

**Town of Arlington**  
**Symmes Advisory Committee**  
 Recommendations to Special Town Meeting  
 May 5, 2003

Development Goals and Objectives .....2  
     Arlington Board of Selectmen’s Mandate for Development.....2  
     Symmes Advisory Committee: Process and Findings .....2  
 Performance Standards, Guidelines and Controls .....5  
     Parcel Disposition .....5  
     Land Use and Program.....5  
     Building Heights and Setbacks .....7  
     Open Space.....8  
     Traffic, Access and Parking .....8  
     Construction.....9  
     Financial .....9  
 Actions and Process .....12  
 Appendices .....13

Members of the Symmes Advisory Committee:

- Charles Foskett, Chair – designee of Capital Planning Committee
- Brian Rehrig, Vice-Chair – designee of Open Space Committee
- Stephen DeCourcey, Secretary – designee of Finance Committee
- 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
- Marc Dohan – designee of Affordable Housing Task Force
- Cindy Friedman – designee of Council on Aging, Assisted Living Task Force, and  
     Arlington Seniors Association
- Brian Greeley – designee of Interfaith Council
- Allen Reedy – designee of Vision 2020 Standing Committee
- David Walkinshaw – designee of Arlington Chamber of Commerce
- Patricia Worden – designee of Arlington Housing Authority
- Vacant – designee of Board of Selectmen

## **Development Goals and Objectives**

A major objective of the Symmes Hospital Reuse Plan is to achieve development on the site at the lowest intensity that can accomplish, insofar as possible, the various goals, preferences and desires stated herein, including adherence to fiscal constraints. “Intensity” should be evaluated not only by the density and bulk of development, but also by considering the environmental impacts on the immediate and extended communities, the impact on Town finances and infrastructure, and the potential changes in those factors over time.

The development goals and objectives stated in this report are derived from a variety of sources, including the mandate established by the Arlington Board of Selectmen at the time the Town voted for a debt exclusion to acquire the site, and priorities established by the Symmes Advisory Committee (SAC) as a result of a two-year community planning process.

### **Arlington Board of Selectmen’s Mandate for Development**

The Board of Selectmen in their Official Policy Statement regarding a debt exclusion vote to acquire the Symmes property set forth a series of commitments related to the overall goal of the Town to control development on the site. The mandate was developed to ensure that redevelopment of the site would benefit the entire Town. The goals were intended to provide a framework for the Town’s long-term needs and planning objectives. Please refer to Appendix A for the full policy statement, the five commitments of which can be summarized as follows:

- To ensure a mixed-use redevelopment with affordable housing
- To ensure that redevelopment is at least self-supporting
- To maintain the proportion of open space on the site
- To promote expanded health care services
- To ensure an open planning process

## **Symmes Advisory Committee: Process and Findings**

### **Process**

The Symmes Advisory Committee (SAC) was created by Town Meeting to assist the Board of Selectmen and the Arlington Redevelopment Board in determining the appropriate uses for the site and to report its recommendations to Town Meeting. The SAC is composed of 13 individuals representing various boards, committees and interest groups in Arlington. The SAC organized a series of Working Groups to explore options for various types of land uses on the site and to assist it in its work. The four use-related Working Groups are Public Use, Medical Use, Residential Use and Commercial Use, and include membership from the SAC, residents of the surrounding neighborhoods, and other interested citizens. Other Working Groups were formed to evaluate the financial viability of proposed redevelopment plans, and to coordinate community outreach and communications of SAC activities.

In June, 2002, the SAC hired a consultant team headed up by Vanasse Hangen Brustlin, Inc. to provide professional planning, design and engineering services to the Town. Over the past ten

months, the VHB team has conducted detailed site assessments related to buildings, environmental conditions, open space, utilities/infrastructure, traffic, and urban design issues; conducted a comprehensive market study of the residential, commercial and health care market from a local and regional perspective; and developed and tested a series of alternative reuse scenarios from both a financial and physical impact perspective.

The SAC with the assistance of VHB has engaged the community at many levels with extensive outreach efforts to gather, analyze and disseminate information about the project. With the involvement of scores of volunteers, each of the Use Working Groups has investigated various proposals, desires and constraints and developed priorities for consideration. (See detailed reports by the Working Groups in Appendix B.)

Through this process the SAC has gathered information about the site, market conditions, and our community's needs and desires. Our objective has been to determine a realistic range of possibilities in which the constraints, aspirations and potential of these factors can be made to coincide. We have developed a range of prototype redevelopment alternatives by exploring the tradeoffs among types and intensity of development, and repeatedly evaluating and refining those alternatives. We have tested them against our financial constraints; tested them for their capacity to address community needs; and tested them against the mandate of the Selectmen.

From this process have emerged three conceptual alternatives that illustrate a range of possibilities, each of which is financially viable. These are not designs of what will be, but scenarios that have allowed us to learn about community impact and costs of redevelopment, while pushing to determine the lowest feasible intensity of development that can be expected to accomplish major goals.

The primary outcome of our process is the articulation of redevelopment parameters for the site. A realistic set of controls and restrictions can harness the creativity of the development community to our benefit, by defining the Town's requirements and engaging developers in competition to propose solutions that fit those requirements.

## **Summary of Findings**

With respect to the Board of Selectmen's objectives, we can summarize our findings as follows:

### Mixed Use Development

The strongest market in Arlington is for residential development and the site can support a mix of affordable, market rate, luxury and senior housing units. The characteristics of the site, including its views, ready access to Massachusetts Avenue, and the nature of the surrounding neighborhoods, enhance the site's appeal for residential use. A 30% affordable housing component is a valid and realizable goal; half of that number can be achieved without external funding, and the remainder will require creative and cooperative use of available subsidies. The current market for commercial development is depressed, and the site itself is less than optimal for intensive commercial use. Commercial use also generates the greatest traffic and parking impacts, making it difficult to achieve financial balance without high environmental costs. The current medical and health care services provided by Lahey and Healthsouth should be accommodated. Market research indicates that any additional health care services at Symmes should be focused on preventive care and wellness.

### Financially Self-Supporting

A comprehensive financial model was developed to gauge the feasibility of various levels, types and approaches to development and their effect on Town finances. The model shows that the clearest and lowest-risk path to achieve a self-supporting project is a “hand-off” model in which the Town sells or ground-leases the property under tight controls on its use and reuse. The model further demonstrates that to be self-supporting, total development in the range of 400,000 SF will be necessary. A financial reserve should be maintained and has been accommodated in the model. Reuse of some or all of the buildings on the site remains an option, and is a decision that should be driven solely by the resulting economics for the benefit of the Town.

### Open Space Preservation

Fifty percent of the site can be protected as public open space to maintain habitat, to provide buffering and for passive public use, with improvements to provide a prominent area for community interaction. This is compatible with development on the scale necessary to be financially viable. The community planning process also identified other desirable public uses for the site and determined that some public amenities may be synergistic with health care services and can be accommodated in concert with them.

### Expanded Health Care Services

As health care and health insurance costs continue to rise dramatically, health care delivery systems are in crisis and consolidation of providers continues to increase. Acute care hospital-based medical services, including emergency services, are not feasible now or in the foreseeable future at the Symmes site. An independent consultant’s analysis has determined that Arlington’s decreasing population is well-served by local doctors and nearby hospitals. Expanded health care services at the site should focus on preventive care and wellness. The site can maintain the existing level of health services; additional medical services, including a wellness and fitness component, should be promoted within a mixed-use development.

### Planning Process

The planning process for the Symmes project entailed extensive community outreach that included a town-wide survey, Vision 2020 data, over 100 meetings of SAC, its volunteer Working Groups and the ARB, four public workshops attended by over 600 attendees, a developers roundtable to solicit input from private developers, reports to town meeting, and implementation of an interactive project website to communicate information about the project. The process has resulted in the development of a series of parameters to govern future development. It has been especially important in highlighting the need to respect, relate to and minimize impacts on the surrounding residential neighborhoods, and to ensure environmentally responsible and sensitive development. The SAC recommends that an open, transparent and inclusive planning process continue to be supported through disposition and project execution.

## Performance Standards, Guidelines and Controls

The following standards, guidelines and controls are recommended by the SAC to ensure that redevelopment of the Symmes property is consistent with the goals of the community. The elements have been organized into two categories, “Requirements” and “Preferences.”

Requirements are defined as those elements that are of ultimate importance to the SAC and must be adhered to within any development proposal. Preferences are defined as those elements that the SAC has identified as being significant goals for redevelopment of the site and would be favored within development proposals. additional elements may be desirable and of benefit to the project and the community. Respondents should carefully review the reports of the SAC Working Groups to gain additional insight into community desires.

The following sections outline the performance standards, guidelines and controls for the site according to five areas: Parcel Distribution; Land Use and Program; Building Heights and Setbacks; Open Space; Traffic, Access and Parking; Construction; and, Financial.

### Parcel Disposition

Previous planning work identified four “development zones” for the site, as shown in Appendix C. The development zones include “The Top,” “The Overlook,” “The Ridge,” and “Summer Street.”

1. **REQUIREMENT:** The site shall be planned in its entirety. Disposition may be as a single parcel or as separate parcels as the Arlington Redevelopment Board (ARB) finds most effective, provided that the ARB publicizes in advance Neighborhood Protection Plans and tenant retention programs that are integrated with the choice of single or multiple developers.
2. **REQUIREMENT:** Development parcels may be ground leased or sold outright subject to permanent use restrictions.
3. **REQUIREMENT:** Public open space areas must be permanently protected for their prescribed purpose as outlined in later sections of this document.

### Land Use and Program

Prototypical site use recommendations are set forth as three Conceptual Alternatives presented and endorsed by the SAC to be used as the basis for establishing zoning and land use restrictions, and other urban renewal plan constraints on the site. For purposes of this report these plans are identified as Conceptual Alternative 1 – Mixed Income Housing, Conceptual Alternative 2 – Commercial/Medical Development, and Conceptual Alternative 3 – Infrastructure Cost Savings. See Appendix D.

1. **REQUIREMENT:** The project must be a mixed-use development. Preference will be given to proposals that most successfully integrate medical, commercial and public uses with residential development.

2. REQUIREMENT: Preliminary master planning indicates that a development range of 370,000 to 410,000 SF can achieve the Development Goals and Objectives set forth above. The 410,000 SF shall be considered the upper acceptable limit.
3. PREFERENCE: Preference shall be given to proposals that result in a lower intensity of development than that set forth in the three Conceptual Alternatives.
4. PREFERENCE: A 30% affordable housing component is a valid and realizable goal of the project, and proposals that provide that amount shall be preferred. The use of available subsidy programs is encouraged to materially increase the amount of affordable housing beyond the 15 percent currently required in the Town's Zoning Bylaw. The Town will work with proponents to direct those dedicated sources of affordable housing funding that are under Town control toward the project at appropriate levels to aid in the achievability of this goal. [See Appendix E.] The affordable housing should predominately be targeted to families earning less than 80% of median income, but a portion of the housing should be targeted to families earning between 80-120% of median income with the specific objective of meeting the needs of existing Arlington residents and Town of Arlington employees. The housing should consist of a mix of rental and homeownership opportunities, be protected long-term, and be dispersed throughout the development.
5. PREFERENCE: Municipal agencies and not-for-profit institutions of the Town of Arlington can provide resources and offer assistance in achieving stated goals and objectives related to affordable housing and other community needs, and are potential partners in development. See Appendix F. Proponents are encouraged to explore these resources.
6. PREFERENCE: Preference shall be given to proposals that provide additional public amenities on- or off-site, provided that they fulfill the desired objectives described herein.
7. REQUIREMENT: Provision of facilities to house the medical services existing on the site at the time redevelopment is being considered is required. Proponents must negotiate in good faith with then-existing medical providers to retain their presence either on the site or within the community. A transition program must be developed to maintain the existing level of medical services available to the community at all times during the redevelopment process.
8. PREFERENCE: Expansion of medical or healthcare uses on-site is highly desired. It is recommended that a Medical Wellness Center use prototype, consisting of medical office, wellness and fitness services, be considered. Previous planning proposed a Wellness Center of approximately 65,000 square feet. The health care/medical space shall be prototyped as commercial market rate space. The fitness activity space shall be prototyped at commercial market rates, although its funding may be derived from either for-profit or not-for-profit organizations under future plans developed by the Arlington Redevelopment Board. A preferred component of the fitness activity portion of this complex is an affordable community aquatics facility. If funding for the fitness activity component is not timely available, then the prototype may be considered as expanded health care medical space to the extent that there is identifiable economic demand.

9. PREFERENCE: In the event that for any reason it proves infeasible to develop a significant medical component on the site, then subject to financial, parking and traffic considerations a preferred alternative would be an integrated “Community Center” to be prototyped at commercial market rates. (See Report of Public Use Working Group, Appendix G).
10. PREFERENCE: While the Conceptual Alternatives provide prototypical uses to assist in the redevelopment of the site, solicitation of development proposals for the site should allow for the creative and economic reuse of the existing hospital buildings provided they fall within the development programs, environmental, traffic, financial and other constraints developed in the SAC alternative use profiles.

## **Building Heights and Setbacks**

1. REQUIREMENT: Minimum 25-to 30-foot setbacks from property lines are required for all buildings and parking areas on the site in accordance with Section 6 of the Zoning Bylaw [see Appendix J for all Zoning Bylaw references].
2. REQUIREMENT: The provisions of Section 6.13 of the Zoning Bylaw should be used to ensure a sensitive relationship between abutters and buildings constructed on this site. Creative and innovative building design (i.e. stepped-back building massing or terracing) is encouraged to minimize negative impacts on adjacent properties or areas with distinctive views of the property.
3. REQUIREMENT: Existing buildings if retained in their current form must conform to Section 9 of the Zoning Bylaw; expansion of existing buildings are subject to the height and setback requirements as noted above.
4. REQUIREMENT: Wooded buffer zones should be incorporated as design elements to separate the abutting neighborhoods from parking lots and buildings, in accordance with Sections 6.16(a) and (b) and Section 8.12(b)(1) and (2) of the Zoning Bylaw.
5. PREFERENCE: Preference will be given to proposals that limit building heights to a maximum of five stories or 70 feet, and it is recommended that proposals be carefully modeled and demonstrate minimal off-site impacts related to building heights. Following receipt of responses to the RFP, the ARB should propose specific height regulations to Town Meeting to amend the Zoning Bylaw to deal with the specific rezoning of this site.
6. PREFERENCE: Massing and heights of buildings will be evaluated with respect to their appearance from a distance and under the provisions of Section 11.06 of the Zoning Bylaw.
7. REQUIREMENT: Development within “The Top” zone shall be of a scale and intensity of use that is compatible with adjacent properties and the surrounding neighborhood. Prospective developers should be aware that the neighborhood surrounding “The Top” is a relatively low intensity, small scale development and any proposal will be evaluated carefully on its relationship to the neighborhood.

## Open Space

1. **REQUIREMENT:** Not less than 50 percent of the site is to be set aside as open space (defined as publicly accessible open land, steep slopes, scenic overlooks, environmentally sensitive areas, forest, and walking paths).
2. **REQUIREMENT:** The open spaces of the site are to be established as an interconnected system, maximizing reuse of natural and existing woods and vegetation in a manner that is restored or improved as appropriate to maintain sanctuary for birds and other wildlife. Walking trails shall connect all significant open space areas.
3. **PREFERENCE:** Preference will be given to proposals where the proponents will be responsible for ongoing maintenance of public open space areas.
4. **REQUIREMENT:** The open space network must include an area of substantial size for passive recreational use and be designed to provide maximum accessibility to the Arlington community as a whole.
5. **REQUIREMENT:** A Scenic Vista Park of not less than one acre is required, located such that it takes maximum advantage of the site's dramatic views of the Boston Basin for the benefit of the public. Design guidelines for the Scenic Vista Park are provided in Appendix H.

## Traffic, Access and Parking

1. **REQUIREMENT:** A comprehensive traffic impact study will be required for any proposed development, and proponents will be required to complete identified mitigation measures.
2. **REQUIREMENT:** Development shall be limited to the total number of peak-hour vehicle trips that were generated when the hospital was in full operation (estimated to be 375 vehicles during the evening peak hour as noted in Appendix I).
3. **REQUIREMENT:** Primary access to the site shall be from Summer Street.
4. **REQUIREMENT:** Truck access shall be limited to the Summer Street entrance.
5. **REQUIREMENT:** Woodside Lane shall remain a low-volume local roadway. No proposal should suggest that more than 10 percent of non-residential peak-hour site traffic would utilize Woodside Lane. Proposals suggesting programs to minimize use of Woodside Lane, including the installation of a traffic monitoring program, are encouraged.
6. **PREFERENCE:** Redesign or relocation of the intersection of Hospital Road and Summer Street is preferred in order to enhance the operational efficiency of the intersection.
7. **REQUIREMENT:** Traffic mitigation measures should take into consideration the intersections of Summer Street with Oak Hill Drive, Grove Street, Hospital Road and Brattle Street/Hemlock Street.

8. REQUIREMENT: All parking shall be provided on-site.
9. PREFERENCE: Shared parking among on-site uses is encouraged as long as all parking can be accommodated on-site during peak-hours without spillover to facilities off-site.
10. REQUIREMENT: An on-site pedestrian network is required, with connections to public points of access. Sidewalks along the Summer Street frontage are required.
11. PREFERENCE: Off-site improvements that provide pedestrian connections to schools and the Minuteman Bikeway are encouraged.
12. REQUIREMENT: Public transportation to the site shall be accommodated and promoted. The proponents shall work with the MBTA to designate appropriate locations for bus stops to service the site.

## **Construction**

1. REQUIREMENT: A Neighborhood Protection Plan must be provided and publicly reviewed to ensure minimal impacts to adjacent neighborhoods occur during construction, including blasting, building demolition, hours of construction, designated truck routes, etc.
2. PREFERENCE: Preference will be given to proposals that indicate a commitment to Leadership in Energy and Environmental Design (LEED) certification as defined by the United States Green Building Council.

## **Financial**

Because the project is operated by the Arlington Redevelopment Board as an Urban Renewal Plan under Chapter 121B, all operating expenses, capital expenses, debt service and revenue are treated as an enterprise, and as such the current debt service on Bond Anticipation Notes is being funded by the enterprise. The project has therefore had no effect on the tax levy to date.

Arlington citizens voted to exclude the debt financing of the Symmes Campus purchase from the limitations of Proposition 2½ in March 2001. Since then, the country has suffered the trauma of 9/11, the economy has entered into a recession, particularly severe in New England and state governments across the country, and especially Massachusetts have incurred large budget deficits. Large state budget deficits resulting in diminished local aid, flat or reduced local receipts and extraordinarily low interest rates have caused a severe financial crisis in Arlington. This crisis was not widely foreseen at the time of the Symmes Campus Debt Exclusion vote or subsequent purchase. The current financial crisis, expected to last three to five years or more, will inevitably cause severe service reductions for the citizens of the Town or a substantially higher tax burden, or both. Given this situation the Committee has adopted guidelines that minimize the financial risk and cost to the Town of proposed alternatives while still meeting the policies of the Board of Selectmen as presented to the voters.

Recommendation: Decision Modeling

The financial model developed by VHB be the principal tool for all evaluations of criteria related to or needed for financial decisions. [See example, Appendix K.]

Requirement: Risk Reduction

In any course of action of the ARB, except in cases of extreme fiscal emergency the cumulative cash balance versus time may not be lower than the Buffer Reserve “BR” or three year’s debt service whichever is higher until the Urban Renewal Plan is closed and debt is paid. During the construction and redevelopment phase of the Urban Renewal Plan, the BR value shall be \$1.5 million. After the construction and redevelopment phase but during the first ten years of the project the value BR shall be \$1 million. After the first ten years the value of BR shall be \$500,000.

Requirement: Absorption Limitation

The project shall include as the minimum number of affordable housing units the higher of either 20 units or 15% of the total number of units in the manner described by the Town by-law. The number of affordable housing units may be increased to a maximum of 30% of the total units on the site so long as no additional local tax levy is required. Any public use facilities including basic parkland required as part of site improvement shall be developed and operated on a self-supporting basis, and any such project development shall pay land transactions at market rate.

Requirement: Operating Limitation

The ARB shall develop no building or structure within the project if the operation and maintenance of such requires a tax-levy based subsidy from the Town either within or outside of the limits of Proposition 2½.

Requirement: Borrowing

The Town has obtained all the borrowing authority needed to develop the site to the limit of the March 2001 referendum. The debt excluded borrowing limit is \$14 million. Any additional excluded borrowing requires a new vote of the citizens. Any borrowing required and not excluded through an Additional referendum shall be funded through the non-exempt Town budget.

Recommendation: Project Management

The Symmes Advisory Committee, after due consideration, recommends that the ARB, under the authority of Section 121B is the appropriate body to insure the long-term development, management and disposition of the Symmes Campus.

Requirement: Aggregation of Costs and Income

Upon the awarding of any development contract, the Arlington Redevelopment Board shall request that Town Meeting take all appropriate and reasonable steps, including the filing of Home Rule legislation, to enable the Town to aggregate cost and expenses and income of the Symmes Project in the following manner with funds to be distributed by the Town Manager upon the recommendation of the Treasurer and approval of the Board of Selectmen:

- a) All land sale or ground lease revenues are first applied to the payment of project costs including operation and maintenance costs, planning and development costs and current debt service.

- b) All rental or lease income from facilities, structures, equipment, material or land owned by the Town is first applied to the payment of project costs including operation and maintenance costs, planning and development costs and current debt service.
- c) All income and fees for any services provided by the Town at, on or near the site as a result of the Town owning the site shall first be applied to the payment of project costs including operation and maintenance costs, planning and development costs and current debt service.
- d) All other site related income including taxes and payments in-lieu-of-taxes of any kind shall first be applied to the payment of project costs including operation and maintenance costs, planning and development costs and current debt service.
- e) From time-to-time, upon the accumulation of sufficient surpluses from the various incomes of the project, the Town may, upon the determination of the ARB, make payments to reduce the principal of outstanding debt.
- f) All income to the project, whether fees, taxes, borrowings, or other income of any kind shall be deposited in a project revolving fund. After application of the available funds to the purposes described in this memo above and upon the completion of the development of the Symmes Campus, the remainder shall be applied to a "Buffer Reserve" as otherwise described herein.
- g) Any funds in excess of the Buffer Reserve shall first be applied to reduce the tax rate of Arlington taxpayers so as to offset any remaining cumulative tax levy applied as a result of the Symmes project and not previously offset, and then shall be returned to the general fund each year.

## **Actions and Process**

Redevelopment of the Symmes Campus will be principally governed (1) by the Symmes Arlington Urban Renewal Plan adopted by an earlier Town Meeting and as may be modified by this Special Town Meeting; (2) by guidelines and standards adopted by Town Meeting as a result of the work of the Symmes Advisory Committee; and (3) by the Zoning Bylaw of the Town of Arlington.

We recommend that the current Special Town Meeting accept this report of the SAC, endorse and adopt the guidelines and restrictions contained herein, and thereby provide guidance and direction to the Arlington Redevelopment Board in its execution of the Urban Renewal Plan. We further recommend that this Town Meeting amend the Urban Renewal Plan as recommended by the ARB to reflect the results of the SAC planning process.

The ARB, acting under the Urban Renewal Plan, will prepare and disseminate a public Request For Proposal (RFP) to developers to elicit redevelopment proposals for all or portions of the site. The RFP will incorporate this report of the SAC in its entirety. It is expected that the RFP would be prepared in the summer of 2003, and submissions received and reviewed in the winter of 2003/04, with development contracts awarded to selected developer(s) in spring of 2004. The receipt and review of proposals is a public process and will include the opportunity for public comment. Selection of one or more proposals for final consideration will entail a full public Environmental Design Review process.

Upon due consideration, we recommend that Town Meeting adopt no changes to the Zoning Bylaw to accommodate redevelopment at the site until such time as the selection of proposals and developer(s) has occurred. In this manner the necessary revisions to zoning can most precisely be tailored to the Town's desired outcome, maximizing control and protection of the site and providing Town Meeting the opportunity for final review.

The charter of the Symmes Advisory Committee extends only to making recommendations to this Town Meeting. We recommend that the Committee remain a committee of Town Meeting, to reconvene at the call of the SAC Chair to comment and report to Town Meeting on the developer selection process, design review, proposed zoning modifications and changes to the Urban Renewal Plan.

Respectfully submitted,

The Symmes Advisory Committee  
April 2003

## Appendices

- A. Board of Selectmen's Official Policy Statement
- B. Various reports of Symmes Advisory Committee Use Working Groups
  - i) Residential Use (RES)
  - ii) Commercial Use (COM)
  - iii) Medical Use (MED)
  - iv) Public Use (PUB) [see also Appendix G and H]
- C. Development Zones map
- D. Conceptual Alternatives drawings 1-3
- E. Town of Arlington Housing Director memo regarding affordable housing subsidies
- F. Proposals and correspondence, Town of Arlington municipal and not-for-profit agencies
  - i) Housing Corporation of Arlington
  - ii) Arlington Housing Authority
  - iii) Arlington Cemetery Commission
- G. Public Use Working Group report 11 Nov 2002, Community Center model
- H. Public Use Working Group report 6 Mar 2003, Scenic Vista Park guidelines
- I. VHB Transportation assessment memo 17 Apr 03
- J. Town of Arlington Zoning Bylaw, Sections 6, 8, 9, 11
- K. Financial modeling example