

DEVENS ENTERPRISE COMMISSION FIVE YEAR REVIEW 2011-2015

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



*By: the Devens Enterprise Commission
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DEVENS ENTERPRISE COMMISSION 5-Year Review 2011-2015 EXECUTIVE SUMMARY

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. One of the primary goals of the Devens Reuse Plan remains as relevant today, as it was 20 years ago when the Devens was transferred from the Department of Defense to the Commonwealth: that “Development must be sustainable, which means achieving a balance of economic, social and environmental needs while maintaining and enhancing the natural resource base.” This report provides a detailed overview of the DEC’s redevelopment efforts within the Devens Regional Enterprise Zone over the last 5 years (2011-2015)

District-by-District Development Analysis: The body of this report contains a detailed analysis of development over the last five years on a district by district and parcel by parcel basis - comparing actual development with the goals set forth in the Reuse Plan and By-Laws. In general, the Innovation and Technology Business District and the Rail, Industrial and Trade Related Uses District continued to experience the most development activity. Many new businesses such as Quiet Logistics, Nypro, O’Reilly Auto Parts, Maxant Industries, and SMC Global located in the Rail, Industrial and Trade-Related Uses District. Adaptive reuse of many existing buildings resulted in a significant drop in the vacancy rate for buildings at Devens from 28% in 2011, to 1% in 2015. A number of large projects were also initiated in the Innovation and Technology Business District, including Bristol-Myers Squibb’s second phase, Health Partners Treatment and Recovery Center and New England Studios. On the North Post in the Environmental Business Zone, a 3 mega-watt ground mounted solar array was constructed and Little Leaf Farms began the construction of a ~110,000 sq.ft greenhouse operation for growing hydroponic salad greens. Sustainable residential development continued to flourish in Devens as the Sustainable housing pilot project wrapped up and an additional 124 units of net-zero energy ready housing on Grant Road were approved in 2015. Regional collaborative efforts resulted in two key projects: a Regional Household Hazardous Waste Facility at the Devens DPW and a Regional E-911 Facility. Additional regional/collaborative efforts are explained further in the report. On the conservation side, permanently protected open space in Devens continued to grow with the protection of over 400 acres, bringing the total protected land in Devens to over 1,400 acres. The DEC also accepted its first Conservation Easement over Shepley’s Hill – a natural landscape that serves multiple recreational, education and ecological values. The trail network at Devens continued to grow as well, with the total miles of trails reaching over 12.5 in 2015. Overall, the DEC continues to ensure redevelopment projects in each of the districts remains consistent with the development goals of the corresponding district.

Transportation and Infrastructure: 2011-2015 saw a number of upgrades to Devens infrastructure to improve existing conditions and upgrade services to accommodate new development. At the end of 2015, MassDevelopment and the DEC were also working on developing and adopting a Complete Streets Policy – to ensure Devens continues to plan, design and operate all road rights of ways to enable safe access for all users, regardless of age, ability, or mode of transportation. Transportation demand management and promoting and improving public transit access to and from Devens continued to receive a lot of attention in this five year period, as the MBTA finished up the Fitchburg Line Improvements that will improve service time and frequency to and from rail stations in the Devens region.

Sustainable Devens: Over the last five years, the DEC has continued its efforts to position Devens as a successful Eco-Industrial Park. In 2012 the DEC updated the 2000 Sustainable Indicators Report. Results from this update demonstrated that overall Devens has made significant progress in economy, social sustainability, governance, public health, transportation, natural resources, and environmental quality since 2000. The report is available on the DEC website at: <http://www.devensec.com/sustain/indicators/2012indicators.html>. The Devens Eco-Efficiency Center also continued to provide education, technical assistance, networking forums, and partnership opportunities that help establishments make better use of resources and achieve triple bottom line – economic, environmental and social – benefits. Since 2006, the Center and its predecessor EcoStar have

facilitated reuse opportunities for over 625,000 pounds of materials via The Great Exchange *and* saved nearly \$4 million in reduced operating expenses. The DEC continues to invest and fund the operation of the Center.

Regional Collaboration: The redevelopment of Devens continues to provide a number of benefits to the surrounding region. Devens has sparked significant economic growth and environmental protection in the region. Additional regional benefits that have developed over the last five years include the sharing/exchanging of equipment with surrounding towns and Army, opening of a Regional Household Hazardous Waste Facility supporting 11 communities in the region, and a Regional E-911 dispatch serving four communities in the region. The 2015 zone changes by MassDevelopment were another great example of regional cooperation and collaboration to further the sustainable, long-term conservation and development of Devens. The DEC will continue to collaborate with the surrounding communities on areas of mutual interest that advance the Reuse Plan.

Incentives, Guidelines/Policies and Regulations: The DEC as an organization is committed to continuous improvement and continues to evaluate our regulations and processes on a regular basis to ensure we stay current with the latest research and trends in sustainable building and infrastructure, smart growth, water supply protection, greenhouse gas mitigation, and public health and safety. Over the past five years, the DEC has developed and adopted a number of incentives, guidelines, regulations and policies that have resulted in more applicants integrating sustainable development elements into their projects - furthering the goals and objectives of Chapter 498 and the Reuse Plan.

Public Health: Throughout 2011-2015 the DEC continued to promote public education and awareness of serious local health issues such as the flu virus, mosquito borne illnesses, ticks warnings and mosquito spraying procedures. In the fall of 2013, the Commission adopted a [Healthy Communities Proclamation](#), underscoring the importance of healthy community design as a component of the Devens Redevelopment efforts. The DEC also initiated a study to evaluate how land use planning and design decisions in Devens might influence local public health outcomes (available at: <http://www.devensec.com/sustain.html>). The addition of bike lanes, sidewalk connections and trail expansion projects in Devens over the past five years has helped provide more opportunities for Devens residents, businesses and visitors to choose alternative forms of transportation and reduce the need for driving everywhere – contributing to better air quality and healthier, more active lifestyles.

Environmental Remediation: MassDevelopment and the Army continued to undertake environmental remediation and monitoring throughout 2011-2015, under the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA) program, commonly known as Superfund at Devens, MA. Various former army housing areas and an old firing range underwent active remediation and a number of sites (Airfield and Shepley's Hill) continue to be monitored to ensure remediation efforts are working.

Development Permitting: Devens' fast track unified permitting system continued to attract many businesses and industries to Devens over the last 5 years. At the end of 2015, there was over 6,000,000 square feet of buildings at Devens with more than 95 businesses, industries and organizations, employing over 5,500 people. The DEC's average time to fully process a Level 2 unified permit in 2015, was 44 days. New permitting processes that were developed over the last five years include sheet metal permits and event permits, as well as permit and guidelines for off-studio filming activities in Devens. The film guidelines and permitting process help to minimize potential nuisance/disturbance to Devens businesses and residents, while still supporting and promoting filming activities in Devens.

Communications and Outreach: The DEC continues to improve public access to information and services through its website and in 2013 undertook a complete reorganization of the site (www.devensec.com) for the benefit of businesses, residents and visitors. DEC meetings are now video recorded and aired on local cable access. In 2014 DEC Commissioners were issued I-Pads to aid in reducing paper usage and improving communications and information distribution. Devens role as an eco-industrial park and model of sustainable development was communicated to a growing audience throughout 2011-2015, including a number of US, Korean and Chinese eco-industrial park developers. In addition, staff authored a number of reports and presentations on Devens redevelopment. In 2015, MassDevelopment and the DEC's collaboration with the private sector to advance net zero energy housing, low-impact development and healthy, sustainable neighborhood development projects in Devens and the Commonwealth, was recognized by the American Planning Association's (APA) Sustainable Communities Division and the Massachusetts Chapter of the American Planning Association (APA-MA) and was awarded "Project of the Year" by both organizations.

DEC Administration: Peter C. Lowitt, FAICP (Director/Land Use Administrator), Neil Angus, AICP CEP, LEED AP BD&C, ND (Environmental Planner) and Kate Clisham (Administrative Assistant and Notary) continue to serve as the lead staff for the DEC. Building, plumbing/gas, electric, sheet metal permitting and inspectional services are provided by Gabe Vellante, Phil Horgan, and Bob Friedrich. To further the sustainability goals of Devens and to continue leading by example, the DEC continued implementing initiatives to green our own office environment, including joining NuRides; implementing office composting program and additional recycling efforts; and continuing to reduce energy and paper usage through various efficiency measures. Some cost savings have also been passed on to Applicants as the application process converts to digital and fewer paper copies are required to be submitted. In 2015, the State Auditor's Office conducted a performance audit of the Commission to see how the Commission's actions over the years have stood up to the goals of the Reuse Plan. The report concluded: "...the DEC had adopted bylaws and developed specific rules and regulations that allowed it to effectively regulate land use, planning, and permitting to be in compliance with the reuse plan. It has also established verifiable measures and procedures to monitor the extent to which these measures are being achieved in accordance with the reuse plan." Annual Reports and these Five-Year reviews proved valuable for this audit.

Looking Ahead to 2016-2020: To ensure development continues to further the goals & objectives of Chapter 498 and the Reuse Plan, looking ahead to the next 5 years (2016-2020), the DEC will focus its efforts on:

1. Continue to streamline residential permitting consistent with new Residential Regulations as well as Historic District requirements.
2. Continue to collaborate with the surrounding communities on areas of mutual interest that advance the Reuse Plan.
3. Continued support and growth of the Devens Eco-Efficiency Center as a strategy for sustainable redevelopment and a value-added feature for business and industry locating at Devens.
4. Tracking and update of 2012 Sustainable Indicators Report in 2017.
5. Update the Devens Open Space and Recreation Plan (for 2015-2022) and permanent protection of remaining lands identified for protection in the 2008-2013 Open Space and Recreation Plan.
6. Implementation of TDM programs and support for regional transportation plans and additional commuter options for businesses and residents to and from Shirley, Devens, Ayer and Littleton.
7. Incorporate more rail connections in the RIT to help further reduce local traffic impacts.
8. Adopt a Complete Streets Policy and continue to ensure all modes of transportation and accessibility are taken into account on all development projects that impact the right-of-way.
9. Continue integrating climate change mitigation and adaptation into all development and conservation projects and build on creating a network of more resilient Green Infrastructure that can better adapt to changing weather patterns.
10. Continue dialogue with Devens residents, surrounding communities and MassDevelopment regarding an end point to Chapter 498.
11. Strategic planning to prioritize ongoing sustainable redevelopment initiatives of the DEC.
12. Manage Conservation Restrictions held by the DEC as the Devens Conservation Commission.
13. Continue integrating public health criteria into all decisions.

For the complete list and additional details on these efforts, refer to the "Looking Ahead" section of the full report. The Commission is clear that its primary job remains overseeing the expedited permitting process that has become Devens' signature. Residential development is expected to continue growing over the next five years as the Shirley Village Growth district and Grant Road develop further. These five-year review updates continue to be a strategic tool to help assess and guide the past, current and future efforts of the DEC and build on the successes of our sustainable development initiatives, incentives, guidelines and regulations to ensure that redevelopment continues to be consistent with the Reuse Plan.



DEVENS ENTERPRISE COMMISSION 5-Year Review 2011-2015

INTRODUCTION

This review is prepared in compliance with the requirements of Chapter 498 of the Acts of 1993 and the Devens By-Laws, last revised November, 1999. The By-Laws (Article 2A.14.) and Chapter 498 require the Devens Enterprise Commission (DEC), the regulatory and permitting authority for redevelopment of Devens, to conduct progress reviews of the status of Devens redevelopment every five years. These include an analysis of District by District development over the past five years and comparing actual development with the goals set forth in the Reuse Plan and By-Laws. The By-Laws also require the DEC to prepare certain documents and regulations to facilitate Devens redevelopment efforts. A review of these documents and regulations are also included in this Report.

This report provides a detailed overview of redevelopment within the Devens Regional Enterprise Zone over the last 5 years (2011-2015) from the perspective of the DEC and fulfills the requirements of Chapter 498 and the Devens Bylaws.

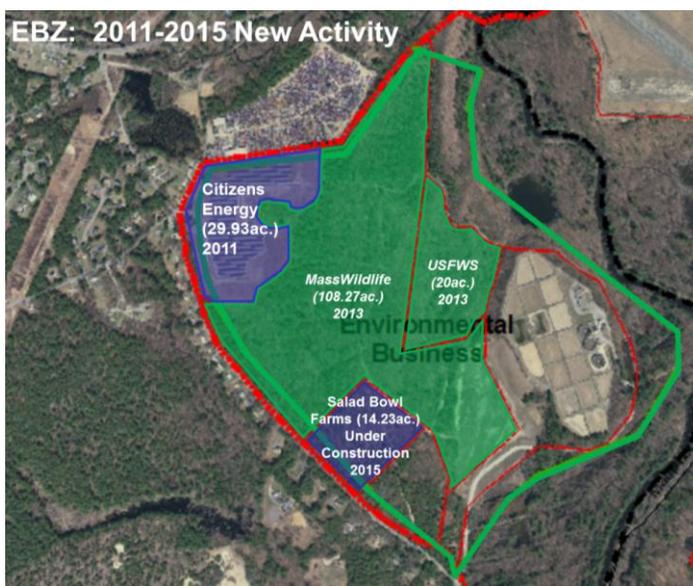
DISTRICT DEVELOPMENT ANALYSIS AND ASSESSMENT

The following is a summary overview of activity that has occurred within each zoning district on a parcel-by-parcel basis over the last five years. This section of the report also includes a status review of redevelopment efforts, evaluating the progress, type, and character of development in each district as it relates to the development goals of each district, as well as the realistic market expectations for future development in each district.

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 (WWTF) which was upgraded to service Devens redevelopment in 1999 and again in 2007. The EBZ includes a number of sensitive habitats including wetlands and vernal pools (supporting State listed species of special concern). These environmental constraints, coupled with the proximity to the Nashua River and

adjacent residences in the Town of Shirley have led to various strategic planning efforts that have balanced conservation and development efforts over the last 5 years.

In 2011, Citizens Energy developed a ~30 acre parcel that included over 18 acres of ground-mounted solar photovoltaic (PV) panels (low-impact use), which generate over 3MW of renewable energy on an annual basis. As part of this approval, MassDevelopment and the DEC worked with the Natural Heritage Endangered Species Program (NHESP) to ensure the project avoided any impacts to an adjacent vernal pool site. Development of this parcel also avoided and helped preserve the historic Lawton farmstead – a mid- 19th century farm complex that is eligible for inclusion in the National Register of Historic Places. The utility transmission line/interconnection for this solar PV facility runs along an old tank trail and ties into the Devens electrical grid at the Devens WWTF. In 2015, Devens Utilities purchased an additional 3.5MW of solar PV electricity from a similar ground-mounted solar PV field in the Town of Shirley. The utility interconnection for this system connects into the Citizens Energy transmission line that leads to the Devens WWTF, adding to Devens renewable energy portfolio.



Citizens Energy Solar panels and power converter boxes on North Post. November 2013.

In 2013, as part of the planning for the remaining land within the EBZ, MassDevelopment worked with NHESP, MassWildlife and US Fish and Wildlife Service (USFWS) to permanently protect over 128 acres of wildlife habitat, wetlands, vernal pools and esker formations within the EBZ (see the Open Space and Recreation section of this report for additional details). The remaining land in the EBZ (~26ac.) was divided into two small development parcels (95 and 105 Walker Rd.).

In the summer of 2015, The DEC issued a unified permit to Salad Bowl Farms (aka Little Leaf Farms) for the phased construction of a 210,000 sq.ft. hydroponic greenhouse (agri-tech) facility on just over 14 acres at 105 Walker Road. The DEC worked with the developer and neighbors to locate the facility toward the rear of the lot and retain as much of the existing woodland along the frontage of Walker Road as possible to naturally buffer the development from the neighbors. By the end of 2015, Phase 1 of the project (~120,000 sq.ft. greenhouse and support office) was under construction.

The operation is expected to open in May 2016. Little Leaf Farms is serviced by Shirley public water and Devens Utilities (electric, gas). The electric and gas services are connected to the site via the existing transmission line



Little Leaf Farms new greenhouse. December 2015.

from Citizens Energy to the Devens WWTF. Little Leaf Farms has an option on the adjacent 12+/- acre parcel (95 Walker Rd.) for additional future greenhouse operations/expansion.

All of these development and conservation projects within the EBZ between 2011 and 2015 were carefully planned and executed with full awareness and recognition of the sensitivity and uniqueness of the environmental systems within this region of Devens. Therefore, all of these projects are consistent with the development goals of the EBZ.

The following table presents a parcel by parcel look at development within the EBZ. The green highlights identify parcels that have been permanently protected from development. The blue-highlighted parcels identify parcels on which development has occurred between 2011-2015.

| Environmental Business Zone (EBZ) | | | | | | |
|--|-----------------------------|---|-------------------------|--|----------------------------------|---|
| <i>Parcel 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> |
| *Walker Rd.85: Devens WWTP (04-14-200) | 34.97 | 48,400 | 0.02 | 4 | 30.97 | 0.11 |
| *Walker Rd 95: Vacant (39-14-100) | 12.00 | 0 | 0 | 0 | 12.00 | 0 |
| *Walker Rd. 105: Little Leaf Farms (39-14-500) | 14.23 | 119,761 (Ph.1) | 0.19 | 5.69 | 8.54 | 0.40 |
| Walker Rd. 115: USFWS (35-399-600) | 27.53 | 0 | 0.00 | 0 | 27.53 | 0 |
| Walker Rd. 125: MassWildlife (39-14-100) | 108.27 | 0 | 0 | 0 | 108.27 | 0 |
| *Walker Rd. 139 Citizens Energy (39-14-100) | 29.93 | 0 | 0 | 1.66 | 28.27 | 0.06 |
| EBZ District Totals: | 227.03 | 168,161 | 0.02 | 11.35 | 215.68 | 0.05 |

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

Future Outlook for the Environmental Business Zone: Depending on the success of the first phase of Little Leaf Farms, over the next five years, the DEC could see Little Leaf Farms begin construction on Phase 2 of their greenhouse which would include an additional ~100,000 sq.ft. of greenhouse on their current parcel at 105 Walker Road. Little Leaf Farms also currently has an option to purchase the adjacent parcel (95 Walker Rd.) which could accommodate up to two additional phases of greenhouse expansions.

The USFWS and MassWildlife are expected to continue expanding and developing their parking and trail network through the Environmental Business Zone over the next five years to provide improved access to more portions of the Nashua River and esker formations. MassDevelopment will continue to utilize the wastewater treatment plant access road and also continue to maintain the two main utility corridors that bisect the EBZ (Shirley Solar PV and Devens Solar PV interconnections, as well as natural gas connection from the plant to Little Leaf Farms).

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.



Over the past 5 years there has been no commercial development activity within this district. In 2013, as part of its annual Earth Day activities, the Devens Eco-Efficiency Center, in collaboration with the US Fish and Wildlife Service (USFWS) and volunteers from several Devens businesses, blazed a new trail from Lake George Street, through the northern portion of this district that connected an existing powerline trail that leads to the newly completed USFWS Visitor contact station off of Hospital Road. This 0.95 mile trail provides a critical link to the Jackson Road stonedust trail on the east side of Jackson Road, which connects into the USFWS Goddard Memorial trail to the southeast and many miles of trails throughout Devens and Harvard.

The design for Jackson Road adjacent to this district anticipates future expansion to four lanes versus the current two lane configuration, should conditions warrant in the future. Current traffic counts in 2015 show Devens generated traffic in the region is below the projected levels in the 1995 Final Environmental Impact Report for Devens. MassDevelopment continues to maintain the detention ponds which have become very active wildlife habitat (frequent sightings of deer and small mammals).

The following table presents a parcel by parcel look at development within the Gateway I District. The blue-highlighted column identifies the parcel on which the trail connection was made in 2013:

| Gateway I: Jackson (G1) | | | | | | |
|--------------------------------------|-----------------------------|---|-------------------------|--|----------------------------------|---|
| <i>Parcel 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> |
| *USFWS (4-399-200) | 213.11 | 0 | 0 | 0 | 213.11 | 0 |
| * MD Det. Ponds (8-99-300) | 2.30 | 0 | 0 | 0 | 2.30 | 0 |
| G1 District Totals: | 215.41 | 0 | 0.00 | 0 | 215.41 | 0.00 |

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

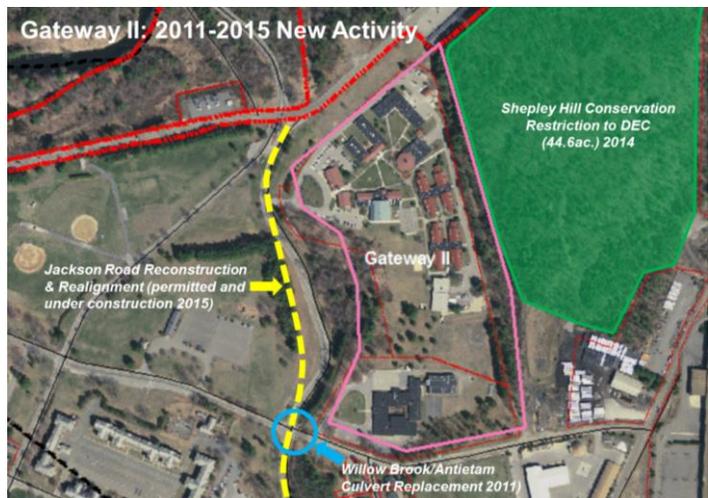
The trail connection project within the Gateway I District has helped to provide educational, cultural, and recreational amenities for Devens and the surrounding region and it helps accentuate the entryway into Devens. The trail capitalizes on the unique natural and locational attributes of the district site and helps define the environmental vision of the Devens Regional Enterprise Zone.

Future Outlook for Gateway I District: The USFWS is expected to continue expanding and developing their trail network through the Gateway 1 District over the next five years to provide improved access to more portions of the Nashua River and the Oxbow lake s that have formed. MassDevelopment continues to maintain the existing stormwater management ponds. No other significant activity is anticipated in this district over the next five years.

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.



The Gateway II 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 now occupied by the Francis Parker Charter School. A number of infrastructure improvements were also undertaken between 2011-2015, including replacement of the Antietam Street culvert, realignment of Jackson Road,

including bike lanes, sidewalks, crosswalks, a school zone and other features to improve safety and accessibility for all users. See the Transportation and Infrastructure Improvements section of this report.

In 2012, The Parker Charter School constructed a greenhouse to teach students how to grow plants and vegetables. The vegetables grown in the greenhouse are used in the school cafeteria and any excess vegetables are donated to the Loaves and Fishes food pantry in Devens. This is an excellent example of how Devens Redevelopment is meeting the sustainable redevelopment goals of the Reuse Plan and how occupants are adding value to Devens and the surrounding region. In 2014, the DEC, again acting in its capacity as the local Conservation Commission, accepted its first Conservation Restriction (CR) for 44.6 acres of land on the adjacent Shepley’s Hill (refer to the Open Space and Recreation District overview for additional details).



Parker Charter Greenhouse. December 2015.

The following table presents a parcel by parcel look at current development within the Gateway I district. The blue-highlighted column includes the additional square footage as a result of the greenhouse built by Parker Charter in 2012:

| Gateway II: Verbeck (G2) | | | | | | |
|---|-----------------------------|---|-------------------------|--|----------------------------------|---|
| <i>Parcel 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> |
| *49 Antietam St.: Parker Charter (32-12-200) | 9.10 | 46,600 | 0.12 | 3.63 | 5.47 | 0.40 |
| *270 Jackson Rd: Shriver Job Corps. (32-12-100) | 21.60 | 164,972 | 0.18 | 8.13 | 13.47 | 0.38 |
| G2 District Totals: | 30.70 | 211,572 | 0.16 | 11.76 | 18.94 | 0.38 |

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

The historic Verbeck Gate and guard house are also located adjacent to this zoning district. The Verbeck Gate itself is listed as a historic resource and continues to be preserved. Throughout 2011-2015, the gate and guard house were damaged from numerous vehicle collisions but repaired and restored to maintain their iconic stature and that “sense of arrival to the Devens Regional Enterprise Zone” as intended by the development goals of the Gateway II district. The Shriver Job Corps, coupled with the Parker Charter school and adjacent Shepley’s Hill CR provide for a range of cultural, educational, institutional, and open space/recreational uses consistent with the Gateway II district and respecting the transition from the adjacent business, residential, and open space uses in Ayer.



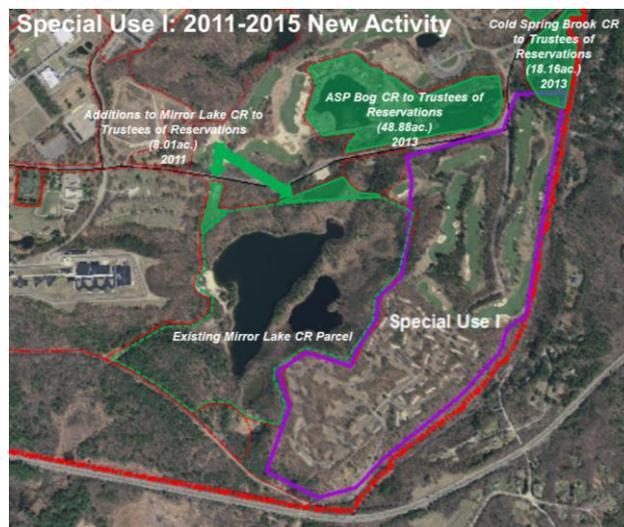
Verbeck Gate Guard House. December 2015.

Future Outlook for Gateway II District: Jackson Road Phase 4 is expected to be completed in 2016 and the Shriver Job Corps and Parker Charter educational institutions are expected to continue operating and contributing to the services at Devens. Both institutions are expected to continue taking advantage of their location in proximity to open space (continued educational and recreational use of Shepley’s Hill). No other significant activity is anticipated in this district over the next five years.

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 Special Use I district consists of the front nine holes of Red Tail Golf Course and Salerno Circle (former military housing area). 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. Regulation amendments in 2011 now require vegetated (green) roofs and walls on any buildings located on the south and east perimeters of the plateau to provide additional screening and better comply with the development goals for this district. These new regulations, coupled with the Slope Resource Overlay District (protecting steep slope areas from development), are consistent with the goals and recommendations of the 2008-2013 Devens Open Space and Recreation Plan and the Devens Reuse Plan.

Development activity in this district throughout 2011-2015 has consisted of remediation work to remove the former military housing and associated contaminated soils that were a result of the Army's past use of pesticides and insecticides around the foundations of the units. At the end of 2015, 38 of the 71 housing slabs on Salerno Circle have been removed and all foundations still remain in place. The Special Use I district is located adjacent to a number of unique and sensitive natural resources, including Mirror Lake and Cold Spring Brook. Throughout 2011-2015, MassDevelopment worked to preserve a large amount of open space in the surrounding area (Mirror Lake, ASP Bog and Cold Spring Brook corridor), furthering the goals of the 2008-2013 Devens Open Space and Recreation Plan (refer to the Open Space and Recreation District overview for additional details).

The following table presents a parcel by parcel look at development within the Special Use District I. There have been no changes since the 2006-2011 report:

| Special Use District I (SUD1) – Salerno Circle | | | | | | |
|---|-----------------------------|---|-------------------------|--|----------------------------------|---|
| <i>Parcel 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> |
| * Salerno Circle (3-19-300) | 87.10 | 0 | 0 | 7.00 | 80.10 | 0.08 |
| *Marne St. 2: Golf Course (11-19-100) | 55.71 | 0 | 0 | 0 | 55.71 | 0 |
| *Marne St. 3: Golf Course (11-19-200) | 40.05 | 0 | 0 | 0.26 | 39.79 | 0.01 |
| SUD1 District Totals: | 182.86 | 0 | 0.00 | 7.26 | 175.6 | 0.04 |

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

The recent regulation changes (steep slopes and green roof/green wall requirements) will help further reinforce the development goals for the Special Use I district by reducing visibility of any future development from surrounding areas and preservation of existing vegetation.

Future Outlook for Special Use District I: While there have been numerous inquiries for redevelopment of the former housing area, to date, there has been no new development. The remaining slabs and all foundations are expected to be removed by MassDevelopment in the near future to help improve the marketability of this former housing area for development. MassDevelopment continues to actively market the site.

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.



Subsurface contamination from past Army activity and ongoing bio-remediation in the northwesterly portion of this District (AOC 50) have limited development activity in this district. Remediation efforts continue in the northwesterly portion of the district and recent analyses have found that the contamination plume is breaking up due to the remediation efforts. In 2011, the western slopes of airfield leading to USFWS land abutting the Nashua River were included in the Slope Resource Area overlay district, protecting them from future development.



Aerial view of Special Use II district looking south.

A portion of the former airfield continues to be used for the parking of state police cruisers and impounded vehicles and the State Police also utilize this area for driver training courses. In early 2015, Raytheon began leasing a portion of the airfield (yellow area outlined in the above Special Use II District aerial) and installed a gantry as part of their high speed electronic tolling project. In 2015, the existing cellular communications tower located on the airfield also renewed its permit for an additional 5 years.

Devens Recreation Department continues to lease space in this district for temporary special events by car clubs and driver training programs. Access issues with Macpherson Road (flooding, wetlands, railroad crossing), coupled with the ongoing remediation and additional infrastructure needs continue to constrain the ability of this site to accommodate larger redevelopment projects.

The following table presents a parcel by parcel look at development within the Special Use District II. The blue-highlighted parcels identify parcels on which development has occurred between 2011-2015. Although there have been recent projects within the district, they have all occurred within the existing limits of pavement (ongoing requirement due to contamination/remediation), therefore there are no changes to the numbers in this table from the 2006-2011 report.

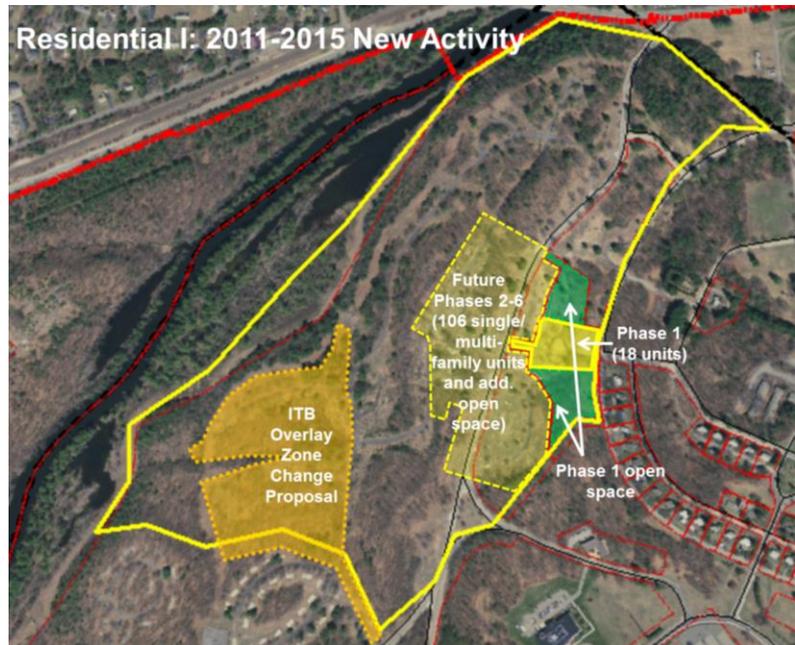
| Special Use District II (SUD2) - Airfield | | | | | | |
|--|-----------------------------|---|-------------------------|--|----------------------------------|---|
| <i>Parcel ID (Map Block Lot)</i> | <i>Lot Area (Acres)</i> | <i>Building Gross Floor Area (sq.ft.)</i> | <i>Floor-Area Ratio</i> | <i>Impervious Lot Coverage (Acres)</i> | <i>Pervious Lot Area (Acres)</i> | <i>Impervious Surface Ratio for Lot</i> |
| MacPh 145.:Airfield (44-15-200) | 230.89 | 73,450 | 0.01 | 70.26 | 160.63 | 0.30 |
| MacPh. 165: Army. (46-15-100) | 9.14 | 51,600 | 0.13 | 7.89 | 1.25 | 0.86 |
| MacPh 177: Tower (46-15-201) | 0.23 | 450 | 0.05 | 0.12 | 0.11 | 0.52 |
| SUD2 District Totals: | 240.26 | 125,500 | 0.01 | 78.27 | 161.99 | 0.33 |

Future Outlook for Special Use District II: As per the Devens Bylaws, any future development of this site will necessitate coordination with the Town of Ayer. Until the contamination issues are resolved and access/infrastructure improvements are addressed, no other significant activity is anticipated in this district over the next five years.

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.

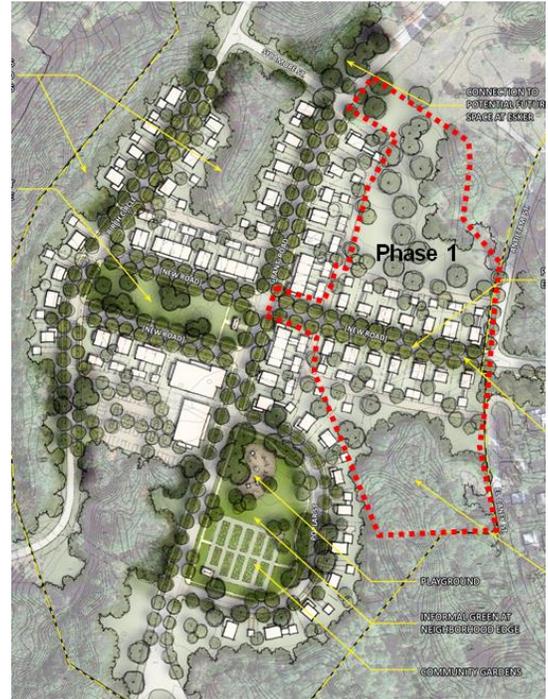
b. *Development Goals:* The primary goal of this zoning district is to foster the evolution of a residential neighborhood at Devens, intending to meet housing needs for residents of the towns in the Devens area. Additional siting, density, and design criteria have been established to ensure compatibility 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 resulted in the removal of all structures in this district and a significant level of remediation. The district has been remediated to unrestricted (residential) standards.

In late 2013, the DEC adopted new regulations for innovative approaches to residential development in Devens using the US Green Building Council's LEED for Neighborhood Development rating system as a guide (see "Sustainable Development Guidelines, Incentives, Regulations and Initiatives" section of this report for more detail on these regulation amendments). These regulations provided an optional compliance path for development within the Residential I district. In May, 2015 the Commission granted a Unified Permit to Devens Village Green for the development of a 124-unit mixed residential community along portions of Grant Road. This project includes the phased construction of a mix of market-rate, low and moderate-income single-family, two-family and four-family units, and two 20 unit apartment buildings, in addition to new supporting infrastructure such as roads and sidewalks, water, sewer, electric, gas, and stormwater management. This was the first project to utilize the DEC's Innovative Residential Development Regulations which were approved by the Commission in 2013. In August 2015, the Applicant commenced site work on the first phase of this project which includes 14 lots of single-family and two-family dwellings, including one moderate-income affordable unit. This first phase also includes the extension of Chance Street from Antietam to Grant Road and two large open space parcels for stormwater management and passive recreation opportunities. The garages/parking for these new

homes will be accessed via new proposed rear service roads – a similar layout to the existing housing along Elm and Walnut, but in a slightly more compact layout that respects the character of the existing neighborhood, while preserving more open space and creating a walkable, connected neighborhood designed for people first. The new street will be narrower than typical streets (for added safety), with on-street parking and sidewalks on both sides to promote walkability. The project includes 124 energy efficient units over six phases and includes 28 affordable/income restricted units. By the end of 2015, the first house was under construction and another seven units had reservations.



Devens Village Green 124-unit Innovative Residential Development off of Grant Road.

In 2015 MassDevelopment proposed rezoning a portion of the Residential I District adjacent to Oak Hill to include and Innovation, Technology and Business district overlay, in order to provide for a larger, contiguous development site in the vicinity of the former Oak-Maple housing areas. Such a change required the approval of all three surrounding towns. In 2015 MassDevelopment brought this proposed change forward; however it was defeated at Harvard Town Meeting.

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. The adoption of new Innovative Residential Development regulations and approval of the Devens Village Green project is consistent with the goals of this district. These regulations and project are excellent examples of residential development for the 21st century: smart, efficient compact, accessible, inclusive, healthy and connected neighborhoods designed for people first – creating a sense of place and connecting to and compatible with the existing adjacent land uses.

Future Outlook for Residential I District: Over the next five years, Devens Village Green is expected to complete Phase I and continue with additional phases 2-6 as the market demands. This development will include upgrades to Grant Road to better accommodate bicycles and pedestrians as well as cars. Future intersection improvements at the Pine, Grant and Hospital Road intersections are expected to be considered by MassDevelopment to improve safety and accessibility and reduce pavement. MassDevelopment is also expected to bring back a second attempt at rezoning a portion of this residential district to Innovation, Technology and Business district.

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



Residential II Development Goals cont...

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

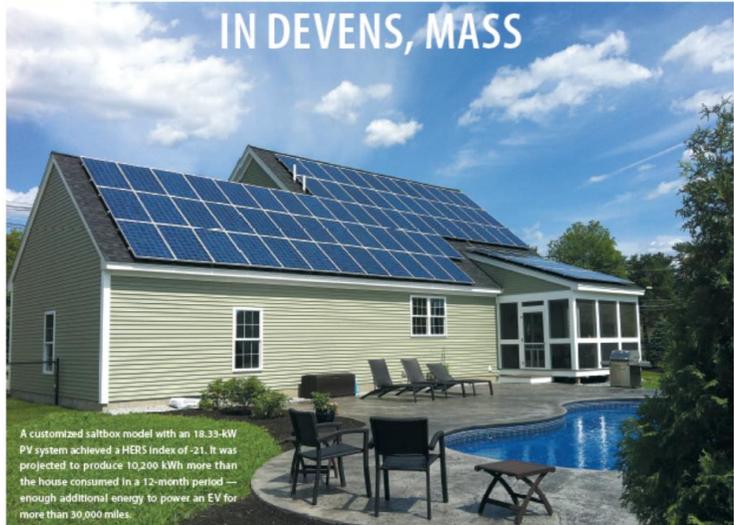
This district includes the historic brick colonials and bungalows located within the Devens Historic District and also includes housing for the Central Mass Veterans in the Bates Road area. All of these brick units were redeveloped for civilian housing by Aspen Development between 2000 and 2004. This district also includes a LEED Gold 13-unit transitional home for women with children.

In 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 all twenty units were completed and sold by the end of 2013. These homes received HERS ratings ranging from 38 to negative 36 (62-136% more efficient than traditional homes built to minimum building code standards).

These developments serve as a model for more sustainable residential development at Devens and throughout the Commonwealth. The developer took advantage of the DEC’s Innovative Residential Development Regulations which allowed for a reduction in frontage requirements and lot sizes in return for more efficient housing designs. The single family homes built by Transformations have received numerous awards for their net zero energy and positive energy features, including the US Department of Energy (DOE) Challenge Home Housing Innovation award winner. DOE Challenge Home builders are in the top 1% of builders in the country meeting the extraordinary levels of excellence and quality specified by the DOE. Additional awards include the 2012 US Green Building Council MA Chapter’s Innovation in Green Design award and the 2015 American Planning Association’s Sustainable Communities Division Excellence in Sustainability award. These homes were the catalyst for the additional Innovative Residential Development Regulations and Devens Village Green project approved by the DEC in 2013 and 2015 (refer to Residential I Overview for additional details).

ENERGY-POSITIVE HOMES

IN DEVENS, MASS



A customized saltbox model with an 18.33-kW PV system achieved a HERS index of -21. It was projected to produce 10,200 kWh more than the house consumed in a 12-month period — enough additional energy to power an EV for more than 30,000 miles.

Building Energy 2013: Article on Devens Sustainable Housing Pilot Project.

To further support this residential district, in 2013, MassDevelopment constructed a small pocket park in an open space area centrally located between the existing historic homes, the transitional shelter and the new net-zero energy homes. This park was designed to showcase various low impact development stormwater management techniques. MassDevelopment also discontinued a portion of Cavite Street between Bates and Saratoga in 2011 to support the development of the innovative housing effort and further buffer the existing residential district from the nearby Rail, Industrial and Trade Related Uses district.

In 2015 MassDevelopment, with approval from the Towns of Ayer, Harvard and Shirley, expanded the Residential II District to include an additional 10 acres of land off of Adams Circle that was designated Open Space and Recreation, to Residential II. In exchange, MassDevelopment re-zoned an abutting residentially zoned 3.6 acre area within the floodplain of Willow Brook, to Open Space and Recreation. In addition, 15 acres of Rogers Field was rezoned from Innovation and Technology Center to Open Space and Recreation to help preserve this valuable historic, cultural and recreational resource.

In 2015, MassDevelopment, in consultation and cooperation with the Devens residents and the DEC, introduced a smaller but no less important pilot project in this residential district. Numerous residents were complaining about speeding traffic through their neighborhoods and especially along the excessively wide private service roads behind most of the homes in Devens (built by the Military). To help control speed and discourage cut-through traffic, Devens Public Works installed a small traffic calming device – a “bump-out” (landscape island) to deter traffic entering the El Caney (private alley) at its intersection with Chance and Antietam Streets. This bump-out narrows the width of pavement and serves as a visual cue that helps slow down vehicles and re-direct them away from these private roads, ultimately making the neighborhood safer for residents and pedestrians (and keeping public traffic on public roads). The landscape feature (green infrastructure) also adds to the aesthetics of the area and reduces the amount of impervious surface which in turn provides multiple benefits such as decreased stormwater runoff, reduced urban heat island, and improved air quality. MassDevelopment is continuing to monitor the success of this pilot and may consider installing additional bump-outs at other problem intersections within the residential areas to help direct traffic and improve safety.



Pilot bump-out/traffic calming on El Caney (private alley) at intersection of Chance and Antietam Streets – 2015.

Development within the Residential II district throughout 2011-2015 has been consistent with the development goals of this district - reuse of the existing housing stock and construction of new infill housing for residential uses. The DEC has permitted a number of home occupations within this district over the last 5 years, which is also consistent with the development goals of this district. The DEC, acting as a local historic district commission, in conjunction with the Massachusetts Historic Commission, has also 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.

Future Outlook for Residential II District: With the approval of the 124 units of new housing in the Residential I District on Grant Road, Infill residential development within this district will be limited as Devens approaches its housing cap of 282 units as per the reuse plan and bylaws. However, with the expansion of the Residential II district on Adams Circle, there is the potential for some additional infill development. The Devens Homeowners and Condominium Associations also own some small parcels that could potentially support some small infill residential development. With the changing workforce and increase in telecommuting options, we may see more home-based businesses emerge over the next 5 years as well.

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.



Development over the last five years in the Business/Community Services I District included the completion of a new 120 room Hilton Garden Hotel, Bar and Restaurant in Devens Common (opened in late 2011), along with a Devens Grill patio and parking lot expansion in 2014. The Devens Common

open space in the center of this district has accommodated a number of local and regional special events throughout 2011-2015 that serve Devens and surrounding community residents and continue to attract many visitors to Devens. Those include the Devens Robotica event, annual chili cook-off, Berkshires to Boston bike ride, Hot Rod car show, and a number of other small events.

In 2012, the DEC approved MassDevelopment’s application for a regional Emergency 911 communications center at 270 Barnum Road. This regional communications center rehabilitated a portion of the former Army child care facility and now serves the communities of Lunenburg, Lancaster, Harvard and Devens. This project is a great example of adaptive building reuse, shared services and regional cooperation that the Devens Reuse Plan encourages – for the benefit of Devens and many of the surrounding towns. In 2013, the DEC also approved the construction of a new cell tower behind the existing fire station off of Barnum Road to service the regional E-911 center. A portion of the building now also houses the Evergreen Garden preschool program and the Oxbow School.



Public Safety Officers and Officials from Lunenburg, Lancaster, Harvard and Devens break ground on the renovations for the Regional E-911 Center – 2013.

In 2015, MassDevelopment sold the historic former Red Cross building at the corner of Barnum and Jackson, and the DEC issued a unified permit to convert the building to a health and wellness center, including a yoga studio, massage and a restaurant. The center opened in late 2015. This is a great adaptive reuse of this historic building and it saved this historic building from being demolished – preserving an important piece of Devens history.



Former Red Cross building redeveloped into the Dragonfly Wellness Center and Natural Café – October 2015.

In 2011, a realignment of the road rights of ways at the intersection of Barnum and Jackson Roads prompted a minor adjustment of the zoning district boundary line. This change was approved by the DEC at a public meeting as a minor administrative change as per Article V.B.3(c) of the Devens By-laws.

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 2011-2015:

| Business/Community Services (BCS) | | | | | | |
|--|-----------------------------|---|-------------------------|--|----------------------------------|---|
| <i>Parcel 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> |
| Barnum Rd. 270: Evergreen Daycare & E-911 (20-3-500) | 3.46 | 23,025 | 0.15 | 0.86 | 2.60 | 0.25 |
| *Jackson Rd. 164: Devens Common (20-3-300)** | 26.24 | 153,000 | 0.18 | 12.60 | 13.64 | 0.48 |
| Jackson Rd. 172: Guild of St. Agnes (20-3-200) | 1.74 | 10,180 | 0.23 | 0.90 | 0.84 | 0.53 |
| *Jackson Rd. 176 Dragonfly Wellness (20-3-400) | 1.60 | 3,800 | 0.06 | 0.42 | 1.18 | 0.27 |
| BCS1 District Totals: | 33.04 | 190,005 | 0.12 | 14.78 | 18.26 | 0.45 |

*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

Development in this district throughout 2011-2015 was consistent with the primary goals of this zoning district – providing a mix of small scale commercial, retail, and service uses for the Devens population. 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.

Future Outlook for Business Community Services District: The Devens Common master plan includes a second office building next to the existing office, a second retail strip beside the Devens Grill and a future retail/commercial building site in front of the new Hilton Garden Inn. Development of these projects will depend on the market conditions over the next five years. The owners of the Natural Café and Wellness Center are looking at expansion opportunities as well; however this would also depend on market demand.

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 and senior residential 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 and residential uses such as senior housing and assisted living. 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.



Development in this district consists of the Shirley Municipal Facilities Center (Police Station, Town Hall, Middle School and Library). As of 2015, 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. In 2015, residents from the Town of Shirley contacted the DEC to discuss the possibility of a dog park within this district on the westerly side of Hospital Road, south of the municipal service center. This discussion is currently on hold awaiting a formal plan from the community.

In 2012, the Army completed clean-up of the Perimeter Road former military housing which included slab/foundation removal and soil remediation. The site has been cleaned to unrestricted standards. In 2015, after a super town meeting process consistent with the requirements of Chapter 498, MassDevelopment successfully passed a zone change proposal in the Shirley Village Growth I Zoning District to allow for up to 120 units of Senior Residential housing (62 or older), in addition to the existing municipal, office and small retail uses that are currently allowed. These 120 units will be in addition to the 282 housing units allowed under the Devens By-laws. This change also allows for assisted living facilities that include small-scale services such as meals, transportation, housekeeping, personal care, specialized care for dementia, and/or health care, in a residential setting. To address concerns over competition with existing surrounding town services, healthcare uses including hospitals, immediate-care facilities, and clinics are not allowed. This zone change also includes an affordability component – requiring at least 25% of these units to be deed-restricted to households earning no more than 80% of the area median income. For any rental units, at least 20% must be deed-restricted for households earning no more than 50% of area median income.

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 2011 and 2015:

| Village Growth District I (VGD1) | | | | | | |
|--|-----------------------------|---|-------------------------|--|----------------------------------|---|
| <i>Parcel 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> |
| Hospital Rd. 2-6: Shirley Mun Center (23-23-100) | 9.21 | 36,975 | 0.09 | 2.01 | 7.20 | 0.22 |
| Hospital Rd. 5: Shirley School (23-23-200) | 31.60 | 75,000 | 0.05 | 3.86 | 27.74 | 0.12 |
| Hospital Rd. 27: Perimeter Rd (23-23-400) | 35.80 | 0 (demo'd) | 0 | 2.50 | 33.30 | 0.08 |
| Hospital Rd. 28: Vacant (23-23-300) | 0.50 | 0 | 0 | 0 | 0.50 | 0 |
| VGD1 District Totals: | 77.11 | 111,975 | 0.03 | 8.37 | 68.74 | 0.11 |

The removal of the foundations and slabs and remediation of the soils to unrestricted standards has opened up portions of this district to further development. Throughout 2011-2015, planning for this district has provided for commercial and senior residential opportunities that are intended to meet an existing and growing demand for senior residential development in Shirley and the surrounding region, while at the same time respecting the scale of the existing businesses and abutting property uses.

Future Outlook for Village Growth District I: Based on the 2015 rezoning and the planning activity by MassDevelopment and Shirley officials for this district, over the next five years the DEC expects to see development proposals for new senior housing and/or assisted living facilities in this district. Additional recreational amenities such as a dog park may also materialize in this time.

10. Innovation and Technology Business

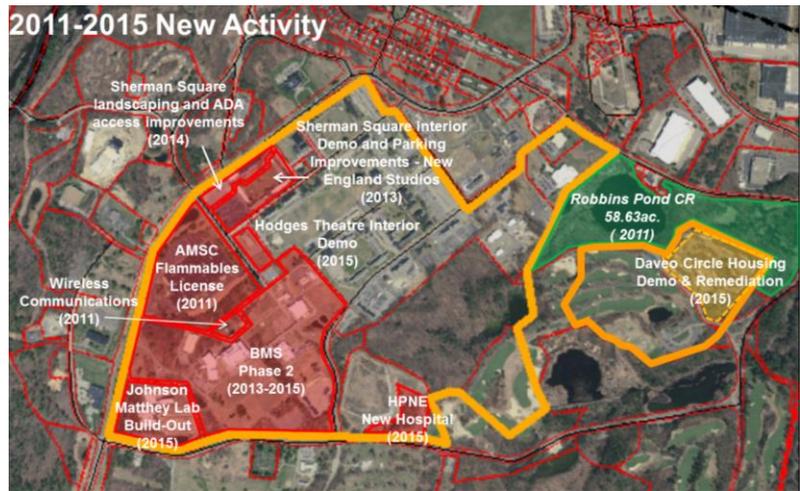
a. *Locations:* Areas designated on the Zoning Map in the vicinity of the Army Reserve Enclave, 600 Block; Locust Hill housing area; Oak Hill housing area; Spruce/Maple housing area; Davao housing area (west of Robbins Pond); Army Reserve Enclave, North Post; and Federal Bureau of Prisons site.

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 2011-2016 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 Bristol Myers-Squibb, AMSC, Johnson Matthey, Xinetics/Northrup Grumman, BioTechne (formerly Bionostics), Seven Hills Foundation, Comrex, Odic, and LEWA (formerly Integrated Process Technologies).



Laddawn Inc., a biodegradable plastics manufacturer, rehabilitated the former post (Davis) library at 155 Jackson Road into their corporate offices in 2011 and in 2014, the DEC approved a +/- 22,470 square foot addition and parking lot expansion. By the end of 2015, the foundation addition and parking expansion were complete. The project is expected to be completed in the summer of 2016.

In June of 2012 New England Studios commenced construction of a 126,000 square foot sound stage and mill production workshop building on 15.73 acres of land off of Hospital Road in the former Locust housing area. The project was completed in 2013 and includes four sound stages, offices and two millwork buildings. Since it's opening, the studio has hosted a number of film and photo productions.



Aerial view of New England Studios sound stages and mill buildings - 2013

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, Microwave Response Systems, Impact Technologies Development) as well as the Devens Museum. In 2013, MassDevelopment sold a portion of Sherman Square to New England Studios. Parking lot improvements were completed in 2013 and 2014 by MassDevelopment and New England Studios (additional lighting and landscaping to bring the parking lot into compliance with DEC regulations).

In 2013, the DEC issued a second unified permit to Bristol Myers-Squibb (BMS) for a \$250 million expansion of their existing \$1.1 billion, 89 acre campus in Devens. This expansion included a 231,000 square foot biologics development building and 131,500 square foot clinical manufacturing building, in addition to two additional stories being added to the existing 3-story parking garage (180 additional spaces), to accommodate a portion of the expected 350-380 new employees. The Biologics Development Building features a



Aerial of BMS Campus - new biologics development building and clinical manufacturing building in the foreground - Sept. 2015

green roof and green walls to mitigate viewshed impacts and address stormwater management and greenhouse gas mitigation requirements. BMS also received approval for renovations to their existing chemical storage building for use as cryogenic freezer for storage of their manufactured products. At the end of 2015, the project was substantially complete. Remaining work is expected to be completed by March 2016. As part of the project, MassDevelopment also relocated the access road to the Givry Street Water tank.

By the end of 2015, Health Partners New England had received a unified Permit for a new +/- 78,000 sq.ft. 2-story critical care facility at 85 Patton Road. The project includes a building that will serve patients with psychiatric and co-occurring disorders (substance abuse and mental health issues) – meeting a critical healthcare need in the state.

The property is located between the Army landfill and Red Tail Golf Course.

Construction was well underway by the end of 2015, with the site cleared and a large portion of the foundation work complete.

The project fronts along a portion of Patton Road that currently does not have any sidewalks. Sidewalks currently exist on the north side of Patton Road from the intersection of Jackson and Patton, to the intersection of Patton and Queenstown Road.



Artists Rendering of Health Partners Treatment and Recovery Center entrance.

As part of this project, the Applicant will be constructing a new sidewalk from the intersection of Queenstown and Patton Road, to their new driveway entrance. MassDevelopment will construct the remaining portion from the Applicant's driveway, to the Mirror Lake parking area –furthering the goals and objectives of the Devens Main Post Trails Plan, by providing increased accessibility to Mirror Lake and associated trails and recreational facilities for all of Devens and the surrounding region. The project is expected to be completed in November 2016.

In 2015 BioTechne (formerly Bionostics) expanded their operations from 8 Jackson Road and took over the former Nestal building at 57 Jackson Road. Other projects within the ITB throughout 2011-2015 included various cell tower expansions and renewals on Givry Street water tower, interior demo of Hodges theatre, Johnson Matthey's interior fit up for lab space (including an amendment to their flammables and combustibles license); AMSC's amendment to their flammables and combustibles license and 27 Jackson Road's phase 3 low-impact development parking lot expansion for their multi-tenant building that includes Mount Wachusett Community College, Applewild pre-school/kindergarten, R3 Education (administrative organization for medical schools) and Dresser-Rand (international engineering firm).

The former Oak/Maple and Bulge housing areas remain undeveloped, however throughout 2011-2015, MassDevelopment and the Army have continued to work on remediation of these sites. The ITB also contains the central Army Reserve Enclave under Federal control which has seen minor improvements and upgrades to existing buildings but is outside of the DEC's jurisdiction. The ITB area on the North Post remains inactive, with the exception of the existing telecommunications tower and continued military uses.

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. Over 29 acres of land within the ITB District was placed under a permanent Conservation Restriction (CR) in 2004 and in 2011, an additional 21.48 acres was added to this CR for additional natural resource protection. Close to 60 acres of land in and surrounding Robbins Pond, adjacent to the ITB district was permanently protected through a Conservation Restriction in 2011. The ITB area off of Hospital Road at the base of the former Locust Hill is now the site of the US Fish and Wildlife Service Oxbow visitor contact station which was approved by the DEC in late 2011. Refer to the Open Space and Recreation section of this report for additional details.

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 been permanently protected from development. The blue-highlighted parcels identify parcels on which development has occurred between 2011-2015.

| Innovation and Technology Business (ITB) | | | | | | |
|--|-----------------------------|--|----------------------------------|--|--|---|
| <i>Parcel 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> |
| 10 th Mtn. Div. Rd. 64: Army Enclave D (14-4-100) | 131.00 | n/a | n/a | n/a | n/a | n/a |
| *Bulge 28: Red Tail GC (15-18-100) | 98.40 | 12,722 | 0.01 | 3.57 | 94.83 | 0.04 |
| Charlestown 8: LEWA (19-4-1600) | 3.46 | 28,750 | 0.19 | 1.14 | 2.32 | 0.33 |
| *Grant 4: Vacant (19-8-600) | 3.58 | 0 | 0 | 0 | 3.58 | 0 |
| Grant 11: Vacant (19-8-400) | 8.30 | 0 | 0 | 0 | 8.30 | 0 |
| Grant 22: Seven Hills (19-8-100) | 2.66 | 20,137 | 0.17 | 1.35 | 1.31 | 0.51 |
| *Grant 37: Vacant (19-8-401) | 4.70 | 0 | 0 | 0 | 4.70 | 0 |
| Givry 29: Water (14-4-700) | 2.42 | 5,227 | 0.05 | 0.46 | 1.96 | 0.19 |
| Givry 30: BMS Substation. 14-4-1800 | 1.25 | 0 | 0 | 0.06 | 1.19 | 0.03 |
| Givry 124: SWM Basins (18-21-1200) | 4.13 | 0 | 0 | 0.01 | 4.12 | 0.00 |
| *Hospital Rd. 105: Oak St Housing (18-7-300) | 13.30 | 0 (demo'd) | 0 | 0.62 | 12.68 | 0.05 |
| *Hospital Rd. 109: Elect. Substation (18-7-100) | 2.90 | 0 | 0 | 0.45 | 2.45 | 0.16 |
| *Hospital Rd. 111: Spruce St Housing: (18-7-200) | 15.90 | 0 (demo'd) | 0 | 2.33 | 13.57 | 0.15 |
| Hospital Rd. 122: NE Studios (18-21-800) | 31.6 | 0 | 0 | 1.01 | 30.5 | 0.03 |
| Jackson 7: BioTechne (8-21-200) | 8.50 | 44,236 | 0.14 | 2.76 | 5.74 | 0.32 |
| Jackson 27: Apex (13-21-500) | 10.50 | 90,000 | 0.41 | 5.59 | 4.41 | 0.53 |
| Jackson 38:BMS (9-4-200) | 88.70 | 396,475 | 0.10 | 16.75 | 71.95 | 0.19 |
| *Jackson 45: Lot 16 Vacant (13-21-1000) | 25.30 | 0 | 0 | 3.70 | 21.60 | 0.15 |
| *Jackson 53: Northrup Grumman (18-21-300) | 7.75 | 61,250 | 0.20 | 2.80 | 4.95 | 0.36 |
| *57 Jackson (BioTechne) 13-21-100 | 6.59 | 26,945 | 0.09 | 1.36 | 5.23 | 0.21 |
| Jackson 64: AMSC (13-4-600) | 34.90 | 352,000 | 0.25 | 13.53 | 21.37 | 0.39 |
| Jackson 75: Vacant (18-21-900) | 12.8 | 0 | 0 | 0.89 | 11.91 | 0.07 |
| Jackson 94-100:Sherman Sq. (19-4-1500) | 15.92 | 219,490 | 0.32 | 8.53 | 7.39 | 0.54 |
| Jackson Rd. 115: Northrup Grumman (19-8-300) | 20.3 | 54,000 | 0.06 | 2.64 | 0.87 | 0.01 |
| Jackson 155: Laddawn (19-8-500) | 3.30 | 10,100 | 0.07 | 1.01 | 2.29 | 0.31 |
| *Lk. George 3: Jackson SWM (8-99-300) | 5.40 | 0 | 0 | 0 | 5.40 | 0 |
| Lk.George 27: Vacant (8-21-400) | 14.43 | 0 | 0 | 0 | 14.43 | 0 |
| Lk.George 33: Vacant (8-21-401) | 1.69 | 0 | 0 | 0 | 1.69 | 0 |
| Lk.George 37: Elect. Sub (3-21-701) | 1.98 | 0 | 0 | 0.12 | 1.86 | 0.06 |
| Lk. George 41: Vacant (13-21-600) | 3.14 | 0 | 0 | 0 | 3.14 | 0 |
| Lk George 45: SWM (13-21-700) | 23.20 | 0 | 0 | 0 | 23.20 | 0 |
| MacArthur 4: Hodges Theatre (4-4-900) | 2.40 | 16,640 | 0.16 | 1.47 | 0.93 | 0.61 |

| <i>Innovation and Technology Business (ITB) cont...</i> | | | | | | |
|---|-----------------------------|--|----------------------------------|--|--|---|
| <i>Parcel 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> |
| MacArthur 31: (19-4-601) | 0.69 | 5,500 | 0.19 | 0.33 | 0.36 | 0.48 |
| MacArthur 37: Odic (19-4-1602) | 0.71 | 4,500 | 0.14 | 0.25 | 0.46 | 0.35 |
| **MacPherson Rd 161- 173:Air Army (46-15-100) | 9.14 | n/a | n/a | n/a | n/a | n/a |
| **MacPherson Rd 177: Wireless tower (46-15-201) | 0.23 | 1,440 | 0.13 | 0.13 | 0.10 | 0.57 |
| Patton 25: JM (9-4-500) | 19.10 | 136,104 | 0.16 | 4.20 | 14.90 | 0.22 |
| Patton 24: FBP A (5-5-200) | 217.80 | n/a | n/a | n/a | n/a | n/a |
| Patton 52: Cemetery B (9-5-100) | 3.80 | 650 | 0 | 0.40 | 3.40 | 0.11 |
| Patton Rd. 79: Army Landfill (10-4-1700) | 16.70 | 0 | 0 | 0.43 | 16.27 | 0.03 |
| Patton Rd. 85: Health Partners NE (10-4-1702) | 7.65 | | | | | |
| Pine 19:Comrex(25-8-200) | 2.10 | 9,417 | 0.10 | 0.53 | 1.55 | 0.25 |
| Queenstown 34: SWM (14-4-1701) | 14.40 | 0 | 0 | 0.01 | 14.39 | 0.00 |
| Queenstown 116: Sabic (20-4-300) | 11.10 | 58,291 | 0.14 | 1.44 | 9.66 | 0.13 |
| Robbins Pd Rd.96: Esker CR (14-4-800) | 52.70 | 0 | 0 | 0 | 52.70 | 0 |
| Robbins Pond 14: Parker Hannifin (20-4-400) | 11.07 | 53,785 | 0.11 | 2.55 | 8.52 | 0.23 |
| ITB District Totals: | 977.34 | 1,392,629 | 0.03 | 76.68 | 476.69 | 0.08 |

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

** Reuse Plan and Bylaws provide conflicting statements as to the correct zoning district for these parcels. Parcels are currently being reviewed to determine if the correct zoning District is Special Use II or ITB.

Consistent with the Development goals of the ITB district, development projects within this district throughout 2011-2015 accommodated the expansion of a number of existing businesses within Devens as well as a few new businesses such as the Laddawn, New England Studios and Health Partners New England. Adaptive reuse of a number of existing buildings also helped further the development goals of the ITB district. Mount Wachusett Community College at 27 Jackson Road continues to provide educational/academic links and research and development support to companies such as Bristol Myers-Squibb and Johnson Matthey with their certificate program in biotechnology and bio-manufacturing. Throughout these projects the DEC has continued to enforce high standards for site planning to address unique and sensitive site characteristics and respecting adjacent uses.

Future Outlook for Innovation and Technology Business District: BMS's corporate campus is capable of accommodating another phase of development. The timing of such a development will depend upon BMS's plans and the market. There are still a few vacant parcels off of Jackson Road and Lake George Street that offer redevelopment opportunities. MassDevelopment continues to market the former Oak and Maple housing areas off of Hospital Road and in 2016 they are expected to bring forth a new proposal for rezoning a portion of adjacent land in the Residential I district to ITB. If this proposed zone change is successful, it may make development of this area more feasible. Adaptive reuse of existing buildings is likely to continue throughout the next five year period as well.

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 April of 2015, Devens utilities discovered a sewer blockage/leak in the main line servicing this district. Upon investigation it was found that a traffic cone had lodged in the pipe and blocked flow that backed up out of the manhole. The leak was contained and exposed areas were treated immediately with lime and quickly rectified. The leak was reported to the MA Department of Environmental Protection and the DEC (acting as the local Board of Health). Devens Utilities cleared the blockage and flushed the line to ensure there was no other blockage.

There has been no new development activity since the 2006-2011 report. The following table presents a parcel by parcel overview of the Village Growth District II as of 2011-2015:

| Village Growth District II (VGD2) | | | | | | |
|--|-----------------------------|---|-------------------------|--|----------------------------------|---|
| <i>Parcel 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> |
| <i>*(Army Enclave E) 12-22-100</i> | 142.10 | n/a | n/a | n/a | n/a | n/a |
| VGD2 DistrictTotals: | 142.10 | n/a | n/a | n/a | n/a | n/a |

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

Future Outlook for Village Growth District II: This district is expected to continue under the jurisdiction of the Army and therefore no significant activity is anticipated in this district over the next five years.

12. Rail, Industrial, and Trade-Related

a. Locations: Areas designated on the Zoning Map encompassing Cooks Street, Independence Drive, Saratoga Boulevard and Barnum Road.

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. Throughout the 2011-2015 period, a number of existing buildings within the RIT that were previously vacant were retrofitted and repurposed for new tenants:

1. 66 Saratoga Blvd.: former Gillette Warehouse facility (411,120 sq.ft) was repurposed in 2011 and is now occupied by Quiet Logistics, an internet ordering/fulfillment center. Due to its success, in 2013 Quiet Logistics also renovated and moved into 249 Barnum Road (former Anheuser-Busch 183,900 sq.ft. facility).
2. 15 Independence Dr.: 370,500 sq.ft. former Kraft/WebVan building was renovated in 2013 and is now home to O'Reilly Auto Parts New England Distribution Center. To ensure protection of the underlying aquifer, O'Reilly also implemented numerous operational safeguards and installed groundwater monitoring wells.
3. 45 Saratoga Blvd.: in 2013, Ryerson Steel leased ~40,000 sq.ft. of their space to Columbia Tech – a subsidiary of of Coughlin Companies out of Worcester. Columbia Tech is a contract manufacturer of printed circuit boards, electromechanical sub-assemblies, pneumatic and air-interface products, power distribution and control assemblies, large systems and machinery, as well as automation equipment, test equipment and other complex modules used in many industries including homeland security, military, alternative energy, semiconductor, LED, medical and digital imaging.
4. 18 Independence Dr.: In 2015 the owner of this 321,460 sq.ft. former Sonoco/Gillette packaging facility received approval for the construction of additional parking and loading docks to convert this existing building into a multi-tenant facility. At the end of 2015, this building was being renovated to accommodate SMC Global and Instrumentation Laboratory – two companies associated with the medical device manufacturing industry. Near the end of 2015, the owner of both 66 Saratoga and 18 Independence had contracted with a Solar



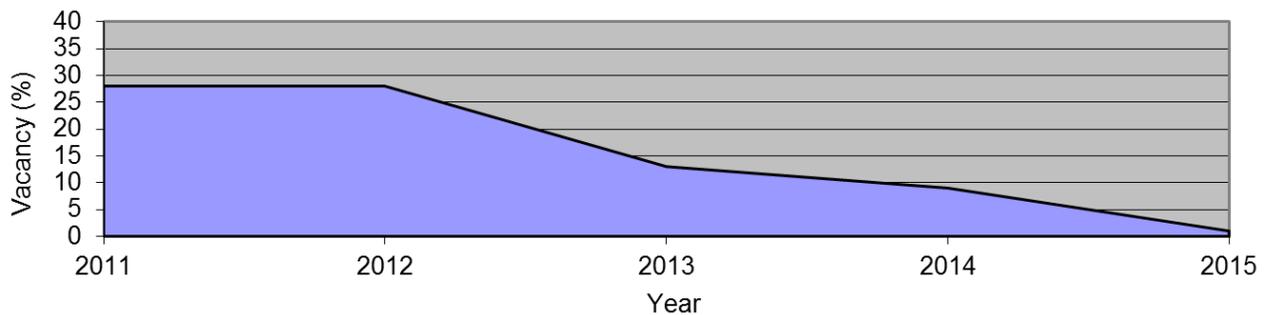
Aerial view of RIT district from Barnum/Saratoga intersection.

company to install over 3MW of solar photovoltaic panels on the two rooftops of these facilities. Once complete (in 2016), this is expected to be one of the largest rooftop solar arrays in New England.

5. 112 Barnum Rd.: In 2011, Saint Gobain Crystals Division renovated approximately 200,420 sq.ft of the former Evergreen Solar facility for their research and development operations. The building was bought by Calare Properties and renovated to enable it to convert into a multi-tenant facility. In 2013, Nypro, another medical device manufacturing company began renovations on the second half (196,978 sq.ft.) of this building. Also in 2013, Calare Properties removed the bulk of the tank farm and pollution abatement equipment from the rear of this facility. All of this equipment had contributed to past noise complaints which resulted in the construction of a sound attenuation barrier along the back of this facility. With a large portion of the noise generating equipment removed, a portion of the sound attenuation wall was removed in 2014. A large portion of the sound wall remains in place around the existing cooling towers that remain on the rear of the facility.

The repurposing of these buildings has re-activated over 1.7 million square feet of existing buildings in the RIT district alone throughout 2011-2015. Adaptive reuse of existing buildings has contributed to a steady decline in the overall vacancy rate at Devens over the past 5 years:

Devens Vacancy Rate 2011-2015



There were also a number of new developments within the RIT throughout 2011-2015. In 2011, the Devens Household Hazardous Products Collection Center was permitted and constructed on the Devens Public Works property within the RIT. This center was a regional effort spearheaded by the Devens Eco-Efficiency Center's Dona Neely with the support of MassDevelopment and the participating communities of Ayer, Bolton, Devens, Groton, Harvard, Lancaster, Littleton, Lunenburg, and Townsend. The center provides a regional service that makes it easier for small businesses and residents to safely and properly dispose of hazardous and toxic waste. The Center is a premier example of regional cooperation and collaboration – furthering one of the goals of the Devens Reuse Plan. Since its opening, The Towns of Ashby and Shirley have also joined the collaborative and are taking advantage of this regional service. More details, including hours and items that are accepted, can be found at www.devenshhw.com.



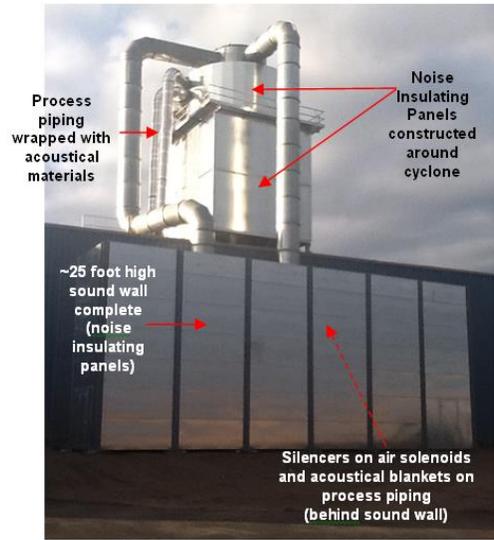
Devens Eco-Efficiency Center Director Dona Neely speaking at the grand opening of the Devens Regional Household Hazardous Products Collection Center – 2011.

In early 2011, Devens Recycling received preliminary approval to include Saturday operating hours from 7AM to 1PM. To ensure operations did not negatively impact the nearby businesses and residents, the DEC approved a six (6) month trial period. The trail period was successful and Saturday hours were granted permanently in June 2011. The facility continues to operate and receive regular third-party inspections as required by the DEC's approval, to ensure safe operations in accordance with all the permit requirements. Truck traffic to and from the facility is actively managed by the DEC with the cooperation and support of the owner of DRC.

In 2011, Rock Tenn (now operating as West Rock) was issued a Notice of Violation by the DEC as well as the MA Department of Environmental Protection for noise/air pollution beyond their permitted levels – primarily due to a malfunctioning dust collector on the exterior of their facility: By the end of 2011, Rock Tenn completed installation of a series of noise mitigation sound enclosures. A Notice of Compliance was issued by the DEC after field confirmation that the mitigation measures brought the facility into compliance with the DEC Industrial Performance Standards for Air and Noise. The MA DEP also issued a notice of compliance.



Dust Collector – April 2011



Dust Collector – December 2011

On the Barnum Road side of the RIT, In 2012 the military completed construction of the joint State/Federal Armed Forces Reserve Center Complex on Barnum Road. This project included 7 new buildings covering over 275,000 sq.ft within the existing developed site on Barnum Road. These buildings are being utilized by the Army National Guard, US Marine Corps and US Army as joint training and maintenance facilities. The largest buildings include a new ~59,000 sq.ft. training building, a ~59,000 sq.ft. organizational maintenance shop, a ~91,000 sq.ft. consolidated maintenance support shop and the reuse of an existing ~41,000 sq.ft. building. Although under federal jurisdiction; the Army agreed to comply with the DEC Water Resources Protection District requirements to ensure long-term protection of Devens and Ayer water supplies at the adjacent Grove Pond. The collaboration between the DEC, US Army and Massachusetts Army National Guard, the communities' of Ayer and Devens along with Mass DEP and EPA resulted in numerous design considerations being implemented to protect our water supplies. In addition to these measures, the Army also installed new groundwater monitoring wells and has been actively testing throughout 2011-2015 to ensure long-term protection of the adjacent Grove Pond drinking water wells. Although a very large development with almost 1.5 million square feet of impervious area, the design of the project actually reduced the existing total impervious area by over 120,000 sq.ft. The new stormwater management system for this facility includes a treatment train that consists of a combination of several structural and non-structural best management practices to ensure maximum water quality for runoff leaving the site. In addition, with the US Army's new "green" initiative, the new training building, organizational maintenance shop and consolidated maintenance support shop all received LEED Silver Certification from the US Green Building Council for their energy efficient and sustainable building design and construction.



Aerial view of Joint US Army/MA National Guard Complex on Barnum Rd.

In 2013, MassDevelopment sold a 2 acre parcel of forested land in Devens abutting the existing J.P. Sullivan apple packing and shipping facility in Ayer, to J.P. Sullivan for expansion of their existing operations. The DEC approved construction of an outdoor storage area to store apple crates and wood products associated with the adjacent facility operations. Careful planning and design went into the development of this site due to the numerous resources on this site, including a flood plain, slope resource area and a large wetland system

associated with Cold Spring Brook. A natural buffer of mature trees was preserved between the storage area and Barnum Road to aid in screening it from view. The owner also constructed and planted a landscape berm to provide additional screening. The project was successfully completed in 2014.

In 2014 Calare Properties, the owners of 112 Barnum Road received authorization from the DEC to eliminate the requirement for constructing a parking garage on the property if required in the future. Since purchasing the 23.11 acre parcel (112 Barnum Road), the Applicant acquired an additional 2.05 acres of land to the west of property (Lot 2A) and combined it with the existing parcel and developed a plan to show that the existing parking configuration is sufficient to accommodate the current needs of the facility and that the newly combined lot has sufficient surface area to accommodate future parking without the need of structured parking.



112 Barnum Road additional parcel acquisition – 2014.

Maxant Industries, a manufacturer of equipment for the honey bee industry received approval for the construction of a new 28,600 square foot office and warehouse/manufacturing facility on a vacant parcel of land at 58 Barnum Road (between NB Kenney and Dunkin Donuts Bakery). This project was completed in 2015 and includes a number of low-impact development techniques for managing stormwater runoff. The project also included a small apiary on-site. The facility sells locally produced honey within its office space. The project preserved the portion of the Cold Spring Brook trail system that runs along the rear property line.



Maxant Industries new building – 58 Barnum Road, Sept. 2015

Devens Recycling, a construction and demolition debris recycling facility located at 45 Independence Drive, was forced to shut down its operations temporarily in May 2015 due to a large fire inside the building. The quick response of the Devens Fire Department and the supporting efforts of surrounding town Fire Departments helped quickly contain and extinguish the fire. The owner quickly cleaned out the building and repaired and retrofitted it with a number of additional safeguards to help improve the safety and accessibility (purchasing of a thermal imaging camera to scan material piles and loads coming in, having personnel on-site 24/7, reducing the amount of material stored inside the building at any one time, and installing new doors with exterior controls for faster emergency access). The facility re-opened its doors to business on July 1, 2015.



Devens Recycling Fire – May 2015

The following table presents a parcel by parcel look at development within the Rail, Industrial and Trade Related Uses District. The blue-highlighted parcels identify parcels on which redevelopment or new development has occurred between 2011-2015.

| Rail, Industrial and Trade-Related (RIT) | | | | | | |
|---|-----------------------------|---|-------------------------|--|----------------------------------|---|
| <i>Parcel 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> |
| Barnum 45: ANG(34-16-100) | 60.40 | n/a | n/a | n/a | n/a | n/a |
| Barnum Rd. 50: JP Sullivan (34-17-800) | 2.00 | 0 | 0 | 0 | 2.00 | 0 |
| Barnum 56: Dunkin Donuts (34-17-300) | 2.30 | 21,905 | 0.22 | 1.59 | 0.70 | 0.69 |
| Barnum 58: Maxant (28-17-400) | 3.20 | 0 | 0 | 0 | 3.20 | 0 |
| Barnum 68: NB Kenney (28-17-200) | 3.50 | 50,000 | 0.33 | 2.40 | 1.10 | 0.69 |
| Barnum 78: Media News (28-17-100) | 8.30 | 74,416 | 0.20 | 3.24 | 5.06 | 0.39 |
| Barnum 111: Army Enclave (27-16-200) | 53.94 | 275,493 | 0.12 | 32.74 | 21.20 | 0.39 |
| Barnum 112: Nypro (27-17-500) | 23.22 | 475,460 | 0.47 | 16.44 | 6.78 | 0.75 |
| Barnum 130: 112 Barnum future pkg (12 22-17-601) | 2.05 | 0 | 0 | 0 | 2.05 | 0 |
| Barnum 131: PanAm (21-16-301) | 1.32 | 0 | 0 | 1.01 | 0.31 | 0.77 |
| Barnum 133: PanAm (21-16-300) | 8.70 | 104,700 | 0.28 | 6.87 | 1.83 | 0.79 |
| *Barnum 138: SWM Pond & Open Space (22-17-600) | 23.50 | 0 | 0 | 0 | 23.50 | 0 |
| Barnum 139: Systems H2O (21-16-400) | 6.40 | 81,000 | 0.29 | 4.05 | 2.35 | 0.63 |
| Barnum 143: Barnum Pump St (21-16-501) | 0.32 | 285 | 0.03 | 0.03 | 0.29 | 0.09 |
| Barnum 161: Vacant (21-16-500) | 11.00 | 0 | 0 | 0.23 | 10.77 | 0.02 |
| Barnum 179: Vacant (21-16-600) | 2.83 | 0 | 0 | 0 | 0 | 0 |
| *Barnum 235: Quiet Logistics (20-13-1000) | 16.00 | 183,900 | 0.26 | 9.60 | 6.40 | 0.60 |
| *Buena Vista 99: Devens DPW (26-13-1500) | 13.05 | 68,756 | 0.11 | 5.74 | 7.31 | 0.44 |
| Cook St. 27: Routhier (32-13-1100) | 6.80 | 12,000 | 0.04 | 0.57 | 6.23 | 0.08 |
| Independence 36: FBP J (26-13-200) | 7.30 | n/a | n/a | n/a | n/a | n/a |
| Saratoga 66: Q. Logistics (26-13-300) | 26.01 | 409,860 | 0.37 | 13.72 | 12.22 | 0.53 |
| Independence 5: SWM Pond (26-13-1900) | 2.20 | 0 | 0 | 0 | 2.20 | 0 |
| Independence 15: O'Reilly Auto Parts (26-13-1300) | 21.91 | 379,400 | 0.40 | 17.30 | 4.61 | 0.79 |
| Independence 18 SMC & IL (26-13-60) | 21.60 | 331,326 | 0.35 | 11.99 | 9.61 | 0.56 |
| Independence 31: Vacant (26-13-1800) | 5.50 | 0 | 0 | 0 | 5.50 | 0 |
| Independence 45: DRC (32-13-1801) | 11.10 | 96,195 | 0.20 | 6.15 | 4.95 | 0.54 |
| Independence 50: Regency/USG (27-13-800) | 15.10 | 231,840 | 0.35 | 10.00 | 5.10 | 0.68 |
| Independence 51: West Rock (33-13-900) | 17.50 | 226,751 | 0.29 | 10.99 | 6.51 | 0.63 |
| *Saratoga 11: Army (21-13-100) | 13.90 | n/a | n/a | n/a | n/a | n/a |
| *Saratoga 12: SWM Ponds (21-13-1700) | 11.20 | 0 | 0 | 0 | 0 | 0 |
| Saratoga 18: Waiteco (21-13-1200) | 4.57 | 22,880 | 0.13 | 1.60 | 2.97 | 0.35 |
| Saratoga 22: Vacant (21-13-2000) | 1.13 | 0 | 0 | 0 | 1.13 | 0 |
| Saratoga 29: Integra (21-13-1400) | 4.40 | 29,025 | 0.15 | 1.24 | 3.20 | 0.28 |

| Rail, Industrial and Trade-Related (RIT) cont... | | | | | | |
|---|-----------------------------|---|-------------------------|--|----------------------------------|---|
| <i>Parcel 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> |
| *Saratoga 35: Vacant – 1C (21-13-1600) | 16.02 | 0 | 0 | 0.71 | 15.31 | 0.04 |
| Saratoga 36: NE Sheets (21-13-500) | 19.40 | 162,000 | 0.19 | 9.45 | 9.95 | 0.49 |
| Saratoga 45: Ryerson (21-13-400) | 12.70 | 140,318 | 0.25 | 6.44 | 6.26 | 0.51 |
| Saratoga 68: Lot W5A – Vacant (27-13-700) | 17.75 | 0 | 0 | 4.34 | 13.41 | 0.24 |
| RIT District Totals: | 478.12 | 3,377,510 | 0.17 | 177.23 | 203.83 | 0.37 |

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

Development within the RIT over the last five years has continued to support a number of existing and new businesses and industries that utilize rail, multi-modal transportation links, and distribution and trade with national or international emerging markets. Additional siting requirements, such as the groundwater monitoring wells at O-Reilly Auto Parts, continue to be included to protect the environment, particularly the aquifer. In accordance with the development goals of this district, the DEC will continue to pay special attention to development and redevelopment activity within this district to ensure it respects not only Devens, but also the adjacent communities of Ayer and Harvard.

Future Outlook for Rail, Industrial and Trade-Related Uses District: In 2015, Media News sold their building at 78 Barnum Road but continues to lease a portion of the building. By the end of 2015, the new owner of 78 Barnum Road was preparing to undertake façade improvements. This building could see new tenants/uses over the next five years. Integra is expected to develop an expansion of their facility at 29 Saratoga Boulevard and the tenants at 18 Independence (SMC Global and Instrumentation Laboratory) are expected to complete their interior and exterior renovations in 2016. The Regional Household Hazardous Waste Facility is expected to continue to expand its regional services and Pan Am is expected to continue operating their intermodal facility off of Barnum Road.

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,. Northrup-Grumman also currently utilizes the base commandants' house as office space. In 2012, DCS moved into the building at 67 Buena Vista (former base youth center) after the new owner of the building undertook a number of interior and exterior updates to the building. DCS is a national defense technology subcontractor.



Historic Vicksburg Square overlooking Rogers Field.

After numerous unsuccessful marketing efforts and due to its continued degradation and costly upkeep, the former Devens Chapel off of Jackson Road and overlooking Rogers Field was demolished by MassDevelopment in 2012. The site continues to be actively marketed for redevelopment.

In 2011 and continuing into 2012, Trinity Financial put forth a draft proposal to Devens and the surrounding communities to rezone and redevelop Vicksburg Square for housing. The current Innovation and Technology Center District does not allow housing, other than dormitories. The proposed plan would have converted Knox, Allen, and Revere Halls into 168 units of Affordable Housing with a preference for Veterans. Hale Hall was proposed to be converted into 78 units of senior housing and a former military courtroom in Revere Hall, which extends into the quadrangle, was proposed to be converted into a community room for the use of residents. However, because the project required a zoning amendment, it required the approval of all three surrounding towns as per Chapter 498 and the Devens Reuse Plan. The rezoning effort was defeated at the tri-town meeting by both Ayer and Harvard, with only Shirley residents voting in favor of the rezoning. The property remains zoned for Innovation and Technology Center. There has been some interest in this property for educational uses but as of 2015, the property remains vacant and continues to be actively marketed by MassDevelopment. In the winter of 2015, Devens Recreation utilized a portion of the parking lot in the Vicksburg Square quad to construct a community ice skating rink for Devens residents and the general public.

The former bachelor officers quarters at 97-101 Sherman Ave. remained vacant throughout this period and continues to be actively marketed by MassDevelopment. In 2014, MassDevelopment completed construction of a stormwater detention basin near the corner of Sherman Ave and Antietam Street. This basin accommodates runoff from some of the existing street areas and helps facilitate development of a number of existing parcels within the Innovation and Technology Center currently being marketed by MassDevelopment. Although the project was located within a former field area that was utilized for recreation, the design of the new stormwater basin is such that it can still be utilized for recreational use during dry periods. Excess excavated fill material from the project was spread over Willard Field to level the site and maximize the usable playing field area.

In 2015, after approval from all three surrounding towns, 15 acres of Rogers Field was rezoned from Innovation and Technology Center to Open Space and Recreation to help preserve this valuable historic, cultural and recreational resource. Also in 2015, the Devens Recreation department moved from the Bob Eisengrein Community Center at 100 Sherman Ave. to the Devens Department of Public Works building at 99 Buena Vista Street. The Nashoba Valley Chamber of Commerce offices also moved out of the former officers club at 100 Sherman Ave. in 2015 and relocated to the Phoenix Park mill complex in Shirley. Bob Eisengrein Community Center continues to host programs and special events for Devens residents, businesses and surrounding area organizations.

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>Parcel 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> |
| Antietam 4: Eglomise (31-2-400) | 2.80 | 20,969 | 0.17 | 1.07 | 1.73 | 0.38 |
| Balls Bluff St. 8: Vacant (31-2-1400) | 2.70 | 0 | 0 | 1.35 | 1.35 | 0.50 |
| Buena Vista 2: Commandant House P-300 (25-2-100) | 1.20 | 3,190 | 0.06 | 0.21 | 0.99 | 0.18 |
| Buena Vista 3: Tennis Courts/Vacant (25-2-1200) | 3.40 | 0 | 0 | 0.57 | 2.83 | 0.17 |
| Buena Vista 15: Vacant (31-2-1300) | 11.22 | 0 | 0 | 0.11 | 11.11 | 0.01 |
| Buena Vista 23: Verizon (31-2-500) | 0.42 | 2,172 | 0.12 | 0.10 | 0.32 | 0.24 |
| Buena Vista 29: Learning Exp. (31-2-2000) | 0.50 | 10,503 | 0.48 | 0.12 | 0.38 | 0.24 |
| Buena Vista 59: Vicksburg, Theater & Police (25-2-1600) | 20.30 | 389,895 | 0.44 | 11.50 | 8.80 | 0.56 |
| Buena Vista 67: DCS Corp (25-2-300) | 2.00 | 13,584 | 0.16 | 0.97 | 1.03 | 0.49 |
| *Jackson Rd. 205: Chapel (25-9-100) | 9.60 | 0 | 0.06 | 2.18 | 7.42 | 0.23 |
| Sherman Ave 93: BOQ's (25-2-900) | 3.90 | 26,075 | 0.15 | 1.36 | 2.54 | 0.35 |
| Sherman Ave 100: Comm. Center (25-2-800) | 10.90 | 21,730 | 0.05 | 3.0 | 7.90 | 0.28 |
| Sherman Ave 101: Fmr. Officers Club (25-2-1000) | 1.80 | 8,200 | 0.11 | 0.75 | 1.1 | 0.39 |
| Sherman Ave 105: Hornet Field (25-2-1100) | 13.18 | 0 | 0 | 0.01 | 13.17 | 0 |
| Sherman Ave 125: Vacant (31-2-1500) | 1.44 | 0 | 0 | 0.04 | 1.40 | 0.03 |
| ITC District Totals: | 85.36 | 496,318 | 0.13 | 23.34 | 62.07 | 0.27 |

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

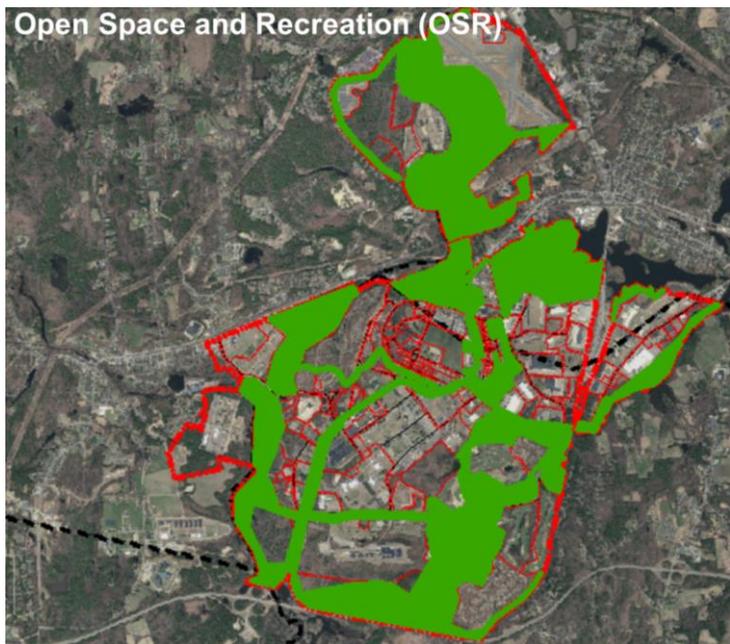
Development activity in this district has been limited over the past five years, however, there is still great potential with the existing building stock and vacant land within this district to further the growth of this area as an urban center for the Devens Regional Enterprise Zone for incubator ventures and a broad range of businesses. Its combination of historic buildings and traditional open space is unique to Devens provides the ability of this district to accommodate a wide range of business uses, as well as local and regional recreational uses.

Future Outlook for Innovation and Technology Center District: There are several vacant parcels within the vicinity of Hornet Field that have the potential for development over the next five years. Adaptive reuse of the former bachelor officers quarters at 97-101 Sherman Ave. is also a strong possibility. The former Chapel site offers a beautiful vista over Rogers Field which could be attractive for a business looking to locate their corporate offices in a historic, picturesque and accessible location in Devens. Continued interest in Vicksburg Square for educational uses could result in a proposal for redevelopment consistent with the existing development goals of this district in the near future to preserve and restore this iconic, cultural and historic resource in Devens.

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.



Throughout 2011-2015, The Devens Open Space and Recreation Committee continued to implement the 2008-2013 Devens Open Space and Recreation Plan (DOSRP) in accordance with the goals and objectives of the Devens Reuse Plan. The Committee is 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 and calls for the permanent protection of more than 33% (1,446 acres) of land in Devens. Over the past five years, a number of parcels that were identified for permanent protection in the plan were protected:

- In 2011, an additional 21.48 acres was added to the 29 acre existing CR in the ITB for additional natural resource protection.
- Close to 60 acres of land in and surrounding Robbins Pond, adjacent to the ITB district was permanently protected through a Conservation Restriction in 2011.
- An additional 125 acres of land along Cold Spring Brook, Robbins Pond and ASP bog (Patton Road) were permanently protected from development in 2014.
- Between 2013 and 2015, over 128 acres of wildlife habitat, wetlands, vernal pools and esker formations within the EBZ (~108 acre parcel of land to MassWildlife and another 20 acres to USFWS) were added to the existing Oxbow National Wildlife Refuge complex along the Nashua River on the North Post.
- In 2014, the DEC, acting in its capacity as the local Conservation Commission, accepted its first Conservation Restriction for 44.6 acres of land adjacent to Shepley's Hill landfill that is home to a certified vernal pool, numerous trails and the Devens Disc Golf Course, which was expanded from 18 to 36 holes in 2014. This area was also used by the Parker Charter students to conduct a forest ecology project and vernal pool study as part of their science curriculum.

The permanent protection of all these lands over the past 5 years has brought the total amount of permanently protected land in Devens to over 1400 acres and has helped to satisfy a number of important goals of the DOSRP, including the protecting sensitive environmental ecosystems, wildlife habitat, scenic views and significant landscape features. The zone change for Rogers Field in 2015 protected an additional 15+ acres from development and preserves this cultural and historic field for continued regional recreational use.

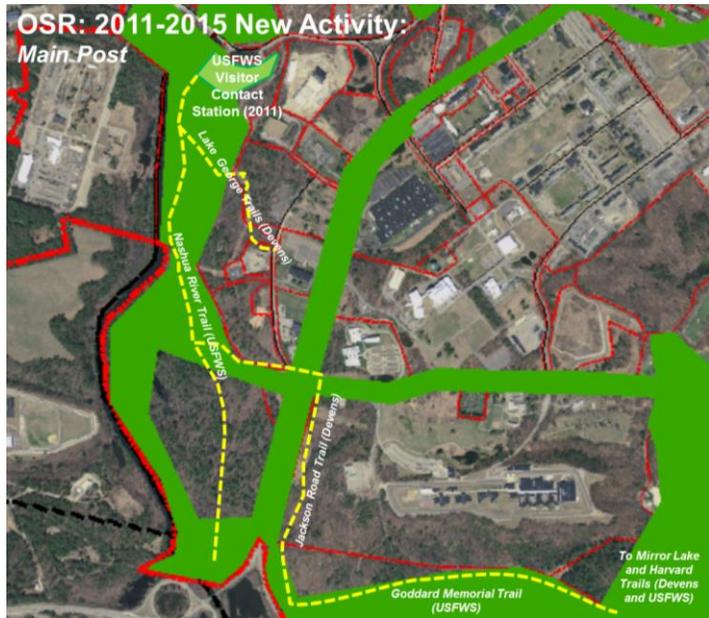
Ongoing efforts to complete the 2011 approved improvements to the USFWS Oxbow National Wildlife Visitor Center off Hospital Road also continued in 2015. The Visitor Contact Station opened and features composting toilets, a stone dust trail leading to an outdoor amphitheater and an education pavilion and parking made of porous concrete. The canoe launch and parking area are



USFWS Visitor Contact Station on Hospital Rd. - 2014

still incomplete and not officially open. The DEC is working with USFWS to install an informational kiosk at the Center to better inform the public of our efforts to model Devens' industrial parks on natural systems and our promotion of Devens as an Eco-Industrial Park.

Devens continued to see a rise in trail usage throughout 2011-2015, likely due in part to the improved signage and mapping efforts of MassDevelopment. In 2015 MassDevelopment installed trail head kiosks at Robbins Pond, Jackson and Patton Road, Mirror Lake, the Community Center parking lot, and on Barnum Road (one on each end of Cold Spring Brook trail). The new USFWS Visitor Contact Station now provides a critical trail connection between Devens and the Oxbow National Wildlife Refuge and is also helping to attract more trail users. In 2013, as part of its annual Earth Day activities, the Devens Eco-Efficiency Center, in collaboration with the US Fish and Wildlife Service (USFWS) and volunteers from several Devens businesses, blazed a new trail from Lake George Street, through the northern portion of this district that connected an existing powerline trail that leads to the newly completed USFWS Visitor contact station off of Hospital Road. This 0.95 mile trail provides a critical link to the Jackson Road stonedust trail on the east side of Jackson Road, which connects into the USFWS Goddard Memorial trail to the southeast and many miles of trails throughout Devens and Harvard. This trail brings the total trails at Devens to over 12.5 miles as of the end of 2015.



New Trail links connecting USFWS Visitor Contact Station, Devens and the Goddard memorial Trail - 2013.

In 2013, the Montachusett Regional Planning Commission assisted the DEC with updated trail mapping for Devens. This was part of a regional effort to promote regional trail networks and connection. The map for Devens includes trail head parking and a number of points of interest within Devens as well, including Mirror Lake, Devens Museum, Freedoms Way National Heritage headquarters, United Native American Cultural Center, US Fish and Wildlife Visitor Contact Station and the Devens Disc Golf Course. MassDevelopment also worked with WalkBoston to produce a guided walking tour of the historic and cultural center of Devens. Promoting these walks and trails has helped achieve multiple objectives of the Devens Open Space and Recreation Plan – connecting people with the natural environment and encouraging more active and healthy living. Friends of the Oxbow and the USFWS also erected an interpretive trail sign along the Goddard Memorial Trail off Jackson Road. The sign describes Dr. Robert Goddard's connection with Devens and his inventions that led to modern rocket propulsion. The Goddard Memorial Trail was cleared back in 2012 with the assistance of the Devens Eco-Efficiency Center, local businesses and volunteers and connects the Oxbow National Wildlife Refuge trail system with the Mirror Lake trail system and the Lake George/Hospital Road and Jackson Road trail systems on Devens. The WalkBoston's walking, running and cycling map and the Devens Trail Map are available to download on the DEC website at: <http://www.devensec.com/maps.html>.



Interpretive signage along the USFWS's Goddard Memorial Trail off of Jackson Road

The Devens Open Space and Recreation Advisory Committee reconvened in 2014 to begin planning updates to the 2008-2013 plan for the next 5-7 years. A survey was developed to obtain feedback from businesses, residents, visitors and surrounding communities and help guide the future plan updates. With the majority of resource areas within Devens now protected, over the next five years, the plan is expected to be updated to focus more on the ongoing operation and management of these recreational and resource areas.

Open Space and Recreation areas in Devens hosted a number of special events throughout 2011-2015. In 2013, several hundred people attended the first Devens Muck Fest – a 5-mile run and obstacle course that started at Willard Field and took participants up through the former Grant Road housing area. Obstacles consisted of pits, ladders, balance beams, tunnels, a steeple chase, rope swings, and numerous water obstacles. This event was very well organized and was a fundraiser that helps people living with MS. The event organizers have come back each year since and successfully ran the event over multiple days. Other charity recreational events included the Brittany Strong Fundraiser run/walk and birthday celebration for Brittany Loring, an Ayer native who was injured during the Boston Marathon bombing; the “Splash of Color Run” – a 5K run through a series of color stations where runners are covered with color powder. Proceeds from this event went to the Wounded Warrior Project – a non-profit raising funds to support wounded troops returning home from various conflicts. Other special events throughout 2011-2015 included the Nines Art and Music Festival where upwards of 2,000 people came to Devens for this art and music festival. The event featured a series of bands, comedians, art and interactive displays.



2015 ended with MassDevelopment appearing before the DEC seeking a Wetlands Order of Conditions in order to daylight a portion of Willow Brook as part of the Jackson Road Phase 4 construction (see the “Transportation” section of this report for additional details on the Jackson Road project). The Willow Brook daylighting project will remove an existing 400’ culverted section of Willow Brook and re-create an open surface channel for the brook to flow (daylighting). The project also includes the design and construction of three new stormwater management systems that will tie in drainage from Cavite and Jackson Road, as well as portions of the Elm/Walnut residential areas and a portion of Rogers Field. Drainage from these areas currently flows into Willow Brook with very limited pre-treatment. The daylighting, coupled with water quality improvements, will significantly improve both wildlife and aquatic habitat in this portion of the Willow Brook corridor – furthering a key goal of the Devens Open Space and Recreation Plan: preserving and restoring important water resources and will complete an action item identified within the Plan (Goal II Objective C, Action 1.). To minimize environmental impacts from construction, the project is expected to begin and be completed in the summer of 2016, during low-flow conditions.

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 been permanently protected from development. The blue-highlighted parcels identify parcels where development and/or conservation has occurred between 2011-2015.

| Open Space and Recreation (OSR) | | | | | | |
|---|-----------------------------|---|-------------------------|--|----------------------------------|---|
| <i>Parcel 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> |
| Antietam St 21: Willard Field (31-99-1000) | 26.68 | 2,370 | 0 | 0.68 | 26.00 | 0.03 |
| Antietam St. 27: UNACC (31-99-900) | 19.14 | 7,596 | 0.01 | 2.49 | 16.65 | 0.13 |
| Antietam St. 79: Shepley Hill CR (32-99-400) | 63.00 | 1,000 | 0.00 | 0.04 | 62.96 | 0.00 |
| Barnum Rd. 160: Cold Spring Bk. (22-17-700) | 51.70 | 0 | 0 | 0 | 51.70 | 0 |
| Barnum Rd. 216: Robbins Pond CR (15-99-100) | 58.63 | 500 | 0.00 | 0.01 | 58.62 | 0.00 |
| Barnum Rd. 234: Loaves & Fishes (20-99-101) | 1.65 | 7,309 | 0.10 | 0.69 | 0.96 | 0.42 |
| Barnum Rd. 240: USPS (20-99-102) | 0.22 | 1,600 | 0.18 | 0.09 | 0.13 | 0.41 |
| Barnum Rd. 261: Willow Brook (20-99-1100) | 7.95 | 0 | 0 | 0 | 7.95 | 0 |
| Bates St. 1: Community Park (26-99-600) | 1.50 | 0 | 0 | 0 | 1.50 | 0 |
| Bishop Rd 24: (41-99-2200) | 7.00 | 0 | 0 | 0 | 7.00 | 0 |
| Buena Vista St. 95: Antietam Fields(26-99-1700) | 7.31 | 5,250 | 0.02 | 0.17 | 7.14 | 0.02 |
| Cavite St. 18: Transitions (26-99-1601) | 1.83 | 15,620 | 0.20 | 0.38 | 1.52 | 0.21 |
| Cavite St. 24: Boulder Hill (26-99-1600) | 9.22 | 0 | 0 | 0 | 9.22 | 0 |

| Open Space and Recreation (OSR) cont... | | | | | | |
|--|-----------------------------|---|-------------------------|--|----------------------------------|---|
| <i>Parcel 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> |
| Cavite St. 99: Cavite Fields (26-99-500) | 5.14 | 0 | 0 | 0 | 5.14 | 0 |
| Cook St. 60: Shepley Landfill 2-99-1800) | 118.00 | 2,200 | 0.00 | 0.07 | 117.30 | 0.00 |
| Grant Rd. 78: USFWS Visitor Center (4-399-200) | 214.69 | 1,350 | 0 | 0.60 | 214.09 | 0.00 |
| Hospital Rd.40:Vacant (17-99-1900) | 5.17 | 0 | 0 | 0 | 5.17 | 0 |
| Hospital Rd. 67: USFWS Shirley (24-399-300) | 79.90 | 0 | 0 | 0 | 79.90 | 0 |
| Hospital Rd 79:(18-99-1300) | 5.52 | 0 | 0 | 0 | 5.52 | 0 |
| Hospital Rd 84: USFWS (18-21-1300) | 11.50 | | 0 | 0 | 11.50 | 0 |
| Jackson Rd. 1: (4-199-102) | 3.48 | 0 | 0 | 0 | 3.48 | 0 |
| Jackson Rd. 2: (4-199-101) | 5.28 | 0 | 0 | 0.10 | 5.17 | 0.02 |
| Jackson Rd. 204: Willow Bk (26-99-700) | 2.91 | 0 | 0 | 0 | 2.91 | 0 |
| Jackson Rd. 214: Willow Bk 26-99-800 (Auman/Jackson) | 4.46 | 0 | 0 | 0 | 4.46 | 0 |
| MacPherson 1: USFWS (35-399-400) | 24.20 | 0 | 0 | 1.14 | 23.06 | 0.05 |
| MacPh.44: Well (35-00-700) | 0.50 | 870 | 0.04 | 0.13 | 0.37 | 0.26 |
| MacPherson 50: USFWS (35-399-500) | 373.10 | 0 | 0 | 0 | 373.10 | 0 |
| MacPherson 131: Sewer Pump St (40-99-2100) | 4.40 | 1,000 | 0.01 | 0.14 | 4.26 | 0.03 |
| Patton Rd. 98: Mirror Lake CR (6-99-201) | 146.96 | 2,300 | 0.00 | 0.94 | 146.02 | 0.01 |
| Patton Rd. 104: ASP Bog CR (10-99-104) | 48.88 | 8,400 | 0.01 | 0.19 | 48.69 | 0.01 |
| Patton Rd. 150: Mirror Lake Parking (10-99-200) | 22.50 | 600 | 0.00 | 1.14 | 21.36 | 0.05 |
| Patton Rd 168: Patton Well (11-99-204) | 7.60 | 1,400 | 0.00 | 0.13 | 7.47 | 0.02 |
| Patton Rd. 222: Cold Spring Bk./Patton (16-99-105) | 18.16 | 0 | 0 | 0 | 18.16 | 0 |
| Saratoga Blvd. 81: Saratoga Substation. (26-13-2200) | 2.03 | 400 | 0.01 | 0.13 | 1.80 | 0.06 |
| Sheridan Rd. 88: Shebokin Well (2-99-202) | 7.00 | 1,370 | 0.00 | 0.11 | 6.89 | 0.02 |
| Sheridan Rd. 99: USFWS Goddard Trail (2-399-100) | 142.40 | 0 | 0 | 2.40 | 140 | 0.02 |
| Sherman Ave 110: Rogers Field (25-2-700) | 30.00 | 0 | 0 | | 30.00 | 0 |
| W. Main St. 293: Substation (31-99-401) | 1.17 | 1,030 | 0.02 | 0.12 | 1.05 | 0.10 |
| OSR District Totals: | 1540.78 | 59,865 | 0.001 | 12.56 | 1528.22 | 0.01 |

All of the land preservation, conservation, trail development, education and recreational activities in the Open Space and Recreation district throughout 2011-2015 have helped to preserve the natural beauty, sensitive natural resources and associated ecosystem services within Devens, while providing physical separation/buffering from incompatible land uses in Devens. Open space parcels continue to serve a wide range of passive and active recreational needs of Devens and the region as a whole.

Future Outlook for Open Space and Recreation District: DEC Staff will continue to work with the Devens Open Space and Recreation Advisory Committee (DOSRAC) on updating the 2008-2013. The plan is expected to be updated in 2016 for an additional 5-7 years. With the permanent protection of the majority of lands identified in the 2008-2013 report completed or pending, the 2016-2023 plan is expected to focus more on use and management of the wide variety of active and passive open space and recreation areas within Devens. MassDevelopment and the DEC will continue to work on preservation of the few remaining priority parcels identified in the 2008-2013 plan. The Willow Brook Daylighting project construction is also expected to commence in the summer of 2016, when stream flows are at their lowest – to reduce potential environmental impacts from the project.

TRANSPORTATION & INFRASTRUCTURE IMPROVEMENTS

2011-2016 saw a number of upgrades to Devens infrastructure to improve existing conditions and upgrade services to accommodate new development. In 2011, the DEC, acting in its capacity as the local Conservation Commission issued an approval for MassDevelopment to replace the Willow Brook stream culvert that crosses under Antietam Street. The project replaced two undersized pipes with one large box culvert which helped alleviate flow restrictions and provide aquatic and terrestrial wildlife habitat connectivity. In 2012, MassDevelopment received a permit from the DEC to relocate the Givry water tank access road and straighten the access road that previously cut diagonally across the BMS parcel. Above-ground utilities were relocated underground and tree removal was minimized as part of the project design.

As the interest and demand for ride-sharing and electric vehicles continued to grow throughout 2011, a number of development projects implemented preferred parking spaces for electric and/or fuel efficient vehicles and carpooling vehicles. New England Studios and Comrex installed electric vehicle charging stations on their properties.

In 2013, MassDevelopment installed the first dedicated bike lanes in Devens along the majority of Jackson Road from Patton Road to the Verbeck Gate. Bike symbols were installed indicating both dedicated bike lane locations as well as shared bike and motor vehicle lanes. These markings provide increased safety and awareness for people biking in and through Devens and aid in promoting alternative transportation, carbon reduction and help facilitate more active lifestyles which can improve local public health. Additional bike lanes and safety measures are being planned for future road improvement projects in Devens. At the end of 2015, MassDevelopment and the DEC were also working on developing and adopting a Complete Streets Policy – to ensure Devens continues to plan, design and operate all road rights of ways to enable safe access for all users, regardless of age, ability, or mode of transportation. This includes pedestrians, bicyclists, motorists and transit riders of all ages and abilities. This policy will make Devens eligible for additional state and federal funding for transportation projects and further the livability and transportation goals of the Devens Reuse Plan by making the Devens street network better and safer for all.



In 2015, MassDevelopment commenced construction on the Phase 4 redevelopment of Jackson Road. These planned improvements included the realignment of portions of the roadway to ‘soften’ existing curves, improve drainage and convert the existing one-way section from Antietam Street to the Verbeck Gate, to a two way street. As of late November 2015, MassDevelopment had completed the rough grading, drainage, subgrade and base course of pavement. The road was re-opened for the winter and is now 2-way the full length of the road. Sherman Ave has been closed between Antietam St. and West Main St./Jackson Rd. This portion of Jackson Road will be closed down again in the spring temporarily to complete the remaining work, including sidewalks, curbing, landscaping and final course of pavement. The final layout of the new road will be two (2) eleven-foot lanes in either direction with five-foot shoulders on both sides, to be designated as bike lanes. Concrete sidewalks will be built on both sides of the street from Barnum Road to Cavite Street and on one side the rest of the way. ADA accessible ramps and crosswalks will be provided at all intersections. A 20MPH school zone is also included in the vicinity of Parker Charter School. These “complete streets” upgrades will safely accommodate pedestrians of all ages and abilities and all modes of transportation in and through Devens. The drainage improvements associated with this project will also greatly enhance water quality in Willow Brook. The project is expected to be completed in spring 2016.

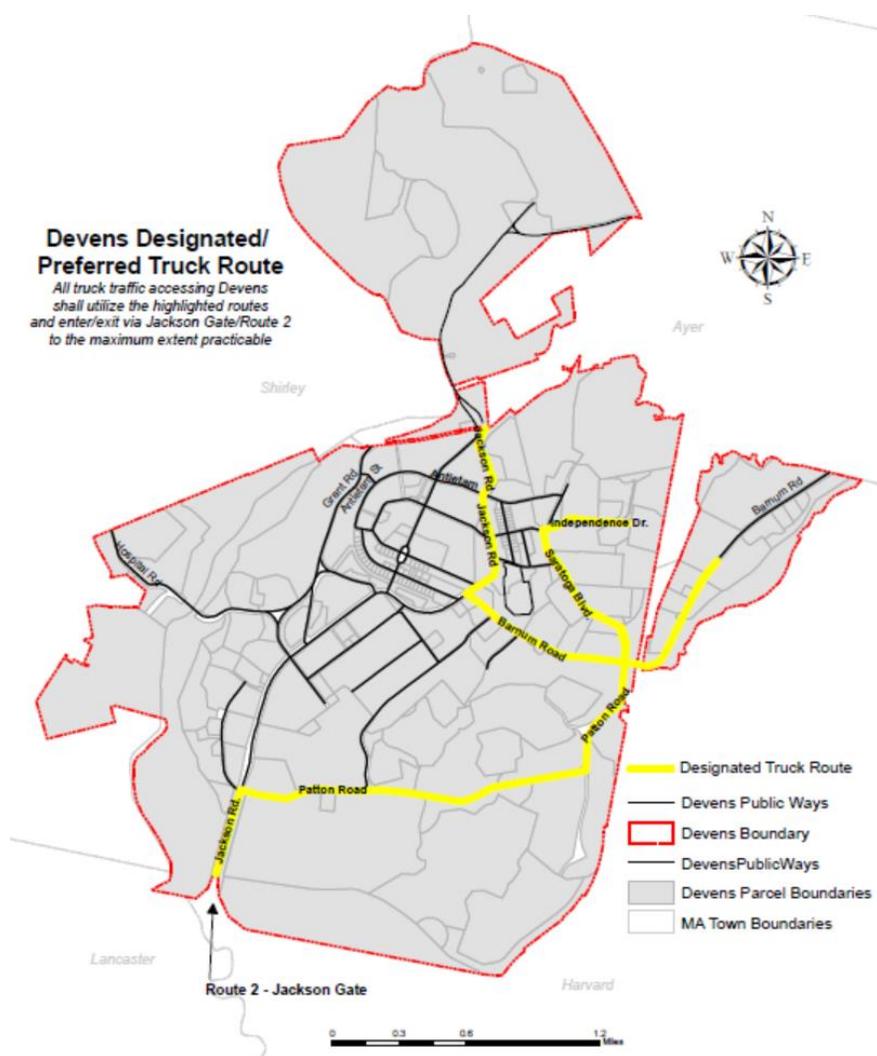
MassDevelopment worked closely with the Devens residents over the last couple of years to address speeding and cut-through traffic on the existing private residential service roads in Devens. These roads are private (serving access to the garages and rear of the homes) and not open to the public. The existing service roads were built by the military and in some cases are wider than the actual public streets, which has led to confusion and trespassing issues. In 2015, after consultation with the Homeowners and a third party-consultant, MassDevelopment installed a bump-out at the intersection of El Caney, Antietam and Chance streets. This bump-out was a pilot project that narrowed the width of pavement, helping to slow down traffic and provide drivers a visual cue that these roads are not open to the public. MassDevelopment and the residents are monitoring the pilot bump-out and if it continues to be successful, the homeowners may choose to install similar traffic calming measures at other key intersections with private and public roads. See the Residential II section of this report for full details on the El Caney Street bump-out/traffic calming measures project.

In late 2015, the State Department of Transportation commenced construction on repair work to the Route 2 bridge at Jackson Gate. This bridge is structurally deficient due to a number of past collisions and is now closed to most traffic temporarily during construction. Eastbound access to Route 2 has been redirected west to the Shirley exit and the eastbound entrance to Route 2 in Shirley has been widened to handle the redirected traffic. The project is expected to last a year and a half.

The Fitchburg Line Reverse Commute working group, chaired by DEC Director Peter Lowitt, continued its work throughout 2011-2015 to connect communities along the Route 2 corridor and Fitchburg Line Commuter Rail and support continued advocacy and investment in the Fitchburg Line improvements through regular meetings of community representatives to discuss transportation issues. Fitchburg Line improvements were completed by the end of November 2015. Signal improvements, double tracking and bridge replacements were made resulting in the Fitchburg line being the most improved component of the MBTA Commuter Rail lines. Previews of new schedules for 2016 show considerably reduced commuting times and an increase in the number of trips and trains on this line. The DEC, MassDevelopment, Devens businesses and the Chamber are working with MART and others to develop a shuttle service from Devens to the newly enhanced commuter rail service. These improvements and schedule changes will hopefully prove of benefit to Devens residents and businesses, including enabling a viable reverse commute and better access to the commuter rail system.

Throughout 2011-2015, the DEC, with the cooperation of local businesses, residents, State Police and MassDevelopment, continued to promote and enforce the Devens designated truck route. Devens DPW maintained and installed additional signage to help keep trucks out of residential areas and promote the designated truck route. A designated truck route map (right) was mailed to all Devens businesses and is posted on both the MassDevelopment and DEC websites. The state police have been actively monitoring and enforcing 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.

All of these transportation and infrastructure improvements continue to support existing and future redevelopment efforts at Devens, consistent with the goals and objectives of the Devens Reuse Plan.



SUSTAINABLE DEVELOPMENT 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.” Over the last five years, the DEC has continued its efforts to position Devens as a successful Eco-Industrial Park. In 2012 the DEC updated the 2000 Sustainable Indicators Report. This report evaluates development at Devens and the progress made since 2000 in each of the seven sustainability areas - economy, social sustainability, governance, public health, transportation, natural resources, and environmental quality. Results from this process of updating the indicators demonstrate that overall Devens has made significant progress in economy, social sustainability, governance, public health, transportation, natural resources, and environmental quality since 2000. Of the 44

indicators used in 2012, twenty-six demonstrate progress (“Yes”), eight show lack of progress (“No”), seven point to a potential progress (“Maybe”), and for three no information is available to evaluate progress. In 2013, the DEC conducted over 30 interviews with Devens Businesses to better assess the sustainability efforts of this sector. The results of these interviews were incorporated into the final Sustainable Indicators Report which was published in 2013 and available on the DEC website at:

<http://www.devensec.com/sustain/indicators/2012indicators.html>

Devens role as an eco-industrial park was communicated to a growing number of visitors throughout 2011-2015, including the Port of Portland, and members of the US Green Building Council MA Chapter. Our partners from the Colchester Redevelopment Authority (CoRDA) in Truro, Nova Scotia, visited Devens in 2012 when the DEC hosted a US Eco-Industrial Park Networking event. This event was a great success and involved a series of workshops, panel discussions and networking opportunities with fellow eco-industrial park/project planners, managers and tenants. Participants discussed some of the opportunities and challenges facing all eco-industrial projects and parks in the US today. Attendees included representatives from Canada, Korea, Japan, North Carolina, New York, Connecticut and Minnesota.

In 2012, the US Economic Development Administration developed a “Triple Bottom Line Development Tool” (TBL) through Portland State University. The tool was developed to help optimize investment decisions for economic, environmental, and social impact – what’s referred to as the triple bottom line or TBL. The Devens Eco-Industrial Park redevelopment was featured as a case study as part of this tool because of its triple bottom-line approach to sustainable development. Federal funding for the TBL Tool (<http://www.tblltool.org/>) expired in Late 2014 so the tool is currently not active but the Devens case study is still a great example of the triple-bottom-line successes of the redevelopment of Devens to date. The Case Study can be viewed at:

<http://www.devensec.com/sustain.html>.

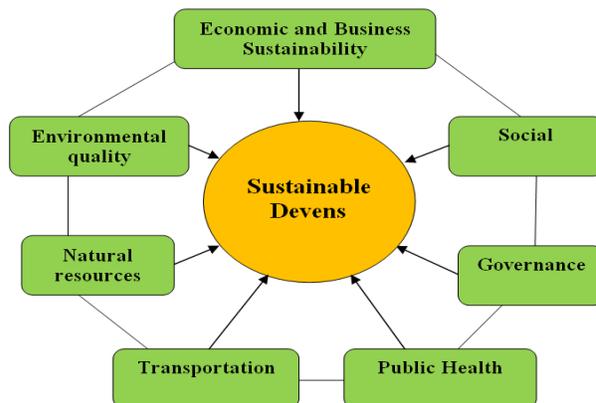
The Devens Eco-Efficiency Center



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 eight year old non-

profit Devens Eco-Efficiency Center provides education, technical assistance, networking forums, and partnership opportunities that help establishments make better use of resources and achieve triple bottom line – economic, environmental and social – benefits.

Figure 1. Sustainable Devens: Framework and Seven Key Issues



Currently, the Center's programs deliver value to over 80% of the businesses, service providers and non-profits in the Devens community, in addition to numerous institutions in the area. In 2015, its programs provided value to 71 establishments: 42 commercial and industrial facilities, 12 government entities, nine schools and eight non-profit organizations from 24 towns. These interactions and collaborations facilitate the implementation of programs and processes that enable ecologic and economic efficiencies.

Over the last five years, the Devens Enterprise Commission continued to provide funding for the Devens Eco-Efficiency Center in support of the work that it does to promote sustainable business practices in the community and contribute to the Devens Reuse Plan's priority for "the thoughtful and careful redevelopment of the base for the purpose of promoting economic development, social welfare, environmental protection, and natural resources." In 2014, after reviewing the Center's Three Year Strategic Plan that detailed targeted goals specific growth objectives, the DEC voted to invest \$200,000 to support the expansion of the Center's activities. The Commission receives monthly updates and six-month reviews to track the organization's progress with its goals. Emphasis has been on hiring staff, building outreach materials and tools, identifying additional businesses to engage, and prioritizing new offerings.

The Eco-Efficiency Center provides programs and partnership opportunities that consistently reduce environmental impacts, enable business to business and business to non-profit collaborations, provide operational savings, and protect natural resources. Its presence provides a unique benefit to firms that choose to locate in Devens. There are only four organizations in the country that have similar charters, two are chapters of a national organization and none have a comparable offering of services. Since 2006, the Center and its predecessor EcoStar have:

- Delivered over 125 educational forums that raised awareness of opportunities to implement more sustainable operational practices.
- Assisted with the development and implementation of nearly 75 programs that reduced operating expenses with improved waste management practices and energy efficiency measures.
- Facilitated reuse opportunities for over 625,000 pounds of materials and provided significant savings from avoided disposal and purchase costs via The Great Exchange.
- Saved nearly \$4 million in reduced operating expenses, which strengthened the viability of the local businesses and enabled the not-for-profit entities to invest more funds in the delivery of their services.



A representative of Philips Lighting explained LED technologies and lighting options at the EHS Roundtable.

Additional details on how the Devens Eco-Efficiency Center contributes to the successful sustainable redevelopment of Devens can be found on its website <https://devensecoefficiencycenter.wordpress.com/> .

REGIONAL COLLABORATION

The redevelopment of Devens continues to provide a number of benefits to the surrounding region. As the [2014 UMass Amherst Donahue Report](#) on Devens demonstrates, the economic reinvestment in Devens has sparked significant growth in the regional economy (over \$1.5 billion in private investment). Additional regional benefits that have developed over the last five years include:

- Public Works Academy – sharing/exchanging of equipment with surrounding towns and Army.
- Regional Household Hazardous Waste Facility supporting 11 communities in the region.
- Regional E-911 dispatch serving four communities in the region.
- Nashoba Valley Board of Health - regional Board of Health contracted to provide services to the DEC
- Model Film Guidelines developed by DEC and posted on website for all Massachusetts communities
- DEEC

At the end of 2015, the DEC and MassDevelopment were also working on establishing a Regional Housing Monitor to manage affordable housing programs in Devens and the surrounding towns. The 2015 zone changes by MassDevelopment were another great example of regional cooperation and collaboration to further the sustainable, long-term conservation and development of Devens. These were the first zone changes

approved by the three surrounding towns since the adoption of the Devens Reuse Plan in 1994. They included changes in the Shirley Village Growth District to allow for healthcare uses, assisted living facilities and up to 120 units of Senior Residential housing (62 or older) , including a 25% affordable component. Changes also included the Adams Circle Zoning Swap - the re-zoning of 10 acres of the formerly developed Adams Circle neighborhood from Open Space and Recreation to Residential II. In exchange, MassDevelopment re-zoned an abutting residentially zoned 3.6 acre area within the floodplain of Willow Brook, to Open Space and Recreation and 15 acres of Rogers Field was rezoned from Innovation and Technology Center to Open Space and Recreation to help preserve this valuable historic, cultural and recreational resource. The DEC will continue to collaborate with the surrounding communities on areas of mutual interest that advance the Reuse Plan.

INCENTIVES, GUIDELINES/POLICIES AND REGULATIONS

Throughout 2011-2015, the DEC implemented a number of incentives and guidelines in an attempt to educate, encourage and promote more sustainable approaches to redevelopment in Devens. There were also a number of regulation amendments that were implemented in this time period to ensure the DEC Rules and Regulations remained progressive and continued to promote more sustainable development patterns and techniques. The following is a summary of those incentives, guidelines and regulations that were adopted by the DEC between 2011 and 2015:

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 (2011)
- More compact residential development options in exchange for more energy efficient building design (2010-2013)
- Green Roof/LID Incentive: portions of buildings that integrate green roofs can deduct the total green roof area from their impervious surface calculations.

Guidelines/Policies:

- Vegetated (Green) Roof Policy (2011) – providing detailed design and construction guidance to Applicant's looking for alternative building stormwater management, energy efficiency and greenhouse gas mitigation strategies.
- Recycling guidance document for Devens residents and businesses (2011) – offering an overview of local recycling, composting, reuse and hazardous waste disposal options.
- Reinstatement of the Devens Homeowners Association (HOA) Referral Process (2011) – improving coordination and communication between the DEC and HOA to ensure HOA is aware of home/property improvement projects that the DEC is permitting (so HOA can ensure consistency with their bylaws as well).
- DEC Affordable Housing Guidelines (2015) – guidance for developers that are including an affordability component in their proposed residential development plans (to ensure consistency and compliance with state and local regulations and ensure long term protection of the affordability).
- Green Infrastructure Guidelines (2014) – educational resource to promote the use of Low-Impact Development Techniques (LID) in all projects and how each individual LID component should look at the bigger picture and how they integrate and connect to the surrounding natural landscape to help preserve, protect and extend ecological habitat into development sites in Devens.
- Filming Guidelines (2013) – standards and protocols for film productions being shot in Devens to help protect the health and welfare of the general public and avoid the potential for nuisance conditions from temporary filming activities on public and private property in Devens.
- Industrial Performance Standards Checklist (2011) - screening form for all projects to help identify potential conflicts as early in the application/design process as possible.

Regulations:

- Water Resource Protection Requirements consistent with MA DEP Water management Act (2011) – enabling the DEC, acting as the local Board of Health, to implement water use restrictions during times of drought and enact other water conservation measures such as irrigation standards.
- Additional Water and Energy Efficiency Requirements (2011) – requiring EPA water sense labeled plumbing fixtures and the use of more energy efficient construction methods and appliances in all development projects.
- Renewable Energy Regulations (2011) – to help foster the development of renewable energy projects in a safe and consistent manner (including ground-mounted and building-mounted solar photovoltaic).

- Greenhouse Gas Mitigation Requirements (2011) – Requirements for projects, depending on size and scale, to implement specific measures to help mitigate and adapt to a changing climate.
- Low-Impact Development Standards and Requirements for Stormwater Management (2011) – to provide standard specifications for the most common LID strategies such as porous pavement, reinforced turf and green roof requirements for projects within the Viewshed.
- Anti-Idling, Floor Drains, UXO (2011) – public health and safety updates to reduce greenhouse gas emissions and smog-forming pollutants, protect groundwater resources and employee/public health and safety.
- Accessory Structures sheds and fencing (2012) – updates to historic district regulations to clarify fencing standards and allow for freestanding sheds in the historic district (previously not allowed).
- Well and Septic System Requirements and Standards to help facilitate development of areas within Devens that are not easily serviced by public water and sewer.
- Innovative Residential Development Regulations (2013). In 2012, the DEC reconvened its Green Housing Regulation Steering Committee, comprised of representatives from the State, MassDevelopment, the DEC and surrounding towns. Using the US Green Building Council's LEED for Neighborhood Development rating system as a guide, the Steering Committee drafted new subdivision, site plan and general housing regulations that would facilitate more inclusive, efficient, compact, walkable neighborhoods – furthering the goals of the reuse plan and supporting changes to Subdivision and Site Plan Regulations. The IRD regulations include:
 - 974 CMR 2.00 Subdivision Amendments - updates to street design and construction requirements, providing more street choices for applicants and to facilitate a multi-modal, pedestrian friendly connected street network including new street classifications and updating design standards traffic calming measures, intersection design requirements, transit planning considerations and updates to street cross-sections, sidewalks and structures in road rights-of-ways.
 - 974 CMR 3.00 Site Plan Amendments - new Submission Requirements, Plan Requirements and Design Standards for residential projects to address road/street modifications (street layout and open space requirements to facilitate a more walkable, accessible, development and to encourage more active/healthy living/lifestyles), erosion and sediment control plans, new Review Criteria addressing residential development, street accessibility and connectivity, water efficiency, and climate change. Changes also included allowances for cluster development and reduced frontage requirements for projects that agree to construct residential units that will be more energy and water efficient than current MA Building Code.
 - 974 CMR 5.02(1) Innovative Residential Development (New Section) – These new regulations incentivize/facilitate neighborhood form consistent with Devens sustainable development directives (open, inclusive & connected community) and require a mix of housing types (single and multi-family), including affordable requirements, design standards to minimize urban heat island and decrease habitat fragmentation, and requirements for low-impact development stormwater management techniques and water conservation measures. Indoor air quality is also addressed by requiring the use of low-no VOC building products, paints, sealants, adhesives and coatings. These regulations apply to the Residential I Zoning District and will give Applicants an alternative streamlined compliance path over and above the current residential regulatory standards.

In 2015, upon successful passage at supertown meeting by MassDevelopment, the DEC updated its rules and regulations and bylaws to encompass the three approved zone changes to the Shirley Village Growth District and Adams Circle/Rogers Field. These updates also allowed the DEC to convert all rules and regulations and bylaws to a digital format. Now, both the rules and regulations and bylaws, are available on-line, in PDF or in print. The combination of incentives, guidelines, regulations and policies the DEC has developed over the last five years has helped to provide applicants with the flexibility and direction they need to make smarter, more sustainable development choices – as opposed to the DEC requiring everything strictly through regulations – which can lead to complexity and inflexibility that can be problematic for both regulators and applicants. Educating applicants and providing them with incentives and options has resulted in more Applicants integrating sustainable development elements into their projects - furthering the goals and objectives of Chapter 498 and the Reuse Plan.

PUBLIC HEALTH

Throughout 2011-2015, the DEC, acting in its capacity as the local Board of Health, continued to provide notification to Devens residents regarding serious public health issues such as the flu virus, mosquito borne illness warnings and mosquito spraying procedures. With funding from MassDevelopment, Devens continues to participate in the Central Massachusetts Mosquito Control Project (<http://www.cmmcp.org>) for the health and

benefit of its residents and businesses. Ticks and Lyme disease have become another serious health threat in Devens. To promote tick awareness and to help prevent the spread of Lyme disease, the DEC also developed and posted information on tick bites and prevention throughout 2011-2015. Devens Utilities and the DEC, acting as the local Board of Health, also enacted mandatory water use restrictions during the last five years, in accordance with our new regulations and requirements of the Devens Water Management Act Permit. During these times, nonessential water use was restricted from 9:00 am - 5:00 pm and included irrigation of lawns, washing of vehicles, external building surfaces, parking lots, driveways or sidewalks. Public education and awareness was an important component and was implemented successfully by MassDevelopment and the DEC, resulting in very few violations. Land preservation, coupled with new regulations adopted over the last 5 years concerning stormwater, well protection and water use restrictions, have all contributed to the added protection of Devens and surrounding community drinking water resources.

In the fall of 2013, the Commission adopted a [Healthy Communities Proclamation](#), underscoring the importance of healthy community design as a component of the Devens Redevelopment efforts. Building on the awareness and connection between planning and public health, in early 2014, the DEC initiated a study to evaluate how land use planning and design decisions in Devens might influence local public health outcomes. The DEC, with assistance from the Harvard University Graduate School of Design and colleagues from the Harvard Graduate School of Public Health, conducted a Health Impact Assessment (HIA) of the new DEC Innovative Residential Development Regulations - comparing them against the traditional Residential Development Regulations. The results of this study have been used to help educate and raise awareness of the connections between planning and public health in general. The complete Health Impact Assessment Report is available at: <http://www.devensec.com/sustain.html> The major lesson learned is that the design choices we make can impact health outcomes and we need to be aware of these issues as we adopt policies and regulations and as we evaluate development proposals.

The addition of bike lanes, sidewalk connections and trail expansion projects in Devens over the past five years has helped provide more opportunities for Devens residents, businesses and visitors to choose alternative forms of transportation and reduce the need for driving everywhere – contributing to better air quality and healthier, more active lifestyles.

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 2011-2015, a number of remedial actions have occurred, including:

1. The construction of a slurry wall barrier to prevent contaminated Shepley's Hill landfill groundwater from flowing into Plow Shop Pond;
2. Removal of contaminated sediments at Plow Shop adjacent to the former Railroad Roundhouse area;
3. Implementation of land use controls in the Town of Ayer to prevent resident water wells to be drilled or used in areas impacted by the contaminated groundwater from the Shepley's Hill landfill;
4. Remediation of lead contaminated soil at the former Markley firing range adjacent to Robins Pond;
5. Completed pesticide remediation and obtained DEP approval at Davao, Oak, Maple and Shirley former housing areas;
6. Finalizing pesticide land use controls for Oak, Maple and Davao former housing areas;
7. Finalizing Munitions of Explosive Concern land use controls at Oak and Maple former housing areas;
8. Further delineated the groundwater plume at the former airfield Area of Concern (AOC) 50 by drilling monitoring wells and analyzing residual contamination at various depths;
9. Continued Base Closure Team deliberations on selecting an alternative remedy at Shepley's Hill Landfill;
10. Continued Long Term Monitoring of groundwater at the Parker Charter school (AOC-69W), Lower Cold Spring Brook (AOC-57), O'Riley Auto Parts (AOC 32/43A), Devens Consolidation Landfill, former Army Gas Station (AOC- 43G), and Bristol Myers Squibb (AOC-43J).

For the most up-to-date status of any remedial activities, contact Ron Ostrowski, MassDevelopment at 978-784-2900 x2936.

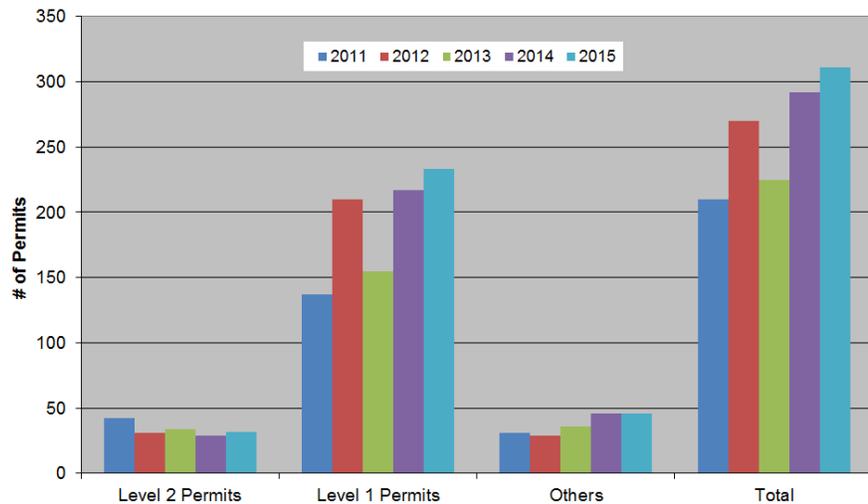
DEVELOPMENT PERMITTING 2011-2015

One of the Reuse Plan Goals 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.*” Devens’ adherence to strict environmental standards and our fast track unified permitting system continued to attract many businesses and industries to Devens over the last 5 years. At the end of 2015, there was over 6,000,000 square feet of buildings at Devens with more than 95 businesses, industries and organizations, employing over 5,500 people. The DEC’s average time to fully process a Level 2 unified permit application remains well under the 75 days allowed in our enabling legislation. In 2015, the average time to fully process a Level 2 Unified permit was 44 days. The *2011-2015 Permit Summary Table* presents a summary trend of the various types of development permits issued by the DEC over the last 5 years. “Level 2 Permits” include: site plan, reconsiderations, wetland NOI, victualler licenses, flammables licenses, and liquor licenses and permits.

“Level 1 Permits” include:

building, plumbing, electrical, gas, sheet metal, filming, sign, tent/event, demolition and level 1 lotting plans. “Others” include: wetland RDA’s, wetland certificates of compliance, certificates of occupancy, septage hauling, violation notices, and school certificates of inspection. The number of Level 2 Unified Permits remained fairly steady throughout 2011-2015. Level 1 permits generally rose throughout 2011-2015 as larger projects such as Bristol-Myers Squibb began construction and as over 1.7 million square feet of previously vacant buildings in the RIT were renovated and retrofitted for new tenants. The total number of permits issued generally increased due to the continued economic boom throughout 2011-2015.

2011-2015 Permit Summary



New permitting processes that were developed over the last five years include sheet metal permits (new requirement of state building and plumbing code) and event permits. The permitting process for Event Permits was streamlined to allow applicants to apply for an event permit, liquor license and tent permit, all on one application. This reduced paperwork and the duplication of information. The opening of New England Studios in 2013 influenced the need for the DEC to develop a permit and guidelines for off-studio filming activities in Devens. The film guidelines and permitting process help to minimize potential nuisance/disturbance to Devens businesses and residents, while still supporting and promoting filming activities in Devens.

Devens’ fast track unified permitting system remains a key attractor of development to Devens and is a model for the Commonwealth’s Chapter 43D Expedited Permitting system. Edward Glaesser from Harvard University has even been promoting the DEC’s fast track permitting as a model for the country.

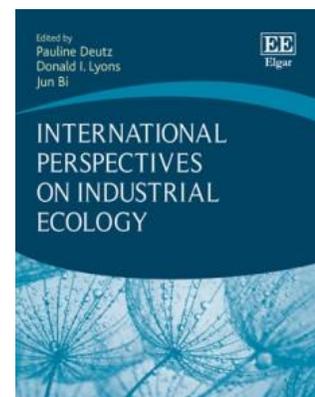
COMMUNICATIONS & OUTREACH

Throughout 2011-2015, the DEC has continued to improve public access to information and services through its website (www.devensec.com). In 2013 the DEC updated its web site. Major changes included reorganizing the site to create a residents page, a new [Devens Maps](#) page and a [Sustainable Devens](#) page with a great deal of new resources on the sustainable development efforts of the DEC. The [Devens Residents](#) page provides existing and potential residents with everything they need to know about living in Devens. The [Development Services](#) page was updated with the latest information, applications, permits, forms and regulations – everything developers need to successfully navigate the DEC permitting process. Meeting notices, minutes, and updates on the progress of development at Devens are constantly updated and available on the [DEC Business](#) page. The [News and Events](#) page is continuously updated with important information for the Devens Community including traffic, special events, public health and safety alerts and other important information.

In accordance with the DEC Bylaws and Rules and Regulations, the DEC continued to notify abutting property owners, Devens residents and all three surrounding towns about development projects/public hearings and subsequent DEC permitting throughout 2011-2015. In late 2011, the DEC, in partnership with MassDevelopment, purchased and installed a video recording system and began filming DEC meetings. The host communities' cable volunteers record the meetings for airing on local cable. This is a good collaborative effort, with DEC and MassDevelopment providing the equipment and the communities supplying the volunteers to record the meetings. Camera operators from the surrounding towns and local cable access are assisting with the recordings for rebroadcast on the local access cable television in our host communities. Although a considerable capital expense, the installation of this system, in conjunction with the website updates have aided in better transparency of DEC activities and helps to keep local residents better informed. This effort has also allowed absent Commissioners the ability to review public hearing information first hand and continue participating in the decision making process via the Mullin Rule. In 2014 Commissioners were issued I-Pads to aid in reducing paper usage. An added benefit of the I-Pads was that Commissioners who were unable to attend a meeting in person were able to "facetime" in remotely and still participate in the meeting. Although Commissioners who used this option could still participate, as per Massachusetts General Law, they were not able to be counted towards a quorum (must be physically present at the hearing).

Devens role as an eco-industrial park and model of sustainable development was communicated to a growing audience throughout 2011-2015, including a number of US, Korean and Chinese eco-industrial park developers. Military base redevelopers from Hanscom and South Weymouth (Southfield) in Massachusetts participated in information exchanges with Devens to share knowledge and experience on the best practices for base redevelopment.

Mr. Lowitt authored a chapter in International Perspectives on Industrial Ecology entitled "Eco-Industrial Development in the United States: analyzing progress from 2010-2015". He spoke on Devens at Tufts University to a group of Chinese officials and participated in the 12th Industrial Symbiosis Research Symposium in Lausanne, Switzerland and moderated sessions on Industrial Symbiosis at the International Society of Industrial Ecology Conference at Surrey University in the United Kingdom.



DEC staff participated in a number of land use planning conferences and presented Devens redevelopment at various universities, including Yale, Harvard and Tufts. Devens was also featured in a number of presentations and webinars, including an EPA webinar on the DEC Green Roof Policy, the Grey to Green Conference in Toronto and the Southern New England APA Conference in Providence and a US Business Council for Sustainable Development Workshop in New Haven, CT. Devens green infrastructure and sustainable development techniques were also featured at a Boston Metro Area Planning Council forum on green towns and a seminar and webinar on LEED for Neighborhood Development in Massachusetts (<http://tinyurl.com/LEEDNDinMA>).

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

The 2015 MA Sustainable Communities Conference was hosted in Devens. Devens was chosen as the location for the conference due to the number of sustainable development initiatives that are underway here. The conference provided the ability to showcase these sustainable



2015 APA MA Project of the Year award. From left to Right: Ed Starzec, Rhonda Spector, and Richard Henderson from MassDevelopment. Peter Lowitt and Bill Marshall from the Devens Enterprise Commission.

development initiatives to over 400 participants. Commission staff also hosted a Wetlands Delineation Workshop at Devens in 2015 in collaboration with the Massachusetts Association of Conservation Commissions (MACC).

In 2015, MassDevelopment and the DEC's collaboration with the private sector to advance net zero energy housing, low-impact development and healthy, sustainable neighborhood development projects in the Commonwealth was recognized by the American Planning Association's (APA) Sustainable Communities Division and the Massachusetts Chapter of the American Planning Association (APA-MA) and awarded the "Project of the Year" Award. The APA Sustainable Communities Division Award was presented in Seattle, WA and the APA National conference in 2015 and the APA-MA award was presented at their annual awards ceremony in December 2015.

DEC ADMINISTRATION

Peter C. Lowitt, FAICP (Director/Land Use Administrator), Neil Angus, AICP CEP, LEED AP BD&C, ND (Environmental Planner) and Kate Clisham (Administrative Assistant and Notary) continue to serve as the lead staff for the DEC. Mr. Lowitt, FAICP, serves on the board of the Massachusetts Chapter of the American Planning Association and continues to serve on the boards of the Eco Industrial Development Council; New Ecology, Inc.; and as immediate past chairman of the Green Roofs for Healthy Cities, the North American Green Roof Trade Association. He is chair of the Eco Industrial Development/Industrial Symbiosis Section of the International Society of Industrial Ecology. Mr. Angus is a Certified Environmental Planner (AICP CEP) with the American Institute of Certified Planners and a LEED Accredited Professional specializing in green Building Design and Construction and Neighborhood Development (LEED AP BD&C, ND) and serves on the Board of Directors of the Massachusetts Chapter of the US Green Building Council. Throughout 2011-2015, the DEC also employed the following consultants:

- Building, plumbing/gas, electric, sheet metal permitting and inspectional services provided by Gabe Vellante, Phil Horgan, and Bob Friedrich;
- Development Review Services provided by BSC Group until December 6, 2012. Judith Nitsch Engineering was awarded the contract in 2012 and continues to provide development review services for the DEC;
- Ms. Danyelle Mottram continues to serve as the Commission's part time accounting support person.

In 2015, Edith Netter, the DEC's original legal counsel involved since the DEC's inception in 1996, retired. The Commission extends its sincere thanks and gratitude to Ms. Netter for her years of dedicated service and invaluable legal guidance. Lampke and Lampke, with Robert Ritchie of counsel, became the Commission's new legal counsel this same year. Throughout 2011-2015, the DEC lost a number of former Commissioners and Staff. Wellman Parker, the DEC's long-time electrical Inspector passed away in 2012. In 2012, former Vice-Chair and Commissioner Paul von Loesecke also passed away. In 2014, former DEC Commissioner Steve Gervais, and in 2015 former Commissioner Mary Padula also passed. In 2015, Sharon Wason, former DEC Staff Planner passed away. These individuals contributed greatly to the success of the DEC and their passing is a great loss to the community and region as a whole.

With limited growth opportunities in our existing office space at 33 Andrews Parkway in Devens, the DEC implemented several strategies over the last five years that have helped maximize the functionality of the office, while improving customer service. In 2013, the DEC began requiring the submission of digital copies of Applications, cutting down paper consumption by more than half - saving both applicants and the DEC time and money. Digital files also helped reduce storage space needed. In 2015, the DEC purged its paper filing system and map drawers and reorganized projects by address, freeing up more room for future storage needs. All building and site plans over a certain age were also digitized and are now stored on discs, preserving these plans and freeing up a tremendous amount of storage space. Staff is currently reviewing MA records retention laws to determine which paper plans may be able to be destroyed now that electronic copies are preserved.

To further the sustainability goals of Devens and to continue leading by example, in 2015 the DEC continued implementing initiatives to green our own office environment, including joining NuRides and reducing vehicle miles traveled; implementing office composting program and additional recycling efforts; and continuing to reduce energy and paper usage through various efficiency measures. In late 2014, the DEC went paperless and provided all DEC Commissioners with I-Pads which significantly reduced paper and printing costs.

All these initiatives have resulted in significant triple-bottom line savings:

| Year | Energy savings | Waste diverted from landfill | CO ₂ equiv. reductions | \$ Savings |
|------|----------------|------------------------------|-----------------------------------|------------|
| 2015 | 1918 kWh | 933 lbs. | 9.295 tons | \$1,716 |

The above numbers include a reduction of over 8,200 vehicle miles traveled from DEC employees telecommuting, carpooling, biking and taking transit to work instead of driving alone, as well as a reduction of over 200 pounds of food waste from the DEC's office composting program. Considering the small size of the DEC office and low number of employees, these numbers represent a fairly significant carbon footprint reduction. Some of these cost savings have also been passed on to Applicants as the application process converts to digital and fewer paper copies are required to be submitted. The DEC will continue to track its progress over the next five years, looking for additional ways to further reduce impacts, while still providing the highest level and quality of service.

State Audit:

The DEC continues to undertake yearly financial audits and each year throughout 2011 to 2015 the DEC maintained fiscally responsible and sustainable. The latest audit is posted on the [DEC web site](#). In 2015, the State Auditor's Office conducted a performance audit of the Commission during 2015. They were checking to see if the DEC was operating properly under Chapter 498 and implementing the Devens Reuse Plan and By-Laws appropriately. The report concluded: *"For the areas we reviewed that were related to our audit objectives, we did not identify any significant deficiencies. Specifically, we found that DEC had adopted bylaws and developed specific rules and regulations that allowed it to effectively regulate land use, planning, and permitting to be in compliance with the reuse plan. It has also established verifiable measures and procedures to monitor the extent to which these measures are being achieved in accordance with the reuse plan. DEC has established internal controls to provide reasonable assurance that its organizational goals and objectives will be met in compliance with applicable requirements and any associated risks, such as those for fraud, waste, and abuse, are minimized."* Efforts such as the DEC's annual reports, five-year reviews and the 2012 Sustainable Indicator's Report were given great credence in this analysis. The Sustainable Indicators Report is scheduled to be updated in 2017.

DEVELOPMENT UPDATES FROM 2006-2011 REPORT

The previous five year report identified a number of issues that were important for the DEC 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 since 2011 to fulfill those gaps between current development and the redevelopment goals and objectives for Devens:

| Area of Focus | Status |
|--|---|
| Work with MassHistoric and Devens Homeowners Association to streamline residential permitting consistent with Historic District requirements. | Accomplished/Ongoing. Additional guidance documents updated on-line (Devens Residents page) to provide residents with clearer direction for permitting processes. Continue to implement 2012 Revised Residential regulations and Historic District Design Guidelines (windows, fences, sheds). |
| Sustainable Indicators Report – measurement and verification of sustainable development. | Accomplished/Ongoing. Completed report/evaluation in 2012: http://www.devensec.com/sustain/indicators/2012indicators.html . Ongoing tracking for next progress report in 2017. |
| Buffering land uses within Devens and adjacent to neighboring communities to address “edge” issues. | Ongoing. Reviewed on a project by project basis under current zoning. Continuing to work with MassDevelopment and the Devens Open Space and Recreation Committee on permanent protection of additional bordering lands. Much accomplished with 2015 zone changes. |
| Traffic Impacts – Implementation of TDM programs, recognizing the Fitchburg Line improvements and opportunities it will create to reduce VMT for Devens employees and residents (reverse commute options). | Ongoing. TDM implementation on a project by project basis. MBTA has extended early train service to Littleton in 2014. Working with MassDevelopment on establishing additional shuttle options for businesses and residents to and from Littleton. Chance early morning service could reach Ayer before 8:00 AM allowing shuttle bus service to and from Devens. |
| Climate Mitigation and Adaptation plan for Devens needs to be developed. | Ongoing. Greenhouse Gas Mitigation Regulations developed in 2012. Climate change mitigation, adaptation and GHG reduction findings included for all project reviews. Energy efficient building design and construction (incl. green roof and walls at BMS and NZE and E+ buildings) contributing to climate mitigation and adaptation (resiliency). Green Infrastructure Guidelines and LID helping to develop a more resilient infrastructure that can better adapt to changing weather patterns. |
| Balancing local, regional and state efforts. | Ongoing. Regional Household Hazardous Waste facility and regional E-911 facilities in Devens to support regional efforts. Transportation network also servicing region (alleviating local congestion in some areas). Work initiated on shared affordable housing monitor and DPW academy. |
| Coordination with railroad, MassDevelopment and new projects within the Rail-Industrial Trade Related Uses (RIT) District to incorporate and facilitate noise reduction efforts while still facilitating important rail connections in the RIT which help address local traffic impacts. | Ongoing. Reviewed on a project-by-project basis. Army, New England Sheets, Devens Recycling, US Gypsum, Rock Tenn, Regency rail connections previously made. Future potential rail connections for re-use of Gillette facility. |
| End point to Chapter 498 and process to reach it remain an open question. | Ongoing. Continue dialogue with Devens residents, surrounding communities and MassDevelopment. |
| Finalize and adopt new Innovative Residential Development regulations as an option for future housing development at Devens. | Accomplished. New regulations adopted and went into effect in November 2013. Emerson Green (Devens Village Green) permitted and under construction in 2015.. |
| Maintain fiscal independence. | Ongoing. 2015 audit concludes that DEC is in strong financial shape and is maintaining fiscal independence. |
| Integrate districts and areas within Devens to make them more coherent and connected. | Ongoing. Improving accessibility and connectivity through new trails, sidewalks and bike lanes (see new Devens Trail Map developed in partnership with Montachusett Regional Planning Commission and Devens Walking map developed by MassDevelopment and walkBoston at http://www.devensec.com/maps.html). Adopted green infrastructure guidelines to help facilitate natural connections in Devens. |
| Support regional transportation plans to support connecting Devens businesses and residents to surrounding commuter rail and business centers; including implementing the Devens Transportation Demand Management programs in support of such an endeavor. | Ongoing. TDM implementation on a project by project basis. Supporting Fitchburg line improvements and additional shuttle options for businesses and residents beyond existing Devens Commerce shuttle and MART Shuttle services. 2015 MART Transportation Plan calls for establishing fixed route bus service between the train stations in Ayer and Shirley via Devens. Discussions underway to fund the service. Devens Trail Plan promoting connections to surrounding communities as well. |

LOOKING AHEAD: The next 5 years at Devens

At the end of 2015, there were over 6,000,000 square feet of buildings at Devens and a 1% vacancy rate, with more than 95 businesses, industries and organizations, employing over 5,500 people. In 2015, the residential population of Devens was over 400 people. That number is expected to rise significantly over the next five years as the Grant Road housing project adds 124 units of housing and as plans for senior residential development in the Shirley Village Growth district are finalized. The redevelopment of these two areas for housing will also aid in balancing the housing-jobs mix and Devens and promote the development of a more sustainable and complete community at Devens.

Continued turnover and redevelopment of our existing industrial areas is expected as well as the development of the Bulge area, Salerno Circle and the Oak and Maple areas could also take off during the next five year period. Throughout the next five years, redevelopment activity is likely to continue, albeit at a slower pace - as the economy adjusts to market fluctuations and political changes. The DEC maintains sufficient financial resources to effectively carry out operations over the next five years, even if development slows and income diminishes.

The DEC 2006-2011 report identified where the gaps between the Reuse Plan goals and current development exist, and the DEC has been extremely successful at filling many of those gaps over the past 5 years. To ensure development continues to further the goals and objectives of Chapter 498 and the Reuse Plan, looking ahead to the next 5 years (2016-2020), the DEC will focus its efforts on the following:

1. Working with existing and new Homeowners and Condo Associations to streamline residential permitting consistent with new Residential Regulations as well as Historic District requirements.
2. The DEC will continue to collaborate with the surrounding communities on areas of mutual interest that advance the Reuse Plan, including but not limited to developing Regional Affordable Housing Coordinator to oversee and manage new and existing and affordable housing units in Devens and surrounding communities to ensure they remain affordable in perpetuity.
3. Continued support and growth of the Devens Eco-Efficiency Center as a strategy for sustainable redevelopment and a value-added feature for business and industry locating at Devens.
4. Tracking of sustainable indicators and update of 2012 Sustainable Indicators Report in 2017.
5. Working with MassDevelopment and the Devens Open Space and Recreation Committee on updating the Devens Open Space and Recreation Plan (for 2015-2022) and permanent protection of remaining lands identified for protection in the 2008-2013 Open Space and Recreation Plan.
6. Working with MassDevelopment, local businesses and surrounding communities to support regional transportation plans and establish additional commuter options for businesses and residents to and from Shirley, Devens, Ayer and Littleton. Work on implementation of 2015 MART Transportation Plan and fixed route bus service between the train stations in Ayer and Shirley via Devens. Continue to support Fitchburg Line reverse commute early morning service to foster diverse commute options to Devens.
7. Improving safety, accessibility and connectivity in Devens and surrounding communities through new trails, sidewalks and bike lanes and working with MassDevelopment to adopt a Complete Streets Policy and continue to ensure all modes of transportation and accessibility are taken into account on all development projects that impact the right-of-way.
8. Implementation of TDM programs collectively as well as on a project by project basis, recognizing the Fitchburg Line improvements and opportunities it will create to reduce VMT for Devens employees and residents (reverse commute options).
9. Continue integrating climate change mitigation and adaptation into all development and conservation projects and build on creating a network of more resilient Green Infrastructure that can better adapt to changing weather patterns.
10. Coordination with railroad, MassDevelopment and new projects within the Rail-Industrial Trade Related Uses (RIT) District to incorporate important rail connections in the RIT to help further reduce local traffic impacts and facilitate noise reduction efforts.
11. End point to Chapter 498 and process to reach it. Continue dialogue with Devens residents, surrounding communities and MassDevelopment.
12. Maintain fiscal independence.
13. Development and Implementation of a strategic planning effort to help prioritize ongoing sustainable redevelopment initiatives of the DEC.
14. Forge new, mutually beneficial partnerships with organizations that share similar mission and vision as the DEC and Devens.
15. Manage Conservation Restrictions held by the DEC as the Devens Conservation Commission.
16. Continue integrating public health criteria into all decisions.

17. File management and organization to continue maximizing space and improving efficiency and service to the public– review MA records retention laws to determine which paper files and plans, if any, may be able to be destroyed now that electronic copies are preserved.
18. Maintain our expedited permitting process as a model for the Commonwealth.

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

A lot has been accomplished over the last 20 years but there is still much work to be done to ensure all existing and future development continues to meet and further the goals and objectives of the Reuse Plan and keep Devens as a national and international model for redevelopment. Streamlined permitting, Eco-Industrial development, regional initiatives, innovative approaches to new housing and various social services at Devens, coupled with the many acres of open space and recreation, all demonstrate that the redevelopment of Devens continues to successfully balance the social, environmental and economic attributes of the reuse plan. These five-year review updates continue to be a strategic tool to help assess and guide the past, current and future efforts of the DEC and build on the successes of our sustainable development initiatives, incentives, guidelines and regulations to ensure that redevelopment continues to be consistent with the Reuse Plan.

**APPENDIX:
DEC ANNUAL REPORTS – 2011 – 2015**

The 2011 through 2015 Annual Reports are all available on-line at:
<http://www.devensec.com/meetings.html>