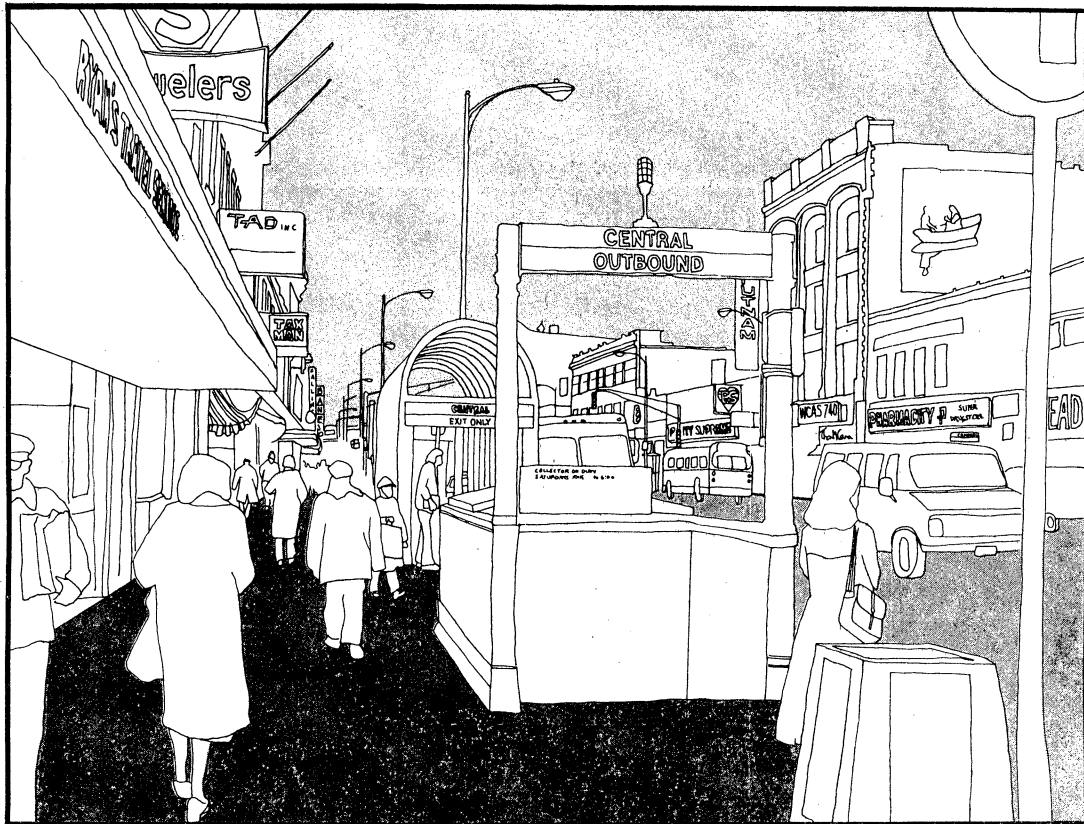

CENTRAL SQUARE REPORT

April 1983



Cambridge City Council Central Square Subcommittee

Councillor Daniel J. Clinton
Councillor Francis H. Duehay
Councillor Sandra Graham

Introduction

Central Square residents and business people have repeatedly expressed concern over the last several years to Cambridge officials about the deterioration of Central Square. They have stated that community residents increasingly shop elsewhere because the square is dirty, unsafe, and unattractive. When a community loses confidence in a commercial area, it can produce a ripple effect. Lost confidence means that those who rent property find it hard to locate preferred tenants. The wares and merchandise of less-preferred tenants become less attractive to shoppers, thus encouraging them to find other shopping outlets, often at suburban shopping malls. Spiralling deterioration deepens and even spills into surrounding residential districts.

For the last several months three city councillors Daniel J. Clinton, Francis H. Duehay, and Sandra Graham have formed themselves into a subcommittee to study these problems and to recommend possible initiatives the city could take to overcome them. Working with Deputy City Manager Richard Rossi, Assistant City Manager for Human Services, Jill Herold, Assistant City Manager for Community Development, Kathy Spiegelman, and Valerie Headley, Department of Human Services, they have met on fourteen occasions since November, 1982 each meeting lasting from 2 to 3 hours.

We have been motivated to work on this report in part due to the persistent prodding of the business association under the outstanding leadership of Carl Barron. But church and civic leaders like Leroy Attles, Jim Caragianes, Janet Rose, and David Steele have also motivated us to do better. Neighborhood groups in mid-Cambridge, neighborhood 4, and Riverside-Cambridgeport have increasingly turned their attention to Central Square. It is the hope of the city councillors preparing this report that the City Manager's Committee on Central Square will enlist the ideas and full participation of all civic leaders and groups in implementing the findings outlined below.

Prior to making this report public we have met with City Manager Robert Healy. City Manager Healy has indicated his full support in implementing the recommendations of the report and in providing the needed coordination and training within and among the city departments.

These problems and their solutions are complex. In the first place, city departments are not accustomed to working collaboratively around changing the

environmental quality of a given geographic area. Secondly, there is no existing vehicle for the city to engage in cooperative planning with its residential and business community. Thirdly, until recently, there has been an unwillingness to admit that the public's perception constitutes a major problem for all who live and work in Central Square. Finally, the city has not realized that it must, therefore, make a special, perhaps unprecedented, effort to provide the leadership to resolve this problem.

Councillors Clinton, Duehay and Graham share the opinion that Central Square must be restored as a vibrant commercial shopping center which meets the needs of those who live in surrounding neighborhoods and work in nearby offices. While the city must radically improve its standards for issuing licenses and permits, for cleaning the streets and picking up trash, and for enforcing the municipal ordinances, it does not mean that the city should encourage Central to gentrify at even a faster pace, thus turning Massachusetts Avenue into Newbury Street. Instead we call for a renaissance for Central Square for those who now live and work there, not as a way of displacing or uprooting long-term residents and businesses. We wish to preserve the diversity of people and shops. Perhaps more than any other part of Cambridge, Central Square is the meeting place of the city's cultures, races, and neighborhoods. It is this quality we are fighting to preserve and to enhance.

The city cannot alone solve the interrelated problems described below, although it can do far more than at present. Those who live and work in Central Square must continue to insist that the city keep the square clean and safe and that owners of property rent to tenants who will provide for their shopping needs. Civic and business leaders must assist in enforcing the ordinances by holding the members of their associations, as well as the city, to high standards. Unless this concerted and cooperative effort is made to save Central Square and to shape it to existing needs, high tech office space may replace the diversity we wish to encourage.

This report identifies 8 specific areas in which the city, working closely with residents and merchants, must take leadership. In our judgment, three pre-conditions must be met in order for improvement to be permanent:

1. A sense of increased urgency and priority must exist among key city

personnel to revitalize and reinvigorate Central Square. The city must take the leadership to show that its departments care, that proper services will be provided on a regular basis, and that ordinances will be uniformly enforced after proper public notice. Many who live and work in the square feel that it has been neglected. The city must reverse that perception.

2. There must be a continuing mechanism to implement and extend these recommendations. To achieve this we recommend that the City Manager appoint a committee to be chaired by the Deputy City Manager and to be composed of three city administrators, three neighborhood representatives and three businessmen. This committee shall be charged with monitoring the implementation of the report's recommendations, with modifying those recommendations where appropriate, and with ensuring that a coordinated review and impact analysis of licenses, permits, zoning and development projects is held before action is finalized by the several city departments, boards, and commissions in matters affecting Central Square. Such a committee should meet at least monthly and should report directly to the City Manager, and through the Manager, to the City Council.

3. There must be a way by which area residents, businesses, and city departments communicate more readily and easily. This committee strongly recommends the establishment of a Central Square newsletter for that purpose, like the East Cambridge News perhaps, but appearing more regularly. The purpose of the newsletter is to give new emphasis to the integrity of Central Square by announcing the commercial activities of the business community; by listing the church, social, and cultural events taking place in the surrounding neighborhoods, and in institutions such as the library, the YMCA and YWCA and the senior citizen centers; and by publicizing municipal announcements and events. This newsletter ought eventually to appear once every two weeks. More than any other single activity, a well written and researched newsletter can create both the image and the reality of a unified and active commercial center. Who will pay for this newsletter is not yet clear. What is clear is that its appearance will be one indication of the intent of the parties involved to chart a new course in the square. On an interim basis, for the first six months, perhaps a staff member from the Arts Council could gather the data and do the writing, while the business community pays for the production.

Problems

This committee has identified eight problem areas that need to be addressed in order to reverse both the very real problems that impact the area and the negative perceptions which undermine the confidence of businessmen and dissuade consumers from venturing into the Square:

- . litter/dirt
- . signs
- . the MBTA
- . traffic and parking
- . street people
- . crime
- . cultural/artistic programming
- . economic development

The strategies recommended for the Central Square area will require a cooperative effort and coordination among businesses, residents, the police and other municipal agencies and departments if they are to be at all effective. This means that the City Manager must institute a new inter-departmental training program for all City personnel assigned to Central Square. The problems are in most instances complex and interconnected. The proposed solutions will also require persistence and a willingness from all those participating to direct public attention to the efforts and achievements in Central Square.

LITTER/DIRT

Much of the unkempt appearance of Central Square is attributable to the fact that rubbish pick-ups by the City and by the private contractors which many businesses employ are uncoordinated. As a result, trash appears constantly on the streets and sidewalks. Left in open trash receptacles or bags that are not securely wrapped, this litter can be seen flying around all week. Under the circumstances, efforts by police to enforce ordinances relating to the pickup of rubbish are futile.

Adding to the unsanitary conditions and the visual blight of the square are MBTA bus stops and subway stations which are constantly inundated with trash and debris. Many shoppers from outside the area who might normally use the excellent public transportation services to come to the Square now elect to go elsewhere rather than deal with the dirty and offensive stations.

For Central Square to become a clean and appealing environment, the following steps must be taken:

Establishment of a coordinated plan between DPW, the Police and the business community for trash put out and pick up. Such a plan should restrict trash pickup to certain hours and limit it to twice a week. In addition the City must enforce regulations for wrapping and securing rubbish and for minimizing the amount of time it can be left on the streets. Finally, the City and the private contractors must develop a coordinated pick up schedule.

Implementation of a concerted effort by DPW and the business community to keep sidewalks and streets clean. A major contributor to litter and trash seen in the Square are open receptacles whose contents spill over into the streets and sidewalks or are blown over by the wind or kicked over by children. Replacing them with permanent fixtures which are more tamper proof should greatly reduce this problem.

Finally, when street sweeping is resumed (it is normally discontinued each year on December 1) serious consideration should be given to an ordinance banning parking in Central Square from 2-5 a.m. so that sweeping can be done comprehensively. Such an action should take effect only after the City consults area businesses and residents. The implementation of such an ordinance would require proper notification to the business community, development of regulations by the Traffic Director, and posting of signs.

Enforcement of ordinances relative to litter by police. Consistent enforcement must be reinforced by the assessment of stiffer fines for violators. At present violators are generally fined only \$25.00, although the maximum fine is \$200.00. Such a minimal fee does not even cover police costs for court appearances and thus serves as a disincentive to citing violators. Judges must be urged to appreciate the pivotal role that they can play in the proposed clean-up effort.

Assign responsibility for resulting litter to those businesses who choose to distribute fliers and hand bills. Much of the paper seen flying in Central Square is discarded fliers from businesses and restaurants advertising specials. With the support of the Businessman's Association, those who wish to continue this practice need to be made accountable for the litter.

Involvement of the MBTA through regularly scheduled clean-ups of their bus stops and subways.

Establishment of a cooperative spring cleanup effort between the City, business and residents on an annual basis.

Summary

Dirty and unsanitary conditions in Central Square add to the consumer's perception that shopping there is unpleasant, even unsafe. Central Square can and should be a clean, healthy and attractive place to dine or shop. Such a transition will require, however, a concerted effort by the City's DPW and Police, and the business community to ensure that their respective responsibilities are carried out on a consistent basis.

SIGNS

The obtrusive signs posted by many businesses and restaurants, like litter, add to an unattractive image for Central Square. Businesses need to advertise and attract

customers to their establishments, but this can be accomplished only if new sign regulations are developed and if the surrounding business and residential community support them. The City Council has recently voted its intention to approve a new city wide sign ordinance and has asked the City's Planning Board to prepare the draft.

Summary

The creation and enforcement of new sign ordinances and regulations will upgrade the appearance of the Square as a whole.

MBTA

The heavy concentration of MBTA bus stops in Central Square makes shopping convenient and should be advantageous to businesses. The present condition of the bus stops and subway station, however, makes them less than an asset. The subways attract unpleasant graffiti and often act as a refuge for alcoholics and other street people.

For this situation to improve, several steps must be taken. It is strongly recommended that the subway station be steam cleaned; this cleaning must continue on a regular basis. The MBTA must also provide better security in and around the station.

To reduce the traffic and parking problems, the bus routes must be redesigned and bus stops relocated. One plan already developed would re-locate the Pearl and Franklin Street stops. The City needs to work closely with the MBTA to ensure that planned and proposed improvements stay on schedule and that maintenance and security are adequate.

Summary

While many residents and business people like the location of the bus stops and

stations in the Square, a comprehensive clean up effort is needed to return shoppers to the area and make Central Square a comfortable and desirable place to shop.

TRAFFIC AND PARKING

Shoppers frequently complain that there are not enough parking spaces in Central Square, that the spaces that are available are often dim-lit, and that parking tickets are a frequent nuisance.

The parking issue is not just a matter of space, but also of safety. Existing parking lots and garages must be improved by the installation of more lights, by the use of better signs to point out unobtrusive lots, and by implementing better security in municipal lots. More specifically, the bottom areas of stairwells in the Green Street garage should be closed to prevent loitering and/or littering.

Residents who look to the square as a place to sit and enjoy the day are discouraged by the congestion from the heavy volume of bus and truck traffic. To reduce the amount of traffic through the square, the feasibility of an auto free mall should be studied. One suggestion would call for traffic to be blocked off from Western Avenue to Columbia Street. Area residents would also like to see traffic re-routed, especially trucks up and down Western Avenue and River Street, frequent access routes to the Mass Turnpike.

An overnight ban on heavy trucking is currently in effect on Prospect Street, Western Avenue, and River Street between the hours of 7 p.m. to 7 a.m. and all day Saturday and Sunday. This ban has helped reduce the heavy trucking in this area and it is the goal of the Traffic and Parking Department to remove all heavy trucking that has no origin or destination in Cambridge from using these streets.

Summary

While the parking and traffic situation in Central Square is not ideal, parking is adequate and efforts are underway to minimize the impact of traffic on residential

streets around the square. The recommendations outlined above would result in a more effective utilization of existing parking space and a free flow of traffic in and around the square.

STREET PEOPLE

An increasing number of individuals are loitering and sleeping in Central Square. Often they are dirty, in disheveled dress and exhibit bizarre behavior. Their presence does add to unsanitary conditions in the Square, the MBTA bus stops and subway stations, but even more importantly they are perceived by many as threatening and just plain "crazies".

Consequently, fearful residents avoid shopping in the square. To intervene effectively with this population, we must first be able to identify them.

Area mental health providers are convinced that the mentally ill/alcoholic population who are likely to intersect the Central Square area are for the most part known to the system and have been or are being served. Those who are not, comprise a much smaller segment of this population and are believed to fall into some other category of street people – i.e., the chronic homeless or unemployed. The problem lies in profiling this population and in getting agencies to assume some degree of responsibility for their (ex) clients which extends beyond their doors. First, the committee recommends that ACS workers track their clients over a period of a few weeks and record their findings. If the majority of the mental/alcoholic population seen in Central Square are indeed a "known quantity", this study should serve to confirm this and agencies would need to be made accountable.

Secondly, police assigned to the square should also be interviewed, since they encounter this population on a daily basis and are usually the ones who take the alcoholic to the Emergency Service Center or the mentally ill to Cambridge City Hospital for treatment. From these sources, a detailed profile of the Central

Square vagrants could be developed identifying where they stay overnight, their source of income, if any, or if they are people who refuse services, opting instead for the street life.

This information could then be used by the DHSP and DMH to design a training program for area residents and business people as well as the police and other city employees to educate them about their population. For staff such training could include techniques for approaching this population, information on what services are available and the ways of accessing them.

Efforts are already underway to address the issue of street people in Central Square. Cambridge Community Services has been working with various church and agency representatives as well as other interested individuals to collaborate in planning for a day drop-in program for the homeless.

Shelter, Inc., which provides shelter for anyone over 18 in an emergency situation and unable to afford private shelter, is in search of a site in Cambridge for another shelter for individuals. Such projects, however, have encountered strong community opposition. An examination of the neighborhoods surrounding Central Square reveals an already disproportionate number of half-way houses, community residences and other mental health treatment facilities in the area. Though the heavy concentration of human service treatment facilities in the Central Square area reflects the fact that individuals needing such services have often congregated in Central Square, the number of treatment programs does add to the negative image and reality of Central Square. Therefore, any proposed plans for additional shelters and/or treatment facilities must take this into account.

Finally, a Lodging House Task Force comprised of agencies from the Cambridge/Somerville/Boston area has been meeting since this summer to preserve and maintain a housing alternative long utilized by this population. Initiated by members of CLOE (Cambridge Living Options for Elders) this group is concerned with the preservation and eventual expansion of lodging houses as a viable housing option for low income elders and others who either prefer or need this type of housing and have focussed efforts on securing legislation to support this.

Summary

The increased numbers of homeless wandering in and around the square have brought with them a myriad of problems that have impacted the square. However, once their needs are determined, many of them can and do receive help. A combination of improved outreach and accountability by existing agencies and better public education could have a positive impact on perception of Central Square.

CRIME

The increased level of crime in and around Central Square is a real concern to both merchants and shoppers. Many residents, especially the elderly who are easy prey for purse snatchers, avoid shopping in the square after dark. Similarly, merchants themselves victims of shoplifters and vandals, are reluctant to stay open late.

To combat crime in the square effectively and to increase the visibility of the police, the following is strongly recommended:

Officers assigned to the square must be trained to understand the need to walk their routes conscientiously; currently there is doubt as to whether these foot patrols are consistently manned.

The police patrolling the square must familiarize themselves with the business community and vice-versa. Business owners complain that they do not know who is assigned to their area; also they should be encouraged to make themselves known to the assigned officers.

The number of police patrolling the square during peak hours should be increased; more specifically, beats 10, 11, and 12 should be manned continuously. Current practice is to put an officer on route 11 only if there is a heavy roster.

Traffic department personnel, e.g., meter maids, could be used as “eyes” and “ears” for police, reporting anything suspicious back to their base station to be relayed to the police. Such personnel would be required to participate in a training program geared to familiarize them with police terminology.

A “get tough” policy should be adopted with shoplifters, purse snatchers, and others. The police must also implement strict and consistent enforcement of ordinances on litter/trash, hand bills and signs.

Summary

Central Square is perceived as growing more unsafe. While part of people’s sense of unsafeness in and around the Square stems from their pre-conceptions of others, crime in the square is a real and ever present problem. Police visibility must be increased and stronger punitive actions taken by the police and the court system if Central Square is to become a safe place for people to shop and an attractive place for businesses to locate.

CULTURAL/ARTISTIC PROGRAMMING

The lack of any cultural/artistic programming for the Central Square area is another obstacle to attracting people there. Residents complain that the square is “lifeless” and that there is no sense of community life. As one person put it “you only go there because you have to.”

To remedy this situation there must be a major year round effort to attract people to Central Square. At present, virtually no activities are planned by the Arts Council for the Square. The Arts Council must increase cultural/artistic programming in Central Square.

The use of public facilities such as Central Square Library by outside groups for concerts, readings, and other performances should be greatly encouraged. Scheduled events there and in the Y's and churches could be publicized in a Central Square newsletter. Currently underutilized, these places could prove a greater asset in drawing people to the Square.

It has been noted that while Harvard Square is "alive with the sound of music", Central Square is silent. Serious thought should be given to requiring that street musicians appear in other squares first as a pre-requisite to performing in Harvard Square. Plans for the modernization of Central Square should include the provision of an area for festivals and performances by street musicians.

Summary

There is little in the way of artistic/cultural programming in the square beyond the entertainment provided in some bars and restaurants and the limited programming in the Central Square Library. A definite need therefore exists for more culturally oriented events in the square. The recommendations outlined above should help to accomplish this and make Central Square a lively, attractive place.

ECONOMIC DEVELOPMENT

One of the major factors that has led to the decline of Central Square is its inability to attract big named stores to the area. Much of the blame lies with poor marketing of the Square.

The Businessmen's Association must lobby to secure worthwhile, new commercial tenants whose products and services are in keeping with the needs of the area residents. Owners of property must set and maintain high standards for their tenants. A further solution would be to limit expansion of liquor stores pinball places and fast food restaurants. The city's police and licensing commission, in turn, must vigorously exercise their authority with regard to known problem establishments.

Secondly, there has to be a major campaign effort undertaken to promote Central Square. This would entail better marketing of the Square by the business community and increased and widespread advertising by businesses, restaurants and other establishments. A newsletter for Central Square could be instrumental in this effort.

Finally, the development of new businesses must take place if Central Square is ever to experience real economic growth.

Community Development is currently working with residents and the business community on various economic development proposals. Small businesses should also be encouraged to seek loans from the Chamber's local development corporation to assist them in expansion, renovation, and to secure equipment.

Summary

Many members of the business community are very enthusiastic about their location in Central Square and expressed cautious optimism about the Square's future. The committee hopes that, as the Square undergoes change, additional commercial establishments will be attracted to the area that will enhance the business community and serve the residential neighborhoods as well.

Recommendations

LITTER AND DIRT

1. The Commissioner of Public Works shall develop a trash pick-up plan that requires private collection to be done on the same schedule as that of D.P.W. (Authority given in Ordinances No. 798, Section 7.11). The current Public Works collection hours of 6-9 p.m., Wednesday and Friday, shall be expanded to include private contractors. Hours in addition to the above will be determined by the Commissioner of Public Works after consultation with the Central Square Businessmen's Association.
2. The Community Development Department shall develop the design for a permanent tamper-proof litter receptacle. The City Manager shall establish a policy that new sidewalk work requiring litter baskets will specify the new design. The City Manager shall require the Public Works Department to budget a reasonable sum annually to phase in the new model. The business community will be invited to comment on the new design before it is made final.
3. The City Manager shall hold the Police Department responsible for enforcing the snow removal ordinance. Annually, the Department shall inform the public of its intention to enforce the ordinance by publicizing the ordinance in a variety of ways starting in October. Those ways include, but are not restricted to, sending a letter to each property owner and tenant; utilizing public service announcement to be used by newspapers, radio and TV stations; and announcing the enforcement standard in a Central Square newsletter.

The City Manager shall direct the Police Chief to designate personnel within the Police Department who shall be charged with the publicizing responsibilities.

The Chief of Police shall report in writing to the City Manager at least quarterly and after each major snow storm, concerning the compliance with the ordinance, including the number of citations issued.

4. **The Department of Public Works shall sweep Central Square several times each week including Sunday mornings. Within 60 days, the Public Works Department shall consult and survey the residential and business community to determine the most effective way to maintain the Square's cleanliness. The City shall request that those inhabiting the Commercial district complement city clean-up efforts by regularly sweeping sidewalks and gutters in front of their establishments.**
5. **The Police Department shall study the fines currently assessed for litter and make recommendations to the City Manager regarding any alterations.**
6. **The City Solicitor shall determine the legality of establishing a non-refundable fee for those who distribute handbills and leaflets. The receipts can be used to pay overtime cost for daily cleanup of areas where leaflets are distributed.**
7. **The Public Works Department shall coordinate a spring clean-up every year on the second weekend of April for all of Central Square including business, church and community groups.**

SIGNS

1. **The Assistant City Manager for Community Development shall establish internal procedures for approval of commercial signs, publicize these procedures and coordinate the responsibilities of appropriate City agencies.**
2. **The Superintendent of Buildings shall consistently enforce the City's sign regulation.**
3. **The Planning Board shall propose a new sign ordinance which the City Council has recently requested and shall work to get the support of the Chamber of Commerce and the Business Association.**

MBTA

- 1. The City Manager shall insist that the MBTA clean the subway station more thoroughly and more frequently. He shall request a written schedule for "T" and bus clean-up. The Health Department shall inspect the cleanliness of the "T" and report to Public Works Commissioner and the City Manager.**
- 2. The City Manager shall request that the MBTA provide better security in and around the subway station.**
- 3. The MBTA shall gain the approval of the City (including residents, businesses and the City Council) for its modernization plans, and especially any changes at the surface.**
- 4. The City Manager shall request that the MBTA redistribute the bus layovers to improve the pedestrian amenities of the Square.**

TRAFFIC AND PARKING

- 1. The City Electrician shall issue a report to Traffic Director which evaluates existing parking lot lighting in Central Square and recommends necessary improvements.**
- 2. The Traffic Department shall study security of lots and issue recommendations to the City Manager for implementation.**
- 3. The Traffic Director shall improve existing signs and add, where necessary, new signs in Parking Lots, to make it easier to understand the message of the signs and to make the location of parking lots more obvious.**
- 4. The City Manager shall direct the Traffic Director to devise better security at bottom areas of stairwells in Green Street Garage.**

5. The Traffic Director shall submit a written plan for more aggressive control of litter pickup in municipal parking lots and garages around the Square.
6. The Traffic Department and Community Development Department shall prepare a traffic plan for Central Square which will deal with truck routes, possibility of a traffic-free mall, and rerouting of traffic.
7. The Police Department shall submit quarterly performance reports on enforcement of a night and weekend trucking ban on Prospect Street, Western Avenue, and River Street.

"STREET PEOPLE"

1. The Assistant City Manager for Human Services shall prepare a report detailing with as much precision as possible the numbers of street people in the Central Square area, their specific characteristics, and the extent to which they are affiliated with existing services. A summary profile shall be widely disseminated, not only to human service agencies, but also to the Central Square business community and church groups, and any other organization concerned with the problem.
2. The Assistant City Manager for Human Services shall develop a public awareness program for the community of Central Square including churches, businesses, community groups and Police personnel. The public awareness program shall focus on the identification of the various client groups that comprise the street people of Central Square and shall include information regarding resources available to serve the client groups.
3. The Assistant City Manager shall continue to monitor the impact of the Salvation Army Open House program on the presence of street people in Central Square.

4. The Assistant City Manager for Human Services shall work with the Department of Mental Health staff to develop periodic tours of mental health facilities in the Central Square area. Business, church and community groups shall be invited and encouraged to participate in the tours.
5. The Assistant City Manager for Human Services and Community Development shall continue to participate in and monitor the Lodging House Task Force to ensure the preservation and expansion of lodging houses as a viable housing option. They shall inform the City Council of all legislative efforts to support and expand lodging houses.

CRIME

1. Three permanent Central Square walking routes shall be established as priority routes by the Chief of Police. The Chief of Police shall analyze the current coverage on the routes and maintain full coverage during the priority hours.
2. The Chief of Police shall prepare an in-service training program which would be mandatory for all officers assigned to Central Square. The training program shall involve the business community, neighborhood groups, city departments and the MBTA in an effort to fully inform all officers of the needs and resources related to Central Square.
3. The Chief of Police shall give serious consideration to reinstating a police booth at the intersection of Prospect and Mass. Avenue.
4. The Police Chief and Traffic Director shall meet to determine how parking control officers could be utilized to help prevent crime in Central Square. The Police Department shall provide necessary training of parking control officers.

5. The Chief of Police shall target efforts to disperse groups of loitering individuals who congregate in the Central Square area with a particular emphasis on the bus stop area on Pearl Street in front of the library.
6. The City Manager shall issue a detailed press release on the entirety of the above recommendations once a comprehensive crime prevention program is in place.

CULTURAL/ARTISTIC PROGRAMMING

1. The Director of the Arts Council shall increase cultural/artistic programming in Central Square.
2. The Director of the Library and the Director of the Arts Council shall work together to expand the use of the Central Square Library facility by outside groups to provide concerts, readings and other performances particularly at noon time. If expanded evening hours beyond the current 9 p.m. closing time is required in order to implement expanded programming the Director of the Library shall prepare a supplemental budget request for the City Manager's consideration.
3. The Assistant City Manager for Community Development and the Director of the Arts Council shall work together on any and all modernization plans for Central Square to include the provision of an area for public performances.
4. The Director of the Arts Council shall meet with the Central Square Businessmen's Association to develop a holiday festival at Christmas time which would promote evening and weekend shopping in conjunction with the artistic performances and decorations.
5. The City Solicitor shall determine the legality of requiring street performers to perform in Central Square as a prerequisite to obtaining a performing license from the Traffic Department.

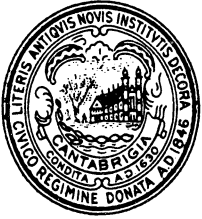
ECONOMIC DEVELOPMENT

1. The Assistant City Manager for Community Development shall assist the Business Association to start a newsletter for improving marketing of Central Square.
2. The Assistant City Manager for Community Development shall meet with neighborhood residents and organizations as well as the Business Association to determine what services and products neighboring residents will use.

The Community Development Department shall then work with business and property owners to set guidelines for the kind of tenants needed and desired for the Square.

3. The City Manager shall encourage new development in Central Square where and of a type which will strengthen the Square without radically transforming it. (Neighborhood participation shall be included in design reviews).
4. The City Manager shall require from the License Commission, tough new standards for granting additional pouring licenses and the enforcement of regulations for existing establishments in Central Square.
5. The Chamber of Commerce shall outreach to small businesses in Central Square to make them aware of the Chamber's local development corporation and to offer such businesses appropriate financial assistance.
6. The Community Development Department shall assist the Business Association in a program for supplemental maintenance, sanitation, security services and other street improvements.
7. The City Manager shall encourage additional government programs and agencies to locate in Central Square, building on the presence of the government institutions already there.

Ed Di Palma
Prevention



CITY OF CAMBRIDGE

CAMBRIDGE, MASSACHUSETTS 02139
Tel. 498-9011

EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

April 11, 1983

To the Honorable, the City Council:

I transmit herewith a copy of the Central Square
Report as prepared by Councilors Daniel J. Clinton,
Francis H. Duehay and Sandra Graham.

Very truly yours,

Robert W. Healy
City Manager

RWH/b

S-200
Agenda Item Number Three

Re: transmitting a copy of the Central
Square Report as prepared by Councillors
Clinton, Duehay and Sandra Graham.

In City Council,

April 11, 1983

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