

**TOWN OF BELMONT  
FINANCIAL TASK FORCE  
REVENUE OPPORTUNITIES SUB GROUP**

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RECEIVED

Minutes: Wednesday, April 30, 2014, Town Hall Conference Room #4, 5:00PM  
Present: Floyd Carman, Daniel A Dargon Jr, Anne Helgen, Charles R. Lavery III,  
Jim Williams  
Absent: Charles Clark  
Other: Michael Trainor

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Floyd Carman called the meeting to order at 5:05 PM.

Old Business

Motion to approve minutes of the April 2, 2014 meeting passed unanimously.

New Growth Opportunity at South Pleasant St.

The Sub Group had a preliminary discussion regarding new growth opportunities for the undeveloped land on South Pleasant St; specifically, how the land could be used as a means of attracting Biotech companies. Should the Town of Belmont pursue this opportunity, the area would need to be rezoned in order to allow for new growth. The overall planning, including implementing effective marketing strategies, would be facilitated by the Board of Selectmen.

Jim Williams suggested that the strategy could be expanded by recommending that zoning be reviewed town-wide for additional new growth opportunities. Floyd Carman explained that the property at South Pleasant St. was targeted because it has been a known opportunity for many years and is one of the few properties that could add significant revenue to the Town if it were to be rezoned for Biotech development.

*Charles Lavery arrived at 5:23pm.*

Other Growth Opportunities

Jim Williams and Anne Helgen acknowledged that the Mill Street Barn on the McLean property as potential growth opportunities for the Town. However, Floyd Carman cautioned that the renovation costs would need to be considered beforehand and revenue opportunities may be limited should Community Preservation Act funds be appropriated for historic preservation of the property. Jim Williams advocated that the Sub Group be involved with any building negotiations should the Town decide to pursue the Mill Street Barn as a revenue opportunity.

Dan Dargon explained that the Town currently has a commercial taxpayer base of roughly 5% and one of the goals of the Sub Group should be to identify ways to increase the commercial taxpayer base to 7.5%.

Belmont Town Department Fee Review

Michael Trainor distributed a summary of the fee schedules collected to date from Belmont and other comparable municipalities (attached). Given the large amount of fees that have been

documented by the Sub Group, Anne Helgen suggested targeting only the top revenue-generating fees for each Town department. Once these fees have been identified, Sub Group members will follow up with their pre-assigned Department Head to determine whether any of these fees can be increased.

#### Parking Revenue

Floyd Carman distributed a three page handout which contained a draft memo regarding commuter passes and options for additional Zip Car parking, a final draft of the Parking Fee Recommendation memo, and parking pass revenue data for FY 2012 through December 31, 2014 (attached). As an alternative to reserving up to two parking spaces in the Town Hall municipal parking lot for Zip Car parking—as stated in the original draft of the parking memo—Anne Helgen suggested using a few parking spaces behind the former Light Department building next to the Police Station on Concord Ave. Jim Williams suggested that the Sub Group meet with Utile, a Boston-based architecture firm, to determine how Belmont could benefit from incorporating parking considerations and inherent parking advantages into future development plans. Floyd Carman disagreed with the need for outside consultation regarding Belmont parking, stating that the Sub Group and the Planning Board are capable of making such determinations.

#### PILOT Programs

Charles Laverty will be discussing PILOT programs with the other members of the Board of Assessors (BOA) during their meeting on May 1, 2014. The BOA will review prior year documents in order to track recent construction projects for non-profit organizations that could potentially contribute to the PILOT program. The McLean, Belmont Hill, and Belmont Day School properties were acknowledged as having the most potential for providing significant contributions through Belmont's PILOT program. Dan Dargon confirmed that the requested PILOTs are calculated at a rate of \$.42 per square foot of the relevant property.

Jim Williams suggested having representatives from UMass to discuss options for Belmont's PILOT program. However, Charles Laverty explained that the BOA has already discussed consulting the City of Boston's real estate attorney to determine any additional PILOT opportunities in Belmont. Furthermore, the BOA is concerned that even this consultation may not be fruitful as BOA member Bob Reardon also serves on the BOA for Cambridge, which is "the benchmark" for how PILOT-related issues should be addressed. Dan Dargon added that Belmont has been relatively effective at implementing PILOT programs, and currently has more in place than Arlington and Winchester.

Anne Helgen urged that it is important to not only document Fire Department calls and other Town services received by non-profit organizations, but also any other services and contributions these organizations have donated to the Town. By documenting the net benefit non-profit organizations receive from the Town, the Town will be able to make a stronger case for implementing future PILOTs. Non-monetary contributions to the Town could also be explored if a non-profit organization does not agree to enter into a PILOT, such as complimentary access to facilities or equipment for Town events.

### Parks and Recreation Opportunities

Anne Helgen suggested that Belmont appoint an Aquatics Director to create recreation programs that utilize the High School and Underwood pools, thereby increasing revenue. Floyd Carman noted that the position of Aquatics Director could possibly transition into the position of Recreation Department Head over time.

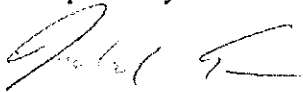
### To Do

- Michael Trainor will compile a list of municipal fees that generated the most revenue in each department during FY 2013 and FY 2014 for members of the Sub Group to use when discussing fee schedules with Department Heads.
- Jim Williams will write a draft of the fee schedule report for the Health Department, with the goal of showing how the Health Department's practice of examining its own fees should be used as a model for other Town Departments.
- Floyd Carman will schedule a meeting with David Kale to discuss the Sub Group's recommendation for raising parking revenue.
- Charles Clark will obtain the 2009 Belmont Hill School Report regarding contributions made to the Town.
- Daniel Dargon will compile a list of Town owned parcels.

The next meeting is scheduled for Wednesday, May 21, 2014 at 5:00PM, Town Hall Conference Room 4.

Meeting was adjourned at 6:50 PM.

Respectfully submitted,



Michael Trainor