



Annual Report: 2014 DEVENS ENTERPRISE COMMISSION

The Commission:

The Devens Enterprise Commission (DEC) is the local regulatory and permit-granting authority for the Devens Regional Enterprise Zone. It is empowered to act as a local planning board, conservation commission, board of health, zoning board of appeals, historic district commission and, in certain instances, as a board of selectmen. It carries out these duties in the context of a unique and innovative one-stop or unified permitting system, which greatly streamlines the local regulatory process. The DEC consists of 12 gubernatorial appointees, six (6) of whom are nominated by the host communities of Ayer, Harvard and Shirley. Each host community and the governor also nominate an alternate member. The Commission began operating on June 22, 1995. DEC Commission members currently include Jim DeZutter (Harvard), William Marshall (Chairman), Paul Routhier (Regional), Marty Poutry (Ayer), William Castro (Shirley), Eric Stoltzfus (Harvard), Armen Demerjian (Regional), John Oelfke (Shirley), Melissa Fetterhoff (Regional), Chris Lilly (Regional), and Dix Davis (Regional). Duncan Chapman is the Harvard alternate. In November, the Town of Ayer appointed James Pinard to take Russ Smith's positions as the second Ayer Commissioner. Russ stepped down in February, 2014. The Commission and staff thank Russ for his 4 years of expertise and dedicated service to the Commission. Mr. Pinard is awaiting confirmation by the Governor before assuming office. The Ayer, Shirley and regional alternate positions remain vacant.

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

- Building related inspectional services are provided by Gabe Vellante, Phil Horgan, and Bob Friedrich
- Judith Nitsch Engineering Inc., provides Development Review services to the Commission.
- Edith Netter & Associates continues in the Commission's legal advisor role.
- Ms. Danyelle Mottram serves as the Commission's part time accounting support person.

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

http://www.devensec.com/meetings/DEC_Organizational_Chart_2014.pdf . The DEC provides funding to the Devens Eco Efficiency Center, whose Director, Ms. Dona Neely continues her award winning work of advancing the environmental branding and achievement program known as EcoStar which embodies the DEC's commitment to sustainable development. In 2014 the DEEC produced a strategic plan to grow the organization which resulted in additional funding from the DEC. See the "Devens Eco-Efficiency Center 2014 Highlights" section of this report for additional details.

2014 Project Highlights:

2014 saw a number of new projects come before the Commission and a number of previously approved projects commence construction, with a few drawing to a successful conclusion. Maxant Industries, a manufacturer of equipment for the honey bee industry, received a unified permit to construct a new 28,600 square foot facility on a vacant lot at 58 Barnum Road. This project is under construction and is expected to be completed in 2015.



Maxant Industries new building shell – Barnum Road, Dec. 2014

Other projects that were permitted and completed in 2014 included:

- Expansion of the Devens Common parking lot to accommodate the Devens Grill and alleviate parking on grass;
- Wireless permits for existing carriers to upgrade their operations on the Givry water tower and the Moore Army Airfield;
- Applewild School preschool and daycare facility and afterschool program within 27 Jackson Road.

2014 also saw a successful effort to preserve the former Red Cross building at the corner of Barnum and Jackson Roads. MassDevelopment sold the property to a local developer who has commenced renovations to locate a yoga studio and health food restaurant in the building. The year had begun with a request to demolish the building and ended with permits applications for its reuse.

A number of previously approved projects were actively in construction throughout 2014, including Bristol Myers-Squibb’s (BMS) 231,000 square foot biologics development building and 131,500 square foot clinical manufacturing building. BMS also received approval for renovations to their existing chemical storage building for use as cryogenic freezer for storage of their manufactured products.



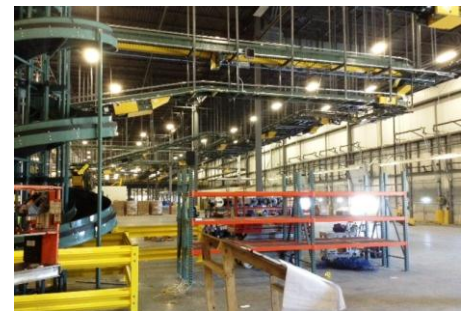
BMS new biologics development building, Dec. 2014

The USFWS Oxbow Visitor Center continued to progress at a slow pace, however progress is being made on completing the canoe launch boardwalk and parking area. The redevelopment of joint Army/National Guard military facilities along Barnum Road came to a successful conclusion this year with the installation of groundwater monitoring wells to better protect the public water supply wells of Ayer and Devens. We wish to thank the Army and National Guard for their cooperation on this project.



BMS new clinical manufacturing building, Dec. 2014

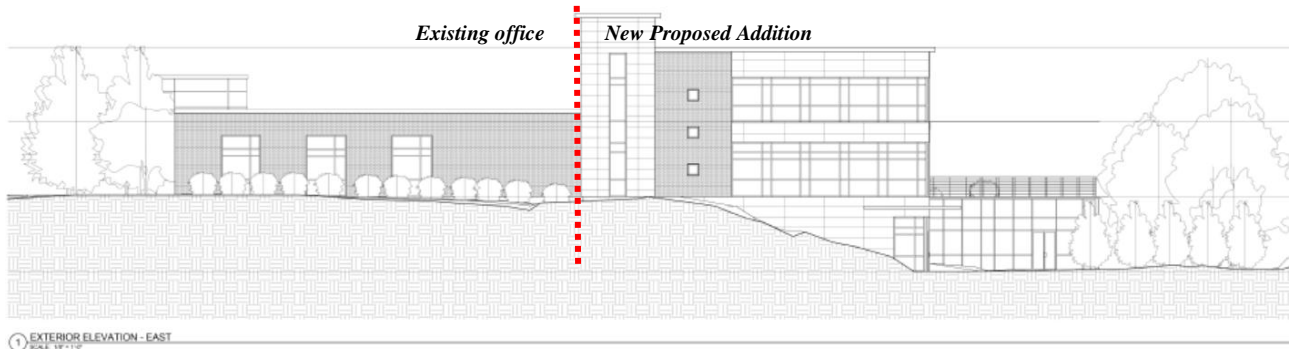
Ozark Automotive (dba O’Reilly Auto Parts) completed their major renovations of the ~370,000 square foot former Kraft/Veryfine facility at 15 Independence Drive, including the installation of monitoring wells on the exterior to ensure protection of groundwater resources. Nypro Healthcare, based in Clinton, MA, completed their renovation of approximately ~197,000 square feet of the former Evergreen Solar facility at 112 Barnum Road and the owners of the building completed the partial removal of the sound wall in the rear, along with all noise generating equipment that was behind it. The sound wall surrounding the cooling towers and emergency generators remain functional and in place.



O’Reilly Auto Parts Distribution Center, Sept. 2014

MassDevelopment completed construction of the Hornet Field Stormwater Detention Pond project that was previously approved by the DEC in 2013. This project will help improve water quality in nearby wetlands and Willow Brook by capturing and treating runoff from four proposed development parcels along Sherman Ave. within the Innovation and Technology Center Zoning District, as well as some drainage from adjacent public streets.

In late 2014, the Commission approved a +/-22,470 square foot addition to Laddawn's corporate headquarters, 155 Jackson Road. Work is expected to get underway in the spring of 2015.



Architectural rendering of Laddawn's existing facility and the approved expansion – September 2014

In December, SMC Ltd., a medical device manufacturer, leased approximately 200,000 square feet of the former Sonoco building at 18 Independence Drive. Bionostics, at 7 Jackson Road leased additional space at the former Netstal building (57 Jackson Road). Renovations to both of these facilities are expected to commence in early 2015. The reuse of existing buildings in Devens has continued to grow throughout 2014, lowering the vacancy rate to 9%; down from 13% in 2013 and 28% in 2012.

2014 ended with MassDevelopment appearing before the DEC in December, seeking a Wetlands Order of Conditions in order to construct Jackson Road Phase IV, from Elm Street north to the Verbeck Gate with attendant utility upgrades. This project is expected to complete permitting in early 2015. The Jackson Road Phase IV project is expected to be complete in the summer of 2016.

The Commission also acted on a number of event permits in 2014, including Muckfest - a 5 kilometer obstacle course race to benefit Multiple Sclerosis research. The Berkshires to Boston annual bike ride included an overnight stop in Devens where bikers camped on the Devens Common and took advantage of all the local shops, restaurants and services in the area. Both of these events were very successful and attracted thousands of visitors to Devens.



Berkshires to Boston stop in Devens, Sept. 2014

Development activity within Devens in 2014 saw a 20% increase in overall permits issued, compared to 2013. While only six (6) Level 2 Unified Permits were issued, Level 1 permits increased from 60 to 75. Electric, plumbing, gas and sheet metal permits also increased, likely due to the Bristol-Myers Squibb project and the amount of renovations that occurred throughout 2014 to retrofit existing buildings. The following chart provides an overview of the various permits, licenses and approvals issued by the DEC in 2014.

2014 Permits/Actions

Permit Type	# issued in 2014	# issued in 2013	Difference
Level 2 Permits	6	8	-2
Reconsideration	0	0	=
Level 1 Permits	75	60	+15
Wetland Request for Determination of Applicability	2	1	+1
Wetland Notice of Intent (Order of Conditions)	0	3	-3
Wetland Certificates of Compliance	1	0	+1
Sign Permits	8	8	=
Tent/Event Permits	20	19	+1
Demolition Permits	2	1	+1
Level 1 Lotting Plans	2	2	=
Septage Hauling Permits	12	7	+5
Certificates of Occupancy	25	20 +12 TCO	-7
Electrical Permits	66	38	+28
Plumbing Permits	22	12	+10
Gas Permits	13	13	=
Sheet Metal Permits (new in 2011)	9	2	+7
Victualler Licenses	9	9	=
Flammables License	6	5	+1
Liquor Permits	5	5	=
Pledge of Liquor License	0	1	-1
1 Day Liquor Licenses	3	3	=
Violation Notices	3	3	=
Schools – Certificates of Inspection	3	3	=
TOTAL:	292	235	+57

Enforcement:

2014 saw 3 minor violations of the Devens Bylaws and Rules and Regulations dealing with unpermitted signage, outdoor storage and stormwater operations and maintenance requirements. DEC Staff worked with the property owners to address these violations, with only one outstanding violation (Sevens Hills failure to maintain stormwater management system) carrying over into 2015. Following up on a 2013 violation for unpermitted tree removal, in November, Devens Common completed installation of a series of replacement plantings along the entire length of frontage on Jackson Road in the fall of 2014, bringing them back into full compliance.

Due to periodic low precipitation levels in 2014, water use restrictions were temporarily enacted in the late spring and summer in Devens in accordance with Water Management Act permit requirements and 974 CMR 8.09. DEC Staff, with the assistance of MassDevelopment Engineering, continued to collect Annual Stormwater Reporting forms from all businesses throughout 2014. To date, only 3 businesses have failed to comply in 2014 and Staff is working with all three to bring them into compliance as soon as possible.

Guidelines and Regulations:

In order to help further support the expedited permitting process and safer and more sustainable approaches to development in Devens, the DEC adopted two new policies and procedures in 2014:

Devens Filming Guidelines:

Working closely with New England Studios, the Massachusetts Film Office and the Devens Public Safety Committee, the DEC created and adopted Film Guidelines to facilitate communications with film producers wishing to film in the community and to provide a template for other communities interested in the topic.

http://www.devensec.com/development/Filming_Guidelines_2014_updates_final_clean.pdf

Green Infrastructure Guidelines for Devens Projects:

The Commission developed and approved the DEC's Green Infrastructure Guidelines to illustrate how green infrastructure is being integrated into Devens redevelopment projects and how applicants can use green infrastructure elements to achieve multiple regulatory objectives.

http://www.devensec.com/development/Green_Infrastructure_Guidelines_Final_8-12-14.pdf

Open Space and Recreation:

As part of the redevelopment efforts in Devens, the DEC works with the Devens Open Space and Recreation Advisory Committee (DOSRAC) to help implement the 2008-2013 Devens Open Space and Recreation Plan. In 2013, the DEC, acting as the local Conservation Commission for Devens, accepted a Conservation Restriction (CR) for the 44.6 acre natural forested area known as Shepley's Hill Conservation area from MassDevelopment helping to implement a crucial part of the Joint Boards of Selectmen's Devens Open Space and Recreation Plan. This CR contains a multitude of natural and ecologically sensitive natural resources including a very unique certified vernal pool and associated habitat, steep slopes and large rock outcrops. The location of this parcel (next to Parker Charter School and Shriver Job Corps) provides excellent opportunities for environmental education as well. Students from the Parker Charter School have already been studying the vernal pool and have developed interpretive signage for the pool. This parcel of

land also contains a frisbee golf course ("The Hill") that expanded in late 2013 to include a second 18-hole course ("the General"), bringing the total number of holes to 36. Both courses run by Devens Disc Golf



"The General" Hole #10 tee signage – Jan. 2014 Looking up the fairway of hole #4 of "The General" course – Jan. 2014

have a multitude of low-impact trails that provide excellent access to a large portion of the parcel. For more details on the course, go to: <http://devensdg.blogspot.com/>. In 2014, DEC Staff worked with Devens Disc Golf and the Parker Charter School to assure that the schools environmental education program could conduct tree studies on the property without causing conflicts with the disc golf community. All of these activities contribute to public health, wellness and environmental education and are exemplary uses for open space in Devens.

The conservation restriction for the Shepley's Hill parcel was formally recorded in the land records in February, adding 44.6 acres to the total protected land in Devens. This brought the total amount of protected

land up to 1,221 acres, or 27.5% of the 4,424 acres of land within the Devens Regional Enterprise Zone. The Devens Reuse Plan and Open Space and Recreation Plan call for the permanent protection of more than 33% (1,446 acres) of land in Devens. Additional lands along Cold Spring Brook, Willow Brook and Grove Pond are identified for protection in the plan and the DOSRAC continues its efforts to permanently protect these areas. Conservation restrictions have been drafted for an additional 146 acres of land along Cold Spring Brook, Robbins Pond, ASP bog (Patton Road) and the North Post and permanent protection of these areas is expected to be completed by the end of 2015.

In 2013, the DEC worked with MassDevelopment and the Montachusett Regional Planning Commission to develop mapping of all trails within Devens, including those that connect to the USFWS Oxbow National Wildlife Refuge trails and surrounding communities. In 2014, MassDevelopment completed construction and installation of several information kiosks at trail heads near Robbins Pond, Barnum Road, Jackson and Patton Road, as well as the Community Center. Each kiosk contains a map of the entire trail network in Devens. MassDevelopment also recently partnered with WalkBoston to develop a new walking, running and cycling map for Devens residents, businesses and visitors, to help raise awareness of the existing routes that Devens has to offer and to help promote more healthy and active lifestyles. The map contains information on a number of cultural and historic points of interest that can be found along the way. Both the walking map and hiking trails map are available to download at: <http://www.devensec.com/maps.html>.



Trail kiosk at Bob Eisengrein Community Center

In 2014, the DOSRAC began the process of updating the plan for 2014-2021. As part of the plan updates, a survey was circulated to Devens residents, businesses and surrounding towns. Survey results will help guide the focus of the plan updates. With the permanent protection of the majority of lands identified in the 2008-2013 report completed or pending, the 2014-2021 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.

Healthy Communities:

In late 2013, the DEC adopted a resolution entitled: "[PLANNING FOR A HEALTHIER FUTURE THROUGH THE BUILT ENVIRONMENT AND COMMUNITY DESIGN](#)". This resolution recognizes that what we build is important, but how and where we build is equally important and can directly influence the day to day activities that impact our health. Building on the sustainable redevelopment goals of the Devens Reuse Plan and this connection between planning and public health, in early 2014, the DEC undertook a study to evaluate how land use planning and design decisions in Devens might influence local public health outcomes.

DEC staff worked with Sangyong Cho, an intern from the Harvard University Graduate School of Design and colleagues from the Harvard Graduate School of Public Health to develop a Health Impact Assessment and Report. This report compared two mock development scenarios that applied different sections of the DEC's Development Rules and Regulations to a common tract of land on Grant Road in order to compare and contrast the potential health-related outcomes arising from the deployment of these Regulations. The results of this study have been used to help educate and raise awareness of the connections between planning and public health in general. The complete Health Impact Assessment Report is available at: <http://www.devensec.com/sustain.html>

The DEC kept Mr. Cho on to assist with the publication of the report after his graduation. Staff reported the results of our findings at various conferences. The major lesson learned is that the design choices we make can impact health outcomes and we need to be aware of these issues as we adopt policies and regulations and as we evaluate development proposals.

Transportation:

The DEC continues to work with MassDevelopment, local businesses and the State Police to promote the designated/preferred truck route to reduce potential impacts on local and surrounding area roads. MassDevelopment continues to maintain signage directing traffic to the truck routes and the DEC continues to enforce and alert existing and new businesses of the truck route. State Police enforcement furthers this effort. In 2014 we learned that the Jackson Road bridge over Route 2 will be replaced and under construction for much of 2015. The Devens Public Safety Committee and Mass DOT are coordinating their efforts to ensure that businesses and residents are kept abreast of changes and informed of their attempts to minimize disruption for the travelling public and business community.

The Fitchburg Line Reverse Commute working group, chaired by DEC Director Peter Lowitt, continued its work to connect communities along the Route 2 corridor and Fitchburg Line Commuter Rail and support continued advocacy and investment in the Fitchburg Line improvements through regular meetings of community representatives to discuss transportation issues. Construction continues on the multi-million

dollar improvements to the line. Great progress was achieved in 2014 with the completion of double tracking between Ayer and South Acton, as well as the Littleton Station improvements. These improvements have allowed for an operational change to the commuter rail schedule effective August 4, 2014 which moved the terminus for the bulk of train service (17 trains) from South Acton to Littleton Station. This will help enable a reverse commute to and from Devens. The commuter rail line improvements are designed to meet the goal of improving commute times from North Leominster to Porter Square from 1 hour and 29 minutes to 1 hour. Continued thanks goes out to our hard working state legislative delegation for securing the required state matching monies to complement the



New cross-over track installed on Fitchburg Line in Ayer

Federal Small Starts funding obtained for the program by our Congressional delegation. Work continues on the new South Acton station as well as additional track and signaling improvements. Funding was received for construction of a new station and turnaround lot at Mount Wachusett Station in West Fitchburg. Being able to store trains overnight at this location will allow for a viable reverse commute in the future, as trains can get into Boston and back out earlier in the morning.

The Fitchburg Commuter Rail Line improvements will play a key role in providing increased commuter service to Devens and the surrounding region, thereby contributing to the sustainability initiatives at Devens. The DEC is working with Montachusett Regional Transit Authority (MART), MassDevelopment and Devens' businesses around deploying a shuttle to the area commuter rail stops, now that Littleton Station has become the end of the line for abbreviated trips from North Station (replacing South Acton). The DEC is working with CrossTown Connect, a local transportation management association, to study establishing a fixed route shuttle from Devens to Littleton Station. The DEC co-hosted a Last Mile/First Mile workshop, along with the Metropolitan Area Planning Commission (MAPC), in November to learn from others who are tackling this issue as well as other suburban mobility issues.

Communications and Outreach:

Throughout 2014, the DEC continued to update its web site, www.devensec.com as its major form of communication to Devens businesses, residents, developers and the general public. The [News and Events](#) page remained the key location for important community information on Devens Mosquito Management, public transit services, truck routes, project updates and more. The new "[Devens Residents](#)" page provides existing and potential residents with everything they need to know about living in Devens. The [Development Services](#) page remains updated with the latest information, applications, permits, forms and regulations – everything developers need to successfully navigate the DEC permitting process. The DEC continues to provide notice of all meetings, proposed projects and pertinent information on the [DEC Business](#) page.

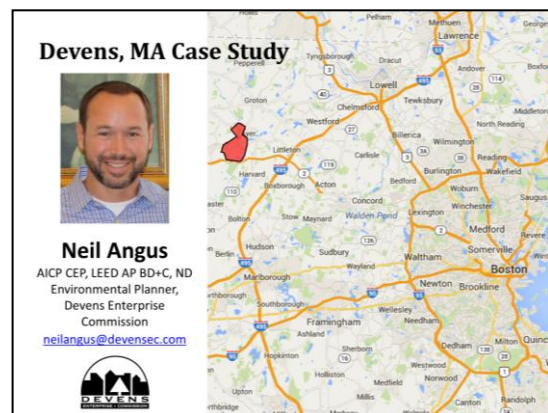
In accordance with the DEC Rules and Regulations notice is sent to abutting property owners, Devens residents and all three surrounding towns prior to public hearings and subsequent DEC permitting. The DEC also continues to record its meetings for rebroadcast on the local access cable television in our host communities. The host communities' cable volunteers record the meetings for airing on local cable. This is a good collaborative effort, with DEC and MassDevelopment providing the equipment and the communities supplying the volunteers to record the meetings. Thank you to Brint Ferguson, Dawn McCall and Lou Carreras for recording the DEC meetings.

Devens role as an eco-industrial park and model of sustainable development was communicated to a growing audience in 2014, including Andreas Koenig from Germany and military base redevelopers from Hanscom and South Weymouth (Southfield) in Massachusetts. Mr. Lowitt spoke on Devens Film Guidelines at the American Planning Association National Conference in Atlanta; on Devens as an Eco Industrial Park at Yale, and at Tufts University as part of a "Planning for the Possible" event. Peter presented on Devens Green Roof Policy as part of an EPA webinar and presented the results of the Devens Health Impact Assessment at the Grey to Green Conference in Toronto and at the Southern New England APA Conference in Providence. Mr. Lowitt and Ms. Neely participated in the US Business Council for Sustainable Development Workshop in New Haven. Mr. Angus presented on Devens green infrastructure and sustainable development techniques at the Boston Metro Area Planning Council forum on green towns and how to get there. Mr. Angus organized and presented a half-day seminar on LEED for Neighborhood Development in Massachusetts that included Devens as a case study as part of this event. This event was recorded and has aired several times on Boston community cable access. Mr. Angus also developed this program into a pre-recorded two-part on-line webinar series which is available nationally and internationally at: <http://tinyurl.com/LEEDNDinMA>.



Southfield residential neighborhood – houses fronting on common open space (similar to what DEC's new Innovative Residential Development Regulations allow).

Mr Angus and Mr. Lowitt presented on Devens as an Eco-Industrial Park and sustainable development to the Harvard Urban Planning Organization at the Harvard Graduate School of Design. In late 2014, University of Massachusetts Professor Vesela Veleva, who assisted with the development of the 2012 Devens Sustainable Indicators Report, published a book entitled: "Business, Environment, and Society: Themes and Cases" that included a chapter on Devens and the business benefits as an eco-industrial park. Professor Veleva had a similar article entitled: "Understanding and addressing business needs and sustainability challenges: lessons from Devens Eco-Industrial Park" published in the October 2014 edition of the Journal of Cleaner Production.



LEED for Neighborhood Development on-line webinar with Devens as a case study – October 2014

Five Year Review:

The By-Laws (Article 2A.14.) and Chapter 498 require the DEC to conduct progress reviews of the status of Devens redevelopment every five years. These include an analysis of District by District development over the past five years and comparing actual development with the goals set forth in the Reuse Plan and By-Laws. The latest report (2006-2011) can be found at <http://www.devensec.com/district-development.html> . As part of this review, the DEC identified a number of areas that it would focus on over the next five years to ensure its actions and decisions continue to further the goals and objectives of Chapter 498 and the Reuse Plan. The following is a status update on those efforts as of 2014:

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

Devens Eco-Efficiency Center 2014 Highlights:

The Devens Eco-Efficiency Center provides education, technical assistance, networking forums, and partnership opportunities that help establishments make more efficient use of material, human, natural and economic resources. The Devens Enterprise Commission continued to provide funding for this non-profit in support of the work that it does to promote sustainable business practices in the community. During 2014 the Eco-Efficiency Center helped 43 firms, 12 schools and municipal entities, and 13 not-for-profit organizations achieve economic, environmental and social benefits. The 68 establishments were located in Devens (62%) and 20 area towns. The Center hosted eight educational forums during the year, including seven Roundtables for professionals with environmental, health and safety responsibilities and one workshop that appealed to a broader audience. Twenty-two businesses, primarily from Devens, took advantage of these offerings. Topics of focus included: Incidents + Accidents = Lessons Learned, Temporary and New Worker Safety Practices, and Water Efficiency Technologies. It also provided guidance and assistance to four facilities that were interested in implementing or strengthening waste reduction programs.

Nearly 75,000 pounds of materials were repurposed through The Great Exchange, a program hosted by the Center. Unneeded office supplies, items for arts and crafts, pallets, plywood, packing materials, and hotel mattresses were repurposed, saving over \$18,300 in avoided purchase and disposal costs for 42 participants. The Center also hosted three events during 2014. Earth Day activities bring representatives of Devens businesses together to enhance and enjoy areas within the community. This year an educational hike along the Goddard Trail, led by Friends of the Oxbow, was enjoyed by 19 local employees; an additional 14 employees donated time to clear a new hiking trail for U.S. Fish and Wildlife. A Community Blood Drive attracted 28 donors who were rewarded with raffle prizes, disc golf demos, emergency vehicle tours, and live music!

In its seventh year of operation, the Center focused on the development of a three-year Strategic Plan. A capacity building investment received from the DEC will support the organization’s plans to expand its value to Devens and the surrounding communities. Objectives target the strengthening of current programs, creation of new educational forums, expansion of technical assistance, and development of collaborative initiatives. These offerings will further facilitate the implementation of sustainability initiatives that provide environmental, economic and social benefits. Additional details on how the Devens Eco-Efficiency Center contributed to the successful sustainable redevelopment of Devens can be found in its Annual Report posted at www.ecostardevens.com.

To further the sustainability goals of Devens and serve as a leading example, in 2014 the DEC and DEEC staff undertook a number of initiatives to green our own office environment, including joining NuRides and reducing vehicle miles traveled; implemented office composting program and additional recycling efforts; and continued to reduce energy and paper usage through various efficiency measures. DEC Commissioners were given i-Pads, which has allowed Commissioners to receive all meeting materials, including, applications, staff reports, agendas and minutes, electronically. This saved a considerable amount in printing and copying costs already. Some of these cost savings have also been passed on to Applicants as the application process converts to digital and fewer paper copies are required to be submitted. In the first six months of tracking (July 1 through Dec 31) these initiatives resulted in significant triple-bottom line savings:



New DEC Office Compost Bin, Dec. 2014

Energy savings	Waste diverted from landfill	CO2 equiv. reductions	\$ Savings
592 kWh	614 lbs.	3.62 tons	\$1,297

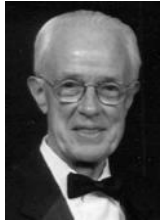
These numbers include a reduction of over 5,300 vehicle miles traveled from DEC employees telecommuting, carpooling, biking and taking transit to work instead of driving alone, as well as a reduction of over 100 pounds of food waste from the DEC’s new office composting program. Considering the small size of the DEC office and low number of employees, these numbers represent a fairly significant carbon footprint reduction in only 6 months. The DEC will continue to lead by example and track its progress in

2015, looking for additional ways to further reduce impacts, while still providing the highest level and quality of service.

Financial audit:

2014 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](#).

In Memoriam:



Former DEC Commissioner Steve Gervais, who ably served the Commission from 1995-2005 passed away January 15, 2015. Steve was one of the original DEC Commissioners and a fixture in the community as the past President of the Ayer, Harvard and Shirley Rotary Club, the Nashoba Valley Chamber of Commerce, and board member of Nashoba Deaconess Hospital. He was also a former board member of the North Middlesex Savings Bank, the New England Ford Dealers Council, and the Association of the U.S. Army. See more at: <http://tinyurl.com/stevegervais> . Steve will be missed by all.

Outlook for 2015:

In 2015 the DEC expects to continue focusing on the review of redevelopment projects while implementing eco-industrial development, transportation options, as well as healthy and sustainable planning processes.

Development projects anticipated for 2015 include:

- a potential ~120 unit residential development of the Grant Road area using our innovative residential development regulations;
- final permitting and commencement of the Jackson Road Phase IV project (improvements from Verbeck Gate to Barnum Road or portions thereof);
- implementation of the Laddawn office expansion plans;
- potential development of Lot 1C Barnum Road between the former Budweiser site (now Quiet Logistics) and the Devens Reserve Forces Training Area on Saratoga and Barnum Road;
- redevelopment of 18 Independence for SMC;
- completion of renovations to the former Red Cross building at 176 Jackson Road;
- New England Recovery Center – a potential hospital facility to treat psychiatric and substance abuse patients at 85 Patton Road;
- MassDevelopment rezoning proposals for Shirley Village Growth, Grant Road Oak/Maple area, and Adams Circle/Willow Brook;
- The Commission expects to continue supporting and expanding the services of EcoStar and the Devens Eco-Efficiency Center.

Respectfully submitted by DEC Commissioners:

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