

2018 Annual Report

MOVING FORWARD



GROWING

Our Community

As MassDevelopment celebrates its 20-year anniversary, we are proud of our role as public steward of Devens these past two decades. Our work has included attracting businesses, nonprofits, and residential development to this unique community and supporting these newcomers upon their arrival.

In 2018, we celebrated a number of new milestones. As you will see in the pages of this annual report, Little Leaf Farms expanded its greenhouse operations to reach even more consumers with its locally-grown, sustainable greens; Loaves & Fishes, the beloved Devens food pantry, built a new and improved facility to serve our neighbors in need; and Devens was nationally recognized as a LEED-certified community, reflecting our leadership in sustainability.

These developments are great news for our growing community! In addition, some of our proudest accomplishments from 2018 stemmed from community activities that brought residents and visitors together and showcased all that Devens has to offer. After a substantial investment in irrigating Rogers Field, this treasured open space resource not only stood up to a challenging summer, it opened up possibilities for new users. Yoga on Rogers, a weekly outdoor yoga series taught by instructors from Devens' own Dragonfly Wellness, drew more than 200 people to each class. This activity was a welcome addition to Devens' full recreation schedule, which includes everything from Ultimate Frisbee to the annual MuckFest MS FUN Mud Run, as well as community programs such as Family Fun Day and Fall Fest.

Thank you to our partners in redevelopment for their commitment to Devens. We invite you to see accomplishments from the past year on the following pages.



MassDevelopment President and CEO

GENERATING Economic Growth

Devens is home to 106 businesses employing more than 5,000 workers with a concentration of high technology, advanced manufacturing, and life science companies.

GFI Partners

In 2014, real estate development company GFI Partners joined the Devens business community when it purchased the warehouse and property at 66 Saratoga Boulevard. Now, four years later, this facility has doubled in size and added a rail platform with direct rail access, making it one of the largest rail-served facilities in New England.

“Devens provides a level of cooperation that is unrivaled in the state of Massachusetts. From one-stop permitting to a seamless construction process, there is no better place to build. Match that with the massive rail infrastructure and access to major highways – that’s why we love it here.”

— Steve Goodman, President, GFI Partners



66 Saratoga Boulevard

“Siting Integra in Devens was an easy choice. Devens is a pro-business community and their unified board, the Devens Enterprise Commission, makes the process of obtaining approvals and permits much more efficient than most municipalities. Their staff is incredibly friendly and accommodating. Overall, it was a perfect fit for Integra’s corporate headquarters expansion.”

— Robert D. France, CEO, Senate Construction Corporation



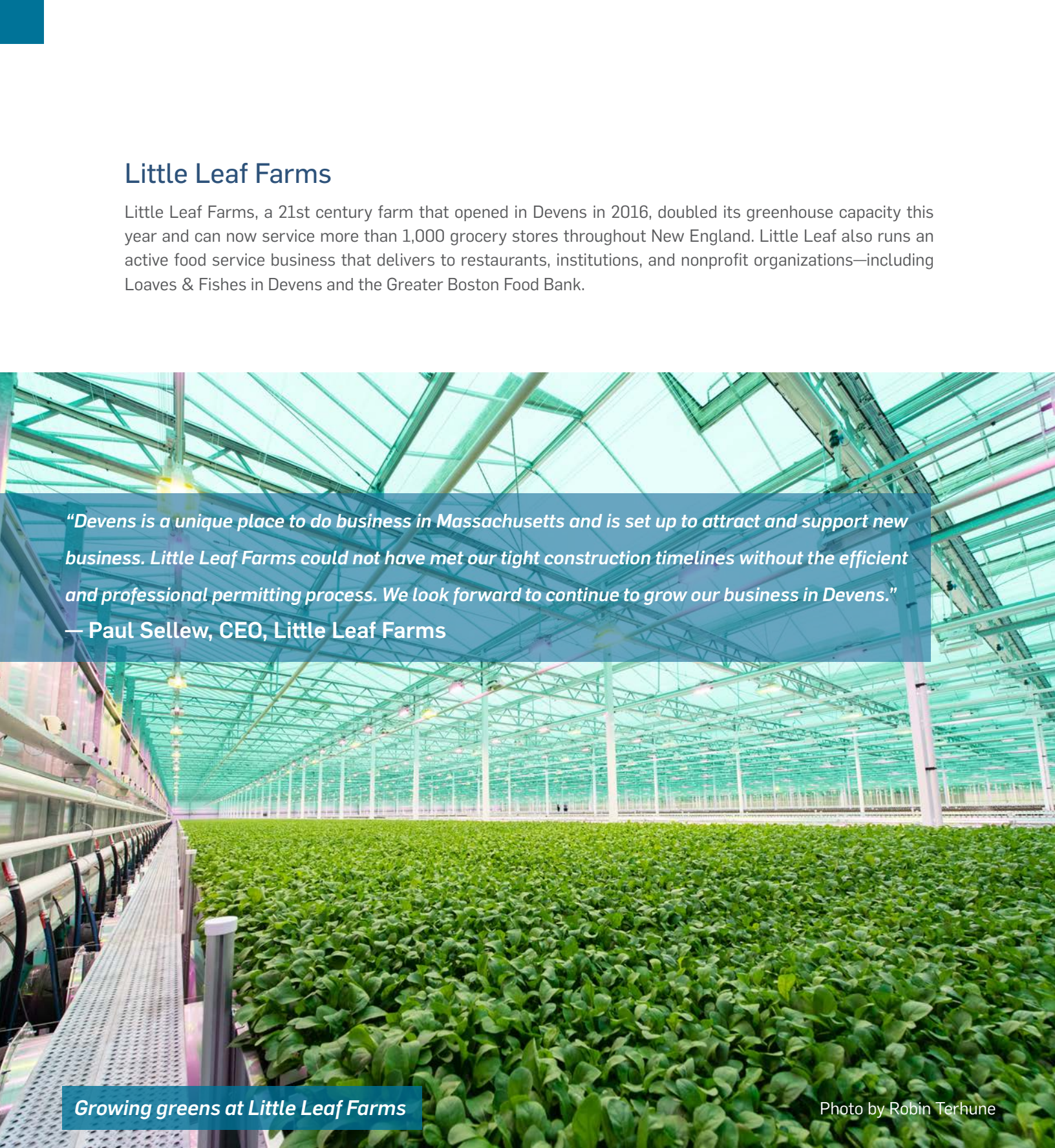
Integra Companies

Integra Companies, a provider of engineering, manufacturing, and fabrication solutions for high-purity environments, moved into a 30,000-square-foot facility in Devens back in 2001. This year, Senate Construction Corporation, located in nearby Shirley, was hired to complete a renovation of Integra’s corporate headquarters and build a 40,600-square-foot addition, helping the company combine office and warehouse space efficiently.



Little Leaf Farms

Little Leaf Farms, a 21st century farm that opened in Devens in 2016, doubled its greenhouse capacity this year and can now service more than 1,000 grocery stores throughout New England. Little Leaf also runs an active food service business that delivers to restaurants, institutions, and nonprofit organizations—including Loaves & Fishes in Devens and the Greater Boston Food Bank.



“Devens is a unique place to do business in Massachusetts and is set up to attract and support new business. Little Leaf Farms could not have met our tight construction timelines without the efficient and professional permitting process. We look forward to continue to grow our business in Devens.”

— Paul Sellew, CEO, Little Leaf Farms

Growing greens at Little Leaf Farms

Photo by Robin Terhune

"Devens has been central to our storyline. We partner with local businesses and with the local military presence. The Devens infrastructure is second to none, and we have always gotten cooperation with a smile and a 'can-do attitude' from everyone at MassDevelopment and within the community."

— Gary Crossen, General Manager, New England Studios



An aerial view of New England Studios

New England Studios

New England Studios has grown tremendously since it first opened in 2016, with each project – from commercials to feature films like *Central Intelligence* and *Daddy's Home 2* – creating hundreds of local jobs in the region. This past year, from May 2017 to February 2018, New England Studios hosted the filming of the Hulu series *"Castle Rock,"* based on the novel by Maine author Stephen King. New England Studios is also the site of a Netflix series filming this fall, with a third television project already on the agenda.



ENHANCING

Residential Life

The Devens residential community is currently home to 157 households; among Devens' amenities are its exceptional location in north-central Massachusetts, as well as approximately 1,700 acres of open space.

Community Achievements

- In 2017, Devens was awarded a **4-STAR Community Rating** for national leadership in sustainability through the well-known STAR Community Rating System. This independent certification program helps communities evaluate their perceived strengths and weaknesses. Devens' strengths included:

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 businesses from 2013-2016 and Devens employment increased by 10 percent. 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.

- Devens was named a **LEED-certified community** by the U.S. Green Building Council. LEED (Leadership in Energy and Environmental Design), is the leading initiative in sustainable buildings and communities. Green building and renovation is becoming an important asset to real estate developments while sustainability ultimately affects the entire surrounding community.
- Devens was proud to receive a **Purple Heart Community** designation in 2018, making it one of the most Veteran-friendly communities in Massachusetts.



Emerson Green

The Phase II housing development at Emerson Green continued to progress this year. The living community's master plan calls for up to 124 potentially zero-net-energy homes, which will include a mix of single-family units, duplexes, townhomes, and rental apartments. Phase I of this development was completed in February 2018.

The Emerson Green neighborhood attracts people of all lifestyles, with traditional features like front porches and shaded sidewalks. Many of these homes actually produce more energy than they use, providing for a living space where neighbors are friendly not only to one another, but also to the environment.

Loaves & Fishes

Loaves & Fishes returned to Devens in September 2018 to its new and improved building at 234 Barnum Road. The nonprofit food pantry briefly relocated during the summer while it undertook a \$120,000 renovation of its Devens facility, installing new coolers and increasing the capacity for storing perishable products. As a result, Loaves & Fishes is better able to serve community members.

Loaves & Fishes has been serving local individuals for over ten years and currently has an annual operating budget of about \$500,000. More than 800 families from communities including Ayer, Devens, Groton, Harvard, Littleton, and Shirley rely on the services provided by this pantry.



EXPANDING

Community Services

Whether it's a new piece of equipment or a new recreational program, MassDevelopment is committed to improving delivery of services to Devens businesses and residents, as well as visitors to Devens.

New Equipment & Training

The Devens Fire Department represents a team of professionals committed to protecting our community. In addition to fire protection, the department responds to medical emergencies, motor vehicle accidents, rescue assistance, electrical accidents, and other hazards.

In March 2018, the department received a LUCAS 3 high-quality CPR machine. After training all Devens EMTs on this equipment, this apparatus is now ready for any emergency. In April, the department also hosted a community dinner for local residents to review the importance of smoke alarms and carbon monoxide detectors.

The department replaced a 38-year-old fire truck with a state-of-the-art Ferrara MVP Rescue Pumper response vehicle. The new Engine 4 gives Devens firefighters the ability to arrive on the scene of an emergency with improved tools to carry out difficult jobs. The vehicle carries HAZMAT equipment, rescue tools, gas meters, water rescue suits, and more.



Devens Fire Engine 4



Legacy 2018 Summer Invitational

Commuting to Devens

The Devens Regional Shuttle, launched in 2017, continued to grow its ridership this year. This shuttle connects Devens, Ayer, Fitchburg, Leominster, and Shirley to existing commuter rail lines and other modes of public transportation, not only helping people get in and out of Devens, but also helping them commute throughout north-central Massachusetts more affordably.

The shuttle offers daily morning and evening trips during the week, with stops throughout Devens—a convenient and environmentally friendly commuting option for the nearly 5,000 people who work here. The shuttle also provides on-demand weekend service.

Event Highlights

The “Yoga on Rogers” summer series, a new partnership between Devens Recreation and the Dragonfly Wellness Center, was wildly successful. Over 200 people attended the free yoga classes held on Rogers Field each week in July and August.

Devens continues to draw interest from around the region - and even the country - due to its ability to host large sporting events. One of the most impressive is the Legacy Invitational Tournament, which draws an estimated 20,000 people over the course of four days for boys youth and high school lacrosse. Teams from California, Illinois, Maryland, Michigan, Nevada, North Carolina, Ohio, Pennsylvania, Texas, Washington, and across New England compete in front of more than 100 college coaches.

MuckFest's MS FUN Mud Run returns each year to Devens' Willard Park area each May for a well-designed 5K run featuring awesome, super-sized obstacles and mud from start to finish. The event is built for laughs, but has a serious mission to support those living with multiple sclerosis. This year, over \$630,000 was raised and donated to the National Multiple Sclerosis Society.



Upgrading a Field

Rogers Field is located in the heart of Devens. The former Fort Devens formal parade ground has become a prime location for sports competitions and recreational programs and even includes complimentary WiFi, courtesy of MassDevelopment. In 2018, the 44-acre site underwent an irrigation upgrade that included 83 zones and 433 new sprinkler heads. The total project cost was \$239,000 and took approximately five weeks to install. The new remote-controlled sprinkler system includes weather sensors and fault protection and produces daily reports on performance, water consumption, and any system failure. As a result, Rogers Field remained green and lush throughout a very dry summer.

"Yoga on Rogers was a success largely because of the sincere collaboration between Devens Recreation and Dragonfly Wellness. Word spread to the entire extended community and brought more and more people to Devens to enjoy a relaxing hour of community yoga in a pristine environment. People are still talking about it and looking forward to next summer!"

— Anne Ferguson, Owner, Dragonfly Wellness Center



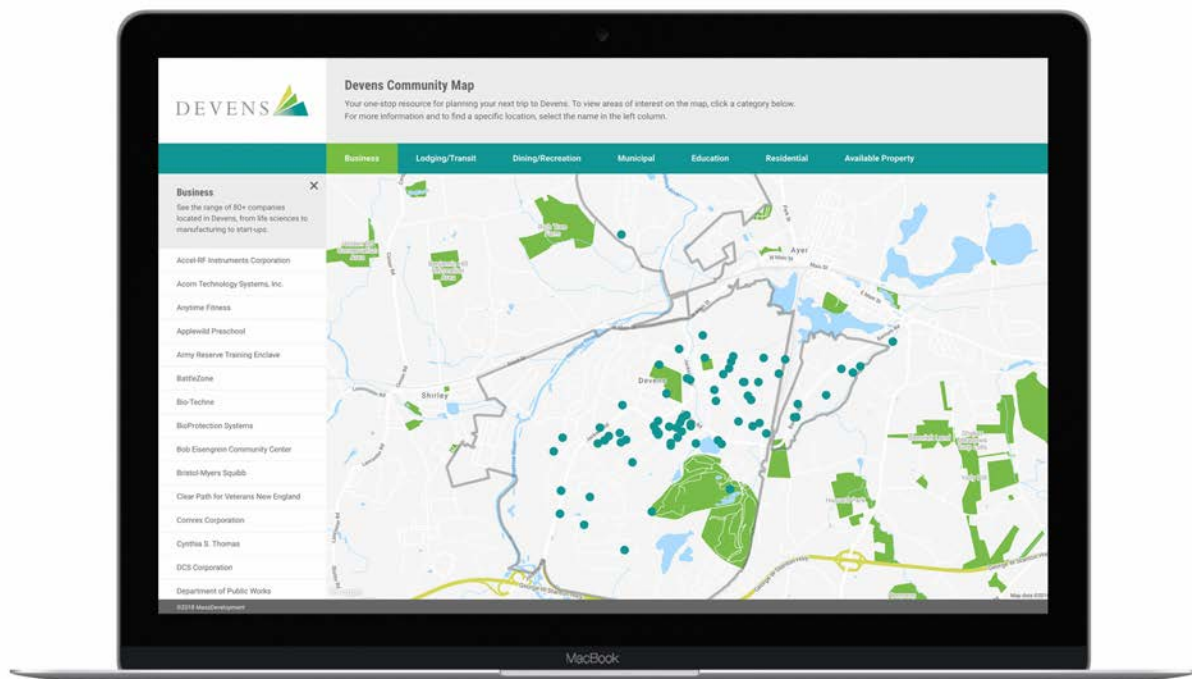
Yoga on Rogers

IMPROVING Navigation

It got easier to find your way around Devens this past year with the introduction of our new community map. The interactive, one-stop resource offers top-level navigation and highlights areas of interest including dining and recreation, lodging and transit, municipal services, and more.

Devens Community Map

Visit www.devenscommunity.com/map on your desktop or mobile device for convenience at your fingertips. Users can learn their way around before they head to Devens and locate specific businesses and services with additional links to websites providing even more information.



FINANCIALS

Devens - For the Years Ended June 30, 2017 and June 30, 2018

Revenue and Expenses:	2017	2018
Operating revenues:		
Lease income	\$922,552	\$960,893
Payment in Lieu of Taxes	700,000	700,000
Property taxes	6,500,782	7,080,513
Other municipal income	983,138	1,097,542
Public education	247,283	326,954
Fire income	249,109	181,444
Police income	18,185	5,530
Recreation income	345,677	321,063
Total operating revenues	9,966,727	10,673,940
Operating expenses:		
Professional and administrative operations	3,995,114	4,191,858
Fire operations	2,297,045	2,206,964
Public works operations	1,626,600	1,667,746
Recreation operations	69,896	76,455
Municipal education expense	1,697,507	2,193,554
Police operations	1,191,860	1,262,020
Bad debt expense and tax overlay reserve	76,660	32,455
Depreciation expense	2,689,952	2,728,009
Total operating expenses	13,644,634	14,359,060
Excess operating expenses	\$(3,677,907)	\$(3,685,120)
Land and building sales, net	1,642,167	25,476
Non-operating revenues/(expenses)	862,825	887,664
Net revenues/(expenses)	\$(1,172,916)	\$(2,771,980)
Capital Activity:		
Office equipment, computers, software	\$94,914	\$69,659
Environmental activities	18,970	15,524
Devens municipal services	490,994	805,452
Devens real estate and engineering	1,408,497	301,930
Total capital activity	\$2,013,374	\$1,192,564



Devens Utilities - For the Years Ended June 30, 2017 and June 30, 2018

Revenue and Expenses:	2017	2018
Operating revenues:		
Gas	\$6,829,270	\$6,997,877
Electric	17,276,029	19,126,274
Water	1,136,332	1,165,186
Wastewater	3,053,640	2,953,642
Total operating revenues	28,295,271	30,242,980
Operating expenses:		
Professional and administrative operations	681,149	732,701
Gas purchases	6,218,262	5,396,965
Electric purchases	13,815,880	15,250,172
Water operations	385,433	382,765
Wastewater operations	1,995,710	1,741,609
PILOT Fee-Electric	700,000	700,000
Bad debt expense	237,123	(184,262)
Depreciation expense	3,573,741	3,562,574
Amortization of bonds	1,562	1,381
Total operating expenses	27,608,860	27,583,905
Excess revenues/(expenses) before non-operating activity	\$686,411	\$2,659,075
Non-operating revenues/(expenses)	(265,933)	(2,413,422)
Excess revenues/(expenses)	\$420,478	\$245,653
Capital Activity:		
Utility infrastructure	367,798	320,472
Total capital activity	\$367,798	\$320,472



