



Moving Forward

Symmes Hospital Site Reuse Scenarios

A Report to Arlington's Citizens

Symmes Advisory Committee

February 13, 2003



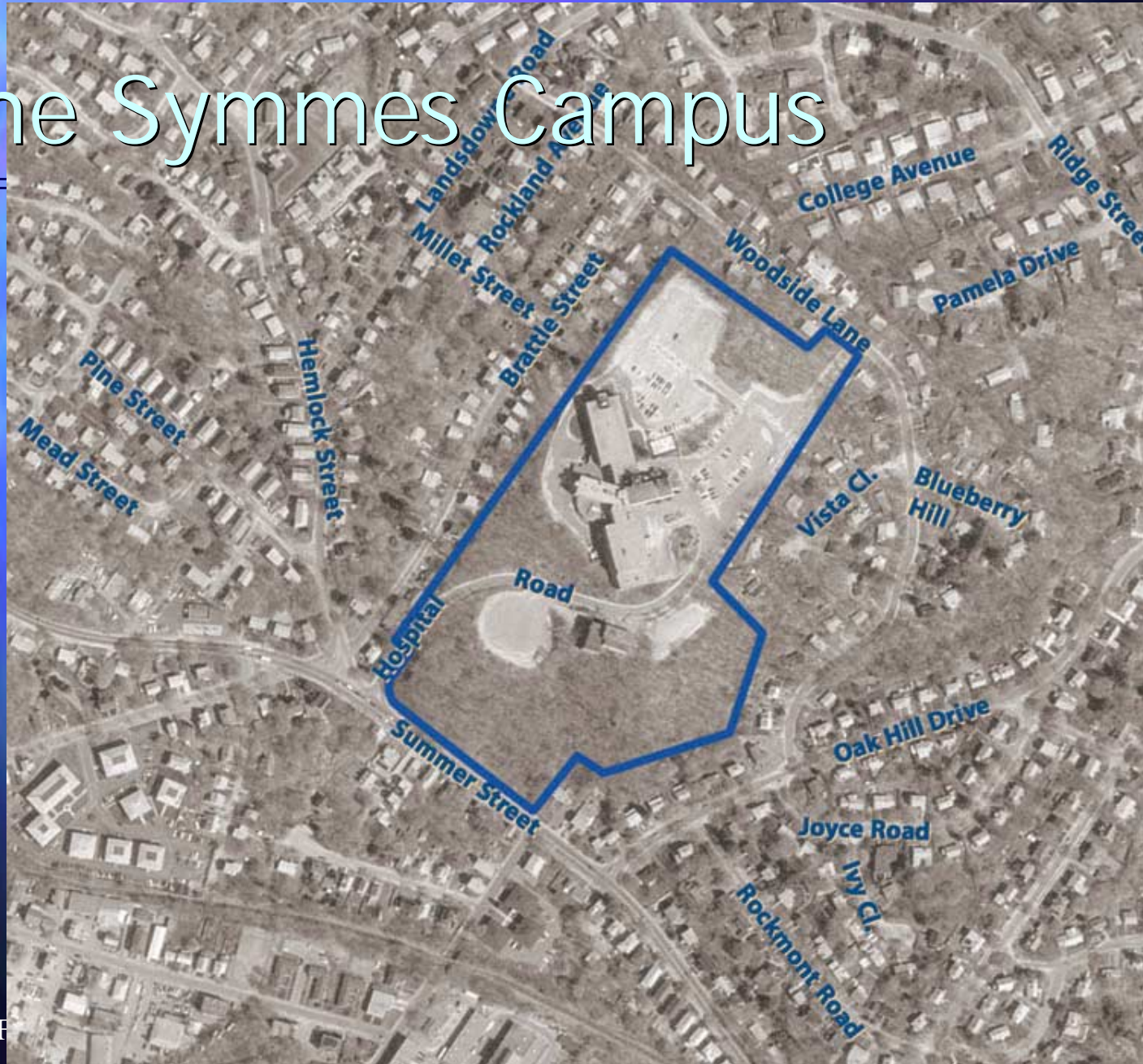
Our Report

Report on alternative reuse concepts:

- Goals
- Process
- Methodology
- Findings
- Conclusions
- Next Steps



The Symmes Campus



A Brief History

- 1990's Symmes Hospital under financial stress.
- March 2001 Selectmen policy and referendum.
- May 2001 Symmes Advisory Committee formed.
- January 2002 Symmes Campus purchased.
- June 2002 SAC and ARB retain Vanasse, Hangen, Brustlin to advise Town.
- July 2002-February 2003 SAC meetings, surveys, workshops, studies and scenarios.
- February 13, 2003 Fourth Public Workshop



The Goals

- Open Process
- Balanced and Mixed Use
- Public Use and Open Space
- Expanded Health Care Services
- Financial Viability



SAC Charter

- Advise the Town Management, Arlington Redevelopment Board and Town Meeting on Reuse
- Two Assets:
 - Spectacular site.
 - Great Town.



The Symmes Location



February 13, 2003

Symmes Advisory Committee - Alternatives

Arlington Means Renewal



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Arlington Means Dining Out



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Arlington Means Business



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Arlington Means Community



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Symmes Advisory Committee - Alternatives

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How We Got Here

- Organized the SAC to harness community energy through eight working groups.
- Public outreach program.
- Retained VHB Team:
 - Planners, architects, and engineers;
 - Health care consultant: and
 - Real estate economists.
- Complete Inventory: Site, buildings, environment, neighborhood and market.
- Developed alternative reuse concepts.



The Symmes Advisory Committee

Charles Foskett, Chair

Brian Rehrig, Vice-Chair

Stephen DeCoursey, Secretary

Phyllis Bailey

Robert Carey, MD

Elisabeth Carr-Jones

Brian Greeley

Patricia Worden

Cindy Friedman

Marc Dohan

Allen Reedy

David Walkinshaw

John Maher and Alan McClennen ex officio

Capital Planning Committee

Open Space Committee

Finance Committee

Brattle Hill Neighborhood Association

**Symmes Corporation Board of Trustees
and Sanborn Trust Board of Trustees**

Selectmen's Transportation Committee

Interfaith Council

Arlington Housing Authority

**Council on Aging, Assisted Living Task
Force, and Arlington Seniors Association**

Affordable Housing Task Force

Vision 2020 Standing Committee

Arlington Chamber of Commerce

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Symmes Advisory Committee - Alternatives

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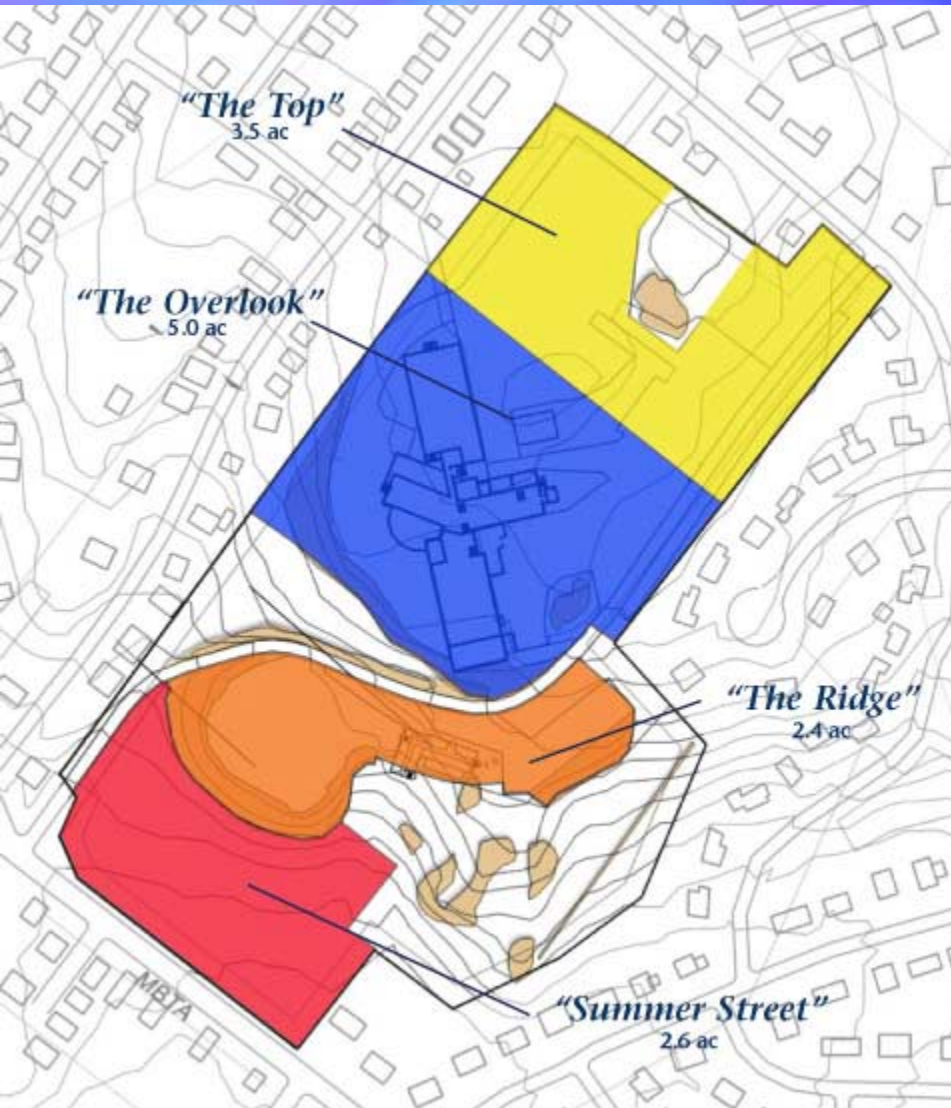


SAC Working Groups

- Medical Use
- Residential Use
- Public Use
- Commercial Use
 - Arlington Redevelopment Board
 - VHB Consulting Team
 - Symmes Neighbors
 - Symmes Facilities Staff
 - Symmes Medical Staff
- Outreach
- Messaging
- Media
- Financial Analysis



Development Parcels 13.5 acres



- "The Top"
- "The Overlook"
- "The Ridge"
- "Summer Street"



Alternative Process

Multiple Iterations

“Themes” → “Testing” → “Refinements” →

- Responding to the Market
- Employment Generating
- Building Reuse

- Flexibility of Site Layout
- Parking Supply and Demand
- Construction/Infrastructure Costs

- Break Even Analysis
- Open Space Systems
- Efficiency of Parking
- Maintain Civic Character
- Density

- Preferred Alternative Concepts



Attributes

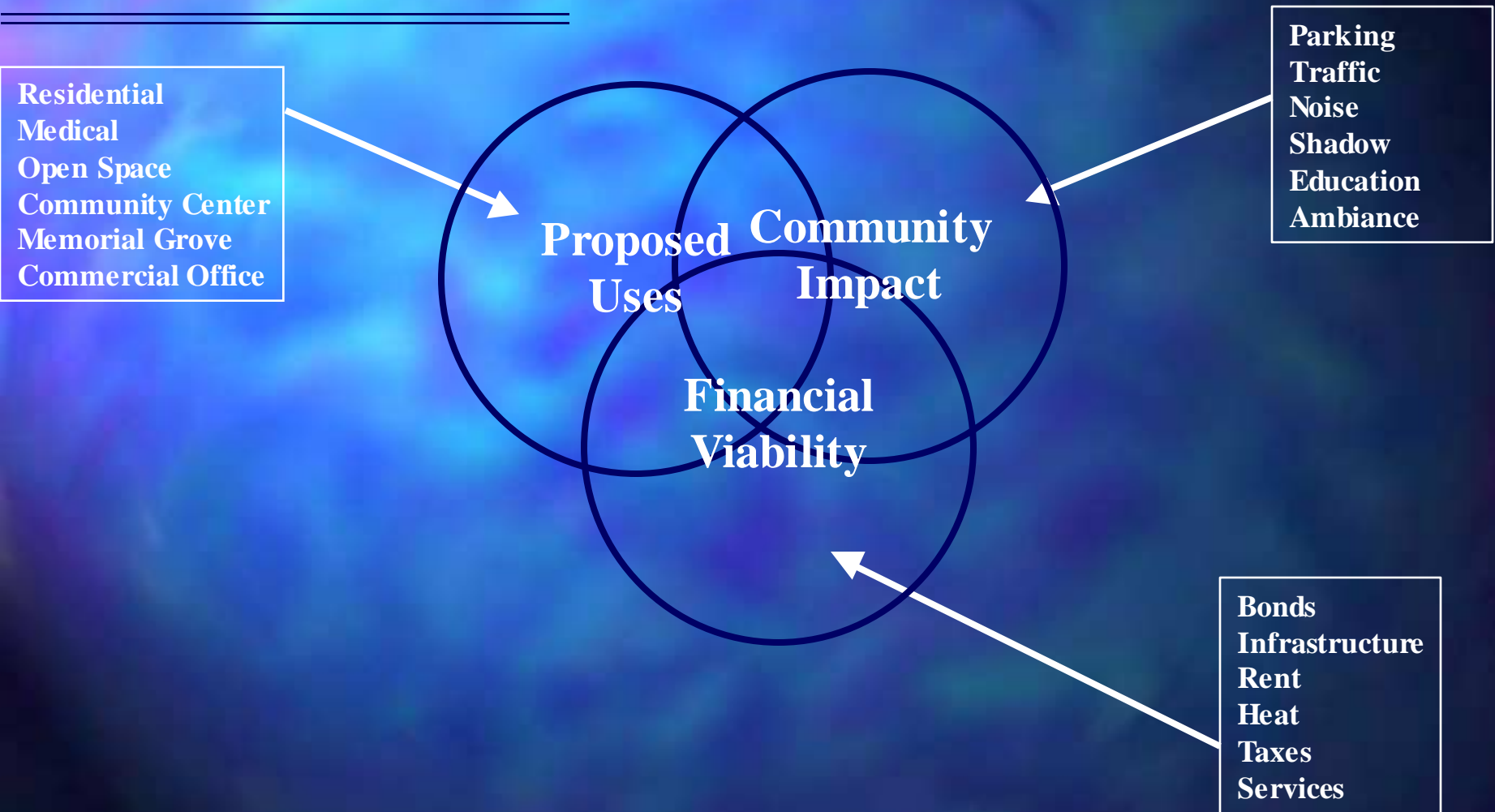
**Proposed
Uses**

**Community
Impact**

**Financial
Viability**



Process



Community Needs

- Arlington Redevelopment Board is also The Planning Board.
- They have requested a Symmes Community Needs Report.

Community center

Scenic overlook

Memorial grove

Climbing trail

Arts center

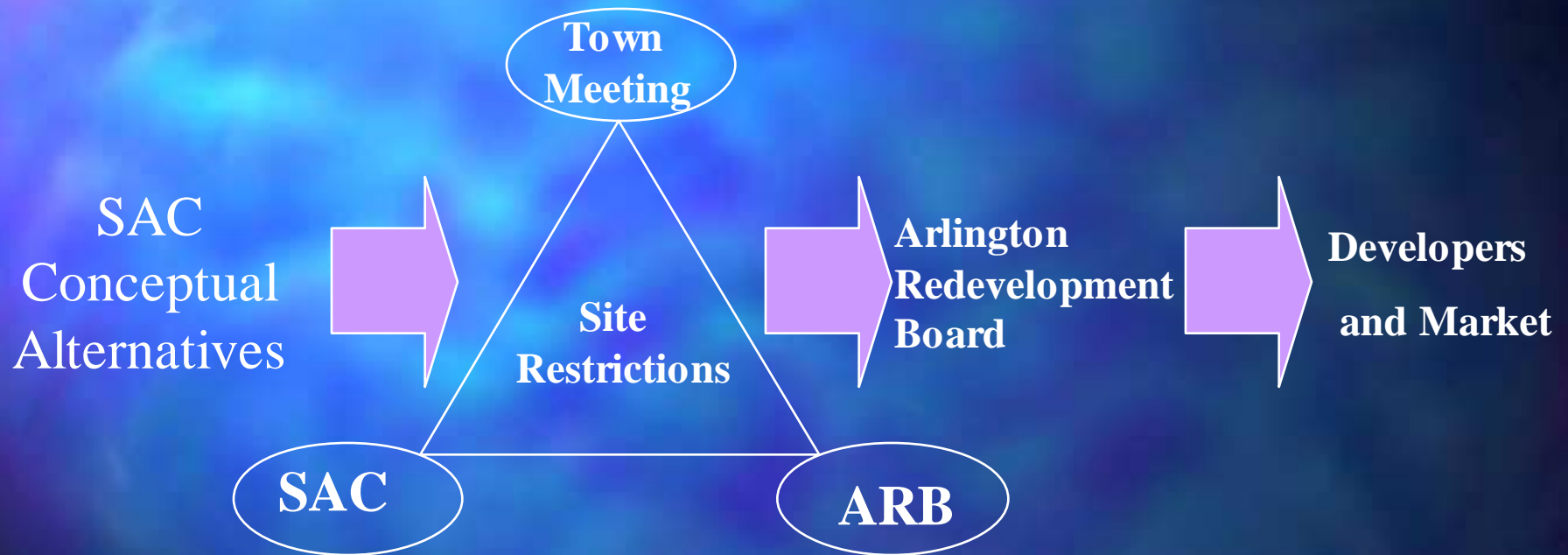
Aquatic center

Daycare center

Affordable housing



The Planning Process



Big Issues

- Where did our hospital go?
- What is the cost to the Town?
- How much affordable housing will there be?
- Will traffic significantly impact our neighborhood?



Health Care Services

- Symmes Hospital is a bygone institution.
- Urgent care is provided from local institutions.
- Emergency services come from modern EMS systems and nearby hospitals.
- Medical practice space, preventive medicine and wellness services can be at Symmes



Recovering Town Cost

- Assume purchase price, transaction and carrying costs \$11 million.
- At \$50,000 per unit land cost, this implies 220 residential units, for example.
- Urban Renewal Plan is an enterprise fund.
- Current models don't have any tax impact.



Symmes Residential

- Selectmen's Policy: Mixed and balanced uses.
- Residential includes affordable, market rate and luxury components.
- Affordable 30% component includes:
 - 15% mandated by Town by-law fully developer-funded.
 - An optional 15% via local subsidy or developer incentives within total envelope.



Neighborhood Mitigation Plan

- Construction
- Parking
- Traffic
 - Hospital as historical metric
 - Traffic impact study with each proposal
- Land use restrictions
 - Zoning
 - Setbacks and other



Traffic Impacts

- It is estimated that the current uses at Symmes generate approx. 1,200 vehicle trips per day.
- Alternatives 1 & 3 generate less traffic than the Hospital prior to construction of the North Wing in 1984
- Alternative 2 generates more than twice the number of vehicles generated by the former hospital.

	Former Hospital		Alternative 1	Alternative 2	Alternative 3
	Counts	ITE Data			
Weekday					
<i>Daily</i>	n/a	3,885	3,205	8,380	3,460
<i>Morning</i>	245	205	215	530	240
<i>Evening</i>	255	215	305	785	335
Saturday					
<i>Daily</i>	n/a	1,460	2,460	3,510	3,425
<i>Midday</i>	n/a	220	370	855	460



Traffic Impacts

- Wellness Center and Medical uses require approximately three- times as much parking as residential uses.
- All of the Alternatives provide sufficient parking to accommodate peak usage demands.
- Improvements to Hospital Road should include realignment if feasible, and providing left and right turn lanes.
- A formal transportation study will need to be conducted when a final plan is proposed to identify impacts to adjacent roadways and recommend mitigation.



Open Process and Outreach

Through surveys, public meetings, workshops, website and other communications we learned Town priorities:

- Research and Office Commercial use.
- Residential use and affordable housing.
- Park/Open Space and Community Needs.
- Enhanced medical use.
- Financial Viability.



Balanced and Mixed Use: Commercial

We learned:

- That due to the recession, the stock market decline and 9/11 that the commercial market is depressed.
- Vacancy rates are the highest in decades.
- That the Symmes location is sub-optimal for commercial use.
- That commercial use has the highest social cost (traffic and land use).



Balanced and Mixed Use: Residential

We learned:

- That the Arlington residential market is still strong.
- That the Arlington market can support market rate, senior communities and luxury housing.
- That the Symmes site should be a source for additional and needed affordable housing in Arlington.
- That the amenities of the site, including views, access to Mass Ave. and local services are a plus.



Public Use and Open Space

We learned:

- That community use and preservation of open space may come at a cost of density.
- That community use is like commercial use and bears a parking and land use impact.
- All parking has to be on site.
- The community center concept and health care services are synergistic and can be combined to form a "Community Wellness Center" complex.



Expanded Health Care Services

We learned:

- Hospital services at Symmes have failed three times in the past decade.
- That many urgent health care services are out of reach due to market economics, a national problem.
- Arlington's declining population is well-served by local doctors and nearby hospitals.
- Boston teaching hospitals are tough competition.
- Enhancing health care at Symmes should have a 21st century wellness focus.

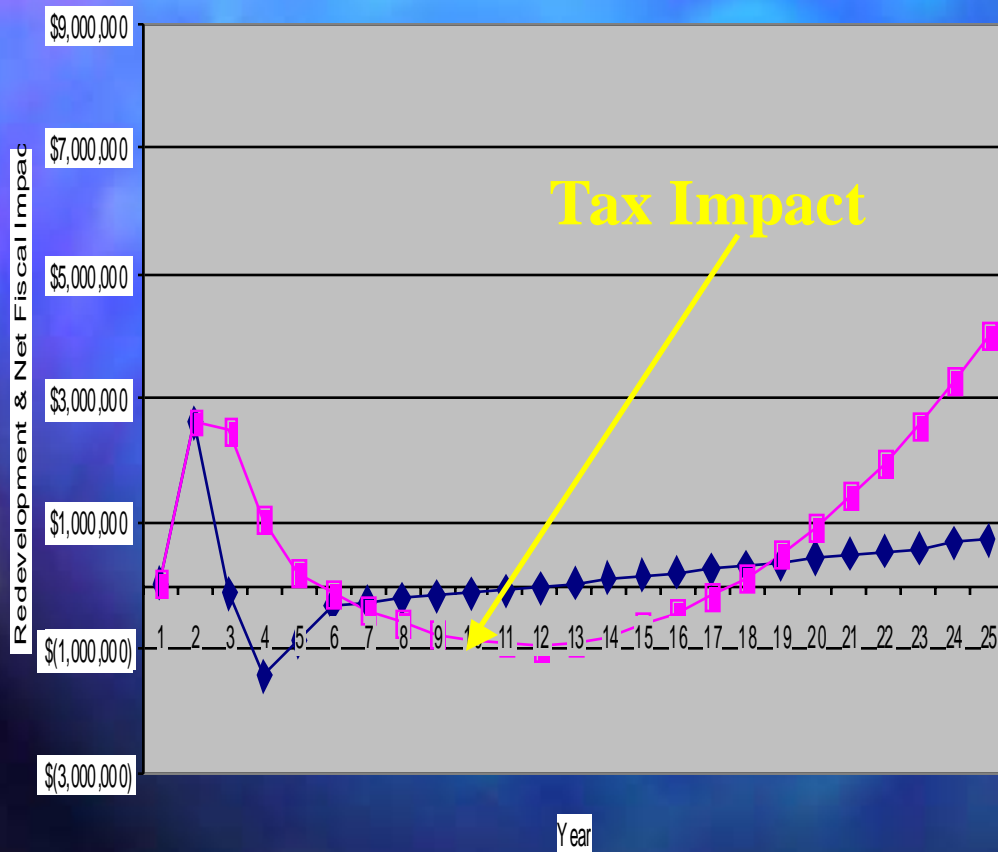


Financial Constraints

- The Selectmen's policy included that the project be financially positive over time.
- The Town's borrowing limit under the debt exclusion referendum is \$14 million.
- There is no additional capacity in the Town budget for the Symmes project.
- The Town is obliged to recover its invested costs and incurred expenses on a timely basis.
- The only variables to recover the Town's investment are type of use and quantity.



The Financial Model-Example

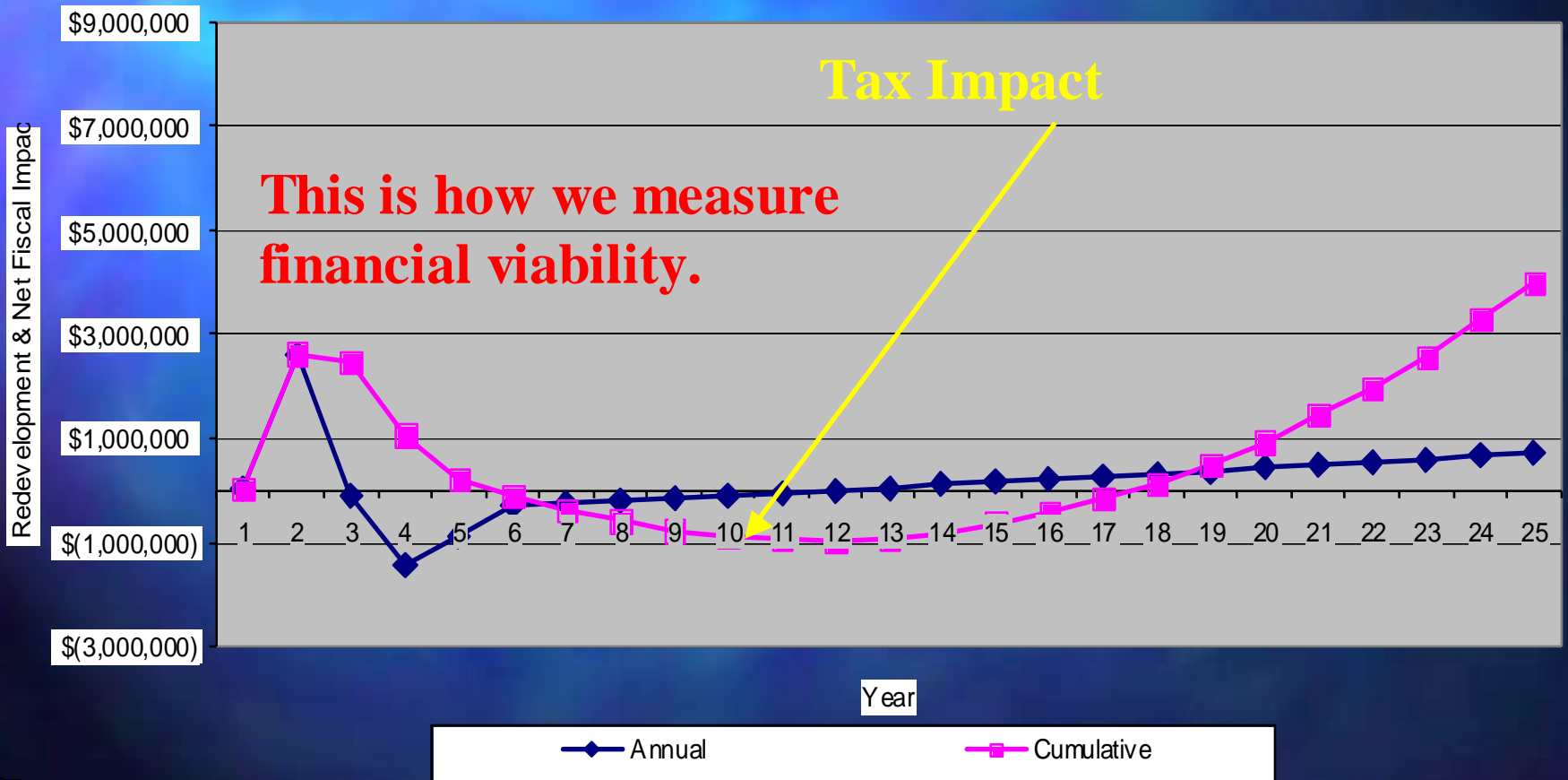


- The Town has developed with VHB and RKG a financial model to measure the impact on taxpayers.
- The model includes all best estimate costs and best estimate revenues associated with the project.
- The model indicates direct impact on the tax levy.

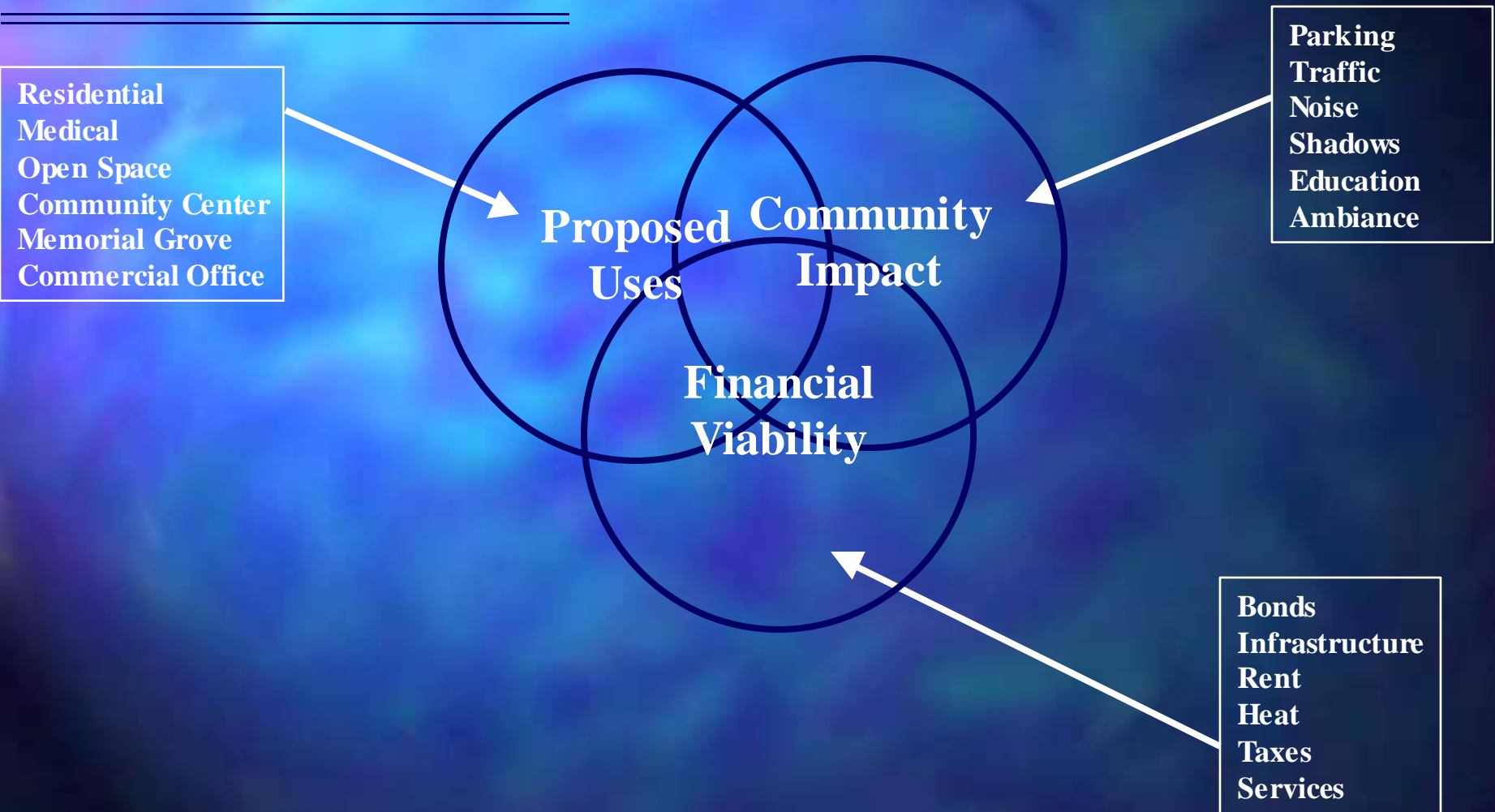


Financial Impact Graph

Annual and Cumulative Profitability to the Town of Arlington
Symmes Hospital Redevelopment: Revised Alternative 2



Process



Additional Planning Considerations

About the site:

- All or most of the hospital may need to be demolished due to reuse economics. Reuse of hospital is an option.
- Site preparation costs may be as high as \$6 million due to difficult geographic and infrastructure issues.
- Hospital Road may have to be realigned to facilitate traffic safety.
- Local impact considerations restrict building height, setback and density.
- Access at Summer Street and Woodside Lane creates limitations on site uses due to traffic.



Existing Condition



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Symmes Advisory Committee - Alternatives

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Reuse Scenarios

- We are going to review three alternatives reuse scenarios.
 - They reflect learning from each use.
 - They are models to teach us community impact.
 - They are configurations to teach us about the costs of the site.
 - They are tools to teach us how to manage the development and restrict the uses of the site.
 - They are NOT designs of what will be there.
- **The fully developed outcomes will be determined by the market, by developers and by the Arlington Redevelopment Board.**





"The Top"
 Market Rate Housing
 77,800 sq ft / 39 units Market Rate
 22,400 sq ft / 14 units Affordable (80% of Median)

100,000 sq ft / 54 units
 2-4 Stories
 90 Parking Spaces

"The Overlook"
 Luxury Housing
 27,000 sq ft / 10 units
 -ret-
 Market Rate Housing
 160,000 sq ft / 89 units
 -ret-
 Affordable Housing
 11,000 sq ft / 10 units (80% of Median)

200,000 sq ft / 109 units
 5-6 Stories
 224 Parking Spaces

"The Ridge"
 Community Wellness Center
 Recreation
 Medical Office

61,000 sq ft
 2-3 Stories
 211 Parking Spaces

"Summer Street"
 Open Space

Conceptual Alternative 1
 Mixed Income Housing

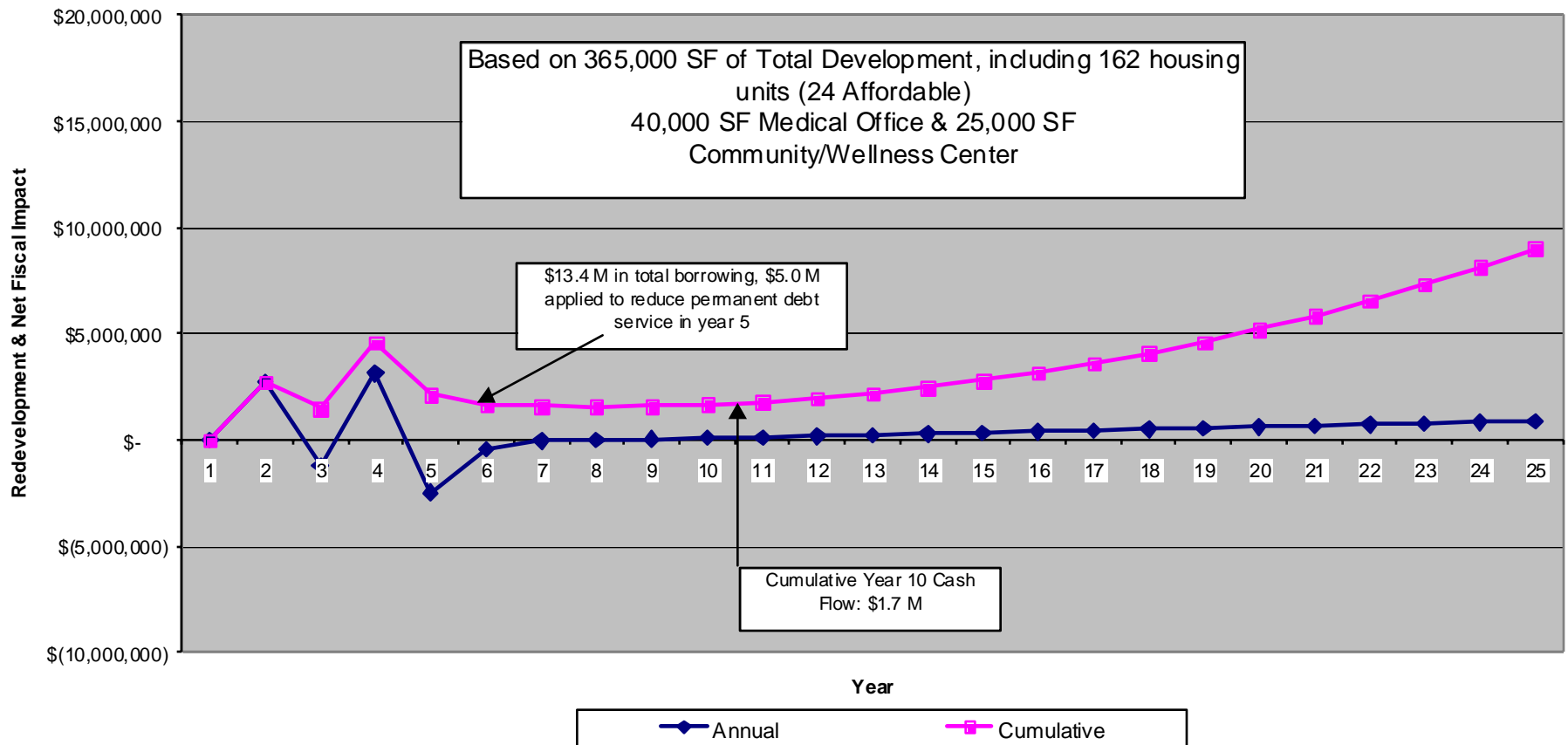


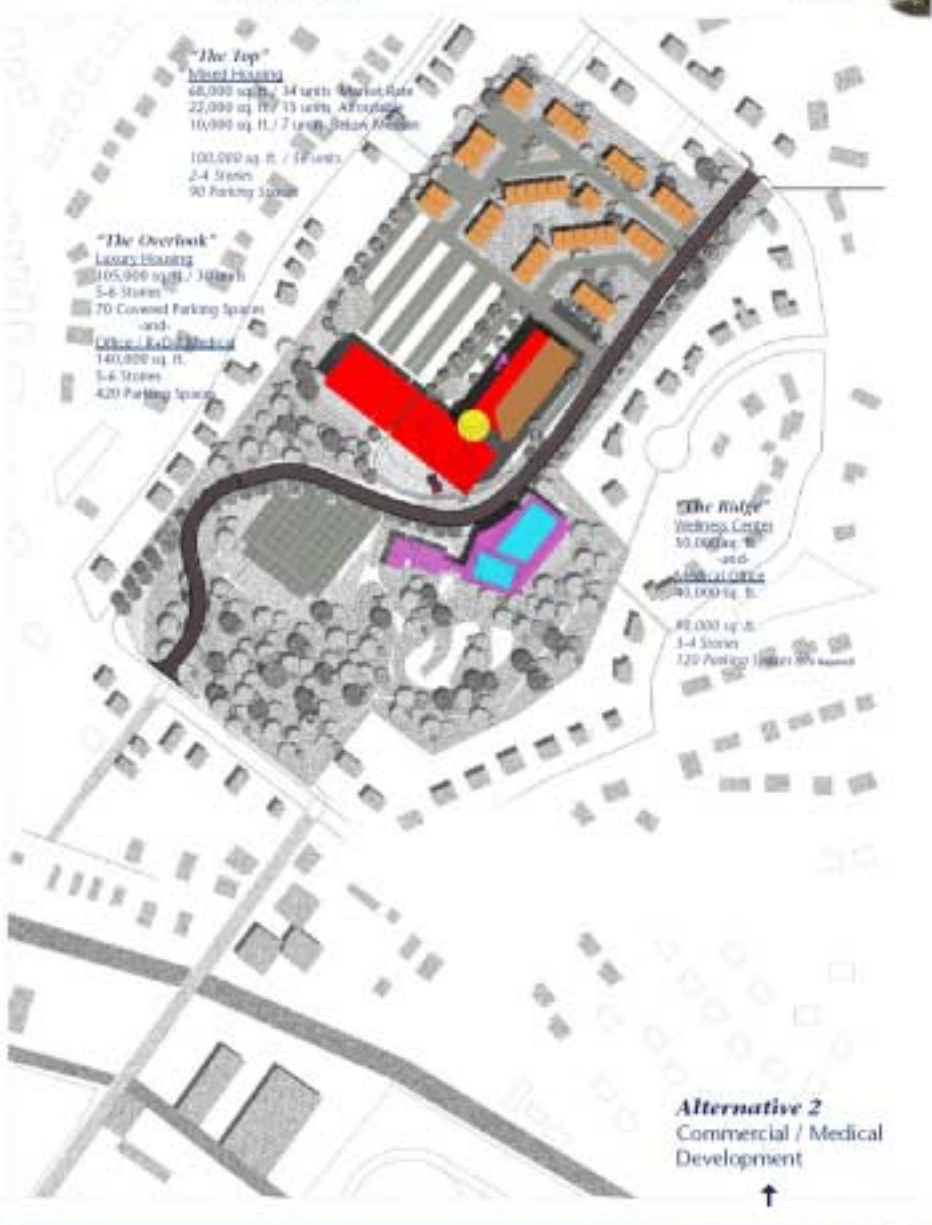
Concept 1

- Mixed residential.
 - 10 Luxury units.
 - 128 market rate.
 - 24 affordable.
- Community Wellness Center
 - 20,000 s.f. Wellness
 - 45,000 s.f. Medical office space
- 365,000 s.f. total development.

All Three Concepts Are \$ Viable

Annual and Cumulative Profitability to the Town of Arlington Alternative 1: Mixed Income Housing





Concept 2

- Commercial/Medical.
 - 10 Luxury units.
 - 79 market rate.
 - 16 affordable
 - 140,000 s.f. Commercial.
- Community Wellness Center
 - 25,000 s.f. Wellness
 - 45,000 s.f, Medical office space
- 410,000 s.f. total development.
- Commercial market is not currently viable.



Concept 3

- Infrastructure Reuse
 - 10 Luxury units.
 - 103 market rate.
 - 33 affordable (15 for Seniors)
 - 76 units retirement housing.
- Community Wellness Center
 - 15,000 s.f. Wellness
 - 45,000 s.f. Medical office space
- 378,000 s.f. total development.
- Reuses hospital north building.

Concept Use Comparison

Alternative Financial Comparison

Conceptual Development Alternatives	I: Mixed Income Housing	II: Commercial/ Medical Development	III: Infrastructure Reuse	Range: Low to High
Development Program Summary		Gross Building Area (SF)		
Distribution of Uses				
Residential	300,000	205,000	312,900	107,900
Medical	40,000	40,000	40,000	-
Community/Wellness	25,000	25,000	25,000	-
Class A Office	-	140,000	-	140,000
TOTAL:	365,000	410,000	377,900	45,000
Distribution of Residential Units	Dwelling Units			
"Luxury" Units	10	10	10	-
Market Rate (Family) Housing	128	79	103	49
Retirement/Senior Living Units (Market)	-	-	61	61
Affordable Family Housing	24	16	18	8
Affordable Senior Living Units	-	-	15	
Total	162	105	207	118
Total Affordable Units	24	16	33	17



Concept Financial Comparison

Alternative Financial Comparison

Conceptual Development Alternatives	I: Mixed Income Housing	II: Commercial/ Medical Development	III: Infrastructure Reuse	Range: Low to High
Real Estate Impacts				
Millions of 2002 Constant Dollars				
Total Public Redevelopment Expense (Public Park/Open Space)	\$ 18.2	\$ 18.5	\$ 15.7	\$ 2.8
Net Real Estate Sales Proceeds	\$ 10.2	\$ 8.0	\$ 10.1	\$ 2.2
Net 25-Year Redevelopment Costs to Town (Including Debt Service)	\$ 8.1	\$ 10.5	\$ 5.6	\$ 4.9
<u>Average Residential Selling Price (Market Rate Housing)</u>	\$ 609,122	\$ 626,261	\$ 480,653	\$ 145,608
Fiscal Impacts				
Millions of 2002 Constant Dollars				
Estimated Total Project Construction Cost	\$ 88.5	\$ 100.3	\$ 87.2	\$ 13.1
Total Taxable Assessed Value at Build Out (Year 8)	\$ 109.7	\$ 115.3	\$ 109.3	\$ 6.0
Cumulative 25-Year Net Fiscal Impact from New Development	\$ 21.6	\$ 31.2	\$ 21.4	\$ 9.8
Cumulative 25-Year Net Proceeds to Arlington Taxpayers	\$ 9.0	\$ 14.8	\$ 12.7	\$ 5.83



Conclusions

- Alternative 1 and 3 appear to be reasonable options.
- Alternative 2 is only an option if the market changes and traffic is resolved.
- All alternatives:
 - Enhance health care services
 - Preserve open space
 - Offer mixed use and affordable housing



Site Restrictions

- Alternatives are prototypical examples driving use.
- Actual development will reflect developer's creativity and market competition.
- SAC, ARB, VHB and Town meeting will now develop tight zoning and other land use restrictions on site to reflect public process.
- These restrictions become part of the Urban Renewal Plan and are voted by Town Meeting.



Next Steps

- Continued community feedback.
- Neighborhood mitigation, tenant retention and Arlington Needs recommendations and reports.
- VHB prepares developer RFP materials for ARB.
- Planning Department prepares Town Meeting Article.
- SAC and ARB review detailed restrictions, Town Meeting Article and developer materials.
- Additional SAC and ARB meetings, hearings for public committees and boards.
- Town Meeting action on May 5th Special Town Meeting.



Potential Future Events

- Summer 2003 – RFP's to market.
- Winter 2004 – RFP submissions and review.
- Spring 2004 Development contract(s) awarded to selected developer(s).
- 2005-2007 Symmes development plans implemented.
- New Symmes Campus.



Where is the Information?

- <http://www.symmesarlington.org>
 - Reports.
 - Working group minutes.
 - SAC minutes.
 - Professional studies.
 - Alternative scenarios and consultant presentations.
 - Technical and financial analyses.
 - And more.....



Thank you.

www.symmesarlington.org

