

# Maynard Marketing and Communications Action Plan

—March 2025



**TOWN OF MAYNARD**  
MASSACHUSETTS

## Acknowledgements

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# Introduction

The Town of Maynard has a rich historic and cultural identity with several assets, ranging from various restaurants, art galleries, and shops, all enhanced by its walkable downtown and community-driven festivals. The Town sought to better coordinate marketing and communications activities to promote these strengths and assets in a way that results in economic growth and increased commercial tax revenue. In 2024, the Town received state funding from the Community Compact Best Practice Program and worked with the Metropolitan Area Planning Council (MAPC) to create a Marketing & Communications Action Plan, supported by an implementation matrix.

This final report reflects the strategies and actions that resulted from this process. The report builds on the first deliverable that MAPC created for the Town — a summary of findings pertinent to Maynard's marketing landscape, which is attached as an appendix to this report (see Appendix A).

## Project Area

The Town of Maynard is a historic mill town with a population of around 10,600 residents.<sup>1</sup> Located around 30 miles outside of Boston in Middlesex County, MAPC has characterized the town as a mature suburban town, a community type marked by owner-occupied, single-family homes, scattered parcels of vacant developable land, and a relatively stable population, where new growth takes the form of infill and some redevelopment.

The Town of Maynard encompasses a vibrant downtown with locally-owned businesses, as well as other key features, like conservation areas around the Assabet River, a 50-acre office campus at Mill & Main, and Maynard Crossing, a mixed use area with groceries, retail, and housing.

## Project Purpose

The Maynard Marketing and Communications Action Plan aimed to create concrete strategies for marketing and promoting key assets and economic strengths identified by the community and in previous planning processes. Through the development and design of these strategies, MAPC worked with the Town and a designated Advisory Group to promote effective coordination, sustainability, and outcome-oriented implementation. The Action Plan outlines shared marketing goals, key target audiences, and recommended strategies. Implementation details for each strategy are outlined within the accompanying implementation matrix.

## Project Process and Partners

The project process started in Spring 2024. The Town of Maynard put together a group of volunteers, making up the Advisory Group, which includes representatives from the Town of Maynard, the Marketing Task Force, the Economic Development Committee, the Maynard Cultural Council, ArtSpace Maynard, Maynard Business Alliance, Maynard Public Library, and Discover Maynard.

MAPC implemented the project in three key phases: (1) an inventory of existing activities and priorities, centered on engaging entities and individuals currently advancing local marketing efforts; (2) development of the Action Plan, including targeted feedback from the Advisory Group through three working group sessions; and (3) the development of an Implementation Matrix, to be compiled with the Action Plan.

The project's first phase started with a virtual kick-off meeting with the Advisory Group, introducing the project aims, timeline, and activities. In Summer 2024, MAPC conducted eight virtual interviews with stakeholders in the Advisory Group to identify community assets, existing marketing activities, capacity, and opportunities. These findings were summarized in a memo delivered to the Town (see Appendix A). MAPC additionally reviewed several resources, including the Town's Master Plan, the Maynard Marketing Task Force Charter, the Strategic Economic Development Vision planning document, and the town's Local Rapid Recovery plan.

The project's second and third phases were comprised of three working group sessions. Through these sessions, MAPC and the Advisory Group identified marketing and communications strategies and actions, prioritized what was within the capacity of the Advisory Group, and determined how to sustainably execute the strategies through the Action Plan. MAPC also had internal check-ins with the Town and Marketing Task Force volunteers, who helped guide the process in between the working group sessions. Details and takeaways from this process are highlighted in the next section.

# Working Group Sessions

## Working Group Session 1

The Summary of Findings memo, written and reviewed by the Advisory Group prior to the first working group session, included a draft of identified community assets and economic strengths, potential target audiences for marketing, existing marketing and communications activities, gaps and challenges within the marketing landscape, and long-term goals shared by the Advisory Group. This memo was updated in October 2024 to reflect feedback from Working Group Session 1 (Appendix A).

MAPC held the first working group session in September 2024 to review the draft Summary of Findings memo, collecting feedback and building consensus on the long-term goals the Advisory Group hopes to work towards as this plan is executed. Through the Advisory Group's feedback, MAPC refined the target audiences and long-term goals of the Action Plan (see Figure 1).



Figure 1: Target Audiences for Marketing and Long-Term Goals for the Marketing and Communications Action Plan

This session also included an interactive activity in which the Advisory Group reviewed actions from previous planning processes and brainstormed other marketing ideas, categorizing them on the "Action Priority Matrix." The matrix included two axes measuring impact (i.e. How impactful or helpful is this action item, relative to other action items, in reaching the goals discussed?) and effort (i.e. Given the capacity of this group, how feasible is this action item?). Advisory Group participants placed sticky notes with action items on to the matrix (see Figure 2), which was discussed and reviewed by MAPC.

This helped MAPC understand how the Advisory Group volunteers perceived which action items would require higher effort and extend beyond the volunteers' capacity. Similarly, the "impact" axis helped MAPC understand which activities the Advisory Group felt was more impactful.

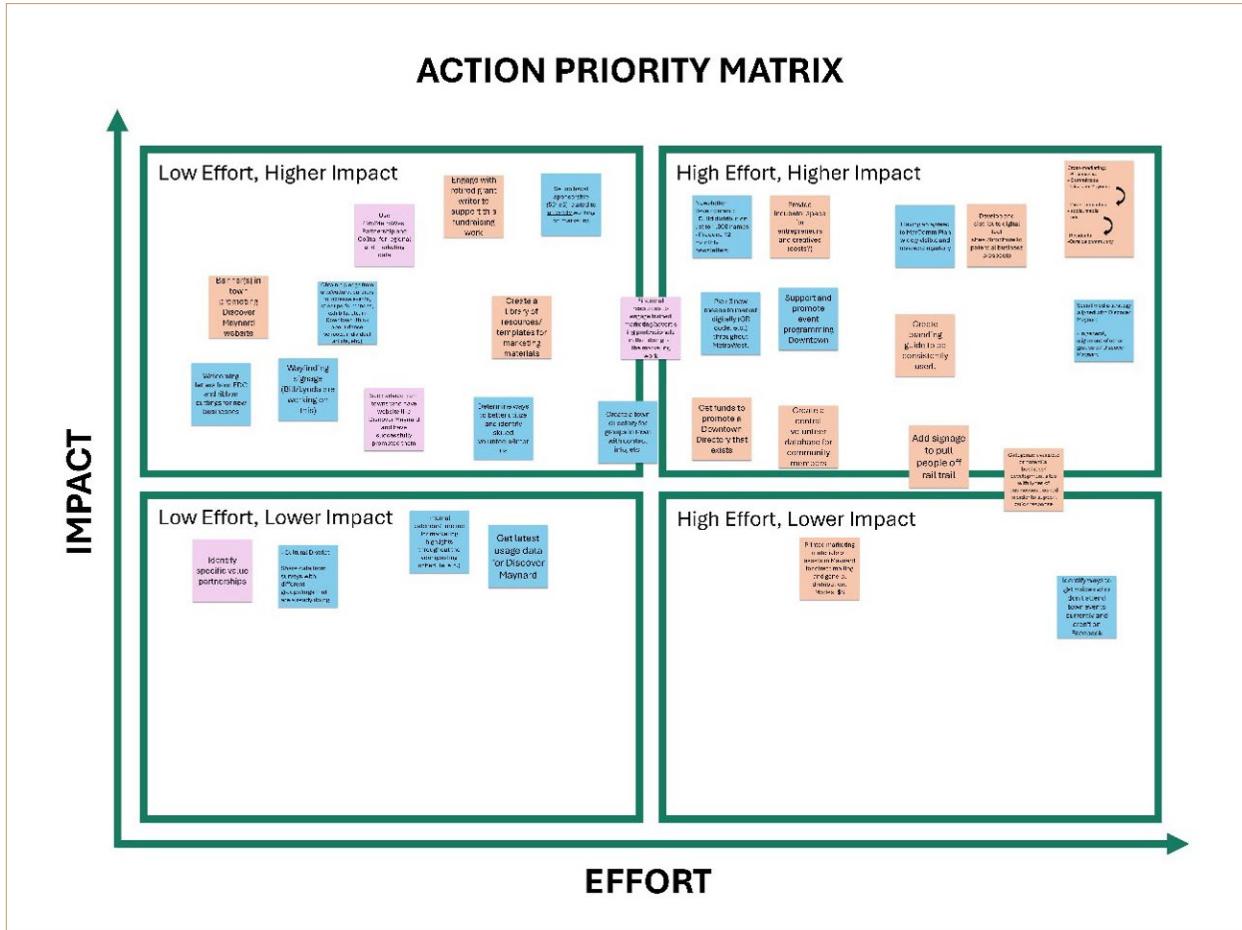


Figure 2: Action Priority Matrix from Working Group Session 1 (digitized version)

## Working Group Session 2

Following Working Group Session 1, MAPC distinguished what was within the Advisory Group's capacity by organizing action items into Phase 1 and Phase 2. Phase 1 covers action items that can be accomplished by the Advisory Group, at their current capacity levels, within a six-month time frame starting in April 2025. The other action items are part of Phase 2, which will take longer than six months to implement.

MAPC also refined and categorized the action items into key strategy areas. MAPC went through a few iterations of these strategy areas before agreeing with the Advisory Group on the following four: (1) internal capacity and structure,

(2) event and business engagement, (3) digital marketing, and (4) print and outdoor marketing.

MAPC used Working Group Session 2 to mainly focus on the Phase 1 action items, which would be under the immediate responsibility of the Advisory Group. Ahead of Working Group Session 2, MAPC asked the Advisory Group to rank action items within each key strategy area by how much their organization would benefit if the action item was implemented. They were also asked to comment on action items that their organization would be willing to lead in implementation. The goal of this ranking was to understand what action items align with the interests and priorities of volunteers' respective organizations to encourage volunteer investment. If the implementation of a certain action item mutually benefited their organizations while also advancing marketing and promotion for the town, volunteers would more likely be invested in the implementation and completion of that action item. The results of that survey are summarized below.

<b>Prioritized Action Items for Discussion</b>	
<b>Marketing and Communication Actions</b>	<b>% of Advisory Group Member that Ranked Action within their Top 5</b>
Develop a sustainable structure to support newsletter production for Maynard Advantage	70%
Obtain and evaluate latest usage data for Discover Maynard	60%
Obtain a pledge from arts/cultural partners to increase events, street performances, exhibits, etc. in Downtown (think about dance schools, individual artists, etc.)	50%
Systemize production of welcome letters for new businesses	50%
Identify newspapers, magazines, brochures, and other publications, from other towns or region-wide, where we can highlight assets in Maynard	40%
Create and post on IG, Facebook, Twitter/X and/or LinkedIn to highlight various small businesses, arts and culture events, and local events (aligned with content published in Discover Maynard and Maynard Advantage)	40%
Develop and distribute a digital fact sheet/brochure for potential business prospects	40%
Publicize ribbon cuttings for new businesses	40%
Link Maynard Advantage newsletter on Discover Maynard's website, showcasing Maynard Advantage as the town's go-to newsletter	40%
Create wayfinding signage	30%
Identify and list social media platforms of organizations across the region	20%
Create a town directory of existing organizations in town with contact info, building off existing template currently on Discover Maynard	20%

Figure 3: Prioritized Action Items for Discussion in Working Group Session 2

MAPC used these survey results to prioritize which action items the team would discuss for Working Group Session 2. MAPC specifically wanted to understand what organization would be responsible for implementation of those action items. MAPC discussed the action items in order of priority (based on the survey), asking Advisory Group volunteers, "Do you think your organization can commit to leading this task?" MAPC and the Advisory Group talked through seven action

items, tentatively determining responsibility for the highest-prioritized action items. This is reflected in the subgroup assignments for Phase 1 action items as part of the Action Plan.

## Working Group Session 3

Following Working Group Session 2, MAPC amended action items based on feedback. Working with the internal check-in team, MAPC are-framed the strategy areas as four key strategies, made up of five internal capacity and structure building actions and fourteen marketing and communications actions. The fourteen marketing actions are centered around the long-term goals and target audiences identified in the Revised Summary of Findings memo (see Figure 4).

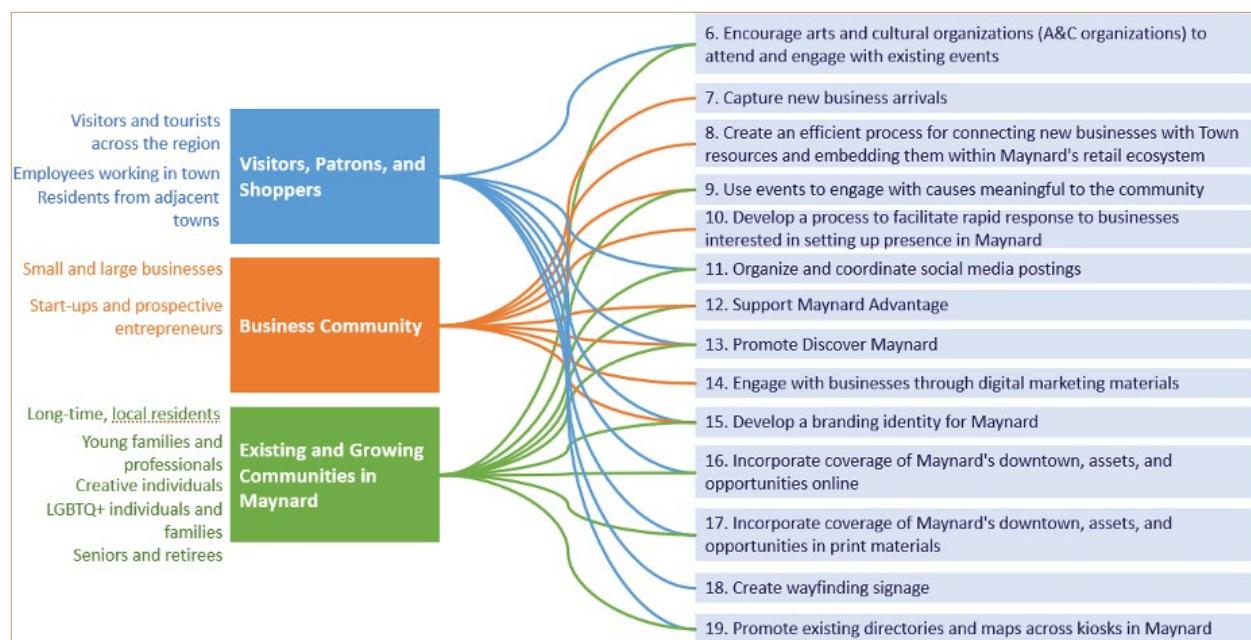


Figure 4: Target Audiences and Marketing Strategies

Each action encompasses steps that may include Phase 1 or Phase 2. Phase 1 steps assume current capacity levels to be implemented by the Advisory Group over the next six months. These steps were reviewed by the Advisory Group before Working Group Session 2. The Phase 2 steps, which are the natural follow-up steps to Phase 1, would ideally be implemented after October 2025, with more funding and/or capacity available either through hired Town staff or more volunteers. The details for implementing Phase 1 and Phase 2 steps were encompassed within a draft implementation matrix, which was shared with the Advisory Group in preparation for Working Group Session 3.

As the last working group session, Working Group Session 3 primarily solicited feedback on the Action Plan and Implementation Matrix, as well as sustaining measures to ensure the Plan progresses. In this working group session, the Advisory Group came to an agreement to trial a meeting structure; the Economic Development Committee (EDC), which meets monthly, will put together an agenda with specific marketing actions they would like to discuss. “Sub-groups” within the Advisory Group responsible for the steps to be discussed at that EDC meeting are expected to attend.

The Advisory Group and MAPC also discussed how to build in timing and sequencing of the Phase 2 steps, so that the Advisory Group knows where to plug in newly recruited volunteers.

## Action Plan: Overview

The Action Plan outlined in this report is based on the Advisory Group’s identified goals, current gaps within the town’s marketing landscape, and target audiences (see Appendix A). The Action Plan additionally incorporates development and feedback from the three working group sessions discussed above. This Plan is organized into nineteen actions overall. The first five actions build structure within the Advisory Group and provide the Advisory Group and Town with more capacity to follow through on the Plan. The other fourteen actions focus on digital marketing, events, business engagement, print, and outdoor marketing.

Each strategy encompasses steps, which are categorized by Phase 1 or Phase 2:

- **Phase 1** includes steps that can be completed within the next six months (between April — September 2025) by the Advisory Group volunteers, at their current capacity levels.
- **Phase 2** includes steps that can be completed after October 2025, assuming more volunteer capacity, paid capacity, and/or funding for marketing activities. Certain Phase 2 steps can start as soon as new volunteers are recruited, and are expected to start between October 2025 and September 2026. Other Phase 2 steps cannot start in that time frame because they are dependent on the completion of other Phase 2 steps happening between October 2025 — September 2026. These are mainly steps that depend on the funding structure and increased paid capacity implemented within this time frame. Each action description notes these steps as starting sometime after October 2026, if a paid staff member comes on board.

Each description of actions and steps in the next section includes the implementation details, which make up the Implementation Matrix (see Appendix B, attached to this document as an Excel spreadsheet). The Implementation details for Phase 1 steps include:

- **Subgroup responsibility:** a smaller “subgroup” of Advisory Group organizations that will be responsible for the implementation of the Phase 1 step
- **Implementation details:** recommended specific steps to take over the next six months (including any data collection systems that need to be set up to monitor metrics)
- **Expected outcome or deliverable as a result of Phase 1:** any tangible documents or outcomes expected to be produced and reviewed after six months.

The details for Phase 2 steps include:

- **Type of responsibility needed to complete step:** whether it's a paid staff position, new volunteer outside of the Advisory Group, students, or other types are needed to complete the Phase 2 step.
- **Skills/experience needed:** the kind of skills or experience that would be ideal to complete this step.
- **Capacity needed:** a rough estimate of hours per month or quarterly that would be needed to complete the step.

## Management of the Action Plan

The Action Plan also includes examples of practices from a sample of other Massachusetts towns, which are similar to the Town of Maynard in population size and/or includes arts, cultural, and economic assets similar to Maynard's. MAPC would like to thank the following for their insights:

- Eric Salerno,  
Housing and Economic Development Director at the Town of Bedford
- Kerrie Bates,  
Director of ReCreation & Culture at the Town of Ipswich
- Suzanne LoManto,  
Director of RiverCulture at the Town of Montague
- Kristina Johnson,  
Director of Planning and Community Development at the Town of Hudson

- Melanie Hamblen,  
Economic Development Coordinator at the Town of Holliston
- John Drohan,  
Chair of Economic Development Committee at the Town of Holliston
- Becki Greene,  
Community Engagement Manager, Beverly Main Streets
- Erin Truex,  
Executive Director, Beverly Main Streets

The Action Plan will be held by the Town of Maynard and Economic Development Committee, in a dedicated space in which the materials and documents that are developed out of this plan can be accessed. To sustain the Advisory Group and ensure progress on the plan, the Economic Development Committee (EDC) will invite all Advisory Group members to their monthly, virtual meetings. While all Advisory Group members are encouraged to attend, only specific subgroups (depending on which action is on the agenda) will be expected to attend and discuss their progress. These meetings will serve as an opportunity for subgroups to discuss any roadblocks or challenges they are facing and collectively brainstorm solutions with other EDC members. The subgroup will be responsible for reporting back to the rest of the Advisory Group via email any key updates or takeaways from these conversations. Please see the explanation for Action 4 for more details.

## Capacity

For each Phase 2 Step, MAPC outlined the type of responsibility (e.g., new volunteer or paid staff position), skills/experience needed, and a rough estimate of hours that would be needed. Evaluating these variables, MAPC provides some examples of how these responsibilities could be translated into a part-time paid staff member and/or new volunteer role:

- ◊ Economic Development Coordinator:
  - Δ Part-time paid role (20 hours/week), hired and managed by the Town
  - Δ Responsibilities could include:
    - Actively pursuing financial resources (Step 1C) and connecting with regional partners about promotional opportunities (Step 5A): ~5 hours/week
    - Managing volunteers working on the Maynard Marketing and Communications Action Plan (Step 2C): ~5 hours/week

- Connecting with the Advisory Group and Economic Development Committee (Steps 3D and 4C): ~1 hour/week
- Communication with arts and culture organizations and event planners (Step 6B): ~4 hours/week
- Engagement with new and existing businesses (Steps 7A, 7B, 8E, 10A, and 10B): ~5 hours/week

◊ Marketing Coordinator:

- Δ Part-time volunteer or paid role (10 hours/week), managed by Maynard Advantage
- Δ Responsibilities could include:
  - Manage the production and growth of Maynard Advantage (Step 12B): ~2 hours/week
  - Managed and regularly update Discover Maynard (Steps 13C and 13D): ~2 hours/week
  - Work with businesses and organizations to manage and re-post social media postings (Step 11B): ~4 hours/week
  - Connect with travel editors for online and print coverage of Maynard's assets (Steps 16B and 17B): ~2 hours/week

## Metrics

Each action includes key metrics that should be monitored to measure success and impact as steps are completed. Some of these metrics (e.g., the number of volunteers recruited) can be easily recorded and monitored in a spreadsheet. Other metrics, such as social media engagement or web traffic, would require analytical tools. Some metrics will require feedback from surveys, which can be built into existing surveys distributed by the Maynard Cultural Council. Below are ideas for free or paid tools to measure metrics that cannot be tracked manually: Social media analytics (Facebook Insights, Hootsuite, Brandwatch, etc.) can measure likes and shares on Instagram and Facebook (Actions 5, 11, and 15).

- Event attendance could be measured by counting and handing out tickets or wristbands as participants walk into events. Measuring event attendance from specific target audiences (Actions 5, 6, 9, 11, and 16) would most probably have to be gauged through post-event survey questions (which could be included in the Maynard Cultural Council survey) to understand who is coming to events and why.

- Beverly Main Streets creates free registration for events through Facebook and Eventbrite to track interest. Feedback from arts and cultural organizations (Action 6): post-event meetings between arts and cultural collaborators and event planners can help in gather feedback on the event and improve communication.
- Feedback from new businesses (Actions 8 and 11) could come through surveys filled out by business owners to better understand (anecdotally) foot traffic in stores and how they're engaging with the town's retail ecosystem. More sophisticated tools, like Placer.ai, can be used to measure foot traffic.
- Website analytics tools like Google Analytics can help measure open rates and website visitors (Actions 12, 13, and 14)

## Action Plan: Strategies and Implementation Details

**Strategy 1: Build structure and capacity within the Advisory Group to support plan execution.**

The Action Plan includes five actions to build structure within the Advisory Group and provide the Advisory Group and Town with more capacity to follow through on the Plan:

1. Develop a funding plan.
2. Develop a recruitment plan.
3. Collect and store marketing resources and Action Plan deliverables.
4. Regularly meet for coordination and execution of marketing activities.
5. Develop partnerships.

## Action 1: Develop a Funding Plan

Action 1 focuses on developing a funding plan to acquire financial resources.

Key metrics to monitor: (1) total funds raised; (2) number and type of revenue sources; and (3) number of Action Plan items implemented as a result of secured funding.

This action includes one step, to be completed during Phase 1 by a subgroup within the Advisory Group, and two steps within Phase 2.

	Phase 1	Phase 2	
	April – Sept 2025	Oct 2025 – Sept 2026	Oct 2026 onward
<b>Step 1A</b>			
<b>Step 1B</b>			
<b>Step 1C</b>			

\*Steps that can start in this time frame as new volunteers are recruited.

\*\*Steps that cannot start right away because they require paid staff capacity or are dependent on the completion of other Phase 2 steps happening between October 2025 – September 2026.

Phase 1 Steps: April – September 2025 (assumes current capacity levels of the Advisory Group):

- ◊ **Step 1A:** research and determine a financial model to sustain marketing activities (e.g., fiscal sponsorship)
  - Δ Subgroup responsibility: Advisory Group representatives from Marketing Task Force and Maynard Business Alliance
  - Δ Phase 1 steps:
    1. Based on the financial models identified by MAPC research and preliminary discussions on fiscal sponsorships, identify and outline options for the Town. Each option should outline potential revenue sources, how funds could be distributed, and how funds could be managed.
    2. Discuss feasibility of options with the Advisory Group and determine the best funding path for sustaining Phase 2 activities. This conversation

should consider projected budget estimates for Phase 2 activities or how much funding would be needed annually to sustain Phase 2 activities; and which activities require one-time vs. reoccurring funding.

3. Identify and meet with the local government officials, businesses, and/or community organizations that would need to be involved.
4. Draft and finalize the funding plan, ready for implementation in Step 1B.

Δ Expected outcome or deliverable as a result of Phase 1: A document outlining a funding structure to sustain marketing activities

Phase 2 Steps: October 2025 – September 2026 (assumes increased volunteer capacity, paid capacity, and/or funding for marketing activities):

◊ **Step 1B:** implement the funding model outlined in Step 1A.

- Δ Type of responsibility needed to complete step: newly-recruited volunteers, in collaboration with existing Advisory Group members
- Δ Skills/experience needed: fundraising, funding management, networking
- Δ Capacity needed (rough estimate of hours): 30 hours/month

Phase 2 Steps: October 2026 onward (assumes paid capacity):

◊ **Step 1C:** sustain the implemented funding model and actively pursue financial resources (grants, partnerships, etc.)

- Δ Type of responsibility needed to complete step: new volunteer (e.g. retired grant writer) or paid staff position
- Δ Skills/experience needed: grant writing, financial planning, partnership development (contacts or experience with regional boards would help), fundraising, funding management
- Δ Capacity needed (rough estimate of hours): 10-15 hours/month (varying based on application and/or outreach efforts)

## Best Practices from Other Towns to Consider:

- **Volunteer to paid position:** The current Director of ReCreation & Culture for the Town of Ipswich, who also manages the Ipswich Visitor Center, started doing public art projects several years ago and was particularly involved in the success of Ipswich Illumination. They actively connected with the Ipswich Cultural Council and engaged artists. After 12 years of volunteering and putting on these events, they were invited to lead the Ipswich Visitor Center and were hired as Director of Recreation department, both as part-time paid jobs (10 hours/week each). After four years of being paid part-time, the Town recognized their dedication and created a full-time paid position.
- **Understanding the landscape of grants:** Once hired, the Town of Ipswich Director of ReCreation & Culture, focused strongly on applying for funding and satisfying grants with Massachusetts Cultural Council, Barr Foundation, Essex County Community Foundation, and the Massachusetts Convention and Visitor's Bureau. Through the added capacity hired in this position, the Town has been able to mobilize external funding.
- **Fiscal agent:** The Director of the Ipswich Visitor Center developed relationships with various nonprofit organizations, identifying opportunities for collaboration and mutual benefit. This helped in identifying a fiscal agent. In such an arrangement, a typically larger nonprofit (the fiscal agent) will receive awarded funds and make disbursements to the smaller nonprofit. The Ipswich Partnership, a 501(c)(3) non-profit organization, received a Main Street grant and needed another nonprofit to administer that. The Visitor Center was in a fiscal agent agreement with the Ipswich Partnership, until the Partnership went dormant for a period of time.
- **Leveraging revenue from events:** The Town of Bedford's Cultural District hosts 9–10 concerts per year within the Town Hall's 100-seat Reed Room as part of the New Song concert series. Of the revenue generated from selling 100–110 seats per concert, around 75% of the revenue goes back to the local artists that perform, and a small portion goes back into supporting the Cultural District. Maynard's Advisory Group and Cultural District could explore opportunities for revenue-generating events, in which a small portion of revenue can contribute to the marketing and promotions activities outlined in the Action Plan.

## Action 2: Develop a recruitment plan

Action 2 focuses on developing a recruitment plan to increase the volunteer capacity of the Advisory Group.

Key metrics to monitor: (1) number of volunteers/interns recruited; (2) volunteer retention rates; (3) hours contributed by volunteers/interns; and (4) number of Action Plan items implemented as a result of increased capacity.

This action includes one step, to be completed during Phase 1 by a subgroup within the Advisory Group, and two steps within Phase 2.

	Phase 1	Phase 2	
	April – Sept 2025	Oct 2025 – Sept 2026	Oct 2026 onward
<b>Step 2A</b>			
<b>Step 2B</b>			
<b>Step 2C</b>			

\*Steps that can start in this time frame as new volunteers are recruited.

\*\*Steps that cannot start right away because they require paid staff capacity or are dependent on the completion of other Phase 2 steps happening between October 2025 – September 2026.

Phase 1 Steps: April – September 2025 (assumes current capacity levels of the Advisory Group):

- ◊ **Step 2A:** Create and trial a handful of strategies to better utilize and identify skilled volunteers/interns.
  - Δ Subgroup Responsibility: Advisory Group representatives from Marketing Task Force, Maynard Public Library, and the Economic Development Committee
  - Δ Phase 1 Steps:
    1. Identify tasks and skills needed to create volunteer job descriptions (refer to Phase 2 “Skills/Experience Needed”). Discuss feasibility of options with the Advisory Group and determine the best funding path for sustaining Phase 2 activities. This conversation should

consider projected budget estimates for Phase 2 activities or how much funding would be needed annually to sustain Phase 2 activities; and which activities require one-time vs. reoccurring funding.

2. Identify sources for recruiting volunteers (e.g., local schools, civic groups).
3. Create a list of recruitment strategies that the subgroup can quickly trial.
4. Using Excel, start a simple version of a volunteer management database to track the names and contact information of volunteers.

Δ Expected outcome or deliverable as a result of Phase 1: A document comprising a bullet-point list of strategies; an Excel document (database) tracking names and contact information for volunteers recruited

Phase 2 Steps: October 2025 onward (assumes increased volunteer capacity, paid capacity, and/or funding for marketing activities):

- ◊ **Step 2B:** Refine strategies, noting trial and error.
  - Δ Type of responsibility needed to complete step: Newly-recruited volunteers, in collaboration with existing Advisory Group members
  - Δ Skills/experience needed: Volunteer coordination and management, community engagement, outreach to volunteers
  - Δ Capacity needed (rough estimate of hours): 8-12 hours/month
- ◊ **Step 2C:** Manage and further develop a central volunteer database (the Excel started in Step 2A) to track volunteer retention rates, number of hours contributed by volunteers, and number of steps implemented as a result of increased capacity.
  - Δ Type of responsibility needed to complete step: New volunteer or paid staff position
  - Δ Skills/experience needed: Database management, CRM software knowledge, basic web editing, WordPress preferred
  - Δ Capacity needed (rough estimate of hours): 15-20 hours (initial set-up); ~5 hours/month for management

## Best Practices from Other Towns to Consider:

- **Visitor Center Volunteer Calendar:** Historic Ipswich, The Ipswich Visitor Center's website hosts a google calendar with volunteer opportunities and information on who to contact to learn more about volunteering with the Visitor's Center. The Visitor's Center pays a volunteer coordinator around \$3,000/year to schedule and manage the rest of volunteers.
- **Volunteer recruitment and management for events:** The Town of Bedford's Cultural District includes volunteer sign-up sheets for their New Song concert series on Bedford's "Town Day" event, as well as other events. Calls for volunteers with specific skills are also included in the local news outlet, the Bedford Citizen. Those sign-ups are added to a database and then asked to come to recruitment events, which coincide with upcoming concerts or other events. Volunteers for the New Song concert series have specific monthly tasks and get to attend concerts for free.  
This process has been especially impactful in recruiting volunteers with specialized skillsets (public relations, website design, and sound engineering are some of the skills volunteers have been able to provide).

## Action 3: Collect and store marketing resources and Action Plan deliverables

Action 3 focuses on creating a repository for existing marketing materials and Action Plan deliverables that are produced out of this plan.

**Key metrics to monitor:** (1) number of templates and resources in the library and (2) number of stakeholders using the library.

This action includes one step, to be completed during Phase 1 by a subgroup within the Advisory Group, and three steps within Phase 2.

	Phase 1	Phase 2	
	April – Sept 2025	Oct 2025 – Sept 2026	Oct 2026 onward
<b>Step 3A</b>			
<b>Step 3B</b>			
<b>Step 3C</b>			
<b>Step 3D</b>			

\*Steps that can start in this time frame as new volunteers are recruited.

\*\*Steps that cannot start right away because they require paid staff capacity or are dependent on the completion of other Phase 2 steps happening between October 2025 – September 2026.

Phase 1 Steps: April – September 2025 (assumes current capacity levels of the Advisory Group):

- ◊ **Step 3A:** Create a repository of resources and templates for marketing materials, as well as any deliverables that are produced out of the Action Plan
  - Δ Subgroup responsibility: Advisory Group representatives from the Office of Municipal Services and Marketing Task Force
  - Δ Phase 1 Steps:
    1. Identify a repository for content and knowledge, which can be managed. (Town Hall/OMS might be able to create this kind of space). Identify sources for recruiting volunteers (e.g., local schools, civic groups).

2. Add existing marketing materials (flyers, press releases, social media graphics) and templates to the repository, so that it is organized and accessible.
  - Δ Expected outcome or deliverable as a result of Phase 1: A digital library of marketing resources/templates; an understanding of how many Advisory Group members and new volunteers are referring to the repository.

Phase 2 Steps: October 2025 onward (assumes increased volunteer capacity, paid capacity, and/or funding for marketing activities):

- ◊ **Step 3B:** Continue to update the library with marketing resources, advertising opportunities, and marketing news/trends.
  - Δ Type of responsibility needed to complete step: New volunteer or paid staff position
  - Δ Skills/experience needed: Research and organizational skills
  - Δ Capacity needed (rough estimate of hours): 6–10 hours/month

## Action 4: Regularly meet for coordination and execution of marketing activities

Action 4 focuses on ensuring the Advisory Group continues to meet and progress on the steps within the Action Plan.

Key metrics to monitor: (1) attendance rate; (2) retention rate; (3) steps discussed and addressed; and (4) number of Action Plan activities progressing and moving forward.

This action includes two steps, to be completed during Phase 1 by a subgroup within the Advisory Group, and one step within Phase 2.

	Phase 1	Phase 2	
	April – Sept 2025	Oct 2025 – Sept 2026	Oct 2026 onward
<b>Step 4A</b>			
<b>Step 4B</b>			
<b>Step 4C</b>			

\*Steps that can start in this time frame as new volunteers are recruited.

\*\*Steps that cannot start right away because they require paid staff capacity or are dependent on the completion of other Phase 2 steps happening between October 2025 – September 2026.

Phase 1 Steps: April – September 2025 (assumes current capacity levels of the Advisory Group):

- ◊ **Step 4A:** Trial a meeting system in which the Advisory Group shares progress and updates on their tasks at monthly Economic Development Committee (EDC) meetings
  - Δ Subgroup responsibility: Advisory Group representatives from the Economic Development Committee and Office of Municipal Services

- Δ Phase 1 Steps:
  1. Send out monthly EDC invites (with meeting link) to Advisory Group members, so that it is present on calendars (EDC and Town).
  2. Develop EDC agendas so that there is room to discuss specific marketing actions. EDC meetings should be in a space in which a volunteer “sub-group” can discuss roadblocks or challenges they are facing with EDC members.
  3. Confirm the schedule of agendas and expectations with Advisory Group volunteers, so that responsible sub-groups know when they are expected to attend. Adjust schedule accordingly.
  4. Have a notetaker track attendance and actions discussed.
  5. Advisory Group members should ensure themselves or a second representative can attend the meetings in which their action will be discussed.
  6. A point person from the sub-group will report back to the rest of the Advisory Group, via email, any key updates or takeaways from the EDC meetings.
- Δ Expected outcome or deliverable as a result of phase 1: Calendar invites with links sent out to the Advisory Group; tentative schedule of EDC meetings, including which and when certain actions will be discussed
- ◊ **Step 4B:** Reconvene the Advisory Group to discuss progress on the Action Plan and next steps, which may include modifying the current or determining a new meeting structure that holds the Advisory Group accountable
  - Δ Subgroup responsibility: Advisory Group representatives from the Economic Development Committee and Office of Municipal Services
  - Δ Phase 1 Steps:
    1. Use When2Meet or Doodle poll, to align schedules and determine a meeting time in October 2025 to reconvene all Advisory Group members.
    2. Develop an agenda to discuss the progress, next steps, and the current meeting structure.
  - Δ Expected outcome or deliverable as a result of Phase 1: A calendared meeting in October 2025 that convenes all Advisory Group members.

Phase 2 Step: October 2026 onward (assumes paid capacity):

- ◊ Step 4C: If a paid, part-time staff is hired, have them organize and coordinate quarterly meetings between volunteers (through EDC and Advisory Group), economic development staff, business leaders, and community leaders to discuss the execution of Phase 2 marketing and communications activities.
  - Δ Type of responsibility needed to complete step: Paid staff position
  - Δ Skills/experience needed: Meeting facilitation and stakeholder coordination
  - Δ Capacity needed (rough estimate of hours): 6-8 hours/quarter

## Action 5: Develop Partnerships

Action 5 focuses on building partnerships with local, regional, and state partners.

Key metrics to monitor: (1) attendance rate; (2) retention rate; (3) actions discussed and addressed; and (4) number of Action Plan activities progressing and moving forward. This action includes one step, to be completed within Phase 2.

	Phase 1	Phase 2	
	April – Sept 2025	Oct 2025 – Sept 2026*	Oct 2026 onward**
<b>Step 5A</b>			

\*Steps that can start in this time frame as new volunteers are recruited.

\*\*Steps that cannot start right away because they require paid staff capacity or are dependent on the completion of other Phase 2 steps happening between October 2025 – September 2026.

Phase 2 Steps: October 2026 onward (assumes paid capacity):

- ◊ **Step 5A:** Connect with regional partners identified by MAPC, as well as other partners, about promotional opportunities and reaching wider audiences
  - Δ Type of responsibility needed to complete step: Paid staff position
  - Δ Skills/experience needed: Networking, partnership development (contacts or experience with regional boards would help)
  - Δ Capacity needed (rough estimate of hours): 5-10 hours/month
  - Δ Regional partners and state resources: MetroWest Visitor's Bureau (member organization); Discover New England (member organization); Massachusetts Office of Travel and Tourism (member organization); 496/Metrowest Partnership; Metrowest Economic Research Center

Best Practices from Other Towns to Consider:

- **Leveraging Relationships and Connections:** The Town of Holliston's part-time Economic Development Coordinator actively volunteered in her hometown and sat on the board for the 495/Metrowest Partnership and MA250 before getting hired. The Coordinator leverages these connections to put out promotions for Holliston. This is a strong example of what kind of experience or pre-existing relationships a new volunteer or paid staff can contribute to bolster a town's marketing landscape.

## Strategy 2: Promote events and engage businesses, arts and culture organizations, and nonprofit organizations

The Action Plan includes five actions that focus on promoting events and engaging businesses, arts and culture organizations, and nonprofit organizations:

6. Encourage arts and cultural organizations (A&C orgs.) to attend and engage with existing events.
7. Capture new business arrivals.
8. Create an efficient process for connecting new businesses with Town resources and embedding them within Maynard's retail ecosystem.
9. Use events to engage with causes meaningful to the community.
10. Develop a process to facilitate rapid response to businesses interested in setting up presence in Maynard

## Action 6: Encourage arts and cultural organizations (A&C organizations) to attend and engage with existing events

Action 6 focuses on encouraging A&C organizations to regularly attend existing events and generally improve communication between event planners and A&C organizations.

Key metrics to monitor: (1) number of events connecting with A&C organizations; (2) increased event attendance, particularly from target audiences (creative individuals, young families, residents from surrounding towns); and (3) feedback from A&C organizations and event organizers on the effectiveness of partnerships

Target audiences that action aims to attract: Visitors, Patrons, and Shoppers; Existing and Growing Communities in Maynard

Long-term goals relevant to action: Promote cultural programming; increase regional outreach; strengthen partnerships; build strong sense of community; engage diverse populations; collect and leverage data/feedback

This action includes one step, to be completed within Phase 1, and a second step, to be completed within Phase 2.

	<b>Phase 1</b>	<b>Phase 2</b>	
	April – Sept 2025	Oct 2025 – Sept 2026*	Oct 2026 onward**
<b>Step 6A</b>			
<b>Step 6B</b>			

\*Steps that can start in this time frame as new volunteers are recruited.

\*\*Steps that cannot start right away because they require paid staff capacity or are dependent on the completion of other Phase 2 steps happening between October 2025 – September 2026.

Phase 1 Steps: April – September 2025 (assumes current capacity levels of the Advisory Group):

- ◊ **Step 6A:** Identify opportunities at existing events that would attract and/or deepen engagement with A&C organizations.
  - Δ Subgroup responsibility: Advisory Group representatives from the Maynard Cultural District and ArtSpace Inc, with support from newly-recruited volunteers
  - Δ Phase 1 Steps:
    1. Compile a list of existing events in which attendance and engagement with arts and cultural (A&C) organizations seems low.
    2. Identify and meet with at least three of these existing organizations to understand how they might be more incentivized to attend and/or support existing events.
    3. Connect with event planners to collectively brainstorm opportunities for increasing attendance and/or engagement with the A&C organizations.
    4. Create or build off existing surveys from the Maynard Cultural Council that measure whether events are reaching target audiences (e.g. local artists and the creative community)
  - Δ Expected outcome or deliverable as a result of Phase 1: a documented list of existing events with brainstormed ideas to increase the attendance of A&C organizations at events; enhanced surveys from Maynard Cultural Council ready for distribution.

Phase 2 Steps: October 2025 onward (assumes increased volunteer capacity, paid capacity, and/or funding for marketing activities):

- ◊ **Step 6B:** Aid and sustain communication between event planners and A&C organizations, helping both parties incorporate identified opportunities and connect with each other.
  - Δ Type of responsibility needed to complete step: New volunteer or paid staff position
  - Δ Skills/experience needed: Event planning, stakeholder coordination, community engagement, process development, strategic planning
  - Δ Capacity needed (rough estimate of hours): 15-20 hours/month

## Best Practices from Other Towns to Consider:

- **Press Kit for Event Hosts, Partners, and Sponsors:** RiverCulture, a program bringing together arts and business leaders within Montague, MA, includes a press kit and advertising tips on the RiverCulture website, for organizations to promote upcoming events in the town. Linked under their Community Resources webpage, the kit includes how organizations can write a press release and send to newspapers within a one-hour driving radius of the town.

## Action 7: Capture new business arrivals

Action 7 focuses on designing and piloting a system that can capture new business arrivals.

Key metrics to monitor: (1) Number and type of stakeholders using the system over time; (2) number of new businesses identified over time; (3) average time between businesses opening and being flagged in the system; and (4) which data sources yield the most accurate and timely information

Target audiences that action aims to attract: Business Community

Long-term goals relevant to action: Create a strong business environment

This action includes one step, to be completed within Phase 1, and a second step, to be completed within Phase 2.

	<b>Phase 1</b>	<b>Phase 2</b>	
	April – Sept 2025	Oct 2025 – Sept 2026*	Oct 2026 onward**
<b>Step 7A</b>			
<b>Step 7B</b>			

\*Steps that can start in this time frame as new volunteers are recruited.

\*\*Steps that cannot start right away because they require paid staff capacity or are dependent on the completion of other Phase 2 steps happening between October 2025 – September 2026.

Phase 2 Steps: October 2026 onward (assumes paid capacity):

- ◊ **Step 7A:** Design a system for learning about and flagging new business arrivals
  - Δ Type of responsibility needed to complete step: Paid staff position
  - Δ Skills/experience needed: Networking, familiarity with the business landscape, Excel, database development and management
  - Δ Capacity needed (rough estimate of hours): 30 hours

- ◊ **Step 7B:** Pilot system, analyzing whether its effectiveness in flagging new business arrivals
  - Δ Type of responsibility needed to complete step: Paid staff position
  - Δ Skills/experience needed: Data analysis, database management and tracking with tools like AirTable or Excel, coordination
  - Δ Capacity needed (rough estimate of hours): 5-8 hours/month

#### Best Practices from Other Towns to Consider:

- **Tracking New Businesses:** In the Town of Holliston, new business owners have to fill out business certificates/DBA forms. This was not as enforced until the Economic Development Coordinator position was established; the coordinator can reach out to businesses and help them with this process, which also allows them to track the new business in the list of contacts.

## Action 8: Create an efficient process for connecting new businesses with Town resources and embedding them within Maynard's retail ecosystem

Action 8 focuses on several steps to welcome and incorporate new businesses into the town.

Key metrics to monitor: (1) Percentage of new businesses contacted through welcome letters, visits, or other engagement within Phase 1; (2) feedback from new businesses on whether they feel welcomed and supported; (3) number of new businesses participating in welcome programs, networking events, or promotional opportunities.

Target audiences that action aims to attract: Business Community

Long-term goals relevant to action: Create a strong business environment; Build strong sense of community; Showcase the appeal of Downtown

This action includes two steps, to be completed within Phase 1, and three steps, to be completed within Phase 2.

	<b>Phase 1</b>	<b>Phase 2</b>	
	April – Sept 2025	Oct 2025 – Sept 2026*	Oct 2026 onward**
<b>Step 8A</b>			
<b>Step 8B</b>			
<b>Step 8C</b>			
<b>Step 8D</b>			
<b>Step 8E</b>			

\*Steps that can start in this time frame as new volunteers are recruited.

\*\*Steps that cannot start right away because they require paid staff capacity or are dependent on the completion of other Phase 2 steps happening between October 2025 – September 2026.

Phase 1 Steps: April – September 2025 (assumes current capacity levels of the Advisory Group):

- ◊ **Step 8A:** Enhance the existing welcome package to new businesses
  - Δ Subgroup Responsibility: Advisory Group representatives from Town of Maynard's Office of Municipal Services and Maynard Business Alliance
  - Δ Phase 1 Steps:
    1. Gather feedback on what information would be helpful for businesses in the welcome package.
    2. Determine which contents may be missing from the package (resource guide, key contacts for Town and local business associations, promotional opportunities).
    3. Consider a refrigerator magnet or other mediums beyond letters for businesses to hold on to key contacts and information.
    4. Create digital and print versions, incorporating branding (see Action 15) and potentially language translation.
    5. Track how many businesses are contacted through welcome letters.
  - Δ Expected outcome or deliverable as a result of Phase 1: A comprehensively designed welcome package; An excel database ready to track how many businesses have been contacted with welcome letters
- ◊ **Step 8B:** Publicize ribbon cuttings for new businesses
  - Δ Subgroup Responsibility: Advisory Group representatives from Town of Maynard's Office of Municipal Services and Maynard Business Alliance, potentially with support from new volunteers
  - Δ Phase 1 Steps:
    1. Connect with Assabet Chamber of Commerce and identify stakeholders needed at ribbon cutting events (business owners, media, community members).
    2. Draft press release and post in Maynard Advantage and Discover Maynard.
    3. Alert Advisory Group members to draft social media posts.
  - Δ Expected outcome or deliverable as a result of Phase 1: Organized ribbon-cutting events with promotional materials and media coverage

Phase 2 Steps: October 2025 – September 2026 (assumes increased volunteer capacity, paid capacity, and/or funding for marketing activities):

- ◊ **Step 8C:** Host quarterly networking events where new business owners meet town officials and other active business leaders
  - Δ Type of responsibility needed to complete step: New volunteer
  - Δ Skills/experience needed: Event planning, networking facilitation, community engagement
  - Δ Capacity needed (rough estimate of hours): 8-12 hours/quarter
- ◊ **Step 8D:** Systematically connect new businesses with community-wide event and pop-up market planners so new businesses can showcase their offerings
  - Δ Type of responsibility needed to complete step: New volunteer
  - Δ Skills/experience needed: Event planning, community outreach, community engagement
  - Δ Capacity needed (rough estimate of hours): 6-10 hours/month

Phase 2 Steps: October 2026 onward (assumes paid capacity):

- ◊ **Step 8E:** Routinely identify opportunities for cross promotion between complementary businesses, particularly focusing on connecting newer businesses with established ones.
  - Δ Type of responsibility needed to complete step: Paid staff position
  - Δ Skills/experience needed: Business development, creativity, networking
  - Δ Capacity needed (rough estimate of hours): 5-8 hours/month

Best Practices from Other Towns to Consider:

- **Dedicated Liaison Between Businesses and the Town:** The Town of Holliston's Economic Development Committee (EDC) made the case to the Select Board that the Town needed to better connect with businesses. The Town hired a part-time Economic Development Coordinator, looking for an "outgoing" personality to develop such connections. The EDC notes this position as incredibly impactful for bridging Town Hall with local businesses. The Coordinator has contacts with town staff, like the building inspector, etc. and can help foster conversations with business owners.

- **Communicating with Businesses:** Building off an existing email contact list of business owners, the Town of Holliston's part-time Economic Development Coordinator now regularly uses, maintains, and updates the list. The Coordinator personally reached out to existing businesses with physical letters when hired, which has had a strong impact on response rates when emails are sent out to businesses for marketing and sponsorship opportunities. Through her position, the Coordinator has become the "go-to" contact for business owners, which has helped them feel more supported by the Town.

- **Knocking on Doors:** The Town of Hudson notes that before the BID was developed, the Hudson Business Association (HBA) worked with the Town through a technical assistance grant (from the Commonwealth's Downtown Initiative) to create an initial marketing brochure outlining the benefits of a BID to the Town. HBA and "pre-BID" members employed a "door knocking" campaign, which was successful in reaching property owners. An active new volunteer or new paid time staff position for Maynard could employ a similar "door-knocking" tactic prior to major annual festivals or events, to connect with businesses and outline the mutual benefits of business involvement in event promotion.

- **Business Meetups and Newsletter:** Beverly Main Streets, operating in the Town of Beverly, holds monthly, one-hour meet-ups at a rotating list of businesses in Beverly, which serve not only as a networking opportunity but also as a way to showcase the hosting business. Meeting times rotate between mornings and evenings, and are posted in their Facebook community group (which as of March 2025, has ~9,700 followers). Beverly Main Streets notes that this has been an effective way to maintain relationships with businesses. They also send a bimonthly business newsletter with information about how to engage with them, along with helpful resources and local funding or learning opportunities.

- **Platforms for Communication:** Beverly Main Streets is planning to develop a community server on Discord, which will provide a platform for businesses to communicate with each other as well as with Beverly Main Streets. The organization notes that asking businesses how they prefer to communicate, whether that be over email, face to face, or through direct messaging on social media, has been effective.

## Action 9: Use events to engage with causes meaningful to the community

Action 9 focuses on identifying and collaborating with nonprofits (within and outside of Maynard) to encourage greater attendance and engagement at events. Such collaborations could lead to future partnerships down the line.

Key metrics to monitor: (1) Number of events with charitable causes; (2) Increased event attendance with non-profit/charity collaborations (compare to regular event attendance); (3) Funds raised or volunteers recruited for non-profits/charities

Target audiences that action aims to attract: Business Community; Existing and Growing Communities in Maynard

Long-term goals relevant to action: Create a strong business environment; Build strong sense of community; Engage diverse populations

This action includes one step, to be completed within Phase 2.

	Phase 1	Phase 2	
	April – Sept 2025	Oct 2025 – Sept 2026*	Oct 2026 onward**
<b>Step 9A</b>			

\*Steps that can start in this time frame as new volunteers are recruited.

\*\*Steps that cannot start right away because they require paid staff capacity or are dependent on the completion of other Phase 2 steps happening between October 2025 – September 2026.

Phase 2 Steps: October 2025 – September 2026 (assumes increased volunteer capacity, paid capacity, and/or funding for marketing activities):

- ◊ **Step 9A:** Identify and collaborate with non-profits to support charitable causes at events
  - Δ Type of responsibility needed to complete step: New volunteer
  - Δ Skills/experience needed: Partnership development, fundraising, event planning
  - Δ Capacity needed (rough estimate of hours): 6–10 hours/month

## Action 10: Develop a process to facilitate rapid response to businesses interested in setting up presence in Maynard

Action 10 focuses on responding to prospective new businesses in an efficient manner, encouraging them to set up shop in Maynard.

Key metrics to monitor: (1) Feedback on how often database is used; (2) Number ? of new businesses or developments resulting from database use

Target audiences that action aims to attract: Business Community

Long-term goals relevant to action: Create a strong business environment; Collect and leverage data/feedback; Strengthen partnerships

This action includes two steps, to be completed within Phase 2.

	Phase 1	Phase 2	
	April – Sept 2025	Oct 2025 – Sept 2026*	Oct 2026 onward**
<b>Step 10A</b>			
<b>Step 10B</b>			

\*Steps that can start in this time frame as new volunteers are recruited.

\*\*Steps that cannot start right away because they require paid staff capacity or are dependent on the completion of other Phase 2 steps happening between October 2025 – September 2026.

Phase 2 Steps: October 2025 – September 2026 (assumes increased volunteer capacity, paid capacity, and/or funding for marketing activities):

- ◊ **Step 10A:** Catalog the types of businesses and industries that would perform well in Maynard, as well as desired types of businesses, that the town should be proactively trying to attract to Maynard
  - Δ Type of responsibility needed to complete step: Paid staff member or new volunteer
  - Δ Skills/experience needed: Excel; data organization
  - Δ Capacity needed (rough estimate of hours): 15 hours

Phase 2 Steps: October 2025 onward (assumes increased volunteer capacity, paid capacity, and/or funding for marketing activities):

- ◊ **Step 10B:** Develop and maintain an internal database of vacant and available business/development sites, categorized by types of businesses desired, which can be quickly referred to when a potential new business is interested in Maynard.
  - Δ Type of responsibility needed to complete step: Developing the database could be a “summer project” for a student seeking credits; maintaining and adding to the database would need to be done by regular volunteer or paid staff position
  - Δ Skills/experience needed: Excel; Familiarity with the business landscape; Database management; Data organization; Strategic planning
  - Δ Capacity needed (rough estimate of hours): 12–18 hours (initial setup), ~6–8 hours/month for updates

## Strategy 3: Further develop digital marketing mediums

The Action Plan includes six actions that focus on enhancing or developing digital marketing mediums:

11. Organize and coordinate social media postings
12. Support Maynard Advantage
13. Promote Discover Maynard
14. Engage with businesses through digital marketing materials
15. Develop a branding identity for Maynard
16. Incorporate coverage of Maynard's downtown, assets, and opportunities online

## Action 11: Organize and coordinate social media postings

Action 11 focuses on creating and distributing social media calendar/posting schedule to ensure social media coverage of town events and activities.

Key metrics to monitor: (1) Increased event attendance; (2) Increased social media engagement (likes, shares, and comments); (3) Increased foot traffic in stores and restaurants

Target audiences that action aims to attract: Visitors, Patrons, and Shoppers; Existing and Growing Communities in Maynard

Long-term goals relevant to action: Showcase the appeal of Downtown; Promote cultural programming; Increase regional outreach; Engage diverse populations; Collect and leverage data/feedback

This action includes one step, to be completed within Phase 1, and one step to be completed within Phase 2.

	<b>Phase 1</b>	<b>Phase 2</b>	
	April – Sept 2025	Oct 2025 – Sept 2026*	Oct 2026 onward**
<b>Step 11A</b>			
<b>Step 11B</b>			

\*Steps that can start in this time frame as new volunteers are recruited.

\*\*Steps that cannot start right away because they require paid staff capacity or are dependent on the completion of other Phase 2 steps happening between October 2025 – September 2026.

Phase 1 Steps: April – September 2025 (assumes current capacity levels of the Advisory Group):

- ◊ **Step 11A:** Set up and distribute social media calendar/timeline for marketing highlights throughout the year
  - Δ Subgroup responsibility: Advisory Group representatives from ArtSpace Maynard and Discover Maynard
  - Δ Phase 1 Steps:
    1. Identify key organizations and their existing social media accounts.

2. Create a schedule, detailing when other organizations should start re-sharing posts of the hosting organization.
3. Create a marketing hashtag (#discovermaynard or #onlyinmaynard) for organizations to use. Incorporate this into the same document with the schedule, noting that organizations should use this hashtag when posting or re-posting content.
4. Incorporate a link to the Maynard Advantage website in the same document with the schedule, noting that organizations should include the link in their posts or re-posts, when appropriate.
5. Share a draft of the schedule with organizations expected to host events. Ask for feedback on (roughly) when events, and social media advertising for those events, are expected to occur.
6. Share a final version of the schedule with all organizations identified in Step 1.
7. Internally, monitor which organizations are re-posting event information as events approach. Remind organizations not re-posting to do so.

Δ Expected outcome or deliverable as a result of Phase 1: A social media schedule with event highlights and expected social media postings, distributed to organizations identified in Step 1; Organizations consistently posting to social media in accordance with schedule

Phase 2 Steps: October 2025 onward (assumes increased volunteer capacity, paid capacity, and/or funding for marketing activities):

- ◊ **Step 11B:** Further distribute social media posting schedule to businesses and organizations, monitoring posts and coverage.
  - Δ Type of responsibility needed to complete step: New volunteer
  - Δ Skills/experience needed: Social media marketing and management, content coordination, social media analytics tracking
  - Δ Capacity needed (rough estimate of hours): 5–8 hours/month

## Best Practices from Other Towns to Consider:

- **Instagram:** Beverly Main Streets notes that marketing through Instagram has been the best way engage residents and attract visitors. They post regularly, making sure to tag local businesses, and even having business owners guest star in the creative, humorous reels. Beverly Main Streets has created shop small marketing campaigns such as Restaurant Week Beverly to attract newcomers to businesses they haven't experienced yet, and to promote synergy between businesses. They have invested in several targeted ads on Instagram and Facebook to promote large annual events, which tend to attract visitors from the greater Boston area as well as other New England states.

## Action 12: Support Maynard Advantage

Action 12 focuses on supporting the town's newsletter, Maynard Advantage in becoming more sustainable and growing.

Key metrics to monitor: (1) Subscriber growth; (2) Open and click-through rates.

Target audiences that action aims to attract: Existing and Growing Communities in Maynard; Business Community

Long-term goals relevant to action: Build strong sense of community; showcase the appeal of Downtown; promote cultural programming

This action includes one step, to be completed within Phase 1, and one step to be completed within Phase 2.

	Phase 1	Phase 2	
	April – Sept 2025	Oct 2025 – Sept 2026*	Oct 2026 onward**
<b>Step 12A</b>			
<b>Step 12B</b>			

\*Steps that can start in this time frame as new volunteers are recruited.

\*\*Steps that cannot start right away because they require paid staff capacity or are dependent on the completion of other Phase 2 steps happening between October 2025 – September 2026.

Phase 1 Steps: April – September 2025 (assumes current capacity levels of the Advisory Group):

- ◊ **Step 12A:** Design a sustainable structure to support newsletter production for Maynard Advantage
  - Δ Subgroup responsibility: Advisory Group representatives from Marketing Task Force
  - Δ Phase 1 Steps:
    1. Define titles, roles and responsibilities for content creation and editing (MTF Charter suggests Project Coordinator, part-time position).

2. Create a production schedule, list of partners for outreach, and deadlines.
3. Develop templates and guidelines for contributors.
4. Identify tools/platforms for distribution.

Δ Expected outcome or deliverable as a result of Phase 1: A document, incorporated into the MTF charter, outlining the process for consistent and efficient newsletter production

Phase 2 Steps: October 2025 onward (assumes increased volunteer capacity, paid capacity, and/or funding for marketing activities):

- ◊ **Step 12B: Manage the production and growth of Maynard Advantage**
  - Δ Type of responsibility needed to complete step: New volunteer or paid staff position (MTF Project Coordinator, part-time position?)
  - Δ Skills/experience needed: Coordination, marketing strategy, content creation, audience engagement; SEO optimization
  - Δ Capacity needed (rough estimate of hours): 10 – 15 hours/month

#### Best Practices from Other Towns to Consider:

- **Community News:** The Town of Bedford notes that their digital community news outlet, the Bedford Citizen, has been extremely beneficial to the Cultural District in reaching out to the community and encourages investment in it as worthwhile.
- **Consistent Weekly News:** The Director of RiverCulture, in Montague, MA, notes the RiverCulture newsletter as one of their most successful marketing and outreach tools, with an open rate of 50%. The Director spends around 2 hours researching content for the newsletter and another ~1 hours organizing the content into the newsletter. The Director also spends around a half hour posting to social media (Facebook and Instagram) and the website, reinforcing the same content as the newsletter. The digital newsletter is consistently delivered to subscribers' inboxes on the same day and at the same time, on a weekly basis.

## Action 13: Promote Discover Maynard

Action 13 focuses on enhancements and growth for Discover Maynard, a website for visitors and residents to learn about what events and activities are happening in town.

Key metrics to monitor: (1) Web traffic and engagement rates (time on site, click-throughs)

Target audiences that action aims to attract: Visitors, Patrons, and Shoppers; Business Community; Existing and Growing Communities in Maynard

Long-term goals relevant to action: Increase regional outreach; collect and leverage data/feedback

This action includes one step, to be completed within Phase 1, and three steps to be completed within Phase 2.

	Phase 1	Phase 2	
	April – Sept 2025	Oct 2025 – Sept 2026*	Oct 2026 onward**
<b>Step 13A</b>			
<b>Step 13B</b>			
<b>Step 13C</b>			
<b>Step 13D</b>			

\*Steps that can start in this time frame as new volunteers are recruited.

\*\*Steps that cannot start right away because they require paid staff capacity or are dependent on the completion of other Phase 2 steps happening between October 2025 – September 2026.

Phase 1 Steps: April – September 2025 (assumes current capacity levels of the Advisory Group):

- ◊ **Step 13A:** Obtain and evaluate latest usage data for Discover Maynard
  - Δ Subgroup responsibility: Advisory Group representatives from Discover Maynard and Maynard Cultural Council

- Δ Phase 1 Steps:
  1. Establish analytic tools (i.e. Google Analytics) that can be used for Discover Maynard.
  2. Extract data from website analytics tools.
  3. Collect key data metrics (e.g., page views, bounce rates, most visited pages) in the beginning of Phase 1 (April 2025).
  4. Monitor key data metrics.
  5. Share out results of analysis with Advisory Group at the end of Phase 1 (September 2025).
- Δ Expected outcome or deliverable as a result of Phase 1: A brief report on Discover Maynard's usage data with actionable recommendations

Phase 2 Steps: October 2025 – September 2026 (assumes increased volunteer capacity, paid capacity, and/or funding for marketing activities):

- ◊ **Step 13B:** Identify and incorporate Discover Maynard's link or QR into digital and print marketing materials
  - Δ Type of responsibility needed to complete step: Student volunteer
  - Δ Skills/experience needed: Web-editing
  - Δ Capacity needed (rough estimate of hours): 2–4 hours/month

Phase 2 Steps: October 2025 onward (assumes increased volunteer capacity, paid capacity, and/or funding for marketing activities):

- ◊ **Step 13C:** Monitor changes in traffic and engagement rates for Discover Maynard
  - Δ Type of responsibility needed to complete step: New volunteer or paid staff position
  - Δ Skills/experience needed: Data analytics, SEO optimization
  - Δ Capacity needed (rough estimate of hours): 5–10 hours/month
- ◊ **Step 13D:** Incorporate other visual or user-friendly enhancements to website
  - Δ Type of responsibility needed to complete step: New volunteer or paid staff position
  - Δ Skills/experience needed: Website design skills and marketing experience
  - Δ Capacity needed (rough estimate of hours): 10 – 20 hours

## Best Practices from Other Towns to Consider:

- **Ipswich Events Calendar:** The Town's website hosts the Ipswich Events Calendar, a google calendar showcasing reoccurring and one-time activities happening around Ipswich. Hotels and businesses linking to the calendar, helped build up search engine optimization (SEO) for the Town's website.
- **Holliston Events Calendar:** The Town's website hosts the Holliston Events Calendar, which is managed by the Town's part-time Economic Development Coordinator. The Coordinator connects with businesses and other town departments to fill the calendar.
- **Event Websites:** The Town of Bedford cites having its own websites for specific events (evergreen websites) has been the most successful for outreach, particularly for the New Song concert series. College student volunteers studying graphic design helped with branding and style for website.

## Action 14: Engage with Businesses Through Digital Marketing Materials

Action 14 focuses on using digital marketing materials, like a digital fact sheet or brochure to market to potential new businesses.

Key metrics to monitor: (1) Downloads or views of the brochure; (2) Number of businesses reaching out for more information

Target audiences that action aims to attract: Business Community

Long-term goals relevant to action: Create a strong business environment; build strong sense of community; showcase the appeal of Downtown; increase regional outreach

This action includes one step, to be completed within Phase 1, and two steps to be completed within Phase 2.

	Phase 1	Phase 2	
	April – Sept 2025	Oct 2025 – Sept 2026*	Oct 2026 onward**
<b>Step 14A</b>			
<b>Step 14B</b>			
<b>Step 14C</b>			

\*Steps that can start in this time frame as new volunteers are recruited.

\*\*Steps that cannot start right away because they require paid staff capacity or are dependent on the completion of other Phase 2 steps happening between October 2025 – September 2026.

Phase 1 Steps: April – September 2025 (assumes current capacity levels of the Advisory Group):

- ◊ **Step 14A:** Develop a digital fact sheet/brochure to potential business prospects
  - Δ Subgroup responsibility: Advisory Group representatives from Marketing Task Force and the Town's Office of Municipal Services, with support from new volunteers

Δ Phase 1 Steps:

1. Draft content highlighting Maynard's key business opportunities.  
Extract data from website analytics tools.

Δ Expected outcome or deliverable as a result of Phase 1: Content ready for a professional, digital business brochure

Phase 2 Steps: October 2025 – September 2026 (assumes increased volunteer capacity, paid capacity, and/or funding for marketing activities):

- ◊ **Step 14B:** Publish digital fact sheet/brochure for prospective businesses to key websites
  - Δ Type of responsibility needed to complete step: Student volunteer
  - Δ Skills/experience needed: Web-editing
  - Δ Capacity needed (rough estimate of hours): 2–3 hours

Phase 2 Steps: October 2025 onward (assumes increased volunteer capacity, paid capacity, and/or funding for marketing activities):

- ◊ **Step 14C:** Create social media posts featuring new businesses, to be re-shared by other organizations and businesses
  - Δ Type of responsibility needed to complete step: New volunteer or paid staff position
  - Δ Skills/experience needed: Social media marketing, content creation, community engagement
  - Δ Capacity needed (rough estimate of hours): 5–8 hours/month

## Action 15: Develop a branding identity for Maynard

Action 15 focuses on building existing resources to develop a branding identity, which can be employed for digital marketing and social media materials.

Key metrics to monitor: (1) Increased number of likes, shares, and followers on social media platforms after branding incorporation; (2) public recognition and recall of branding (through surveys/feedback); (3) growth in visits to branded online materials

Target audiences that action aims to attract: Visitors, Patrons, and Shoppers; Business Community; Existing and Growing Communities in Maynard

Long-term goals relevant to action: Showcase the appeal of Downtown; promote cultural programming; increase regional outreach; engage diverse populations; build strong sense of community

This action includes one step, to be completed within Phase 2.

	<b>Phase 1</b>	<b>Phase 2</b>	
	April – Sept 2025	Oct 2025 – Sept 2026*	Oct 2026 onward**
<b>Step 15A</b>			

\*Steps that can start in this time frame as new volunteers are recruited.

\*\*Steps that cannot start right away because they require paid staff capacity or are dependent on the completion of other Phase 2 steps happening between October 2025 – September 2026.

Phase 2 Steps: October 2025 – September 2026 (assumes increased volunteer capacity, paid capacity, and/or funding for marketing activities):

- ◊ **Step 15A:** Review existing branding packages and the community assets identified in the Action Plan, to employ a branding identity to be used in social media posting and digital/print materials. Maynard's 2021 Rapid Recovery Planning Program includes specific steps.
  - Δ Type of responsibility needed to complete step: Branding consultant, local artists, or paid staff position (lower cost option could include college or high school students doing this as a project for a marketing class)
  - Δ Skills/experience needed: Graphic design, creativity, marketing and branding experience
  - Δ Capacity needed (rough estimate of hours): 15–20 hours

## Best Practices from Other Towns to Consider:

- **Stories build the brand:** Over a decade ago, volunteers in the Town of Ipswich worked through its rich history, with significant arts and cultural assets, to understand which stories resonate with the community. Of the several public art projects trialed, Ipswich Illumination was one of the most successful, as it resonated with the Town's history and builds off themes of harvest and maritime culture. The Town's brand invests in showcasing its history, through several stories shared on Historic Ipswich. The Town recommends identifying the agent or person who can then take these stories and tie them into a narrative.

## Action 16: Incorporate coverage of Maynard's downtown, assets, and opportunities online

Action 16 focuses on building on incorporating coverage of Maynard into various digital and online outlets across the Greater Boston region.

Key metrics to monitor: (1) Number of submissions made; (2) media mentions or features published; (3) increased event attendance, from outside Maynard, at key events and festivals; (4) increased foot traffic in stores and restaurants

Target audiences that action aims to attract: Visitors, Patrons, and Shoppers; Existing and Growing Communities in Maynard

Long-term goals relevant to action: Showcase the appeal of Downtown; promote cultural programming; increase regional outreach; engage diverse populations; build strong sense of community

This action includes two steps, to be completed within Phase 2.

	<b>Phase 1</b>	<b>Phase 2</b>	
	April – Sept 2025	Oct 2025 – Sept 2026*	Oct 2026 onward**
<b>Step 16A</b>			
<b>Step 16B</b>			

\*Steps that can start in this time frame as new volunteers are recruited.

\*\*Steps that cannot start right away because they require paid staff capacity or are dependent on the completion of other Phase 2 steps happening between October 2025 – September 2026.

Phase 2 Steps: October 2025 – September 2026 (assumes increased volunteer capacity, paid capacity, and/or funding for marketing activities):

- ◊ **Step 16A:** Identify Greater Boston or Metrowest region travel social media accounts, travel bloggers, and travel websites
  - Δ Type of responsibility needed to complete step: New volunteer or high school student
  - Δ Skills/experience needed: Research and organizational skills
  - Δ Capacity needed (rough estimate of hours): 6–10 hours/month

Phase 2 Steps: October 2026 onward (assumes paid capacity):

- ◊ **Step 16B:** Connect with travel editors to secure coverage of Maynard's assets.
  - Δ Type of responsibility needed to complete step: Paid staff position
  - Δ Skills/experience needed: Partnership development and outreach
  - Δ Capacity needed (rough estimate of hours): 8–12 hours/month

## Strategy 4: Further develop print and outdoor marketing mediums

The Action Plan includes three actions that focus on enhancing or developing digital marketing mediums:

17. Incorporate coverage of Maynard's downtown, assets, and opportunities in print materials
18. Create wayfinding signage
19. Promote existing directories and maps across kiosks in Maynard

## Action 17: Incorporate coverage of Maynard's downtown, assets, and opportunities in print materials

Action 17 focuses on building on incorporating coverage of Maynard into various print outlets across the Greater Boston region.

Key metrics to monitor: (1) Number of submissions made; (2) media mentions or features published; (3) increased event attendance, from outside Maynard, at key events and festivals; (4) increased foot traffic in stores and restaurants

Target audiences that action aims to attract: Visitors, Patrons, and Shoppers; Existing and Growing Communities in Maynard

Long-term goals relevant to action: Showcase the appeal of Downtown; promote cultural programming; increase regional outreach; engage diverse populations; build strong sense of community

This action includes one step, to be completed within Phase 1, and one step to be completed within Phase 2.

	<b>Phase 1</b>	<b>Phase 2</b>	
	April – Sept 2025	Oct 2025 – Sept 2026*	Oct 2026 onward**
<b>Step 17A</b>			
<b>Step 17B</b>			

\*Steps that can start in this time frame as new volunteers are recruited.

\*\*Steps that cannot start right away because they require paid staff capacity or are dependent on the completion of other Phase 2 steps happening between October 2025 – September 2026.

Phase 1 Steps: April – September 2025 (assumes current capacity levels of the Advisory Group):

- ◊ **Step 17A:** Identify newspapers, magazines, brochures, and other publications, from other towns or region-wide, in which we can highlight assets in Maynard
  - Δ Subgroup responsibility: Advisory Group representatives from Maynard Public Library and ArtSpace Maynard
  - Δ Phase 1 Steps:

1. Research regional newspapers, magazines, and brochures that would be appropriate for highlighting the assets discussed in Action Plan memo.
2. Identify publication schedules and submission guidelines.
3. Create a centralized list of opportunities for submissions.

Δ Expected outcome or deliverable as a result of Phase 1: A directory of publications for promoting Maynard's assets

Phase 2 Steps: October 2026 onward (assumes paid capacity):

◊ **Step 17B:** Connect with editors to secure coverage for the town.

Δ Type of responsibility needed to complete step: Paid staff position or newly recruited volunteer

Δ Skills/experience needed: Partnership development and outreach

Δ Capacity needed (rough estimate of hours): 8–12 hours/month

## Action 18: Create wayfinding signage

Action 18 focuses on developing and installing wayfinding signage.

Key metrics to monitor: (1) Survey responses from visitors and residents on wayfinding clarity; (2) increase in visitor counts to key areas after signage installation

Target audiences that action aims to attract: Visitors, Patrons, and Shoppers

Long-term goals relevant to action: Showcase the appeal of Downtown; increase regional outreach

This action includes three steps to be completed within Phase 2.

	<b>Phase 1</b>	<b>Phase 2</b>	
	April – Sept 2025	Oct 2025 – Sept 2026*	Oct 2026 onward**
<b>Step 18A</b>			
<b>Step 18B</b>			
<b>Step 18C</b>			

\*Steps that can start in this time frame as new volunteers are recruited.

\*\*Steps that cannot start right away because they require paid staff capacity or are dependent on the completion of other Phase 2 steps happening between October 2025 – September 2026.

Phase 2 Steps: October 2025 – September 2026 (assumes increased volunteer capacity, paid capacity, and/or funding for marketing activities):

- ◊ **Step 18A:** Design signage based on branding (see Action 15), highlighting key assets in Maynard.
  - Δ Type of responsibility needed to complete step: New volunteer or student
  - Δ Skills/experience needed: Graphic design, creativity, marketing and branding experience
  - Δ Capacity needed (rough estimate of hours): 20–30 hours

Phase 2 Steps: October 2026 onward (assumes paid capacity):

- ◊ **Step 18B:** Map and choose locations strategically.
  - Δ Type of responsibility needed to complete step: Paid staff position or new volunteer
  - Δ Skills/experience needed: Site analysis (or understanding of Maynard's key sites), understanding of navigation challenges
  - Δ Capacity needed (rough estimate of hours): 10 hours
- ◊ **Step 18C:** Coordinate installation of signage
  - Δ Type of responsibility needed to complete step: Paid staff position or new volunteer
  - Δ Skills/experience needed: Coordination with Town of Maynard and sign fabrication companies
  - Δ Capacity needed (rough estimate of hours): 10 hours

## Action 19: Promote existing directories and maps across kiosks in Maynard

Action 19 focuses on promoting the existing physical directories and maps.

Key metrics to monitor: (1) Public feedback on the usefulness of the kiosks and maps

Target audiences that action aims to attract: Visitors, Patrons, and Shoppers; Existing and Growing Communities in Maynard

Long-term goals relevant to strategy: Increase regional outreach

This action includes one step to be completed within Phase 1.

	Phase 1	Phase 2	
	April – Sept 2025	Oct 2025 – Sept 2026*	Oct 2026 onward**
<b>Step 19A</b>			

\*Steps that can start in this time frame as new volunteers are recruited.

\*\*Steps that cannot start right away because they require paid staff capacity or are dependent on the completion of other Phase 2 steps happening between October 2025 – September 2026.

Phase 2 Steps: October 2026 onward (assumes paid capacity):

- ◊ **Step 19A:** Identify promotional opportunities for existing physical directories and maps (e.g. Downtown Retail & Restaurant Guide, Denise's restaurant guide, etc.)
  - Δ Type of responsibility needed to complete step: Paid staff position or new volunteer
  - Δ Skills/experience needed: Research and/or marketing experience
  - Δ Capacity needed (rough estimate of hours): 40 hours

# Appendix A: Revised Summary of Findings Memo

## Summary of Key Takeaways from Advisory Group Interviews

August 2024 (Revised October 2024)

### Introduction

In the Summer of 2024, MAPC conducted eight virtual interviews with members in the Advisory Group for the Maynard Marketing and Communications Action Plan. The interview guide that MAPC employed is attached as an appendix at the end of this memo. These interviews served three key purposes. The first was to understand Maynard's community assets, economic strengths, and potential target audiences for marketing, as identified by the Advisory Group. Secondly, MAPC sought to understand how interviewees felt about their own marketing activities and capacities, as well as the general challenges and opportunities they anticipate. Lastly, MAPC wanted to understand shared goals among the Advisory Group, which will help inform specific actions for the Plan (the development of these actions will be prepared at a later point in the process). The key takeaways are summarized in this memo.

### Community Assets and Economic Strengths:

Several community assets and economic strengths were identified by the interviewees. The list below generally summarizes what the Advisory Group identified. This list can help the group develop and agree upon a marketable narrative for Maynard.

- 1. Historic and Cultural Identity:** Maynard has a strong historic background, evolving from a mill town to a cultural center. The presence of organizations like ArtSpace, the independent movie theater, the Sanctuary, the Coop, the library, and various cultural events make the downtown area a cultural hub.
- 2. Walkability and Accessibility:** Maynard's downtown is walkable, which fosters a strong sense of community. It also offers a mix of services, restaurants, and shops, which is a major draw. The compact size of the town facilitates a neighborhood feel, making it easy for residents and visitors to access local businesses and services.
- 3. Natural Environment:** The town's proximity to nature, including the Assabet River and surrounding conservation areas, adds to its appeal.
- 4. Unique Business Offerings:** The town features a diverse mix of unique, locally-owned businesses, including restaurants of various cuisines, art galleries, and specialty shops, which contribute to Maynard's distinct character.

5. **Affordability and Inclusivity:** Interviewees generally noted that Maynard is seeing an influx of young families and professionals, many of whom are attracted to the Town's affordability and cultural amenities. This is making the town's demographic landscape more vibrant and diverse. There is also a growing recognition of Maynard as a welcoming and inclusive community, particularly noted for its support of the LGBTQ+ community. This inclusivity is seen as a strength in attracting new residents and visitors.
6. **Existing Office Space:** Maynard offers a unique inventory of Class A office space within the 50-acre campus at Mill & Main, suitable for small and large businesses.

## Potential Target Audiences:

To further shape Maynard's narrative for marketing, it's important the Advisory Group agrees on who they're trying to attract to town. Interviewees were asked about demographic, social, and cultural shifts in Maynard, as well as different population groups they would like to see more in Maynard. Some key segments that were repeatedly mentioned in the interviews are listed below, grouped under the three main audiences that the Action Plan will target:

### Audience 1: Visitors, Patrons, and Shoppers

Interviewees noted the unique experiences that **visitors and tourists across the region** can get here, that they cannot get in other communities in the MetroWest region. Such experiences draw on the community assets listed above—interviewees noted that local events, various restaurants, and Maynard's thriving art scene largely contribute to these experiences. These assets, among others, also attract **residents from adjacent towns**, like Acton, Concord, or Sudbury. For example, almost all interviewees also noted Maynard Crossing, specifically the Market Basket, as a draw for residents of those towns. Lastly, a few interviewees noted that marketing efforts could try to encourage **employees working in town** to visit and shop around Maynard.

### Audience 2: Business Community

Several interviewees discussed the importance of attracting **small and large businesses** to Maynard, particularly highlighting the availability of commercial space in areas like Mill and Main and the gaps in Downtown's retail. A few interviewees also mentioned the potential for supporting **start-ups and prospective entrepreneurs** in Maynard and across the region. It should be noted that advertising Maynard as a business-friendly environment to attract these groups, as well as developers that can invest in underutilized properties,

is a crucial recommendation of Maynard's Master Plan and the Economic Development Committee (EDC) Strategic Plan.

### **Audience 3: Existing and Growing Communities in Maynard**

Existing communities generally include long-time, local residents that have lived in Maynard for several years or decades—many interviewees noted the strong sense of community and how regular communication through newsletters, social media, and community events could help keep residents informed and engaged.

There are also a number of key segments that interviewees sensed were growing in Maynard. For example, many interviewees noted that Maynard should think about **young families and professionals** moving from more expensive urban neighborhoods in Boston. Some interviewees noted they've seen this demographic growing, discussing Maynard's family-friendly environment, growing cultural scene, and accessibility to outdoor activities like the rail trail and riverfront. Interviewees also noted the presence of ArtSpace, galleries, and live music venues like the Sanctuary makes Maynard a welcoming environment that values and supports the arts, particularly attracting **creative individuals** into town. Almost all interviewees noted Maynard's growing reputation as an inclusive and progressive town, which is a significant draw for **LGBTQ+ individuals and families**. Lastly, interviewees noted the importance of providing for **seniors and retirees** in Maynard, thinking about activities for community engagement.

### **Existing Marketing and Communications Activities:**

The marketing and communications activities that are currently happening in Maynard largely rely on the members and organizations represented in the Advisory Group. A key goal of this plan is to build on the superb efforts of this group and foster collaborative efforts between their organizations' existing activities and this plan's actions. Advisory Group interviewees were asked to discuss marketing and communications activities that their organizations were employing and/or would like to employ. The following list generally summarizes the efforts that MAPC heard in these interviews. Table 1 further summarizes the number of interviews in which different types of marketing and communications activities came up. This list does not necessarily encapsulate all existing marketing and communications activities but serves as a starting point for MAPC and the Advisory Group to understand the existing marketing landscape.

- **Websites:** Interviewees generally agreed that platforms like Discover Maynard, a central hub for community events, are key in promoting events and activities happening in the town. There are also websites

like Maynard Advantage that highlight the town's assets and opportunities. These websites have been increasingly recognized and utilized, but there is a desire to enhance their reach and effectiveness, which would require more capacity.

- **Social Media Efforts:** Various organizations within this advisory group seem to have a presence on social media platforms like Facebook and Instagram. These platforms are used to share event information, promote local businesses, and engage with both residents and visitors. However, the consistency and coordination of these efforts vary, and there is room for improvement in terms of regular posting and broader outreach.
- **Local Events:** There are several events happening in Maynard, which are mainly supported by volunteer and nonprofit efforts. The Advisory Group noted these as crucial for engagement with audiences targeted for marketing. Maynard Fest and JazzFest were called out as significant draws for the Town, attracting both residents and visitors. There are also reoccurring events, like the weekly farmer's market, that bring the community together. Events can help showcase local businesses and brand Maynard as a cultural destination.
- **Flyers and Brochures:** Flyers are distributed around town and placed in kiosks, local businesses, and public spaces to promote events and activities. However, the distribution and impact of these materials vary, and there are challenges in ensuring they reach a broad audience.
- **Signage:** Efforts have been made to improve signage in and around Maynard, particularly to guide visitors from areas like Maynard Crossing to the downtown area. Signs are also used to promote events, though there is a recognition that more cohesive and consistent signage could enhance these efforts.

**Table 1: Frequency Table of Marketing Activities Mentioned in Interviews**

This table summarizes the number of interviews in which different types of marketing and communications activities came up. An activity receiving multiple mentions is likely receiving attention by a plurality of group members while the activities less frequently mentioned may merit additional attention and/or resources. The low-frequency items should be explored when identifying the action plan at a later point in the strategy development.

Marketing Activity	Frequency of Mention
Social Media (Facebook, Instagram, etc.)	6
Local Events and Festivals	5
Discover Maynard Website	5
Flyers and Brochures	4
Email Newsletters	4
Collaborations with Local Businesses	4
Signage	3
Partnerships with Regional Organizations	3
Branding and Consistent Messaging	3
Printed Materials	2
Participation in Local/Regional Calendars	2
Data Collection and Surveys	2
Use of Regional Media	1

While Maynard has several active marketing efforts through digital media, events, partnerships, and print materials, these efforts are often fragmented and constrained by limited resources. Specific challenges that hinder these marketing activities are listed in the following section.

## Gaps and Challenges in the Existing Marketing Landscape:

Based on interviewees' input, several gaps seem to exist in the current marketing landscape for Maynard. The following list highlights where the group appears to have consensus. This list does not imply that the advisory group can single-handedly solve for the following gaps and challenges. However, this will inform the goals and strategies developed in the Action Plan.

1. **Economic Development:** There is a consensus that Maynard needs a more proactive approach to economic development. Interviewees noted that the town faces challenges such as underutilized spaces (e.g., Mill and Main) and a lack of cohesive marketing strategies. This finding has implications for future marketing and outreach, as the Advisory Group will need to agree on what audience segments are to receive priority when undertaking efforts to attract investment into the town. Interviewees believe that attracting new businesses and residents requires more structured and sustained efforts —such efforts might fall out of the scope of this project but should still be noted in this plan.
2. **Limited Professional Marketing Resources:** Some interviews noted a significant need for dedicated marketing personnel or increased funding for professional marketing services. Without these resources, it is difficult to maintain consistent and effective marketing efforts across the town. While the Action Plan will be highlighting efforts and activities that this advisory group can take on, it should also discuss what efforts will require increased funding and personnel. Sole reliance on specific volunteers could lead to future inconsistencies. The plan must consider how to energize and recruit additional volunteer capacity, while also creating additional resources and structures to sustain the plan's activities. Regional partnerships and state support could also be helpful here.
3. **Underutilization of Digital Marketing Channels:** Some interviewees noted an opportunity to enhance the town's digital marketing efforts through more regular and strategic use of social media and targeted online advertising to reach broader and more specific audiences.
4. **Loss of Local Media Outlets:** Some interviewees noted the loss of local media, like the local newspaper, and suggested that Discover Maynard could be a starting point in making up for this loss if given support to further develop robust event calendars. This could include digital newsletters, enhanced social media engagement, and partnerships with regional media outlets to ensure that important information reaches all residents.

5. **Insufficient Regional and External Outreach:** Interviewees generally noted that their respective organizations have made some efforts to reach out to nearby communities and regional visitors. However, these efforts seem sporadic and not fully coordinated. MAPC talked with interviewees about collaborations with regional tourism boards, chambers of commerce, and other external partners to strengthen Maynard's visibility.
6. **Inadequate Data and Feedback Mechanisms:** Some interviewees noted there is limited data on who visits Maynard, what draws them to the town, and how they engage with local businesses and events.

## Long Term Goals Shared Among Advisory Group Members:

While the Action Plan will not necessarily focus on long-term goals and aspirations, it's important to that this group aligns and agrees on these. They will inform the short-term (0-2 years) goals and strategies developed for the Action Plan. These goals also align with economic development goals listed in Maynard's Master Plan, EDC's Strategic Economic Development Vision Plan, the Marketing Task Force's Charter.

1. **Showcase the appeal of Downtown:** Interviewees agree on the importance of promoting downtown Maynard as a vibrant cultural and commercial hub.
  - *Target Audiences: Visitors, Patrons, and Shoppers; Business Community*
2. **Collect and leverage data and feedback:** Interviewees recognize the importance of using data to inform marketing strategies. Collecting data on visitor demographics, event attendance, and resident feedback can help refine and improve marketing efforts. Interviewees noted the importance of making sure we're hearing from the community so that we can better serve their interests.
  - *Target Audiences: Existing and Growing Communities in Maynard; Visitors, Patrons, and Shoppers*
3. **Create a strong business environment:** This includes making Maynard more business-friendly, by streamlining permitting processes or offering grants and incentives, and attracting new businesses that align with the town's cultural and economic vision. Delineating which tasks will need to be enacted by the public sector and which tasks are within the capabilities of the advisory group will be especially important when drafting actions for this goal.
  - *Target Audiences: Visitors, Patrons, and Shoppers; Business Community*

4. **Promote cultural programming:** Many interviewees want to continue the work of elevating Maynard as a cultural destination within the region. There is also consensus on the need to promote cultural programming, such as festivals, art shows, and music events, that can draw people into the town and enhance its cultural reputation.
  - *Target Audiences: Visitors, Patrons, and Shoppers*
5. **Increase regional outreach:** There is a shared goal to extend Maynard's reach beyond the local community by targeting regional visitors from surrounding towns and the Greater Boston area.
  - *Target Audiences: Visitors, Patrons, and Shoppers*
6. **Engage diverse populations:** Interviewees emphasize the importance of engaging Maynard's diverse populations, including young families, seniors, LGBTQ+ individuals, and non-English-speaking residents.
  - *Target Audiences: Existing and Growing Communities in Maynard; Visitors, Patrons, and Shoppers*
7. **Strengthen partnerships:** There is a shared goal to strengthen regional partnerships with organizations, such as the 495 Partnership, local chambers of commerce, and nearby towns. Part of this goal also involves increasing local partnerships within Maynard, particularly across public, nonprofit, and private entities, and with volunteers.
  - *Target Audiences: Existing and Growing Communities in Maynard; Business Community*
8. **Build strong sense of community:** This includes promoting local events, improving communication with residents, and encouraging participation in community activities
  - *Target Audiences: Existing and Growing Communities in Maynard*

## Next Steps:

This draft memo will serve as the premise for the working group sessions. As this memo is further reviewed and edited through the first two working groups, MAPC will start to develop a draft of the Marketing and Communications Action Plan for review.

# Appendix: Interview Guide for Advisory Group Interviews

## Maynard Marketing and Communications Action Plan

### Interview Questions | July 2024

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#### Context:

The Town of Maynard is working with the Metropolitan Area Planning Council (MAPC) to develop a Marketing & Communications Action Plan, which will identify shared goals among local stakeholders (the Advisory Group) in promoting key community assets and economic strengths. The Action Plan will outline actionable steps for achieving these goals, accounting for resources and capacity by coordinating responsibilities among Advisory Group for proactive marketing and promotion. As part of the first task in developing the Action Plan, MAPC staff will conduct up to eight (8) virtual interviews with members of the Advisory Group. These interviews will aim to identify existing marketing activities, capacity, and opportunities; they will be supported by a review of existing marketing materials identified by interviewees.

#### Interview Protocol:\*

Interviews will be conducted virtually and slated to run for 1 hour. The questions below, provided in advance, will serve as a template for the conversation, though stakeholders are free to broach other topics or themes. Questions may be directed to Avanti Krovi, at [akrovi@mapc.org](mailto:akrovi@mapc.org).

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#### Questions about Maynard...

- Are there any economic, social, or physical conditions in Maynard that might contribute to why businesses or other organizations would want to operate in Maynard?
- Are there any social or cultural trends in Maynard that would be useful to know about, as we think about marketing and communications for the town?

#### Questions about your organization...

- What specific goals or strategies has your organization thought about, with regards to promoting and marketing Maynard? What has worked and what has not worked?

- In your opinion, who mostly frequents Maynard?
  - Residents, workers, visitors? Are they more local or do they come from across the region?
- As a follow-up to the previous question, what do you think is currently attracting those groups to Maynard?
- In your opinion, what is unique about Maynard relative to other towns?
- Along with the downtown, are there other parts of Maynard that serve as pockets of commercial or civic activity?
- Are there segments of the local or regional population that Maynard should try to attract or service more? (In other words, how well does your current audience align with your target audience?)
- What kind of marketing and promotional activities or events does your organization do to attract your target audience?
  - What kind of desired messaging or narrative would you want promoted through these activities?
  - Who do you partner with, when it comes to communications, marketing, and promotions?
    - ◊ Have you partnered with or heard of organizations like the 495 Partnership or the Visitor's Bureau? Are there any regional partners or nearby communities who would be responsive to collaborating with Maynard and its institutions?
  - Do you think there are any opportunities associated with the 250th anniversary of July 4th in 2026?
  - Are there any marketing materials or resources that would be useful for this project, and that you would be willing to share with us?
- Are there specific types of retail, commercial, business, or community activities that you would like to see in Maynard? Thinking about this in terms of the kind of investment we want to attract through marketing the Town.
- Are there certain marketing or promotional activities that you would like to do but don't feel you have the capacity or resources to do?

**\*Procedure:** MAPC will use the following procedure for all interviews. Each interview will be numbered, and the date and interview number will be inserted at the top of the document. No personal information or organizational affiliations will be captured in the notes. We have a list of interviewees and will place a check mark next to each interviewee's name on completing the interview. Separation of the interviewee list and the sets of dated/numbered interview notes will be total.

**Confidentiality:** Upon completion of all interviews, a summary aggregating the information resulting from the interviews will be created and will be the document we will share with or provide to any third parties. MAPC will take the following steps to provide partial confidentiality: (1) Names and other identifiers will not be used in an internal summary of findings unless you have provided us with explicit permission to do so. (2) Only MAPC staff will have everyday access to individual interview notes from which all personal identifying information will be excluded. Notes from your interview may be accessible under the Massachusetts Public Record Laws, however, they will remain anonymous under the procedure described above.

## Appendix B: Implementation Matrix

Please see excel spreadsheet, included separately in the package delivered to the Town and the Advisory Group.

Maynard Marketing and Communications Action Plan					
Actions	Phase 1 Steps: April - September 2025 (assuming current capacity levels)	Phase 2 Steps: October 2025 onward (assumes hired staff and/or funding for marketing activities)	Target Audience(s)**	Relevant Long-Term Goal(s)**	Key Metrics to Monitor
<b>Strategy 1: Build structure and capacity within the Advisory Group to support plan execution</b>					
1. Develop a funding plan	1A. Research and determine a financial model to sustain marketing activities (e.g. fiscal sponsorship)	1B. Implement the funding model outlined in Action Item 1A.  1C. Sustain the implemented funding model and actively pursue financial resources (grants, partnerships, etc.)	N/A	N/A	(1) Total funds raised (2) Number and type of revenue sources (3) Number of Action Plan items implemented as a result of secured funding.
2. Develop a recruitment plan	2A. Create and trial a handful of strategies to better utilize, and identify skilled volunteers/interns	2B. Refine strategies, noting trial and error  2C. Manage and further develop a central volunteer database (the Excel started in Action Item 2A) to track volunteer retention rates, number of hours contributed by volunteers, and number of Action Plan items implemented as a result of increased capacity.	N/A	N/A	(1) Number of volunteers/interns recruited. (2) Volunteer retention rates. (3) Hours contributed by volunteers/interns (4) Number of Action Plan items implemented as a result of increased capacity.
3. Collect and store marketing resources and Action Plan deliverables	3A. Create a repository of resources and templates for marketing materials, as well as any deliverables that are produced out of the Action Plan	3B. Continue to update the library with marketing resources, advertising opportunities, and marketing news/trends.  3C. Update templates with any new branding (see Strategy 15)  3D. Email the Advisory Group, EDC, and other community or town stakeholders on a quarterly basis with updates to this library.	N/A	N/A	(1) Number of templates and resources in the library (2) Number of stakeholders using the library
4. Regularly meet for coordination and execution of marketing activities	4A. Trial a meeting system in which the Advisory Group shares progress and updates on their tasks at monthly Economic Development Committee (EDC) meetings  4B. Reconvene the Advisory Group to discuss progress on the Action Plan and next steps, which may include modifying the current or determining a new meeting structure that holds the Advisory Group accountable	4C. If a paid, part-time staff is hired, have them organize and coordinate quarterly meetings between volunteers (through EDC and Advisory Group), economic development staff, business leaders, and community leaders to discuss the execution of Phase 2 marketing and communications activities.	N/A	N/A	(1) Attendance rate (2) Retention rate (3) Action items discussed and addressed (4) Number of Action Plan activities progressing and moving forward
5. Develop partnerships		5A. Connect with regional partners identified by MAPC, as well as other partners, about promotional opportunities and reaching wider audiences	N/A	N/A	(1) Number of active collaborations on promotional opportunities (2) Increased social media engagement (likes, shares, comments) from outside Maynard (3) Increased event attendance, from outside Maynard at key events
<b>Strategy 2: Promote events and engage businesses, arts and culture organizations, and nonprofit organizations</b>					
6. Encourage arts and cultural organizations (A&C organizations) to attend and engage with existing events	6A. Identify opportunities at existing events that would attract and/or deepen engagement with A&C organizations	6B. Aid and sustain communication between event planners and A&C organizations, helping both parties incorporate identified opportunities and connect with each other.	Visitors, Patrons, and Shoppers; Existing and Growing Communities in Maynard	Promote cultural programming; Increase regional outreach; Strengthen partnerships; Build strong sense of community; Engage diverse populations; Collect and leverage data/feedback	(1) Number of events connecting with A&C organizations (2) Increased event attendance, particularly from target audiences (creative individuals, young families, residents from surrounding towns) (3) Feedback from A&C organizations and event organizers on the effectiveness of partnerships
7. Capture new business arrivals		7A. Design a system for learning about and flagging new business arrivals  7B. Pilot system, analyzing whether its effective in flagging new business arrivals	Business Community	Create a strong business environment	(1) Number and type of stakeholders using the system over time (2) Number of new businesses identified over time (3) Average time between businesses opening and being flagged in the system (4) Which data sources yield the most accurate and timely information
8. Create an efficient process for connecting new businesses with Town resources and	8A. Enhance the existing welcome package to new businesses  8B. Publicize ribbon cuttings for new businesses	8C. Host quarterly networking events where new business owners meet town officials and other active business leaders		Create a strong business environment;	(1) Percentage of new businesses contacted through welcome letters, visits, or other engagement within Phase 1. (2) Feedback from new businesses on whether they feel welcomed and

embedding them within Maynard's retail ecosystem		8D. Systematically connect new businesses with community-wide event and pop-up market planners so new businesses can showcase their offerings. 8E. Routinely identify opportunities for cross promotion between complementary businesses, particularly focusing on connecting newer businesses with established ones.	Business Community	Build strong sense of community; Showcase the appeal of Downtown	Business Community Supported (3) Number of new businesses participating in welcome programs, networking events, or promotional opportunities.
9. Use events to engage with causes meaningful to the community		9A. Identify and collaborate with non-profits to support charitable causes at events	Business Community; Existing and Growing Communities in Maynard	Create a strong business environment; Build strong sense of community; Engage diverse populations	(1) Number of events with charitable causes (2) Increased event attendance with non-profit/charity collaborations (compare to regular event attendance) (3) Funds raised or volunteers recruited for non-profits/charities
10. Develop a process to facilitate rapid response to businesses interested in setting up presence in Maynard		10A. Catalog the types of businesses and industries that would perform well in Maynard, as well as desired types of businesses, that the town should be proactively trying to attract to Maynard 10B. Develop and maintain an internal database of vacant and available business/development sites, categorized by types of businesses desired, which can be quickly referred to when a potential new business is interested in Maynard.	Business Community	Create a strong business environment; Collect and leverage data/feedback; Strengthen partnerships	(1) Feedback on how often database is used (2) Number of new businesses or developments resulting from database use
<b>Strategy 3: Further develop digital marketing mediums</b>					
11. Organize and coordinate social media postings	11A. Set up and distribute social media calendar/timeline for marketing highlights throughout the year	11B. Further distribute social media posting schedule to businesses and organizations, monitoring posts and coverage	Visitors, Patrons, and Shoppers; Existing and Growing Communities in Maynard	Showcase the appeal of Downtown; Promote cultural programming; Increase regional outreach; Engage diverse populations; Collect and leverage data/feedback	(1) Increased event attendance (2) Increased social media engagement (likes, shares, and comments) (3) Increased foot traffic in stores and restaurants
12. Support Maynard Advantage	12A. Design a sustainable structure to support newsletter production for Maynard Advantage	12B. Manage the production and growth of Maynard Advantage	Existing and Growing Communities in Maynard; Business Community	Build strong sense of community; Showcase the appeal of Downtown; Promote cultural programming;	(1) Subscriber growth. (2) Open and click-through rates.
13. Promote Discover Maynard	13A. Obtain and evaluate latest usage data for Discover Maynard	13B. Identify and incorporate Discover Maynard's link or QR into digital and print marketing materials 13C. Monitor changes in traffic and engagement rates for Discover Maynard 13D. Incorporate other visual or user-friendly enhancements to website	Visitors, Patrons, and Shoppers; Business Community; Existing and Growing Communities in Maynard	Increase regional outreach; Collect and leverage data/feedback	(1) Web traffic and engagement rates (time on site, click-throughs)
14. Engage with businesses through digital marketing materials	14A. Develop a digital fact sheet/brochure to potential business prospects	14B. Publish digital fact sheet/brochure for prospective businesses to key websites 14C. Create social media posts featuring new businesses, to be re-shared by other organizations and businesses	Business Community	Create a strong business environment; Build strong sense of community; Showcase the appeal of Downtown; Increase regional outreach	(1) Downloads or views of the brochure (2) Number of businesses reaching out for more information
15. Develop a branding identity for Maynard		15A. Review existing branding packages and the community assets identified in the Action Plan, to employ a branding identity to be used in social media posting and digital/print materials. Maynard's 2021 Rapid Recovery Planning Program includes specific steps.	Visitors, Patrons, and Shoppers; Business Community; Existing and Growing Communities in Maynard	Showcase the appeal of Downtown; Promote cultural programming; Increase regional outreach; Engage diverse populations; Build strong sense of community	(1) Increased number of likes, shares, and follower count on social media platforms after branding incorporation (2) Public recognition and recall of branding (through surveys/feedback) (3) Growth in visits to branded online materials
16. Incorporate coverage of Maynard's downtown, assets, and opportunities online		16A. Identify Greater Boston or Metrowest region travel social media accounts, travel bloggers, and travel websites 16B. Connect with travel editors to secure coverage of Maynard's assets.	Visitors, Patrons, and Shoppers; Existing and Growing Communities in Maynard	Showcase the appeal of Downtown; Promote cultural programming; Increase regional outreach; Engage diverse populations; Build strong sense of community	(1) Number of submissions made (2) Media mentions or features published (3) Increased event attendance, from outside Maynard, at key events and festivals (4) Increased foot traffic in stores and restaurants
<b>Strategy 4: Further develop print and outdoor marketing mediums</b>					
17. Incorporate coverage of Maynard's downtown, assets, and opportunities in print materials	17A. Identify newspapers, magazines, brochures, and other publications, from other towns or region-wide, in which we can highlight assets in Maynard	17B. Connect with editors to secure coverage for the town.	Visitors, Patrons, and Shoppers; Existing and Growing Communities in Maynard	Showcase the appeal of Downtown; Promote cultural programming; Increase regional outreach; Engage diverse populations; Build strong sense of community	(1) Number of submissions made (2) Media mentions or features published (3) Increased event attendance, from outside Maynard, at key events and festivals (4) Increased foot traffic in stores and restaurants
18. Create wayfinding signage		18A. Design signage based on branding (see Strategy 15), highlighting key assets in Maynard. 18B. Map and choose locations strategically. 18C. Coordinate installation of signage	Visitors, Patrons, and Shoppers	Showcase the appeal of Downtown; Increase regional outreach	(1) Survey responses from visitors and residents on wayfinding clarity (2) Increase in visitor counts to key areas after signage installation
19. Promote existing directories and maps across kiosks in Maynard		19A. Identify promotional opportunities for existing physical directories and maps (Downtown Retail & Restaurant Guide, Denise's restaurant guide, etc.)	Visitors, Patrons, and Shoppers; Existing and Growing Communities in Maynard	Increase regional outreach	(1) Public feedback on the usefulness of the kiosks and maps.

**Strategy 1: Build structure and capacity within the Advisory Group to support plan execution**

Phase 1: April - September 2025 (at current capacity levels)				
Phase 1 Steps	Implementation Details	Expected Outcome or Deliverable as a result of Phase 1	Sub Group Responsibility	Email Contacts for Updates
1A. Research and determine a financial model to sustain marketing activities (e.g. fiscal sponsorship)	<ul style="list-style-type: none"> <li>(1) Based on the financial models identified by MAPC research and preliminary discussions on fiscal sponsorships, identify and outline options for the Town. Each option should outline potential revenue sources, how funds could be distributed, and how funds could be managed.</li> <li>(2) Discuss feasibility of options with the Advisory Group and determine the best funding path for sustaining Phase 2 activities. This conversation should consider projected budget estimates for Phase 2 activities or how much funding would be needed annually to sustain Phase 2 activities; and which activities require one-time vs. reoccurring funding.</li> <li>(3) Identify and meet with the local government officials, businesses, and/or community organizations that would need to be involved.</li> <li>(4) Draft and finalize the funding plan, ready for implementation in Action Item 1B.</li> </ul>	A document outlining a funding structure to sustain marketing activities	Marketing Task Force and Maynard Business Alliance	bob.mccarthy6@verizon.net sam@assabetmarket.coop
2A. Create and trial a handful of strategies to better utilize, and identify skilled volunteers/interns	<ul style="list-style-type: none"> <li>(1) Identify tasks and skills needed to create volunteer job descriptions (refer to Phase 2 "Skills/Experience Needed")</li> <li>(2) Identify sources for recruiting volunteers (e.g., local schools, civic groups)</li> <li>(3) Create a list of recruitment strategies that the subgroup can quickly trial.</li> <li>(4) Using Excel, start a simple version of a volunteer management database to track the names and contact information of volunteers.</li> </ul>	A document comprising a bullet-point list of strategies; an Excel document (database) tracking names and contact information for volunteers recruited	Marketing Task Force, Maynard Public Library and Economic Development Committee	bob.mccarthy6@verizon.net jmaguire@minlib.net
3A. Create a repository of resources and templates for marketing materials, as well as any deliverables that are produced out of the Action Plan	<ul style="list-style-type: none"> <li>(1) Identify a repository for content and knowledge, which can be managed. (Town Hall/OMS might be able to create this kind of space).</li> <li>(2) Add existing marketing materials (flyers, press releases, social media graphics) and templates to the repository, so that it is organized and accessible.</li> </ul>	A digital library of marketing resources/templates; An understanding of how many Advisory Group members and new volunteers are referring to the repository.	Office of Municipal Services (Town of Maynard) and Marketing Task Force	ssilverstein@townofmaynard.net jmackeen@verizon.net
4A. Trial a meeting system in which the Advisory Group shares progress and updates on their tasks at monthly Economic Development Committee (EDC) meetings	<ul style="list-style-type: none"> <li>(1) Send out monthly EDC invites (with meeting link) to Advisory Group members, so that it is present on calendars (EDC and Town)</li> <li>(2) Develop EDC agendas so that there is room to discuss specific marketing action items. EDC meetings should be a space in which a volunteer "sub-group" can discuss roadblocks or challenges they are facing with EDC members.</li> <li>(3) Confirm the schedule of agendas and expectations with Advisory Group volunteers, so that responsible sub-groups know when they are expected to attend. Adjust schedule accordingly.</li> <li>(4) Have a notetaker track attendance and action items discussed.</li> <li>(5) Advisory Group members should ensure themselves or a second representative can attend the meetings in which their action item will be discussed.</li> <li>(6) A point person from the sub-group will report back to the rest of the Advisory Group, via email, any key updates or takeaways from the EDC meetings.</li> </ul>	Calendar invites with links sent out to the Advisory Group; Tentative schedule of EDC meetings, including which and when certain action items will be discussed	Economic Development Committee and Office of Municipal Services (Town of Maynard)	armand.diabekiran@gmail.com; bnemser@townofmaynard.net
4B. Reconvene the Advisory Group to discuss progress on the Action Plan and next steps, which may include modifying the current or determining a new meeting structure that holds the Advisory Group accountable	<ul style="list-style-type: none"> <li>(1) Use When2Meet or Doodle poll, to align schedules and determine a meeting time in October 2025 to reconvene all Advisory Group members.</li> <li>(2) Develop an agenda to discuss the progress, next steps, and the current meeting structure.</li> </ul>	A calendared meeting in October 2025 that convenes all Advisory Group members.	Economic Development Committee and Office of Municipal Services (Town of Maynard)	armand.diabekiran@gmail.com; bnemser@townofmaynard.net

Phase 2: October 2025 onward (assumes hired staff and/or funding for marketing activities)			
Phase 2 Steps	Type of Responsibility Needed (existing Advisory Group volunteers, new volunteers outside of Advisory Group, or paid Town position)	Skills/Experience Needed	Capacity Needed (rough estimate of hours)
1B. Implement the funding model outlined in Action Item 1A	Newly-recruited volunteers, in collaboration with existing Advisory Group members	Fundraising; funding management; networking	30 hours/month
1C. Sustain the implemented funding model and actively pursue financial resources (grants, partnerships, etc.)	New volunteer (e.g. retired grant writer) or paid staff position	Grant writing; financial planning; partnership development (contacts or experience with regional boards would help); fundraising; funding management	10-15 hours/month (varying based on application and/or outreach efforts)
2B. Refine strategies, noting trial and error	Newly-recruited volunteers, in collaboration with existing Advisory Group members	Volunteer coordination and management; community engagement; outreach to volunteers	8-12 hours/month
2C. Manage and further develop a central volunteer database (the Excel started in Action Item 2A) to track volunteer retention rates, number of hours contributed by volunteers, and number of action items implemented as a result of increased capacity.	New volunteer or paid staff position	Database management; CRM software knowledge; basic web editing; WordPress preferred	15-20 hours (initial set-up); ~5 hours/month for management
3B. Continue to update the library with marketing resources, advertising opportunities, and marketing news/trends.	New volunteer or paid staff position	Research and organizational skills	6-10 hours/month
3C. Update templates with any new branding (see Strategy 15)	New volunteer (student?) or existing Advisory Group member	Comfort with software like Canva or Adobe; potentially web-design skills	5-8 hours for one-time update
3D. Email the Advisory Group, EDC, and other community or town stakeholders on a quarterly basis with updates to this library.	Paid staff position	Planning and coordination skills	3-5 hours/quarter

4C. If a paid, part-time staff is hired, have them organize and coordinate quarterly meetings between volunteers (through EDC and Advisory Group), economic development staff, business leaders, and community leaders to discuss the execution of Phase 2 marketing and communications activities.	Paid staff position	Meeting facilitation and stakeholder coordination	6-8 hours/quarter
5A. Connect with regional partners identified by MAPC, as well as other partners, about promotional opportunities and reaching wider audiences	Paid staff position	Networking; partnership development (contacts or experience with regional boards would help)	5-10 hours/month

**Strategy 2: Promote events and engage businesses, arts and culture organizations, and nonprofit organizations**

Phase 1: April - September 2025 (at current capacity levels)				
Phase 1 Steps	Implementation Details	Expected Outcome or Deliverable as a result of Phase 1	Sub Group Responsibility	Email Contacts for Updates
6A. Identify opportunities at existing events that would attract and/or deepen engagement with A&C organizations	(1) Compile a list of existing events in which attendance and engagement with arts and cultural (A&C) organizations seems low. (2) Identify and meet with at least three of these existing organizations to understand how they might be more incentivized to attend and/or support existing events. (3) Connect with event planners to collectively brainstorm opportunities for increasing attendance and/or engagement with the A&C organizations. (4) Create or build off existing surveys from the Maynard Cultural Council that measures whether events are reaching target audiences (e.g. local artists and the creative community)	(1) a documented list of existing events with brainstormed ideas to increase the attendance of A&C organizations at events (2) enhanced surveys from Maynard Cultural Council ready for distribution.	Maynard Cultural District, ArtSpace Inc., and potentially new volunteers for support	jenna.dargie@gmail.com maynardartspace@gmail.com
8A. Enhance the existing welcome package to new businesses	(1) Gather feedback on what information would be helpful for businesses in the welcome package (2) Determine which contents may be missing from the package (resource guide, key contacts for Town and local business associations, promotional opportunities) (3) Consider a refrigerator magnet or other mediums beyond letters for businesses to hold on to key contacts and information (4) Create digital and print versions, incorporating branding (see Strategy 15) and potentially language translation (5) Track how many businesses are contacted through welcome letters.	A comprehensively designed welcome package; An excel database ready to track how many businesses have been contacted with welcome letters	Office of Municipal Services (Town of Maynard) and Maynard Business Alliance	bnemser@townofmaynard.net; ssilverstein@townofmaynard.net; sam@assabetmarket.coop
8B. Publicize ribbon cuttings for new businesses	(1) Connect with Assabet Chamber of Commerce and identify stakeholders needed at ribbon cutting events (business owners, media, community members) (2) Draft press release and post in Maynard Advantage and Discover Maynard (3) Alert Advisory Group members to draft social media posts	Organized ribbon-cutting events with promotional materials and media coverage	Office of Municipal Services (Town of Maynard) and Maynard Business Alliance, potentially with support from new volunteers	bnemser@townofmaynard.net; ssilverstein@townofmaynard.net; sam@assabetmarket.coop

Phase 2: October 2025 onward (assumes hired staff and/or funding for marketing activities)			
Phase 2 Steps	Type of Responsibility Needed (existing Advisory Group volunteers, new volunteers outside of Advisory Group, or paid Town position)	Skills/Experience Needed	Capacity Needed (rough estimate of hours)
6B. Aid and sustain communication between event planners and A&C organizations, helping both parties incorporate identified opportunities and connect with each other.	New volunteer or paid staff position	Event planning; stakeholder coordination; community engagement; process development; strategic planning	15-20 hours/month
7A. Design a system for learning about and flagging new business arrivals	paid staff position	Networking; familiarity with the business landscape; Excel; database development and management	30 hours
7B. Pilot system, analyzing whether its effectiveness in flagging new business arrivals	paid staff position	Data analysis; database management and tracking with tools like AirTable, Smartsheet, or Excel; Coordination	5-8 hours/month
8C. Host quarterly networking events where new business owners meet town officials and other active business leaders	New volunteer	Event planning; networking facilitation; community engagement	8-12 hours/quarter
8D. Systematically connect new businesses with community-wide event and pop-up market planners so new businesses can showcase their offerings.	New volunteer	Event planning; community outreach; community engagement	6-10 hours/month
8E. Routinely identify opportunities for cross promotion between complementary businesses, particularly focusing on connecting newer businesses with established ones.	paid staff position	Business development; creativity; networking	5-8 hours/month
9A. Identify and collaborate with non-profits to support charitable causes at events	New volunteer	Partnership development; fundraising; event planning	6-10 hours/month
10A. Catalog the types of businesses and industries that would perform well in Maynard, as well as desired types of businesses, that the town should be proactively trying to attract to Maynard	paid staff position or new volunteer	Excel; data organization	15 hours
10B. Develop and maintain an internal database of vacant and available business/development sites, categorized by types of businesses desired, which can be quickly referred to when a potential new business is interested in Maynard.	Developing the database could be a "summer project" for a student seeking credits; maintaining and adding to the database would need to be done by regular volunteer or paid staff position	Excel; Familiarity with the business landscape; Database management; Data organization; Strategic planning	12-18 hours (initial setup), ~6-8 hours/month for updates

### Strategy 3: Further develop digital marketing mediums

Phase 1: April - September 2025 (at current capacity levels)				
Phase 1 Steps	Implementation Details	Expected Outcome or Deliverable as a result of Phase 1	Sub Group Responsibility	Email Contacts for Updates
11A. Set up and distribute social media calendar/timeline for marketing highlights throughout the year	<ul style="list-style-type: none"> <li>(1) Identify key organizations and their existing social media accounts.</li> <li>(2) Create a schedule, detailing when other organizations should start re-sharing posts of the hosting organization.</li> <li>(3) Create a marketing hashtag (#discovermaynard or #onlyinmaynard) for organizations to use. Incorporate this into the same document with the schedule, noting that organizations should use this hashtag when posting or re-posting content.</li> <li>(4) Incorporate a link to the Maynard Advantage website in the same document with the schedule, noting that organizations should include the link in their posts or re-posts, when appropriate.</li> <li>(5) Share a draft of the schedule with organizations expected to host events. Ask for feedback on (roughly) when events, and social media advertising for those events, are expected to occur.</li> <li>(6) Share a final version of the schedule with all organizations identified in Step 1.</li> <li>(7) Internally, monitor which organizations are re-posting event information as events approach. Remind organizations not re-posting to do so.</li> </ul>	A social media schedule with event highlights and expected social media postings, distributed to organizations identified in Step 1; Organizations consistently posting to social media in accordance with schedule	ArtSpace Inc. and Discover Maynard	maynardartspace@gmail.com thayerlinda@gmail.com
12A. Design a sustainable structure to support newsletter production for Maynard Advantage	<ul style="list-style-type: none"> <li>(1) Define titles, roles and responsibilities for content creation and editing (MTF Charter suggests Project Coordinator, part-time position)</li> <li>(2) Create a production schedule, list of partners for outreach, and deadlines</li> <li>(3) Develop templates and guidelines for contributors</li> <li>(4) Identify tools/platforms for distribution</li> </ul>	A document, incorporated into the MTF charter, outlining the process for consistent and efficient newsletter production	Marketing Task Force	bob.mccarthy6@verizon.net jmackeen@verizon.net
13A. Obtain and evaluate latest usage data for Discover Maynard	<ul style="list-style-type: none"> <li>(1) Establish analytic tools (i.e. Google Analytics) that can be used for Discover Maynard.</li> <li>(2) Extract data from website analytics tools.</li> <li>(3) Collect key data metrics (e.g., page views, bounce rates, most visited pages) in the beginning of Phase 1 (April 2025)</li> <li>(4) Monitor key data metrics</li> <li>(5) Share out results of analysis with Advisory Group at the end of Phase 1 (September 2025)</li> </ul>	A brief report on Discover Maynard's usage data with actionable recommendations.	Discover Maynard and Maynard Cultural District	thayerlinda@gmail.com jenna.dargie@gmail.com
14A. Develop a digital fact sheet/brochure to potential business prospects	<ul style="list-style-type: none"> <li>(1) Draft content highlighting Maynard's key business opportunities.</li> </ul>	Content ready for a professional, digital business brochure	Marketing Task Force and Office of Municipal Services (Town of Maynard), with support from new volunteers	jmackeen@verizon.net bnemser@townofmaynard.net ssilverstein@townofmaynard.net
Phase 2: October 2025 onward (assumes hired staff and/or funding for marketing activities)				
Phase 2 Steps	Type of Responsibility Needed (existing Advisory Group volunteers, new volunteers outside of Advisory Group, or paid Town position)	Skills/Experience Needed	Capacity Needed (rough estimate of hours)	
11B. Further distribute social media posting schedule to businesses and organizations, monitoring posts and coverage	New volunteer	Social media marketing and management; content coordination; social media analytics tracking	5-8 hours/month	
12B. Manage the production and growth of Maynard Advantage	New volunteer or paid staff position (MTF Project Coordinator, part-time position?)	Coordination; marketing strategy; content creation; audience engagement; SEO optimization	10-15 hours/month	
13B. Identify and incorporate Discover Maynard's link or QR into digital and print marketing materials	Student volunteer	Web-editing	2-4 hours/month	
13C. Monitor changes in traffic and engagement rates for Discover Maynard	New volunteer or paid staff position	Data analytics; SEO optimization	5-10 hours/month	
13D. Incorporate other visual or user-friendly enhancements to website.	New volunteer or paid staff position	Website design skills and marketing experience	10-20 hours	
14B. Publish digital fact sheet/brochure for prospective businesses to key websites	Student volunteer	Web-editing	2-3 hours	
14C. Create social media posts featuring new businesses, to be re-shared by other organizations and businesses	New volunteer or paid staff position	Social media marketing; content creation; community engagement	5-8 hours/month	
15A. Review existing branding packages and the community assets identified in the Action Plan, to employ a branding identity to be used in social media posting and digital/print materials. Maynard's 2021 Rapid Recovery Planning Program includes specific steps.	Branding consultant, local artists, or paid staff position (lower cost option could include college or high school students doing this as a project for a marketing class)		Graphic design; creativity; marketing and branding experience	
16A. Identify Greater Boston or Metrowest region travel social media accounts, travel bloggers, and travel websites	New volunteer or high school student	Research and organizational skills	6-10 hours/month	
16B. Connect with travel editors to secure coverage of Maynard's assets.	Paid staff position	Partnership development and outreach	8-12 hours/month	

**Strategy 4: Further develop print and outdoor marketing mediums**

<b>Phase 1: April - September 2025 (at current capacity levels)</b>				
<b>Phase 1 Steps</b>	<b>Implementation Details</b>	<b>Expected Outcome or Deliverable as a result of Phase 1</b>	<b>Sub Group Responsibility</b>	<b>Email Contacts for Updates</b>
17A. Identify newspapers, magazines, brochures, and other publications, from other towns or region-wide, in which we can highlight assets in Maynard	(1) Research regional newspapers, magazines, and brochures that would be appropriate for highlighting the assets discussed in Action Plan memo. (2) Identify publication schedules and submission guidelines. (3) Create a centralized list of opportunities for submissions.	A directory of publications for promoting Maynard's assets	Maynard Public Library and ArtSpace Inc.	jmaguire@minlib.net maynardartspace@gmail.com
<b>Phase 2: October 2025 onward (assumes hired staff and/or funding for marketing activities)</b>				
<b>Phase 2 Steps</b>	<b>Type of Responsibility Needed (existing Advisory Group volunteers, new volunteers outside of Advisory Group, or paid Town position)</b>	<b>Skills/Experience Needed</b>	<b>Capacity Needed (rough estimate of hours)</b>	
17B. Connect with editors to secure coverage for the town.	Paid staff position or newly recruited volunteer	Partnership development and outreach	8-12 hours/month	
18A. Design signage based on branding (see Strategy 15), highlighting key assets in Maynard.	New volunteer or student	Graphic design; creativity; marketing and branding experience	20-30 hours	
18B. Map and choose locations strategically.	Paid staff position or new volunteer	Site analysis (or understanding of Maynard's key sites), understanding of navigation challenges	10 hours	
18C. Coordinate installation of signage	Paid staff position or new volunteer	Coordination with Town of Maynard and sign fabrication companies	10 hours	
19A. Identify promotional opportunities for existing physical directories and maps (Downtown Retail & Restaurant Guide, Denise's restaurant guide, etc.)	Paid staff position or new volunteer	Research and/or marketing experience	40 hours	

## Endnotes

1 US Census Bureau, 2019-2023 American Community Survey, 5-year estimates