



Devens Enterprise Commission 2012 Annual Report

Peter Lowitt, FAICP, Director

January 2013

Commission Members

The Devens Enterprise Commission (DEC) is the regulatory and permit-granting authority for the Devens Regional Enterprise Zone. It is empowered to act as a local planning board, conservation commission, board of health, zoning board of appeals, historic district commission and, in certain instances, as a board of selectmen. It carries out these duties in the context of a unique and innovative one-stop or unified permitting system, which greatly streamlines the local regulatory process.

The DEC consists of 12 gubernatorial appointees, six (6) of whom are nominated by the host communities of Ayer, Harvard and Shirley. Each host community and the governor also nominate an alternate member. The Commission began operating on June 22, 1995.



Current DEC Commission members:

(back row– front row)
 Melissa Fetterhoff (Regional)
 Marty Poutry (Ayer)
 William Marshall (Chair—Regional)
 Duncan Chapman (Harvard Alt.)
 Russ Smith (Ayer)
 John Oelfke (Shirley)
 Jim DeZutter (Harvard)
 Armen Demerjian (Regional)
 William Castro (Shirley)
 Paul Routhier (Regional)
 Dix Davis (Regional—not in photo)
 Eric Stoltzfus (Harvard—not in photo)
 Chris Lilly (Regional—not in photo)

Current Vacancies:

Regional Alternate Member
 Shirley Alternate Member
 Ayer Alternate Member

Commission Staff

DEC staff includes Director/Land Use Administrator Peter C. Lowitt, FAICP, Environmental Planner Neil Angus, AICP CEP, LEED AP BD&C, ND. Mr. Lowitt, FAICP, serves on the board of the Massachusetts Chapter of the American Planning Association and continues to serve on the boards of the Eco Industrial Development Council; New Ecology, Inc.; and as immediate past chairman of the Green Roofs for Healthy Cities, the North American Green Roof Trade Association. He is also chair of the Eco Industrial Development/Industrial Symbiosis Section of the International Society of Industrial Ecology.

Mr. Angus serves the Massachusetts Chapter of the US Green Building Council on its Board of Directors and Education Committee. In 2012 Mr. Angus continued to expand his

educational and professional qualifications by earning the American Institute of Certified Planners (AICP) professional designation of Certified Environmental Planner (CEP) – one of only 3 planners in Massachusetts to hold this designation. Mr. Angus also expanded his LEED Accredited Professional (LEED AP) status by passing the US Green Building Council's specialty exam on Neighborhood Development (ND), earning him the LEED AP ND credential.

The Commission is also ably served by Executive Assistant and Notary Public Kate Clisham and employs the following consultants:

- Building, plumbing/gas, electric, sheet metal permitting and inspectional services provided by Gabe Vellante, Phil Horgan, and Bob Friedrich;

- BSC Group provided Development Review Services until December 6, 2012 when Judith Nitsch Engineering was awarded the three year contract after a competitive request for proposal process;
- Edith Netter & Associates continues in the Commission's legal advisor role;
- Ms. Danyelle Mottram serves as the Commission's part time accounting support person.

The DEC provides funding and support to the Devens Eco Efficiency Center, who's Director, Ms. Dona Neely continues her award winning work of advancing the environmental branding and achievement program known as EcoStar which embodies the DEC's commitment to sustainable development.

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2012 Project Highlights

2012 saw a number of new projects come before the Commission and a number of existing projects draw to a successful conclusion. Construction concluded on the Armed Forces Reserve Training Center complex on Barnum Road, permitted by the DEC in 2009. This project included 7 new buildings covering over 275,000 sq.ft within the existing developed site on Barnum Road. These buildings are being utilized by the Army National Guard, US Marine Corps and US Army as joint training and maintenance facilities. The largest buildings include a new ~59,000 sq.ft. training building, a ~59,000 sq.ft. organizational maintenance shop, a ~91,000 sq.ft. consolidated maintenance support shop and the reuse of an existing ~41,000 sq.ft. building. Although under federal jurisdiction; the Army agreed to comply with the DEC Water Resources Protection District requirements to ensure long-term protection of Devens and Ayer water supplies at the adjacent Grove Pond. The collaboration between the DEC, US Army and Massachusetts Army National Guard, the communities' of Ayer and Devens along with Mass DEP and EPA resulted in numerous design considerations being implemented to protect our water supplies. Although a very large development with almost 1.5 million square feet of impervious area, the design of the project actually reduced the existing total impervious area by over 120,000 sq.ft. The new stormwater management system for this facility includes a treatment train that consists of a combination of several structural and non-structural best management practices to ensure maximum water quality for runoff leaving the site. In addition, with the US Army's new "green" initiative, the new training building, organizational maintenance shop and consolidated maintenance support shop all received LEED Silver Certification from the US Green Building Council for their energy efficient and sustainable building design and construction.

After receiving many requests from individual tenants within Devens Common for signage off of Jackson Road, the owner of Devens Common came before the Commission for a sign permit to erect a multi-tenant sign to replace the previous "Devens Common" monument sign. The sign permit was issued in November 2011 but it was installed in 2012.

Throughout 2012, Transformations Inc. continued construction on the first new single-family homes in Devens as part of MassDevelopment's sustainable housing pilot project. The purpose of this pilot was to show how highly energy efficient housing could be developed in an affordable manner. These new homes generate as much energy as they consume through a combination of energy efficient design and material selection, as well as the deployment of renewable energy systems.



New home on Adams Circle. In the foreground. Rear of new homes along Cavite in the background—adorned with solar panels.

With each new home, the energy efficiency has improved significantly. One of the final homes constructed actually scored a negative thirty-six (-36) on the Home Energy Rating System Index (HERS). The HERS Index is the nationally recognized standard for inspecting and calculating a home's energy performance. A -36 HERS is essentially an "energy-positive" home – producing more energy over a given year than the home actually consumes. In an energy-positive home, the electricity generated from the solar panels is greater than the energy demand in the home, so it essentially becomes a mini-power generator – feeding the excess electricity back into the Devens grid. Devens utilities net-metering policy allows homeowners to receive credit on their utility bill for any excess electricity generated. All of these renewables and efficiencies combined add up to a substantial reduction in the carbon footprint for these homes (reduced fossil fuel use). The developer has calculated that a home with a -36 HERS, generates enough renewable energy to fuel the home for the entire year as well as power a plug-in electric vehicle for up to 30,000 miles a year.

The opportunities these homes provide to reduce building and transportation sector carbon emissions while providing a healthy

living environment at an affordable price truly make this project a great example of the future of housing for Devens and Massachusetts as a whole. This project also took advantage of the relaxed frontage requirements that the DEC regulations allow, in exchange for agreeing to construct the homes in a more energy efficient manner. The subdivision was clustered, made use of existing infrastructure, implemented low-impact development techniques and protected 1.02 acres of open space on this 3.42 acre property, further adding to the overall sustainability of this project. To date, seven of the eight lots have been sold and seven of the eight homes have been completed – all with large solar arrays on the south-facing portions of their roofs.

Additionally, Metric Corporation of Boston completed construction of twelve multi-family residential units, also as part of MassDevelopment's sustainable housing pilot project. Although these homes do not have renewable energy systems installed, they were constructed to be able to support solar arrays on the rooftops should individual owners choose to install them. Without the solar arrays, these units have scored HERS ratings between 38 and 41 – still almost 50-60% more efficient than a home built to the minimum base code in Massachusetts. Should owners decide to install solar arrays, the HERS rating could be reduced to 0. Excess soil from this project was used to build additional landscape berms along nearby Saratoga Boulevard to aid in buffering the residential project from the active industrial area adjacent.



Rear of the first six multi-family sustainable housing units.

In 2012, The Massachusetts Chapter of the US Green Building recognized MassDevelopment, Metric, Transformations Inc. and the Devens Sustainable Housing Project with its 2012 Innovation in Green

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2012 Project Highlights continued (from page 2)....

Design award. This award is given to projects that exemplify innovative and sustainable design. The location and situation (cluster/former brownfield), performance, affordability, and replicability of this project helped secure this award.



Carrie Havey (USGBC MA Chapter), right, presenting (left to right) Bill Anderson (Metric Corp.), Marty Jones (MassDev. CEO), Rhonda Spector (MassDev. Real Estate), Carter Scott (Transformations Inc., owner) with the 2012 Innovation in Green Design Award.

Construction also continued on the USFWS Visitors Contact Station located off of Hospital Road adjacent to the Nashua River. Modeled as a sustainable development, this visitor's station includes an educational pavilion made out of reclaimed barn board, a vegetated roof, composting toilets, porous pavement and other low-impact development features.



Reclaimed barn siding gives a "rustic" but sustainable finish to the new USFWS Visitors Center.

Once completed, this center will also contain interpretive panels about the natural environment in the Oxbow and will include a panel on Devens and how it is modeling the development of its industrial parks on biological systems and integrating the natural environment into its redevelopment efforts. The visitor's center will also connect into the Devens multi-purpose trail system – further connecting and integrating the natural environment into development at Devens.

In 2012, the USFWS received a federal grant to install a riverfront canoe/kayak access, wildlife observation platform and remove site line obstructions to its access points along Hospital Road. Construction remains unfinished at this point. More information on the Refuge, including a trail map, can be found at: http://www.fws.gov/northeast/oxbow/refuge_brochure.html

Rivermoor- Citizens Energy also began construction on its 3MW ground-mounted solar photovoltaic generating facility on a 28 acre parcel off Walker Road in the Environmental Business Zone (EBZ). Although approved in 2011, construction did not commence until the spring of 2012 and was nearing completion by the end of 2012.



Ground-mounted solar photovoltaic panels and smartgrid power inverter boxes in the EBZ.

The development of this site resulted in the protection of an archeological site and a series of vernal pools. In addition, over 100 acres of the remaining land within the Environmental Business Zone will be permanently protected from development, helping to achieve a goal of the 2008-2013 Devens Open Space and Recreation Plan (permanent protection of open space and environmentally sensitive areas). This area is within the Squannisset Area of Critical Environmental Concern (ACEC). The transmission line and interconnection have been made and fencing and screening have been installed. Required landscaping to provide additional screening from nearby residents was bonded and will be installed in spring 2013.

In April 2012, the DEC approved MassDevelopment's application for a regional Emergency 911 communications center at 270 Barnum Road. The regional communications center rehabilitates a portion of the former Army child care facility. Once operational, this proposed Regional 911 Emergency Communications Dispatch Center and proposed communications tower will serve the communities of Lunenburg, Lancaster,

Harvard and Devens and is another great example of adaptive building reuse, shared services and regional cooperation that the Devens Reuse Plan encourages – for the benefit of Devens and many of the surrounding towns.



Representatives from the State Fire Marshall's Office & Firefighters from participating towns break ground on the new Regional E-911 Dispatch Cntr. in Devens.

In June of 2012 New England Studios commenced construction of a 126,000 square foot sound stage and mill production workshop building on 15.73 acres of land off of Hospital Road in the former Locust housing area. The site has been cleared and graded, and the movie studio's four sound stages and millwork building are well underway. The sound stage building was constructed with over 40,000,000 pounds of concrete in 120 wall panels. Construction is expected to be complete by summer 2013.



A birds-eye view of the New England Studios sound stages as workers prepare the concrete walls to be hoisted into place..

In fall 2012, Bristol-Myers Squibb (BMS) received approval for the development of a 35,000 square foot cryogenics facility –part of the master plan of development for its corporate campus. This facility will be used to securely handle and store bulk drug substances manufactured at the facility, in preparation for shipment off-site. Storage temperatures required are between -40°C and -60°C. Construction is expected to commence in early 2013.

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2012 Project Highlights continued (from page 3)...

In 2011 and continuing into 2012, Trinity Financial put forth a draft proposal to Devens and the surrounding communities to rezone and redevelop Vicksburg Square for housing. The proposed plan consisted of converting Knox, Allen, and Revere Halls into 168 units of Affordable Housing with a preference for Veterans. Hale Hall was proposed to be converted into 78 units of senior housing and a former military courtroom in Revere Hall, which extends into the quadrangle, was proposed to be converted into a community room for the use of residents. However, the rezoning effort was defeated at the tri-town meeting by both Ayer and Harvard in March, with only Shirley residents voting in favor of the rezoning.



Senator Eldridge, along with Lt. Gov. Tim Murray & MassDevelopment CEO Marty Jones show their support for the redevelopment of Vicksburg Square (April 2012)

The property remains zoned for Innovation and Technology Center. Development goals for this district include providing an urban center for a wide range of incubator and business uses that would encourage and promote academic and educational services for Devens.



2012 Permits/Actions

Development activity within Devens in 2012 saw seven (7) Level 2 Unified Permits issued, while Level 1 permits rose from 46 to 75. The number of demolition permits continued to decrease as most of the former army buildings scheduled for demolition as part of the Base closure process have been removed and more existing buildings are being maintained and reused. The number of plumbing, gas and electrical permits rose over 2011, also likely due to the increase in existing building maintenance and adaptive reuse. The following chart provides an overview of the permits, licenses and approvals issued by the DEC in 2012 in comparison with 2011:

Permit Type	# issued in 2012	# issued in 2011	Difference
Level 2 Permits	7	16	-9
Reconsideration	0	0	=
Level 1 Permits	75	46	+29
Wetland RDA	0	2	-2
Wetland NOI	2	1	+1
Wetland Cert. of Compliance	1	2	+1
Sign Permits	7	9	-2
Tent/Event Permits	17	14	+3
Demolition Permits	3	5	-2
Level 1 Lotting Plans	2	2	=
Septage Hauling Permits	11	7	+4
Certificates of Occupancy	12	12	=
Electrical Permits	46	35	+11
Plumbing Permits	29	15	+14
Gas Permits	28	10	+18
Sheet Metal Permits	3	1	+2
Victualer Licenses	9	12	-3
Flammables License	5	5	=
Liquor Permits	5	5	=
Pledge of Liquor License	1	0	+1
1 Day Liquor Licenses	2	2	=
Violation Notices	2	5	+3
Schools – Cert. of Inspection	3	3	=

Regulations

Throughout 2012, the DEC worked on regulation amendments to evaluate and address issues raised through an analysis of our Historic District Regulations and from meetings with the Devens Homeowners and Condo Associations. In April, 2012, the newly revised DEC Rules and Regulations were published and went into effect. The approved regulation updates included the addition of 974 CMR 5.06 – to allow Residential Accessory Structures in the Historic District in order to address long standing issues raised by Devens residents. These modifications also required the approval of the Massachusetts Historical Commission and were fully supported by the community. The new regulations permit one (1) shed per lot within the Devens Historic District (974 CMR 7.09) provided it meets certain requirements for size, placement and screening.

Additional regulation amendments were adopted that addressed sheds and accessory structures within other residential districts—to ensure a consistent and fair approach to regulating accessory structures. These new regulations require that all accessory

buildings be located behind a line established by the rear of the principal building on the lot and shall be located at least five (5) feet from both rear and side lot lines. Accessory buildings are not permitted to cover more than 20 percent of the area of the rear yard. Regulations regarding fencing were also updated to ensure consistency with the State building code (allowing fences up to 6 feet in height vs. 5 feet).

Commission staff also reconvened the Devens Innovative Residential Development Housing Steering Committee to provide input, guidance and feedback on updates to the proposed housing regulations for the Grant Road area and to revise our Site Plan Regulations to better incorporate Leadership in Energy and Environmental Design (LEED) Green Building and Neighborhood Development Rating system requirements so that development at Devens continues to be as sustainable as possible in order to better implement the Reuse Plan.

Violations/Enforcement

2012 saw a decrease in the number violations of the DEC Rules and Regulations. Devens Recycling (DRC) was cited for operating in violation of their unified permit and site assignment conditions – specifically outdoor storage and inoperable trench drains and bay doors. DRC cooperated fully and resolved these violations in a timely manner. A homeowner was also found in violation of the Commission's outdoor storage regulations and after a considerable time was able to bring the property into compliance.

Transportation & Infrastructure

MassDevelopment continued to work on improvements to aging Devens infrastructure throughout 2012. One major project was the emergency replacement of the Antietam Culvert. The project involved the removal of twin 24" culvert pipes and associated headwalls that carried Willow Brook under Antietam Street at the intersection of Antietam and Jackson road, near Parker Charter school. The twin culverts had partially collapsed and were blocking



Antietam Culvert before (twin 24" pipes)- March 2012

flows and undermining the roadway. The DEC, acting in its capacity as the local Conservation Commission, issued a Unified Permit and Wetland Order of Conditions for an open-bottom box culvert which facilitates a more natural stream flow and is much less of an obstruction for aquatic life and wildlife. Permanent stabilization of the streambanks/stream bed were monitored closely to ensure erosion and sedimentation were minimized. As it was a very dry summer, the stream was not flowing for the majority of the project, which helped minimize temporary impacts from construction. Devens Public Works also coordinated with the nearby Parker Charter School to ensure there was no impact to school activities/access.



Antietam Culvert after (36" open bottom box culvert, new headwalls)- Nov. 2012

MassDevelopment also received a permit from the DEC to relocate the Givry water tank access road. The realignment straightens the access road that previously cut diagonally across the BMS parcel and follows the property boundary between BMS and AMSC. Above-ground utilities were relocated underground and tree removal was minimized as part of the project design. The relocation was necessary to facilitate the construction of the BMS cryogenics facility.

The DEC continues to work with MassDevelopment, local businesses and the State Police to promote the designated/preferred truck route to reduce potential impacts on local and surrounding area roads. Signs and postings to the various Devens websites direct truck traffic away from residential areas and State Police enforcement furthers this effort.

The Fitchburg Line Reverse Commute working group, chaired by DEC Director Peter Lowitt, continued its work to connect Route 2 and Fitchburg Line Commuter Rail issues through regular meetings of community representatives to discuss transportation issues. Construction continued throughout 2012 and improvements are on track for completion in 2013. The improvements are designed to meet the goal of improving commute times from Fitchburg to Porter Square from 1 hour and 29 minutes to 1 hour. Continued thanks goes out to our hard working state legislative delegation for securing the required state matching monies to complement the Federal Small Starts funding obtained for the program by our Congressional delegation, especially retiring Congressman Olver. He deserves our thanks for his work on this project which is of great importance to the entire region. American Renewal and Recovery Act funds were deployed to double track the line from South Acton to Ayer and the line's schedule was changed in December 2009 to authorize an early train to Boston which should allow an early train to Fitchburg making a reverse commute to Devens possible in the near future. A ground breaking was held in Littleton this fall to celebrate the beginning of construction on its new center platform train station and another held in December in South Acton to kick-off construction of its new station as well.

In 2012, the DEC also began to work with the Montachusett Area Regional Transit (MART) and Devens' businesses around deploying a shuttle to the area commuter rail stops, now that Littleton Station will become the end of the line for abbreviated trips from North Station (replacing South Acton). All of these improvements will play a key role in providing increased commuter service to Devens and the surrounding region, further contributing to the sustainable redevelopment initiatives at Devens.

Funding was also received for construction of a new station and turnaround lot at Mt. Wachusett Station in West Fitchburg. Being able to store trains overnight at this location will allow for a viable reverse commute in the future, as trains can get into Boston and back out earlier in the morning. Lieutenant Governor Murray, Secretary of Transportation Davis and others affirmed their commitment to improving transportation along the Fitchburg line in the face of looming transportation budget concerns.

Communications

The DEC's main means of communicating with the public remains its web site, www.devensec.com, where its meeting and hearing dates are listed, as are the agendas and minutes from recent meetings. Quarterly staff reports and Records of Decisions from the most recent Unified Permit applications are also listed for informational purposes and to illustrate the permitting process through concrete examples. The "Current Projects" section of the website continues to be updated with all the recent projects underway and a few resources have been added to the **Sustainable Devens** webpage for residents, businesses and organizations, including a recycling guide and backyard composting information (www.devensec.com/sustain.html). With the significant amount of tree damage sustained from the October 2011 snowstorm, the DEC has been proactively working with the DPW to not only identify trees that need to be removed, but also putting together a replacement program. Making sure people understand the multiple benefits of street trees is an important aspect to ensure the success of this replacement program. To this end, the DEC also developed a fact sheet on the benefits of street trees which is also posted on the **Sustainable Devens** webpage.



The DEC continues to provide notice of all meetings, proposed projects and pertinent information to abutting property owners, Devens residents and all three surrounding towns, in accordance with the DEC Rules and Regulations, prior to public hearings and subsequent DEC permitting. The DEC also continues to record its meetings for rebroadcast on the local cable access television in our host communities. The host communities' cable volunteers are now recording the meetings for airing on local cable. This is a good collaborative effort, with DEC and MassDevelopment providing the equipment and the communities supplying the volunteers to record the meetings.

Public Health/Safety

The effects of climate change became more prevalent throughout 2012 and the DEC continued to work on implementing mitigative and adaptive strategies to help deal with the increase in severe weather events. With the unseasonably warm temperatures and mild winter, ticks became a serious health threat in early 2012. To promote tick awareness and help prevent the spread of Lyme disease, the DEC prepared and posted information on tick bites and prevention on the DEC website. MassDevelopment also assisted in distributing this information to the residents and businesses in Devens.

Devens continued to participate in the Central Massachusetts Mosquito Control Project (CMMCP) throughout 2012. In late August MA Department of Public health confirmed the presence of mosquitoes on Devens that tested positive for the West Nile Virus. The DEC, acting in its capacity as the local board of health, and MassDevelopment Public Safety posted notifications to all Devens residents through various forms of communication (e-mail, reverse 911, various public message boards) of spraying to reduce adult mosquito populations and reduce the threat of infection. Mosquito spraying procedures and proactive methods of management and control were disseminated throughout the community. Fortunately, no illnesses or infections were reported. Devens will continue to participate in the CMMCP Program in 2013.



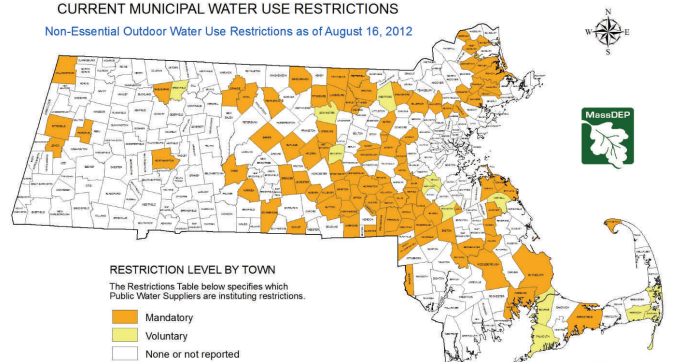
As part of their pre-hurricane Sandy inspections of Devens, the Devens Public Works Department, (DPW) with authorization from the DEC Director, acting in his capacity as the Conservation Agent, removed a large obstruction blocking almost half of the flow of the

Nashua River along MacPherson Road. A fallen tree and debris had been trapped between the riverbank and the railroad bridge abutment in the center of the river. Normally, this would not be an issue as fallen trees actually provide excellent habitat for fish and aquatic life, however the extent of the blockage, coupled with the forecasted weather, made this a significant public safety issue. DPW crews removed the tree and associated debris by crane and by hand, causing no turbidity or disturbance to the riverbed or bank.

Despite a few isolated weather events, 2012 was an extremely dry year due to the lack of precipitation. As a result, Devens utilities, in accordance with the requirements of their Water Management Act Permit and recent DEC regulation amendments, placed Devens under mandatory water use restrictions for the majority of the summer and even into the fall.

During this time, nonessential water use was restricted from 9:00 am - 5:00 pm and included irrigation of lawns, washing of vehicles,

CURRENT MUNICIPAL WATER USE RESTRICTIONS
Non-Essential Outdoor Water Use Restrictions as of August 16, 2012



external building surfaces, parking lots, driveways or sidewalks. Public education and awareness was an important component and was implemented successfully by MassDevelopment and the DEC, resulting in very few violations.

Continued on next page....

Public Health and Safety continued (from page 6)....

Throughout 2012, MassDevelopment and the Army continued to undertake environmental remediation and monitoring under the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA) program, commonly known as Superfund. Remediation at the airfield and Shepley's Hill Landfill continued in 2012 in accordance with the reuse plan goals. Long Term Groundwater Monitoring at the airfield, consolidated landfill and AOC's 32/43A, 43G, 43J, 57, 69W also continued. Commission staff also coordinated with the Base Closure Team to help oversee the implementation of soil remediation for a former Army firing range off Barnum Road (Markley Range).

Staff also worked closely with the Fire Department, DEP and the new and former owners of 112 Barnum Road (former Evergreen Solar facility) to oversee the decommissioning of that building. In 2012, the property was acquired through bankruptcy by Calare Properties and about 200,000+/- square feet of the 450,000 square foot facility was subsequently leased to Saint Gobain Corporation who plans to utilize the facility to manufacture LED lighting components.



Before: 112 Barnum Road Pollution Abatement Equipment (above—July 2009).



After: all noise generating equipment & process piping removed (Nov. 2012)

Five Year Review

The By-Laws (Article 2A.14.) and Chapter 498 require the DEC to conduct progress reviews of the status of Devens redevelopment every five years. These include an analysis of District by District development over the past five years and comparing actual development with the goals set forth in the Reuse Plan and By-Laws. In early 2012, the Commission completed its third Five-Year Review, covering the period between 2006-2011 and posted it on the Commission web site. It was also sent to the host communities and distributed to the legislative delegation. As part of the review the Commission established its goals for the next five years:

To ensure development continues to further the goals and objectives of Chapter 498 and the Reuse Plan, looking ahead to the next 5 years, the DEC will focus its efforts on the following:

1. Continue working with MassHistoric and Devens Homeowners Association to streamline residential permitting consistent with Historic District requirements.
2. Sustainable Indicators Report – measurement and verification of sustainable development.
3. Buffering land uses within Devens and adjacent to neighboring communities to address “edge” issues.
4. Traffic Impacts – Implementation of TDM programs, 2013 Fitchburg Line improvements and opportunities to reduce VMT for Devens employees and residents (reverse commute options).
5. Climate Mitigation and Adaptation plan for Devens.
6. Continued work on balancing local, regional and state efforts.
7. Coordination with railroad, MassDevelopment and new projects within the Rail-Industrial Trade Related Uses (RIT) District to incorporate and facilitate noise reduction efforts and facilitate important rail connections to help address local traffic impacts.
8. Finalize and adopt new Innovative Residential Development regulations as an option for future housing development at Devens.
9. Maintain fiscal independence.
10. Integrate districts and areas within Devens to make them more coherent and connected.
11. Support regional transportation plans connecting Devens businesses & residents to local commuter rail & business centers.

The full report can be found on the DEC website at: <http://www.devensec.com/news.html>.

Devens Eco-Efficiency Center

Continued support from the DEC and grant awards from the DEP and USDA supported the Devens Eco-Efficiency Center's focus on waste reduction opportunities during 2012. To help maximize the recycling efforts by Devens-based businesses, the Center worked with DEC Staff to identify and pursue opportunities to better inform new park tenants of recycling expectations, logistical services available, and the State's Waste Bans. Additionally, the Director of the Center, Dona Neely, led the implementation of eight new recycling programs in Devens facilities.

THE GREAT EXCHANGE

The Great Exchange continued to demonstrate its value to the community throughout 2012. This forum facilitated the reuse of 61 tons of unwanted material and saved 50 participants more than \$24,200 in avoided purchase and disposal costs. This accomplishment included the repurposing of 170 mattresses replaced by SpringHill Suites as part of a routine upgrade. The beds were distributed to agencies that provide services to individuals and families in need across the state. The Center also organized a free monthly pallet collection service for businesses located in Devens. This program eliminates the expensive disposal of the bulky items and directs the pallets to reuse opportunities. This service was especially beneficial to Citizens Energy, which accumulated over 500 pallets during the construction of the 3MW ground-mounted solar array in the Environmental Business Zone.

Another new service offering from the Eco-Efficiency Center in 2012 was technical assistance with composting programs. The first program was implemented at the Hilton Garden Inn, which now diverts over 41,000 pounds of organics annually. Ms. Neely also worked with the Devens Common Center, which now composts event food scraps upon request by meeting planners. The Center also partnered with the Nashoba Valley Chamber of Commerce and donated or composted approximately 100 pounds of food at the end of the organization's Taste of Nashoba event.



Chefs in the Kitchen at the Devens Hilton Garden Inn collect food scraps for composting.

In addition to providing technical assistance, the Eco-Efficiency Center provided the community with educational opportunities. The EHS Roundtable forum focused on a variety of topics, from a review of development projects on Devens to reuse/recycling strategies to upcoming hazardous waste regulation changes. The Green Building Roundtable series concentrated on energy efficient

building design and sustainable building materials. The Center also assisted MassAudubon with the planning of their "Working for the Green" conference that was held in Devens and facilitated a panel presentation titled "Waste – Not, the Power of Partnerships" along with representatives of Devens businesses Eglomise Designs and Parker Hannifin and the Acton Discovery Museum, all active participants in The Great Exchange.

For its social initiative, the Eco-Efficiency Center led a collection of first aid and toiletry items for homeless individuals. Local businesses and their employees donated almost 1,800 assorted toiletry items, over 800 mix-sized bandages and 5 boxes of first aid supplies. The Ayer-Shirley Lions Club provided 80 gently used eyeglass cases that were converted to first aid kits. These, along with 125 personal care bags and multiple boxes of medical supplies will be distributed by ACTION Health Care Services' mobile unit that provides health care services to homeless in the Fitchburg-Gardner area.

These "wins" were culminated with the Nashoba Valley Chamber of Commerce's (NVCoC) recognition of the Devens Eco-Efficiency Center with the "Roy L. Jeannotte Award" for Outstanding Organization Award, which was a greatly appreciated honor. Full details on these and other initiatives of the Devens Eco-Efficiency Center are available on the Center's website at: www.ecostardevens.com.



DEC Chairman Bill Marshall as Master of Ceremonies at the 15th Annual NVCoC Community Service & Leadership Awards Banquet in November.



2012 Chamber Awards—Back row: Peter Lowitt, DEC Director; Bill Marshall, DEC Chairman; Neil Angus, DEC Environmental Planner; Kate Clisham, DEC Executive Assistant; Ryan Ford (family). Front row: Elizabeth Ainsley-Campbell, Devens Eco-Efficiency Center Board Member, Lisa McLaughlin, Devens Eco-Efficiency Center Board Member (former DEC Commissioner); Dona Neely, Devens Eco-Efficiency Center Director; Sandy Neely and Lindsey Ford (family).

Promoting Sustainable Redevelopment Initiatives at Devens

Devens role as an eco-industrial park was communicated to a growing number of visitors in 2012, including the Port of Portland, and members of the US Green Building Council MA Chapter. Our twinning partners from the Colchester Redevelopment Authority (CoRDA) in Truro, Nova Scotia, also visited Devens as the Commission hosted the US Eco-Industrial Park Networking event in September. This event was a great success and involved a series of workshops, panel discussions and networking opportunities with fellow eco-industrial park/project planners, managers and tenants. Participants discussed some of the opportunities and challenges facing all eco-industrial projects and parks in the US today. Attendees included representatives from North Carolina, New York, Connecticut and Minnesota, as well as representatives from Canada, Korea and Japan. More details and links to presentations are on the DEC website at: <http://www.devensec.com/sustain.html>. It is hoped that next year's event will be hosted by our colleagues in North Carolina.



The Commission received visits from interested communities in Quebec and France who are developing and managing industrial parks. A special thanks to DEC Commissioner Paul Routher who provided his expert translation skills for our all our French language speaking visitors. Staff also met with representatives from MASCO – planners for the Longwood Medical Center area in Boston and engaged in an annual information exchange on innovative approaches to sustainable building design and management and exploration of shared service models.

In 2012, the US Economic Development Administration developed a "Triple Bottom Line Development Tool" (TBL) through Portland State University. The tool was developed to help optimize investment decisions for economic, environmental, and social impact – what's referred to as the triple bottom line or TBL. The Devens Eco-Industrial Park redevelopment is featured as a case study as part of this tool because of its triple bottom-line approach to sustainable development. To view the Devens Case Study and a link to the Triple Bottom Line Tool website, go to <http://www.devensec.com/sustain.html>. The tool is currently in Beta test mode and scheduled to be released fully in 2013.



In the fall of 2012, Devens hosted the "Working for the Green" conference held by MassAudubon at Devens.

The DEC and MassDevelopment both sponsored this event and helped MassAudubon organize this conference which showcased the triple bottom line (economic, environmental, and community) benefits of sustainable development. Workshop sessions reviewed innovative case studies and engaged participants in discussions on topics including best practice initiatives; supportive policies and collaborative opportunities to grow green;



energy efficiency, renewables; brownfield redevelopment; Green Infrastructure; open space; and encouraging walkability and transportation options. MassAudubon chose Devens as the location because of its numerous examples of sustainable development. The Conference also included tours of sustainable redevelopment projects at Devens (zero net-energy residential housing, low impact development at the USFWS Visitors Center). DEC Staff also

facilitated a session on green building and presented on the sustainable development regulations that the DEC has adopted over the years to

meet the reuse plan goals and objectives. Devens Eco-Efficiency Center Director Dona Neely also organized a session on The Great Exchange program that the Devens Eco-Efficiency Center runs. The conference was a great success, with over 150 people attending.

In the spring of 2012, DEC Environmental Planner Neil Angus presented on Devens net zero energy housing and sustainable development regulations at the 2012 Massachusetts Sustainable Communities conference. Mr. Angus also conducted educational sessions with the Massachusetts Chapter of the US Green Building Council on sustainability initiatives at Devens. In the fall, Mr. Angus attended the Canadian Institute of Planners National Conference in Banff, Alberta and presented Devens as an Eco-industrial Park to an international audience.

DEC Director Peter Lowitt spoke on Creating Green Industrial Parks to the Nebraska State Planners Conference; chaired a group

of practitioners at the International Working Conference about Industrial Symbiosis in Birmingham, United Kingdom in June, which made recommendations to the Rio Conference on Climate Change; and presented Devens as a case study of Eco Innovation to a European Union Conference on the topic in Bern, Switzerland held by the Swiss office of the Environment. As chair of the Eco-Industrial Development/ Industrial Symbiosis

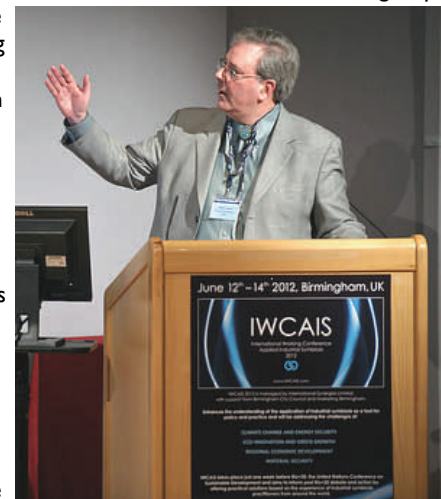
Section of the International Society of Industrial Ecology Mr. Lowitt also presented at the 9th Industrial Symbiosis Research Symposium in Tianjin, China and at the Asia-Pacific ISIE Conference held immediately thereafter.

Innovations in Land Use Planning and Zoning:



Incentives, Guidelines and Regulations to promote Sustainable Development

Neil Angus, AICP CEP, LEED AP BD+C, ND
Environmental Planner
Devens Enterprise Commission



DEC Director Peter Lowitt presents Devens as a Case Study of eco-industrial development at the International Working Conference about Industrial Symbiosis in Birmingham, United Kingdom in June.

Sustainable Indicators Report

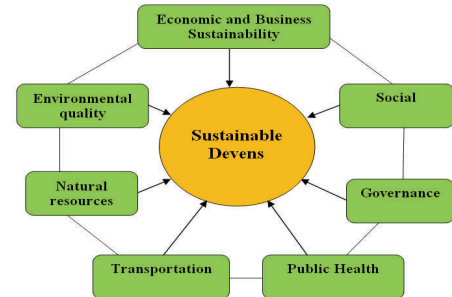
In 2012 the DEC commenced updating of the 2000 Sustainable Indicators Report. This report evaluates development at Devens and the progress made since 2000 in each of the seven sustainability areas - economy, social sustainability, governance, public health, transportation, natural resources, and environmental quality.

Devens' vision for sustainable development is defined in the Reuse Plan as "thoughtful and careful redevelopment of the base for the purpose of promoting economic development, social welfare, environmental protection, and natural resources" (Vanasse Brustlin 1994). Results from this process of updating the indicators demonstrate that overall Devens has made significant progress in most areas since 2000. Of the 44 indicators used in 2012, twenty-six demonstrate progress, eight show lack of

progress, seven point to a potential progress, and for three no information is available to evaluate progress.

The Commission is in the process of finalizing this report and expects to release it and post it on the Commission web site in early 2013.

Figure 1. Sustainable Devens: Framework and Seven Key Issues



Devens–Debert Eco-Industrial Twinning Agreement

In 2008, the DEC entered into an agreement with the entity responsible for the redevelopment of the former Debert Air Force base in Truro, Nova Scotia (the Colchester Redevelopment Authority) to share sustainable base redevelopment techniques and knowledge along with programs such as the DEC's EcoStar environmental branding and achievement program.

The Commission maintained communications with our Canadian colleagues through staff conference calls on a quarterly basis in 2012 and hosted our colleagues as part of the US Eco-Industrial Park Networking event in September. We look forward to continuing this relationship to share resources, services and techniques that will help further the sustainable redevelopment of Devens as an eco-industrial park.



Financial Audit

2012 was another fiscally responsible and sustainable year for the DEC. Our financial audit was completed in December 2012 and will be posted on the DEC web site at <http://www.devensec.com/news.html>.

Outlook for 2013

The Commission is optimistic that many development projects may emerge in 2013 as industries continue to rebound from the great recession. Maintaining a supportive and consistent regulatory environment to implement the goals and objectives of the Devens Reuse Plan remains a key role of the Commission into 2013. In addition to unified permitting, finalizing and adopting Innovative Housing Regulation updates will be a key priority for the DEC in 2013 as well as continuing to support and expand the services of EcoStar and the Devens Eco-Efficiency Center. The Commission also hopes to see additional regionalization efforts mature at Devens in the forthcoming year, as well as redevelopment/reuse opportunities for historic Vicksburg Square.

Respectfully submitted by DEC Commissioners:

William P. Marshall, Chairman, William Castro, Dix Davis, Armen Demerjian, James DeZutter, Melissa Fetterhoff, Christopher Lilly, John Oelfke, Marty Poutry, J. Paul Routhier, Russ Smith, Eric Stolzhus, and alternate Duncan Chapman III.

The Devens Enterprise Commission acts as the regulatory and permitting authority for development within the Devens Regional Enterprise Zone. The DEC holds regular monthly meetings on the first Thursday after the first Tuesday of each month and Public hearings are generally held on the last Tuesday of each month.



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