seems to provide more benefits than does co-locating, as outlined below.

2) Feasibility/Viability of Physically Connecting the Community Center and School Building

The building siting scenario that we've been asked to think through is whether siting the community center adjacent to or connected with either the Smith or Brooks School would be preferable to siting the community center within the Hartwell complex.

We enter into our analysis assuming that a renovation option is not desirable given the COA/PRD's stated need for space that is specifically designed and constructed to meet current needs and best practices. So, as we assess the feasibility and advisability of connecting the buildings, we assume that the community center would involve new construction.

Considerations/Tradeoffs:

Overall Campus Site Balance

- Potential Advantages/Opportunities – Siting the community center at one end or the other of the school building results in consolidation of building footprint within the school building zone, leaving the Hartwell area less-developed and available to support other uses.
- Potential Disadvantages/Constraints – Siting the community center at one end or the other of the school building would result in substantially more intense development and use of the school building zone, particularly when community center parking needs are factored, that would greatly change the visual character of the campus. Potential, alternate uses of Hartwell space which would be freed up appear to be limited. In addition, collocating or joining the buildings would limit expansion opportunities for both buildings should the need arise in the future.

Playing Fields

- Potential Advantages/Opportunities – Siting the community center at one end or the other of the school building would create additional open space within the Hartwell area.
- Potential Disadvantages/Constraints – Siting the community center at one end or the other of the school building would further restrict the land in the school zone, and minimize the possibility for expanding or creating new field spaces within this zone. Further, the “freed” space available in the Hartwell area is not well-suited to formal

playing field use (e.g., sloping topography, restricted available space due to close proximity to wetlands, competition for needed parking, etc.).

Parking & Roadways

- Potential Advantages/Opportunities – Siting the community center at one end or the other of the school building would require expanded parking within the school zone, minimizing the need for parking in the Hartwell complex.
- Potential Disadvantages/Constraints – Siting the community center at one end or the other of the school building would greatly increase the amount of parking in one area of the campus and create the need for a substantial rethinking of the overall campus roadway network and parking plan. Traffic for a number of Parks and Recreation programs occurs at the same time as the morning drop-off period for the Schools, so consolidating the buildings would also consolidate the traffic and parking needs during a critical time period in the daily operations of both facilities. Specific concerns have been raised as to the increased potential for accidents between motorists and between motorists and pedestrians if the buildings are consolidated, particularly with small children during the morning drop-off period.

Access/Proximity Efficiencies

- Potential Advantages/Opportunities – Siting the community center at one end or the other of the school building might encourage more shared space utilization if the buildings are connected or located adjacent to one another. Inclement weather becomes less of a deterrent also.
- Potential Disadvantages/Constraints – Siting the community center at one end or the other of the school building would seem to have little practical value given that the hours of operation of the schools and community center would overlap, limiting the ability to share spaces without significant program compromise.

Building Design & Operations Efficiency

- Potential Advantages/Opportunities – Siting the community center at one end or the other of the school building could result in common heating, electrical and other basic building systems and lower construction and ongoing operating costs.
- Potential Disadvantages/Constraints – Siting the community center at one end or the other of the school building would have a mixed impact. Design complexity would increase, both in scope and in timing issues due to the differing schedules for project development. First-in costs for the school project would increase, as some systems would have to be sized to accommodate the eventual added loads from a community

center. Maintenance responsibility and budgeting would become more complex, probably requiring an allocation process. Utility costs would not decrease, as the community center and school would use the same amount of energy whether conjoined or separated, and would probably require an allocation process as some potential utilities usage patterns may not allow for separated, direct billing.

Public Safety

- Potential Advantages/Opportunities – Siting the community center at one end or the other of the school building would not appear to create any meaningful public safety benefits or opportunities.
- Potential Disadvantages/Constraints – Siting the community center at one end or the other of the school building would create various public safety and security challenges associated with keeping various building users separated and out of any restricted spaces, particularly adjacent (and co-joined) school spaces. In addition, it would require all attendees of the CC to participate in frequent and regular evacuation and fire drills that may not be necessary if the facilities are separate.

TO: Community Center PPDC
 FR: Doug Crosby, Member-at-Large, CCPPDC
 Eric Harris, FINCOM Liaison to the CCPPDC
 Carolyn Bottum, Council on Aging Director
 Daniel Pereira, Parks and Recreation Director
 DT: February 26, 2018
 RE: **CCPPDC Response to Selected Lincoln Design Community Thoughts**

We have been asked to review and respond to a memo submitted by a group of Lincoln design professionals on February 12, 2018, that contains a series of observations, concerns and suggestions regarding the school project in general and the Smith wing in particular.

Specifically, there is a recommendation that the Smith wing be considered for repurpose as a Community Center. This concept has been discussed periodically over the 7 year history of community center planning, and was most recently addressed in a memo from Tim Higgins and Becky McFall to the School Building Committee and Community Center PPDC back in November 2017.

We will add to that work and, in the interest of clarity and organization, have organized our thoughts as responses to the comments highlighted in the memo:

a) the Smith wing already has a community space image in the Town's mind via its familiarity to every voter

It is true that the Smith Gym, Brooks gym, school auditorium and Hartwell Pods are all heavily used by the community for non-school functions.

b) part of the Community Center program is for a large, enclosed activity space, perhaps similar to the existing Smith Gym.

Because the community has excellent access to two school gyms, and all new school building designs maintain a program with two gyms, a new gymnasium space is not needed in the community center program.

The community Center program does call for a 2500 sq ft fitness space with the ability to be divided into 3 smaller spaces to accommodate current program needs (allowing some COA and PRD program times to overlap). The Smith gym is just over 6500 sq ft and has a vaulted ceiling, which makes it too large as a single space and very difficult to subdivide into smaller spaces without compromising the aesthetic of the space we're trying to preserve.

The Smith Gym would also be a difficult space for COA programming because the acoustics of such a cavernous space would be a challenge for seniors with hearing loss.

c) demolition and site work costs could be reduced significantly, particularly when combined with proposed infrastructure costs required if the Community Center were located at the Hartwell area
 Based on the information prepared for the School Building Committee, demolition is estimated at \$12 per sq ft, and would amount to a savings of between \$350,000 and \$415,000.

Our architects estimate the renovation of the Smith building at \$14-\$17M. Since the Community Center will be taking over the existing smith school parking lot, this design estimate includes the lot's

replication elsewhere on campus to serve the new school building. It also includes as a new septic system for the community center.

The Community Center schemes at the Hartwell site range between \$13 M - \$16.5 M, including costs to create additional parking spaces, the roadways needed to serve them, and a new septic system. One of the Hartwell Schemes incorporates the Pods and therefore includes their renovation in its estimate.

When existing pod renovations are added in to each scheme, the Smith scheme is estimated at \$17-\$21M and the three Hartwell schemes range from \$13M to 18M.

An itemized cost estimate of the Smith School redesign is attached to this document.

Also important to note: a community center that includes more new construction will provide a more energy efficient building with associated operational cost savings.

d) parking, walks, utilities, and other site development infrastructure and improvements are already in place

While the Smith parking lot offers sufficient parking, it requires significant renovation due to its age, and does not provide adequate access to the building for those with mobility impairments. Additional parking and access roads will be needed, as well as additional parking for the new school building.

We also reconfirm that findings of the November document that indicate that locating the community center and schools on the same side of the campus green will create a number of traffic concerns (parking and drop off patterns, pedestrian crossings, bus access) and crowding that would require a significant rethinking of the overall campus roadway network and parking plan.

e) Since as many as two of the pods are expected to be demolished for a community center, perhaps the resulting open space could instead become open recreational area.

After public feedback and revision, we have a variety of schemes under consideration. Some schemes renovate all three pods and some call for the removal of one pod. Since the LEAP program and school facilities department require square footage, at least two pods will remain in all schemes. That, combined with the ongoing need for parking to serve the Hartwell campus, leaves limited open space to create a significant recreational area. As indicated in the November memo, this is not something we see as a benefit.

f) One last item that should be noted is the potential loss of an athletic field. Should the schools build in the north quadrant of the campus as proposed, the affected diamond and athletic field could be recreated somewhere else in the west quadrant. If the community center takes over the Smith wing in the west quadrant, these amenities will likely be squeezed out by the parking and roadway needs of the two projects. The Hartwell Campus will not provide sufficient open space to reconstruct them.

TO: Board of Selectmen
CC: School Committee and School Building Committee
FR: Community Center Planning & Preliminary Design Committee (PPDC)
Ellen Meyer Shorb, Chair
RE: Smith School Option
DT: April 4, 2018

As the Board is aware, the question as to the siting of the community center has been explored a number of times. Consistently, the Town has expressed its preference for the Hartwell Campus. In 2015, the Community Center Study Committee (CCSC) evaluated multiple sites and concluded that the Hartwell Complex was the best location. As part of its process, the CCCS asked State of the Town Meeting participants to express their community center siting preference. The Hartwell Complex was supported, overwhelmingly, as the best site for the community center. In 2016, the Campus Master Planning Committee concluded that the Ballfield Road Campus could physically accommodate a community center at Hartwell.

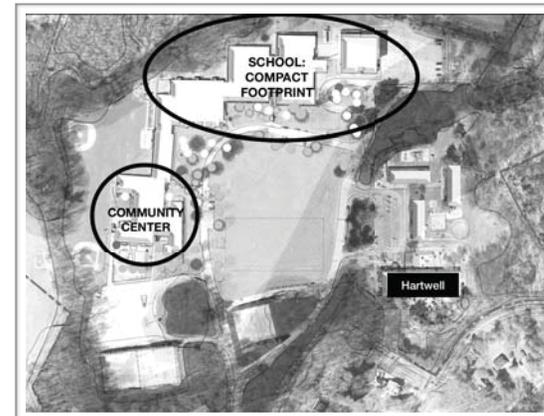
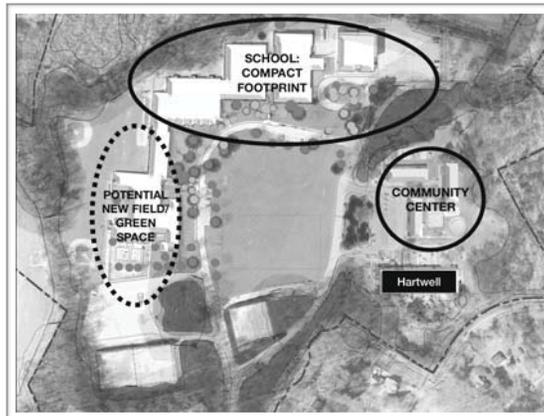
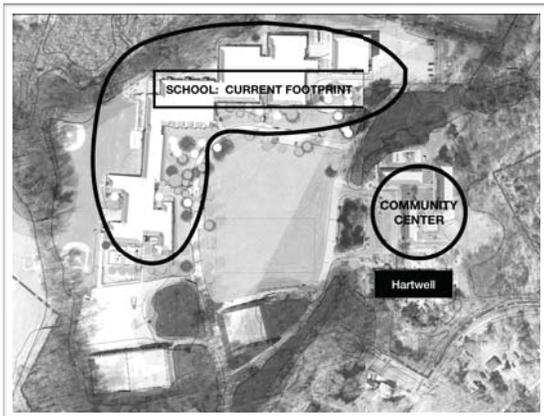
More recently, as the School Building Committee's design options have come more clearly into focus, a number of residents suggested that the Smith School could be renovated and repurposed for a community center.

The purpose of this memo is to confirm that the PPDC and its design consultant have carefully evaluated this option and have concluded that although the option is not infeasible, it is clearly less desirable than any of the three Hartwell design options that are being developed.

In summary, the Smith wing is a larger space than is needed for a community center, would be expensive to renovate (more expensive than our Hartwell options), and its repurposing as a community center would create an intensity of use in this section of the campus that would require a substantial reorganization of parking and roadways, and would preclude the development of additional recreational fields or open spaces.

In support of our opinion and recommendation, we have attached the November 1, 2017 memo that was submitted by the Town Administrator and School Superintendent to last year's State of the Town Meeting, and a memo dated February 26, 2018 from a PPDC subcommittee that worked with our design architect, Maryann Thompson, to explore the Smith option in greater detail.

In conclusion, and for the reasons stated above, the PPDC recommends that the Smith option be eliminated from further consideration.



CAMPUS PLAN #1

- L-shaped School (current footprint)
- 4 school concepts: Estimates range from \$49M - \$108M
- Community Center near Hartwell: 3 concepts range from \$13M - \$16.5M
- Pod renovation cost: \$0 - \$2.6M (depending on concept chosen)

- A wide range of school concepts at different price points.
 - Capital & operating costs over time vary depending on project chosen.
 - How "green" it is depends on project chosen; "net zero" is possible for some concepts.
 - Longer construction period than the compact concept ~ 36 months.
- Not likely to change field space.

CAMPUS PLAN #2

- Compact School Shape
- Estimate: \$95M - \$115M(?)
- Community Center near Hartwell: Estimates range from \$13M - \$16.5M
- Pod renovation cost: \$0 - \$2.6M (depending on concept chosen)

- School is at upper end of estimated cost range.
 - Lower capital & operating costs over time.
 - "Net-zero" ready.
 - Shorter construction period than L-shaped concepts ~ 32 months.
- *Opens up* additional field space.

CAMPUS PLAN #3

- Compact School Shape
- Estimate: \$95M - \$115M(?)
- Community Center w/Smith Gym: Estimates range from \$14 - \$17M
- Pod renovation cost: \$3M - \$3.9M

- School is at upper end of estimated cost range.
 - Lower capital & operating costs over time.
 - "Net-zero" ready.
 - Shorter construction period than L-shaped concepts ~ 32 months.
- Likely to *decrease* field space as more parking is needed near the school.
- *This option can only happen if the compact school concept is chosen.*

1. WHICH CAMPUS LAYOUT DO YOU PREFER? (circle one)

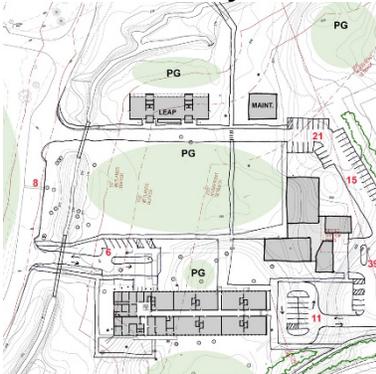
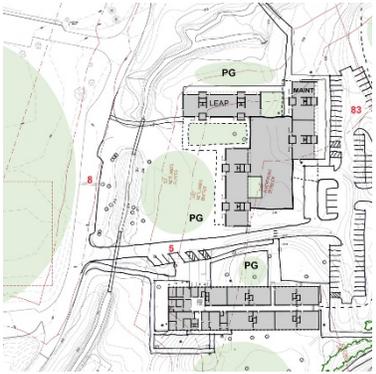
Plan 1

Plan 2

Plan 3

2. WHAT IS THE MOST IMPORTANT THING YOU WANT THE CAMPUS PROJECTS COMMITTEES TO FOCUS ON? (PLEASE USE THE BACK FOR ADDITIONAL COMMENTS)

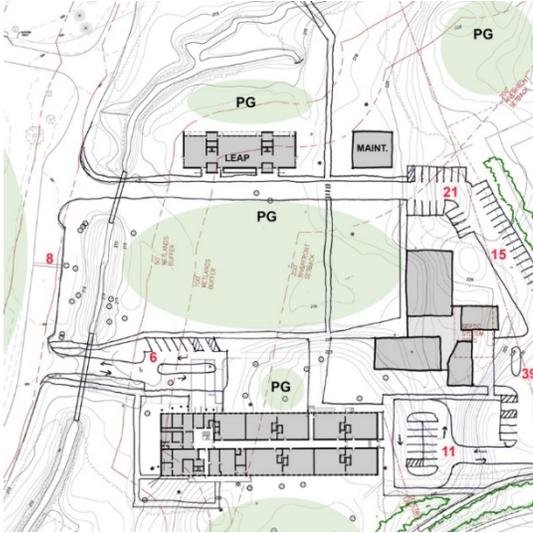
LINCOLN COMMUNITY CENTER PRELIMINARY PLANNING AND DESIGN COMMITTEE - MARYANN THOMPSON ARCHITECTS
 April 10, 2018, 8AM and 7 PM - PUBIC FORUM FEEDBACK

	Preferred Scheme	Least Liked Scheme
Scheme 1 – Secondary Green 	26	8
Scheme 2 – Pod Infill 	28-1/2*	8
Scheme 3 – L on Main Campus Green 	4-1/2*	26

*Schemes 2 and 3 were both preferred by one form

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SCHEME 1 – Secondary Green



PROS:

- Love the idea of the green courtyard space and integration of indoor and outdoor spaces
- Love green space
- Love the green in front
- Integrated onto site opportunities for creative use of green mall seasons (By Rec, COA, town); 2 level entries; can you create more vertical open central core? Love the deck!
- Love second green in Hartwell area; love building into hill at Hartwell site; love two entrances, level 1 and level 2, both at ground level for both seniors and youth
- Central green and deck for view, seems like there will be most light
- Like green space, like parking behind
- Love the open space continuation; total renovation of the pods is a must-have
- Opens up central space; access to two floors more dramatic.
- Green space/courtyard, built into hill, multi-level
- Green space/best use of space. I like this significantly #1 than either of the other two.
- Hartwell green, building into hill
- Parking discrete entrance dramatic, integrated with open spaces, smart storage and bath, this would work well with School option C, Falling Water feel; trees reserved at parking lot so it is integrated
- Really like how this sits into the hill and creates a large green. I like the shape of the building and the deck
- Cost issue, like open space and use of the hill.
- Like entry on 2 levels but inefficient reason to choose this design over scheme 3.
- Like the open green space - but at what design cost?
- Like plan of building
- Ground level entry on both floors. Secondary large green in front. Central core lobby with short wings
- I like the green and parking access to the community center
- Large green. Don't like the density of buildings in the other schemes – the land is too cluttered with buildings.
- Like the access. Like fitness rooms on different level than entry. Like 2 level design
- Campus/green
- Large central green.
- Like how the building is built into the hill.
- love the central field and green.
- Most green space.
- Compact. Multiple entries. Central green
- Like the site use – new green facing the main green.
- Relationship to central green. Like the overall design.

CONS:

- Least interesting...doesn't use existing facilities, if making a big change might as well optimize green space (unclear if this refers to Option 1 or Option 2)
- Wouldn't Hartwell need investment for wheelchair access if you shift drop off pick up space?
- Most site work required?
- Do not like grading hill between complex and Lincoln Road, feels a bit too much to have an entire separate green, especially when we can barely afford the school!
- Feels too detached from main green, too close to Lincoln Road
- Lots of potential here; negative: pushes parking closer to Lincoln Road, is it too close to Hartwell?
- Similar cost to scheme 2, but looks like less space.
- Don't like parking configuration
- Too amorphous. Doesn't feel like UVA. Too spread out.
- I find no utility in the "green" concept
- Amorphous "Green". No real edges, not UVA. Why another green? Why does that make sense? Parking more intrusive.
- I am worried about pick-up of kids from LEAP
- double height MP should be added.

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SCHEME 2 – Pod Infill



PROS:

- Feels most “Lincoln-like” but not physically appealing
- Like sustainability of this option; like lower cost yet still renovates pods, like green spaces
- Almost as good as scheme one, either would be fine (chose #1 for preferred)
- I do like incorporating pods; still keeps a green space out to the field
- Lowest cost, reuse of pods
- Some green, renovation/reuse, slightly cheaper
- Hartwell green, reuse of existing pods
- Like the reuse of existing facility but Pros: cost is good, like the use of existing pods, like sustainability. How will drop off for LEAP be handled?
- Costs seem most reasonable of three options, parking is hidden but adequate, footprint is probably more energy efficient, ability for LEAP to use/be more incorporated into intergenerational learning, major con of this option is 2 floors so need elevator
- Uses all existing pods, like parking in rear, like the “green” in front of the building, needs entry and exit separated.
- Good use of existing pods with reasonable cost and still some green space out front.
- Like creating a small green space; parking looks accessible and not so far to loop around as in 1, second floor seems quieter for tutoring or private counseling, like windows but don’t want people to be able to see right into fitness rooms, not full floor-ceiling windows for these rooms. Best value and best solution.
- Reuses buildings that don’t have to be renovated later, saves \$
- Least amount on 2nd Floor, potential for expansion in the future, good parking
- Saves money by infill pods.
- Reusing existing pods.
- Economical, scheme incorporates existing building.
- I think if TM goes for Option C, this will be most easy plan to swallow. I think all three plans look good and will work because some elements are the same such as parking in the back and the need for a community center that is useful, accessible and inviting. (I’ve always thought it would be a good idea to have one on the campus.) The question about traffic access at peak school times is really important and needs to be addressed. Lots of school buses are tough to compete with! I really haven’t digested enough info to choose a scheme, but here is my choice so far. – Mary Ann Hales
- Reuse of existing pods reduces new construction circled
- Recycling is good! Lowers cost!
- This could be the most coherent use of Hartwell campus IF pods can be integrated in a way that makes sense aesthetically. Better integrated with path to Reed parking.
- Checked verbiage (bullet points about scheme) explains reasons why this scheme appeals to me.
- Cost and I like that most of the usable space is on the first floor.
- Like buildings are connected; like sustainability of renovation/reuse; like green space by stream.
- Like the compactness of this design. Preserves some green space to west. This design seems more functional. Like the idea that it incorporates existing Pods.
- Like keeping the Pods and integrating all the space. Best for sustainability.
- Most economical. Most flexible. Like deck’s view. Add a patio on the south side.
- Cost (total including Pods). Space consolidation. Provides flexibility.
- Reuse of existing buildings – Hoover designed Pods. Better courtyard space. Lowest cost
- Most Effective use of space. Cheapest. Parking makes the most sense (less on the south east end than #1)
- Cost
- Cost, sustainability, green space.
- Like preservation/renovation of Pods
- Like all uses/ages use one building
- Like reuse of Pods

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SCHEME 2 – Pod Infill

continued

CONS:

- (Least liked) No – uses existing green spaces
- LEAP and maintenance don't need to be connected to building, LEAP pickup looks hard.
- Ugly parking lot
- Feels too sprawling, too close, not integrated with outside (enough like other plans 1&2)
- Concerned about solar loss, consider solar over parking?
- Make 2-story multipurpose into 2 single story spaces.
- But maybe issue getting light, openness as important values.
- Not cohesive. Feels like shoe-horning in a community center just to keep pods. How to keep the lovely wood in the photos when the pods are brick and concrete?
- Feels like a retrofit.
- Don't reuse existing Pods.
- Feels like a rabbit warren in comparison to clean open halls of other 2.
- Too much massing.
- Building massing doesn't allow the inside-outside connections. Will it be as energy efficient as new construction?

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SCHEME 3 – L on Main Campus Green



PROS:

- Bookstore/café feel, takes up current parking space
- The Map Room: At the pods is an amazing data point/gathering for how overlap/and space reuse catch-all. Watching it for 13 years so fond of that unspoken warrior of a room/storage closet/bathroom/ sink/ refrigerator, water, etc.
- Appealing spacing of elements; proximity of parking
- Might be ok if users of the space prefer this building layout
- Like building fronting on and relating to central green
- Like relationship to main campus. Possibly rethink plan for more southern light?

CONS:

- Concerns about parking/entrance access
- Don't like having the building right on the ballfield green
- Building up to wetlands on west side, less light, more north facing
- Loss of green space, north facing, wetlands
- The placement of the L Building is less attractive and eats into center green areas
- No – uses existing green space
- Upstairs fitness would be loud for rooms underneath
- Ugly parking lot, small green space
- Truck deliveries to Hartwell, district offices and Magic Garden will still occur – and both get deliveries from large trucks.
- Don't love the idea of a building blocking the area.
- Decreases green space; convoluted parking and drop off for Hartwell
- I like the "green" in front of the building, this does not have that feature
- Seems poor use of outdoor views
- Seems less congested, less open space
- Discontiguous, smaller green space, disjointed green space.
- Fills in existing space, uncertain about use of central area between pods, seems too "closed in."
- Least interesting interior spaces, lose too much open space; Hartwell campus becomes too cluttered; creation of definition for main green is not important enough
- Location of Primary building less pleasing. Less cohesive plan.
- Dislike single building filling the green space (former parking lot)
- Design seems disjointed – too many separate buildings
- Too many separate pieces. Don't like noisy courtyard (Noise concerns)
- L shape seems odd given juxtaposition with Pods and Hartwell.
- Southern view is strictly Hartwell. Open sweep of space and view are eliminated. Very closed feel.
- Parking is dangerous and inadequate for the purpose.
- Love the green open. This wrecks.
- North facing. Looks monolithic in shape. Like modularity of #1
- no benefit in \$, don't like use of site as much (though I do like the 2 story multipurpose room)

**LINCOLN COMMUNITY CENTER PRELIMINARY PLANNING AND DESIGN COMMITTEE - MARYANN THOMPSON ARCHITECTS
April 10, 2018, 8AM and 7 PM - PUBIC FORUM FEEDBACK**

General comments:

- All three concepts make me concerned about traffic into the school. I like the parking behind. Can the community center have a separate entrance off of Lincoln Road?
- Concerned on all three about accessibility and alt. parking and use of pods
- Thank you for all this good work but please consider delaying this project so that the town can absorb the first several years of school bonding (the top priority) and then tackle the cost of this project. Also consider fundraising from private resources to pay some or all of this cost. I hope the Selectmen will take the lead on supporting delaying the community center. We are much smaller than the towns profiled. I am in favor of continuing to "Make do" for a while longer – and I am a senior J
- Need to hear from folks that can't afford (large program school)
- Don't want (community center now)
- It would be great if the community center would reflect activities of children as well as seniors; it would be great if more examples of parks and rec will be presented.
- While the building will be beautiful and I assume well used, I just don't see how the expense of this can be justified at this point in time when we have to address the school. I don't want to see the school building compromised. Could this (community center) be done 2-3 years from now?
- Where does the playground for Magic Garden go in any of these schemes?
- Just a general concern – while it would be lovely to have community center within school campus would rather see it close to a city center to enliven the Lincoln center – traffic concerns, etc. In addition, well run communities do not fund and place school and community project simultaneously – too hard.
- Want superior school and concerned community center expense will preclude best school.
- I worry about a single lane access to parking lot and how it will work for preschool drop-off in all schemes.
- All are wonderful. Consider space for babysitting so parents can participate. Agree with renting commercial space like Starbucks for some revenue. What cost per square foot compared to the school? Much more inspiring than the school. Can Leap be part of the community center vision?
- Do not want a community center now – too expensive – unnecessary. Do not want Community Center to starve School project. Put education before COA please. Let's continue to make do.
- Don't like that there is no range between options. I'd expect to see a low option of \$12M going up to these options.
- I think a large hall with stage is essential for community center. Bemis was built before the automobile was invented.

A DAY IN THE LIFE OF THE LINCOLN COMMUNITY CENTER ...



ALL DAY EVERY DAY

- Coffee
- Conversation
- Reading
- Games
- Fitness Equipment



8 AM

- Men's Coffee
- Tai Chi
- French Conversation
- Podiatry
- Knitting
- Hand Drumming
- Wellness Clinic
- Ultimate Fitness



10 AM

- Spanish Conversation
- Play reading
- Stretch and flex
- Lecture
- Support/Discussion Group
- German Conversation
- Zumba
- Art Class
- Open Studio
- Gymnastics
- Music Together
- Puddlestompers



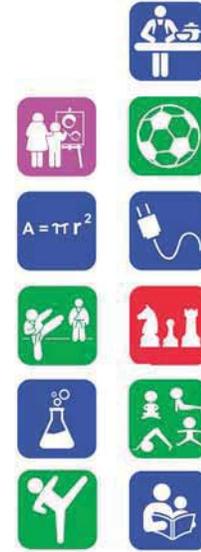
12 PM

- Senior dining
- Lincoln Academy
- Active Aging Fitness
- Support/Discussion Group
- Computer Tutoring
- Jazz Concert
- Bridge, Pool, Games
- Lecture
- Gardening
- Tax Help
- Tumbling
- Magic Garden



2 PM

- Tai Chi
- Legal Clinic
- Group Meetings
- Movie
- Ukulele Sing-along
- Concert
- Pilates
- Video Game Design
- Scratch Animation



4 PM

- Intergenerational Activities
- Mad Science
- Keno
- Karate
- Chess Club
- Preschool Soccer
- Child Yoga
- Math Club
- Art Class
- Cooking Class
- Cardio Kickboxing
- Hands-on Electronics



6 PM

- Turbo Kick
- Lego Robotics
- Cooking Class
- African Dance
- Ballroom Dancing
- Renew and Restore
- Yoga
- Babysitter Training
- Woman's self Defense



8 PM

- Fitness Equipment
- Group Meetings
- Presentation/Lecture
- Art Exhibit
- Book Club
- Concert

All Ages.

All abilities.

All in one place.

Maximum impact.

Minimum cost.

WWW.LINCOLNCCPPDC.ORG

COMMUNITY CENTER HARD COSTS	QUANTITY	Cost per unit	Cost
light renovation	0 sf	\$250 /SF	\$0
new construction	23,550 sf	\$400 /SF	\$9,420,000
deck	1,200 sf	\$100 /SF	\$120,000
loggia	0 sf	\$150 /SF	\$0

HARD COST Community Center Building	23,550 SF	\$405 /SF	\$9,540,000
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HARTWELL SITE WORK	QUANTITY	Cost per unit	Cost
porte cochere	1,000 SF	\$300 /SF	\$300,000
new parking	92 spaces	\$6,500 /space	\$598,000
boardwalk at stream	2,500 SF	\$100 /SF	\$250,000
new septic for new building			\$125,000
relocate exist Pod septic			\$30,000
new electrical transformer			\$100,000
other utilities			\$75,000
delete existing parking, soil and seed			\$150,000
screening at property edge			\$100,000
plantings at wetlands			\$80,000
new paths			\$50,000
new access roads over exist culverts			\$80,000
regrading for parking			\$250,000
retaining walls			\$200,000
oil seperator & storm water manage.			\$150,000

TOTAL SITE WORK \$2,538,000

TOTAL HARD COST Community Center + Site Work	23,550 SF	\$513 /SF	\$12,078,000
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SOFT COST Community Center + Site work			
Design/Engineering Fees Community Center + Site work		15 % hard cost	\$1,811,700
FF&E Community Center			\$300,000
TOTAL Community Center + Site Work soft cost			\$2,111,700

PODS (LEAP and Maintenance) HARD + SOFT COSTS	QUANTITY	Cost per unit	Cost
light renovation (1 POD)	4,500 SF	\$250 /SF	\$1,125,000
new construction for Maintenance Scheme 1	2,000 SF	\$300 /SF	\$600,000
Design/Engineering Fees Pods		15 % hard cost	\$258,750
TOTAL PODS HARD + SOFT COST			\$1,983,750

HARD + SOFT COST Community Center + site work + Pods	30,050 SF	\$538 \$/SF	\$16,173,450
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Numbers assume a 20% contingency

Ecalation Community Center + Site only assuming 5% escalation/year *		Ecalation Community Center + Site + Pods assuming 5% escalation/year *	
Construction start 6/2018	\$14,189,700	Construction start 6/2018	\$16,173,450
Construction start 6/2019	\$14,899,185	Construction start 6/2019	\$16,982,123
Construction start 6/2020	\$15,644,144	Construction start 6/2020	\$17,831,229
Construction start 6/2021	\$16,426,351	Construction start 6/2021	\$18,722,790
Construction start 6/2022	\$17,247,669	Construction start 6/2022	\$19,658,930
Construction start 6/2023	\$18,110,052	Construction start 6/2023	\$20,641,876

*assumes we are not going into a recession

Additional for Solar Photovoltaic

Roof Solar PV, approximately 68 kw on South facing sloped roof	\$200,000
Solar structures over parking to get to NET Zero, (2) 3600 sf conopies, approximately 105 kw**	\$900,000

** could also get to net zero leasing solar power from another location



COMMUNITY CENTER HARD COSTS	QUANTITY	Cost per unit	Cost
light renovation (3 PODS)	13,500 sf	\$250 /SF	\$3,375,000
new construction	16,500 sf	\$400 /SF	\$6,600,000
deck	0 sf	\$100 /SF	\$0
loggia	4,400 sf	\$150 /SF	\$660,000

HARD COST Community Center Building	30,000 SF	\$355 /SF	\$10,635,000
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HARTWELL SITE WORK	QUANTITY	Cost per unit	Cost
porte cochere	1,000 SF	\$300 /SF	\$300,000
new parking	88 spaces	\$6,500 /space	\$572,000
boardwalk at stream	2,500 SF	\$100 /SF	\$250,000
new septic for new building			\$125,000
relocate exist Pod septic			\$0
new electrical transformer			\$100,000
other utilities			\$75,000
delete existing parking, soil and seed			\$150,000
screening at property edge			\$50,000
plantings at wetlands			\$80,000
new paths			\$50,000
new access roads over exist culverts			\$80,000
regrading for parking			\$250,000
retaining walls			\$200,000
oil seperator & storm water manage.			\$150,000

TOTAL SITE WORK \$2,432,000

TOTAL HARD COST Community Center + Site Work	30,000 SF	\$436 /SF	\$13,067,000
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SOFT COST Community Center + Pods + Site work			
Design/Engineering Fees Community Center + Site work		15 % hard cost	\$1,960,050
FF&E Community Center			\$300,000
TOTAL Community Center + Pods + Site Work soft cost			\$2,260,050

PODS (LEAP and Maintenance) HARD + SOFT COSTS	QUANTITY	Cost per unit	Cost
light renovation	0 SF	\$250 /SF	INCLUDED
Design/Engineering Fees Pods		15 % hard cost	INCLUDED
TOTAL PODS HARD + SOFT COST			INCLUDED

HARD + SOFT COST Community Center + Site Work + Pods	30,000 SF	\$511 \$/SF	\$15,327,050
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Numbers assume a 20% contingency

Escalation Community Center + Site only

assuming 5% escalation/year *

Construction start 6/2018	\$15,327,050
Construction start 6/2019	\$16,093,403
Construction start 6/2020	\$16,898,073
Construction start 6/2021	\$17,742,976
Construction start 6/2022	\$18,630,125
Construction start 6/2023	\$19,561,631

*assumes we are not going into a recession

Additional for Solar Photovoltaic

Roof Solar PV, approximately 68 kw on South facing sloped roof	\$200,000
Solar structures over parking to get to NET Zero, (2) 3600 sf conopies, approximately 105 kw**	\$900,000

** could also get to net zero leasing solar power from another location



COMMUNITY CENTER HARD COSTS	QUANTITY	Cost per unit	Cost
light renovation	0 sf	\$250 /SF	\$0
new construction	23,650 sf	\$400 /SF	\$9,460,000
deck	0 sf	\$100 /SF	\$0
loggia (covered entry porch)	750 sf	\$150 /SF	\$112,500

HARD COST Community Center Building	23,650 SF	\$405 /SF	\$9,572,500
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HARTWELL SITE WORK	QUANTITY	Cost per unit	Cost
porte cochere	1,000 SF	\$300 /SF	\$300,000
new parking	94 spaces	\$6,500 /space	\$611,000
boardwalk at stream	2,500 SF	\$100 /SF	\$250,000
new septic for new building			\$125,000
relocate exist Pod septic			\$0
new electrical transformer			\$100,000
other utilities			\$75,000
delete existing parking, soil and seed			\$150,000
screening at property edge			\$50,000
plantings at wetlands			\$80,000
new paths			\$50,000
new access roads over exist culverts			\$80,000
regrading for parking			\$250,000
retaining walls			\$200,000
oil seperator & storm water manage.			\$150,000

TOTAL SITE WORK			\$2,471,000
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TOTAL HARD COST Community Center + Site Work	23,650 SF	\$509 /SF	\$12,043,500
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SOFT COST Community Center + Site work			
Design/Engineering Fees Community Center + Site work		15 % hard cost	\$1,806,525
FF&E Community Center			\$300,000
TOTAL Community Center + Site Work soft cost			\$2,106,525

PODS (LEAP and Maintenance) HARD + SOFT COSTS	QUANTITY	Cost per unit	Cost
light renovation (2 POD)	9,000 SF	\$250 /SF	\$2,250,000
Design/Engineering Fees Pods		15 % hard cost	\$337,500
TOTAL PODS HARD + SOFT COST			\$2,587,500

HARD + SOFT COST Community Center + site work + Pods	32,650 SF	\$513 \$/SF	\$16,737,525
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Numbers assume a 20% contingency

**Escalation Community Center + Site only
assuming 5% escalation/year ***

Construction start 6/2018	\$14,150,025
Construction start 6/2019	\$14,857,526
Construction start 6/2020	\$15,600,403
Construction start 6/2021	\$16,380,423
Construction start 6/2022	\$17,199,444
Construction start 6/2023	\$18,059,416

*assumes we are not going into a recession

**Escalation Community Center + Site + Pods
assuming 5% escalation/year ***

Construction start 6/2018	\$16,737,525
Construction start 6/2019	\$17,574,401
Construction start 6/2020	\$18,453,121
Construction start 6/2021	\$19,375,777
Construction start 6/2022	\$20,344,566
Construction start 6/2023	\$21,361,795

Additional for Solar Photovoltaic

Roof Solar PV, approximately 68 kw on South facing sloped roof	\$200,000
Solar structures over parking to get to NET Zero, (2) 3600 sf conopies, approximately 105 kw**	\$900,000

** could also get to net zero leasing solar power from another location



TO: Board of Selects
CC: Chairs, School Committee, School Building Committee, Finance Committee, Capital Planning Committee
DT: May 8, 2018
RE: **PPDC recommendation on timing of Community Center funding vote**

The PPDC is the process of preparing for the June 9th Special Town Meeting and anticipates completing its report shortly thereafter, with the goal of presenting our Final Report to the Selectmen later in June or early-July. In the meantime, we look forward to meeting with the Board on May 21st to update you on our work and to receive feedback.

Our goal is to prepare a Report that builds on the work of the three previous Community Center Committees and addresses the tasks outlined in our charge:

- Detailed program and space needs analysis for the COA and PRD, including appropriate metrics for comparison;
- Proposed building concepts and an analysis of tradeoffs;
- Site plan alternatives;
- Schematic design plans;
- Detailed cost estimates

As we approach the completion of our work, and having participated actively in discussions with the School Building Committee and Finance Committee, we recommend that the funding request for the Community Center not be brought forward this December, when the school building project request will be voted. Instead, we recommend that the Community Center funding vote take place after the School Building project has been funded and construction is at or nearing completion.

Foremost among the practical, financial, and political realities that we took into account include:

1) Integrated campus

Our charge was to develop thoughtful Community Center concepts to ensure that, as the Town analyzes school building project alternatives, there is confidence that we will have created a well-integrated campus plan with a proposed Community Center. Although it was important that the planning for the two projects take place in a coherent manner, it did not necessarily follow that the two projects would be funded and constructed at the same time.

2) Project sequencing

As a practical matter, the project sequencing plan must recognize that there is a limit to how much construction disruption can occur on campus at any point in time. The school building project design and construction phase is

anticipated to last three to four years. While school construction is underway, space on campus will be at a premium and allowances must be made for construction staging, potential reuse of the Pods for temporary classrooms, temporary changes in parking and traffic patterns and other contingencies.

3) Town attention

At the same time, PPDC believes that with the Town's focus on the school building project, we have been unable to focus sufficient attention and critical thinking on our project. Until the Town has resolved the space needs of the Lincoln Schools, PPDC recognizes that it cannot fully engage the Town in a manner that would provide confidence going forward with a funding vote.

4) Financing and bond cap

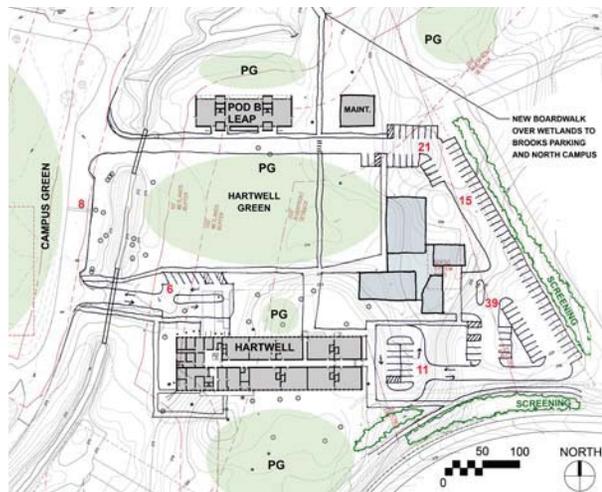
Last, it is critical to the success of both projects that the Town's officials demonstrate prudent financial restraint and planning. In order to meet the community's stated goals for the school building project (e.g., supporting 21st century learning; environmental sustainability; solid financial value; and sensitive building and landscape design) it is clear that the Town will need to commit most of its bonding capacity. This capacity will be restored over time as property value increases and debt is retired. We trust that the Town will continue to assess its capital needs and priorities, year-by-year, and will proceed with a vote for Community Center funding when it is financially appropriate to do so.

For the above reasons, the PPDC recommends that the Selects confirm what appears to be a growing consensus among key stakeholder boards that the vote on the Community Center not proceed at this time. Having said so, we expect that our Report to the Board will underscore the fact that doing nothing to resolve the serious facility deficiencies of the COA and PRD is not an option. We respectfully urge the Selectmen and other Town leadership boards to continue their commitment to both projects, and our shared vision for a well-integrated Community Campus for our residents of all ages.

Please place this completed page in one of the yellow boxes, located today in the lobby and at the gym exit. You may also return this by placing it in the yellow box in the Town Hall by 06/13/18.

COMMUNITY CENTER SURVEY

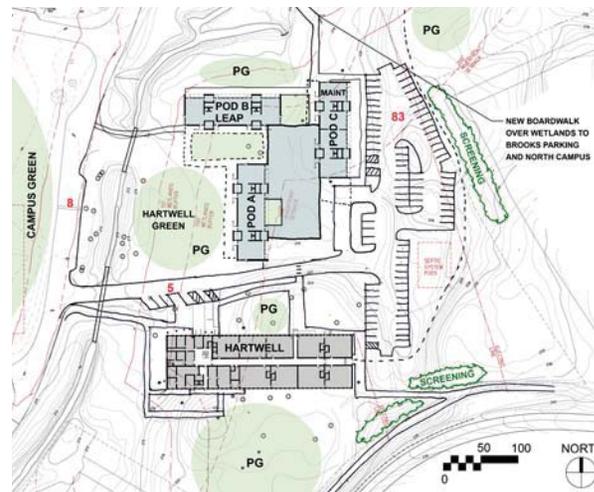
SCHEME 1: SECONDARY CENTRAL GREEN



- Building at east side of site built into hill. Defines and faces large central Hartwell green off of center field.
- Ground level entries are possible on both 1st and 2nd floor.
- Parking behind building and dispersed.
- Green space between the building at the wetlands allows space for the ground to absorb and filter water runoff.

\$14.2 million for the Community Center and site work
 \$2 million for the renovation of Pod + new maintenance building
 \$16.2 million (2018 estimate)

SCHEME 2: INFILL OF PODS



- Reuse of existing Pods reduces new construction.
- Consolidated footprint of buildings on Hartwell site.
- Building faces Hartwell green off of center field.
- Parking behind and centralized.
- Green space between the building at the wetlands allows space for the ground to absorb and filter water runoff.
- Renovation/reuse is the most profound form of sustainability.

\$15.3 million for the Community Center, site work, and Pod renovations (2018 estimate)

Please see CCPPDC handout for more information on each scheme. (Please feel free to use the back for additional comments.)

1. Which Community Center scheme do you prefer? (circle one)

Scheme 1

Scheme 2

2. Why is this your preference?

3. Do you have any questions about the project?

Lincoln Community Center Preliminary Planning and Design Committee Results of Survey: Design Scheme #1 vs #2, June 9, 2018

At the Town Meeting on June 9, 2018—when the residents were asked to select a school building design to proceed to full specification—the Community Center Preliminary Planning and Design Committee (CC PPDC) briefly reviewed the status of the CC design and distributed a survey that summarized two design schemes. The survey asked the residents to state their preferred scheme, to explain the reasons for their preference, and to ask any questions about the CC.

Summary of the Results

Compared to the 632 residents who cast votes for the school building, one-quarter of that number (158) completed and returned the survey. The greatest value of these survey responses is to show the relative importance to the voters of the features of each design. In many cases, the features can easily be incorporated into a single, final design scheme.

The tally for Question 1 is straightforward: there is very little difference in preference between the two design schemes. Some differences did emerge, however, in the variety of support that specific features elicited in Questions 2 and 3. Most respondents stated more than one reason for or against a design scheme, often praising features of one scheme while voting for the other, so the counts of the comments and questions do not necessarily reflect the number of respondents. The responses for Questions 2 and 3 are also sorted by category, which reveal a little more differentiation. The categories that received the greatest number of responses are highlighted for each design scheme.

The categories of the comments were organized as shown in this table.

Response Categories	
Ext/E	Exterior design esthetics
Ext/ F	Exterior design function
Int/E	Interior design esthetics
Int/F	Interior design function
L	LEAP/preschool
P	Project overall
P/D	Parking/driveway
S	Siting, site functions

Q1: Which Community Center scheme do you prefer?

Both design schemes received almost identical support.

	Scheme 1	Scheme 2	Either/ Both	Neither / None	Total
Q1: Which Community Center scheme do you prefer? (collected at Town Meeting 9Jun2018)	74	71	4	5	154
(collected at Town Hall 15Jun2018)	1	2	1	0	4
Total	75	73	5	5	158

Q2: Why is this your preference?

For scheme 1, the dominant features are its siting and the new, internal and external design that the siting enables. The overwhelmingly positive feature is the Hartwell Green (43 mentions; its large, playable area, and its open and organized or unified campus feel); followed by the “pinwheel” external design (15 mentions); its sunny, more light-filled orientation (14); its new construction (9); its interior design (9); its being built into the hill (8); and its ground-level entry on both floors (7). Note that the latter two features are closely linked; one enables the other. Negative comments for scheme 1 referred to the Hartwell Green (5) and being built into the hill (2). When sorted by category, the siting (52) and the function of the exterior design (37) were the overwhelming positive themes. Negative comments were few, also to do with the siting (7).

For scheme 2, the most positive comments referred to the re-use of the pods (33); the consolidation of the buildings (17); the more cost-effective construction (17). Note that these top three topics are all closely related. Further support was given to the courtyards (13) and the more centralized parking (12). Negative comments were few, focusing on the appearance of the interior and exterior. When sorted by category, the overwhelming number of positive comments addressed the project’s focus on the existing pods (50). Negative comments, by category, were few and addressed the esthetics of the interior (5) and exterior (4) designs.

See Appendix A and B for details. In Appendix 2, the categories that received the most responses are highlighted for easier identification.

Q3: Do you have any questions about the project?

The questions asked by respondents were wide-ranging and provide an overview of concerns about the Community Center project as a whole. The work of the PPDC has already addressed some of the questions (which means the committee needs to publicize more of its deliberations and decisions). But other questions asked by respondents will need to be addressed as the project goes forward.

A handful of responses expressed enthusiastic support (“Go for it!” “We highly support this new Community Center”) or no support at all (“Just renovate the pods for PRD” and “Move COA to Lincoln Mall”). More specific questions could be sorted by category, mostly about the project as a whole (9); siting (6); interior function (6); interior design (4); and parking or driveway (4).

See Appendix C and D for details.

Appendix A: Responses to Question 2: Why is this your preference?

Legend: Response Categories	
Ext/E	Exterior design esthetics
Ext/ F	Exterior design function
Int/E	Interior design esthetics
Int/F	Interior design function
L	LEAP/preschool
P	Project overall
P/D	Parking/driveway
S	Siting, site functions

Design Scheme 1

Q2: Why is this your preference?	Count	Pro Comments	Category
Scheme 1	43	Hartwell Green: large, playable area, open and organized campus feel	S
	15	Better design, more attractive, "pinwheel"	Ext/E
	14	Sunny orientation, more light	Ext/F
	9	New construction ("!!")	P
	9	Interior better organized, more efficient (e.g., storage, mechanical in lower back)	Int/F
	8	Built into hill	S
	7	Ground-level entry on both floors	Ext/F
	5	Parking layout	P/D
	5	LEAP and maintenance are separate from the CC	L
	5	Long, west- and ballfield-facing deck on 2nd floor	Ext/F
	3	More sustainable, energy efficient	Ext/F
	3	More space for solar panels	Ext/F
Scheme 1	3	Parking behind the building	P/D
	3	More cost-efficient, compact design	Ext/F
	2	Easier LEAP pickup	P/D
	2	Lower cost of building itself	P
	2	COA, PRD separate floors; better oversight	Int/F
	1	Easier preschool dropoff, pickup	P/D
	1	CC as a separate building on the green	S
	1	"More desirable" features	Ext/F
	1	Run-off is more ecological [green space]	Ext/F
Subtotal	142		

Q2: Why is this your preference?	Count	Con Comments	Category
Scheme 1	5	Hartwell Green: don't like, too far to rest of Ballfield campus	S
	2	Too cramped back into the hillside; "kills natural elements on east side"	S
	2	Parking is so stretched out; long, single row; "backing!"	P/D
	1	Too much glass	Ext/E
	1	Route to parking lot and to door less safe, longer	P/D
	1	No LEAP pickup area	L
Subtotal	12		

Design Scheme 2

Q2: Why is this your preference?	Count	Pro Comments	Category
Scheme 2	33	Reuse of pods	P
	17	Consolidates buildings: "more connected," "more cohesive," "more compact"	Ext/F
	17	Construction is less expensive, more cost-effective	P
	13	Courtyards, green spaces	Ext/E
	12	Parking is more centralized, more compact	P/D
	5	LEAP is connected to/integrated with CC	L
	5	Design more "beautiful"	Ext/E
	4	More mingling of ages	Int/F
	5	More sustainable	Int/F
	3	Septic: don't have to move	S
	3	Traffic flow, parking are safer	P/D
	3	Siting is less disturbing to trees, "doesn't wreck the hillside"	S
	2	Better interior circulation	Int/F
	1	Closer to ballfield	S
	1	Entry/exit better [Ed: building or parking??]	Ext/F
	1	Parking has single entry [?]	P/D
	1	Height of multipurpose room	Int/E
Subtotal	126		

Q2: Why is this your preference?	Count	Con Comments	Category
Scheme 2	3	Design more "chopped up, " "feels forced," long rectangles look "clunky"	Int/E
	2	Long, covered walkways unappealing	Ext/E
	1	Interior not a cozy feel	Int/E
	1	Design less exciting than #1	Ext/E
	1	Corridors too long	Int/E
	1	Too much glass	Ext/E
Subtotal	9		

Appendix B: Responses by Category to Question 2: Why is this your preference?

Legend: Response Categories	
Ext/E	Exterior design esthetics
Ext/ F	Exterior design function
Int/E	Interior design esthetics
Int/F	Interior design function
L	LEAP/preschool
P	Project overall
P/D	Parking/driveway
S	Siting, site functions

Responses by Category for Scheme 1

Q2: Why is this your preference?	Count	Pro Comments	Category	Count by Category
Scheme 1	15	Better design, more attractive, "pinwheel"	Ext/E	15
	14	Sunny orientation, more light	Ext/F	37
	7	Ground-level entry on both floors	Ext/F	
	5	Long, west- and ballfield-facing deck on 2nd floor	Ext/F	
	3	More sustainable, energy efficient	Ext/F	
	3	More space for solar panels	Ext/F	
	3	More cost-efficient, compact design	Ext/F	
	1	"More desirable" features	Ext/F	
	1	Run-off is more ecological [green space]	Ext/F	
	9	Interior better organized, more efficient (e.g., storage, mechanical in lower back)	Int/F	11
	2	COA, PRD separate floors; better oversight	Int/F	
	5	LEAP and maintenance are separate from the CC	L	5
	9	New construction ("!!")	P	11
	2	Lower cost of building itself	P	
	5	Parking layout	P/D	11
	3	Parking behind the building	P/D	

Q2: Why is this your preference?	Count	Pro Comments (Cont.)	Category	Count by Category
Scheme 1	2	Easier LEAP pickup	P/D	
	1	Easier preschool dropoff, pickup	P/D	
	43	Hartwell Green: large, playable area, open and organized campus feel	S	52
	8	Built into hill	S	
	1	CC as a separate building on the green	S	
Q2: Why is this your preference?	Count	Con Comments	Category	Count by Category
Scheme 1	1	Too much glass	Ext/E	1
	1	No LEAP pickup area	L	1
	2	Parking is so stretched out; long, single row; "backing!"	P/D	3
	1	Route to parking lot and to door less safe, longer	P/D	
	5	Hartwell Green: don't like, too far to rest of Ballfield campus	S	7
	2	Too crammed back into the hillside; "kills natural elements on east side"	S	

Responses by Category for Scheme 2

Q2: Why is this your preference?	Count	Pro Comments	Category	Count by Category
Scheme 2	13	Courtyards, green spaces	Ext/E	18
	5	Design more "beautiful"	Ext/E	
	17	Consolidates buildings: "more connected," "more cohesive," "more compact"	Ext/F	18
	1	Entry/exit better [Ed: building or parking??]	Ext/F	
	1	Height of multipurpose room	Int/E	1
	5	More sustainable	Int/F	11
	4	More mingling of ages	Int/F	

Q2: Why is this your preference?	Count	Pro Comments (Cont.)	Category	Count by Category
Scheme 2	2	Better interior circulation	Int/F	
	5	LEAP is connected to/integrated with CC	L	5
	33	Reuse of pods	P	50
	17	Construction is less expensive, more cost-effective	P	
	12	Parking is more centralized, more compact	P/D	16
	3	Traffic flow, parking are safer	P/D	
	1	Parking has single entry [?]	P/D	
	3	Septic: don't have to move	S	7
	3	Siting is less disturbing to trees, "doesn't wreck the hillside"	S	
	1	Closer to ballfield	S	
Q2: Why is this your preference?	Count	Con Comments	Category	Count by Category
Scheme 2	2	Long, covered walkways unappealing	Ext/E	4
	1	Design less exciting than #1	Ext/E	
	1	Too much glass	Ext/E	
	3	Design more "chopped up, " "feels forced," long rectangles look "clunky"	Int/E	5
	1	Interior not a cozy feel	Int/E	
	1	Corridors too long	Int/E	

Appendix C: Responses to Question 3: Do you have any questions about the project?

Q3: Do you have any questions about the project?	Count	Pro Comments	Category
	1	Want more inviting/open areas to create conversations	Int/F
	1	"Very supportive of the project"	P
	1	"Go for it!"	P
	1	"Will try to get more involved"	P
	1	"Love the idea of a café"	Int/F
	1	"Love Maryann Thompson architects"	P
	1	"Wonderful!!"	P
	1	"Good job!"	P
	1	"We highly support this new Community Center"	P
Subtotal	9		
	Count	Con Comments	Category
	2	Just renovate the pods for PRD	P
	2	Move COA to Lincoln Mall	P
	2	Interior illustrations look cold	Int/E
	2	"Way too expensive"; want a "lower-cost version of the other schemes"[?]	P
	1	Improve the parking/pick-up options for LEAP	P/D
	5	Reduce the size and costs: reduce the wish list, no billiards, do we need all that exercise space? do we need a sound studio?	P
Subtotal	14		

Q3: Do you have any questions about the project?	Count	General Questions/Comments	Category
	3	Want warm, cozy interior spaces	Int/E
	3	How will Hartwell Green be used: tables and chairs, gardens, amphitheater?	S
	2	What will the phasing plan be for construction?	P
	2	Is solar included in cost?	P
	2	How will septic costs differ between the two schemes?	S
	2	Is parking sufficient?	P/D
	2	How do the designs differ in sound/noise levels? [re hearing aids]	Int/E
	1	Create intergenerational gardens	S
	1	Tutoring space should be visible to passersby	Int/F
	1	Create a cozy Livingroom with a fireplace or wood stove	Int/E
	1	How will Bemis be used?	P
	2	Sustainability: " Most important criterion"; What other sustainability measures will there be for the construction and the building itself?	P
	1	Will the inner courtyard in scheme #2 be open to use?	Ext/E
	1	Will scheme #1 take longer [to build, given demos of Pods A and B]?	P
	1	How will [either design] handle extreme storms?	Ext/F
	1	What are the options/contingencies for later space needs?	Int/F
	1	Can we afford it?	P
	1	How will some of the CC uses conflict/coordinate with the library?	Int/F
	1	Can the building be LEED certified?	Ext/F
	1	How do the driveway/parking designs work with the traffic safety/volume on Ballfield Road?	P/D
	1	Want 3-D models of the buildings to get a better feel	Ext/E
	1	Put parking underneath	P/D
	1	Design to encourage mingling of ages	Int/F
Subtotal	33		

Appendix D: Responses by Category to Question 3: Do you have any questions about the project?

Q3: Do you have any questions about the project?	Count	Pro Comments	Category	Count by Category
	1	Want more inviting/open areas to create conversations	Int/F	2
	1	"Love the idea of a café"	Int/F	
	1	"Very supportive of the project"	P	7
	1	"Go for it!"	P	
	1	"Will try to get more involved"	P	
	1	"Love Maryann Thompson architects"	P	
	1	"Wonderful!!"	P	
	1	"Good job!"	P	
	1	"We highly support this new Community Center"	P	
	Count	Con Comments	Category	Count by Category
	2	Interior illustrations look cold	Int/E	2
	5	Reduce the size and costs: reduce the wish list, no billiards, do we need all that exercise space? do we need a sound studio?	P	11
	2	Just renovate the pods for PRD	P	
	2	Move COA to Lincoln Mall	P	
	2	"Way too expensive"; want a "lower-cost version of the other schemes"[?]	P	
	1	Improve the parking/pick-up options for LEAP	P/D	1
	Count	General Questions	Category	Count by Category
	1	Will the inner courtyard in scheme #2 be open to use?	Ext/E	2
	1	Want 3-D models of the buildings to get a better feel	Ext/E	

Q3: Do you have any questions about the project?	Count	General Questions (Cont.)	Category	Count by Category
	1	How will [either design] handle extreme storms?	Ext/F	2
	1	Can the building be LEED certified?	Ext/F	
	3	Want warm, cozy interior spaces	Int/E	4
	1	Create a cozy livingroom with a fireplace or wood stove	Int/E	
	2	How do the designs differ in sound/noise levels? [re hearing aids]	Int/F	6
	1	Tutoring space should be visible to passersby	Int/F	
	1	What are the options/contingencies for later space needs?	Int/F	
	1	Design to encourage mingling of ages	Int/F	
	2	What will the phasing plan be for construction?	P	10
	2	Is solar included in cost?	P	
	2	Sustainability: " Most important criterion"; What other sustainability measures will there be for the construction and the building itself?	P	
	1	How will some of the CC uses conflict/coordinate with the library?	P	
	1	How will Bemis be used?	P	
	1	Will scheme #1 take longer [to build, given demos of Pods A and B]?	P	
	1	Can we afford it?	P	
	2	Is parking sufficient?	P/D	4
	1	How do the driveway/parking designs work with the traffic safety/volume on Ballfield Road?	P/D	
	1	Put parking underneath	P/D	
	3	How will Hartwell Green be used: tables and chairs, gardens, amphitheater, bandstand?	S	6
	2	How will septic costs differ between the two schemes?	S	
	1	Create intergenerational gardens	S	