



CITIES & COMMUNITIES

DEVENS ENTERPRISE COMMISSION

Five-Year Review

2021 – 2025

Devens Regional Enterprise Zone

33 Andrews Parkway, Devens, Massachusetts

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Executive Summary

This review is prepared in compliance with the requirements of Chapter 498 of the Acts of 1993 and the Devens By-Laws 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 Devens Enterprise Commission (DEC) is the local regulatory and permitting authority for the Devens Regional Enterprise Zone (DREZ), encompassing portions of the underlying communities of Ayer, Harvard, and Shirley, Massachusetts. Established by Chapter 498 of the Acts of 1993, the DEC administers and enforces the Devens Reuse Plan, bylaws, regulations, and sustainability vision, while serving simultaneously as the planning board, conservation commission, board of health, zoning board of appeals, and historic district commission for Devens.

The period from 2021 through 2025 represented a transformative chapter in Devens' redevelopment — one of recovery from the COVID-19 pandemic, to accelerating economic growth, landmark sustainability achievements, and significant permitting milestones. This five-year review covers the Commission's work in permitting, sustainability, public health and safety, and transportation.

Among the most notable achievements of this period:

- The King Street Properties Pathway Devens Campus and Commonwealth Fusion Systems campuses collectively brought over one million square feet of energy-efficient bio-tech, clean-tech, and fusion energy research space to Devens. Combined, these developments represent over \$2 billion dollars of investment in Devens (and growing!). A number of other projects brought new/expanded facilities and jobs to Devens and Massachusetts.
- The DEC's average permitting timeline decreased from 71 days in 2022 to 51 days in 2024–2025, well below the 75-day statutory limit, while still providing comprehensive reviews.
- The Massachusetts Legislature lifted the long-standing 282-unit housing cap and commercial square footage cap in late 2024, opening new possibilities for additional sustainable residential and commercial growth in Devens.
- The DEC continued its sustainability initiatives by advancing the goals and objectives of the [Devens Climate Action Plan](#) and supporting the [Devens Eco-Efficiency Center](#) to help achieve the Reuse Plan goal of sustainable redevelopment and keep Devens as a leading example of eco-industrial development in North America and the world.
- Implemented a number of Transportation Demand Management Strategies, including becoming a founding member of the [North Central MA Rides Transportation Management Association](#) supporting regional transit partnerships and initiatives to better connect Devens.
- The DEC marked its 30th anniversary in June 2025, celebrated by over 100 stakeholders including state officials, military partners, area businesses, as well as Devens and surrounding town residents.

The Devens Enterprise Commission is entering 2026 with significant momentum, building on the accomplishments of the 2021–2025 period. Key priorities into the next five years include continued expedited and unified permitting, improved public service, climate resiliency, public health, and communications, while fostering responsible and sustainable growth in a fiscally responsible manner. The DEC also anticipates additional work on the disposition process as 2033 approaches.

The DEC has accomplished a lot over the last 5 years and plans on maintaining a supportive and consistent regulatory environment. 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.

Introduction

This review is prepared in compliance with the requirements of [Chapter 498 of the Acts of 1993](#) and the [Devens By-Laws](#). The By-Laws 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. A review of the DEC's sustainability initiatives is also included in this report.

This report provides a detailed overview of redevelopment within the Devens Regional Enterprise Zone over the last 5 years (2021-2025) from the perspective of the DEC and fulfills the requirements of Chapter 498 and the Devens Bylaws.

**Special Note: The COVID-19 pandemic impacted the DEC operations for portions of 2020-2023. The DEC continued to operate remotely and provide ongoing permitting, development reviews, and all essential functions. Many Devens construction projects were considered essential services and continued to move forward in accordance with the Governors executive orders and MA Department of Public Health Guidance. The Devens Enterprise Commission, acting in its capacity as the local Board of Health for Devens, worked closely with our Health Agent (Nashoba Associated Boards of Health), MassDevelopment, Devens residents, the general public, and all businesses and construction projects to ensure proper health and safety measures were in place for the protection of all Devens residents, businesses, organizations and visitors. Our thanks goes out to the staff at the Nashoba Associated Boards of Health for their invaluable assistance during this pandemic.*

About the Devens Enterprise Commission (DEC)

The DEC functions as a unified permitting local government body for the Devens Regional Enterprise Zone — a roughly 4,400-acre former federal military base (Fort Devens) converted to non-military use. The Commission's one-stop unified permitting system streamlines the local regulatory process by consolidating approvals that would, in a conventional municipality, require independent reviews by separate boards and commissions.

Governance

The DEC consists of 12 gubernatorial appointees, six of whom are nominated by the select boards of Ayer, Harvard, and Shirley (two commissioners per town) and 6 from the Devens region, in addition to 4 associate/alternate members. Commissioners are appointed by the Governor and serve as volunteers and are required to hold proven expertise in fields including industrial development, housing, finance, business, real estate, environment, planning, transportation, and/or municipal government. The Governor also appoints the Commission Chair (William Marshall) and Vice Chair (Deborah Seeley).

Staff

Throughout this 5 year period, DEC staff included:

- Peter Lowitt, FAICP - Director / Land Use Administrator (retired 2023)
- Neil Angus, FAICP CEP, LEED AP — Environmental Planner (2006-2023) & Director / Land Use Administrator (2023-present)
- Beth Suedmeyer — Environmental Planner (2023-present)
- Dawn Babcock — Executive Assistant

Staff are supported by a network of consultants in engineering, legal, public health, environmental compliance, and other specialty areas. [Click here](#) for a link to the full DEC organizational Chart.

Learn more about the Commission [here](#) and on its website at: <https://www.devensec.com/>

Permitting & Land Use

The DEC's one-stop unified permitting system is a central feature of its work to permit and regulate businesses locating in Devens and ensure consistency with the [Devens Reuse Plan](#). Over the 2021–2025 period, the Commission reviewed and issued an average of 358 permits per year, including building, plumbing, gas, electrical, sign, food service, and major development approvals, while steadily improving processing speed and transitioning to a modern online permitting platform.

Permitting Performance

A key metric for the DEC is the average time to process Level 2 Unified Permit applications, which carry a statutory timeline of 75 days. The Commission demonstrated consistent improvement over the review period:

Year	Average Processing Time	vs. Statutory Limit
2021	63 days	12 days under limit
2022	71 days	5 days under limit
2023	64 days	11 days under limit
2024	51 days	24 days under limit
2025	51.5 days	23.5 days under limit

In 2023, the DEC moved to an online permitting system (OpenGov) during this period that enabled digital submissions, online payment, and improved transparency and service delivery.

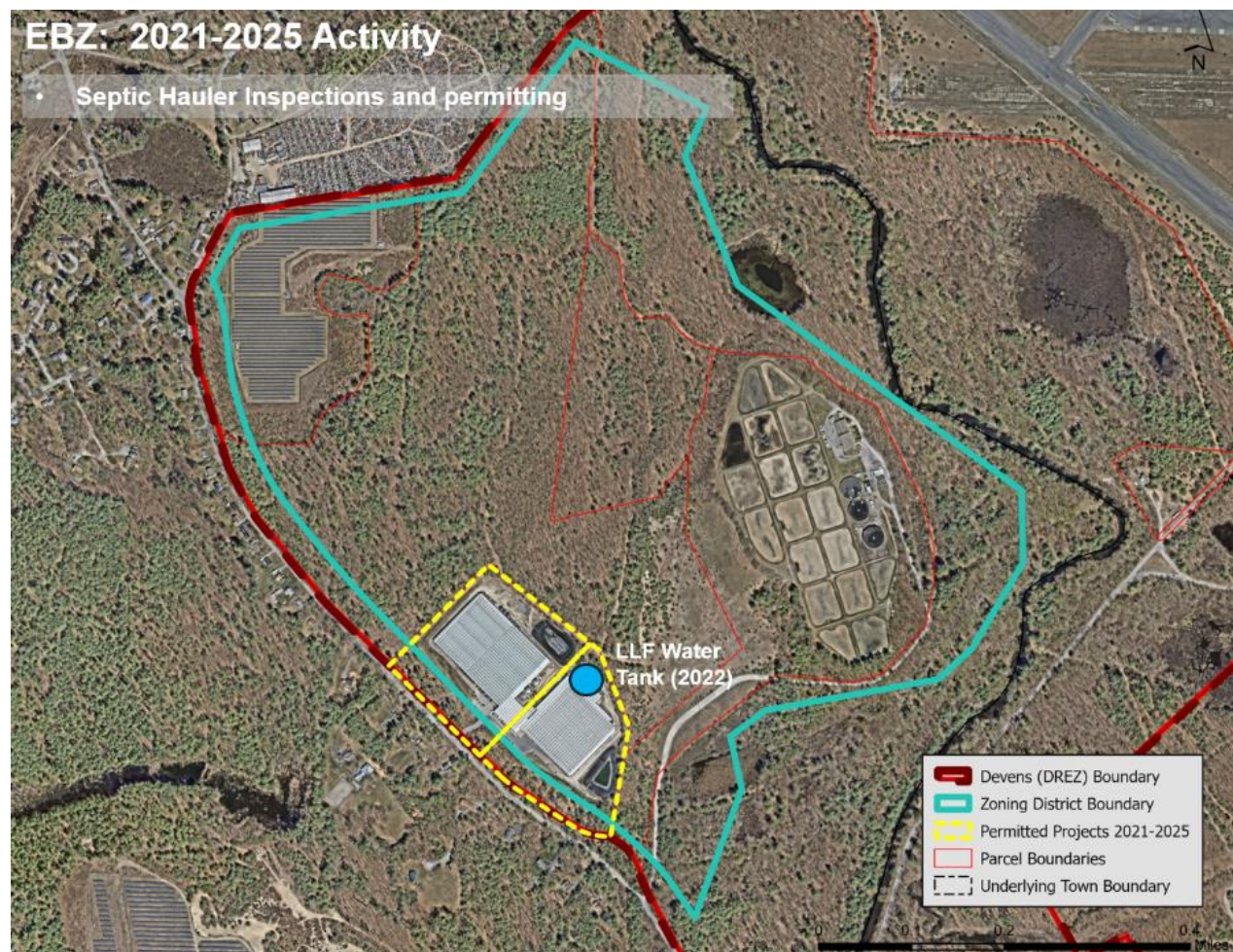
District Development Analysis (2021–2025)

The following is a review of activity that has occurred over the last five years within each zoning district in Devens, as well as the individual parcels within those zoning districts. It also includes an assessment of the status of the redevelopment effort, evaluating the progress, type, and character of development in each district, as well as the expectations for future development in each district over the next five years.

1. Environmental Business

- a. Locations: Area designated on the Zoning Map on the western section of the North Post.
- b. Development Goals: The primary goal of this zoning district is to locate and site industries that contribute to or capitalize on the increasing sensitivity to and awareness of environmental remediation and recycling, and the development of products emanating from these activities. Identified as environmental businesses in the Reuse Plan, these businesses and industries may range from businesses that use traditional industrial recycling processes to businesses that apply new remediation technologies or businesses that manufacture pollution abatement or remediation equipment.

The Environmental Business Zone (EBZ) includes the site of the existing Devens Wastewater Treatment Facility which was upgraded to service Devens redevelopment in 1999. Because most of this area has been permanently protected as open space, there has been little development activity in this area over the last 5 years. Little Leaf Farms has fully built-



out their parcel but in 2023 the DEC approved the construction of a +/-66,000 gallon cold water storage tank. Little Leaf Farms continues to explore energy and water savings options to reduce their energy usage and maximize efficiencies and carbon reductions of their operations.

The following table presents a parcel by parcel look at development within the EBZ. The green highlights parcels that have been permanently protected from development. The yellow-highlighted parcels identify parcels on which development occurred between 2021 and 2025:

Environmental Business Zone (EBZ)						
<i>Lot ID (Map Block Lot)</i>	<i>Lot Area (Acres)</i>	<i>Building Gross Floor Area (sq.ft.)</i>	<i>Floor-Area Ratio</i>	<i>Impervious Lot Coverage (Acres)</i>	<i>Pervious Lot Area (Acres)</i>	<i>Impervious Surface Ratio for Lot</i>
40-14-200 (Devens WWTP)	50.00	48,400	0.02	4	46	0.08
*39-14-100 (EBZ-2A Citizens)	28.87	0	0	0.6	28.27	0.02
*39-14-500 (Little Leaf Farms) Combined with 39-14-100 Phase 3 expansion in 2018	26	404,341	0.35	14.75	9.58	0.57
39-14-100 (CR) EBZ	113.00	0	0	0	113	0
*35-399-600 (USFWS)	27.53	0	0.00	0	27.53	0
EBZ Totals:	245.40	452,741	0.042	19.35	224.38	0.078

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

EBZ Future development potential: With Little Leaf Farms fully built out, there is little room for any further development in the EBZ. There is room for modernization and upgrades at the WWTP and the existing solar field could be redeveloped at some point in the future by raising the PV panels on top of a building on the site.

2. Gateway I: Jackson

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

Mass Development continued maintaining stormwater management detention/retention facilities in this area. The design for Jackson Road anticipates future expansion to accommodate increases in traffic as development in Devens increases. US Fish and Wildlife Service (Oxbow National Wildlife Refuge) land abuts this District and trails connect this area with the USFWS Visitor contact station off Hospital Road (Bill Ashe Visitor Facility) to the northwest and the Goddard Memorial trail to the southeast.



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

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

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

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

G1 Future development potential: MassDevelopment is looking at expanding Jackson Road by potentially adding a lane to the westbound side of Jackson Road in the future. MassDOT is also looking to replace and widen the bridge over the Nashua River. Nothing additional is planned for this district at this time.

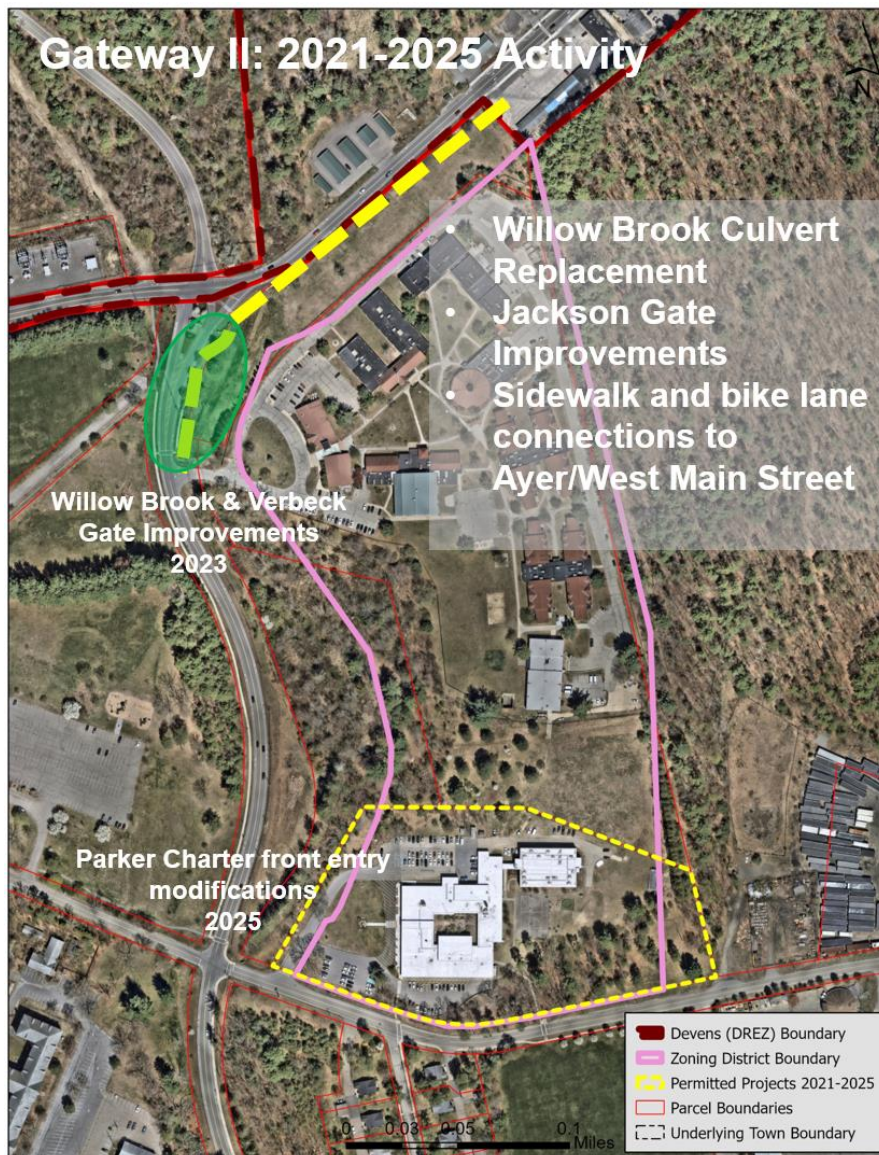
3. Gateway II: Verbeck

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

This district has been successfully built out in compliance with the Gateway II development goals with the construction of the Shriver Job Corps and the renovation of the former Fort Devens Elementary School that is home to the Francis W. Parker Charter School who undertook some minor entrance improvements in 2025. Building on their community service and involvement, students from Francis W. Parker Charter Essential

School have been assisting in the growing, planting and maintenance of the Devens Pocket Forest project on the adjacent field area next to the Devens Playground. In 2022 and 2023 MassDevelopment replaced an existing culvert pipe (Willow Brook) in front of Shriver Job Corps. The Town of Ayer also completed street and sidewalk upgrades along West Main Street that connected Devens and Ayer's sidewalk and bike lane networks.





The following table presents a parcel by parcel list within the Gateway II District between 2021-2025. The yellow-highlighted parcels identify parcels on which development occurred between 2021 and 2025:

Gateway II: Verbeck (G2)						
Lot ID (Map Block Lot)	Lot Area (Acres)	Building Gross Floor Area (sq.ft.)	Floor-Area Ratio	Impervious Lot Coverage (Acres)	Pervious Lot Area (Acres)	Impervious Surface Ratio for Lot
*32-12-100 (Shriver)	21.60	164,972	0.18	8.13	13.47	0.38
*32-12-200 (Parker Charter)	9.10	46,000	0.18	3.62	5.48	0.37
G2 Totals:	30.70	210,972	0.16	11.75	18.95	0.38

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

G2 Future development potential: The DEC is applying for a “Cooling Corridors” grant in 2026 as an extension of our Municipal Vulnerability Preparedness Program work to re-wild some of the large grass open spaces between Shriver Job Corps and West Main Street. This would help further reduce mowed lawns at Devens, provide habitat connections, as well as serve as a natural barrier between the Job Corps and West Main Street which could help protect the buildings from future damage due to vehicle strikes (as in 2025 when a truck drove into the building and caused significant damage). Daylighting of the culverted portion of Willow Brook could also be a potential project.

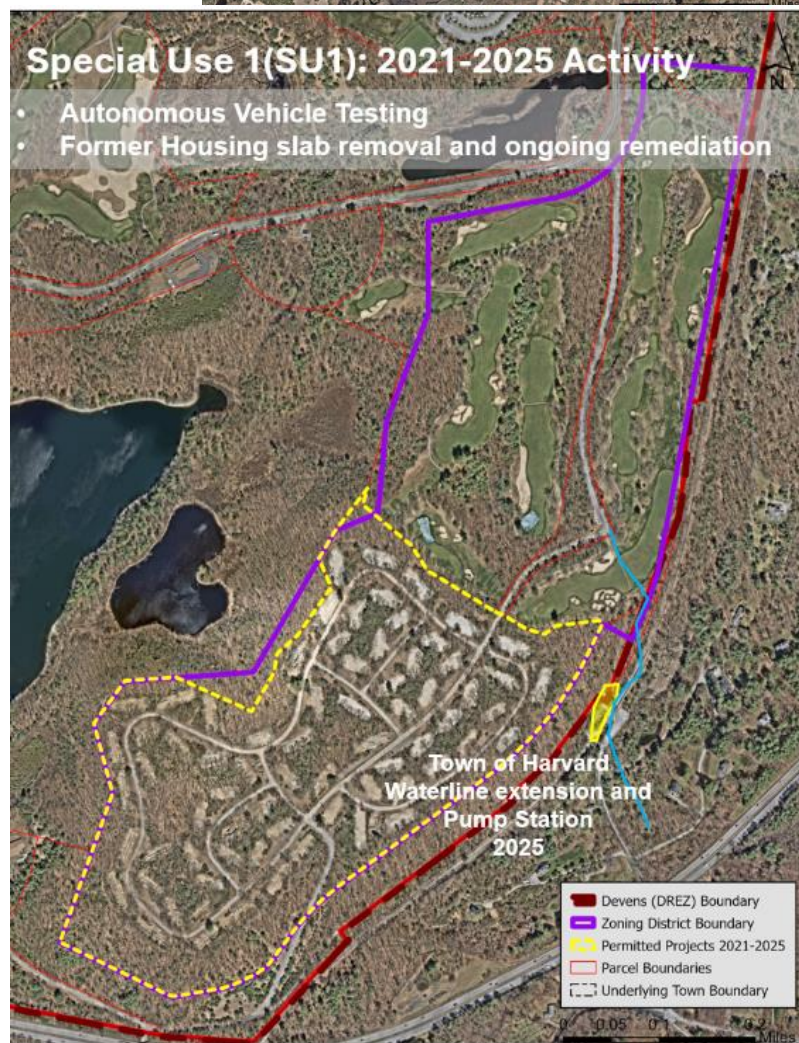
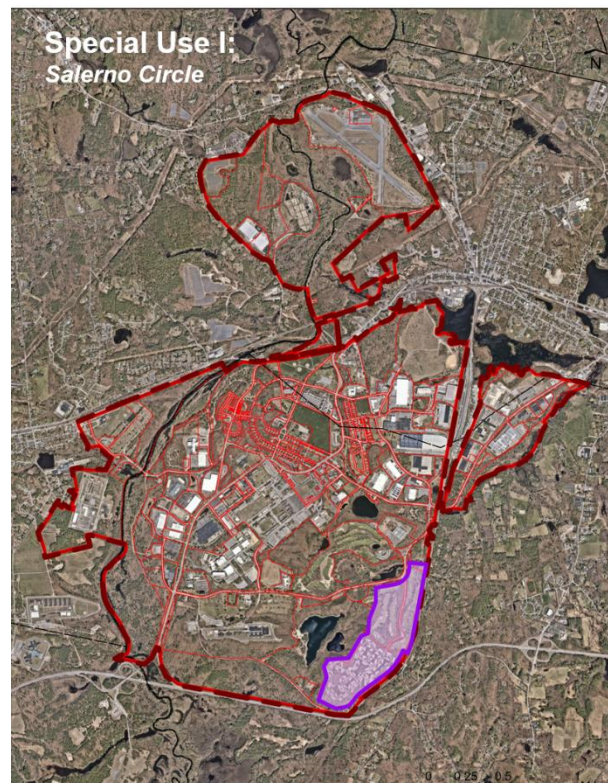
4. **Special Use District I**

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

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

Since 2008, MassDevelopment has been working with the Army on removal of the housing and remediating the contaminated soils. That work is expected to wrap up in 2026. A portion of this district is part of the Red Tail eighteen-hole Audubon Signature Sanctuary sustainable certified golf course.

While there have been numerous inquiries for redevelopment of Salerno Circle to date, there has been no new development, other than various autonomous vehicle companies using the area to test and evaluate their technologies, and remediation of former housing slabs and underlying soils. In 2025, the DEC approved a small water pump station as part of Harvard and MassDevelopment's agreement to supply the Town of Harvard with a maximum of 100,000 gallons of



water per day. The pump station was constructed just outside the Salerno Circle parcel in the surrounding open space bordering the Town of Harvard and the CSX/NS North-south rail line that dissects Devens.

The following table presents a parcel by parcel look at development within the Special Use District I. The green highlights parcels that have been permanently protected from development. The yellow-highlighted columns identify parcels on which activity or development occurred between 2021-2025:

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

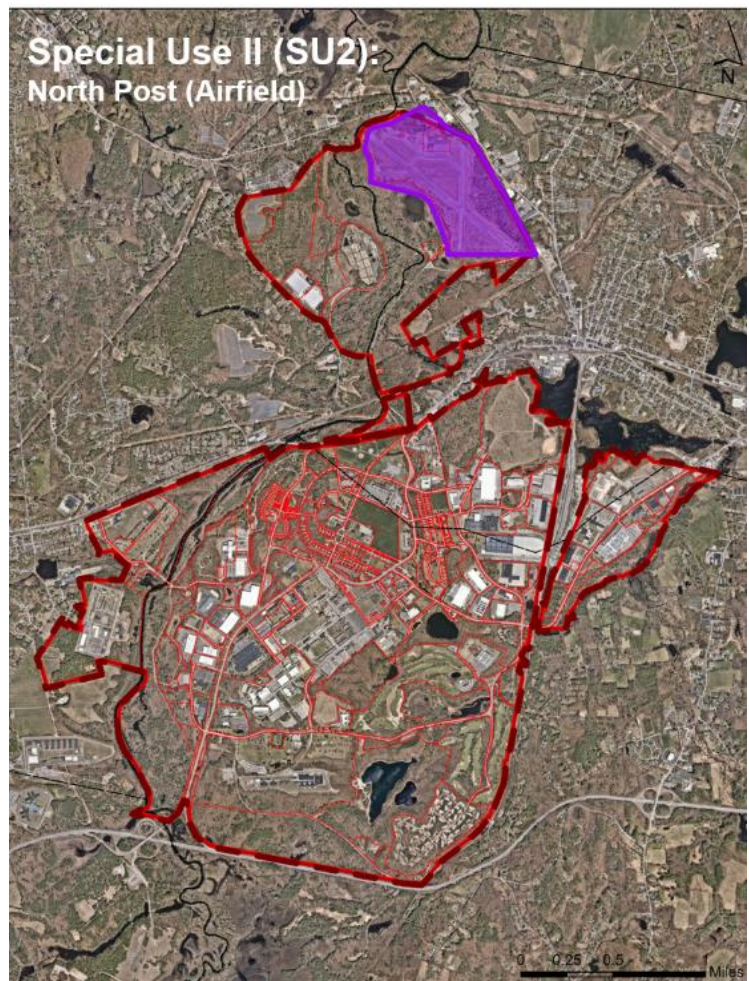
*Indicates a portion of the parcel is also zoned Open Space and Recreation.

SUD1 Future development potential: We hope to see the contamination issues fully resolved by 2026. This site remains one of the largest tracts of fully serviced land available in Devens to attract businesses of importance to the Commonwealth.

5. Special Use District II

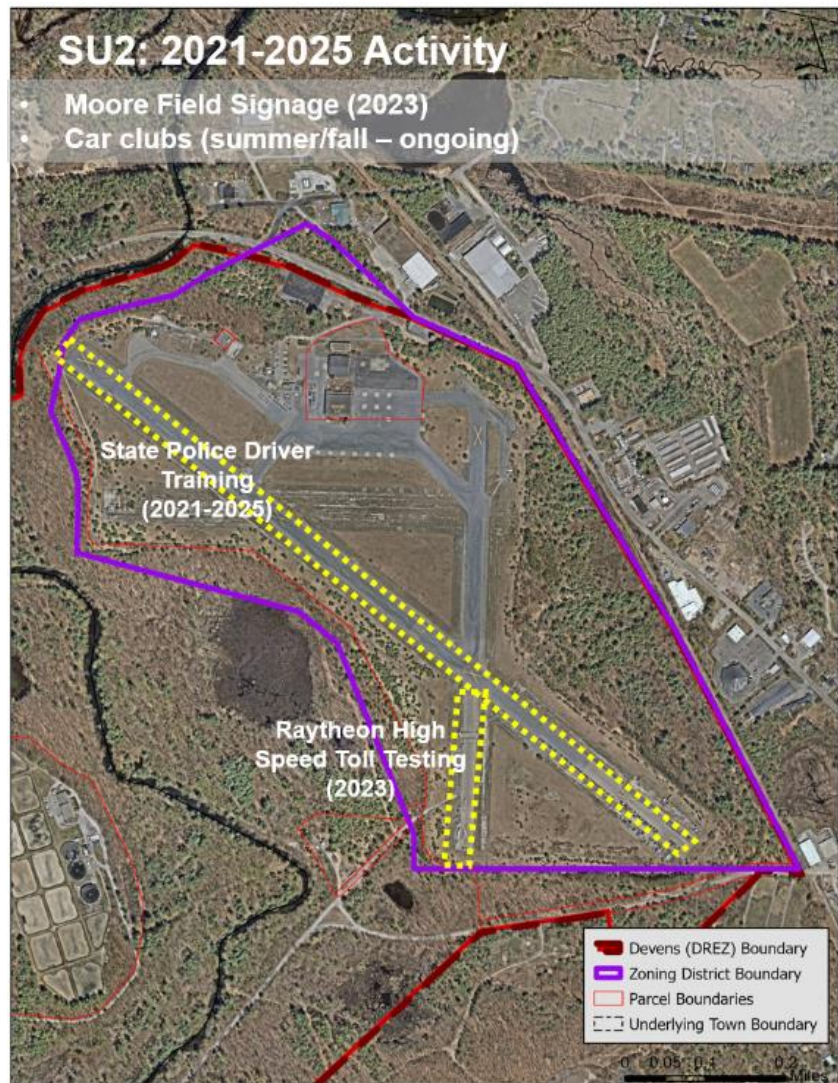
- Locations:** Area designated on the Zoning Map in the vicinity of Moore Army Airfield on the North Post in Ayer.
- Development Goals:** *The primary goal of this zoning district is to allow a broad range of industrial, light industrial, office, and research and development uses. The compatibility of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

The former airfield is currently used for the parking of state police and impounded vehicles. The State Police also utilize the area for driver training courses. Over the years, Devens Recreation Department has leased space for temporary events by car clubs, driver and motorcycle training programs, a wireless communications tower and military drone testing, and high-speed toll testing remain as active uses. Access issues with Macpherson Road (flooding, wetlands, railroad crossing) and



the infrastructure needs of the site make reuse of this site for any significant use more difficult. Any development of this site will necessitate coordination with the town of Ayer. The western slopes of airfield leading to USFWS land abutting the Nashua River are also included in the Slope Resource Area overlay district.

In 2023, the DEC approved new signage by MassDevelopment identifying the former airfield as “Moore Field”. Subsurface contamination from past Army activity and ongoing bioremediation in the northwesterly portion of this District (AOC 50) imposes additional development constraints.



There has been no other new development between 2021 and 2025 within the Special Use District II. The green highlights parcels that have been permanently protected from development:

Special Use District II (SUD2) - Airfield						
Lot ID (Map Block Lot)	Lot Area (Acres)	Building Gross Floor Area (sq.ft.)	Floor- Area Ratio	Impervious Lot Coverage (Acres)	Pervious Lot Area (Acres)	Impervious Surface Ratio for Lot
44-15-200 (Airfield)	230.89	73,450	0.01	70.26	160.63	0.30
*35-399-600 (USFWS)	15.10	0	0	0	0	0
46-15-100 (Airfield ArmyH)	9.14	n/a	n/a	n/a	n/a	n/a
46-15-201 (wireless tower)	0.23	1,440	0.13	0.13	0.10	0.57
SUD2 Totals:	255.36	74,890	0.01	70.39	160.73	0.28

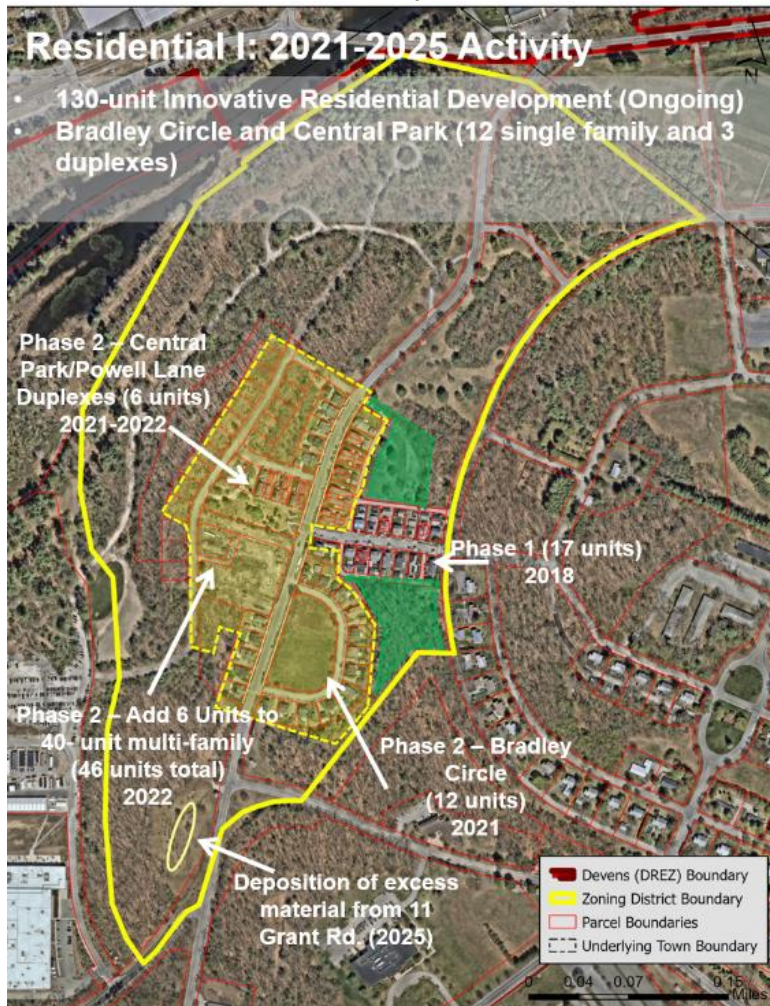
*Indicates a portion of the parcel is also zoned Open Space and Recreation.

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

6. Residential I

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

Also known as the Grant Road housing area, this district contained most of the modern housing built by the Army after 1950. It is now home to Emerson Green, a 124 unit, three-phased project that has been under construction since 2015. Throughout 2021-2025, additional single family and duplex units were constructed along Grant Road, Central Park/Powell Street, and Bradley Circle. These homes achieved a home energy rating scale score of 54 or below – over 45% more energy efficient compared to a conventional home. Some homes have added solar photovoltaic systems on their



roofs, making these homes Net Zero Energy homes (homes that generate as much electricity as they consume over a given year). Three units are deed restricted as workforce housing (100% of area median or below). In 2022, the DEC approved 6 additional units in the proposed multi-family apartment building, bringing the total number of apartment units to 46 and total subdivision units to 130. At the end of 2025, the Town of Harvard was still interested in working with the developer to “buy-down” at least 25% of the units from 100% AMI to 80% AMI so that all 46 units will count towards Harvard’s Subsidized Housing Inventory. Construction is expected to commence in 2026, which will then open up the development of the final phase of this subdivision which includes 18 single-family, 2 duplexes, and one quadplex unit.

R1 Future development potential:

We expect the later phases of the Emerson Green development to be built out over the next five-year development cycle, including the

multi-family apartments and the remaining dwelling units and common areas and parks as part of phase 3. Phase 3 of the development cannot progress until the multi-family apartments have begun construction. This final phase will include one 4-unit townhome, two duplexes, and 18 single family units along a new street (Goddard) and will be accessed by Marshal, Powell, and Cummings Streets. The Developer is expected to work with the DEC on implementing Green and Complete Streets elements into the Goddard Street redevelopment in 2026. With the lifting of the housing cap by the legislature in 2024, further residential development is expected to occur in the surrounding residential areas along Grant Road over the next 5-year period.

7. Residential II

- a. Locations: Area designated on the Zoning Map in the vicinity of Elm/Walnut Housing and Auman Street Housing.
- b. Development Goals: The primary goal of this zoning district is to develop housing to serve the residential needs of Devens. This district will also allow office space for professional office and service uses that will be accessory to the primary residential use or a home occupation. The reuse of the existing housing stock and construction of new infill housing for residential and accessory office space will be encouraged in a manner that compliments the historic Vicksburg Square. Development of a diverse and stable residential core, as well as small scale professional office and service space, are considered compatible and vital components of the Reuse Plan and every effort will be made to ensure a sensitive and appropriate blend of these uses. Additional siting, density, and design criteria include compatibility with adjacent land uses, visual impacts, reuse of existing structures (including historic structures where feasible), “number of employees” and other restrictions for professional office and service uses; and parking needs evaluation and requirements.



This district includes the historic brick colonials and bungalows located within the Devens Historic District. These homes were redeveloped for civilian housing by Aspen Development between 2000 and 2004 along the Auman, Bates and Elm Walnut Streets. This district includes a mix of market-rate and deed-restricted affordable units as well as housing for special needs populations such as veterans and homeless women with children. Expanding on the award-winning net-zero energy single family units on Adams and Cavite Street and multi-family units on Bates Street, in 2025 MassDevelopment sold 2 acres along Adams Circle, to Reframe Systems who obtained a Unified Permit from the DEC in late 2025 for a cluster development of 6 duplexes (12 units) of energy efficient factory-built homes that have a low-carbon footprint and include a number of low-impact development techniques including porous driveways and bioswales.

Throughout 2021-2025, the DEC permitted several small residential improvement projects, and conducted truck traffic monitoring, street tree replacement, sidewalk and trail connections, and affordable housing monitoring within this district.



R2 Future development potential: the approval of the 12 units of modular housing by Reframe brings the total number of approved residential units up to the original housing cap of 282 units. With the elimination of the cap, there are additional opportunities to build more housing within the Adams Circle area. There are also a few small parcels within these districts that are owned by the homeowners association that could support additional residential infill as well.

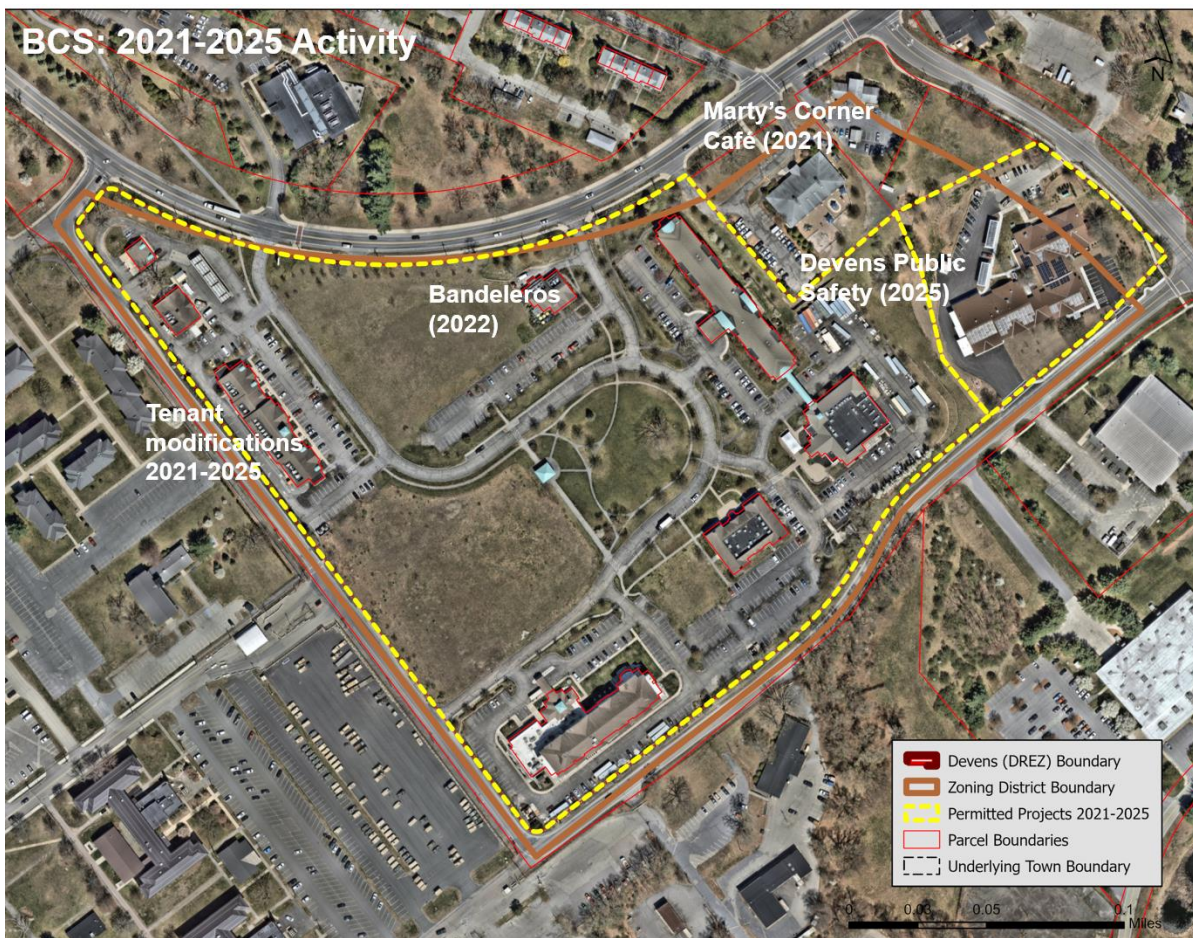
8. Business/Community Services

- a. *Locations:* Area designated on the Zoning Map bounded by 10th Mountain, Queenstown, Barnum and Jackson Road.
- b. *Development Goals:* The primary goal of this zoning district is to provide a mix of small scale commercial, retail, and service uses. Uses in this zone are expected to complement and support the businesses in Devens and the needs of persons working in Devens.

Previous development in this district includes the Guild of St. Agnes (child daycare), Devens Development LLC (Marriott Spring Hill Suites Hotel and conference center, 33 Andrews Parkway office space, gas station, restaurant, Hilton Garden Hotel, Bar and Restaurant, and retail area. Redevelopment of the former Red Cross Building accommodated the Dragonfly Wellness Center and Marty's Corner Cafe. The Nashoba Valley Regional Dispatch is still occupying a portion of the former Army pre-school building at the corner of Barnum and Queenstown.



Throughout the 2021 – 2025 period, the DEC has permitted an expansion to the Nashoba Valley Regional Dispatch to accommodate the State Police and Devens Fire Department, as the new



central Devens Public Safety Building. Devens Grill was converted to Bandoleros, a new Mexican restaurant and the DEC approved a number of tenant changes in the Devens Common retail area.

The following table presents a parcel by parcel look at development within the Business/Community Services District. The yellow-highlighted parcels identify parcels on which development or activity occurred between 2021-2025:

Business/Community Services (BCS)						
<i>Lot ID (Map Block Lot)</i>	<i>Lot Area (Acres)</i>	<i>Building Gross Floor Area (sq.ft.)</i>	<i>Floor- Area Ratio</i>	<i>Impervious Lot Coverage (Acres)</i>	<i>Pervious Lot Area (Acres)</i>	<i>Impervious Surface Ratio for Lot</i>
19-3-100 (frm.NMSB parcel)	0.76	0	0	0	0.76	0
*20-3-300 (Devens Common ** Lot B-3a combined 2010)	26.24	153,000	0.18	12.60	13.64	0.48
*20-3-400 (Red Cross)	1.58	3,800	0.06	0.42	1.16	0.27
20-3-500 (Regional E-911)	3.50	27,584	0.18	1.74	1.77	0.50
20-3-200 (172 Jackson - Guild of St. Agnes)	1.70	10,180	0.23	0.90	0.80	0.53
BCS1 Totals:	33.78	194,564	0.13	15.66	17.37	0.46

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

BCS1 Future development potential: The Dragonfly Wellness Center (former Red Cross Building) subdivided its lot and Devens Common has a number of phases to build out. With the increased employment and additional residential development, we expect to see more retail growth in this district over the next five years.

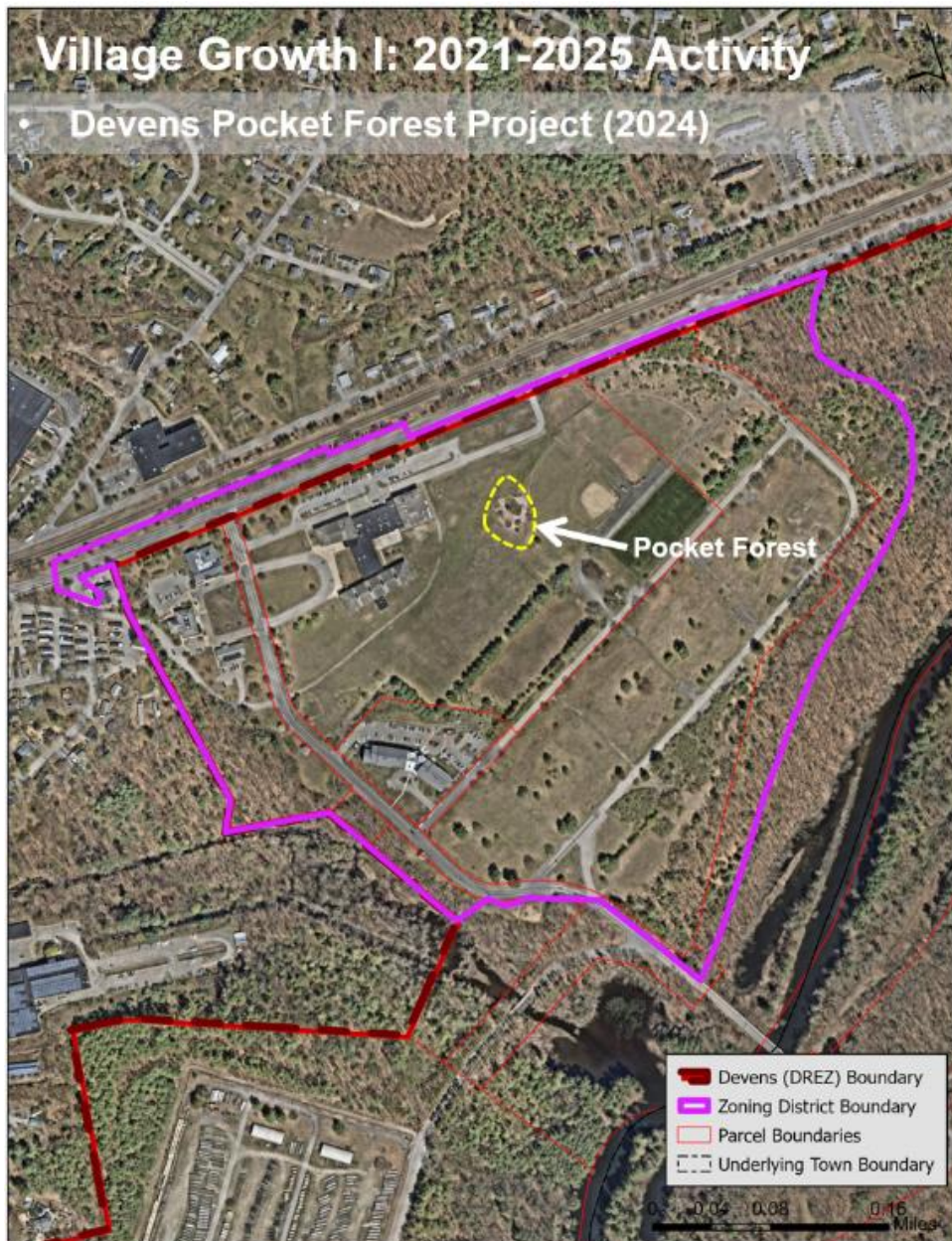
9. Village Growth District I

- 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.
- Development Goals:** The primary goal of this district is to provide commercial expansion and enhancement opportunities for Shirley Village, while at the same time respecting the scale of the existing businesses and abutting neighborhoods. The District also allows for elderly housing. The intent is to accommodate a municipal facilities center, a variety of retail, service, and office uses of small to medium size.

Previous development in this district consists of the Shirley Municipal Facilities Center (Police Station, Town Hall, Middle School and Library), and Shirley Commons – a 58 unit deeply affordable senior housing facility, along with new sidewalks, shared bike lanes and roadway drainage improvements.

Throughout the 2021-2025 period, there was no new development within this zone. The DEC did work with the Town of Shirley and the Ayer -Shirley Regional Middle School to install a pocket forest on the Middle School property in 2025.





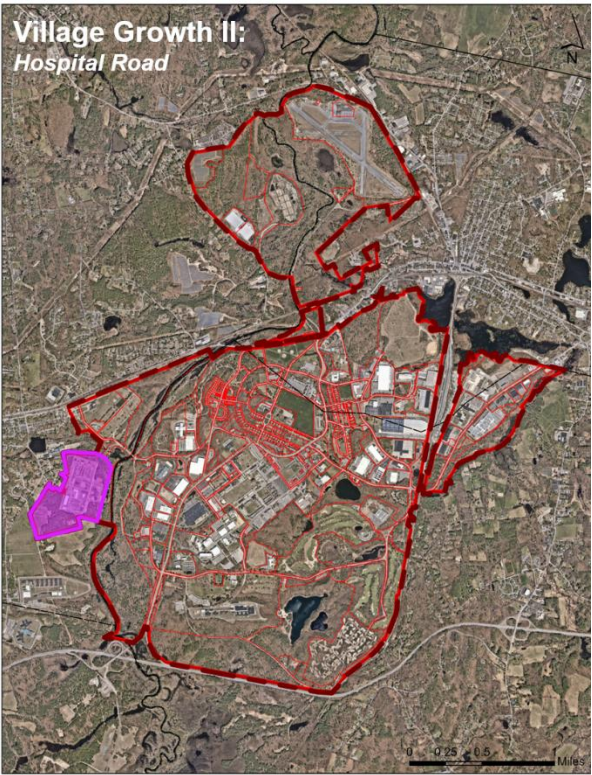
Village Growth District I (VGD1)						
Lot ID (Map Block Lot)	Lot Area (Acres)	Building Gross Floor Area (sq.ft.)	Floor-Area Ratio	Impervious Lot Coverage (Acres)	Pervious Lot Area (Acres)	Impervious Surface Ratio for Lot
23-23-100 (Shirley Mun Cntr)	9.20	36,975	0.09	2.01	7.19	0.22
*23-23-200 (Shirley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

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

VGD1 Future development potential: The remaining area of Perimeter and Eliot Road has the potential for an additional 62 units of senior housing and a mix of light industrial, office, research and development, and commercial uses to support village growth.

10. Village Growth District II

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



This entire district remains within army jurisdiction. During the most recent five year review period work continued on the addition of a storage facility by MassPort as part of a land swap between MassPort and DOD for property at Logan Airport. Lovell Street bridge, while not in this zone, is the only access point into this facility from Devens. The bridge had a number of structural deficiencies and in 2023, the DEC issued a permit to MassDevelopment to repair the bridge and enhance drainage.

As this is under federal jurisdiction, there are no development updates in this district.

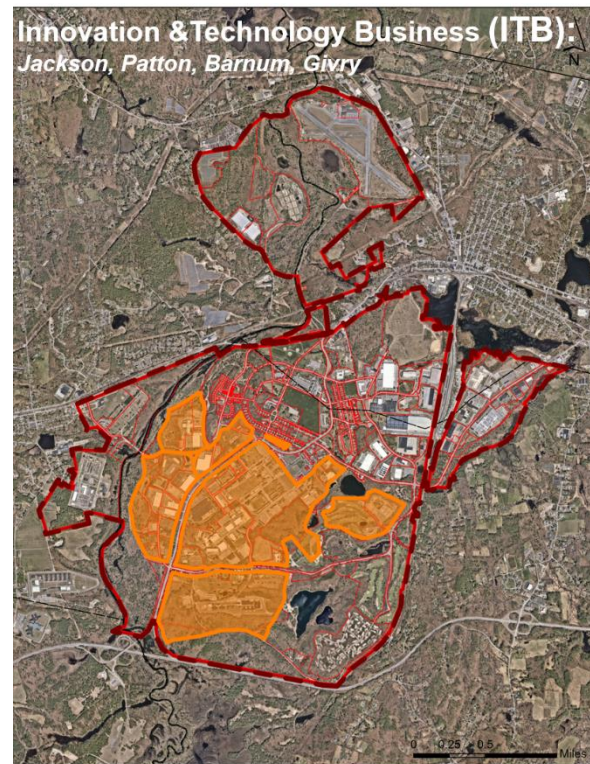
Village Growth District II (VGD2)						
Lot ID (Map Block Lot)	Lot Area (Acres)	Building Gross Floor Area (sq.ft.)	Floor-Area Ratio	Impervious Lot Coverage (Acres)	Pervious Lot Area (Acres)	Impervious Surface Ratio for Lot
*12-22-100 (Army Enclave E)	142.10	n/a	n/a	n/a	n/a	n/a
VGD2 Totals:	142.10	0	0.00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

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

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

11. Innovation and Technology Business

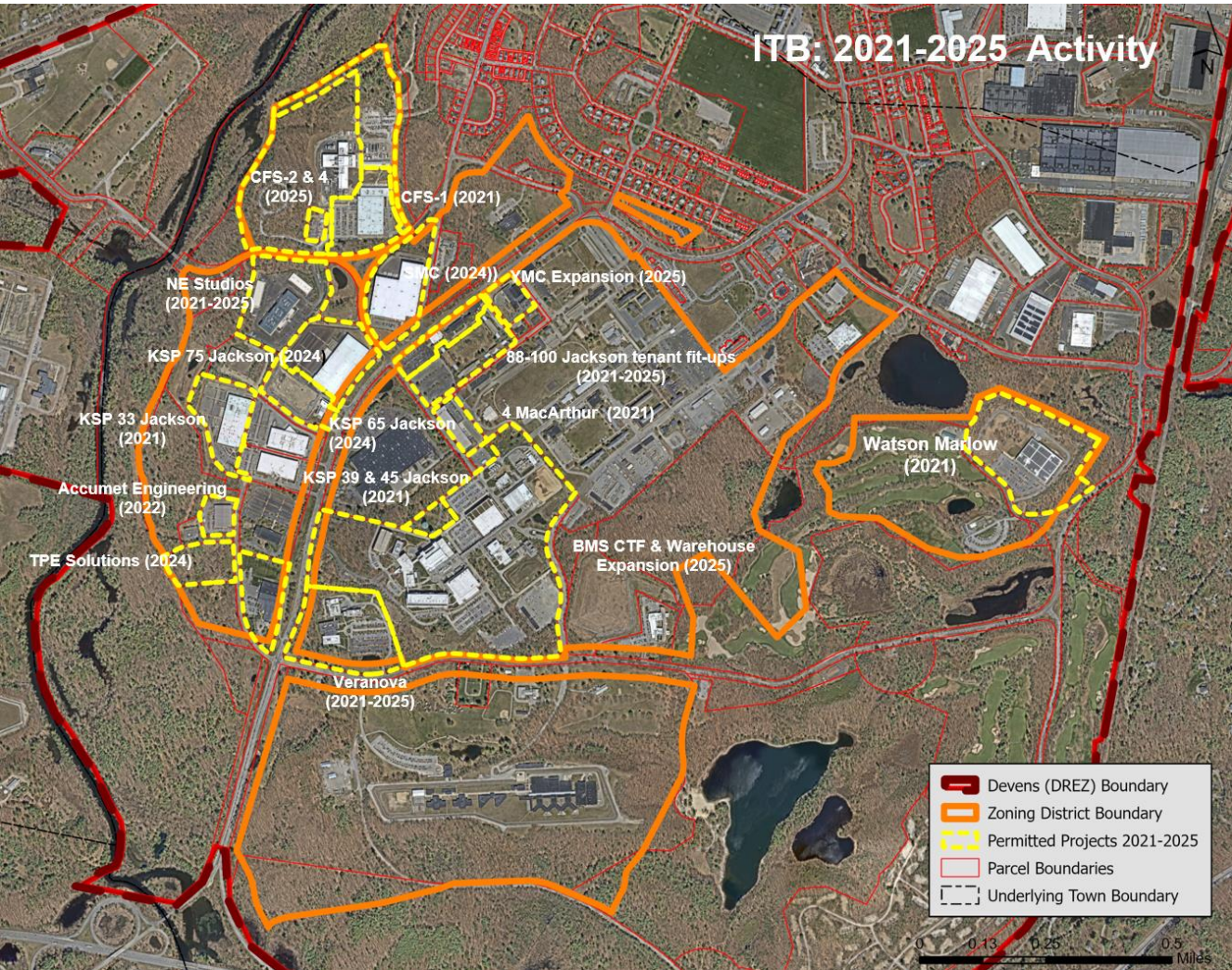
- a. *Locations: Areas designated on the Zoning Map in the vicinity of the Army Reserve Enclave, 600 Block; Locust Hill housing area; Oak Hill housing area; Spruce/Maple housing area; housing area west of Robbins Pond; Army Reserve Enclave, North Post; and Federal Bureau of Prisons site.*
- b. *Development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



This district is one of the largest at Devens and there has been a considerable amount of development over the last five years. Numerous projects were under development and permitted during 2021-2025 within the ITB district, including Bristol Myers-Squibb and the completion of the 240,000 sf Cell Therapy Facility (CTF) with a large green roof component, as well as warehouse and utility building expansions. Jackson Road, Givry Street, and Grant Road, and Hospital Road areas saw a tremendous amount of activity as well. The DEC approved a 55,000 sf new building at 4 MacArthur Ave in 2021, replacing the old Hodges Theater. This site is now home to HUB Office Furniture. Although the new building was over 3x larger than the old theater, the use of porous pavement kept the overall impervious surface on the lot the same (no increase).

King Street Properties (KSP) continued the build-out of its Pathway Devens campus and received approvals in 2021 for 33, 39, and 45 Jackson Road – over 500,000 sf of new green-clean tech buildings that are now home to Electric Hydrogen, Azzur Clean Rooms on Demand, and Ascend Elements (*note: as of the writing of this report, Azzur has left and Vulcan Forms is moving into Ascend's previously leased space*). With the majority of space leased, in 2023, KSP began construction of 75 Jackson Road – another 275,000 sf building on their Pathway Devens Campus. The “Canteen” amenity building opened in 2024 with Flik restaurant and Sterling Street Brewery, along with conference, meeting and recreation space for businesses. As part of this campus development, 57 Jackson (former Netsal building) was demolished to make room for KSP’s a new 145,000 sf building at 57 Jackson Road (yet to be constructed).

Commonwealth Fusion Systems (CFS) continued the build-out of their campus off Hospital Road and completed CFS-1 (magnet factory and company headquarters) in 2022 and continued construction of CFS-2 (SPARC Facility) throughout this reporting period. The DEC also issued new permits for CFS 4 (thermal heat transfer R&D facility) in late 2025 and received an application for CFS-3 (second magnet factory and office) in late 2025 as well.



SMC Ltd. received a unified permit and constructed a 232,320 sf new building in 2024-2025 at 11 Grant Road, the site of the former Army Sports Arena. This new building is now home to Werfen, SMC’s former tenant at 18 Independence Drive. By the end of 2025, SMC received a unified permit and began construction on a 60,000 sf addition to 18 Independence to accommodate their growth and expansion into the former Werfen tenant space.

Veranova continued build out of their biopharma space for its contract clients at 25 Patton Road. In 2021 the DEC approved the development of a 150,000 sf building that was built on the former Daveo Housing Circle area across from Red Tail Golf Course. This site is now home to Watson Marlow – a medical device manufacturer. In 2024 the DEC permitted a ~31,000 sf new building at 33 Lake George for TPE Solutions and an 11,000+ sf. addition to YMC America’s building at the corner of Charleston and MacArthur. These projects are expected to be completed in 2026-27.

New England Studios continued to use their portion of Sherman Square for overflow parking and an assembly point, parking and trailer storage area for the many film shoots associated with New England Studios. The film industry continued to use New England Studios throughout 2021-2025 to produce numerous streaming series, including Castle Rock, and motion pictures like Daddy’s Home, although the COVID-19 pandemic did have a significant impact on productions.

The following table presents a parcel by parcel look at development within the Innovation and Technology Business District. The yellow-highlighted parcels identify parcels on which activity has occurred between 2021-2025.

Innovation and Technology Business (ITB)						
<i>Lot ID (Map Block Lot)</i>	<i>Lot Area (Acres)</i>	<i>Bldg. Gross Floor Area (sq.ft.)</i>	<i>Floor-Area Ratio</i>	<i>Impervious Lot Coverage (Acres)</i>	<i>Pervious Lot Area (Acres)</i>	<i>Impervious Surface Ratio for Lot</i>
14-4-100 (Army Enclave D)	131.00	n/a	n/a	n/a	n/a	n/a
19-8-500 (155 Jackson - Laddawn)	3.30	10,100	0.07	1.01	2.29	0.31
25-8-200 (19 Pine – Comrex)	2.10	9,417	0.10	0.53	1.55	0.25
19-8-300 (115 Jackson - Northrup Grumman)	20.3	54,000	0.06	2.64	0.87	0.01
19-4-1600 (8 Charlestown-YMC)	3.46	36,927	0.24	1.82	1.64	0.53
19-4-601 (31 MacArthur)	0.69	5,500	0.19	0.33	0.36	0.48
19-4-1602 (37 MacArthur-Odic)	0.71	4,500	0.14	0.25	0.46	0.35
19-8-100 (22 Grant – Seven Hills)	2.66	20,137	0.17	1.35	1.31	0.51
*19-8-600 (Vacant - Grant)	3.58	0	0	0	3.58	0
19-8-400 (SMC/Werfen – 11 Grant)	13.20	233,075	0.40	7.55	5.29	0.57
*19-8-401 Vacant – Grant)	4.70	0	0	0	4.70	0
19-4-1500 (94-100 Jackson)	5.47	219,490	0.32	8.53	7.39	0.54
19-4-1501 (15 MacArthur - Stage Realty)	10.85	154,000	0.32	5.69	5.16	0.48
18-7-300 (105/111 Hospital Rd.)	35.70	174,511	0.11	8.05	5.38	0.23
18-7-201 (117 Hospital Rd.)	11.00	164,000	0.34	6.72	4.28	0.61
*18-7-200 (125 Hospital)	14.05	294,100	0.48	8.67	5.27	0.62
*18-7-100 (109 Hospital Rd Substat.)	2.90	0	0	0.45	2.45	0.16
18-21-800 (122 Hospital - NE Studios)	31.6	146,000	0.21	1.01	30.5	0.61
13-21-500 (27 Jackson – Apex)	10.50	90,000	0.41	5.59	4.41	0.53
*18-21-300 (53 Jackson – NG)	7.75	61,250	0.20	2.80	4.95	0.36
*13-21-100 (57 Jackson – KSP)	7.15	153,300	0.49	4.32	2.38	0.60
18-21-900 (75 Jackson KSP)	12.71	275,000	0.50	7.58	5.13	0.60
*13-21-1001 (45 Jackson) KSP	7.20	150,000	0.48	4.95	2.25	0.69
*13-21-1000 (33 Jackson) KSP	6.40	140,000	0.50	4.10	2.30	0.64
*13-21-1002 (39 Jackson) KSP	10.2	220,000	0.50	6.14	4.06	0.60
18-21-1200 (Givry SW)	4.13	0	0	0.01	4.12	0.00
13-21-700 (Lk George SWM)	23.20	0	0	0	23.20	0
13-21-600 (Accumet L. George)	3.11	39,375	0.29	1.12	1.99	0.36
13-21-701 (L.George Elect. Sub)	1.98	0	0	0.12	1.86	0.06

Innovation and Technology Business (ITB) cont...						
<i>Lot ID (Map Block Lot)</i>	<i>Lot Area (Acres)</i>	<i>Bldg. Gross Floor Area (sq.ft.)</i>	<i>Floor-Area Ratio</i>	<i>Impervious Lot Coverage (Acres)</i>	<i>Pervious Lot Area (Acres)</i>	<i>Impervious Surface Ratio for Lot</i>
8-21-401(TPE L. George)	6.65	34,179	0.11	1.46	5.19	0.22
13-4-600 (64 Jackson – QuietLP3)	34.90	352,000	0.25	13.53	21.37	0.39
14-4-900 (4 MacArthur – Theater)	3.72	55,500	0.31	2.77	0.95	0.75
14-4-1800 (Givry BMS Sub.)	1.25	0	0	0.06	1.19	0.03
14-4-700 (29 Givry WtrTanks)	2.42	5,227	0.05	0.46	1.96	0.19
9-4-200 (38 Jackson – BMS)	88.70	1,045,680	0.27	18.49	70.21	0.21
9-4-500 (25 Patton – Veranova)	19.10	136,104	0.16	4.20	14.90	0.22
8-21-200 (7 Jackson – Bioechn)	8.50	44,236	0.14	2.76	5.74	0.32
8-21-400(Vacant 27 L. George)	7.89	0	0	0	7.89	0
*8-99-300 (Jackson SWM)	n/a	0	0	0	n/a	n/a
5-5-200 (24 Patton FBP A)	217.80	n/a	n/a	n/a	n/a	n/a
9-5-100 (52 Patt. Cmtry B)	3.80	650	0	0.40	3.40	0.11
*14-4-800 (Esker CR)	39.20	0	0	0	39.20	0
10-4-1700 (Army Landfill)	16.70	0	0	0.43	16.27	0.03
10-4-1702 85 Patton NEHP hospital	7.375	78,000	.242	4.65	2.72	.37
14-4-1701 (BMS/Queen SWM)	14.40	0	0	0.01	14.39	0.00
*15-18-100 (15 Bulge - Red Tail GC)	98.40	12,722	0.01	3.57	94.83	0.04
16-18-200 16 Bulge Watson Marlow	16.5	0	0	1.68	14.82	0.10
20-4-300 (116 Queenstown -)	11.10	58,291	0.14	1.44	9.66	0.13
20-4-400 (14 Robbins Pond – Parker)	11.07	53,785	0.11	2.55	8.52	0.23
ITB Totals:	1001.08	4,531,056	0.10	149.79	472.34	0.15

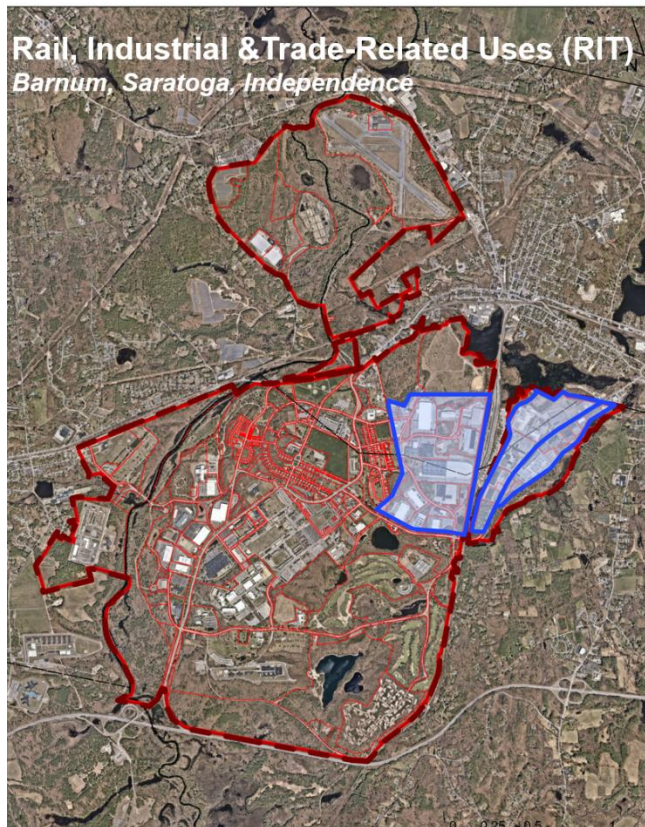
*Indicates a portion of the parcel is also zoned Open Space and Recreation.

ITB Future development potential: King Street Properties and Commonwealth Fusion Systems campus development are expected to keep the DEC busy throughout 2026-2030. Vacant/underutilized buildings at 64 Jackson and 15 MacArthur may attract additional investment and activity. Depending on New England Studios business, we may see additional film industry support services move into Devens as well. The existing buildings of Sherman Square acquired by New England Studios could be demolished and the site redeveloped over the next five years. 33 Lake George Street is expected to be built by TPE Solutions as well.

12. Rail, Industrial, and Trade-Related

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

This is the second largest district in Devens and it has seen a modest amount of redevelopment throughout 2021-2025. As previously mentioned, SMC, located at 18 Independence, Drive, received a unified permit and began construction on a 60,000 sf addition to accommodate their expansion into the former Werfen tenant space. In 2023, the DEC issued a unified permit for construction of a +/-154,000 sq.ft. new industrial building at 36 Saratoga, which also has frontage on Barnum Road. This project was completed in 2024. Avantor, who currently owns and occupies the adjacent facility at 29 Saratoga Boulevard expanded into this space with additional warehousing, light manufacturing and office support. Avantor provides design, manufacturing, and logistics to support to biomedical processes and collaborates with Watson Marlow in Devens as well. This project also pursued USGBC LEED Green Building Certification and has a large rooftop solar PV system.

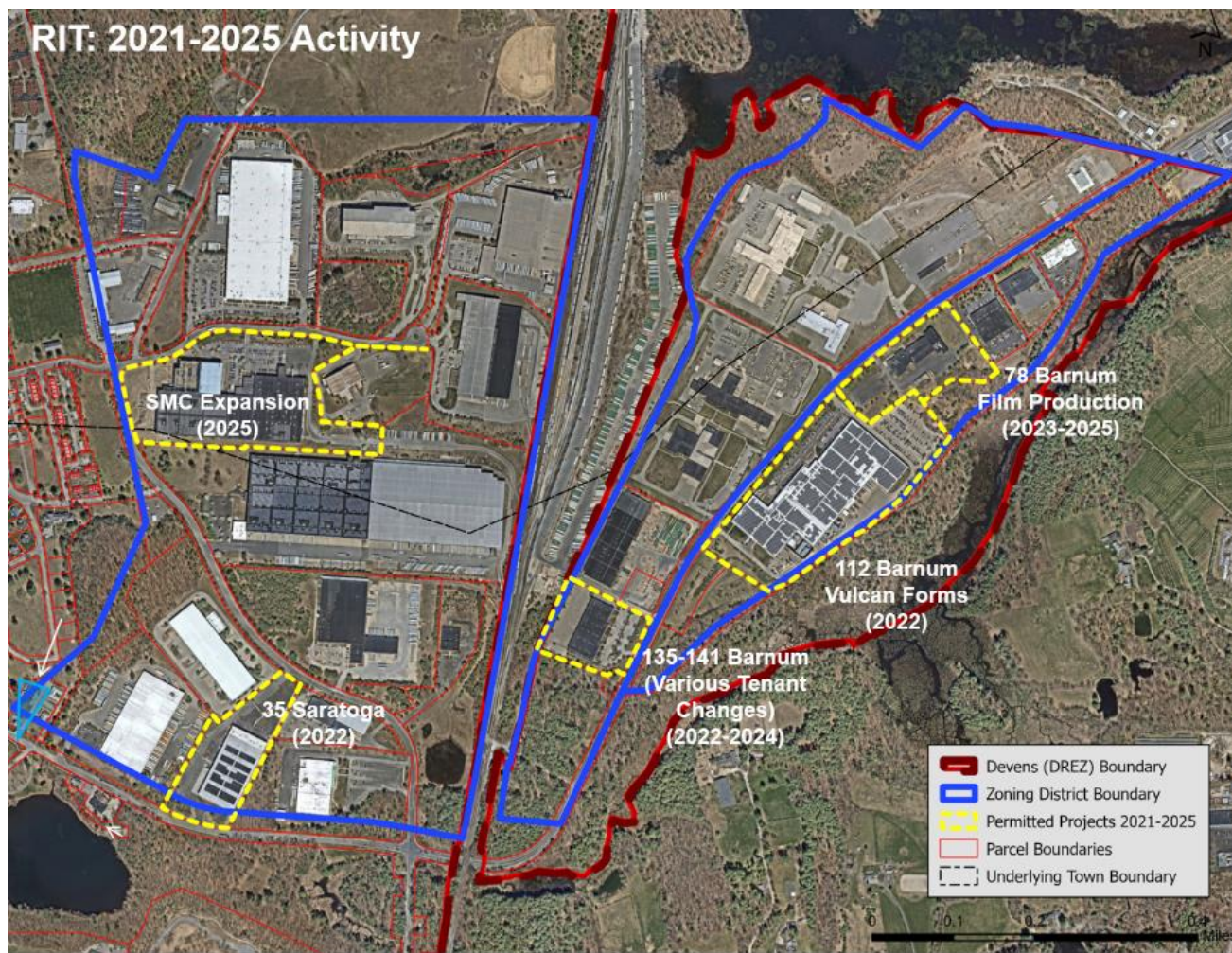


The multi-tenant building at 135-141 Barnum Road had a change of tenants throughout 2021-2025 and welcomed Industrial Physics, Cambrooke Foods. At 112 Barnum Road Jabil continued to fit up its interior space in half of this 450,000 sf building and Vulcan Forms continued to build out their space in the second half, including an additional loading dock and additional 3-D metal additive printing machines which required a license for the storage of flammables, combustibles, and explosives to accommodate the Titanium Powder that is used in their printing process. 78 Barnum (former Media News building) temporarily leased space for movie production users but is still being marketed for sale.

By the end of 2025, Devens Recycling (purchased by Republic Services in 2020), had a Site Assignment Minor Modification request into the DEC to modify their existing Site Assignment and Unified Permit and extend the current 7:00 am to 5:00pm Monday through Friday waste acceptance and processing hours to:

1. 5:00 am to 9:00 pm Monday through Friday.
2. Allow internal processing of waste materials and equipment maintenance within the confines of the building until 12:00 am Monday through Saturday.
3. Allow internal facility maintenance (doors closed condition) 24 hours per day Monday through Saturday to perform ongoing maintenance, when necessary.

The DEC, in its role as the local board of health, will be reviewing this in 2026 and considering the potential for increased noise, light, air, odor, and traffic issues that could result.



The following table presents a parcel by parcel look at development within the Rail, Industrial and Trade Related Uses District. The yellow-highlighted parcels identify parcels on which activity has occurred between 2021-2025.

Rail, Industrial and Trade-Related (RIT)						
Lot ID (Map Block Lot)	Lot Area (Acres)	Building Gross Floor Area (sq.ft.)	Floor-Area Ratio	Impervious Lot Coverage (Acres)	Pervious Lot Area (Acres)	Impervious Surface Ratio for Lot
*26-13-1500 (Devens DPW)	13.05	68,756	0.11	5.74	7.31	0.44
26-13-200 (36 Independence – FBP J)	7.30	n/a	n/a	n/a	n/a	n/a
26-13-300 (66 Saratoga Q. Logistics)	43.76	839,083	0.37	28.05	15.71	0.64
26-13-600 (18 Ind. – SMC)	21.60	421,526	0.45	13.61	7.99	0.63
26-13-1900 (Ind & Cook SWM)	2.20	0	0	0	2.20	0
26-13-1300 (15 Independence – O'Reilly)	21.91	379,400	0.40	17.30	4.61	0.79
26-13-1800 (31 Ind. Vacant)	5.50	0	0	0	5.50	0
32-13-1100 (27 Cook – Routhier)	6.80	12,000	0.04	0.57	6.23	0.08
32-13-1801 (45 Independence – DRC)	11.10	96,195	0.20	6.15	4.95	0.54

Rail, Industrial and Trade-Related (RIT) cont...						
<i>Lot ID (Map Block Lot)</i>	<i>Lot Area (Acres)</i>	<i>Building Gross Floor Area (sq.ft.)</i>	<i>Floor-Area Ratio</i>	<i>Impervious Lot Coverage (Acres)</i>	<i>Pervious Lot Area (Acres)</i>	<i>Impervious Surface Ratio for Lot</i>
27-13-800 (50 Independence – Regency/USG)	15.10	231,840	0.35	10.00	5.10	0.68
33-13-900 (51 Independence - Rock Tenn)	17.50	226,751	0.29	10.99	6.51	0.63
21-13-500 (36 Saratoga – NE Sheets)	19.40	162,000	0.19	9.45	9.95	0.49
21-13-1200 (18 Saratoga – Waiteco)	4.57	22,880	0.13	1.60	2.97	0.35
21-13-400 (45 Saratoga – Ryerson)	12.70	140,318	0.25	6.44	6.26	0.51
21-13-1600 (35 Saratoga – Avantor)	9.12	154,000	0.39	4.93	4.19	0.54
21-13-1400 (29 Saratoga – Avantor)	4.40	70,000	0.36	1.71	2.69	0.66
*21-13-100 (11 Saratoga -Army)	13.90	n/a	n/a	n/a	n/a	n/a
21-13-2000 (Saratoga – Vacant)	1.13	0	0	0	1.13	0
*21-13-1700 (Saratoga SWM)	11.20	0	0	0	0	0
*20-13-1000 (235 Barnum – Quiet)	16.00	183,900	0.26	9.60	6.40	0.60
21-16-600 (Barnum Vacant)	2.83	0	0	0	0	0
21-16-500 (Barnum Vacant)	11.00	0	0	0.23	10.77	0.02
21-16-501 (Barnum Pump St)	0.32	285	0.03	0.03	0.29	0.09
21-16-400 (137 Barnum – SystemH20)	6.40	81,000	0.29	4.05	2.35	0.63
21-16-301 (Barnum – GMX)	1.32	0	0	1.01	0.31	0.77
21-16-300 (Barnum – GMX)	8.70	104,700	0.28	6.87	1.83	0.79
22-17-600 (Barnum SWM)	2.41	0	0	0	2.41	0
27-16-200 (Barnum Army Enclave I)	53.94	275,493	0.12	32.74	21.20	0.39
27-17-500 (112 Barnum Jabil/Vulcan)	23.22	475,460	0.47	16.44	6.78	0.75
34-16-100 (45 Barnum ANG)	60.40	n/a	n/a	n/a	n/a	n/a
28-17-100 (78 Barnum – Lombardi)	8.30	74,416	0.20	3.24	5.06	0.39
28-17-200 (68 Barnum – NBK)	3.50	50,000	0.33	2.40	1.10	0.69
28-17-400 (58 Barnum Maxant)	3.20	28,600	0.21	1.63	1.57	0.51
34-17-300 (56 Barnum – Dunkin)	2.30	21,905	0.22	1.59	0.70	0.69
34-17-800 (50 Barnum JP Sullivan)	2.00	0	0	0	2.00	0
*22-17-600 (Barnum Vacant)	7.48	0	0	0.01	7.47	0
RIT Totals:	455.56	4,120,508	0.21**	196.38	163.54	0.43**

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

*** District-wide FAR (max. is 0.45)*

RIT Future development potential: As tenants continue to change, along with user needs, we expect to see continued redevelopment of a number of existing buildings within this district. There are still a few existing undeveloped parcels that may attract future new development as well. Developments are expected to capitalize on the proximity to rail and there are a few great opportunities for co-location of supporting businesses to build new eco-industrial partnerships.

13. Innovation and Technology Center

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



Clear Path for Veterans New England (now Veteran Pathways of New England) completed their historic rehab of the former army hospital and included a number of low-impact development and nature-based solutions that are featured on the [NbS Virtual Tour of Devens](#). A number of veteran support services also co-located in this building throughout 2021-2025. Applebury Behavioral Associates purchased the Learning Express building (former Army Post headquarters) and moved their school for children with Autism to this location. The Bob Eisengriem Community Center continued to serve the community with training and special events, in addition to being used by the state as a temporary shelter for migrants in 2022. Vicksburg Square and the old BOQ's remained vacant. Seqens, a biotech company that was in 88-100 Jackson – MassDevelopment's Innovation Center (Sherman Square) outgrew their space and retrofitted an existing building and re-located to 67 Buena Vista Street in the ITC. This was a great example of MassDevelopment providing incubator space for smaller businesses and having land within Devens for these businesses to grow and stay in Devens and the Commonwealth – retaining manufacturing businesses and employees.

The following table presents a parcel by parcel look at development within the Innovation and Technology Center District. The yellow-highlighted parcels identify parcels on which development has occurred between 2021-2025.



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

Innovation and Technology Center (ITC) cont...						
Lot ID (Map Block Lot)	Lot Area (Acres)	Building Gross Floor Area (sq.ft.)	Floor-Area Ratio	Impervious Lot Coverage (Acres)	Pervious Lot Area (Acres)	Impervious Surface Ratio for Lot
25-2-1200 (Vacant)	3.40	0	0	0.57	2.83	0.17
31-2-1300 (Vacant)	11.22	0	0	0.11	11.11	0.01
31-2-1400 (Vacant)	2.70	0	0	1.35	1.35	0.50
31-2-1500 (Vacant)	1.44	0	0	0.04	1.40	0.03
ITC Totals:	125.36	519,318	0.10	23.45	101.96	0.19

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

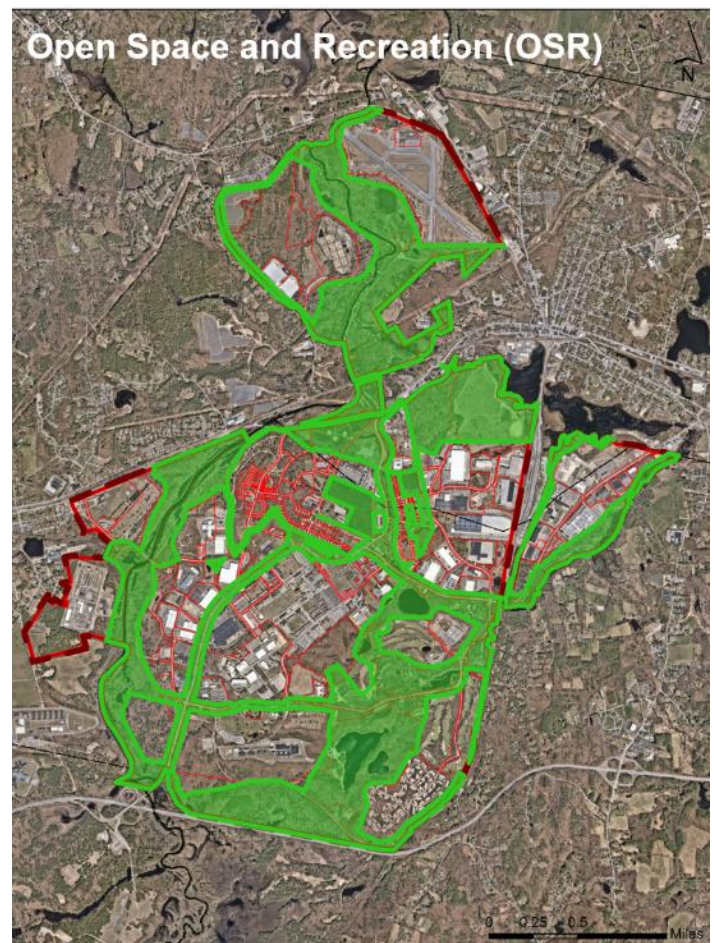
ITC Future development potential: The existing buildings and available lots within this district offer great potential for redevelopment over the next five year development period with the lifting of the housing and commercial square footage caps, and potential rezoning to allow for mixed use as recommended by the [Devens Housing Working Group report](#). Vicksburg Square has tremendous potential as a redevelopment and historic preservation project and would be a great asset to rejuvenate in this area. Sequens at 67 Buena Vista may look at expansion possibilities, once it has successfully resolved its noise violation issues. The former chapel site could see interest during this period as well. A sensitive approach will be needed throughout the district due to proximity to existing residences and historic resources.

14. Open Space and Recreation

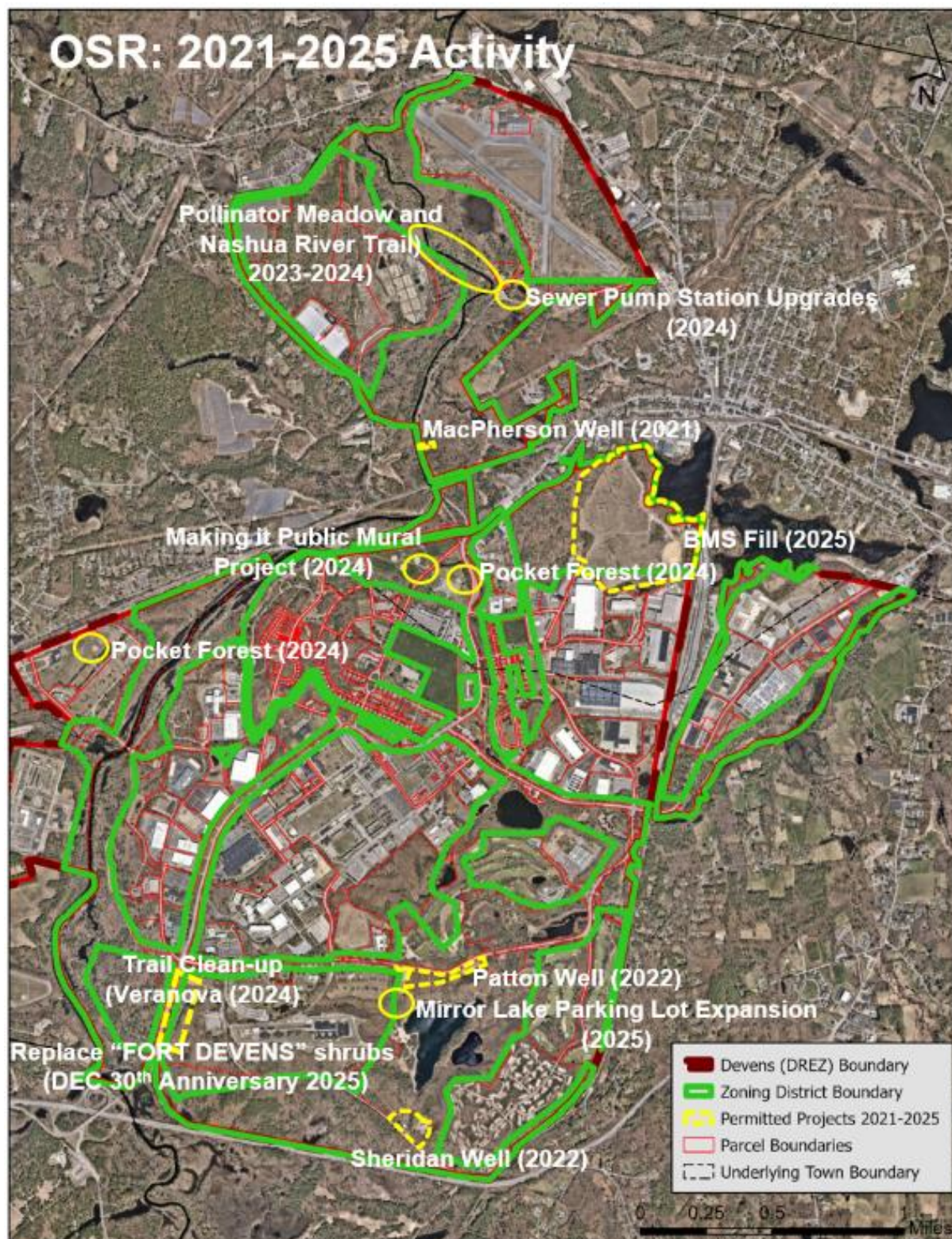
- Locations:** Areas designated on the Zoning Map throughout Devens.
- Development Goals:** The Open Space and Recreation zoning district is considered a primary and essential component of the Reuse Plan. The goal of this zoning district is to preserve and enhance the natural beauty and sensitive natural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

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

In 2020, the DEC acquired two small open space parcels in the Grant Road area as part of the Emerson Green 130 unit Innovative Residential Development. These forested parcels were permanently protected for habitat and passive recreational use. Additional open space areas will be permanently protected as part of the future phase of the Emerson Green Grant Road subdivision. In the Mirror Lake Conservation area, the DEC approved the expansion of the Mirror Lake parking lot to include 78 additional spaces that will be all porous pavement. This approval will also upgrade the existing parking lot area to provide additional shade trees and reduce urban heat island impacts.



Throughout 2021-2025 the DEC has focused on a number of nature-based solutions to expand, connect, and enhance open space areas throughout Devens. From pocket forests, pollinator meadows, street tree planting, and other re-wilding projects, to invasive species management and planting of only native plant species, the DEC continues to focus on Low-Impact Development techniques and integrate them into every project, creating an interconnected network of productive open spaces. For more information, see the “[Nature-based Solutions](#)” section of this report.



Major utility infrastructure projects throughout 2021-2025 that impacted open space and recreation areas included the completion of the new water treatment plants off of MacPherson, Patton and Sheridan Roads permitted by the DEC back in February of 2021 and completed in 2024. These treatment plants were a large capital investment (over \$30,000,000) by Devens Utilities/MassDevelopment to replace existing facilities and treat iron, manganese and PFAS concentrations in Devens drinking water. Additional projects included upgrades to the MacPherson Road Sewer Pump Station as well as the Town of Harvard Water Line Extension and Pump Station project. By the end of 2025, Bristol Myers Squibb had worked with MassDevelopment, the EPA, DEP, and the Army, as well as MassWildlife and the Natural Heritage Endangered Species Program, to relocate over 16,000 cu.yds. of soil from their campus to Shepley Hill to fill in an old gravel pit excavated by the Army. This was grasshopper sparrow habitat and the approved plan created new productive habitat for this endangered species. The soil relocation is expected to be completed in 2026.

The following table presents a parcel by parcel look at conservation and development within Open Space and Recreation District areas. The green highlighted parcels are those that have or will be permanently protected from development. The yellow-highlighted columns identify parcels where activity has occurred between 2021-2025.

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

Open Space and Recreation (OSR) cont...						
<i>Lot ID (Map Block Lot)</i>	<i>Lot Area (Acres)</i>	<i>Building Gross Floor Area (sq.ft.)</i>	<i>Floor-Area Ratio</i>	<i>Impervious Lot Coverage (Acres)</i>	<i>Pervious Lot Area (Acres)</i>	<i>Impervious Surface Ratio for Lot</i>
11-99-103 (Cold Spring Bk Patton)	29.00	0	0	0	29.00	0
16-99-105 (Cold Spring Bk - Patton)	20.70	0	0	0	20.70	0
22-17-700 (Cold Spring Bk – Barnum)	53.30	0	0	0	53.30	0
24-399-300 (USFW Shirley)	79.90	0	0	0	79.90	0
4-399-200 (USFW Grant Rd)	213.11	0	0	0	213.11	0
24-6-700 (3 Antietam St. DEC Open Space)	1.55	0	0	0	1.55	0
24-6-400 (1 Antietam St. DEC Open Space)	2.43	0	0	0	2.43	0
35-399-400 MacPherson 1	24.20	0	0	1.14	23.06	0.05
18-99-1300 (Hospital Rd North)	5.86	0	0	0	5.86	0
18-21-1300 (Hospital Rd South)	5.66	0	0	0	5.66	0
19-299-2 (Jackson ROW)	28.10	0	0	9	19.10	0.68
4-199-102 (JacksonGateW)	4.14	0	0	0	4.14	0
4-199-101 (JacksonGate E)	5.27	0	0	0.1	5.27	
2-399-100 (USFW Sheridan)	142.40	0	0	2.4	140	0.02
2-99-202 (Shabokin Well)	7.00	1,370	0.00	0.11	6.89	0.02
10-99-104 (ASP Bog CR)	22.00	8,400	0.01	0.19	21.89	0.01
32-99-400 (Shepley Hill)	63.00	1,000	0.00	0.04	62.96	0.00
32-99-1800 (Shepley Landfill)	118.00	2,200	0.00	0.07	117.30	0.00
OSR Totals:	1,560.35	68,433	0.001	22.26	1537.71	0.01

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

The DEC will continue building on its Nature-based Solutions and Low-Impact Development strategies to further enhance green infrastructure connectivity throughout Devens and ensure redevelopment continues to integrate the natural and built environment in harmony with nature.

Sustainability in Devens

Sustainability is and has been a defining theme of the [Devens Reuse Plan](#) and the DEC's work over the 2021–2025 period. The Commission advanced low-impact development standards, nature-based solutions, climate resilience planning, eco-industrial development, and green building requirements that garnered state, national, and international recognition.

Low-Impact Development (LID) and Energy Efficiency Requirements

The DEC continued to require and incentivize low-impact development techniques for all new construction and major redevelopment. Despite significant increases in new building during this period (over 2,723,872 sf of new buildings), the use of LID approaches — including porous pavement, bioretention systems, green roofs, and reduced impervious surfaces — resulted in only a 9% increase in impervious surfaces compared to the 2016-2020 reporting period. These measures also improve community resiliency as these systems are capable of handling the more frequent and intense storm events that are occurring as a result of climate change. A notable example is the permitting of the Mirror Lake parking expansion, which will add 79 spaces or 24,672 sf. of pavement using entirely porous pavement (no net increase in impervious).

From an energy and greenhouse gas emissions reduction standpoint, all major new construction between 2021 and 2025 was required to meet or exceed the Massachusetts Stretch Energy Code. The King Street Properties campus buildings and Commonwealth Fusion were designed to stretch code requirements with EV charging infrastructure and sustainable landscaping – all helping to reduce our carbon footprint and promote smarter, healthier and sustainable development.



75 Jackson – one of many examples of LID including porous pavement and bio-filtration landscape islands. June 2025.

Nature-based Solutions

The MVP-supported [Apple Country Natural Climate Solutions Project Collaboration with Harvard and Bolton](#) began in 2020 and was completed in 2021. This collaborative planning project resulted in a series of tools and resources to help increase the resilience and adaptive capacity of the region's natural resources and identified pocket forests as another ideal tool for restoring habitats and ecosystem benefits. The [Ayer-Devens Pocket Forest project](#), also funded through MVP, then installed five pocket forests in Ayer and Devens from 2023-2025. Significant community engagement was involved in creating, maintaining and monitoring the pocket forests, which include ongoing partnerships with local schools, businesses, organizations, and residents. DEC also continued to work with Devens/Mass Development Department of Public Works to install street trees in historic districts and identify opportunities to rewild areas to increase biodiversity and habitat.

Leading by example, DEC Staff provided many tours of Devens nature-based solutions for schools, organizations, as well as municipal staff and board members looking to integrate the natural and built environment. In 2023, the DEC received a Climate Ambassador Award from the Massachusetts Ecosystem and Climate Adaptation Network which provided funding to support the development of a [virtual tour of nature-based solutions](#). The tour features an interactive Story Map that identifies the locations of various nature-based solutions in Devens and highlights how they work, including videos of the sites (seeing is believing!) and provides resources for how others can replicate these nature-based solutions in their own communities.

Stormwater Management

Building off of our Low-impact Development requirements and Nature-Based Solutions, MassDevelopment and DEC oversaw the Devens municipal separate storm sewer system (MS4) permit compliance throughout the review period, working with MassDevelopment (the permit holder) to provide data for their annual reports (2021–2025). Stormwater management was integrated into permitting requirements for both construction and ongoing operations, with the DEC continuing to track annual self-inspection reports for all businesses in Devens.

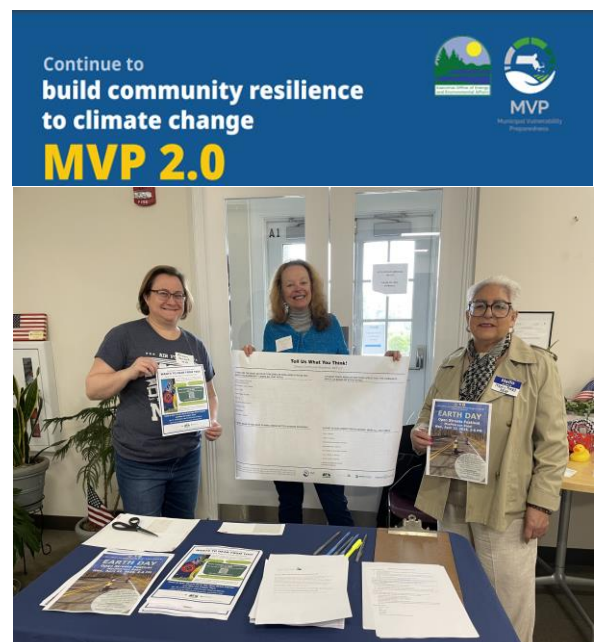
Climate Action and Resiliency Planning

The DEC continued to integrate sustainability and resiliency into all projects and advance the [Devens Forward Climate Action and Resilience Plan](#). Our [Embodied Carbon Reduction Guidelines](#) are supporting lower-carbon development options and raising awareness of the importance of this tool helping Devens meet its Climate Action Plan and sustainable redevelopment goals. As part of our climate action and eco-industrial development initiatives, the DEC published monthly blogs and business spotlights to highlight and share how businesses in Devens are meeting sustainability goals including waste reduction, local sustainable food, landscaping for ecosystems, and green products.

Our sustainable redevelopment accomplishments are gaining international and statewide recognition as well. We hosted a number of eco-industrial park tours with international visitors and academic institutions, published articles, presented at national and international conferences, and partnered with local universities to share the sustainable redevelopment success stories of Devens as a model for future redevelopment.

The Municipal Vulnerability Preparedness (MVP) Program has offered funding and resources to Devens and the surrounding communities, helping make communities more resilient to climate threats. For 2025-2027, Devens has been awarded an MVP 2.0 program grant to identify climate threats and invest in resilience. This project focuses on equitable community resiliency, robust community engagement, and expands on the work Devens has done to date to revisit priorities, and provide new methods, tools, and resources.

DEC continues to organize and support the Devens Farmers Market and seasonal farm share purchases to business, employees, and residents of the region to provide access to healthy food, support local farmers, and reduce food miles travelled.



Regional Partnerships

Devens redevelopment is all about partnerships. Regional collaboration is a big reason why the redevelopment of Devens has been so successful. In that spirit, in 2021, the DEC launched its first annual Earth Day Open Streets and Greenways event, coordinated by DEC in partnership with MassDevelopment, the Town of Ayer, USFWS, and the Nashua River Watershed Association. Each year since, Devens has closed MacPherson and Bishop Roads to vehicle traffic and invited the public to use the open space, promote active living in the region, and increase contact with nature. An Environmental Fair along the “triangle” of Bishop and MacPherson Roads allowed local non-profits and municipal partners to highlight their work in protecting natural resources. Devens businesses also participate in roadway clean ups before the event and share information about their sustainability practices at the event.

DEC partners with many regional organizations and, through recent community engagement activities, has increased its network of collaborators. Partners include: MassDevelopment, the Nashua River Watershed Association, Nashua Wild and Scenic Stewardship Council, Ayer, Shirley, Parker Charter, ASRMS, DEEC, Businesses, MRPC, MIT, WPI, Harvard Graduate School of Design, Tufts, Clear Path for Veterans, Loaves & Fishes, Shriver Job Corps, Regional Health Equity Partnership (NABH), and the US Fish and Wildlife Service to foster working relationships and partnerships with these organizations to further the sustainable redevelopment goals and advance our mission.

In 2024, we also partnered with a local artist to engage with the community and create a mural installed on pavement at the intersecting paths at Willard Field adjacent to a section of the historic Sherman Avenue. The mural, entitled “Intersections of Communities and Cultures” symbolizes the historic past and present and the regional collaborative nature of Devens attracts visitors and reflect on Devens’ cultural and community identity. The mural allows people to engage with the art piece and the space, bring joy, color, beauty, a sense of belonging, and hope. DEC also supported MassDevelopment to advance the temporary installation of painted mural window coverings at Vicksburg Square. Entitled “Reflections on Rogers Field”, local artists, including our own DEC Director Neil Angus, hand-painted the plywood coverings over a portion of the first floor windows of Revere Hall at Vicksburg Square, overlooking Rogers Field. The murals depicted past and present uses of Rogers Field and helped beautify and bring more attention to these iconic and historic buildings.

Devens Eco-Efficiency Center

Throughout the 2021-2025 reporting period, the Devens Eco-Efficiency Center (DEEC) continued to advance Devens international recognition as an eco-industrial park. In 2025 the DEEC formalized a Three-Year Business Plan that outlines goals and objectives for the years 2026-2028 in the areas of operations, marketing and outreach strategies, and program expansions. The plan defines various environmental, economic and social metrics that will be tracked to ensure the organization continues to grow and deliver more value to the community.



DEVENS

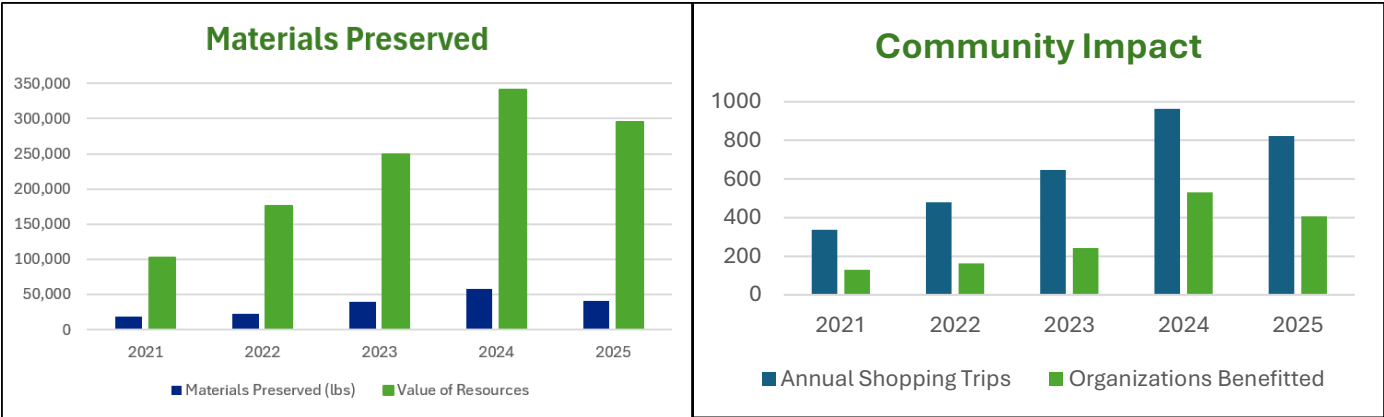
ECO-EFFICIENCY CENTER

Helping firms protect resources

The Green Team Roundtable Forum was launched in June 2025, building on the success of the Environmental, Health and Safety Roundtable the DEEC hosted pre-COVID. Meetings focused on Rewilding Corporate Landscapes for Biodiversity, Strategies to Reduce and Redirect Waste Streams, and Waste Diversion Services provided local businesses with information and services that can help them strengthen the sustainability of their operations. In addition to the educational value, this forum provides community members with an opportunity to network and explore ways to

collaborate. The DEEC also restarted its business site visits to learn about the sustainability practices and challenges of local businesses and to offer assistance with their prioritized goals.

The Great Exchange (TGE), DEEC’s showcase program, prevents waste by recovering and repurposing resources no longer needed by manufacturers, retailers, offices, schools, corporate movers and other entities. Since its launch in 2007 the inventory has expanded to include over 600 different types of resources. Hundreds of organizations rely on TGE as a source of high-quality everyday supplies, needed items, and unique materials at reduced prices. TGE had a stellar year in 2024, when it recovered 57,535 pounds of resources worth close to \$342,000 from 66 sources. The program also facilitated the reuse of items across 23 US states and Puerto Rico, and internationally to Israel and New Zealand, as well as materials donated to a hospital being built in Sierra Leone. The annual number of shopping trips increased by over 220% from 2020 to 2025, from 257 to 823 visits; sales revenues earned during this timeframe grew an impressive 576%, influenced by the increase in furniture sales.



During the past five years TGE benefited from the support of volunteer teams from Veranova and Main Street Bank, students from Francis W. Parker Charter Essential School, and participants in United Way’s Day of Caring. These collaborations provide valuable assistance with incoming inventory and help the DEEC build community relationships. Over the past five years TGE has donated materials to several area nonprofits, including over 100 boxes of new dinnerware, more than 400 sets of sheets, and 500 like new microwaves and dorm fridges to Household Goods and Fresh Start, entities that support individuals and families in need.



Over the past five years TGE benefited from numerous forms of publicity. Most notably, a full-page article and video was published in 15 of the USA Today Network’s online and print newspapers that have distribution across the State. TGE also had its television debut with a visit from CBS/Channel 4 WBZ’s This Morning show and a segment on WCVB Channel 5’s Chronicle – all contributing to the awareness and success of the program and Devens international recognition as an eco-industrial park. This is a key



Public Health & Safety

The DEC serves as the local Board of Health for Devens, administering a broad range of public health and safety programs in partnership with the Nashoba Associated Boards of Health (NABOH), the Devens Public Safety Department, and state agencies.

Food Safety and Inspections

The DEC continued contracting and partnering with the Nashoba Associated Boards of Health (NABOH) for all food and health-related inspectional services in Devens. We continue to partner with the Devens Fire Department to coordinate safety inspections to help streamline the permitting process for food trucks in line with the DEC's expedited permitting framework, while still ensuring public health and safety requirements are met. In 2024, the DEC hosted a food truck inspection meeting with local and state inspectors to collaborate and assist with some of the more challenging food safety issues arising from food trucks.

The DEC continues to partner with our building, plumbing, electrical and gas inspectors and the Devens Fire Department for safety inspections for food service, flammables and combustibles licensing, and all building and development permits in Devens.

Community Health

During the 2021-2025 period, the DEC partnered with NABOH to provide access to local health events and clinics for all Devens residents and employees of Devens businesses. COVID-19 and flu vaccination clinics and mental health and wellness programs were available throughout the 2021-2025 period. DEC staff actively participated in a comprehensive [Community Health Needs Assessment](#) for the region and continues to partner with other regional community health organizations such as the Community Health Foundation and Health Equity Partnership of North Central Massachusetts and member communities on health outcomes and rural transportation and initiatives.

Devens, through MassDevelopment, continues to participate in the Central Massachusetts Mosquito Control Project to help control the mosquito population and reduce the risk of mosquito-borne illnesses such as EEE and West Nile Virus. The DEC website provides residents and businesses with seasonal information on how to protect themselves and what they can do to reduce the risk of contracting these viruses so you can still get out and enjoy the outdoors!

During this period, Devens Utilities completed construction and upgrading of all their water treatment facilities to provide cleaner water with non-detectable PFAS levels. The DEC, Army, EPA, MA DEP and MassDevelopment provided regular PFAS updates to the general public through the Restoration Advisory Board (RAB). The DEC continues to enforce a ban on new irrigation wells to prevent untreated water with PFAS from being brought to the surface.

COVID-19 Response

The 2020-2022 period was significantly shaped by the continuing COVID-19 pandemic. Throughout the 2021-2025 period, the DEC continued to conduct its meetings remotely in accordance with the emergency authorization by the governor that was extended – and continues to conduct remote and hybrid meetings to improve efficiency and access. During the pandemic, with aid from the Nashoba Associated Boards of Health, the DEC provided the Devens community with access to free COVID vaccinations, COVID-19 test kits, and our office remained open and accessible.

Infrastructure Services

Multi-Modal Transportation

Transportation plays an important role in the sustainable redevelopment of Devens. The DEC advanced multi-modal transportation opportunities throughout 2021-2025 in recognition of Devens' role as a regional employment center and its efforts to reduce traffic impacts from development through Transportation Demand Management measures. Key initiatives included:

- Improved rail access for businesses in Devens to reduce truck traffic.
- Fitchburg Line Working Group — Collaboration with local and state officials along the MBTA Fitchburg Line commuter rail corridor to improve commuter transit service for the region.
- [MART Shuttle Services](#) — Continued partnership with the Montachusett Area Regional Transit Authority (MART), including the Alewife-Devens reverse commute shuttle and the MART Connects on-demand taxi/livery service for Devens residents and employees.
- [North Central MA Rides TMA](#) — The DEC, in partnership with MassDevelopment, became a founding member of this membership-based public-private transportation management association, uniting employers, property owners, institutions, and municipalities to expand transportation options in the region.
- Multi-Use Trail Network — Expansion of trails along Jackson Road, with ongoing planning for a trail connection from Devens to Harvard via an existing railroad underpass.
- Active Transportation Infrastructure — Devens DPW and MassDevelopment maintained more than five miles of dedicated bike lanes. Road diet projects included the Patton-Bulge and Hospital-Givry intersection redesigns by MassDevelopment to improve safety, reduce pavement, better manage stormwater, and include pedestrian and cyclist amenities.
- DEC is a member of the US Environmental Protection Agency's [Smartway program](#) – providing resources and assistance to Devens businesses looking to green their vehicle fleets and supply chains. Devens Electric Vehicle parking requirements have resulted in the installation of more than 100 charging stations throughout Devens (not all public).
- [Green and Complete Streets Policy](#) adopted in 2021 combines improved public access and green infrastructure, identifying and prioritizing street, sidewalk and bicycle connections.

All of these measures are contributing to reduced traffic congestion, lower greenhouse gas emissions, and improved public health and access to and from Devens.

Governance & Long-Range Planning

Devens Jurisdictional Framework Committee (DJFC)

Throughout the review period, DEC Commissioners and staff participated in the Devens Jurisdictional Framework Committee (DJFC), convening with representatives from Ayer, Harvard, and Shirley, as well as Devens residents and businesses, to discuss the future disposition of Devens. Over the span of 2 years, the Committee created a matrix of topic areas centered around different disposition scenarios and what issues would need to be addressed. The DEC was responsible for focusing on the status quo scenario – if things continue on as is after 2033. Topics addressed included environmental issues, military affairs, voting rights, municipal finance and budgeting, taxation, community identity, utilities, regional services, jurisdictional boundaries, and the structure of the redevelopment authority. This exercise helped raise awareness of the role the DEC and MassDevelopment play in the redevelopment of Devens and really bring to light the regional collaboration that has helped make the redevelopment of Devens so successful.

Devens Commercial Square Footage and Housing Caps

In 2022 the MA Legislature approved increasing the commercial development cap in the Devens Regional Enterprise Zone by 12 million net new square feet over the current 8.5 million square foot commercial square footage building cap. The square footage cap was an arbitrary number and was eliminated by MEPA in 2008 but was never changed in the Devens Bylaws. In late 2024, the Massachusetts Legislature lifted both the 282-unit housing cap and the commercial square footage cap in their entirety, significantly expanding Devens' potential for future growth. Devens redevelopment is still subject to all other environmental metrics in the Final Environmental Impact Report to ensure Devens continues to redevelop in a sustainable manner for the benefit of the surrounding towns, the region, and the state.

The elimination of the 282-unit housing cap led to the state creation of the Devens Housing Working Group, which the DEC, MassDevelopment, Office of Housing and Livable Communities, Devens and surrounding town members, along with state officials all participated in. The [Working Group's report and recommendations](#), released in 2025, included a regional school needs assessment, parking and traffic analysis, an existing buildings survey, and a community engagement/zoning amendment process to allow housing in the Innovation Technology Center Zoning District. The Town of Ayer administered a \$300,000 state grant to support implementation of these recommendations which are expected to be completed in 2026.

Performance Audits (FY2021–FY2025)

The Office of the State Auditor conducted a performance audit of the DEC for the period July 1, 2021 through June 30, 2023. The audit examined DEC's oversight of affordable housing, public health inspection practices, and the Commission's role regarding the temporary emergency shelter at the Devens Community Center. The DEC cooperated fully with auditors and engaged constructively with the audit findings. The [audit report](#) was issued in June 2025 and found no significant issues. [Yearly independent financial audits](#) of the DEC's operations show that the DEC continued to manage its operations in a fiscally sustainable and responsible manner throughout 2021-2025.

30th Anniversary Celebration

In June 2025, the DEC celebrated its 30th anniversary overseeing the redevelopment of Devens. The milestone event drew over 100 attendees including current and former DEC employees and commissioners, consultants, local and state officials, U.S. Army representatives, MassDevelopment leadership, Federal Bureau of Prisons officials, and a number of Devens businesses and residents. The Commission received a citation from the Massachusetts Senate. As a tribute, the DEC re-designed and replanted the historic 'FORT DEVENS' topiary shrubs along Jackson Road with support from Devens Public Works Department.



From left to Right: Laura Scott (Devens Resident), Lt. Col. Poventud (US Army), Senator John Cronin, William Marshall (DEC Chair), Neil Angus (DEC Director), Navjeet Bal, MassDevelopment CEO, Rep. Danio Sena, and Chris Sellw (Little Leaf Farms) in front of the newly planted "FORT DEVENS" shrubs.

Looking Ahead: Priorities for 2026-2030

The Devens Enterprise Commission is entering 2026 with significant momentum, building on the accomplishments of the 2021–2025 period. Key priorities into the next five years include:

- **Improved Public Service**— continuing improvements to the unified permitting system to further enhance service delivery and accessibility of information through website updates, file management, improved health department permitting, and re-branding of DEC and its role in Devens redevelopment.
- **Communications and Engagement** – foster collaborations with residential, organizations, and businesses to improve the social fabric and well-being of Devens and promote the regional importance of Devens and our work advancing the goals of the Devens Reuse Plan. Communicate the story of Devens and how it is unique, sustainable, and leading by example. (conduct community forums and more tours). Ensure any future vision for Devens includes continued sustainable redevelopment (economic growth, social cohesion, and environmental health).
- **Responsible commercial growth** - with the Square Footage Cap lifted, continue unified and streamlined permitting processes to support on-going sustainable redevelopment. Support additional build-out of BCS and VGII Districts to facilitate more retail and service industry growth in Devens for a growing residential and business population (encouraging mixed, use walkable, transit-supportive development/reduced vehicle miles traveled, promoting a Devens community designed for people and public health). Support continued development of regional services, social services, and healthcare access for all.
- **Innovative Residential Development** – with the housing cap lifted, focus on facilitating the development of more diverse, innovative, affordable, and sustainable housing options and development patterns (potential regulatory amendments) to facilitate Devens Housing Working Group Report Recommendations. Potential ITC Zone Change to allow housing could create a unique opportunity for mixed-use development that would require the development of new regulations. Maintain 25% affordability requirement but promote deed restricted affordable units, in addition to market-rate affordability. Explore options for facilitating more sustainable infill and new development across all residential zones.
- **Infrastructure Capacity** – collaborate with MassDevelopment/Devens Utilities to better understand service capacity limitations in order to properly plan for future growth and build-out of Devens within the limits of the FEIR and the carrying capacity of the lands and resources. Continue to expand and explore regional service opportunities that have contributed to Devens and the surrounding regions' success.
- **Improved Transportation** - support diverse and equitable transportation opportunities for the Devens region, its employees and residents through continued implementation of TDM strategies for all Devens projects, partnerships with MART (shuttle service) and North Central MA Rides TMA, and foster more freight and passenger rail connections.
- **Climate Action** – continue implementing and updating the Devens Forward Climate Action and Resilience Plan to advance Devens as a model for sustainable community development. Raise the bar for more energy and water-efficient, low-carbon development that integrates the natural and built environment through nature-based solutions (NbS) guidelines, incentives and regulations including urban (nature) forestry, pocket forests, street trees and re-wilding.
- **Other Sustainability Goals** – promote Circular Economy initiatives as well as green building and renewable energy incentive programs. Tracking of sustainable development indicators. Pursue energy and water efficiency code upgrades and promote GHG and embodied carbon reductions through smarter and more efficient development.
- **Monitoring and Evaluation for Continuous Improvement** - LEED for Cities and Communities Re-Certification – third-party re-certification to recognize and celebrate

successes help inform our efforts over the next 5 years. Continue tracking metrics for Devens Forward Climate Action Plan.

- **Eco-Industrial Development** - support the continued growth and success of the Devens Eco-Efficiency Center and its nationally recognized eco-industrial park programs to help attract and retain businesses, lower their carbon footprint (value-added component to locating in Devens), and help contribute to the sustainable redevelopment of Devens.
- **Health, Open Space & Recreation**- grow and maintain permanently protected open space to integrate new housing and business development into the natural environment to support healthy ecosystems and healthy living for all ages and abilities Support updating the Devens Open Space and Recreation Plan and incorporating regional needs.
- **Disposition** – continue dialog with Devens residents, businesses, surrounding communities and MassDevelopment on the future disposition of Devens and regional collaboration. Participating in the ongoing Devens Jurisdictional Framework Committee process to help inform and shape the long-term governance and disposition of Devens.
- **Fiscal Responsibility** – remain fiscally independent with responsible budgeting and project management based on available income and funding.

These focus areas will help Devens to continue leading by example and growing in a thoughtful, sustainable, and safe manner – in harmony with nature.

Conclusion

The DEC has accomplished a lot over the last 5 years and continues to guide the redevelopment of Devens in a responsible and sustainable manner, in line with the Devens Reuse Plan. The Commission is clear that its primary job remains overseeing the expedited permitting process. Maintaining a supportive and consistent regulatory environment remains a high priority of the Commission. The DEC will continue to support its Eco-Industrial and sustainable redevelopment initiatives that have become part of Devens' identity.

The DEC will continue to review and assess its regulations, policies, guidelines and incentives to ensure they provide a streamlined and comprehensive regulatory process that is easy for Applicants to navigate but that still upholds the key values and intention of the Reuse Plan and Bylaws.

Acknowledgments & More Information

The accomplishments in this five-year review reflect the dedication of the DEC's volunteer Commissioners, professional staff, and the many partners who support Devens — including MassDevelopment, the Towns of Ayer, Harvard, and Shirley, the U.S. Army, state agencies, area businesses, and the Devens resident community. The Commission is grateful for these partnerships and looks forward to continued collaboration in the years ahead.

The Commission publishes public hearing notices, project details, regular project updates, and annual reports to keep the public informed of its activities. These can all be viewed at:

<https://www.devensec.com/meetings.html>

For additional information about the Devens Enterprise Commission, visit [devensec.com](https://www.devensec.com) or contact the Commission at 33 Andrews Parkway, Devens, MA 01434, 978-772-8831.