Outdoor
Recreation
Master Plan

Providing recreation activities for people of all abilities in the same environment

Crotched Mountain
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**Acknowledgements**

The following Crotched Mountain Staff and Partners provided valuable input during the development of the Outdoor Recreation Master Plan.

### Project Guidance

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- Audubon Society of New Hampshire
- Barbara C. Harris Center
- Forever Young Treehouses
- Gordon Russell
- Greenfield State Park
- Harris Center for Conservation Education
- Monadnock Conservancy
- NH Department of Fish and Game
- NH Division of Parks and Recreation
- NH Natural Heritage Bureau
- NH Trails Bureau
- Northeast Passage
- Phil and Jennifer DuBois (other landowners)
- Piscataquog Watershed Association
- Society for the Protection of NH Forests
- Southwest Regional Planning Commission
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  - Francestown
  - Bennington
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Forward

A few years ago, I had a meeting with some of the students in the Crotched Mountain School that turned out to be very eventful. On their minds that day was a subject common to all teenagers — having more things to do after school. “What kinds of things would you want,” I asked. “More video games!” they answered. Well, not being exactly satisfied with that answer we kept talking and after a while another idea bubbled to the surface — having a place outdoors, a place where kids could get away from it all or be with friends. A place, as one of the girls put it “for girl talk.”

That place became our treehouse. And because this was Crotched Mountain, as we imagined a treehouse on our campus, it had to be accessible to everyone, including kids in wheelchairs, seniors using walkers or canes, moms with strollers — everyone! People who have mobility impairments are usually left out when it comes to outdoor activities in the woods. Trees have roots that can topple you. Paths aren’t designed for wheelchairs. A typical treehouse keeps people out and we needed one that let everyone in.

In every grand idea, luck plays some role and we were lucky enough to come across the guys from Forever Young Treehouses from Vermont whose sole mission is to build accessible treehouses! And then we were truly fortunate because once people heard about our dream, they wanted to join us to help make this dream come true, either by volunteering to help build the treehouse, donating supplies or making a contribution. I’ll never forget the day we received our first contribution from the nurses at Crotched Mountain. They’re around kids in our hospital every day and they knew how important it was to create a place for hopes and dreams, outdoors and away from a hospital.

Our treehouse opened on July 27, 2004. That day is memorable for lots of reasons, not the least of which is that we got to meet Dana Reeve, the wife of Christopher Reeve and the co-founder of the Christopher Reeve Paralysis Foundation. Dana was there to help dedicate the treehouse and give us a check from the Foundation towards its maintenance. We were tremendously grateful when Dana visited us. No one who was there that rainy day will soon forget how Dana made everyone feel that she was the lucky one to be with us for the opening of the treehouse. Dana and Christopher recognized that our treehouse is a symbol of how barriers in life can be removed through imagination and strength of will, just as they had worked since Chris’ accident to overcome the barriers in their lives and to support others in their own struggles. It is hard to believe that in the brief intervening time since her visit, both Dana and Christopher have been taken from this life. The treehouse will be part of the legacy they left of kindness, encouragement and support for people with disabilities, their care givers and their families. Since the treehouse opened, it has been the site of many wonderful gatherings: story time for the kids
from Wonderworks, our early childhood learning center; club meetings for students from the Crotched Mountain School; a luncheon for seniors from Manchester, many of whom used canes and walkers to traverse the ramp; a birthday party for a family who live in a second floor apartment and who wanted to invite a friend who used a wheelchair; and countless impromptu and planned stops for friends and individuals to be together or alone.

I tell the story of our treehouse in this Forward to the Outdoor Recreation Master Plan for a few reasons. It reminds me of the important connections between people and nature. Too often people with disabilities have been forgotten when places are created to connect people with the outdoors. The treehouse inspired us to think about other ways in which Crotched Mountain could facilitate these opportunities that help build community and enrich lives. The result of this thinking is this Outdoor Recreation Master Plan that will guide us over the next decade to create more places that inspire the imagination and fulfill lives.

When I first arrived at Crotched Mountain as President, one of my first impressions is one that others often have on their first visit (if the weather isn’t too inclement!) — Crotched Mountain is a place of beauty. The 1400 acres that comprise the campus have been well preserved throughout the 50+ year history of the rehabilitation center. Development has been confined to the 114 acres inside the perimeter roadway. If you think about Crotched Mountain as a business, our land, the views of the surrounding mountains and valleys, the wetlands and lake are all important assets that deserve special attention and care.

We decided to document this resource in a formal way. We commissioned a Natural Resource Inventory that was completed under the direction of the Society for the Protection of New Hampshire Forests, the New Hampshire Audubon Society and the Natural Heritage Bureau of the NH Division of Forests and Lands. SPNHF assembled a team of foresters, biologists, ecologists and land conservation specialists for this project. Their report identified the areas in need of special management and protection. It also identified an unparalleled inventory of the forest, other plant life, wildlife and habitat resources on our campus. Finally, it suggested zones for future development related to our program objectives outside of the conservation areas. We used the findings of the Natural Resources Inventory to determine the areas that should be kept forever undeveloped and used for accessible recreation and the areas that should be reserved for future
development. We are now in the process of putting more than 1100 acres under a conservation easement so that it will be forever protected. We are working in partnership with conservation organizations to our east — who are focusing on protecting the Piscataquog River watershed — and to our south — where we will work to protect a 12 mile corridor of land from Crotched Mountain to Temple Mountain. In each of these efforts the actions we take will be of tremendous influence on others and pave the way for further land protection. We will continue to practice responsible forest management and timber harvesting to maintain the health of the forest on our campus. And we are embarking on a program to upgrade the waste water treatment system used on the campus so that the watersheds for the Contoocook and Piscataquog Rivers and the aquifer for the town of Greenfield are well protected.

This planning has been of instrumental value as we designed a program of outdoor recreation. We learned where there are special places that we wanted to create access to — the abandoned beaver wetland with spectacular views of Crotched Mountain’s peak, underground streams along our eastern slope, blueberry bushes on the Knoll with views of Mt. Monadnock that are second to none, the waterfront on Sunset Lake and the fields on the western side of Crotched Mountain Road.

To help us develop this Master Plan we engaged the services of Tom Kokx of Gilford, NH. Tom is a landscape architect who focuses on outdoor recreation. Prior to starting his own firm eight years ago, he worked for the US Forest Service for twenty-nine years and was their specialist for accessible outdoor recreation planning and design and scenic resource management. Locally, Tom has developed recreation plans for the White Mountains National Forest and Mt. Monadnock. He also developed a recreation master plan for John Dillon Park in the Adirondacks that was designed for people with disabilities who desire backcountry camping experiences.

I think you will agree that Tom has done a splendid job. The Master Plan proposes development of recreation opportunities in seven distinct outdoor environments — the Sunset Lake waterfront, the Dutton Brook Wetland, the Knoll of granite ledges, the South Ridge, the East Forest, the West Field with its views of Mount Monadnock, and, the gently sloping Trail Corridor. One of the remarkable strengths of this plan is its
potential for connecting us with many forest, wetland, and mountain ledge communities. These range from outdoor nature education at the Dutton Brook Wetland to the water activities on Sunset Lake, backcountry camping in the East Woods, family camping in cabins with bathrooms and kitchens, and a hiking path that stretches over 3 miles through forests, fields, wetlands and mountains. And all of it will be developed to universal accessibility standards so that everyone can enjoy it.

This plan, when fully implemented will help redefine Crotched Mountain. We will continue to be known and valued for our excellence in education, rehabilitation, care management, residential, and medical services for people with disabilities. In fact, healthy outdoor opportunities will greatly enhance our education and rehabilitation.

It is also our goal for Crotched Mountain to become a destination for people who want to enjoy the outdoors with family and friends. We are beginning plans for these recreation programs to help diversify revenue streams for us and create employment and business opportunities for people with disabilities.

We hope that our efforts here will spur local businesses involved in tourism including entertainment, outdoor and indoor recreation, hotels, eating and drinking establishments and retail outlets to consider how they can become more accommodating for people with disabilities. As the aging demographic increases, “accessible tourism” could be a defining feature of local economic development that also supports local traditions of environmental protection and small town living.

We started with an idea. That idea became a treehouse. And now we’re ready to expand this idea to create something unparalleled. We won’t be able to do it alone. It’s going to take a lot of people inspired by these ideas who will become partners in our dream. But right now, it not only seems like the right thing to do, it’s what we must do.

Don Shumway
President/CEO
October 2006
Consultant Introduction

The completion of the Crotched Mountain Foundation’s (CMF) Outdoor Recreation Master Plan represents one of the most rewarding and enjoyable projects I have been involved with over the course of my work as a Landscape Architect. This includes my 29 year career with the U.S. Forest Service and the last 8 years as a private consultant in outdoor recreation planning/design and land use planning.

My initial introduction to the project area and vision for the Outdoor Recreation Master Plan occurred in the fall of 2004. I was given a tour of the Crotched Mountain Campus and numerous features and landmarks on the Foundation’s 1400 acre parcel and surrounding area by Don Shumway, Michael Redmond, and Jim Orr. During the day that we spent together, I was also introduced to the CMF Strategic Plan, the Natural Resource Inventory completed for the parcel, and the recently completed Campus Master Plan.

From the very beginning I have been impressed with the vision for outdoor recreation opportunities and related goals developed by the Foundation and that are now embedded in this plan. I also felt that development of this vision would lead to a proposal of high significance, and that there would be something extraordinary concerning further development of the vision and goals that were outlined.

My involvement became a reality in the spring of 2005. I have since spent many hours in field inventory and assessment work, document review, time and interviews with Crotched Mountain program directors and staff as well as meeting and engaging in discussions with current and potential project partners. Through this process many ideas and concepts have been presented, evaluated and developed into the plan presented here.

During this time the initial excitement of the project’s goals has grown and I feel that the concepts that are presented in this Master Plan are ones that will be precedent setting. Precedent setting from the standpoint that I am not aware of another planning effort in the non-public sector to develop outdoor recreation opportunities in a natural setting and that incorporate universal design principles to the scale of this project.

It has been a special experience for me to be involved with leadership having the vision that led to the Outdoor Recreation Master Plan, with staff that are extremely dedicated to the organization’s mission that includes “serving individuals with disabilities and their families,” and the many partners who embrace and support the concept of universally accessible outdoor recreation. All have contributed immensely to the plan.

My excitement shifts now to Crotched Mountain as they begin the steps to implement the ideas and concepts presented. As sensed earlier in the process, the plan is something extraordinary, not only because of who it is meant to serve but because of how the many ideas of those involved have come together to advance this vision and who are already at work to make it a reality.

Tom Kokx
Principal, Thomas Kokx Associates
Chapter 1

Introduction

THIS PLAN CHARTS NEW GROUND
The vision and concepts outlined in the Crotched Mountain Foundation Outdoor Recreation Master Plan present an exciting and unprecedented opportunity to provide recreation activities for people of all abilities in the same environment.

The plan is most remarkable for two reasons:

1. **It creatively incorporates the concept of universal accessibility to promote shared enjoyment of Crotched Foundation lands.** It will integrate people from all walks of life engaged in diverse activities in a variety of natural outdoor environments -- from an individual with a disability taking a swim -- or a young parent taking a child in a stroller for a walk -- to a fitness hiker looking for physical challenge.

2. **It embraces partnership with other organizations in the region so that such opportunities may be extended to a much broader land base than the Foundation alone can provide.** The result could be an outstanding, interconnected, and universally accessible system of open space and recreation opportunities that will energize the regional economy and enhance quality of life.

The application of universal design principles to all aspects of the plan is central to its success. **Universal design** “is simply designing programs and facilities to be usable by all people, to the greatest extent possible, without separate or segregated access for people with disabilities.” (USDA Forest Service) Rather than creating facilities that are distinguished as handicapped accessible or where the intended use is focused on those with a disability, this plan emphasizes an important component of good design -- that of meeting the needs of as many users as possible in an integrated setting while maintaining the character of the site.

While accessibility improvements and application of universal design principles are common at various outdoor recreation venues around the country, their scale is usually relatively small. Generally, only the larger public agencies such as the U.S. Forest Service or Park Service apply these principles at a larger scale and throughout their facilities. Even then, certain backcountry facilities may still pose limitations for people with disabilities. Also, coordination between the planning for different facilities may be lacking.
In the private sector, even fewer opportunities exist. One such facility, John Dillon Park in the Adirondacks of New York, opened in June 2006. This relatively large park on International Paper Company lands is highlighted as the nation’s first hiking and backcountry camping area designed specifically to accommodate the needs of outdoor enthusiasts with disabilities. Features include Adirondack-style shelters, fishing access, opportunity for canoeing and kayaking, and a hiking trail of approximately 2 miles. While the general public has access to the site, its intended users are those with disabilities.

In contrast, recreational facilities at Crotched Mountain will be designed, from planning to project implementation, to accommodate all users. This universally accessible natural outdoor environment will start on Foundation lands, and then it is hoped, extend throughout a larger region in a system of mixed ownership, management, and town structure.

The Crotched Mountain parcel is an important and critical piece of the Temple to Crotched Mountain Community Conservation Corridor project initiated by the Monadnock Conservancy. This corridor, anchored by Temple Mountain to the south and Crotched Mountain to the north, is made up of multiple properties whose owners have a high appreciation for the natural and rural environments which they steward. The Foundation is particularly interested in connecting a hiking trail beginning on its land to a future trail within the corridor.

Crotched Mountain trails currently tie into the Francestown Forest and Greenfield State Park trails, as the Foundation’s 1400 acre parcel straddles the towns of Francestown, Greenfield, and Bennington.

Such an ambitious vision presents challenges in leadership, awareness, example, and encouragement. This Outdoor Recreation Master Plan will guide the way toward its achievement.

**To Get Here We Took Many Steps**

The plan evolved over several months’ work. The first objective was to gain a thorough and intimate understanding of
Crotched Mountain Foundation’s (CMF) mission, how it functions, and the physical and social setting in which it operates. The process recognized and built upon the many partnerships which the organization has already embarked upon in the region.

The steps included:

- Review of background documents on CMF Mission and Services.
- Review of the CMF Strategic Plan, Campus Master Plan and Natural Resource Inventory.
- Meetings with leadership, including the Board of Directors.
- Interviews and general conversations with program directors and staff.
- Interviews with current and potential partners.
- Many hours of field survey work over course of four seasons.
- Small focus group meetings.
- Concept review meetings.

**Recreation Goals Take Their Cue From The Strategic Plan**

Guiding goals for the Outdoor Recreation Master Plan have their origin in the Foundation’s Strategic Plan. They include the commitment to:

- Provide a range of outdoor recreation opportunities (activities) that incorporate universal design principles and that are accessible to all;
- Provide quality outdoor experiences in a range of settings and environments;
- Provide facilities of the highest quality;
- Provide learning and education opportunities;
- Provide recreation activities and related facilities in a setting that encourages interaction and a sense of community;
- Promote recreation activities that complement the natural beauty of the area and which protect the resources that give the area its beauty and uniqueness;
- Encourage stronger relationships between Crotched Mountain Foundation and the community;
- Identify Crotched Mountain and the surrounding area as a recreation destination;
- Encourage business opportunities, especially for those with disabilities; and
- Increase income opportunities for the Foundation.

**The Crotched Mountain Property Has Outstanding Potential**

The outstanding beauty, spectacular views, and other natural attributes of the Foundation’s 1400 acre property are well
documented in The Natural Resource Inventory and the Campus Master Plan (See Appendix A for Natural Resource Inventory Summary). In general, the natural wooded setting and position of this land on the south face of Crotched Mountain -- with its plateaus, high elevation locations just below the mountain's summit, and shoreline on Sunset Lake -- is highly diverse in its capacity to accommodate a range of recreation activities and outdoor environments. And the centrally located campus creates the opportunity for easy access for students and staff to the surrounding recreation facilities, while the entrance road allows the community at large to gain access as well.

Currently, only a few opportunities have been developed to promote outdoor recreation on Crotched Mountain Foundation lands or on lands adjacent to the parcel (See Figure 1 / Page 6). In the central area of the parcel, these opportunities are isolated to locations described as the Knoll and what has been historically referred to as the Beaver Pond and now identified as the Dutton Brook Wetland. In most cases, facilities associated with these areas are of low quality, do not meet universal accessible standards, and show structural deterioration.

Hiking to the Knoll via Shannon’s Trail is a popular route used by local people from the surrounding communities. This trail also provides a regularly used route to the summit of Crotched Mountain and is connected with other existing hiking opportunities located on adjacent lands, primarily in the Francetown Town Forest.

The Sunset Lake Area has two facilities offering day-use opportunities on the lake front. It also includes a renovated overnight full service cabin. These facilities are used primarily by Crotched Mountain. The remainder of the site includes numerous older buildings and facilities in various states of disrepair that were part of a camp that closed in the 1970’s.
Figure 1 – Existing Recreation Opportunities
Figure 2 – Crotched Mountain Parcel Site Features
In addition to these sites, the Crotched Mountain Ski Area is located adjacent to and north of the parcel boundary. The potential for existing sites and facilities to support desired and needed accessible outdoor recreation activities is high. In addition, there are other untapped opportunities within the 1400 acres that tie in with the goals outlined in the Strategic Plan for providing universal accessible outdoor recreation. There is strong agreement among staff that quality outdoor recreation activities and support facilities will add value to the Foundation’s various programs, especially the therapeutic recreation program, residential program, and education curriculum.

Two public sites are located adjacent to the Crotched Mountain parcel. Greenfield State Park, located to the south of the property, is a 400 acre park facility offering family camping, group camping, day-use activities on Otter Lake, and a network of short hiking trails. A key snowmobile route exits the Park and eventually runs along the southeast boundary of the Foundation’s land. The Greenfield Town Beach provides a small swimming beach facility located on the west shore of Sunset Lake.

The Tree House completed in 2004 is the most recent outdoor recreation facility completed at Crotched Mountain and sets the standard for incorporating universal design principles, creativity, and quality construction into new facilities.
The Recreation Master Plan Targets and Ties Together Unique Areas

During the site assessment, considerable information was analyzed to determine the potential to achieve the vision and goals of the Strategic Plan. As the bigger picture came into focus, an exciting integrated image began to take shape: the overall concept of the site as the core for universal accessible outdoor recreation in the greater Monadnock Region. This image includes the special opportunity to tie new facility development on the mountain to the larger community through a well designed trail system and with linkage to the Community Conservation Corridor.

Realizing this potential can create a more special area unique in its recreational offerings that draws a wider spectrum of users to the mountain, promotes and strengthens the surrounding communities and meets the programmatic needs of the Crotched Mountain Foundation.

The Master Plan:

1. Focuses on six special places within the Crotched Mountain parcel, each unique and offering environments where site attributes and natural features come together to support a particular and different activity mix;

2. Outlines a hiking trail network that provides hiking opportunity on Crotched Mountain Foundation lands and establishes a connecting link between the recreation focus areas and the Community Conservation Corridor; and

3. Addresses how Crotched Mountain facilities can provide a recreation focus to the Community Conservation Corridor being developed with other partners.

In total, the area will offer a diversity of recreation activities from which all users may choose. On Crotched Mountain, the settings will vary from wetland, open plateau, lake, and open field, to woodland.

Master Plan Focus Areas include:

Crotched Mountain Parcel Destinations

(See Figure 3 / Page 11):

- **Dutton Brook Wetland** – Nature Education and Appreciation
- **The Knoll** – Scenic Viewing and Nature Observation, Stargazing, Overnight Shelters, and Blueberry Picking
- **Sunset Lake** – Family Camp, Cabins, and Water Activities
- **East Forest** – Backcountry Camping
- **West Field** – Winter and Summer Activities
- **South Ridge** – Challenge Hiking and Backcountry Camping

Linkages (See Figure 3 / Page 11):

- Major Hiking and Connector Trails
Other Destinations (See Chapter 7):

- Community Conservation Corridor – Extended Hiking and Additional Destination Points.

Each recreation focus area is described in one of the following chapters which highlight existing conditions and potential, concept and design focus for the area, and general recommendations and specific requirements.

The final chapter of the plan provides an overall outline and schedule for accomplishing the work on the ground, and for keeping the plan current. The Implementation Program identifies:

- Recommended phasing of projects;
- Staff member or department who is responsible for managing or carrying out the implementation of each action;
- Process for monitoring and updating the plan;
- Available resources for project implementation; and

The appendices contribute supporting documents concerning:

- project area descriptions,
- special management areas,
- project analysis and considerations,
- partnerships,
- cost estimates,
- considerations for adaptive equipment,
- references, and
- additional project guidelines and general specifications.
Figure 3 – Crotched Mountain Recreation Focus Areas
The Dutton Brook Wetland Recreation Area (See Figure 4) will showcase an interpretative trail around the wetland perimeter that is easily accessible from the campus. It will emphasize opportunities for outdoor educational and passive recreation activities. In addition to serving the campus, the trail will be available to schools and the person or family who desires to spend quiet time in a natural setting or to experience the unique facilities the site offers.

Site Character and Values

The beauty, natural features and history of Dutton Brook Wetland create great potential. Located to the northeast of the campus, the site is part of a greater wetland complex that extends in a southerly direction toward the southeast corner of the Crotched Mountain parcel. Dutton Brook rises from the wetlands and is of particular interest as it is one of the important streams forming the headwaters of the Piscataquog River Watershed.

Programming for outdoor education will not be new. The site has, in the past, been used for classroom science projects and nature study. Remnants of a short trail and a deteriorating bridge across a seep are still evident, as is a one-lane gravel access road branching off the campus perimeter road. The access road shows deterioration as well, caused by poor drainage and culvert maintenance, though some repair has recently been completed.

As outlined in the Natural Resource Inventory, the wetland complex possesses excellent wildlife habitats. These provide a high degree of interest and opportunity for education and wildlife viewing. The NRI Special Management Areas Map (See Appendix A) also shows several seeps along the west edge of the wetland. These small areas occur where groundwater comes to the surface and generally keep the soil saturated throughout the year. They are important wildlife habitat locations.

A variety of forest vegetation types surround the wetland. Hemlock, in particular, is a significant component of the southern portion of the site and an important influence on its landscape character. During the master planning process, participants expressed concern about spot infestations of the Hemlock Wooly Adelgid that have occurred in New Hampshire and the potential effects that these insects could have should they become established in the wetland.
Chapter Two | Dutton Brook Wetland

CMF Outdoor Recreation Master Plan
Concept for Dutton Brook Wetland Recreation Area

Figure 4
The surrounding forest contains a white pine research project (Crotched Mountain School science classroom activity), den trees, large boulders, stone walls, and a sugar bush operation run by the school, heightening opportunities for nature study and interpretation.

**Design and Programming Considerations**

The features which make Dutton Brook Wetland special also make it highly sensitive to human interference. The wetland itself is identified in the Natural Resources Inventory as important wildlife habitat and wetland environment, with seeps and vernal pools present in the surrounding landscape. Consequently, site programming, design, and use must be accomplished with great care. In addition, it will be essential to coordinate site enhancements with the Piscataquog Watershed Association (PWA), an active organization with an interest in the management of this special area (See Chapter 7 / Figure 17 for Watershed Map), as well as with the Town of Francestown which owns the property on the southern extremity. Both the PWA and Francestown Conservation Commission have provided valuable input during the plan development.

Although there are generally steep grades and slopes beyond the campus perimeter road affecting potential trail access, field work established that a fully accessible trail to and around the wetland is obtainable. The next consideration was to anticipate the potential return of beaver, the reestablishment of their dams and standing water, and the substantial landscape changes which may result. Peter Jensen, Master Trail Builder, has reviewed the site and flagged a specific trail alignment which reflects all of these considerations as well as the opportunity for linkage with the Francestown Town Forest.

**The Vision**

**Access:**
An accessible trail originating from the central campus area crosses the highway at a safe point with adequate warning signs, speed control and sight distance. This entry point will serve multiple purposes, allowing users to access the connector trail to Shannon’s Trail and continue on to the Knoll, or continue around the wetland to intersect the hiking trail to Sunset Lake. For the visitor, parking opportunities are provided at one of the campus parking lots or at the trailhead parking lot located at the start of Shannon’s Trail. A well maintained but gated gravel road to the wetland allows for emergency access, maintenance, and special needs access.

*Hemlock is a dominant species that defines the forest character surrounding the wetland*
When visiting the site the lucky and patient viewer has the opportunity to see deer, moose, snowshoe hare, porcupine or other riparian and upland species which nest, feed, take cover, breed, and travel through the complex. The keen observer will also see evidence of past beaver activity.

**Enhancements:**
Education stations are a key element of the trail as it continues to the wetland area. Specific observation points are provided at strategic locations. Of significance are:

- A bridge across a seep with a stopping point affording students and those with curiosity about wetland environments a chance to get close to the wetland’s edge for further exploration and observation (See Figure 5);

- A screened-in outdoor classroom integrated with the natural environment that cantilevers over the edge of the wetland offering views of Crotched Mountain as a backdrop (See Figure 6). This space will protect clients of Crotched Mountain Foundation and others who cannot protect themselves from the elements and insects;

- A wildlife viewing structure with “peep holes” at various heights which screens the observer from view who waits in anticipation for a hawk or other bird species to land and rest in one of the snags visible from the viewing windows (See Figure 7);

- An observation deck on the far side of the wetland, molded into the side of a knoll that rises slightly above the wetlands edge, and that is set among granite outcrops and large boulders (See Figure 8); and

- A boardwalk along the north edge that brings one out into the wetland environment to experience the openness of the wetland from a perspective that only the area wildlife usually enjoy (See Figure 9).

**Other Trail Features:**
As one continues around the wetland, the trail meanders back and forth between the hemlock forests and the wetland’s edge. Bridge structures allow crossings at two streams. Interpretative and directional signs provide information to the visitor. Benches at appropriate intervals allow users to rest, watch, and view their surroundings.
View of Wetland From Bridge Site

Figure 5 – Concept for Bridge Site
Figure 6 – Concept for Outdoor Classroom
CMF Outdoor Recreation Master Plan

Concept for

Dutton Brook Wetland Recreation Opportunity Area

View of Wetland From Wildlife Blind

Figure 7 – Concept for Wildlife Viewing Blind
Figure 8 – Concept for Observation Deck

View of Wetland From Observation Deck
Opportunity is provided in two locations to experience the wetland environment along a board walk. This structure will maintain a low profile, use material native to the area, be informal in its layout, and installed using environmentally sensitive methods.

*Figure 9 – Concept for Wetland Board Walk*
Design / Development
Recommendations

• Proceed with implementation of the wetland trail as first priority project.

• Complete design and detail drawings for all key structures (Bridges / Boardwalks / Outdoor Classroom / Wildlife Viewing Blind / Observation Platform).

• Work with science educator and other outdoor education specialists to identify, locate and lay out distinct education stations.

• Complete a sign plan for specific sign locations and wording, including kiosk design and locations.

• Specify bench locations and design in conjunction with sign plan and trail construction.

• Maintain gravel access road for emergency access, maintenance, and special needs access.

• Rehabilitate gravel access road improving drainage, installing adequate culverts and spot graveling as needed. Construct small parking lot and turnaround area at terminus. Install rustic wood gate to control access.

• Acquire wetland permits for boardwalks and all bridge installations.

• Work with Francestown Conservation Commission on portions of the trail located in the Town Forest at south end of the wetland. Seek permission to use old logging road to bring in construction equipment and materials.

• Recognize the significance of the site as a component of the Piscataquog River Watershed. Coordinate with the Piscataquog Watershed Association in the implementation of facilities and for identifying interpretation and public awareness opportunities.

• Coordinate with NH DOT in implementing the highway crossing.

• Coordinate placement of campus access trail with location of new maintenance facility.
Chapter 3

The Knoll

SCENIC VIEWING
NATURE OBSERVATION
STARGAZING
OVERNIGHT HIKING SHELTERS
BLUEBERRY PICKING
In contrast to the adjacent Dutton Brook Wetland facilities, the concept plan for the Knoll (See Figure 10) promotes opportunities in an open and higher elevation setting. Here the visitor will engage in a range of activities that include hiking, camping in Adirondack style shelters, observing scenery, hawk watching, blueberry picking, or nighttime astronomy activities from the fully accessible observatory.

**Site Character and Values**

The Knoll is a plateau north of the campus and approximately 200 feet higher. It provides for outstanding panoramic views to the west, south and east.

The site is one of the existing primary outdoor recreation use areas for Crotched Mountain and for the visiting public. It has a varied and rich history and is recognized as:

- The original site in the country for development of the first high bush blueberry for commercial application,

- The site of the first wind turbine farm in the country,

- A long-recognized hiking destination and place to view scenery, and

- Ideal location for bird watching, especially the fall hawk migrations.

Overall, the location offers great interpretative opportunities.

**Design and Programming Considerations**

The Knoll is accessible by a gravel road, usually gated, and by Shannon’s Trail. Both originate from the perimeter highway.

The quality of the access road varies in its surfacing material as well as its visual condition and is steep in some locations.

There is opportunity for:

- Realignment for a better grade near the terminus,

- Removal of the terminus off the plateau, and

- Development of a small parking area that sits below the Knoll.
Chapter Three
The Knoll

CMF Outdoor Recreation Master Plan
Concept for The Knoll Recreation Area

Observatory / Observation Deck

Observatory Concept 1

Observatory Concept 2

Figure 10

27
Hikers access the plateau from Shannon’s Trail. While a quality trail, it does not presently meet desired accessibility guidelines for sustained grade and surfacing. However, great opportunity exists for realignment and surfacing improvements to make it a fully accessible trail to the Knoll and potentially beyond to the South Ridge area.

The current alignment winds through woods and open field environments, continuing beyond the Knoll and eventually terminating near the top of Crotched Mountain. It provides links to other trails within the Francestown Town Forest to the east establishing a link to a much more extensive trail system (See Figure 1 / Chapter 1). It also ties to a trail to the west into Bennington. In addition to summer use, this extensive network has potential for winter hiking and snowshoeing.

Three existing Adirondack-style shelters are located approximately halfway between the start of the access road and the Knoll. These shelters are showing severe deterioration and require significant modifications and investment to make them accessible. Toilet facilities and potable water are currently not available, which apparently is a major factor in their low use by Crotched Mountain clients. Discussions have indicated that were these supporting facilities present, greater use would be made of the shelters. If an extended trail to Sunset Lake were in place, these amenities would further provide desired overnight facilities for starting or ending an extended hike. Another consideration includes vegetation treatment to open views to the east.

The Natural Resource Inventory recognized the recreational value of the Knoll as well as the outstanding views it affords. It also recommended long term maintenance of the wild blueberry fields.

Overall rehabilitation needs on the Knoll itself include:

- Vegetation management for maintaining views and blueberry fields,
- Removal of the existing amateur radio antenna tower (no longer in use), and
- Rejuvenation of impacted and worn grassy areas.
The Vision

Access:
Access to the site is gained from the central campus using the same trail and highway crossing which provides access to the Dutton Brook Wetland, or directly from the parking lot constructed at the beginning of the improved Knoll maintenance access road. This parking lot is designed for flexibility: initially constructed for 16 vehicles, it can be expanded to accommodate additional spaces for future expansion. It is also designed to provide a turnaround loop and bus parking.

The existing access road to the Knoll remains in place but drainage is improved and resurfacing has occurred in selected locations. Although the road is gated at its exit from the lower parking lot, it is available for maintenance, emergency and special needs access. Rehabilitation work has kept the road narrow with occasional pull-outs for passing needs. The road near the top has been realigned to terminate in a small parking and turnaround area below the Knoll. The abandoned section is fully rehabilitated and appears as a natural part of the surrounding landscape.

From the lower parking lot, users can either access the Knoll by hiking the access road or by Shannon’s Trail. The existing trail has been realigned and surfaced to achieve guidelines that make it fully accessible to the Knoll. Discontinued sections naturally rehabilitate themselves and revert to native ground cover and forest growth. The realigned trail is in proximity to the upper parking lot and comes into the north end of the Knoll. Shannon’s Trail continues north toward Crotched Mountain while a short connecting trail gives access to the open Knoll.

Enhancements:
The site for the Adirondack shelters is transformed. The existing shelters are replaced with new structures having a minimum 10’ x 14’ floor and are now fully accessible with 17-19” deck heights and accessible ramps designed into the structures. (See Figure 11 for design example) Stain colors fit the setting and cedar shake shingles protect the roofs. Potable water

[Concept design for lower parking lot and trail.]

[Concept improvements for Shelter Site.]
Figure 11 – New Adirondack Shelters and composting toilet are proposed for the Knoll Recreation Area. The shelter and toilet shown here are similar to that proposed for the site. However, actual use of materials will be consistent with the overall design character developed for recreation facilities at Crotched Mountain.
is available on a seasonal basis and composting toilets are located at the site. Vegetation has been cleared to open panoramic views to the east. These facilities are designed for multi-use; they accommodate overnight hikers using the extended trail to Sunset Lake or scheduled events associated with the residential or other campus programs.

Example of quality construction and attention to finish detail for parking facility.

A special feature provided at the Knoll Recreation Area is the observation deck with attached observatory (See Figure 10 / Page 27 for alternative concept designs). This facility, located to the northeast of the Knoll and situated to minimize intrusion on the ridgeline, offers educational programs and stargazing experiences for nighttime visitors. The deck provides seating opportunities and is oriented to focus on the distant views and bird watching opportunities within the field and adjacent woodland edge.

**Design / Development Recommendations**

- Identify realignment needs on Shannon's Trail and reconstruct to meet accessibility guidelines. Rehabilitate sections no longer used.

- Maintain gravel access road for emergency access, maintenance, and special needs access.

- Realign access road to a new location below the Knoll. Construct small parking lot and turnaround area at terminus for night time observatory access.

- Rehabilitate gravel access road improving drainage, installing adequate culverts and spot graveling as needed.

- Design and construct parking lot at base of the Knoll. Install rustic wood gate to control access.

- Remove old amateur radio antenna tower from site.

- Develop and implement a vegetation management plan to maintain the open environment and maintain blueberry fields.

- Complete design and detail drawings for observation platform and observatory and construct the facility.

- Incorporate low level trail illumination from upper parking lot to observatory. Utilize photovoltaic system to provide energy source for trail lighting and observatory needs.

- Work with science educator for interpretive signing opportunities and locations.

- Replace Adirondack shelters with new accessible designs. Install composting toilets, firepit, picnic tables, and provide for potable water. Clear vegetation to open views to the east.
Chapter 4

Sunset Lake

FAMILY CAMP
CABINS
WATER ACTIVITIES
Sunset Lake area provides one of the most exciting settings on the property for outdoor recreation activities. It is a small lake, about 33 acres. The Crotched Mountain property encompasses the entire north side of the lake. The shoreline measures about 1700 feet. The Sunset Lake Concept Plan incorporates a wide range of facilities and allows flexibility in the use of the site (See Figure 12). The site is designed and upgraded to be fully accessible throughout. It is done in a way that complements the wooded lakeside character and achieves a natural integration of people of all abilities.

Site Character and Values

Located at the base of the mountain and on the north shore of Sunset Lake, the site slopes to the south toward the lake. It is an area of ledge, shallow soils, and steep grades. Granite outcrops are highly evident throughout the site, adding visual interest. These granite outcrops, in combination with the slopes and open woods, provide for a unique and special character, though they also pose limitations upon its development capabilities.

Sunset Lake has long been put to good purpose year-round. The Nashua Fresh Air Camp operated on this site from the mid 1920s until it closed in the 1970s. Harry Gregg, founder of Crotched Mountain, established the camp to serve children from the inner city. Harry’s sons helped build the cabins and in later years the third son, Hugh Gregg, served as director for several summers. Hugh later was elected Governor of New Hampshire and is the father of current U.S. Senator Judd Gregg. Eventually the camp grew to a size to where over 350 children were served each summer in two-week sessions. Over time, an assortment of buildings were constructed that included cabins, a dining hall, and structures serving the beach front. Most of these buildings, as well as some of the infrastructure, still remain today but are in severe states of disrepair.

This property is a fairly recent acquisition for the Crotched Mountain Foundation which to date has made a few improvements. The Foundation renovated one shoreline structure, referred to as the “Community Center,” to provide space for meetings, workshops and social events. In addition, the Building Services Team rehabilitated one of the older cabins creating a three season cabin with bedrooms, kitchen, screened porch and bathroom that demonstrated what could be done with some of the existing structures. The team also added metal railings to a fishing pier and repaired the roof of an adjacent boat house.
The eastern beach area, which serves an important role during the summer months for the therapeutic recreation program, has been a part of the Foundation's holdings for many years. Access was gained to this facility through the Nashua Fresh Air Camp by special easement. Beach facilities at this site include a covered pavilion, ramps to the water, and showers.

The open field located along the west edge of the area is the only sizeable grassy open play field found at the site that is available for outdoor field related activities.

**Design and Programming Considerations**

Site programming issues should be resolved before significant site improvements are undertaken. Although the Campus Master Plan includes the core existing camp within the boundaries of the Extended Campus, plans have not been identified for the specific functional uses of the area. Questions relating to how the Sunset Lake facility can best be tied to the Foundation's overall Strategic Plan and best fit the lake front environment have not yet been fully answered.
Existing Community Center has positive qualities but lacks toilets.

Improvements can enhance use of the facility and improve lake shore aesthetics.

This Outdoor Recreation Master Plan focuses on the most likely opportunities for site use which include:

- Family camp,
- Facilities for workshops / meetings,
- Therapeutic recreation program,
- Extension of campus education programs,
- Community social events, and
- Day use destination points originating from other locations.

While improvements to date have technically achieved accessibility guidelines, more can be done to enhance user enjoyment and function.

Site aesthetics can be improved by addressing grade issues, providing outdoor sitting and relaxation areas, using more rustic materials for the fishing pier guardrails, and enhancing the current beach front areas.

Improvements in support facilities can achieve greater appeal and accessibility. Currently, toilets are not available at any of the beachfront facilities and portable toilets have been placed as temporary measures. In discussions with staff, frustrations were expressed concerning inadequate showers and changing room facilities at the eastern beach site. The current layout causes some transition problems in grade changes and good access to the beach or water is unavailable. There are additional limitations for transfer of users from wheelchairs to beach adaptive devices. Other barriers to efficient use include inadequate parking and turn-around space.

Winter use must also be addressed. Many people currently enjoy ice fishing and ice skating activities, and an accessible bob house (ice fishing shed) has been constructed for use at the site to accommodate ice fishing and to serve as a warming hut. Improvements should continue to facilitate winter access and use.

The East Beach site is important to the therapeutic recreation program but lacks adequate showers, toilet facilities, parking and turnaround areas, and poses some transition problems to the beach area.
One consideration for the bob house is to “retrofit” the structure to replicate the design and use of materials common to the other facilities, especially as site facilities overall are upgraded.

Similar to the central campus area, slopes pose some problems with grade, which impedes the placement of structures and accessible routes within the site. There is little flat land along the shoreline at lake level, other than the historic beach in front of the Community Center and the eastern beach area. Fortunately, one such relatively flat area exists beyond the eastern beach. It has potential for placement of facilities such as a parking lot and turn-around that would improve universal accessibility and improve the overall function of the east beach facility.

From a functional standpoint, vehicle circulation throughout the site is poorly laid out, in some cases encumbering precious and limited lakefront areas, especially in front of the Community Center. In another location, the existing road alignment runs directly up slope and is thus excessively steep. Numerous drainage problems and erosion situations exist throughout the site.

In addition, while some structures and infrastructure can be rehabilitated, others cannot and should be demolished. Overhead electricity is available and there is still some function to the old septic system and leach field. However, there is need for more thorough engineering inspections to:

- Evaluate the older utilities,
- Determine which structures can be salvaged for potential future use,
- Complete a drainage analysis, and
- Conduct a structural inspection of the cantilevered pier.

**Vision**

**Access:**
Vehicular circulation conveniently serves specific routes associated with the upper site and lake front facilities. Steep grades have been eliminated and drainage is in place to keep roads stable. Each use area is supported with a range of parking opportunities, accommodating the on-site user as well as the visitor coming in for the day to engage in outdoor recreation pursuits available at the site. Accessible pathways under 5% slope connect all functional areas. Consideration for alternate transportation to the site is an

![Several older cabin structures in various states of disrepair occupy the upper portion of the site. Most will need to be removed but their footprints can provide the location of new full service cabins for family use.](image)
on-going planning item, coordinated with the overall transportation needs of Crotched Mountain and other use areas.

Rental or loan of adaptive equipment, along with instruction, for several of the lake front activities such as kayaking, use of beach, and fishing (See Appendix F– Adaptive Equipment) is part of the on-going recreation program, adding to the user’s and family’s enjoyment of the outdoor recreation activities offered.

**Enhancements:**
The wooded lakeside setting is enhanced through the rustic design of all facilities. A central theme in architecture and use of wood and rock material is evident throughout the site, in a style complementary to other recreation facilities on the property. Utilities have been placed underground and the site is further preserved through a good vegetation management plan that provides guidance in the removal and on-going maintenance of the vegetation. Native plants are used in any new landscape plantings.

A caretaker lives on site to better serve the user, assure a high level of maintenance, monitor use and increase security.

### Family Camp / Cabin Grouping

A grouping of approximately seven cabins will serve families wishing to enjoy the special lakeside surroundings and engage in relationship-building outdoor recreation activities. These occur here at Sunset Lake or at other universally accessible sites within the area.

When reserved, the cabins will also provide housing for participants attending special workshops being held at the central meeting / learning and community centers. Families with members in the Crotched Mountain hospital or school will also have access to the cabins. For short blocks of time the cabins may be reserved for internal uses for the education and other programs.

The fully accessible rustic cabins are designed with full cooking facilities, multiple bedrooms and bathrooms. The interior allows for a range of accommodations, to provide for the family stay or when clients and supporting staff are using the cabins. Accessible trails provide a connection to other facilities at the site.
The character of the site is preserved by rehabilitating existing cabins where practical. In other locations, conditions have dictated that they be replaced. Existing footprints are used when they allow for adequate spacing, good site design relationship and are environmentally sound locations.

Otherwise, new cabins to replace the old have been built in more appropriate locations. Utilities are placed underground and access roads, driveways and parking, pathways, and landscaped areas have been carefully planned, integrated with the natural setting, and planted where necessary with indigenous plant materials.

**Improved Community Center / Beach Area**

The community center reveals a new look with an ell housing restroom facilities, showers and changing rooms to accommodate use at the reestablished beach. The beach and sections of the rehabilitated shoreline have replaced the gravel access road and parking area that occupied the historic beach area. The community center is now better integrated with the site, allowing users to enjoy and engage in lakeshore activities.

The cantilevered pier, after inspection, has been upgraded and provides a unique but functional historic structure reminiscent of the past camp. Other docks have been removed and replaced with structures to better accommodate users. Additional design considerations allow for wheelchair access through a special step design, and easier transfer to watercraft available at the facility. Kayaking, conoeing, sailing, and fishing are dominant activities on Sunset Lake. Also, an electric raft is available for cruises.

Grade transitions for this facility have been implemented in a way that appear natural and fit the site. Decks provide a level and solid surface for sitting and enjoying the outdoors but also help accomplish grade changes through ramps integrated into the structures. The entire facility has been designed and laid out to provide near-by parking and access to other facilities at the lake front, especially the nearby picnic area and pavilion through the system of accessible pathways.
Picnic Area With Screened Pavilion

Users who desire a more quiet and peaceful setting will find the screened in picnic pavilion and surrounding picnic units a pleasant forested setting along the lake edge. The slightly elevated position of this site provides peaceful filtered views of the water surface and surrounding landscape. The site is accessible from the nearby parking lot that also serves the community center.

Renovated East Beach Area

The newly renovated East Beach Area presents special features that will enhance the therapeutic recreation program. The existing beach pavilion has been completely redesigned to replace the older inadequate changing room/showers. A new wing has been constructed to house the number of shower/changing rooms and toilet facilities necessary to support site use. Updated amenities offer a more efficient use of the facility among user groups that are scheduled throughout the day. A newly constructed parking lot and turnaround provides for the much needed parking and improved flow of traffic that further alleviates the congestion and inefficient use of the facility that occurred in the past.

A unique step design and other ramps designed to provide a range of water access are integrated into deck structures. Use of material and color is only one element of the redesigned facility that enhances its integration into the site. Existing ramps are replaced with a new design that offers grade transitions that are slightly longer but lead to landings with intermediate activities, such as the sitting/viewing deck and beach play areas. The ramps are also designed to provide access to a deck or directly into the water. Transfer points are established to give staff adequate space to transfer users to adaptive devices designed for beach and water use. The design incorporates transfer steps for an alternative and more independent opportunity to access the water.

Central Meeting / Learning Center With Adjacent Amphitheater

Central to the site is the new meeting/learning center. This facility has been designed with several exciting attributes in mind and incorporates the
same “green” building concepts proposed in the Campus Master Plan. The initial floor space is laid out to provide for meeting or classroom use, with toilet, storage and small food preparation area. Depending on future needs, the building is designed for expansion possibilities to accommodate additional classroom, office, and reception space.

The new Meeting/Learning Center includes meeting space, food preparation area, storage, and toilets.

The center is set into the wooded landscape and carefully selected materials help integrate it with the massive granite outcrops surrounding it.

Nearby is the outdoor amphitheater set on a moderate slope, also between large granite outcrops, affording a filtered view of the lake. This facility provides for outdoor classroom space, nightly social events, or evening programs for visitors and local communities. It is designed to be fully accessible throughout (seating and stage) and has an assistive listening and sound amplification system, foot lighting to provide safer routes at night, and electrical outlets for a variety of mobility device needs.

Proposed Amphitheater design incorporates informally placed benches with clear spaces offering a wide selection of integrated seating.

Design / Development Recommendations

- Continue design and planning incorporating an integrated team approach with Crotched Mountain Foundation, Engineer, Architect, and Landscape Architect.
- Continue to involve Therapeutic Recreation staff in design of beachfront facilities.
- Make arrangements for detailed inspections of the condition of existing buildings, cantilevered pier, utilities, and site drainage.
- Provide design and detail drawings for facilities before rehabilitation or construction work is implemented.
- Coordinate design and use of materials to achieve desired character and maintain a common theme.
- Place all utilities underground.
- Develop a vegetation management plan as part of on-going maintenance plan for facility.
- Plan, design and locate facilities in conformance with the Shoreline Protection Act and other State of New Hampshire laws.
- Take into account Greenfield Town Zoning in design and implementation considerations.
- Pay attention to specific ADA building requirements which will be more applicable to this site verses other Recreation Areas designated in the plan (Includes restrooms, cabins and meeting facilities).
The Recreation Areas presented in this chapter offer additional recreation opportunities that add to and complement the recreation environments and mix of outdoor activities outlined in the previous three chapters. They also offer supporting programs and activities to the hiking trail network proposed in Chapter 6.

While the concepts have not been fully developed for these areas, site character and values have been evaluated to identify site potential and to present a vision of how they can contribute to the recreation goals established for the Crotched Mountain Outdoor Recreation Master Plan.

East Forest

Site Character and Values

The East Forest Recreation Area was identified based on its mid-point location and proximity to the hiking trail corridor outlined in Chapter 6. It offers desired site attributes such as level wooded landscapes that create an environment and opportunity for primitive overnight camping facilities.

Design and Programming Considerations

Improvements such as tent platforms or shelters could establish the potential for short, but somewhat challenging, overnight backcountry camping trips on the property. Overnight camping could originate from programs on campus or at Sunset Lake. The opportunity also exists at this location for an alternate tie-in point to the Francestown trail system.

The establishment of a small caretaker backcountry cabin should also be considered, offering the flexibility for staff to be consistently present to monitor use, serve immediate user needs and assistance if required, and in general, to increase the safety element of backcountry use. For staff, consideration could be given to a more direct access from the campus area. Possibilities also exist for vehicular access from the east and should be explored.

This area could have potential conflict with waste water treatment fields. Appropriate coordination of design for the waste water treatment facility should address this concern.

Vision

The site provides another level of camping opportunity complementing the family cabins at Sunset Lake or the shelter camping at the Knoll. Use of the areas is generated from general hikers on the trail, and from Crotched
Mountain wilderness and backcountry programs originating from campus or Sunset Lake. This use may occur as part of special workshops and training programs being held at the learning/meeting center at the lake that teach skills in backcountry camping.

**Design / Development Recommendations**

- Continue planning for this area. Explore opportunities for shorter administrative access to this location from campus and vehicle access for maintenance and emergency use from Francestown roads.

- Coordinate with Francestown Conservation Commission in the identification of a connector route to their trail system.

- Coordinate planning in this recreation area with placement of leach fields for the waste water treatment facility.

**Site Character and Values**

The West Field Area, which also overlaps with the Extended Campus, offers outstanding views toward Pack Monadnock to the south and Grand Monadnock to the west. It is accessed by Cart Lane, a short but very scenic gravel road that winds its way through hilly terrain.

There are currently no outdoor recreation programs occurring at this location. However, the open fields and gentle slopes offer attributes desirable for winter activities such as sledding, snowshoe, cross-country skiing, and ice skating. Summer opportunities can be tied in with open field as well as other confidence building activities. Opportunities include low ropes course, biking, and target practice ranges.

**Design and Programming Considerations**

Support facilities at this site could include a warming building and place for storing and distributing adaptive outdoor recreation equipment during the winter season. This same structure could also serve as a facility for rental/loan of adaptive equipment during the summer months; as a meeting location for class instruction for the associated recreation activities;
The area can be easily linked by a short connector trail to the other trails on the property (See Chapter 6 / Figure 13). Use of a portion of a cross-country ski and connecting trail system could also be used for biking. An important consideration for expanded campus development is to take into account these opportunities and integrate them into the total planning for the site.

Other opportunities identified recognize this site as having outstanding potential for a family-oriented rustic lodge as well as a conference/retreat center. It is ideally located in a peaceful setting, provides quality views, can offer recreation activities on site, and offers a prime location for a destination point where one can enjoy the opportunities on and off site.

**Vision**

The West Field Area is developed into a quality recreation area providing a range of field and trail related activities. Emphasis is on the winter sports due to the ideal location for a sledding hill and development of cross-country ski trails, including a short loop system and a connector trail that allows users to gain access to the total trail system at Crotched Mountain and the adjoining Francestown Town Forest.

During the summer months selected trails provide for bike use. Opportunities are also provided to learn skills in archery and rifle. Similar to other recreation areas at Crotched Mountain, adaptive equipment is available to allow a wider range of users to enjoy the facility. The equipment rental is housed in a building that also serves as a warming hut and location to eat one’s lunch in comfort.

For future considerations, the winter / summer complex becomes a support facility for an adjacent family lodge that takes advantage of the beauty of the location with its off-site views of the mountains. All facilities are designed and placed to protect the integrity of the site and to maintain the open fields and established landscape character.

These facilities also offer opportunities for additional work experiences for CM clients and for them to achieve employment.

**Design / Development Recommendations**

- Continue planning for this recreation
- Coordinate outdoor recreation opportunities with campus master planning.
South Ridge

Site Character and Values

The alignment of Shannon’s Trail beyond the Knoll offers a pleasant hiking experience. It traverses through a healthy forest setting with gently rolling terrain. The trail eventually reaches a rock outcrop at the boundary of Foundation land which grants exceptional views to the south toward Pack Monadnock. While more challenging, this location provides a worthy destination for those seeking a more strenuous but rewarding experience.

Design and Programming Considerations

The South Ridge Recreation Area provides future opportunity to make Shannon’s Trail fully accessible for a greater distance and create backcountry camping above the Knoll. Camp locations can be distributed within the area or grouped into one central location.

The trail does not pick up any extensive grade until the last quarter mile as it approaches the summit of Crotched Mountain. Through improvement work and some realignment, it could potentially be made fully accessible to this point to enhance its use for a wider audience and offer a greater challenge level for those capable of hiking steeper grades. As the grade increases, the ability to achieve guidelines for a fully accessible trail diminishes.

Vision

The South Ridge Area presents a different dimension to hiking opportunities at Crotched Mountain. While some segments of the trail are improved to incorporate universal design concepts, the steeper grades and rocky ledge offer greater challenges to test one’s ability and skills. The upper parts of the trail also serve as the location for an extreme training program for those preparing for adventures in more mountainous terrain. Instruction and adaptive equipment is available to accommodate those with an adventurous spirit.

The area also offers a backcountry tent camping site similar to that provided at East Forest.

Design / Development Recommendations

- Continue planning for this recreation area. Identify trail improvement needs.
Chapter 6

Hiking Trail

EXTENDED HIKING

CONNECTING TRAILS
The Crotched Mountain Trails Concept Plan creates a 4.5 mile continuous extended hiking trail and other connector trails on CMF land that will offer outstanding hiking and access opportunities to destination areas on and off the 1400 acre parcel. The proposed main hiking trail will traverse landscapes with varied scenery, interest, and beautiful views between Sunset Lake and the Knoll, and will also serve as an important link between the recreation focus areas. The design and layout offers many destination points and other activities that the hiker can engage in as part of their outdoor recreation experience. The trail concept, originally envisioned in the Strategic Plan, will fulfill the completion of Phase 1 of a much longer accessible trail envisioned for the Community Conservation Corridor.

**Site Character and Design Considerations**

Shannon’s Trail is currently the only existing trail on the property that can be directly accessed for hiking. Connector trails off Shannon’s Trail provide access to the Francestown Town Forest and west into Bennington.

Informally, trails within the adjacent Town Forest can be accessed from old woods roads such as the Farrington Road. In addition, a few of the Town Forest trails run along the property line in the southeast section of the Foundation’s parcel. The trails in this section are currently connected to the Sunset Lake area and Greenfield State Park by a snowmobile trail. (See Figure 13 – Existing and Proposed Hiking Trails).

A major hiking trail beginning on the CMF parcel and extending into the Community Conservation Corridor (See Chapter 7) is an important goal for outdoor recreation identified in the CMF Strategic Plan. The existing pattern of trails, while showing some potential for functioning as an extended accessible hiking trail between Sunset Lake and the campus area, has many problems too difficult to overcome. Accordingly, this option was ruled out.

Grade was the dominant concern with many locations at 8% or higher for extended lengths. Due to surrounding landforms, presence of rock walls, mix of land ownership, and other site attributes, there is limited ability to suggest alternate alignments. There are also unknown jurisdiction rights over some existing trail segments.
Figure 13– Existing and Proposed Trail Network
Field survey work identified the best option for an extended hiking trail to be one that will include a new location between Sunset Lake and the Dutton Brook Wetland, a connector trail between the wetland and start of Shannon’s Trail, and realignment and/or reconstruction of the section of Shannon’s Trail from its start to the Knoll.

A corridor for a new location between the Sunset Lake and Dutton Brook Wetland was identified on Foundation lands that has the desired attributes to create an accessible trail (See Figure 14). This corridor located on the slopes east of the campus area provides an intimate woodland setting with interesting details, seasonal views, and occasional glimpses of wetland environments. For this section of trail, the elevation drops about 400 feet to Sunset Lake. With a trail length of approximately 1.5 miles from the wetland area, the technical potential for a trail at or under a 5% grade is excellent.

While there is a range of alternatives for connecting the trail from the Sunset Lake Area to Greenfield State Park, the most reasonable opportunity is to work in partnership with the Town of Greenfield to provide access around the west end of the lake. Creative solutions can allow for the access route while enhancing the Town’s Beach area.

Implementation of this concept must also be consistent with the Natural Resources Inventory. The surveyed alignment and specific locations need to be sensitive to the Special Management Area located to the northeast of Sunset Lake. (See Appendix A – Natural Resources Inventory Map) It must also be aligned to avoid conflicts with the campus waste water treatment fields in the area southeast of the perimeter road.

While the new section of trail from Sunset Lake to Dutton Brook Wetland is the most ambitious undertaking, improvements to and/or realignment of Shannon’s Trail will also be necessary to make the full trail universally accessible.

The Dutton Brook Wetland Trail, campus connector, and improvements to Shannon’s Trail are addressed in Chapters 2 and 3 respectively. In addition, the trails concept includes evaluation of a connector between the proposed lower parking lot for Shannon’s Trail and the West Field Recreation Area. Viable locations for accessible connector trails were identified.
Chapter Six | Hiking Trails

Vision

The 2.5 mile main hiking trail extending from Sunset Lake to the Knoll is the focal piece of the Crotched Mountain Trail System. While providing for an outstanding long distance hiking opportunity, the trail also ties together the different recreation areas. In addition to the main trail, connector trails provide linkage to the West Field Recreation Area, central campus, or to activities within the different recreation areas themselves. Except for upper South Ridge Trail and related connectors to adjacent trail systems, all are fully accessible and built to universal design standards. The upper section of Shannon’s Trail provides for challenge hiking for the more adventurous. All other trails fit well into the landscape, are 4 to 6 feet wide built to the highest quality, and surfaced with native gravel material.

From Sunset Lake to the Knoll the trail gains approximately 600 feet in elevation, going from the lake side setting to an area with open views of distant mountains. Along the way it meanders through an intimate woodland setting, traverses the south end of the Dutton Brook Wetland, includes intimate details such as an underground stream, and provides occasional glimpses of other wetland.
environments and seasonal views that look over Sunset Lake. Opportunity to observe wildlife along the way is exceptional.

The trail is recognized as one of the premier backcountry hiking trails in southern New Hampshire and the Northeast for use by people of all abilities. The uniqueness of the trail is further enhanced by its connection and easy access to Greenfield State Park and the Community Conservation Corridor of which Crotched Mountain is a key partner. The ability to continue the trail into the State Park and Community Conservation Corridor creates the opportunity for the longest fully accessible trail in the region.

The trail on Crotched Mountain Foundation lands is further enhanced by the overnight facilities provided at the Adirondack shelters located below the Knoll or at the backcountry facilities provided at the East Forest Area situated mid-point on the trail. Hikers can also use the campground opportunities at the State Park.

Parking is available at Shannon’s Trail Trailhead at the north end of the campus or at a parking lot near the intersection of State Highway 31 and the entrance road to Crotched Mountain. A connector trail has been constructed between the latter location and the Sunset Lake Area where the trail continues up the mountain to the campus and Knoll Area.

Other hiking opportunities occur through the linkage of the extended trail to the Francestown Town Forest. These linkages occur north of the Knoll, the old Farrington Road junction, and potentially through the East Forest Area at the southeast corner of the property.

Seasonal use of the trail supports snowshoeing and cross-skiing activities.
Design / Development Recommendations

- Complete planning and establish center line location for extended hiking trail.

- Coordinate with the Town of Greenfield to design and construct a connecting trail along west end of Sunset Lake.

- Coordinate with NH DOT or other landowners to place within highway right-of-way or along edge of highway south of Greenfield Town Beach.

- In conjunction with trail design and layout, design and construct parking lot on Crotched Mountain parcel at the junction of Highway 31 and Crotched Mountain entrance highway.

- Coordinate with Greenfield State Park for alternate location of trailhead parking lot on State Park lands.

- Coordinate with NH DOT on highway trail crossing to Greenfield State Park for traffic warning, control, and pavement markings.

- Coordinate trail location with placement of field for campus waste water treatment facilities.

- Complete sign plan for specific sign locations and wording, including kiosk. Identify bench locations.

Example of accessible trail puncheon placed to protect wetland area at the IP John Dillon Park, Adirondacks.
Chapter 7

Community Conservation Corridor

PARTNERING TO BUILD A REGIONAL ASSET
Crotched Mountain Foundation continues to work with other landowners and partners under the guidance and coordination efforts of the Monadnock Conservancy to identify and encourage accessible recreation opportunities within the Temple to Crotched Mountain Community Conservation Corridor (See Figure 15). Crotched Mountain provides the leadership needed for others to understand the need and guidelines for, and benefits of, establishing universal accessible outdoor recreation programs and facilities. Projects implemented on Foundation land model for others what can be accomplished.

**Background**

The Monadnock Conservancy initiated the Community Conservation Corridor project to create a corridor extending from Temple to Crotched Mountain. The Monadnock Conservancy recognized the broad grouping of landholdings already under public ownership or conservation easement along the corridor, and the high level of interest which other landowners have shown for the protection of their land. According to the Conservancy, the reasons why private landowners within the corridor seek to protect their land include:

- Maintenance of agriculture activities, (working fields)
- Maintenance of forest management activities, (working forest)
- Maintaining a greenway and related scenery,
- Protecting wildlife and wildlife habitat, and
- Providing passive recreation opportunities.

Accordingly, at its 2005 annual meeting the Monadnock Conservancy announced the potential for a north-south trail through the corridor and was pleased with the high level of interest which the concept generated. While consideration and planning for this trail is in its infancy, it presents great opportunity for extending further to the south the existing trail originating on the Crotched Mountain parcel and possibly also connecting with the Wapack Trail.

Implementation of the trail system is dependent on many considerations and will require continued work and coordination among the Monadnock Conservancy and other interested landowners.
Figure 15 – Community Conservation Corridor
Corridor Character and Values

The corridor is rich with wetland, forest and open farm field environments. Other than the mountainous terrain at the north and south end of the corridor, landforms range from relatively flat to gently rolling and present good attributes for identifying a workable trail corridor. In some cases a network of old woods roads further enhance the possibilities for trail location.

Miller State Park, with easy vehicle access to the top of Pack Monadnock and the Wapack Wildlife Refuge add two major areas of interest to the Corridor. Pack Monadnock is the location of the Raptor Migration Observatory for the Audubon Society which has newly installed accessibility features. The Barbara C. Harris Center is also an important partner in the corridor with facilities located adjacent to and west of the Greenfield State Park.

Partnership Opportunities

Many opportunities exist for the Foundation to explore partnerships in developing and sharing outdoor recreation opportunities with other landowners within the corridor. Four such potential partnerships stand out and present priority considerations for continued planning.
These include:

**Greenfield State Park**

Foremost among these potential collaborations is Greenfield State Park. The close proximity of the State Park to Crotched Mountain presents the ability to easily link the two areas together via a short connector trail. Field reconnaissance identified feasible locations as well as the opportunity for accessible trails within and through the Park. This includes a location for trail access to the remainder of the Community Conservation Corridor. The Park has continually been making accessibility improvements and provides excellent facilities for developed camping.

![Camping at Greenfield State Park](image)

**NH Department of Fish and Game**

Accessible fishing and hunting opportunities could occur on Foundation lands, as well as other lands within the Corridor, through three-way partnerships with other landowners and the NH Department of Fish and Game. Of special interest is the Fish and Game Boat Launch Site at Powder Mill Pond.

Access facility at Powder Mill Pond on the Contoocook River west of the Corridor. This substantial facility is located on one of the more scenic stretches of the river. It presents opportunity for a universally accessible canoe / kayak facility and accessible hunting at other locations on the site.

**Sunnyfield Farm**

Sunnyfield Farm, a 60-acre working farm owned and operated by Crotched Mountain is located on the west edge of the Conservation Corridor. While its focus is on supporting vocational skill attainment of people with disabilities, it also provides farm-related outdoor education opportunities. Crotched Mountain is actively working to make many areas of the farm accessible to people using wheelchairs. Plans call for constructing a wooden bridge across Bogle Brook which would facilitate establishment of a system of trails throughout the property, creating the opportunity for both summer and winter trail related activities. The farm provides a different and contrasting environment to the

![The NH Fish and Game Boat Launch Site at Powder Mill Pond offers a great partnership opportunity for universally accessible canoe and kayak facility.](image)
There are two other potential opportunities related to Sunnyfield Farm that are worthy of further exploration. One is the potential for the farm area to tie in with a bike/walking trail system in Peterborough. Already substantial work has been completed in constructing this pathway. Future plans call for extending the pathway north of Peterborough (See Appendix D – Common Pathway Map).

One consideration is the opportunity to extend a link to the vicinity of the farm which opens other possibilities for a more extensive trail system.

The other opportunity comes from the proximity of the farm to the Contoocook River. Cooperation with the adjacent land owner across the highway to the west or future land purchase could provide for a canoe / kayak access point.

**Vision**

In specific actions, Crotched Mountain continues to meet with the Greenfield State Park Director and other New Hampshire Parks and Recreation staff to plan for extending a hiking trail into the Park from the Sunset Lake Recreation Area. Similar actions are occurring with the New Hampshire Fish and Game Department, as together they explore specific opportunities for partnership on establishing fishing and hunting programs that are fully accessible. Particular attention is centered on the Powder Mill boat access area for accessible kayak / canoe opportunities.
Crotched Mountain also works and coordinates with the Town of Greenfield and New Hampshire Department of Transportation to design and lay out a trail connecting the Sunset Lake Area with the State Park.

An important partnership and coordination effort continues with the Piscataquog Watershed Association (PWA) in carrying out their mission to conserve the natural and scenic environment of the watershed (See Figure 17 / Page 64). Goals specific to their mission include:

- Protect and preserve sensitive watershed habitat.
- Maintain the ecological integrity of the watershed’s natural systems.
- Locate and monitor rare plants and animals and work to ensure their future.
- Present programs on watershed ecology, natural history and conservation for the public.

Crotched Mountain’s eastern campus forms a portion of a sub-watershed for this system. The Dutton Brook Wetland and most of the Hiking Trail from Sunset Lake to the Wetland is contained within this area. (Appendix D includes an area map of a Conservation Collaboration focus project between the PWA, Monadnock Conservancy, and Francestown Land Trust that will address and protect unique habitat within this and two other important sub-watersheds.)

While not currently focused on recreation, this land conservation effort to the east of and including the Crotched Mountain Foundation land parcel is important. Potential for accessible recreation opportunities should be explored.

In summary, Crotched Mountain remains an active and willing partner with the above and other corridor landowners to explore potential developments within the Corridor to enhance opportunities for accessible outdoor recreation.

**Regional Assessment**

Addressing the regional opportunities and economic development implications concerning recreation pursuits is being undertaken in another planning effort at CMF. At a future point, this work will be tied to the Outdoor Recreation Master Plan to provide a total picture of the regional opportunities for accessible outdoor recreation. However, during the specific work undertaken for the Master Plan, it is difficult not to identify certain opportunities that present themselves. Especially important are potential partnerships that will enhance the ability to provide regional activities that are universally accessible.

The greater Monadnock region in southwest New Hampshire presents a character unique compared to other parts of the state. Often referred to as an area reminiscent of the Currier and Ives era the region offers a diverse mix of opportunities to engage in outdoor recreation activities. While most are not identified as providing universally accessible recreation the potential is present.
Figure 17 – Piscataquog River Watershed

- Location of Crotched Mountain Foundation Property

Piscataquog River Watershed

Map Prepared by the Society for the Protection of NH Forests for the Piscataquog Watershed Association

0 2 4 Miles

Crotched Mountain | Outdoor Recreation Master Plan
There are individual but uncoordinated efforts occurring throughout the region to make improvements regarding accessibility. In a few instances area recreation providers such as the Crotched Mountain Ski and Ride Area and Atomic USA are partnering with Crotched Mountain Rehabilitation Center to help provide an accessible ski program for visitors.

Needed is a greater effort to develop regional leadership to encourage making facilities available to a wider group of recreation participants. Under One Roof, a five year grant project created in partnership between the Family Center of Greater Peterborough, the Institute on Disability/UCED at the University of New Hampshire, and the NH Developmental Disabilities Council is the first major regional effort to focus on improving options for individuals with disabilities and their families to make advancement in this part of New Hampshire.

Northeast Passage, a private non-profit organization dedicated to “creating an environment where individuals with disabilities can recreate with the same freedom of choice, quality of life, and independence as their non-disabled peers” has also run programs or offered support in areas of Southwest New Hampshire. They currently partner with Crotched Mountain, in various areas involving the therapeutic recreation program.

Helping to develop alternatives for wider community development and in applying the concept of universal design provides a unique window of opportunity for Crotched Mountain to work with others in establishing the Greater Monadnock region as a premier destination for universally accessible outdoor recreation in the state and the northeast.

The exciting part of an effort of this caliber is that it not only reaches beyond the recreation opportunities but touches on support facilities that need to be in place. Overnight accommodations, dining establishments, shops, theater and the arts, all need to be an integral component of such as effort. Key to this endeavor can be the example that Crotched Mountain sets regarding its own recreation facilities and in working with adjacent partners to provide a core area as the seed for the larger destination opportunity to occur.
Chapter 8

Implementation Program

GETTING TO CHANGES ON THE GROUND
Implementation—seeing new and improved trails and facilities in place and a diverse group of people happily and easily using them—is the yardstick by which the Foundation may measure the success of this planning process. Recognizing that not all projects can be carried out at the same time or at the same pace, this chapter identifies priorities, lead staff or other parties responsible, and the resources potentially available for their accomplishment.

**Overall Design Principles**

Several principles will guide the implementation process through the planning and construction stages and later during their life cycle, so we may achieve an overall site coherence and long term integrity in our efforts. These principles include the following:

- Constructing facilities to a high standard and then maintaining, on a regular basis, to keep them clean and safe, attractive, functional, and easy to find one’s way;

- Engaging appropriate planning and design professionals in all phases of the project;

- Maintaining a common rustic theme in the design of facilities and continuity in the use of materials;

- Following USDA Forest Service accepted Standards and Guidelines for Accessible Outdoor Recreation Facilities and Trails (See Appendix J);

- Integrating design elements which encourage students, staff, and visitors alike to share use of the trails and facilities and to embrace the vibrant, diverse, and caring community we seek to promote; and

- Monitoring project effects on the natural resource base and beauty of the Crotched Mountain property, and the off-site places which our actions impact, and adjusting the approach if unacceptable impacts occur.

**Project Phasing**

Recommended order of implementation is:

**Dutton Brook Wetland**

- Complete detail drawings and specs for facilities
- Coordinate with partners
- Obtain required wetland permits
- Implement project in its entirety

**Hiking Trail**

- Finalize trail location and design
- Coordinate with partners
- Implement construction when funding is in place
The Knoll

Phase I

- Complete layout design for lower parking lot / Construct parking lot
- Complete connector trail to highway crossing
- Complete layout design for shelter area / Implement improvements
- Evaluate needs / Complete access road rehab to point of realignment near top
- Development and implement vegetation management plan for plateau
  (Clean up site – remove tower)

Phase II

- Complete layout design / Realign and Construct new section of road below Knoll / Construct new parking lot / turnaround at road terminus
- Evaluate location, realign as needed, and upgrade Shannon’s Trail
- Design / Construct observation deck and observatory on plateau
- Rehabilitate abandoned road location and other needed areas of site

Sunset Lake

Phase I

- Establish design team / Continue with more detailed planning
- Complete engineering inspections of existing facilities

- Develop detail drawings and specs for improvements
- Coordinate with partners / Obtain needed permits

Phase II

- Implement improvements to shorefront facilities with first emphasis on road improvements, and the east beach facility.

Priority of implementation:

- Lower road improvement and parking areas
- Removal and rehab of existing steep road section
- Utilities upgrade (underground electric / sewer)
- East Beach facility and turnaround / parking
- Community center upgrades and beach construction
- Picnic area and pavilion

Phase III

- Implement improvements to cabin area
- Upgrade utilities
- Rehabilitation / new construction / removal of other structures
- Construct road / parking areas
- Construct pathways / finish site work
Phase IV

- Construct new learning/meeting center
- Construct outside amphitheater
- Construct pathways/Finish site work

East Forest

- Complete design, layout and construction of backcountry facilities

West Field

- Continue planning for area

South Ridge

- Identify and implement accessibility improvements to trail
- Design, layout and construct backcountry camp site

Priorities are established on the basis of:

- cost,
- ease of implementation,
- synergy with, or foundation for, other projects e.g. the Hiking Trail,
- importance to supporting Foundation programs, and
- opportunity to model unique/new-to-the-area accessibility concepts.

In the actual accomplishment of projects, much will depend on funding and resource availability such as grants for specific areas, donations of time and/or materials, and the abilities of volunteers. A key benefit of an overall master plan is that, although priorities are in place, there is a good picture and grasp of the whole and how certain groups and specific funds can be steered to the appropriate tasks, so that beneficial and coordinated adjustments in the implementation process may be made as opportunities emerge.

Also, work does not have to be isolated to only one specific project at a time if resources are available to address multiple and important projects simultaneously and without swamping administrative capabilities. As an example, work can be going on at priority facilities at the lakefront at the same time that the hiking trail is being improved and expanded.

Some level of work can be done immediately on most areas, a few at minimal cost, primarily through setting development/maintenance team priorities. The Knoll Recreation Area / Phase 1 is a consideration where improvements could be implemented quickly at minimal cost through a combination of the Crotched Mountain (CM) Building Services Team, volunteers, and students.

Potential Resources

Indeed, several resource options and opportunities are available including:

- Contract
• CMF Development / Maintenance Team
• Volunteers
• Students
• AmeriCorps / Student Conservation Association
• A combination of the above

Selection of the best source of labor for implementing projects will be dependent on three key factors:

• Type of construction and skills required,
• Abilities and knowledge of available resources, and
• Available funding.

Most projects will likely be accomplished through a mix of resources. For projects requiring more time and specialized equipment or labor, use of contractors will be the best choice. During the development of this plan, Crotched Mountain engaged the services of Peter Jensen Associates to confirm the feasibility of creating the accessible trails described in this document and to begin mapping of the Dutton Brook Trail. Peter Jensen and his team are among the premier builders of accessible trails in this country including the wilderness trail in John Dillon Park. Crotched Mountain should give strong consideration to the use of trail builders with specialized skills such as Peter Jensen for this aspect of the project. Other projects will lend themselves to in-house improvement work and construction by the Development and Maintenance Team. In both cases, work can be supplemented with volunteers and students working under the supervision of the higher skilled leaders.

The Project Implementation / Responsibility Tables starting on page 73 provide an indication of those responsible and/or who can be involved in the key task for the different projects that make up the Outdoor Recreation Master Plan.

Many benefits can flow from using mixed resources in the implementation of the master plan.

• Projects are completed in the most cost effective way.

• Quality is maintained when projects requiring higher skills and specialized equipment are completed by selected contractors.

• Volunteers gain new skills and knowledge under the supervision of skilled contractors.

• Volunteers receive rewarding experience.

• Use of volunteers increases exposure and greater awareness of CMF programs.

• Students gain useable skills and develop higher levels of self-confidence.
Quality can be achieved by assuring a high level of understanding of the standards required and/or expected for each project. Measures that will enhance project outcomes include:

• Providing “awareness and working knowledge” workshops for Crotched Mountain staff and key volunteers to understand guidelines and standards for accessible recreation programs and facilities, the quality expectation for completed projects, and the resources available.

• Coordinating projects through a central department.

**Plan Evaluation and Update**

This Master Plan will be a practical and flexible document. The Foundation will evaluate progress on its implementation on a yearly basis, and update the plan every 5 years or sooner and add addenda as necessary.

The annual evaluation will consider:

• The extent to which the resulting changes on the ground are resulting in progress toward meeting plan goals;

• The status of projects which are being implemented whether they are on schedule, within budget, and/or impeded by obstacles or presented with new opportunities;

• Emerging or changing funding or partnership opportunities; and

• New developments in technology and best practices that will enhance the project.
## Project Implementation / Responsibility

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LA = Landscape Architect
A/ENG = Architect/engineer
CMS = Crotched Mountain Staff
STU = Students

BST = Building Services Team
CON = Contractor
VOL = Volunteer
OTH = Other: AmeriCorp / Donated Services
### PROJECT IMPLEMENTATION / RESPONSIBILITY

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LA = Landscape Architect  
A/ENG = Architect/engineer  
CMS = Crotched Mountain Staff  
STU = Students  
BST = Building Services Team  
CON = Contractor  
VOL = Volunteer  
OTHER = Other: AmeriCorp / Donated Services
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• Janet Zeller
• Geoff Garfinkle
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• James Orr
• Ben Haubrich
• Scenic Byways: A Design Guide for Roadside Improvements (USDA Forest Service)
• The Built Environment Image Guide (USDA Forest Service)
• Oregon Institute on Disability & Development
• Department of Natural Resources, Maryland

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