



CAMBRIDGE DISCOVERY, INC.

A NONPROFIT VISITOR AND RESIDENT INFORMATION CENTER

CAMBRIDGE DISCOVERY, INC.
A Nonprofit Visitor and Tourist Information Center
for Cambridge

P.O. Box 1987
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EXECUTIVE SUMMARY

Though Cambridge is one of the oldest, most complex, and exciting cities in the country -- and second only to Boston in terms of Massachusetts tourist attractions -- no organization, to date, has assumed the primary responsibility for the creation and dissemination of information about this city's attractions.

CAMBRIDGE DISCOVERY, INC. is a nonprofit corporation founded to provide visitor and resident information services for the City of Cambridge. Cambridge Discovery will both provide information on Cambridge institutions, events, and resources and create ways for people to understand the historical underpinnings and present-day complexities of this unique urban environment.

In May, 1985, Cambridge Discovery will open an information booth in Harvard Square. In the future, Cambridge Discovery will develop its physical facilities to include a principal, walk-in information center linked to several strategically scattered booths. Simultaneously, Cambridge Discovery will develop an education-based partnership between public and private facilities in the city in order to create tours, educational materials, and other types of programs that enable residents and visitors to understand and use the city's resources to their best advantage.

The groups benefitting from this integrated program include both tourists and local residents and the business community and municipality. For them, comfort and safety, education, relaxation, economic prosperity and image are important qualities that must be enhanced.

Cambridge Discovery's specific goals for the next six months include:

1. Developing the walking tours as representative of the quality of future programs and training staff and guides,
2. Updating and printing the Historical Commission's walking tour brochure series, as well as purchasing the stock for sale in the Harvard Square booth,
3. Planning festivities to open the booth in May,
4. Planning a PR and development drive with an opening celebration party in July.

Toward those ends, Cambridge Discovery is seeking several FOUNDERS of Cambridge Discovery. Founders perceive that the appropriate management of this city's attributes will benefit its economic viability, its cultural life, the self-image of its residents, and its ability to maintain and preserve those qualities that are so essential to making Cambridge the unique environment it is.

Cambridge Discovery must raise \$21,550 in donations to help defray the costs before opening in May and during the first three months of operation. We are asking Founders to contribute at least \$2000 each. Their names will be displayed on one of the Harvard Square booth's panels, and they will be included in future special events.

INTRODUCTION

Cambridge is a city endowed with an infinite variety of attributes and a character that is absolutely unique in this country. Cambridge's 350 years of history have left their mark in countless ways: on its architecture and town plan, its economic base, and on the structure of its population. But somehow, Cambridge has always been underrated. Even a simple survey of tourism literature, newspaper coverage, and interviews of the area's population shows that Cambridge is rarely considered an entity in its own right.

The fact that there are so many aspects of Cambridge that are generally bypassed, ignored, or simply not known demonstrates the need for an integrated, systematic plan for presenting its great resources to residents and visitors, and an easily identifiable location where people can obtain that information.

CAMBRIDGE DISCOVERY, Inc., a nonprofit organization, has been established as the primary communication network through which the many and diverse institutions, businesses, and other Cambridge-based groups and organizations can reach the public. Cambridge Discovery, incorporated on January 3, 1985; it will open its first information booth in Harvard Square in May.

This document is prepared specifically to enlist the help of "Founders of Cambridge Discovery", those businesses and individuals who will contribute the core funding needed for the first three months of operation and the three preceding months. The total for those six months is \$56,000. An annotated budget is attached.

Below is a background statement describing the rationale for the inauguration of Cambridge Discovery's activities, a mission statement, and a description of the organization. Following is a discussion of the strategy used for developing the first year's activities, as well as the markets that Cambridge Discovery will meet and the issues that are important to those groups. A section on tactics gives an idea of the specific activities that have begun and will continue through the first year of operation.

BACKGROUND

Cambridge vs. other cities: Cambridge is one of the best-kept secrets in Massachusetts. In terms of tourist interests only, one can turn to a 1970 report to the Massachusetts Department of Commerce ("Tourism and Its Development Potential in Massachusetts"), which ranked Cambridge second only to Boston. Since 1970, Boston has founded a Convention and Tourist Bureau. Cambridge's own bicentennial commission proposed an information center for the city. It never saw the light of day.

Consider the following facts:

- o The tourist information center in Richmond, Virginia serves an average of 150,000 people in its peak season. The tourist information center in Charleston, South Carolina serves 400,000 people.

- o The National Park Service Center in Lowell, Massachusetts served 500,000 in 1983.

- o In the first six months of 1983, Boston was host to 5.3 million visitors. MIT's information center gave tours to nearly 8,000 people in 1982. Harvard University's information center gave tours to over 10,000 people in the summer of 1982. The difference between Boston's figures and those of the two universities makes one wonder how millions of people can explore the full potential of Cambridge and so fully disappear without a trace?

- o Over the last several months, Cambridge hotels have cited instances when the Greater Boston Convention and Tourist Bureau did not include Cambridge sights and hotels in its tours for out-of-town press. This happened despite the fact that the hotels and other businesses are paying members of the organization and that the Bureau is the only channel through which State tourism funds can presently reach Cambridge.

o Until recently, the Boston Bureau provided no reasonable map of Cambridge in its official guide book; and the people who staff the information booths on the Common and in the Prudential Center are not not explicitly prepared to answer questions about Cambridge.

o Many of the promotional materials for Boston treat Cambridge simply as a suburb rather than as a complex and exciting city in its own right. Though Cambridge shares some of its history with Boston, and is somewhat economically tied to Boston, this city's development and economic base are quite distinct, as is its present-day ambiance.

Residents vs. tourists: Aside from the question of tourism and its benefits to the economy of the city, Cambridge must also consider the needs of its residents. One of the most important issues that Cambridge must face is how to balance the interests of its citizens with those of its guests.

o We must find ways to help residents enjoy their city, use it to its full potential, and understand the processes through which it developed into its present form.

o If we host thousands of visitors a year, we must do a better job coordinating our resources to satisfy their needs without unduly stressing our capabilities.

At present, some information facilities exist, but they are scattered, insufficient, and at times difficult to locate. Finding out what is happening in Cambridge on a given day often becomes frustrating, or impossible. What is more, although Cambridge is well-endowed with attractions for visitors, it is very short on space. Visitors would rather leave than face problems of parking, heavy crowds, and no clear directions.

The Cambridge Spell: The enchantment of Cambridge is that, in a very small area, it weaves together one of the richest histories in this country and one of the liveliest present-day cultures in urban America.

- o Diversity: Cambridge is one of the most diverse communities of its size in this country. People from all over the world, from every walk of life, live and work here. Cambridge's outdoor cafes, open spaces, and range of activities guarantee a variety of experiences and entertainment that is hard to match.

- o Unlimited shopping: posh shops, ethnic foods and ethnic festivals, chic restaurants, sidewalk vendors, street musicians, arts, avant-garde originals, punk clothes, an endless array of possibilities...

- o Almost four centuries of history: Tory Row and revolutionary history; Harvard, MIT and intellectual history; Putnam Circle and feminist history; Central Square and political history; Gerry's Landing and economic history (and Gerrymandering); Technology Square and the space age.

- o and Architecture: from the 17th century to the present with archaeological excavations, Bauhaus, Eero Saarinen, Victorian, Romanesque, and an endless array of houses...

These great resources give us the opportunity to develop a comprehensive scheme for displaying an urban environment in all its complexities. Without interrupting its day-to-day activities, this city can become a living museum. Its centuries of history, imbedded in the form of the present-day plan, can be organized and integrated into experiences that teach and delight visitors and residents of all ages.

MISSION

CAMBRIDGE DISCOVERY, Inc. is a nonprofit corporation providing informational services to visitors to, and residents of, the City of Cambridge. Informational services are defined broadly to include helping visitors and residents understand the processes through which this city took shape and the dynamics of its contemporary life.

Cambridge Discovery is generating the channels of communication necessary to ensure easy access to and awareness of Cambridge's great resources.

Cambridge Discovery is systematically gathering data and developing educational and informational materials relating to the history, culture, economic, social, and artistic life of the city.

Cambridge Discovery intends to carry out its mission through two mechanisms:

1. Physical facilities that include a principal, walk-in information center linked to several strategically scattered information booths, and
2. An education-based partnership between public and private facilities in the city, whose task it is to develop new approaches for understanding the dynamics of urban living -- whether geared toward school children, adult residents, visitors, or education and tourism professionals from other cities.

The premise on which Cambridge Discovery operates is that it functions on behalf of all constituencies in this city -- from neighborhood organizations to business and nonprofit institutions. Cambridge Discovery invites participation.

Below are the activities and strategies that have been developed for achieving Cambridge Discovery's goal. The project is now under way. The Board of Directors is in place; the chairmen and the first few members of the Welcoming Committee have likewise accepted. An information booth, in Harvard Square, will open in May 1985.

ORGANIZATION

Incorporated as a nonprofit, educational foundation, Cambridge Discovery has a small, but highly qualified, core governing body and administrative staff and a large Welcoming Committee of local leaders. The general public is invited to become Friends of Cambridge through donations.

The five Members of the Board are committed to the realization of this project and have the skills to advise wisely the development and programs of Cambridge Discovery. They are:

President: David Vickery (Principal, Hines Industrial and former Assistant City Manager, Cambridge)

Treasurer: Paul Dietrich (Principal, Cambridge 7 Associates)

Clerk: Toni Wolfman (Partner, Foley, Hoag & Eliot)

Sheldon Cohen (President, Harvard Square Business Association)

Robert Neiley (Chairman, Cambridge Historical Commission)

The Executive Director, Charlotte Moore, is an experienced professional trained in the skills that are necessary for carrying out this ambitious program. With a doctorate in

archaeology, she has worked in museum administration and historic preservation as well as in publication design and production, press relations, and marketing in an urban studies research center.

Cambridge Discovery is presently recruiting a large Welcoming Committee of community leaders from all areas of the city and representing all major interests in the city:

Chairman: Leonard J. Russell, Mayor of Cambridge
Co-Chairmen:
Paul Gray, President (MIT) and
Derek Bok, President, Harvard University
(representing the commitment of Cambridge
Discovery to a mission of top-quality educational
experiences for the city).

Those who are already on the Honorary Committee are:

Bettina Norton, Executive Director, Cambridge
Historical Society
Steven Whitesell, Superintendent, Longfellow House
National Park
Frank Buda, Longfellow House National Park
Richard Soricelli, Director, Travelers Aid
Society of Boston, Inc.
David Kronberg, Director, Cambridge Multicultural
Arts Center

Some of the categories from which members are being recruited are:

Educational Institutions	Museums
Environmental Groups	Travel Industry
Ethnic Societies	Music Schools
Youth Organizations	Chamber of Commerce
Neighborhood Organizations	Art Groups
Cambridge Industries	Hospitals
City Councillors	Public Library

Three working committees are now in place: under the Chairmanship of Edward L. Bernays are the PR Advisory Committee members Charles Ball (MIT News Office), Donna Berman (Bolt Beranek and Newman, Inc.), Kenneth Cheetham

(W.R. Grace and Co.), Deane Lord (Harvard News Office), Robert L. Pope (Charles Hotel at Harvard Square), and Alma Triner (A.D. Little, Inc.). Steven Whitesell and Bettina Norton head the Education Subcommittee, and Sheila Russell heads the Volunteer Services Committee.

Friends of Cambridge are donors to the organization. They can expect to be recognized as individuals and businesses who are particularly cognizant of the special qualities of the city. They will enjoy special programs and previews of Cambridge Discovery activities as they develop.

Staff who must be recruited for the opening season, Spring 1985, include:

- o an administrative assistant to manage the day-to-day operations of the program and information booth.

- o a team of attendants to run the booth, which should be open at least 10 hours a day, 7 days a week, through the tourist season (May-October) and 8 hours a day for the other 6 months. To fill these positions, Cambridge Discovery will be interviewing preferably retired residents and students of at least college age.

- o guides for tours to be given 4 times a day in season. Cambridge Discovery is working with the local high schools to recruit and train juniors and seniors for summer positions.

STRATEGY

Based on the idea that a demonstration of intent would enhance Cambridge Discovery's ability to raise funds and develop its proposed program, one of the board members, Sheldon Cohen, has advanced the costs of designing and constructing the first satellite information booth. This loan will be paid back with no interest over a period of three years.

Since a booth will be opening within a few months, the first priority is planning and funding its operations. These will be symbolic of the types of programming and information services Cambridge Discovery ultimately will offer.

The second priority is cultivating the notion that Cambridge Discovery provides visitors and residents with a unique learning experience in exploring and living in an urban environment. This concept is totally different from the standard tourist and convention centers found in other cities.

The third priority is locating space for a permanent base center.

MARKETS AND ISSUES

Four groups form the core around which our themes and appeals must be developed. Each benefits from the provision of an efficient, attractive, and creative hospitality center for the city.

- o TOURISTS have only a short time to spend here and want to see as much as possible, as efficiently as possible. City visitors need to know where to stay, where to eat, what to do, how to use the transportation systems, and -- most important -- how to reach and enjoy this area's activities.

- o AREA RESIDENTS look for information on special events, shopping, school and college sports, civic and church events, and entertainment offered by the various institutions and businesses in Cambridge. They and their children should have access to information on their own roots and the development of their own city.

- o LOCAL BUSINESS COMMUNITY understands full well that potential customers must feel at ease and comfortable in an area before they will want to shop there. Helping visitors to locate what they are looking for and find their way through the city is good business.

- o THE MUNICIPALITY must seek every way possible to increase activity and, consequently, revenues in a climate of reduced federal spending. What is more, Cambridge Discovery firmly believes that informed residents and visitors will be able more greatly to appreciate and respect the city, its institutions and physical property, and the diverse population that lives here.

Comfort and safety, education, relaxation, economic prosperity, and image are all important qualities for these groups. Cambridge Discovery promotes these qualities by celebrating all aspects of this city -- its neighborhoods, its ethnic groups, its cultural and educational institutions, and its civic life.

TACTICS

This section lists a set of activities based on the theme of celebrating Cambridge's multidimensional life and directed toward achieving those qualities that we mentioned above.

We open our doors by celebrating Cambridge as a Port of Discovery. Cambridge has been a port of entry for centuries: into the new world, into the world of commerce, of learning, and of new ideas. Cambridge Discovery opens in the 180th year since the city was designated a port of entry to the United States. The industries that sprang up in the years that followed, particularly in Cambridgeport and East Cambridge, drew immigrant labor from many nations. We take the opportunity this summer to celebrate the people of Cambridge, their parents and grandparents who came here to build the city, and the countries from which they came.

JANUARY through JULY, 1985:

Finalizing the Welcoming Committee roster.

This is important for guaranteeing that all interests in Cambridge are fairly represented within the structure of Cambridge Discovery. This committee gives credibility to the organization and will help in fundraising and program planning in the years to come. A committee of volunteers, headed by Sheila Russell, is researching every major constituency in town, including those categories listed

above in the organization section. The Board of Directors and Executive Director together are selecting those to be invited to join. The process is meant to be an inclusive one, not exclusive. We presently have a list of over fifty individuals who will be contacted over the next two months. By May, we should have enough members to reprint our letterhead with their names.

Initiating a funding stream.

This includes fundraising, membership drive, application for grants, and contracts for advertising space on the booth. This document is part of the drive to cover the costs of opening. Also, the booth is fitted with space for advertising, which will finance the loan from Sheldon Cohen. The materials for the advertising campaign are being developed now.

Initial funds are needed for the preopening activities, the opening celebration, and the first three months of operation; but simultaneous efforts will be devoted to a membership drive. Research for potential members is under way, using Standard and Poor, the Cambridge Directory of Establishments, and membership lists of other organizations. A team of volunteers will be recruited to process the appeals; donors of stationery and envelopes are being sought. Donors, called "Friends of Cambridge," will be treated to previews of new tours, selected walking tour publications, and special events.

A coupon book/guide to Cambridge has been published by Brattle 4 Associates for free distribution nationwide. A portion of the proceeds from this venture will be donated annually to Cambridge Discovery.

As a special fundraising project, we are looking for companies that will bear the costs of printing the walking tour series described below. These companies will be listed as donors on the brochures.

Launching the new booth (May 1985).

The launching ceremonies will symbolize Cambridge Discovery's intent to develop a major information center that serves all constituencies of the city and their guests as well as its commitment to a high standard of services. Major plans are under way, including:

1. Celebration party for Welcoming Committee members and their guests; members of the tourism profession; city officials, other government representatives, and their guests; the press; neighborhood representatives. The Ambassadors' Ball, scheduled to take place this summer, will also be a fundraising event. The strategy for planning this event has been set, and one of the hotels has offered its space and services for the event. The details must be worked out over the next few months.

2. Pre-party press work. The Charles Hotel is allowing Cambridge Discovery to piggyback its preopening press work on the Hotel's major opening announcement in March. These efforts will lead up to the opening of the booth in May, and the grand opening events in July.

3. Actual booth opening. Efforts are being made to tie into the Cambridge River Festival so that events will take place in the plaza around the information booth. Also a search for ethnic entertainment groups has been initiated for use during the summer, leading up to a day of ethnic entertainment before the grand Ambassadors' Ball. These events will represent Cambridge Discovery's celebration of the people of Cambridge.

Stocking and staffing the booth.

This includes both setting in motion the design and purchase of books and souvenirs as well as the staffing and training of personnel, implementing the plans for tours, and gathering the information to be housed in the booth. To date, designers and printers have been contacted, though contracting decisions are not yet in process.

1. Design of walking tours of Cambridge for the 1985 summer season. This will be a trial year, with one walking tour of about two hours' length, including as much of the local ethnic, sociological, and historical material as possible. The series will be expanded over

the next winter. This year, Cambridge Discovery will be selecting students to guide, and training them under the direction of the faculty at Cambridge High School and the National Park Service staff at Longfellow House. We will be training at least three guides for four tours daily, seven days a week, in the summer months.

2. The Cambridge Historical Commission has agreed to a publishing relationship with Cambridge Discovery for the further development of the Commission's printed walking tour series. We will be selling these brochures at the booth, with a royalty going back to the Commission to expand the series. The City of Cambridge had previously printed the tours, at a rate of 100,000 annually.

3. An art historian who is familiar with the photographic collections in Cambridge is selecting 6 photos to reproduce for sale in the booth. These will be historically important and visually interesting photos representing the three basic villages in the city: Old Cambridge, Cambridgeport, and East Cambridge.

LONGER-RANGE ACTIVITIES:

Gathering a consortium of experts to design the long-range activities and materials that will bear the stamp of CAMBRIDGE DISCOVERY.

Talks have begun with urban and graphic designers, photographers, artists, authors, and historians who, together, can produce a rich and varied year-round program of urban, and specifically Cantabrigian, experiences for the public. The activities of and funding for these professionals must be carefully coordinated.

We hope to stretch the scope of activities in the years to come by integrating the school curricula with practical experience so that students during the school year both learn about their city and gain work skills by developing tourist-related activities for the summer months. A hands-on curriculum using courses in shop, photography, art, etc. in conjunction with the disciplines of history, archaeology, anthropology, and sociology can focus learning, develop skills, and invent programs and products for use in the booth.

Other ideas for Cambridge Discovery activities specifically for the information booth include an architectural and historical treasure hunt for children, combining photography with self-guided tours, a river tour, a guidebook, or series.

We have thought about developing a major slide/tape show about the city, on the order of "Where's Boston". In the process of discussion, we learned of another organization's

interests in a similar undertaking. We have begun talks about ways to cooperate and combine our skills and resources to produce a truly remarkable experience for visitors and residents.

Instituting shuttle service.

Many areas of Cambridge are far enough from each other to merit contemplating shuttle services between sites.

Particularly if we are to promote all areas of the city as they deserve, we must think in terms of shuttle tours and transportation between sequentially scheduled events. We should also think about arranging tourist passes for the MBTA so that tourists can view the new art works in place throughout the city and the neighboring attractions without spending large amounts of money going into and out of the subway stations.

Locating permanent space.

Cambridge Discovery's long-range vision is to supply a full range of information services and educational experiences in a comfortable setting to the thousands of visitors that come to the city each year and to the 100,000 residents of Cambridge. This can only be accomplished effectively if there is ample indoor space for at least three attendants, a bookstore/souvenir shop, resting areas, display areas, sanitary facilities, and offices.

Defining our market and refining our services.

So far in this discussion, we have not addressed the issue of encouraging visitors to come to Cambridge. We have chosen not to focus our efforts on the promotion of tourism. While we recognize that tourism and information services are critical to the city's economic health and success, we likewise recognize that we are dealing with a very small geographic area that is tightly packed with residents and businesses.

Once Cambridge Discovery is operating, we will be able to estimate the number of people who visit each year, as well as the effect they have on city services and resident comfort. With the appropriate survey instruments we will also be able to determine the mix of visitors and the sorts of services each group prefers. We will use this information to guide our future activities.

BUDGET

Between the months of February and July, 1985, Cambridge Discovery expects to be working on a budget of approximately \$56,000. In keeping with the IRS regulations for a 501(c)(3) organization, less than one-third of the anticipated funds will come from "unrelated income" (advertising panels on the booth and postcards), and more than one-third will come from donations from the community at large. For this category, we are seeking contributions for our general operations and a special category of contributions toward the publication of the Cambridge Historical Commission brochures (\$10,000). Founders will be recognized on a panel of the information booth in Harvard Square; contributors to the publication program will be listed on the 100,000 brochures that we will print for sale over the entire year, 1985-1986. Those contributing over the year will become "Friends of Cambridge".

EXPENSES, February-July 1985

1. Pre-opening expenses	
Office Supplies	\$ 400
Xerox	200
Telephone	400
Consultants (a)	2,100
Postage	300
2. May Opening (b)	2,000
3. July Festivities (c)	7,000
4. May-July operating expenses	
Supplies	1,000
Xerox	500
Telephone	1,200
Postage	500
Inventory (d)	15,000
Loan payback	3,700
5. Staff	
Administration (e)	14,100
Attendants and guides (f)	7,600
TOTAL	\$56,000

- a. Photo historian; historical consultants for tours.
b. Souvenirs and entertainment.
c. Includes preopening and early PR on very large scale, as well as gala ball for fundraising.
d. Books, Commission brochures, postcards, photographs.
e. Director and assistant.
f. Booth open 3 months, 7 days a week, 10 hrs.; tours for 3 months, 7 days, 4 daily.

ANTICIPATED INCOME

1. Guided tours (a)	\$10,000
2. Sales (b)	10,000
3. Advertising (c)	10,000
4. City (d)	5,000
5. Donations	21,000
TOTAL	\$56,000

- a. Four tours daily @ \$4 perperson, 10 people per tour.
b. Postcards, books, brochures, photos.
c. Booth has 8 panels; three months advertising space less
commission for salesperson.
d. Three months of \$20,000 annual grant.



CITY OF CAMBRIDGE
MASSACHUSETTS
CITY COUNCIL

COUNCILLOR FRANCIS H. DUEHAY
26 LOWELL STREET
CAMBRIDGE, MASSACHUSETTS 02138

February 7, 1985

Dear Colleagues:

As you know, I have for some time been working to encourage a systematic effort to deliver accurate information about Cambridge to tourists and visitors. Mayor Russell and Councillor Vellucci have been especially concerned with this program also. This is a report of progress.

I am very pleased to announce that CAMBRIDGE DISCOVERY, INC., has incorporated as a non-profit educational organization.

There is deliberately a very small board of directors, each of whom has committed him or herself to helping raise the money needed to start the program mainly from the private sector. David Vickery (former assistant city manager) has accepted the chairmanship, and Charlotte Moore will be the Executive Director.

There will also be a large advisory committee (called a welcoming committee) which will be representative of the entire city. The Mayor has accepted chairmanship of this committee and all city councillors will be asked to be members.

The annual budget will be in the neighborhood of \$100,000.

Programs will include walking tours given by specially trained secondary school students from the city's public, parochial and independent schools; operating information booth; and developing appropriate historical and contemporary materials for distribution.

The city will be asked for two contributions. First, the city will be asked to rent space for a token amount to Cambridge Discovery near the Harvard Square kiosk. Sheldon Cohen has loaned Cambridge Discovery money to build its first information booth near the kiosk. This booth will open in May. Secondly, initial fund-raising will be slow so that the city will be asked to contribute \$20,000 annually for the first two or three years of operation. After that the Board is confident that Cambridge Discovery will pay for itself.

Cambridge Discovery intends to have two other booths as soon as possible, one in the Lechmere area and one in the Alewife area. Also, it will need space larger than a booth, probably in the Harvard Square, which visitors can walk into and where appropriate materials will be displayed, distributed and sold.

A full prospectus is enclosed. David Vickery and/or Charlotte Moore will be available I am sure to brief the City Council further and Charlotte is especially interested in briefing community groups.

Sincerely yours,
Francis H. Duehay
Francis H. Duehay
Vice Mayor

Enclosure

3.

S-129

Comm. from Councillor Francis H. Duehay,
transmitting a status report on Cambridge
Discovery, Inc.

In City Council,

February 11, 1985

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