

DEPARTMENT OF CONSERVATION AND RECREATION  
Annual Report FY12

*Protecting*

*Promoting*

*Enhancing*



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Dear Friends and Fellow Stakeholders,

*The Massachusetts Department of Conservation and Recreation (DCR) is a dynamic agency with a vast mission to “protect, promote, and enhance our common wealth of natural, cultural, and recreational resources for the well-being of all.” We are the state’s “value-added” agency by offering access to properties and programs that create a lifetime of memories for residents and their families. We are stewards of more than 450,000 acres of land that include some of the most beautiful and iconic landscapes and facilities anywhere. We touch every corner of the state and nearly every city and town, and are integrated into urban, rural, and suburban settings.*



*DCR manages the ninth largest parks system in the country, serving a densely-populated state fortunate to have these great properties literally in our backyard. DCR plays a central role in our state’s efforts to protect, promote, and enhance our environmental resources in a responsible and sustainable way, while providing opportunities for viable and appropriate recreational experiences that the public can enjoy. In achieving this ambitious and dynamic mission, DCR is able to positively impact the health and well-being of our residents while elevating the Commonwealth’s attractiveness as a place to live, play, visit, and do business.*

*In FY2012, DCR made significant strides in advancing the Patrick-Murray Administration’s strong commitment to the agency’s mission. The following report highlights some of our goals and accomplishments. While we celebrate our achievements over the last fiscal year, we also make a concerted effort to anticipate and plan for a prosperous future.*

*This past year, we have continued to show our responsiveness in helping local communities and the Commonwealth deal with storm-related events. We completed our Parks Unification, re-organized our Aquatics program, and secured Gubernatorial and Legislative support for retained revenue enhancements. To name just a few of our projects, we opened the new zero-net-energy Connors Pool in Waltham, finished our new bathhouse facility at Houghton’s Pond, completed our roadway and tower improvements at Mt. Wachusett, completed the Alewife Greenway bike path project, and cut the ribbon on projects large and small throughout our expansive system. Taking stock of what we have been able to do as an agency, with support from the Governor, the Legislature, our stewardship council and other stakeholders, is important and reminds us all of how successful our combined efforts can be.*

*As an agency, we are excited about our work and what we have planned for the year ahead. As we move forward, I want to personally thank our staff and all of our many partners for recognizing the importance of our mission. As a public agency, we seek not to compete for funding and resources with other agencies and priorities as much as we strive to help increase understanding about how intrinsic our services are to the quality of life of every person in this great Commonwealth of Massachusetts. I hope this report adds to that understanding.*

A handwritten signature in black ink, which appears to read "Edward M. Lambert, Jr." The signature is stylized and fluid.

Edward M. Lambert, Jr.  
Commissioner



## PROTECTING

*The Department of Conservation and Recreation has a broad and dynamic mission, and the agency is often confronted with difficult choices relative to some of the competing and conflicting goals and statutory obligations we seek to fulfill. Among many other objectives, we are called upon to provide for resource protection and conservation; afford the general public and families with exceptional and healthy opportunities for recreation; engage in active and sustainable forest management; and in many instances, proactively address and respond to threats to public safety. The challenge in performing our work is to find creative and flexible ways in which to make these goals complementary and to strike the right balance between these important objectives. DCR has been at the forefront of this work through its continuous drive to be the best we can be at the central parts of our mission and to set standards for others to learn from and follow.*





## Protecting: Our Natural Resources

### A Renewed Vision for Managing Our Forest Resources.

In April of 2009, with the support of numerous statewide environmental partners and stakeholders, DCR organized the Forest Futures Visioning Process (FFVP). The purpose of the FFVP was to seek input on the stewardship and management of DCR's 311,000 acres of lands within the MassParks Division and to develop a renewed vision for these lands within the context of their unique attributes and place within the overall context of the three million acres of public and private forest land across the Commonwealth. The subsequent Landscape Designation Process was designed to implement the key recommendations that grew out of the FFVP, in particular the report published by the Technical Steering Committee (TSC) of professionals and experts in various environmental, scientific, and recreational fields. Among the recommendations was to identify and categorize DCR MassParks properties into three different landscape designations: Reserves, Parklands, and Woodlands.

This new paradigm is centered on setting priorities for stewardship based upon the ecosystem services these lands can sustainably provide. With the recommendations of the FFVP serving as the starting point, a robust public process ensued that led to the development of final Landscape Designation Management Guidelines to accompany each designation. These guidelines were subsequently approved by the DCR Stewardship Council in April 2012 with the strong support of statewide environmental partners like the Appalachian Mountain Club, Mass Audubon, The Nature Conservancy, and The Trustees of Reservations.

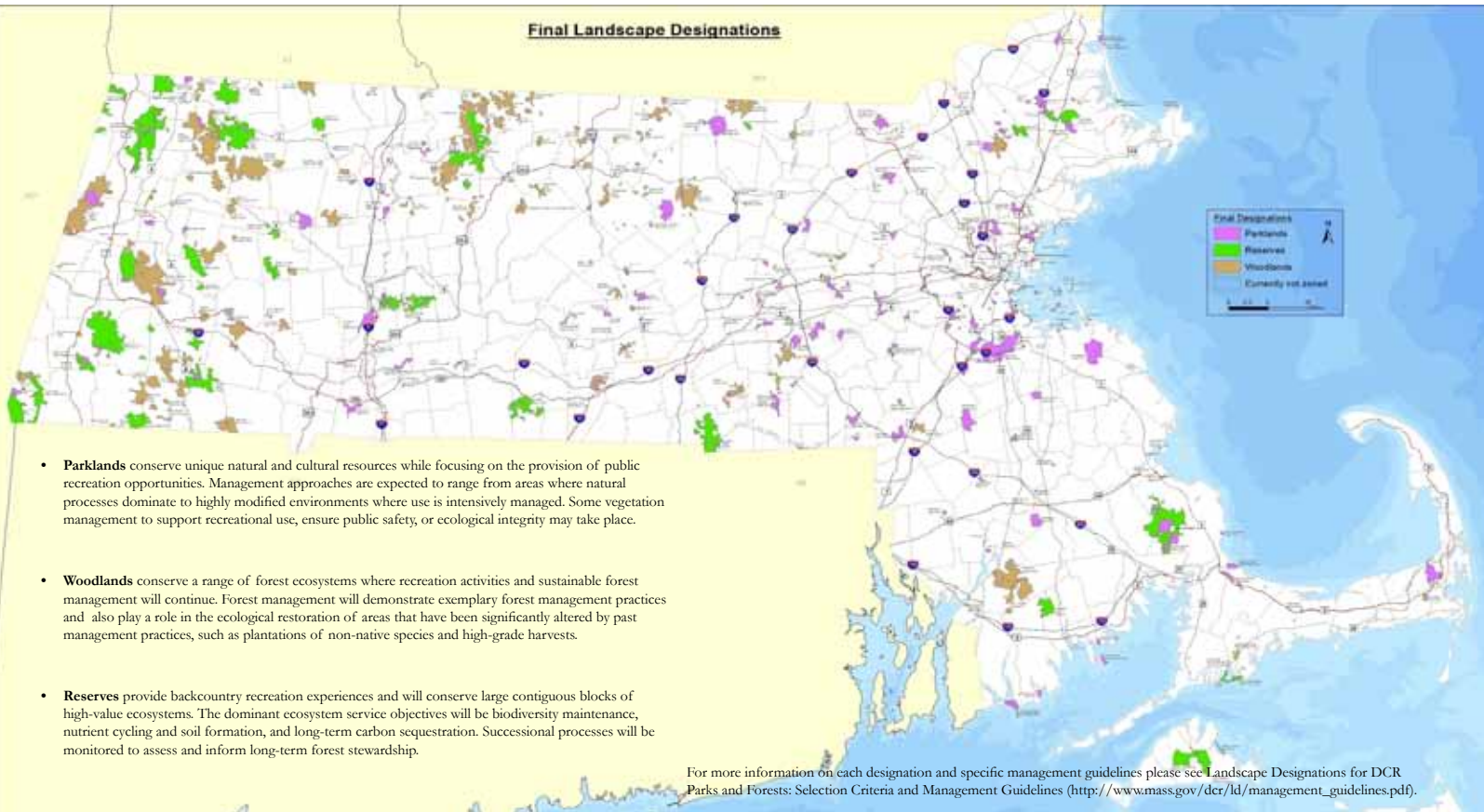
**Resource Management Planning.** Resource Management Plans (RMPs) guide the management of properties under the stewardship of DCR. They identify clear goals for the Department's management of the properties under its care; provide an inventory and assessment of natural, cultural, and recreational resources; identify current management practices and capabilities; and develop specific implementable management recommendations that will achieve the identified goal. The DCR Bureau of Planning and Resource Protection continues to fulfill the agency's legislative mandate to prepare RMPs that provide for the protection and stewardship of natural, cultural, and recreational resources and ensure consistency between recreation, resource protection, and sustainable forest management.

The following RMPs were completed following robust public processes in 2011-2012 and were subsequently adopted by the DCR Stewardship Council:

• Blue Hills Reservation	April 2011
• Myles Standish State Forest	Dec 2011
• Middlesex Fells Reservation	Jan 2012
• Horseneck Beach/Demerest Lloyd	April 2012
• Fort Phoenix State	May 2012

RMPs for Walden Pond State Reservation, Pittsfield State Forest, Mount Holyoke Range State Park, Harold Parker and Boxford State Forests, Great Brook Farm State Park, and the Charles River Basin were begun in the summer of 2012.

**Final Landscape Designations**



- **Parklands** conserve unique natural and cultural resources while focusing on the provision of public recreation opportunities. Management approaches are expected to range from areas where natural processes dominate to highly modified environments where use is intensively managed. Some vegetation management to support recreational use, ensure public safety, or ecological integrity may take place.
- **Woodlands** conserve a range of forest ecosystems where recreation activities and sustainable forest management will continue. Forest management will demonstrate exemplary forest management practices and also play a role in the ecological restoration of areas that have been significantly altered by past management practices, such as plantations of non-native species and high-grade harvests.
- **Reserves** provide backcountry recreation experiences and will conserve large contiguous blocks of high-value ecosystems. The dominant ecosystem service objectives will be biodiversity maintenance, nutrient cycling and soil formation, and long-term carbon sequestration. Successional processes will be monitored to assess and inform long-term forest stewardship.

## Protecting: Our Natural Resources

**Land Protection.** DCR's Land Protection Program acquires land and property interests to conserve and incorporate the most significant natural, cultural, and recreational resources across the Commonwealth into our system of Forests, Parks, and Reservations. In FY12, DCR invested \$3,633,625 in land capital funds and leveraged over \$4.3 million in bargain sales and federal, local, and partner contributions to complete 26 land transactions that protected 2,154 acres and reaffirmed the Patrick-Murray Administration's commitment to the protection of land for public open spaces, conservation, rare species habitat, and recreation.

Of these 26 properties, two were outright donations and five were purchased with funds from federal Forest Legacy grants, the Wachusett Trust, and the Bioreserve Trust. Properties conserved expand and further protect our forests, parks, and reservations; include high value resource areas; and, in most cases, provide new opportunities for recreation.

A wide range of DCR staff and partner organizations and agencies coordinate to identify potential projects and work closely with willing landowners and the Office of the DCR General Counsel to secure the highest priority properties that advance DCR's land protection goals. The Land Protection Program completed the following projects in FY12:

***Mt Holyoke Range:*** DCR acquired three parcels on the Holyoke Range, a long-time focus area for protection. Conservation of these properties protects rare species, further buffers the State Reservation from intrusive development, and provides additional protection for the New England Scenic Trail, which traverses the Range. DCR worked in partnership with Mass Audubon, the Trust for Public Land, and the Kestrel Land Trust to protect a 300-acre parcel on the eastern end of the range that was almost lost to development.



Great Marsh

***Great Marsh:*** Working in partnership with Mass Audubon, the Essex County Greenbelt Association, and the Town of Rowley, DCR helped to protect 75 acres of sensitive coastal land, which is a key link in a 2,900-acre network of protected land in the Great Marsh ecosystem. Together, the partners raised over \$2 million, including a \$1 million federal North American Wetlands Conservation Act (NAWCA) grant, Town of Rowley Community Preservation Act (CPA) funds, and numerous private donations. DCR co-holds a conservation restriction on this land with the Town of Rowley and the Essex County Greenbelt Association.

***Plainfield:*** DCR acquired 130 acres that fit perfectly into the southern boundary of the Kenneth Dubuque State Forest. This property adds to a large block of unfragmented forestland, is surrounded on three sides by the state forest, has frontage on two great ponds, includes wetlands, interior forest, and provides opportunities for hiking and fishing.

***Beals Forest Legacy Acquisition and Conservation Restriction:*** Utilizing \$578,000 in federal Forest Legacy funds and a grant from the Open Space Institute, DCR acquired 83 acres outright, and a conservation restriction on 586 acres of forestland, in Ashburnham. These properties are within the Southern Monadnock Plateau Forest Legacy project and are part of a mosaic of working forestland in the area. The land under conservation restriction will continue to be managed by the owner under a forest stewardship plan requiring sustainable forest management practices.

***Southeastern Massachusetts Bioreserve:*** In accordance with a Memorandum of Agreement signed on December 29, 2010, DCR, DFG and The Trustees of Reservations (TTOR) have been working to acquire priority land or interests in land in or near the Bioreserve, using \$2,450,000 currently held in escrow by TTOR specifically for this purpose. In FY12, DCR successfully completed the first Bioreserve project and acquired 81 acres on Slab Bridge Road in Freetown, directly across from the DCR park headquarters. This property includes almost 40 acres of wetlands and is identified as core habitat in Biomap2. Working in partnership with DCR, TTOR secured two additional properties utilizing the Bioreserve funding, which will be conveyed to DCR at no cost.



Southeastern Massachusetts Bioreserve

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## Protecting: Our Natural Resources

Over the last few years, DCR has worked with various partners, stakeholders, and property owners to put together an ambitious Forest Legacy project to protect several thousand acres of land in central Massachusetts. Known as the Quabbin Reservoir to Wachusett Mountain Forest Legacy Project (Q2W), this initiative, which has been submitted to the US Forest Service for consideration and funding, implements a landscape scale vision to conserve a contiguous 20 mile forested corridor from the eastern shore of the Quabbin Reservoir to the peak of Mount Wachusett. Building upon four previous Forest Legacy efforts, Q2W seeks to secure (primarily through conservation easements) about 4,200 acres of forestland that provide key linkages among 130,000 acres of existing conservation land located within the US Interior Department's first and only "National Blueway." Q2W would protect forests that play the primary role in DCR's nationally-recognized water supply system that ensures clean drinking water for 2.5 million people of Greater Boston and is prioritized in local, state, and northeast area assessments as a critical area for wood production that must be protected from development to support rural employment and to sustain a viable forestry economy in the region. In 2013, DCR aims to work closely with state and federal partners to advocate for funding of this tremendous project.



**Forest Stewardship.** DCR is responsible for ensuring not only stewardship and management of approximately 300,000 acres of forest land within the agency's MassParks system, but providing technical assistance and administrative oversight of forest resource planning and forest management on private lands throughout the Commonwealth. In performing these functions, we are guided by the principles of ecosystem management designed to meet statutory mandates in Massachusetts General Laws Chapter 132, which holds that "the public

welfare requires the rehabilitation, maintenance, and protection of forest lands for the purpose of conserving water, preventing floods and soil erosion, improving the conditions for wildlife and recreation, protecting and improving air and water quality, and providing a continuing and increasing supply of forest products for public consumption, farm use and for the wood-using industries of the Commonwealth." In working with private landowners, we are guided by the belief that DCR can best serve the citizens of Massachusetts by helping landowners make educated decisions about their land management practices and protecting our valuable forest resources through fair and consistent application of environmental regulations.

Aside from landscape designations, another key recommendation from the Forest Futures Visioning Process and the Technical Steering Committee report was the establishment of a new Director of Forest Stewardship position at DCR. The Director of Forest Stewardship position holds an elevated senior management role within the agency and is responsible for working closely with other agency bureaus and divisions to make certain that DCR's parks and forests are managed and protected for the long-term, ensuring that our forests provide the ecosystem services and priorities established through the FFVP, overseeing the agency's service forestry and urban/community forestry programs, encouraging and regulating sustainable stewardship of the more than three million acres of private forest land in Massachusetts, and overseeing the Asian Longhorned Beetle (ALB) eradication program with local and federal partners.

**Forest Health and Habitats.** DCR is committed to protecting rare and endangered species, as well as preventing and stopping the encroachment of invasive species. The addition of a Coastal Ecologist to the Bureau of Planning and Resource Protection in the spring of 2012, for example, allows continuing coordination of DCR responsibilities associated with protection of rare shorebirds and habitat stewardship at several shoreline properties. The Natural Heritage & Endangered Species Program (NHESP) was also contracted through an Interagency Service Agreement to provide training to DCR Forestry staff and other DCR field staff members regarding inventory and habitat protection strategies. In addition three property-level Resource Management Plans (for the Blue Hills Reservation, Myles Standish State Forest, and the Middlesex Fells Reservation) included NHESP-approved Habitat Management Plans (HMPs) for rare species habitat.

**DCR is committed to protecting rare and endangered species, as well as preventing and stopping the encroachment of invasive species.**

## Protecting: Our Natural Resources

**Service Forestry.** Forest stewardship is a key component of DCR's Service Forestry Program, which is managed within the agency's Bureau of Forestry. The Forest Stewardship Program focuses on educating and informing landowners and the public about furthering long-term sustainability of the Commonwealth's forests, including a focus on land conservation, landscape-level stewardship, and multiple resource management. It provides financial help to woodland owners for management planning and carries out general stewardship activities directed at the public and other partners.

The Service Forestry Program also manages an initiative to promote the development of Private Landowner Woodland Plans that provide cost-sharing for ten-year plans that assess current ecological conditions, provide detailed property maps, and reflect the landowner's woodland stewardship goals. New to this program is cost-share funding to municipalities for resource management planning on town-owned land. In FY12, the program successfully achieved a total of 215 plans encompassing just over 20,000 acres of private and municipal lands.

DCR's Forestry Bureau also renewed its commitment to the Continuous Forest Inventory (CFI), which has worked to help our agency monitor our forest resources, measure and quantify forest conditions and changes, determine what tree species are present and how much forest regeneration has taken place, and measure existing tree growth and mortality over time in specified inventory plots. The CFI was instituted in 1957 with the establishment of 93 inventory plots and has now expanded to nearly 1,800 permanent plots. Foresters use CFI as an informational tool to ultimately make forest management decisions. A new measurement of plots began in 2011 with management foresters completing approximately 305 of the existing CFI plots around the start of FY12. Plot completion was focused in the Central and Southern Berkshires, Western and Eastern Connecticut River Valley, and Northeast and Southeast regions.

Acres of Tree Species on Massachusetts State Lands\*

Species Group	Acres	Percent
White pine	51,423	18.5
Hemlock	33,859	12.2
Spruce-Fir	12,585	4.5
Pitch pine - Oak	12,051	4.3
Beech-Birch-Maple	67,424	24.2
Grey-Birch - Red Maple	19,523	7
Oak-hardwoods	70,539	25.3
Scarlet Oak	11,168	4
<b>Total</b>	<b>278,572</b>	<b>100</b>

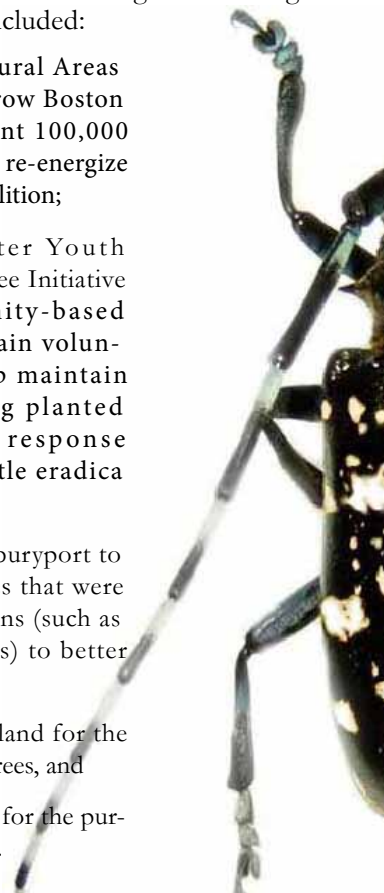
\*Statistics are from 2000 CFI measurements

**In FY12, the Service Forestry Program successfully achieved a total of 215 plans encompassing just over 20,000 acres of private and municipal lands.**

**Preserving Urban and Community Forests.** Trees and forests perform many important functions in our communities, such as reducing air pollution, reducing storm water flows, improving water quality, cooling homes, increasing property values, and making our neighborhoods more livable. Through technical assistance, education, and grant funding, DCR provides assistance to communities in their efforts to build support for community forest resources. In 2011-2012, the DCR Urban and Community Forestry Program focused its efforts on delivering support to the priority areas identified within the agency's Forest Action Plan (FAP). Toward this end, DCR sought and secured \$200,000 in competitive grant funds from the USDA Forest Service to work with the Urban Ecology Institute, a non-profit that works to restore a sense of ecological health to urban areas and implement projects in the cities of Brockton, Fall River, Fitchburg, and Haverhill. These projects included documenting each community's forestry assets, quantifying the benefits and ecological services provided by each community's urban forest, engaging community members in developing a plan to increase canopy cover and street tree presence, and cultivating best practices in urban forestry planning.

Recognizing the benefits of the urban canopy, DCR offers Urban Forestry Challenge grants to municipalities and non-profit groups to build and develop sustainable urban and community forestry programs. These 50-50 matching grants are made possible through DCR's annual USDA Forest Service allocation as well as the Mass ReLeaf Trust Fund. In the FY12 round of grants, DCR awarded five grants totaling \$80,470. These notable projects included:

- \$30,000 to the Boston Natural Areas Network to advance the Grow Boston Greener Campaign to plant 100,000 trees by the year 2020 and to re-energize the Boston Urban Forest Coalition;
- \$20,470 to the Worcester Youth Center for the Worcester Tree Initiative to create a new community-based program to recruit and train volunteer tree stewards to help maintain thousands of trees being planted throughout the city in response to Asian Longhorned Beetle eradication efforts;
- \$15,000 to the City of Newburyport to transplant small, young trees that were planted in the wrong locations (such as under overhead utility wires) to better planting sites in the city;
- \$10,000 to the Town of Rutland for the purchase and planting of 33 trees, and
- \$5,000 to the City of Beverly for the purchase and planting of 29 trees.





## Protecting: Our Natural Resources

**ALB Eradication Efforts.** In FY12, the highest priority for DCR's Bureau of Forestry and its Urban and Community Forestry Program was the continued response to the Asian Longhorned Beetle (ALB) infestation in the Worcester County ALB-regulated area, which includes the communities of Auburn, Boylston, Holden, Shrewsbury, West Boylston, and Worcester. With the support of funds provided through the American Reinvestment and Recovery Act (ARRA), DCR's Urban and Community Forestry Program staff continued to provide programmatic oversight and administrative support in the Commonwealth's overall efforts to work collaboratively with the U.S. Department of Agriculture (USDA) to implement a reforestation program that by May 2012 had replanted approximately 15,000 trees throughout the regulated area. Ground and aerial surveys continued throughout the regulated area and over two million trees have been surveyed as a result of the diligence of ALB staff. These ongoing efforts to track and monitor the infestation, has lead to over 20,000 infested trees being detected and removed since the beginning of the program.

On July 3, 2010 ALB was also discovered at Faulkner Hospital in Boston. The infestation resulted in the removal of six trees. A DCR order to suppress and control nuisance conditions and regulated articles within the City of Boston and the town of Brookline was subsequently issued that established a ten-square-mile regulated area. Close to 53,000 trees have been surveyed since the program began and no additional infested trees have been found.

**Emerald Ash Borer Detection.** In 2012, DCR also announced the unfortunate discovery of Emerald Ash Borer (EAB) in Massachusetts. The destructive beetle was detected in one of DCR's EAB traps in the western Massachusetts town of Dalton on August 31, 2012 and was confirmed by federal officials on September 6, 2012. The Commonwealth is now the 18th state in the country to confirm the presence of EAB within its borders. Upon confirming this discovery, DCR moved rapidly and in concert with partners at the Massachusetts Department of Agricultural Resources, the USDA Animal and Plant Health Inspection Service (APHIS), and the US Forest Service to take proactive steps aimed at preventing the spread of the beetle. These actions included commencement of a delimiting survey to help identify the extent of the infestation, initiation of public and stakeholder education campaigns to ensure understanding of how to properly treat or dispose of infested trees and materials, initiation of a survey with

federal agencies to try to determine how long EAB may have been present in the area, and the launch of a public process to help define and determine the extent of a quarantine area regulating the movement of certain wood products.

**Hazard Fuels Mitigation.** Hazard fuels mitigation and management of fire-dependent ecosystems continues to be a focus on DCR and partnership lands, particularly in southeastern Massachusetts. Enhanced public safety is the main objective behind the DCR Hazard Fuel Mitigation Program, where the use of mechanical mowing and prescribed fire are the tools used to reduce the volume of highly volatile fuels, such as scrub oak and pitch pine, located in and around populated areas. Prescribed fire, in particular, provides a two-fold benefit. In addition to reducing fuel loading through natural fire occurrence, this practice also reintroduces fire to pine baron ecosystems that are dependent upon fire for the overall health and vigor of its plant, insect, and wildlife communities.

The Hazard Fuels Mitigation and Prescribed Fire Program continued to grow and made notable achievements by the end of the FY12. Through a \$1.9 million ARRA grant, DCR's Bureau of Forest Fire Control partnered with The Nature Conservancy to implement an aggressive hazard fuels program



Prescribed burn at Myles Standish State Forest

in the pitch pine barrens of southeastern Massachusetts. At the completion of the grant, 640 acres of state land and over 800 acres of partner lands had been treated by prescribed fire. In addition, burn plans for over 1,800 acres have been written for high-risk units on both Myles Standish and Manuel Correllus State Forests.

**In FY12, the highest priority for DCR's Bureau of Forestry and its Urban and Community Forestry Program was the continued response to the Asian Longhorned Beetle (ALB).**



## *Protecting: Our Natural Resources*

**Areas of Critical Environmental Concern (ACEC).** The ACEC Program, which is managed by DCR, provides oversight for the 30 designated ACECs in 76 municipalities that encompass 268,000 acres. Funding sought or received in 2011-2012 with the support of the ACEC Program includes over \$4 million for resource restoration and planning in several ACECs.

For Example, in 2012 DCR \$1 million from the U.S. Fish and Wildlife Service National Coastal Wetlands Conservation Grant Program for the Rumney Marsh in Saugus. Assisted by the Division of Ecological Restoration with the Massachusetts Department of Fish and Game (DFG), DCR will restore 33 acres of salt marsh in the DCR Rumney Marsh Reservation.

**Muddy River Restoration.** Perhaps one of the most ambitious and comprehensive historic landscape preservation efforts in the country, the Muddy River Flood Control, Water Quality and Habitat Enhancement and Historic Preservation Project

(Muddy River Restoration Project), is a joint effort between the City of Boston, the Town of Brookline, the Commonwealth of Massachusetts (acting through DCR), and the Army Corps of Engineers (ACOE) to address the flooding issues in the Muddy River watershed. Phase 1 of the project involves the day-lighting (constructing an open channel waterway) of the river by removing two culverts, the installation of two 24-foot by 10-foot precast concrete culverts, vehicular traffic and pedestrian improvements, and significant landscape improvements. As a project partner, DCR continues its valuable role providing leadership and coordinating the project on behalf of the Commonwealth. In the spring of 2012, the project was put out to bid and in the summer of 2012, Charter Environmental of Boston was awarded the \$31 million construction contract. The Commonwealth has provided over \$11 million to the project, representing 100 percent of the non-federal share of funding for the construction of Phase 1. Construction is slated to begin in early 2013.

*Perhaps one of the most ambitious and comprehensive historic landscape preservation efforts in the country, the Muddy River Flood Control.*

*Muddy River Architectural Rendering; Maintenance and Management Oversight Committee (MMOC).*





## *Protecting: Our Cultural and Historic Resources*



**Skinner State Park Summit House.** DCR launched a major project involving porch repairs and access improvements to the Summit House at Skinner State Park. The Summit House was built in 1851 and is one of the last remaining examples of wood-framed tourist lodges that were once prevalent atop prominent mountain peaks throughout New England in the 19th century.

In the spring of 2010, deficiencies in the building's porch structure became significant enough to warrant the closing of the porch and the rest of the building to the public. With the input of local partners, a design was developed that not only guided the repair of the porch structure, but also introduced an exterior ramp and other improvements to allow access to the porch and the building interior for visitors of all abilities. Construction is expected to be completed for a grand opening in the spring of 2013.

**DCR also undertook a number of historic preservation initiatives and made significant investment to preserve and enhance the agency's vast array of cultural resources, with a particular emphasis on collaboration and partnerships.**



**Peddocks Island.** In partnership with the Boston Harbor Island Alliance, DCR has been undertaking an effort to preserve and re-use the historic Fort Andrews complex on Peddocks Island. A Memorandum of Agreement with the Massachusetts Historical Commission and local partners allowed for the demolition of twelve buildings at the fort. Though the loss of these historic resources is unfortunate, their serious state of deterioration presented a major safety hazard. In 2013, the rehabilitated former guardhouse will open as a visitor center for guests to the island.

**The Ames Mansion.** Over the last several years, DCR has invested over \$1 million in the preservation of the historic Ames Mansion at Borderland State Park. Design and construction projects have included the repair the windows and doors, removal of vegetative growth, and strategic roof and masonry repairs on the building exterior. In 2011-12 DCR undertook the final phase of roof and drainage repairs and kicked off a major project to repoint the remainder of the Mansion's stone walls.



**Bascom Lodge.** Located at the summit of Mount Greylock, completed its fourth successful season in 2012, proving the power of public-private partnerships in improving visitor experiences, while ensuring the long-term preservation of a significant historic property.

Curators since 2009, the Bascom Lodge Group offered several dozen free public events, new connections with local natural and cultural organization, a resident artist program, and a menu and program schedule focused on local foods, sustainability, historic preservation, and the arts.



## Protecting: Our Cultural and Historic Resources

**Brookwood Farm Barn.** As part of a major historic preservation effort, DCR partnered with the North Bennet Street School to dismantle and re-build the deteriorating west barn at Brookwood Farm within DCR's Blue Hills Reservation. With a circa 1820 farmhouse, a barn that dates back to the early 1700s, and open farmland, the property is significant as the only remaining intact agricultural landscape in the vicinity of the Blue Hills Reservation.



Reconstruction of Brookwood Farm Barn

During the dismantling of the old west barn, it was discovered that at the core of the structure existed a 20-foot by 20-foot two-bay barn that dates to the 1710-1750 period. This discovery represents the first style of barn design in this country and intact examples are extremely rare. In the spring of 2012, students in the North Bennet Street School's preservation carpentry program reconstructed the original two-bay barn onto a new site across the entrance road and began restoring it to its original early-18th century appearance using traditional construction techniques. The students will return in the spring of 2013 to complete the exterior restoration and the barn will be used by DCR for interpretive programming at the site.

**Historic Curatorship.** DCR's Historic Curatorship Program was established to preserve and maintain public access to many of the historically significant buildings located on the agency's properties. Through a unique public-private partnership model, DCR partners with a Curator who agrees to rehabilitate, manage, and maintain a historic property in return for a legislatively authorized lease. Curators are selected through an open and competitive process and proposed reuses must be compatible with the historic and natural character of the property and surrounding park or forest. In 2011-2012, three new curators were selected through DCR's Historic Curatorship Program. As a result of this program, DCR is able to secure the long-term preservation of threatened historic sites and Curators exchange their hard work and unique skills for the opportunity to oversee and care for these one-of-a-kind properties.

The Wilbur Farmhouse in Borderland State Park and the Dodge (Kerighan) House in Bradley Palmer State Park will be rehabilitated as single-family residences. Both curators plan to engage the community through tours and programs during the preservation process. Speedboard USA, a local company specializing in the design and construction of custom stand-up paddleboards, was selected through a competitive process as curators for both the Coachman's House and Outbuildings at

Maudslay State Park. The company will invest over \$2 million in the preservation of four significant buildings associated with the turn of the century Maudslay Estate and will use the buildings as office and demonstration space for the rapidly growing sport. The project creates yet another public-private partnership through the innovative Curatorship Program and forms a link between DCR's dual mission to preserve our endangered cultural resources and to advocate for healthy outdoor recreational activities.

The Curatorship Program produced another unique partnership when DCR and Smith Farm at Borderland, LLC executed a lease in January 2012. The curator in this project proposes to rehabilitate the historic Smith Farmhouse and landscape at Borderland State Park as a holistic healing, learning, and retreat center. These additional properties brings the total number of historic properties leased through DCR's Historic Curatorship Program to 19, representing \$13.5 million of private investment leveraged toward the preservation of DCR and the Commonwealth's historic assets. The success of the program has made it a national model for historic property stewardship.

### Civilian Conservation Corps (CCC) Investment Program.

The Civilian Conservation Corps (CCC) Investment Program reflects DCR's on-going commitment to protect and preserve its CCC legacy. The CCC, established in 1933 and active in Massachusetts until 1941, had a clear vision for the potential of the state's forests and parks. From Cape Cod to the westernmost reaches of the state, the CCC made significant contributions to the recreational heritage of the Commonwealth through the construction of roads, ponds, dams, trails, forest plantations, and recreational facilities. Eighty years later, these features continue to form the cornerstone of the Massachusetts forest and parks system.

In FY12, Commissioner Lambert pledged to invest \$100,000 a year to fund an annual program of repairs and rehabilitation of DCR's CCC resources. Planning is now underway on the first two projects, which will result in improvements to the CCC Camp at Upton State Forest and the Fearing Bath House at Myles Standish State Forest. At Upton State Forest, improvements will be made to the Administration Building, the centerpiece of the CCC camp, including repair of the foundation and roof, and stabilization of the building's structural framing. The Fearing Pond Bath House at Myles Standish State Forest, a signature CCC log constructed bath house, will see a replacement in kind of log sills and installation of a new roof. The bath house project also includes the removal of antiquated partitions and plumbing fixtures as well as improvement of the site surrounding the structure. Construction is anticipated to begin in the spring of 2013 and repairs to these two structures will ensure that the next generation of park users will enjoy these unique and historic resources for many years to come.

## Protecting: Our Water Supply and Water Resources

DCR's Division of Water Supply Protection is comprised of two sections. While the Office of Watershed Management manages and protects the drinking water supply watersheds for 2.2 million people who are serviced by the Massachusetts Water Resources Authority (MWRA), the Office of Water Resources serves several important functions, such as offering technical support to other state agencies; providing technical and administrative staff to the Water Resources Commission; monitoring lakes, ponds, and precipitation throughout the state; carrying out scientific investigations with federal and other state agencies; and, promoting long-term sustainability policies for the Commonwealth's water resources.

**Watershed Management.** The Office of Watershed Management (OWM) has a legislatively-mandated mission to protect, maintain, and operate the Quabbin Reservoir, Ware River, Wachusett Reservoir, and Sudbury Reservoir watersheds. The MWRA funds the OWM's budget, and the members of the Water Supply Protection Trust approve OWM's annual work plan and budget.

DCR's comprehensive watershed management program is an internationally recognized model that annually meets all benchmarks for an unfiltered water supply source. Accomplishments in FY2012 included:

- Approval of an FY13 work plan and budget by the Water Supply Protection Trustees in May 2012 and addressing 300 tasks that were identified in an annual work plan at a cost of \$13.6 million.
- All federal and state water quality parameters were satisfied through the collection and testing of approximately 16,000 water samples from over 100 sites across the 275,000 acre watershed system.
- Watershed Rangers, who provide both education and enforcement on the agency's rules and regulations, had over 43,000 interactions with the public and interceded in approximately 1,000 violations of DCR policies and laws.
- Education programs on watershed management issues were attended by 10,000 people. The Quabbin Visitor Center saw 25,000 guests, and staff assisted with 350 public access permits, as well as over 200 requests for genealogy/record requests related to the four towns taken for the construction of the reservoir.
- Training sessions focusing on hazardous material spills were held sixteen times and attended by 250 people, including both DCR staff and local responders.
- The Quabbin boat launch areas had over 35,000 users. The boat inspection program, instituted to prevent the introduction of invasive aquatic species such as zebra mussels, continued to be effective with 9,000 boats passing DCR's inspection process.
- Several programs continued to control wildlife that impact water quality:
  - Over 1,000 gulls captured, tagged, and tracked as part of a state-of-the art study to determine gull habitat, a dozen Canadian Geese nests located; 60 eggs treated which will prevent a population from becoming established on the reservoirs and more than 1,200 individuals participated in annual Quabbin Deer Hunt.
- Efforts were also made to provide support to those endangered and threatened species that are critical to ecosystem health:
  - 14 pairs of bald eagles called the reservoirs home in eight identified nests that fledged seven chicks and 23 pairs of loons were sighted with 15 nests that fledged nine chicks.
- Engineers oversaw 39 dams requiring over 100 periodic inspections. Staff managed 12 major maintenance projects totaling over \$400,000; a DCR-designed project to eliminate direct storm water discharges to the Wachusett Reservoir next to the MWRA's Cosgrove Intake was largely completed with the support of the Massachusetts Department of Transportation.
- The Wachusett Watershed Regional Recycling Center sponsored four events that collected 5,425 pounds of hazardous materials.
- \$7.3 million was distributed to 31 communities as Payments-in-Lieu-of-Taxes (PILOT).



Governor Patrick, Eagle Banding at Quabbin Reservoir in Belchertown, Massachusetts



## Protecting: Our Water Supply and Water Resources

**Water Resources.** The Commonwealth's natural resources are further protected through DCR's Office of Water Resources (OWR). The three major program areas under the aegis of OWR are the Lakes and Ponds Program, staff for the Massachusetts Water Resources Commission, and the Flood Hazard Management Program.

For FY12, the Lakes and Ponds Program implemented aquatic invasive species control projects at ten DCR facilities, implemented shoreline, pond and beach restoration projects at five DCR facilities, and managed the state's Zebra Mussel Control efforts across Berkshire County with no new infested lakes. The program was also successful in:

- surveying more than 40 water bodies to determine the absence or presence of non-native species;
- training over 225 citizens in non-native plant identification through the "Weed Watcher" Program;
- providing technical assistance to various communities;
- educating boaters at seven boat ramps; and
- disseminating a series of lake protection and monitoring publications to the public.

DCR's OWR personnel also serve as the technical and administrative staff to the Massachusetts Water Resources Commission (WRC). In this role, OWR assists in developing state policies, programs, and tools to protect water resources. In compliance with the Interbasin Transfer Act (ITA), OWR completed the review of one off-set project in FY12, which was subsequently approved by the WRC; conducted follow-up on 15 projects; and held pre-application discussions on nine projects. OWR provided oversight of two municipal-DCR water supply arrangements in the City of Taunton and the Town of West Boylston. Staff also monitored drought conditions during 2012 and provided technical support to the state's Drought Management Task Force, completed a new database for the Task Force on historical reservoir levels, and provided technical support on MEMA desks during river flooding events associated with Tropical Storms Irene and Lee.

OWR also serves as the State Coordinating Office for the National Flood Insurance Program which is administered at the Federal level by the Federal Emergency Management Agency (FEMA) and jointly administers all hazard mitigation programs with the Massachusetts Emergency Management Agency (MEMA). In FY12, Massachusetts experienced two Federally-declared disasters: Tropical Storm Irene in August

and a devastating snow storm in late October. Staff in DCR's Flood Hazard Management Program attended numerous grant briefings and technical assistance meetings around the Commonwealth to announce the availability of Hazard Mitigation Grant Program funding, which provides grants to states and local governments to implement long-term hazard mitigation measures after a major disaster declaration.



Mystic River before harvesting



Mystic River after harvesting

*Mechanical harvesting of invasive water chestnut on the Mystic River from Alewife Brook to the Amelia Earhart Dam was undertaken in partnership with the Mystic River Watershed Association (MyRWA).*

For FY12, the Lakes and Ponds Program implemented aquatic invasive species control projects at ten DCR facilities.



## *Protecting: Our People and Communities*

**Natural Disturbances and DCR Storm Response.** During FY12, Massachusetts was hit unusually hard by a range of storms. In each instance, DCR played an important emergency response and public safety role given the agency's experience in operating, managing, and maintaining complex and large scale public works and environmental infrastructure. In addition, DCR's access to a wide range and diversity of equipment and skilled human capital made the agency a critical piece in the Commonwealth's overall response to storms and emergencies. As a lead agency in storm preparation and response efforts, DCR played a key role in inspecting vital public safety and environmental infrastructure, such as monitoring dams and coastal infrastructure, and worked side-by-side with officials in the Massachusetts Emergency Management Agency (MEMA) and other Executive Branch Offices while having staff stationed in the MEMA bunker to help coordinate response efforts.

In June 2011, multiple tornados touched down in central Massachusetts. The path of the largest tornado stretched from Agawam to Southbridge and measured a distance of 39 miles. In addition to the built environment, the forests in these communities sustained massive damage. Particularly hard hit from a forest standpoint was DCR's Brimfield State Forest, which sustained damage to almost 1,000 acres. DCR personnel responded by providing immediate emergency cleanup assistance and damage assessment analysis. While the Bureau of Forest Fire Control mobilized over 45 resources in the form of saw crews, bucket trucks, a skid steer, long

truck, and supervisory personnel throughout a seven-day response, DCR's Urban and Community Forestry Program staff worked with USDA Forest Service staff to disseminate damage assessment imagery to responding agencies and initiated efforts to identify funding that was used to provide reforestation assistance to the affected communities.

In the immediate aftermath of the tornado, community leaders and residents affected by the storm resolved to work together to replant their urban forests. DCR Urban and Community Forestry Program staff worked closely with the USDA Forest Service, the Massachusetts Tree Wardens, and the Massachusetts Foresters Association to call together and deploy the Urban Forest Strike Team to the City of Springfield and the Town of Monson, two of the hardest hit communities. In Springfield, the strike team reassessed the trees left standing after the tornado for possible remaining hazards and identified more than 2,000 tree planting opportunities within the damaged areas of the city. The strike team also spent several days in Monson and developed a list of public planting opportunities for the town.

Based upon this information and working with Springfield, Monson, and the other communities in the tornado area, DCR began distributing funds to assist with reforestation efforts. In particular, DCR's Urban and Community Forestry Program identified \$100,000 in federal funding to replant trees in towns throughout the tornado path while an additional \$1 million

During FY12, Massachusetts was hit unusually hard by a range of storms.

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## Protecting: Our People and Communities

in state capital funds were distributed by DCR in the form of replanting grants to the ten tornado-affected communities. Replanting grants to each community ranged from \$50,000 to \$400,000. DCR also developed a grant program that was submitted to the USDA Forest Service to access supplemental funds to permit DCR reforestation staff working in the Worcester ALB zone to temporarily provide direct, on-the-ground support for re-planting projects in the affected communities. The first of these projects was conducted on October 15, 2011 in Monson.

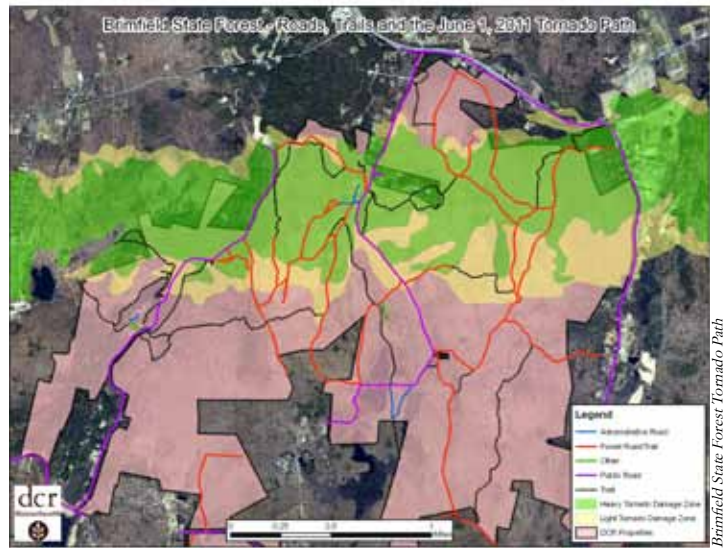
In addition to replanting funds, DCR's Bureau of Forestry and Forest Fire Control distributed \$50,000 (\$5,000 per community) in fire assistance grants to assist in the acquisition by local fire departments of hazard and personal safety equipment.

While a microburst in July 2011 hit parts of the already impacted tornado zone and caused Chicopee State Park to close for a week, August 2011 brought Tropical Storm Irene up the eastern seaboard. Massachusetts was not spared from Irene's force. While the southeastern part of the state faced the tropical force winds, the rains wreaked havoc in the northwest corner of the Commonwealth. Damage from Tropical Storm Irene ranged from moderate tree damage in the southeast to the closing of major highways in the northwest, including six miles of the Mohawk Trail (scenic Route 2), which re-opened several months later in December 2011.

Just as the Commonwealth was beginning to catch its breath, the Halloween snowstorm in late October 2011 created new and considerable challenges for the state. The heavy, wet snow caused significant damage to trees that still had most of their foliage. As in previous emergencies, DCR staff was once again called into action, with saw crews from the Bureau of Forest Fire Control being deployed to over ten communities over a four-day period to assist with re-opening public road ways.

Overall, as we reflect on the natural disturbances of 2011, it is clear that one of DCR's strengths as an agency is its ability to muster resources, both in trained staff and appropriate equipment, to help Massachusetts communities and residents deal with effects of large-scale storms. After the June tornado struck, DCR was able to mobilize staff and equipment to help impacted communities, and over 400 DCR staff days were dedicated to those efforts.

*It is clear that one of DCR's strengths as an agency is its ability to muster resources to help Massachusetts communities and residents.*



Brimfield State Forest Tornado Path



DCR Storm Response Staff



Monson Tree planting event



## *Protecting: Our People and Communities*

The agency's commitment in assisting local communities in the aftermath of the June tornado was steadfast and earned our staff the following comment in a June 5, 2011, editorial in the Shrewsbury Lantern: "I would be remiss if I didn't acknowledge ... the Massachusetts Department of Conservation and Recreation ... without which none of this would be possible. Because their main charge is to oversee the state parks system, they have dozens of tree cutting trucks that have the ability to come in, cut a tree in one motion, load dozens of them on a flat bed, and get them removed. Since there were literally thousands of trees scattered everywhere, power couldn't be restored until the downed trees were cleared, and when I arrived less than 24 hours after the tornado, DCR was already there removing trees and prepping the area for new telephone poles to be placed."

Following the Halloween snowstorm, over 200 DCR staff days were spent helping central Massachusetts recover while on DCR property, storm-related clean-up work continued into the spring of 2012 in order to get recreation facilities opened for the summer recreation season. DCR facilities that required major debris management and removal work included Chicopee State Park, Wells State Park, Harold Parker State Forest, the Nashua River Rail Trail, the Norwottuck Rail Trail, Rutland State Park, and Robinson State Park. Ongoing clean-up work continued at Brimfield State Forest to create fire break buffers around roads and private properties.

**Forest Fire Control.** In FY12, DCR's Bureau of Forest Fire Control continued to provide critical wildland fire detection and suppression services to cities, towns, and district fire departments. A total of 2,160 wildland fires were reported across the state, accounting for over 2,240 acres. Most of these totals were produced during the spring 2012 fire season, when the state experienced an unusual run of low humidity days, very low fine fuel moistures, and periods of high winds. This all resulted in a very active period of fire activity, which included a number of fires exceeding 30 acres and three large project fires over 100 acres.

In addition, DCR continued to aid local fire agencies through its operation of an active Fire Tower program during this past year. Fire towers provide excellent early detection of wildland fires in their early stages and can accurately locate fire starts in remote areas through a triangulation system. DCR fire staff; trained in wildland fire behavior, communications, and mapping; man upwards of 20 to 25 towers statewide during periods of high to extreme fire danger. During this past season, over 60 fires were spotted by fire towers that otherwise would have grown much larger in size before being reported by other means. This system dates back to the 1880's in Massachusetts and to date, continues to be one of the most reliable detections systems in use.

**Local Fire Assistance.** The Bureau of Forest Fire Control once again provided assistance to local city and town fire departments by awarding over \$67,000 in Volunteer Fire Assistance Grants, a program funded through the US Forest Service and managed on the state level by the Bureau. Additionally, over \$3 million worth of surplus equipment, including vehicles, generators, communications equipment, and heavy equipment was transferred by the Bureau's Federal Excess Property Program to cities and towns across the state for use in their individual fire suppression and emergency management programs. Training of municipal firefighters in wildland fire suppression tactics was also increased over the course of the year, with over 35 city and town fire departments (for a total of 390 firefighters) receiving basic wildfire training courses.




**The Bureau of Forest Fire Control once again provided assistance to local city and town fire departments by awarding over \$67,000 in Volunteer Fire Assistance Grants.**






The agency's commitment in assisting local communities in the aftermath of the June tornado was steadfast.



## PROMOTING



*The Department of Conservation and Recreation provides many opportunities for the public to enjoy the natural beauty and historic character of our Commonwealth. Sharing this great wealth of resources with residents and visitors alike is one of the primary goals of the agency. In FY12, DCR made a significant effort to promote our state parks and forests, recreational facilities, and open spaces through succinct management, on-going maintenance of parks and other properties, and greater protection for the health and safety of visitors. Promoting the assets of the Commonwealth also involved creating greater opportunities for public access and appreciation, encouraging civic engagement and fostering and developing both private and public partnerships.*



## *Promoting: Public Access and Appreciation*

We hold the ideal of promoting public access to all of our facilities as a primary tenet of the agency. We feel strongly that we must strive to ensure public access to all residents of the state and that as part of that effort, it is important for us to get the word out about what we do and what we have to offer.

We define access as maintaining programs and properties, making investments, and developing policies for the benefit of the entire Commonwealth, ensuring that there will be access to all residents at every DCR property or, at least, access to the benefits, financial or otherwise, generated by those facilities. Our great properties belong to the people of Massachusetts.

As an agency goal, this means maintaining and keeping our facilities open and staffed at little to no cost to Massachusetts residents to the extent that resources allow. It also means ensuring geographic equity across the state in experience, programming, and agency investment.

Additionally, strong public access requires promoting DCR facilities as present and open to the public through outreach, signage, public service announcements, and via mainstream and social media. Since launching our social media strategy early in 2012, we have successfully garnered over 2,000 Twitter followers and are currently developing an E-newsletter for distribution to policy makers and stakeholders. In 2013, we are looking to utilize mobile apps as an additional tool to connect our properties with the public.

Over the last two years, in spite of the fiscal challenges, we have continued to develop new recreational opportunities by expanding trails, opening new swimming pools and playgrounds, completing our first four-season indoor recreational facility at the Cass Center in Roxbury, and building new yurt compounds to encourage family camping.

We are currently exploring the potential for zip-lining as a new activity and have set, as a goal, an increase in the number of canoe/cartop access points to our waterways. All of these actions are designed to ensure that we are active in staying relevant to a new generation of park users.

We are also planning to sharpen our efforts to utilize our properties in urban settings as “gateways” to our regional assets, ensuring that people living in our most densely populated settings have a heightened awareness of the great properties literally in their own “backyards.”

**Making sure that people know about and have access to these statewide DCR properties is an important part of our mission to add to our residents’ quality of life.**

We will continue to offer opportunities for individuals and families to live healthier lifestyles and to do our work within the context of facilitating economic growth in all regions of the Commonwealth.

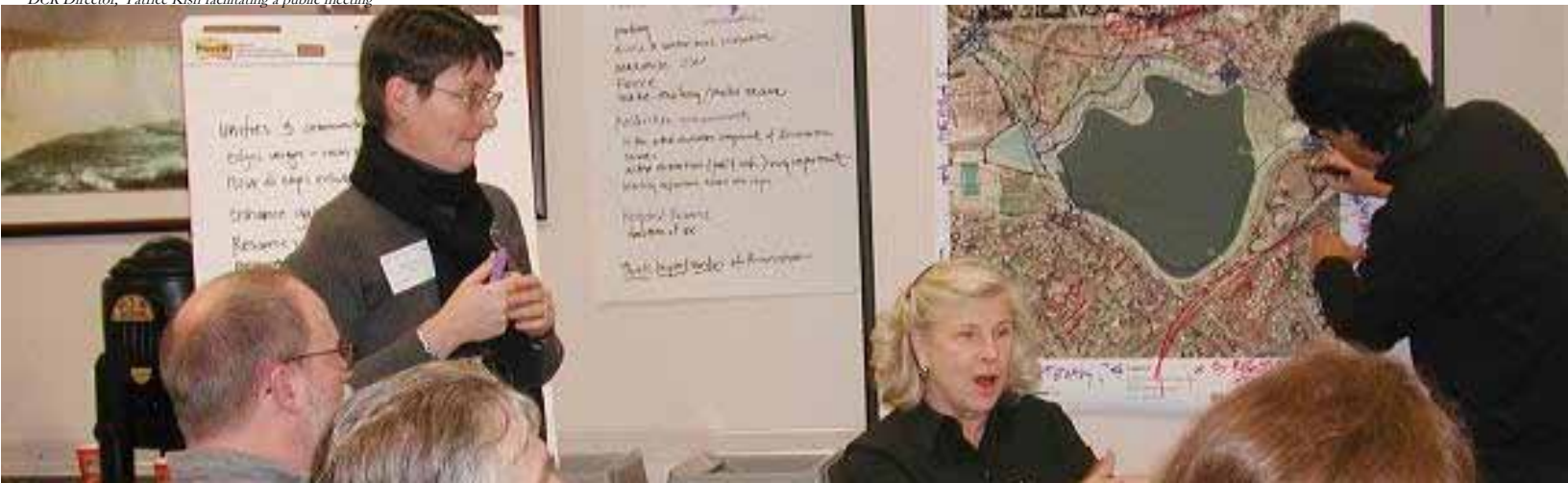
**Statewide Programming.** DCR’s MassParks Division provides year-round recreation in a variety of settings right in our own backyard. With ocean and inland beaches, campgrounds, rail trails, mountains, and historic areas, there is so much to explore across the Commonwealth in every season.

Throughout the winter, skiers, snowmobilers, and hikers explore our parks while enjoying opportunities to see our parks covered in white. Our skating rinks provide the perfect backdrop for hockey games and public skating. In the spring, the weather brings more people out onto our trails, including our popular Healthy Heart Trails, which encourage our visitors to get “naturally healthy.”

Our parks bustle throughout the summer and early fall, attracting tourists and local visitors who spend their week-long vacation camping in one of our campgrounds, enjoy an afternoon picnicking at one of our day use areas, or spend an hour attending one of our many interpretive programs. With the longer days and everyone’s desire to be outside, visitors can fit in a variety of experiences across diverse landscapes.

Whether you have a favorite season or love to get outdoors year-round, DCR’s parks and forests are the place to be for adventure, discovery, and inspiration.

*DCR Director, Patrice Kish facilitating a public meeting*



## Promoting: Public Access and Appreciation

**Urban Youth Programming.** In September 2011 DCR awarded four non-profit organizations grants in support of the Patrick-Murray Administration's comprehensive statewide strategy for preventing youth violence and closing the achievement gap. A unique partnership ensued introducing hundreds of urban youth to the great outdoors through environmentally focused employment and recreational activities. Boston Youth Environmental Network and Boston Natural Areas Network developed jobs programs. They cleared trails, assisted with habitat and landscape improvements; all while learning about the environment and earning a paycheck. Statewide Black Clergy and LUK.inc focused on exposing urban youth to the environment through recreational and leadership programs. Statewide Black Clergy and LUK.inc developed overnight camp programs with leadership development and vocational skills programs. All four programs engaged at risk youth with academic and civic engagement opportunities – whether through an environmental career day, day long youth summit, DCR's Park Serve Day, or hands-on conservation activities, these young people were exposed to the importance of open space stewardship. For many participants this was their introduction to a nearby state park and the opportunity to experience the natural environment that defines DCR.

**In Fiscal Year 2012, Visitor Services hosted an estimated 10,000 interpretive and educational programs statewide with an estimated attendance of 125,000 visitors. Programs were offered statewide from the summit of Mt. Greylock State Reservation in the Berkshires to the Boston Harbor Islands.**

**In addition to DCR's scheduled interpretive programs, hundreds of thousands of visitors that pass through our Nature and Visitor Centers, Beaches, forests, parks, pools and campgrounds receive informal or roving interpretation of the commonwealth's resources.**

## On January 1, 2012, DCR hosted and led nine First Day Hikes at locations statewide from the Blue Hills Reservation to Mount Greylock Reservation.



**First Day Hikes.** On January 1, 2012, DCR hosted and led nine First Day Hikes at locations statewide from the Blue Hills Reservation to Mount Greylock Reservation. Approximately 1,700 visitors came out to enjoy nature and get some exercise on a beautiful winter day. Governor and Mrs. Patrick enjoyed the hike at Mt. Greylock, while DCR Commissioner Lambert joined the Commissioners of Agricultural Resources and Public Health at the Blue Hills Reservation. With the encouragement of DCR, the National Association of State Park Directors organized all 50 states in sponsoring free First Day Hike Programs for the first time in 2012. First Day Hikes originated over 20 years ago at DCR's Blue Hills Reservation and was launched to promote both healthy lifestyles throughout the year, as well as year-round recreation at state parks.

## The goal of the Great Park Pursuit is to connect children and adults with the outdoors through memorable experiences.

**Interpretive Services.** The purpose of the Education, Interpretation, and Visitor Services program is to increase the public's awareness and appreciation of the Commonwealth's natural, cultural, and recreational resources and to foster a sense of stewardship among citizens and visitors. DCR's MassParks Division and Ranger Bureau offer a variety of public programming, including history-based park tours, coastal education programs, healthy heart interpretive hikes, junior ranger programs, and wildlife appreciation programs. Each of these programs allows the agency to tell the story of an individual park and to create a sense of stewardship among our visitors.



**Great Park Pursuit.** The agency launched its sixth annual Great Park Pursuit, a summer-long series of free family adventures in DCR parks. The goal of the Great Park Pursuit is to connect children and adults with the outdoors through memorable experiences in their state forests, beaches, and parks. The program challenges people of all ages to take time to reconnect with nature and brings youth and families outdoors to experience the benefits of health and wellness, build strong families, teach skills, and engage our next generation of environmental stewards.



## Promoting: Public Access and Appreciation

**Universal Access.** DCR's Universal Access Program (UAP) continues to be recognized as a national leader in creating accessible outdoor recreation for all. This year, thousands of individuals with disabilities, along with their families and friends, experienced boating, hiking, swimming, camping, skating, cross-country skiing, snow shoeing, and many other activities in DCR facilities across the state. By working closely with DCR's planning, engineering and park operations staff, making accessible capital improvements, providing enhanced adaptive equipment to facilitate access, and offering high-quality accessible recreation programs in our state parks, more and more people with disabilities are choosing to visit

our facilities. Thanks to the accessibility improvements in our parks and the excellent programming provided by the UAP, over 100 specialized programs were conducted this year in DCR facilities. On June 9, 2012 the Universal Access Program also held its Accessible Recreation Fair. More than 50 volunteers and 14 Accessible Recreation Providers helped DCR's UAP create a fantastic experience for families, groups, and individuals with disabilities. Over 400 people enjoyed hiking, kite flying, trying out various types of cycles, treasure hunting, getting their faces painted, and learning about the many accessible possibilities that await them in DCR's parks system.



Leo J. Martin Golf Course in Weston, MA



Universal Access Paddling Program



Cycling Program on the Norwottuck Rail Trail in Hadley, MA

## Promoting: Civic Engagement

At DCR, we adhere to this principle of civic engagement in numerous ways. We understand that our charge to be stewards of the special places in our care is not a task we can accomplish alone. We all have responsibility to be good stewards of our natural, cultural, and recreational assets. Therefore, we strive to involve the public in our work on a regular basis.

**Volunteer Stewardship.** Each year, DCR receives significant support from volunteers who are committed to the shared stewardship of DCR's parks and forests and the fulfillment of the agency's mission. Environmental and recreational organizations, schools, churches, neighborhood associations, scout troops, businesses, and individuals have contributed thousands of hours to helping DCR enhance and maintain some of the state's tremendous resources. In 2011, there were 70 community clean-ups coordinated by DCR's Office of Community Relations, with a total of

2,624 volunteers contributing more than 8,000 hours of their time. In the first half of 2012, hundreds more individuals donated thousands of hours toward volunteer efforts.

Non-profit organizations, such as the New England Mountain Biking Association, the Charles River Conservancy and numerous Park Friends groups traditionally partner with DCR throughout the year on cleanups and park improvement projects. The Emerald Necklace Conservancy, for example, organizes Green Teams of at-risk youth to perform maintenance projects in DCR's parks in Greater Boston during the summer and fall. Watershed associations across Massachusetts are also key partners. For example, the Neponset River Watershed Association's 2012 annual cleanup alone salvaged 6 one-ton truck-loads of trash from the Neponset River.

Corporate cleanups are also becoming a growing trend at our parks. State Street

Corporation, the Langham Hotel, and Perkins-Elmer employees have all done cleanups at DCR properties in the last year. In addition, Save the Harbor, Save the Bay, a non-profit that is particularly active in recruiting corporations to participate in cleanups at beaches around Boston Harbor, recently held joint cleanups with employees from Blue Cross-Blue Shield, John Hancock, and EnerNOC.

**Governor Patrick and Lieutenant Governor Murray have made civic engagement a hallmark of their administration. They believe in a philosophy, that DCR embraces, of inviting the community-at-large to become involved in volunteer opportunities and, more importantly, in helping to shape policy and management strategies.**

## Promoting: Civic Engagement

As DCR's official statewide volunteer day, Park Serve Day is designed to highlight the fact that everyone has a role to play in preserving and enhancing our forests, parks, and beaches. The day gives residents of the Commonwealth an opportunity to partake in the enhancement and preparation of DCR properties for the upcoming recreational season. In 2012, 4,797 volunteers worked at 53 participating parks across the Commonwealth. Volunteer projects included a variety of activities including: trash clean up, planting flowers, trail work, painting fences and buildings, assembling picnic tables, and raking leaves, and resulted in the planting of 1,742 flowers, 1,425 shrubs, and 39 trees, as well as the removal of about 20 tons of trash statewide. Recognizing that DCR facilities belong to all residents of the Commonwealth, the day helps promote shared stewardship and encourages both volunteerism and a sense of ownership and pride in our state's natural, cultural, and recreational resources.

**Citizen Scientists and Outsmarting Invasive Species.** In the spring of 2012, DCR's Service Forestry Program partnered with the Center for Public Policy and Administration at the University of Massachusetts Amherst and with the Center for Invasive Species and Ecosystem health at the University of Georgia to launch a smartphone app called "Outsmart Invasive Species." The new app was made possible through a USDA grant and not only allows the public to learn about a variety of invasive pests and plants, but to serve as "citizen scientists" in identifying and reporting the invasive species to environmental professionals at UMass and DCR. With the touch of a smartphone screen, the app allows anyone to take a picture of an invasive species, tag the photo with geographic positioning coordinates, and send it to a central database for further investigation.

**Public Outreach.** DCR has remained committed to sharing information with the public and to engaging them in conversation about the policies, programs, and projects that support our agency's conservation and recreation mission. These activities foster a greater sense of public investment and ownership in the natural, recreational, and cultural resources of the Commonwealth and enhance stewardship. They also have the added benefit of reinforcing the Patrick-Murray Administration's emphasis on providing open and transparent government.

DCR has implemented processes and strategies that promote these objectives, expand the agency's outreach capacity, and provide numerous opportunities for the public to gain information, voice concerns, and share input. Since the beginning of 2011, DCR has conducted nearly 140 public meetings throughout the Commonwealth, which have been supported by outreach strategies aimed at fostering broadly-based participation by a variety of stakeholders.

Public meetings and processes were held to share information and encourage public input as a part of the following programs and initiatives:

Resource Management Planning for Myles Standish State Forest, Pittsfield State Forest, the Middlesex Fells Reservation, the Mount Holyoke Range Planning Unit, Harold Parker and Boxford State Forests, Walden Pond State Reservation, the Fort Phoenix State Reservation Planning Unit, and the Horseneck Beach State Reservation Planning Unit.

Focused efforts to support the conservation of the Commonwealth's valuable natural resources, including landscape designations, watershed protection programs and activities, and hazard fuels management and ecosystem restoration through prescribed burns at Manuel F. Correllus State Forest and Freetown-Fall River State Forest.

Planning, design, and construction of projects aimed at improving state parks and recreational facilities for visitors' enjoyment, including the Lynn Shore and Nahant Beach Reservation, the Neponset River Greenway, Mystic River Reservation Riverfront Park, Hammond Pond Reservation, the Skinner State Forest Summit House, the Charles River Basin Skate Park, Constitution Beach Reservation Tennis Courts, the McCrehan Memorial Swimming Pool, the Charles River Esplanade Eliot Memorial, and numerous DCR playgrounds in Boston.

Planning, design, and construction of projects to improve state parkways and expand pathways, including the Storrow Drive roadway and tunnel, Agassiz Road, Nahant Road, the Neponset River Greenway, the Blackstone Greenway, and pathways and pedestrian crossings along the Emerald Necklace and Jamaica Way.

The development of Interpretive Master Plans to forge connections between park visitors and natural features and history at Great Brook Farm State Park and Mt. Greylock State Reservation.



Nahant Beach



## Promoting: Partnerships

DCR is joined in its mission by various Friends Groups, environmental advocates, recreational organizations, and businesses, who work with our staff to secure volunteers, provide programming, enhance our physical assets through capital projects, and contribute financially. This tradition of shared stewardship of our parks, beaches, forests, and watershed lands has created a civic infrastructure that is crucial in helping DCR to maintain our shared conservation and recreation legacy. The agency works with its partners by utilizing many tools; most notably through DCR capital programs and targeted public-private partnership projects.

**Partnership Matching Fund Program.** DCR's Partnerships Matching Funds Program serves as a way for DCR's partners, primarily Friends Groups, to support our parks and become more familiar with DCR's project management process. This past year, the agency celebrated this program's seventh year. To participate, park Friends groups, civic and community organizations, businesses, and individuals submit project concept ideas for park improvements in DCR-owned and managed facilities and work with DCR staff on selected projects. DCR provides a two-to-one match on partner contributions up to \$25,000 and a one-to-one match for contributions above \$25,000. Through this program, DCR has brought in more than \$10 million in non-state investments to a wide array of its facilities across the Commonwealth. In 2012, DCR designated \$1 million in matching funds for two dozen projects. Approved projects included:

- Partnering with the Schooner Ernestina Morrissey Association to preserve the Schooner Ernestina, a living memorial to the Commonwealth's maritime history. Upgrades included replacement of foremast, repairs to the mainmast, and completion of rigging repairs;
- Enhancing recreational swimming and boating through projects with the Towns of Wayland, Natick, and Framingham, and advocates from both the Blackstone River in Uxbridge, the Blackstone River Watershed Association, and the Mystic River Water Association in Medford. In Metrowest, the project focused on removal of invasive Eurasian Water Milfoil from Lake Cochituate. In Medford and Uxbridge, water chestnut was removed from recreational waterways;
- An urban parkway streetscape enhancement project, done with the support of a community coalition led by the Fenway Civic Association. In this project, improvements to accessibility, drainage, pedestrian, and bike circulation along Agassiz Road in Boston's Fenway neighborhood will lay the groundwork for the City of Boston to reactivate the vacant stone "Duck House" building;
- Working with the Friends of Borderland to restore and rehabilitate the historic rock garden at the Ames Mansion in DCR's Borderland State Park in Easton. Borderland is of the most historically significant tracts of publicly-owned land in the Commonwealth, obtained by the Commonwealth after 75 years of ownership by the family of artist and suffragist Blanche Ames and her husband, Harvard University botanist Oakes, who designed the rock garden; and
- A renovation project with the Berkshire Scenic Railway Museum in Lenox to repair wicker seating in century-old rail coaches, allowing them to be returned to public use and enjoyment. These rail cars are essential and compelling tool in providing the history the railroad industry's role in the economic growth of the Berkshires.

**DCR's Partnerships Matching Funds Program serves as a way for DCR's partners, to support our parks and become more familiar with DCR's project management process.**



Partnership Matching Funds Announcement at the State House

## Promoting: Partnerships

**Corporate Partnerships.** DCR's business partners understand that the Commonwealth's economic health is positively impacted by the widespread availability of quality open space and recreational resources. Their ability to attract talent is directly influenced by having an agreeable quality of life in communities where their businesses have a presence. Understanding this, DCR actively cultivates these relationships with a focus on those enterprises whose missions closely align with that of the agency. Because of this, these partnerships often overlap with those DCR has with Friends groups and environmental organizations.

**New Balance:** New Balance has collaborated with DCR for the past four winters to ensure area runners, joggers, and walkers have clear and safe running paths along the Charles River during the winter season. Under the agreement, New Balance, recognizing DCR's commitment to outdoor enthusiasts, has pledged to provide \$20,000 in funding to support snow removal efforts along the 17-plus mile Charles River path spanning from the Museum of Science area in Cambridge to the Galen Street Bridge in Watertown. DCR and New Balance also co-produce six events during the term of this agreement, which lead up to the Boston Marathon in April.

**The North Face:** For the past four years, DCR has partnered with The North Face, an outdoor clothing retailer, to promote our parks and the recreational opportunities they offer through the Explore Your Parks Partnership.

Beginning Memorial Day 2012, and lasting until the end of the year, North Face gave free parks passes to customers at their stores and other retail locations.

This partnership also features the a financial donation of \$10,000 to DCR's Conservation Trust, to be applied for the development and design of five interpretive/informational panels displayed at Purgatory Chasm State Reservation, the Neponset River Reservation, and Borderland State Park.

Last summer, the North Face Explore Your Parks Partnership also included the Department of Fish and Game, and launched a weekend-long "Becoming an Outdoors Family" program for first time campers at Otter River State Forest in Templeton. Eighteen families participated in outdoor activities and each family was presented with a camping lantern to enjoy on their next camping experience.

**Recreational Equipment, Inc.:** In 2012, DCR, the Charles River Conservancy (CRC), and Recreational Equipment, Inc. (REI), a national outdoor retail co-op, hosted the third annual "REI Camp Cooking Challenge," which was held for the first time at DCR's North Point Park in Cambridge. In addition, DCR's government partners from the Massachusetts Department of Agricultural Resources and local developers HYM Development supported the event.

Chefs from three local restaurants, Om, Grill 23 and Tavolo prepared recipes highlighting one summertime "secret ingredient" provided by local farmers (via MDAR). The "catch" was that they were required to prepare all their dishes using outdoor camp cooking gear (via REI). Dishes were judged by representatives from Northeast Flavor Magazine, Chop Chop Magazine, and Let's Talk about Food.



MASSACHUSETTS DEPARTMENT OF  
CONSERVATION AND RECREATION

**New Balance has collaborated with DCR for the past four winters to ensure area runners, joggers, and walkers have clear and safe running paths along the Charles River during the winter season.**



## Promoting: Partnerships

**Partnerships with Environmental Organizations.** The Commonwealth's residents have a well-regarded history of environmental advocacy. It can be argued that the intellectual foundations for the environmental movement were established by 19th century advocates at and around Walden Pond in Concord, which is currently under DCR's stewardship. Several national organizations were founded in Massachusetts and continue to have a presence in our state. This long-standing advocacy community, in addition to more recently established organizations, continues to provide a superior pool of resources for the agency through educational programs, research, and professional partnerships.

**Student Conservation Association (SCA):** In this partnership DCR works with the Student Conservation Association's (SCA) AmeriCorps program headquartered at DCR's Kenneth Dubuque State Forest, and the Appalachian Mountain Club, the nation's oldest conservation and recreation organization. Young adults teach environmental education courses in local schools, volunteer at Western Massachusetts non-profit organizations, and work on DCR's trails. Participants in these programs develop skills needed by businesses, government, and academics working on issues connected with the natural environment; creating a much-needed jobs pipeline for the Commonwealth and New England.

**Partnerships with Friends Groups.** DCR also has an active network of park and forest Friends groups at many of our properties across the Commonwealth. Many of these groups provide considerable support to DCR in its stewardship of our natural, cultural, and recreational resources. In 2012, for example, DCR and the Friends of Upton State Forest also partnered on a project to conserve a collection of 39 original Civilian Conservation Corps (CCC) planning documents for Upton State Forest. The collection includes plans for the CCC Camp, recreational facilities, Dean Pond, and recreational roads built in the 1930s. In the condition in which they were found, the documents could not be handled safely or copied, but these efforts have stabilized and preserved the documents and have allowed digital reproductions that will serve as valuable historic resources of importance to researchers, authors, genealogists and others for understanding and documenting the legacy of the CCC and the landscape of Upton State Forest.

**DCR also has an active network of park and forest Friends groups at many of our properties across the Commonwealth. Many of these groups provide considerable support to DCR in its stewardship of our natural, cultural, and recreational resources.**



REI Camping Festival at North Point Park



Kayem Foods, Inc. making a contribution at Robinson State Park



Cub Scouts at Wollaston Beach, Quincy, MA



Emerald Necklace Conservancy Groundbreaking Event



Healthy Heart Trail Partnership at Fall River Heritage State Park

The Department of Conservation and Recreation is fortunate to have tremendous partners; especially in our efforts to promote Healthy Heart Trails.

## ENHANCING

*The Department of Conservation and Recreation is steward of one of the largest state park systems in the country. With over 500,000 acres of public space made up of forests, parks, greenways, historic sites and landscapes, seashores, lakes, ponds, reservoirs, and watersheds, DCR continues to enhance the Commonwealth in our efforts to conserve. The preservation of public space allows the agency to constantly enhance the assets and resources of the Commonwealth. In FY12, our efforts to enhance included systematic and precise park operations and service delivery, increased recreational offerings, ongoing development and maintenance of infrastructure, environmental stewardship, recruiting and retaining valuable human capital, and establishing new ways to enhance financial sustainability.*





## *Enhancing: Parks Operations & Service Delivery*

DCR understands that our parks are places where people come to renew themselves physically, mentally, and spiritually. As such, our MassParks Division works hard to ensure that our parks are clean, safe, and fun while providing memorable experiences for individuals and families.

With nearly 400 facilities spread out over 400,000 acres touching nearly every city or town in Massachusetts, our work requires continued investment in these facilities as well as an efficient use of staff during these challenging fiscal times. It is through a strategic use of personnel and wise investment of limited capital dollars that we have managed to maintain a level of services expected of us in meeting our overall mission.

**Parks Unification.** In FY12, the Legislature passed and Governor Patrick signed into law, language creating one parks division. This officially completed the merger of the former Divisions of State and Urban Parks, as established in 2003.

The new MassParks Division has been designed to integrate and streamline the responsibilities of the two former parks divisions. While new units were created, others were consolidated to complete the unification. For example:

- The responsibilities of the former Recreation Bureau were incorporated into the MassParks Division allowing recreational programs to be more fully integrated into the Division.
- A new Visitor Services and Programming unit provides statewide oversight and coordination of interpretive and recreational programs, as well as signature events such as First Day Hikes, the Great Park Pursuit, the DCR Park Passport Program, and Park Serve Day.
- A Parks Support Operations (PSO) unit was created to provide a more efficient system for addressing routine maintenance issues. Through the use of a statewide dispatch center, the Division is able to track routine maintenance requests, prioritize them for service, and complete them using regional PSO teams of tradespeople.

In dividing management responsibilities across the state, the number of Regions was reduced from seven 7 to five 5 and the number of Districts statewide was reduced from 18 to 13. Each of the 13 Districts contain three to four Complexes managed by a Field Operation Team Leader (FOTL). The FOTLs are working supervisors who supervise staff within the Complex to ensure operational needs are met.

The unification of our MassParks Division went “live” on April 30, 2012 and fulfills the vision that was first conceived in 2003 when DCR was created.

**Office of Aquatic Resources.** In the summer of 2011, the agency was devastated by the tragic drowning of one of its patrons, Ms. Marie Joseph, at the Vietnam Veterans Memorial Swimming Pool in Fall River. This incident prompted Commissioner Lambert to order an immediate top-to-bottom review of all DCR swimming pools and an investigation into the circumstances around the incident itself and the conditions that may have allowed this loss of life to occur. In releasing its investigative report in April 2012, DCR committed to accepting responsibility for improving operations and holding ourselves accountable in a way that would restore the public’s confidence in our ability to perform and achieve our mission. While the report provided a detailed explanation of the tragedy and contributing factors, it also offered several key recommendations for improving the agency’s management and oversight of waterfront activities. In particular, the Department established a year-round, statewide Aquatics Unit responsible for providing oversight and ensuring compliance with policies and procedures at pools, beaches, and inland waterfront areas. The unit is staffed by a Director and three regional staff members.

As a part of the Memorandum of Understanding signed by Commissioner Lambert with the Massachusetts Department of Public Health (DPH) in May 2011, DPH has continued to provide enhanced pool inspection efforts during the summer months at DCR pool facilities statewide. One year following the signing of this MOU, in May 2012, DPH provided DCR with a comparative analysis of independent pool inspections carried out by DPH during the summers of 2010 and 2011. The analysis focused on a variety of areas including compliance with state water quality, health and safety, and sanitation regulations. On the whole, DPH reported improvements between the 2010 and 2011 pool seasons and their analysis demonstrated a considerable reduction (33 percent) in the number of overall citations and a significant reduction (38 percent) in violations related to health and safety.

The reduction in citations and violations is a testament to the agency’s efforts to reinvest in pool infrastructure during the 2010-2011 off-season and the emphasis placed on re-training staff with the specific goal of reducing operational violations at our swimming pools. Going forward, DCR’s Aquatics Unit will continue to enhance and expand staff recruiting and training efforts while providing year-round attention to improving the recreational opportunities we offer at our many waterfront areas.

**The Department established a year-round, statewide Aquatics Unit responsible for providing oversight and ensuring compliance with policies and procedures at pools, beaches, and inland waterfront areas.**

## Enhancing: Recreational Offerings & Infrastructure

Even during admittedly difficult fiscal and economic times, DCR has continued to find ways to be creative and innovative with our resources and to make important investments that:

- Allow our agency to maintain relevance and support among our constituents and customers,
- Further our dual mission of resource protection and access to recreational opportunities,
- Support Governor Patrick's goal of creating and sustaining job opportunities,
- Improve critical public works and public safety infrastructure,
- Enhance our efforts to be more environmentally-friendly and adapt to foreseeable climate change impacts, and
- Preserve many of the Commonwealth's historic and cultural resources.

In achieving the goal of enhancing our recreational offerings and infrastructure, DCR commonly follows an inter-disciplinary approach that crosses key bureaus and divisions within the

agency's organizational framework. While a major part of the mission of DCR's Engineering Bureau and Planning and Resource Protection Bureau is to provide oversight and management of key infrastructure and capital projects and to support statewide facility maintenance activities, their work is frequently performed in close coordination with staff throughout DCR.

DCR's Facilities Engineering Group, in particular, plays a key role in facilitating this inter-disciplinary approach by supporting DCR's extensive network of environmental infrastructure. In addition, they work to ensure that sustainable practices and principles are applied to all projects and coordinate closely with staff in our operational divisions to determine and establish maintenance requirements for completed projects. Over the past year, this group has managed over 300 large- and small-scale capital projects statewide and addressed hundreds more work orders in support of our parks system.

Given the broad array of activities and public services that DCR is involved in and provides, as well as the diversity of facilities and properties we manage across the Commonwealth, the nature of capital investments can vary widely from reconstructing swimming pools, to paving parking lots and parkways, to restoring dams, and to repairing coastal infrastructure. Among some of the more recent and significant projects are:

**Melnea A. Cass Recreational Complex.** In FY12, DCR re-commenced operation of the Melnea A. Cass Recreational Complex in Roxbury, which had previously served as a skating rink and had been closed to the public for more than 20 years. With a commitment to expanding state park recreational opportunities within urban communities, DCR invested \$4.2 million to repair and enhance the Cass Complex into a year-round recreational asset. Included in the redevelopment work was the creation of a 235-foot by 105-foot recreational space, which offers more than 24,000 square feet of useable space; a walking track around the primary floor space; gathering space with access to facilities and restrooms for community events; a new shower and locker room area adjacent to the outdoor pool; and classroom space for programming.

The final design and scope of the Cass Complex was developed with significant input from members and leaders of the Roxbury Community. In addition, DCR worked with a variety of community organizations, including the newly-formed Friends of Melnea A. Cass Recreation Complex and the Shelburne Center to develop and implement programming ideas that offer a diversity of cultural, recreational, and educational opportunities that appeal to a wide range of people within the community.



DCR invested **\$4.2 million** to repair and enhance the Cass Complex into a year-round recreational asset.



## Enhancing: Recreational Offerings & Infrastructure

**Connors Memorial Swimming Pool.** Originally constructed in 1954, the Connors pool quickly became the primary recreational swimming facility for Waltham and its neighboring communities. Regrettably, the pool was closed in 2001 for its failure to meet safety standards. In 2012, the pool was reopened following a \$5.3 million rehabilitation project. The modernized pool exemplifies the latest in modern aquatic design, universal access, and public safety standards. It serves as a multi-generational facility offering an array of areas for multiple uses, including: a contained child area, water spray features, and a 5'6"-deep end with lap area. For increased accessibility, the pool features zero-depth and lateral transfer entry and ADA accessible chair lift. This facility is the first of its kind for DCR; featuring a zero net energy pool, bathhouse, and equipment building.

**Houghton's Pond Ball Fields.** This multi-phase project began in FY11 with the completion of a master plan, designs, and the construction of a new youth baseball field, installation of an irrigation system, renovations to the parking lot, improvements to pedestrian paths and vehicular circulation, and a variety of other site improvements that enhanced access to water and electricity. In FY12, an additional \$1.8 million in funding supported the remainder of master plan improvements, including renovations to the remaining two ball fields, installation of a new circuit path, construction of a new comfort station, and additional parking lot improvements to alleviate traffic demands by users of the facility and athletic fields. Further landscape improvements are anticipated in 2013.

**\$1.8 million in funding supported the remainder of master plan improvements.**



Connors Memorial Swimming Pool



Houghton's Pond Ball Field



Connors Memorial Swimming Pool



Houghton's Pond

## Enhancing: Recreational Offerings & Infrastructure

**Mount Greylock Summit.** While DCR has completed the \$10 million investment in repairing and reconstructing the parkway at Mount Greylock, the agency continues to advance improvements to the summit area of this tremendous resource. In 2012, DCR levered an \$800,000 Scenic Byway grant with \$200,000 of agency capital funds to complete construction and improvements at the summit. Work included the rehabilitation of the War Memorial Tower and preservation work at Bascom Lodge, both major features of the Mount Greylock Summit National Register District, and the state-designated Mount Greylock Scenic Byway.



Mount Greylock Summit

**Houghton's Pond Bathhouse.** Houghton's Pond, in DCR's Blue Hills Reservation, is perhaps one of the agency's busiest inland urban beaches, hosting as many as 100,000 visitors during the summer months. Despite high levels of use, the facility included an outdated and insufficient 1968 bathhouse. In 2011-2012, DCR undertook a major project to remove the existing bathhouse and replace it with a new, 4,500-square-foot three-season complex that complements the historic Visitor Center and Refreshment Pavilion and facilitates improved management of the parkland beach. Opened in June 2012, this \$4 million investment greatly improves the recreational experience for visitors and swimmers at Houghton's Pond. In addition to expanded public restrooms, a lifeguard room, a manager's office, a first aid room, and two family restrooms the project also featured; outdoor rinsing and changing stalls, new outdoor terraces to transition from the bathhouse to the beach, erosion controls and corrections, including new planting improvements along the beach; construction of a new universally-accessible nature boardwalk along Marigold Marsh, which provides access to the beach and other areas from the parking lot that were not previously accessible; and new educational panels installed along the nature boardwalk, which offers stunning views out over Marigold Marsh.

**Wachusett Mountain Parkway and Summit.** In the summer of 2012, DCR completed the \$8.4 million Wachusett Mountain Parkway Rehabilitation and Summit Enhancement Project. This project greatly enhanced the visitor experience at this popular state park by improving traffic circulation, public safety, and accessibility for all users. The project incorporated the latest designs for recreational roadways and included the restoration of the mountain's historic Harlow Outlook. Improvements also included a new 80-foot steel fire tower with a 12-foot high, fully accessible public observation deck that provides 360-degree views of Mount Monadnock in New Hampshire, the Berkshires in the west, and the Boston skyline to the east.



Wachusett Mountain Tower

**Houghton's Pond, in DCR's Blue Hills Reservation, is perhaps one of the agency's busiest inland urban beaches; hosting as many as 100,000 visitors during the summer months.**



Houghton's Pond Bath House



## *Enhancing: Recreational Offerings & Infrastructure*

**Recreational Trails and Greenways.** Trails are at the intersection of conservation and recreation in DCR state parks. Multi-use, improved-surface recreational greenways or “rail trails” are among DCR’s most popular facilities.

The DCR currently manages the Cape Cod, Norwottuck, Nashua River, and Ashuwillticook Rail Trails and the agency’s Rail Trail Program reviews and evaluates additional rail-to-trail conversion opportunities that have state or regional significance as possible state parks corridors.

The Program also offers technical assistance to communities, including a large effort underway by the Towns of Yarmouth and Dennis for a six-mile connection to DCR’s Cape Cod Rail Trail.

The Rail Trail Program’s current development initiatives include:

- the Norwottuck Rail Trail rehabilitation project (Northampton to Amherst),
- the Blackstone River Greenway Phases I and II,
- the Charles River to Minuteman Bikeway connector in Watertown,
- the Whitney Spur Rail Trail from Wompatuck State Park to the Cohasset Greenbush Train Station.

DCR also recently completed a 99-year lease of the Mass Central Rail Trail – Waltham to Berlin – Wayside Branch. The Rail Trail Program is working to develop this significant 23-mile corridor into a multi-use recreational greenway in anticipation of future funding.

The DCR Greenways and Trails Program provides coordination and services on a range of natural surface trail and greenway planning, design, and development issues and works to forward the goals of Commonwealth Connections: A Greenway Vision for Massachusetts. Initiatives focus particularly on the state’s long-distance trails and the Program works closely with DCR’s park operations and recreation. Recent accomplishments include:

- development of an inter-agency Trail Team, production of the DCR Trail Guidelines and Best Practice Manual,
- coordination and hosting of various DCR Trail School training events,
- development of the Mohican-Mohawk Trail through Mohawk Trail and Savoy State Forests, and
- ongoing planning and development of the New England Trail on DCR properties, and trail system Planning efforts, particularly at the Middlesex Fells Reservation and Pittsfield State Forest.

**Trails are at the intersection of conservation and recreation in DCR state parks. Multi-use, improved-surface recreational greenways or “rail trails” are among DCR’s most popular facilities. The DCR currently manages the Cape Cod, Norwottuck, Nashua River, and Ashuwillticook Rail Trails and the agency’s Rail Trail.**



Cape Cod Rail Trail

## Enhancing: Recreational Offerings & Infrastructure

**Alewife Greenway.** In 2012, DCR also celebrated the completion of the Alewife Greenway Bike Path. The project completes a critical pedestrian and bicycle off-road link, which will now connect the Minuteman and Mystic River Reservations, two of metro Boston's prominent pedestrian and bike corridors. In addition, the completed greenway is part of the larger Alewife Brook Reservation, located in the towns of Cambridge, Arlington, and Somerville. The bike path project included the development of two new accessible public paths compliant with the Americans with Disabilities Act (ADA), as well as ecological restoration of sections of the Alewife Brook that offer visitors a beautiful nature trail to traverse. Additionally, the project created pedestrian safety crossings at Massachusetts Avenue and Broadway, allowing for safe access to the Mystic River; DCR's Dilboy Stadium, baseball field, and playground; a DCR swimming pool; and DCR basket ball courts. The project was funded by a \$3.6 million grant from the American Recovery and Reinvestment Act (ARRA) of 2009.



Alewife Greenway

**Pool Modernization.** In FY12 DCR continued its concerted efforts to upgrade the agency's pool infrastructure. There are 46 pools in the DCR portfolio and most were constructed in the 1960s and 1970s and have an average age in excess of 40 years. The Department has invested \$50 million system-wide in recent years to modernize the infrastructure at our pools and their appurtenant buildings. This investment has addressed a backlog of deferred maintenance needs, has reduced code violations by 80 percent, minimized water loss, standardized equipment, automated chemical control systems, and improved security. While the focus of pool modernization efforts has been to improve the level of service provided to users and reduce operational costs, these improvements have also brought more of our facilities in line with contemporary programming and user expectations. Enhancements to our pool facilities have:

- improved their family-friendly nature,
- added pool and site amenities such as spray feature elements and shade pavilions,
- expanded ADA accessibility to all sites,
- replaced aging mechanical equipment, and
- standardized safety signage.

All pool facilities have seen some general improvements, and 13 sites have undergone more extensive rehabilitation or reconstruction. In FY12, DCR undertook major capital investments at its pools in Brighton, Cambridge, and Fall River. Modernization efforts continue and another five sites are either under construction now or planned for renovation within the next two years. In addition, eight wading pool sites were replaced by modern, interactive spray deck facilities and have become some of our most popular facilities.



Norwottuck Rail Trail

**The Alewife Greenway bike path project included the development of two new accessible public paths compliant with the Americans with Disabilities Act (ADA), as well as ecological restoration of sections of the Alewife Brook that offer visitors a beautiful nature trail to traverse.**

Low Emissivity Ceiling





### *Enhancing: Recreational Offerings & Infrastructure*

**Schooner Ernestina.** DCR's Schooner Ernestina is the official vessel of the Commonwealth; having received it as a gift from the Republic of Cape Verde in 1982. Since 1996, the Schooner Ernestina has also been a "partnership park" within the New Bedford Whaling National Historical Park. The Ernestina's principal mission has been educational, providing dockside programs and occasional tours. In anticipation of required Coast Guard certification inspections, DCR placed the ship in dry dock at the start of FY12 in order to address repairs necessary for its certification as a dockside attraction. The work completed on the Ernestina included immediate repairs identified by the Coast Guard during haul-out as well as plank replacements, caulking, cleaning, and repainting. DCR also took this opportunity to conduct the first ever comprehensive stem-to-stern itemized assessment of the vessel and associated costs in regaining its sailing certification while preserving its historic integrity. Between the capital improvements and the comprehensive study, DCR invested approximately \$200,000 on the Ernestina. In the summer of 2012, the Ernestina also received a new foremast through DCR's Matching Funds Program and funding from the Schooner Ernestina-Morrissey Association. DCR also hired a summer seasonal interpreter to conduct programs and tours in 2012.



Schooner Ernestina

### *Enhancing: Waterways and Coastal Infrastructure*

DCR's Waterways Office, within the Bureau of Engineering, funded 21 projects totaling \$1,650,000 in FY12. This included approximately \$314,000 for the completion of the rehabilitation of Buildings 1 and 2 at the New Bedford State Pier; \$406,000 in grants to municipalities for dredging-related projects at Fall River, Marshfield, Boston, Wellfleet, and Scituate; and an additional \$187,000 for general maintenance of safety devices and facilities. DCR Waterways also issued \$155,000 in flood control-related grants and \$162,500 in seawall-related grants that included projects in Falmouth, Hull, and Scituate. Waterways staff also supervised the repair to the pier facilities at DCR's George's Island and DCR's Peddocks Island while also mobilizing for three major coastal storms in 2011-2012.

DCR's Waterways staff also provides project support and management to the Massachusetts Seaport Advisory Council. In FY12, 17 projects were managed through DCR's Waterways Office, totaling over \$6.4 million. This includes \$100,000 for coastal protection related project; \$355,000 for dredging related projects, including Boston, Salem, and Swampscott; and \$1,000,000 for hazardous materials clean up and remediation. Additionally, \$755,000 was spent on projects to improve public access to the water in Essex, Gloucester, and New Bedford and \$4.1 million was allocated to fix floating piers and wharves and one secured pier facility.

With adequate funding in FY13, DCR's Waterways Office looks forward to implementing 19 projects that would invest nearly \$1.7 million in coastal protection and flood control projects as well as upgrades and repairs to coastal facilities.



Nantasket Beach, Hull, MA

**The** Schooner Ernestina is the official vessel of the Commonwealth.

## Enhancing: Environmental Stewardship

At DCR, we take seriously our role as the state's largest environmental agency. In addition to those activities directly prescribed by our mission statement, we seek to be leaders on environmental and conservation issues. This includes a variety of activities, including facilitation of the state's energy goals – to the extent that that includes increasing alternative energy use and reducing our carbon footprint – as well as compliance with environmental regulations and setting an example for other agencies and entities.

DCR took numerous steps over FY12 to implement Governor Patrick's Executive Order 484: Leading by Example – Clean Energy and Efficient Buildings. First and foremost, as a basic practice, DCR follows the Leadership in Energy and Environmental Design (LEED) Plus standards adopted by Massachusetts for all new state buildings and major renovations. In addition, as part of the Save Energy, Save Dollars program, DCR invested in a variety of energy conservation and efficiency projects. Notable projects in this category included:

- Installation of low-emissivity (Low-E) ceilings at five DCR rinks, which is projected to reduce refrigeration loads by up to 40 percent;
- Installation at 13 facilities of Light Emitting Diode (LED) light bulbs with comparable luminance to a standard incandescent bulb, which is projected to save 191.6 kw annually;
- Installation of 210 LED outdoor lights at the Charles River Esplanade, the Southwest Corridor, Fall River Heritage State Park, and George's Island;
- Installation of 105 LED street lights on Nonantum Road and 63 LED street lights on the Nahant Parkway;
- Installation of LED outdoor lighting throughout DCR's Waquoit Bay National Estuarine Research Reserve (WBNERR) campus along with a new energy-efficient boiler at the headquarters, and
- Establishment of Energy Conservation Measures (ECM) at five audited facilities as part of the Accelerated Energy Program.

**In FY12, DCR continued its efforts to ensure compliance with US Environmental Protection Agency (EPA) storm water management requirements for over 400 facilities.**

DCR also completed several renewable energy projects in FY12, including:

- A 191,000 Btu wood pellet boiler system at the Amherst District Headquarters, which heats both a new maintenance garage and the headquarters building;
- Installation of a 19-kW solar PV panel on the new maintenance building at WBNERR; and
- The 48-kW ground-mounted photovoltaic system installed at Chickatawbut Hill in the Blue Hills Reservation, which is designed to meet energy needs at the Trailside Museum and the Norman Smith Environmental Education Center.

In the field of climate change, WBNERR has been leading the way in DCR's efforts to adapt to this challenge and fulfill the charge of the Global Warming Solutions Act to reduce greenhouse gas emissions. In particular, WBNERR has made a concerted effort over the last several years to increase energy savings and become more energy efficient. In addition to a new solar project, there has been significant retrofitting of heating, lighting, and insulation systems at the reserve, including the swapping out of old oil burners with efficient natural gas, use of programmable thermostats, and use of more energy efficient lighting. As a result of this program, WBNERR has seen a 16.9 percent reduction in energy consumption. To highlight some of the research and "green" demonstration sites on the reserve, new interpretive signage and exhibits were also installed.

**Storm Water Management.** In FY12, DCR continued its efforts to ensure compliance with US Environmental Protection Agency (EPA) storm water management requirements for over 400 facilities that are regulated under DCR's National Pollutant Discharge Elimination System (NPDES) permit as required by the federal Clean Water Act. These efforts include public education efforts to improve water quality, public meetings to review DCR's annual storm water report, construction and post-construction site management, illicit discharge detection and elimination (IDDE), and maintaining good housekeeping practices at DCR facilities including frequent street sweeping, catch basin cleaning, catch basin, pipe repairs, and waste management.

In 2012, DCR cleaned 3,341 storm water catch basins and drainage manholes and collected over 5,225 tons of street sweeping debris from DCR parkways and parking lots. As part of a long-term pollution reduction strategy for the Mystic River and Alewife Brook, Blair Pond in Cambridge was dredged and restored to provide additional flood storage, reduce invasive species, and improve ecological functions of these water bodies.



## *Enhancing: Human Capital*

At DCR, we believe that the successes we have as an agency are a direct result of the talents and the passion of our staff. We are staffed with employees who bring tremendous expertise and commitment to their work and who combine their efforts with others to operate as a team to accomplish incredible things.

DCR has the largest workforce in the Executive Office of Energy and Environmental Affairs, employing approximately 1,000 full-year and 1,700 seasonal employees throughout the state. The Learning Development and Resources (LDR) team, within DCR's Human Resources Division, coordinates all training and professional development opportunities for DCR employees. LDR supports DCR operations through training needs analysis, design, delivery, and implementation of programs statewide. Courses primarily fall into four categories: safety, professional development, technology, and mandatory compliance.

Following up on work done in FY11, LDR continued to provide support to MassHR initiatives, including the Commonwealth Manager Certificate Program (CMCP) and the Commonwealth Supervisor Certificate Program (CSCP). These programs continue to bring value to the professional development of DCR's work force with nine DCR supervisors graduating from the CSCP and five from the CMCP.

LDR also worked to ensure that all DCR employees completed the mandatory courses for Workplace Violence, Safeguarding Confidentiality, the annual Conflict of Interest Acknowledgement and training in the areas of Diversity and Disability Awareness. LDR also initiated and enhanced a number of trainings to support operations and promote staff development. In-service trainings were offered to employees in a variety of topics, including natural and historic resource management, lifeguard protocols, pool operation, OSHA and safety compliance, and employee benefits.

In April 2012, 180 DCR Supervisors, senior staff and operations managers also participated in the Park Supervisors Academy – a pre-recreation season day of training and networking. Park professionals benefited from a variety of workshops to sharpen their management skills and expand the resources needed to do their jobs. Quality training was provided by several industry leaders in organizational development and recreation management.

In FY12, LDR also worked with the Office of Aquatic Resources, within the MassParks Division, to implement a robust Waterfront Management Training program. Topics included: American Red Cross Lifeguard Management for Head Lifeguards; Practical Pool Management Plus for Pool Managers and Assistant Pool Managers; a Pool Practicum; regional orientation for waterfront staff; on-site orientation for waterfront staff; and in-service training for waterfront staff.



Governor Patrick presents Dan Miguel with the Commonwealth of Massachusetts Workforce Mentoring Award.



Commissioner Lambert presents Stacey Jeffrey with the James F. Condon III Award for Excellence in the profession of Administrative Finance.

**In April 2012, 180 DCR Supervisors, senior staff, and operations managers participated in the Park Supervisors Academy – a pre-recreation season day of training and networking.**

## Enhancing: Financial Sustainability

**Retained Revenue Enhancement.** In FY12, DCR worked to advocate for a new retained revenue model that would enhance the revenue line item within the DCR budget. With an awareness of how difficult the last few fiscal cycles have been on public budgets across the nation and an understanding that this fiscal climate will likely hinder a return to pre-recession appropriation levels for many years, DCR creatively devised a new retained revenue model premised on our desire to reward entrepreneurship, return additional revenue to the agency, and allow us to support service levels that the public has come to expect.

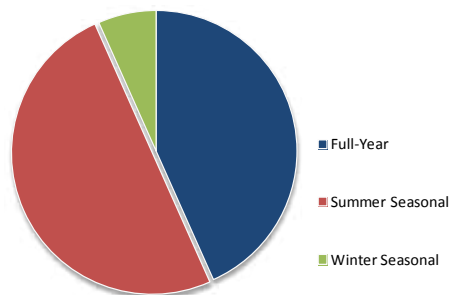
With the support of the Governor's Office, the Executive Office of Energy and Environmental Affairs, the Executive Office of Administration and Finance, the DCR Stewardship Council, and the members and leadership of the State Legislature, the FY13 Budget was passed and signed by the Governor with a new retained revenue model as proposed by DCR.

Under the pre-FY13 Budget, the agency was only allowed to retain a maximum of \$8.5 million of the \$13 million in revenue raised through various fees, permits, leases, and other sources. In making the case for a new retained revenue approach, DCR argued that the low cap on revenues retained by the agency stifled incentives for the agency and its staff to work more aggressively to find creative ways to enhance revenue generation and expand opportunities for public access to DCR's properties and recreational facilities.

The new model allows DCR to retain 80 percent of all revenue collected (with the remaining 20 percent deposited into the General Fund) and increases the cap on revenues retained by the Agency to \$14 million. In addition to this, DCR was also able to combine all of its different revenue line items into a single retained revenue account. Achieving these significant reforms produces several benefits:

- One retained revenue account with a \$14 million ceiling allows DCR to be more responsive to the needs of its customers and the residents of Massachusetts by accommodating local and community requests for additional use of DCR facilities.
- The new retained revenue model fosters creativity, encourages entrepreneurship, and promotes a strong sense of partnership with DCR employees as they begin to recognize their efforts as potential ways to generate revenue that will directly benefit DCR and enhance service delivery to the public.
- The new retained revenue account also allows DCR to provide additional services to the public based upon the value and benefits a program provides rather than judging opportunities solely on their cost impact to the Agency's operating budget.

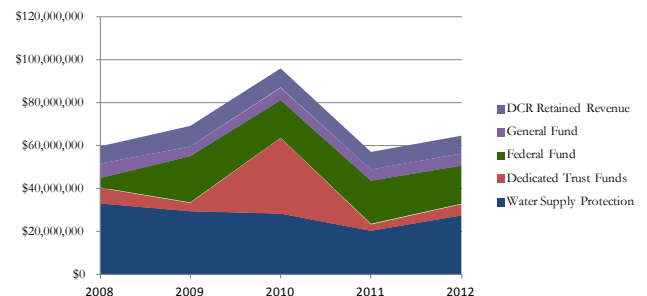
**FY12  
DCR Employees By Category**



**FY12  
DCR Capital Investments**

Park Systems and Recreational Facilities	\$45,612,380.00
Parkways, Roadways & Pedestrian Bridges	\$17,149,536.00
Dams and Flood Control	\$4,975,289.00
Waterways and Coastal Improvements	\$3,577,144.00
Resource Conservation and Land Protection	\$6,352,991.00
Environmental Remediation and Compliance	\$7,049,074.00
Spending by Other Agencies on DCR Property	\$11,279,419.00
	<b>\$95,995,833.00</b>

**DCR Sources of Revenue  
2008 - 2012**



**The FY13 Budget was passed and signed by the Governor with a new retained revenue model as proposed by DCR.**



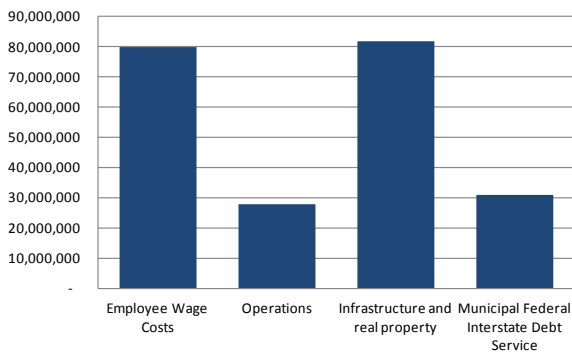
## Enhancing: Financial Sustainability

Looking toward the future, DCR hopes to continue to implement this new retained revenue model in subsequent fiscal years in ways that will allow us to enhance existing revenue streams (such as parking revenues and revenues that can be captured at our golf courses), create new revenue streams (such as through partnerships/sponsorships and merchandising opportunities), and maximize revenue generation and collection through improvements to our various leasing and permitting programs (such as construction access permits, special use permits, concessions, and long-term leases).

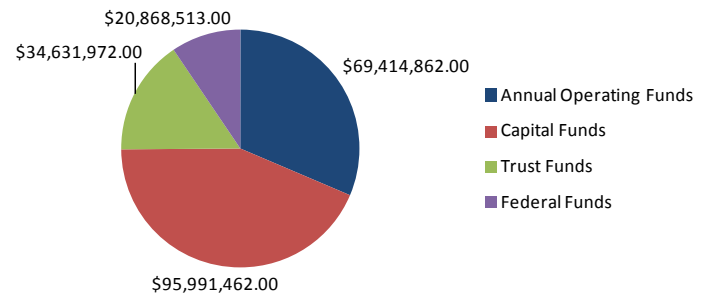
**DCR hopes to continue to implement this new retained revenue model in subsequent fiscal years in ways that will allow us to enhance existing revenue streams.**

**While we celebrate our achievements over the last fiscal year, we also make a concerted effort to anticipate and plan for a prosperous future.**

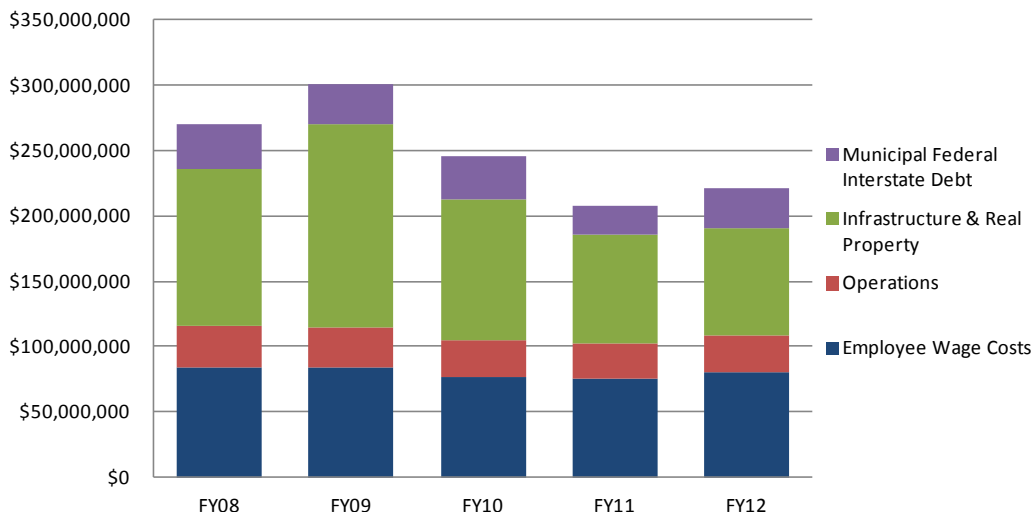
**FY12  
DCR Spending By Category**



**FY12  
Spending By Source**



**FY08 - FY12  
DCR Spending By Category**



## 2013 GOALS

### EXTERNAL

#### **A. Adding Value to People's Quality of Life:**

1. Be the state's leader in environmental conservation and stewardship.
2. Provide high-quality recreational experiences.
3. Recognize the role of the Office of Cultural Resources.
4. Promote technical assistance to municipalities and others.
5. Promote MassParks as a pathway to healthier lifestyles.
6. Participate in creating economic benefits locally and statewide.
7. Create programming that aides in reaching urban youth.
8. Assist in energy reduction and climate change adaptation goals.



#### **B. Provide High Quality Services:**

1. Make sure that each visit to one of our facilities is high quality.
2. Make progress on iconic projects.
3. Upgrade Heritage Parks infrastructure and interpretative services.
4. Implement Landscape Designations Management Model.
5. Re-initiate forest management as a best practice and set high standards.
6. Complete implementation of recommendations in the Fall River Pool Report.
7. Review best practices nationally for possible implementation at DCR.
8. Expand use of partnerships and relationships with partners.

#### **C. Ensure Access for All:**

1. Publicly promote access as a primary tenet of the agency.
2. Keep facilities open and staffed to the extent that resources allow.
3. Engage in agency branding (DCR and MassParks).
4. Increase use of social media.
5. Develop concept of State Heritage Areas.
6. Use DCR facilities in urban areas as gateway to our regional assets.
7. Support geographic equity in experience, programming, and investment.
8. Explore transportation support for underserved populations.
9. Revamp leases and permits program.
10. Continue programmatic expansion consistent with agency guidelines and resources.



#### **D. Branding:**

1. Promote DCR as a year round agency.
2. Make use of DCR/MassParks intrinsic to all we do.
3. Ensure appropriate DCR recognition by partners.
4. Use anniversaries and RMPs to help promote the agency and facilities.
5. Use social media to facilitate branding.
6. Review our signage at our facilities and elsewhere.
7. Take credit for what we achieve.
8. Retain management of newly-invested in facilities.
9. Revamp website to be more inviting and user-friendly.



**As an agency, we are excited about our work and  
what we have planned for the year ahead.**



## 2013 GOALS

### INTERNAL

#### A. A Focus on Staff:

1. Recognize agency's strength is in its people.
2. Continue efforts to improve communication.
3. Focus on efforts to enhance team building.
4. Work at identifying the next generation of stewards.
5. Improve IT assets in the field.

#### B. Financial Sustainability:

1. Continue to implement retained revenue model.
2. Create, through legislation, a State Parks Foundation.
3. Create merchandising/commercial opportunities.
4. Ensure full revenue collection subject to leases and permits.
5. Explore sponsorship opportunities at DCR facilities.
6. Continue advocacy for DCR in state budget.

#### C. Continue Enhancement of Management Practices:

1. Strengthen the agency's management practices.
2. Continue implementation of Parks Unification.
3. Identify and manage the agency's risks and challenges.
4. Recruit and hire the most qualified and talented individuals.
5. Complete adoption of newly proposed agency regulations.
6. Improve IT.
7. Revise and revamp leases and permits program.
8. Switch to LED lighting for cost savings.
9. Improve inspection of roadway appurtenances.

#### D. Compliance:

1. With agency policy, rules, regulations, and related statutes.
2. With agreements involving partners and vendors.
3. With state and federal rules.
4. With resource management plans and agency-created protocols.
5. Ensure that all staff has access to, and training in, all of the above.



**As a public agency, we seek not to compete for funding and resources with other agencies and priorities as much as we strive to help increase understanding about how intrinsic our services are to the quality of life of every person in this great Commonwealth of Massachusetts.**



Commonwealth of Massachusetts

Governor  
DEVAL L. PATRICK

Lt. Governor  
TIMOTHY P. MURRAY

Secretary, EOEEA  
RICHARD K. SULLIVAN JR.

Commissioner, DCR  
EDWARD M. LAMBERT, JR.



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