



Annual Report: 2017 DEVENS ENTERPRISE COMMISSION

The Commission:

The Devens Enterprise Commission (DEC) is the local regulatory and permitting authority for the Devens Regional Enterprise Zone (DREZ). It is empowered to act as the local planning board, conservation commission, board of health, zoning board of appeals, historic district commission and, in certain instances, as board of selectmen. The DEC carries out these duties in the context of a unique and innovative one-stop 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 – 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 and Duncan Chapman.

DEC Commission members currently include Jim DeZutter (Harvard), William Marshall (Chairman, Regional), Paul Routhier (Regional), Marty Poutry (Ayer), William Castro (Shirley), Armen Demerjian (Regional), 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 Town of Harvard has nominated Duncan Chapman to the open Harvard representative position and the DEC is awaiting confirmation from the Governor's office of his appointment. Former Commissioner Eric Stoltzfus was nominated to the alternate spot that would be vacated by Mr. Chapman once he is formally appointed. Commissioner John Oelfke (Shirley) retired in October and the Shirley Board of Selectmen nominated Robert Markley to take his place. Robert is currently awaiting confirmation from the Governor's office. At a regular meeting in October, the Commission honored Commissioner Oelfke for his 12 years of dedicated service to Shirley and Devens.



DEC Chairman Marshall presents retiring Commissioner Oelfke with a commemorative Devens mirror made by Eglomise Designs in Devens.

DEC staff includes Director/Land Use Administrator Peter C. Lowitt, FAICP and Environmental Planner Neil Angus, AICP CEP, LEED AP. Director Lowitt oversees the day to day activities of the DEC and serves on the board of the Massachusetts Chapter of the American Planning Association and continues to serve on the board 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, Environmental Planner Neil Angus provides operational and technical support to the DEC and general public on permitting and regulatory compliance in Devens. Mr Angus serves on the Education Committee of the Massachusetts Chapter of the US Green Building Council. Additional 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 who resigned at the end of this year) 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 .

2017 Project Highlights:

Phase One of the Devens Village Green (aka “Emerson Green”) 124-unit mixed innovative residential development off of Grant Road completed construction in 2017 and all units have been sold. This phase included 17 units of clustered, new energy efficient single family and two-family homes along a new portion of Chance Street. Phase 1 also included one moderate-income deed restricted affordable unit. This compact



Emerson Green new residential development along Chance Street.

neighborhood design helps reduce sprawl and reflects a more pedestrian-scale plan that focuses on walkable, socially engaging development. The new portion of Chance Street is 20’ in width and contains formal on-street parking, street trees and sidewalks on both sides of the street. Garages for these new homes are

accessed from rear service roads resulting in a more continuous sidewalk and safer design with less pedestrian/vehicle conflicts. This is 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. Throughout 2017, the Developer has continued planning and financing for the next phase of development which will include the reconstruction of Grant Road and a mix of two- 20-unit apartment buildings, townhomes, duplexes and single family homes along Grant Road, as well as the construction of additional streets and a new neighborhood park.

In 2017, Little Leaf Farms - a fully automated baby leaf lettuce greenhouse operation, began construction of the second phase of their previously approved greenhouse project off Walker Road within the Environmental Business Zone on the North Post. This second phase includes an approximately 100,000 square foot expansion of their existing 114,404 sq.ft. greenhouse and office space, bringing the total greenhouse area to over 200,000 square feet. The facility includes a large rainwater harvesting basin that is used to collect roof runoff and supply up to 80% of the water needed for irrigating the lettuce crop in the greenhouse.



Rear of Little Leaf Farms existing greenhouse and the perimeter foundation wall for Phase 2 – September 2017.

With ever increasing demand for his product in New England, the owner is in the process of acquiring the adjacent 12 acre parcel and has future plans to build an additional 200,000 + square feet of additional greenhouse. An application for this Phase 3 expansion is expected in early 2018.

Tara Vista Behavioral Health Treatment and Recovery Center at 85 Patton Road is a 78,000 sf private hospital that is focused on dealing with many of the symptoms of the current opioid crisis. The project, which was completed in 2017, fronts along a portion of Patton Road where the developer and MassDevelopment expanded the existing sidewalks along Patton, providing a continuous connection from the site to Mirror Lake and the commercial core of Devens. This helps 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.



Tara Vista Behavioral Health Center entrance off of Patton Road – September 2017.

Integra, an engineering, product, manufacturing and fabrication company at 29 Saratoga Boulevard completed their 41,000 sq.ft. building expansion to their existing +/-29,000 square foot building.



Integra's existing building and expanded parking lot (left and center) and new addition (right) – September 2017.

The expansion includes warehousing and office space, as well as 96 new parking spaces and upgrades to their on-site stormwater management system. The project filed for plan amendments to make some mid-course adjustments to their site plan during 2017 and expect to seek an occupancy permit early in 2018.

A Unified Permit was issued for 66 Saratoga to combine the rear lot (without frontage on Saratoga) with the front lot (the existing 400,000 sf facility currently housing Quiet Logistics) and construct a 400,000 sf addition with three rail sidings in late 2016.



Aerial View of 66-68 Saratoga building expansion. Photo courtesy of GFI Partners – September 2017

In 2017, the owner amended their Unified Permit to include additional truck parking and an internal truck access road to accommodate future tenant needs and improve functionality. A Unified Permit was filed to effectuate these changes and is expected to be issued in early 2018.

The Women's Institute received a Unified Permit for the construction of a 58 unit affordable senior residential housing development (Shirley Commons) at 27 Hospital Road in the Shirley Village Growth District of the DREZ. This project will provide housing for seniors aged 62 or older with incomes ranging from 30-60% of the area median income (AMI). The developer received an extension on pulling their building permit and plan to begin construction in 2018.



Artist's rendering of Shirley Commons off Hospital Road in Devens.



The redevelopment of the former Civilian Military Training Camp (CMTC) buildings on Barnum Road (approved in 2016) continued throughout 2017. The project includes the renovation of 3 existing buildings totaling +/- 9,500 sf, and construction of a new +/- 4,665 sf building, including new parking, utilities and associated site improvements. The first of the three buildings was completely renovated and site work continues on the two remaining buildings. The project includes new parking, utilities, and landscaping, in addition to a fourth building to be developed at a later phase.



249 Barnum Road former CMTC buildings and new entry drive – September 2017.

Additional Project Highlights from 2017:

Other projects that were permitted and completed in 2017 included:

- Bristol-Myers Squibb (BMS) received a Level II Unified Permit to install a loading dock and elevator to access additional space in their Clinical Manufacturing Building. BMS also added 3,400 linear feet of sidewalk to their existing campus sidewalk system - connecting the campus into the Devens public sidewalk network at Jackson Road.
- Additional landscape berms were added to the open space areas between Auman/Bates residential neighborhood and the Devens Industrial Park to further aid in screening that will help minimize potential nuisance conditions.
- A homeowner in the Devens Historic District received permission for a garage addition in a scale, massing and location slightly different from the existing garage master plan.
- MassDevelopment completed sidewalk extensions from the new residential neighborhood on Chance Street, connecting to the existing sidewalks on Elm and Walnut Streets.

Permitting Summary:

Development activity in Devens in 2017 saw a 6% +/- increase in overall permits issued, compared with 2016. The following table provides an overview of the various permits, licenses and approvals issued by the DEC in 2017, compared with the previous year:

2017 Permits/Actions:

Permit Type	#issued in 2017	# issued in 2016	Difference
Level 2 Permits	4	7	-3
Reconsideration	0	0	=
Level 1 Permits	70	63	+7
Wetland Request for Determination of Applicability	0	0	=
Wetland Notice of Intent (Order of Conditions)	0	1	-1
Wetland Certificates of Compliance	0	1	-1
Sign Permits	6	11	-5
Tent/Event Permits	21	17	+4
Demolition Permits	0	2	-2
Level 1 Lotting Plans	1	1	
Septage Hauling Permits	10	12	-2
Certificates of Occupancy	33 (5TCOs)	28 (4TCOs)	+5
Electrical Permits	79	70	+9
Plumbing Permits	32	36	-4
Gas Permits	17	15	+2
Sheet Metal Permits (new in 2011)	10	3	+7
Victuallers License	11	10	+1
Flammables License	6	6	=
Liquor Permits	5	5	=
Pledge of Liquor License	0	0	=
1 Day Liquor Licenses	2	6	-4
Violation Notices	3	1	+2
Schools – Certificates of Inspection	4	4	=
Filming Permit	6	0	+6
TOTAL:	320	303	+17

While only four (4) Level Two Unified Permits were issued, permit increases were found in electrical permits, Certificates of Occupancy, tent/event, sheet metal and Level 1 permits. There were decreases in the number of Level 2, sign, demolition, plumbing and one day liquor license permits. The Commission once again lived up to its reputation for efficient stream-lined permitting, by averaging only 55 days to produce a Record Of Decision for the four (4) Level Two Unified Permit applications in calendar year 2017.

Enforcement:

2017 saw few violations of the Devens Bylaws and Rules and Regulations. The DEC did receive a number of informal individual complaints regarding light pollution from one new facility. Once the technical issues were addressed a few operational issues were reported to staff and appear to have been ironed out. Lighting issues

resurfaced with snow in the winter of 2017-2018 and has been brought to the attention of the facility operator. The Commission will follow-up to assure the facility operates in compliance with the DEC Industrial Performance Standards for lighting.

During 2017, the DEC received fewer complaints regarding truck traffic cutting through residential neighborhoods to access the Devens Industrial Park. Throughout 2017 the DEC worked with residents, MassDevelopment, the State Police and businesses in the Industrial Park on a number of measures to deal with these complaints, including but not limited to:

- increased monitoring by DEC and MassDevelopment staff;
- increased State Police monitoring and enforcement;
- notifications to all businesses and those doing business in Devens of the designated truck route
- mailed out updated truck route maps and posted on the web
- installed additional signage to direct the trucks where to go and not to go, and;
- installed speed warning signs to help slow traffic down.



New “No Trucks” sign installed at Jackson/Buena Vista intersection (“my GPS told me to go this way...” is the most common response from drivers violating this route so this new signage attempts to address that.)

All of these measures have had a noticeable impact on reducing trucks cutting through the residential areas. As businesses in the Industrial Park change from time to time, raising awareness of the designated truck route continues to be an ongoing education, awareness and enforcement campaign. Meetings with local residents also identified speeding and public safety issues of vehicles entering and exiting the industrial park via Buena Vista Street. Devens Public Works, Devens Engineering, and the DEC met with residents and evaluated a series of potential solutions that resulted in the posting of lower speed limit signage (20MPH), crosswalk visibility enhancements, additional street trees, and installation of a permanent speed radar/sign that will assist in alerting drivers of their speed, while recording and monitoring the volume of speeding traffic. Additional traffic calming design elements are being explored should the monitoring reveal that there is still a speeding/safety concern.

The DEC, acting in its capacity as the local Board of Health, was also engaged in a hoarding case which resulted in the voluntary eviction of a resident from their home until all public health code violations are corrected. Immediate health risks have been contained to the property and the resident is cooperating. Nashoba Associated Boards of Health, Marlborough Community Development Corporation Clear Path Hoarding, and Montachusett Home Care are all involved and staff is confident the matter will be resolved early in 2018.

DEC Staff, with the assistance of MassDevelopment Engineering, continued to collect Annual Stormwater Reporting forms from all businesses throughout 2017. Due to extremely low precipitation levels and drought conditions in 2017, water use restrictions were enacted in the late spring and throughout the 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:

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 (8) existing rail sidings serving the businesses and the military in the RIT District. In 2017, the DEC permitted three additional rail sidings for the building expansion project at 66 Saratoga Boulevard, which will bring the total number of rail sidings in Devens up to 11 in the RIT District.

In late August, MA DOT completed reconstruction of the Jackson Road bridge over Route 2 which was structurally deficient. This was a two year project that resulted in the need to temporarily divert traffic at times. The DEC provided regular updates on its News and Events webpage and overall, the project was a success with minimal temporary impacts to Devens businesses, residents and surrounding communities.

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 2017. The Fitchburg Line Reverse Commute working group, chaired by DEC Director Peter Lowitt, was delighted to see fixed route bus service provided from Fitchburg and Leominster to the employment centers in Devens, as well as connecting to the Fitchburg

Commuter Rail Line. Collaboration between Montachusett Area Regional Transportation (MART); the communities of Ayer and Shirley; the DEC and MassDevelopment (Devens); as well as businesses within Devens, resulted in funding this new service which advanced from a pilot program to a permanent program at the end of the year. The fixed route bus service connects 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. The shuttles are ADA accessible and also accommodate bicycles. Service began with 29 rides in April and by December over 100

rides were being provided each week, helping meet the needs of Devens' businesses and residents as well as those in the communities of Ayer and Shirley. The complete schedule is posted online at:

http://devensec.com/news/Devens_Schedule.pdf.

In an effort to continue to redevelop Devens in a safe, healthy, smart and sustainable manner, the DEC partnered with MassDevelopment and formally adopted a Complete Streets Policy for Devens. Complete Streets promote safe, accessible and efficient connections between home, school, work, recreation and cultural destinations for all users of our roadways, trails and transit systems, including pedestrians, bicyclists, transit riders, motorists, commercial vehicles, and emergency vehicles and for people of all ages and of all abilities. The Devens Complete Streets Policy will contribute toward regional connectivity as well as the safety, health, economic viability, and quality of life in Devens by applying complete streets principles to all redevelopment projects. Devens has already done this in many of the recent road redevelopment projects which have included sidewalk extensions, new crosswalks, bikes lanes and shuttle stops for transit. The Complete Streets Policy includes a list of core commitments that the DEC and MassDevelopment have agreed to, as well as steps to implement the policy. The complete policy is available on-line at:

http://www.devensec.com/news/Devens_Complete_Streets_Policy_Final_Adopted.pdf

Open Space and Recreation:

Throughout the spring and summer of 2017, Devens continued to host a number of special events such as the 5th annual Muck Fest, Berkshires to Boston Bike Tour, Mustang Car Club Car Show, a 5K road charity race and the Devens Chili Cook-off. The 2017 New England Disc Golf Championships were also held the



From left to right: Neil Angus (DEC), George Kahale (MART), Thatcher Kezer (Devens SVP), Peter Lowitt (DEC), Senator Jamie Eldridge, Mo Kahn (MART) and Robert Pontbriand (Town of Ayer) at the Ayer MBTA Commuter Rail Station for the launch of the Devens Regional Shuttle – April 24, 2017

weekend of September 30th and featured both existing courses on Devens (The Hill and the General) as well as a third temporary course that was set up around the various open space areas surrounding Rogers Field and Vicksburg Square. All events were managed well and went off without any problems.

The key focus of the 2008-2013 Devens Reuse Plan and Open Space and Recreation Plan was the permanent protection of more than 33% (1,446 acres) of land in Devens. As of 2017, the total amount of land in Devens that has been permanently protected is just over 1,400 acres. Throughout 2017, MassDevelopment and the DEC continued to work on protecting the remaining additional lands identified for protection along Cold Spring Brook, Willow Brook and Grove Pond.

The daylighting of a 400' section of Willow Brook that was permitted by the DEC in 2015 and completed in 2016, continues to be monitored. The project 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. Throughout 2017, monitoring of the reconstructed channel and riparian habitat found the corridor to be re-establishing very well:



Willow Brook 2016



Willow Brook 2017.

With the permanent protection of all open space areas identified in the 2008-2013 plan almost completed, the Devens Open Space and Recreation Advisory Committee is working on updates to the 2008-2013 plan which is expected to focus more on use and management of the wide variety of active and passive open space and recreational areas within Devens.

Devens Sustainability Initiatives:

In 2017, the DEC continued to implement and fund a number of sustainable development programs and policies in an effort to further advance the sustainable development goal within the Devens Reuse Plan:



The DEC continues to support and provide funding to the Devens Eco Efficiency Center (the “Center”), whose Director, Ms. Dona Neely continued her award winning work embodying 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. Since its launch in 2008, the Devens Eco-Efficiency Center’s programs have enabled an estimated \$5.6 million in savings from reduced operating expenses. In 2017, the Center’s activities engaged 107 establishments from 31 towns, including 42 businesses, 39 non-profits, 16 government entities, and 10 schools. Eight educational forums were hosted for the benefit of local professionals. Experts addressed

topics that included Environmental, Health and Safety Reporting, Employee Engagement in Safety Programs, Department of Environmental Protection Regulation Review, Occupational Safety and Health Agency Updates and a Massachusetts Emergency Management Agency Overview.

In 2017 alone, the Center's Great Exchange program redirected over 66 tons of material from the waste stream and provided savings of nearly \$251,000 by eliminating the need for 92 businesses, non-profits, schools, and municipal entities to purchase or dispose of office supplies and furniture, arts and crafts items, packing materials, kitchen and facility supplies, and more. As the Center prepared to enter its tenth year, a significant amount of time was invested in planning for program expansion, increased engagement and strategic partnerships that will strengthen its ability to fulfill the organization's mission. The Center also hired its second full time employee and was successful with its grant proposal to the Department of Environmental Protection's Sustainable Materials Recovery Program. Additional information on how the Devens Eco-Efficiency Center contributes to the sustainable redevelopment of Devens and helps establishments achieve environmental, social and economic benefits is on-line at: <https://devensecoefficiencycenter.wordpress.com/>.



Shoppers at the Center's Great Exchange at 33 Andrews Parkway in Devens.

STAR Community Rating System Certification:

In 2017, MassDevelopment and the DEC partnered together to participate in the STAR Community Rating System. STAR is the nation's leading framework and certification program for evaluating local sustainability, encompassing social, economic and environmental performance measures. STAR helps communities evaluate their strengths and weaknesses across seven areas: the built environment; climate and energy; economy and jobs; education, arts and community; health and safety; and natural systems. For instance, communities get credit for reductions in energy use or increased transportation access. STAR Communities provides a third-party verification process to ensure accountability.



Communities pursuing STAR certification accumulate points for their achievements across the seven goal areas, which are used to determine their rating. The STAR rating system contains 568 sustainability action items (social, environmental and economic) that evaluate to what degree a community is acting sustainability. There are three STAR certification levels: 3-STAR Community (250-449 points); 4-STAR Community (450-649 points); or 5-STAR (650+ points). After almost a year of data collection and reporting, at the close of 2017, the DEC received notice that Devens had been awarded a 4-STAR Community Rating – the 70th STAR Certified Community in the United States (and one of only 26 communities that have achieved 4-STAR Certification). Devens received a score of 530.8, which qualifies Devens as a 4-STAR Community, recognized for national excellence in sustainability. Some of the key sustainability attributes within Devens that stood out include:

- **Built Environment:** There are more than 900 acres of parkland per 1000 residents, well over the 20.3-acre STAR threshold. In addition, 100 percent of residents are within half-mile of a park and three-miles of an off-road trail.
- **Climate & Energy:** Devens demonstrated its commitment to diversifying its energy supply by maintaining a renewable portfolio standard of 10.5 percent for its municipal utility, and by installing several electric vehicle charging stations.
- **Economy & Jobs:** Devens supports a strong business environment. There was an 8.3 percent increase in the number of business from 2013-2016 and employment increased by 10 percent, while

unemployment decreased by 20 percent from 2013-2015. In addition, Devens' workforce is on track to have 45 percent attainment of post-secondary degrees by 2025.

- Education, Arts & Community: The Devens Eco-Efficiency Center provides educational forums and services to help establishments implement sustainable business practices. There is a clear commitment to historic preservation in Devens. In recent years, 80 structures have been rehabilitated, including the adaptive reuse of structures for the United Native American Cultural Center, private residences, the Dragonfly Wellness Center and Natural Cafe, and more.

The Devens Reuse Plan called for the redevelopment of the former Fort Devens to become a model of sustainable redevelopment. A 4-STAR Community rating provides additional confirmation that MassDevelopment, the Devens Eco-Efficiency Center, and the Devens Enterprise Commission's collaboration continues to achieve the goals established by our host communities of Ayer, Harvard, and Shirley along with the Legislature. This rating is a huge accomplishment that MassDevelopment, the Devens Enterprise Commission, Devens Residents, Businesses, organizations should all be proud of.

The full report outlining the scoring for Devens is available on-line at: <http://www.starcommunities.org/certification/certified-star-communities/devens-massachusetts/>. 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. Special thanks go out to DEC Environmental Planner Neil Angus who championed this collaborative project for the DEC and MassDevelopment. The DEC also would like to thank Benjamin Lilly, DEC Intern for the summer of 2017 who was instrumental in assisting with STAR data collection and reporting.



State Representative Jennifer Benson's District & Constituent Services Director Joshua Bedarian presents DEC Chairman William Marshall with the STAR Communities 4-STAR Certification Plaque for Devens.

Municipal Vulnerability Assessment Program:

The DEC received a \$15,000 grant from the MA Executive Office of Energy and Environmental Affairs to integrate climate resiliency into its Hazard Mitigation Planning and Response efforts. With a changing climate bringing the increased likelihood of more frequent and intense storms and more extreme fluctuating temperatures, cities and towns have to be prepared to respond. This grant will help Devens capitalize on its sustainable redevelopment efforts and ensure that we have the technical support, climate change data and planning tools to identify hazards and develop strategies to improve our resilience. The full program is expected to commence in early 2018. Similar to the Devens Complete Streets Policy, the MVP Program will keep Devens on the leading edge of smart and safe sustainable development in the Commonwealth.

Street Tree Canopy Project:

Recognizing the social, economic and environmental benefits of street trees, in early 2017, the DEC purchased 18 street trees and partnered with Devens Public Works to plant and maintain them. The installation of these trees is consistent with the Devens Complete Streets Policy in that these trees will eventually provide canopies that will create a sense of enclosure and help to naturally slow vehicles down. The trees will also provide shade and make the walking and biking experience along the sidewalks and bike lanes more pleasant. The trees will also help absorb stormwater runoff (additional green infrastructure) and

help extend pavement life and reduce heat island impacts through shading. For all these reasons, going forward, the DEC has included a budget line item for annual street tree purchases to continue to increase the tree canopy cover in Devens.

Biometrics of Design:

Additional sustainability initiatives undertaken in 2017 included a partnership with Tufts University Department of Urban and Environmental Policy and Planning on an innovative research project: "Seeing the 'Unseen' in Devens: A Biometric Pilot-Study to Better Understand the 'Unconscious' Human Experience at Devens, Massachusetts". This study will look at how people unconsciously respond to different elements of the built environment, using one of the newest residential developments in Devens as a case study. The field work and research were conducted in 2017 and the final report is expected to be released in early 2018.

DEC Office/Operations Sustainability Initiatives:

Leading by example, in 2017 the DEC and Devens Eco-Efficiency Center staff continued implementing voluntary initiatives to green our own office environment, including maintaining membership with NuRides (now Bay State Commute), reducing vehicle miles traveled through telecommuting, and continued use of an electric assist bicycle for site inspections and local DEC business. 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 2017, 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
2017	11,698	3364 kWh	460 lbs.	9.293 tons	\$1,809

The reduction of over 11,600 vehicle miles traveled (VMT) resulted from DEC and Devens Eco-Efficiency Center employees telecommuting, carpooling, biking and taking transit to work instead of driving alone. While this number is similar to 2016, the Devens Eco-Efficiency Center added a full-time employee, bringing up the total number of full-time office Staff from four, to five. With that in mind, 2017 still saw a minor decrease in VMT and minor increases in CO2 reductions and overall cost savings. With more staff in the office, energy saving dropped slightly as there as more employees consuming power. Considering the small size of the DEC office and low number of employees, these numbers still show positive trends over the past three years. The DEC will continue to track its progress in 2018, looking for additional ways to further reduce impacts, while still providing the highest level of quality service.

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> . 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 2017.

Five Year Review Status Update - 2017

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. A survey was mailed to all Devens businesses and Mr. Lowitt and Mr. Kezer of MassDevelopment Devens Operations are in the process of following up as part of the process of updating the Indicator’s Report. The DEC utilized the STAR Community Indicators program to provide a second means of benchmarking our sustainable development efforts. The 2017 report is available on-line at: https://reporting.starcommunities.org/indicators/community/172-massachusetts-devens . Hired intern to assist staff compiling and apply to become a STAR certified community.
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 will be joining a regional collaborative with the communities of Littleton, Bolton, Stow, Boxborough and Hudson in January.
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, 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. Working with MART and our business community, a fixed route shuttle service connecting Fitchburg/Leominster to the employment lands within Devens and to the commuter rail stations in Ayer and Shirley launched April 24, 2017. As of December 9, 2017 it had 102 rides a week (about 20 riders a day) including on-demand weekend service.
Working with MassDevelopment and the Devens Open Space and Recreation Committee on updating the Devens Open Space and Recreation Plan (for 2018-2023) and permanent protection	Ongoing. The DEC met with the Devens Open Space and Recreation Advisory Committee in 2017 to move forward with updating the plan. The plan updates are expected to be completed in 2018.
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. Collaborated with MassDevelopment to develop and jointly adopt a Devens Complete Streets policy. Met with surrounding towns to coordinate and plan future connections to trail and sidewalk networks. Devens joined the Commonwealth’s Complete Streets program and has selected a contractor and received funding to help prioritize a complete streets investment program for Devens. 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. 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. Additionally, at the close of 2017, shuttle parking was assigned at 94 Jackson Road to allow Devens residents and members of the 128 Transportation Management Program to access a shuttle from Devens to Alewife.

Five Year Review Status Update - 2016 continued...

Area of Focus	Status
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 55 days to permit the four Unified Permits appearing before the Commission in 2017.
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. Three new rail sidings being installed to service existing and new buildings proposed at 66 Saratoga Boulevard.
End point to Chapter 498 and process to reach it	Ongoing. Continue dialogue with Devens residents, surrounding communities and MassDevelopment
Continue to maintain fiscal independence.	Ongoing. Another strong fiscal year for the DEC and a clean audit for 2017.
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 achieved 4-STAR certification in 2017 become a STAR designated community under the STAR community rating system: http://www.starcommunities.org/certification/certified-star-communities/devens-massachusetts/ . This process has helped us ID and prioritize our sustainable development efforts going forward.
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. Regional Household Hazardous Waste Collection facility, Regional Emergency Dispatch Center, Regional Affordable Housing Monitor, STAR, and the Devens Eco-Efficiency Center are among the partnerships in play by the DEC. Programs such as MassDOT Complete Streets and Municipal Vulnerability Preparedness Program are also helping to further Devens' mission and increase collaboration with surrounding towns in the region.
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...). Continued promotion of 2013 DEC Healthy Communities Proclamation: http://www.devensec.com/news/Healthy-Communities-Proclamation_PR11-8-13.pdf .
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. I-Pads for Commissioners and updated computers and software has reduced office paper consumption dramatically. Successful digitization of plans completed. Director Lowitt was appointed Records Access Officer to comply with new state statutes. In order to better comply with this new legislation, the DEC is digitizing all of our records. This work is in process.

Communications and Outreach:

The DEC web site, www.devensec.com continues to be a major source of information on the Commission and its activities in Devens. Agendas, annual audits and staff reports provide a wealth of information to the community and public. Quarterly development updates also help keep the public current with all things happening in Devens.

In addition to the DEC website and required public notifications, the DEC continues to publish important notices on its Facebook page: <https://www.facebook.com/devensec/>. 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.

In response to changes to the Commonwealth's Open Meeting Laws, and in order to make the DEC's public records more accessible, the Commission contracted with a firm to digitize its records. Digitized searchable records will enable the Commission to respond swiftly and thoroughly to future public records requests and maximize the use of our limited office space.

Devens role as an eco-industrial park and model of sustainable development continued to be communicated to an ever increasing group of constituents, both locally and internationally. Mr. Lowitt and Mr. Angus provided a number of tours of Devens to interested groups from local universities, businesses and industry from Massachusetts and abroad. In May, Mr. Lowitt spoke on Devens Sustainability efforts at the Grey to Green Conference in Toronto, Canada and in June he presented and participated in a symposium sponsored by the Eco Industrial Development/Industrial Symbiosis Section of the International Society of Industrial Ecology in Chicago. In June, Mr. Angus attended the Canadian Institute of Planners National Conference in Calgary, Alberta where he presented how Devens combined green building, low-impact development, smart growth, inclusionary housing, flexible zoning techniques, complete streets, climate change mitigation and adaptation, into an innovative and replicable model of healthy, sustainable neighborhood development techniques for the 21st century and beyond.

Financial and Performance audits:

2017 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 at: <http://www.devensec.com/meetings.html> .

Outlook for 2018:

In 2018 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 2018 include:

- Move forward with Complete Streets Planning – develop prioritization planning with public and MassDevelopment input and obtain state funding for implementation.
- Work with the State, MassDevelopment and the public to incorporate climate change preparedness into Devens emergency management planning and operations.
- Continued support for the Devens Eco-Efficiency Center and their expansion of service offerings;
- Utilization of STAR Community Rating System results to identify and prioritize future sustainability actions;
- Complete the Five-year update of our 2012 Sustainable Indicators Report.
- On-going support for the Devens Shuttle.
- Phase 2 of Devens Village Green innovative residential development neighborhood on Grant Road;
- Completion of the renovations for the former Civilian Military Training Camp buildings at 249 Barnum Road;
- Construction of the Women's Institute 58-unit Senior Housing project on Hospital Road in the Shirley Village Growth District;
- Potential permitting and construction of a Cement Distribution facility off Barnum and Saratoga;
- Completion of the ~400,000 sq.ft. expansion of an existing building at 66 Saratoga Boulevard, including the construction of three new rail sidings;
- Publication of Biometrics of Design - Devens Eye-Tracking Project in conjunction with Tufts University and commencement of second part of the study which will include biometric tools for community identification and wayfinding.

Respectfully submitted by DEC Commissioners:

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