



Envisioning the Future of Downtown Jaffrey, NH

Community Workshops to Create a Vibrant & Engaging Downtown for Current and Future Residents

A Summary Report by NH Listens, December 2022
Mikayla Townsend, Steve Brown, and Carrie Portrie

Purpose and Background

On September 15, 2022, Jaffrey's Planning and Economic Development Department held a meeting to share information about constructing a bridge and two roundabouts to curb heavy traffic in the center of downtown. This meeting continued downtown planning efforts that started over a decade ago with an Advisory Committee¹. As the project moves forward in 2023, the committee and planning director wanted to provide opportunities for community engagement specific to revitalization – how to make downtown more welcoming, provide needed resources, and afford economic opportunities. The efforts would build upon Jaffrey's town vision.

The people of Jaffrey have affirmed that we remain a small, attractive New Hampshire town that supports a diversity of citizens and their families.

We strive to provide a high quality of life for all residents while welcoming visitors to our unique Monadnock area setting.

Jaffrey has an engaged citizenry and local government that openly promotes health and safety, equality and a strong sense of place; cultivates a vibrant economic climate that achieves sustainable growth; ensures public access to the many natural, historical and cultural resources while preserving these assets for generations to come. (adopted 2017).

¹ See "Town of Jaffrey Downtown Plan" https://www.townofjaffrey.com/sites/g/files/vyhlf4561/f/up-loads/dt_plan_update_2021.pdf;

See "Downtown Traffic Project" webpage <https://www.townofjaffrey.com/home/pages/downtown-traffic-project-0>;

See "Downtown Revitalization Community Conversations" webpage <https://www.townofjaffrey.com/planning-economic-development/pages/downtown-revitalization-community-conversations>



Goals, Facilitation, and Participation

On October 25th and November 10th, NH Listens facilitated two workshops for community members with the following goals:

- Surface core values and priorities for revitalization work
- Create a vision for revitalization that would support strategic planning; and
- Generate ideas for actionable next steps.

The three overarching questions for the evening workshops were:

- What are our priorities for Jaffrey's Downtown?
- What do we as community members envision for revitalization?
- We want an inclusive community, what are some ways we can work together to include lesser heard people in envisioning what our downtown needs?

During the workshops, NH Listens' helped keep time, facilitated group discussion, and made sure everyone who attended had a chance to contribute. Ninety people attended the sessions overall; with overlap of participants who joined both nights. Residents engaged together around downtown maps, priority statements from previous community engagement activities held by the town, and photos that inspired envisioning the future of Jaffrey's downtown. They took part in empathy mapping to think through what different types of community members may need or want (*see Appendix A for discussion guides*).

Themes and Key Points

Community Envisioning for Downtown Revitalization

Across both evening events, community members shared their own priorities for downtown revitalization. The responses included increased support and development around:

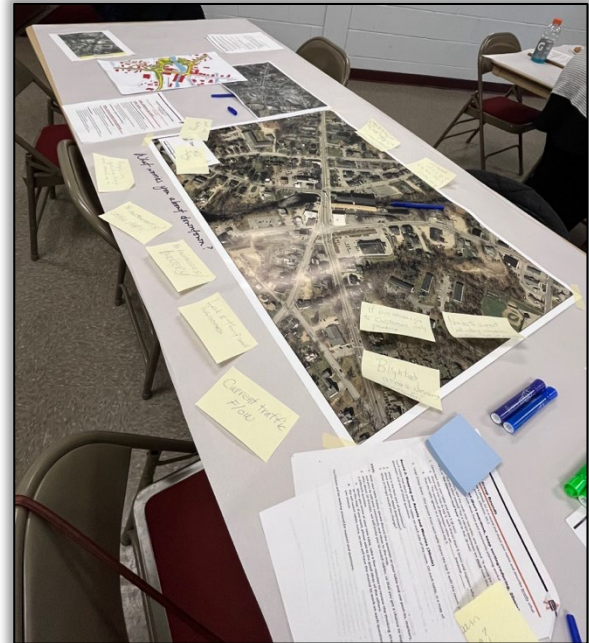
- Entrepreneurship and local business
- Walkability & accessibility
- Infrastructure & beautification
- Community & belonging
- Tourism

(See Appendix B for more notes on each topic.)

Mapping Out Priorities and Hopes for Downtown Jaffrey

In the first workshop, participants identified and prioritized the qualities they hoped for the future of Downtown Jaffrey. Detailed notes of this workshop are in the appendix. The key themes are listed here:

- Create a safe, walkable downtown that is enjoyed by residents and visitors alike.
- Provide healthy, fresh food options that are accessible by all Jaffrey residents.
- Showcase the recreational activities and green space that attracts visitors.
- Develop a local business district and support entrepreneurs.
- Preserve the historical and small-town feel.



Many participants agreed that downtown should be friendly and accessible for seniors, school children, and those who are differently abled. They wanted a downtown that integrates social, cultural, and business uses – people live, work, celebrate, and congregate there.

Identifying Opportunities for Downtown

During the second workshop, community members engaged in an exercise where they explored (and empathized) how different groups benefit from living in a community that feels safe and inviting, as well as what a successful, thriving downtown looks like for these different groups. Participants in the exercise also summarized the main frustrations with downtown and how they may interact and benefit from downtown revitalization.



Their discussions emphasized the following:

Tourists currently see a downtown that feels “retro” with some interesting historic buildings, but is empty, kind of run down, and has lots of empty storefronts. They are intrigued by the beautiful library and new Park Theater. However, they sometimes are not even sure that they are in downtown. As a result they rarely stop. In the future, downtown should provide tourists information about local attractions and access to businesses and amenities that draw them to stop before and after their activities. These would include recreational retail shops, restaurants and cafes - with good coffee and outdoor seating, grocery and/or general stores, green spaces to sit or walk, and access to a river trail. Participants in the Tourists small group emphasized Jaffrey should:

“Take advantage of the fact that thousands of people climb Monadnock every year.”

Seniors and retirees see a downtown that is not user friendly and provides few reasons stop and explore. They perceive a lack of crosswalks, parking, accessibility accommodations, and other essential services that keep people safe. A future downtown would include green spaces, restaurants and/or cafes, public art - like historical murals on buildings, a variety of retail shops, and somewhere nice to sit with friends. Pedestrians would be safe and those with disabilities or trouble moving would be accommodated.

Young parents currently see a downtown that has limited resources for their family to thrive. For them, a future downtown would require less driving, enable more walking, be safe for their kids. There would be restaurants and cafes, markets with fresh food available, family friendly events, and places to shop, eat, gather, and get information about what’s happening in the community. Participants in this small group thought young parents may want an:

“Attractive café where parents can drop in and meet friends - also older teenagers can meet friends.”





Business owners currently see limited retail opportunities, and wonder why few people stop downtown as they pass through to Monadnock and other recreational areas. For them, revitalization involves investing in infrastructure that will support new businesses and draw people to commute and convene downtown: good signage, attractively restored buildings, good looking, effective crosswalks, public restrooms, handicap accessibility, and ample parking. This infrastructure would also enable community events and activities that draw people into downtown.

Commuters see old, tired buildings, power lines, empty storefronts, and few restaurants. They currently experience heavy traffic buildup, which results in long waits, and worry that the construction will make things worse. For them, a future downtown has effective traffic control that reduces wait times, and makes pedestrians and bicyclists safe. It also has restaurants and cafes where they can meet friends after work, and shops where they can pick groceries or complete errands.

Youth sees a Jaffrey that offers them few things to do and few job prospects. The ongoing construction makes it hard for them to get around downtown. They can access the wider world through their screens and are wondering what's next for them, and whether they should stay or leave Jaffrey. They want to be included in any conversations about revitalizing downtown. They hope for a downtown that includes places that where they can hang out and feel like they belong. They want to see recreation, career, and cultural opportunities. Participants in this group felt:

"[There are] major opportunities to change the image of Jaffrey and build on the addition of the Park Theatre."

Downtown residents see downtown that does not cater to their needs, and has few jobs and affordable places to live. They worry that the impending disruptive construction projects will disrupt their lives more and offer little promise that downtown will improve. They don't feel listened to or included in conversations about the future. They hope revitalization means that they will receive prompt public services (like snow removal) and infrastructure - like crosswalks and effective traffic control - so children and adults can safely navigate the roads. They hope for access to groceries that offer affordable, healthy food, and improved opportunities for work and recreation. They would like to see the town capitalize on resources the community already uses - like the high school track and the town library - as well as invest in a community center and other open spaces that the community can use to host programs and events that are relevant to community hopes and needs. They also hope that Jaffrey works to keep housing affordable for residents so the existing downtown community members can stay in Jaffrey for years to come.

All residents want to preserve the existing green space; downtown's connection to Mount Monadnock; and the small town feel of Jaffrey. They hope that old buildings will be refurbished and that new buildings will align with and complement the aesthetic of historic structures.



Strategies for Inclusive Engagement Moving Forward

In both workshops participants acknowledged that certain voices were not represented and asserted that future efforts at engaging the community should prioritize including young people, young parents, and residents who live downtown. It's crucial to include these lesser-heard voices moving forward to ensure an inclusive, community-led revitalization process.

"Communication between everyone involved is the single most element for success."

Participants spent some time brainstorming ways to meet these stakeholders where they are and invite them to participate. A comprehensive list of these ideas is in the appendix.

- Utilize social media or online surveys
- Engage young people with peer-to-peer opportunities to have conversations
- Work with government/social studies teachers to include community design in curriculum
- Ask major employers to use a space in their building to host events so that employees and business owners can participate.
- Coordinate with already planned events in the schools or community (family fun nights, summer concerts, etc); have a booth to encourage participation
- Reach out to senior coffee and other groups; morning presentations and events
- Connect with PTO to have a program for parents;
- Provide childcare at events
- Utilize zoom or other video conferencing tools.

Additional Resources

Downtown Dialogues (2012). 4 deliberative dialogues over a month reflecting concerns about downtown traffic and downtown in general.

https://www.townofjaffrey.com/sites/g/files/vyhli4561/f/uploads/downtown_dialogues.pdf

Initial Feasibility Study - Route 202 (2008). (first feasibility study on traffic alignments downtown).

https://www.townofjaffrey.com/sites/g/files/vyhli4561/f/uploads/2008_downtown_traffic_study_phase_2_feasibility_study_3.1_mb.pdf.

Re-imagining WW Cross (2019).

https://www.townofjaffrey.com/sites/g/files/vyhli4561/f/uploads/wwcross_draft_report.pdf

Traffic and Transportation Chapter to the Master Plan - (2016).

https://www.townofjaffrey.com/sites/g/files/vyhli4561/f/uploads/traffic_and_transportation.pdf.



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- Website: <https://www.townofjaffrey.com/planning-economic-development>

NH Listens

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APPENDICES

A. DISCUSSION GUIDES

Envisioning the Future of Downtown Jaffrey

*Community Workshop 1 of 2
October 25, 2022*

What are our priorities for Jaffrey's Downtown? What do we envision for revitalization?

5:00pm - Refreshments, Sign in, Settle in

5:30pm - Welcome!

Welcome from Downtown Revitalization Committee

Your perspectives and insights will support revisioning downtown, so it is a vibrant and engaging place for our residents, families, businesses, visitors, and community overall. To be successful, our town's planning and development staff need your voices and points of view. We have a short timeline for public input, and your participation today is valued by our committee and town leaders. *Thank you for being here!*

NH Listens is joining us to facilitate two community workshops. Our main questions are:

- What are our priorities for Jaffrey's Downtown?
- What do we as a community envision for revitalization?



A Brief Overview - Timeline and Master Plan Review

5:40pm - NH Listens Facilitation and Group Agreements

NH Listens Facilitators will be Walking Around to Help:

- Help with the process and keep time
- Serve as a reminder of our agreements to be fair and respectful
- Make sure everyone gets a chance to participate, everyone's voice and perspective matters during our time today.

Group Agreements

- Share airtime so everyone gets a chance to be heard. Be respectful with language.
- If you disagree, consider asking a question rather than arguing to prove your point. Focus on the idea, not the person.
- Speak up if the process doesn't seem fair.
- We all share responsibility for making the group productive.
- Listen to each other and honor confidentiality of any personal stories shared.

5:45pm - Small Group Rounds

Before the beginning round 1 (5min). Go in a round and share your name and describe briefly what role you have in Jaffrey (ex. parent, educator, etc.).

Round 1: Statement Sort (Don't overthink, keep sorting/reducing, 20min)

Split into trios. Take set of cards with ideas from past community planning workshops

1. With your partners, sort the cards into two piles, one labeled "It would be nice if downtown has this" and the other labeled "For a vibrant downtown we must have this." Reduce the # of cards in "**the downtown must have**" pile to five. (8 min)
2. Come back into your table and pick 5 (8 min)
 - a. Once each trio has its top 5, each shares their 5 items and explains why they chose each: "The success of downtown relies on _____ because _____"
 - b. Then the table agrees to a collective top 5.
3. Large Group Share - One person from each table shares the top 5 with the room. (4 min)

Round 2: Mapping our Assets and Worries (30min)

You'll notice that there are three tables on each side of the room. On each table, is a map of downtown and one of these questions:

1. What is the best part of downtown?



2. What worries you about downtown?
3. What (3 things) would you change?

STEPS:

1. With your table mates, please discuss the question at your table and use post-its, markers, and pens to add your comments and ideas to the map.
2. After about 10 minutes, we will invite you to switch tables, so that you get a chance to explore a different question.
 - a. When you arrive at your new table, take a few minutes to review the thinking already on the map. If you want, please add to the good ideas of the others.
 - b. We will switch tables twice, so you will have the chance to work on each question, if you choose.

Facilitators will be walking around for support and questions.

6:40 pm - Gallery Walk and Discussion

1. Take a walk around. Look at what others have written. As you do, note to yourself:
 - a. What stands out to you?
 - b. Do you notice any patterns or themes?
 - c. Now what ideas or recommendations do you have? (5min)
2. Large group reflections (NH Listens staff will be taking notes)

7:10pm - Next Time and Thanks!

Continue visioning with us on November 10th, 5-7:30pm at the Fire House

Take a picture that

- reveals what you want the experience of being downtown Jaffrey to feel like
- would help someone understand what it has been – or what you hope it could be – for you or the town

Add your photo to an online shared folder by:

1. Scan the QR code with your smartphone and drop your photo in the online folder
2. Use this link to drop the photo in our shared online folder: <https://tinyurl.com/jafferyphoto>
3. Send your photo to NH Listens who will drop it in the folder for you NewHampshireListens@gmail.com



Feel free to take the flyers from your table.
You will receive this information in an email.



Resources and Reports from Previous Jaffrey Town Studies

- Downtown Dialogues (2012). 4 deliberative dialogues over a month reflecting concerns about downtown traffic and downtown in general. https://www.townofjaffrey.com/sites/g/files/vyhli4561/f/uploads/downtown_dialogues.pdf
- Initial Feasibility Study - Route 2002 (2008) (first feasibility study for traffic alignments downtown). https://www.townofjaffrey.com/sites/g/files/vyhli4561/f/uploads/2008_downtown_traffic_study_-_phase_2_feasibility_study_3.1_mb.pdf.
- Re-imagining WW Cross (2019). https://www.townofjaffrey.com/sites/g/files/vyhli4561/f/uploads/wwcross_draft_report.pdf
- Traffic and Transportation Chapter to the Master Plan - (2016). https://www.townofjaffrey.com/sites/g/files/vyhli4561/f/uploads/traffic_and_transportation.pdf.



Envisioning the Future of Downtown Jaffrey

*Community Workshop 2 of 2
November 10, 2022*

What are our priorities for Jaffrey's Downtown? What do we envision for revitalization?

5:00pm - Refreshments, Sign in, Settle in

5:30pm - Welcome!

Welcome Once Again from Downtown Revitalization Committee

Your perspectives and insights will support revisioning downtown so it is a vibrant and engaging place for our residents, families, businesses, visitors, and community overall. To be successful, our town's planning and development staff need your voices and points of view. We have a short timeline for public input, and your participation today is valued by our committee and town leaders. *Thank you for being here!*

This is the second of our community workshops with NH Listens. Our main questions are:

- What are our priorities for Jaffrey's Downtown?
- What do we as community members envision for revitalization?
- We want an inclusive community, what are some ways we can work together to include lesser heard people in envisioning what our downtown needs?

5:40pm - NH Listens Facilitation and Group Agreements

NH Listens Facilitators will be Walking Around to Help:

- Help with the process and keep time
- Serve as a reminder of our agreements to be fair and respectful
- Make sure everyone gets a chance to participate, everyone's voice and perspective matters during our time today.

Group Agreements

- Share air time so everyone gets a chance to be heard. Be respectful with language.
- If you disagree, consider asking a question rather than arguing to prove your point. Focus on the idea, not the person.
- Speak up if the process doesn't seem fair.
- We all share responsibility for making the group productive.
- Listen to each other and honor confidentiality of any personal stories shared.



5:45pm - Small Group Rounds (50min)

EMPATHY MAPPING (20 minutes)

On each table is an Empathy Map. Please use this map to develop a deeper understanding of the person (or group) named at the top of your Map.

Begin by giving this person a name. Then work your way around the 4 quadrants in the upper 2/3rds of the map.

- **SAY/DO:** What might your person might be saying about downtown today? What do they do, or how do they behave downtown today?
- **THINK:** What might this person be thinking? What does this tell you about their beliefs?
- **FEEL:** What emotions might your person be feeling about downtown?
- **HEAR:** What might your person be hearing while downtown? Or about downtown?

THOUGHT CHECK: Before moving on, take a few minutes to challenge the portrait you have just drawn. What else might be true about this person? Might he or she have different, even contradicting opinions? Do things that appear inconsistent? Have complicated, contrasting emotions?

IDENTIFY PAINS: Pains are fears, frustrations, and obstacles that your person experiences. Identify pains directly out of the user traits you noted, or from contradictions between two traits – such as a disconnect between what she says and what she does. Write down “Pains” in the bottom left box of your empathy map.

IDENTIFY GAINS: Gains are the wants or hopes for that your person has, even if unexpressed. They go beyond removing one or more of the “Pains,” but instead speak to the aspirations the person has for him/herself, family members, friends, and the community. Write down “Gains” in the bottom right box of your empathy map.

DOWNTOWN in 2032 (15 minutes)

We’d like to invite you to close your eyes and step into the NH Listens time machine. It’s not the fanciest time machine, but it has room for all of us, with bucket seats, shoulder harnesses, seat belts. You strap yourself in, just as the engine whirs to life and the cabin lights dim. Through the windows you can see the moon flash through the night sky, then a cloudy gray afternoon. Now it’s snowing, and frost is on the glass. And then winter is flashing into spring, summer, autumn, and the seasons blur. And we are traveling into 2024. 2026. 2029. Then the engine slows, and the rush of time with it. And the seasons slide back into shape outside the window, and then it is dawn. And the sun rises toward noon. And the engine stops. And you unstrap yourselves from your seats and step into Jaffery’s downtown in 2032.



It's not perfect, but it has been transformed by ten years of hard work and committed cooperation by Jaffrey's citizens. Downtown is now a place that draws people to visit and spend time, and that enables all who live and work there to thrive.

As you look around, you think about the person on your Empathy Map, their "Pains" and their "Gains." You notice that downtown now works for this person. The obstacles, fears and frustrations he/she felt in 2022 are gone. What's more, downtown now responds to your person's hopes and aspirations.

On your table are a set of photos taken by you and others in Jaffrey in response to our invitation last time. Take a few minutes to choose 2-3 photos that represent how downtown in 2032 resolves your person's "Pains" or provides your person's "gains."

After you have chosen your photo, write a few sentences that explain why you chose it: how does it show a future that meets the needs of your person?

SHARE (15 minutes)

Each group shares their "person" and the photos they chose to represent a future downtown that works for this person.

6:45 pm - Gallery Walk and Discussion (30 mins)

1. Take a walk around. Look at what others have written. As you do, note to yourself:
 - a. What stands out to you?
 - b. Do you notice any patterns or themes?
 - c. Now what ideas or recommendations do you have? (5min)
2. Large group reflections:
 - a. In your real-life role, how can you do outreach to include more people, who are not often engaged in these discussions, to participate?
 - b. What do next steps look like to bring more people into the conversation?

7:15pm - Closing remarks, Next Steps, Thanks



B. NOTES BY WORKSHOP

WORKSHOP 01 - October 25, 2022

Welcome Prompt: What are our priorities for Jaffrey downtown? What do we as a community envision for revitalization?

- Economic Development, Entrepreneurship
 - Some interest in shops/art galleries/bakeries – something that drives people here to explore downtown
 - Major opportunities to change the image of Jaffrey and build on the addition of the Park Theatre
 - Having more attractions, more businesses/whatever that generates foot traffic
 - Making Jaffrey a place you want to do business
 - Varied retail that creates local wealth
 - Interest in saving money in the future
 - Bring small businesses to town
 - More for-profit, less non-profit
 - Greater variety of businesses
 - Contemporary businesses
 - Vital business district
 - More businesses
 - Groceries
 - Café
- Walkability and Accessibility
 - Walkable downtown with retail shops at all available spaces
 - Livable, walkable downtown with a café!
 - Wide sidewalks for residents
 - Increasing pedestrian traffic
 - Walkability and bike-ability
 - EV charging stations
- Infrastructure, Roads, and Aesthetics
 - Room to stay and enjoy time downtown; use of existing parks, trails, add more seating, coffee shops
 - Free-flowing traffic with an attractive downtown that might entice some to visit
 - Slower traffic for “retail district”
 - Be more than an intersection
 - Cohesion of all downtown
 - Keep the small-town feel
 - Clean and green
 - Inclusive parks



- Eye-appealing
 - Flower bridge
 - Good parking
 - Attractive
 - Vibrant
- Community and Belonging
 - Attention to accessibility
 - To create an environment that will be welcoming and encouraging for people to want to come to downtown Jaffrey
 - Communication between everyone involved is the single most element for success
 - Do something with St. Pat School properly to benefit town
 - No more one-off events, get everyone together
 - Meetings immediate community needs
 - Meet and talk as much as we can
 - Engage a younger demographic
 - Regular community programs
 - Art festivals
 - Welcoming
- Tourism
 - Take advantage of the fact that thousands of people climb Monadnock every year
 - That Downtown Jaffrey is a place of destination in its own right
 - Serve as a destination for Monadnock region
 - Create a stop during a climb of Monadnock
 - Greet visitors to the mountain
 - Welcome center for hikers
 - Encourages stopping in!
 - Need a café restaurant

Round 01: Statement Sorting

Statement	Frequency by Small Group of 5-7 people – 5 groups
Downtown is friendly and accessible for seniors, school children, and those who are differently abled	
Downtown integrates social, cultural, and business uses – people live, work, celebrate, and congregate there	
Well-maintained, easy to access parking options support business activity downtown	
Beautiful, inviting signs make it easy for visitor to find their way into and around downtown	
New construction in downtown reflects the personality of Jaffrey’s historical buildings	



Downtown features an accessible, improved, and expanded river walk/park	
The rail trail connects to and through downtown	
The downtown street front features more trees, shrubs, and flowers	
Diverse small businesses are supported and thrive downtown	
Visitors to Jaffrey stop and shop downtown	
Visitors to Jaffrey stop and shop downtown	
In downtown, utility cables and conduits are buried	
The downtown is safe for pedestrians	
In downtown, utility cables and conduits are buried	
Large trucks do not pass through downtown	
Throughout downtown, the sidewalk and wider and welcoming	
Downtown encourages and features more cultural diversity and inclusion	
Downtown features more green space and seating	
The street signs, light posts, etc. are aesthetically unified	
The downtown is safe for pedestrians	
The community center is centrally located and easily accessible to/from downtown	
Bike facilities support riders who want to stop and patronage downtown businesses	
Traffic moves quickly and safely through town	
People can enjoy views of Mt. Monadnock from downtown	
OPM (write-in)	

Round 02: What is the best part of downtown?

- Green space along Main (Town Common & Civic Center)
- The river (though partially obstructed)
- Views from Turnpike Road to the Mt.
- Architecture along Main Street
- Library and Civic Center
- Access with rail trail
- Town common
- The Theatre
- Belletetes
- Mill Pond
- Rail trail
- Library
- Murals
- 2 Main

What worries you about downtown?

- Are we working at cross purposes? Will traffic now zip on through due to rotary?



- Area between bridges may be too cut off if there is no good pedestrian access?
- Downtown residents don't have a voice in planning
- No anchor, center of gravity, or hub of activities
- No reason to go downtown, no grocery or café
- Who must leave for new business to exist?
- Lack of walkable sidewalks
- Why do I want to stop downtown?
- Poorly utilized central properties
- No place to get vegetables
- Not enough real estate
- Getting hit by a vehicle
- New traffic pattern
- No place to shop
- No place to eat
- Lack of parking
- Kid safety

What would you change about downtown?

- Put WW Cross Property (skate park) to 'work' – as well as St. Pat's School (Housing, Gardens, 11 Acres?)
- Encourage businesses that are on the river to encourage using the Pizza Barn! Put some benches back there
- Bury the phone lines to invest to beautify + show off views
- Cobble a section of the road to be closed for festivals
- Relocate church freeing three (3) storefronts
- Bar and restaurants in Chamber property
- Add places to eat (for example, café)
- Add restaurants, cafes, and bakeries
- Add parking at St. Pat's parking lot
- Extend rail trail towards Pet' Boro
- Develop St. Pats + WW Cross!
- Flowers – open more space
- Put St. Pat's building to use!
- Add mixed-use zoning
- Subtle, art or buildings
- Expand the commons
- Community gardens
- EV charging station



- Widen sidewalks
- Relocate CofC
- Fresh food

Final Thoughts

- Food
 - Need a more diverse selection of food
 - Not just buying food, but growing food
 - Dollar General and Rite Aid both sell food, though it's not nourishing, healthy; is there any way to discourage to disincentivize purchasing unhealthy food
 - Healthy food a few towns over may be expensive but show what having fresh options in Jaffery
 - Aren't a lot of locations for other businesses to come into, including more restaurants
 - Restaurants haven't been able to be sustainable
 - Difficult for grocers to sell close (in price) to what Shaw's and Market Basket provide; people often drive to the big stores
- Downtown Strategy, Engaging Entrepreneurs
 - Retailers have good foot traffic if there are parking lots; can we attract a popular business that would bring other retailers to move to the area
 - There's a budding arts culture that is blooming that could potentially bring other businesses
 - It was thought that businesses would follow when the theatre was built; however, there are limited facilities that is able to accommodate new businesses
 - The town tends to be empty after the theatre's events are finished
 - Find space and lease it back to an operator, have funding through TIF district, to bring the capital needed to open a business
 - Entrepreneurs need money to get open places; they tend to be younger and need support to move into town and open new businesses
 - Can't base everything on one restaurant, multiple options that provide options for the people that travel to hike in the area
 - How to market for young entrepreneurs
 - Would be great for people to be from the area, creates culture of community and embraces the younger generations
- Jo Anne to share maps for TIF district
- Beautification and Accessibility
- Drawing on Jaffrey's natural beauty
- Underutilization of certain resources
 - The river is often behind buildings, often neglected



- Moving the Chamber of Commerce (jokes)
- The rail trail is also hidden
- Utilizing the space that is cut off in the roundabout
 - Option to put garden space, greenery
- Young People Input; How can youth contribute to revitalization conversations?
 - Are we really being mindful of those that live close to downtown? They are often the ones bring their children to Jaffrey's schools
 - Partner with student council
 - What are we missing that prevents people from participating
 - Young people with children don't have the capacity to attend meetings on a school night

WORKSHOP 02 - November 11, 2022

Empathy Mapping Exercise

Link to Photo Library: https://docs.google.com/presentation/d/1zpcJbn7agLX0b8EUCX5TcUGqErChrpGLd7_bLhn9-zY/edit?usp=share_link

Group 01: Seniors/Retirees			
What do they think and feel?	What do they see?	What do they say and do?	What do they hear?
Notes: <ul style="list-style-type: none"> ● Not user friendly ● Scared to cross street ● Not enough reason to stop downtown 	Notes: <ul style="list-style-type: none"> ● Lack of goods and services ● Nowhere to buy groceries 	Notes: <ul style="list-style-type: none"> ● More appealing storefronts ● A place to socialize ● Community center ● Senior housing 	Notes: <ul style="list-style-type: none"> ● Traffic ● View of Monadnock ● Small town feel ● Common
Pain Points: The main frustrations, obstacles, concerns, or working emerging from this map		Gain Points: What do they gain from interacting with downtown revitalization? How do we address their pain points	
<ul style="list-style-type: none"> ● Lack of crosswalks on edges of downtown ● Parking ● Sidewalks ● Snow removal ● Lack of handicapped accessibility 		<ul style="list-style-type: none"> ● Restaurants/cafe ● More visible shops ● Groceries ● Angle parking 	

Photovoice and Reflections:
<ul style="list-style-type: none"> ● Historical murals on buildings ● Nice shops, gifts etc. ● Somewhere nice to sit with friends ● Quaint store signage



Group 02: Tourists			
What do they think and feel?	What do they see?	What do they say and do?	What do they hear?
<p>Notes:</p> <ul style="list-style-type: none"> • What's the point of riding my bike or snow mobile into town? (No parking) • What happened to the fireworks? • Where is the information and how to access it? • No place to stay • Kind of run down • Retro • Not many shops to walk to • Feels deserted • Confusion – are we there? • Is this the town center? 	<p>Notes:</p> <ul style="list-style-type: none"> • Vacant school • No one enjoying the water • Beautiful library and civic center • Mountain • River • Green space • Historic buildings • New Park Theater • Old buildings and empty storefronts 	<p>Notes:</p> <ul style="list-style-type: none"> • Continue to the mountain • Continue to Peterborough/Keene • Where can I get a cup of coffee? • Where do I park? • Where do I go to the bathroom? • Food? • Information? • Where is the railroad trail? 	<p>Notes:</p> <ul style="list-style-type: none"> • No places to eat • Traffic • Our brakes (trucks) • Great place to ride snowmobiles
Pain Points: The main frustrations, obstacles, concerns, or working emerging from this map		Gain Points: What do they gain from interacting with downtown revitalization? How do we address their pain points	
<ul style="list-style-type: none"> • Not capitalizing on the mountain • Absence of food, accommodation shops, etc. • No theme to community • Mix of buildings downtown • Residential, commercial, run down, vacant, etc. 		<ul style="list-style-type: none"> • Add shops • Food, coffee, restaurants • Reasons to stop and park and enjoy shops and green space • Easy way to access information and places of interest • Cater to hiker or biker • Supplies food • General store • Decent scale for Jaffrey 	

Photovoice and Reflections:

- When they get here, they can find out what to do and where to go



<ul style="list-style-type: none"> • Attractive stores, place to walk • Nice clean place to eat • Outdoor seating • Good coffee • Tourists come to see the mountain as they have for 180 years • Tourists love to be able to walk along a river

Group 03: Business Owners			
What do they think and feel?	What do they see?	What do they say and do?	What do they hear?
Notes: <ul style="list-style-type: none"> • Where are people? • Frustration • Why don't people stop downtown on their way there? • Pedestrians only – School St. 	Notes: <ul style="list-style-type: none"> • Low retail presence • Where is the chamber? • Lack of handi-cap accessibility 	Notes: <ul style="list-style-type: none"> • Need parking signs • Need draws to center • Grocery/restrooms • Build on what's here (theatre) • Food trucks – week-end? 	Notes: <ul style="list-style-type: none"> • Traffic parking • EV charging station? • Trolley
Pain Points: The main frustrations, obstacles, concerns, or working emerging from this map		Gain Points: What do they gain from interacting with downtown revitalization? How do we address their pain points	
<ul style="list-style-type: none"> • Anger • Lack of consumers/parking 		<ul style="list-style-type: none"> • Good traffic flow • Trolley to/from mtn. • Signage • Active community involvement • Food • Tourists stopping downtown to eat/shop 	

Photovoice and Reflections:
<ul style="list-style-type: none"> • A start • Beautification • Kayak and boat rental center • Good signage • Good looking and good crosswalks • Attractive • Faithful to historically significant architecture? • Downtown activities well attended

Group 04: Young Parents			
What do they think and feel?	What do they see?	What do they say and do?	What do they hear?



Notes: <ul style="list-style-type: none"> ● Isolated ● Daycare, groceries, medical care – pediatrician? ● The kids ● Education and housing opportunities 	Notes: <ul style="list-style-type: none"> ● Civic center ● Mt. Monadnock ● Movies ● Contoocook River 	Notes: <ul style="list-style-type: none"> ● Want preschool ● Scouts ● Sports ● Riverfest/Scarecrows ● Rail Trail/Parks ● Looking for afterschool stuff 	Notes: <ul style="list-style-type: none"> ● Church ● School notices ● Social media ● Paid time off ● Rec Department
Pain Points: The main frustrations, obstacles, concerns, or working emerging from this map		Gain Points: What do they gain from interacting with downtown revitalization? How do we address their pain points	
<ul style="list-style-type: none"> ● Dangerous hangouts – WW Cross, St Pats lot ● Lack of kid activities ● Too much driving 		<ul style="list-style-type: none"> ● Café ● Local groceries ● Farmer's market ● Information center 	

Photovoice and Reflections:

- Retail, walking, attractive shops – place to shop, meet and get information about things happening
- Farmer's markets, co-ops and the availability of fresh food make life easier, especially since the kids can walk there. Less driving for everyone
- A place to meet friends and hang out – hone in on a skill perhaps. With hope keep them out of trouble
- Attractive café where parents(mothers) can drop in and meet friends - also older teenagers can meet friends

Group 05: Youth

What do they think and feel?	What do they see?	What do they say and do?	What do they hear?
Notes: <ul style="list-style-type: none"> ● Hang out with friends ● Nowhere to go ● Nothing to do ● Where to live/work? ● Driving – want a car, getting around ● What's next after high school? Stay or leave? 	Notes: <ul style="list-style-type: none"> ● Screen time ● Social media ● They see what they are missing: rural, wealth ● Hopeless: Earth is dying ● There isn't a lot in downtown 	Notes: <ul style="list-style-type: none"> ● Withdrawn, disconnected ● "Why" questions ● Look things up for themselves ● Purpose driven – want to fix things in a big way 	Notes: <ul style="list-style-type: none"> ● What do you want to do with your life? ● Put your phone away ● Be on time ● Downtown: save green mountain trees, historic area ● I'm bored, bad internet



			<ul style="list-style-type: none"> • There's a bigger world out there • "You have no idea how easy you have it"
Pain Points: The main frustrations, obstacles, concerns, or working emerging from this map		Gain Points: What do they gain from interacting with downtown revitalization? How do we address their pain points	
<ul style="list-style-type: none"> • Economy, no jobs, wages • Losing their friends • Pedestrian safety • What's taking so long? • "Nobody asked me what I thought" • "I don't even care" 		<ul style="list-style-type: none"> • Walkable downtown • Place to meet friends and hang out • Events, shopping, food • Sense of place • Career opportunities • Exposure to wider world • Good Tiktok videos • Form good memories 	

Photovoice and Reflections:
<ul style="list-style-type: none"> • N/A

Group 06: Commuters			
What do they think and feel?	What do they see?	What do they say and do?	What do they hear?
Notes: <ul style="list-style-type: none"> • Getting groceries and other needs on my way to/from work • Traffic, time it takes to travel • Car accidents 	Notes: <ul style="list-style-type: none"> • Old, tired buildings • An oasis surrounded by power lines • Empty storefronts • No market • Few restaurants 	Notes: <ul style="list-style-type: none"> • "I wish there were a place to meet my friends after work" • Flower baskets downtown • Shop windows • Friendly 	Notes: <ul style="list-style-type: none"> • Traffic, motorcycles, trucks • Questions about what is going to happen
Pain Points: The main frustrations, obstacles, concerns, or working emerging from this map		Gain Points: What do they gain from interacting with downtown revitalization? How do we address their pain points	
<ul style="list-style-type: none"> • Fear that the rotary will make things worse – less safe • Fewer downtown visitors • During peak hours, long waits at signals • Pedestrian safety • Being a bicyclist • Fear that rotary won't fix the problems 		<ul style="list-style-type: none"> • Downtown more pleasant • Reintegrate Main St on both sides of River St • Better traffic flow • Thriving downtown • Places to gather with friends and coworkers 	



Photovoice and Reflections:
<ul style="list-style-type: none"> • Place to gather with coworkers • Something to do after work • Stop and get milk on the way home • Peaceful ride home • Free flowing traffic

Group 07: Downtown Residents			
What do they think and feel?	What do they see?	What do they say and do?	What do they hear?
<p>Notes:</p> <ul style="list-style-type: none"> • No economic activity in downtown • Not much to do • In a rut • No place to eat • I'm worried about paying bills • Affordable Housing • I hope construction does not disrupt work and living situation 	<p>Notes:</p> <ul style="list-style-type: none"> • Rail trail • Food pantry • Poverty • Pickle Ball court • Church – the sign is difficult • Processed food – EBT 	<p>Notes:</p> <ul style="list-style-type: none"> • Renters walk the track at the high school • Supportive of downtown events • No one listens to us • Climb over snow-banks • Brown sidewalks • Walk to the beach • Go to library • Poor lighting • Visit Legion/Chinese Restaurant 	<p>Notes:</p> <ul style="list-style-type: none"> • Trucks • Air brakes • Is it easy to go to work? • A friend said: What do you do there? • Construction • Pedestrians • Traffic is difficult
<p>Pain Points: The main frustrations, obstacles, concerns, or working emerging from this map</p>		<p>Gain Points: What do they gain from interacting with downtown revitalization? How do we address their pain points</p>	
<ul style="list-style-type: none"> • No lights at high school courts – Tennis/BB • No grocery store • Transport to MB 		<ul style="list-style-type: none"> • Less worry/stress • More open space • A place to be proud of • Community center • Something for teens to do • Inexpensive fresh foods • Hope • Café downtown 	

Photovoice and Reflections:
<ul style="list-style-type: none"> • N/A



Large Group Discussion Notes, Empathy Mapping

- Youth
- Sense of place
- Having a walkable downtown
- Coming back to town, wanting to start a family
- Tourist
- Easy way to access information (hiking supplies, shops, food and dining); posted signs for information
- Up-to-date storefronts that are modern and inviting
- View of the mountains
- Commuters
- Pains of coming in and out town
- Dining or nightlife to stay after work with colleagues
- Peaceful, safe ride home
- Places to stop for grocery and other necessities for the home
- Business Owners
- Frustration of current situation downtown
- Better traffic flow and signage
- Active community
- Places to eat and shop, market and food trucks in town
- Charging stations
- Tourists stay downtown
- Having a pedestrian space to promote walkability
- Downtown Residents
- Concerned about making ends meet, lack of access to food
- Noise and traffic pollution; disruption of flow with construction
- Potential disruption with construction
- Limited recreation options
- Wants less stress, more open space, and options to enjoy community
- Seniors / Retirees
- Need a place to socialize
- Not safe for walking around
- Lack of good and services; grocery stores, cafes, angled parking, lack of handicap accessibility (old buildings)
- Keeping the classic aesthetics to preserve history, but add murals that reflect the cultures



- Young Parents
- Concerned with how to provide after-school activities, extra-curriculars, and establishing community with other young families
- Want recreational activity to occupy older children
- Want local places for fresh food
- Places for children to have jobs

What do we want to preserve for downtown revitalization?

- Young people: green space, view of the mountain, river
- Commuters: Mountain, green space, river, preserve historical features in the rural town (mill buildings, theatre)
- Senior: Views of mountain, small town feel, green space
- Downtown residents: green space, mountain, preserving affordability
- Youth: Green space, mountain, preserving historical building
- Business owners: Same as youth
- Tourist: Historical buildings, keeping style for modern building

How can you include those, who have often not been included in these conversations, to engage in these discussions? What do next steps look like?

- Tourists: Get them at the bottom of the mountain, add information to registration when they park to prompt them to participate in these conversations; utilizing social media or online survey to gather their thoughts
- Business owners: Work with orgs that already exist (Team Jaffrey, Chamber of Commerce) and recruit members, work with economic development council to connect with business as well; Entrepreneur Center in Keene to see what ideas or initiatives they may be looking to launch
- Youth: Utilize social media; engaging through school with peer-to-peer opportunities to have conversations
- Downtown residents: Ask major employers to use a space in their building to host events to accommodate working hours, not have to take time off and would keep businesses in the conversation; include events at already planned events in the schools (family fun nights, etc), have a booth to encourage participation
- Seniors / Retirees: Reach out to senior coffee groups and other senior groups; morning presentations and events
- Commuters: Posters and flyers in the workplace; social media; talk to those in town; have lunch and learn at employee locations, more availability in times for commuters to join
- Young parents: Connect with PTO to have a program; social media; have events at the workplace; provide childcare at events
- Bring people to the theater that is appealing to many participants; provide a presentation afterwards