

City of Cambridge

**ECONOMIC DEVELOPMENT, TRAINING
AND EMPLOYMENT COMMITTEE MEMBERS**

*Councillor Henrietta Davis, Chair
Councillor Marjorie C. Decker
Vice Mayor David P. Maher*

In City Council April 2, 2001

**NEIGHBORHOOD AND LONG TERM PLANNING
COMMITTEE MEMBERS**

*Councillor Marjorie C. Decker, Chair
Councillor Kathleen L. Born
Vice Mayor David P. Maher*

The Economic Development, Training and Employment Committee and the Neighborhood and Long Term Planning Committee held a joint public hearing on Thursday, March 1, 2001 at 4:20 p. m. in the Ackermann Room.

The purpose of the meeting was to receive an update on the status of the Gibbs Report, a briefing on all committees related to Central Square and to plan the joint meeting of these committees scheduled for Saturday, April 28, 2001.

Present at the meeting were: Councillor Davis, Chair of the Economic Development, Training and Employment Committee, Councillor Decker, Chair of the Neighborhood Long-Term Planning Committee, Beth Rubenstein, Assistant City Manager for Community Development Department (CDD), Elaine Madden, Economic Development Planner, CDD, Elaine Thorne, Associate Planner, CDD, Richard Rossi, Deputy City Manager, Richard Scali, Executive Director, License Commissioner, D. Margaret Drury, City Clerk and Donna P. Lopez, Deputy City Clerk. Also present at the meeting was Robert Winters.

Councillors Davis and Decker opened the meeting. Councillor Decker stated her goal was to better understand the plans, status and goals of the issues relating to Central Square.

The discussion focused on a briefing on the committees related to Central Square.

Ms. Elaine Thorne, Associate Planner, CDD, informed the committee that the Central Square Advisory is the only committee that is staffed by the Community Development Department. The Central Square Improvement Committee was an 18-member committee, appointed by the City Manager representing the business community, property owners and residents of the abutting residential neighborhoods.

This committee wrote the scope for the consultant and was responsible for the Master Plan of Central Square. This committee met twice since 1997, she said, once to discuss improvements to Carl Baron Plaza and secondly, to discuss the bench issue in front of Libby's Liquor.

Councillor Decker asked what is the status of this committee. Ms. Thorne responded that this committee is defunct. Councillor Decker stated that should this committee be reinstated she wanted neighborhood representation. She further requested that thank you letters be sent to the people who served on this committee. Councillor Davis stated that there needs to be a group who will pay attention to improvements to Central Square.

Mr. Robert Winters, 366 Broadway, stated that the Central Square Coalition was started in 1993. This committee is also defunct, he said.

Councillor Decker requested that Community Development Department notify the Central Square Improvements Committee of the April 28th meeting.

Councillor Davis asked if the Central Square Improvements Committee should be resurrected and new membership solicited. Councillor Decker stated that she would like to see who attends the April 28th meeting.

Ms. Thorne stated that the Central Square Advisory Committee was established in the Zoning Ordinance in May, 1989. It contained 9 members appointed by the City Manager. Four members were neighborhood residents, one from each of the following neighborhoods: Cambridgeport, Riverside, Area 4 and Mid-Cambridge. Four members were business/property owners and one member was required to be an architect or a landscape architect. This is an advisory committee and is the only committee staffed by the Community Development Department, she said. As an advisory committee the committee conducts reviews on large projects and reviews Board of Zoning Appeal cases and special permits.

Councillor Decker asked if the committee is consistent. Ms. Thorne stated the committee meets on demand. It met to discuss the YWCA and a building on Windsor Street relating to the Vickers zoning petition.

Councillor Decker asked about the terms of the members. Ms. Thorne stated the terms are staggered. Councillor Decker asked if this process has been evaluated. Ms. Thorne responded in the affirmative.

The committee now focused its discussion on the Gibbs Report.

Ms. Rubenstein, Assistant City Manager for Community Development, introduced Ms. Elaine Madden, Economic Planner, CDD, who gave an overview of the Gibbs Report. Action Items, she said, are at the end of the report and this will help plan the April 28th meeting.

Ms. Madden read the "*Scope of the Study*" from the report. **(ATTACHMENT A)**. She outlined the methodology used by Mr. Gibbs. A qualitative assessment was developed. The retail market was assessed. The report outlined the Retail Category that the square needed. **(ATTACHMENT B)**.

Councillor Decker asked where does the support come from for the Business Improvement District (*BID*), which is under the Central Square Business Association. Ms. Rubenstein responded the City gives informal support. Community Development Department, she said, is the liaison; this is a private initiative. The plan comes to the City Council for approval, she said.

Councillor Decker asked if approval is also needed from the state legislature. Ms. Rubenstein responded in the affirmative.

Ms. Rubenstein listed what new businesses have come to Central Square since the completion of the Gibbs Report. The businesses listed were:

- The Gap;
- Rodney Bookstore;
- Centro Restaurant;
- Zebra Graphics;
- Holmes Development; and
- Boston Sports Club, which will open in the late spring.

Ms. Madden informed the committee that she toured the Holmes site because Community Development Department will be getting an incubator space on the Green Street side for a small retail establishment. The ground floor will be all retail, she said. CVS will move back to its original location. Two to three of the original businesses are negotiating to move back into the square.

Ms. Rubenstein informed the committee of several "rumors."

- Footlocker site is negotiating for a user of the space;
- Buzzy's may house a bank;
- City Foods may be broken up into three storefronts, possibly housing a food store, a clothing store and a restaurant.

In response to a question from Councillor Davis, Ms. Rubenstein stated that siting a homegoods store has not been successful for Central Square.

Councillor Decker requested a graph of the recommendations in the Gibbs Report from the Community Development Department. Ms. Rubenstein stated that she would provide, in writing, the progress that has been made and what needs to be done on the Action Items.

A discussion ensued regarding the Recommendations in the Gibbs Report.
(ATTACHMENT C).

Mr. Rossi, Deputy City Manager, stated that there are trends in the market that affect the introduction of new business to the square. Ms. Rubenstein stated that the Gibbs Report outlined that money was going to the Arsenal and Galleria Malls and not being spent in the square.

Mr. Winters stated that there is no other place in the city that includes so many neighborhoods as Central Square. Mr. Rossi stated that the Central Square Business Association is a good group to work with because this association works well together. Improvements that were needed in the square were a consensus decision by the association.

Councillor Davis stated that the BID is a central part of the improvements. Ms. Rubenstein stated that the Phase II recommendations in the Gibbs Report assume that there would be a BID in place. Mr. Rossi stated that the BID supplements and enhances the city's work in Central Square.

The meeting now turned to planning the April 28th joint meeting.

Councillor Decker stated that her goal was to have the two sub-committees of the City Council work hand-in-hand. Several City Council orders regarding conditions in Central Square have been adopted. She wanted to look at the groups involved in this area and have a community meeting to review the needs of the Central Square area. The process can be evaluated and the neighborhoods in the square can be updated as to where the City is and address concerns that have not been addressed.

Councilor Davis suggested that the attendees of the April 28th meeting break up into smaller groups to discuss issues such as transportation, bus stops, pedestrian crossings, street furniture, graffiti, public toilets, retail mix, nightlife, cultural districts, restaurants, and public safety.

Councillor Davis asked what if there is no BID. Mr. Rossi stated that he believes that a balanced group of residents and business people could be very useful.

Councillor Decker stated that she would like to see clear ties to the City in achieving goals. Mr. Rossi stated that the language in the BID statute makes it very clear that the city cannot transfer its responsibilities to the BID.

Mr. Rossi stated that the April 28th meeting should be a positive, visioning session.

Mr. Scali, Executive Director, License Commission, expressed the concerns of the businesses who would like to serve alcohol at their sidewalk tables. He also stated that he has received complaints about the high rents in the square.

Councillor Decker asked if there were any other concerns. Mr. Winters stated that housing information should be made available at the April 28th meeting.

At the conclusion of the meeting the committee made the following recommendations regarding the April 28th meeting.

1. The hours of the meeting will be 9:00 a.m. to 12:00 noon
2. Buffet breakfast will be provided
3. Information on housing will be available at the meeting
4. A real estate agent will be invited to the meeting
5. Members of the Central Square Business Association will be invited
6. Members of the Police Department will be invited
7. Members of the Ward 5 Committee, Area 4 Neighborhood Coalition and the Mid-Cambridge Neighborhood Association will be invited
8. The presentations will include:
 - Demographics and
 - Gibbs Report and will be no more that 30 minutes, with 4-5 minutes for each topic
9. Attendees will break up into smaller groups for 90 minutes maximum
10. Attendees may rotate between break out groups
11. Resources persons and/or facilitators will be attending meeting
12. Recorder is needed for each break up group
13. The joint sub-committees will make a progress report.

Councillor Davis asked how would the session on transportation issues be conducted. Mr. Rossi stated that the session could be used to explain to the general

public how decisions are made, the process that is used to implement pedestrian safety issues.

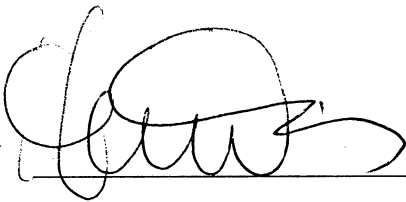
Councillor Decker stated that the April 28th meeting should be a place where all stakeholders of Central Square including residents, families, youth, neighborhood groups, business and the restaurant community can learn about the variety of resources in Central Square, as well as share new ideas and express concerns regarding quality of life issues.

Mr. Rossi stated that everyone needs to contribute to the April 28th meeting; this is a *community conversation*.

Councillor Davis stated that publicity of the April 28th meeting is needed.

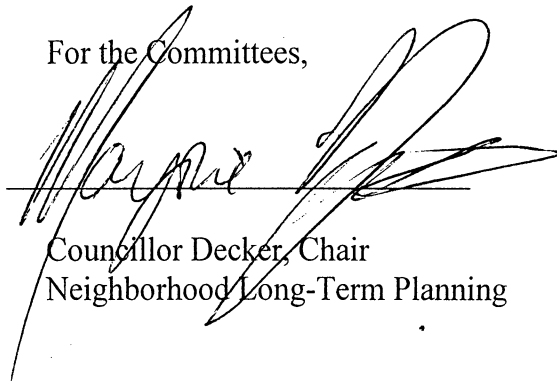
Councillors Davis and Decker thanked all the attendees.

The meeting adjourned at 5:55 p. m.



Councillor Davis, Chair
Economic Development,
Training and Employment

For the Committees,



Councillor Decker, Chair
Neighborhood Long-Term Planning

ATTACHMENT A.

ket.

To maintain an appealing mix of merchants and improve the shopping experience in Central Square, the City of Cambridge can implement new leasing and management strategies. The Implementation Plan outlines recommendations to bolster existing businesses that can be undertaken by either the City or a Business Improvement District; these include additional storefront and streetscape improvements, tenant recruitment programs, development of marketing materials and building on existing seasonal festivals.

II. SCOPE OF STUDY

A. Purpose

The following issues were addressed as part of this study:

1. What is the current retail mix of the Central Square district, and to whom do these retailers appeal? How can this mix be strengthened?
2. Which of the current retailers are "at risk" due to competition from regional and national retailers and from projected demographic changes?
3. What is likely to happen to the Central Square business district during the next five years given the existing local economic conditions and national retail trends? How can the City of Cambridge best respond to these trends?
4. What are the primary and secondary trade areas served by the existing retail mix?
5. What are the current and projected population and demographic characteristics of trade area residents?
6. What are the shopping patterns of trade area residents and what retail categories would they like to see in Central Square?
7. What additional retail types are supportable and recommended to fulfill unmet needs in the Central Square district? What are their projected sales volumes?

B. Methodology

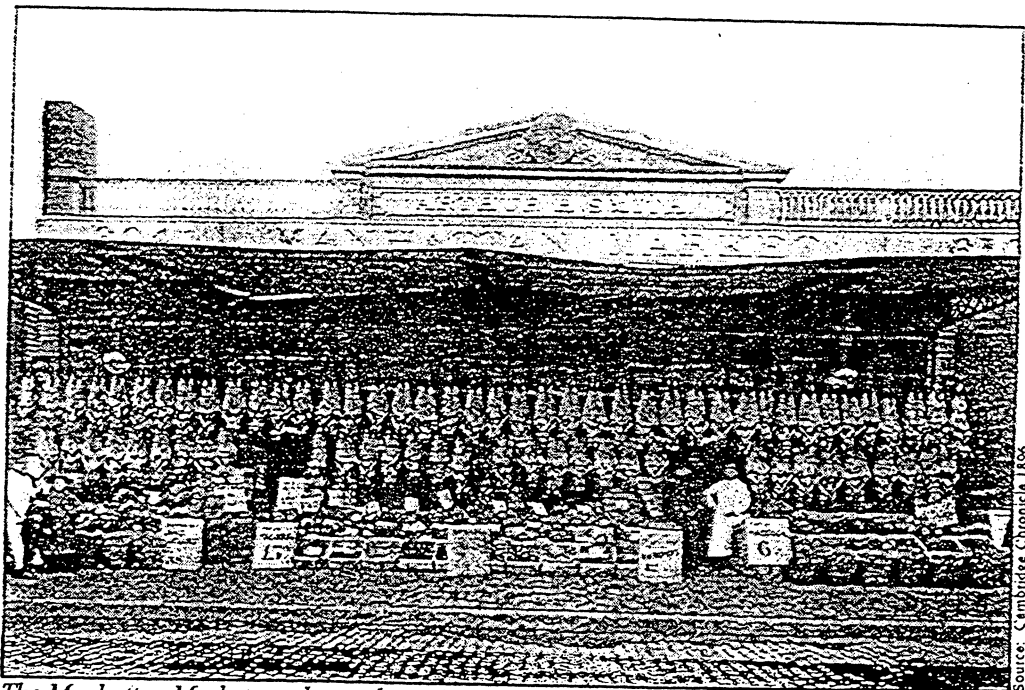
Gibbs Planning Group (GPG) was commissioned by the City of Cambridge to conduct consumer market research and a qualitative evaluation for the Central Square business district. For the purposes of this study, the Central Square district is defined as the commercial area along Massachusetts Avenue, extending from Inman Street to the northwest and to Windsor Street to the southeast.

To address the above issues, GPG visited and evaluated the major existing and planned retail concentrations in the Cambridge region between April and June of 1999. The area was visited throughout the daytime and evening to gain a qualitative understanding of the local traffic and shopping patterns. Based on this field evaluation, trade areas for

the Central Square district were defined.

To understand the composition of the trade area's market, population and demographic characteristics of residents were collected by census tract from national sources and updated based on information gathered from various local sources. Data was obtained for the primary, secondary and total trade areas from National Decision Systems, Inc. The total trade area includes both the primary trade area, and the secondary trade area.

To determine retail categories that residents in the trade area desired and considered missing, an independent firm using multilingual interviewers completed 400 telephone surveys between April 8 and April 21, 1999. The survey respondents were selected at random from local phone books from the surrounding neighborhoods, with the interviewer asking to speak to the primary shopper of the household. An additional 25 intercept surveys in Haitian Creole were collected to further include all ethnic bases within the city. GPG also conducted focus groups with students from MIT and workers/residents in the primary trade area. Finally, GPG interviewed 19 stakeholders in



The Manhattan Market was located on Massachusetts Avenue in 1896. Such a public market is traditionally given civic importance in location and architectural style.

Central Square including residents, developers, business owners and retailers.

Based on the combined data, GPG developed a qualitative assessment and retail enhancement strategy for the Central Square. This assessment includes tenant mix recommendations and supportable square footages. This study also produced a retail market analysis to identify under represented retail categories and a sales forecast for

those categories through 2004.

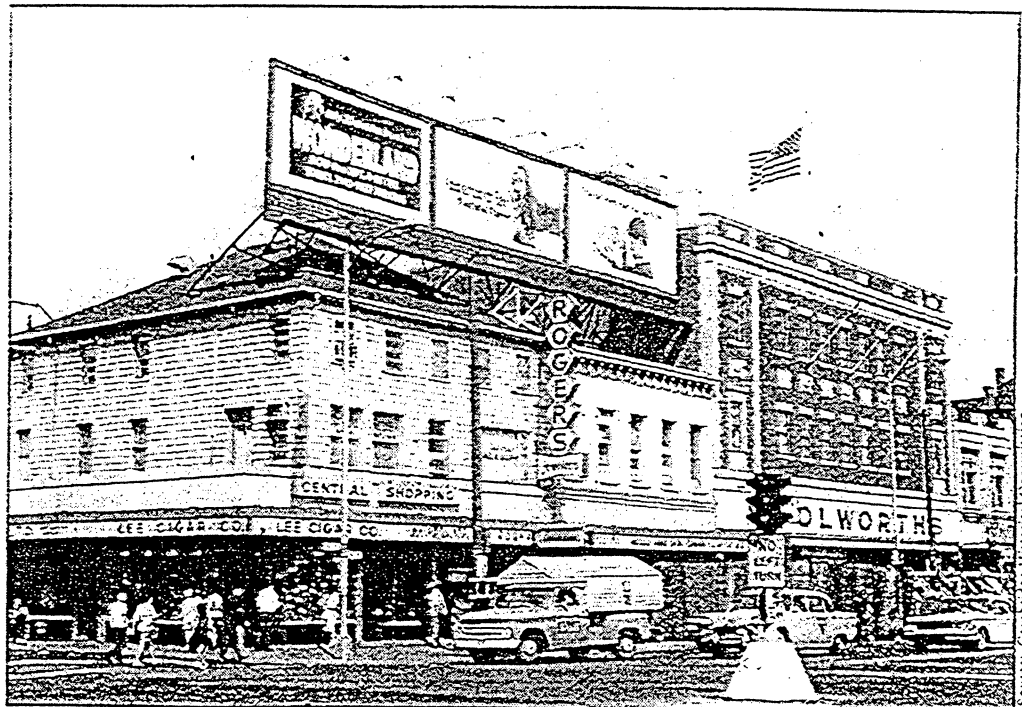
III. GENERAL OBSERVATIONS & CHARACTERISTICS

A. Historical Background

As early as 1793, Central Square served as a primary transportation hub via the West Boston Bridge. The 1853 construction of the Grand Junction Railroad and the 1913 opening of the rapid transit subway system reinforced and expanded the Square as an important regional transportation and industrial center. Much of the Square's early commercial and residential development success was directly related to its location as a crossroads. Expanding industrialization resulted in a significant increase in employment and, therefore, population growth for the adjacent neighborhoods.

Following the Civil War, doctors, lawyers and insurance agents dominated the tenant mix in the Square, but from the turn of the 20th century the district has primarily been composed of local and regional merchants and retailers, including the popular Kollen's Deli and Bakery between 1912-1933.

During the depression and World War II, Central Square's economy was stagnant or failing. However, after the war, the district quickly became a vibrant shopping district anchored with Concorran's Department Store, Howard's Bazaar, Woolworth's Five-and-Dime and many leading regional and national retailers.



This photo, taken in the 1950's, shows that Woolworth's anchored a diverse shopping district in Central Square after World War II.

A. Additional Supportable Retail

This Study finds that up to 96,200 square feet of additional retail and restaurant businesses is supportable in the Central Square district.

The following list details the square footage of additional retail categories that will be supportable by the year 2004:

Retail Category	Square Footage
Grocery Store	30,000
Unisex Casual Apparel	25,000
Women's Apparel	5,000
Shoe Store	8,000
Book Store	5,000
Music Store	3,000
Card and Gift Shop	2,500
Household Accessories	5,700
Jewelry Store	1,000
Optical Store	2,000
Sports Store	5,000
Electronics Store	2,000
Misc. Retail	2,000

Several factors indicate that the business climate is favorable for expansion of retail in Central Square. These include:

- a. *A good, stable trade area population base:* The primary and secondary trade areas have a stable population base of nearly 70,000 persons. Of this, approximately 43,000 persons live in the primary trade area.
- b. *A strong college student influence:* Currently, of the total trade area's population base, nearly 30% are attending college, most at either MIT or Harvard University. Additionally, over 10,500 of the total population base is currently residing in college dorms or college-associated group quarters.
- c. *A younger than average population base:* The median age of the population base is 32.4 years, however, the primary trade area is lower, being just over 31 years of age. Nearly 68% of the primary trade area's population is aged 18 to 49, with less than 10% aged 65 years or older.
- d. *A good median household income:* The trade area's median household income of \$39,000 is slightly less than the City of Cambridge, or Boston

area. However, the median household income is understated due to the large influence of college students, and the reported income figures do not include the financial support sent to students by their parents.

- e. *Limited retail serving college students and families:* The suggested additional retail will better serve the large college student population, which is currently underserved.
- f. *Easy public transportation access:* The Central Square district has easy access to public transportation that allows it to be accessed by a large number of people that live outside of the district.

Currently, the tenant mix in Central Square does not meet the needs of a large segment of the potential customer base in a number of retail categories. Through surveys and interviews, this study has identified the retail uses which the area residents, workers and students desire but cannot currently find in Central Square. These include core retail offerings such as grocery, clothing and accessories as well as entertainment and bookstores. By adding new tenants in these categories, the City of Cambridge can establish a shopping district that is visited more frequently by primary and secondary trade area residents.

The telephone survey found that 45 to 55 percent of those surveyed shop outside of Central Square for grocery foods. Primarily, they shop near their place of work or at other Star markets in the region. This leakage of retail trade indicates that there is potential in Central Square to increase grocery store offerings. However, the majority of respondents (64%) report that they are satisfied with their current grocery store. Therefore, to encourage good sales volumes for an additional market, it is important to identify and target the population that is dissatisfied.

There is considerable variation among the neighborhoods in the reported satisfaction level with the grocery stores in and around Central Square. The area furthest from the center of the Square reported the lowest satisfaction level (02140 zip code). Homeowners reported a lower than average satisfaction level (56.3%). Residents in income brackets higher than \$60,000 also tended to be less satisfied with their current food store. However, those that earn less than \$30,000 reported a greater than 75% satisfaction level with their current food store. Also, those who rent, and do not own cars reported a high level of satisfaction (72%) with their current food store.

This study concludes that an additional 30,000 sf of grocery retail is supportable in Central Square. This additional grocery space can be developed as a new grocery store, or absorbed into an expansion of an existing food market. If the proposed grocery store on River Street is built, it will satisfy this demand. If it is not built and

another location is sought, this study recommends that it could be most supportable if it were located on the south side of Massachusetts Avenue near Central Square, the district's "main-main" intersection.

A majority of workers and residents of Central Square stated that they would like increased availability of apparel in a moderate to better price point. Stores frequently mentioned in the surveys were *Old Navy*, *Marshall's*, *The Gap*, and *T.J.*

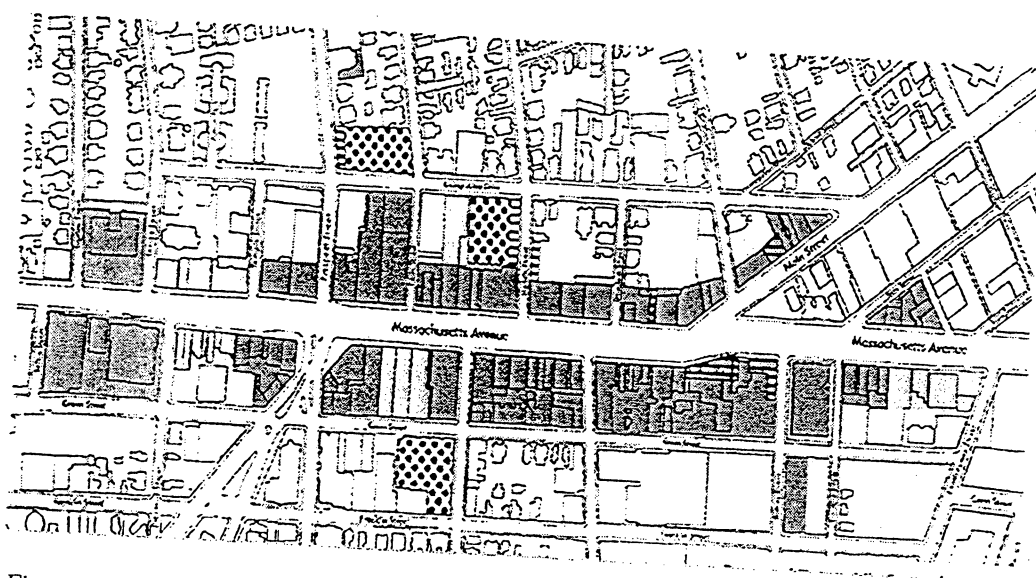











Figure 13: The proposed tenant mix plan adds more core retail, clustered around Massachusetts Avenue and Prospect Street. Parking decks with liner buildings and a new cinema are also recommended. See Exhibit E in the Appendix for general and specific tenant mix maps.

-  General Retail
-  Restaurant/Entertainment
-  Core Retail
-  Civic
-  Neighborhood Service
-  Food Store
-  Cinema
-  Possible New Liner Building
-  Possible New/Expanded Parking Garage

Maxx. Respondents understood that a new clothing store in Central Square will likely be a national chain, but at the same time they wanted Central Square to maintain its unique identity. The study's participants did not want Central Square to become another Harvard Square with its national and tourist appeal.

In the proposed tenant mix map these apparel and accessory stores, or soft goods retailers, are clustered around the intersection of Massachusetts Avenue and Prospect Street. This location at a busy intersection increases their visibility to passing traffic and helps create a regional draw for these retailers.

Survey respondents expressed a desire for more entertainment offerings: 22% would like other restaurants, 17.5% a movie theatre, 6% a jazz club and 5% more ethnic restaurants. In the telephone survey, the variety of restaurants in Central Square received a relatively high satisfaction rating, but the focus group results indicate that

there is a preference for additional restaurants serving American foods. New restaurants should not be fast food establishments. These national chains detract from the unique character of Central Square, and should be discouraged in favor of sit-down restaurants. Students interviewed in a focus group did not want more fast food either, but due to their life-styles, they would like restaurants open at least until 2:00 am. Additional sidewalk cafes are another option and have the benefit of

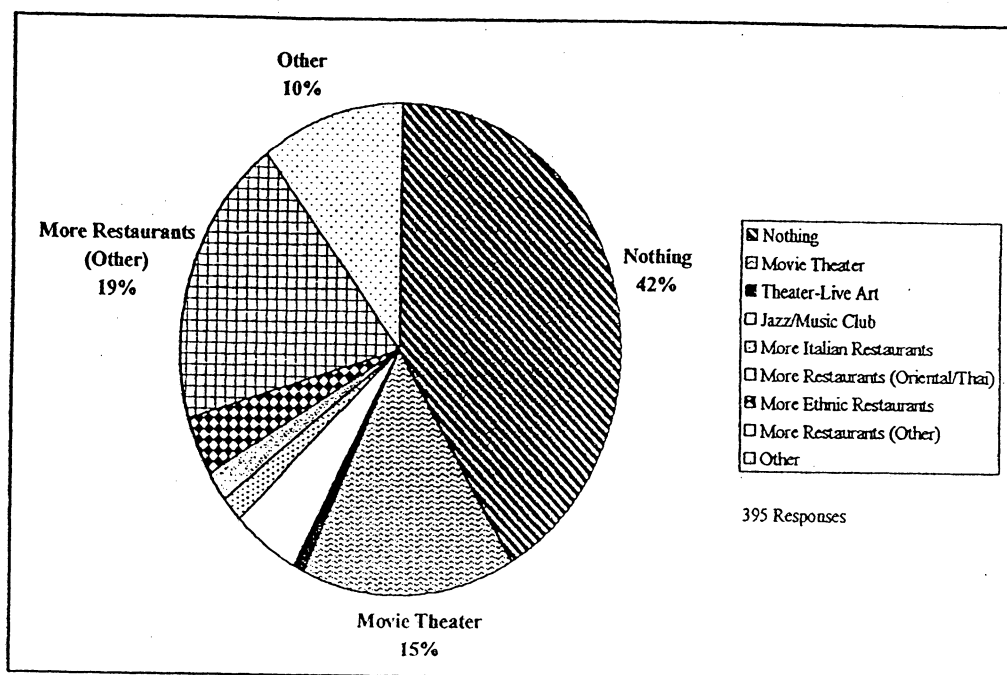
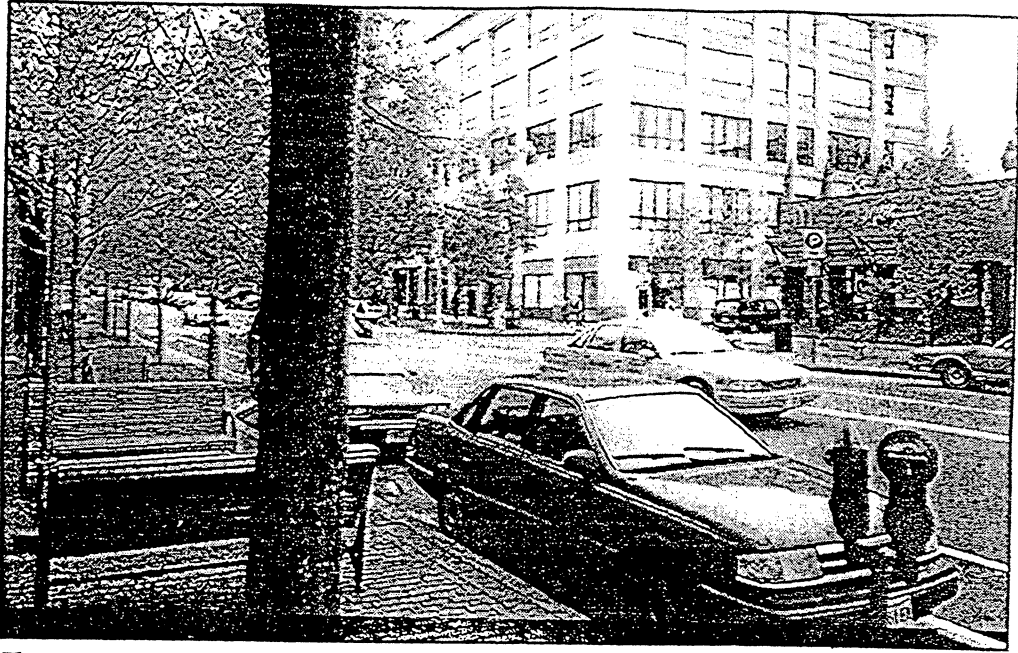


Figure 14: Telephone survey respondents most frequently requested a movie theater and more restaurants in Central Square. Multiple responses were allowed.

adding interest to the streetscape at a pedestrian scale.

Bookstores are currently under-represented in Central Square. When asked to rate 24 attributes of Central Square, telephone survey respondents ranked bookstore offerings last among the retail categories. Students, many of whom reported that they have over \$300 per month to spend on retail purchases, said they would frequent a good bookstore, especially if it had a café component. Given desire for independent retailers, a new bookstore would ideally be a locally owned business.

The Central Square district has the U.S. Post Office and the Cambridge City Hall on one end, and University Park and MIT on the other end, giving the district strong existing anchors to the retail in the area. Though it does not specifically appear on the list of supportable retail tenants, the addition of a small specialty art movie theater to the mix would provide another valuable anchor. Such a theatre would generate significant consumer traffic on a daily basis, and attract a more mature evening crowd to the district. These theater patrons will support nearby restaurants and shops. This cross-shopping helps increase gross sales of the merchants adjacent to entertainment venues. New entertainment should be placed along Massachusetts



The existing on-street metered parking offers an important opportunity for impulse shopping and should be maintained or expanded if deemed feasible.

Avenue, interspersed with existing retail. This will alleviate traffic and other types of disruption in the neighborhoods and create a strong center for the district. The additional parking demands from the small theater should be accommodated in the existing parking decks and surface lots due to its off-peak evening usage, limited size and small trade area. Many of the movie visitors will walk from the surrounding neighborhoods or MIT.

B. Management of the District

The consultant believes that leaving the future of the district solely to market forces could put it at risk for dominance by chain retailers. Management of the district's future can be undertaken by the City working with property owners, residents and merchants or through a combination of City efforts and those of a Business Improvement District (BID). A BID offers one of the most effective methods of improving the quality and success of an urban shopping district. Paid for through an assessment that property owners voluntarily agree to pay, a BID can help small businesses and neighborhood shopping centers to compete with chain stores and malls. Leasing and managing a shopping district such as Central Square is complex and challenging, as multiple landlords, some absentee, make it difficult to coordinate efforts for mutual benefits. Successful shopping districts tend to be well organized in their efforts to promote, market and attract desirable tenants. Adequate financing of a BID is essential to insure that a qualified staff can be maintained and that sufficient resources are available to support the organization's efforts. A committee of the Central Square Business Association is in the process of planning a BID to undertake these efforts and hopes to come forward with a proposal in 2000.

ATTACHMENT C

CENTRAL SQUARE RETAIL MARKET STUDY ACTION ITEMS - PHASE I

City	BID	Maintenance/Appearance Action
		Remove all graffiti and out-of-date signage and paint tattered public fixtures, lighting, signage, subway and bus amenities.
		Continue and expand funding for storefront improvements and renovations.
		Review existing wayfinding and signage directing vehicles to the parking structures surrounding Central Square and pedestrians to shops; improve as needed.
		Encourage individual merchants to clean sidewalks, storefronts and windows daily.
		Review existing retail signage code with retailers to ensure that they are realistic.
City	BID	Space Marketing/Leasing Action
		Hold a meeting to inform real estate brokers, building owners and retailers about the results of this study and the types of retailers being sought.
		Work with property and business owners to develop a detailed tenant mix plan that meets with actual building and property owner conditions.
		Hold regular meetings with landlords, business owners and brokers to inform them of potential vacancies.
City	BID	Consumer Marketing Action
		Develop a marketing plan to target existing and new potential shoppers to visit the Square's many unique shops and services.
City	BID	Management Action
		Proponents of BID put forth proposal to City Council
		Develop a stakeholder group of business owners, citizens, property owners and City staff to implement improvements until the BID is formed.
		Develop a City interdepartmental committee to address issues related to the appearance of the district including: way-finding signage, signage in store windows, graffiti, etc.

**CENTRAL SQUARE RETAIL MARKET STUDY
ACTION ITEMS - PHASE II**

City	BID	Maintenance/Appearance Action
•	•	Install permanent directories to guide pedestrians and shoppers to shops, restaurants and parking.
	•	Implement supplementary maintenance program.
City	BID	Space Marketing/Leading Action
	•	Organize an effective tenant recruitment program to attract targeted retailers and restaurants to study area. Include a common 1-800 phone number and active participation in the International Council of Shopping Centers and other trade group activities.
	•	Continue to inventory vacancies and work with property owners to attract desired retailers.
•	•	Develop and implement an overall marketing and advertising campaign designed to recruit stores offering the retail categories identified as having gaps. Consider retaining a professional consultant team for this task.
	•	Design marketing materials including a brochure to attract targeted retailers and restaurants.
City	BID	Consumer Marketing Action
	•	Create additional festivals and design and promote specific sales.
•	•	Develop a press campaign to inform consumers about recruitment of new retailers to the district.
City	BID	Management Action
	•	Hire a BID director. If no BID, assess need for supplemental City staff.
•	•	Continue improvements to storefront design, window display, lighting and inventory control and merchandising. Merchandising efforts will enhance visual awareness of product lines and promote cross-shopping among businesses.
	•	Support existing local merchants through visual merchandising classes focusing on customer service, inventory control and advertising.

City

Bid

- Educate local business owners on the best business practices in competing malls and squares: hours of operation, return policies, cleanliness, merchandise mix and visual merchandising.
- Assess desirability of a Central Square web site.
- Monitor the district's sales and business performance and set targets for future performance.

**CENTRAL SQUARE RETAIL MARKET STUDY
ACTION ITEMS – PHASE III**

City	BID	Maintenance/Appearance Action
•	•	Work with property owners to analyze feasibility of adding second stories to single story, retail buildings.
City	BID	Space Marketing/Leasing Action
	•	Continue.
City	BID	Consumer Marketing Action
	•	Continue and expand study area programming and promotional activities such as seasonal activities and holiday festivals. This will provide additional incentives for shoppers to come to Central Square's shopping, dining and entertainment enterprises.
	•	Develop a year long marketing, advertising and promotion calendar.
City	BID	Management Action
	•	Continue to survey and research consumer and neighborhood needs and preferences.
•	•	Assess feasibility of liner buildings.
•		Study district's parking needs.

This committee wrote the scope for the consultant and was responsible for the Master Plan of Central Square. This committee met twice since 1997, she said, once to discuss improvements to Carl Baron Plaza and secondly, to discuss the bench issue in front of Libby's Liquor.

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Councillor Decker requested that Community Development Department notify the Central Square Improvements Committee of the April 28th meeting.

Councillor Davis asked if the Central Square Improvements Committee should be resurrected and new membership solicited. Councillor Decker stated that she would like to see who attends the April 28th meeting.

Ms. Thorne stated that the Central Square Advisory Committee was established in the Zoning Ordinance in May, 1989. It contained 9 members appointed by the City Manager. Four members were neighborhood residents, one from each of the following neighborhoods: Cambridgeport, Riverside, Area 4 and Mid-Cambridge. Four members were business/property owners and one member was required to be an architect or a landscape architect. This is an advisory committee and is the only committee staffed by the Community Development Department, she said. As an advisory committee the committee conducts reviews on large projects and reviews Board of Zoning Appeal cases and special permits.

Councillor Decker asked if the committee is consistent. Ms. Thorne stated the committee meets on demand. It met to discuss the YWCA and a building on Windsor Street relating to the Vickers zoning petition.

Councillor Decker asked about the terms of the members. Ms. Thorne stated the terms are staggered. Councillor Decker asked if this process has been evaluated. Ms. Thorne responded in the affirmative.

The committee now focused its discussion on the Gibbs Report.

Ms. Rubenstein, Assistant City Manager for Community Development, introduced Ms. Elaine Madden, Economic Planner, CDD, who gave an overview of the Gibbs Report. Action Items, she said, are at the end of the report and this will help plan the April 28th meeting.

Ms. Madden read the "*Scope of the Study*" from the report. (ATTACHMENT A). She outlined the methodology used by Mr. Gibbs. A qualitative assessment was developed. The retail market was assessed. The report outlined the Retail Category that the square needed. (ATTACHMENT B).

Councillor Decker asked where does the support come from for the Business Improvement District (*BID*), which is under the Central Square Business Association. Ms. Rubenstein responded the City gives informal support. Community Development Department, she said, is the liaison; this is a private initiative. The plan comes to the City Council for approval, she said.

Councillor Decker asked if approval is also needed from the state legislature. Ms. Rubenstein responded in the affirmative.

Ms. Rubenstein listed what new businesses have come to Central Square since the completion of the Gibbs Report. The businesses listed were:

- The Gap;
- Rodney Bookstore;
- Centro Restaurant;
- Zebra Graphics;
- Holmes Development; and
- Boston Sports Club, which will open in the late spring.

Ms. Madden informed the committee that she toured the Holmes site because Community Development Department will be getting an incubator space on the Green Street side for a small retail establishment. The ground floor will be all retail, she said. CVS will move back to its original location. Two to three of the original businesses are negotiating to move back into the square.

Ms. Rubenstein informed the committee of several "rumors."

- Footlocker site is negotiating for a user of the space;
- Buzzy's may house a bank;
- City Foods may be broken up into three storefronts, possibly housing a food store, a clothing store and a restaurant.

In response to a question from Councillor Davis, Ms. Rubenstein stated that siting a homegoods store has not been successful for Central Square.

Councillor Decker requested a graph of the recommendations in the Gibbs Report from the Community Development Department. Ms. Rubenstein stated that she would provide, in writing, the progress that has been made and what needs to be done on the Action Items.

A discussion ensued regarding the Recommendations in the Gibbs Report.
(ATTACHMENT C).

Mr. Rossi, Deputy City Manager, stated that there are trends in the market that affect the introduction of new business to the square. Ms. Rubenstein stated that the Gibbs Report outlined that money was going to the Arsenal and Galleria Malls and not being spent in the square.

Mr. Winters stated that there is no other place in the city that includes so many neighborhoods as Central Square. Mr. Rossi stated that the Central Square Business Association is a good group to work with because this association works well together. Improvements that were needed in the square were a consensus decision by the association.

Councillor Davis stated that the BID is a central part of the improvements. Ms. Rubenstein stated that the Phase II recommendations in the Gibbs Report assume that there would be a BID in place. Mr. Rossi stated that the BID supplements and enhances the city's work in Central Square.

The meeting now turned to planning the April 28th joint meeting.

Councillor Decker stated that her goal was to have the two sub-committees of the City Council work hand-in-hand. Several City Council orders regarding conditions in Central Square have been adopted. She wanted to look at the groups involved in this area and have a community meeting to review the needs of the Central Square area. The process can be evaluated and the neighborhoods in the square can be updated as to where the City is and address concerns that have not been addressed.

Councilor Davis suggested that the attendees of the April 28th meeting break up into smaller groups to discuss issues such as transportation, bus stops, pedestrian crossings, street furniture, graffiti, public toilets, retail mix, nightlife, cultural districts, restaurants, and public safety.

Councillor Davis asked what if there is no BID. Mr. Rossi stated that he believes that a balanced group of residents and business people could be very useful.

Councillor Decker stated that she would like to see clear ties to the City in achieving goals. Mr. Rossi stated that the language in the BID statute makes it very clear that the city cannot transfer its responsibilities to the BID.

Mr. Rossi stated that the April 28th meeting should be a positive, visioning session.

Mr. Scali, Executive Director, License Commission, expressed the concerns of the businesses who would like to serve alcohol at their sidewalk tables. He also stated that he has received complaints about the high rents in the square.

Councillor Decker asked if there were any other concerns. Mr. Winters stated that housing information should be made available at the April 28th meeting.

At the conclusion of the meeting the committee made the following recommendations regarding the April 28th meeting.

1. The hours of the meeting will be 9:00 a.m. to 12:00 noon
2. Buffet breakfast will be provided
3. Information on housing will be available at the meeting
4. A real estate agent will be invited to the meeting
5. Members of the Central Square Business Association will be invited
6. Members of the Police Department will be invited
7. Members of the Ward 5 Committee, Area 4 Neighborhood Coalition and the Mid-Cambridge Neighborhood Association will be invited
8. The presentations will include:
 - Demographics and
 - Gibbs Report and will be no more that 30 minutes, with 4-5 minutes for each topic
9. Attendees will break up into smaller groups for 90 minutes maximum
10. Attendees may rotate between break out groups
11. Resources persons and/or facilitators will be attending meeting
12. Recorder is needed for each break up group
13. The joint sub-committees will make a progress report.

Councillor Davis asked how would the session on transportation issues be conducted. Mr. Rossi stated that the session could be used to explain to the general

public how decisions are made, the process that is used to implement pedestrian safety issues.

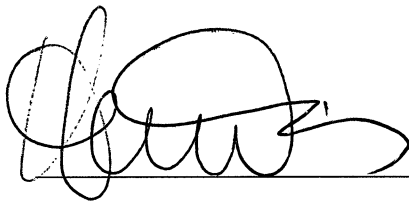
Councillor Decker stated that the April 28th meeting should be a place where all stakeholders of Central Square including residents, families, youth, neighborhood groups, business and the restaurant community can learn about the variety of resources in Central Square, as well as share new ideas and express concerns regarding quality of life issues.

Mr. Rossi stated that everyone needs to contribute to the April 28th meeting; this is a *community conversation*.

Councillor Davis stated that publicity of the April 28th meeting is needed.

Councillors Davis and Decker thanked all the attendees.

The meeting adjourned at 5:55 p. m.



Councillor Davis, Chair
Economic Development,
Training and Employment

For the Committees,



Councillor Decker, Chair
Neighborhood Long-Term Planning

ATTACHMENT A.

ket.

To maintain an appealing mix of merchants and improve the shopping experience in Central Square, the City of Cambridge can implement new leasing and management strategies. The Implementation Plan outlines recommendations to bolster existing businesses that can be undertaken by either the City or a Business Improvement District; these include additional storefront and streetscape improvements, tenant recruitment programs, development of marketing materials and building on existing seasonal festivals.

II. SCOPE OF STUDY

A. Purpose

The following issues were addressed as part of this study:

1. What is the current retail mix of the Central Square district, and to whom do these retailers appeal? How can this mix be strengthened?
2. Which of the current retailers are "at risk" due to competition from regional and national retailers and from projected demographic changes?
3. What is likely to happen to the Central Square business district during the next five years given the existing local economic conditions and national retail trends? How can the City of Cambridge best respond to these trends?
4. What are the primary and secondary trade areas served by the existing retail mix?
5. What are the current and projected population and demographic characteristics of trade area residents?
6. What are the shopping patterns of trade area residents and what retail categories would they like to see in Central Square?
7. What additional retail types are supportable and recommended to fulfill unmet needs in the Central Square district? What are their projected sales volumes?

B. Methodology

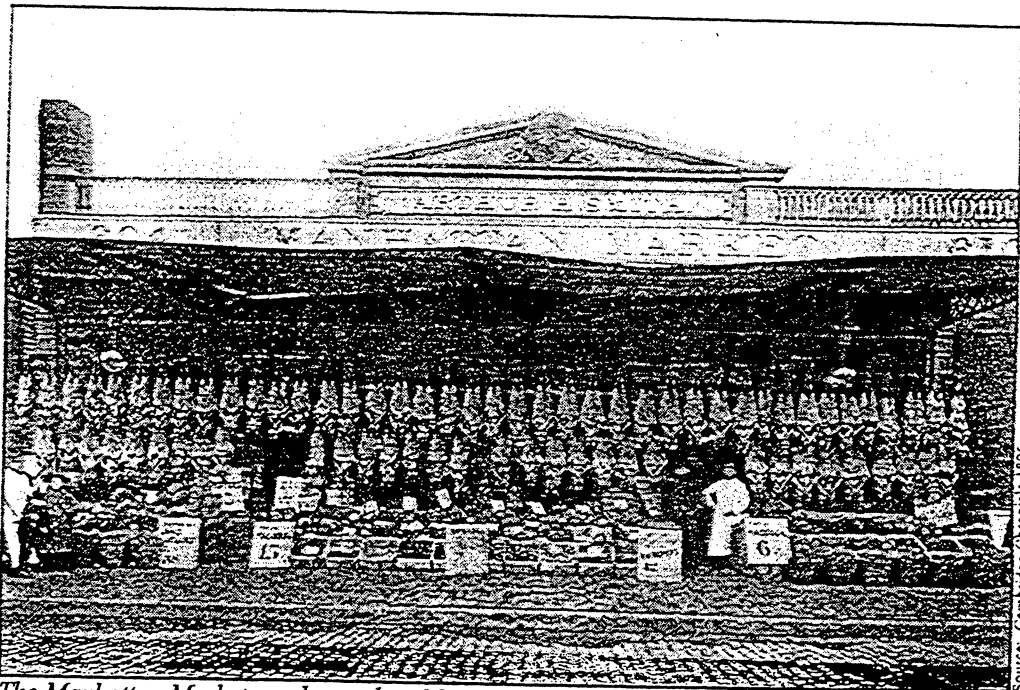
Gibbs Planning Group (GPG) was commissioned by the City of Cambridge to conduct consumer market research and a qualitative evaluation for the Central Square business district. For the purposes of this study, the Central Square district is defined as the commercial area along Massachusetts Avenue, extending from Inman Street to the northwest and to Windsor Street to the southeast.

To address the above issues, GPG visited and evaluated the major existing and planned retail concentrations in the Cambridge region between April and June of 1999. The area was visited throughout the daytime and evening to gain a qualitative understanding of the local traffic and shopping patterns. Based on this field evaluation, trade areas for

the Central Square district were defined.

To understand the composition of the trade area's market, population and demographic characteristics of residents were collected by census tract from national sources and updated based on information gathered from various local sources. Data was obtained for the primary, secondary and total trade areas from National Decision Systems, Inc. The total trade area includes both the primary trade area, and the secondary trade area.

To determine retail categories that residents in the trade area desired and considered missing, an independent firm using multilingual interviewers completed 400 telephone surveys between April 8 and April 21, 1999. The survey respondents were selected at random from local phone books from the surrounding neighborhoods, with the interviewer asking to speak to the primary shopper of the household. An additional 25 intercept surveys in Haitian Creole were collected to further include all ethnic bases within the city. GPG also conducted focus groups with students from MIT and workers/residents in the primary trade area. Finally, GPG interviewed 19 stakeholders in



The Manhattan Market was located on Massachusetts Avenue in 1896. Such a public market is traditionally given civic importance in location and architectural style.

Central Square including residents, developers, business owners and retailers.

Based on the combined data, GPG developed a qualitative assessment and retail enhancement strategy for the Central Square. This assessment includes tenant mix recommendations and supportable square footages. This study also produced a retail market analysis to identify under represented retail categories and a sales forecast for

those categories through 2004.

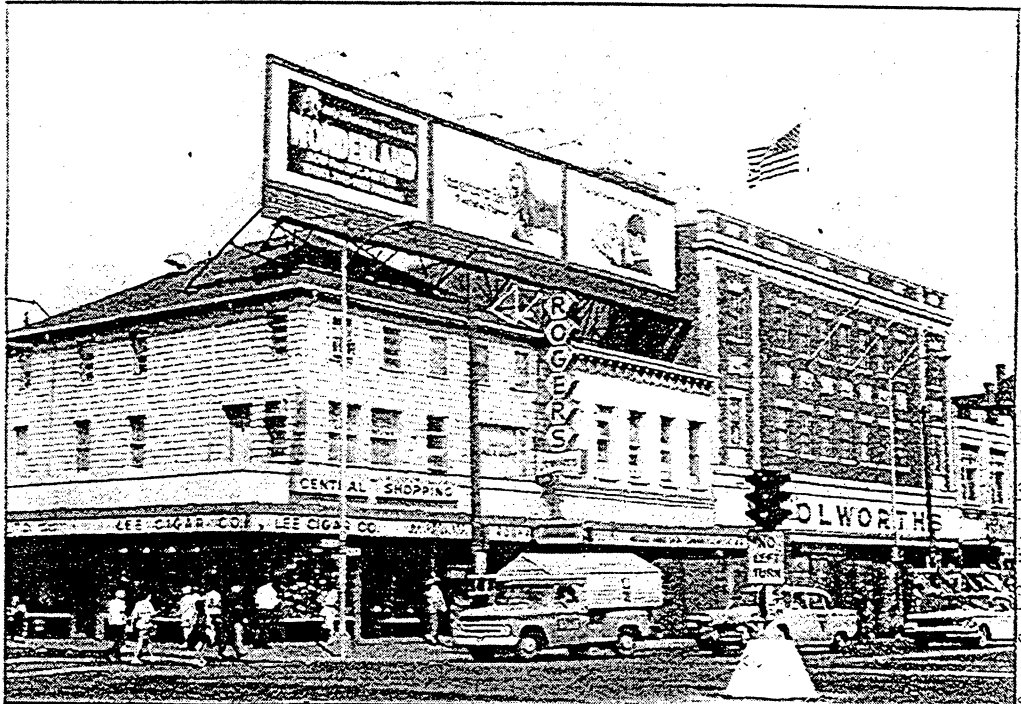
III. GENERAL OBSERVATIONS & CHARACTERISTICS

A. Historical Background

As early as 1793, Central Square served as a primary transportation hub via the West Boston Bridge. The 1853 construction of the Grand Junction Railroad and the 1913 opening of the rapid transit subway system reinforced and expanded the Square as an important regional transportation and industrial center. Much of the Square's early commercial and residential development success was directly related to its location as a crossroads. Expanding industrialization resulted in a significant increase in employment and, therefore, population growth for the adjacent neighborhoods.

Following the Civil War, doctors, lawyers and insurance agents dominated the tenant mix in the Square, but from the turn of the 20th century the district has primarily been composed of local and regional merchants and retailers, including the popular Kollen's Deli and Bakery between 1912-1933.

During the depression and World War II, Central Square's economy was stagnant or failing. However, after the war, the district quickly became a vibrant shopping district anchored with Concorran's Department Store, Howard's Bazaar, Woolworth's Five-and-Dime and many leading regional and national retailers.



This photo, taken in the 1950's, shows that Woolworth's anchored a diverse shopping district in Central Square after World War II.

A. Additional Supportable Retail

This Study finds that up to 96,200 square feet of additional retail and restaurant businesses is supportable in the Central Square district.

The following list details the square footage of additional retail categories that will be supportable by the year 2004:

Retail Category	Square Footage
Grocery Store	30,000
Unisex Casual Apparel	25,000
Women's Apparel	5,000
Shoe Store	8,000
Book Store	5,000
Music Store	3,000
Card and Gift Shop	2,500
Household Accessories	5,700
Jewelry Store	1,000
Optical Store	2,000
Sports Store	5,000
Electronics Store	2,000
Misc. Retail	2,000

Several factors indicate that the business climate is favorable for expansion of retail in Central Square. These include:

- a. *A good, stable trade area population base:* The primary and secondary trade areas have a stable population base of nearly 70,000 persons. Of this, approximately 43,000 persons live in the primary trade area.
- b. *A strong college student influence:* Currently, of the total trade area's population base, nearly 30% are attending college, most at either MIT or Harvard University. Additionally, over 10,500 of the total population base is currently residing in college dorms or college-associated group quarters.
- c. *A younger than average population base:* The median age of the population base is 32.4 years, however, the primary trade area is lower, being just over 31 years of age. Nearly 68% of the primary trade area's population is aged 18 to 49, with less than 10% aged 65 years or older.
- d. *A good median household income:* The trade area's median household income of \$39,000 is slightly less than the City of Cambridge, or Boston

area. However, the median household income is understated due to the large influence of college students, and the reported income figures do not include the financial support sent to students by their parents.

- e. *Limited retail serving college students and families:* The suggested additional retail will better serve the large college student population, which is currently underserved.
- f. *Easy public transportation access:* The Central Square district has easy access to public transportation that allows it to be accessed by a large number of people that live outside of the district.

Currently, the tenant mix in Central Square does not meet the needs of a large segment of the potential customer base in a number of retail categories. Through surveys and interviews, this study has identified the retail uses which the area residents, workers and students desire but cannot currently find in Central Square. These include core retail offerings such as grocery, clothing and accessories as well as entertainment and bookstores. By adding new tenants in these categories, the City of Cambridge can establish a shopping district that is visited more frequently by primary and secondary trade area residents.

The telephone survey found that 45 to 55 percent of those surveyed shop outside of Central Square for grocery foods. Primarily, they shop near their place of work or at other Star markets in the region. This leakage of retail trade indicates that there is potential in Central Square to increase grocery store offerings. However, the majority of respondents (64%) report that they are satisfied with their current grocery store. Therefore, to encourage good sales volumes for an additional market, it is important to identify and target the population that is dissatisfied.

There is considerable variation among the neighborhoods in the reported satisfaction level with the grocery stores in and around Central Square. The area furthest from the center of the Square reported the lowest satisfaction level (02140 zip code). Homeowners reported a lower than average satisfaction level (56.3%). Residents in income brackets higher than \$60,000 also tended to be less satisfied with their current food store. However, those that earn less than \$30,000 reported a greater than 75% satisfaction level with their current food store. Also, those who rent, and do not own cars reported a high level of satisfaction (72%) with their current food store.

This study concludes that an additional 30,000 sf of grocery retail is supportable in Central Square. This additional grocery space can be developed as a new grocery store, or absorbed into an expansion of an existing food market. If the proposed grocery store on River Street is built, it will satisfy this demand. If it is not built and

another location is sought, this study recommends that it could be most supportable if it were located on the south side of Massachusetts Avenue near Central Square, the district's "main-main" intersection.

A majority of workers and residents of Central Square stated that they would like increased availability of apparel in a moderate to better price point. Stores frequently mentioned in the surveys were *Old Navy*, *Marshall's*, *The Gap*, and *T.J.*

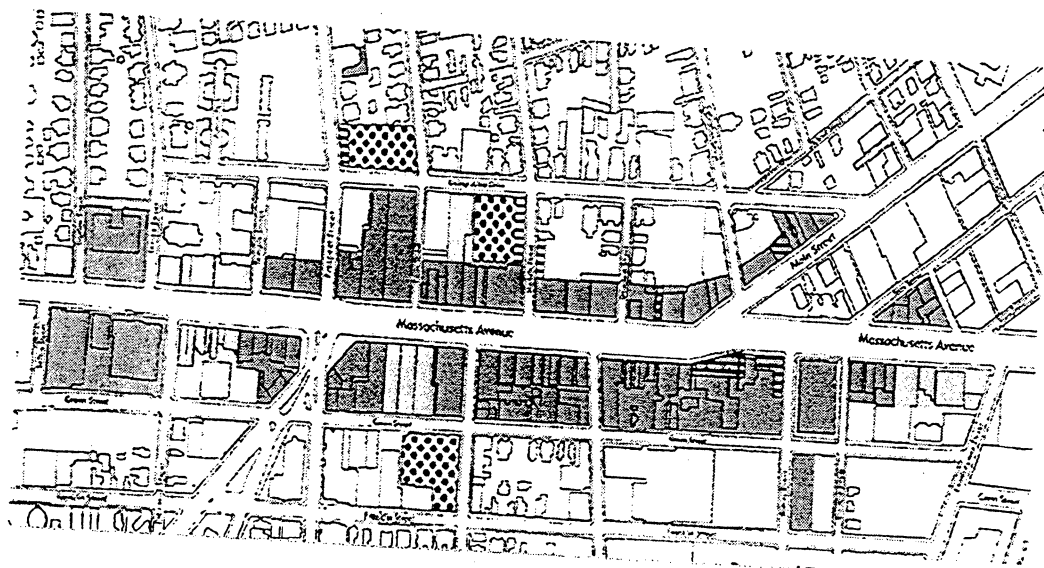


Figure 13: The proposed tenant mix plan adds more core retail, clustered around Massachusetts Avenue and Prospect Street. Parking decks with liner buildings and a new cinema are also recommended. See Exhibit E in the Appendix for general and specific tenant mix maps.

- General Retail
- Restaurant/Entertainment
- Core Retail
- Civic
- Neighborhood Service
- Food Store
- Cinema
- Possible New Liner Building
- Possible New/Expanded Parking Garage

Maxx. Respondents understood that a new clothing store in Central Square will likely be a national chain, but at the same time they wanted Central Square to maintain its unique identity. The study's participants did not want Central Square to become another Harvard Square with its national and tourist appeal.

In the proposed tenant mix map these apparel and accessory stores, or soft goods retailers, are clustered around the intersection of Massachusetts Avenue and Prospect Street. This location at a busy intersection increases their visibility to passing traffic and helps create a regional draw for these retailers.

Survey respondents expressed a desire for more entertainment offerings: 22% would like other restaurants, 17.5% a movie theatre, 6% a jazz club and 5% more ethnic restaurants. In the telephone survey, the variety of restaurants in Central Square received a relatively high satisfaction rating, but the focus group results indicate that

there is a preference for additional restaurants serving American foods. New restaurants should not be fast food establishments. These national chains detract from the unique character of Central Square, and should be discouraged in favor of sit-down restaurants. Students interviewed in a focus group did not want more fast food either, but due to their life-styles, they would like restaurants open at least until 2:00 am. Additional sidewalk cafes are another option and have the benefit of

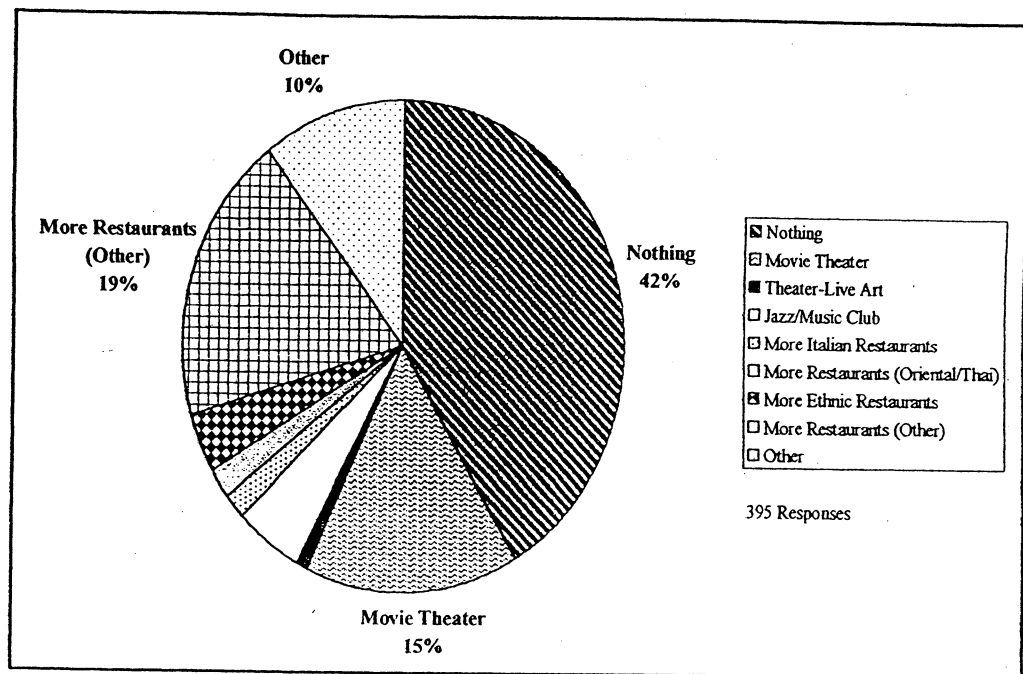


Figure 14: Telephone survey respondents most frequently requested a movie theater and more restaurants in Central Square. Multiple responses were allowed.

adding interest to the streetscape at a pedestrian scale.

Bookstores are currently under-represented in Central Square. When asked to rate 24 attributes of Central Square, telephone survey respondents ranked bookstore offerings last among the retail categories. Students, many of whom reported that they have over \$300 per month to spend on retail purchases, said they would frequent a good bookstore, especially if it had a café component. Given desire for independent retailers, a new bookstore would ideally be a locally owned business.

The Central Square district has the U.S. Post Office and the Cambridge City Hall on one end, and University Park and MIT on the other end, giving the district strong existing anchors to the retail in the area. Though it does not specifically appear on the list of supportable retail tenants, the addition of a small specialty art movie theater to the mix would provide another valuable anchor. Such a theatre would generate significant consumer traffic on a daily basis, and attract a more mature evening crowd to the district. These theater patrons will support nearby restaurants and shops. This cross-shopping helps increase gross sales of the merchants adjacent to entertainment venues. New entertainment should be placed along Massachusetts



The existing on-street metered parking offers an important opportunity for impulse shopping and should be maintained or expanded if deemed feasible.

Avenue, interspersed with existing retail. This will alleviate traffic and other types of disruption in the neighborhoods and create a strong center for the district. The additional parking demands from the small theater should be accommodated in the existing parking decks and surface lots due to its off-peak evening usage, limited size and small trade area. Many of the movie visitors will walk from the surrounding neighborhoods or MIT.

B. Management of the District

The consultant believes that leaving the future of the district solely to market forces could put it at risk for dominance by chain retailers. Management of the district's future can be undertaken by the City working with property owners, residents and merchants or through a combination of City efforts and those of a Business Improvement District (BID). A BID offers one of the most effective methods of improving the quality and success of an urban shopping district. Paid for through an assessment that property owners voluntarily agree to pay, a BID can help small businesses and neighborhood shopping centers to compete with chain stores and malls. Leasing and managing a shopping district such as Central Square is complex and challenging, as multiple landlords, some absentee, make it difficult to coordinate efforts for mutual benefits. Successful shopping districts tend to be well organized in their efforts to promote, market and attract desirable tenants. Adequate financing of a BID is essential to insure that a qualified staff can be maintained and that sufficient resources are available to support the organization's efforts. A committee of the Central Square Business Association is in the process of planning a BID to undertake these efforts and hopes to come forward with a proposal in 2000.

ATTACHMENT C

CENTRAL SQUARE RETAIL MARKET STUDY ACTION ITEMS – PHASE I

City	BID	Maintenance/Appearance Action
	•	Remove all graffiti and out-of-date signage and paint tattered public fixtures, lighting, signage, subway and bus amenities.
	•	Continue and expand funding for storefront improvements and renovations.
	•	• Review existing wayfinding and signage directing vehicles to the parking structures surrounding Central Square and pedestrians to shops; improve as needed.
	•	• Encourage individual merchants to clean sidewalks, storefronts and windows daily.
	•	Review existing retail signage code with retailers to ensure that they are realistic.
City	BID	Space Marketing/Leasing Action
	•	Hold a meeting to inform real estate brokers, building owners and retailers about the results of this study and the types of retailers being sought.
	•	• Work with property and business owners to develop a detailed tenant mix plan that meets with actual building and property owner conditions.
	•	• Hold regular meetings with landlords, business owners and brokers to inform them of potential vacancies.
City	BID	Consumer Marketing Action
	•	• Develop a marketing plan to target existing and new potential shoppers to visit the Square's many unique shops and services.
City	BID	Management Action
	•	Proponents of BID put forth proposal to City Council
	•	Develop a stakeholder group of business owners, citizens, property owners and City staff to implement improvements until the BID is formed.
	•	Develop a City interdepartmental committee to address issues related to the appearance of the district including: way-finding signage, signage in store windows, graffiti, etc.

**CENTRAL SQUARE RETAIL MARKET STUDY
ACTION ITEMS - PHASE II**

City	BID	Maintenance/Appearance Action
•	•	Install permanent directories to guide pedestrians and shoppers to shops, restaurants and parking.
	•	Implement supplementary maintenance program.
City	BID	Space Marketing/Leading Action
	•	Organize an effective tenant recruitment program to attract targeted retailers and restaurants to study area. Include a common 1-800 phone number and active participation in the International Council of Shopping Centers and other trade group activities.
	•	Continue to inventory vacancies and work with property owners to attract desired retailers.
•	•	Develop and implement an overall marketing and advertising campaign designed to recruit stores offering the retail categories identified as having gaps. Consider retaining a professional consultant team for this task.
	•	Design marketing materials including a brochure to attract targeted retailers and restaurants.
City	BID	Consumer Marketing Action
	•	Create additional festivals and design and promote specific sales.
•	•	Develop a press campaign to inform consumers about recruitment of new retailers to the district.
City	BID	Management Action
	•	Hire a BID director. If no BID, assess need for supplemental City staff.
•	•	Continue improvements to storefront design, window display, lighting and inventory control and merchandising. Merchandising efforts will enhance visual awareness of product lines and promote cross-shopping among businesses.
	•	Support existing local merchants through visual merchandising classes focusing on customer service, inventory control and advertising.

City

Bid

- Educate local business owners on the best business practices in competing malls and squares: hours of operation, return policies, cleanliness, merchandise mix and visual merchandising.
- Assess desirability of a Central Square web site.
- Monitor the district's sales and business performance and set targets for future performance.

**CENTRAL SQUARE RETAIL MARKET STUDY
ACTION ITEMS – PHASE III**

City	BID	Maintenance/Appearance Action
•	•	Work with property owners to analyze feasibility of adding second stories to single story, retail buildings.
City	BID	Space Marketing/Leasing Action
	•	Continue.
City	BID	Consumer Marketing Action
	•	Continue and expand study area programming and promotional activities such as seasonal activities and holiday festivals. This will provide additional incentives for shoppers to come to Central Square's shopping, dining and entertainment enterprises.
	•	Develop a year long marketing, advertising and promotion calendar.
City	BID	Management Action
	•	Continue to survey and research consumer and neighborhood needs and preferences.
•	•	Assess feasibility of liner buildings.
•		Study district's parking needs.

City of Cambridge

**ECONOMIC DEVELOPMENT, TRAINING
AND EMPLOYMENT COMMITTEE MEMBERS**

*Councillor Henrietta Davis, Chair
Councillor Marjorie C. Decker
Vice Mayor David P. Maher*

In City Council April 2, 2001

**NEIGHBORHOOD AND LONG TERM PLANNING
COMMITTEE MEMBERS**

*Councillor Marjorie C. Decker, Chair
Councillor Kathleen L. Born
Vice Mayor David P. Maher*

The Economic Development, Training and Employment Committee and the Neighborhood and Long Term Planning Committee held a joint public hearing on Thursday, March 1, 2001 at 4:20 p. m. in the Ackermann Room.

The purpose of the meeting was to receive an update on the status of the Gibbs Report, a briefing on all committees related to Central Square and to plan the joint meeting of these committees scheduled for Saturday, April 28, 2001.

Present at the meeting were: Councillor Davis, Chair of the Economic Development, Training and Employment Committee, Councillor Decker, Chair of the Neighborhood Long-Term Planning Committee, Beth Rubenstein, Assistant City Manager for Community Development Department (CDD), Elaine Madden, Economic Development Planner, CDD, Elaine Thorne, Associate Planner, CDD, Richard Rossi, Deputy City Manager, Richard Scali, Executive Director, License Commissioner, D. Margaret Drury, City Clerk and Donna P. Lopez, Deputy City Clerk. Also present at the meeting was Robert Winters.

Councillors Davis and Decker opened the meeting. Councillor Decker stated her goal was to better understand the plans, status and goals of the issues relating to Central Square.

The discussion focused on a briefing on the committees related to Central Square.

Ms. Elaine Thorne, Associate Planner, CDD, informed the committee that the Central Square Advisory is the only committee that is staffed by the Community Development Department. The Central Square Improvement Committee was an 18-member committee, appointed by the City Manager representing the business community, property owners and residents of the abutting residential neighborhoods.

1275

Committee Report #5

Committee Report from Councillor
Henrietta Davis, Chair of the
Economic Development, Training
and Employment Committee and
Councillor Marjorie C. Decker,
Chair of the Neighborhood and
Long Term Planning Committee
for a joint public hearing held on
March 1, 2001 to receive to receive
an update on the status of the Gibbs
Report, a briefing on all
committees related to Central
Square and to plan the joint
meeting of these committees.

In City Council April 2, 2001

Report Accepted

PLACED ON FILE