



Annual Report: 2016 DEVENS ENTERPRISE COMMISSION

The Commission:

The Devens Enterprise Commission (DEC) is the local regulatory and permitting 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), Jim Pinard (Ayer) and Dix Davis (Regional). Duncan Chapman is the Harvard alternate. The Ayer, Shirley and Regional alternate positions remain vacant. One Harvard appointed position is also currently vacant. The DEC is awaiting confirmation from the Governor's office of Duncan Chapman's confirmation of appointment to the open position for Harvard. Former Commissioner Eric Soltzfus has been nominated to the alternate spot that would be vacated by Mr. Chapman once he is formally appointed.



DEC Commission members – front row from left to right: Marty Poutry, Jim DeZutter, Chris Lilly. Back row from left to right: William Marshall, Dix Davis, Melissa Fetterhoff, Jim Pinard. Missing from photo: Paul Routhier, William Castro, Armen Demerjian, John Oelfke and Duncan Chapman.

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 co-chairs 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 support to the DEC and general public on permitting and regulatory compliance in Devens. Mr Angus serves on the Massachusetts Chapter of the US Green

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Building Council's 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) with Jim Bakun standing in for Bob during his time off.
- 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).
- Housing Monitoring services provided by Metro West Collaborative Development.
- Legal services provided by Lampke and Lampke, with Robert Ritchie as lead counsel.
- Health inspectional and permitting services are provided by Nashoba Associated Boards of Health.
- Accounting services provided by Ms. Danyelle Mottram (part time accounting support) and auditing services are provided by Giusti, Hingston and Company.

A complete description of the DEC Organizational Structure is available on-line at: http://www.devensec.com/meetings/DEC_Organizational_Chart_2016.pdf.

2016 Project Highlights:

One of the things about working at Devens is that issues of importance to the Commonwealth always seem to bubble to the surface within our small community. In 2016 we met with Medical Marijuana growers and saw them move on to other locales. Tara Vista Behavioral Health Treatment and Recovery Center at 85 Patton Road is a 78,000 sf private hospital that partially opened in December and is focused on dealing with many of the symptoms of our current opioid crisis. The project fronts along a portion of Patton Road that currently



Entrance to the new Tara Vista Behavioral Health Center at 85 Patton Road.

does not have any sidewalks. As part of this project, the developer and MassDevelopment will be expanding the existing sidewalks along Patton, providing a continuous connection from the site to Mirror Lake and the commercial core of Devens. This will help advance 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. The hospital and sidewalks are expected to be fully completed in 2017.

Phase One of the Devens Village Green (aka "Emerson Green") 124-unit mixed residential community off of Grant Road continued construction throughout 2016. Seventeen (17) units of clustered, new energy efficient

homes have been constructed along a new portion of Chance Street. Phase 1 includes fourteen (14) single-family homes and three (3) two-family homes, and includes one moderate-income deed restricted affordable unit. This was the first project to utilize the DEC’s Innovative Residential Development Regulations which were approved by the Commission in 2013. The garages for these new homes are accessed from rear service roads – a similar layout to the existing housing along Elm and Walnut, but in a slightly more compact layout that respects the character of the existing neighborhood, while preserving more open space and creating a walkable, connected neighborhood designed for people first. By the end of 2016, almost all units were sold in Phase 1 and the developer was beginning planning for the commencement of construction on Phase 2 which would include the reconstruction of Grant Road and a mix of two-20-unit apartment buildings, townhomes, duplexes and single family homes along Grant Road.



Emerson Green Developer Dan Gainsboro in front of his new residential development along Chance Street.

Little Leaf Farms completed construction on the first phase of a +/- 221,000 square-foot greenhouse on approximately 13 acres of land located at 105 Walker Road within the Environmental Business Zone on the North Post. This first phase included a 114,404 sq.ft. greenhouse and office space, a small parking area and utilities, including a large rainwater harvesting basin that will be used to collect roof runoff and supply up to 80% of the water needed for irrigation. The greenhouse operation is growing hydroponic lettuce indoors in a completely automated fashion. This state of the art facility features high light transmission glass, close to 800 LED growing lights, retractable insulation blankets, and an automated packaging and bagging system. The facility will utilize over 25,000 automated mobile gutters that move the plants as they grow through their 25 day growing cycle. Currently, the majority of lettuce in the US is produced in California and Arizona and it can take up to 7 days to get to the New England market. Little Leaf Farms is harvesting, packaging and delivering to many local grocers within a day. This results in a fresher product, longer shelf life, reduced greenhouse gas emissions, enhanced water conservation and contributes to the locally grown movement in MA.



Inside view of new greenhouse – August 2016. Photo ©Cheryl Clegg Photography

SMC Ltd. completed its fit up and purchase of 18 Independence Drive during 2016. Instrumentation Laboratory is a tenant in their facility and they completed the fit-up of their half of the building in 2016 as well as exterior parking lot and landscaping improvements. The building connector between 18 Independence and 66 Saratoga was removed as part of the separation of the two properties which had been in common ownership. The rooftops of 18 Independence and 66 Saratoga were also structurally reinforced and a third-party solar company installed almost 3MW of solar photovoltaic panels combined on over 520,000 square feet of these roofs.



Solar PV Panels on 18 Independence Dr. rooftop – June 2016

BMS completed the construction of a new +/-231,000-gross square foot Biologics Development Building (BDB) and +/-131,500-gross square foot Clinical Manufacturing Building (CMB). This ~\$250,000,000 expansion added space for research, development and manufacturing biotechnology drugs for clinical trials.



State of Massachusetts Biotech representatives and BMS executives at the ribbon cutting for the opening of BMS's new clinical manufacturing and biologics development buildings at 38 Jackson Road – May 2016

Both new buildings received LEED certification from the US Green Building Council, bringing the total number of LEED certified buildings on the BMS campus up to four. Two additional stories (180 spaces) were added to the existing 3-story parking garage, to accommodate a portion of the 350-380 new employees. To help improve the safety and walkability of the campus, the DEC also administratively approved a campus wide sidewalk master plan for BMS.

Additional Development Activity:

Other projects that were permitted and completed in 2016 included:

- 29 Saratoga saw a 41,000 sf office/warehouse expansion for Integra with associated parking and landscape improvements. An end of year plan amendment added a new loading dock to this work in progress which should be built out over 2017.
- The Commission granted a variance for less than minimum lot size for the existing lot at 31 MacArthur Ave. to MassDevelopment to assist them in their efforts to market this vacant property.
- 249 Barnum Road, saw the renovation of the three existing historic buildings (former Civilian Military Training Camp) commence. The project includes new parking, drainage and utilities and landscaping, in addition to a fourth building to be developed at a later phase. This project has the potential to be completed during 2017 depending on market conditions.
- Laddawn's 22,467 sq.ft., two-story building expansion and 71 space parking lot expansion at 155 Jackson Road (former Davis Library) was completed in 2016.
- The owners of One Jackson Place completed the construction of 84 new parking spaces at this former military intelligence building that is now host to a number of tenants, including: Mount Wachusett Community College. This site has been a great model example of how low-impact development (LID) techniques such as these bio-filtration landscape islands, provide economic, environmental and aesthetic benefits over traditional closed drainage system designs and raised landscape islands.
- Raytheon is currently leasing a portion of the former airfield from MassDevelopment to test high speed, all-electronic, image-based tolling. Raytheon has installed a gantry, along with a series of cameras and ground sensors as part of this testing.

At the end of 2016, The Women's Institute was before the Commission with a unified permit application for the construction of a 58 unit affordable senior residential housing development at 27 Hospital Road in the Shirley Village Growth District of the Devens Regional Enterprise Zone. This project would provide housing for seniors aged 62 or older with incomes ranging from 30-60% of the area median income (AMI). The Commission is expected to act on the application early in 2017.

The Commission also issued a number of event permits in 2016, including Muckfest - a 5 kilometer obstacle course race to benefit Multiple Sclerosis research which returned to Devens for its fourth year. In June the Devens Common Conference Center hosted the second annual Devens Robotica event on the Devens Common green which included information, displays and examples of numerous artificial intelligence, robotics and autonomous vehicles and products. In July, the developers of Devens Village Green hosted a "This Old House" Block Party in the new Devens Village Green neighborhood off of Grant Road. The Farmhouse (28 Chance Street) at Emerson Green was featured in the October issue of *This Old House* magazine and the Block Party was a chance for the local community to take a look at these new energy efficient homes in a compact neighborhood setting. Devens also hosted the Annual Chili cook off at the Devens Common. All of these events were very successful and attracted thousands of visitors to Devens.

Permitting Summary:

Development activity within Devens in 2016 saw a minor decrease (2%) in overall permits issued, compared to 2015. While only seven (7) Level Two Unified Permits were issued, permit increases were found in plumbing permits, sign permits and one day liquor licenses. There were decreases in the number of tent/event permits, sheet metal and level 1 permits. The Commission once again lived up to its reputation for efficient stream-lined permitting, by averaging only 53 days to produce a record of decision for the seven (7) Level Two Unified Permit applications appearing before it in calendar year 2016. The table on the following page provides an overview of the various permits, licenses and approvals issued by the DEC in 2016, compared with the previous year.

2016 Permits/Actions:

Permit Type	#issued in 2016	# issued in 2015	Difference
Level 2 Permits	7	7	=
Reconsideration	0	0	=
Level 1 Permits	63	71	-8
Wetland Request for Determination of Applicability	0	1	-1
Wetland Notice of Intent (Order of Conditions)	1	3	-2
Wetland Certificates of Compliance	1	0	+1
Sign Permits	11	6	+5
Tent/Event Permits	17	25	-8
Demolition Permits	2	3	-1
Level 1 Lotting Plans	1	4	-3
Septage Hauling Permits	12	12	=
Certificates of Occupancy	28 (4TCOs)	28	=
Electrical Permits	70	73	-3
Plumbing Permits	36	22	+14
Gas Permits	15	18	-3
Sheet Metal Permits (new in 2011)	3	10	-7
Victuallers License	10	9	+1
Flammables License	6	6	=
Liquor Permits	5	5	=
Pledge of Liquor License	0	0	=
1 Day Liquor Licenses	6	2	+4
Violation Notices	1	1	=
Schools – Certificates of Inspection	4	4	=
Filming Permit	0	1	-1
TOTAL:	303	311	-8

Enforcement:

2016 saw very few violations of the Devens Bylaws and Rules and Regulations. The DEC received a number of informal complaints regarding light pollution from one new facility. The owner was contacted and implemented interim lighting control measures to reduce visual impacts to abutting neighbors while they worked to implement a permanent solution before any formal complaints were received. Follow-up inspections by DEC Staff found that the permanent fix had been completed and the facility was operating in compliance with the DEC Industrial Performance Standards for lighting.

During 2016, the DEC also received a number of complaints from residents concerning truck traffic cutting through residential neighborhoods to access the Devens Industrial Park. According to bi-annual traffic studies conducted by MassDevelopment, there are more than 3000 trucks a day entering and exiting Devens. More than 99% of those trucks use the designated truck route, however, as evident by the complaints, there are still some that continue to access the Devens Industrial Park by cutting through a residential area in Devens. All residential areas in Devens are clearly posted no trucks. Throughout 2016, the DEC worked with residents, MassDevelopment, the State Police and businesses in the Industrial Park to improve signage

and increase awareness and enforcement - all in an attempt to keep trucks out of residential areas. As logistics and businesses in the Industrial Park change from time to time, raising awareness of the designated truck route is an ongoing education, awareness and enforcement campaign. Ongoing traffic studies continue to provide data that show our efforts are working. These efforts will continue in 2017 with additional notification, monitoring and enforcement.

DEC Staff, with the assistance of MassDevelopment Engineering, continued to collect Annual Stormwater Reporting forms from all businesses throughout 2016. Due to extremely low precipitation levels and drought conditions in 2016, water use restrictions were enacted in the late spring and throughout the entire summer in Devens, in accordance with the Devens Water Management Act permit requirements and 974 CMR 8.09. No violations of the outdoor water use restrictions were reported

Transportation:

The Fitchburg Line Reverse Commute working group, chaired by DEC Director Peter Lowitt, was delighted to see new service provided along the Fitchburg Commuter Rail Line, including the opening of the new Wachusett Station in October of 2016. More importantly, new service is being provided to Ayer and Shirley stations allowing a viable reverse commute from the Boston to Devens. We now have service arriving in Ayer from the east at 7:14 and 8:46 AM time frame and returning in the late afternoon. Equally encouraging is the provision of rail service all the way to Fitchburg prior to 9AM. The DEC, MassDevelopment, MART and our business community have been meeting to work out the details for a new bus service connecting Devens, Ayer and Shirley to our employment center and the commuter rail stations. With low unemployment rates in the Commonwealth, finding ways of getting more potential employees into the regional labor market and benefiting our residents and workers by creating new transportation options was a crucial task for 2016. Commuters seeking additional information can access project updates at http://www.mbta.com/about_the_mbta/t_projects/default.asp?id=155855. The proposed fixed route bus service will connect businesses and residents in Devens with the surrounding communities, including the Ayer and Shirley Commuter Rail stops, the Nashoba Valley Medical Center, and shopping areas in Fitchburg and Leominster.

In the summer of 2016, MassDevelopment completed a series of intersection improvements at the Grant, Pine, Hospital Road intersection. This "road diet" project eliminated over 30,000 sq.ft. of pavement and greatly improved the safety at these intersections. The project created a T-intersection at Pine and Grant that is now a 3-way stop. The project also re-aligned the intersection where Hospital Road intersects with Grant Road.

MassDevelopment completed the redevelopment of Jackson Road Phase IV over the course of 2016. These improvements included the realignment



of portions of the roadway to ‘soften’ existing curves, improve drainage and convert the existing one-way section from Antietam Street to the Verbeck Gate, to a two way street. The new road consists of two (2) eleven-foot lanes in either direction with five-foot shoulders on both sides, and striped bike lanes. Concrete sidewalks were built on one side of the street. ADA accessible ramps and crosswalks were provided at all intersections. A 20MPH school zone was also included in the vicinity of Parker Charter School. All these upgrades are designed to improve safety, accessibility and connectivity in and through Devens, while greatly enhancing water quality in Willow Brook at the same time.



Jackson Rd. looking southbound. New bike lanes, sidewalks and school zone signage – October 2016

Businesses in the Rail, Industrial and Trade Related Uses (RIT) District continue to utilize freight rail access and reduce the impacts of trucks on the local and regional road network. Currently there are eight existing rail sidings serving the businesses and the military in the RIT District. At the end of 2016, the DEC received an application for a building expansion in the RIT District that is proposing three additional rail sidings. The application will be acted on in early 2017.

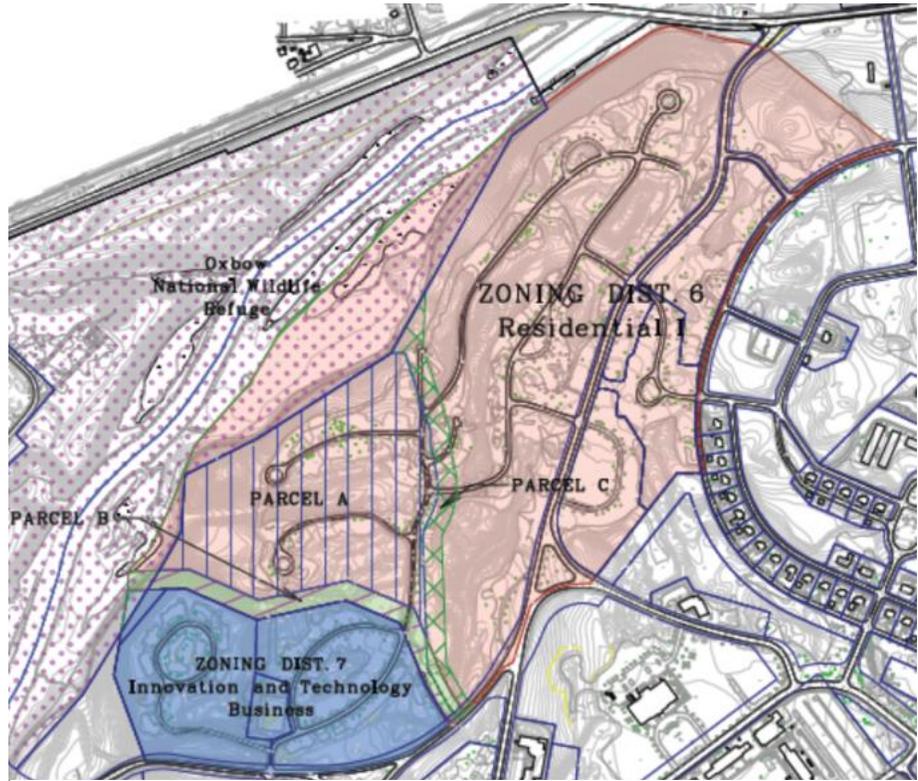
In 2015, MassDevelopment worked with Devens residents to develop and install a small temporary traffic calming device (landscape island) at the intersection of El Caney, Chance and Antietam Streets. This was done as a test to see if it would help keep non-local traffic from entering El Caney – a private service road. The test was successful and the landscape island was made permanent in 2016 as part of the new Emerson Green housing project. As part of this project, MassDevelopment extended a sidewalk along Chance Street, to the existing sidewalks on Walnut and Elm Streets, connecting Emerson Green to the existing residential neighborhood and commercial core of Devens, furthering improving walkability for all residents.

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. Traffic has been reduced to a single lane. By the end of 2016, the center support columns had been replaced and new decking was installed on the northbound/inbound side of the bridge. Work on the southbound/outbound side is expected to commence in early 2017. On Route 2, both eastbound and westbound lanes were reconfigured to provide a safe area for work on the center bridge support column, while still allowing Route 2 traffic to flow freely in two lanes in both directions. Since the implementation of the reconfiguration, MA DOT closed the Jackson Road/Route 2 eastbound entrance ramp completely for safety reasons. Detours continue to be posted for trucks and cars. The project is still on track for completion by the summer of 2017. The DEC provides regular update on the news and events page of our website: <http://www.devensec.com/news.html> .

In 2016 the DEC received a 2016 Leadership Award for Excellence in Commuter Options from MassDOT/MassRIDES program in recognition of our recent efforts to create more transportation options for residents, employees and commuters in Devens and the surrounding region.

Rezoning:

In October of 2016, after a super town meeting process consistent with the requirements of Chapter 498, the communities of Ayer, Harvard and Shirley successfully passed a zone change proposal by MassDevelopment to rezone 32.7 acres (Parcel “A”) west of Grant Road from Residential to Innovation and Technology Business (ITB) uses. This rezoning creates a large, marketable development site suitable for office, industrial, and research and development uses. The change, in conjunction with adjacent land already zoned ITB, creates a 60+ acre commercial development site. According to MassDevelopment, this would meet the needs of modern manufacturing and research and development users, many of whom are looking specifically for large, “campus-like” sites. The rezoning also included the relocation of an existing Open Space and Recreation corridor/buffer (Parcel B to Parcel C) to help reduce potential conflicts between ITB and residential uses.



Map depicting the rezoning of a portion of Residential I land (Parcel A) to Innovation and Technology Business and the subsequent relocation of the Open Space and Recreation buffer (Parcel C).

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. As of 2016, the total amount of land in Devens that is permanently protected is over 1,360 acres. MassDevelopment and the DEC continued to work on protecting additional lands along Cold Spring Brook, Willow Brook and Grove Pond. DEC Staff met with MassDevelopment and the Town of Ayer Director of Public Works to review potential access to a land-locked parcel along the shore of Grove Pond within the Devens Regional Enterprise Zone. Protection of this +/-13 acre parcel would help protect water quality in Grove Pond and the Ayer and Devens wells in the vicinity. With Ayer agreeing to provide an access easement to access this parcel from their water treatment facility on Barnum Road, MassDevelopment is expected to be able to move forward with plans to permanently protect this parcel in 2017.

In late 2015, the DEC issued a Wetlands Order of Conditions to MassDevelopment for the daylighting of a 400’ section of Willow Brook. The project was completed in 2016 and removed the existing culverted section of Willow Brook and re-created an open surface channel for the brook to flow (daylighting). The project also included the design and construction of three new stormwater management systems that 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 previously flowed into Willow Brook with very limited pre-treatment.



Before: Willow Brook culvert underground – 2015



After: New Willow Brook day-lighted stream channel – 2016.

This project was 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.). Now that the project is complete, the Devens Open Space and Recreation Advisory Committee will be working on placing permanent protections along this corridor as per the Open Space and Recreation Plan.

USFWS Oxbow National Wildlife Refuge Bill Ashe Visitor Facility off Hospital Road was officially opened in May of 2016. The facility includes a canoe launch and parking area, composting toilets, a stone dust trail leading to an outdoor amphitheater and an education pavilion and parking made of porous concrete. The Visitor Facility and a trail that runs along the Nashua River and connects into Devens trails, was named after Bill Ashe, the retired Deputy Regional Director of the U.S. Fish and Wildlife Service. Bill is a local resident who is credited with preserving over one million acres of land and with founding the Oxbow National Wildlife Refuge. Bill was also a member of the Devens Open Space and Recreation Advisory Committee. The facility is a model of sustainable design and features reclaimed wood used in the building construction, biofiltration landscape islands, reinforced turf parking and green roofs. The DEC, in collaboration with USFWS, installed 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. As part of the grand opening of this facility, the

Surrounded by Sustainability

A New and Improved Devens

A former Army base, the surrounding area of Devens is being redeveloped as an eco-industrial park and a model of sustainable development by MassDevelopment, the Devens Enterprise Commission, and the Devens Eco-Efficiency Center.



Learning from Nature

Like a natural ecological system, an eco-industrial park is a group of businesses that work together as a system to maximize efficiencies and minimize waste through by-product exchanges. At Devens, we work within nature's limits to:

- ◆ Use resources efficiently and productively.
- ◆ Minimize use of fossil fuels/toxic materials.
- ◆ Protect and restore ecosystems.
- ◆ Integrate sustainable design features.

Devens redevelopment efforts respect the natural environment and seek to reduce habitat fragmentation, while supporting biodiversity and helping ensure the preservation of wildlife habitat, natural stormwater flow, air quality, and more.

A Sustainable Showcase

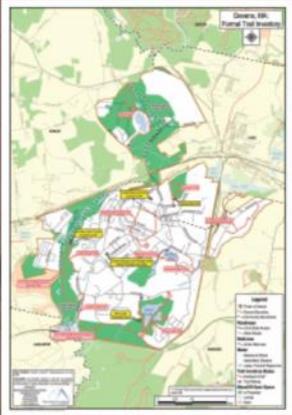
The Bill Ashe Visitor Facility is a showcase for many of the sustainable elements found throughout Devens. Both demonstrate that conservation and development can be successfully integrated to meet present needs without compromising those of the future.

For more information, contact:

MassDevelopment
978-784-2900
devenscommunity.com

Devens Enterprise Commission
978-772-8831 devensec.com

Devens Eco-Efficiency Center
978-772-8831 ext.3304
devensecoefficiencycenter.com



Connecting the Community
Over 40% of Devens has been set aside as protected open space. Daily many nature services and connectivity across the our network of trails, which connects with refuge trails in many areas.



USFWS installed trail signage along the Nashua River as well as the Devens trails along Lake George. These connected trails now provide access to miles and miles of trails in the Oxbow National Wildlife Refuge and Devens, including Mirror Lake and Refuge trails in Harvard, south of Route 2. Trail maps are available to download on the DEC website at: <http://www.devensec.com/maps.html> .

The Nashua River Watershed Association (NRWA) worked with 6 towns in the Devens region to support the DCR's Healthy Heart Trail program which aims to promote active living and healthy lifestyles through outdoor recreation and trail usage. Statewide, over 70 trails have been designated and in May of 2016, the NRWA selected the existing trail around the base of Shepley's Hill as a Healthy Heart Trail. The trail is approximately 1.5 miles in length (roundtrip) and is considered "easy to moderate" in activity level.

In 2016, the Devens Open Space and Recreation Advisory Committee (DOSRAC) met briefly to discuss complete streets and trails – looking at where Devens and the surrounding towns of Ayer, Harvard and Shirley might be able to work together to connect streets, sidewalks, bike lanes and trails to promote multi-modal accessibility and recreational activity in the Devens region. Both Ayer and Shirley have adopted a Complete Streets Policy and Devens revised its regulation in 2013 to include a number of complete streets standards and expects to adopt a formal policy in 2017. Such an ordinance will help solidify Devens' commitment to connecting with the surrounding communities. The DOSRAC is expected to convene again in 2017 to complete updates to the 2008-2013 Open Space and Recreation Plan for the Devens. With the permanent protection of the majority of lands identified in the 2008-2013 report completed or pending, the 2017-2024 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.

Communications and Outreach:

In 2016, we also took some time to celebrate the incredible progress that has occurred at Devens in the 20 years since the base was turned over to the Commonwealth by the Department of Defense. In June, former Governor Weld joined a galaxy of current and past Devens' luminaries at the Devens Common Conference Center to celebrate the accomplishments of the Devens redevelopment project, including the diversification of the economic base of our region and the creation of a world renowned model of sustainable development. As part of the event, MassDevelopment recognized 20



Attendees at the entrance to the 20-year anniversary event in the Devens Common Conference Center - June 2016.

individuals, businesses and organizations that helped Devens reach this historic milestone, including the DEC and the Devens Eco-Efficiency

Center. Directors of both organizations spoke as part of the program. The DEC published our fourth annual [Five Year Review report](#) (the 20 year review) concurrent with this celebration.

In March, the American Planning Association published a Planners Advisory Service Report ([PAS Report 582](#)) that included a case study of Devens one-stop, expedited permitting system, written by DEC Director Peter Lowitt. DEC Environmental Planner Neil Angus also gave a presentation on Green Infrastructure and Low-Impact Development in Devens, to a group of planners and planning commission members. This presentation was part of the MassAudobon Shaping the Future of Your Community Program. As part of this program, MassAudobon will be developing a series case studies and fact sheets on green infrastructure and low-impact development and Devens is expected to be featured. The case studies and fact sheets are expected to be released in early 2017. In September, the DEC launched its own Facebook page. This page was launched to supplement the DEC website and provide an additional media outlet to help keep residents, businesses and interested parties up to date on projects, meeting announcements and notices from the DEC. Follow us at: <https://www.facebook.com/devensec/> .

In accordance with the DEC Bylaws and Rules and Regulations, the DEC notified abutting property owners, Devens residents and all three surrounding towns about all development projects/public hearings and subsequent DEC permitting. The DEC 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. Continued thanks 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 an ever increasing group of constituents, both locally and internationally. In June, the DEC hosted the 13th Industrial Symbiosis Research Symposium at the Devens Hilton Garden Inn. Researchers and academics from around the globe participated in this symposium sponsored by the Eco Industrial

Development/Industrial Symbiosis Section of the International Society of Industrial Ecology and the Devens Enterprise Commission. A highlight of the event was a tour of Devens discussing its incorporation of sustainability and eco-industrial park elements, including a guided tour of Little Leaf Farms. DEC Commissioner Paul Routhier also provided Symposium attendees from Trinidad and Tobago a tour of his tire recycling operations in Littleton, MA (as they were considering locating a similar operation in their



Industrial Symbiosis Research Symposium attendees at Little Leaf Farms with owner Paul Sellew providing a guided tour- June 2016.

eco-industrial park in Tobago). As part of the event, the DEC signed a twinning agreement with the Cove Eco Industrial Park of Tobago. This was an information exchange partnership to help both organizations advance the sustainable development of their respective eco-industrial parks. Proceedings of the symposium can be found on the DEC web site here: <http://www.devensec.com/ISRS2016Presentations.html> . Mr. Lowitt also participated in a United Nations Industrial Development Agency Eco Industrial Park Expert Group Meeting in Hoi An, Vietnam in the fall. Mr. Angus gave a tour of Devens to a visiting delegation from Gainesville, Florida and staff fielded inquiries on our work and activity from around the globe.

The DEC continues to update its website with meeting and public hearing notices, staff reports, important community news and events information, and other general information on living, working and developing in Devens <http://www.devensec.com/news.html> . The DEC provides notice of all meetings, proposed projects and pertinent information on the [DEC Business](#) page. With the lack of rain throughout 2016, the DEC, acting as the local Board of health, continued to promote and enforce water use restrictions that remained in effect for much of 2016 and into 2017 (no outdoor watering between 9AM and 5PM).

Five Year Review:

The Devens 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 (2011-2015) can be found at <http://www.devensec.com/district-development.html> . This latest review was completed and presented to the public as part of the celebration of the 20 years since the Commonwealth received the property from the Department of the Army. As part of this review, the DEC identified a number of areas that it would focus on over the next five years (2016-2020) 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 December, 2016.

Five Year Review Status Update - 2016

Area of Focus	Status
Working with existing and new Homeowners and Condo Associations to streamline residential permitting consistent with new Residential Regulations as well as Historic District requirements.	Accomplished/Ongoing. Additional guidance documents updated on-line (Devens Residents page) to provide residents with clearer direction for permitting processes. New window type approved for Historic District. Working closely with the developer and new residents of Grant Road to iron out residential permitting issues before they surface.
Sustainable Indicators Report – measurement and verification of sustainable development.	Ongoing. Beginning work on next Sustainable Indicators progress report in 2017.
Regional efforts: Develop Regional Affordable Housing Coordinator to oversee and manage new and existing and affordable housing units in Devens and surrounding communities to ensure they remain affordable in perpetuity	Ongoing. Together with MassDevelopment the DEC entered into a contract with Metro West Collaborative Development to provide housing monitoring services for the DREZ. The DEC is exploring joining a regional collaborative with the communities of Littleton, Bolton, Stow, Boxborough and Hudson as well.
Working with MassDevelopment, local businesses and surrounding communities to support regional transportation plans and establish additional commuter options for businesses and residents to and from Shirley, Devens, Ayer and Littleton. Work on implementation of 2015 MART Transportation Plan and fixed route bus service between the train stations in Ayer and Shirley via Devens. Continue to support Fitchburg Line reverse commute early morning service to foster diverse commute options to Devens.	Ongoing. With the upgrades in operations and infrastructure, MBTA Commuter Rail service was updated in 2016 to allow for a viable reverse commute to Devens. Our current focus has shifted to the first mile/last mile and getting employees to and from their place of employment and providing commuting options for our residents. We are working with MART and our business community to implement fixed route shuttle service to the trains and to connect us to the region.
Continued support and growth of the Devens Eco-Efficiency Center as a strategy for sustainable redevelopment and a value-added feature for business and industry locating at Devens.	Ongoing. The DEC continues to promote and support the DEEC, with a majority of DEC Commissioners and staff on the board of the DEEC and annual funding support.
Working with MassDevelopment and the Devens Open Space and Recreation Committee on updating the Devens Open Space and Recreation Plan (for 2017-2022) and permanent protection	Ongoing. The DEC met with the Devens Open Space and Recreation Advisory Committee in 2016 to move forward with updating the plan. The plan updates are expected to be completed in 2017.
Improving safety, accessibility and connectivity in Devens and surrounding communities through new trails, sidewalks and bike lanes and working with MassDevelopment to adopt a Complete Streets Policy and continue to ensure all modes of transportation and accessibility are taken into account on all development projects that impact the right-of-way.	Ongoing. Required sidewalk connections along Chance Street between Grant Road and Elm and Walnut Streets, connecting new neighborhood with existing. Bike lanes extended along the entire length of the Jackson Road (Phase IV upgrades). Supported MassDevelopment Engineering’s redesign of the Grant/Hospital/Pine intersection redevelopment. Adjourned a group to develop a Devens Complete Streets policy. Met with surrounding towns to coordinate and plan future connections to trail and sidewalk networks.
Implementation of TDM programs collectively as well as on a project by project basis, recognizing the Fitchburg Line improvements and opportunities it will create to reduce VMT for Devens employees and residents (reverse commute options).	Ongoing. Continue to promote and require TDM as part of our development reviews and assure that such measures are implemented and enforced. Make developers aware of the new Fitchburg line schedule, Devens shuttle bus circular and the opportunities these transit options creates.
Continue integrating climate change mitigation and adaptation into all development and conservation projects and build on creating a network of more resilient Green Infrastructure that can better adapt to changing weather patterns.	Ongoing. Continue to assure that climate change mitigation is part of the development review process and support the use of our Green Infrastructure Guidelines to the development community.
Maintain our expedited permitting process as a model for the Commonwealth.	Ongoing. We averaged 52.3 days to permit the seven Unified Permits appearing before the Commission in 2016.

Five Year Review Status Update - 2016 continued...

Area of Focus	Status
Coordination with railroad, MassDevelopment and new projects within the Rail-Industrial Trade Related Uses (RIT) District to incorporate important rail connections in the RIT to help further reduce local traffic impacts and facilitate noise reduction efforts	Ongoing. Currently working with a developer to install three new rail sidings to service existing and new buildings proposed at 66 and 68 Saratoga Boulevard.
End point to Chapter 498 and process to reach it. Continue dialogue with Devens residents, surrounding communities and MassDevelopment	Ongoing.
Continue to maintain fiscal independence.	Ongoing. Another strong fiscal year for the DEC and a clean audit for 2016.
Development and Implementation of a strategic planning effort to help prioritize ongoing sustainable redevelopment initiatives of the DEC.	Ongoing. The DEC, in collaboration with MassDevelopment is working on becoming a STAR designated community under the STAR community rating system. This will provide a good set of metrics with which to measure our sustainability efforts. Staff is also investing an EcoDistricts accreditation for the DREZ.
Manage Conservation Restrictions held by the DEC as the Devens Conservation Commission.	Ongoing. Annually walk properties for which we hold Conservation Restrictions and enforce them as needed.
Forge new, mutually beneficial partnerships with organizations that share similar mission and vision as the DEC and Devens.	Ongoing. STAR, MassDOT Complete Streets and EcoDistricts are among the partnerships in play by the DEC.
Continue integrating public health criteria into all decisions (healthy communities declaration)	Ongoing. Continued enforcement of local greenhouse gas mitigation requirements on all projects and approval of development patterns that support healthy and active living (Devens Village Green, sidewalks, trails, bike lanes, etc...).
File management and organization to continue maximizing space and improving efficiency and service to the public—review MA records retention laws to determine which paper files and plans, if any, may be able to be destroyed now that electronic copies are preserved.	Ongoing. Successful digitization of plans completed. Staff continues to explore moving towards a paperless organization through Commissioner use of IPADS at meetings, etc. Director Lowitt was appointed Records Access Officer to comply with new state statutes.

Devens Sustainability Initiatives:

Throughout 2016, the DEC continued to implement and fund sustainable development programs and policies in an effort to further promote sustainable redevelopment within the Devens Regional Enterprise Zone. The DEC provided funding to the Devens Eco Efficiency Center (the “Center”), whose Director, Ms. Dona Neely continued her award winning work which embodies the DEC’s commitment to sustainable development. The Center provides education, technical assistance, networking forums, and partnership opportunities that help establishments make more efficient use of resources and improve their environmental, social and fiscal performance. The Devens Enterprise Commission provides funding for this non-profit in support of the work that it does to promote sustainable business practices in the community.

Since its launch in 2008, the Center’s programs have enabled an estimated \$4.9 million in savings from reduced operating expenses. In 2016, the Center’s activities engaged 81 facilities from 22 towns, including 31 businesses, 23 non-profits, 16 schools and 11 government entities. Collaborations and partnerships that provided opportunities for growth, jobs and cost savings were coordinated among 16 Devens firms and not-for-profit entities. Comprehensive waste reduction, recycling, reuse plans and programs were developed for five local manufacturers. The new processes improved the sustainability of their operations and reduced waste disposal costs. Assistance with lighting evaluation and investment return calculations was also provided to two companies that retrofitted indoor and outdoor lights to LEDs.

The Center hosted eight educational forums were hosted for the benefit of local professionals. Experts addressed topics that included Active Shooter Response, Engaging Senior Management in Safety, Fire Extinguisher Use, and Personal Protective Equipment. Other events enabled those who work in Devens to tour and learn about the operations of Little Leaf Farms, Nypro and the US Fish + Wildlife Visitors Contact

Station. The Center's Great Exchange program enabled the reuse of 20 tons of unneeded materials and provided savings of nearly \$47,000 by eliminating the need for 70 businesses, non-profits, schools, and municipal entities to purchase or dispose of office supplies and furniture, arts and crafts items, packing supplies, steel and poly drums, construction materials, and more. Social initiatives that engaged members of the Devens community were also organized by the Center. Local employees collected more than a car load of bed linens for homeless veterans in transitional housing at Devens. The Center also structured a program that enabled an organization to donate a significant amount of food to these veterans and the women and children residents of the Transitions at Devens shelter. Additional information on how the Center contributes to the sustainable redevelopment of Devens and helps establishments achieve environmental, social and economic benefits can be viewed on its website:



A small glimpse of the Great Exchange Treasure Chest at 33 Andrews Parkway.

<https://devensecoefficiencycenter.wordpress.com/>. To get involved, contact donaneely@ecostardevens.com.

In 2016, MassDevelopment and the DEC partnered together to participate in the STAR Community Rating System (STAR) - the first national certification program to recognize sustainable communities. STAR provides a clear, data-driven approach to assessing social, economic, and environmental conditions. The STAR certification process helps to identify gaps and prioritize strategies and investment to achieve a greater level of sustainability. This effort will help the DEC and MassDevelopment jointly prioritize future actions and develop additional metrics to measure our progress – focusing more comprehensively on sustainable redevelopment. Since Devens has already implemented a number of sustainability measures in its redevelopment process, we were selected by STAR to participate in their 2016 Leadership Program. Full details on the program can be found at: <http://www.starcommunities.org/>. Communities such as Northampton, MA that are already using STAR have reported that the certification process helped them gain a deep understanding of their community's strengths and needs and has provided a springboard for civic engagement, cross-agency coordination, integrated budgeting and performance management, partnerships with philanthropy, and economic development. The DEC and MassDevelopment expect to reap similar benefits for Devens.

To further the sustainability goals of Devens and to continue leading by example, in 2016 the DEC and DEEC staff continued implementing initiatives to green our own office environment, including joining NuRides and reducing vehicle miles traveled through telecommuting and the purchase of an electric assist bike for site inspections and local DEC business. In 2016 alone, DEC Staff logged over 330 miles on the electric assist bike. The bike contains a lithium-ion battery that gets 20-30 miles per charge (depending on how much electric assist is used) but can be rode like a regular bike as well (with no electric assist). The extra-wide tires provide better stability and preform great in the sandy soils on most construction projects



DEC Environmental Planner Neil Angus on development inspections with the DEC's new Electric-assist bike.

within Devens. These efforts not only help reduce harmful emissions from gas and improve air quality, they also help improve employee health and wellness through regular exercise. Additional office sustainability initiatives included the continuation of the office composting program and additional recycling efforts; and continued reduction in energy and paper usage through various efficiency measures. In 2016, these initiatives resulted in significant triple-bottom line savings:

Year	Reduced VMT	Energy savings	Waste diverted from landfill	CO2 equiv. reductions	\$ Savings
2015	8,214	1918 kWh	933 lbs.	8.195 tons	\$1,659
2016	11,588	3496 kWh	458 lbs.	9.193 tons	\$1,798

The reduction of over 11,588 vehicle miles traveled from DEC employees telecommuting, carpooling, biking and taking transit to work instead of driving alone is a significant improvement over 2015, in part, due to the improved commuter rail service on the Fitchburg Line to and from Devens and the DEC acquisition of an electric bike to reduce automobile usage for DEC business by Staff. While energy savings and reduced vehicles miles travelled increased significantly, the cost of electricity and gasoline went down in 2016, making the cost savings comparison from 2015 to 2016 a little less significant. Nonetheless, considering the small size of the DEC office and low number of employees, these numbers represent a fairly significant carbon footprint reduction. The DEC will continue to lead by example and track its progress in 2017, looking for additional ways to further reduce impacts, while still providing the highest level and quality of service.

Financial and Performance audits:

2016 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](#).

Outlook for 2017:

In 2017 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. Projects anticipated for 2017 include:

- Continued development of Phase 2 and 3 of the Devens Village Green neighborhood on Grant Road using our innovative residential development regulations;
- Completion of Integra expansion at 29 Saratoga Boulevard;
- Completion of the TaraVista Behavioral Health Center at 85 Patton Road;
- Completion of the renovation of the former Civilian Military Training Camp buildings at 249 Barnum Road;
- Permitting of the Women’s Institute 58-unit Senior Housing project on Hospital Road in the Shirley Village Growth District;
- Permitting of a ~400,000 sq.ft. expansion of an existing building at 66 Saratoga Boulevard, including the construction of three new rail sidings to access the existing and expanded building;
- Continued support of EcoStar and expansion of services of the Devens Eco-Efficiency Center;
- Working with MassDevelopment to finalize and adopt a Complete Streets Policy for Devens and to become a STAR rated community;
- Five-year update of our 2012 Sustainable Indicators Report;
- Celebration of 100 years of Camp Devens creation during WWI.

Respectfully submitted by DEC Commissioners:

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