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Connery Associates

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**BELMONT CENTER  
A DEVELOPMENT PLAN**

**April 7, 1989**

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## **PREFACE**

Belmont Center (Center) is the largest commercial concentration in the community. However, its commercial character masks its true identity which is much more complex. It is also a government center, a transportation hub, and for many a social center. It is truly Belmont's preeminent public space.

It is the intent of this plan to balance the legitimate needs of all the Center's constituencies in order to foster an economically strong, physically attractive, functionally efficient and more pedestrian-oriented community center.

## **1.0 POLICIES FOR BELMONT CENTER**

Belmont Center needs improvements of both a regulatory and physical nature if it is to attain its potential as an economically sound and attractive community center. To address this need, the Plan makes many specific recommendations that are based on seven principles which we recommend be adopted as the basic policies for Belmont Center.

### **a. Promote Diversity of Use**

Diversity is the very essence of a successful community center, and consistent with market realities, Belmont Center must provide a range of choices of things for people to do and see. To maintain an economically healthy and self-sustaining center, there must be office uses, retail uses, full-service restaurants, and recreational or leisure opportunities; and when the commercial mix is incomplete, as it is in Belmont Center, both the public and private sector must work together to broaden opportunity and diversity.

Further, the Center must create stronger physical links between its commercial activities, its governmental functions and surrounding neighborhoods. Each of the elements that comprise the nature of the Center must help to create diversity, sustain markets, and provide support for the other components.

### **b. Emphasize Compactness**

Many communities are experiencing a tendency for new development to locate on the fringe or outside of their older centers. This trend can create serious negative impacts for surrounding residential areas and dilute the economic vitality of the traditional center.

To maintain pedestrian activity and vitality, the Center should remain compact and walkable, with a tight development pattern and spatial arrangements. Compactness concentrates uses to create a critical mass of activity rather than spreading activity over a broader area.

**c. Foster Intensity**

The zoning bylaw should continue to promote the Center as the community's central place. Development densities and off-street parking regulations should not be waived to accommodate new development. However, new upper-story development, allowing one-story structures to add a second or third story, should be encouraged, particularly along the west side of Leonard Street.

**d. Promote Balance**

Belmont Center must maintain a critical mass of activity but over-concentration of any one use should be avoided; activity generators should be interspersed to capitalize on the full economic development potential of the multiple-use approach to center revitalization. Excessive clustering of major activity generators should be avoided; new restaurants should be located at opposite ends of the Center, or on opposite sides of Leonard Street if at all possible.

**e. Provide for and Maintain Accessibility**

A balance between vehicular and pedestrian use of the street should be established. While vehicular access and parking should be convenient and efficient, an emphasis on pedestrian use must be established if walking and street activities are to be encouraged. Attractive sidewalks, medians, and cross walks should be designed to enhance the quality and comfort of the pedestrian, if streets are to serve as links rather than as barriers.

In terms of parking, short-term, shopper-oriented parking should be located within the Center's core; longer term parking must be encouraged in off-street lots at the periphery of the center.

**f. Create Linkages**

People must be able to walk in safe and attractive environments. Linkages should be as direct as possible,

physically attractive and bordered by interesting elements. Pedestrian linkages should form an integrated network defined by distinctive streetscape treatments, open space, and active street level uses.

Private developments should avoid the psychological barriers created by blank walls and parking lots fronting on the street.

**g. Create a Positive Identity**

To maintain and expand its market, the Center must have a positive identity and be a more pleasant setting for people. The quality of the downtown's physical appearance--streets, buildings, and open spaces--play a critical role in establishing a positive identity. Further, it must become a focal point for special events such as a Town Day, thus inviting the entire Town to share in its use.

## 2.0 PLAN AND RECOMMENDATIONS

"The Plan for Belmont Center" (Plan) is based on the policies noted above. However, it was the efforts of the Belmont Center Committee, and the input from public meetings that allowed Connery Associates to make the specific recommendations that are related to the overall policies.

For purposes of presentation, the Plan is divided into seven categories: (1) land use, (2) zoning, (3) parking, (4) traffic, (5) design, (6) marketing, and (7) schedule/costs. Each category is presented as a distinct issue, followed by recommendations. The attached color poster is intended as an illustration and summary of the plan.

To avoid unnecessary repetition of technical memoranda developed during the planning process, we have assembled technical appendices for your review as part of this document.

### 2.1 Land Use

For the purposes of our study, the Center was defined as an area bounded by Concord Avenue to the south, Alexander Avenue to the north, Pleasant Street to the west, and Claflin Street (including the Claflin Street Parking Lot) to the east. (See attached Plan)

#### 2.11 Land Use Findings

Within the study area several significant land use characteristics are apparent:

- a. The study area is fairly compact and walkable. It is less hospitable to the pedestrian in terms of incorporating open spaces, seating and a variety of safe, street-crossing locations.
- b. While the Center has both governmental and commercial land use functions, they are not intermingled except for the Fire Station. The government area is almost wholly contained in the block formed by Concord Avenue, Pleasant Street, Moore Street and Leonard Street. The government area includes the Town Hall, Town Hall Annex, School Department, Public War Memorials, Police Station, Water Department and Town Electric Company. The buildings are generally in good repair, architecturally-interesting and in some instances, such as the Town Hall, historically important. The most salient feature of the "government sector" is a lack of adequate parking. As a result, the government uses tend to strain the parking spaces

that are nominally intended for commercial support purposes.

The Leonard Street/Claflin Street/Alexander Avenue block represents the commercial core of the Center. It is characterized by both office and retail uses and, as of this writing, has no first-floor vacancies. One of the important characteristics of the commercial core area is its diversity of appearance. The east side of Leonard Street has more architectural uniformity and more architectural quality. While recent improvements have been made to structures on the west side, overall it presents a more mixed and shopworn image.

Given that the entire center is relatively small, we found that the separateness of the government and commercial areas, and the visual discrepancy between the east and west side of Leonard Street do not constitute major problems, and can be ameliorated by design and pedestrian access improvements which can more strongly link the areas in question.

- c. Belmont Center is an anomaly in that it has a major anchor store, i.e., Filene's. Given the overall size of the Center, estimated at 210,000 square feet, it is uncommon to find such a facility in such a small center. In terms of land use and economic value, Filene's is the dominant facility in the Center; it essentially defines the entire northeast quadrant of the Center.
- d. The Fire Station is the only public presence in the commercial portion of the Center, notwithstanding the MDC pumping station on Alexander Avenue. The Fire Station, from a land use perspective, creates land use and traffic impacts much larger than its relatively small size would suggest. It creates a significant break on the commercial activity along Leonard Street, albeit for valid public safety reasons. While a necessary public safety facility, it is poorly located in terms of its impact on the commercial aspects of the Center.
- e. The residential areas surrounding Belmont Center are substantial and well-maintained; there is a very definite commercial and residential edge to the overall land use pattern.

## 2.12 Land Use Recommendations

Given the major issues noted above and the data assembled in the technical appendices, we recommend the following land use actions:

- a. Maintain the existing size of Belmont Center; do not expand its present commercial borders. Expansion will dilute the

Center's compactness, and potential intensity of use; further, it would unnecessarily disrupt viable residential neighborhoods.

- b. Create more public open space as a means of linking the government and commercial portions of the Center; specifically, build a new town common as the central point between the government and commercial sections (see Plan).
- c. When the current useful life of the Leonard Street Fire Station is reached, actively consider its redevelopment into commercial uses. Such redevelopment would integrate commercial activity on the west side of Leonard Street, while eliminating a use with a significant negative impact on traffic.
- d. Encourage the redevelopment of the Bay Bank site if requested by owners. The new development should limit the stand alone, drive-through nature of the current facility.

## 2.2 Zoning

The zoning regulations applied to the Leonard Street environs essentially maintain the Center as the principal commercial focus of the Town. Review of the regulatory basis for development is critical, from time to time, in order to adjust to evolving economical realities.

### 2.21 Zoning Findings

From 1986-1987 Belmont undertook a comprehensive review of its zoning regulations. We, in turn, reviewed the resulting zoning bylaw as it pertained to Belmont Center, i.e. the Limited Business I district, and determined that, given present zoning, Belmont Center has attained approximately eighty-five percent (85%) of its commercial development capacity. New development, which may occur, will, with minor exceptions, be subject to special permit criteria. Given present zoning, we found that approximately 40,000 square feet of new development can be added to the present base of 210,000 square feet.

Specifically, the Center has three redevelopment sites, i.e.:

1. Numbers 80 through 90 Leonard Street can be redeveloped to add 17,200 square feet of new development. (See Figure 1)
2. Numbers 30 through 48 Leonard Street (see Figure 1) can be redeveloped to add 22,900 square feet. The single lot

comprising 30-42 Leonard Street alone can support an additional 16,900 square feet.

3. If combined, the three two-family residential lots on Channing Road (numbers 5-18) can support 28,643 square feet of additional commercial development.

In each instance we found that due to lot size and shape the required off-street parking could be accommodated on-site. Thus, the three sites identified have legitimate development capacity. Further, given the location and architecture associated with the two existing Leonard Street sites, it is our contention that any redevelopment would improve the visual quality of the Center and the west side of Leonard Street in particular. The redevelopment of the Channing Road site would be more problematical and would have to be carefully designed to complement its residential neighbors.

## 2.22 Zoning Recommendations

After comparing the current zoning regulations and development potentials for Belmont Center, we recommend the following:

- a. Do not extend the current Limited Business I (LBI) zoning district into any surrounding areas.
- b. Maintain current provisions of the Limited Business I (LBI) zoning district, as it pertains to Belmont Center.
- c. Encourage the use of the LBI provisions, including special permit densities, to redevelop the west side of Leonard Street.
- d. Amend the current off-street parking regulations which require a very stringent one space per two (2) restaurant seats in favor of the median regional standard of one space per three (3) restaurant seats.

## 2.3 Parking

Parking supply and administration was identified as a major issue for Belmont Center by public officials, the business community, and our shopper survey of April, 1988. We, therefore, established parking supply and regulations as an important study issue.

### 2.31 Parking Findings

Adequate parking for both customers and employees is a basic requirement for the operation of the Center. As part of our effort, we conducted a comprehensive parking study in April of 1988 (see Appendix 1). Based on said study the following findings were made:

- a. The efficient use of the existing parking supply is the major parking problem, not overall parking supply.
- b. There is a significant amount of long-term parking occurring on-street (40% of the total supply was effected). The long-term parking on-street has major negative implications for parking turnover rates, and overall retail viability.
- c. Long-term use on-street precludes at least 210 convenient short-term parking spaces/trips per day.
- d. Off-street parking is not used to capacity; the Claflin Street lot has excess capacity even at peak demand periods (excluding the Christmas season).
- e. In April of 1988, off-street parking was used more by shoppers than by employees.
- f. The data indicated that there was sufficient off-street parking capacity to absorb all long-term demand.
- g. The private lot behind Filene's is an important short-term parking facility for shoppers.
- h. Parking enforcement is vigilant and consistent but meter-feeders are persistent and difficult to stop.

Using the findings from our April study, we designed and administered a parking field test in October of 1988. Appendix 2 details the results of the parking test. Essentially, the tests indicated a significantly improved on-street parking turnover rate using a posted parking system enforced by a route book monitoring program. On Leonard Street the number of vehicles able to use the on-street spaces increased by approximately three hundred (300) per day. Extrapolated to cover three hundred and twelve business days per year, this results in 93,600 additional cars being able to utilize the most convenient parking in the Center.

Off-street parking use also showed a marked increase in efficiency with the average daily utilization rate of the Claflin Street lot increasing from 43% to 70%. Combined, the data clearly indicate that the posted parking system could move the long-term on-street parking into the Claflin Street Lot. During the October test period, the parking characteristics of the Center shifted dramatically: Leonard Street became more accessible and the Claflin Street Lot became much more efficiently utilized.

### 2.32 Parking Recommendations

Based on the data presented in Appendix 2 and subsequent committee and public reviews, the following recommendations are made for parking in Belmont Center:

- a. Eliminate the existing parking meters and institute a one hour posted parking system on Leonard Street, Claflin Street, Alexander Avenue and Moore Street.
- b. Clearly mark all on-street parking spaces as shown on the Plan for Belmont Center; specifically, the spaces at the intersection of Claflin Street and Channing Road should be marked. (See "The Plan for Belmont Center")
- c. Eliminate the parking meters on the south side of Concord Avenue (from the Town Electric Company to their terminus across from the Belmont Savings Bank) and allow use for long-term parking purposes.
- d. Enforce the posted parking system with a route book as tested in October of 1988. To insure maximum compliance, supplement the current police presence in the Center by using the Town's crossing guards as parking enforcement officers between the hours of 9:30 A.M. to 4:30 P.M., when they are not otherwise engaged with school crossing responsibilities.
- e. Divide the Claflin Street Lot into two zones as follows: Zone One (1) to comprise the first two parallel rows of the existing lot (52 spaces) for use as two-hour free parking, monitored by the route book; Zone Two (2) to comprise the remainder of the lot with modifications as shown on the Plan. The resulting 104 spaces should be designated for long-term parking (more than two hours) with a maximum all day fee of one dollar. To prevent commuter use of the facility, the Town should prohibit parking in the long-term portion of the lot from 6 A.M. to 8:30 A.M. (Monday through Friday) except for those residents holding a valid pre-paid parking sticker.
- f. To ease double parking problems, create two loading zones in Belmont Center as follows: Zone 1 to be located on the west side of Leonard Street; and Zone 2 to be located on the east side of Claflin Street (see "The Plan for Belmont Center").
- g. Strictly enforce a no parking regulation at all times on the south side of Channing Road abutting the gasoline service station.
- h. Maintain the current regulations in the Alexander Avenue Lot.

## 2.4 Traffic

Traffic volume and related safety issues have been a much debated issue in Belmont Center. Our objective was to understand current conditions and to provide suggestions to ease traffic problems. However, it was our principal policy not to recommend traffic improvements at the expense of pedestrians, urban design, or the economic vitality of the Center. Specifically, traffic issues were not considered the predominant issue, but rather one of many issues.

### 2.41 Traffic Findings

Similar to our parking analysis, we completed a traffic study in April of 1988, (see Appendix 1 for details). The specific findings from said study were as follows:

- a. Traffic volume has been increasing 3% annually. This very high rate of increase has significantly affected the operations and character of the Center, and most importantly residents' perceptions of the Center.
- b. Belmont Center has been often redesigned during the past fifty years to accommodate through traffic; this has encouraged higher vehicular speeds and creation of a high volume traffic corridor at the expense of a business and community center.
- c. The major intersection (Leonard, Concord, Channing) can operate with or without signalization. However, though operational safety would improve with traffic signals, the number of major backups during the afternoon peak hours would increase.
- d. The current level of service (LOS) varies between C and F; gridlock occurs when certain allowed lefts (5% of total volume) reach a level of ten for any 15-minute period. (See Appendix 1)
- e. The intersection may be improved without the use of traffic lights if 5% of the movements (all lefts) were prohibited during the P.M. peak, i.e., 4 P.M. to 6 P.M.

Based on our findings, we administered a traffic field test in October of 1988 that had the following major features:

- a. A four hundred foot by eight foot median strip on Leonard Street from approximately the Consumer Value Store (CVS) to Alexander Avenue.
- b. An eighty-five foot by two foot traffic divider on Leonard Street across from the Town Common.

- c. Prohibition of three left-turn movements from 4 P.M. to 6 P.M., i.e. Leonard to Channing Road, Concord to Moore Street and Moore to Leonard Street.

Based on the October field test data (see Appendix 2), we determined that a median strip along Leonard Street is very effective in keeping traffic in a single lane, and further, it reduces the speed of traffic moving through the Center. These results were accomplished without sacrificing two lanes of travel for use in emergency purposes. Observations of the median strip also indicated a need for another crosswalk mid-way in the Center. Currently, there is a gap of over three hundred (300) feet between two of the Center's crosswalks. (See Plan)

The traffic divider and left-turn prohibitions also worked very efficiently to channelize turning movements. While total volume entering the Center rose slightly from April to October, we experienced no backups equivalent to the three "gridlocks" experienced in the April study. The concept of removing left-turn movements which can easily be made elsewhere in the system proved to be successful in moving through traffic into and out of the Center in a more organized fashion.

#### 2.42 Traffic Recommendations

As a result of the traffic field test, and committee and public reviews, we recommend the following:

- a. Construct a median strip along Leonard Street essentially as designed and tested in October, 1988, adding for purposes of traffic channelization, a small extension median north of Leonard Street/Alexander Avenue intersection as shown in "The Plan for Belmont Center".
- b. At the northern terminus of the Leonard Street median, locate off-street parking directional signs to encourage more immediate use of the Claflin Street Lot and less "circling" of the main commercial block.
- c. Construct a traffic divider, across from the present Town Common, approximately three feet in width, and locate signs on said divider prohibiting certain left-turns from 4 P.M. to 6 P.M. Monday through Friday. Specifically,
  - o Concord Avenue to Leonard Street
  - o Leonard Street to Channing Road
  - o Concord Avenue to Moore Street
- d. After reconstruction of the Town Common (see page 13) move the two Leonard Street taxi stands, currently abutting the Town

Common, to a location on the extended Moore Street. Use the vacated space to create a right-turn lane from Leonard Street to Concord Avenue.

- e. Relocate the mailbox from the corner of Channing Road and Leonard Street to the east side of Claflin Street.

## 2.5 Design

Belmont Center has numerous design advantages. Chief among these are a number of attractive commercial and public buildings, and the physical space within the public right-of-way (sidewalks and streets) to make major design improvements.

It has been our intent to relate the proposed traffic improvements to design improvements, in effect doubling the value of any physical change to the Center. Also, our interpretation of necessary design has always included pedestrian circulation as a key element.

### 2.51 Design Findings

Using the assistance of Paul C.K. Lu and Associates and numerous observations, we determined a number of major design issues:

- a. Currently, it can be very difficult and dangerous to cross Leonard Street even within the designated crosswalks.
- b. The Leonard Street crosswalk pattern has a gap of over three hundred feet.
- c. There are no sidewalks or crosswalks that link the east side of Leonard Street to the portions of Belmont Center under the railroad bridge.
- d. The Center lacks a significant public open space. The existing Town Common is small, cut off from pedestrian links, and essentially functions as a traffic island.
- e. There are no benches in the Center, except for one almost hidden bench on the existing Town Common. As a result, the Center is not an inviting place to stroll or to easily meet and talk with friends.
- f. The Center's street light system is a highway scaled lighting system that significantly detracts from the overall image.

- g. The sidewalks are of various materials--asphalt and concrete in some locations--and are in need of repair, or require curb restoration. Further, the trees located on the sidewalks tend to have low branches, and thus restrict pedestrian movements.
- h. Impediments on the sidewalks, particularly numerous sign posts and parking meters, reduce the quality and usefulness of the sidewalks. However, the sidewalks are of sufficient width to accommodate pedestrian traffic, if the impediments were removed.
- i. The trees located in Belmont Center are inappropriate for an urban setting. They do not branch out at a significant height; thus, in some instances, they restrict the width of the sidewalks, and, given their foliage density, they have a tendency to obscure signs.
- j. The traffic island at Channing Road and Leonard Street is very small, considering the width of the roadway. It is not used to any design advantage, nor to its maximum potential as a safe island for pedestrians.

## 2.52 Design Recommendations

Many of the findings noted above were reinforced by our Shopper Survey of April 1988 (see Appendix 3). Given both sources of analysis, we are recommending the following:

- a. Reorient the Town Common such that it is attached to the public sidewalk in front of the Belmont Savings Bank. This reconstruction will accomplish the following design and traffic objectives.
  - o It continues to clearly define Leonard Street, while closing the Leonard Street extension.
  - o Assuming the removal of the two existing taxi stands on Leonard Street, the realignment replaces the Leonard Street extension with a new right-turn lane. (See "The Plan for Belmont Center").
  - o The realignment joins the Town Common with the sidewalk making it much more accessible and safe to use.
  - o The east edge of the proposed Town Common can be used to extend the sidewalk from Moore Street along Leonard Street towards the bridge, thus making a major contribution to safe pedestrian access in the Center.
  - o Given the topography of the area, the realigned Common will be a major physical presence in the Center. It will provide

a strong sense of focus and closure for the Leonard Street corridor, thus adding greatly to the Center's sense of place.

- o The new common will provide an opportunity for an attractive and usable point of assembly for local residents. It will provide the public open space, and social gathering location that is now missing from the Center's land-use mix.
- b. Remove all existing highway-scale street lights. Replace said lights with town-owned street lights that will complement existing architectural values, while providing a unifying design motif for the entire center. The new street lights should be located on the sidewalks and on the median at approximately forty foot intervals. The street lights located on the sidewalk should have single luminaries while the light fixtures located on the median should have double luminaries. (See Appendix 7)
- c. Remove all existing street trees in the center and replace with new trees that have a 3.5 inch diameter 18" from ground level. We recommend a mixture of honey locust, including the Greenspier Honey Locust. The new trees should be planted at alternating intervals between street lights (see Plan) and be installed with tree grates.
- d. Prepare a low rise (18 inch) planting plan for the median. The plan should include space for evergreens as well as annuals.
- e. At each intersection of the crosswalks and the median, locate four concrete reinforced metal bollards approximately six inches in diameter by forty-eight inches in height to indicate the location of crosswalks. To improve safety during evening hours, the bollards should be designed to include illuminated crosswalk symbols.
- f. Reconstruct the Center's sidewalks with a priority on replacing the existing asphalt sidewalks. Remove all signposts and flashing traffic signals that can be more readily observed on the median strip. Further, relocate or add, as needed, the newly designed trash receptacles.
- g. Widen the traffic island at Channing Road and Leonard Street (see Plan) and, at the rear portion of the enlarged island, locate an information/direction/welcoming kiosk.
- h. Locate benches on the Leonard Street sidewalks, five on the east side, two on the west side (see Plan). Except for the bench proposed at the Leonard Street bus stops which we recommend as a three-seat bench, the remaining benches should

be two-seat benches. We recommend cast iron frame benches similar to those manufactured by the Bench Manufacturing Company of Concord, Massachusetts.

- i. Locate two new crosswalks to augment pedestrian linkages in the Center, as follows:
  - o Across Concord Avenue between the proposed Town Common and the railroad bridge.
  - o Across Leonard Street in the vicinity of the Fire Station. (See Plan)

## 2.6 Marketing

During April and May of 1988, we administered a shopper survey in Belmont Center. The major findings are detailed in Appendix 3 and summarized below:

## 2.6 Marketing Findings

### Market Area and Characteristics

- A. Belmont Center is primarily a convenience-oriented center with a higher-than-usual profile for shopper goods due to the existence of a major department store, i.e., Filene's.
- B. The primary market area of the Center is the Town of Belmont. When out-of-town employees are removed from shopper survey results, the customer base is 9:1 in favor of Belmont residents.
- C. The Center does not receive significant competition from Waverly or Cushing Square; its major competition is from various local malls for both convenience and comparison goods. Essentially, the three centers in Belmont rarely compete directly for the same customer base.
- D. The Center has little attraction as a social center, thus limiting its market share and overall exposure.

### Customer Characteristics

- A. The large majority of shoppers arrive by car (83%); however, the abutting neighborhoods provide a 15% walk-in trade.
- B. Most shoppers (72.5%) stay less than one hour, and 40% stay less than one-half hour, indicating the need for rapid turnover of parking spaces.

- C. A plurality of customers park on-street, but a majority use some form of off-street parking. The April 1988 parking survey indicates that some of the off-street lots have better turnover rates than some on-street areas, indicating a serious problem with availability of the more convenient on-street parking spaces.
- D. The availability of private parking spaces for shopper use is of critical importance to the operations of the Center; without the availability of the Filene's lot for shopping purposes, the Center would have a very serious parking deficit.
- E. A large majority of the shoppers surveyed would like to see a full-service restaurant in the Center. Further, eighty-five (85) percent of those interviewed indicated that they would frequent a full-service restaurant in the evenings; this percentage is over 95% when asked of Belmont residents only.
- F. The amount of money spent (10 to 25 dollars) per shopping trip is higher than average for most small business centers, indicating a strong market base and the impact of Filene's as a major attraction.

## 2.6 Marketing Recommendations

Based on our survey findings, and numerous discussions with business people during the study, we have attempted to develop design, parking and traffic recommendations that are sensitive to market needs. Thus, we have made recommendations for significant changes to parking, traffic management, and urban design. While these changes are, in our opinion, critical to the future success of the Center, there are three additional changes that are of equal importance.

- a. Request of Town Meeting permission to allow the residents of Belmont to vote on the issue of liquor licenses for restaurants with a seating capacity of at least one hundred. To facilitate this process we prepared the language necessary to start the process. (See Appendix 4)
- b. Amend the parking regulations for restaurants to one space per three seats, from the existing one space per two seats. We believe that full-service restaurants will add to the business mix, improve business exposure and add to the residents' enjoyment of their town and center. It is vital to the long-term success of the Center that Filene's remain a viable facility; further, we know of no other local action that can better complement the shopping experience than an attractive,

full-service restaurant. A restaurant for Belmont Center is more than an effort to fill out the business mix, it is an effort to supplement and support existing businesses.

- c. The private sector with logistical assistance from the community should organize a full scale Town Day. (See Appendix 5)

To insure a safe and effective event, we strongly suggest closing Leonard Street to traffic for entire day and re-routing traffic onto Claflin Street.

The event should be designed to celebrate Belmont; it should be planned as a family event, with many exhibits, sales tables, community-service functions, demonstrations, games/races, and food venues as possible. The event itself will not only provide exposure for business and provide sales, but, most importantly, it will give all residents the opportunity to enjoy their Town Center and the Town of Belmont. Appendix 5 provides a copy of a memorandum to Connery Associates from an experienced Town Day organizer that provides many useful points on preparing for a Town Day celebration.

### 3.0 SCHEDULE AND COSTS

The Belmont Center Plan has been conceived as a five-year effort with the planning effort being year one. The remaining four years are designed to provide the community with the ability to implement the plan in an operationally and financially sound way.

Most of the costs associated with this project will be borne by the Town. We have contacted the Commonwealth's Department of Public Works concerning the Economic Development Grant program (PWED) and believe that if PWED funds are included in the 1990 fiscal year budget, the Belmont Center improvements would be eligible. Given that the realigned Town Common has major traffic management implications, we suggest that this portion of the overall plan for the Center be considered for PWED financing. If successful, approximately half of the overall costs of the project could be borne by the PWED program.

However, we do not recommend making the Public Works Economic Development Grant the foundation upon which the implementation efforts rests. We have designed an implementation program that does not require large public outlays in the first two years, thus giving Belmont the time to apply for state aid in the form of a PWED grant, while at the same time starting the project.

3.1 Implementation Schedule and Costs

<u>Year</u>	<u>Action</u>	<u>Costs</u>
1988-1989	o Prepare a Plan for Belmont Center	funded
1989-1990	o Commence planning for a 1990 Town Day	---
	o Initiate Restaurant Liquor License process	---
	o Institute Posted Parking Program, to include Belmont DPW removal of parking meters and purchase of new signs	500
	o Construct a traffic divider across from the Town Common, and institute no left-turn policies for the 4 P.M. to 6 P.M. period proposed	6,100
	o Employ parking assistants to enforce parking program	12,000
	o Add two new painted crosswalks (See Plan for locations)	Town DPW
	o Relocate mailbox to Claflin Street (east side)	---
	o Create two loading zones (as shown)	
	TOTAL FOR YEAR:	18,700
1990-1991	o Construct the Leonard Street median including seven trees, landscaping, crosswalk bollards and 13 new double luminare street lights	188,000
	o Remove eight existing light poles parallel to proposed median	Town Electric Co.
	o Hire landscape architect to prepare final drawings and bid documents for the designed Town Common	50,000
	TOTAL FOR YEAR:	238,000

<u>Year</u>	<u>Action</u>	<u>Costs</u>
1991-1992	o Repair existing sidewalks; remove all asphalt sidewalks and add concrete sidewalks; remove existing trees, plant 32 new trees (as shown); remove all remaining light poles and add 30 new street lights	556,000
	o Install seven new benches (as shown)	8,000
	TOTAL FOR YEAR:	544,000
1992-1993	o Reconstruct and redesign the Town Common	400,000
	o Expand Channing Road Island and add a design/information kiosk	20,000
	TOTAL FOR YEAR:	420,700
<b>TOTAL FOR PROJECT:</b>		<b>1,240,000</b>

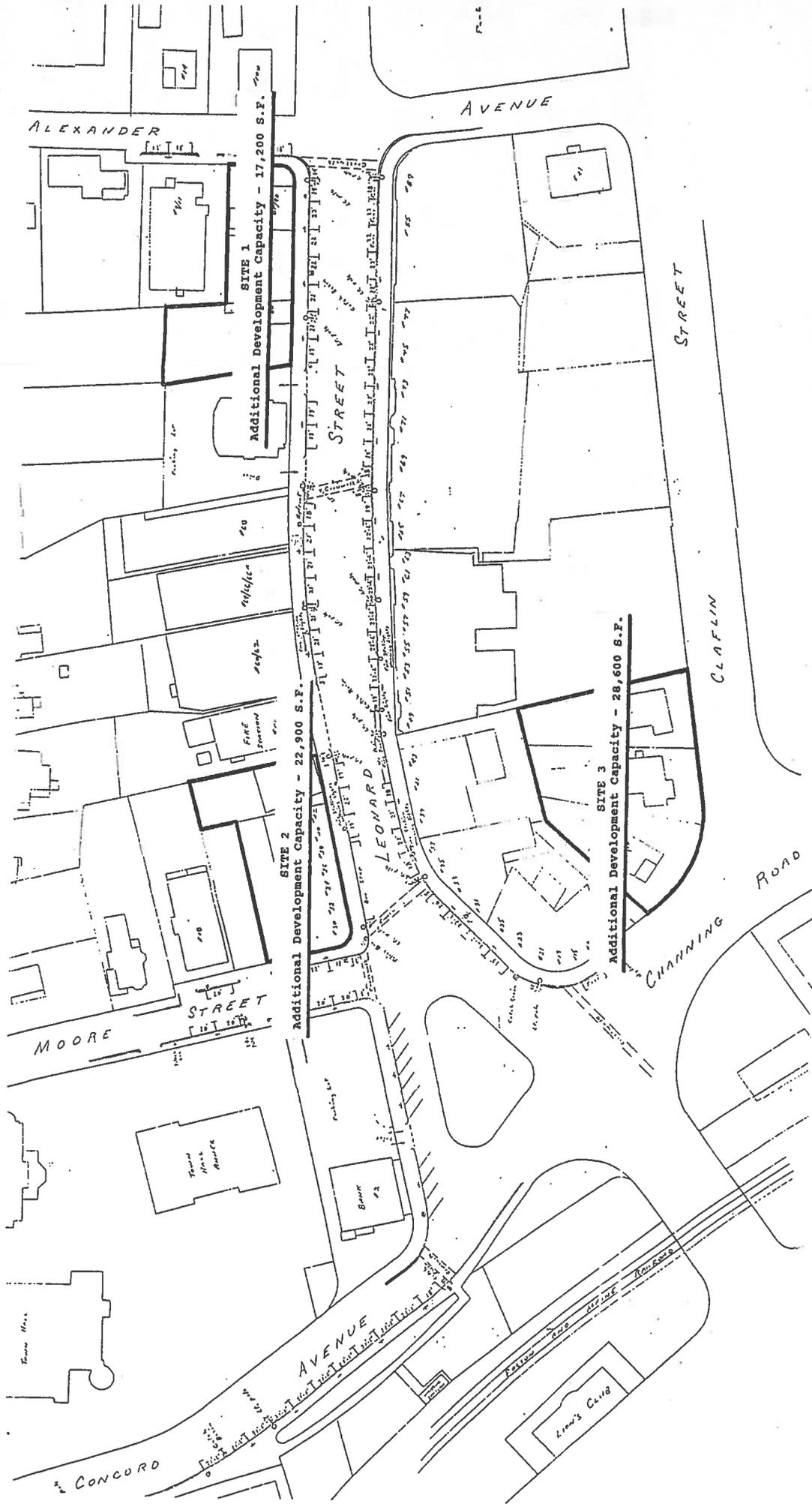


FIGURE  
POTENTIAL DEVELOPMENT CAPACITY

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BELMONT CENTER  
PARKING  
AND  
TRAFFIC STUDY

June 3, 1988

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## BELMONT CENTER PARKING AND TRAFFIC STUDY

### Preface

The parking and traffic studies presented in this report are a part of the Belmont Center Revitalization Plan. The parking study was developed from original data assembled on Friday, May 6, 1988 between the hours of 7 a.m. and 6 p.m. The associated traffic study is an original analysis of the Center's major intersection (Leonard Street, Concord Avenue, and Channing Road), and a review of traffic reports completed since 1985.

These studies have been prepared to serve three objectives:

1. To identify current parking/traffic problems and opportunities.
2. For use in designing parking and traffic alternatives and on-street experiments.
3. To serve as comparison data for the anticipated parking and traffic on-street experiments.

### 1.0 SUMMARY OF MAJOR FINDINGS

#### 1.1 Parking

- A. The efficient use of existing parking supply is the major parking problem, not overall parking supply.
- B. There is a significant amount of long-term parking occurring on-street (40% of the total supply is effected) and this has major negative implications for parking turnover.
- C. Long-term use on-street precludes, at a minimum, 210 convenient short-term parking spaces/trips during an average day.
- D. Off-street parking is not used to capacity, and the Claflin Street lot has excess capacity even at peak demand periods (excluding the Christmas season).
- E. Off-street parking is used more by shoppers than by employees.

- F. There is sufficient parking capacity off-street to absorb all long-term demand.
- G. The private lot behind Filene's and the Bay Bank lot on Leonard Street are important short-term parking facilities for shoppers.
- H. Parking enforcement is vigilant and consistent but meter feeders are persistent and difficult to stop.

## 1.2 Traffic

- A. Annual traffic volume increases of 3 to 4% in the Center are a very high rate of increase and have significantly effected the operations and character of the Center.
- B. Belmont Center has been redesigned during the past 40-50 years to accommodate through traffic, and this has encouraged faster vehicular speeds and its use as a traffic corridor at the expense of a business and community center.
- C. The major intersection (Leonard, Concord, Channing) can operate with or without signalization. However, we believe that with traffic signals the number of major back ups during the P.M. peak hours would increase, but operational safety may improve.
- D. The current level of service is C through F; gridlock occurs when certain allowed lefts (5% of total volume) reach a particular level for any 15 minute period (see report for details).
- E. The intersection may be improved without the used of traffic lights if 5% of the movements (all lefts) were prohibited during the P.M. peak hours, i.e. 4 p.m. to 6 p.m.
- F. Traffic flow could be improved by stationing a policeman at the intersection during the A.M. and P.M. peak hours.

## 2.0 PARKING STUDY

### 2.1 Introduction:

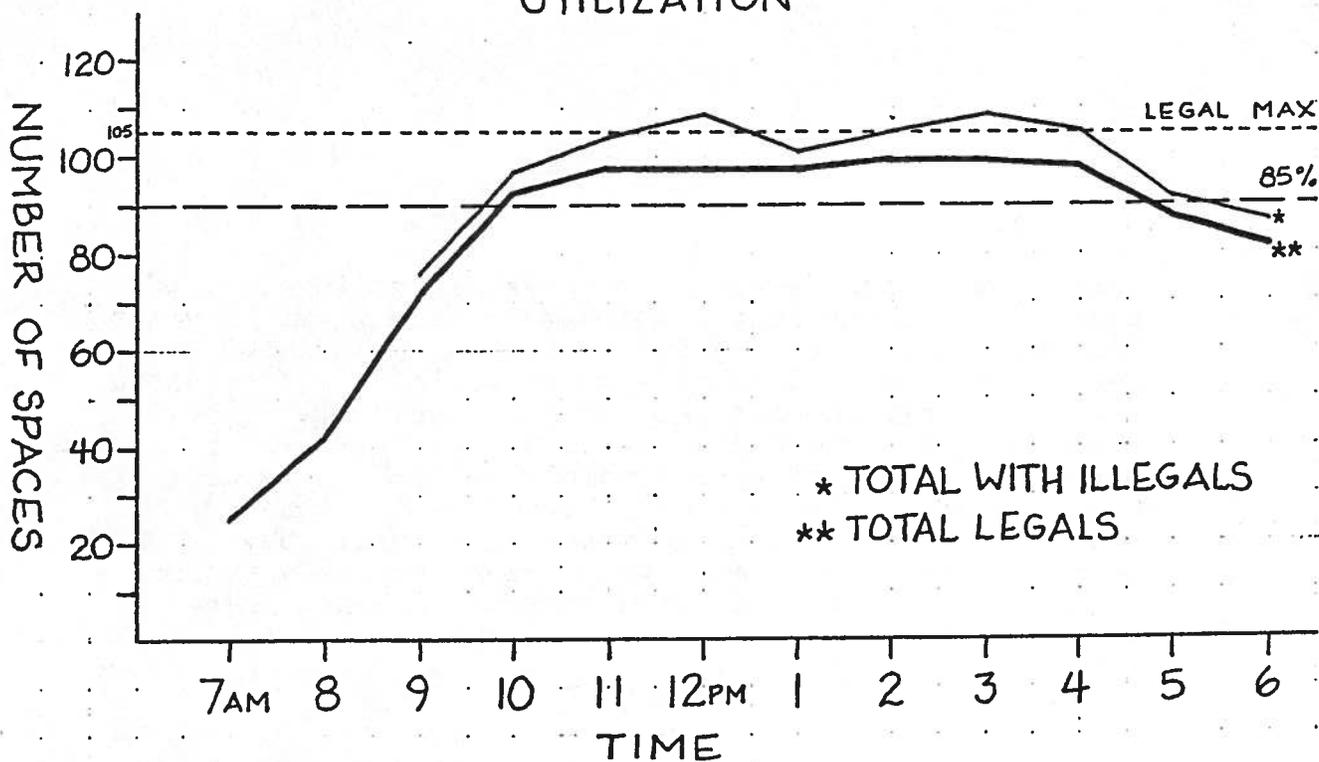
Many communities develop their parking policies based solely on parking supply and demand equations. Given that Belmont Center (Center) has approximately 200,000 gross square feet (excluding government buildings) a traditional parking supply requirement would be approximately 600 spaces for our study area. Currently there are 289 public parking spaces, and approximately 160 private spaces for a total supply of 446 spaces. Given the traditional supply/demand approach, Belmont Center would have a deficit of 150 spaces. The reality, however, is far different. Our parking survey indicated that the maximum number of cars parked within the study area during the weekday peak time (12:30 p.m.) was 410; and the average during a period from 10 a.m. to 5 p.m. was 390. Thus, the operational reality was that on a busy Friday there was a surplus of 40 to 50 spaces. Given that variations can occur in parking demand (and excluding the Christmas shopping season), we contend that parking supply and demand are roughly in balance for Belmont Center. We recommend that more efficient use of existing parking areas be the primary focus of parking improvements in the Center, and that all future developments be required to meet all parking requirements on-site.

### 2.2 The On-Street System

Figure 1 provides an overview of on-street parking for the entire study area. As indicated there were 105 on-street spaces in our survey (see Map 3). During the course of the day 1,098 vehicles were accommodated on-street resulting in an average turnover rate of 10.5. Figure 1 shows that the 1,098 vehicles have an average parking duration of 53 minutes. This is consistent with our earlier shopper survey results which indicated that 72% of those surveyed parked for less than one hour, and 40% parked for less than one-half hour.

Perhaps more important than the average duration, were the number of vehicles parked for more than three (3) hours. Our data indicates that there were 42 such vehicles. Thus, 40% of all on-street spaces were being used at some period during the day for three hours or more (40 of 105 spaces). If we delete the vehicles parked for over 3 hours the 53 minute average duration decrease to approximately 35 minutes. Thus, 42 of 1,098 vehicles or 4% of the total vehicles seeking on-street parking are creating a significant increase in the on-street duration rate.

# UTILIZATION



\* TOTAL WITH ILLEGALS  
 \*\* TOTAL LEGALS

TOTAL ON-STREET SPACES	105
TOTAL CARS PARKING	1,098
AVE. TURNOVER	10.5
AVE. DURATION	53 MIN.
UTILIZATION RATE	75% (7 A.M. - 6 P.M.)
UTILIZATION RATE	95% (9 A.M. - 5 P.M.)
NO. OF CARS PARKED > 3 HRS.	42

FIG. 1  
 TOTAL ON-STREET PARKING

FRIDAY, MAY 6, 1988

Examined another way, the 42 cars parked long-term preclude at least 210 short-term parking spaces during the 10 a.m. to 4 p.m. period. Therefore, approximately 210 shoppers are forced to use less convenient parking in what is essentially a convenience oriented center.

In terms of overall use we found that an average 75% of all parking spaces were in use for the entire study period. However, if we examine only the 9 a.m. to 5 p.m. period the overall utilization rate increases to is 95%. Thus it is common to find 95% of all on-street spaces being used during normal business hours. The graph in Figure 1 plots the on-street utilization rate by hour of the day. As shown by 10 a.m. the utilization rate reaches 85% (85% is considered "perceived" capacity). Thus, from 10 a.m. to the end of the day the on-street spaces operate between the perceived and legal capacity. The illegally parked cars (see Figure 1), create a slight increase in utilization, but since the system is already at capacity this slight increase is of no consequence.

While it is evident from Figure 1 that utilization begins to diminish after 5 p.m., the more important fact concerning overall utilization occurs earlier in the day. From 7 to 9 a.m., before most stores open, the on-street utilization rate increases rapidly from 25% to 70%. Thus, by 9 a.m. (customary opening hour) there remains only 30% of on-street capacity to serve customers. Our review found that most vehicles parking on-street for more than 3 hours originate in the 7 to 9 a.m. time-period, indicating employee parking. In many instances the meter is "fed" to insure against parking tickets.

The on-street system is regularly policed and a number of parking and safety citations were issued during the day. However, the parking utilization and turnover problems found are traditional to metered enforcement systems, and cannot be eliminated without major increases in police manpower.

### 2.3 Concluding Remarks

While many of the on-street parking characteristics were anticipated, the fact that 4% of the vehicles occupy 40% of the on-street spaces for more than 3 hours highlights a major inefficiency. If said inefficiency were removed there would be a significant increase in the parking capacity of the Center.

#### 2.4 Leonard Street - West Side

While Figure 2 is self-explanatory, there are a few characteristics of this segment of the on-street system that should be highlighted.

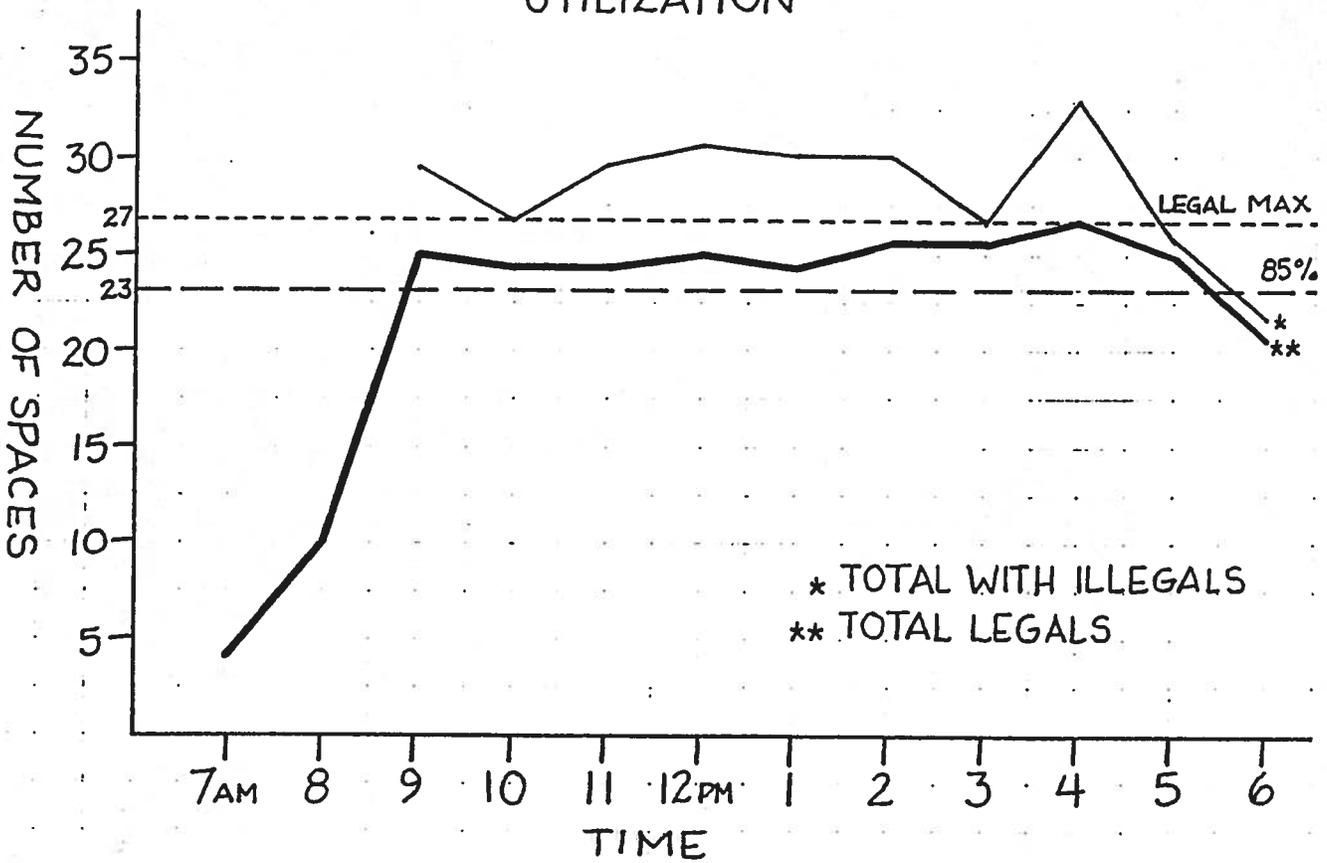
First, by 9 a.m. this portion of Leonard Street is already operating above 85% or the perceived capacity level. Thus the west side of Leonard Street presents an image of being "full" from very early in the day.

The turnover rate of 8.4 and the duration rate of 1 hour and 20 minutes indicate very inefficient use of the available spaces. Given that 20 cars were recorded parking longer than 3 hours in a sector with only 27 legal spaces explains why this side of Leonard Street has the worst duration rate of any metered area in Belmont Center.

The illegally parked vehicles represent 2 to 5 per recording cycle. Since these vehicles are usually parked for less than fifteen minutes (many times, less than five minutes), they represent some of the convenience trips that would normally park legally if the long-term users were removed.

The west side of Leonard Street is a serious parking problem, if allowed to continue it will minimize the economic potential of the entire business community in the Center.

# UTILIZATION



\* TOTAL WITH ILLEGALS  
 \*\* TOTAL LEGALS

TOTAL SPACES	27
TOTAL CARS PARKING	228
AVE. TURNOVER	8.4
AVE. DURATION	1 HR. 20 MIN.
UTILIZATION RATE	76%
NO. OF CARS PARKED > 3 HRS.	20

FIG. 2  
 LEONARD STREET - WEST SIDE  
 FRIDAY, MAY 6, 1988

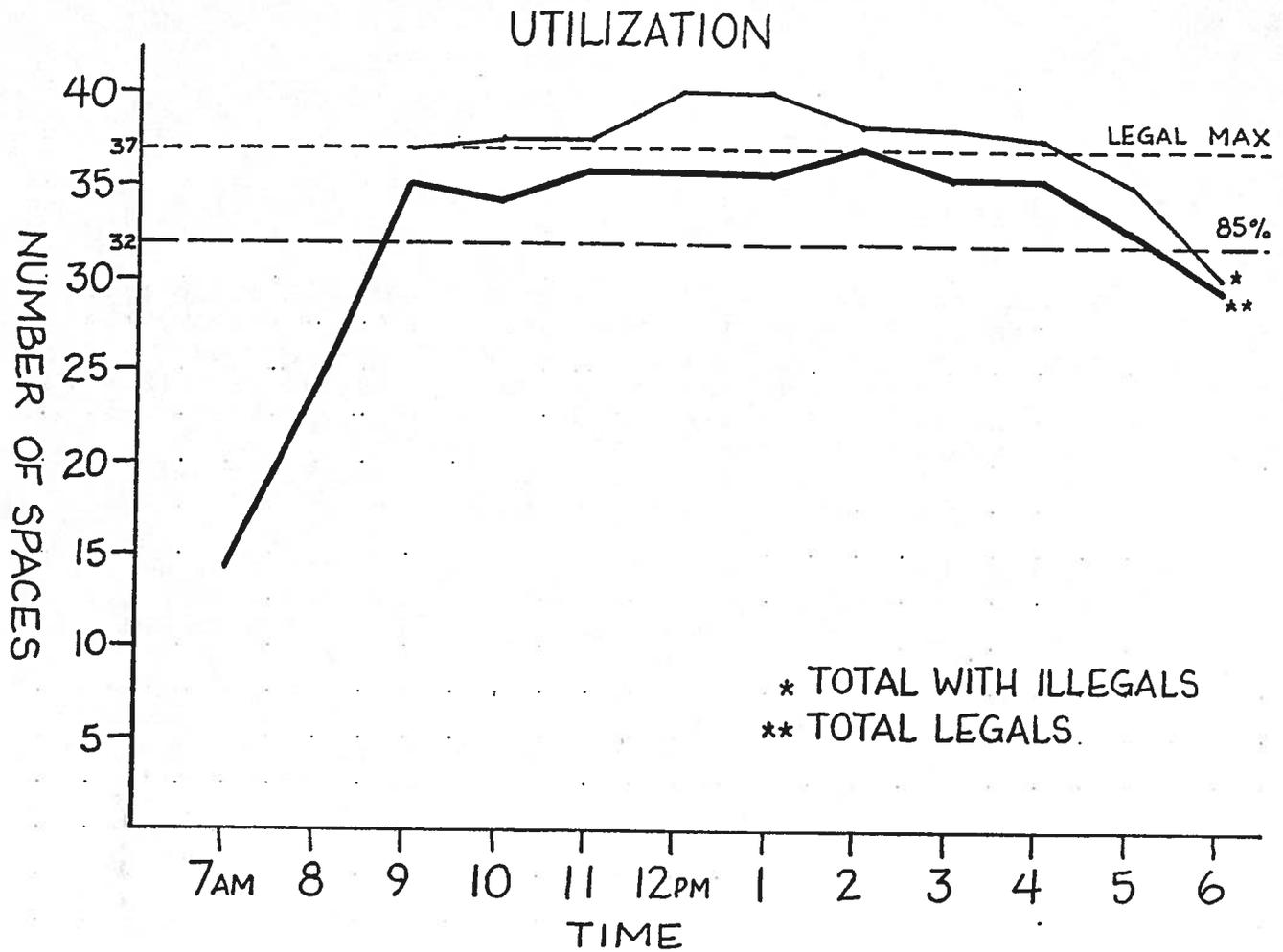
## 2.5 Leonard Street - East Side

Figure 3 has two explanatory tables: one for metered parking on the east of Leonard Street and the other for the posted 2-hours spaces (see Route 2 on Map 3) on Claflin Street.

While the turnover rate of the metered spaces suffers from the same problem of long-term parking (i.e. 22 vehicles parked for more than 3 hours) the overall duration rate is close to the average for the system, i.e. 54 minutes, and substantially better than the west side of Leonard Street. What occurred was a larger number of short duration trips were found on this side of Leonard Street, thus reducing the parking duration rate. However, given the existence of 22 vehicles parking for more than 3 hours, it would not be surprising to see the duration rate increase in future surveys.

The two-hour posted spaces on Claflin Street are all subject to abuse. Every space had at least one car during the day parked for more than 3 hours. In fact this section of on-street parking had the highest duration rate and lowest turnover rate of any sector of the study area. The two-hour posted parking area is essentially a long-term on-street parking lot with the average duration approaching 5 hours.

Combining the two metered sections of Leonard Street produces a parking duration rate in excess of the overall on-street average, exactly the opposite of what one would expect if Leonard Street parking were functioning properly. Thus, the portion of the on-street system that should have the highest turnover rate actually has the lowest. This phenomenon is a result of the existence of long-term on-street parking.



TOTAL METERED SPACES	24	TOTAL POSTED SPACES	10
TOTAL CARS PARKING	318	TOTAL CARS PARKING	63
AVE. TURNOVER	13.2	AVE. TURNOVER	6.3
AVE. DURATION	54 MIN.	AVE. DURATION	4.8 HRS.
UTILIZATION RATE	81%	UTILIZATION RATE	86%
NO. OF CARS PARKED > 3 HRS.	22	NO. OF CARS PARKED > 3 HRS.	10

NOTE: Table does not include 3 spaces on Claflin Street in front of MDC facility which allow unlimited parking.

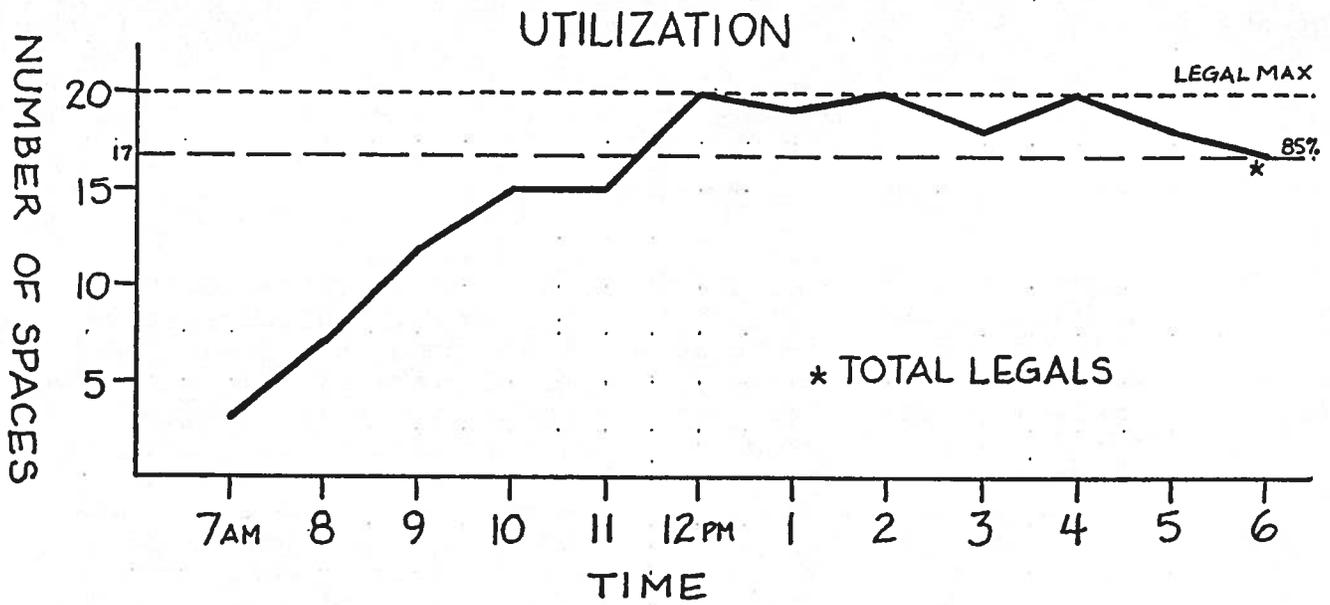
FIG. 3  
LEONARD STREET - EAST SIDE  
(INCLUDES POSTED PARKING AREA)

FRIDAY, MAY 6, 1988

## 2.6 Claflin Street

While the 2-hour posted parking spaces on Claflin Street represent the worst turnover rate in Belmont Center, the metered spaces on Claflin Street represent the best. Figure 4 shows that the 20 metered spaces have a turnover rate of 15.5 and an average duration of only 31 minutes. Not surprisingly, the duration rate of these spaces approximates the duration rate of the Leonard Street on-street spaces when deleting long-term parking.

Claflin Street is operating as a rapid turnover area, but it is not the on-street parking area of choice. A comparison of the Leonard Street to the Claflin Street (Figures 1 and 4) will reveal that from 9 a.m. to 12 p.m. customers would rather park illegally on Leonard Street than Claflin Street where spaces are legally available. It is not until the peak demand period (12 p.m. to 1 p.m.) that Claflin Street exhibits utilization characteristics similar to Leonard Street, i.e. full capacity.

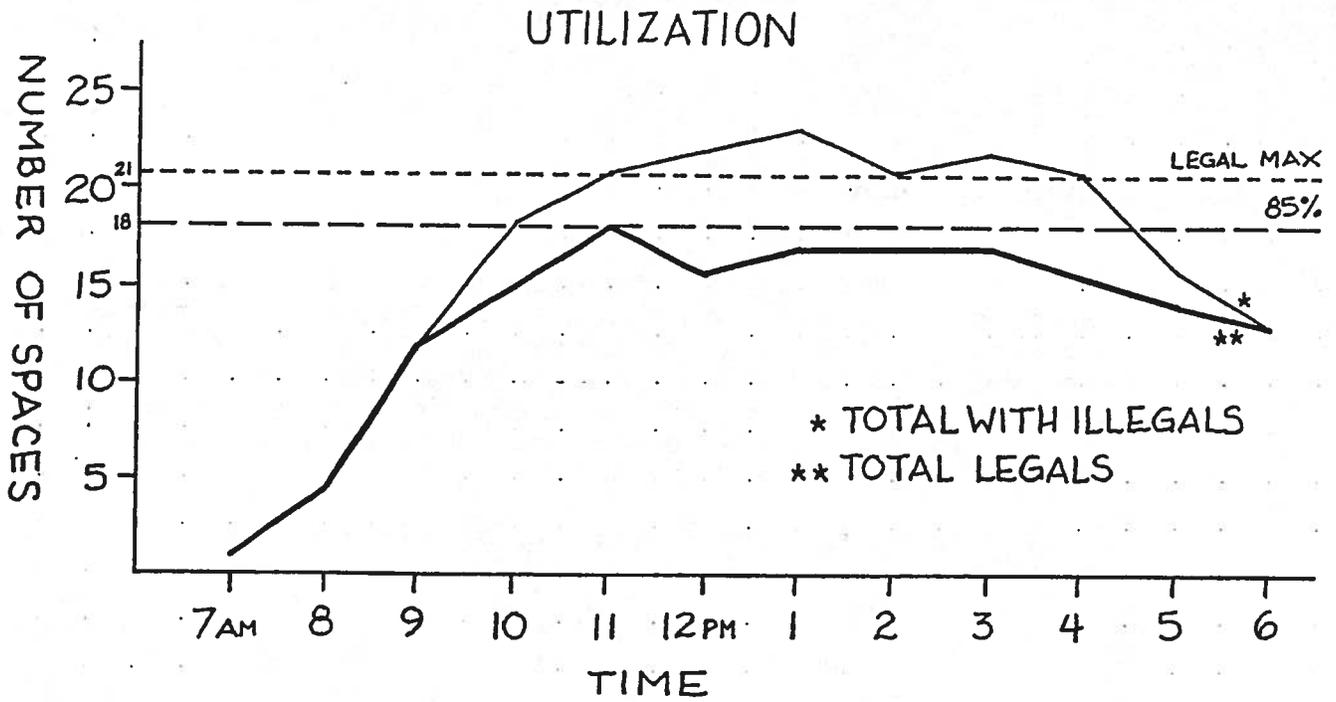


TOTAL METERED SPACES	20
TOTAL CARS PARKING	310
AVE. TURNOVER	15.5
AVE. DURATION	31 MIN.
UTILIZATION RATE	73%
NO. OF CARS PARKED > 3 HRS.	0

FIG. 4  
 CLAFLIN STREET  
 FRIDAY, MAY 6, 1988

## 2.7 Moore Street/Concord Avenue

Figure 5 illustrates the Moore Street-Concord Avenue portion of the on-street system (see Map 3). Essentially, this sector has the Belmont Savings Bank as a focal point. As shown, the duration and turnover rates are close to the overall on-street average. However, the most important finding for this area is the role of illegal parking. At almost any time of the day there are a number of legal spaces available on Concord Avenue but customers invariably turn the 9 legal spaces in front of the bank into a 12 or 13 car parking lot. Observation indicates that customers park and exit carefully; problems only occur when illegally parked cars back out into Moore Street during the 4 p.m. to 6 p.m. peak hours. We found that the on-street spaces on the south side of Concord Avenue are least in demand of the entire on-street system; and that the on-street parking in this areas (including Moore Street) is overwhelmingly oriented to the savings bank.



TOTAL METERED SPACES	21
TOTAL CARS PARKING	242
AVE. TURNOVER	11.5
AVE. DURATION	52 MIN.
UTILIZATION RATE	70%
NO. OF CARS PARKED > 3 HRS.	0

FIG. 5  
MOORE ST. & CONCORD AVE.

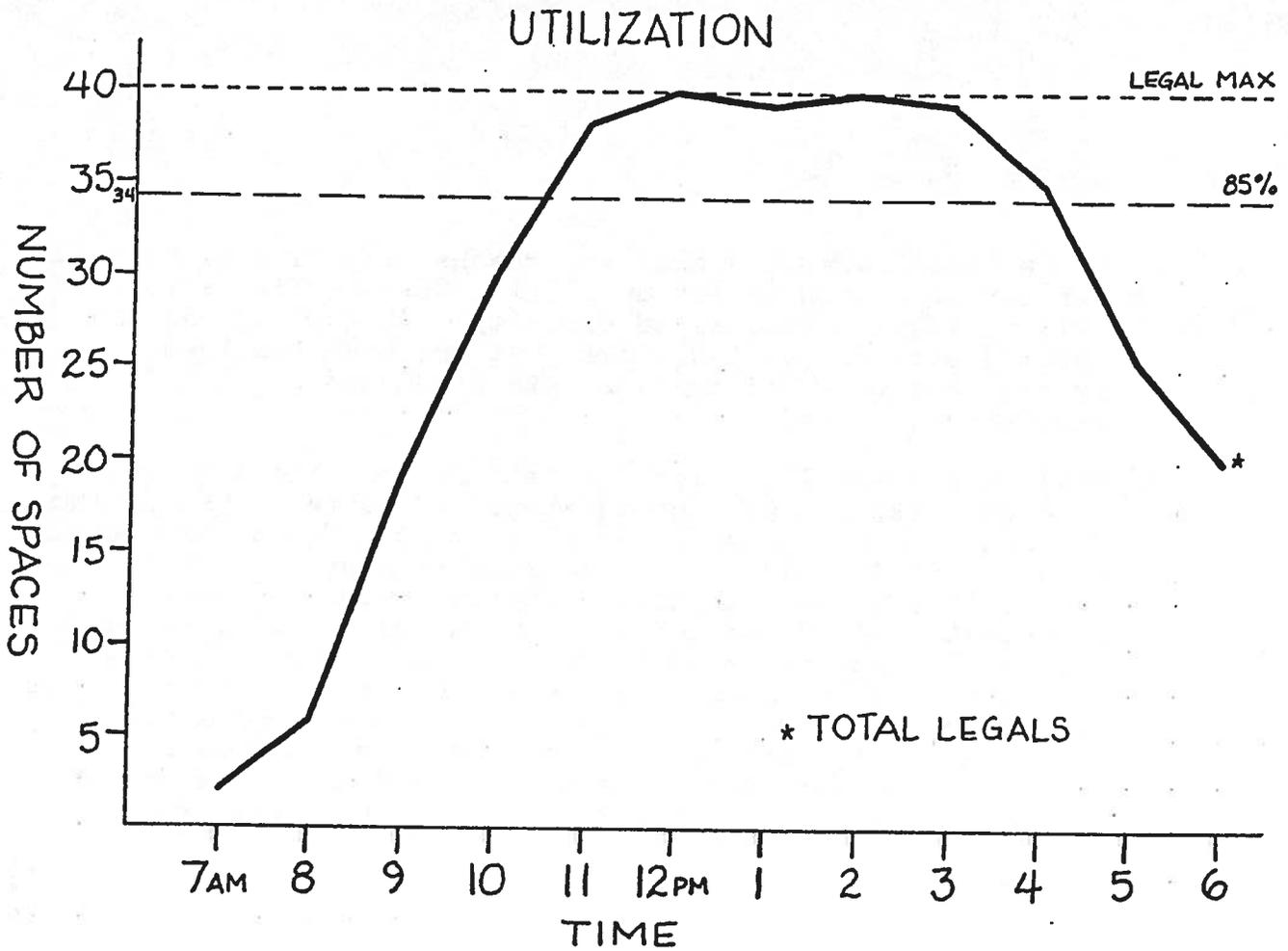
FRIDAY, MAY 6, 1988

## 2.8 Alexander Avenue Lot

Figure 6 illustrates the characteristics of the Alexander Avenue Lot. Considering the 5 hour parking limit the lot does have a fairly high turnover rate of seven (7), and a relatively low duration rate of 1 hour and 34 minutes. Our survey indicates that only 5 cars parked for periods of 8 hours or longer. In general, the lot's regulations are working well.

Figure 6 shows that the lot has a fairly low utilization rate before 10 a.m. This indicates a lack of use by commuters and is the intended effect of the 5 hour maximum duration limit. Another beneficial effect of this parking regulation is that the lot is made available for customers who are generally precluded from the on-street system by 10 a.m. The availability of spaces as late as 10 a.m. explains the use of the lot by shoppers and the lot's relatively high turnover rate.

Our parking data indicates that the lot plays a significant role in providing customer parking. We found that 282 vehicles used this small lot during the study period and the large majority stayed for less than two hours.



TOTAL SPACES	40
TOTAL CARS PARKING	282
AVE. TURNOVER	7
AVE. DURATION	1 HR. 34 MIN.
UTILIZATION RATE	64%
NO. OF CARS PARKED > 8 HRS.	5

FIG. 6  
ALEXANDER AVE. PARKING LOT  
FRIDAY, MAY 6, 1988

## 2.9 Claflin Street Lot

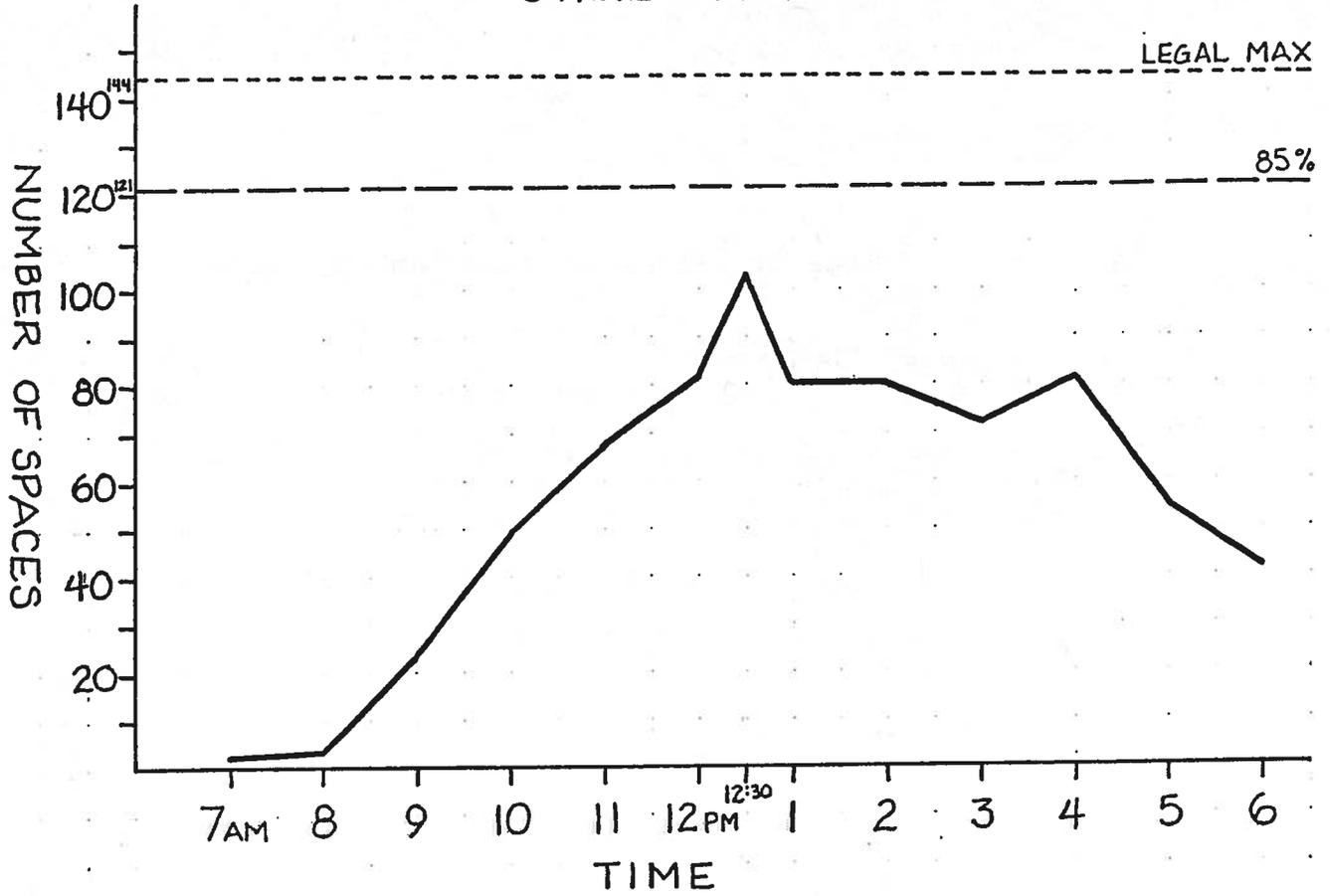
While the Alexander Avenue lot reaches capacity by 10 a.m. its larger companion lot on Claflin Street (Figure 7) never attains legal or perceived capacity. In fact of all the parking sectors studied, this area achieved the lowest average and peak utilization rates: 43% and 76% respectively.

While the overall utilization rate is low this lot cannot be considered unimportant; just the opposite is true. The lot has a very high turnover rate of 13.1 and a low average duration of 44 minutes. These figures indicate the lot is used primarily for shopping purposes. Its 144 spaces represent 119% of the total on-street supply. During the day the lot accommodated 1,889 vehicles, representing 41% of all the vehicles that parked in the Center. We consider the unused capacity a positive factor, since our study indicates it is large enough to absorb the long-term parking now manifested on-street. The Claflin Street lot will be a key element in any parking improvement program, particularly one designed to improve on-street performance by removing long-term parking.

The Claflin Street Lot abuts the private lot generally known as the Filene's lot. This lot is privately administered and allows 2 hour customer parking. Observation during the day of the parking survey indicates operations above the 85% or perceived capacity level from 10 a.m. to 6 p.m. Its 65 spaces were used by 750 to 800 vehicles making it an important parking area.

Combined the Filene's lot and the Claflin Street lot accommodate more than half of the parked cars in Belmont Center. This reliance on off-street parking is uncharacteristic for most small town centers where the majority of shoppers find spaces on the street. However, given the relatively small amount of on-street parking (less than 50% of total supply), the existence of long-term parking on-street, and the availability of off-street parking it should not be considered unreasonable that this characteristic exists or that many stores reflect this reality by creating two storefronts.

# UTILIZATION



TOTAL SPACES	144
TOTAL CARS PARKING	1,889
AVE. TURNOVER	13.1
AVE. DURATION	44 MIN.
UTILIZATION RATE	43%

FIG. 7  
CLAFLIN STREET LOT

FRIDAY, MAY 6, 1988

2.91 Additional Data

Table 1. Number of Vehicles Using Parking Areas

Public Spaces (by Survey)	3,332
Private Spaces (by estimate and survey)	<u>1,400</u>
Total Cars Parking (7 a.m. - 6 p.m.) in Belmont Center	4,732

Table 2. Comparison of On-Street Turnover Rates

Claflin Street (metered)	15.5
Leonard Street (E. Side)	13.2
Moore Street and Concord Avenue	11.5
Average on-street	10.5
Leonard Street (W. Side)	8.4
Claflin Street (posted)	6.3

Table 3. Comparison of Off-Street Turnover Rates

Alexander Avenue Lot	7.0
Claflin Street Lot	13.1

3.0 TRAFFIC REVIEW AND INTERSECTION ANALYSIS

3.1 Traffic Volumes

A key element in any traffic study for a small town center is the operation of its major intersection or in this case the intersection of Concord Avenue/Leonard Street and Channing Road.

Prior to our data collection we were fortunate to receive recent traffic counts for Leonard Street including 1988 counts from the Belmont Police Department. Thus, the background traffic data is current and is applicable to our overall center revitalization effort. Further, we have had the opportunity to review the Citizens Traffic Plan of May 1987, which we believe to be a very thorough review of the traffic issue, along with the other traffic reports.

Our major finding is that traffic volume coming into the center is growing at an increasing rate. Table 4 provides an overview for Leonard Street from 1972 to 1988 and illustrates this point.

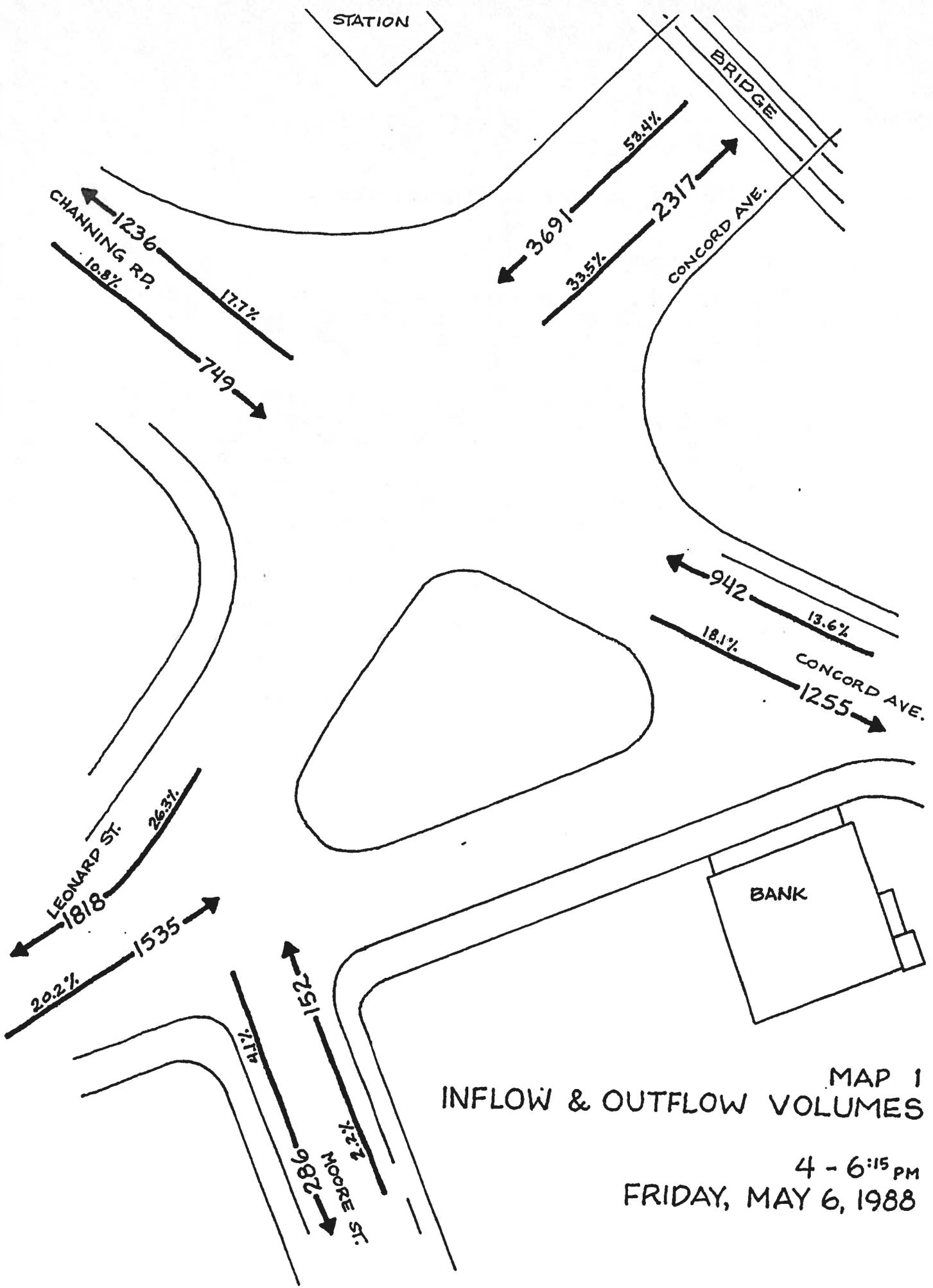
Table 4. Leonard Street Two-Way Traffic Volumes (1)

<u>Year</u>	<u>Volume</u>	<u>Increase from Previous Date</u>	<u>Yearly Avg. for Interval Shown</u>
1972	12,000	--	
1984	13,508	12.0%	1.00%
1986	14,000	3.7%	1.85%
1988	15,918	13.7%	6.80%

Average Rate of Traffic Increase since 1972 = 2%; since 1984 = 4.5%

(1) Source: Belmont Police Department and Citizens Traffic Plan

Given that at least one-half of the volume occurring on Leonard Street originates from Concord Avenue (see Map 1) and that many development projects in Cambridge are not yet completed or leased, we believe that there is a potential for additional traffic volume from Concord Avenue in this corridor. While we cannot predict that the increases will remain at the level observed in the past four years, i.e. 4.5%, we do contend that any background traffic increase above 2 percent should be considered as a large increase.



MAP 1  
INFLOW & OUTFLOW VOLUMES

4 - 6:15 PM  
FRIDAY, MAY 6, 1988

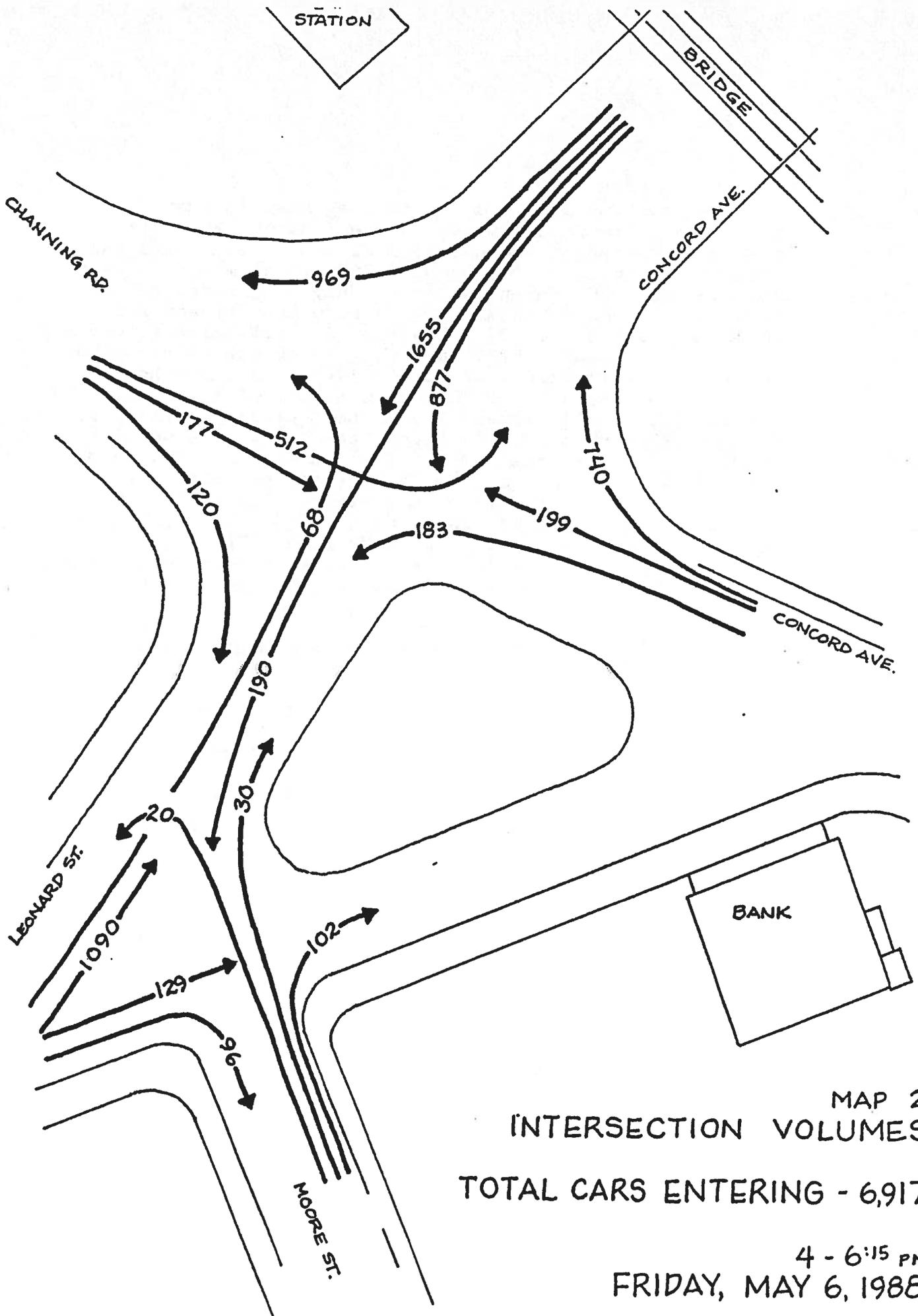
Also, we contend that traffic volumes have increased much faster than previous reports have estimated, most likely due to the strength and duration of the current regional economic expansion. The Leonard Street volumes predicted for the year 2000 depending on roadway configuration, such as a no build or a Center Service Loop have ranged from 16,900 ADT to 19,100 ADT. However, in 1988 Belmont Police counts were already 15,918 and the day of our intersection analysis we estimated a 24 hour ADT based on peak hour volume to be 16,100. At the current rate of increase, Leonard Street will attain the highest predicted ADT for the year 2000 by 1993. In short, the traffic volume issue and the attendant speed and safety questions do have and will continue to have a major effect on the character of the Center. Traffic volumes may decrease in their rate of increase but there will always be heavy traffic in Belmont Center particularly during the P.M. peak. The major question concerning traffic is how it will be accommodated given the revitalization policies selected for the Center.

### 3.2 Intersection Movements (Concord Avenue/Leonard Street/Channing Road)

Map 2 represents all turning movements into the Concord Avenue/Leonard Street intersection (intersection) between the hours of 4 p.m. and 6:15 p.m. We selected a longer period of study since we believe that the traditional and shorter peak hour does not apply to this intersection.

We have determined that during the peak hours of 4 p.m. to 6:15 p.m. the unsignalized intersection operates at a level of service range (LOS range) and not one level of service. For the purposes of this study we define a LOS range as the average LOS during a particular 15 minutes period. In this manner we have been able to categorize the intersection as operating between levels of service C to F. Essentially LOS measures the average delay of cars passing through an intersection signal cycle. An LOS of A is free flowing; an LOS F equates to severe delays.

During the study period 6,917 vehicles entered the intersection; approximately 40% went straight, 35% made various right turning movements and 25% made various left turning movements (see Figure 8). Our data indicates that while the intersection was always "busy" it attained a level of service F and subsequent gridlock and traffic backups when the amount of what we have termed "special lefts" increased to a certain level for any 15 minute period.



MAP 2  
 INTERSECTION VOLUMES  
 TOTAL CARS ENTERING - 6,917  
 4 - 6:15 PM  
 FRIDAY, MAY 6, 1988

BREAKDOWN OF INTERSECTION MOVEMENTS

<u>MOVEMENT TYPE</u>	<u>TOTAL NUMBER</u>	<u>% OF INFLOW</u>
STRAIGHT	2745	39.7%
RIGHT	2422	35.0%
LEFT*	1750	25.3%
*SPECIAL LEFT	361	5.2%

FIG. 8  
FRIDAY, MAY 6, 1988

Map 2 indicates that there were 68 vehicles entering from Leonard Street (1% of total) that made left turns onto Channing Road. When this left turn movement exceeded 10 in any one 15 minute period, the level of service dropped to F. When there were 17 such movements in the 5:15 to 5:30 period, traffic backed-up beyond Alexander Avenue to the north for more than 15 minutes and for periods of 3 minutes or more the intersection was at gridlock. While this movement can literally bring the intersection to a standstill, it can be made much more easily and safely at the Alexander Avenue/Leonard Street intersection and then proceed to Claflin Street, and Channing Road.

Another of the "special lefts" originates from Concord Avenue proceeds northward and then turns left onto Moore Street. These 190 left turns are obviously an attempt to avoid the light at Pleasant Street. The net impact of this avoidance movement is to place an additional 190 cars in the path of the Channing Road to Concord Avenue movement, and more importantly add another 190 left turn movements in the path of the large volume entering from Leonard Street.

Another of the "special lefts" is left movement from Moore Street to Leonard Street. While only 20 vehicles make this movement, they interrupt the main north/south flow.

The "special lefts" all have three things in common:

- 1) They represent a very small percentage of total volume;
- 2) They are unnecessary or self-serving and the objective of the turn can be accomplished elsewhere in the Center;
- 3) They can trigger a level of service F condition and cause major traffic delays and back-ups on Leonard Street.

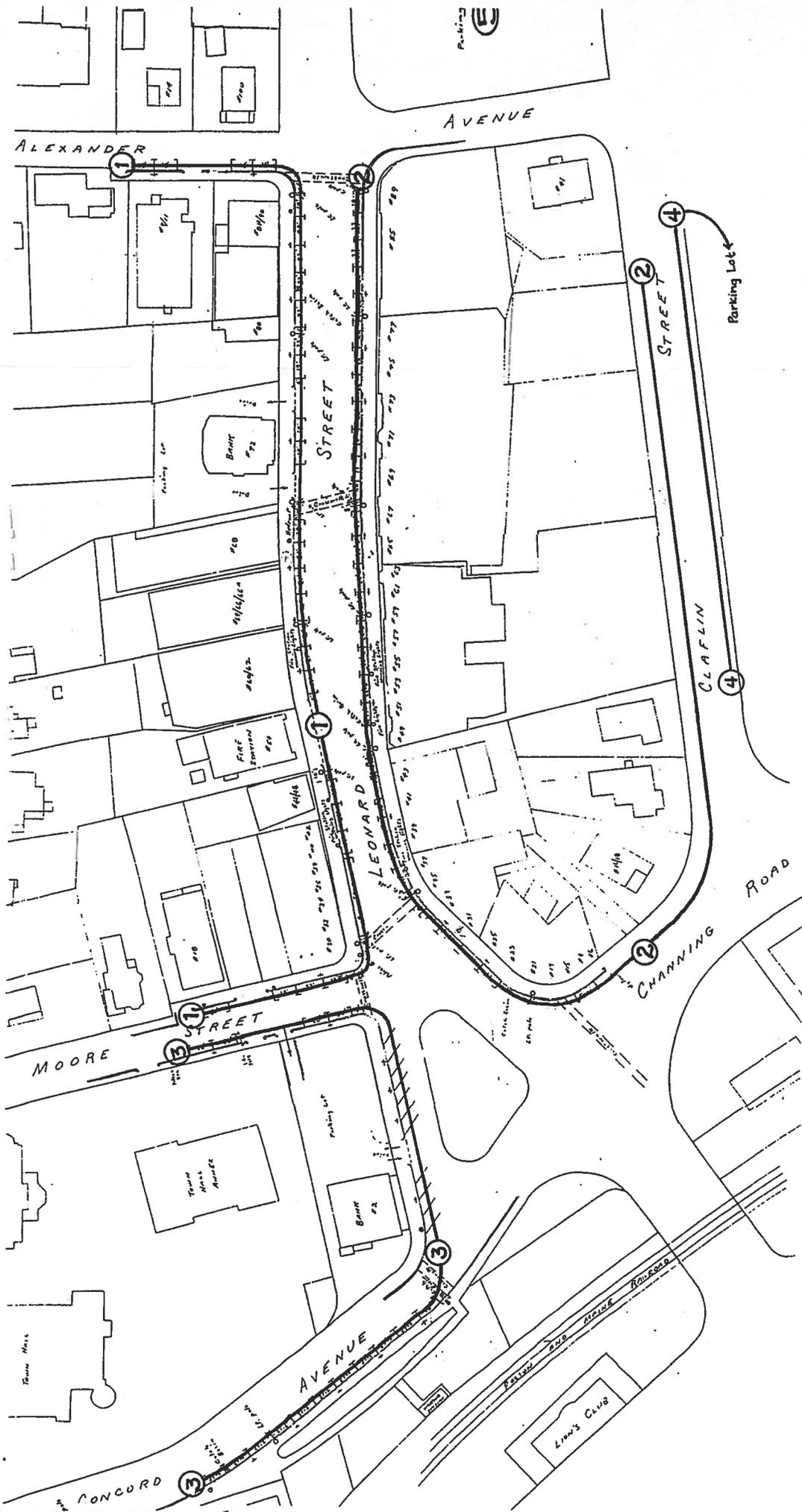
While we do not contend that the intersection will operate at a greatly increased efficiency we do contend that 5% of the movements are unwarranted and unnecessary and should be removed. If removed the overall operational capacity of the intersection will improve and back-ups minimized. Obviously if a signalization system were installed, the safe use of the intersection could be enhanced but we believe that the back-ups will actually increase and further blur the image of Belmont Center as a convenience area.

We recommend removing the "special lefts" during the peak P.M. period and locating a police officer at the intersection for traffic control purposes.

### 3.3 Recommendations

If traffic volumes entering the intersection continue to increase the signalization issue will most likely persist. However, our analysis indicates that of non-signalized improvements coupled with the Center's overall need for public space may create a better intersection and an enlarged Town Common. While the specifics of our traffic and design proposals have been initially reviewed by the Committee, the general recommendations for the intersection are as follows:

- 1) From 4:00 p.m. to 6:00 p.m. prohibit left turns from Leonard Street to Channing Road.
- 2) From 4:00 p.m. to 6:00 p.m. prohibit left turns from Concord Avenue to Moore Street and make Moore Street one-way from 4:00 p.m. to 6:00 p.m. thus prohibiting left turns from Moore Street to Leonard Street.
- 3) Close the Leonard Street extension that runs in front of the Belmont Savings Bank to Concord Avenue and reroute the cars (129 during P.M. peak hours) into a right turn movement.
- 4) Move the taxi stands off Leonard Street (near current common) to facilitate the above mentioned right turn movement.
- 5) Create a larger traffic island, with a police traffic control box on Channing Road and remove all parking from the south side of Channing Road (near the service station).
- 6) Create a larger Town Common using the existing Town Common and the area of the Leonard Street extension. Recreate 10 parking spaces (currently 9) on the Concord Ave side of the proposed common.
- 7) Test the advisability of a 6 to 8 foot wide median on Leonard Street to channalize and slow traffic volumes coming into the Center.
- 8) Test the above items (excluding number 6) during the fall of 1988.



MAP 3  
PARKING STUDY AREAS

FRIDAY, MAY 6, 1988

# Connery Associates

PLANNING AND  
DEVELOPMENT CONSULTANTS

2A Winchester Terrace  
Winchester, MA 01890  
617/721-1964

MEM111688.808

November 16, 1988

APPENDIX 2

To: Belmont Center Committee  
Fr: Connery Associates  
Re: Summary Results, Parking and Traffic Field Tests

The following memo is divided into five sections: (1) On-Street Parking, (2) Off-Street Parking, (3) Intersection Analysis, (4) Median Strip, and (5) Loading Zones.

## 1. On-Street Parking Field Test:

Objectives: To determine the effectiveness of one hour free parking on Leonard Street, Claflin Street, Alexander Avenue and Moore Street; and to test various methods of enforcement.

Results: The average duration on Leonard Street decreased by 45% creating a significant increase in the overall turnover rate (see table below).

TABLE 1: COMPARISON OF TURNOVER RATES

Date	LEONARD STREET WEST SIDE (CVS)		LEONARD STREET EAST SIDE (BILDNERS)	
	Average Duration	Turnover Rate	Average Duration	Turnover Rate
May 1988	80 min.	8.4	54 min.	13.2
October 1988	44 min.	15.2	31 min.	22.9
% change	-45%	+6.8	-43%	9.7

Given the improvements in turnover rates noted above we have estimated that in May 1988 Leonard Street (as a whole) could accommodate 644 parked vehicles during normal business hours; while during October Leonard Street could accommodate 959 vehicles. The resulting increase of 315 vehicles or forty-nine percent (49%) strongly suggests increased availability to the Leonard Street parking spaces.

Our experience with parking duration studies indicates parking duration shifts of 10 to 15% in either direction can be due to variables such as weather or special events. However, shifts in the range of 45% clearly indicate that parking availability on Leonard Street increased due to the nature of the tested regulations and the enforcement procedures applied.

Claflin Street was also retested in October and we found that the duration rate, which was always very good on Claflin Street, increased slightly from 31 minutes to 35 minutes. Thus, the parking duration characteristics on Claflin Street remained essentially unchanged. From our perspective this result was encouraging since it indicated that the long-term parking which was formerly affecting Leonard Street did not shift to Claflin Street.

In terms of enforcement the route book system proved effective. There were some problems with the design of the worksheet that can be easily corrected if Belmont chooses to deploy the system. In general terms, both the route policeman and the traffic supervisors were able to enforce the experimental regulations. However, as anticipated, due to the various non-parking responsibilities assigned to the route policeman they were not able to complete as many review rounds as the traffic supervisors. In both instances, route policemen and traffic supervisors were able to observe an increase in parking space availability and decline in long-term parking on-street.

## 2. Off-Street Parking Field Test:

Objectives: To provide employee long-term parking as an incentive to reducing long-term parking on-street, and to test the feasibility of two-hour free parking in certain parts of the Claflin Street lot.

Results: The Claflin Street lot which was generally considered underutilized received a marked increase in use. See Table 2 below.

TABLE 2: CLAFLIN STREET LOT - UTILIZATION

<u>Date</u>	<u>Average Utilization</u>	<u># of Cars</u>	<u>Peak Hour Utilization</u>	<u>Average 1 p.m.- 4 p.m. Utilization</u>
May 1988	43%	62	63%	51%
October 1988	70%	101	91%	76%
% change	63%	+39	+44%	+49%

The initial results clearly indicate a marked increase in use of the Claflin Street parking lot. The increased use of the Claflin Street Lot was mirrored in the decline of long-term parking on Leonard Street.

Our original estimates of all day demand were between forty

and fifty vehicles, events proved that the demand was larger by half and in response more of the lot was made available to long-term parking needs. On the day of our tests the Claflin Street lot had 79 vehicles purchasing the all day parking tickets. Based on our data, we would anticipate that the Claflin Street Lot can and should be designed to accommodate 90 long-term parking spaces. The remaining 54 spaces can be devoted to longer term (two-hour) shopper parking demands.

The average utilization of said two-hour parking spaces was 58% with an 83% utilization at the peak hour. Thus, there was availability for long-term shopper oriented parking throughout the day. Given our data we have concluded that 50 to 55 two-hour space will accommodate the longer term (2 hour) shopping demand. Additionally, our on-site discussions with literally scores of residents indicated a very favorable response to free two hour parking in the Claflin Street Lot.

Since we made no changes in the Alexander Avenue lot we were not surprised to find parking use characteristics were essentially unchanged. Most importantly we found no increase in the level of long-term parking use, i.e. over 2 hours in duration.

### 3. Intersection Analysis:

Objectives: To determine if the deletion of three left turn movements, i.e. Leonard to Channing, Concord to Moore and Moore to Leonard, would reduce the incidence of traffic grid lock in the center during the p.m. peak hours.

Results: As shown in Figure 1 attached traffic volume entering the intersection on test day increased slightly from 6917 to 7032 vehicles (1.6%). In general the no left turn signs were effective in two instances and ineffective in another. Table 3 indicates the results of the tested traffic movement regulations.

TABLE 3: INTERSECTION TURNING MOVEMENTS - COMPARISON

<u>Date</u>	<u>No Left Leonard to Concord</u>	<u>No Left Concord to Moore</u>	<u>No Left Moore to Leonard</u>	<u>Total</u>
May 1988	68	190	20	278
October 1988	23	21	22	66
Change	-45	-169	+2	-211

While a number of motorists ignored the traffic control signs the net effect was a reduction of 212 left turn movements. As a result only 44 turns (as compared to 278) which were

determined as "problem lefts" in our May study were still present in the system during our October tests. As noted in our May study when the problem lefts combined to reach a total of 10 during any 15 minute period the intersection's congestion created grid lock on Leonard Street as far back as Alexander Avenue. With the total number of "problem lefts" reduced, the number of said turns never reached more than 6 in any 15 minute period, and back-ups similar to the three in May never occurred. Essentially, the test revealed that by removing unnecessary left turns from the intersection during peak hours traffic can flow more easily although at heavy levels.

One unexpected result from the intersection test data was the large reduction in left turns from Concord Street to Leonard Street; said turns decreased from 183 to 52, a factor of three. While the field experiment did not preclude said left turns our preliminary recommendation is that since the intent of these few turns can be easily accomplished elsewhere within the centers traffic pattern that they also be considered for removal during the peak hours, 4 p.m. to 6 p.m.

In general, the intersection operated at a level of service (LOS) ranging from C to E during the 4 p.m. to 6 p.m. time period; it never reached LOS F as it did in May 1988 nor did it create traffic back-ups on Leonard Street. Given our data we have concluded that minimizing the number of left turns during the peak hours will improve traffic flow and do so in a manner that will not induce additional volumes.

#### 4. Median Strip:

Objectives: To determine the traffic control effects of a median strip on Leonard Street.

Results: The median strip proved wide enough to keep the large majority of vehicles in a single line. We were pleased with this outcome since we were looking for a mechanism to organize traffic flow in such a manner that would be more conducive to pedestrian safety and lower vehicular speeds. Specifically, the median strip vastly reduced the "passing" potential on Leonard Street, and as such limited the amount of times vehicles could reach a passing speed. Further, it presented the pedestrian with a more organized traffic pattern to contend with.

While the perception, as intended, was one of a narrower street two lanes of traffic could be accommodated at all times. This necessity did occur when double parked trucks or cars required emergency or public transit vehicles to pass without encountering delays.

While the experiment was very useful, it was somewhat difficult to administer due to a very small minority who purposely hit the traffic cones, particularly after 11 p.m. In any event the system was in place for 29 of the 30 test days and provided ample time to determine its value. While the urban design values of the median strip have not as yet been developed, the traffic control aspects, were positive. If installed we would also anticipate that a median would have strong pedestrian safety benefits similar to the experiences in Cushing Square.

#### 5. Loading Zones:

Objectives: To provide space for delivery trucks and to minimize double parking for delivery purposes on Leonard Street.

Results: While the test results were generally positive we believe that our original designs for the loading zones should have been better. Essentially, the use of signs was not sufficient, the loading zones should have been painted on-street.

As a result, we had difficulty in clearing the loading zones of parked cars. By the fourth week of the test the system was working better but it never approached a truly satisfactory level from our position.

The problems notwithstanding, by the last week the loading zones were accommodating many trucks. In particular the loading zone on Claflin Street was notably active.

Given the increased turnover rate on Leonard Street which essentially creates more parking opportunity we are confident that the loss of parking spaces necessary to create loading zones will not have any negative impacts, and would suggest their continuation by the Town.

**PRELIMINARY RECOMMENDATIONS:**

While we will be preparing more detailed recommendations as part of our final report in April we present the following:

- (1) One hour free parking on-street supplemented by two-hour free parking in the Claflin Street Lot can improve parking availability for customers. In terms of parked cars per day on Leonard Street the tested system can accommodate an additional 300 cars per day or 93,000 per year.
- (2) The free parking system can be enforced by the route policeman, but given their other responsibilities we would recommend using traffic supervisors to supplement police presence and specifically to enforce parking regulations between the hours of 9:30 a.m. and 4:30 p.m.
- (3) The Claflin Street Lot has the capacity to absorb the long-term employee parking demand previously expressed as on-street parking; while accommodating longer term shopper parking, i.e. 2-hour free parking.
- (4) A median strip will produce an in-line traffic flow at slower speeds without creating problems for vehicular access in times of emergency.
- (5) The intersection (Concord/Leonard/Channing) can be improved in terms of traffic flow if the left turns prohibited during the test period (excluding the Moore to Leonard movement) but including the left turn from Concord Street to Leonard Street are prohibited Monday-Friday during the 4 p.m. to 6 p.m. period
- (6) The loading zones can significantly reduce double parking due to delivery trucks, and should be made part of any parking system. We would suggest their immediate inclusion into the Belmont Center parking program.

# Connery Associates

PLANNING AND  
DEVELOPMENT CONSULTANTS

2A Winchester Terrace  
Winchester, MA 01890  
617/721-1964

MEM12288.808

To: Belmont Center Revitalization Committee  
From: Connery Associates  
Re: Revenues from Parking Program  
Date: 12/2/88

APPENDIX 2A

## MEMORANDUM

SUMMARY: Net revenues from a parking program in Belmont Center with the parking experiment in place i.e., without meters, are projected to be approximately \$7,000 less than those of a program with meters, as explained below.

Net Revenues with meters .....	\$30,788.27
Net Revenues without meters .....	<u>\$23,845.46</u>
Difference .....	\$6,942.81

## METHODOLOGY

Total # Parking Meters Town-wide .....	366
Total # Parking Machines Town-wide .....	<u>2</u>
Total # Parking Meters and Machines Town-wide .....	368
Total Costs of Town-wide Parking Program per year .....	\$26,300*
Cost per Meter or Machine per year .....	\$71.47
(\$26,300/368)	

## BELMONT CENTER W/ METERS

REVENUE/YR	
METERS:	18,296.46*
MACHINES:	<u>19,210.00*</u>
	37,506.46
COSTS/YR	
# METERS:	92
# MACHINES:	<u>2</u>
# METERS & MACHINES:	94
X COST/METER	
OR MACHINE:	\$71.47
TOTAL COSTS:	\$6,718.18
NET REVENUES:	
REVENUES:	\$37,506.46
LESS COSTS:	<u>(6,718.18)</u>
NET	30,788.28

## BELMONT CENTER W/OUT METERS

REVENUE/YR	
METERS:	0.00
MACHINES:	\$23,988.40*
COSTS/YR	
# METERS:	0
# MACHINES:	<u>2</u>
# METERS & MACHINES:	2
X COST/MACHINE:	\$71.47
TOTAL COSTS:	\$142.94
NET REVENUES:	
REVENUES:	\$23,988.40
LESS COSTS:	<u>(142.94)</u>
NET	23,845.46

NET DIFFERENCE: (30,788.28 - 23,845.46) = \$6,942.81

\* Based on information provided by the Belmont Police Department.

BELMONT CENTER  
SHOPPERS SURVEY

April 29, 1988

## INTRODUCTION

The Belmont shopper survey was conducted on April 29, 1988 between the hours of 8:30 a.m. and 5 p.m., by five employees of Connery Associates. Each interviewer was assigned a general area to solicit interviews; thus, each "section" of the center was covered. Each interview lasted approximately three (3) minutes; a total of 328 interviews were completed.

The purpose of the survey was threefold:

- to gather information on the needs and perceptions of the customer base;
- to verify the market area and role of the center;
- to provide corollary data for the parking, traffic and urban design studies.

While we intend to integrate the results of the survey into our overall plans and recommendations, we will not be using the survey as a "blueprint" for the center; rather, we view the survey as one important piece of information to be used with other studies in order to arrive at supportable recommendations.

## SUMMARY OF CONCLUSIONS

### A. Market Area and Characteristics

- 1) Belmont Center is primarily a convenience oriented center with a higher than usual profile for shopper goods due to the existence of a department store, i.e. Filenes.
- 2) The primary market area of the Center is the Town of Belmont. When out of town employees are removed from shopper survey the customer base is 9:1 in favor of Belmont residents.
- 3) The Center does not receive significant competition from Waverly or Cushing Square; its major competition is from various local malls for both convenience and comparison goods.
- 4) The Center has very little draw as a social center; thus, limiting its market share and overall exposure.

### B. Customer Characteristics

- 1) The large majority arrive by car (83%); however, the surrounding neighborhoods provide at least 15% of the total trade volume since 15% of the shoppers arrive by walking.
- 2) Most shoppers (72.5%) stay less than one hour, and 40% stay

less than one-half hour; indicating the need for high parking space turnover rates in convenient locations.

- 3) A plurality of customers park on-street. However, a majority use some form of off-street parking. Further, our recent parking survey indicates that some off-street areas have a better turnover rates than some on-street areas, indicating a serious problem with availability of the more convenient parking spaces for shopper use.
- 4) The availability of private parking spaces for shopper use is of critical importance to the operations of the Center.
- 5) The majority of the shoppers would like to see a full service restaurant in the Center. Further, fully 85% of those interviewed indicated that they would frequent the restaurant in the evenings, and this percentage is over 95% when asked of Belmont residents only.
- 6) The amount of money spent per shopping trip is higher than usual for a small business center, indicating a strong market area from which to attract customers.

### C. Issues of Concern

- 1) Not surprisingly parking was cited as the number one concern. However, in our 15 years of experience this is the first instance where less than half surveyed indicated parking as a problem; usually the percent is between 65 and 80%. Many of the people surveyed indicated an awareness of the availability of parking in Belmont Center, which our subsequent parking study indicates is the case.
- 2) Store variety was cited by more than 40% of the those interviewed. Further examination indicates that this issue usually translates into the desire for a full service restaurant, hardware store, and supermarket.
- 3) Visual image was cited by 1 in 3 surveyed, and half of those citing "traffic congestion" as a problem were specifically citing pedestrian safety (design) issues. Thus, when both responses are combined, the overall image/pedestrian safety issue emerges as the strongest concern.

D. General Comments

- 1) Many residents expressed pride in being Belmont citizens and had positive feeling toward the Center but believe it can be significantly improved.
- 2) The lack of a safe and attractive public space and the lack of amenities such as benches was cited voluntarily on numerous occasions. Based on the frequency of these unsolicited comments, we believe that if a safe, attractive public space can be provided it will not only improve the exposure of the Center, but would be considered a town-wide amenity.

**1. How often do you come to Belmont Center?**

daily .....	38.11%
> once per week .....	31.14%
once a week .....	17.04%
twice a month .....	7.32%
once a month .....	2.74%
< once a month .....	3.35%

- 86% of the customer base visits the center at least once per week. This strong repeat customer base clearly demonstrates the convenience nature of the Center and its Belmont orientation.

**2. Where do you live?**

Belmont .....	70.3%
out-of-town .....	29.7%

- Coupled with question 1, this response defines the market area as predominately a Belmont market when out-of-town employees are removed from sample the ratio is 89% to 11% in favor of Belmont residents.

**3. Reasons for coming to the Center (general):**

convenience .....	57.5%
for the retail stores .....	19.7%
for the services .....	11.7%
work .....	9.2%
social .....	1.3%
bargains .....	0.7%

- Answers to this question further defines questions 1 and 2 and is another indication of the Center's convenience orientation. While it is not surprising that "bargains" barely register, it is surprising given our past experience that "social reasons" are cited so infrequently. This may reflect the reality that there is no safe public space for people to gather.

4. The reason for usually coming to Belmont Center by item:  
(more than one answer possible)

shopping .....	46.5%
bank/prof. services .....	34.5%
work .....	10.1%
p.o./government .....	8.9%

- Shopping (retail) and services (including post office and government) provide an equal draw. In most small centers of comparable size services are usually cited as the major reason for being in the Center. However, in this instance we believe the drawing power of Filenes and Bildners significantly bolsters the "shopping" role of the center.

5. What additional goods/services would you like to see?  
(not all answers shown, only those over 10%)

full service restaurant .....	51.2%
supermarket .....	39.3%
liquor/wine shop .....	21.7%
hardware .....	18.6%
fabric store .....	13.5%
cinema .....	12.1%
bakery .....	11.0%
farmers market .....	10.5%

- A restaurant is clearly the overwhelming choice of those surveyed. It should be noted that the "hardware store" response was not on our offered list; it was the most common "other".

6. How did you get to the Center?

car .....	82.6%
walk .....	15.2%
taxi .....	1.5%
bus .....	<1%
bicycle .....	<1%

- This response is typical for centers of this size and orientation.

7. How long will you be in the Center today?

less than 15 minutes .....	12.7%
15-30 minutes .....	27.2%
30-60 minutes .....	32.6%
1 to 2 hours .....	13.3%
more than 2 hours .....	14.2%*

- A total of 72.5% of those surveyed report staying less than one hour. This response was confirmed by the subsequent parking survey, which indicated an average parking duration to be 54 minutes (including vehicles parked over two hours). This response clearly indicates the need and value of quick turnover of on-street parking spaces in the Center.

\* Note: Of the 47 people responding in this fashion, 45 were working in the Center.

8. Where did you park?

on-street .....	38.0%
behind Filenes (private) .....	24.7%
Claflin St.lot .....	20.2%
bank/private (mostly Bay Bank) .....	9.6%
Alexander Ave.lot .....	3.5%
various other .....	4.0%

- Private parking areas accommodate 35% of all vehicles.
- Claflin Street lot used by 1 in 5 vehicles.
- about half of all shoppers park off-street; this is a very high off-street percentage but consistent with the realities of Belmont Center, i.e. a small amount of on-street space.
- Alexander Avenue lot could be considered a shoppers lot from this data, but the parking survey indicated otherwise.

9. How much do you spend on an average trip?

less than \$5 .....	15.0%
\$5 - \$10 .....	26.6%
\$10 - \$25 .....	36.9%
more than \$25 .....	21.3%

- The over \$25 rate is higher than in most convenience centers, and is most likely due to the presence of Filenes and/or Bildners.

10. Aside from Belmont Center where else would you do convenience shopping?

various other .....	59.0%
Fresh Pond .....	15.4%
Cushing Sq. ....	14.5%
Watertown .....	5.7%
Waverly .....	5.6%

- The other centers in Belmont are clearly not significant competition for Belmont Center. However, more than half of the "various other" category indicated that they use malls for convenience shopping. Thus, the malls must be considered as the major competitor in terms of convenience goods and services.

11. Where outside the Center would you shop for major items?

Various Malls .....	88%
Boston .....	10%
Cambridge .....	2%

- Boston and Cambridge do not register as a significant secondary source of competition, even for major purchases.

12. What do you consider the Center's major problems?  
(more than one response)

parking .....	49.4%
store variety .....	41.5%
visual image .....	33.2%
traffic congestion .....	30.2%
other .....	1.0%
no problems .....	0.0%

- The "traffic congestion" responses included numerous concerns with pedestrian safety, noise and double parking. Our initial review indicates that level of traffic volume is a real issue but that problems with "congestion" are expressed in ways other than simple volume our review indicates that the traffic congestion issues relate to pedestrian safety as well as vehicular safety, and as such they can be considered as design problems.

13. Would you shop evenings if the stores were open?

yes .....	51.8%
no .....	29.9%
rarely .....	17.9%

- Higher than in most small centers, again mostly due to the presence of Filenes.

14. Would you visit a full service restaurant in Belmont Center in the evening?

yes/sometimes .....	85.4%
no/never .....	13.6%

- There is a strong market for a full service restaurant.

15. Sex of person interviewed:

female .....	73.0%
male .....	27.0%

# Connery Associates

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APPENDIX 4

## MEMORANDUM

November 16, 1988

To: Belmont Center Committee  
Fr: Connery Associates  
Re: Authority to Issue Restaurant/Liquor Licenses

The authority to issue licenses for the sale of alcohol in a restaurant may be granted to a local licensing board either through a.) the approval of the General Court, b.) approval of local voters in a biennial state election or c.) a combination of General Court approval and local acceptance. Because of the timing constraints associated with alternative (b) and the desirability of a local acceptance provision, we recommend alternative (c) and describe below the procedures entailed by this alternative.

### PROCEDURES

1. Community Consent to Petition the General Court (a Home Rule Petition).

Community consent in the form of a (simple) majority vote of Town Meeting is required to petition the General Court for its approval of a special act providing for the issuance of alcohol/restaurant licenses.

2. Filing of a Bill with the State Legislature.

Any legislator may file a bill petitioning the General Court on behalf of a community. As home rule petitions are not subject to a filing deadline, a bill may be filed at any time.

3. Terms of the Authority Granted.

Limitations on the terms of the authority that may be granted are set by state law; otherwise, the specific language approved by Town Meeting and the state legislature dictate.

- a. Local Acceptance Provision: Town Meeting and the state legislature may require that the authority to issue alcoholic/restaurant licenses be granted provided that there is local acceptance in the form of a majority of votes in either a local or biennial state election, or

both. As noted above, we recommend the inclusion of a local acceptance provision implemented through a local annual election. Such a provision allows for maximal local participation in the decision-making process.

- b. Effective Date: Town Meeting and the state legislature may specify the effective date of the authorization to issue alcoholic/restaurant licenses. We recommend that an affirmative vote in the local annual election be taken to have granted the authorization. This is consistent with the local acceptance provision.
- c. Local Licensing Authority: MGL Chapter 138 Section 1 defines "local licensing authority" as the licensing board or commission established in a town under special statute, or as the selectmen in a town having no such board or commission.
- d. Number of Licenses: MGL Chapter 138 Section 17 sets limitations on the number of licenses the local licensing authority may grant for alcoholic beverages to be drunk on the premises. In general, this number is based on the population of the community. According to these provisions, Belmont may grant a maximum of 28 licenses. We recommend that a maximum of four licenses be granted, consistent with an intent to provide for a reasonable number of quality restaurants in appropriate zoning districts (i.e. the LB-1 District) of the Town. See the attached Rules and Regulations regarding the requirement that alcohol/restaurants licenses be granted only to restaurants located in the LB-1 District.
- e. Other Provisions: Town Meeting and the state legislature may specify that licenses for the sale of alcoholic beverages may be granted only to restaurants having a certain seating capacity. Consistent with a statewide standard reflected in Chapter 138, Section 11, we recommend a seating capacity of not less than 100.

**ATTACHMENTS**

Examples of the following are attached:

- 1) Town Meeting Article Re: Petition of the General Court
- 2) Special Act of the State Legislature Re: Authorization to Grant Alcohol/Restaurant Licenses
- 3) Rules and Regulations Pertaining to Alcohol/Restaurant Licenses.

Town Meeting Article Re: Petition of the General Court

ARTICLE : To see if the Town will vote to petition the General Court for authority to provide for the issuance of a limited number of licenses for the sale of all alcoholic beverages to be consumed on the premises to restaurants located with the boundaries of the Town having a seating capacity of not less than one hundred (100) and to place on the ballot used in the Town of Belmont by the registered voters of the Town at the next Annual Election to be held in the year \_\_\_\_.

TO WIT:

"Shall not more than four licenses be granted in this Town for the sale therein of all alcoholic beverages by restaurants having a seating capacity of not less than one hundred (100) persons?"

YES \_\_\_\_\_  
NO \_\_\_\_\_

Special Act of the State Legislature Re: Authorization to Grant Alcohol/Restaurant Licenses.

Chapter \_\_\_\_ . AN ACT RELATIVE TO THE GRANTING OF LICENSES FOR THE SALE OF ALL ALCOHOLIC BEVERAGES BY CERTAIN RESTAURANTS IN THE TOWN OF BELMONT.

Be it enacted, etc., as follows:

SECTION 1. Notwithstanding any limitations imposed by Section eleven and eleven A of Chapter one hundred and thirty-eight of the General Laws, as to the time and manner of voting upon the questions therein set forth, and to Section seventeen of said Chapter as to the number thereof, the Selectmen of the Town of Belmont shall cause to be placed on the official ballot used for the election of officers in the Town of Belmont at the annual town election to be held in the year \_\_\_\_ the following question:

Shall not more than four licenses be granted to this town for the sale therein of all alcoholic beverages by restaurants having a seating capacity of not less than one hundred persons?

YES \_\_\_\_\_  
NO \_\_\_\_\_

If a majority of the votes cast in said town in answer to said question is in the affirmative, said town shall be taken to have authorized the sale in said town of all alcoholic beverages to be drunk on the premises of restaurants having a seating capacity of not less than one hundred persons. Said four licenses shall be subject, however, to all the other provisions of said Chapter one hundred and thirty-eight.

SECTION 2. The Board of Selectmen is authorized to and shall include a summary of the aforesaid question including a statement of their position on the ballot with said question.

Application Instructions and Rules and Regulations Pertaining to Alcoholic/Restaurant Licenses - Town of Belmont.

The following instructions and rules and regulations for alcoholic/restaurant licenses were adopted by the Board of Selectmen on --.

Preamble

The Board of Selectmen by exercising their licensing authority intend to secure for the benefit of Belmont inhabitants a quality restaurant in an appropriate facility which shall be given the privilege and license to serve alcoholic beverages.

It is the policy and purpose of the Board of Selectmen to limit the issuance of licenses in accordance with Chapter \_\_\_ Acts of \_\_\_ to providing for the serving of alcoholic beverages as an incidental part of a common victualler's primary and principal business endeavor of serving food to the public in a restaurant and function room.

I. GENERAL

1. Authority

The Board of Selectmen are authorized to issue up to four licenses in the Town of Belmont for the sale of alcoholic beverages by restaurants having a seating capacity of not less than 100 persons. (Authority, Town of Belmont-----election, -----; Chapter -----Acts of )

2. Rules and Regulations; Amendments; Conditions and Restrictions

Any licenses issued by the Belmont Board of Selectmen under the above authority shall be processed in accordance with the procedures listed herein and shall be subject to the rules and regulations for such licenses attached to these instructions. The Board of Selectmen may from time to time adopt further rules and regulations and all such changes shall apply to existing license holders from the date of the adoption. The Board of Selectmen may attach such conditions and restrictions to each such license as it deems to be in the public interest. ( \_\_\_\_\_ Home Rule Charter \_\_\_\_\_ )

3. Compliance by property owner

License holders shall also be subject to the statutes of the Commonwealth of Massachusetts, the rules and regulations of

the Alcoholic Beverage Control Commission, as applicable, and all other relevant municipal laws and regulations.

All such licenses shall also be issued contingent upon the continued compliance with all appropriate State and Municipal licenses and permits which may pertain to the operation of premises including but not limited to the Common Victualler License requirements, food handlers permit, and if appropriate, entertainment and/or amusement licenses.

The location of the premises to be licensed shall be in compliance with the Zoning Bylaws of the Town, and, further, shall be limited to the LB-1 District, and shall be serviced by an adequate loading zone. The interior of said premises shall be strictly in accordance with the applicable provisions of the State Building Code and the respective rules and regulations of the Board of Health, Fire Chief, and all other applicable agencies of the Town of Belmont and the Commonwealth of Massachusetts. Failure to comply with said bylaws and codes shall be sufficient cause for revocation or suspension of said license by the Board of Selectmen.

To ensure compliance with their respective rules, regulations, and laws for which they are responsible to enforce, all agencies referred to in this Section, shall be afforded reasonable access to the licensed premises.

The Board of Selectmen or any Selectman, as well as the Chief of Police or his designee, shall be afforded access to the licensed premises during all hours of operation, including times when alcoholic beverage are being served.

The requirement of the Chief of Police relative to security precautions at the licensed premises, and the control of rowdiness, loitering and similar behavior shall be adhered to by the licensee, and failure to do so shall be just cause for revocation of the License.

#### 4. Filing of Application, Fees, Licenses

All license applications must be "complete" before being processed by the Board of Selectmen. An application shall be considered "complete" and therefore accepted by the Town when it has been filed in accordance with these procedural instructions and all forms required have been fully completed and executed. Filing fees must be paid prior to acceptance of the application by the Town. Annual license fees shall be payable immediately upon approval of the license by the Board of Selectmen. Filing fees and license fees shall be paid for by certified check. Filing fees are non-returnable once an application has been accepted by the Selectmen. License fees shall not be prorated and once paid are not refundable in whole or in part.

5. Public Hearing, Notification of Abutters

Upon acceptance of an application (a preliminary determination having been made that the tendered documents are sufficiently complete so as to warrant consideration of the merits of the applications), the Board of Selectmen will hold at least one public hearing. The public hearing shall be conducted within thirty (30) days of acceptance of a complete application. The applicant shall notify all abutters of the public hearing and his intention to seek a liquor/restaurant license from Town as required by G.L. C.138 S. 15a.

Prior to the public hearing, the applicant shall present evidence to the Town of his compliance with this notification requirement.

6. Non-Compliance

Any license issued for the sale of any manner of any alcoholic beverages shall be issued on the condition that there shall be strict compliance with all of the rules and regulations of the Board of Selectmen as described herein. The failure to comply with these rules and regulations shall be sufficient cause or grounds for refusing to grant the license or permit, or for suspending, canceling, or revoking a license or permit already granted after giving said licensee due notice of the alleged non-compliance and an opportunity to be heard.

II. CONTENT OF APPLICATION

1. Standard Forms

Applications shall be made on forms provided by the Town of Belmont which at this time are as follows: Form 985 Liquor Application, Form 1985 statement under Chapter 652-1955; Form 976A Common victuallers Application for Transfer (if appropriate). The above forms are all standard Hobbs and Warren forms.

2. Building and Site Plans

In addition to the above forms, each application must contain the following information shown on a plan drawn to scale by a registered architect or engineer.

Building Plans

- a. The net floor area and the prospective decor and dimensions of each room or rooms requested to be licensed,

including dining room, function rooms, and rooms in which alcoholic beverages are to be stored. Net floor area shall be the area of the room or rooms measured between the interior walls exclusive of stairways, service bars, hallways, lobbies, kitchens, waiting areas, etc.

- b. The location of any proposed service bars.
- c. The area in which seats or benches are to be securely fastened to the floor and/or walls forming what are commonly called booths.
- d. The area in which there are to be movable or unsecured seats and tables.
- e. The total number of arrangement of seats.
- f. Entrances and exists.
- g. An architectural rendition of the exterior of the building.
- h. All rooms not being requested to be licensed, if said rooms are to be on the same floor as those rooms to be licensed, shall be labelled as to their function, such as kitchens, coat rooms, toilets, rest rooms, lobby, etc. The actual use of these ancillary areas shall be strictly limited to the uses indicated on said plans.

Site Plans

- a. Off-street parking.
- b. Landscaping.
- c. Exterior lights and signs.

3. Menus, Experience and Qualification

The Board of Selectmen may, in considering a license application, request for review purposes, copies of proposed menus and a description of food to be served and the manner in which such food shall be served. The Board may also review the experience and qualifications of the applicant, manager, and any other principal operators of the licensed premises prior to the issuance or renewal of said license.

- 4. The Board of Selectmen shall not act on any application, except to deny the issuance of the license applied for, in instances where the restaurant or function room in question requires additional construction in order to comply with the minimum seating capacity requirements as set forth in Chapter \_\_\_\_ Acts of \_\_\_\_.

5. The Board of Selectmen shall not act on any application for a license, or for renewal of a license, unless the applicant submits to the Board of Selectmen a written plan for compliance with laws of the Commonwealth of Massachusetts regarding obligations and liabilities of holders of licenses for the sale of alcoholic beverages, including, without limitation, obligations and liabilities regarding the sale of alcoholic beverages to minors and regarding conduct resulting from the consumption of alcoholic beverages sold by a license holder. No such license or renewal of a license shall be granted unless the Board of Selectmen approves, in writing, the written plan submitted by an applicant.

**III. AUTHORITY AND QUALIFICATIONS OF LICENSEE'S REPRESENTATIVE**

No corporation organized under the laws of the Commonwealth, or of any other state or foreign country, shall be given a license to sell, in any manner, any alcoholic beverages unless such corporation shall have first appointed, by vote of its Board of Directors or other similar board, as manager or other principal representative, a citizen of the United State and shall have vested in him, by properly authorized and executed written delegation, full authority and control of the premises described in the license application of such corporation and of all business therein relative to alcoholic beverages as the licensee itself could, in any way, have or exercise if he were a natural person resident in the Commonwealth; nor unless such manager or representative is, with respect to his character, satisfactory to the licensing authorities.

**IV. LICENSES AND FEES; DURATION; RENEWAL, ETC.**

**1. Filing Fee**

A filing fee of \_\_\_\* will be required and must be paid at the time of original application. The filing fee shall not be refundable in the event of the Board of Selectmen approve or deny license applied for.

**2. License Fee**

The annual license fee for the alcoholic/restaurant license shall be \_\_\_\*.

**3. Renewals**

A filing fee of \_\_\_\* will be required and must be paid at the time of any renewal application.

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\* According to Chapter 138, Section 12, a minimum of \$500 and a maximum of \$5,000 is allowed for the total of the filing fee and license fee.

4. Transfers

Each application for approval of transfer of ownership or transfer of location shall be accompanied by a \_\_\_\* fee. A transfer of location shall be considered an original application and processed as such. A transfer of ownership may be conditioned upon the proof of payment of all outstanding local, state and federal taxes including without limiting the foregoing the remission to the proper taxing authorities of sales taxes, excise taxes and withheld federal and state income taxes. Transfers of ownership to trustees in bankruptcy, court appointed receivers or assignees for the benefit of creditors and those taking title or possession of the licensed premises by, through or under them acquire no rights to the license or the renewal or transfer of such license. Bona fide mortgagees in possession who are listed in the application as holding such interest shall be treated in the same manner as the original licensee.

5. Duration

All licenses once issued are valid until December 31 of each year and must be renewed prior to that date. It shall be the responsibility of the licensee to file a renewal application at least 30 days prior to expiration of the existing license.

6. Renewals

Renewal applications shall require updating of all previously filed statements and plans where appropriate.

To enforce the policy of providing for the sale of alcoholic beverages as an incidental part of a restaurant's primary and principal business of serving food to the public, any common victualler which holds a license for the sale of alcoholic beverages shall provide to the Board of Selectmen each year as part of its application for renewal of said license a statement regarding the gross receipts from the restaurant and the percentage of gross receipts derived from the sale of alcoholic beverages. Such statement shall be certified by a Certified Public Accountant. The figure of 20 percent of gross receipts to be derived from the sale of alcoholic beverages shall be considered as a reasonable standard the sale of alcoholic beverages incidental to the service of food. If from its review of such financial statements and/or other relevant factors, it is the determination of the Board of Selectmen that the service of alcohol has become other than incidental to the service of

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\* The same ranges cited in Section IV(2) above applies.

food in a restaurant, the Board may deny the renewal of the license. The provisions of this paragraph shall not abridge any other powers conferred upon the Board of Selectmen with respect to the sale of alcoholic beverages.

7. Failure to Renew

Failure to renew prior to expiration shall result in a loss of license and any subsequent license request must then be treated as a completely new application.

V. RULES AND REGULATIONS

1. Hours Generally

The hours during which sales of alcoholic beverages may be made by any licensee shall be from 11:00 A.M. to 12:00 A.M. Monday through Saturday and from 12:00 Noon to 12 A.M. on Sunday. All alcoholic beverages procured prior to closing time shall be consumed by such hour or removed from the customer.

2. Hours - Dining Room

The hours during which the sales of alcoholic beverages may be made in a dining room are further limited to the time when the dining room is open and full food service is available.

3. Food Service, Private Functions

Except in the case of private functions, the service of meals is required in all areas in which alcoholic beverages are to be served. There shall be no service of alcoholic beverages to a patron unless the patron is seated at a table in the dining room. Private functions shall take place only in a portion of the licensed premises which area shall be in addition to the space required for the 100 seats available to the general public. Such functions may be held only in rooms duly licensed for the service of alcoholic beverages and shall be closed to the general public.

4. Seating Requirements

In determining whether a facility meets the minimum seating capacity as set forth in Chapter \_\_, Acts of \_\_, the Board of Selectmen shall apply the standards set forth in the regulations of the Department of Public Safety. (Form B-1)

5. Service Bar

a. Stools or benches at service bars are prohibited.

- b. The sale or service of alcoholic beverages at service bars is prohibited.
- c. Service bars are prohibited in locations not expressly approved and authorized by Board of Selectmen in writing.
- d. The location of service bars shall not be changed unless approved by the Board of Selectmen and unless an amended plan is submitted to the Board showing the proposed change.

6. Cocktail Lounges, Dining Rooms

- a. Cocktail lounges are prohibited.
- b. The sale or service of alcoholic beverages is prohibited in any area not licensed by the Board of Selectmen and no change in such area or location shall be made without prior approval of the Board of Selectmen and unless an amended plan is presented to said Board.
- c. No alcoholic beverages shall be served at counters or any similar type of location notwithstanding the fact that meals and other food service may be available at such locations; nor shall the area comprising such counters and related seating be used in computing whether or not the facility complies with the minimum seating capacity as set forth in Chapter \_\_\_\_, Acts of \_\_\_\_.
- d. No alcoholic beverages shall be sold and/or served from the premises to be consumed outside the premises, i.e., curb service, window service, take-out service, etc.
- e. The sale of alcoholic beverages at reduced or discontinued prices during specified times, including without limitation, "happy hours", and "two for the price of one" specials, is expressly prohibited.

7. Number of licenses per business entity and premise

- a. No individual, partnership or corporation shall be issued more than one license.
- b. No more than one alcoholic beverages license may be exercised on the same premise at any time.

8. Supervision - Presence

a. Manager

The manager or representative of the licensee shall, at all times during which alcoholic beverages are being sold pursuant to the license of such corporation, be present on the licensed premises and shall be available to the licensing

authorities during all such times unless some other person similarly qualified, authorized and satisfactory to the licensing authorities and whose authority to act in place of such manager or principal representative shall first have been certified to the licensing authorities in the manner aforesaid, is present on the premises and is acting in the place of such manager or principal representative. The full name, residential address, business and home telephone numbers of said manager or representative must be on file in the Selectmen's office. Failure to have such information on file and current shall alone be sufficient cause for revocation or suspension of such license.

b. Order

The manager or representative shall at all times maintain order and decorum on the premises and in the immediately surrounding area of the premises and shall cooperate in all ways with Town officials including but not limited to representatives from the Building Department, Board of Health, and the Fire and Police Departments in ensuring safe and orderly facilities.

9. Violation of Rules and Regulations

Any license issued under these rules and regulations may be suspended or revoked by the Board of Selectmen when any of the rules or regulations are violated. Suspension or revocation shall be initiated by the Board by written notification to the license holder. The Board shall hold a public hearing upon such suspension or revocation. The hearing shall be commenced within two weeks of the notice of intent to suspend or revoke said license.

10. Exercise of License

The licenses shall continuously operate the licensed premises in accordance with the terms and conditions of his license. The closing of the licensed premises for any reason for a period of 7 consecutive days or more, or for any 10 days during the calendar year without prior approval of the Board of Selectmen shall be deemed to be an abandonment of the license and sufficient grounds for revocation.

11. True Names of Owners

The licensee shall disclose in his application the true corporate name of the applicant, its state of incorporation and the names and addresses of its current corporate officers. He shall indicate the true names and residential addresses of any owners holding five percent or more of the outstanding corporate stock or the true names of the owners of five percent or more of

the beneficial equity if the stock is held by trustees or straws for the benefit of others.\* If the licensed corporation is owned or controlled by another corporation, the true names and addresses of the owners of five percent or more of this holding corporation shall also be listed. The failure to notify the Board of Selectmen of any changes in the corporate ownership within seven days of the occurrence shall be deemed a violation of the license and be sufficient cause for its revocation.

12. Full Financial Disclosure

The Board of Selectmen may require the applicant to supply complete financial statements of the corporations or persons involved in the original application or request for transfer for the purpose of determining the financial responsibility and capability of the applicants.

ADOPTED BOARD OF SELECTMEN

\_\_\_\_\_  
Chairman  
  
\_\_\_\_\_  
  
\_\_\_\_\_

\* If mortgagees desire to succeed to any rights in the license, full disclosure of their interest must be listed in the application.

# WINCHESTER CHAMBER OF COMMERCE

25 WATERFIELD ROAD

WINCHESTER MASSACHUSETTS 01890

(617) 729 8870

## APPENDIX 5 TOWN DAY

### MEMO

TO: John Connery, Connery Associates  
FROM: Catherine Alexander  
DATE: February 1, 1989  
RE: Town Day - General Information

I have met with a director of the Melrose Chamber of Commerce who gave me some additional ideas for generating revenue in order to make this event a profitable undertaking for an organization. As you know, Winchester Town Day is run by a group of volunteers who raise money from the business community to underwrite the cost of the event. Thus, if I were given the responsibility of initiating this project, I would make the following recommendations:

1. Publicize a general meeting urging support from residents as well as business community - make it a town-wide effort from the beginning. Send invitations to public officials, clubs and organizations, other community leaders. Write several articles for newspaper. Make everyone feel they are important to the success of the event.
2. Important to get support of town officials and involve them in the process. Large expense for this event could be underwritten by the town if they would give you police coverage and DPW assistance.
3. Choose a date and raindate. (Arlington, Melrose, and Stoneham are in September; Winchester is in June.)
4. The following will be necessary:
  - a. Insurance
  - b. Rental of platform
  - c. Rental of sound system
  - d. Mailings, printing of posters, etc.
  - e. Advertisements in newspapers
  - f. Auxiliary police
  - g. Closing off street, clean up, etc.
  - h. Entertainment

5. The following suggestions may be considered for your event to generate income:
  - a. Rent space to any business, club, organization or craft person. Example: Melrose charges \$65 for a space or \$100 for a 10 x 10 booth. Winchester charge \$25 and \$100 for food venders.
  - b. Run a breakfast at a location near center. This would be a great project for a club or bank to undertake.
  - c. Raffle - sell tickets. Prizes donated by local merchants.
  - d. Coupon booklet - sell booklet with special discounts the week of the event, etc.
  - e. Plan a dinner - Winchester Town Day sponsors a dinner. Bring in outside caterer, set up table behind town hall.
  - f. Town Day road race.
  - g. Fund-raising to solicit major sponsors who could be listed in program.
  - h. Sell T-shirts and buttons.
  - i. "Go to jail" - pay to have people put in jail.
  - j. "Dunk tank" - pay to dunk local officials, etc.
  
6. Suggestions for Entertainment:
  - a. Local bands (no charge)
  - b. Karate, Aerobics, Dance Studios do exhibitions
  - c. Fashion Show
  - d. "Decorate bike, tricycle contest"
  - e. Square dancing
  - f. Magicians, jugglers, etc.
  - g. Puppeteers
  - h. "Spelling Bees", essay contests
  - i. Contest for merchants to decorate store windows.
  - j. Bake sales, contests.
  
7. In conclusion, remember to make meetings fun for all and to divide the responsibilities so that no one individual is overburdened. Suggest the following committees be established after a chairman is selected:
  - a. Logistics - responsible for setting up platforms, sound systems and blocking off streets early in a.m.
  - b. Entertainment
  - c. Sale and allocations of booth spaces
  - d. Chairman of T-shirt, buttons and any other project that committee will sponsor such as breakfast, dinners, raffles, coupon books, etc.
  - e. Publicity
  - f. Treasurer

## COST ESTIMATES AND ASSUMPTIONS

	<u>ITEMS</u>	<u>ASSUMPTIONS</u>
Year 1989-1990	85 foot traffic divider 3 feet in width	<ul style="list-style-type: none"> <li>o Granite curbing at \$25/linear foot installed</li> <li>o Concrete at \$6/S.F.</li> <li>o Design and supervision by Town Engineering Department</li> <li>o Signs installed by Town DPW</li> </ul>
	Crosswalks	<ul style="list-style-type: none"> <li>o Painted by Town DPW</li> </ul>
	Relocate mailbox	<ul style="list-style-type: none"> <li>o Town DPW and U.S. Post Office</li> </ul>
	Parking Assistants Salary	<ul style="list-style-type: none"> <li>o 4 hrs/day at \$10/hr, 6 days/wk 52 weeks/year</li> </ul>
Year 1990-1991	Median Strip 800' x 7' average	<ul style="list-style-type: none"> <li>o Granite @ \$25/S.F.</li> <li>o Concrete \$6/S.F.</li> </ul>
	Trees (3.5" diameter at 18" elevation), Greenspier Honey Locust, installed with grates	<ul style="list-style-type: none"> <li>o \$1,500 each; installed</li> </ul>
	Street Lights Double Luminaire; Installed; cast iron poles, aluminum luminaire 150 watts	<ul style="list-style-type: none"> <li>o \$7,000 each</li> <li>o NOTE: if installed by Town, cost may be reduced by up to \$2,000/pole</li> </ul>
	Bollards, at crosswalk/ median intersection	<ul style="list-style-type: none"> <li>o \$800 each</li> </ul>
Year 1991-1992	Sidewalk repair and reconstruction; includes tree grates	<ul style="list-style-type: none"> <li>o \$30,000 S.F. at 10 per ft.</li> </ul>
	32 trees, installed	<ul style="list-style-type: none"> <li>o \$1,500 each</li> </ul>
	30 light poles	<ul style="list-style-type: none"> <li>o \$7,000/double luminaire, \$5,000/single luminaire</li> </ul>
	Benches	<ul style="list-style-type: none"> <li>o \$1,200 per bench installed</li> </ul>

	<u>ITEMS</u>	<u>ASSUMPTIONS</u>
Year 1992-1993	Reconstruction of Town Common	o \$55/S.F. for site work and replantings
	Benches (unknown number)	o \$1,200/bench
	Granite	o \$25/linear foot

Bishop's Crook 16'-0" ± Steel Post  
 Bishop's Crook Twin Arm  
 Manchester — 110 Globe — Luminaire

**LUMINAIRE SPECIFICATIONS**

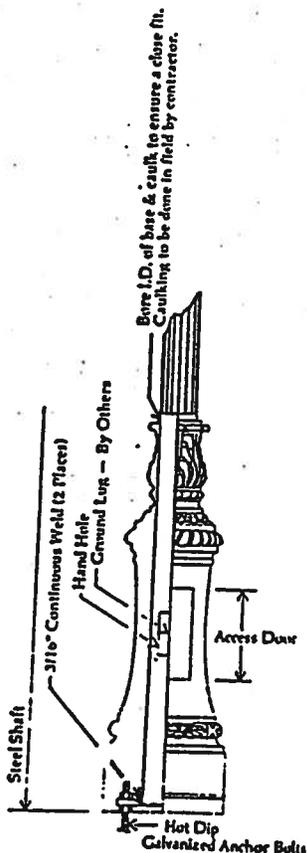
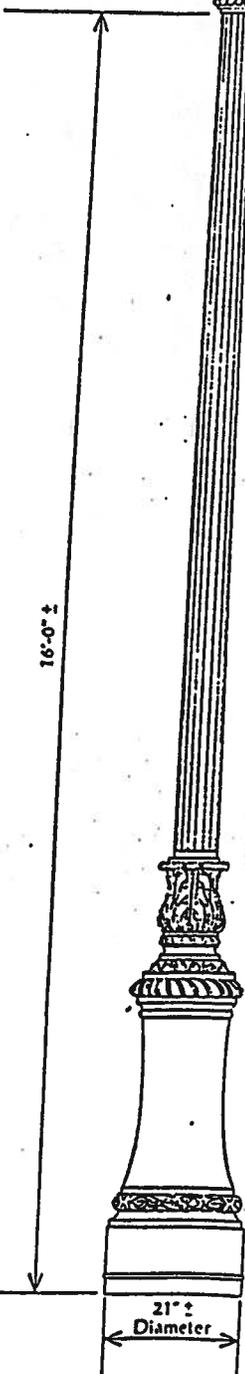
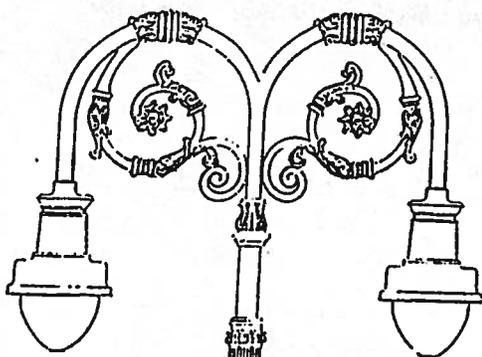
Style:	Manchester — 110 Globe
Height:	26" ±
Width:	16" ±
Material:	Cast Aluminum
Globe/Panels:	Polycarbonate or Acrylic
Finish:	Finish Paint
Wallage/Lamping:	Mercury Vapor (100, 175 or 250 Watt) High Pressure Sodium (70, 100, 150, or 250 Watt) Metal Halide (175 or 250 Watt) Incandescent
Distribution:	Symmetric Asymmetric
Voltage:	120, 208, 240, 277 or 480
Options:	Available

**CROOK SPECIFICATIONS**

Style:	24 Bishop's Crook Twin
Height:	6'-0" ±
Width:	58" ± C <sub>L</sub> of Luminaire to C <sub>L</sub> of Luminaire
Material:	Aluminum Pipe — Cast Aluminum Ornamentation
Finish:	Iron Oxide Red — Prime Paint
Options:	Available in a Single Unit

**LAMP POST SPECIFICATIONS**

Style:	24 Bishop's Crook Steel
Height:	16'-0" ±
Light Center:	18'-6" ±
Base:	21" ± Diameter
Material:	A) Shaft: 7, 9, or 11 Gauge — 16 Flute — Steel-Monotube Construction B) Base: Heavy Wall Cast Iron, Per A.S.T.M., A 48-83 Class 30
Finish:	Iron Oxide Red — Prime Paint
Access Door:	Located in Base to Coincide w/Hand Hole in Steel Shaft
Anchor Bolts:	(4) 1" x 30" + 4" Hook (Fully Galvanized)
Bolt Projection:	5" Required Above Foundation
Bolt Circle:	On Application
Options:	Post Available in a Variety of Heights, Post also Available in Standard One Piece Cast Iron Unit, Other Variations on Post Available, Base Available as a Slip Over (one piece) or Wrap Around (two piece)
Shaft Options:	16 Flute — .14"/1'-0" Taper Shown — Also Available are Different Tapers and Number of Flutes



24 BISHOP'S CROOK BASE & STEEL SHAFT DETAIL

*Bishop's Crook 18'-0" ± Steel Post*  
*Bishop's Crook — Russell Field Adaption Arm*  
*Manchester — 110 Globe — Luminaire*

### LUMINAIRE SPECIFICATIONS

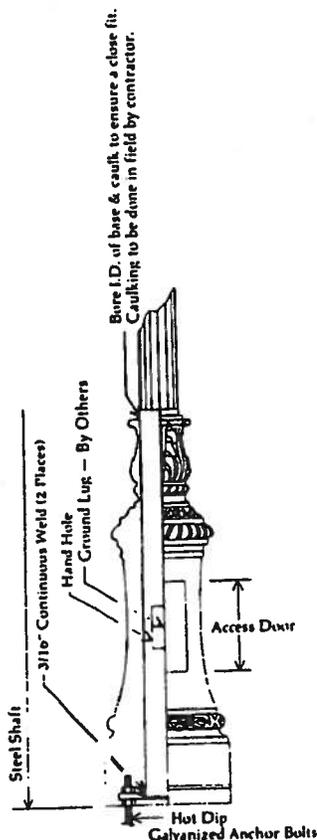
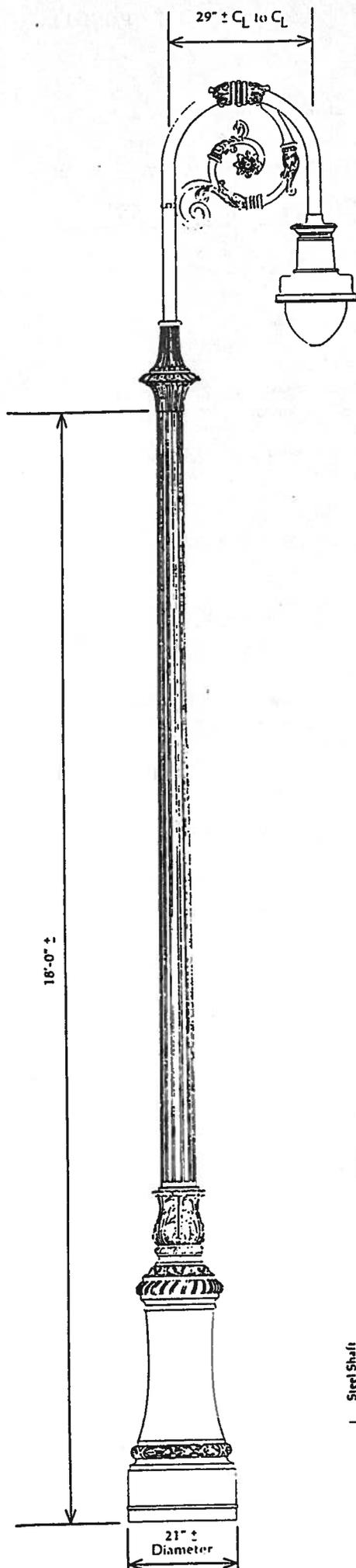
<b>Style:</b>	<i>Manchester — 110 Globe</i>
<b>Height:</b>	<i>26" ±</i>
<b>Width:</b>	<i>16" ±</i>
<b>Material:</b>	<i>Cast Aluminum</i>
<b>Globe/Panels:</b>	<i>Polycarbonate or Acrylic</i>
<b>Finish:</b>	<i>Finish Paint</i>
<b>Wattage/Lamping:</b>	<i>Mercury Vapor (100, 175 or 250 Watt)</i> <i>High Pressure Sodium (70, 100, 150, or 250 Watt)</i> <i>Metal Halide (175 or 250 Watt)</i> <i>Incandescent</i>
<b>Distribution:</b>	<i>Symmetric</i> <i>Asymmetric</i>
<b>Voltage:</b>	<i>120, 208, 240, 277 or 480</i>
<b>Options:</b>	<i>Available</i>

### CROOK SPECIFICATIONS

<b>Style:</b>	<i>24 Bishop's Crook — Russell Field Adaption</i>
<b>Height:</b>	<i>5'-4" ±</i>
<b>Width:</b>	<i>29" ± C<sub>L</sub> of Post to C<sub>L</sub> of Luminaire</i>
<b>Material:</b>	<i>Aluminum Pipe w/Cast Aluminum Ornamentation</i>
<b>Finish:</b>	<i>Iron Oxide Red — Prime Paint</i>
<b>Options:</b>	<i>Crook Available in a Variety of Heights, Also Available as a Twin Unit</i>

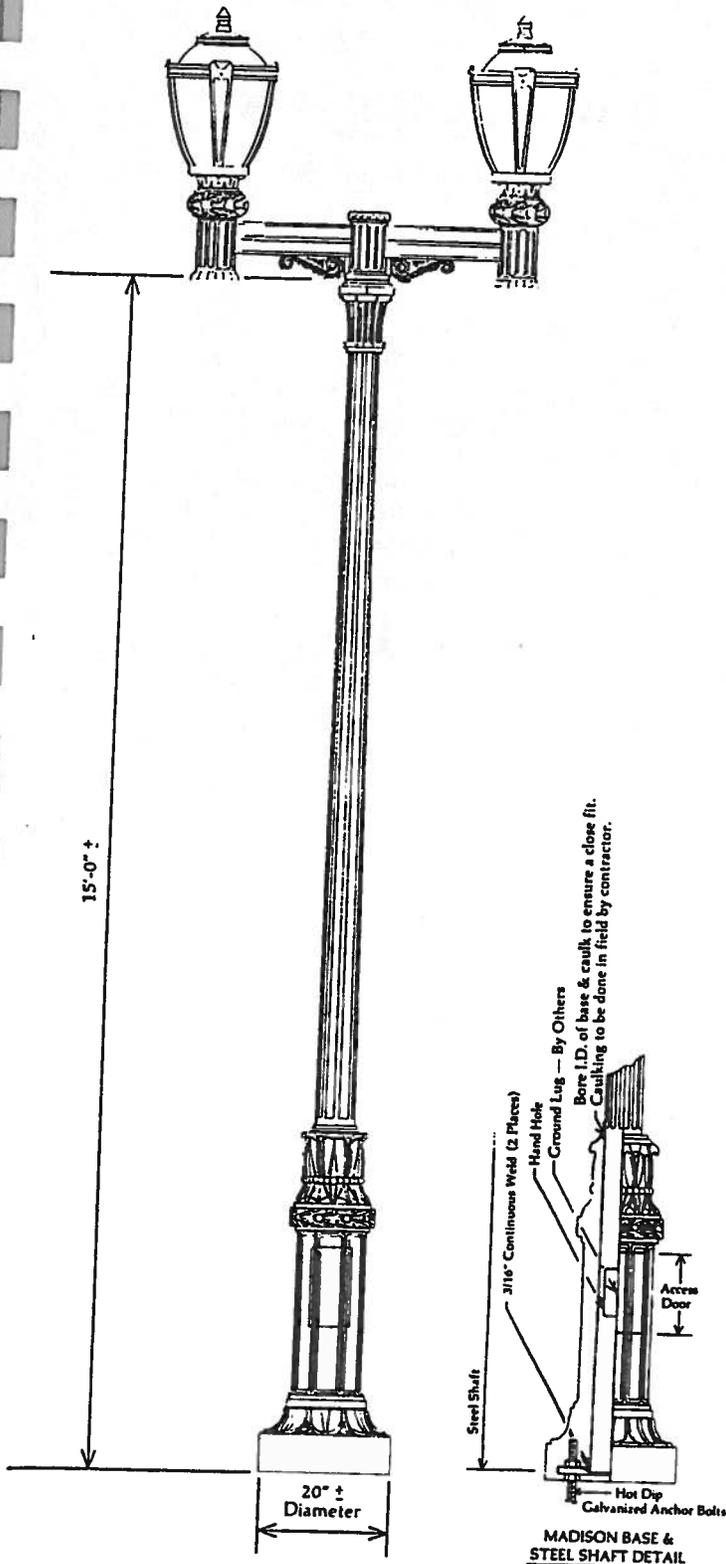
### LAMP POST SPECIFICATIONS

<b>Style:</b>	<i>24 Bishop's Crook Steel</i>
<b>Height:</b>	<i>18'-0" ±</i>
<b>Light Center:</b>	<i>19'-8½" ±</i>
<b>Base:</b>	<i>21" ± Diameter</i>
<b>Material:</b>	<i>A) Shaft: 7, 9, or 11 Gauge — 12 Flat Flute Steel—Monotube Construction</i> <i>B) Base: Heavy Wall Cast Iron, Per A.S.T.M., A 48-83 Class 30</i>
<b>Finish:</b>	<i>Iron Oxide Red — Prime Paint</i>
<b>Access Door:</b>	<i>Located in Base to Coincide w/Hand Hole in Steel Shaft</i>
<b>Anchor Bolts:</b>	<i>(4) 1" × 30" + 4" Hook (Fully Galvanized)</i>
<b>Bolt Projection:</b>	<i>5" Required Above Foundation</i>
<b>Bolt Circle:</b>	<i>On Application</i>
<b>Options:</b>	<i>Post Available in a Variety of Heights, Post also Available in Standard One Piece Cast Iron Unit, Other Variations on Post Available, Base Available as a Slip Over (one piece) or Wrap Around (two piece)</i>
<b>Shaft Options:</b>	<i>12 Flat Flute — .14"/1'-0" Taper Shown — Also Available are Different Tapers and Number of Flutes</i>



**24 BISHOP'S CROOK BASE & STEEL SHAFT DETAIL**

*Madison 15'-0" ± Steel Post  
Madison Twin w/U.S. Scrolls Cross Arm  
Van Buren Luminaire*



### LUMINAIRE SPECIFICATIONS

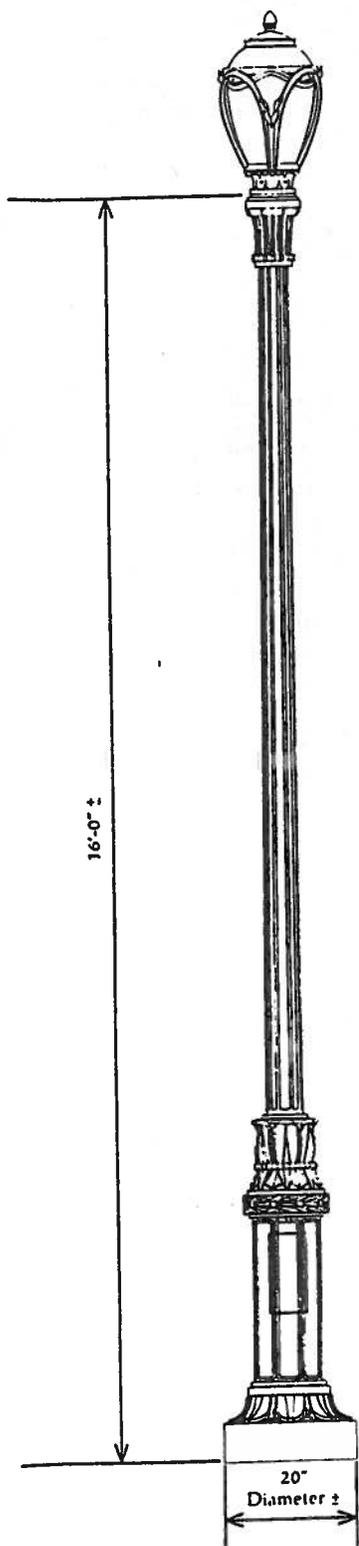
Style:	Van Buren (Battery Park)
Height:	27" ±
Width:	16" ±
Material:	Cast Aluminum
Globe/Panels:	Polycarbonate
Finish:	Finish Paint
Wattage/Lamping:	Mercury Vapor (100, 175 or 250 Watt) High Pressure Sodium (50, 70, 100, or 150 Watt) Metal Halide (175 Watt) Incandescent
Distribution:	Symmetric
Voltage:	120, 208, 240, 277 or 480

### CROSS ARM SPECIFICATIONS

Style:	Madison Twin w/U.S. Scrolls (2 at 180° Apart)
Height:	1'-0" ±
Width:	46" ± C <sub>L</sub> of Luminaire to C <sub>L</sub> of Luminaire
Material:	Cast Iron
Finish:	Iron Oxide Red — Prime Paint
Options:	Available w/Out Scrolls Cross Arm Available in Different Widths (3 Way, 4 Way and 5 Way)

### LAMP POST SPECIFICATIONS

Style:	Madison Steel
Height:	15'-0" ±
Light Center:	17'-7" ±
Base:	20" ± Diameter
Material:	
A.) Shaft:	7, 9, or 11 Gauge - 8 Flat Flutes - Steel-Monotube Construction
B.) Base:	Heavy Wall Cast Iron, Per A.S.T.M., A 48-83 Class 30
Finish:	Iron Oxide Red — Prime Paint
Access Door:	Located in Base to Coincide w/Hand Hole in Steel Shaft
Anchor Bolts:	(4) 1" × 30" + 4" Hook (Fully Galvanized)
Bolt Projection:	5" Required Above Foundation
Bolt Circle:	On Application
Options:	Post Available in a Variety of Heights Post Also Available in Standard One Piece Cast Iron Units in a Variety of Heights Base Available as a Slip Over (one piece) or Wrap Around (two piece)
Shaft Options:	8 Flat Flute — .10"/1'-0" Taper Shown - Also Available are Different Tapers and Number of Flutes

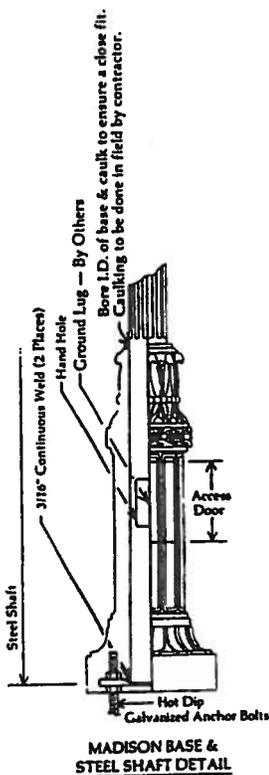


## LUMINAIRE SPECIFICATIONS

Style:	Lincoln (Central Park)
Height:	27" ±
Width:	16" ±
Material:	Cast Aluminum
Globe/Panels:	Polycarbonate
Finish:	Finish Paint
Wattage/Lamping:	Mercury Vapor (100, 175, or 250 Watt) High Pressure Sodium (50, 70, 100, or 150 Watt) Metal Halide (175 Watt) Incandescent
Distribution:	Symmetric
Voltage:	120, 208, 240, 277 or 480

## LAMP POST SPECIFICATIONS

Style:	Madison Steel
Height:	16'-0" ±
Light Center:	17'-7" ±
Base:	20" ± Diameter
Material:	
A.) Shaft:	7, 9, or 11 Gauge - 8 Flat Flute - Steel-Monotube Construction
B.) Base:	Heavy Wall Cast Iron, per A.S.T.M., A 48-83 Class 30
Finish:	Iron Oxide Red — Prime Paint
Access Door:	Located in Base to Coincide w/Hand Hole in Steel Shaft
Anchor Bolts:	(4) 1" × 30" + 4" Hook (Fully Galvanized)
Bolt Projection:	5" Required Above Foundation
Bolt Circle:	On Application
Options:	Post Available in a Variety of Heights Post Available in Standard One Piece Cast Iron Unit Available in a Variety of Heights Base Available as a Slip Over (one piece) or Wrap Around (two piece)
Shaft Options:	8 Flat Flute - .10"/1'-0" Taper Shown - Also Available are Different Tapers and Number of Flutes



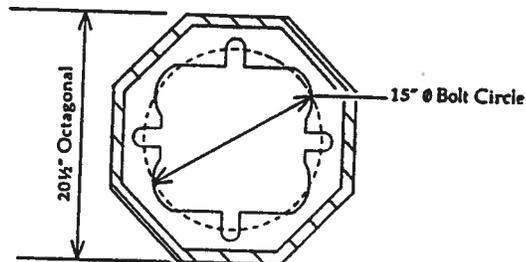
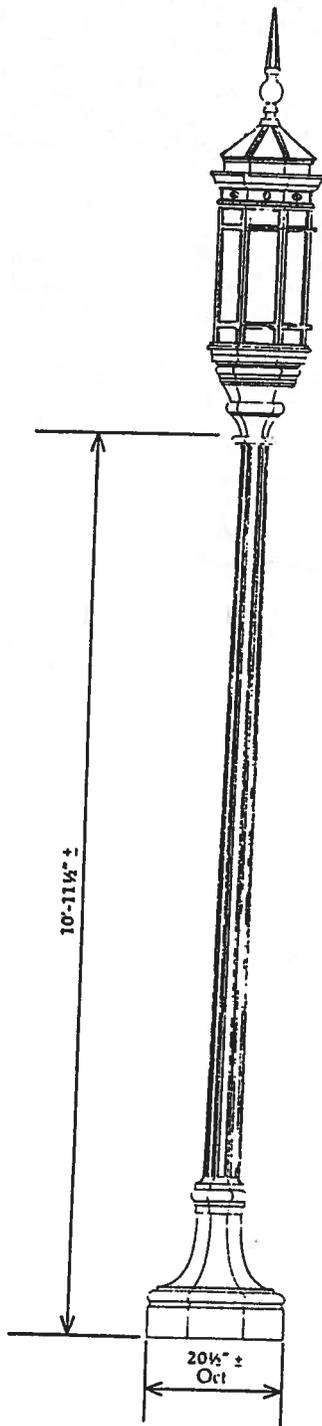
Harrisburg/Baltimore 10'-11½" ± Post  
 Harrisburg/Baltimore Luminaire

## LUMINAIRE SPECIFICATIONS

Style:	Harrisburg/Baltimore
Height:	4'-11" ± (59" ±)
Width:	18½" ±
Material:	Cast Aluminum
Globe/Panels:	Clear Polycarbonate
Finish:	Finish Paint
Wattage/Lamping:	Mercury Vapor (100 or 175 Watt) High Pressure Sodium (70, 100, or 150 Watt) Metal Halide (175 Watt) Incandescent
Distribution:	Symmetric Asymmetric
Voltage:	120, 208, 240, 277 or 480
Options:	Other Panels Available

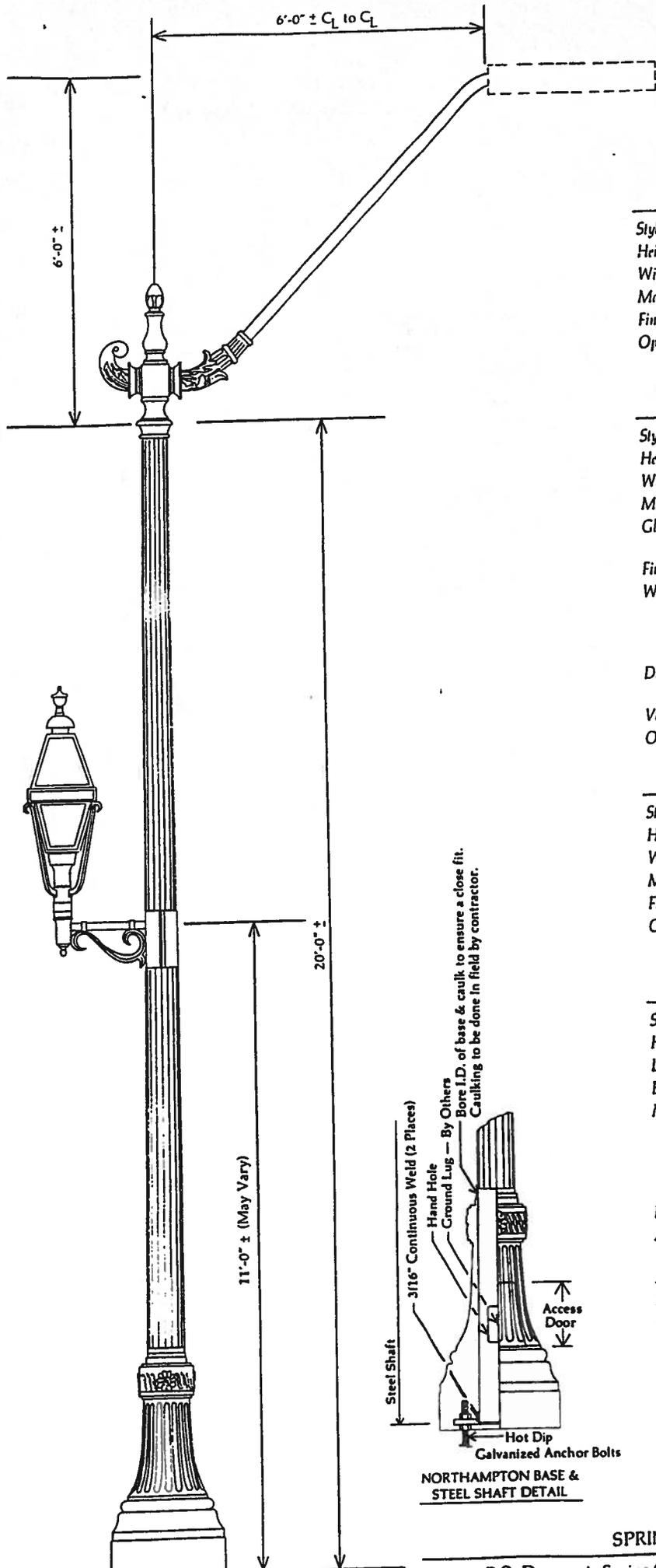
## LAMP POST SPECIFICATIONS

Style:	Harrisburg/Baltimore
Height:	10'-11½" ±
Light Center:	12'-8½" ±
Base:	20½" ± Octagonal
Material:	1 Piece, Heavy Wall Cast Iron, Per A.S.T.M., A 48-83 Class 30
Finish:	Iron Oxide Red — Prime Paint
Access Door:	Located in Base
Anchor Bolts:	(4) 1" × 30" + 4" Hook (Fully Galvanized)
Bolt Projection:	5" Required Above Foundation
Bolt Circle:	15" ± Diameter
Options:	Post Available in Different Heights



ANCHOR BOLT DETAIL

Northampton 20'-0" ± Steel Post  
 Northampton Arm/Cobra Head  
 Elizabeth Post Bracket  
 Jefferson Luminaire



### ARM SPECIFICATIONS

Style:	Northampton
Height:	6'-0" ±
Width:	6'-0" ± C <sub>L</sub> to C <sub>L</sub>
Material:	Steel Pipe - Cast Ductile Iron Ornamentation
Finish:	Iron Oxide Red — Prime Paint
Options:	Arm Available as a Twin Unit, Arm Height May Vary

### LUMINAIRE SPECIFICATIONS

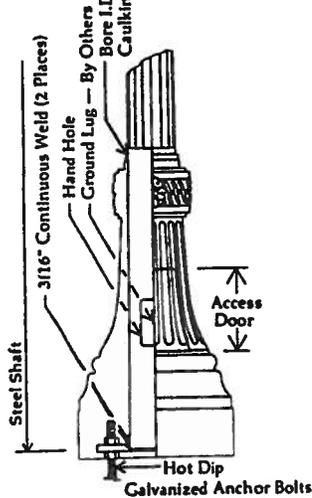
Style:	Jefferson
Height:	49" ±
Width:	17" ±
Material:	Cast Aluminum
Globe/Panels:	Clear, Frosted or Prismatic Available in Polycarbonate or Acrylic
Finish:	Finish Paint
Wattage/Lamping:	Mercury Vapor (175 Watt) High Pressure Sodium (70, 100 or 150 Watt) Metal Halide (175 Watt) Incandescent
Distribution:	Symmetric Asymmetric
Voltage:	120, 208, 240, 277 or 480
Options:	Luminaire Available w/Ladder Rest

### POST BRACKET SPECIFICATIONS

Style:	Elizabeth Single
Height:	1'-0" ±
Width:	1'-6" ± C <sub>L</sub> of Post to C <sub>L</sub> of Luminaire
Material:	Cast Aluminum
Finish:	Iron Oxide Red — Prime Paint
Options:	Post Bracket Available as a Twin Unit, Also Bracket Mounting Height Can Vary on Post

### LAMP POST SPECIFICATIONS

Style:	Northampton Steel
Height:	20'-0" ±
Light Center:	26'-0" ±
Base:	24" ± Diameter
Material:	
A.) Shaft:	7, 9, or 11 Gauge - 16 Flute - Steel-Monotube Construction
B.) Base:	Heavy Wall Cast Iron, per A.S.T.M., A 48-83 Class 30
Finish:	Iron Oxide Red — Prime Paint
Access Door:	Located in Base to Coincide w/Hand Hole in Steel Shaft
Anchor Bolts:	(4) 1" x 30" + 4" Hook (Fully Galvanized)
Bolt Projection:	5" Required Above Foundation
Bolt Circle:	On Application
Options:	Post Available in a Variety of Heights, Base Available as a Slip-Over (one piece) or Wrap-Around (two piece)
Shaft Options:	16 Flute - .14"/1'-0" Taper Shown - Also Available are Different Tapers and Number of Flutes



NORTHAMPTON BASE & STEEL SHAFT DETAIL

SPRING CITY ELECTRICAL MFG. CO.

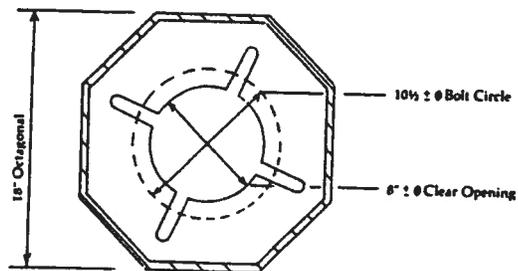
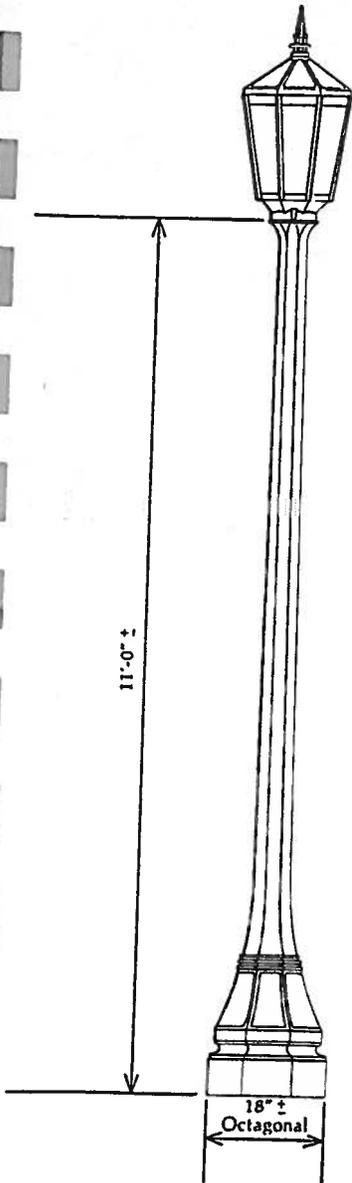
*Edgewater 11'-0" ± Post  
William and Mary 7" U. Fitter Luminaire*

### LUMINAIRE SPECIFICATIONS

**Style:** William and Mary 7" U. Fitter  
**Height:** 33" ±  
**Width:** 17" ±  
**Material:** Cast Aluminum  
**Globe/Panels:** Clear Polycarbonate  
**Finish:** Finish Paint  
**Wa:stage/Lamping:** Mercury Vapor (100 or 175 Watt)  
 High Pressure Sodium (70, 100 or 150 Watt)  
 Metal Halide (175 Watt)  
 Incandescent  
**Distribution:** Symmetric  
 Asymmetric  
**Voltage:** 120, 208, 240, 277 or 480  
**Options:** Available

### LAMP POST SPECIFICATIONS

**Style:** Edgewater  
**Height:** 11'-0" ±  
**Light Center:** 12'-3" ±  
**Base:** 18" ± Octagonal  
**Material:** 1 Piece, Heavy Wall Cast Iron, per A.S.T.M., A 48-83 Class 30  
**Finish:** Iron Oxide Red — Prime Paint  
**Access Door:** Located in Base  
**Anchor Bolts:** (4) 3/4" × 24" + 3" Hook (Fully Galvanized)  
**Bolt Projection:** 3" Required Above Foundation  
**Bolt Circle:** 10 1/2" ± Diameter  
**Options:** Post Height Available as 10'-0" ± and 12'-0" ±



ANCHOR BOLT DETAIL

# Connery Associates

PLANNING AND  
DEVELOPMENT CONSULTANTS

2A Winchester Terrace  
Winchester, MA 01890  
617/721-1964

## APPENDIX 8 INITIAL SUMMARY OF FINDINGS

### BELMONT CENTER REVITALIZATION Summary of Findings

During April and May of 1988 the Belmont Center Committee (Committee) and Connery Associates undertook a number of studies concerning existing conditions in Belmont Center (Center). This summary report and its supporting documents are being used to develop alternate scenarios for urban design, parking, traffic and marketing improvements.

#### 1.0 MARKET SURVEY

##### 1.1 Market Area and Characteristics

- A. Belmont Center is primarily a convenience oriented center with a higher than usual profile for shopper goods due to the existence of a department store, i.e. Filene's.
- B. The primary market area of the Center is the Town of Belmont. When out of town employees are removed from shopper survey the customer base is 9:1 in favor of Belmont residents.
- C. The Center does not receive significant competition from Waverly or Cushing Square; its major competition is from various local malls for both convenience and comparison goods.
- D. The Center has very little draw as a social center; thus, limiting its market share and overall exposure.

##### 1.2 Customer Characteristics

- A. The large majority of shoppers arrive by car (83%); however, the abutting neighborhoods provide at least 15% of the total trade volume since 15% of the shoppers arrive by walking.
- B. Most shoppers (72.5%) stay less than one hour, and 40% stay less than one-half hour; indicating the need for rapid turnover of parking spaces.
- C. A plurality of customers park on-street, but a majority use some form of off-street parking. Our recent parking survey indicates that some off-street areas have better turnover rates

than some on-street areas, indicating a serious problem with availability of the more convenient on-street parking.

- D. The availability of private parking spaces for shopper use is of critical importance to the operations of the Center, i.e. Filene's and Bay Bank lots in particular.
- E. The majority of the shoppers surveyed would like to see a full service restaurant in the Center. Further, fully 85% of those interviewed indicated that they would frequent a full service restaurant in the evenings, and this percentage is over 95% when asked of Belmont residents only.
- F. The amount of money spent per shopping trip is higher than usual for a small business center, indicating a strong market area from which to attract customers, i.e. 10-25 dollars per trip.

### 1.3 Issues of Concern

- A. Parking was cited as the number one concern. However, in our 15 years of experience this is the first instance where less than half surveyed indicated parking as a problem; usually the percentage is between 65% and 80%. Many of the people surveyed indicated an awareness of parking availability of parking in the Center, which our subsequent parking study confirmed.
- B. Store variety was cited by more than 40% of the those interviewed. Further examination indicates that this issue usually translates into the desire for a full service restaurant, hardware store, and supermarket.
- C. Visual image was cited by 1 in 3 surveyed, and half of those citing "traffic congestion" as a problem were specifically citing pedestrian safety (design) issues. Thus, when both responses are combined, the overall image/pedestrian safety issue emerges as the strongest concern.

### 1.4 General Comments

- A. Many residents expressed pride in being Belmont citizens and had positive feeling toward the Center but believe it can be significantly improved.
- B. The lack of a safe and attractive public space and the lack of amenities such as benches was cited voluntarily on numerous occasions. Based on the frequency of these unsolicited comments, we believe that if a safe and attractive public space can be provided it will not only improve the image of the Center, but be considered a town-wide amenity.

## 2.0 TRAFFIC/INTERSECTION ANALYSIS

### 2.1 Parking

- A. The efficient use of existing parking supply is the major parking problem, not overall parking supply.
- B. There is a significant amount of long-term parking occurring on-street (40% of the total supply is effected) and this has major negative implications for parking turnover.
- C. Long-term use on-street precludes, at a minimum, 210 convenient short-term parking spaces/trips during an average day.
- D. Off-street parking is not used to capacity, and the Claflin Street lot has excess capacity even at peak demand periods (excluding the Christmas season).
- E. There is sufficient parking capacity off-street to absorb all long-term demand.
- F. The private lot behind Filene's and the Bay Bank lot on Leonard Street are important short-term parking facilities for shoppers.
- G. Parking enforcement is vigilant and consistent but meter feeders are persistent and difficult to stop.

### 2.2 Traffic/Intersection Findings

- A. Annual traffic volume increases of 3 to 4% in the Center are a very high rate of increase and have significantly effected the operations and character of the Center.
- B. Belmont Center has been redesigned during the past 40-50 years to accommodate through traffic; this has encouraged faster vehicular speeds and the Center's use as a traffic corridor at the expense of a community center.
- C. The major intersection (Leonard, Concord, Channing) can operate with or without signalization. However, we believe that with traffic signals the number of major back ups during the P.M. peak hours would increase, but operational safety may improve.
- D. The current level of service is C through F during the peak hour of 4 p.m.-6 p.m.; gridlock occurs when certain lefts (such as Leonard Street to Channing Street) reach a particular level for any 15 minute period.

- E. The intersection may be improved without the use of traffic lights if 5% of the movements (all lefts) were prohibited during the P.M. peak hours, i.e. 4 p.m. to 6 p.m. Said lefts can all be accommodated elsewhere in the Center's traffic system.
- F. Traffic flow could be improved by stationing a policeman at the intersection during the A.M. and P.M. peak hours, not to direct traffic but to assist traffic flow as conditions warrant.

**3.0 ZONING/DEVELOPMENT CAPACITY**

We have reviewed the development capacity of the parcels that comprise Belmont Center to determine the most likely areas of redevelopment in the future. The figures derived from our analysis are based on the maximum Floor Area Ratio allowed by special permit, i.e. 1.5. As noted our figures represent the most likely development capacity not a theoretical capacity. We made the following assumptions:

- o No structure now producing revenue would be removed unless the resulting structure was at least double the existing floor area.
- o All parking requirements could be met on site; this requirement entails one level of below grade parking.
- o No new development would be permitted that substantially reduced pedestrian safety, such as additional curb cuts across busy pedestrian ways.

**3.1 Summary Statements**

A. Total Estimated Commercial Area (Excluding Town Facilities)	200,000 sq.ft.
Maximum Potential Expansion Capacity	40,000 sq.ft. 20% of existing capacity

Belmont Center has attained approximately 85% of its build-out capacity. New development which may occur will be in the form of expansions to existing structures with below grade parking. The overall potential development capacity is relatively small.

B. Location of Potential Development Sites

1. Channing Road: Three two-family residential structures (numbers 5, 7, 9, 11, 16, and 18 Channing Road )

Combined said structures can be redeveloped into a 28,643 square foot commercial facility, an increase of 218% over existing capacity.

2. Leonard Street: Two lots with associated structures, (numbers 80 and 90 Leonard Street); combined said lots can support 17,211 square feet of development, an increase of 91% compared to existing structures.

3. Leonard Street: Three lots with associated structures (numbers 30-48 Leonard Street), combined these lots can support 22,947 square feet of development, an increase of 146%. The single lot comprising 30-42 Leonard Street can support development up to 16,919 square feet or 125% over current capacity.

Of the three sites noted above, items 1 and 2 will be difficult to develop since more than one owner is involved, and parcel assembly may never occur.

However, the Leonard Street frontage from numbers 30-42 Leonard must be considered not only as having development potential but having the least "procedural" problems. We conclude that the next major development project in Belmont Center will most likely occur on the corner of Moore and Leonard Streets, and that said development will be able to meet all parking requirements via the construction of a one level below grade parking area.

4.0 URBAN DESIGN

Paul C.K. Lu and Associates of Belmont have prepared an initial design survey. Their report is a "problems and opportunities" approach to design issues. A reduced version of their report map is included in this findings report.

### REVITALIZATION SCENARIOS: INITIAL DISCUSSION

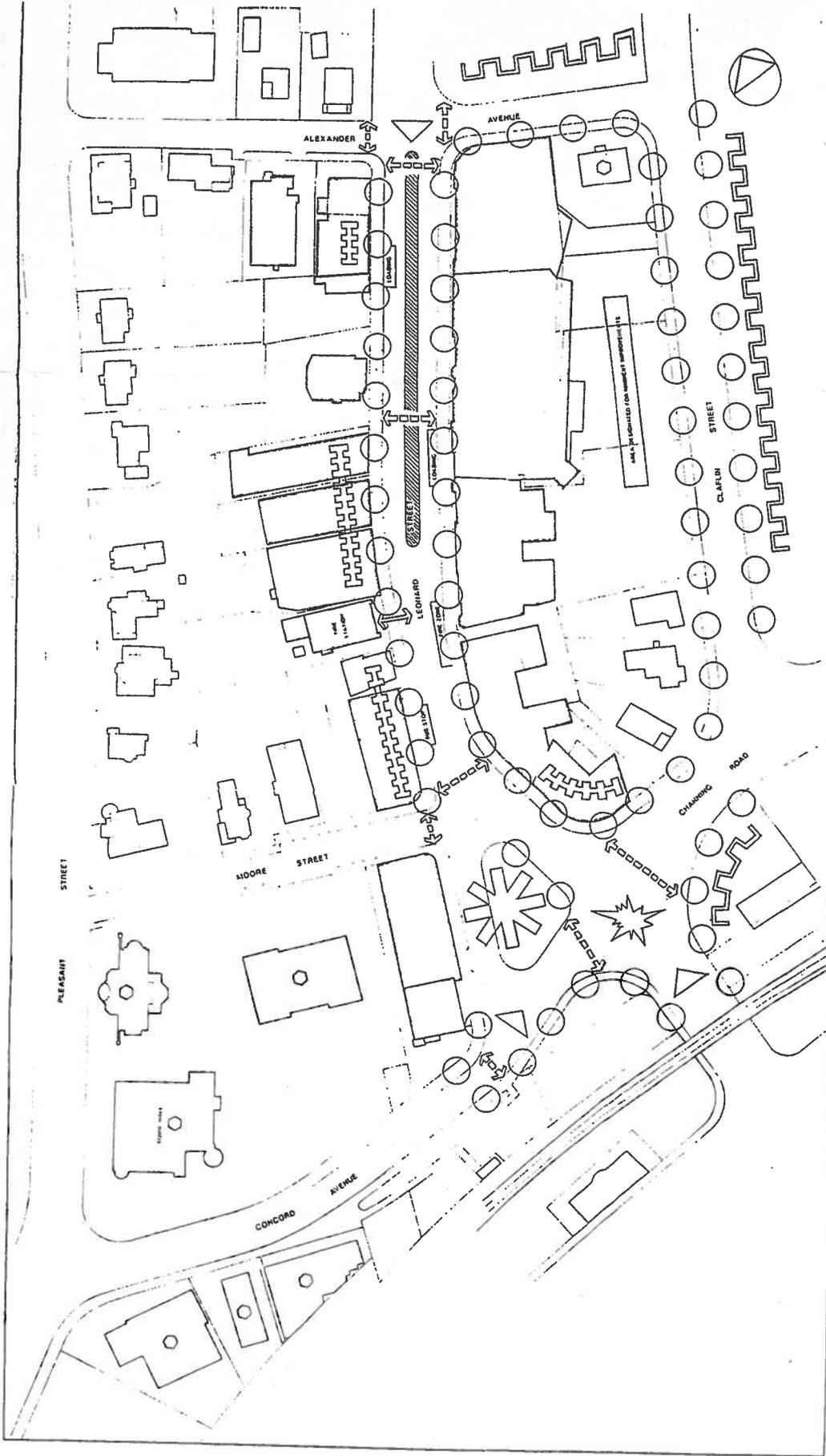
Any revitalization scenario prepared for citizen review must address one simple question, i.e. What would you like to see Belmont Center become in the next 10 to 20 years?

In answering the basic question Belmont must choose between two fundamentally different approaches. Neither is necessarily "right" or "wrong" but both lead inexorably to very different town centers. Essentially the choice is between a town center with a local perspective versus a town center with regional perspective. This choice does not necessarily result in a center whose land uses, traffic and market position are either all local or all regional in perspective.

Once a basic choice is made between local or regional orientation, the "What would your like to see the Center become?" question can be addressed in more detail; various design, traffic, parking and marketing alternatives can be then reviewed and selected.

Our Findings Summary, associated reports, and discussions with committee members and town officials have led us to the conclusion that Belmont has directed the Center towards a regional orientation not in terms of commercial market area but in terms of a regional traffic distribution center. Essentially, traffic has become the issue from which center development policy has emanated. We suggest that in the future traffic issues be viewed as one of the important concerns and not "the concern".

Our major conclusion from the review of the findings, and observations during the first phase of the study is that Belmont Center should arrest its drift towards a regional traffic distribution center. We contend that in the long-term Belmont Center will become at best a marginal traffic distribution center while irreparably damaging its role as a commercial, cultural and social center. We recommend that the community explore alternate scenarios for the Center given a policy of local orientation.



**CONCEPT PLAN**

DATE: JUNE 1984  
 BY: CONNERY ASSOCIATES  
 WINCHESTER, MASS.  
 PAUL, C. K. LU & ASSOCIATES  
 BELMONT, MASS.

**BELMONT CENTER REVITALIZATION PROJECT**

PRODUCED IN CONJUNCTION WITH  
 THE BELMONT CENTER COMMITTEE  
 FOR THE TOWN OF BELMONT

- LEGEND**
- OOO AREA OF STREETScape IMPROVEMENTS
  - ☆ AREA OF VEHICULAR COMPLEXITY
  - ☼ AREA OF SPECIFIC OPPORTUNITY
  - ☼ AREA OF STREETScape IMPROVEMENTS ON EDGE TREATMENT
  - ☼ EMPHASIZE ENVIRONMENTAL
  - ☼ FACILITATE/ENHANCE IMPROVEMENTS
  - ☼ NEW MEDIAN STRIP
  - ☼ PUBLIC BUILDING
  - ☼ FIRE STATION ACCESS

