



Revitalize Maynard Collaborative Summary Report

November 2015

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Report Goals

Through the town wide survey and collaboration with town community organizations, businesses, town officials, and concerned citizens, Revitalize Maynard Collaborative (RMC) had found that there are a number of opportunities for Maynard to realize the goal of having a vibrant downtown. RMC would like to provide this information to the Town of Maynard, Mill & Main, the Maynard Business Alliance, the Economic Development Committee, and any other groups that may find this report useful, in the hopes that the information can be used to continue to revitalize downtown Maynard and improve both the perception and appearance of downtown. Several of the items from this report have already been implemented, while others are suggestions that could be acted upon if seen as beneficial. The hope is that this report helps to bring new businesses to town and to strengthen and support the existing businesses and work that is being completed. The members of RMC would be points of contact for questions or clarification as all groups desire the same goal: a strong and vibrant downtown Maynard.

Background

The Revitalize Maynard Collaborative (RMC) was started in late 2012 and disbanded in early 2015, with the purpose to bring together nonprofit and community groups in Town of Maynard. The goal was to draw on the networks of the various organizations to work collectively to improve and sustain a vibrant downtown. The RMC sought to improve the appearance of downtown, in addition to increasing commerce and marketability of Maynard.

Representatives from local community groups and businesses worked together as part of RMC. Organizations represented include, but were not limited to:

- [ArtSpace Maynard](#)
- [Assabet Village Food Co-op](#) (AVFCO)
- Clock Tower Place (CTP)
- [Friends of the Maynard Public Library](#)
- [MaynardCAN!](#)
- [Maynard Business Association](#) (MBA)
- [Maynard Community Gardeners](#)
- Maynard Cultural Council (MCC)
- [Maynard Family Association](#) (MFA)
- [Maynard Farmers' Market](#)
- Maynard Litter League

- [Open Table](#)
- [Town of Maynard](#)
- And other various businesses (both independent and under the MBA umbrella).

RMC currently acts as an information sharing resource in town, promoting events and activities of local groups in Maynard via their [Facebook page](#), but no longer holds regular meetings since the beginning of 2015.

RMC Committees

Several committees were started to address aspects of downtown Maynard and the mill complex. Following is a list of the committees and their focus.

Storefront Makeover Committee

The focus was to improve the appearance of downtown by recruiting a team of volunteers (artists, local craftsmen, painters, boy scouts, etc.) to give some storefronts a facelift and work on reaching out to needy stores/landlords. Team Leader: Maren Calzia of the Maynard Family Association.

Legal Committee

The legal committee was tasked with researching existing ordinances in Maynard, and suggesting new ordinances the town might want to pursue to address concerns about vacancies, upkeep of properties, etc. Team leaders: Melissa Levine & Kyle Piro, of Levine & Piro Law.

Community Arts & Events Committee

The Community Arts & Events committee was created to identify the possibility for, and increase public art in Maynard, as a component in beautifying the downtown. Team leaders: Jero Nesson & Priscilla Cotter of ArtSpace, and Deb Hledik, local business owner (Explore Pathways to Wellness).

Bringing Businesses to Maynard Committee

This committee sought to identify businesses residents would like to have in Maynard, and to determine how to encourage the businesses to consider Maynard. Team Leaders: Kelly Nadeau of MaynardCAN!, Heather Nickle of the Maynard Family Association.

Marketing Maynard Committee

This committee was focused on developing Maynard as a cultural hub by helping to identify Maynard's identity and communicate this identity throughout Maynard and beyond. Team leader: Mary Brannelly, Real Estate Agent.

Clock Tower Place (CTP) Committee

The CTP Committee was started as a way for RMC and Town Planner to meet with CTP management to discuss ways to fill the mill and how to better incorporate the mill property into downtown. Team Members: Joe Mullin (CTP), Eric Smith (Maynard town planner), Heather Nickle (MFA), Linda Thayer (local business owner), Mary Brannelly (real estate agent), and Ellen Duggan (abutting neighborhood representative).

RMC Survey and Results

A ten question survey was designed and conducted by RMC between April and June of 2013. The survey sought to gather information on three main areas: 1) identify the current and desired perception of Maynard; 2) gather data on the current shopping habits of respondents and to find out what types of stores people would like to see and shop at in Maynard's downtown district, and 3) and to ask for ways to improve the area by seeking to identify people's hesitations and also asking for references for people who may be interested in starting businesses in town. Demographic info was also gathered on respondents to help shape the picture of who might shop in town. Please see the [list of survey questions](#) in the appendix and refer to the accompanying attachment for the full breakdown of the survey.

The RMC survey was distributed through multiple venues in order to reach a wider audience, including: distribution through the RMC's email & Facebook lists; the Maynard schools via flyers (Green Meadow) and webpage/email (Fowler and the High School); the Maynard Business Alliance; the Assabet Valley Chamber of Commerce; the Assabet Village Food Co-op; Eye on Maynard Facebook page; the Beacon Villager & Patch publications; and also through the various RMC organization members' email lists. The survey received over 400 responses, with 88% of the respondents from Maynard and additional respondents from Acton, Concord, Stow, Sudbury and Boxborough.

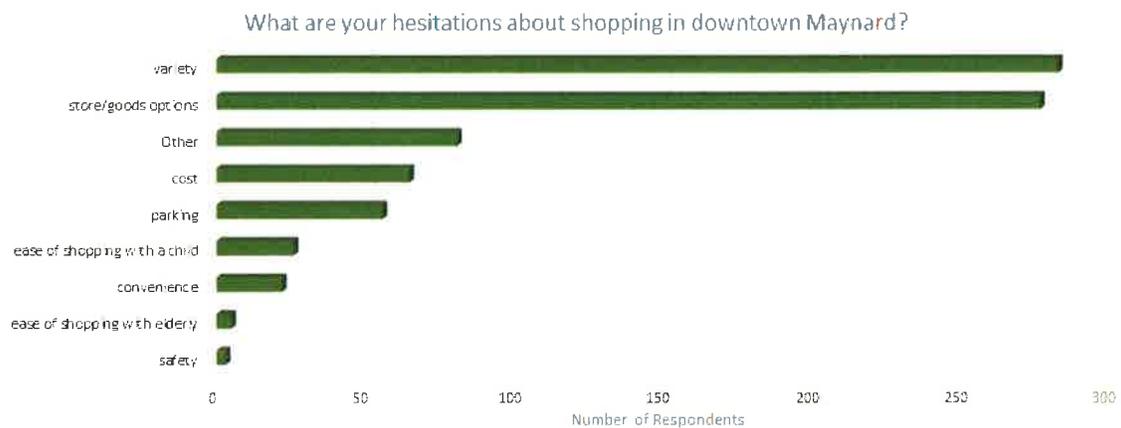
The study highlighted that many of the purchases by respondents were frequently made outside of Maynard. Table 1 present a sample of business frequented outside of Maynard.

Table 1: Type of businesses Frequented OUTSIDE of Maynard? (Top 10 Responses)

Business Type	% of Respondents
Grocery store	98.03%
Target type store	77.64%
Clothing Store	72.97%
Restaurant	62.41%
Gardening store	54.79%
Bakery	53.56%
Health food store	48.89%
Toy Store	43.49%
Coffee shop/café	39.56%
Furniture store	35.14%

(see [Q3: What type of businesses do you shop at outside of Maynard?](#) for additional business shopped)

Results from respondents regarding hesitations on shopping in Maynard highlighted a lack of the service or goods in downtown Maynard, lack of variety of the service or goods found in Maynard, and concern of the cost of the service or goods as reasons people were hesitant about shopping in Maynard.

Exhibit 1: Hesitations about shopping in Maynard

When asked what type of store or business in which respondents would be interested, seven of the ten top ranked business types offered consumable products, with an emphasis on grocery/bakery/butcher, as well as restaurants and cafes.

Table 2: Type of businesses respondents interested in for Maynard? (Top 10 Responses)

Business Type	% of Respondents
Grocery store/ food co-op	79.61%
Bakery	71.50%
Health food store	46.93%
Clothing Store	44.23%
Bagel shop	42.26%
Restaurant	41.03%
Coffee shop/cafe	32.43%
Butcher shop	31.45%
Toy Store	29.98%
Dabblers type store/craft/hobby store	29.24%

(see [Q4: What type of store/business are you Interested in having IN downtown Maynard?](#) for more businesses wanted in town)

Respondents were also asked to select from a list of what things they typically spent their money on. Five of the top responses also scored high on the Table 1 list of businesses shopped outside of Maynard, in addition to four of the top items also appearing on the Table 2 list showing what sort of businesses respondents wanted in Maynard. [Note - this survey was conducted before Art Signals moved to town, and when the movie theatre was in flux, and before the parking garage off of Nason street had been demolished.]

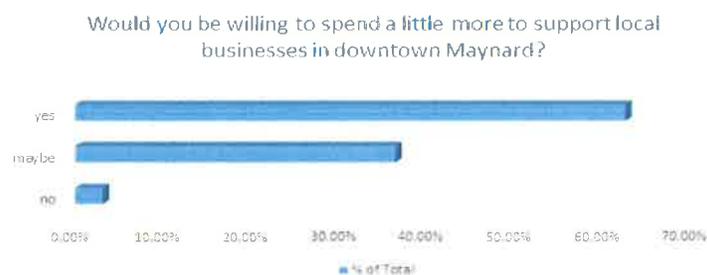
Table 3: Types of things you typically spend your money on? (Top 10 Responses)

Business Type	% of Respondents
groceries	93.37%
clothes	72.10%
prepared food/take-out	69.60%
coffee/tea	62.10%
home-improvement/paint	55.40%
gardening supplies/items	51.00%
books	48.20%
personal care items	47.40%
alcohol	44.00%
movies	42.60%

(see [Q6: What types of things do you typically spend your money on?](#) for additional business shopped)

The survey results also indicated that over 60% of respondents would be willing to spend more to shop locally in Maynard, while another 36% of respondents wrote they may be willing to spend more to shop locally if quality products were offered and prices were still competitive.

Exhibit 2: Respondents willingness to spend more to shop in Maynard



These comparisons show a potential gap in the goods and services offered in Maynard, prompting respondents to shop outside of the town. The responses received seemed to indicate that there is a desire for more options in downtown Maynard and a willingness to shop at these businesses, provided they offer goods or services of value and interest for the local consumers.

RMC Actions & Recommendations

The following section highlights the work done or recommended during the time RMC was active. These items came about through committee work, townwide surveys, and collaborative discussions with the members and organizations of RMC. Many suggestions have been offered to help increase the viability of downtown Maynard and the mill.

Businesses

A concern of the RMC was the presence of empty storefronts in downtown Maynard and the perception that Maynard was not seen as a business friendly community, and to consider ways that this could be addressed. The committee spoke to local businesses, many who were concerned with the high tax rate, high rents, and a reduction of people coming to the downtown.

Work completed or recommended by the Bringing Businesses to Maynard Committee to encourage additional local businesses included:

Implemented:

- A letter writing campaign targeting potential businesses promoting the benefits of locating prospective businesses in the downtown. Letter writers included other local business owners and community members.
- RMC invited property owners to come discuss their thoughts and concerns and see how RMC could facilitate filling their storefronts. While many landlords were unresponsive, several discussed via phone calls their interest, and one attended the first meeting held June 2013.
- At various times in 2014 letters were sent to landlords of vacant storefronts from RMC and town members to try to inform absentee landlords on the negative impact empty storefronts were having on the town.

Recommended:

- Organize a meeting hosted by local business owners and invite landlords and other business owners to attend.
- Encourage current business owners to write letters to landlords and business owners, encouraging increased participation to reduce vacancies. By starting discussions, the idea was that current business owners could educate absentee landlords on the negative impact empty storefronts were having on the town and

- provide options to address negative impressions of starting a business in Maynard.
- Offer tax write offs against future income.
- Promote a “Working Local” Initiative:
 - This was to promote jobs in Maynard for those who live in Maynard but currently commute outside of town.
 - Become a member of the Sustainable Business Network.
- Create a Maynard Directory for local businesses (started, but not finished).
- Recommended that the MBA host an Open House for local businesses to share ideas or concerns and to bring in experts to give specific advice on topics of mutual interest (ColorWorks Designer, Business Law expert etc).

Marketing & Events

Helping Maynard to create an identity and promoting downtown became another initiative for RMC. RMC worked upon, or suggested the following:

Implemented:

- Resurgence and promotion of a community calendar (The Maynard Web). The reasoning was that there are many activities and events happening in Maynard, but the town and groups lacked a unified way to share the activities. RMC looked for a way for all groups to promote through the resurgence and promotion of a community calendar, and regularly sharing events on the RMC Facebook page. The calendar also serves as a way to see what other events are occurring in town to minimize overlap.
- Hosting at least 6 events a year in Maynard to increase foot traffic to the downtown, but it also allows a way for businesses to advertise through participation. Maynard has historically hosted several successful events, including the weekly summer music series by the Maynard Community Band, Maynard Fest, OctoberFest and the weekly summer Farmers Market. Maynard has the volunteers with the experience and willingness to bring other events to the town.

Events discussed at RMC meetings, and implemented:

- Holiday Sip & Stroll (MBA)
- Spring Art Walk (MBA)
- ArtSpace Events
 - ArtSpace Second Saturdays

- Holiday Art Sale - timed with the downtown Holiday Sip & Stroll Event (the Holiday sale was an existing event, but was moved to correspond with Sip & Stroll)

Other events suggested:

- One time or annual events:
 - Food Truck Festival in downtown to highlight existing restaurants and food trucks.
 - Car Show, possibly in conjunction with the an event at the Fine Arts Theatre.
- Ongoing Activities:
 - Creation of an outdoor ice rink.
 - Weekly street musician series to be located on Nason or Main streets and encourage foot traffic in downtown.

Ideas on how to promote events were also discussed:

Implemented:

- Dinner & a Movie promotion with the Fine Arts Theater (some implementation)
- Events at the Fine Arts Theater: host film series, children's movies.
- Seasonal "Best Window" contest for local businesses.
- Created initiatives focused on Shopping Local (Shop Local/Local First/Shop Small)
 - "Come on Down to your Downtown" & "Maynard the town that feels like a neighborhood" bumper stickers (latter is sold at 6 Bridges Gallery on Main St).
 - Window decals for downtown businesses for Shopping Local promotion (implemented in various businesses in town with RMC logo).
 - Setup Quarterly "Community Conversations" for these initiatives (only one implemented):
 - Invited Michael Kanter from Cambridge Local First to come speak Jan 16 2014 (notes available on request). This meeting was held at library so that business owners, community members, landlords and other could attend. In attendance were 27 people, including 8 business owners.
- Creation of a package deal with local restaurants to offer discounts during events (unclear of results).
- A "[Maynard Field Guide](#)" was created and shows visitors the layout of the town.

Recommended:

- Setup of town kiosks to show what is in town. Several locations recommended, specifically focused around the rail trail to draw visitors downtown.
- Community bulletin board located centrally in town, and outside (but protected) to be a place where community groups could post flyers. Discussed having a group in charge of this to make sure it was well maintained.
- Recommended creating a visual connection between the downtown and ArtSpace:
 - Repeated design elements such as footprints, flags, sculptures or a “Freedom Trail” like line down Summer St.
 - Banner across Summer Street at crest of hill.

RMC and the Assabet Valley Chamber of Commerce helped to create and host three Meet the Candidates events for the Town of Maynard. These events were held in April and October of 2014 and April of 2015. They were well received by the community, and while the three events had varying levels of attendance, were a great way for people to learn more about those running for office in town. It is recommend that these events continue with another partner for the Chamber, if able.

Town Appearance

RMC also helped to start the downtown on the process to obtain the designation of a Cultural District. The Cultural Council had also looked at a \$1,000 grant to put banners on poles downtown, to better designate the Cultural District as well as to offer an advertising opportunity for businesses.

Originally, RMC, in conjunction with the Maynard Historical Commission, had looked into obtaining a “Historic District” designation for the downtown, but this was rejected due to the varied age & style of the buildings. A “Local Historic District” designation was also considered, as it could promote a list of voluntary recommendations for storefront facades and appearances.

RMC also worked on additional ways to improve appearances around town:

Implemented:

- A “Downtown Spruce Up” event sponsored by MaynardCAN!, Maynard Litter League and RMC was held the weekend before the 2013 & 2014 Maynard Fests, with over 50 people participating in cleanup both years. A letter went out to the town and business owners in the week previous to notify them and ask for their participation. This event was seen as a success both years and noticeable positive difference was seen in town.

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- Part of the letter about the “Spruce Up” let the local businesses know that RMC had volunteers that would work on their property if they would like help. In 2014 Felicia Reynolds, from [Spotted Salamander Organizing and Design](#), offered her painting services to refresh the sign and exterior of the Corner Closet when it was still located at its previous location on Walnut St.
 - The Maynard Litter League hosts annual fall & spring cleanups, providing yellow bags to clean up downtown as well as neighborhoods, that would be picked up with regular trash.
 - Businesses are encouraged to walk around own property to pick up trash.

Suggested options to address blighted properties:

- Review nuisance laws for potential to address vacant properties.
- Considered submitting formal requests for the building inspector to review problem locations.

The following studies were discussed at RMC meetings with town officials:

- Use of Downtown Enhancement Fund was recommended by the town for downtown facade repair/renovation. Criteria needed to be established for application and distribution of additional grant money.
- A Blight study had been done by the town to identify properties in neglect. The town was to look into these properties for potential purchase.
- The RMC assisted the town in its application for the grant for a Downtown Maynard Market Study in 2014. This grant was to determine what could be needed in downtown Maynard based on the town and surrounding communities.
 - The survey created by RMC was included in the grant proposal and research process.
 - RMC was involved as one of the grant sponsors, as the grant required a downtown committee be involved in the study.
 - Study Results: www.mass.gov/hed/docs/dhcd/cd/mdi/2014maynard.pdf
- Recommended the National Trust Program for Preserving Main Street be looked into for improving downtown.
- Recommended investigating the Conway School of Design grant (\$6000-\$6500), focused on a green cities sustainable project around landscape and design.

Art in the Community

Maynard has a prominent art community with several art galleries downtown and the ArtSpace studio space on Summer St. The ArtSpace building also holds the Acme Theater, home to Acme Theater Productions, a community theater, and the Acme Improv Company.

Grants:

- ArtSpace Maynard received a \$1,500 Addams Art Grant in 2013 for the proposal Engaging the Arts for Downtown Revitalization. This project was to develop a set of recommendations to integrate the creative sector in the economic development of Maynard.
- RMC recommended the town apply for National Endowment for the Arts "Our Town Grant". This grant helps towns with public art. The town would apply for the grant, but would be spearheaded by local volunteers. Support in the past has included items such as displaying art in empty storefronts.

Public Art: Several locations were discussed for murals or other inclusions of art in and around the downtown area:

Implemented:

- Utility Box Painting, which has already been implemented in part, but there are some newer boxes that are unpainted.
- Parking garage mural was proposed, and is due to be implemented in 2016.
- Creation of seasonal displays for the Main Street and Nason Street traffic island and public alleys for seasonal events, and to advertise events in town.

Recommended:

- A mural on the side of Fine Arts Theater facing the library.
- A 4 x 4 tile design was proposed for the Rail Trail bridge. Construction on the Rail Trail in Maynard is to start in 2016.
- Community Tree in Memorial Park (was in place one year, but not since):
 - Recommended decorating tree with laminated cards from local business and organizations to promote local businesses and activities
 - A tree could also be decorated with ornaments from the schools, or by local artists.

Incorporating the Mill

A special focus was placed on the mill due to the close proximity to the traditionally recognized downtown Maynard location, as well as for the potential opportunities with the unique space in terms of size and history. Filling the mill is advantageous to Maynard in bringing both people and tax dollars to the town. More people in the mill means more people in the downtown, encouraging other businesses to consider both the downtown and the mill depending on their business requirements. The Clock Tower Place committee recognized the symbiosis between the mill and downtown and sought ways to improve this relationship for the benefit of both parties.

The CTP committee included parties from Clock Tower Place management, the Maynard town planner, owners of local businesses, property abutters and representatives from community groups. This committee met for several months in late 2013 to early 2014. Much of the work revolved around recommendations for CTP management, but most were not implemented. Below is a summary what was discussed and possibilities identified based on the current zoning for the mill complex.

Marketing of the Mill and Facilities Use

Due to the large size and complex layout, the mill was difficult to navigate. This presented a significant challenge to locating businesses in the mill. Various signage both outside of the mill and inside were recommended, as well as establishing an online presence.

- Signs were recommended to be placed:
 - At the corner of Walnut St and Main St as this is a junction from CTP to the town.
 - Outside of Building 2 or 7 that would direct people into the "mall" that exists outside the cafeteria, and to make people aware of the presence of the cafeteria.
 - Inside the buildings' entrances to make it more welcoming to visitors and people in the town who just wanted to explore.
- Create a pro-Maynard presentation for potential tenants of the mill, and potentially downtown properties. This discussion included, but was not limited to:
 - The CTP place committee offered to help facilitate a PowerPoint presentation to be used to present to prospective businesses interested in coming to CTP.
 - Advised CTP about the existing video created by Realtor Marilyn Messenger on Maynard: <https://www.youtube.com/watch?v=uhbi-gtHVIM>
 - Recommended that WAVM from Maynard High School TV & Radio station could be contacted about the potential for a Maynard video. [Note - In

2015, [WAVM completed a video about Maynard](#) that was widely viewed and positively received (no connection to RMC)].

- Suggested that photos from the Historical Society be gathered to include in promotions, both print and online.
- Create a brochure of downtown and mill businesses and distribute to local businesses, town hall and real estate agents.
- CTP management had requested RMC to help with event planning, with reaching out to current businesses to gauge interest for organization and participation in events. Types of events discussed were ones that could be renewed or created:
 - Middlesex Savings Bank had sponsored a “Clock Tower Fair” in the past, but stopped in 2001 due to lack of return on investment. There was discussion about restarting this event.
 - Retail businesses in the mill sponsored an event in 2011 next to the cafeteria that was well received by the community in Maynard.
 - Discussed bringing this event back and possibly combining it with the Middlesex Savings bank “fair” as a way to bring the community into the mill and make the mill feel a part of the town.
 - Powell Flutes does tours of their business. Discussed promoting this to the public.
 - Arranging for the Historical Society to offer historical tours of the mill complex and the clock tower throughout the year.
 - Having networking/seminar events or speaker series where people can network with each other and listen to a topic of interest:
 - Could be done in conjunction with RMC’s “Community Conversations” series.
 - Could be arranged where CTP place tenants rotate who hosts the meeting and talk about a topic of interest to them.
 - Referred CTP to the work done over at [The Bradford Mill](#) as presented in their [TEDx presentation](#) as a resource for ways seminars could be designed.

Businesses & Uses of the Mill

With the high vacancy of the mill a concern at the time of these meetings, many conversations were focused on business opportunities for the mill complex. Discussions were also happening with the town on potential zoning changes for the mill, including changing the zoning to allow a mix of up to 50% residential use in the mill complex.

Preference of CTP management was to remain more commercial due to higher revenue potential, but residential was considered to be more stable longer term so they were looking into a mixed use model. Preference was discussed from the other members of the CTP committee of the benefits of the mill having more commercial or industrial occupants to allow for an increase in taxes and jobs for the town, as well as people who would visit the downtown.

Commercial Suggestions

- Creating a Shared Office Space community, such as a Regus-type business (<http://www.regus.com/>) or similar to the [Wheelhouse](#) idea implemented at Bradford Mills.
- Entertainment restaurants, such as a Jillian's (<http://www.jilliansworchester.com/>) or Dave and Busters (<http://www.daveandbusters.com/default.aspx>).
- Brewery/Restaurant.
- Artist Workspace (work only) as the mill could work with ArtSpace to provide more locations for their large waiting list of artists.
- Small and large industry/manufacturing.
- Warehouse space.
- Medical/Health Care - the mill is in the Health Care Industrial zone, which allows for this use
 - Doctors offices are already in the mill, but could expand.
 - Consider a creating a location for a Medical Billing center.
 - Look into a partnership for a branch of Emerson Hospital being located at the mill complex.
- Satellite Campus for a local college
 - There was interest in this by CTP management, and this could work out well in current use space as minimal outfitting would be required. Schools discussed during these meetings:
 - Middlesex Community College, as the local community college
 - UMass Lowell could also have a satellite campus
 - Massachusetts College of Art extension (Center for Digital Arts, in connection with Boston University)
 - Art Institute of Boston
 - Photography School extension

- Museum school through Tufts University (affiliated with the Museum of Fine Art Boston)

- Job Center/Job Training location:
 - Could be something established such as an ITT Tech or Medix.
 - A training center to help people transition into different jobs or government services.
 - Potential partnership opportunity with the town or schools.

Residential

- Artist space - live/work
 - Zoning was in place at time of committee review for artist work space, but would need to be amended to include the living quarters piece.
- Apartments - live/work/play theme
 - Consider some apartments for corporate use by mill businesses employees.
 - Creation of some handicap accessible apartments for those who are wheelchair bound.
- Hotel
 - Short-term stay sort of design as the area is lacking in hotel options.

Town and Community Space

- Using space in CTP for a community building or recreation center.
- Cross-Town Connect
 - Space was donated by CTP management.
 - The Cross-Town Connect could also partner with the mill shuttle from South Acton Station to Maynard, expanding service.
 - Market this service as a way to also connect the mill to the town.
- Items also discussed, but since addressed:
 - CTP being used for town offices, including the school administration.
 - CTP having an expanded place for the Senior Center.

Summary

RMC's members were comprised of various community groups, non-profits, businesses and members of the community who all desired to work on creating and supporting a vibrant downtown. The hope is this report and the accompanying survey helps to continue this work. While RMC is no longer meeting, the individual groups that comprised RMC are still functional and active parts of the Maynard community. The members of RMC listed in the report could be points of contact for questions or clarification as all groups desire the same goal: a strong and vibrant downtown Maynard.

Appendix: Survey Results Details

Survey Questions

Q1: In what town do you live?

Q2: Age(s) of the members of your household (select all that apply).

Q3: What type of businesses do you shop at OUTSIDE of Maynard (check all that apply)

Q4: What type of store/business are you INTERESTED in having IN downtown Maynard? (check all that apply)

Q5: What hours would you like to shop? (select all that apply)

Q6: What types of things do you typically spend your money on (select all that apply)?

Q7: Would you be willing to spend a little more to support local businesses in downtown Maynard?

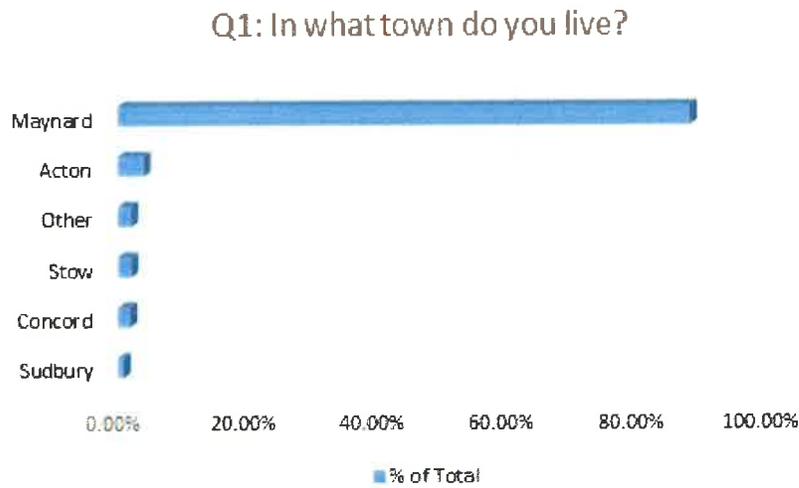
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Q8-B: What 3 words or phrases would you like Maynard to be known for?

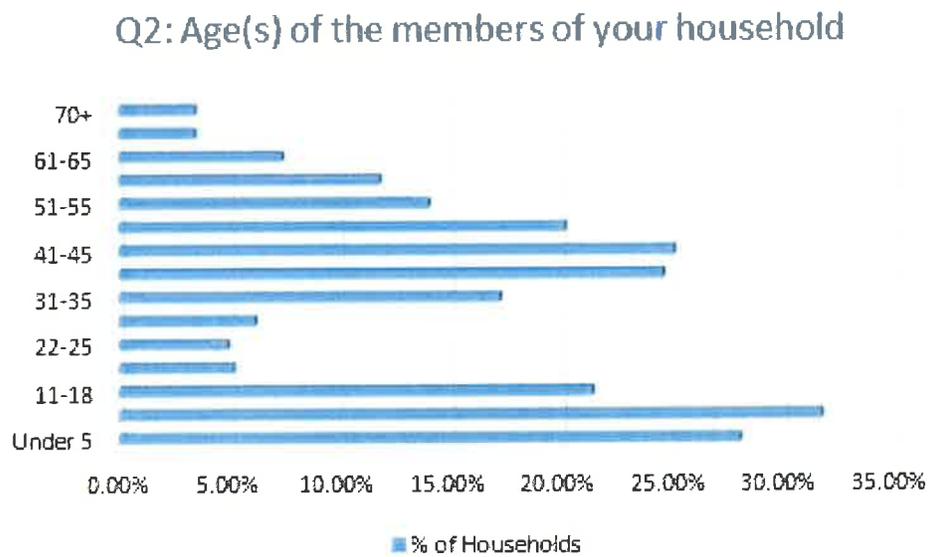
Q9: What are your hesitations about shopping in downtown Maynard? (select all that apply)

Q10: Do you know of anyone who is interested in starting a business in downtown Maynard?

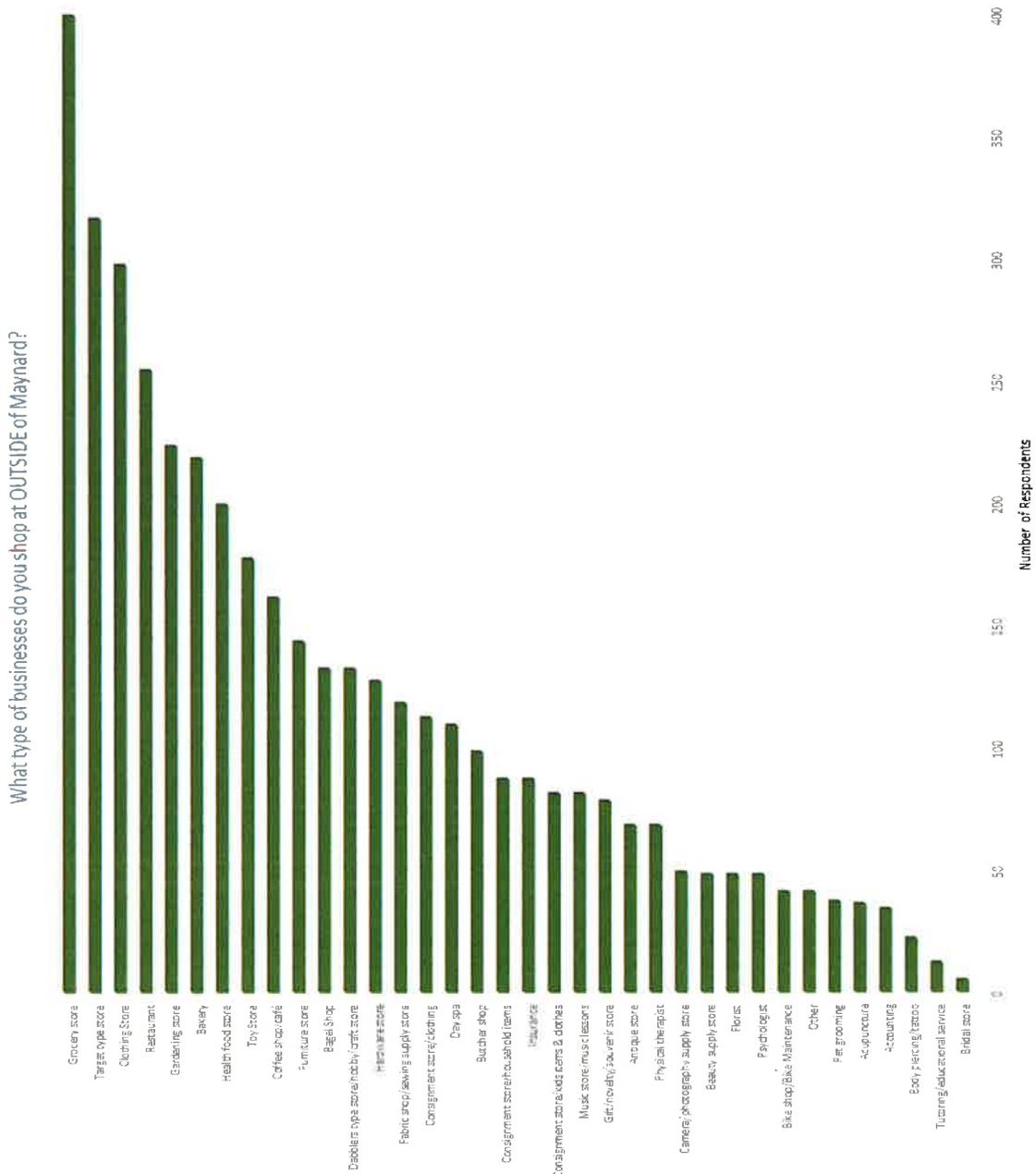
Q1: Towns of Survey Respondents



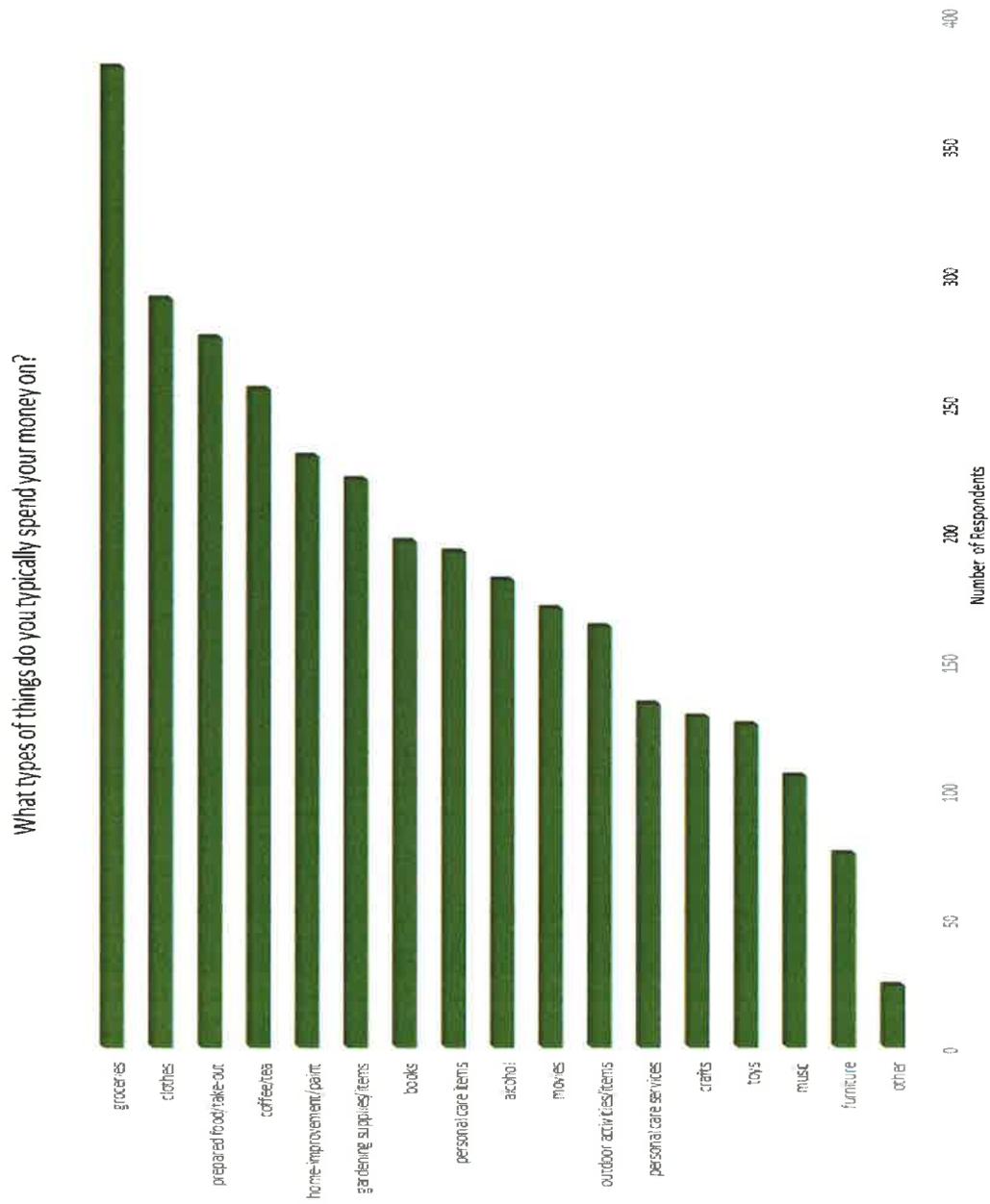
Q2: Ages of Members in Household of Respondents



Q3: What type of businesses do you shop at outside of Maynard?



Q6: What types of things do you typically spend your money on?



Q8-A: What top 3 words or phrases come to mind when you think of Maynard as a town?

For the full list of words, please see the attached survey results. When you look at the full list of individual responses, one may notice the negative perceptions more than the positive ones. What is nice about the word cloud is you can see the mix and that people generally have an overall positive feeling about town.



