



Annual Report: 2015 DEVENS ENTERPRISE COMMISSION

The Commission:

The Devens Enterprise Commission (DEC) is the local 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. DEC Commission members currently include Jim DeZutter (Harvard), William Marshall (Chairman, Regional), Paul Routhier (Regional), Marty Poutry (Ayer), William Castro (Shirley), Armen Demerjian (Regional), John Oelfke (Shirley), Melissa Fetterhoff (Regional), Chris Lilly (Regional), and Dix Davis (Regional). Duncan Chapman is the Harvard alternate. The Town of Ayer appointed James Pinard to take the vacant second Ayer Commissioner slot. Mr. Pinard is awaiting confirmation by the Governor before assuming office. The Ayer, Shirley and regional alternate positions remain vacant. One Harvard appointed position is also currently vacant as of December 11, 2015, Eric Stoltzfus (Harvard) resigned from the Commission. The DEC would like to thank Eric for his years of volunteer service to the Commission.

DEC staff includes Director/Land Use Administrator Peter C. Lowitt, FAICP and Environmental Planner Neil Angus, AICP CEP, LEED AP. In addition to overseeing the day to day activities of the Commission, 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 of North America; as chair of New Ecology, Inc.; and as immediate past chairman of the Green Roofs for Healthy Cities, the North American Green Roof Trade Association. He also chairs of the Eco Industrial Development/Industrial Symbiosis Section of the International Society of Industrial Ecology. Working under the supervision of the Director, Mr. Angus provides operational and technical guidance and support to the DEC and general public on permitting and regulatory compliance in Devens. Mr Angus serves on the Board of Directors of the Massachusetts Chapter of the US Green Building Council and is a member of the USGBC MA Education Committee. Other support staff for the Commission include Executive Assistant Kate Clisham and the following consultants on a contractual basis:

- Building and related inspectional services provided by Gabe Vellante (building), Phil Horgan (electrical), and Bob Friedrich (plumbing and gas). This inspectional team was rehired for another three year contract after successfully responding to the DEC's 2015 RFP/RFQ process in September.
- Development review services provided by Nitsch Engineering Inc. (civil, stormwater and traffic engineering), CRJA IBI (landscape architecture) and Tech Environmental (industrial performance standards) LEC Environmental (wetland science), and Public Archeological Laboratory (historical/archeological services). These firms were also successful in their response to the DEC's 2015 RFP/RFQ for Development Review services to the Commission and were re-hired for another three year contract.
- Lampke and Lampke, with Robert Ritchie of counsel, became the Commission's new legal counsel this year after a successful response to the DEC's 2015 RFP/RFQ for legal services. Edith Netter, the DEC's original legal counsel involved since the DEC's inception in 1996, retired in early 2015. The Commission extends its sincere thanks and gratitude to Ms. Netter for her years of dedicated service and invaluable legal guidance.
- Health inspectional and permitting services provided by Nashoba Associated Boards of Health.

- Accounting services continue to be provided by Ms. Danyelle Mottram (part time accounting support) and auditing services continue to be provided by Giusti, Hingston and Co.

A complete description of the DEC Organizational Structure is available on-line at:

http://www.devensec.com/meetings/DEC_Organizational_Chart_2016.pdf . The DEC provides funding to the Devens Eco Efficiency Center (DEEC), whose Director, Ms. Dona Neely continues her award winning work which embodies the DEC’s commitment to sustainable development. In 2014 the DEEC produced a strategic plan to grow the organization which resulted in additional seed funding from the DEC to support the implementation of the plan. See the “Devens Eco-Efficiency Center 2015 Highlights” section of this report for additional details.

2015 Project Highlights:

2015 saw a number of new projects come before the Commission and a number of previously approved projects commence construction, with a few drawing to a successful conclusion. Maxant Industries, a manufacturer of equipment for the honey bee industry completed the construction of a new 28,600 square foot facility on a vacant lot at 58 Barnum Road.



Maxant Industries new building – Barnum Road, September 2015

Other projects that were permitted and completed in 2015 included:

- Parking lot expansion of the parking lot to accommodate new tenant (Dresser-Rand) at 27 Jackson Road;
- Wireless permits for existing carriers to upgrade their operations on the Givry water tower and the Moore Army Airfield;
- The successful effort to preserve the former Red Cross building at the corner of Barnum and Jackson Roads. MassDevelopment sold the property to a local developer who located a yoga studio (Dragonfly Wellness Center) and health food restaurant (The Natural Café) in the building.
- Johnson Matthey amendment to flammables and combustibles license to accommodate new lab and research space in their existing building at 25 Patton Road.



Former Red Cross Building converted into the natural Café and Dragonfly Wellness Center- September 2015

A number of previously approved projects were actively in construction throughout 2015, including Bristol Myers-Squibb’s (BMS) 231,000 square foot biologics development building and 131,500 square foot clinical manufacturing building. BMS also received approval for renovations to their existing chemical storage building for use as cryogenic freezer for storage of their manufactured products. At the year’s end, Lend Lease (BMS’ General Contractor) had



Aerial of BMS Campus - new biologics development building and clinical manufacturing building in the foreground - Sept. 2015

turned the new buildings over to BMS and were working on a

number of punch list items. Mr. Lowitt was pleased to see the new green roof and green walls atop the Biologics Development Building completed as part of this project.

Laddawn's 22,467 sq.ft., two-story building expansion at 155 Jackson Road (former Davis Library) continued construction throughout 2015 as well. By the end of 2015, the foundation and structural steel for the addition was complete, along with the base course of pavement for the 71 space parking lot expansion area. The addition, along with final paving and landscaping for the new parking area, is expected to be completed in 2016.



Structural steel and new foundation for Laddawn's addition - Sept. 2015

New Unified Permits were issued for 85 Patton Road to Health Partners New England for the construction of a new psychiatric care facility (Health Partners Treatment and Recovery Center). Construction is underway on this exciting new project. The project includes a new +/- 78,000 sq.ft. 2-story building that will serve patients with psychiatric and co-occurring disorders (substance abuse and mental health issues). The property is located between the Army landfill and Red Tail Golf Course. The site has been cleared and foundation work is well underway. The project fronts along a portion of Patton Road that currently does not have any sidewalks. Sidewalks currently exist on the north side of Patton Road from the intersection of Jackson and Patton, to the intersection of Patton and Queenstown Road. As part of this project, the Applicant will be constructing a new sidewalk from the intersection of Queenstown and Patton Road, to their new driveway entrance. MassDevelopment will construct the remaining portion from the Applicant's driveway, to the Mirror Lake parking area –furthering the goals and objectives of the Devens Main Post Trails Plan, by providing increased accessibility to Mirror Lake and associated trails and recreational facilities for all of Devens and the surrounding region



Artists Rendering of Health Partners Treatment and Recovery Center entrance.

Another new Unified Permit was issued by the DEC to Little Leaf Farms (aka Salad Bowl Farms) at 105 Walker Road to construct the first phase of an advanced greenhouse growing system to deliver fresh baby greens and lettuces to the local market. On August 5, 2015, the DEC approved a +/- 221,000 square-foot greenhouse and support facility with parking, landscaping, drainage and associated site improvements on approximately 13 acres of land located at 105 Walker Road within the Environmental Business Zone on the North Post. The greenhouse operation proposes to grow hydroponic lettuce and leafy



Little Leaf Farms proposed greenhouse and support building – December 2015

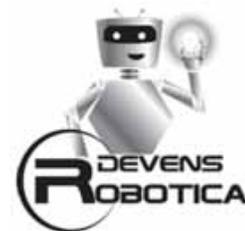
open. The DEC is working with USFWS to install an informational kiosk at the Center to better inform the public of our efforts to model Devens' industrial parks on natural systems and our promotion of Devens as an Eco-Industrial Park.

In early 2015, the Commission issued a unified permit for the reconstruction of over 4000 linear feet of Jackson Road from Barnum Road to Verbeck Gate (Jackson Road Phase 4). See the "Transportation" section of this report for additional details on this project. 2015 ended with MassDevelopment appearing before the DEC seeking a Wetlands Order of Conditions in order to daylight a portion of Willow Brook as part of the Jackson Road Phase 4 construction. This project will remove the existing culverted section of Willow Brook and re-create an open surface channel for the brook to flow (daylighting). The project also includes the design and construction of three new stormwater management systems that will tie in drainage from Cavite and Jackson Road, as well as portions of the Elm/Walnut residential areas and a portion of Rogers Field. Drainage from these areas currently flows into Willow Brook with very limited pre-treatment. The project is also consistent with the Devens Open Space and Recreation Plan goal of preserving and restoring important water resources and will complete an action item identified within the Plan (Goal II Objective C, Action 1.). The Willow Brook Daylighting project construction is expected to commence in the summer of 2016, when stream flows are at their lowest – to reduce potential environmental impacts from the project.

The Commission once again lived up to its reputation for efficient stream-lined permitting, by averaging only 45 days to produce a record of decision for the six unified permit applications appearing before it in calendar year 2015.

Some of the Level One development permits issued this year include, permission for Raytheon to conduct high speed tolling experiments on portions of the disused airfield on the North Post and granting Johnson Matthey permission to install new exterior chiller systems to support the upgrade of new lab space in their facility. Building permits were also issued to 18 Independence and 66 Saratoga (former Gillette packaging and warehousing facilities) for roof repair/replacement and the installation of close to 3 megawatts of solar photovoltaic panels. Once completed, this rooftop-mounted system is likely to be one of the largest solar photovoltaic panel roof installations in New England. The power generated will be sold back to Devens Utilities (MassDevelopment), bringing the total clean energy use and generation in Devens to over 10 megawatts.

The Commission also acted on a number of event permits in 2015, including Muckfest - a 5 kilometer obstacle course race to benefit Multiple Sclerosis research which returned to Devens for a third year. The Berkshires to Boston annual bike ride included an overnight stop in Devens in September and bikers camped on the Devens Common and took advantage of all the local shops, restaurants and services in the area. In June Devens also hosted the first Devens Robotica event which included information, displays and examples of numerous autonomous vehicles and products. Devens also hosted the 2015 World Radiosport Team Championship. All of these events were very successful and attracted thousands of visitors to Devens.



Permitting Summary:

Development activity within Devens in 2015 saw a 7% increase in overall permits issued, compared to 2014. While only seven (7) Level 2 Unified Permits were issued, permit increases were found in Wetland Notice of Intent, tent/event permits, certificates of occupancy, gas permits, electric and sheet metal permits, school permits and our first film permit. The following chart provides an overview of the various permits, licenses and approvals issued by the DEC in 2015, compared with the previous year.

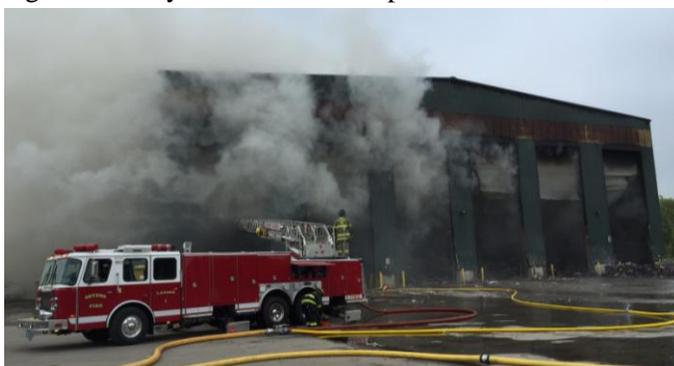
2015 Permits/Actions:

Permit Type	#issued in 2015	# issued in 2014	Difference
Level 2 Permits	7	6	+1
Reconsideration	0	0	=
Level 1 Permits	71	75	-4
Wetland Request for Determination of Applicability	1	2	-1
Wetland Notice of Intent (Order of Conditions)	3	0	+3
Wetland Certificates of Compliance	0	1	-1
Sign Permits	6	8	-2
Tent/Event Permits	25	20	+5
Demolition Permits	3	2	-1
Level 1 Lotting Plans	4	2	+2
Septage Hauling Permits	12	12	=
Certificates of Occupancy	28	25	+3
Electrical Permits	73	66	+7
Plumbing Permits	22	22	=
Gas Permits	18	13	+5
Sheet Metal Permits (new in 2011)	10	9	+1
Victualler Licenses	9	9	=
Flammables License	6	6	=
Liquor Permits	5	5	=
Pledge of Liquor License	0	0	=
1 Day Liquor Licenses	2	3	-1
Violation Notices	1	3	-2
Schools – Certificates of Inspection	4	3	+1
Filming Permit	1		+1
TOTAL:	311	292	+19

Enforcement:

2015 saw 1 minor violation of the Devens Bylaws and Rules and Regulations dealing with stormwater operations and maintenance requirements. DEC Staff worked with Seven Hills Foundation, a support facility for children and adults with disabilities, to address this violation and bring their facility back into full compliance. DEC Staff, with the assistance of MassDevelopment Engineering, continued to collect Annual Stormwater Reporting forms from all businesses throughout 2015. Due to periodic low precipitation levels in 2015, water use restrictions were temporarily enacted in the late spring and throughout most of the summer in Devens in accordance with Water Management Act permit requirements and 974 CMR 8.09.

Devens Recycling, a construction and demolition debris recycling facility located at 45 Independence Drive, was forced to shut down its operations



Devens Recycling Fire – May 2015

temporarily in May of this year due to a large fire inside the building. The quick response of the Devens Fire Department and the supporting efforts of surrounding town Fire Departments helped quickly contain and extinguish the fire. The owner quickly cleaned out the building and repaired and retrofitted it with a number of additional safeguards to help improve the safety and accessibility (purchasing of a thermal imaging camera to scan material piles and loads coming in, having personnel on-site 24/7, reducing the amount of material stored inside the building at any one time, and installing new doors with exterior controls for faster emergency access). The facility re-opened its doors to business on July 1, 2015.

Standards, Guidelines, Zoning, and Regulations:

In order to help further support the expedited permitting process in a more consistent, safe and sustainable manner, the DEC adopted a number of new standards and procedures in 2015:

DEC Affordable Housing Guidelines:

Working with RKG Associates, MassDevelopment, the developer of Devens Village Green and the Town of Harvard, the DEC produced a guidance document for developers utilizing the DEC’s Innovative Residential Development to assist their complying with DEC requirements for providing low and moderate income housing as defined by the Commission. These guidelines are available on-line at:

<http://www.devensec.com/planning-docs.html>

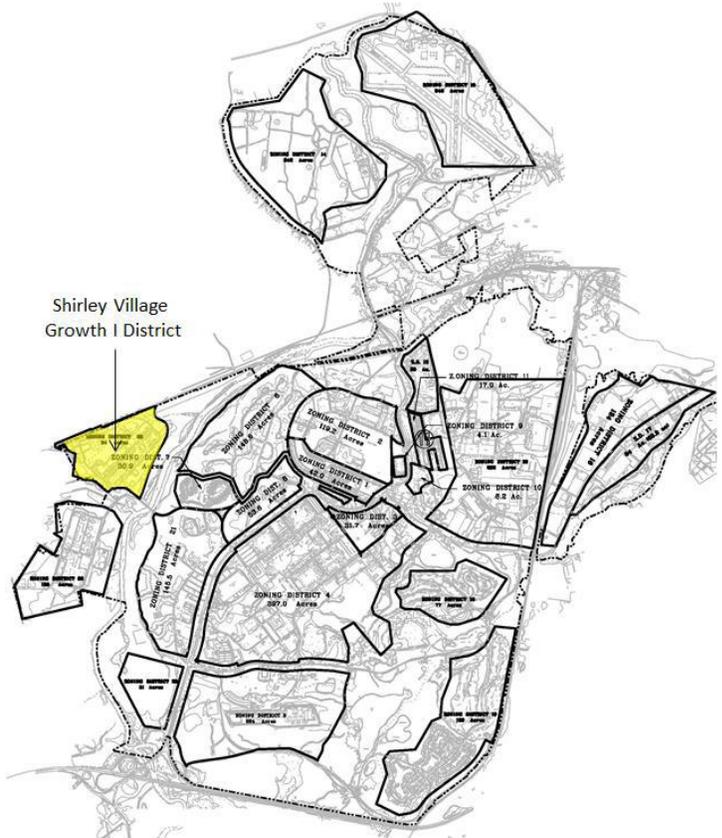
Well and Septic System Requirements and Standards:

To help facilitate development of areas within Devens that are not easily serviced by public water and sewer, and in its capacity as the local Board of health for Devens, the Commission adopted well construction, testing, monitoring and decommissioning requirements based on title MA Department of Environmental Protection standards. Septic system design, construction and operation requirements were also developed based on MA DEP Title 5 septic system requirements. The Commission has also contracted with Nashoba Associated Boards of Health for associated plan review and inspectional services.

Rezoning:

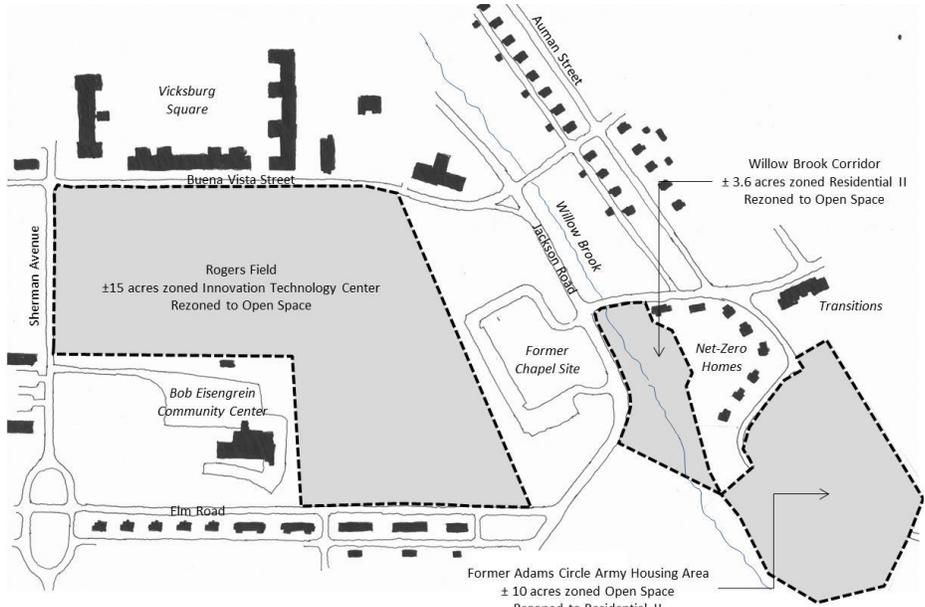
In 2015, after a super town meeting process consistent with the requirements of Chapter 498, MassDevelopment successfully passed three zone change proposals to aid in furthering the sustainable, long-term conservation and development of Devens:

1. **Senior Residential Uses in the Shirley Village Growth District.** This amendment allows for up to 120 units of Senior Residential housing (62 or older) in the Shirley Village Growth I Zoning District, in addition to the existing municipal, office and small retail uses that are currently allowed. These 120 units would be in addition to the 282 housing units allowed under the Devens By-laws. This change also allows for assisted living facilities that would include small-scale services such as meals, transportation, housekeeping, personal care, specialized care for dementia, and/or health care, in a residential setting. This change also includes an affordability component – requiring at least 25% of these units to be deed-restricted to households earning no more than 80% of the area median income as defined by HUD. For any rental units, at least 20% must be deed-restricted for households earning no more than 50% of area median income.

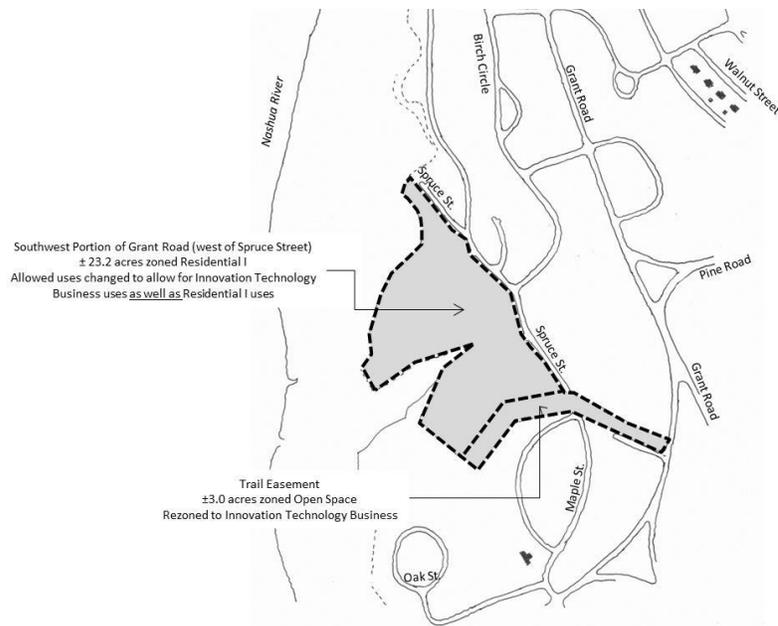


2. **Healthcare uses in the Shirley Village Growth District.** This amendment allows small-scale healthcare services to located within the district – to compliment the senior residential and/or assisted living facilities that are now allowed as per the first zoning amendment. To address concerns over competition with existing surrounding town services, healthcare uses including hospitals, immediate-care facilities, and clinics are not allowed.

3. **Adams Circle Zoning Swap.** This amendment re-zoned the 10 acre remainder of the formerly developed Adams Circle neighborhood from Open Space and Recreation to Residential II. In exchange, MassDevelopment re-zoned an abutting residentially zoned 3.6 acre area within the floodplain of Willow Brook, to Open Space and Recreation, 15 acres of Rogers Field was rezoned from Innovation and Technology Center to Open Space and Recreation to help preserve this valuable historic, cultural and recreational resource.



4. **Southern Portion of Grant Road Zone Change.** This amendment sought to re-zone a portion of the southern end of the Grant Road district from Open Space and Recreation, to Innovation and Technology Business (ITB) and add ITB permitted uses to a ~23 acre portion of land west of Spruce Street and north of the former Oak and Maple housing areas off of Hospital Road that is currently zoned R1. This change would have allowed for appropriately buffered office, light industrial, industrial, research and development, academic/institutional/civic, and incubator type uses in addition to the residential uses allowed in this portion of the ITB district.



In accordance with Chapter 498, the first three changes received approval from all three surrounding towns. The fourth change (southern portion of Grant Road to allow ITB uses) was not approved. The Reuse Plan, Bylaws and associated maps will be updated to reflect the three approved zoning changes and available on the DEC website in early 2016.

Open Space and Recreation:

The Devens Reuse Plan and Open Space and Recreation Plan calls for the permanent protection of more than 33% (1,446 acres) of land in Devens. An additional 146 acres of land along Cold Spring Brook, Robbins Pond, ASP bog (Patton Road) and the North Post were permanently protected from development in 2015, bringing the total amount of land in Devens that is permanently protected to over 1360 acres. Additional lands along Cold Spring Brook, Willow Brook and Grove Pond are identified for protection as well. In addition, the recent Rogers Field zone change protects an additional 15+ acres from development and protects this cultural and historic field for continued regional recreational use.

Devens continued to see a rise in trail usage in 2015, likely due in part to the increased awareness of these recreational resources as a result of the improved signage and mapping efforts of MassDevelopment. The new USFWS Visitor Contact Station now provides a critical trail connection between Devens and the Oxbow National Wildlife Refuge and is also helping to attract more trail users.

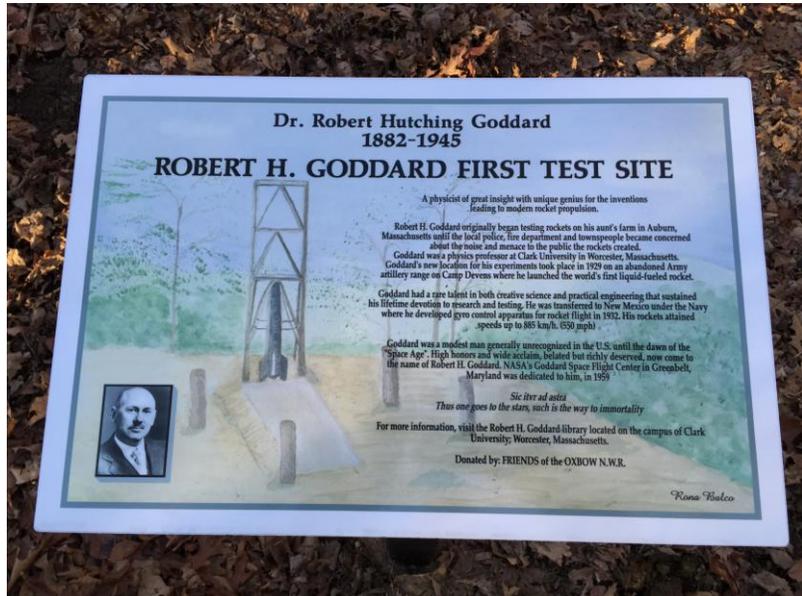
Friends of the Oxbow and the USFWS also erected an interpretive trail sign

along the Goddard Memorial Trail off Jackson Road. The sign describes Dr. Robert Goddard's connection with Devens and his inventions that led to modern rocket propulsion. The Goddard Memorial Trail was cleared back in 2012 with the assistance of the Devens Eco-Efficiency Center, local businesses and volunteers and connects the Oxbow National Wildlife Refuge trail system with the Mirror Lake trail system and the Lake George/Hospital Road and Jackson Road trail systems on Devens. All of these trails are depicted on the WalkBoston's walking, running and cycling map and the Devens Trail Map and are available to download on the DEC website at: <http://www.devensec.com/maps.html> .

DEC Staff continue to work with the Devens Open Space and Recreation Advisory Committee (DOSRAC) on updating the 2008-2013. The plan is expected to be updated in 2016 for an additional 5-7 years. With the permanent protection of the majority of lands identified in the 2008-2013 report completed or pending, the 2016-2023 plan is expected to focus more on use and management of the wide variety of active and passive open space and recreation areas within Devens.

Transportation:

In 2015, MassDevelopment worked with the existing Devens residents to develop and install a small traffic calming device (landscape island) to deter traffic entering the El Caney (private alley) at its intersection with Chance and Antietam Streets. MassDevelopment also commenced construction on the Phase 4 redevelopment of Jackson Road. These planned improvements included the realignment of portions of the roadway to 'soften' existing curves, improve drainage and convert the existing one-way section from



New temporary bump-out on El Caney (looking south from the intersection of Chance and Antietam Streets.

Antietam Street to the Verbeck Gate, to a two way street. As of late November 2015, MassDevelopment had completed the rough grading, drainage, subgrade and base course of pavement. The road has been re-opened for the winter and is now 2-way the full length of the road. Sherman Ave has been closed between Antietam St. and West Main St./Jackson Rd. This portion of Jackson Road will be closed down again in the spring temporarily to complete the remaining work, including sidewalks, curbing, landscaping and final course of pavement. The final layout of the new road will be two (2) eleven-foot lanes in either direction with five-foot shoulders on both sides, to be designated as bike lanes. Concrete sidewalks will be built on both sides of the street from Barnum Road to Cavite Street and on one side the rest of the way. ADA accessible ramps and crosswalks will be provided at all intersections. A 20MPH school zone is also included in the vicinity of Parker Charter School. All these upgrades will improve safety, accessibility and connectivity in and through Devens, while greatly enhancing water quality in Willow Brook at the same time. The project is expected to be completed in spring 2016.

In late 2015, the State Department of Transportation commenced construction on repair work to the Route 2 bridge at Jackson Gate. This bridge is structurally deficient due to a number of past collisions and is now closed to most traffic temporarily during construction. Eastbound access to Route 2 has been redirected west to the Shirley exit and the eastbound entrance to Route 2 in Shirley has been widened to handle the redirected traffic. The project is expected to last a year and a half. The DEC provides regular update on the news and events page of our website: <http://www.devensec.com/news.html>.

The Fitchburg Line Reverse Commute working group, chaired by DEC Director Peter Lowitt, continued its work throughout 2015 to connect communities along the Route 2 corridor and Fitchburg Line Commuter Rail and support continued advocacy and investment in the Fitchburg Line improvements through regular meetings of community representatives to discuss transportation issues. Fitchburg Line improvements were completed by Thanksgiving. Signal improvements, double tracking and bridge replacements were made resulting in the Fitchburg line being the most improved component of the MBTA Commuter Rail lines and previews of new schedules for 2016 show considerably reduced commuting times. A new rail schedule was released and then withdrawn in November after catching flak for no public outreach. The outreach component is currently in process. The DEC, MassDevelopment, Devens businesses and the Chamber are working with MART and others to develop a shuttle service from Devens to the newly enhanced commuter rail service. What is really exciting is that the MBTA has heard our concerns and we now have service arriving in Littleton in the 7:30 AM time frame. Equally encouraging is the provision of rail service all the way to Fitchburg prior to 9AM. MART has plans to provide fixed route service between the Shirley and Ayer train stations through Devens. This is part of the ongoing discussions we are having with our businesses, MART and others. These changes will hopefully prove of benefit to Devens residents and businesses, including enabling a viable reverse commute. Commuters seeking additional information can access project updates at http://www.mbta.com/about_the_mbta/t_projects/default.asp?id=155855. 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.

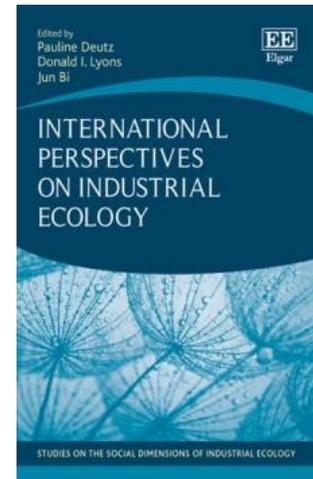
Communications and Outreach:

Throughout 2015, the DEC continued to update its web site, www.devensec.com as its major form of communication to Devens businesses, residents, developers and the general public. The [News and Events](#) page remained the key location for important community information on Devens Mosquito Management, public transit services, truck routes, project updates and more. The “[Devens Residents](#)” page provides existing and potential residents with everything they need to know about living in Devens. The [Development Services](#) page remains updated with the latest information, applications, permits, forms and regulations – everything developers need to successfully navigate the DEC permitting process. The DEC continues to provide notice of all meetings, proposed projects and pertinent information on the [DEC Business](#) page.

In accordance with the DEC Bylaws and Rules and Regulations, the DEC continued to notify abutting property owners, Devens residents and all three surrounding towns about development projects/public hearings and subsequent DEC permitting. The DEC also continues to record its meetings for rebroadcast on the local access cable television in our host communities. The host communities’ cable volunteers record 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. Thank you to Brint Ferguson, Dawn McCall and Lou Carreras for their continued support recording the DEC meetings.

Devens role as an eco-industrial park and model of sustainable development was communicated to a growing audience in 2015, including Andreas Koenig from Germany and visitors from China. Mr. Lowitt authored a chapter in International Perspectives on Industrial Ecology edited by Pauline Deutz, Donald Lyons and Jun Bi. The chapter is entitled “Eco-Industrial Development in the United States: analyzing progress from 2010-2015. He spoke on Devens at Tufts University to a group of Chinese officials and participated in the 12th Industrial Symbiosis Research Symposium in Lausanne, Switzerland and moderated sessions on Industrial Symbiosis at the International Society of Industrial Ecology Conference at Surrey University in the United Kingdom.



Commission staff participated in the MA Sustainable Communities Conference on April 16, 2015 which was hosted in Devens. Devens was chosen as the location for the conference due to the number of sustainable development initiatives that are underway here. The conference provided the ability to showcase these sustainable development initiatives to over 400 participants. Commission staff also hosted a Wetlands Delineation Workshop at Devens on June 19, 2015 in collaboration with the Massachusetts Association of Conservation Commissions (MACC).

In April 2015, both MassDevelopment and the DEC were recognized by the American Planning Association’s (APA) Sustainable Communities Division and awarded their “Project of the Year” Award presented in Seattle as part of the APA National Planning Conference. Closer to home, the Massachusetts Chapter of the American Planning Association (APA-MA) awarded MassDevelopment and the DEC its “Project of the Year” Award at their annual awards ceremony in December. Both awards celebrated MassDevelopment and the DEC’s collaboration with the private sector to advance net zero energy housing, low-impact development and healthy, sustainable neighborhood development projects in the Commonwealth.



2015 APA MA Project of the Year award. From left to right: Ed Starzec, Rhonda Spector, and Richard Henderson from MassDevelopment. Peter Lowitt and Bill Marshall from the Devens Enterprise Commission.

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. The latest report (2006-2011) can be found at <http://www.devensec.com/district-development.html> . As part of this review, the DEC identified a number of areas that it would focus on over the next five years to ensure its actions and decisions continue to further the goals and objectives of Chapter 498 and the Reuse Plan. The following chart provides a status update on those efforts as of 2015.

Five Year Review Status Update for 2015

Area of Focus	Status
Work with MassHistoric and Devens Homeowners Association to streamline residential permitting consistent with Historic District requirements.	Accomplished/Ongoing. Additional guidance documents updated on-line (Devens Residents page) to provide residents with clearer direction for permitting processes. Continue to implement 2012 Revised Residential regulations and Historic District Design Guidelines (windows, fences, sheds).
Sustainable Indicators Report – measurement and verification of sustainable development.	Accomplished/Ongoing. Completed report/evaluation in 2012: http://www.devensec.com/sustain/indicators/2012indicators.html . Ongoing tracking for next progress report in 2017.
Buffering land uses within Devens and adjacent to neighboring communities to address “edge” issues.	Ongoing. Reviewed on a project by project basis under current zoning. Continuing to work with MassDevelopment and the Devens Open Space and Recreation Committee on permanent protection of additional bordering lands. Much accomplished with 2015 zone changes.
Traffic Impacts – Implementation of TDM programs, recognizing the Fitchburg Line improvements and opportunities it will create to reduce VMT for Devens employees and residents (reverse commute options).	Ongoing. TDM implementation on a project by project basis. MBTA has extended early train service to Littleton in 2014. Working with MassDevelopment on establishing additional shuttle options for businesses and residents to and from Littleton. Chance early morning service could reach Ayer before 8:00 AM allowing shuttle bus service to and from Devens.
Climate Mitigation and Adaptation plan for Devens needs to be developed.	Ongoing. Greenhouse Gas Mitigation Regulations developed in 2012. Climate change mitigation, adaptation and GHG reduction findings included for all project reviews. Green roof and walls at BMS serve as climate mitigation as well as viewshed protection.
Balancing local, regional and state efforts.	Ongoing. Regional Household Hazardous Waste facility and regional E-911 facilities in Devens to support regional efforts. Transportation network also servicing region (alleviating local congestion in some areas). Work initiated on shared affordable housing monitor and DPW academy.
Coordination with railroad, MassDevelopment and new projects within the Rail-Industrial Trade Related Uses (RIT) District to incorporate and facilitate noise reduction efforts while still facilitating important rail connections in the RIT which help address local traffic impacts.	Ongoing. Reviewed on a project-by-project basis. Army, New England Sheets, Devens Recycling, US Gypsum, Rock Tenn, Regency rail connections previously made. Future potential rail connections for re-use of Gillette facility.
End point to Chapter 498 and process to reach it remain an open question.	Ongoing. Continue dialogue with Devens residents, surrounding communities and MassDevelopment.
Finalize and adopt new Innovative Residential Development regulations as an option for future housing development at Devens.	Accomplished. New regulations adopted and went into effect in November 2013. Emerson Green (Devens Village Green) permitted and under construction in 2015..
Maintain fiscal independence.	Ongoing. 2015 audit concludes that DEC is in strong financial shape and is maintaining fiscal independence.
Integrate districts and areas within Devens to make them more coherent and connected.	Ongoing. Improving accessibility and connectivity through new trails, sidewalks and bike lanes (see new Devens Trail Map developed in partnership with Montachusett Regional Planning Commission and Devens Walking map developed by MassDevelopment and walkBoston at http://www.devensec.com/maps.html). Adopted green infrastructure guidelines to help facilitate natural connections in Devens.
Support regional transportation plans to support connecting Devens businesses and residents to surrounding commuter rail and business centers; including implementing the Devens Transportation Demand Management programs in support of such an endeavor.	Ongoing. TDM implementation on a project by project basis. Supporting Fitchburg line improvements and additional shuttle options for businesses and residents beyond existing Devens Commerce shuttle and MART Shuttle services. 2015 MART Transportation Plan calls for establishing fixed route bus service between the train stations in Ayer and Shirley via Devens. Discussions underway to fund the service. Devens Trail Plan promoting connections to surrounding communities as well.

Devens Eco-Efficiency Center 2015 Highlights:

The Devens Eco-Efficiency Center provides education, technical assistance, networking forums, and partnership opportunities that help establishments make more efficient use of material, human, natural and economic resources. The Devens Enterprise Commission continued to provide funding for this non-profit in support of the work that it does to promote sustainable business practices in the community. The Center continues to engage more industrial and commercial facilities and service providers. In 2015, its programs provided value to 71 establishments (42 businesses, 12 government entities, 9 schools, and 8 non-profits) from 24 area towns. These interactions and collaborations facilitate the implementation of programs and processes that enable ecologic and economic efficiencies.

Eight new members were welcomed in 2015, increasing the total to 21. Since its launch in 2008, it is estimated that the education, resources, assistance, and partnerships delivered from the Eco-Efficiency Center’s programs have provided an estimated \$3.3 million in savings from reduced operating expenses. The Center worked closely with four members to establish programs and procedures that would reduce the amount of waste generated by their activities. Assistance and support was also provided to two businesses interested in gaining energy efficiencies with a facility audit, rooftop solar panels, and electric car charging stations. Nine educational events benefited representatives from 36 area institutions. Forums featured guest speakers from OSHA, Department of Fire Services, and DEP whose presentations helped attendees ensure their facility is operating in compliance. Energy was another hot topic, with reviews of Voluntary Peak Management Programs, solar energy installations, and LED Lighting technologies. In 2015 47 businesses, non-profits, municipal entities, and schools from 15 towns repurposed over 14,000 pounds of materials through The Great Exchange. Significant disposal and purchase savings were achieved by partnering to reuse unneeded office supplies and furniture, arts and crafts materials, packing supplies, pallets, various containers, and more.

The end of 2015 marked the midway point for Center’s Three Year Strategic Plan that was drafted to achieve its targeted growth, supported by the DEC’s capacity building investment. Significant progress has been made with its objectives to strengthen and expand programs to further facilitate the implementation of sustainability initiatives that provide environmental, economic and social benefits. Additional details on how the Devens Eco-Efficiency Center contributed to the successful sustainable redevelopment of Devens can be found in its Annual Report posted at <https://devensecoefficiencycenter.wordpress.com/>.

To further the sustainability goals of Devens and to continue leading by example, in 2015 the DEC and DEEC staff continued implementing initiatives to green our own office environment, including joining NuRides and reducing vehicle miles traveled; implementing office composting program and additional recycling efforts; and continuing to reduce energy and paper usage through various efficiency measures. In 2015, these initiatives resulted in significant triple-bottom line savings:

Year	Energy savings	Waste diverted from landfill	CO2 equiv. reductions	\$ Savings
2015	1918 kWh	933 lbs.	9.295 tons	\$1,716

These numbers include a reduction of over 8,200 vehicle miles traveled from DEC employees telecommuting, carpooling, biking and taking transit to work instead of driving alone, as well as a reduction of over 200 pounds of food waste from the DEC’s office composting program. Considering the small size of the DEC office and low number of employees, these numbers represent a fairly significant carbon footprint reduction. Some of these cost savings have also been passed on to Applicants as the application process converts to digital and fewer paper copies are required to be submitted. The DEC will continue to lead by example and track its progress in 2016, looking for additional ways to further reduce impacts, while still providing the highest level and quality of service.

Financial and Performance audits:

2015 was another fiscally responsible and sustainable year for the DEC. Our financial audit was completed in December and is posted on the [DEC web site](#). The State Auditor’s Office conducted a performance audit of the Commission during 2015. They were checking to see if the DEC was implementing Chapter 498 and the Devens By-Laws. The report concluded: “For the areas we reviewed that were related to our audit objectives, we did not identify any significant deficiencies warranting attention by those responsible for governance. Specifically, we found that DEC had adopted bylaws and developed specific rules and regulations that allowed it to effectively regulate land use, planning, and permitting to be in compliance with the reuse plan. It has also established verifiable measures and procedures to monitor the extent to which these measures are being achieved in accordance with the reuse plan. DEC has established internal controls to provide reasonable assurance that its organizational goals and objectives will be met in compliance with applicable requirements and any associated risks, such as those for fraud, waste, and abuse, are minimized.”

Digitizing of DEC Maps:

Commission staff completed the digitizing of all of our map records during the course of 2015, utilizing a local contractor and coming in well under budget. Staff has reorganized our map drawers and is finalizing a catalog of where each map is filed. A master list will be posted in the file room to facilitate ease of access for staff and the public. Director Lowitt would like to thank Ms. Clisham and Mr. Angus for their diligence and hard work in helping to complete this important project to reorganize our filing system.

Outlook for 2016:

In 2016 the DEC expects to continue focusing on the review of redevelopment projects while implementing eco-industrial development, transportation options, as well as healthy and sustainable planning processes.

Development projects anticipated for 2016 include:

- Continued development of Phase 2 and 3 of (Devens) Emerson Village Green using our innovative residential development regulations;
- Implementation of the daylighting of Willow Brook and completion of the final phase IV work on Jackson Road;
- Completion of the Laddawn office expansion plans;
- Expansion of Integra at 29 Saratoga and the redevelopment of the CMTC site on Barnum;
- New England Recovery Center completion at 85 Patton Road;
- With the rezoning of the Shirley Village Growth area to allow elderly housing, this area is likely to see project proposals in 2016;
- The Commission expects to continue supporting and expanding the services of EcoStar and the Devens Eco-Efficiency Center.
- The Commission will host the 13th Industrial Symbiosis Research Symposium at the Devens Hilton Garden Inn on June 17-18, 2016 .
- Celebration of 20 years of redevelopment at Devens is in the works for 2016.

Respectfully submitted by DEC Commissioners:

<i>William P. Marshall</i>	<i>James DeZutter</i>	<i>William Castro</i>
<i>Marty Poutry</i>	<i>John Oelfke</i>	<i>Melissa Fetterhoff</i>
<i>Dix Davis</i>	<i>Chris Lilly</i>	<i>Armen Demerjian</i>
<i>Duncan Chapman</i>	<i>Paul Routhier</i>	