



DEVENS ENTERPRISE COMMISSION
5-Year Review
2006-2011

TABLE OF CONTENTS

EXECUTIVE SUMMARY	ii
INTRODUCTION	1
DISTRICT DEVELOPMENT ANALYSIS AND ASSESSMENT:	
Parcel by parcel review of Development over the last 5 years.....	1
<i>Environmental Business Zone</i>	1
<i>Gateway I: Jackson</i>	2
<i>Gateway II: Verbeck</i>	3
<i>Special Use District I</i>	4
<i>Special Use District II</i>	5
<i>Residential I</i>	6
<i>Residential II</i>	7
<i>Business Community Services I</i>	8
<i>Village Growth District I</i>	9
<i>Innovation and Technology Business</i>	10
<i>Village Growth District II</i>	13
<i>Rail, Industrial, and Trade-Related</i>	14
<i>Innovation and Technology Center</i>	18
<i>Open Space and Recreation</i>	19
INFRASTRUCTURE IMPROVEMENTS	21
DEVENS SUSTAINABLE DEVELOPMENT INITIATIVES	21
DEVELOPMENT PERMITTING 2006-2011.....	23
COMMUNICIATIONS	24
DISPOSITION/REGIONALIZATION	24
ENVIRONMENTAL REMEDIATION	24
DEVELOPMENT UPDATES FROM 2000-2005 REPORT	25
LOOKING AHEAD:	
The next 5 years at Devens	26
CONCLUSION.....	27
APPENDIX	
LINKS TO ANNUAL REPORTS – 2006 – 2011.....	28



**DEVENS ENTERPRISE COMMISSION (DEC)
5-Year Review
2006-2011**

EXECUTIVE SUMMARY

This 2011 report provides a detailed overview of redevelopment within the Devens Regional Enterprise Zone over the last 5 years (2006-2011) from the perspective of the DEC and fulfills the requirements of Chapter 498 and the Devens Bylaws.

Sustainable Redevelopment of Devens: The primary Goal of the 1994 Devens Reuse Plan remains relevant today, fifteen years after Devens was transferred from the Department of Defense to the Commonwealth, namely that “Development must be sustainable, which means achieving a balance of economic, social and environmental needs while maintaining and enhancing the natural resource base. “ During the last five year development period, 2006-2011, the DEC has continued its efforts to successfully collaborate with MassDevelopment to position Devens as a successful Eco-Industrial Park.

The Devens Eco-Efficiency Center was launched during this period and the Center’s goals are to assist businesses in the region and in Devens in particular to green their operations. These efforts include our EcoStar environmental branding and achievement program, series of environmental and business related workshops and roundtables, hosting (along with Yale University) a 2008 workshop of the International Society of Industrial Ecology’s Eco-Industrial Development/Industrial Symbiosis Research Symposium at Devens, entering into a base twinning agreement (similar to a sister city relationship) with the former Debert Air Force base and the Colchester County Redevelopment Authority in Truro, Nova Scotia, Canada, leading a mobile workshop to Devens as part of the American Planning Association National Conference in Boston in 2011 and having staff lead a webinar on Devens and Eco-industrial Development in September 2011. Our regulation updates and work to support Devens net zero housing initiatives also support these sustainability goals embedded in our Reuse Plan, the Devens By-laws and the DEC’s Rules and Regulations (974 CMR).

Achieve Success: Another Reuse Plan Goal calls for the Commission to focus on its unified permitting process and through the redevelopment process to “Demonstrate the interdependence of economic development and environmental protection and the symbiosis of public and private uses.” Attracting Bristol-Myers Squibb (BMS) and its \$1.1 Billion investment in Devens went a long way toward implementing this goal. BMS’ corporate mission is sustainable development and the convergence of these goals was not lost on the Commission and the Commonwealth. Devens’ adherence to strict environmental standards and our fast track unified permitting system proved the right combination to attract BMS to Devens.

Over 5,400,000 square feet have been developed at Devens since the base was closed fifteen years ago. More than 4,250 people worked in Devens in 2005 with combined estimated wages of nearly \$220 million according to a February 2006 survey conducted by Jeffery Donohoe Associates of New Hampshire. The University of Massachusetts Donahue Institute has begun an updated survey scheduled for release at the end of the first quarter of 2012. Currently, more than eighty companies are located in Devens.

With the recent recession impacting firms, a turnover has occurred within Devens. Gillette was purchased by Procter and Gamble and their distribution facility closed. Kraft sold its warehouse at Devens to Sunny Delight who closed this facility as well. Anheuser-Busch also closed its cross-dock facility at Devens. As 2011 begins its final quarter, many of these warehouses are beginning to fill back up. Quiet Logistics has taken a large portion of the former Gillette distribution facility. Another firm appears poised to enter a lease agreement for the entire Sunny Delight warehouse and the Commission has worked with other property owners to modify and amend their permits in an effort to make their facilities more attractive in the marketplace. Our average time to review and permit a unified permit application remains well under the 75 days allowed in our enabling legislation

(58 days +/-). This ability to deliver fast track unified permitting remains one of the main attractors of firms to Devens. A detailed analysis of development over the last five years on a district by district basis is also included in this report.

Balance Local, Regional and State interests: This goal of the Devens Reuse Plan has proven to be the most elusive to date. In 2006, Disposition efforts to update the Reuse Plan and By-laws and create a new Town of Devens, while returning portions of the base to the underlying communities of Ayer, Harvard and Shirley, failed at the simultaneous Town Meetings required under Chapter 498 of the Acts of 1993. A more modest effort to allow additional housing and mixed use at the former Vicksburg Square also was defeated when brought forward by MassDevelopment for a vote following this legislative process. Feedback from the effort cited the lack of a specific plan and specific private sector interest as one of the reasons for its failure. Trinity Financial is attempting to move this concept forward as a private sector developer pushing a specific project and this will be put before voters in another simultaneous town meeting in early 2012 if all goes according to plan.

Not all regional efforts have failed though. One tremendous regional success has been the Devens Household Hazardous Products Collection Facility. The Devens Eco-efficiency Center, in collaboration with MassDevelopment, was able to launch a successful regional initiative to locate a Regional Household Hazardous Waste Facility at the Devens DPW. After three years of planning and effort this project was launched in July 2011.

The DEC as an organization is committed to continuous improvement. As part of that commitment we evaluate our regulations and processes on a regular basis. This has led to updating our Regulations to better address current trends in stormwater management, water supply protection, licensing of flammables, and greenhouse gas mitigation and regulation. Working with Devens residents, the Commission will attempt to amend the Devens Housing Redevelopment Historic Preservation Plan 2000 to address changes with materials allowed for windows, sheds and roofing – common issues that have arisen over the past five years.

Perhaps the DEC's biggest challenge has arisen around the enforcement of the DEC's Industrial Performance Standards for Noise. Between 2009 and November 2011, the DEC has dealt with a number of contentious industrial noise complaints – the principle issue being Evergreen Solar's Barnum Road facility in Devens. The Commission has since resolved the majority of violations but has also adopted new procedures and policies for dealing with complaints and industrial performance standards to proactively address these issues during permitting.

Looking forward: the next five years. The Commission is clear that its primary job remains overseeing the expedited permitting process that has become Devens' signature. A movie studio is poised to join the diversified array of businesses that have chosen to locate their facilities at Devens. Several solar photovoltaic projects are inquiring about locating within the Devens Regional Enterprise Zone and there is the potential for BMS to add additional drug lines within their Devens corporate campus.

Maintaining a supportive and consistent regulatory environment to implement the goals and objectives of the Devens Reuse Plan is another high priority of the Commission. Toward that end the DEC has recently approved regulatory changes to Site Plan, General Regulations, Greenhouse Gas Mitigation, Renewable Energy and Public Health Regulations. Additional amendments are being prepared to the Administrative, Site Plan Review, and Innovative Housing Regulations (974 CMR 1.00, 3.00, and 5.00) to better align DEC regulations with sustainable building trends. These amendments will also assist in implementation of the redevelopment of the Grant Road housing area in a more sustainable manner utilizing the reserved "Innovative Residential Development" portions of the Regulations and the official map process allowed under Chapter 498. Such measures will help assure that residential housing remains expedited and in conformance with the Devens Reuse Plan. The redevelopment of the Grant Road housing area over the next five years would aid in balancing the housing-jobs mix and promote the development of a more sustainable and complete community at Devens.

The Commission hopes to see additional regionalization efforts mature at Devens in the forthcoming five years. Regional 9-1-1 Emergency Services seems the most likely regionalization scenario to move toward implementation. We hope that the communities can come to agreement about amending the Reuse Plan and Devens By-laws to allow the development of the Shirley Village Growth area and Vicksburg Square within this time period.



DEVENS ENTERPRISE COMMISSION 5-Year Review 2006-2011

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 2011 report provides a detailed overview of redevelopment within the Devens Regional Enterprise Zone over the last 5 years (2006-2011) from the perspective of the DEC and fulfills the requirements of Chapter 498 and the Devens Bylaws.

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 2007 this facility received a Unified Permit from the DEC to upgrade its capacity from 3.0 Million Gallons per Day (MGD) to 4.65 MGD by constructing a new SBR tank at the treatment facility, installing a new chemical storage tank at a nearby pump station and directional drilling for a new 18" sewer line underneath the Nashua River. These upgrades helped to support the Bristol-Myers Squibb project and also helped to facilitate additional future development within Devens.



Sensitive habitats including wetlands and vernal pools (supporting State listed species of special concern), coupled with compatibility with adjacent residential uses and access constraints from Walker Road, have resulted in MassDevelopment working closely with the Town of Shirley and the Natural Heritage Endangered Species Program (NHESP) to identify two potential development parcels within the EBZ that could be developed, with the balance lands (113+/- acres) being permanently protected through a Conservation Management Plan to be approved by NHESP. These measures are in conformance with the 2008 Devens Open Space and Recreation Plan's recommendations for the area. In late 2011, the DEC approved a solar photovoltaic ground-mounted solar panel farm for one of the 28 acre parcels within the EBZ. This solar bright-field project will produce over 2 MW of renewable energy per year when fully developed and due to its relatively minor impacts on traffic, noise, lighting and access, appears to be a good fit for the EBZ.

The following table presents a parcel by parcel look at development within the EBZ. The green highlights identify parcels that have or will be permanently protected from development. The blue-highlighted parcels identify parcels on which development has occurred between 2006-2011:

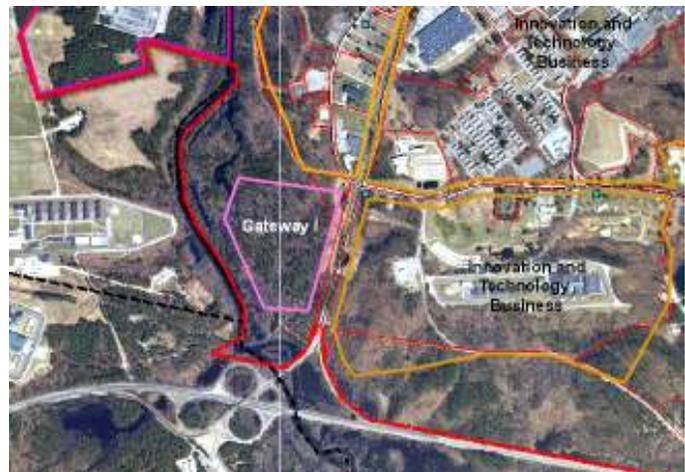
Environmental Business Zone (EBZ)						
<i>Lot ID (Map Block Lot)</i>	<i>Lot Area (Acres)</i>	<i>Building Gross Floor Area (sq.ft.)</i>	<i>Floor-Area Ratio</i>	<i>Impervious Lot Coverage (Acres)</i>	<i>Pervious Lot Area (Acres)</i>	<i>Impervious Surface Ratio for Lot</i>
40-14-200 (Devens WWTP)	50.00	48,400	0.02	4	46	0.08
*39-14-100 (EBZ-1 Citizens)	28.87	0	0	0.6	28.27	0.02
*39-14-100 (EBZ -2 Vacant)	26.00	0	0	0	26	0
39-14-100 (CR - tentative)	113.00	0	0	0	113	0
*35-399-600 (USFWS)	27.53	0	0.00	0	27.53	0
EBZ Totals:	245.4	48,400	0.00 (avg)	4	240.80	0.02 (avg)

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

2. Gateway I: Jackson

a. Locations: Area designated on the Zoning Map in the vicinity of Jackson Gate on the westerly side of the roadway.

b. 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.



A stormwater management detention/retention facility has been constructed to accommodate drainage from portions of Lake George Street and the new Jackson Road interchange and realignment that was completed in 2005. The design for Jackson Road anticipates future expansion to four lanes versus the current two lane configuration. MassDevelopment continues to maintain the detention ponds which have become very active wildlife habitat (frequent sightings of deer and small mammals). US Fish and Wildlife Service lands (Oxbow National Wildlife Refuge) abut this District and future trails will connect this area with the recently approved USFWS Visitor contact station off of Hospital Road to the northwest and the new Goddard Memorial trail to the southeast.

The following table presents a parcel by parcel look at development within the Gateway I District. The green highlights identify parcels that have or will be permanently protected from development. The blue-highlighted parcels identify parcels on which development has occurred between 2006-2011:

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(avg)	0	215.41	0.00(avg)

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

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. The Shriver Job Corps is a Federal use (Department of Labor) and worked with the DEC and Mass Development to assure that the project was built in the spirit of the Reuse Plan and By-Laws. The former elementary school is still being leased to the Parker Charter School and in 2007, they purchased a (salvaged) modular school building from Mt Wachusett Regional School District in Holden and reassembled it on site at Devens, enabling them to nearly double their useable facility space. This, in addition to the reuse of the Devens school, are great examples of reuse and maximizing the embodied energy in these buildings (the greenest buildings are the ones we reuse!). This redevelopment project also resulted in LID parking lot drainage improvements, eliminating point discharge into Willow Brook, helping to improve water quality in Willow Brook. Students from Parker have actively participated in EcoStar (hosted Climate Change workshop for Devens Businesses and showed how to conduct a GHG inventory), created and installed interpretive signage for vernal pools on Devens, as well as created

butterfly gardens and installed wood duck and bluebird nesting boxes in Devens open space). This use is an excellent example of how Devens Redevelopment is meeting the sustainable redevelopment goals and how occupants are adding value to Devens environment. The Verbeck Gate itself is listed as a historic resource and will need to be preserved.

The following table presents a parcel by parcel look at development within the Gateway I District. The green highlights identify parcels that have or will be permanently protected from development. The blue-highlighted parcels identify parcels on which development has occurred between 2006-2011:

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(avg)	0	18.95	0.38(avg)

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

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. Recent regulation amendments 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.

In 2008 MassDevelopment commenced removal of the housing due to contamination issues. To date, half of 71 housing slabs have been removed and work continues on removal of the remaining slabs. The Salerno Circle area is adjacent to Mirror Lake and contains areas of steep slopes. In 2009 the DEC adopted a Slope Resource Overlay District which protects these slope areas from development, furthering the goals and recommendations of the 2008-2013 Devens Open Space and Recreation Plan. A portion of this district has been made part of the Devens Golf Course Inc.'s (Red Tail) eighteen hole sustainable certified golf course. Reuse of the Salerno housing area as a golf course green utilizes already disturbed areas for an open space use. While there has been numerous inquiries for redevelopment, to date, there has been no new development.

The following table presents a parcel by parcel look at development within the Special Use District I. The green highlights identify parcels that have or will be permanently protected from development. The blue-highlighted parcels identify parcels on which development has occurred between 2006-2011:

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	2.97		0
SUD1 Totals:	178.27	0	0.00 (avg)	10.23	168.04	0.03 (avg)

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

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.

Subsurface contamination from past Army activity and ongoing bio-remediation in the northwesterly portion of this District (AOC 50) imposes additional development constraints. Similar to the EBZ solar bright-field project, a 4-6 MW solar photovoltaic ground-mounted panel field may be the next development proposal for this area, due to its relatively minor impacts on traffic, noise, lighting and access (negating the need for costly infrastructure improvements).

The following table presents a parcel by parcel look at development within the Special Use District II. The green highlights identify parcels that have or will be permanently protected from development.

Special Use District II (SUD2) - Airfield						
<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>
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(avg)	70.26	160.63	0.15(avg)

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

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. No new development has taken place since. The Slope Resource Area Overlay District adopted by the DEC in 2009 will aid in preserving certain sensitive and unique natural geologic features within the Grant Road housing area and also aid in achieving the goals and objectives of the 2008-2013 Devens Open Space and Recreation Plan.

The DEC currently has regulations in place to address the redevelopment of housing in this area, however these regulations remain unused and a difficult tool to use to accomplish the goal of a master planned redevelopment of the district. As part of the current regulations for this district, an Innovative Development section was left reserved. The DEC has been working on developing innovative residential development regulations that would give the option for more sustainable forms of residential development that will meet the sustainable redevelopment goals of Devens (energy efficient development, smart growth, green infrastructure, connections to open space, complete streets). The US Green Building Council's LEED for Neighborhood Development certification program combines all of these sustainable neighborhood attributes and has been used extensively in the development of these new innovative regulations. To date the efforts have focused on developing a useable approach to laying out a street network for the district using the Official Map Process as a new tool for redevelopment of the area. In 2008, the DEC also formed a steering committee with representatives from the communities of Ayer, Harvard, Shirley, Devens and MassDevelopment to provide guidance and input on the major concepts to be incorporated into the new regulations for this district. The DEC also hired ICON Associates to work with the Commission to draft these regulations. Changing workloads and priorities throughout 2009-2011 shifted the DEC's attention to more pressing matters of current enforcement and permitting, resulting in a delay in moving forward with these draft regulations. However, work continues on the development of these innovative residential regulations and the DEC intends to reconvene the Steering committee for additional input and is aiming to have these Innovative Regulations fully developed and to public hearing sometime in 2012.

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 included non-historic former army barracks that were converted for shelter use under the McKinney Act. The former army barracks were demolished in 2007 and the shelter use was temporarily re-located to another existing building within Devens. A portion of the site was redeveloped by MassDevelopment and in 2010, MassDevelopment opened a new 13-unit multi-family shelter that recently received LEED Gold certification – furthering the triple bottom-line goal of economic, social and environmental sustainable redevelopment.

In 2009, the DEC developed regulations to facilitate energy efficient housing by allowing a reduction in frontage in return for more efficient housing designs (certified as 60 or lower on the Home Energy Rating System - HERS. This is 40% below current Massachusetts Building Code minimum requirements. In 2010 and 2011, the DEC approved eight units of single family and twelve units of multi-family zero-net energy homes. These projects were facilitated by MassDevelopment as part of a design competition and demonstration project to



show how low energy homes can be constructed in a cost-effective manner. The first single family home was occupied in late 2011 and received a HERS rating of 8 – almost 92 % more efficient than a standard home built to minimum building code requirements. These homes will serve as a model for more sustainable residential development at Devens and throughout the Commonwealth and the nation. In 2011 MassDevelopment discontinued a portion of Cavite Street between Bates and Saratoga to support this innovative housing effort and further buffer the exiting residential district from the Rail, Industrial and Trade Related Uses District. The DEC, acting as a local historic

district commission, in conjunction with the Massachusetts Historic Commission, has ensured all redevelopment within this district is consistent with the Historic District Design Standards and Guidelines that were created for this district as part of MassDevelopment and the Army’s programmatic agreement.

8. Business/Community Services I

- 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 and retail area. Since 2005, the Marriott hotel has experienced one of the highest occupancy rates in the commonwealth, prompting the developer to seek an amendment to the master plan for Devens Common to accommodate a second hotel and conference center. A new 120 room Hilton Garden Hotel, Bar and



Restaurant was approved in 2009 and opened in late 2011. Between 2006 and 2011, the DEC has also permitted minor expansion of the Devens Grille and approved a number of tenant changes within the retail area (Arcade to Fitness, Pizza Fort to Pizza Bella, EcoCopy, Devens Day Spa). The Commission also denied a proposed dental office as a use not authorized under the Devens By-

Laws for this district. 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. A portion of the Army pre-school building has been leased to the Shirley school system. A portion of the building now also houses the Evergreen Garden preschool program.

The Red Cross building at the intersection of Jackson and Barnum remains vacant at this time. A relocation of the road rights of way at the intersection of Barnum and Jackson Roads in 2011 prompted the adjustment of the zoning district boundary line per Devens By-laws V.B.3(c) which may aid in the marketing and redevelopment efforts for Red Cross building, which remains vacant at this time. As part of the development review process for this district, the Commission continues to consider potential impacts proposed projects in this district could have on businesses and residents within Devens and those of the surrounding business communities, to avoid potential competition.

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 has occurred between 2006-2011:

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	0.76	0
*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 (Evergreen Daycare)	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(avg)	14.80	18.98	0.31(avg)

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

**1.6 acre portion of lot protected for Public Open Space with easement

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. 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). As of 2011, the balance of the district remains undeveloped. 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. As part of the 2006 Disposition process MassDevelopment worked with Shirley officials to develop scenarios for redeveloping this area with the uses allowed in the district with additional housing as part of a mixed use Village Growth plan. With the failure of the Disposition process, this growth plan remains on hold but can be considered a source of information when it comes to complying with the District's development goals. In 2011 at the site of the Former Shirley housing the Army completed slab and foundation removal and soil remediation. The site has been cleaned to unrestricted standards. Still some asbestos steam pipe needs to be removed; but will be completed by the end of 2011, opening up additional land for development. MassDevelopment and Shirley Officials have begun discussing changing zoning to support a mix of uses in the redevelopment of this district.

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 2006-2011:

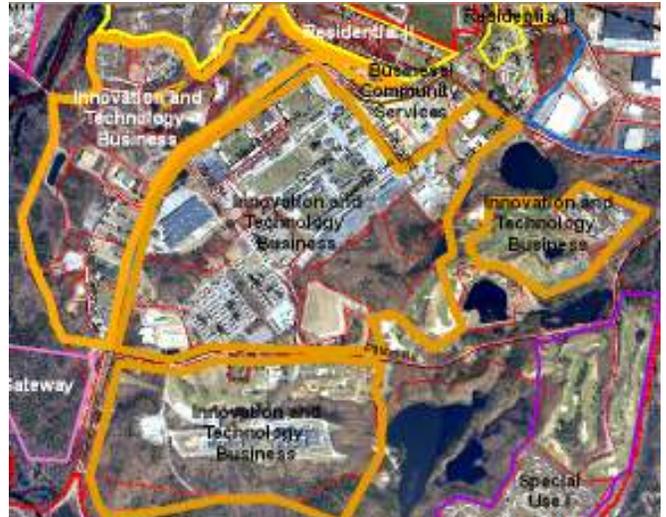
Village Growth District I (VGD1)						
<i>Lot ID (Map Block Lot)</i>	<i>Lot Area (Acres)</i>	<i>Building Gross Floor Area (sq.ft.)</i>	<i>Floor-Area Ratio</i>	<i>Impervious Lot Coverage (Acres)</i>	<i>Pervious Lot Area (Acres)</i>	<i>Impervious Surface Ratio for Lot</i>
23-23-100 (Shirley Mun Cntr)	9.20	36,975	0.09	2.01	7.19	0.22
*23-23-200 (ShirleySchool)	31.60	75,000	0.05	3.86	27.74	0.12
23-23-300 (Vacant)	0.50	0	0	0	0.50	0
23-23-400 (Perimeter Rd)	48.80	0 (demo'd)	0	2.10	46.70	0.04
VGD1 Totals:	90.10	111,975	0.04(avg)	7.97	82.13	0.10(avg)

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

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 proximity to and characteristics of adjacent uses.



One of the most active districts throughout the 2006-2011 period has been the Innovation and Technology District (ITB). The Jackson Technology Park covers the core of the ITB along both sides of Jackson Road and accommodates existing facilities such as Netstal, Johnson Matthey, Xinetics/Northrup Grumman, Bionostics, Seven Hills Foundation (Adult daycare), Comrex, Odic, State Police Crime lab and Integrated Process Technologies. The most notable project in the ITB in the last five years has been Bristol Myers-Squibb's (BMS) \$1.1 billion investment in Devens and Massachusetts. In 2007, BMS received approval from the DEC to



develop an 89 acre site for its manufacturing and lab/office complex. BMS has been operational since 2010 and this project has created a number of spin-off projects, including a new electrical substation on Givry Street, a new on-site sewage treatment plant and upgrades to the Devens wastewater treatment plant and water wells within Devens. In addition, in 2008, Apex Properties acquired the former military intelligence building and converted it into office space – a portion of which has been leased to Mount Wachusett Community College who has partnered with the State and BMS and developed a biotech certificate training program.

The former Locust housing area within the ITB has had its former military housing demolished and is currently the site being proposed for a New England Movie Studio Project (sound stages, office space and a mill/production building) with the potential for multiple phases of development. This project is currently in the permitting process and has the potential to bring a significant amount of activity to the region in the coming years.

The ITB also contains a number of natural resource areas and the DEC has continued to ensure that all development occurs in harmony with the natural environment. All developments have incorporated site designs, including stormwater management and landscaping that integrates and helps buffer these natural systems from negative impacts. Close to 40 acres of land containing eskers and wetlands within the ITB has also been permanently protected through a Conservation Restriction that was recently transferred to the Trustees of Reservations. The ITB area off of Hospital Road at the base of Locust Hill will be the site of the US Fish and

Wildlife Service Oxbow visitor contact station which was approved by the DEC in late 2011. This project will use vegetated or green roofs for a portion of their facilities which may expand in the future to include a canoe launch area, amphitheater and observation platform.

The ITB also includes the 600 Block (Sherman Square) – three former army buildings that were renovated and are actively used for incubator business space. A number of small companies currently reside in these buildings (Media Power, PCI Synthesis, Impact Technologies Development). In the last five years a physical therapy Clinic, New England Driver Training and the Devens Historical Museum have all relocated to this building complex. In 2008, Integrated Process Technologies expanded their operations from the former Army gym and converted the adjacent former racquetteball court building into new office space. In 2011, the former base library was also transformed into the corporate offices of Laddawn Inc., a biodegradable plastic bag manufacturer. All of these projects have been excellent examples of adaptive reuse of existing buildings at Devens and comply with the ITB district goals and further Devens sustainable redevelopment initiatives.



Former Intelligence Building – Now Mount Wachusett Comm. College



Former Racquetteball Court – Now IPT Office



Former Davis Library – now Laddawn, Inc.



Former 600 Block – Now Sherman Square Incubator Space

The less active areas of the ITB include the former Oak Hill and Bulge housing areas. These areas have also had the former military housing demolished and soil remediation measures undertaken. Portions of the former Bulge housing area were incorporated into the Devens Golf Course, including the clubhouse which recently renovated its mezzanine area. The former Spruce/Maple housing area has also seen no activity during this five year period other than demolition and soil remediation. The ITB also contains the central Army Reserve Enclave which has seen minor improvements and upgrades to existing buildings. The ITB area on the North Post remains inactive, with the exception of the existing telecommunications tower and continued military uses.

The following table presents a parcel by parcel look at development within the Innovation and Technology Business District. The green highlights identify parcels that have or will be permanently protected from development. The blue-highlighted parcels identify parcels on which development has occurred between 2006-2011.

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 - IPT)	3.46	28,750	0.19	1.14	2.32	0.33
19-4-601 (31 MacAurthur)	0.69	5,500	0.19	0.33	0.36	0.48
19-4-1602 (37 MacAurthur)	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)	15.92	219,490	0.32	8.53	7.39	0.54
*18-7-200 (Spruce Street)	15.90	0 (demo'd)	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 (demo'd)	0	0.62	12.68	0.05
*18-21-300 (53 Jackson – Northrup Grumman)	7.75	61,250	0.20	2.80	4.95	0.36
18-21-800 (Locust Street)	31.6	0	0	1.01	30.5	0.03
18-21-900 (Vacant - Jackson)	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 (Lot 16 Jackson)	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 – AMSC)	34.90	352,000	0.25	13.53	21.37	0.39
14-4-900 (4 MacAurthur – 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	396,475	0.10	16.75	71.95	0.19
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
8-21-401(Vacant LGeorge)	1.69	0	0	0	1.69	0
8-21-400(Vacant LGeorge)	14.43	0	0	0	14.43	0

<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>
*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
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
20-4-300 (116 Queenstown - Sabic)	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:	951.12	1,607,659	0.07(avg)	83.32	492.90	0.17(avg)

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

11. 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. In 2010, the Army paved a large portion of the site to accommodate additional vehicle storage while the Barnum Road Army Enclave was under redevelopment. The following table presents a parcel by parcel look at development within the Village Growth District II. The blue-highlighted parcels identify parcels on which development has occurred between 2006-2011:

Village Growth District II (VGD2)						
<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>
*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(avg)	0	0	0.00(avg)

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

12. Rail, Industrial, and Trade-Related

a. Locations: Areas designated on the Zoning Map.

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.



The Rail, Industrial and Trade-Related (RIT) District encompasses lands on the west and east side of an active rail line that is an important New England freight line connecting Worcester and Ayer. Prior to 2006, to the west of the tracks, Gillette, Sonoco, New England Distribution, Southern Container, Rock Tenn, Kraft/WebVan, Routhier & Sons, Ryerson, North American Van Lines, Devens DPW, Waiteco, Integra and Anheuser-Busch all had facilities located in this zone. To the east, along Barnum Road, Guilford/GMX Intermodal facility, Federal Army and National Guard property, Dunkin Donuts bakery, NB Kenny and Media News all were operating.



Throughout the 2006-2011 period, a number of properties within the RIT have turned over. Gillette was purchased by Proctor and Gamble and closed its Devens operation in 2011. Today this building is occupied by Quiet Logistics. Sonoco also closed and the Commission approved amendments to their site plan to accommodate additional parking and loading areas so the building could be more easily marketed and subdivided. New England Distribution went out of business and the facility now houses US Gypsum (which added additional rail lines to accommodate its distribution needs) and Regency Trucking. Southern Container was purchased by RockTenn and retains its rail use. Rock Tenn is currently in the process of mitigating an ongoing industrial performance standard noise violation. The Kraft/Web Van building underwent a series of tenant changes (VeryFine, Sunny

Delight) and while there has been some interest in the property, it currently remains vacant. North American Van Lines building was vacant for a number of years and in 2010, the DEC approved plans for New England Sheets, a corrugated paper manufacturer who upgraded the facilities and took advantage of the proximity to rail and brought a rail spur into their property. Routhier and Sons, Waiteco, Ryerson and Integra remain in operation in their facilities. In 2009, Anheuser-Busch vacated their 183,600 square-foot distribution facility off of Barnum Road and the property is currently for sale.

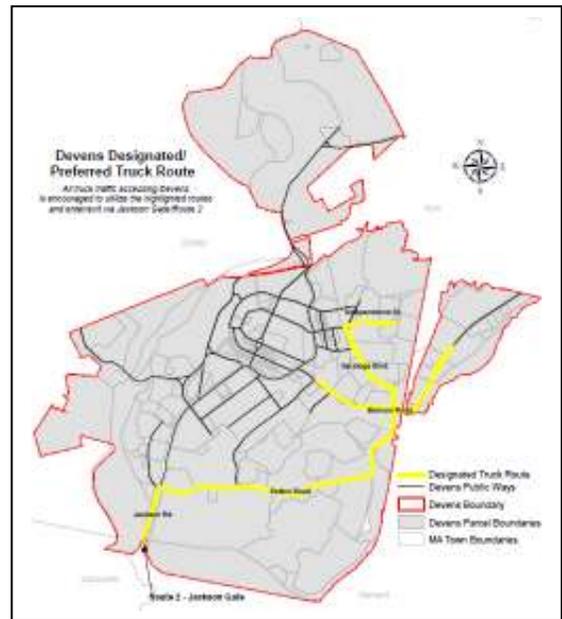


There has also been a considerable amount of new development in the RIT. In 2006, the DEC went through a Site Assignment and Unified Permitting process and acting as the Board of Health, permitted Devens Recycling (DRC) – a 90,000 square foot construction and demolition debris recycling facility off of Independence Drive, complete with rail access. In 2009, due in part to a downturn in the economy and construction, the DEC amended the DRC Site Assignment and Unified Permit to allow the receipt of municipal solid waste. In 2010, DRC expanded their hours of operation to include Saturdays. All of these changes, while contentious, were eventually permitted by the Commission. The facility continues to receive regular

third-party inspections as required by the DEC's approval, to ensure safe operations in accordance with all the permit requirements. Complaints from neighboring residents within Devens and the town of Harvard prompted the DEC to implement a number of measures to better control of truck traffic to and from DRC's facility and Devens in general, including, but not limited to:

- Increased Traffic Monitoring Reports from DRC;
- Addition of DRC driveway to MassDevelopment traffic counts as part of the FEIR for Devens;
- Installation of additional signage to keep trucks out of residential areas and promote the designated truck route;
- Development of a designated truck route map posted on both the MassDevelopment and DEC websites. A copy of this map was also mailed out to all businesses within Devens.
- Increased State police monitoring of designated "No Truck" streets in residential areas.

The combined efforts of all of these measures continues to help control truck traffic within Devens and help ensure impacts to Devens residents and the local roads in surrounding communities are minimized.



On the Barnum Road side of the RIT, Guilford/GMX continues to operate under the new name of Pan Am. In 2007, the DEC permitted the construction of an 81,000 square-foot light manufacturing/office building which is now home to Magne-Motion and Webster Veterinarian Medical Supplies. In 2010, N B Kenny filled the second half of their 50,000 square-foot building with Rofin - a Swiss laser firm.



In 2007 and 2008, the DEC permitted the development of Evergreen Solar's 475,000 square foot solar photovoltaic panel manufacturing facility. The facility was the subject of a lengthy industrial noise performance standard violation (2009-2010) which saw the Commission attempting to measure the noise coming from Evergreen against the increasing volume of background noise emanating from the new facilities along Barnum Road and the heavy increase in rail traffic during this time period. Evergreen Solar expended over \$4.5million to successfully mitigate the issue, only to close down their facility in early 2011. The facility remains vacant while the company goes through the bankruptcy process.



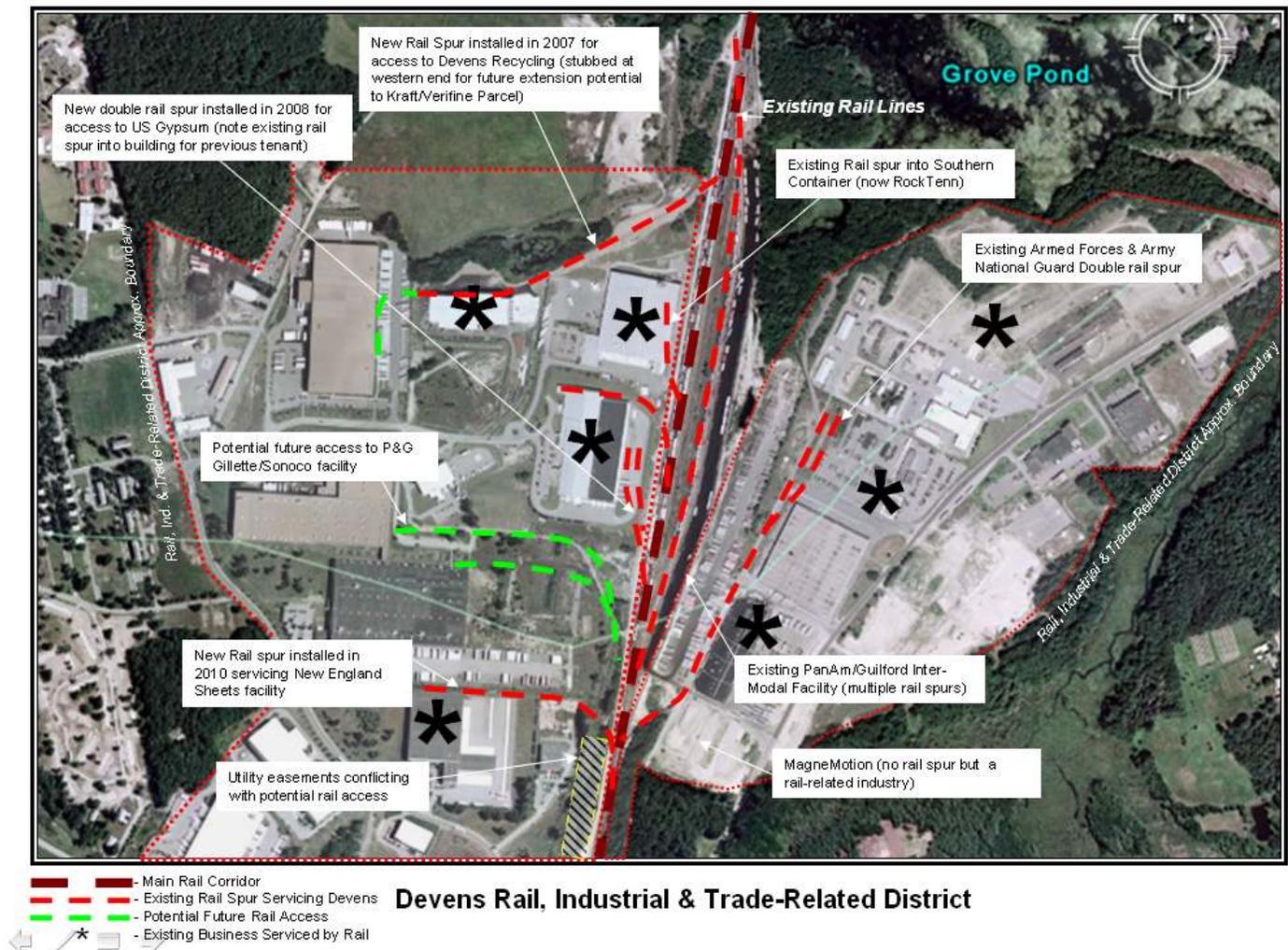
Amy Project - Barnum Road - June 2010

Another large project on Barnum Road that began in 2008 and is nearing completion now, is the joint State/Federal Armed Forces Reserve Center Complex. This redevelopment project resulted in the demolition of a 300,000 square foot building and smokestack that dominated the Barnum Road landscape for many years. Although a federal project, the military agreed early on to involve the DEC and agreed to comply with local regulations. The project consists of a new ~59,000 sq.ft. training building, a ~59,000 sq.ft. organizational maintenance shop (OMS), a ~91,000 sq.ft. consolidated support maintenance shop (CSMS) and the reuse of an existing ~41,000 sq.ft. building. The Army is currently pursuing US Green Building Council LEED certification for this project. As this redevelopment was

over the aquifer that supplies drinking water to Ayer and Devens, the biggest challenge for this project was ensuring the development and its ongoing activities did not impact groundwater quality. To that end, the Army redesigned the project to include a state-of-the-art stormwater management system and has agreed to install monitoring wells to protect the sensitive water resources.

Significant upgrading of Barnum Road infrastructure (roads, sidewalks, trails, street trees, drainage, water, sewer, electric and screening) also occurred throughout 2006-2011 and have been done in a manner consistent with the DEC Bylaws and the Barnum road Master Plan developed by MassDevelopment in 2001. All of these projects have greatly transformed the Barnum Road portion of the RIT into a thriving development. Development and redevelopment activity along Barnum Road will continue to require special attention to ensure it respects not only Devens, but also the adjacent communities of Ayer and Harvard.

Throughout the development and redevelopment of the RIT, projects continue to take advantage of the proximity to rail. Many new rail spurs have been built to service businesses in the RIT and there are plans to expand service to other existing buildings as new uses come in.



The following table presents a parcel by parcel look at development within the Rail, Industrial and Trade Related Uses District. 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 2006-2011.

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)	26.01	409,860	0.37	13.72	12.22	0.53
26-13-600 (18 Ind. – Sonoco)	21.60	331,326	0.35	11.99	9.61	0.56
26-13-1900 (Ind & Cook SWM)	2.20	0	0	0	2.20	0
26-13-1300 (15 Independence – Webvan)	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 – Rthier)	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
27-13-700 (Gillette Parking Lot W5A)	17.75	0	0	4.34	13.41	0.24
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 – Integra)	4.40	29,025	0.15	1.24	3.20	0.28
*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
*21-13-1700 (Saratoga SWM)	11.20	0	0	0	0	0
*20-13-1000 (235 Barnum – Anh. Busch)	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	104700	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 EGS)	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 (Barnum Vacant)	3.20	0	0	0	3.20	0
34-17-300 (56 Barnum – Dunkin)	2.30	21,905	0.22	1.59	0.70	0.69
22-17-600 (Barnum Vacant)	7.48	0	0	0.01	7.47	0
RIT Totals:	453.48	3,377,510	0.14(avg)	178.45	179.37	0.33(avg)

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

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.



Existing development in this district consists of Eglomise Designs (former base hospital), Learning Express (former Commandant's office), Verizon (former base telephone exchange building), State police barracks, 100 Jackson (former bachelor officers quarters), Devens community center and Nashoba Chamber of Commerce (former officers club). Northrup-Grumman also currently utilizes the base commandants' house as office space. In 2009, Image Software left 67 Buena Vista (former base youth center) and the new owner of the building has undertaken improvements, however the building still remains vacant. Also still vacant is Vicksburg Square. The 2006 disposition process proposed this area for mixed use development, as opposed to its current zoning, which was defeated at Town Meeting in Ayer and Harvard. A separate proposal lead by Mass Development in 2009 sought to achieve the reuse of Vicksburg Square in order to preserve this historic resource also failed at Town Meeting in Ayer. A third effort also proposing mixed use, led by Trinity - a private sector redeveloper, is currently in progress.

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 2006-2011.

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 - Eglomise)	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 (demo)	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:	125.98	519,318	0.11(avg)	22.46	101.96	0.22(avg)

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

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.



In 2008, after an in-depth public participation process, the Devens Open Space and Recreation Plan (1996) was updated (2008-2013) and adopted by the Joint Board of Selectman's (JBOS) appointed Open Space and Recreation Committee. This Committee was comprised of representatives from Ayer, Harvard, Shirley, DEC, MassDevelopment and the US Fish and Wildlife Service. The plan provides a detailed overview of the history of Devens, along with an environmental and recreational resource inventory. From this inventory, the plan identifies priority areas for conservation and preservation and lists recommended protection measures. In conformance with the Plan's recommendations, in 2009, the DEC adopted a Slope Resource Overlay District to protect numerous steep slope areas associated with a number of priority protection areas. In 2011, MassDevelopment finalized protection for the esker parcels and is currently working with the DEC and the Trustees of Reservations to secure conservation restrictions on the natural wooded portion of Shepley Hill and portions of the Cold Spring Brook corridor, the ASP Bog and Robbins Pond. As part of the 2011 Rivermoor Solar development decision in the Environmental Business Zone, over 100 acres of land within the EBZ containing sensitive vernal pool habitat will also be permanently protected from development.

A number of municipal projects have occurred in open space areas throughout 2006-2011 as well. The 13-unit Transitions women's shelter LEED Gold multi-family development was located in the former Adams Circle housing area that was demolished. Numerous water and sewer pump station upgrades and electrical substation upgrades also occurred with open space areas. These public utility projects were required to provide the necessary level of service for redevelopment efforts at Devens.

Thanks to the initial efforts of Bristol Myers Squibb employees, Friends of the Oxbow, the Devens Enterprise Commission and the US Fish and Wildlife Service (USFWS), in early 2010 the (USFWS) officially opened the Goddard Memorial Trail. This recreational hiking trail is now promoted as part of the interconnected trail system throughout the Oxbow National Wildlife Refuge and the Devens Main Post Trails Plan – furthering the goals and objectives of the Devens Open Space and Recreation Plan. The Goddard Memorial Trail connects the Devens trail system with the Oxbow National Wildlife Refuge trail system, linking the Jackson Road stone dust trail with the Mirror Lake hiking trails and the Turnpike trails south of Route 2 in Harvard (accessed via an old tank underpass under Route 2). A new multi-purpose trail was also constructed between Barnum Road and Cold Spring Brook. In late 2011, the DEC also approved a USFWS visitor contact station off of Hospital Road. Modeled as a sustainable development, this visitors station will include an educational pavilion made out of reused materials, a green roof, composting toilets, porous pavement and other low-impact development features. This center will also contain interpretive panels about the natural environment in the Oxbow as well as information on how Devens is integrating the natural environment into its redevelopment efforts. The location of this visitors center will also provide direct access to the Nashua River and allow for the development of additional trails that will connect into the Devens multi-purpose trail system – further connecting and integrating the natural environment into development at Devens.

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 development has occurred between 2006-2011.

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
*11-99-103 (Cold Spring Bk Headwaters 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
*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 (JacksnGate 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 (Shebokin 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:	1,532.17	61,124	0.01(avg)	9.62	1509.71	0.07(avg)

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

INFRASTRUCTURE IMPROVEMENTS

2006-2011 saw a number of infrastructure upgrades to Devens roads, sewer lines, water lines, stormwater lines, electric and gas lines to improve existing conditions and upgrade services to accommodate new development. Barnum Road upgrades (drainage, utilities, sidewalks and new pavement) were completed, along with a 69kV electrical duct bank along Cavite Street and Jackson Road and a new electric substation off of Saratoga Boulevard. Water supply upgrades also continued with the redevelopment of Macpherson well, Patton Well, Shebokin Well and the initial studies and investigation on the development of the new Sheridan Well - a back-up water supply well off of Sheridan Road near Mirror Lake. The golf-cart underpass on Patton Road was also completed, providing safe passage for golfers – eliminating the at-grade crossing – reducing conflicts with trucks and improving overall safety along this designated truck route. The sharp curve in the Truck Route (Patton Road) was eliminated in 2008 and has improved safety and reduced noise concerns from truck braking around this corner. All of these upgrades continue to support existing and future redevelopment efforts and each project has incorporated some level of environmental enhancement as well, including, but not limited to wetland creation, Low-Impact Development (LID) stormwater management techniques, landscape berming and vegetative screening. To accommodate the new development in the Devens Common area, a new detention basin was constructed between Robbins Pond and Robbins Pond Road. The detention basin will continue to aid in improving water quality in Robbins Pond and its tributary Willow Brook.

Fitchburg Line Working Group:

Chaired by Peter Lowitt, the Fitchburg Line Working Group secured funding to upgrade commuter rail service and improve the efficiency of the Fitchburg Commuter Rail Line. Thanks to our Legislative delegation, this effort has remained on track throughout the 2006-2011 period to deliver a viable reverse commute and faster service to and from Boston due to double tracking and a slew of system improvements funded by ARRA, the Commonwealth and Federal Transportation funds.

SUSTAINABLE DEVELOPMENT INCENTIVES, GUIDELINES, REGULATIONS AND INITIATIVES

The primary Goal of the 1994 Devens Reuse Plan remains relevant today, fifteen years after Devens was transferred from the Department of Defense to the Commonwealth, namely that “Development must be sustainable, which means achieving a balance of economic, social and environmental needs while maintaining and enhancing the natural resource base.” During the last five year development period, 2006-2011, the DEC has continued its efforts to successfully collaborate with MassDevelopment to position Devens as a successful Eco-Industrial Park.

The DEC has implemented and supported a number of incentives, guidelines, regulations and initiatives, in an attempt to provide a more consistent, comprehensive and sustainable approach to redevelopment at Devens. Doing so has helped facilitate development that meets the goals and objectives of Chapter 498 and the Reuse Plan. The following is a snapshot these efforts:

Incentives:

- Continued promotion of Green Building Incentive Program – the equivalent of a 15% refund of Unified Permitting fees from DEC tax revenues, up to \$10,000 for projects achieving LEED certification from the US Green Building Council (2004)
- Reduced Permitting fees for qualifying renewable energy projects (2010)
- More compact residential development options in exchange for more energy efficient building design (2010)

Guidelines:

- As-Built Policy (2009)
- Policy for Licensing and Storage of Flammables and Explosives (2010)
- Vegetated (Green) Roof Policy (2011)
- Recycling guidance document for Devens residents and businesses (2011)
- DEC Hearing Procedures (2009)
- Updating of “Frequently Asked Questions” section on Website (2009)
- Development of a Guide to Window Replacement in the Historic District (2010)
- Reinstatement of the Devens Homeowners Association Referral Process (2011)
- Transportation Demand Management Informational Overview for Applicants (2009)
- Unified Permitting Process Overview for Applicants (2009)

Regulations:

- Steep Slope Resource Areas Protection - consistent with Devens Open Space and Recreation Plan (2009)
- Innovative Development Options for Residential Infill (2010)
- Water Resource Protection Requirements consistent with MA DEP (2008 & 2011)
- Water and Energy Efficiency Requirements (2011)
- Renewable Energy Regulations (2011)
- Greenhouse Gas Mitigation Requirements for large projects - Climate Change Mitigation and Adaptation (2011)
- Low-Impact Development Standards and Requirements for Stormwater Management (2011)
- Green Roof requirements for projects within the Viewshed (2011)
- Public Health Event Permitting, Anti-Idling, Floor Drains, UXO (2011)

Incentives:

- Continued support for EcoStar environmental branding and achievement program
- Creation of the Devens Eco-Efficiency Center – a 501c.3 non-profit entity helping area businesses and organizations reduce their environmental impacts and operating costs through education, collaboration and technical assistance.

One of the greatest sustainability initiatives of the DEC has been the EcoStar environmental branding and achievement program. As this program has continued to grow since 2005, it was clear that there were additional opportunities to expand this program to reach a broader audience at Devens and provide additional



offerings to local businesses to help them improve their triple-bottom line and further the sustainable redevelopment goals of Devens. The Devens Eco-Efficiency Center was launched during this period and the Center's goals are to assist businesses in the region and in Devens in particular to green their operations. It offers a range of services specifically designed to reduce energy consumption and minimize waste generation. In addition to the EcoStar program, the Center's efforts include a series of environmental and business related workshops and roundtables, hosting a 2008 workshop of the

International Society of Industrial Ecology's Eco-Industrial Development/Industrial Symbiosis Research Symposium at Devens, entering into a base twinning agreement (similar to a sister city relationship) with the former Debert Air Force base and the Colchester County Redevelopment Authority in Truro, Nova Scotia, Canada, leading a mobile workshop to Devens as part of the American Planning Association National Conference in Boston in 2011 and having staff lead a webinar on Devens and Eco-industrial Development in September 2011. "The Great Exchange" – a materials reuse/repurposing program of the Devens Eco-Efficiency Center, started in 2008 and as of 2011, has worked with 37 companies and re-directed over 400 tons of waste



from landfills – minimizing waste and reducing disposal and purchasing costs at the same time. The Director of the Center was also instrumental in developing the Devens Regional Household Hazardous Products Collection Facility located at the Devens Department of Public Works (DPW). This facility, coupled with the current recycling drop off center at the DPW, provide additional value-added services for businesses locating at Devens and helps them recognize that they are part of a community and a system of industries, working together to maximize efficiencies and minimize environmental impacts.

Updates on these award-winning programs and details on the green business initiatives the Devens Eco-Efficiency Center offers can be found at www.ecostardevens.com.

The DEC as an organization is committed to continuous improvement. As part of that commitment we have been evaluating our regulations and processes on a regular basis. This has led to updating our Regulations to better address current trends in stormwater management, water supply protection and the licensing of flammables, combustibles and explosives. In 2008, the DEC supported MassDevelopment's Notice of Project Change Request to the State, eliminating the arbitrary building square-footage cap for development in Devens

and instead using a performance-based approach to development impacts (traffic, air, wastewater). This led the DEC to adopt new greenhouse gas mitigation requirements in 2011. Working with Devens residents, the Commission will attempt to amend the Devens Housing Redevelopment Historic Preservation Plan 2000 to address changes with materials allowed for windows, sheds and roofing – common issues that have arisen over the past five years.

DEVELOPMENT PERMITTING 2006-2011

Another Reuse Plan Goal calls for the Commission to focus on its unified permitting process and through the redevelopment process to “Demonstrate the interdependence of economic development and environmental protection and the symbiosis of public and private uses.” Attracting Bristol-Myers Squibb (BMS) and its \$1.1 Billion investment in Devens went a long way toward implementing this goal. BMS’ corporate mission is sustainable development and the convergence of these goals was not lost on the Commission and the Commonwealth. Devens’ adherence to strict environmental standards and our fast track unified permitting system proved the right combination to attract BMS to Devens.

To date, approximately 5,400,000 square feet of building floor space has been developed at Devens since the base was closed fifteen years ago. With the recent recession impacting firms, a turnover has occurred within Devens. Gillette was purchased by Procter and Gamble and their distribution facility closed. Kraft sold its warehouse at Devens to Sunny Delight who closed this facility as well. Anheuser-Busch also closed its cross-dock facility at Devens and Evergreen Solar filed for bankruptcy and closed its doors early in 2011.

As 2011 begins its final quarter, many of these warehouses are beginning to fill back up. Quiet Logistics has taken a large portion of the former Gillette distribution facility. Another firm appears poised to enter a lease agreement for the entire Sunny Delight warehouse and the Commission has worked with other property owners to modify and amend their permits in an effort to make their facilities more attractive in the marketplace. Our average time to review and permit a unified permit application remains well under the 75 days allowed in our enabling legislation (58 days +/-). This ability to deliver fast track unified permitting remains one of the main attractors of firms to Devens.

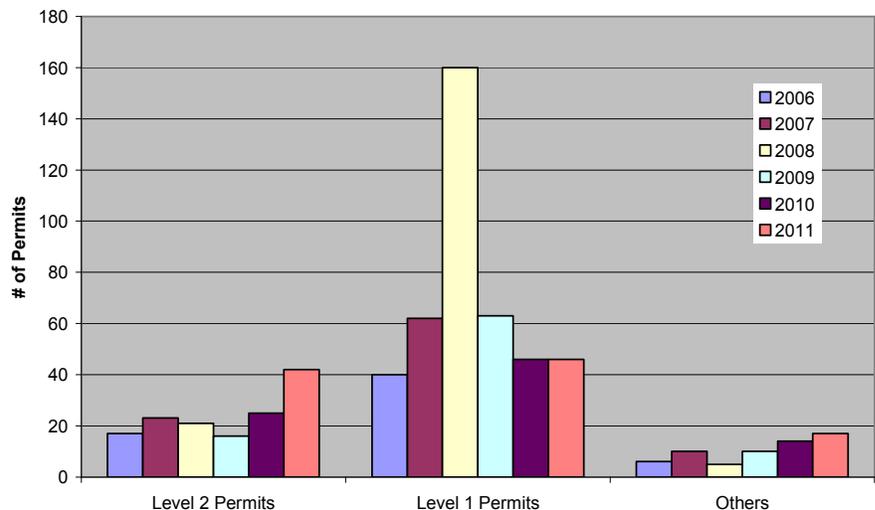
While 2006-2011 experienced some tough economic hardships, development and redevelopment at Devens continue to flourish. The following table presents a summary trend of the various types of development permits issued by the DEC over the last 5 years.

With the exception of Level 1 permits, this chart depicts an overall trend of increased permitting activity from 2006 to 2011. The spike in Level 1 permits in the 2007-2009 period can be contributed to an increase in the number of demolition permits issued for the removal of former Army barracks throughout Devens to prepare sites such as Bristol Myers Squibb, Salerno Circle and Adams Circle for redevelopment.

Perhaps one of the DEC’s biggest challenges in permitting and enforcement of its Rules and Regulations between 2006 and 2011 centered around the DEC’s

Industrial Performance Standards for Noise. The DEC Regulations 974 CMR 4.05 are stricter than DEP’s Noise regulations. Between 2009 and November 2011, the DEC has dealt with a number of contentious industrial noise complaints – the principle issue being Evergreen Solar’s Barnum Road facility in Devens. The Commission has since resolved the majority of violations but has also adopted new procedures and policies for dealing with complaints and industrial performance standards to proactively address these issues during permitting.

2006-2011 Permit Summary



COMMUNICATIONS

Throughout 2006-2011, the DEC has continued to improve public access to information and services through its website (www.devensec.com). Regulation updates continue to be posted on-line in a searchable database, along with meeting notices, minutes, forms and applications, quarterly updates on the progress of development, frequently asked questions, information on the sustainability initiatives, including a virtual tour of Devens. The website also has been used by the DEC in their role as the local Board of Health to post important information to the Devens Community regarding local health issues, including the EEE virus and Mosquito Management. Also in late 2011, the DEC, in partnership with MassDevelopment, purchased and installed a video recording system and began filming DEC meetings. Camera operators from the surrounding towns and local cable access are assisting with the recordings and meetings are now being played on the local cables access channel. Although a considerable capital expense, the installation of this system, in conjunction with the website updates will aid in better transparency of DEC activities and help keep local residents better informed.

DISPOSITION/REGIONALIZATION

Balancing Local, Regional and State interests has proven to be one of the more difficult goals of the Reuse Plan to achieve to date. In 2006, Disposition efforts led by MassDevelopment to update the Reuse Plan and By-laws and create a new Town of Devens, while returning portions of the base to the underlying communities of Ayer, Harvard and Shirley, failed at the simultaneous Town Meetings required under Chapter 498 of the Acts of 1993. During this process the DEC continued to support the integrity of the original Reuse Plan by retaining Sustainable Development as the organizing principle for the redevelopment of this former army post in any amendments to the Reuse Plan, Devens By-laws and subsequent DEC Regulations.

A more modest zoning change effort to allow additional housing and mixed use at the former Vicksburg Square also was defeated when brought forward by MassDevelopment for a vote following this legislative process. Feedback from the effort cited the lack of a specific plan and specific private sector interest as one of the reasons for its failure. Trinity Financial is attempting to move this concept forward as a private sector developer pushing a specific project and this will be put before voters in another simultaneous town meeting in early 2012 if all goes according to plan.



Not all regional efforts have failed though. The Devens Wastewater Treatment Plant provides service to the Town of Ayer when their wastewater treatment plant cannot handle certain types/levels of sewage from their businesses. One tremendous regional success has been the Devens Household Hazardous Products Collection Facility. After three years of planning and effort this project was launched in July 2011 and provides households and small businesses in the 9 member towns, the ability to safely dispose of hazardous waste at the Devens DPW. The Commission hopes to see additional regionalization efforts mature at Devens in the forthcoming five years. Regional 911 Emergency Services seems the most likely project to move toward implementation. Additional local and regional cooperation could lead to possible amendments to the Reuse Plan and Devens By-laws to facilitate development of the Shirley Village Growth area and Vicksburg Square within this time period as well.

ENVIRONMENTAL REMEDIATION

MassDevelopment and the Army continue to undertake environmental remediation and monitoring under the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA) program, commonly known as Superfund at Devens, MA. Throughout 2006-2011, the DEC has permitted demolition for a number of pesticide contamination remedial actions, including Shirley, Adams Circle, Grant, Davao, Buena Vista and Salerno Circle Housing Areas. In addition, Markley Range and Shelpey's Hill Landfill also have active remediation planned or underway in accordance with the reuse plan goals. Long Term Groundwater Monitoring at the airfield, consolidated landfill and AOC's 32/43A, 43G, 43J, 57, 69W also continues, in addition to investigations and development of a draft action plan for AOC 72. For details and official status of any clean up activities, contact Ron Ostrowski, MassDevelopment at 978-784-2900 x2936.

DEVELOPMENT UPDATES FROM 2000-2005 REPORT

As part of the past 2000-2005 report, a number of issues were identified as important to follow-up on to ensure the goals and objectives of Chapter 498 and the Devens Reuse Plan were met going forward. The following is a summary of those issues and the actions that have been taken throughout the past 5 years to fulfill those gaps between current development and the redevelopment goals and objectives for Devens:

2000-2005 Report Issues Identified	2006-2011 Actions Taken
<p>Phasing: Concerns redevelopment of Devens should proceed at a more measured pace due to high costs of infrastructure replacement and potential impacts on surrounding communities. Ayer remains concerned that the necessary infrastructure required to upgrade the North Post is provided by Mass Development during its tenure.</p>	<p>MassDevelopment has invested in significant infrastructure upgrades to accommodate Devens development, including a study of MacPerson road improvements. Traffic impacts continue to be closely monitored by MassDevelopment and remain below FEIR thresholds.</p>
<p>Aesthetics (design guidelines): Aesthetics controls are an important component of protecting property values. DEC is working with Mass Development to address these issues through appropriate wording of conditions within specific unified permits.</p>	<p>Mass Development adopted Design Guidelines and continues to enforce them. DEC Staff works with Applicants upfront to inform them of the requirements early in the project planning process. Conditions of Approval and findings have been incorporated into the Regulations and Unified Permitting Process, thoroughly addressing this issue.</p>
<p>Buffering and border issues: Interrelationship between lots (i.e. site plan of lot versus contextual site planning). DEC regulations tend to address projects on a lot by lot basis, rather than their entire context. The DEC will seek to clarify how this issue can be addressed in the future.</p>	<p>With an increase in rail activity, rail noise has continued to raise concerns. While the rail yard is outside of Devens, in 2010, the DEC worked with the railroad to attempt to secure grant funding to reduce noise from idling locomotives. Additional berming along Barnum Road has been installed which provides some screening for nearby Harvard residents. More attention is needed.</p>
<p>Sustainability as the basis for Devens redevelopment. The DEC has begun working to assure that topic receives more attention. The Devens Golf Course Inc., was certified as a sustainable project by the International Audubon Society. The DEC has developed a Sustainable Indicators Report which can serve as a basis for measuring how well Devens has been redeveloped. The DEC has also introduced an Industrial Ecology Project to the base.</p>	<p>Since 2005, the DEC has facilitated the creation of an internationally recognized eco-industrial park and accompanying environmental branding and achievement program (EcoStar) which has successfully evolved into the Devens Eco-Efficiency Center (see “Sustainable Development Initiatives section of report). Sustainable design measures have been incorporated into virtually every project since 2005. These efforts are ongoing.</p>
<p>Green Building Design: This is an area which needs further exploration. It would behoove the Commonwealth to establish a leadership position in the area of Green Building Design. The DEC is examining the use of the LEED system at Devens as a method of providing standardization and independent oversight to claims of environmental performance for nonresidential buildings.</p>	<p>The DEC has incorporated LEED submittal requirements and a “feebate” program to encourage green building. Since 2005, the DEC has permitted 6 LEED certified buildings (residential, federal and industrial) and permitted 20 units of net-zero energy housing as a model for the future. MassDevelopment has committed to building all Municipal projects to the MA LEED Plus standards</p>
<p>Sustainable Indicators Report: Utilize the sustainability criteria developed by the DEC with citizen participation, as a means of measuring how much progress has been made in the redevelopment of Devens.</p>	<p>An update of the 2000 Sustainable Indicators Report is included in the DEC’s 2012 work plan.</p>

2000-2005 Report Issues Identified cont...	2006-2011 Actions Taken cont...
<p>Improved commuter rail service: to support regional growth and development at Devens and reduce traffic impacts from development.</p>	<p>Work of the Fitchburg Line Working Group throughout 2006-2011 has led to improved commuter rail service being funded and implemented. Improvements scheduled for completion in 2013.</p>
<p>Regionalization efforts: need to promote coordinated efforts to tackle regional issues.</p>	<p>Regional coordination efforts beginning to emerge with Regional Household Hazardous Waste and potential regional emergency 911 Dispatch Center in Devens. Needs additional work.</p>
<p>End point to chapter 498: need a process for addressing it. Issues of infrastructure and continued debt assignments need to have a framework for working out agreements put in place.</p>	<p>Disposition process unsuccessful. Needs additional work.</p>
<p>Transportation Demand Management (TDM): truck traffic remains an issue. An in place Transportation Management Association (TMA) would reduce the impacts of growth on the surrounding communities and make for more manageable traffic solutions for the business community.</p>	<p>Ongoing traffic studies by MassDevelopment provide up-to-date traffic counts and are showing development is producing traffic levels within the limits set in the Devens FEIR. DEC draft conditions requires Applicants to join a TMA. Regulations require applicants to minimize VMT and SOV trips. Projects have incorporated shuttle service and carpooling for employees. Road improvements incorporating bike lanes and development of the Devens multi-purpose trail system facilitate alternative transportation options. Fitchburg line improvements and continued rail connections to help reduce traffic impacts on surrounding communities from Devens. Ongoing efforts.</p>
<p>Housing: Additional workforce housing that is affordable to a wide range of Massachusetts residents and supports the economic growth of the Devens Regional Enterprise Zone, was identified as an unmet need at Devens. Devens is capable of providing more than the 282 housing units it is limited to by the current (1994) Devens By-Laws and Reuse Plan. Building on one of the guiding principles of redevelopment at Devens, the remaining 176 units could be used to showcase sustainable and smart growth strategies for residential development at Devens, while helping to meet the housing needs of the region and state.</p>	<p>DEC Approved 8- single family zero net energy homes in 2010 and 12 – multi-family zero net energy homes in 2011. These homes will showcase affordable and efficient housing and serve as a model for future housing at Devens and throughout the Commonwealth. The 2010 Innovative Residential Development Regulations adopted by the DEC helped facilitate the development of these homes. Additional Innovative Housing Regulations going forward will help better align DEC regulations with sustainable building trends.</p>

LOOKING AHEAD: The next 5 years at Devens

As the previous section of this report demonstrates, the DEC has identified where the gaps between the Reuse Plan goals and current development exist, and has been extremely successful at filling many of those gaps over the past 5 years. However, there is still much work to do to ensure all existing and future development continues to meet the goals and objectives of the Reuse Plan and keep Devens as a national and international model for redevelopment.

Over 5,400,000 square feet have been developed at Devens since the base was closed fifteen years ago. More than 4,250 people worked in Devens in 2005 with combined estimated wages of nearly \$220 million according to a February 2006 survey conducted by Jeffery Donohoe Associates of New Hampshire. The University of

Massachusetts Donahue Institute has begun an updated survey scheduled for release at the end of the first quarter of 2012. Currently, more than eighty companies are located in Devens. Please see <http://devenscommunity.com/business-industry/business-listing> for a complete list.

The Commission is clear that its primary job remains overseeing the expedited permitting process that has become Devens' signature. A movie studio is poised to join the diversified array of businesses that have chosen to locate their facilities at Devens. Several solar photovoltaic projects are inquiring about locating within the Devens Regional Enterprise Zone and there is the potential for BMS to add additional drug lines within their Devens corporate campus.

Maintaining a supportive and consistent regulatory environment to implement the goals and objectives of the Devens Reuse Plan is another high priority of the Commission. Toward that end the DEC will be working on additional amendments to the Administrative, Site Plan Review, and Innovative Housing Regulations (974 CMR 1.00, 3.00, and 5.00) to better align DEC regulations with sustainable building trends. These amendments will also assist in implementation of the redevelopment of the Grant Road housing area in a more sustainable manner utilizing the reserved "Innovative Residential Development" portions of the Regulations and the official map process allowed under Chapter 498. Such measures will help assure that residential housing remains expedited and in conformance with the Devens Reuse Plan. The redevelopment of the Grant Road housing area over the next five years would also aid in balancing the housing-jobs mix and Devens and promote the development of a more sustainable and complete community at Devens.

To ensure development continues to further the goals and objectives of Chapter 498 and the Reuse Plan, looking ahead to the next 5 years, the DEC will focus its efforts on the following:

1. Continue working with MassHistoric and Devens Homeowners Association to streamline residential permitting consistent with Historic District requirements.
2. Sustainable Indicators Report – measurement and verification of sustainable development.
3. Buffering land uses within Devens and adjacent to neighboring communities to address "edge" issues.
4. Traffic Impacts – Implementation of TDM programs, recognizing the 2013 Fitchburg Line improvements and opportunities it will create to reduce VMT for Devens employees and residents (reverse commute options).
5. Climate Mitigation and Adaptation plan for Devens needs to be developed.
6. Continued work on balancing local, regional and state efforts.
7. 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.
8. End point to Chapter 498 and process to reach it remain an open question.
9. Finalize and adopt new Innovative Residential Development regulations as an option for future housing development at Devens.
10. Maintain fiscal independence.
11. Integrate districts and areas within Devens to make them more coherent and connected.
12. 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.

CONCLUSION:

Streamlined permitting, Eco-Industrial development, regional initiatives, innovative approaches to new housing and various social services at Devens (United Native American Cultural Center, Guild of St. Agnes, Loaves and Fishes, Transitions women's shelter, Veterans housing, etc...), coupled with the many acres of open space and recreation all demonstrate that the redevelopment of Devens continues to successfully balance social, environmental and economic issues and further the reuse plan goals of sustainable redevelopment. These efforts benefit all organizations, residents, businesses and visitors to Devens and help facilitate the development of a diverse and vibrant community.

Maintaining the stellar track record of comprehensive unified permitting will always remain job one for the Commission. Over the next five years, the DEC will continue to facilitate redevelopment consistent with the Reuse Plan and build on the successes of our sustainable development initiatives, incentives, guidelines and regulations and focus on furthering the goals and objectives of the Reuse Plan.

APPENDIX
ANNUAL REPORTS – 2006 – 2011

2006 Annual Report

<http://www.devensec.com/news/ar-dec2006.html>

2007 Annual Report

<http://www.devensec.com/news/2007DECAnnualReport.pdf>

2008 Annual Report

<http://www.devensec.com/news/2008%20DEC%20Annual%20Report.pdf>

2009 Annual Report

[http://www.devensec.com/news/2009 DEC Annual Report web.pdf](http://www.devensec.com/news/2009_DEC_Annual_Report_web.pdf)

2010 Annual Report

[http://www.devensec.com/news/2010 DEC Annual Report.pdf](http://www.devensec.com/news/2010_DEC_Annual_Report.pdf)

2011 Annual Report

[http://www.devensec.com/news/2011 DEC Annual Report.pdf](http://www.devensec.com/news/2011_DEC_Annual_Report.pdf)

Devens Enterprise Commission Annual Reports (2000-2011) are all available on-line at www.devensec.com under “News and Events”.