



DEVENS ENTERPRISE COMMISSION FIVE YEAR REVIEW 2016-2020

Review and analysis of development and conservation activity within the Devens Regional Enterprise Zone over the last five years.

Published: August 2021



INTRODUCTION

This review is prepared in compliance with the requirements of Chapter 498 of the Acts of 1993 and the Devens By-Laws, last revised November, 1999. The By-Laws (Article 2A.14.) and Chapter 498 require the Devens Enterprise Commission (DEC), the regulatory and permitting authority for redevelopment of Devens, 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 By-Laws also require the DEC to prepare certain documents and regulations to facilitate Devens redevelopment efforts. A review of these documents and regulations are also included in this Report.

This report provides a detailed overview of redevelopment within the Devens Regional Enterprise Zone over the last 5 years (2016-2020) from the perspective of the DEC and fulfills the requirements of Chapter 498 and the Devens Bylaws.

**COVID-19 Pandemic Special Note: The COVID-19 pandemic impacted the DEC operations for most of 2020. Our offices closed to the public in March, however the DEC continued to operate remotely and provide ongoing permitting, development reviews, and all essential functions. Many Devens construction projects were considered essential services and continued to move forward in accordance with the Governors executive orders and MA Department of Public Health Guidance. The Devens Enterprise Commission, acting in its capacity as the local Board of Health for Devens, worked closely with our Health Agent (Nashoba Associated Boards of Health), MassDevelopment, Devens residents, the general public, and all businesses and construction projects to ensure proper health and safety measures were in place for the protection of all Devens residents, businesses, organizations and visitors. Our thanks goes out to the staff at the Nashoba Associated Boards of Health for their invaluable and continued assistance during this pandemic.*

DISTRICT DEVELOPMENT ANALYSIS AND ASSESSMENT

The following is a review of the activity that has occurred over the last five years within each zoning district within Devens as well as the individual parcels within those zoning districts. It also includes an assessment of the status of the redevelopment effort, evaluating the progress, type, and character of development in each district, as well as the realistic market expectations for future development in each district, for the purposes of comparing such assessment to the Development Goals outlined below providing a more detailed analysis of development in Devens over the past five years.

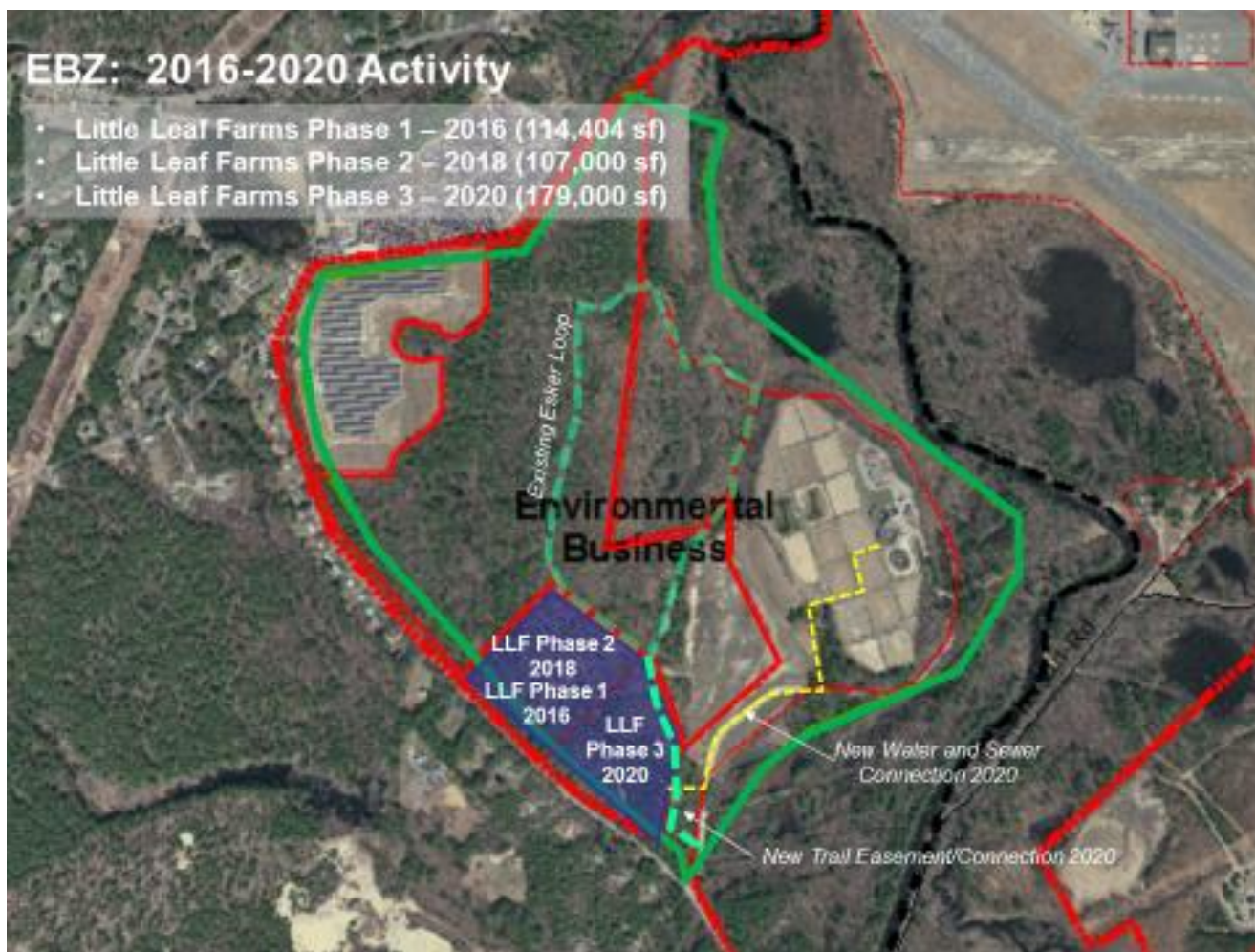
1. Environmental Business

- a. Locations: Area designated on the Zoning Map on the western section of the North Post.
- b. Development Goals: The primary goal of this zoning district is to locate and site industries that contribute to or capitalize on the increasing sensitivity to and awareness of environmental remediation and recycling, and the development of products emanating



from these activities. Identified as environmental businesses in the Reuse Plan, these businesses and industries may range from businesses that use traditional industrial recycling processes to businesses that apply new remediation technologies or businesses that manufacture pollution abatement or remediation equipment.

The Environmental Business Zone (EBZ) includes the site of the existing Devens Wastewater Treatment Facility which was upgraded to service Devens redevelopment in 1999. In 2016, Little Leaf Farms completed its first phase of a hydroponic greenhouse (agri-tech) facility on a portion of the remaining developable land at 105 Walker Road (39-14-500). The DEC worked with the developer and neighbors to locate the facility toward the rear of the lot and retain as much of the existing woodland along the frontage of Walker Road as possible to buffer the neighbors. The initial phase was a 114,000 sf greenhouse. Phase 2 in 2018 was an additional 107,000 sf. Little Leaf Farms exercised its option on the remaining 12 +/- acre developable site for expansion. Phase 3 included an additional 179,000 sf of greenhouse, relocating of loading bays, and connections to Devens water, sewer and gas. It has maxed out the development potential of the district in these three expansions and completed its build out in 2020.



The following table presents a parcel by parcel look at development within the EBZ. The green highlights parcels that have or will be permanently protected from development. The blue-highlighted parcels identify parcels on which development has occurred between 2016-2020:

Environmental Business Zone (EBZ)						
<i>Lot ID (Map Block Lot)</i>	<i>Lot Area (Acres)</i>	<i>Building Gross Floor Area (sq.ft.)</i>	<i>Floor-Area Ratio</i>	<i>Impervious Lot Coverage (Acres)</i>	<i>Pervious Lot Area (Acres)</i>	<i>Impervious Surface Ratio for Lot</i>
40-14-200 (Devens WWTP)	50.00	48,400	0.02	4	46	0.08
*39-14-100 (EBZ-2A Citizens)	28.87	0	0	0.6	28.27	0.02
*39-14-500 (Little Leaf Farms) Combined with 39-14-100 Phase 3 expansion in 2018	26	404,341	0.35	14.74	9.58	0.57
39-14-100 (CR) EBZ	113.00	0	0	0	113	0
*35-399-600 (USFWS)	27.53	0	0.00	0	27.53	0
EBZ Totals:	245.40	452,741	0.042	19.34	224.38	0.078

**Indicates a portion of the parcel is also zoned Open Space and Recreation.*

EBZ Future development potential: There remains the potential to install a cogeneration unit on an existing utility pad at Little Leaf Farms to allow the reuse of CO₂ to facilitate plant growth. Little Leaf Farms is also expected to expand their office space in 2021 within their existing footprint. There is room for modernization and upgrades at the WWTF as well. The solar field could be redeveloped at some point in the future by raising the PV panels on top of a building on the site.

2. Gateway I: Jackson

- Locations:** Area designated on the Zoning Map in the vicinity of Jackson Gate on the westerly side of the roadway.
- Development Goals:** The primary goal of this zoning district is to provide for a range of educational, cultural, institutional, and office uses that will serve as a distinct entryway and point of arrival for Devens. The permitted uses in this zone will capitalize on the unique natural and locational attributes of the site and help define the vision of the Devens Regional Enterprise Zone for purposes of economic development and environmental protection, as set forth by the goals and objectives of the Reuse Plan.



Mass Development continues to maintain stormwater management detention/retention facilities in this area. The design for Jackson Road anticipates future expansion to four lanes versus the current two lane configuration and these basins will help treat any additional runoff. US Fish and Wildlife Service lands (Oxbow National Wildlife Refuge) abut this District and trails connect this area with the USFWS Visitor contact station off of Hospital Road to the northwest and the Goddard Memorial trail to the southeast. There have

been no changes within this district during this 5 year review period besides the maintenance of Stormwater facilities and existing trails.



The following table presents a parcel by parcel look at development within the Gateway I District:

Gateway I: Jackson (G1)						
<i>Lot ID (Map Block Lot)</i>	<i>Lot Area (Acres)</i>	<i>Building Gross Floor Area (sq.ft.)</i>	<i>Floor-Area Ratio</i>	<i>Impervious Lot Coverage (Acres)</i>	<i>Pervious Lot Area (Acres)</i>	<i>Impervious Surface Ratio for Lot</i>
*4-399-200 (USFWS)	213.11	0	0	0	213.11	0
*8-99-300 (MD Det. Ponds)	2.30	0	0	0	2.30	0
G1 Totals:	215.41	0	0.00	0	215.41	0.00

**Indicates a portion of the parcel is also zoned Open Space and Recreation.*

G1 Future development potential: Nothing additional is planned for this district at this time.

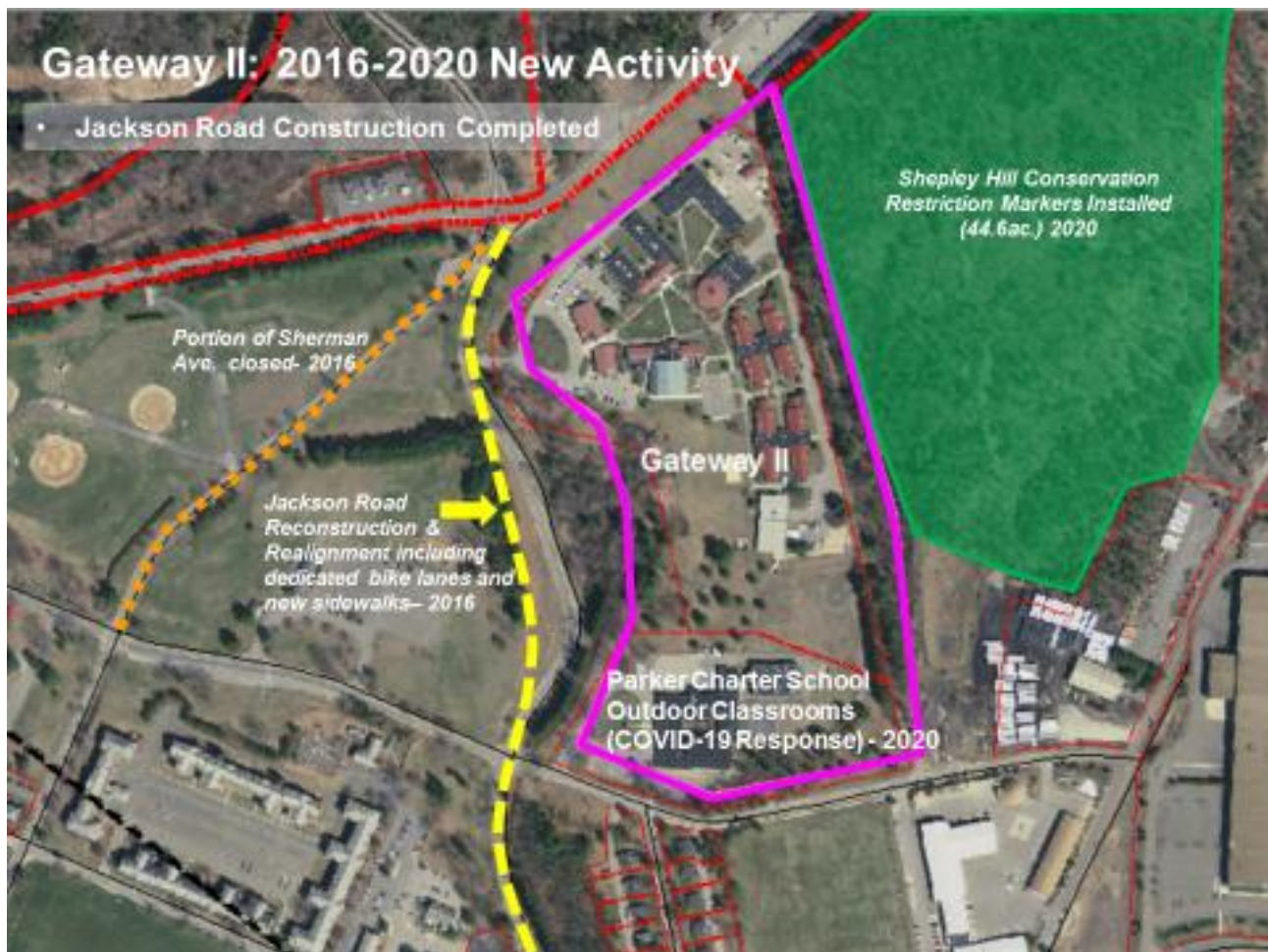
3. Gateway II: Verbeck

- a. Locations: Area designated on the Zoning Map in the vicinity of the Main Gate on West Main Street in Ayer.
- b. Development Goals: The primary goal of this zoning district is to provide for a range of cultural, educational, institutional, and open space/recreational uses that will serve as a distinct entryway and point of arrival for Devens. The permitted uses in this zone will capitalize on the unique attributes of the site and help define the vision of the Devens Regional Enterprise Zone as set forth by the goals and objectives of the Reuse Plan. The Gateway II district will establish the sense of arrival to the Devens Regional Enterprise Zone as well as respecting the transition from the adjacent business, residential, and open space uses in Ayer. Encouraging uses that promote the Gateway theme.



This district has been successfully built out in compliance with the Gateway II development goals with the construction of the Shriver Job Corps and the renovation of the former Devens Elementary School. Shriver added a temporary security gate and installed fencing around its property during this period. The Francis W. Parker Charter Essential School I installed a new handicapped entrance and made minor site improvements during this last five year period. Building on their community service and involvement, students from Francis W. Parker Charter Essential School built a greenhouse to learn how to grow vegetables. They use this produce in their school cafeteria and also donate some to the Loaves and Fishes Food Pantry. Students also actively participated in the Devens Forward Climate Action and Resilience Plan for Devens. This is an excellent example of how Devens Redevelopment is meeting the sustainable redevelopment goals and how occupants are adding value to Devens environment. When the COVID-19 pandemic hit in 2020, the school got innovative and set up outdoor classrooms to continue teaching students in a safe and socially distant manner. The Verbeck Gate itself is listed as a historic resource and will need to be preserved. It has been refurbished after being hit by vehicles a couple of times during this most recent five year review period.

In 2016, MassDevelopment realigned Jackson Road and its intersection with West Main Street in Ayer, eliminating a portion of Sherman Avenue and making Jackson Road two ways for its entire length while adding sidewalks and making drainage improvements. Dedicated bike lanes were added along Jackson Road and shuttle bus service commenced which services both Parker Charter School and the adjacent Job Corps.



The following table presents a parcel by parcel look at development within the Gateway II District. The blue-highlighted parcels identify parcels on which development has occurred between 2016-2020:

Gateway II: Verbeck (G2)						
<i>Lot ID (Map Block Lot)</i>	<i>Lot Area (Acres)</i>	<i>Building Gross Floor Area (sq.ft.)</i>	<i>Floor-Area Ratio</i>	<i>Impervious Lot Coverage (Acres)</i>	<i>Pervious Lot Area (Acres)</i>	<i>Impervious Surface Ratio for Lot</i>
*32-12-100 (Shriver)	21.60	164,972	0.18	8.13	13.47	0.38
*32-12-200 (Parker Charter)	9.10	46,000	0.18	3.62	5.48	0.37
G2 Totals:	30.70	210,972	0.18	11.75	18.95	0.38

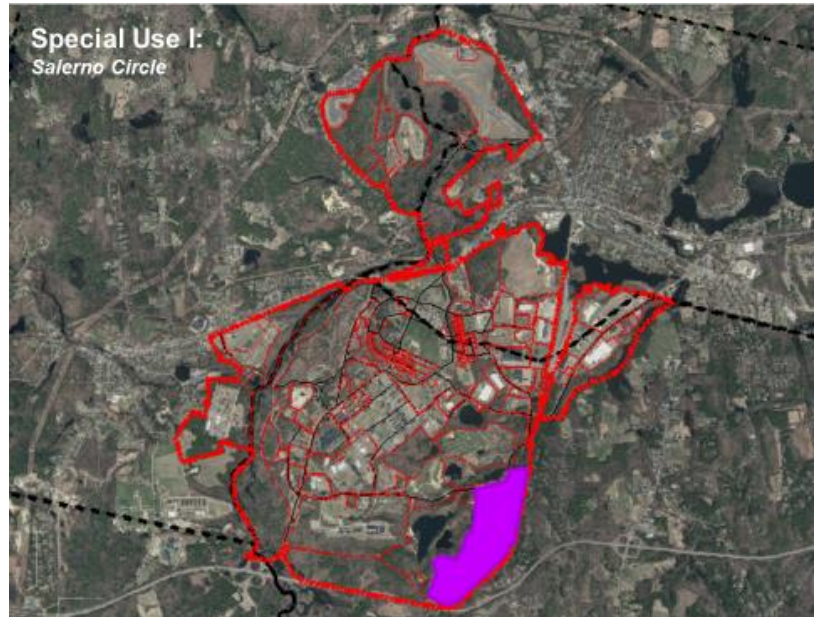
*Indicates a portion of the parcel is also zoned Open Space and Recreation.

G2 Future development potential: Further realignment of West Main Street and Jackson Road entry, the addition of a trail connection between Jackson and Grant Roads as part of a collaborative project with the Town of Ayer to improve West Main Street and its streetscape are in the works for 2021 and 2022. This should include the addition of a bus shelter beside the Devens Plaza in front of the Shriver Job Corps on West Main Street. Daylighting of the culverted portion of Willow Brook could also be a potential project.

4. Special Use District I

a. Locations: Area designated on the Zoning Map in the vicinity of Salerno Circle/Shiloh housing areas.

b. Development Goals: The primary goal of this zoning district is to attract business activities that will reflect the intent and spirit of the Innovation and Technology Zone without the more intrusive or larger scale industrial component, while considering impacts on adjacent uses; degree of visibility from strategic viewing points in adjacent areas of Harvard; aesthetic quality of site development; buffering/screening of development; site lighting designed to minimize visibility from surrounding areas; and preservation of existing vegetation, where feasible.



The Salerno Circle area was previously home to housing for the Army. Special efforts were incorporated into the development goals for this district to help ensure compatibility with adjacent residential uses in Harvard and the surrounding natural resources. The site is also located within the Viewshed Overlay District which imposes additional constraints on its redevelopment. Regulations require vegetated (green) roofs on buildings located on the south and east perimeters of the plateau to provide additional screening and better comply with the goals for this district. The area also contains steep slope area which are protected by the Slope Resource Area regulations under 974 CMR 3.06.

Since 2008, MassDevelopment has been working with the Army on removal of the housing and remediating the contaminated soils. A portion of this district is part of the Devens Golf Course Inc.'s (Red Tail) eighteen hole sustainable certified golf course.

While there have been numerous inquiries for redevelopment, to date, there has been no new development, other than various autonomous vehicle companies using the area to test and evaluate their products and technologies.



The following table presents a parcel by parcel look at development within the Special Use District I. The green highlights parcels that have or will be permanently protected from development. The blue-highlighted parcels identify parcels on which activity or development has occurred between 2016-2020:

Special Use District I (SUD1) – Salerno Circle						
<i>Lot ID (Map Block Lot)</i>	<i>Lot Area (Acres)</i>	<i>Building Gross Floor Area (sq.ft.)</i>	<i>Floor-Area Ratio</i>	<i>Impervious Lot Coverage (Acres)</i>	<i>Pervious Lot Area (Acres)</i>	<i>Impervious Surface Ratio for Lot</i>
*3-19-300 (Salerno Circle)	80.00	0	0	7.00	73.00	0.09
*11-19-200 (Golf Course)	39.70	0	0	0.26	39.44	0.01
*11-19-200 (Golf Course)	55.60	0	0	0	55.60	0
*Mirror Lake (CR)	2.97	0	0	0	2.97	0
SUD1 Totals:	178.27	0	0.00	7.26	171.01	0.04

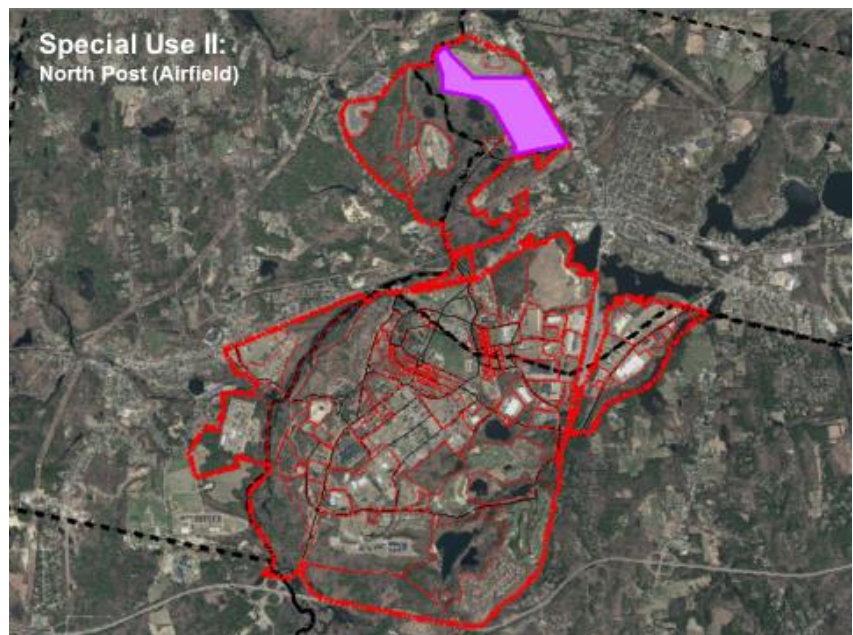
**Indicates a portion of the parcel is also zoned Open Space and Recreation.*

SUD1 Future development potential: We hope to see the contamination issues fully resolved in the near future as this site remains one of the largest tracts of fully serviced land available in Devens to attract businesses of importance to the Commonwealth.

5. Special Use District II

- a. Locations: Area designated on the Zoning Map in the vicinity of Moore Army Airfield on the North Post in Ayer.

- b. Development Goals: *The primary goal of this zoning district is to allow a broad range of industrial, light industrial, office, and research and development uses. The compatibility of these uses with the possible retention of local air service at Moore Army Airfield will be encouraged. In acknowledgement of the possible retention of local aviation uses, special events shall be allowed with special regulation. Uses supporting and complimenting the adjacent Innovation and Technology and Environmental Business Zones will also be encouraged. Buffers may be required between adjacent areas in Ayer along and near Route 2A.*



The former airfield is currently used for the parking of state police cruisers and impounded vehicles. The State Police also utilize the area for driver training courses. Over the years, Devens Recreation Department has leased space for temporary events by car clubs and driver training programs. To date, there has been no new development. Access issues with Macpherson Road (flooding, wetlands, railroad crossing) and the

infrastructure needs of the site make reuse of this site for any significant use more difficult. Any development of this site will necessitate coordination with the town of Ayer. The western slopes of airfield leading to USFWS land abutting the Nashua River are also included in the Slope Resource Area overlay district. Raytheon Corporation has leased a portion of the parcel since 2015 to conduct high speed tolling work.

Subsurface contamination from past Army activity and ongoing bio-remediation in the northwesterly portion of this District (AOC 50) imposes additional development constraints.



The following table presents a parcel by parcel look at development within the Special Use District II. The green highlights parcels that have or will be permanently protected from development. The blue-highlighted parcels identify parcels on which development or activity has occurred between 2016-2020:

Special Use District II (SUD2) - Airfield						
Lot ID (Map Block Lot)	Lot Area (Acres)	Building Gross Floor Area (sq.ft.)	Floor-Area Ratio	Impervious Lot Coverage (Acres)	Pervious Lot Area (Acres)	Impervious Surface Ratio for Lot
44-15-200 (Airfield)	230.89	73,450	0.01	70.26	160.63	0.30
*35-399-600 (USFWS)	15.10	0	0	0	0	0
SUD2 Totals:	245.99	73,450	0.01	70.26	160.63	0.28

*Indicates a portion of the parcel is also zoned Open Space and Recreation.

SUD2 Future development potential: Access, superfund cleanup and site constraints continue to limit use of the site to transient uses such as those who currently occupy the site without a major investment to address these issues. There is still potential for other low-impact interim uses on the existing pavement that do not require any ground disturbance.

6. Residential I

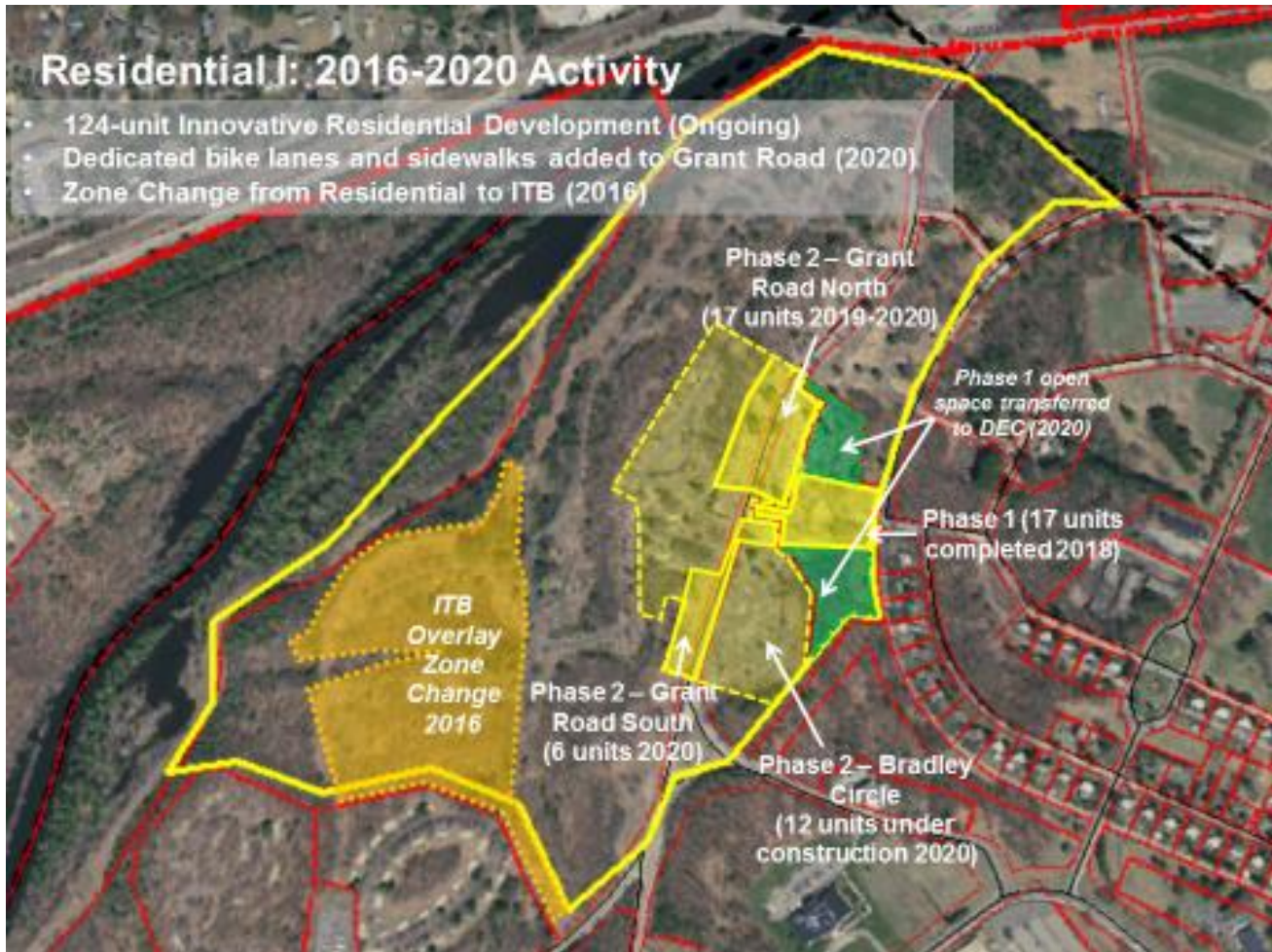
- a. Locations: Area designated on the Zoning Map in the vicinity of Birch Hill Circle, Birch Road, Sycamore, Cedar, and Poplar Streets, Grant Road, and Malvern Hill Road.
- b. Development Goals: The primary goal of this zoning district is to foster the evolution of a residential neighborhood at Devens, intending to meet housing needs for residents of the towns in the Devens area. Additional siting, density, and design criteria have been established to ensure compatibility with adjacent land uses, sensitivity to visual impacts and reuse of existing structures, where feasible.



Also known as the Grant Road housing area, this district contained most of the modern housing built by the Army after 1950. Similar to Salerno Circle housing, the Army's past use of pesticides and insecticides under the foundations of the slab on grade units has resulted in the removal of all structures in this district. The DEC created Innovative Residential Development Regulations in 2013 to facilitate the redevelopment of the Grant Road area. These regulations were based on new urbanist development principals and incorporated many elements of the LEED for Neighborhood Development green building certification program into them. Emerson Village Green, a 124 unit, three-phased project has been under construction since 2015. Phase 1 included the first 17 dwelling units on a new portion of Chance Street was completed in 2017 and the street was accepted as an official public way in 2018 and now connects directly to Grant Road. These homes achieved a home energy rating scale of 55 or below – over 45% more energy efficient compared to a conventional home. Some homes have added solar photovoltaic systems on their roofs, making these homes Net Zero Energy homes (homes that generate as much electricity as they consume over a given year). 25% of the units are required to be affordable (80% of area median income or below) or workforce (100% of area median or below) deed restricted units. Forty of the 124 units are to be apartments and the Town of Harvard worked a deal with the developer to pay the difference between workforce and affordable for the apartment project so that all forty units can count toward Harvard's affordable housing requirements. The second phase of the development includes another 17 units along the northerly portion of Grant Road and 6 on Grant Road South that were completed in 2019-2020. Construction of the twelve units on Bradley Circle began in late 2020 as well.

The project revised its phasing plans in 2016, 2017, and 2018 to address financing concerns, and is working on securing funding to advance the long awaited multi-family apartment building component of the project.

In 2016 over thirty three acres of this district were rezoned to Innovation and Technology Business District zone including an open space and recreation district buffer to help separate residential and business uses and reduce potential nuisance conditions. Any redevelopment of this area will require thoughtful design in order to further minimize potential nuisances and protect the Grant Road neighborhood.

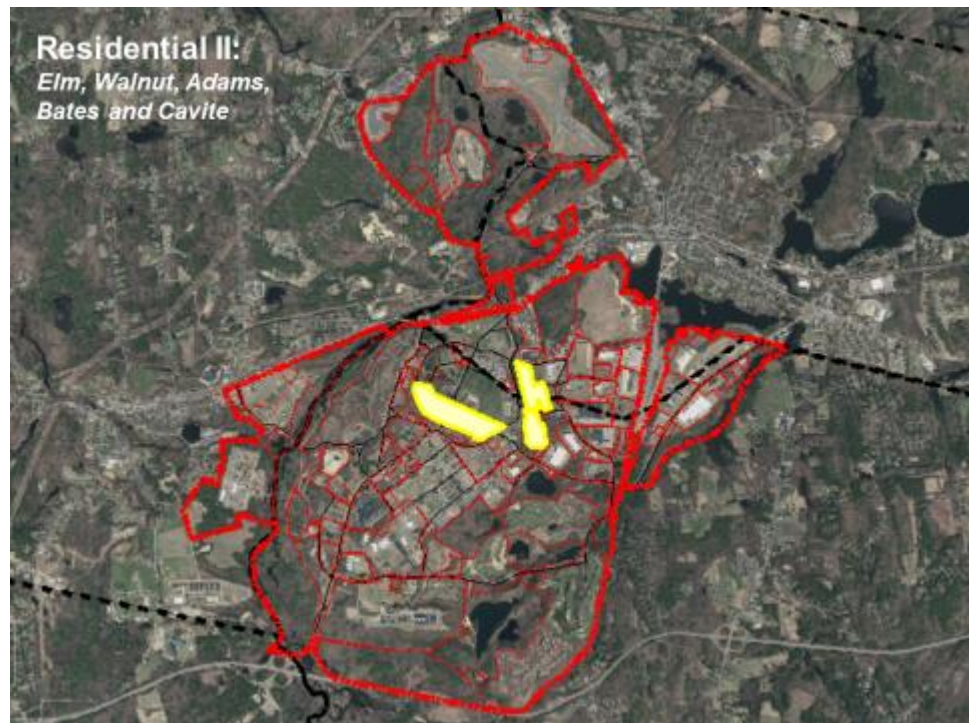


R1 Future development potential: We expect the later phases of the Emerson Village Green development to be built out over the next five year development cycle, including the multi-family apartments and the remaining dwelling units and common areas and parks. Further residential development is possible in this district but remains contingent upon a lifting of the housing cap in the Reuse Plan and Devens Bylaws.

7. Residential II

a. Locations: Area designated on the Zoning Map in the vicinity of Elm/Walnut Housing and Auman Street Housing.

b. Development Goals:
The primary goal of this zoning district is to develop housing to serve the residential needs of Devens. This district will also allow office space for professional office and service uses that will be accessory to the primary residential use or a home occupation. The reuse of the existing housing stock and construction of new infill housing for residential and



accessory office space will be encouraged in a manner that compliments the historic Vicksburg Square. Development of a diverse and stable residential core, as well as small scale professional office and service space, are considered compatible and vital components of the Reuse Plan and every effort will be made to ensure a sensitive and appropriate blend of these uses. Additional siting, density, and design criteria include compatibility with adjacent land uses, visual impacts, reuse of existing structures (including historic structures where feasible), "number of employees" and other restrictions for professional office and service uses; and parking needs evaluation and requirements.

This district includes the historic brick colonials and bungalows located within the Devens Historic District and also includes housing for the Central Mass Veterans in the Bates Road area. All of these brick units were redeveloped for civilian housing by Aspen Development between 2000 and 2004. This district also includes the Transitions LEED Gold certified 13-unit multi-family shelter,, in addition to eight award-winning single family units on Adams and Cavite Street and 12 multi-family units on Bates Street that were developed as models of energy efficiency, with HERS ratings as low as negative 33 (producing more energy than they consume over a year). -

In 2016, a portion of land zoned as Open Space and Recreation at the end of Adams Circle was rezoned as Residential II and a portion zoned Residential II located in the Willow Brook flood plain was rezoned as Open Space and Recreational. Willow Brook was also daylighted, a culvert removed and replaced with a meandering stream bed. This is an excellent example of a nature based solution to stormwater management. Sidewalks, bike lanes, stormwater management work accompanied the realignment of Jackson Road during this most recent five year review period.

Throughout this five year period, MassDevelopment, the Devens Enterprise Commission and the State Police collaborated with Auman and Bates neighborhood to put in place measures to reduce cut through traffic along Buena Vista Street and to direct trucks away from the neighborhood to Saratoga Boulevard which was designed to handle this increased level of traffic. Ongoing traffic monitoring has shown that these measures have been effective.

A sidewalk was built along Chance Street to connect the new Grant Road neighborhood to their Walnut and Elm Street neighbors, part of the Devens Complete Streets effort, which also included the permanent installation of traffic calming measures at the intersection of the El Caney service road, Chance Street and Antietam Street to help deter non-resident use.

The DEC and MassDevelopment, in conjunction with IBI Group (DEC Peer Review Landscape Architects) worked closely with the Auman and Bates neighborhood residents to create a street tree replacement program in 2020 in order to maintain the historic tree lined streetscape that help define this National Historic Register District. During this 5 year period, the DEC and its affordable housing monitoring consultant, Metrowest Collaborative Development, successfully worked to keep a unit deed restricted after hoarding issues and a fire put the unit at risk. The home was saved and the hoarding case was resolved thanks to the efforts of the Nashoba Associated Boards of Health, Montachusett Home Care, and family intervention.



R2 Future development potential: Under the current residential housing cap of 282 units, there remains the opportunity to site a number of dwellings along Adams Circle. There could be additional development in the Walnut/ Elm and Auman Bates neighborhoods, but all of the members of the homeowners association would need to sign off on it, and thus remains unlikely to occur.

8. Business/Community Services

a. Locations: Area designated on the Zoning Map bounded by 10th Mountain, Queenstown, Barnum and Jackson Road.

b. Development Goals:
The primary goal of this zoning district is to provide a mix of small scale commercial, retail, and service uses. Uses in this zone are expected to complement and support the businesses in Devens and the needs of persons working in Devens.



Previous development in this district includes the Guild of St. Agnes (child daycare), and Devens

Development LLC (Marriott Spring Hill Suites Hotel and conference center, 33 Andrews Parkway office space, gas station, restaurant, Hilton Garden Hotel, Bar and Restaurant, and retail area, and the redevelopment of the former Red Cross Building as the Dragonfly Wellness Center. The Nashoba Valley Regional Dispatch is still occupying a portion of the former Army pre-school building at the corner of Barnum and Queenstown. The balance of the building housed the Oxbow School and Evergreen Garden preschool program but is now vacant.

Throughout the 2016 – 2020 period, the DEC has permitted an underground cistern to help meet the irrigation needs of the Devens Common area. The DEC also permitted a minor expansion of the Devens Grill and approved a number of tenant changes and related signage within the retail area. The Devens Common open space in the center of this district has accommodated a number of local and regional special events that serve Devens and surrounding community residents and continue to attract many visitors to Devens. The DEC also permitted a new patio for Pizza Bella to accommodate the need for outdoor dining produced by the COVID-19 pandemic.



The following table presents a parcel by parcel look at development within the Business/Community Services District. The blue-highlighted parcels identify parcels on which development or activity has occurred between 2016-2020:

Business/Community Services (BCS)						
<i>Lot ID (Map Block Lot)</i>	<i>Lot Area (Acres)</i>	<i>Building Gross Floor Area (sq.ft.)</i>	<i>Floor-Area Ratio</i>	<i>Impervious Lot Coverage (Acres)</i>	<i>Pervious Lot Area (Acres)</i>	<i>Impervious Surface Ratio for Lot</i>
19-3-100 (frm.NMSB parcel)	0.76	0	0	0	0.00	100
*20-3-300 (Devens Common ** Lot B-3a combined 2010)	26.24	153,000	0.18	12.60	13.64	0.48
*20-3-400 (Red Cross)	1.58	3,800	0.06	0.42	1.16	0.27
20-3-500 (Regional E-911)	3.50	23,025	0.15	0.88	2.62	0.25
20-3-200 (172 Jackson - Guild of St. Agnes)	1.70	10,180	0.23	0.90	0.80	0.53
BCS1 Totals:	27.84	190,005	0.12	14.80	18.98	0.53

*Indicates a portion of the parcel is also zoned Open Space and Recreation.

BCS1 Future development potential: The former elementary school is half vacant and Devens Public Safety is looking to relocate into that half of the building. The adjacent Dragonfly Wellness Center (former Red Cross Building) is investigating subdividing its lot and Devens Common has a number of phases to build out. With the increased employment and additional residential development, we expect to see more retail activity in this district over the next five years.

9. Village Growth District I

a. Locations: Area designated on the Zoning Map in the vicinity of the Shirley Gate off Front Street in Shirley Village on the southerly side of the road.

b. Development Goals:
The primary goal of this district is to provide commercial expansion and enhancement opportunities for Shirley Village, while at the same time respecting the scale of the existing businesses and abutting neighborhoods. (This goal was amended as part of the 2016 rezoning to allow elderly housing and other residential uses



requested by the Town of Shirley). The intent is to accommodate a municipal facilities center, a variety of retail, service, and office uses of small to medium size. The Commission is required to establish design concepts which further the goal of creating a commercial center which respects village scale and layout. Said site design standards shall address issues of setback, location of parking, orientation of buildings to roadways, landscaping, site access and circulation, general compatibility of building massing with the existing village, and related considerations, including a maximum square footage use by a single business of fifty thousand (50,000) square feet. At the same time, it is intended that design options remain flexible, so as to encourage high quality and creativity in site and building design. Additional siting and design criteria include buffer/screening requirements, visual compatibility with the Shirley Village environment, height restrictions and options for clustering of buildings and flexible design that enhances connections to the existing Shirley Village.

Previous development in this district consists of the Shirley Municipal Facilities Center (Police Station, Town Hall, Middle School and Library). Some of the vacant area adjacent to the Middle School is used by Shirley youth football as their playing fields and programmed by MassDevelopment for other recreational activities. The former military housing along Perimeter and Eliot Roads was removed and contamination has been remediated to unrestricted standards.

In 2016 MassDevelopment and Shirley Officials collaborated to successfully bring to Super Town meeting (Ayer, Harvard and Shirley) a zone change to support senior affordable housing and a mix of uses in the redevelopment of this district. MassDevelopment then selected the Women's Institute for Housing and Economic Development to construct a 58 unit deeply affordable senior housing facility for an eleven (11) acre portion of the site. A height variance was granted for the project in 2019. The construction was completed and the building began occupancy over the summer of 2020. MassDevelopment supported this initiative by

redeveloping the stormwater management system using low-impact development techniques along Hospital Road, installing new sidewalks, shared bike symbols and improving the roadway.



The following table presents a parcel by parcel look at development within the Village Growth I District. The blue-highlighted parcels identify parcels on which activity has occurred between 2016-2020:

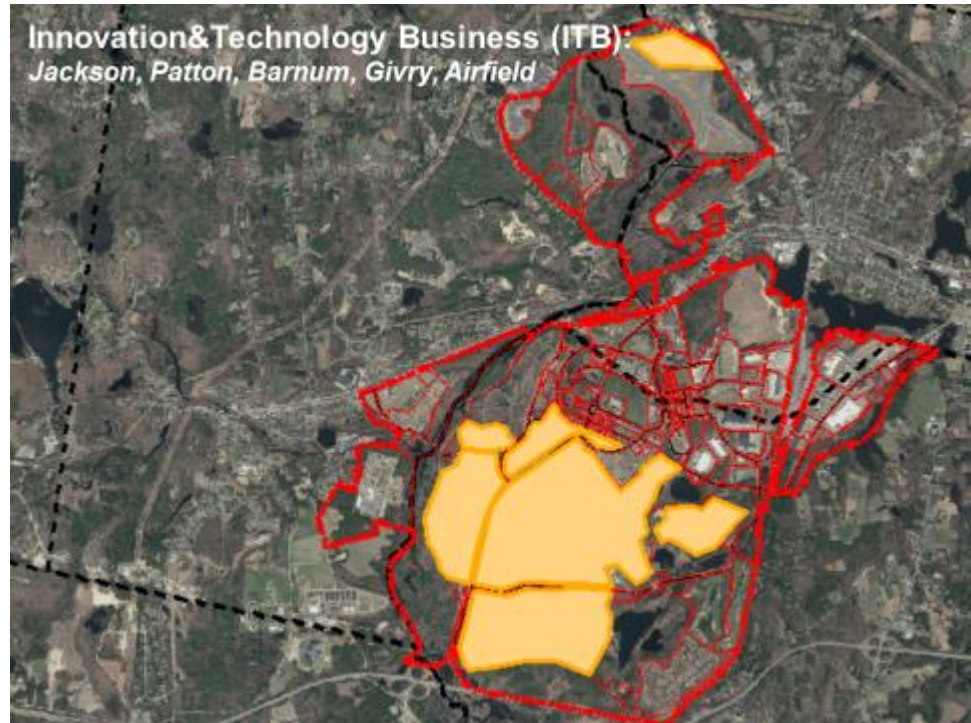
Village Growth District I (VGD1)						
<i>Lot ID (Map Block Lot)</i>	<i>Lot Area (Acres)</i>	<i>Building Gross Floor Area (sq.ft.)</i>	<i>Floor-Area Ratio</i>	<i>Impervious Lot Coverage (Acres)</i>	<i>Pervious Lot Area (Acres)</i>	<i>Impervious Surface Ratio for Lot</i>
23-23-100 (Shirley Mun Cntr)	9.20	36,975	0.09	2.01	7.19	0.22
*23-23-200 (Shirley School)	31.60	75,000	0.05	3.86	27.74	0.12
23-23-300 (Vacant)	0.50	0	0	0	0.50	0
23-23-040 Shirley Meadows	3.59	54,562	.348	1.46	2.13	0.41
23-23-400 (Perimeter Rd)	45.21	0	0	2.10	44.56	0.04
VGD1 Totals:	90.10	166,537	0.04	9.43	82.12	0.11

*Indicates a portion of the parcel is also zoned Open Space and Recreation.

VGD1 Future development potential: The remaining area of Perimeter and Eliot Road has the potential for additional senior housing and a mix of light industrial, office, research and development, and commercial uses to support village growth. MassDevelopment has a lotting and infrastructure plan underway to help guide the redevelopment of this district.

10. Innovation and Technology Business

- a. *Locations: Areas designated on the Zoning Map in the vicinity of the Army Reserve Enclave, 600 Block; Locust Hill housing area; Oak Hill housing area; Spruce/Maple housing area; housing area west of Robbins Pond; Army Reserve Enclave, North Post; and Federal Bureau of Prisons site.*
- b. *Development Goals: The primary goal of this zoning district is to provide space to those industries and businesses that develop and require additional space within Devens or that relocate to Devens. Permitted uses in this zone should either develop or sell an improved or new product or service, be an expansion of a business, have educational/academic links, be involved in research and development, or have business connections or support services to other industries on Devens. It is recognized that the Innovation and Technology Business I district is intended to accommodate a wide variety of uses in a development pattern that is of relatively higher intensity than that of other areas in the Devens Regional Enterprise Zone, particularly with regard to new construction activity. High standards for site planning will be encouraged to address significant site characteristics, including topography, existing vegetative cover and tree canopy, proximity to water and wetlands, and characteristics of adjacent uses.*

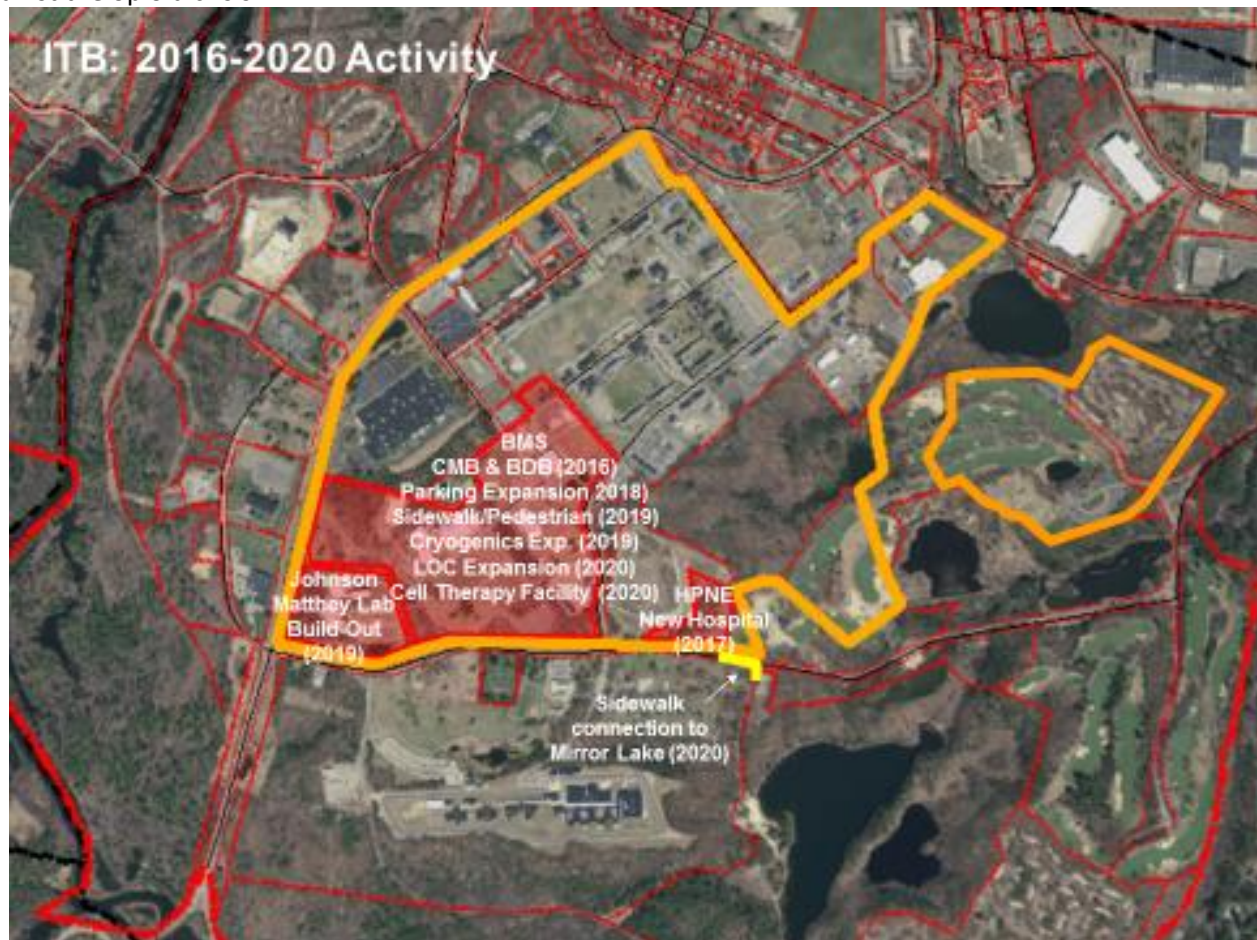


This district is one of the largest at Devens. Its central location has been the focus of MassDevelopment's redevelopment efforts for some time. These efforts have yielded a great deal of development over the last five years. On the portion of the North Post airfield zoned ITB, we have seen continued leasing of the site to car clubs and the like, the continued use of a wireless tower and state police impound area all of which are complimentary to the ongoing bioremediation of the site.

The major focus of redevelopment in this district takes advantage of the fact that most of the district is underlain by the least restrictive water supply protection overlay district requirements. This area has seen explosive growth over the past five years. Bristol Myers-Squibb continued to build out its corporate campus during this time. In 2016 they received occupancy permits for their parking garage expansion, 131,500 sf Clinical Manufacturing Building (CMB) and their 231,000 Biologics Development Building (BDB). The CMB added a loading dock in 2017 and reconfigured its parking in 2018. The cryogenics storage building saw a 13,000 sf addition in 2019 and pedestrian paths and amenities were added throughout the site. 2020 saw a 26,000 sf addition to the Lab, Office Cafeteria building bringing additional meeting office and amenity space to the campus. This was followed by the Clinical Therapy Facility (CTF), a 225,000 sf facility with attendant parking and supporting buildings. The approved parking garage was converted to surface parking as an interim

measure with an additional approval from the Commission. The CTF will utilize bio-medical blood therapy techniques using patients own white blood cells to combat their ailments.

On Patton Road, Johnson Matthey has continued to build out biopharma space for its contract clients. A sidewalk was constructed in 2020 from Queenstown Road to the Mirror Lake parking area and a crosswalk installed to facilitate pedestrian access to this treasured regional amenity. 85 Patton Road was completed by Health Partners New England in 2017 as a 78,000 sf hospital with close to 100 beds. The facility serves to stabilize those with mental health crisis' or overdose issues and is a welcome addition to the state's fight against the opioid crisis.



In 2018, the DEC approved a development for Applewood Controls at 31 Lake George Street which was later abandoned due to unexpected geotechnical issues. Bio-Techne at 7 Jackson Road completed a 26,000 sf addition in late 2020, consolidating its holdings at this facility and moving out of the space it had been renting at 57 Jackson Road. One Jackson Place (27 Jackson Road) is still home to the Mount Wachusett Community College Devens campus. This building saw a number of tenant changes, as well as the fit up of additional outside space for the Applewild School, and attendant parking expansion throughout 2016-2020.. The parking area remains a showcase for the use of low impact development stormwater management techniques and the adaptive reuse of this former military intelligence building remains a great use of the embodied energy invested in the original building. Quiet Logistics (Quiet 3PF) leased the former ASC site at 64 Jackson Road, relocating its corporate headquarters, research and development and attendant operations there in 2020. Loading dock, stormwater management, and other tenant fit up changes were made at this location.

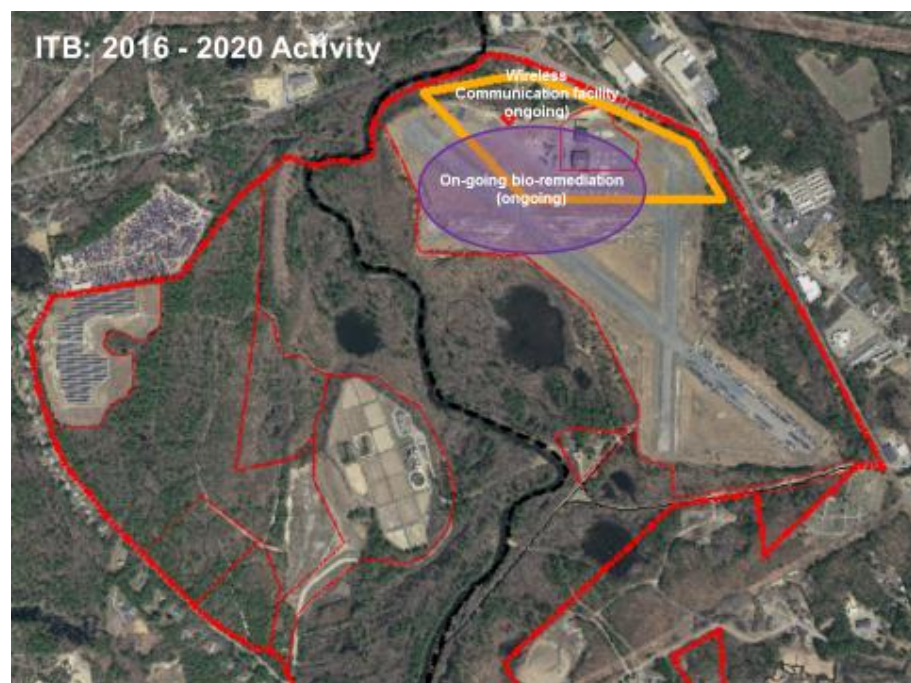
At the corner of Givry and Jackson, New England Studios continued to use their acquired portion of Sherman Square as a an assembly point, parking and trailer storage area for the many film shoots associated with New England Studios. In 2020, New England Studios raised the elevation of the open space in the Sherman Square

quad area using excess material let over from the original construction of the studios. The film industry continued to use New England Studios to produce numerous cable and motion pictures during the past five years, supported by the Commonwealth's film tax credit. The Innovation Center (88-100 Jackson Road) which houses the Fort Devens Museum and various tenants saw some turnover during the course of the past five years.



In an alphabetical scramble, YMC acquired IPT and then secured the small building at the corner of Charleston and MacArthur formerly occupied by ODIC. Further north on Jackson Road, Laddawn completed it's expansion and renovations to the former Davis library in 2016.

A 2016 zone change added over twenty-eight and a half acres of formally zoned Residential land to the Innovation Technology Business District off of Hospital Road. This was the former Army Oak and Maple housing area. By the end of 2020, the DEC had received permit applications for 2 developments in this area (see next page).



The following table presents a parcel by parcel look at development within the Innovation and Technology Business District. The green highlights parcels that have or will be permanently protected from development. The blue-highlighted parcels identify parcels on which activity has occurred between 2016-2020.

Innovation and Technology Business (ITB)						
<i>Lot ID (Map Block Lot)</i>	<i>Lot Area (Acres)</i>	<i>Bldg. Gross Floor Area (sq.ft.)</i>	<i>Floor- Area Ratio</i>	<i>Impervious Lot Coverage (Acres)</i>	<i>Pervious Lot Area (Acres)</i>	<i>Impervious Surface Ratio for Lot</i>
46-15-100 (Airfield ArmyH)	9.14	n/a	n/a	n/a	n/a	n/a
46-15-201 (wireless tower)	0.23	1,440	0.13	0.13	0.10	0.57
14-4-100 (Army Enclave D)	131.00	n/a	n/a	n/a	n/a	n/a
19-8-500 (155 Jackson - Laddawn)	3.30	10,100	0.07	1.01	2.29	0.31
25-8-200 (19 Pine – Comrex)	2.10	9,417	0.10	0.53	1.55	0.25
19-8-300 (115 Jackson - Northrup Grumman)	20.3	54,000	0.06	2.64	0.87	0.01
19-4-1600 (8 Charlestown-YMC)	3.46	28,750	0.19	1.14	2.32	0.33
19-4-601 (31 MacArthur)	0.69	5,500	0.19	0.33	0.36	0.48
19-4-1602 (37 MacArthur-Odic)	0.71	4,500	0.14	0.25	0.46	0.35
19-8-100 (22 Grant – Seven Hills)	2.66	20,137	0.17	1.35	1.31	0.51
*19-8-600 (Vacant - Grant)	3.58	0	0	0	3.58	0
19-8-400 (Vacant - Grant)	8.30	0	0	0	8.30	0
*19-8-401 Vacant – Grant)	4.70	0	0	0	4.70	0
19-4-1500 (94-100 Jackson)	5.47	219,490	0.32	8.53	7.39	0.54
19-4-1501 (15 MacArthur - Stage Realty)	10.85	154,000	0.32	5.69	5.16	0.48
*18-7-200 (111 Hospital)	15.90	0	0	2.33	13.57	0.15
*18-7-100 (Hospital Elect. Sub)	2.90	0	0	0.45	2.45	0.16
*18-7-300 (Oak Street)	13.30	0	0	0.62	12.68	0.05

*Indicates a portion of the parcel is also zoned Open Space and Recreation.

<i>Innovation and Technology Business (ITB) cont...</i>						
<i>Lot ID (Map Block Lot)</i>	<i>Lot Area (Acres)</i>	<i>Bldg. Gross Floor Area (sq.ft.)</i>	<i>Floor-Area Ratio</i>	<i>Impervious Lot Coverage (Acres)</i>	<i>Pervious Lot Area (Acres)</i>	<i>Impervious Surface Ratio for Lot</i>
18-7-300 (105 Hospital Rd.)	11.5	0	0	1.7	9.8	0.15
18-7-200 (111/117 Hospital Rd.)	47.12	0	0	2.3	44.82	0.05
13-21-1100 (59 Jackson Rd.)	1.00	0	0	0	1.00	0
*18-21-300 (53 Jackson – Northrup Grumman)	7.75	61,250	0.20	2.80	4.95	0.36
18-21-800 (122 Hospital - NE Studios)	31.6	146,000	0.21	1.01	30.5	0.61
18-21-900 (75 Jackson KSP)	12.8	0	0	0.89	11.91	0.07
18-21-1200 (Givry SWM)	4.13	0	0	0.01	4.12	0.00
*13-21-100 (57 Jackson – Netstal)	6.59	26,945	0.09	1.36	5.23	0.21
*13-21-1000 (45 Jackson) KSP	25.30	0	0	3.70	21.60	0.15
13-21-700 (Lk George SWM)	23.20	0	0	0	23.20	0
13-21-500 (27 Jackson – Apex)	10.50	90,000	0.41	5.59	4.41	0.53
13-21-600 (Vacant L. George)	3.14	0	0	0	3.14	0
13-21-701 (L.George Elect. Sub)	1.98	0	0	0.12	1.86	0.06
13-4-600 (64 Jackson – QuietLP3)	34.90	352,000	0.25	13.53	21.37	0.39
14-4-900 (4 MacArthur – Theater)	2.40	16,640	0.16	1.47	0.93	0.61
14-4-1800 (Givry BMS Sub.)	1.25	0	0	0.06	1.19	0.03
14-4-700 (29 Givry WtrTanks)	2.42	5,227	0.05	0.46	1.96	0.19
9-4-200 (38 Jackson – BMS)	88.70	518,600	0.13	31.17	57.53	0.35
9-4-500 (25 Patton – JM)	19.10	136,104	0.16	4.20	14.90	0.22
8-21-200 (7 Jackson – Bionostics)	8.50	44,236	0.14	2.76	5.74	0.32

*Indicates a portion of the parcel is also zoned Open Space and Recreation.

Innovation and Technology Business (ITB) cont...						
<i>Lot ID (Map Block Lot)</i>	<i>Lot Area (Acres)</i>	<i>Bldg. Gross Floor Area (sq.ft.)</i>	<i>Floor-Area Ratio</i>	<i>Impervious Lot Coverage (Acres)</i>	<i>Pervious Lot Area (Acres)</i>	<i>Impervious Surface Ratio for Lot</i>
8-21-401(Vacant LGeorge)	1.69	0	0	0	1.69	0
8-21-400(Vacant L. George)	14.43	0	0	0	14.43	0
*8-99-300 (Jackson SWM)	n/a	0	0	0	n/a	n/a
5-5-200 (24 Patton FBP A)	217.80	n/a	n/a	n/a	n/a	n/a
9-5-100 (52 Patt. Cmtry B)	3.80	650	0	0.40	3.40	0.11
*14-4-800 (Esker CR)	39.20	0	0	0	39.20	0
10-4-1700 (Army Landfill)	16.70	0	0	0.43	16.27	0.03
10-4-1702 85 Patton NEHP hospital	7.375	78,000 sf	.242	4.65	2.72	.37
14-4-1701 (BMS/Queen SWM)	14.40	0	0	0.01	14.39	0.00
*15-18-100 (15 Bulge - Red Tail GC)	98.40	12,722	0.01	3.57	94.83	0.04
16-18-200 16 Bulge Project Eagle	16.5	0	0	1.68	14.82	0.10
20-4-300 (116 Queenstown -)	11.10	58,291	0.14	1.44	9.66	0.13
20-4-400 (14 Robbins Pond – Parker)	11.07	53,785	0.11	2.55	8.52	0.23
ITB Totals:	1034.94	2,029,784	0.05	112.86	557.18	0.11

*Indicates a portion of the parcel is also zoned Open Space and Recreation.

ITB Future development potential: A number of large-scale projects were submitted near the end of 2020 and are expected to be permitted and built out over the next five years. Commonwealth Fusion Systems partnered with King Street Properties to propose a magnet factory at 117 Hospital and to locate a Fusion Research and Development Facility at 111 Hospital Road – the area that was subject of the 2016 zone change. Their master plan calls for an additional magnet facility, a parking garage, and educational buildings. King Devens, LLC acquired 45 Jackson, 57 Jackson and 75 Jackson in order to create a masterplan for a life sciences campus which is expected to be permitted and developed over the next five years as well.

A +/-16 acre parcel off of Bulge Road (former Army Davao Housing area) is also expected to be permitted in the near future.

The existing buildings of Sherman Square acquired by New England Studios could be demolished and the site redeveloped over the next five years. 33 Lake George Street and 41 Lake George Street could also see smaller light industrial development during the next five years. 11 Grant Road is a potential project site for another life science project.

11. Shirley Village Growth District II

- a. Locations: Area designated on the Zoning Map in the vicinity of the Army Reserve Enclave-Intelligence School in Shirley.
- b. Development Goals: The primary goal of this zoning district is to provide an area for small scale development involving office, light industrial, research and development, and compatible outdoor recreational, cultural, conference, institutional, and municipal types of uses, in a manner that is harmonious and in scale with abutting areas of Shirley Village. Additional siting requirements shall consider buffer requirements, site specific design requirements, industrial performance standards and retention of existing active recreation uses within the district.



This entire district remains within army jurisdiction. During the most recent five year review period work began on the addition of a storage facility by MassPort as part of a land swap between MassPort and DOD for property at Logan Airport. DEC staff provided comment on the proposed stormwater management for the project however this

was a federal project and outside of the DEC's jurisdiction. The project proponents indicated that the project would comply with federal stormwater management standards.

The table on the following page presents a parcel by parcel look at development within the Village Growth District II. The blue-highlighted parcels identify parcels on which activity has occurred between 2016-2020.



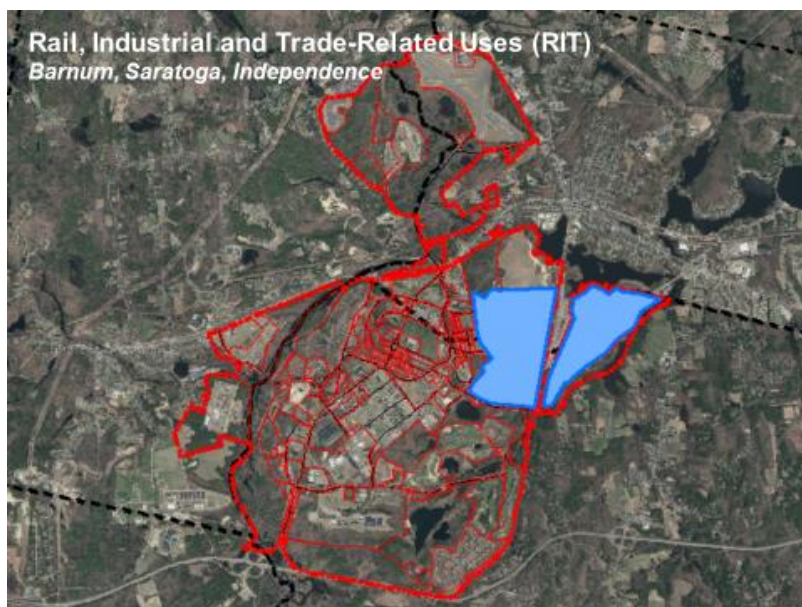
Village Growth District II (VGD2)						
Lot ID (Map Block Lot)	Lot Area (Acres)	Building Gross Floor Area (sq.ft.)	Floor-Area Ratio	Impervious Lot Coverage (Acres)	Pervious Lot Area (Acres)	Impervious Surface Ratio for Lot
*12-22-100 (Army Enclave E)	142.10	n/a	n/a	n/a	n/a	n/a
VGD2 Totals:	142.10	0	0.00	0	0	0.00

**Indicates a portion of the parcel is also zoned Open Space and Recreation.*

VGD2 Future development potential: This parcel is likely to remain in use for the Department of Defense.

12. Rail, Industrial, and Trade-Related

- a. Locations: Areas designated on the Zoning Map in the vicinity of Shepley Hill and Grove Pond to the North, Barnum Road to the south, and Cold Spring Brook to the east.
- b. Development Goals: The primary goal of this zoning district is to provide a development area that will generally be available to businesses that utilize or rely in whole or in part upon rail lines, surrounding rail-related uses, multi-modal transportation links, or trade with national or international emerging markets. Other uses in the district that generally support and enhance the transportation and trade-related uses will be encouraged. Additional siting requirements are included to protect the environment, particularly the aquifer.



This is the second largest development district in Devens and it has seen a great deal of redevelopment throughout 2016-2020. SMC, located at 18 Independence, fit out additional clean room areas, added a 3,100 square foot cooler addition in 2020 and in 2016, along with 66 Saratoga Boulevard, added one of the state's largest Solar PV Rooftop arrays. . The other half of 18 Independence is occupied by Instrumentation Labs (IL). In 2016 IL had a truck parking expansion, followed in 2020 by a compressor addition and in 2021 additional utility pad construction and interior cold storage area. In 2017, 66-68 Saratoga had a major expansion adding three rail spurs and a 429,173 sf building expansion. The following year they added a drive to allow egress around rear of the site and access to Independence Drive. The owners of 66 Saratoga and 18 Independence worked together to install safety modifications to their shared driveway in 2020. Republic Services acquired Devens Recycling in 2019 and installed a compactor for MSW inside the building in 2020.

The former Civilian Military Training Camp buildings were redeveloped in 2016. In 2019 the DEC overruled the Commissioners finding that a Dog Daycare use was not allowed in the district and voted to allow Dog Daycare to locate at this site. At 36 Saratoga, which also has frontage on Barnum Road, the DEC issued a unified permit for McGinnis Cement in 2018. McGinnis chose not to proceed with development during this period. At 29

Saratoga Integra completed a 41,000sf expansion. They changed their name to Avantor in 2020, and received various HVAC and other permits over this 5 year period.

137 Barnum had a change of tenants, welcoming Black Swan Energy in 2020, as did 58 Barnum which welcomed TM Electronics, also in 2020. At 112 Barnum Road Nypro (now Jabil) continued to fit up its interior space and in 2020 Vulcan Forms moved into the vacant balance of the building, adding a loading dock and various utility pads. Another large rooftop Solar PV system was added in 2018, bringing Devens on-site solar renewable energy generation to over 10MW. 78 Barnum (former Media News building) leased space for movie production users and worked with McGinnis Cement to locate a temporary cement trailer drop off area in the rear of the building.



Devens Public Works added sidewalks and bike lanes to Barnum Road during this five year period as we continue our efforts to implement Devens Complete Streets program.

The table on the following page presents a parcel by parcel look at development within the Rail, Industrial and Trade Related Uses District. The blue-highlighted parcels identify parcels on which activity has occurred between 2016-2020.

Rail, Industrial and Trade-Related (RIT)						
<i>Lot ID (Map Block Lot)</i>	<i>Lot Area (Acres)</i>	<i>Building Gross Floor Area (sq.ft.)</i>	<i>Floor-Area Ratio</i>	<i>Impervious Lot Coverage (Acres)</i>	<i>Pervious Lot Area (Acres)</i>	<i>Impervious Surface Ratio for Lot</i>
*26-13-1500 (Devens DPW)	13.05	68,756	0.11	5.74	7.31	0.44
26-13-200 (36 Independence – FBP J)	7.30	n/a	n/a	n/a	n/a	n/a
26-13-300 (66 Saratoga Q. Logistics)	43.76	839,083	0.37	28.05	15.71	0.64
26-13-600 (18 Ind. – Sonoco)	21.60	334,926	0.35	12.52	9.07	0.58
26-13-1900 (Ind & Cook SWM)	2.20	0	0	0	2.20	0
26-13-1300 (15 Independence – O'Reilly)	21.91	379,400	0.40	17.30	4.61	0.79
26-13-1800 (31 Ind. Vacant)	5.50	0	0	0	5.50	0
32-13-1100 (27 Cook – Routhier)	6.80	12,000	0.04	0.57	6.23	0.08
32-13-1801 (45 Independence – DRC)	11.10	96,195	0.20	6.15	4.95	0.54
27-13-800 (50 Independence – Regency/USG)	15.10	231,840	0.35	10.00	5.10	0.68
33-13-900 (51 Independence - Rock Tenn)	17.50	226,751	0.29	10.99	6.51	0.63
21-13-500 (36 Saratoga – NE Sheets)	19.40	162,000	0.19	9.45	9.95	0.49
21-13-1200 (18 Saratoga – Waiteco)	4.57	22,880	0.13	1.60	2.97	0.35
21-13-400 (45 Saratoga – Ryerson)	12.70	140,318	0.25	6.44	6.26	0.51
*21-13-1600 (Vacant – 1C)	9.05	0	0	0.71	8.34	0.08
21-13-1400 (29 Saratoga – Avantor)	4.40	70,000	0.36	1.71	2.69	0.66
*21-13-100 (11 Saratoga -Army)	13.90	n/a	n/a	n/a	n/a	n/a
21-13-2000 (Saratoga – Vacant)	1.13	0	0	0	1.13	0

Rail, Industrial and Trade-Related (RIT)						
<i>Lot ID (Map Block Lot)</i>	<i>Lot Area (Acres)</i>	<i>Building Gross Floor Area (sq.ft.)</i>	<i>Floor-Area Ratio</i>	<i>Impervious Lot Coverage (Acres)</i>	<i>Pervious Lot Area (Acres)</i>	<i>Impervious Surface Ratio for Lot</i>
*21-13-1700 (Saratoga SWM)	11.20	0	0	0	0	0
*20-13-1000 (235 Barnum – Quiet)	16.00	183,900	0.26	9.60	6.40	0.60
21-16-600 (Barnum Vacant)	2.83	0	0	0	0	0
21-16-500 (Barnum Vacant)	11.00	0	0	0.23	10.77	0.02
21-16-501 (Barnum Pump St)	0.32	285	0.03	0.03	0.29	0.09
21-16-400 (137 Barnum – SystemH20)	6.40	81,000	0.29	4.05	2.35	0.63
21-16-301 (Barnum – GMX)	1.32	0	0	1.01	0.31	0.77
21-16-300 (Barnum – GMX)	8.70	104,700	0.28	6.87	1.83	0.79
22-17-600 (Barnum SWM)	2.41	0	0	0	2.41	0
27-16-200 (Barnum Army Enclave I)	53.94	275,493	0.12	32.74	21.20	0.39
27-17-500 (112 Barnum Jabil/Vulcan)	23.22	475,460	0.47	16.44	6.78	0.75
34-16-100 (45 Barnum ANG)	60.40	n/a	n/a	n/a	n/a	n/a
28-17-100 (78 Barnum – Media News)	8.30	74,416	0.20	3.24	5.06	0.39
28-17-200 (68 Barnum – NBK)	3.50	50,000	0.33	2.40	1.10	0.69
28-17-400 (58 Barnum Maxant)	3.20	28,600	0.21	1.63	1.57	.51
34-17-300 (56 Barnum – Dunkin)	2.30	21,905	0.22	1.59	0.70	0.69
34-17-800 (50 Barnum JP Sullivan)	2.00	0	0	0	2.00	0
*22-17-600 (Barnum Vacant)	7.48	0	0	0.01	7.47	0
RIT Totals:	455.49	3,879,908	0.20	191.07	168.77	0.42

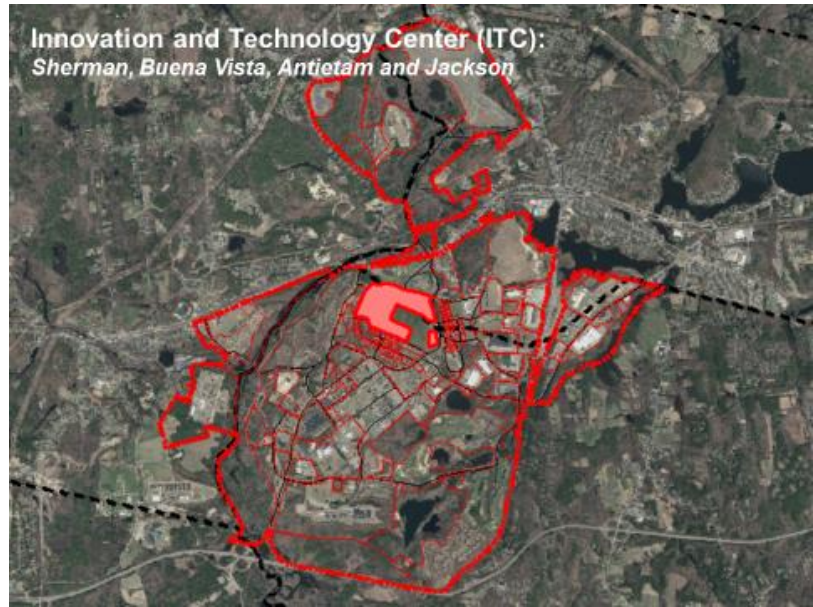
*Indicates a portion of the parcel is also zoned Open Space and Recreation.

RIT Future development potential: 151 Barnum was acquired by Steve Goodman and we expect a unified permit to be submitted in the near future. Republic has discussed expansion of rail use, and 33 Independence

could be developed during this period as could the former McGinnis Cement site. MassDevelopment expects to have sold off all of their holdings in this district early in the next five year period.

13. Innovation and Technology Center

- a. Locations: Area in the vicinity of Vicksburg Square.
- b. Development Goals: The primary goal of this zoning district is to provide an urban center for the Devens Regional Enterprise Zone in which incubator ventures and a broad range of businesses are encouraged. Its combination of historic buildings and traditional open space provides an environment unique to the former base and allows for an intensity of both business and public uses that is singular to Devens. Development of design, siting, and retrofitting criteria should be flexible in order to accommodate a wide range of users and their special needs, and any ancillary support services. A major theme for this zone is to encourage and promote the development of academic and educational support links for the entire Devens Regional Enterprise Zone, as set forth in the Reuse Plan.



Clear Path for Veterans New England continued its historic rehab of former army hospital and associated site improvements throughout 2018-2020, plus they received numerous event permits during the period to support their operations. Vicksburg Square had security fencing and cameras installed. The Learning Express received approval from Mass Historic Commission to replace its roof and Rogers Field was rezoned from ITC to Open Space and Recreation to better protect this National Register landscape in accordance with the most recent Devens Open Space and Recreation Plan.



The following table presents a parcel by parcel look at development within the Innovation and Technology Center District. The blue-highlighted parcels identify parcels on which development has occurred between 2016-2020.

Innovation and Technology Center (ITC)						
<i>Lot ID (Map Block Lot)</i>	<i>Lot Area (Acres)</i>	<i>Building Gross Floor Area (sq.ft.)</i>	<i>Floor-Area Ratio</i>	<i>Impervious Lot Coverage (Acres)</i>	<i>Pervious Lot Area (Acres)</i>	<i>Impervious Surface Ratio for Lot</i>
31-2-400 (4 Antietam – Clear Path for Veterans NE replaces Eglomesie)	2.80	20,969	0.17	1.07	1.73	0.38
31-2-200 (29 B. Vista – Learning Exp.)	0.50	10,503	0.48	0.12	0.38	0.24
31-2-500 (23 B. Vista – Verizon)	0.42	2,172	0.12	0.10	0.32	0.24
25-2-100 (2 B. Vista – Commandant House P-300)	1.20	3,190	0.06	0.21	0.99	0.18
25-2-1100 (Vacant)	13.18	0	0	0	13.18	0
25-2-1000 (101 Sherman)	1.80	8,200	0.11	0.75	1.1	0.39
25-2-900 (99 Sherman)	3.90	26,075	0.15	1.36	2.54	0.35
25-2-800 (100 Sherman Com. Cntr.)	10.90	21,730	0.05	3.0	7.90	0.28
25-2-700 (Rogers Field)	40.00	0	0	0.12	39.88	0.00
*25-9-100 (Church)	9.60	23,000	0.06	2.18	7.42	0.23
25-2-1600 (59 Buena Vista) (Vicksburg, Theater & Police)	20.30	389,895	0.44	11.50	8.80	0.57
25-2-300 (67 Buena Vista)	2.00	13,584	0.16	0.97	1.03	0.49
25-2-1200 (Vacant)	3.40	0	0	0.57	2.83	0.17
31-2-1300 (Vacant)	11.22	0	0	0.11	11.11	0.01
31-2-1400 (Vacant)	2.70	0	0	1.35	1.35	0.50
31-2-1500 (Vacant)	1.44	0	0	0.04	1.40	0.03
ITC Totals:	125.36	519,318	0.10	23.45	101.96	0.19

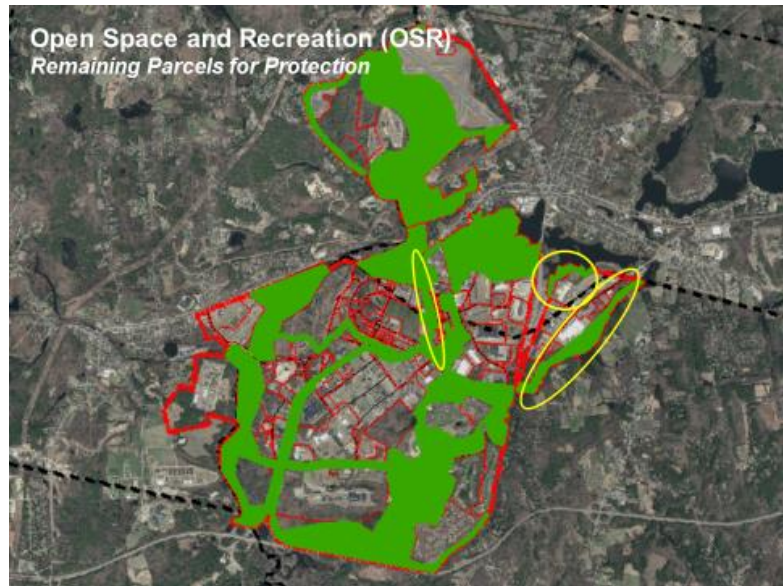
*Indicates a portion of the parcel is also zoned Open Space and Recreation.

ITC Future development potential: The available lots within this district can serve smaller uses and we could begin to see this area develop over the forthcoming five year development period. 67 Buena Vista (currently vacant) could see may PCI expanding into the site from their existing facilities at 100 Sherman. The former chapel site could see interest during this period. A sensitive approach will be needed throughout the district due to proximity to existing residences. Vicksburg Square will need to undergo a rezoning to allow residential uses in order for it to be redeveloped. We hope to see that occur during this next five year period.

14. Open Space and Recreation

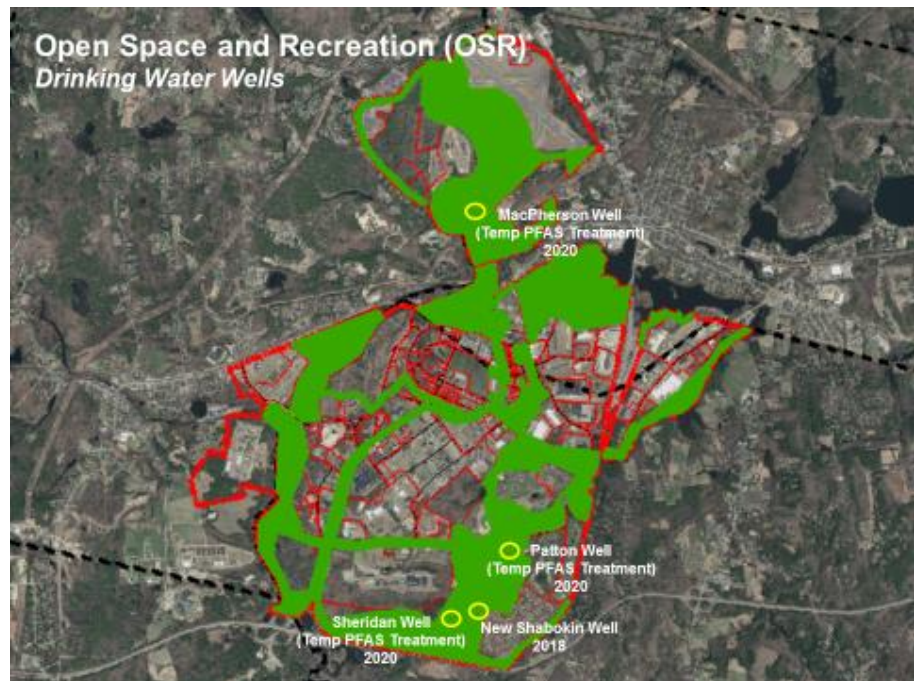
a. Locations: Areas designated on the Zoning Map throughout Devens.

b. Development Goals: The Open Space and Recreation zoning district is considered a primary and essential component of the Reuse Plan. The goal of this zoning district is to preserve and enhance the natural beauty and sensitive natural resources of Devens and serve as a buffer and transition zone for other uses. In addition, uses are expected to serve a wide range of passive and active recreational needs of the Devens Regional Enterprise Zone and the region as a whole. Large-scale facilities for open air concerts are prohibited in this district.



Through the past efforts of the Devens Open Space and Recreation Advisory Committee and its various partners, the total amount of permanently protected land in Devens is currently over 1400 acres. This has helped to satisfy a number of important goals of the Devens Open Space and Recreation Plan, including the protection of sensitive ecosystems, wildlife habitat, scenic views and significant landscape features.

During this five year period, the DEC continued to acquire and manage open space in accordance with the Devens Open Space and Recreation Plan. The Shepley Hill Conservation Restriction markers were installed to clearly identify this area as conservation land and provide contact information for the general public. Devens Disc Golf added a storage shed to this area in 2018 to accommodate their course maintenance equipment. In 2020, the DEC



acquired two small open space parcels in the Grant Road area as part of the Emerson Green 124 unit Innovative Residential Development. These forested parcels were permanently protected for habitat and passive recreational use. In the Mirror Lake Conservation area, a Level 1 permit was issued to allow for the replacement of the snack shack area in 2019. 234 Barnum, Loaves and Fishes is located in the Open Space and Recreation District. It saw an expansion in 2018 along with a cooler addition in 2017.

Various improvements to MassDevelopment well infrastructure to remediate PFAS contamination to achieve non-detect levels in our public water supply occurred during this five year period. This includes temporary and permanent fixes installed at MacPherson Well, Patton Well, and Shabokin Well. The following table presents a parcel by parcel look at conservation and development within Open Space and Recreation District areas. The green highlighted parcels are those that have or will be permanently protected from development. The blue-highlighted parcels identify parcels where activity has occurred between 2016-2020.

Open Space and Recreation (OSR)						
<i>Lot ID (Map Block Lot)</i>	<i>Lot Area (Acres)</i>	<i>Building Gross Floor Area (sq.ft.)</i>	<i>Floor-Area Ratio</i>	<i>Impervious Lot Coverage (Acres)</i>	<i>Pervious Lot Area (Acres)</i>	<i>Impervious Surface Ratio for Lot</i>
31-99-1000 (Willard Field)	26.68	2,370	0	0.68	26.00	0.03
31-99-900 (UNACC)	19.14	7,596	0.01	2.49	16.65	0.13
31-99-401 (W. Main Sub St)	1.17	1,030	0.02	0.12	1.05	0.10
35-399-400 (USFW W.Main)	24.20	0	0	1.14	23.06	0.05
35-399-500 (USFW MacPhrs)	373.10	0	0	0	373.10	0
35-00-700 (MacPrs Well)	0.50	870	0.04	0.13	0.37	0.26
26-99-601 (Transitions)	1.83	15,620	0.20	0.38	1.52	0.21
20-99-1100 (Adams Circ.)	19.40	10,018	0.01	1.13	18.27	0.06
26-99-1600 (Vacant)	9.00	0	0	0	9.00	0
26-13-2200 (Saratoga Sub)	1.93	400	0.01	0.13	1.80	0.07
26-99-500 (Bates/Saratoga)	4.40	0	0	0	4.40	0
26-99-1700 (DPW Soccer Field)	7.23	5,250	0.02	0.14	7.09	0.02
26-99-600 (Auman/Bates)	1.66	0	0	0	1.66	0
26-99-700 (Auman/Jackson)	2.73	0	0	0	2.73	0
26-99-800 (Auman/Jackson)	4.16	0	0	0	4.16	0
20-99-102 (USPS)	0.22	1,600	0.18	0.09	0.13	0.41
20-99-101 (Loaves& Fishes)	1.65	7309	0.10	0.69	0.96	0.42
15-99-100 (Robbins Pond)	67.00	500	0.00	0.01	66.99	0.00
6-99-201(Mirror Lake CR)	146.23	2,300	0.00	0.94	145.29	0.01
10-99-200 (Mirror Lake Parking and Patton Well)	22.50	600	0.00	1.14	21.36	0.05

Open Space and Recreation (OSR) continued...						
<i>Lot ID (Map Block Lot)</i>	<i>Lot Area (Acres)</i>	<i>Building Gross Floor Area (sq.ft.)</i>	<i>Floor-Area Ratio</i>	<i>Impervious Lot Coverage (Acres)</i>	<i>Pervious Lot Area (Acres)</i>	<i>Impervious Surface Ratio for Lot</i>
11-99-103 (Cold Spring Bk Patton)	29.00	0	0	0	29.00	0
16-99-105 (Cold Spring Bk - Patton)	20.70	0	0	0	20.70	0
22-17-700 (Cold Spring Bk – Barnum)	53.30	0	0	0	53.30	0
24-399-300 (USFW Shirley)	79.90	0	0	0	79.90	0
4-399-200 (USFW Grant Rd)	213.11	0	0	0	213.11	0
(35-399-400) MacPherson 1	24.20	0	0	1.14	23.06	0.05
18-99-1300 (Hospital Rd North)	5.86	0	0	0	5.86	0
18-21-1300 (Hospital Rd South)	5.66	0	0	0	5.66	0
19-299-2 (Jackson ROW)	28.10	0	0	9	19.10	0.68
4-199-102 (JacksonGateW)	4.14	0	0	0	4.14	0
4-199-101 (JacksonGate E)	5.27	0	0	0.1	5.27	
2-399-100 (USFW Sheridan)	142.40	0	0	2.4	140	0.02
2-99-202 (Shabokin Well)	7.00	1,370	0.00	0.11	6.89	0.02
10-99-104 (ASP Bog CR)	22.00	8,400	0.01	0.19	21.89	0.01
32-99-400 (Shepley Hill)	63.00	1,000	0.00	0.04	62.96	0.00
32-99-1800 (Shepley Landfill)	118.00	2,200	0.00	0.07	117.30	0.00
OSR Totals:	1,556.37	68,433	0.001	22.26	1533.73	0.01

OSR Future development/conservation potential: Work continued during the five year period to place Conservation Restrictions as recommended in the Devens Open Space and Recreation Plan for Grove Pond, Cold Spring Brook, and Willow Brook areas. We expect these restrictions to be completed during the next five year period. We expect to see minor changes to the Loaves and Fishes facility as they continue to ramp up service and adapt to their changing client needs. Regional recreation activities are expected to continue and work on trail connections to the surrounding towns is also expected to happen over the next 5 years as we collaborate with Ayer, Harvard, Shirley, US Fish and Wildlife Service, and our regional transportation partners to continue implementation of the Devens Complete Streets Plan, Regional Trails Initiative, and Devens Open Space and Recreation Plan.

DEC's Goals for the next Five Years:

To ensure development continues to further the goals and objectives of Chapter 498 and the Reuse Plan, and to build back stronger from the COVID-19 pandemic as we look ahead to the next 5 years (2021-2025), the DEC will focus its efforts on the following:

1. Collaborating with Towns, educational institutions and other organizations in the region and beyond on areas of mutual interest that advance the goals of the Devens Reuse Plan and the Devens Forward Climate Action and Resilience Plan through:
 - Collaboration around shared infrastructure, educational and service projects with Tufts, green walls with BMS; and eco-industrial development and net zero energy building.
2. Continuing to prioritize and support the sustainable redevelopment of Devens through:
 - Continued support of the Devens Eco-Efficiency Center as a value added feature for business and industry locating at Devens.
 - Implementation of the Devens Forward Climate Action and Resilience Plan.
 - Revising existing green building and renewable incentive programs in support of the Devens Forward Climate Action and Resilience Plan.
 - Continued tracking of sustainable development indicators.
 - Implementation of the Apple Country Natural Climate Solutions project and continuing to implement green infrastructure whenever the opportunity presents itself, including, but not limited to pocket forests and street tree planting and replacement programs.
 - Conducting Circular Economy educational events in support of regional economic development.
3. Expanding on our past successes to support diverse and equitable transportation opportunities for the Devens region, its employees and residents through:
 - Continued exploration of areas to collaborate around transportation issues such as the Nashoba Regional Greenway Coalition; the Devens Shuttle; updating the Complete Streets Policy to include a Green Streets component and creating a pilot project based on the revised policy;
 - Continued support for connecting Devens to the Fitchburg Line and the Devens Shuttle through enhanced marketing and outreach.
 - Continued improvement to safety, accessibility, and connectivity in Devens, the surrounding communities and region through new trails, sidewalks, bike lanes and Transportation Demand Management strategies.
 - Supporting the continued use of freight rail in the Rail Industrial and Trade Related Uses (RIT) zoning district
4. Upgrade the operations of the Commission by:
 - Updating the DEC website.
 - Continuing to manage Conservation Restrictions held by the Commission and to integrate public health considerations into all of our decisions.
 - File management.
 - Hiring additional staff to better manage existing and future workloads.
5. Remaining focused on the end point of Chapter 498 and the process to reach it. Continue dialog with Devens residents, businesses, surrounding communities and MassDevelopment.
6. Maintaining Fiscal independence.

The Commission is clear that its primary job remains overseeing the expedited permitting process that has become Devens' signature. Maintaining a supportive and consistent regulatory environment remains a high priority of the Commission. Toward that end the DEC will continue to review and assess its regulations, policies, guidelines and incentives to ensure they provide a streamlined and comprehensive process that is easy for Applicants to navigate but that still upholds the key values and intention of the Reuse Plan and Bylaws.

Conclusion:

Another extremely busy five years has transpired within the Devens Regional Enterprise Zone and a lot has been accomplished from both a development, as well as conservation perspective. With over 6000 new employees and new projects being constructed, and over 1400 acres of land permanently protected, we anticipate continued growth and successful implementation the Devens Reuse Plan for the benefit of Devens, Ayer, Harvard, Shirley, and the entire region.

Despite a global pandemic, Devens redevelopment continued at an extremely rapid pace towards the end of 2020. We expect this growth to continue as a number of projects that were permitted in 2020 begin construction.

For more details on all of the projects that unfolded over the past five years, please see the corresponding DEC Annual Reports which can be found on-line at:

2016: [https://www.devensec.com/meetings/2016 DEC Annual Report Final.pdf](https://www.devensec.com/meetings/2016_DEC_Annual_Report_Final.pdf)

2017: [https://www.devensec.com/meetings/2017 DEC Annual Report%20 final.pdf](https://www.devensec.com/meetings/2017_DEC_Annual_Report%20final.pdf)

2018: <https://www.devensec.com/meetings/2018%20DEC%20Annual%20Report%20Final.pdf>

2019: [https://www.devensec.com/meetings/2019 DEC Annual Report FINAL.pdf](https://www.devensec.com/meetings/2019_DEC_Annual_Report_FINAL.pdf)

2020: [https://www.devensec.com/meetings/2020 DEC Annual Report final.pdf](https://www.devensec.com/meetings/2020_DEC_Annual_Report_final.pdf)

Printed copies are available from the Devens Enterprise Commission office during normal business hours.