

Report of the Symmes Advisory Committee

Date: January 3, 2002

To: Town Meeting Members
Board of Selectmen
Town Manager
Redevelopment Board

From Symmes Advisory Committee members:

Charles Foskett, Chair – designee of Capital Planning Committee
Brian Rehrig, Vice-Chair – designee of Open Space Committee
Stephen DeCoursey, Secretary – designee of Finance Committee

Steven Andrew – designee of Board of Selectmen
Phyllis Bailey – designee of Brattle Hill Neighborhood Association
Robert Carey, MD – designee of Symmes Corporation Board of Trustees and
Sanborn Trust Board of Trustees
Elisabeth Carr-Jones – designee of Selectmen’s Transportation Committee
Linda Fisher Privitera – designee of Interfaith Council
Franklin Hurd – designee of Arlington Housing Authority
Open – designee of Council on Aging, Assisted Living Task Force, and Arlington
Seniors Association
Edward Randolph – designee of Affordable Housing Task Force
Allen Reedy – designee of Vision 2020 Standing Committee
David Walkinshaw – designee of Arlington Chamber of Commerce

And advisors to the Committee:

John Maher, Town Counsel
Alan McClennen, Jr. – Director of Planning and Community Development

Recommendation

The Symmes Advisory Committee recommends support for the vote of the Finance Committee under Article 2 of the 2001 Special Town Meeting. The primary reasons for this position are the following:

1. Purchase of the Symmes site will allow the Town of Arlington, through its voters, boards and representatives, to gain control of this property.
2. Control of the Symmes site will permit the Town to engage in a planning and development process that is responsive to the community’s long term interests and goals.
3. Financial analyses indicate that the redevelopment of the Symmes site may result in revenues to the Town in excess of initial investments.

The following report of the Symmes Advisory Committee provides further background and information in support of the Committee’s recommendation.

Report Overview

The Symmes Advisory Committee (the “Committee”) was created by the 2001 Town Meeting to “advise and assist ... in determining the appropriate uses for the Symmes Campus.” Since that time, the Committee has held weekly or biweekly general meetings and numerous subcommittee meetings, and addressed a wide variety of issues concerning this important property. The public has been invited to attend and participate at these meetings. This report presents information in support of the Committee’s recommended vote at Town Meeting concerning the acquisition of the Symmes property by the Town of Arlington.

The Committee is totally committed to an open, transparent and inclusive process to meet the policies of the Selectmen and the interests of Town Meeting members, Arlington voters and residents. We appreciate the participation to date of a large number of volunteers in the work of the Committee, and invite and encourage the participation of others with an interest in this important issue.

History – page 3

A brief timeline of the uses of the Symmes site, recent actions by Town boards and voters concerning the site, and votes and actions by the Committee

Goals and Organization – page 4

The Committees goals and objectives, and the subcommittee structure that forms the core of its advisory role

Planning and Development Process – page 7

How the Committee envisions collecting community input, engaging subject matter experts, weighing various alternatives for the site, and producing a set of recommendations for the use of the site

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Appraisal information provided by a professional appraiser, acquisition costs, other financial information, and financial models based upon the professional appraisals to assist Town Meeting members and Town Boards in assessing the financial viability of the recommended vote

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Background and reference information

History

Ownership and Use of the Symmes Site

- 1851 – the majority of the current site was presented as a gift to the Town
late 19th C – site of a wood lot for the Town’s almshouse
1901 – Stephen Symmes dies March 11, and leaves his estate in trust “to found and maintain a hospital ... for [those] suffering from injuries or from sickness or disease ... and also to establish and maintain ... a training school for nurses...”
1902 – Board of hospital is created
1903 – As the site of the hospital envisioned by Stephen Symmes, his home property, is deemed unsuitable, the Town transfers a portion of the future Symmes site to the control of the hospital Board
1910 – Women’s Aid Association (later the Arlington Symmes Auxiliary) is established
1912 – Hospital opens on February 22 with 19 beds
1919 – Nursing school opens
1928, 1948, 1965, 1982 – additions to the original hospital are opened
1950 – Lexington Symmes Auxiliary is established
1968 – Name changed from Symmes Arlington Hospital to Symmes Hospital
1994 – Symmes Hospital sold to a partnership between Lahey Clinic and Advantage Health (Advantage Health later sold to Healthsouth)
1999 – Emergency and inpatient services at Symmes are closed. Outpatient services provided by Lahey, Healthsouth, and independent medical providers continue.

Recent Voter and Town Actions

- March 12, 2001 – Board of Selectmen unanimously adopts a resolution endorsing the acquisition of the Symmes property by the Town [see Appendix A]
March 31, 2001 – Arlington voters approve a debt exclusion referendum to fund the acquisition of the Symmes property by a vote of 4,441 (59%) in favor and 2,476 (33%) opposed
May 21, 2001 – Symmes Advisory Committee (the “Committee”) is created by vote of 2001 Town Meeting under Article 77

Symmes Advisory Committee

- June 27, 2001 - organizing meeting of the Committee is held at Arlington Town Hall
July 11, 2001 - the Committee adopts three strategic goals [see below]
July 18, 2001 - the Committee adopts a subcommittee structure and issues a call for volunteers

Goals and Organization

Symmes Advisory Committee Goals

Early in the course of its deliberations, the Committee decided that it needed to set forth a series of goals to guide its actions and decision-making process. These goals are intended to respond to the Committee's charge from Town Meeting, the Selectmen's policy resolution, and the input of its members and other members of the public. These goals are:

1. Endorse the general proposition to acquire the Symmes Property under fiscally appropriate conditions and endorse the use of the Symmes Property under the principles outlined by the Board of Selectmen.
2. Given a fiscally viable assessment of the development potential of the site, undertake the appropriate actions to convince Town Meeting to acquire the Symmes Property at the October 1, 2001 Special Town Meeting.
3. Develop and implement a plan, using internal Town resources, broad community input and professional third party advisors including multiple options, if possible, which plan shall be presented to the Board of Selectmen by a date to be determined.

Constituent Group Input

To assist in the development of these goals, the Committee solicited input from the groups that appointed members to the Committee. These groups represent a broad cross section of interests in the Symmes site, and have provided the Committee with extensive information concerning the possible uses of the site. In addition, these groups have provided the Committee with guidance in assessing the best uses for the site, given that there are many more desirable uses for the site than can be accommodated at the site.

[Constituent group reports may be viewed at <http://groups.yahoo.com/group/SymmesAdvisoryCommittee>]

Organization

Since the goals call for broad community input and participation, the Committee developed an organization with two sets of working groups. The "subject matter" working groups focus on the possible uses of the Symmes site, and the "operations" groups assist the Committee in carrying out its plans. The following sections provide a brief introduction to each of these groups. Additional information about these groups may be found in Appendix B.

Subject Matter Working Groups

These four working groups conduct research and assess the possible uses for the Symmes site. They are the Public Use, Residential Use, Commercial Use and Medical Use working groups. In keeping with the Committee's interest in broad public participation, the Committee published a press release and posted online requests for volunteers from the general public to join these groups.

Public Use Working Group

The Public Use Working Group assesses the potential public uses for the Symmes site. With its distinctive character offering extensive views into Arlington and surrounding communities, Symmes offers significant open space resources, while redevelopment of the site offers the potential to consider broad community needs and desires. Together with the protection and enhancement of public access to open space, the Committee will explore the desirability and feasibility of incorporating other public amenities, recreation opportunities or community facilities into the redevelopment.

Residential Use Working Group

The Residential Use Working Group assesses the potential residential uses for the Symmes site. These uses may include market-based and affordable housing units. Arlington is a desirable residential location due to a wide variety of factors. Developing residential units at the Symmes site may provide a way to finance the acquisition of the property by the Town of Arlington, and is a use which can maintain and enhance the character of the neighborhood. In addition, a residential development could include affordable housing units, which could help address the shortage of such units elsewhere in the Town.

Commercial Use Working Group

The Commercial Use Working Group assesses the potential commercial uses for the Symmes site. These uses could include office space, research space, or a wide variety of other uses. The development of these uses at the Symmes site could also provide the income needed to finance the acquisition of the property. Compared to similar communities, Arlington derives a relatively low percentage of property tax revenue from commercial properties. Commercial developments at this site could potentially shift more of the tax burden away from homeowners and toward commercial businesses.

Medical Use Working Group

The Medical Use Working Group assesses the potential medical and healthcare uses for the Symmes site. These uses could include medical offices, clinics, treatment facilities, or other health-related uses. Activities at the Symmes property have served the health needs of Arlington and surrounding communities for almost 100 years. Many residents may associate this site with the medical services they, their family members or their friends received at the various facilities that operated at Symmes. For these and other reasons, the Committee felt that it was important to investigate the possible health-related uses that could be accommodated by the redevelopment of the Symmes property.

The public is invited to join in the activities of these working groups. If you are interested, please contact Board of Selectmen's office at:

tel: 781-316-3023

email: jdevereaux@town.arlington.ma.us

Operations Working Groups

The Committee also formed four working groups to support the activities of the Committee and assure that it proceeds with a process that is open, transparent and inclusive for Arlington's broader community. These groups are:

Financial Analysis Working Group

This group conducts financial review of potential uses and development plans for the Symmes site.

Message Working Group

This group develops communication materials to inform the public and others about the work of the Committee

Media Working Group

This group coordinates the Committee's interaction with the various media outlets in Arlington to insure as many people as possible are aware of the Committee's work and its need for feedback.

Outreach Working Group

This group coordinates the effective interaction of the Committee and its subject matter working groups with the Arlington community at large, including residents, voters, Town employees, civic organizations, and business people, among others. This group will engage the community directly to provide education concerning the Committee's work, and also to seek input and feedback from broad segments of people in the town.

Planning and Development Process

Investigating Possibilities

The Committee plans to investigate the possible uses for the Symmes site by conducting two complementary planning and development programs – a community outreach program and a program of professional guidance. The result is expected to be a process that responds to the community's priorities and produces a cohesive and successful development plan for the site.

Outreach Program

The purpose of the Outreach effort is to engage the Arlington community as part of an open planning process for the Symmes site. Ensuring that this purpose is accomplished, the Outreach Working Group will focus on two activities: communicating and gathering input.

The first activity of the group is to communicate the messages of the Committee to the Arlington community. Messages include the purpose of the Committee, the processes and procedures used by the Committee, on-going work, information about the Symmes site, and recommendations for the use of the site that have been collected by the subject matter working groups. The Outreach group will use local newspaper articles, the town web site, mailings, and presentations at key town locations in order to communicate with the public. Specific target organizations for the Outreach group are business groups, school groups, senior citizens, church communities, town employees, medical providers, and the community at large.

The second activity of the Outreach group is to gather input from the community at large for use by the Committee in determining the best uses for the Symmes site. A survey has been developed to solicit the local community for their thoughts on how the site should be used [a copy is in Appendix D]. The data from this survey will be used in conjunction with the ideas developed in the individual subject matter working groups.

Outreach activities will continue as long as the Committee continues its work. As different phases of the planning and development process are completed, the Outreach group will carry information to the community for review, discussion, and feedback.

Professional Guidance

Developing multi-use sites in urban environments is a complex and expensive process, and developing the Symmes site will likely be no exception. Development constraints come from many sources. These include the physical characteristics of the site, past uses of the site, zoning and other federal, state, and local regulations, traffic impact, and providing required infrastructure, among many other constraints. The purpose of the Professional Guidance program will be to use the expertise of professionals such as urban planners, architects, and engineers to help in creating a development plan that can be accomplished within the limits of these constraints.

A portion of the professional guidance program will involve a physical inventory of the Symmes site: the buildings, land, environment and neighborhood. In addition, there is a need for a usage inventory which will document the historical uses of the site, any traumas or damages to the property or its infrastructure, its regulatory history and the current conditions that need to be considered as part of a development plan.

These inventories can become the planning constraints for assessing possible uses of the site. Professional advisors will help set expectations about what is physically, environmentally, financially and socially possible at the site. Setting realistic expectations will increase the probability that the development plan can be accomplished and will be beneficial to the neighborhood and the Town

The Professional Guidance effort will generate much of the technical information the Outreach program will be providing to the Town. The structure and process set up by the Committee is intended to encourage citizen participation and visibility into the overall process. To assure that this will happen, the Committee anticipates having the professional advisors actively participate in the Outreach Program. The availability of professional expert advisors will enable the Committee to more fully respond to citizen inquiries and to come up with development plan that meets the requirements of all interested parties in Town.

Timeframes and Milestones

The Committee expects that the planning process will take from nine to fifteen months, and possibly longer. Important milestones include the following:

- developing a Request for Proposal (RFP) for professional advisors, and selecting the advisors [see Appendix C for a draft summary RFP]
- performing a physical inventory of the site
- publishing a community outreach schedule, and implementing the Outreach program
- creating a development plan for the Symmes site

Ownership Possibilities

Once under Town control, the Symmes site could be redeveloped under a number of ownership and management models. These include:

- Direct Town ownership or development, such as by the Permanent Town Building Committee, and management, such as by the Arlington Redevelopment Board
- Indirect Town ownership or development and management through semi-governmental corporation or authority, such as a “Symmes Management Corporation”
- Town ownership, but long-term ground lease to, or other management contract with, private third-party developers
- Sale of the property to a third party or parties with development conditions established by the Town
- Other variations to be investigated based on community input and professional guidance

Developing Recommendations

Based on the results for the Outreach and Professional Guidance programs, the Committee will develop recommendations for consideration by the Board of Selectmen, Arlington Redevelopment Board, Finance Committee, Town Manager, Town Meeting, and other appropriate authorities and interested parties for the redevelopment of the Symmes site. The Committee intends for this process also to be open, transparent and inclusive, while recognizing that the final recommendations will likely involve compromises that will not be able to accommodate all desired uses for the Symmes site.

The recommendations will include a full set of information for Town Meeting members and Town Boards, including:

- Redevelopment plans for the Symmes site
- Assumptions about all major development factors (financial, environmental, etc.)
- Site ownership and operation plans as outlined above
- Contingency plans

Preliminary Timetable and Milestones:

- Town Meeting Vote – January, 2002
- RFP for Advisors - February, 2002
- Professional Advisors selected - April, 2002
- Physical Inventory - May, 2002
- Phase I Outreach Education - April, 2002
- Phase II Outreach Advanced Survey – May through June, 2002
- Preliminary Plan Developed - June through October, 2002
- Development RFP Developed - November, 2002
- Town Meeting Recommendation - December, 2002

Financial Information

Value of the Symmes Site

The primary sources of information about the value of the Symmes site are two appraisals performed by Emmet T Logue, President of Hunneman Appraisal and Consulting. In his report of March 15, 2001 the “highest and best use” (the use with the greatest financial value) was characterized as office development with an appraised current fair market value (“FMV”) of \$8.1 million. In his report of October 15, 2001, the highest and best use was characterized as residential, with an appraised current FMV of \$6.47 million. In these reports, the appraiser considered a variety of commercial and residential developments, ranging in fair market value between \$4.5 million and \$8.0 million.

Additional information considered by the Committee included the current assessment of the Symmes site by the Board of Assessors, and comparable commercial real estate values in nearby communities. The Committee believes that these appraisal reports and additional information support the purchase price of \$7.1 million.

Acquisition Costs

The cost to purchase the Symmes property, operate the property for a limited time, and produce a redevelopment plan for the site are outlined below. These include costs that are believed to be eligible for bonding, including operating costs for the property for up to four years.

	<u>amount</u>	<u>information source</u>
Purchase price:	\$ 7,100,000	Purchase and Sale Agreement, section 4
Annual operating costs x 4:	\$ 6,000,000	Lahey/Advantage General Partnership; assumes up to 4 years at \$1.5m per year
Development plan:	\$ 300,000	Symmes Advisory Committee
Debris removal:	\$ 50,000	Purchase and Sale Agreement, section 19.3
Real estate and legal fees:	\$ 150,000	Arlington Town Counsel
Build-out reserve:	\$ 37,500	Purchase and Sale Agreement, Exhibit B
Bonding costs:	\$ 50,000	Symmes Advisory Committee
Contingency:	\$ 312,500	Symmes Advisory Committee
<u>Total bonding amount:</u>	<u>\$14,000,000</u>	

Other Costs and Financial Assumptions

Bonding term:	20 years
Bond interest rate:	4.5%
Interest income:	4%
Lahey rental rates:	\$21.00 per sq. ft. in years 1-2 \$23.50 per sq. ft. in years 3-5

	\$25.50 per sq. ft. in years 6-10
	[all rates as per Purchase and Sale Agreement, Exhibit B]
Lahey rental space:	25,000 sq. ft.
Environmental insurance:	\$37,000 per year (or until disposition)

Assessing Financial Viability

There are many possible development models for the Symmes site. These models could include a variety of uses (including commercial, medical, public, and residential uses, among others), and be accomplished under a number of ownership and management schemes. As noted above, the Committee believes that an Outreach and Professional Guidance program will help determine the best development models for Arlington, addressing the long-term objectives for the Town. These models will include comprehensive financial analyses, risk management strategies, and other tools to limit the financial exposure of the Town and its taxpayers.

At this stage, and prior to the vote at Town Meeting on January 14, 2002, the Committee believes it is important to provide a preliminary assessment, based on available financial information, to Town Boards and Town Meeting as to whether a financially viable development could be accomplished at the Symmes site. The most complete sources of information for this assessment, at this time, are the appraisal reports noted above. While these reports do not address the Town's long-term objectives, including a range of potential uses and ownership schemes, they do provide a market-based benchmark for the financial viability of the property at the current time. With these limitations in mind, the Committee prepared the financial model described below. More detailed information may be provided at Town Meeting on January 14, 2002.

Key Assumptions and Events

- Town purchases the Symmes site for \$7.1 million
- Town bonds the purchase price and other costs as an urban renewal project for \$14.0 million
- Town property tax rates increase to fund the bonded amount
- Symmes Advisory Committee conducts redevelopment planning process for 9-15 months
- Town transacts a "hand-off" to private developers for a range of prices shown below. This type of transaction is assumed in the appraisal reports. The scenarios shown below assume that this transaction takes place in fiscal year 2004
- Town collects initial property taxes from the Symmes site at the hand-off values
- Town applies the hand-off values to pay down the \$14.0 million in bonds
- Developer(s) develop commercial and residential uses for Symmes site based on information contained in the appraisal reports, thereby increasing the value of the property. Development is in accordance with Town-approved development plan
- Town collects higher property taxes on the redeveloped property
- Town pays off the \$14.0 million in bonds, and returns capital advanced by taxpayers through their property taxes
- Town gains additional net returns through property taxes over time

Development Scenarios

The appraisal reports provide important data for many of the variables in this development model. The Committee assumed median developed assessments after the property had been improved. The principal parameter that was used for testing the scenarios was the “transaction value” or hand-off price. In the case of a higher value “hand-off” transaction, the bonds are paid off quickly and the net return is early. In the case of lower transaction values, these events take longer to materialize. The only income assumed was the income from the “hand-off” capital sale and the future taxes on the property after hand-off and after improvement. Any current taxes paid by Lahey/Healthsouth have been netted out; the net costs to the Town for additional services have been included.

Five scenarios were analyzed and in all cases, positive cash flow starts within a few years of the project. In all cases, the bonds are paid off and the taxpayer advances are returned, and in all cases the project produces a positive net annual return over time. The following schedules and tables outline these scenarios and their respective outcomes:

Common Assumptions

Value of Residential Unit Development Rights	\$35,000-\$50,000 per unit
Value of Developed Residential Unit	\$300,000 per unit
Residential Units	60 (25% designated as affordable)
Total Value of Improved Residential Property	\$18.0 million
Total Value of Improved Commercial Property	\$22.0-\$25.0 million
Impact on Town Services	\$160,000 per year plus inflation
Arlington Tax Rate - 2005	\$15.25 per \$1,000 valuation

The following table illustrates the financial outcomes of each of the scenarios under this model:

Table of Scenarios

Transaction Value	Scenario				
	1	2	3	4	5
Residential	\$3.0m	\$3.0m	\$3.0m	\$2.1m	\$2.1m
Commercial	\$9.0m	\$8.0m	\$6.0m	\$5.0m	\$4.0m
Total	\$12.0m	\$11.0m	\$9.0m	\$7.1m	\$6.1m
Value of Improved Property					
Residential	\$18.0m	\$18.0m	\$18.0m	\$18.0m	\$18.0m
Commercial	\$25.0m	\$25.0m	\$25.0m	\$25.0m	\$22.0m
Total	\$43.0m	\$43.0m	\$43.0m	\$43.0m	\$40.0m
Taxpayer Impact					
Amount Advanced	\$2.5m	\$2.5m	\$2.5m	\$2.5m	\$2.5m
Maximum tax rate increase	\$0.291	\$0.291	\$0.291	\$0.291	\$0.291
Annual impact - \$300k home	\$87	\$87	\$87	\$87	\$87
Fiscal Year of Key Events					
Tax rate reduction starts	2005	2005	2005	2005	2005
Advance repaid in full	2006	2007	2011	2015	2019
Bonds retired	2006	2006	2008	2012	2016
After repayment of bonds and advances					
Fiscal year net annual return starts	2008	2009	2013	2017	2021
Amount returned first year	\$2.7m	\$2.0m	\$1.7m	\$1.4m	\$1.2m
Typical net annual return	\$0.4m	\$0.4m	\$0.5m	\$0.5m	\$0.5m
Financial Assessment					
Rate of return over 20 years	33%	26%	15%	8%	4%
Total return over 20 years	\$9.8m	\$8.7m	\$6.5m	\$4.2m	\$1.7m

Conclusion

Based on the outcomes of this preliminary analysis, the Committee believes that a financially viable redevelopment of the Symmes site can be accomplished. As noted above, this preliminary analysis is based solely on information contained in the appraisal reports, including the residential and commercial uses and the hand-off transaction model. If Town Meeting votes to acquire the Symmes property, the Committee will engage in a community-based planning and development process that will extend beyond the appraisal reports in responding to a broad range of goals and objectives for the site. And with respect to ownership transactions for the site, any recommendations by the Committee will include permanent constraints, restrictions, and other mechanisms to meet the objectives of the Selectmen, Town Meeting, and Arlington's taxpayers and residents in protecting this important resource for the Town.

Appendices

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APPENDIX A: Arlington Selectmen Policy on the Symmes Acquisition

Date: March 12, 2001

Subject: Mandate regarding the use of the Symmes Property

The Town commits to a balanced mixed-use redevelopment of predominantly general office and some medical uses, with a limited residential component that includes affordable housing.

The Town commits to a redevelopment that is at least self-supporting, generating income (after a three to four year startup period) sufficient to offset the costs of acquisition, renovation and maintenance. We will apply all net income to reduce and eventually eliminate the added tax burden authorized by the debt exclusion. Any income available after satisfying this commitment will be available at the discretion of Town Meeting to help fund Town services.

The Town commits to maintaining the parcel's present proportion of open space, and to increasing its density of development only to gain limited affordable housing.

The Town commits to promoting expanded health care services on the site. With Lahey Clinic expecting to remain as a tenant, we will seek the recommendations of Arlington medical professionals and work with area health care institutions to promote additional outpatient services and other medical services.

The Town commits to an open planning process in which citizens and neighbors can participate in a visioning process, working with the Arlington Redevelopment Board (as the statutory "owner" of the parcel), the Town's Planning Department, and real estate management consultants to develop a final plan to be recommended to Town Meeting in Spring of 2002.

APPENDIX B: Working Group Organization, Principles and Goals

Public Use Working Group

Brian Rehrig, Chair

Linda Fisher Privitera, Vice-Chair

Rationale

Our community will be investing in the future of the Symmes site financially, and part of the return on that investment should be the benefit of public uses of the site. As indicated by the survey results of Vision 2020, Arlington needs -- and its residents want -- more and improved public amenities, recreation areas and open space.

The areas of highest elevation in any community possess symbolic and aesthetic qualities that make public uses especially appropriate. Finally, the history of this site is one of community service. After a century as the locus of public health care in Arlington this site has a special meaning to the residents of our Town which its future uses should respect.

Principles

Public uses created at the Symmes site should:

- Be determined in an open public planning process, alongside of and as important as the planning of commercial, residential, and medical uses
- Be selected by evaluating alternatives on the basis of a set of consistent criteria built on these principles
- Enhance and protect open spaces
- Address unmet and under-addressed Town needs
- Provide a place for community members to interact
- Relate well to, and respect, the abutting neighborhoods
- Be open to all Arlington residents
- If necessary involve affordable user or rental fees to support new public facilities
- Take best advantage of the site's geography and views
- Be part of a coherent and complementary mix of uses

Residential Use Working Group

Edward Randolph, Chair

Phyllis Bailey, Vice Chair

Commercial Use Working Group

Steven Andrew, Chair

Phyllis Bailey, Vice Chair

Medical Use Working Group

Robert Carey, Chair

Open, Vice Chair

Statement of Principles and Goals

- Emergency room and inpatient hospital care are financially impossible to establish or maintain at this time. We shall seek medical uses that will be revenue neutral or positive for the town.
- We shall work with the Outreach subcommittee to learn the wishes of the community regarding services desired.
- Solicit the advice and possible utilization of the property by existing medical providers in Arlington
- Solicit advice and possible utilization of the property by medical providers outside Arlington

APPENDIX C: Summary Request for Proposal for Professional Services

I. Site Overview

1. Inventory of land and buildings
2. Detailed structural, mechanical analysis and condition
3. Environmental issues (extent and location) DEP status
4. Site constraints (ledge, slope, relationship to neighborhood, access issues etc.)
5. Summary of site assets and liabilities

II. Redevelopment Potential

1. Public facilities opportunities (open space, active recreation, community buildings)
2. Private sector real estate investment opportunities:
 - housing (new construction, conversion, rehabilitation)
 - commercial/office
 - retail
 - industrial
 - medical/health related
 - other
3. Employment created by land use option
4. Tax revenue generated by land use option
5. Traffic impact by land use option
6. Infrastructure impact by land use option
7. Building constraints (ledge, slope, etc. has different implications on each land use)

III. Alternative Reuse Assessment

3. Cost/benefit analysis by choice
4. Job creation by development option
5. Tax revenue comparison
6. Relative neighborhood impact by option
7. Zoning analysis (changes required to implement each option)
8. Environmental impact by option
9. Infrastructure needs by option
10. Relative benefit/liability to community
11. Sales/rental value by option

IV. Recommended alternative(s)

APPENDIX D: Outreach Survey

Background:

In February 2001, a citizen's committee was formed to educate Arlington residents about the benefits to the town if it were to control the 18-acre parcel of land known as the Symmes Property. In March of 2001, the Board of Selectmen adopted a resolution, endorsing the acquisition of the Symmes Property and placed on the ballot, a referendum asking the people of Arlington to vote to finance the acquisition through a debt exclusion. The Selectmen also put forth policy positions for the Town, guiding the contemplated uses of the property. Their mandate, in summation, is as follows:

1. Ensure responsible development to benefit the entire town.
2. Ensure that the revenue will be neutral or positive for the town.
3. Commit to maintaining a large, open space footprint.
4. Commit to protecting the neighborhood character through appropriate use of the property.
5. Support residential use, including affordable housing.
6. Encourage additional medical, as well as office use of the site.

At the general town election on March 31, 2001, the town supported the referendum by a 2 to 1 vote.

Subsequent to that vote, Town Meeting voted to create the Symmes Advisory Committee (SAC). With the Selectmen's mandate as its guiding principle, the committee's purpose is to gather and prepare data for community decision-making concerning the best use, to the town and its citizens, for the Symmes property. Your input is very important to the committee. Please take a few minutes to complete the attached questionnaire and tell us how you think the site would be best used. The types of usage have been divided into 4 categories that reflect the Selectmen's mandate (see reverse side for complete mandate). Please indicate your preferences in each category.

The results of this questionnaire will be collated and used as valuable input in the decision making process. A plan for a balanced mixed use of the Symmes site, as stated by the Selectmen, will be developed based on community input, professional town and third party resources, and financial feasibility.

We thank you for your thoughtful response.

Questionnaires may be returned in any of the following manner:

1. Faxed to: Planning Department - 781.316.3019
2. Mailed to: Planning Department - Arlington Town Hall Annex
730 Massachusetts Avenue - Arlington, MA 02476
3. Drop off location: Planning Department- Arlington Town Hall Annex
The Symmes Advisory Committee

Community Outreach Group

Following the mandate issued by the Board of Selectmen, please take a few moments to give us your ideas for how you would like to see the space utilized within the following categories:

I. Medical/Health Related Uses

Example: Physician's Offices

- A. _____
- B. _____
- C. _____
- D. _____

II. Commercial Uses

Example: Research Space

- A. _____
- B. _____
- C. _____
- D. _____

III. Public Uses

Example: Open Space

- A. _____
- B. _____
- C. _____
- D. _____

IV. Residential Uses

Example: Affordable Housing

- A. _____
- B. _____
- C. _____
- D. _____

Thank you for your input.

APPENDIX E: Overview of the Symmes Site

Current Buildings

- Main Hospital Building: approximately 168,000 square feet
 - East Wing – opened 1910, approximately 44,000 square feet on four floors
 - West Wing – opened 1949, approximately 30,000 square feet on four floors
 - South (“Nickerson”) Wing – opened 1963, approximately 52,000 square feet on four floors
 - North Wing– opened 1982, approximately 42,000 square feet on three floors
- Former Nursing Residence– opened 1919, approximately 25,800 square feet on four floors

Current Parking

- Main Hospital Building: approximately 357 spaces
- Former Nursing Residence: approximately 119 spaces

Current Vehicular Access

- Hospital Road at Summer Street
- Hospital Road at Woodside Lane



- Woodside Lane
- Main Hospital Bldg.
- Nurses Residence
- Hospital Road
- Summer Street