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I. Statutory Requirements

Pursuant to RSA 227-B:6:

The commission shall:

I. Prepare a master plan for the summit including but not limited to:

- (a) Capital improvements to be made by the state over a 10-year period;
- (b) The proposed operation of the summit by the commission including fees to be charged for the facilities operated by the commission, the method of collection of such fees, employment of personnel, franchises to be granted to concessionaires, and any other items deemed necessary to the proper operation of the summit by said commission;
- (c) Promotion of the use of the summit by the public as a recreational, historic or scientific attraction;
- (d) Protection of the summit as to its unique flora and other natural resources;
- (e) The negotiation of public rights-of-way to the summit over private lands which benefit from the improvement of facilities on the summit;
- (f) Cooperative arrangements between private interests and the commission relative to the collection of fees, joint personnel, and any like subject.

II. Submit the said master plan to the governor on or before January 1, 2010, and on January 1 every 10 years thereafter, for approval and for enabling legislation in the New Hampshire legislature.

III. Monitor all fees being paid to the state for the use or lease of state-owned facilities on the summit, such fees to be used by the commission in its duties and for its expenses.

IV. The governor and council are to authorize the expenditure of funds for final design and contract plans out of funds appropriated for that purpose when requested by the commission. The governor and council are to authorize the construction of the capital improvements to the Mount Washington summit authorized by the general court in a manner consistent with the 10-year master plan prepared by the commission.

V. Cooperate and consult with the division of parks and recreation of the department of natural and cultural resources concerning the daily operation of the summit as carried on by the division of parks and recreation.

VI. Consult and advise with the commissioner of the department of natural and cultural resources[.]

II. Purpose

The summit of Mount Washington is iconic and emblematic of the Granite State. All ~~V~~visitors to the summit should have the opportunity to observe and experience its unique environment. The purpose of this Master Plan is to enhance the opportunities provide for this experience while enabling the success of all Summit Partners¹ by ensuring that the summit of Mount Washington, featuring the Mount Washington State Park, continues to be a must-see destination for visitors to the region while also ensuring that the summit's natural resources values are protected. This will be achieved by: maintaining a high quality mountain experience that respects Mount Washington's uniqueness; actively steward~~recognizing~~ the summitmountain's flora and fauna, its facilities, and its history; and, consciously using a ~~coordinated approach to aligning~~address the capacities of the summit environment, the resources supporting buildings, sewage, waste, energy, and water systems, and transportation modes that must accommodate the ~~full~~ number of people expected or permitted to visit the summit each year.

The "Summit" referenced in RSA ch. 227-B is comprised of State property and facilities.² Overall management of the Summit and facilities to support visitors became the responsibility of~~was entrusted to~~ the N.H. Division of Parks and Recreation ("N.H. State Parks") when the Summit became a State park in 1964. The existence of the Summit Partners is inextricably linked to the physical and geographic attributes of Mount Washington and~~but~~ the degree to which they succeed ~~is~~ dependent, at least in part, on the State Park fulfilling that responsibility~~operations~~. N.H. State Parks strives to provide a quality public recreational experience that includes education and interpretation. Its management is enhanced by such public-private partnerships.

Among other things, the Mount Washington Commission ("Commission") advises and assists N.H. State Parks in its management of the Summit. In doing so, the Commission must try to balance conflicting goals. The Commission seeks to~~values~~ restoration, protection, and preservation of the alpine environment of the Summit ~~and surrounding landscape~~. The Commission similarly recognizes the importance of access, recreation, and fiscal responsibility. Meeting these objectives ~~which~~ necessarily includes providing Summit infrastructure systems that incorporate high-quality services to match~~serve~~ capacity and environmental needs. The Commission strives to maintain the quality of the mountain environment in perpetuity and to ~~while accommodating~~ the significant number of people and vehicles that visit the Summit.

¹ "Summit Partners" shall refer to Commission members who own, lease, or otherwise contractually occupy an area on the physical Mount Washington summit. However, the Commission recognizes that it benefits from the efforts of all of its members including the voluntary support and assistance of the U.S. Forest Service. The Commission also recognizes that many parties have legal interests in the summit area.

² RSA 227-B:2, II states: "'Summit' shall mean the Mount Washington summit property owned by the State." A map of the Summit is attached as Attachment 1.

III. Process

The Commission has attempted to set forth goals, objectives, and tactics in detail in this Master Plan. To create the Master Plan, the Commission used a process:

- Wherein Commission members trusted and respected each other;
- Wherein all Summit partners contributed to success and ultimate outcomes;
- Wherein the Summit partners recognized their *interdependence* but also respected their *independence*;
- Wherein the Summit partners ensured that the communal support that each organization gives to each other in times of need continued;
- Wherein Commission members recognized that when all Summit Partners work together, all will benefit;
- Wherein the Commission recognized the “all hands on deck” approach to managing important issues, especially as it relates to responding to emergencies and safety;
- That ~~applauded~~ maintained and carried on the culture of helping one another, especially among operational staff on the Summit and on the mountain generally, which arises, in part, from ~~recurring the need to withstand~~ extreme and often dangerous conditions;
- That recognized the ~~critical~~ important contributions and services provided by the U.S. Forest Service and Appalachian Mountain Club (“AMC”) in educating, protecting and reducing the environmental footprint of those who hike to the summit;
- That recognized the evocative reputation and the critical summit-related research of the Mount Washington Observatory ~~and the Appalachian Mountain Club (“AMC”);~~
- That recognized the public service and security importance of the various Summit communications systems;
- That recognized the essential roles of the historic and special experiences provided to Summit visitors by the Mount Washington Cog Railway and the Mt. Washington Auto Road;
- That recognized the hard work and dedication of N.H. State Parks;
- That meaningfully involved ~~both~~ the general public ~~as well as Commission members;~~
- That encouraged creative thinking and respected the rights of all parties;
- That built upon ~~took advantage of~~ prior work; and,
- That utilized third-party expertise where appropriate.

IV. Operation and Maintenance

A. Environment, Summit Assessment, and Aesthetics

Summit management by N.H. State Parks in cooperation with Summit Partners should aspire to preserve and where practicable improve the summit environment~~minimize harm~~ by ensuring that resources invested at the summit are sufficient so that the human presence there is consistent with the environmental goals and protections established in this Master Plan.

As an initial step, an assessment of the Summit- (“Assessment”)~~assessment~~ should be completed forthwith by a qualified third-party. The ~~assessment~~Assessment should examine damage to and deterioration of the environment including, but not limited to, an analysis of contaminated groundwater and soils around the ~~s~~Summit, damage to and options for restoring alpine flora, and steps to be considered under the goals of this plan in light of the anticipated consequences~~the impact~~ of climate change, and other environmental considerations. “Contamination” in this context is to be interpreted broadly. Prior recommendations related to protecting flora and fauna and information from the N.H. Natural Heritage Bureau (NHB) database will help inform the ~~assessment~~Assessment. Assistance from the N.H. Dept. of Environmental Services and the N.H. Fish and Game Dept. should be requested to help determine a scope of work. The ~~assessment~~Assessment should ~~also~~ include a building survey and an infrastructure survey; however, such surveys shall not impinge on the confidentiality or privacy interests of State Park tenants. This ~~assessment~~Assessment will form a baseline and resource for planning. All future development proposed for the Summit will be subject to this Plan, and proponents of future Summit projects shall address the information and recommendations in the Assessment, including any updates, in order to demonstrate compliance with this Plan. Given its importance and estimated cost, the Commission will help seek a capital appropriation for this ~~assessment~~Assessment.³

To the maximum extent possible, N.H. State Parks and Summit ~~p~~Partners should address damage to and deterioration of the Summit environment, including stressed or damaged vegetation and impacts of invasive species, identified in the ~~assessment~~Assessment. This could include remediation of impacts or mitigation – meaning avoidance, minimization, or offsets achieved by restoration. Adverse impacts should also be avoided using lessons learned. The State Park and Summit Partners should continue to enhance the protection of the fragile alpine ecosystem at the Summit through pathways, trails, and signage. Implementation will be informed by the ~~assessment~~Assessment discussed above.

With respect to structures, the Commission, through this Master Plan, hereby adopts a high standard for planning and performance aimed at avoiding unnecessary additional structures. The negative environmental consequences of existing and future ~~Summit~~ structures should be minimized while balancing ongoing needs, and considering other objectives such as the creation of important historic depictions, and meeting the objectives of this Plan. This standard does not

³ The Commission also encourages completion of a visitor survey, using expertise from entities like UNH. Depending on the scope of this survey, it may be able to be completed as part of the larger ~~assessment~~Assessment.

prohibit new structures; however, it embodies a commitment to minimize and mitigate environmental damage when performing necessary construction, repairs, or maintenance. Opportunities should be sought to make new structures even less impacting than previous structures such that construction could actually promote positive environmental changes. Management practices and improvements to conserve resources, for example, taking advantage of opportunities to reclaim water or creatively manage sewage need, are also encouraged.

N.H. State Parks should account for aesthetic impacts. For instance, it should endeavor to reduce the visual impact of fuel tanks. Measures may include reducing the numberquantity of tanks and options such as~~but could also simply include reducing impacts by~~ wrapping or coating the tanks in material that helps them blend into the landscape.

B. Operation of the Summit Generally

The Summit should be managed to promote desirable experiences including the enjoyment of iconic views and unique visitor experiences. Operations should ensure a good experience for hikers understanding that hikers appreciate the services offered at the Summit because they know that they will soon return to the rugged above-tree-line experience of the Presidentials.

The ~~Mount~~ Washington Cog Railway and the Mt. Washington Auto Road each bring well over 100,000 visitors to the Summit each year. The number of hikers each year is currently unknown but likely approaches~~rivals~~ that of other transportation modes. ~~Consideration must be given to m~~Management techniques, investments and objectives for the Summit mustthat take into account the number of current and expected visitors. ~~However, N.H.~~ N.H. State Park's ss must recognize that ownership management of the Summit is subject to ~~several~~ deeded reservations related to access, which must be honored in future decisions. In particular, future decisions must accommodate~~including the following:~~

F[t]he rights of the passengers, guests, and employees of the Mount Washington Road Company and the Mount Washington Railway Company, and of the students and faculty of educational institutions, and of hikers, skiers and other members of the general public, to pass and repass, in common with others, over and across the premises [] which are not occupied by buildings or other structures for the purpose of scientific research and for the purpose of obtaining a view from and observing the summit of Mount Washington.

Book 481, pg. 212, Coos County Registry of Deeds. ~~Nevertheless,~~ N.H. State Parks can limit the capacity of structures like the Sherman Adams Building. ~~FA~~s currently configured, the Sherman Adams Building ~~currently~~ can only lawfully holdaccommodate 495 people on the main floor and 298 people on the ground floor. In the event that building access is restricted due to those limitationsf this number is likely to be exceeded, actions will need to be taken to limit visitors to the building at one time, additional amenities (i.e. restrooms, water) will need to be provided at the Summit to support the visitors, or hours extended to allow access to the Sherman Adams Building earlier and later in the day. N.H. State Parks asserts that the operating season is

dictated, for the most part, by the weather.

With this information in mind, experiences should be tailored to meet identified needs and limitations. In general, N.H. State Parks should evaluate ~~controlling~~ limiting the number of visitors present at a specific time, using reservation systems, or changing operating hours with respect to structures. ~~while Those decisions should recognize~~ the purposes stated above, the requirements of relevant deeds and the Commission's charge in RSA 227-B:6, I(c) relative to the "[p]romotion of the use of the summit by the public as a recreational, historic or scientific attraction." Recognizing that there will always be a physical limit to the numbers of people on the Summit at any given time, the Summit Partners and the U.S. Forest Service the Auto Road and the Cog Railway should investigate ways to limit their number of Summit visitors in order to contribute to the long-range success of the Mount Washington experience and to help ensure that the level of investment in Summit resources balances with the number of visitors. ~~Similarly, the AMC, N.H. State Parks, and the U.S. Forest Service should investigate ways to limit the number of hikers or associated impacts.~~ The Commission may update this recommendation as it deems necessary.

C. General Maintenance

Maintenance upgrades for Summit structures should be proactively planned consistent with ~~the terms expressed in~~ this Master Plan. There are a number of pending repairs needing attention including: tiles on the observation deck, cracked cement, roof leaks, and paint on the Sherman Adams Building. Cleanup of the Summit and a neat appearance should be an ongoing priority. Abandoned items around the summit (those not offering historic value), including construction debris, and other debris should be removed. The foundation of the former generator should be evaluated for re-use in the context of a long-term plan for Summit structures (e.g., new building for Observatory, additional visitor service, maintenance support, or another viewing platform) and removed if there is no use.

D. Finance

The Commission will undertake to make the Summit ~~should be~~ a model of sustainable tourism and land management. All parties ~~should~~ acknowledge the need for a fiscally sustainable State Park that operates consistent with the purposes stated in this Plan, and ~~shall~~ could explore options to ~~cover operating expenses and~~ generate revenues that will ~~be able to~~ contribute to operating expenses, maintenance, and improvement projects that up to now have been funded mainly are typically now and previously funded only through Capital Improvement funding.

Currently, Mount Washington State Park is the only park in the N.H. State Park system that does not financially support the operations of the park system statewide. All Park revenue ~~to the Park are~~ is deposited in the Mount Washington Fund to be used on the Summit. No Park ~~revenue of the~~ revenue is used to support parks administration or to support less iconic locations that cannot generate enough revenue to support themselves. Capital funds used on the Summit are also not available to support improvements in other locations that do financially support the entire park system. However, like Hampton Beach, the Park is an important revenue generator for private

sector businesses. Summit Partners ~~shall~~ould consider how to support the Mount Washington State Park and ~~understand that their interaction with the Park, and with each other in meeting the purposes and goals of this Plan is not a zero-sum game.~~ All partners benefit from the success of the others. The Commission, ~~including Summit Partners, shall~~ould work to ensure the financial viability and the adequacy of funding to meet the purposes and goals of this Plan.~~of the Summit while also ensuring that a quality Summit environment and experience are maintained.~~ The Commission ~~as a whole will~~should explore a summit Stakeholders' agreement or other means to financially support Summit betterment projects devised under this Plan.

The Commission ~~will~~should work with N.H. State Parks to determine whether and how a fee should be charged to enter or use Park facilities. As part of that, a third party should evaluate Park operations unless Commission members can provide such an evaluation free of charge.

Retail and food concessions are the primary source of revenue to support the entire operation of the State Park. The Commission will explore whether and how to use Summit-based transmission and communication revenue to support the Park. The gift shop generates the highest per square-foot return in the parks system. However, space currently is insufficient to operate efficiently and there is little opportunity for future expansion. In particular there is a lack of storage space on the summit. The Commission will explore opportunities, consistent with this Plan, to improve the space available for generating revenue in the Sherman Adams Building. Kitchen space, refrigeration and ventilation are inadequate. ~~Therefore, e~~Existing space in the building should be evaluated to optimize return, ~~while preserv~~eing visitor experience, and advance the interests of the Summit Partners. Year-round online sales should continue to be explored.

To ensure ~~efficient~~smooth operations, N.H. State Parks should explore and consider obtaining facilities ~~opportunities~~ closer to the base of the mountain to support its Summit operations.

E. Education/Outreach

Management activities should result in information, education, access features, and trail maintenance that promotes protection of the fragile alpine environment and an environmental ethic. They should educate visitors about the unique scientific, botanical, meteorological, and geological aspects of the Summit. Educational programs and visits from school and other groups should be coordinated to showcase information on the history of the Summit, climate, environment, and conservation and scientific work performed by the Summit Partners. Synergy among Summit Partners should be increased to do things like, for instance, establish a joint communications package that gives consistent signage and information to Summit visitors, ~~many of which hail from all around the region and the world.~~

The Commission, including the Summit Partners, and N.H. State Parks, should promote the scientific research and monitoring on the Summit conducted by the Mount Washington Observatory and the AMC to enhance public understanding. Efforts should be made to create a greater presence and resources for the Observatory Summit Museum so that it can provide an “interpretive experience” for interested ~~Summit~~ visitors. Measures should also be taken to create

or maintain world-class Mount Washington Observatory weather research facilities, including indoor/outdoor laboratory, and testing space.

Summit Partners should provide for the creation of displays~~s-boxes~~ of rare flora indigenous to the alpine climate to educate about the importance of protecting the Summit. Similarly, Summit Partners should encourage creation of a Nature Gallery as the terrain from the base to the Summit hosts a very diverse population of plants, animals, and insects.

N.H. State Parks, with the assistance of the Commission, should review the Pike's Peak plan for ideas on how to begin integrating technology-based experiences into the Summit experience, consistent with this Plan. Ideas include guided tours, educational interpretive plans, and a summit-related "App." to be collaboratively and aggressively promoted. The "App." could include such features as educational and historical audio and visual presentations, a "Summit Challenge," a "Summiteers" program, and/or programs that encourage people to post and share pictures on social media. Commission members including Summit Partners will help advertise and promote any such "App." along with the existing "Online Donation to Mt. Washington State Park" option and will integrate the donation link into Summit Partner websites. N.H. State Parks will should also consider collaborating with other high-traffic parks/tourism sites and organizations such as White Mountain Attractions to establish effective messages and information for visitor management.

F. Safety

State Parks should continue assisting and coordinating with rescue professionals to generally maintain a safe and enjoyable experience within the Park. Where needed, N.H. State Parks should ensure that it has an updated emergency response plan and that it, and Summit Partners, acknowledge their respective roles within response efforts led by the N.H. Fish and Game Department and U.S. Forest Service outside of the Park. The Commission understands ~~Please note~~ that job descriptions for State Park employees on the Summit do not include a requirement to perform emergency responses off site; however, staff often have that training and have assisted hikers on a limited basis. Park staff members assist with assuring also take responsibility for the safety of visitors within the Park boundary, including buildings, to the same degree they would in any State Park. Generally, search and rescue efforts outside of the Park are led by the N.H. Fish and Game Department except that from December 1st to May 31st, the U.S. Forest Service has search and rescue responsibility over the Cutler River Drainage Basin. See Attachment 2. As a "rule of thumb," State Park staff and other entities should call the N.H. Fish and Game Department "for those situations that are beyond their capability."⁴ All Summit Partners should emphasize cooperation and coordination among the relevant entities in connection with search and rescue activities.

State Parks should continue to promote hiker safety education by its Summits Partners for all season hiking. With respect to safety, education is key.

G. Real Property Management

⁴ This advice courtesy of N.H. Fish and Game Lieutenant Mark W. Ober, Jr., District One Chief.

N.H. State Parks ~~will~~should report on how State property at the Summit is being utilized, along with ~~all~~any analysis and information it may have on the ~~full market~~-value of relevant leases or licenses. The Commission may then request an independent analysis of how property on the Summit should be valued ~~full market value~~ if it deems appropriate.

Leases and agreements are between the lessee and the State of New Hampshire, rather than the “Commission.” The State has not consulted with the Commission regarding leases in recent years. Consultation ~~is awkward because of~~sometimes would address the specific rights and interests that ~~many of the~~some Commission members have in the Park through agreement and deed. However, with the new focus on master planning and the strengthening of both relationships and the function of the Commission, the Commission ~~will~~should be presented with draft leases and agreements including terms, compensation, rights granted, and rights received. This will allow the Commission members to provide comments and advice relative to achieving the Master Plan and to inform the Commission of any~~the anticipated~~ impact on their own operations, visitor experience, and the Park as a whole. Commission members should recuse themselves from portions of relevant discussions, as appropriate, and when agreements are in negotiation, the Commission ~~should~~may need to go into non-public session, when appropriate, to discuss those negotiations~~(as is the case with the State Park System Advisory Council review of agreements)~~. Generally, N.H. State Parks should ensure that Summit Partners are engaged and heard with respect to leases or contracts on the Summit.

Summit Partners, including N.H. State Parks, should also work to clarify and solidify existing property rights at the Summit.

V. Capital Improvements

A. General Goals

The Commission hopes to achieve a balance between historic and modern facilities at the Summit. Capital improvements, to the greatest extent practicable, will provide for accessibility, inclusiveness, visitor experiences, trail experiences, and energy efficiency as called for elsewhere in this Plan~~described below~~.

B. Accessibility and Inclusiveness

The Commission will, to the extent practicable, ensure that the Summit is accessible and inclusive for all persons. This means providing quality information and access for a diversity of visitors without regard to their ~~including those with varying~~ physical and intellectual abilities. ~~Therefore, e~~Capital improvements should provide for such accessibility both indoors and outdoors ~~accessibility and inclusion for those of all ability levels~~. The visitor experience should be enhanced for all persons using technology and designs to improve access to natural features and historic or scenic elements. The Commission will also explore opportunities to lower financial barriers of access to the Summit in an effort to achieve additional demographic equity.

The Commission notes that Mount Washington is one of only two of New Hampshire’s forty-eight “four-thousand-footers” with non-hiker access (Cannon is the other), making the Cog Railway and Auto Road integral components of a special experience for hundreds of thousands

of visitors annually from around the globe. Therefore, it would be beneficial to create walking surfaces that are safe and accessible to all people with an eye towards permeability, considering limiting factors such as climate, and ensure any work is performed within the context of overall master ~~p~~Planning objectives.

~~To help further inclusiveness,~~The Commission should encourage and participate in a public process of research and investigation ~~should be undertaken~~ to determine the significance of the Summit to indigenous people and, thereafter, identify and considerately incorporate features sensitive to such significance, consistent with the goals of this Plan.

C. Enhanced Visitor Experience within Structures

Capital improvements should be funded that enhance visitor experiences in public structures. These should include:

- Posting historical interpretive panels on the walls of the Sherman Adams Building; and,
- Creating updated and more modern informational displays within the Sherman Adams Building that provide visitors with better knowledge and understanding of the overall uniqueness ~~of~~ and history of Mount Washington. This could include a looping video display or enhancements to the museum.

D. Trails

Ways to disperse visitors throughout the Summit should be considered in order to enhance visitor experience by limiting overcrowding in certain locations. Modification of the hiking trail network and the inclusion of new signage to keep visitors on the trail, entertained, and dispersed should be explored. Prior to modification, a trails assessment should be performed. The trail around the Sherman Adams Building should then be improved consistent with N.H. State Park and Commission recommendations, and consistent with this Plan. ~~Eventually, t~~The possibility of creating a loop trail should be evaluated.

E. Yankee Building

The Yankee Building supports many systems of State and national importance. However, the building is currently in a state of disrepair and was not designed for its current function as a communications facility. At the request of the Commission, an assessment of the building was completed in 2019 addressing fire protection, communications equipment, and alternatives for building use with recommendations. An opinion of costs for reconstruction and a proposed Summit site plan were provided. The Commission should continue to pursue actions to determine how to properly provide an up-to-date communications and maintenance facility including consideration of what other uses might be incorporated in such a facility consistent with this Plan. As part of this process, the Commission should explore funding opportunities to determine the availability of whether there is federal public safety and private funding for items like, for instance, fire suppression. The Commission shall ~~also~~ assist N.H. State Parks in

utilizing the Capital Budget Process, the American Rescue Plan Act (“ARPA”) ~~funding~~, and other funding sources ~~such as including~~ the private sector. ~~EAs called for in this Plan~~, elements other than ~~just~~ communication, such as aesthetic and environmental impacts, will be considered when siting, building, or maintaining summit towers and the Yankee Building. As part of its efforts, N.H. State Parks should consider the potential of having a third party construct and operate a telecommunications facility.

F. Water and Waste

Capital improvements should make sure that waste management systems are designed, sized, and operated to meet the long-term rather than short-term needs while minimizing environmental degradation. This can be furthered by the use of conservation, utilization, and reclamation technology. Consistent with this Plan’s objectives, all Commission members will support capital investments, and N.H. State Parks and the Summit Partners shall take steps needed, to ensure that Summit facilities are sufficient to preserve the Summit environment and provide for the needs of the visiting public.

A project is underway to replace the sewage treatment tank and modernize the water systems. It consists of upgrading the seasonal Summit water system to a year-round system. Two new 20,000-gallon water tanks will be installed adjacent to the Sherman Adams Building to replace the deteriorating steel tanks currently located 300 yards down slope from the Sherman Adams Building. The existing sewage treatment plant will be replaced with a larger plant that will provide capacity for anticipated growth in the number of annual visitors over the next decade. Funding for the project has been secured through a combination of capital funds, ARPA, and Land and Water Conservation Fund monies totaling \$3,575,417. The contract for construction has been approved by Governor and Council and is underway.

Restroom facility needs should also be evaluated, using data and accounting from Summit Partners. Future facilities should be constructed based on that evaluation to ensure that the objectives of this Plan are met.

G. Energy Efficiency and Sustainability

Capital improvements should be evaluated and chosen consistent with sustainability principles in order to achieve sustainable operations while serving the needs of the visitor. Protective and energy efficient features should be incorporated into Summit structures ~~towith designs that~~ reduce intrusion into visitors’ Summit experiences and the environment. To the maximum extent possible, and consistent with the preservation of historic settings, Summit equipment, facilities, and infrastructure should incorporate energy and resource efficient technologies, ~~and should which would~~ be upgraded, consistent with these principles, to incorporate technical advances. Changes should encourage the lowest possible net emissions. Changes that are compatible with energy certifications or the equivalent and that incorporate renewable energy sources should be encouraged, consistent with these objectives. These may be structural, such as the use of modern building materials or techniques, or non-structural such as

switching to LED lights and induction cooking. The Cog Railway will lead efforts to determine if electrical infrastructure and use related to its activities could contribute to cost efficiencies.

VI. Implementation

The deliverables within this Master Plan shall be implemented as soon as possible and, if applicable, will continue to be implemented throughout the planning period unless modified by the Commission. The Commission shall support a request for funding for the Summit ~~assessment~~Assessment described in Part IV.A. of this Master Plan. It shall review that ~~assessment~~Assessment and consider modifying the Master Plan based upon the recommendations in the ~~assessment~~Assessment.

VII. Conclusion

This Master Plan fulfills the Commissions responsibilities under RSA 227-B:6. The Commission may update or amend this Master Plan as the Commission sees fit.

Table 1**Operation and Maintenance – Environment, Summit Assessment, and Aesthetics**

Deliverable	Entity Responsible
Aspire to preserve and where practicable improve the summit environment by ensuring that resources invested at the summit are sufficient so that the human presence there is consistent with the environmental goals and protections established in this Master Plan.	• N.H. State Parks • Summit Partners⁵ • Commission
As an initial step, complete an assessment of the Summit (“Assessment”) which should be completed forthwith by a qualified third-party. The Assessment should examine damage to and deterioration of the environment including, but not limited to an analysis of contaminated groundwater and soils around the Summit, damage to and options for restoring alpine flora, and steps to be considered under the goals of this plan in light of the anticipated consequences of climate change, and other environmental considerations. “Contamination” in this context is to be interpreted broadly. Prior recommendations related to protecting flora and fauna and information from the N.H. Natural Heritage Bureau (NHB) database will help inform the Assessment. Assistance from the N.H. Dept. of Environmental Services and the N.H. Fish and Game Dept. should be requested to help determine a scope of work. The Assessment should include a building survey and an infrastructure survey; however, such surveys shall not impinge on the confidentiality or privacy interests of State Park tenants. This Assessment will form a baseline and resource for planning. All future development proposed for the Summit will be subject to this Plan, and proponents of future Summit projects shall address the information and recommendations in the Assessment, including any updates, in order to demonstrate compliance with this Plan. Given its importance and estimated cost, the Commission will help seek a capital appropriation for this Assessment.	• N.H. State parks • Summit Partners • Commission • NHDES • NHF&G • NHB
A visitor survey should be conducted, using expertise from entities like UNH.	• N.H. State Parks • Summit Partners • Commission
To the maximum extent possible, address damage and deterioration of the environment, including stressed or damaged vegetation and impacts of invasive species, identified in the Assessment. This could include remediation of impacts or mitigation - meaning avoidance, minimization or offsets achieved by restoration. Adverse impacts should also be avoided using lessons learned.	• N.H. State Parks • Summit Partners • Commission • NHDES • NHB

⁵ The Commission recognizes that any actions by Summit Partners are voluntary and no Summit Partner is committing itself to ~~take~~ any specific action measure under this Master Plan. However, such references remind N.H. State Parks that Summit Partners may be interested in performing measures that provide for the common good and help bring this Master Plan to fruition.

Continue to enhance the protection of the fragile alpine ecosystem at the Summit through pathways, trails, and signage. Implementation will be informed by the environmental Assessment.	• N.H. State Parks • Summit Partners • Commission
Avoid unnecessary additional structures and minimize the negative environmental consequences of existing and future Summit structures while balancing ongoing needs and considering other objectives such as the creation of important historic depictions and meeting the objectives of this Plan. Look for opportunities to make any possible new structure even less impacting than previous structures such that construction could actually promote positive environmental changes.	• N.H. State Parks • Summit Partners • Commission
Encourage management practices to conserve resources, for example, taking advantage of opportunities to do things like reclaim water or creatively manage sewage need.	• N.H. State Parks • NHDES • Summit Partners
Account for aesthetic impacts.	• N.H. State Parks • Summit Partners
Endeavor to reduce the visual impact of fuel tanks. Measures may include reducing the number of tanks and options such as wrapping tanks in material that helps them blend into the landscape should be considered.	• N.H. State Parks • Summit Partners

Operation and Maintenance – Operation of the Summit Generally

Deliverable	Entity Responsible
Manage Summit to promote desirable experiences including the enjoyment of iconic views and help foster a unique visitor experience. Operate to ensure a good experience for hikers and other visitors.	• N.H. State Parks • Summit Partners • Commission
Tailor experiences to meet needs, limitations, and carrying capacity.	• N.H. State Parks • Summit Partners
Evaluate limiting number of visitors, using reservation systems, or changing operating hours with respect to structures while recognizing the requirements of relevant deeds and the Commission's charge in RSA 227-B:6, I(c) relative to the "[p]romotion of the use of the summit by the public as a recreational, historic or scientific attraction."	• N.H. State Parks

Investigate ways to limit the number of visitors in order to contribute to the long-range success of the Mount Washington experience and to help ensure the level of investment in Summit resources balances with the number of visitors.	• Summit Partners • N.H. State Parks • Commission
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Operation and Maintenance - General Maintenance

Deliverable	Entity Responsible
Proactively plan maintenance upgrades for summit structures consistent with the Master Plan.	• N.H. State Parks • Summit Partners • Legislature
Track pending repairs: observation deck tiles, cracked cement, roof leaks, and paint.	• N.H. State Parks • Summit Partners
Prioritize cleanup of the Summit generally.	• N.H. State Parks • Summit Partners
Remove abandoned items around the summit (those not offering historic value), construction debris, and other debris.	• N.H. State Parks • Summit Partners
Evaluate foundation of former generator for re-use or removal.	• N.H. State Parks • Summit Partners

Operation and Maintenance - Finance

Deliverable	Entity Responsible
Acknowledge need for fiscally sustainable State Park that operates consistent with the purposes stated in this Master Plan and explore options to generate revenue to cover operating expense and maintenance and improvement projects that up to now have been funded mainly through capital improvement funding.	• N.H. State Parks • Summit Partners • Commission
Summit Partners shall consider how to support the State Park financially.	• N.H. State Parks • Summit Partners • Commission

Determine whether and how to charge a fee for State Park building use. A third party could possibly be used to assist in this evaluation.	• N.H. State Parks • Summit Partners • Commission
Work to ensure the financial viability of the Summit and the adequacy of funding to meet the purposes and goals of this Master Plan.	• N.H. State Parks • Summit Partners • Commission
Explore additional Summit Stakeholders' agreement to financially support Summit betterment projects.	• N.H. State Parks • Summit Partners • Commission
Explore whether and how to use Summit-based transmission and communication revenue to support the Park.	• Commission
Explore opportunities, consistent with this Master Plan, to improve the space available for generating revenue in the Sherman Adams Building.	• Commission
Evaluate existing space to optimize return, preserve visitor experience, and advance the interests of the Summit Partners.	• N.H. State Parks • Summit Partners
Explore year-round online sales.	• N.H. State Parks
Explore and consider obtaining facilities close to the base of the mountain to support Summit operations.	• N.H. State Parks • Cog Railway • Auto Road

Operation and Maintenance – Education/Outreach

Deliverable	Entity Responsible
Continue and expand information, education, access features, and trail maintenance that promote protection of the fragile alpine environment and environmental ethic.	• N.H. State Parks • Summit Partners
Continue and expand visitor education about the unique historic, scientific, botanical, meteorological, and geological aspects of the Summit. Coordinate educational programs and visits from school and other groups to showcase information on history of the Summit, climate, environment, conservation, and scientific work.	• N.H. State Parks • Summit Partners

Increase synergy among Summit Partners to do things like, for instance, establish a joint communications package that gives consistent signage and information to visitors.	• N.H. State Parks • Summit Partners • USFS
Promote the scientific research and monitoring on the Summit conducted by the Mount Washington Observatory and the Appalachian Mountain Club to enhance public understanding.	• N.H. State Parks • Summit Partners • Commission
Create a greater presence and resources for the Observatory Summit Museum so that it can provide an “interpretive experience” for interested visitors.	• N.H. State Parks • Summit Partners
Provide for the creation of displays of rare flora indigenous to the alpine climate to educate about the importance of protecting the Summit. Encourage creation of a Nature Gallery or similar display tool as the terrain from the base to the Summit hosts a very diverse population of plants, animals, and insects.	• N.H. State Parks • Summit Partners
Review the Pike’s Peak plan for ideas on how to begin integrating technology-based experiences into the Summit experience, consistent with this Master Plan.	• N.H. State Parks • Summit Partners
Collaboratively and aggressively promote resulting ideas like guided tours and a Summit-related “App.” with audio and visual presentations, a “Summit Challenge,” a “Summiteers” program, and programs that encourage people to post on social media.	• N.H. State Parks • Summit Partners
Help advertise and promote “Online Donation to Mt. Washington State Park” option and integrate the donation link into Summit Partner websites.	• N.H. State Parks • Summit Partners
Consider collaborating with other high-traffic parks/tourism sites and organizations such as White Mountain Attractions to establish effective messages and information for visitor management.	• N.H. State Parks • Summit Partners
Create or maintain world-class Mt. Washington Observatory weather research facilities, including indoor/outdoor laboratory, and testing space.	• N.H. State Parks • Summit Partners • Commission

Operation and Maintenance - Safety

Deliverable	Entity Responsible

Continue assisting and coordinating with rescue professionals to maintain a safe and enjoyable park experience within the State Park.	• N.H. State Parks • Summit Partners • Commission
Where needed, ensure that an updated emergency response plan for N.H. State Parks exists.	• N.H. State Parks
Emphasize cooperation and coordination among the relevant entities in connection with search and rescue activities.	• N.H. State Parks • Summit Partners • Commission
Continue to promote hiker safety education for all season hiking. N.H. State Parks will determine, in coordination with rescue agencies, its role in off-Park rescues.	• N.H. State Parks • Summit Partners • Commission

Operation and Maintenance – Real Property Management

Deliverable	Entity Responsible
N.H. State Parks will report on how State property at the Summit is being used along with any analysis it may have on the value of relevant leases or licenses.	• N.H. State Parks
Present leases and agreements to Commission and ensure that Summit Partners are engaged and heard with respect to leases and contracts on the Summit.	• N.H. State Parks • Summit Partners • Commission
Summit Partners, including N.H. State Parks should also work to clarify and solidify existing property rights at the Summit.	• N.H. State Parks • Summit Partners

Capital Improvements – Accessibility and Inclusiveness

Deliverable	Entity Responsible
To the greatest extent practicable, provide for accessibility, inclusiveness, visitor experiences, trail experiences, and energy efficiency as called for elsewhere in this Master Plan.	• N.H. State Parks • Summit Partners
Provide quality information and access for people of all abilities, both indoors	• N.H. State Parks

and outdoors.	- Summit Partners - Commission
Enhance visitor experience for all persons using designs to improve access to natural features and historic or scenic elements.	- N.H. State Parks - Summit Partners - Commission
Explore opportunities to lower financial barriers of access to the Summit in an effort to achieve additional demographic equity.	Commission
Create walking surfaces that are more accessible to all people with an eye towards permeability, considering limiting factors such as climate, and ensure any work is performed within the context of overall master planning objectives.	- N.H. State Parks - Summit Partners
Encourage and participate in a public process of research and investigation to determine the significance of the Summit to indigenous people and, thereafter, identify and considerately incorporate features sensitive to such significance, consistent with the goals of this Master Plan.	- Commission - Native American Commission.

Capital Improvements – Enhanced Visitor Experience Within Structures

Deliverable	Entity Responsible
Post historical interpretive panels on the walls of the Sherman Adams Building.	- N.H. State Parks - Summit Partners
Create updated and more modern informational displays within the Sherman Adams Building that provide visitors with better knowledge and understanding of the overall uniqueness of and history of Mount Washington. This could include a looping video display or enhancements to the Observatory museum.	- N.H. State Parks - Summit Partners

Capital Improvements - Trails

Deliverable	Entity Responsible
Explore ways to disperse visitors throughout the Summit through trails or other means to enhance visitor experience and prevent overcrowding. Explore modifying the hiking trail network and including new signage to keep visitors on the trail, entertained, and dispersed.	- N.H. State Parks - Summit Partners

Complete a trails assessment prior to making new trail changes.	• N.H. State Parks • Summit Partners
Improve trail around Sherman Adams Building consistent with N.H. State Park and Commission recommendations and this Master Plan.	• N.H. State Parks • Summit Partners
Evaluate possibility of Summit loop trail.	• N.H. State Parks • Summit Partners

Capital Improvements – Yankee Building

Deliverable	Entity Responsible
Continue pursuing actions to determine how to properly provide an up-to-date communications and maintenance facility including consideration of what other uses might be incorporated in such a facility consistent with this Master Plan.	• N.H. State Parks • Summit Partners • Commission
Explore funding opportunities to determine whether there is federal public and private funding available for the Yankee Building. Assist N.H. State Parks in utilizing the Capital Budget Process, the American Rescue Plan Act (“ARPA”), and other funding sources including the private sector.	• N.H. State Parks • Summit Partners • Commission
Consider elements other than just communication when siting, building, or maintaining Summit towers such as aesthetic and environmental impacts.	• N.H. State Parks • Summit Partners • Commission
Consider the potential of having a third party construct and operate a telecommunications facility.	• N.H. State Parks

Capital Improvements – Water and Waste

Deliverable	Entity Responsible
Ensure that waste management systems are designed, sized, and operated to meet the long-term rather than short-term goals while minimizing environmental degradation. This can be furthered by the use of conservation, utilization, and reclamation technology.	• N.H. State Parks • Summit Partners

Support capital investments, and take other steps, needed to ensure that Summit facilities are sufficient to preserve the Summit environment and provide for the needs of the visiting public.	• N.H. State Parks • Summit Partners • Commission
Evaluate restroom facility needs, using data and accounting from Summit Partners, and construct future facilities based on that evaluation to ensure that the objectives of this Master Plan are met.	• N.H. State Parks • Summit Partners • Commission

Capital Improvements – Energy Efficiency and Sustainability

Deliverable	Entity Responsible
Evaluate and choose capital improvements consistent with sustainability principles in order to achieve sustainable operations while serving the needs of the visitor.	• N.H. State Parks • Summit Partners • Commission
Incorporate protective and energy efficient features into Summit structures to reduce intrusion into Summit experiences and the environment. To the maximum extent possible, and consistent with the presentation of historic settings, incorporate energy and resource efficient technologies, and should be upgraded, consistent with these principles, to accommodate technical advances.	• N.H. State Parks • Summit Partners • Commission
Encourage the lowest possible net emissions.	• N.H. State Parks • Summit Partners • Commission
Encourage both structural and non-structural changes that are compatible with energy certifications or the equivalent with an emphasis on renewable energy sources consistent with these objectives.	• N.H. State Parks • Summit Partners
The Cog Railway will lead efforts to determine if electrical infrastructure and use related to its activities could contribute to cost efficiencies.	• Cog Railway

10/20/22

Attachment 1

[Summit Map]

10/20/22

Attachment 2

N.H. Fish and Game Search and Rescue/Dive Policy

USDA Forest Service Policy

Memorandum of Understanding Between State of New Hampshire, Fish and Game Department
and the U.S. Department of Agriculture Forest Service, White Mountain National Forest U.S.
Forest Service on Search and Rescues