



Re-Imagining the W.W. Cross Site Community Workshop

Findings Report

Prepared by



Technical Assistance to Brownfields Communities Program (NJIT TAB)

Prepared for



Office of Planning and Economic Development

July 17, 2019

ACKNOWLEDGMENT

The New Jersey Institute of Technology (NJIT) designed and conducted this workshop at the request of the Office of Planning and Economic Development, Jaffrey, New Hampshire through NJIT's Technical Assistance to Brownfields Communities Program (NJIT TAB). NJIT TAB is funded through a cooperative agreement from the US Environmental Protection Agency. Information on the NJIT TAB Program can be found at www.njit.edu/tab.



Introduction

The Jaffrey Office of Planning and Economic Development requested the New Jersey Institute of Technology Technical Assistance to Brownfields Communities Program's (NJIT TAB) assistance in designing and conducting a community workshop focused on re-imagining the W.W. Cross site. The primary goal of this workshop was to garner community members' ideas on the future uses of this site.



The W.W. Cross Site

The W.W. Cross Site is located at 39 Webster Street, in the heart of downtown Jaffrey, New Hampshire. The 11.29 acre site contains a vacant 100,810 square-foot building that was originally constructed in 1915 as the W. W. Cross Factory, a manufacturer of tacks and fasteners. It was operated as an industrial manufacturing facility until the late 1990s. The site was purchased at auction in 2007 by Mr. Larry Thibeault, who remains the owner to date. The building uses have included storage and warehousing, a wood working business, and two gyms. In 2009, the northeastern most portion of the building was demolished, and there have been no active business operations on the site since 2012. (Draft ASTM Phase I Environmental Site Assessment W.W. Cross Property, Ransom Consulting, Inc., August 15, 2017)



Planning the Re-Imagining the W.W. Cross Site Community Workshop

NJIT TAB worked collaboratively with JoAnne Carr, the Director of Planning and Economic Development for the Town of Jaffrey in designing this workshop. The goals of the workshop were to:

- ❖ inform the community of the status of the W.W. Cross Site
- ❖ provide an overview of the town's demographics
- ❖ engage the community in activities that would spark their imaginations
- ❖ begin building consensus on the future of the site

Below is the workshop agenda.



Imagine a redeveloped WW Cross Site transformed into a community asset, serving the needs of Jaffrey.
What do you see?

Date/time: Saturday, June 15, 2019, 9:00am to 1:00pm
Location: Jaffrey Civic Center

Agenda

8:45 - 9:00	Check In; Coffee
9:00 - 9:30	Update on the Site & Some Background Data on Jaffrey
9:30 - 10:10	Small Groups Discussion/Report Out #1: Identifying Community Needs Now and in the Future
10:10 - 10:25	Break
10:25 - 10:55	Small Groups Discussion: Crafting a Vision Statement for WW Cross Site
10:55 - 11:25	Small Groups Discussion: Aligning Proposed Land Uses with the Vision Statement
11:25 - 11:45	Small Groups Report Out #2: Vision Statements/Land Uses
11:45 - 12:15	Working Lunch
12:15 - 12:45	Funding Resources (for Public and Private owners)
12:45 - 1:00	Next Steps/Action Plan

The Re-Imagining the W.W. Cross Site Community Workshop

The Re-Imagining the W.W. Cross Site Community Workshop was held on Saturday, June 15, 2019 from 9:00 am to 1:00 pm in the Jaffrey Civic Center. Sixteen community members participated. Provided below are the sign-in sheets.

*Re-Imagining WW Cross
Interested in Keeping in Touch?
We'll keep you posted.*

Please Sign In

Name	Business or Residence	Address	Email
Elizabeth Limbrick	NSIT TAB	493 Tenstar Hall University Heights Newark, NJ 07102	limbrick@njit.edu
Kiran Khanna	Green	371 Main Street Jaffrey NJ	khanna@concord.net
Jeanne Buck	122 Proctor Rd		jbuck03452@gmail.com
Jenett Grant	36 Thonckley Rd. Road	Residence	jenettgrant@msn.com
Renee Sangermano	14 Nutmeg Rd, Jaffrey Town of Jaffrey - Recreation	resident & town employee Dept	rsangermano@townofjaffrey.com
Margaret Brock	48 Bellard Path to Pericles	48 Bellard	mlillon@myfairpoint.net
Paul Thomas	#1 Main St Suite 4	#1 Main St Jaffrey	jeff@fbsleads.com
Elizabeth Webster		188 Peabody Hill Rd	maplewater@aol.com
Bill Schofield	97 Dublin Rd.		wschof3@gmail.com

Name	Business or Residence	Address	Email
Tim Galt	616 W. 2nd Jaffrey		tgordon@mblick-golf.com
Vicki Arceci	385 Great Rd. Jaffrey		arcecfamily@myfairpoint.net
Tory McCagg	STURNER Road		CHULTORY@ME.COM
Carl Overfurth	"		"
Peggy Ueda	267 Old Sharon Rd		p.ueda@yahoo.com
Emily Prabin	25 Annet Rd		revchprabine@gmail.com
L M'Conzi	Jaffrey		lmcconzi@0600@gmail.com
Jack Belletete	JAFFREY Business & Residence		jbelletete@belletetes.com
Jeanne Carr	JAFFREY	10 GOODNOW ST	jacarr@townofjaffrey.com
Cellette Santasieri	NJ.IT		santasieri@nj.it.edu

The Re-Imagining the W.W. Cross Site Community Workshop Activities

The workshop was designed to be interactive and team oriented. The framing question for the workshop was: *Imagine a redeveloped WW Cross Site transformed into a community asset, serving the needs of Jaffrey. What do you see?*

The 16 participants were divided into four teams. Each team determined a team name, a note taker, and a team spokesperson. Each team was provided supplies, including a site map, markers, trace paper, and large sheets of paper.

GETTING STARTED

1. Come up with a name for your team
2. Designate a note taker
3. Designate a team spokesperson

Creative Team Names

*** COOL *
TEAM
* NAMES ***

FUNNY TEAM NAMES

NJIT

TEAM SUPPLIES


- ❖ Site Map
- ❖ Large Sheets of Paper
- ❖ Markers
- ❖ Scrap paper/pens
- ❖ Trace Paper

Team Name
Community Needs

- 1.
- 2.
- 3.

Team Name

Vision.....
Land Uses.....
Challenges.....



The Re-Imagining the W.W. Cross Site Community Workshop Exercises

The four teams participated in three exercises:

Exercise 1: Identifying community needs now and in the future

Based on your knowledge of the community, list your community's needs.

Exercise 2: Crafting a Vision Statement for WW Cross Site

How can redevelopment of the W.W. Cross Site meet one or more of those needs?

Review/revise/prioritize your community needs

Create a Vision Statement

Exercise 3: Aligning Proposed Land Uses with the Vision/Identifying Challenges

Determine land uses that align with the vision statement that would help meet some of the identified community needs.

Identify any challenges that would be associated with those land uses.



Each team reported out to the entire group of participants the results of their team's efforts.

The Re-Imagining the W.W. Cross Site Community Workshop Exercises - Results

Exercise 1: Identifying community needs now and in the future

Based on your knowledge of the community, list your community's needs (1)

The common needs identified by the teams include:

- ❖ attract younger population/young professionals/families
- ❖ housing: affordable; for seniors to age in place; for families
- ❖ higher paying/higher skilled jobs
- ❖ employment training for non-college bound individuals
- ❖ transportation options for aging population and to connect residential with commercial uses
- ❖ access to healthy food (groceries/dining/community garden)
- ❖ retail growth
- ❖ attract tourists/harness tourism resources
- ❖ address climate change
- ❖ preserve history and culture; support rural character
- ❖ renewable energy infrastructure/resources
- ❖ recreational opportunities (indoor/outdoor, for all ages)
- ❖ increased property value



(1) Individual team needs are provided in Appendix A

The Re-Imagining the W.W. Cross Site Community Workshop Exercises - Results

Exercise 2: Crafting a Vision Statement for WW Cross Site

How can redevelopment of the W.W. Cross Site meet one or more of those needs? *Create a Vision Statement*

The four vision statements created by the individual teams are as follows:

“To utilize the site for the economic, educational, and social growth of the entire community”

“Center of opportunity for community revitalization through attractive redevelopment honoring our rural roots while providing business, recreational, and educational opportunities for all residents”

“To create a mixed-use development that honors our heritage and embodies our commitment to a resilient and sustainable future”

“Empower everyone in Jaffrey to develop resources that serve all of Jaffrey’s citizens – make a Jaffrey attractor”



The Re-Imagining the W.W. Cross Site Community Workshop Exercises - Results

Exercise 3: Aligning Proposed Land Uses with the Vision/Identifying Challenges

Determine land uses that align with the vision statement that would help meet some of the identified community needs. Identify any challenges that would be associated with those land uses. (1)

Common land uses identified by the teams are categorized and provided below:

- ❖ Businesses:
 - non-chain, family friendly restaurants; cafes; outdoor eating spaces
 - grocery store; coop (local farms); farmers market
 - recreational activity shop (bike, hiking, snow shoeing, cross country skiing) for rentals and repairs
- ❖ Education:
 - learning center; trade school; tech center; maker space; community college
- ❖ Housing:
 - mixed-income housing; non-restrictive affordable
- ❖ Community:
 - accessible indoor and outdoor gathering spaces
 - indoor activity center
 - transportation center; bike parking; bus stop
 - covered parking lot with solar panels, water collection, electric vehicle charging
 - community garden
- ❖ Recreation:
 - park
 - trail head for rail trail system
 - skating facility (ice, roller, skateboards)
 - indoor and outdoor recreational facilities
- ❖ Tourism:
 - tourist niche businesses
 - museum (historical society, railroad industry,)
 - welcome center
- ❖ Other:
 - mixed use development: first level businesses, upper levels residential
 - permaculture zone
 - revise vehicular and pedestrian access to promote use
 - rehabilitation zone



(1) Individual team land uses and associated challenges are provided in Appendix A

The Re-Imagining the W.W. Cross Site Community Workshop Exercises - Results

Exercise 3: Aligning Proposed Land Uses with the Vision/Identifying Challenges

Determine land uses that align with the vision statement that would help meet some of the identified community needs. Identify any challenges that would be associated with those land uses. (1)

Challenges associated with proposed land uses, identified by the teams included:

- ❖ attracting people to travel to the site – visibility from main roadway
- ❖ developing the process that draws all sectors of Jaffrey’s citizenship
- ❖ funding and attracting the right developer
- ❖ access to property (direct to 202; limitations of Webster Street, transportation to the site, signage)
- ❖ contamination,
- ❖ upfront costs
- ❖ structural soundness of the building vs. need to demolish
- ❖ community resistance to change



(1) Individual team land uses and associated challenges are provided in Appendix A

The Re-Imagining the W.W. Cross Site Community Workshop: Voting Results

At the conclusion of the team exercises, each participant was asked to review the four vision statements and determine the vision statement he/she favored by placing a yellow dot on that vision statement. (Each person received one yellow dot to place his/her vote.) The results were as follows:



“Center of opportunity for community revitalization through attractive redevelopment honoring our rural roots while providing business, recreational, and educational opportunities for all residents” (8 votes)



“To create a mixed-use development that honors our heritage and embodies our commitment to a resilient and sustainable future” (4 votes)



“To utilize the site for the economic, educational, and social growth of the entire community” (2 votes)



“Empower everyone in Jaffrey to develop resources that serve all of Jaffrey’s citizens – make a Jaffrey attractor” (0 votes)

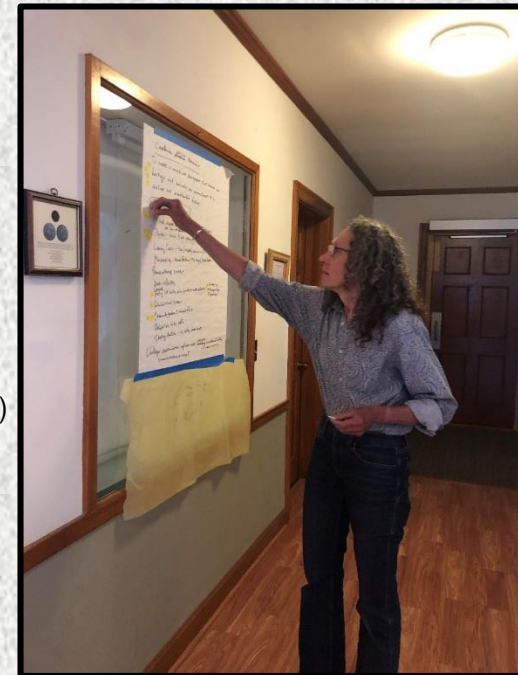


The Re-Imagining the W.W. Cross Site Community Workshop: Voting Results



At the conclusion of the team exercises, each participant was asked to review all of the proposed land uses and determine the uses they want incorporated in the redevelopment of the W.W. Cross site. Each participant received three yellow dots to vote with. The results are categorized below (all voting results are contained in Appendix A):

- ❖ **Businesses:**
 - retail- local businesses, café, grocery store (4 votes) ●●●●
 - healthy dining (1 vote) ●
 - recreational activity shop (bike, hiking, snow shoeing, cross country skiing) for rentals and repairs (3 votes) ●●●
- ❖ **Education:** learning center; trade school; tech center; maker space; community college (5 votes) ●●●●●
- ❖ **Housing:** mixed-income housing (4 votes) ●●●●
- ❖ **Community:**
 - accessible indoor and outdoor gathering spaces (2 votes) ●●
 - covered parking lot with solar panels, water collection, eclectic vehicle charging (2 votes) ●●
 - community garden (2 votes) ●●
- ❖ **Recreation:**
 - park; trail head for rail trail system; indoor and outdoor recreational facilities (5 votes) ●●●●●
- ❖ **Tourism:**
 - museum (historical society, railroad industry) (2 votes) ●●
 - welcome center/transportation center (2 votes) ●●
- ❖ **Other:**
 - mixed use development: first level businesses, upper levels residential (4 votes) ●●●●
 - revise vehicular and pedestrian access to promote use (6 votes) ●●●●●●
 - rehabilitation zone (1 vote) ●



Appendix A: each team's work

Team Cross Roads

Team Name: CrossRoads

Community Needs:

Face reality of climate change

Building a resilient future while

Preserving our history and culture and

Maintaining economic vitality

Access to healthy food + support rural character

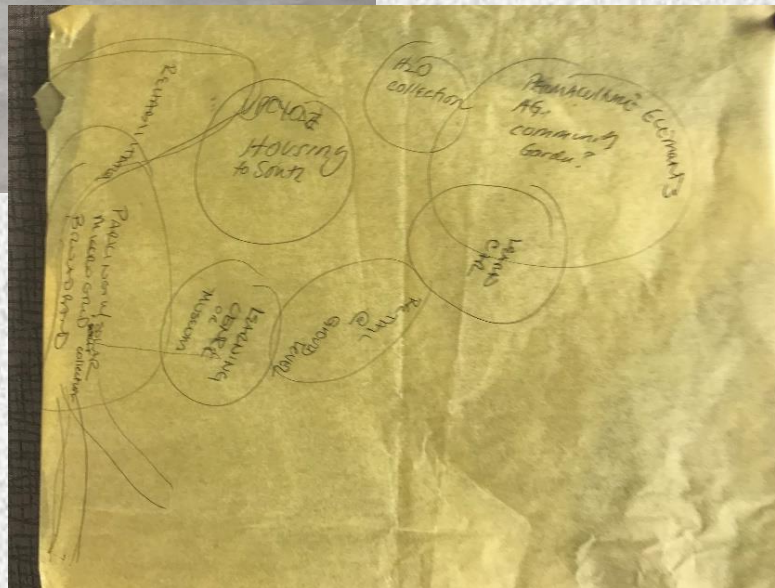
Employment opportunities + housing to support

Renewable energy infrastructure/resources

Create a vision for Taffey's future

Harnessing tourism resources

~~A MIXED USE DEVELOPMENT~~



Crossroads Vision Statement

To create a mixed-use development that honors our heritage and embodies our commitment to a resilient and a sustainable future.

Proposed Land Uses

Mixed income housing in rd zero structures
est. 20 units 300 to 500

Retail - local businesses, cafe, grocery store
small structures

Learning Center - tech/trades/education + broadband

Museums/eg. Dinosaur footprint / Trade shop / Match book

Renovated zone

Water collection

Open parking lot with solar panels + water collection
EV charging + bike parking ? bus stop

Rehabilitation zone

Community gardens + small farm

Rehabilitate bike path

Skating facility - ice, roller, skateboards

Challenges: contamination, upfront costs, structural soundness of building
community resistance to change
(VP need to demo)

Team A-Trackers

TEAM NAME: "A-Trackers"

Bill S.
Elizabeth W.
Vicki A.
Tim G.

Needs:

1. Make the town more attractive to a younger population.
 - A. walkable areas
 - B. community space
 - C. community attractions
 - D. access to food (groceries)
2. Bring sub-communities together --
3. Transportation
 - A. Demographic - elderly/aging population
 - B. Integrate residential and commercial
4. Retail growth

Redevelopment Mission Statement:

"To utilize the site for the economic, ^{educational, and} social ~~growth~~ growth of the entire community."

LAND Uses + challenges:

Challenges -

Access to property (direct to 202; limitations of Webster St.)
Transportation to this site (Trolleys)
Signage

Uses -

~~Accessibility~~ Accessible gathering space: indoor + outdoor
Grocery store
Activity center; indoor
Satellite site used trade training
Pedestrian access using Fall Trail
Welcome Center / Transportation center

Blue Team

BLUE TEAM

Exercise #1: Community Needs

HOUSING -

SO SENIORS CAN STAY IN JAFFREY

WORK FORCE HOUSING

AFFORDABLE HOUSING

FAMILY (W/CHILDREN) HOUSING

RECREATIONAL OPPORTUNITIES FOR ALL AGES - INDOOR AND OUTDOOR

INCREASE JAFFREY'S OVERALL PROPERTY VALUE

HEALTHY DINING OPPORTUNITIES

LOCAL ACCESS TO GROCERIES

COMMUNITY GARDEN OPPORTUNITY

COMMUNITY NEEDS

- BENEFITS ALL CITIZENS
- WELCOMES IN-COMERS

MISSION JAFFREY ATTRACTOR

WELCOMES
IN-COMERS
REVISE VEHICULAR AND
ACCESS

BENEFITS ALL
CITIZENS

- NON-RESTRICTIVE, AFFORDABLE HOUSING
- RECREATION OPPORTUNITIES
 - INDOOR (I.E. PAUL)
 - OUTDOOR - EQUIPMENT RENTAL, SHUTTLE TO MOUNTAIN
- HEALTHY DINING / GROCERIES
- COMMUNITY GARDENS
- MUSEUM (MATCHES & TRUCKS)
- TRADESHOWS / PEDESTRIAN ACCESS
- REVISE VEHICULAR ACCESS (TO PROMOTE USE)

BLUE TEAM

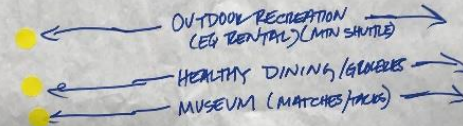
EMPOWER EVERYONE IN
JAFFREY TO DEVELOP A RESOURCE
THAT SERVES ALL OF JAFFREY'S
CITIZENS - MAKE A "JAFFREY
"ATTRACTOR"

BLUE TEAM

JAFFREY ATTRACTOR

BENEFITS ALL CITIZENS

WELCOMES IN-COMERS



- NON-RESTRICTIVE, AFFORDABLE
HOUSING

- IN-DOOR RECREATION (ALL
AGES)


- COMMUNITY GARDENS

REVISE VEHICULAR AND
PEDESTRIAN ACCESS TO
PROMOTE USE

- CHALLENGES:
- #1: DEVELOPING THE PROCESS THAT DRAWS ALL SECTORS OF JAFFREY'S CITIZENSHIP
 - #2: FUNDING AND ATTRACTING THE TIGHT DEVELOPER

Team New Tackers

"NEW TACKERS"

- Alternative Transportation (walking, biking)
pedestrian friendly
- Affordable Housing 
- Attract Young Professionals/Families
- Need training for non-college bound individuals
- Higher paying/higher skilled jobs
- Attract tourists

"New Tackers"

Business: Entrepreneurial Center
(like Hannah Grimes Center)

- Mix Use - businesses w/ apartments upstairs
- Family friendly restaurants - non chain
- Outdoor eating spaces (café/lunch spots)
- Grocery Store - Coop (local farms/indoor farmer market)
- Bike Shop - repairs/rentals
- Hike/Outdoor Rec Shop w/rentals (hiking shoes, snowshoes, cross country ski)
- Tourist/Niche Businesses

Educational: Trade School
Tech Center
Maker Space
Community College

Recreational: Museum (Historical Society, Rail Road, Industry)
Park or Trail Head for Rail Trail System

* attracting ppl. to travel there
(visibility from Main Roadway)

New Tackers

Center of opportunity for community revitalization through attractive redevelopment honoring our rural roots while providing business, recreational, and educational opportunities for all residents.