

ADAMS & RAFFERTY

ATTORNEYS AT LAW
A Professional Association*

130 Bishop Allen Drive
Cambridge, MA 02139

James J. Rafferty, P.C.
jrafferty@adamsrafferty.com

Telephone (617) 492-4100
Fax (617) 492-3131

August 14, 2012

Liza Paden
Cambridge Community Development
344 Broadway
Cambridge MA 02139

Re: Novartis
Special Permit Case # 265

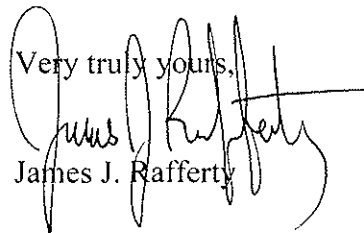
Dear Ms. Paden:

Attached herewith please find a revised plan of the courtyard for the Novartis Research Campus. As a result of the comments expressed by Planning Board members at their hearing on July 17, 2012, a number of modifications have been made at all three entry points into the Courtyard.

Most significantly, on Massachusetts Avenue the proposed fence has been relocated further into the site so that the main entry to the building is no longer behind the fence line. This results in a more open entry plaza and an improved relationship between the plaza and the public sidewalk. At the Windsor Street entrance, the slope of the pathway has been modified so that no handrails are required to satisfy accessibility requirements. At the Osborne Street entrance, the area where the gate meets the path has been expanded to allow for ample opportunities to turn around and return to the sidewalk when the gate is closed.

We look forward to reviewing this plan with the Planning Board at their upcoming meeting on August 21. I would request that the enclosed courtyard landscape plan be provided to the Planning Board for their review at the upcoming meeting on August 21.

Thank you for your cooperation and assistance.

Very truly yours,

James J. Rafferty

JJR/pwc

cc: Jeffrey Lockwood, Global Head of Communications



Novartis Institutes for BioMedical Research | Site Plan
 Michael Van Valkenburgh Associates, Inc., Landscape Architects
 21 August 2012



Novartis Institutes for BioMedical Research | Massachusetts Avenue Entry Plaza | Plan
 Michael Van Valkenburgh Associates, Inc., Landscape Architects
 21 August 2012





Novartis Institutes for BioMedical Research | Massachusetts Avenue Entry Plaza | View 1 (Open)
Michael Van Valkenburgh Associates, Inc., Landscape Architects
21 August 2012



Novartis Institutes for BioMedical Research | Massachusetts Avenue Entry Plaza | View 1 (Closed)
Michael Van Valkenburgh Associates, Inc., Landscape Architects
21 August 2012



Novartis Institutes for BioMedical Research | Massachusetts Avenue Entry Plaza | View 2 (Open)
Michael Van Valkenburgh Associates, Inc., Landscape Architects
21 August 2012



Novartis Institutes for BioMedical Research | Massachusetts Avenue Entry Plaza | View 2 (Closed)
Michael Van Valkenburgh Associates, Inc., Landscape Architects
21 August 2012

WINDSOR STREET

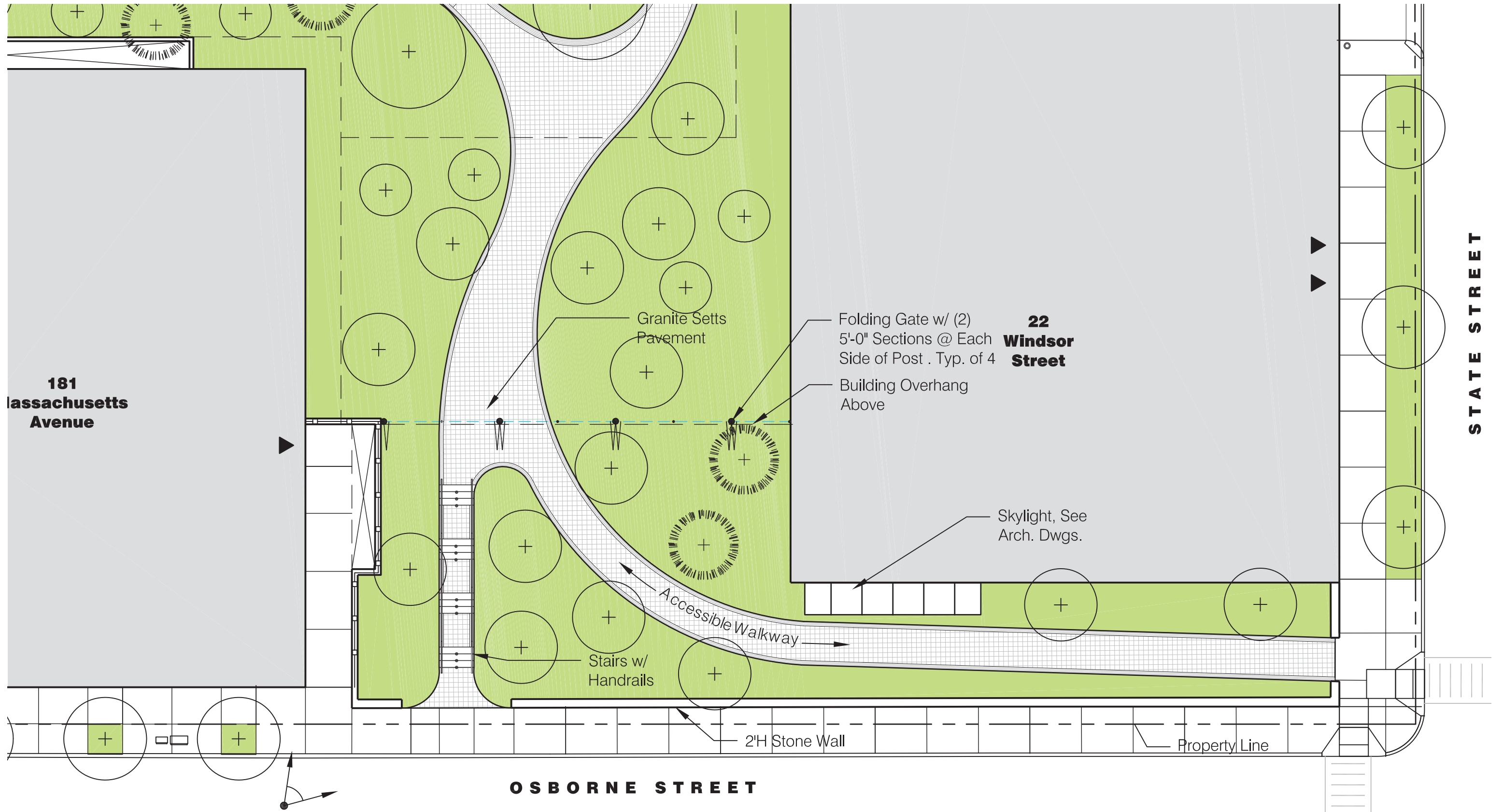




Novartis Institutes for BioMedical Research | Windsor Street Entry | Daytime (Open)
Michael Van Valkenburgh Associates, Inc., Landscape Architects
21 August 2012



Novartis Institutes for BioMedical Research | Windsor Street Entry | (Closed)
Michael Van Valkenburgh Associates, Inc., Landscape Architects
21 August 2012





Novartis Institutes for BioMedical Research | Osborne Street Entry | Daytime (Open)
Michael Van Valkenburgh Associates, Inc., Landscape Architects
21 August 2012



Novartis Institutes for BioMedical Research | Osborne Street Entry | (Closed)
Michael Van Valkenburgh Associates, Inc., Landscape Architects
21 August 2012