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The 2006 Devens Reuse Plan provides a vision and plan for future development of the Devens Regional Enterprise Zone as the Town of Devens, Massachusetts. An active military base until 1996, the former Fort Devens occupies 4,400 acres in the towns of Ayer, Harvard and Shirley. In the past ten years, Devens has successfully attracted new businesses to the site and replaced civilian jobs lost when the base closed. The 2006 Devens Reuse Plan will build on this success by creating a sustainable community with a mix of employment opportunities, housing, open space and recreation, and civic and municipal services. It will do so by promoting these objectives:

1. Continue job creation.

The 2006 Reuse Plan envisions 6.6 million additional square feet of commercial and industrial space at Devens and 2.1 million square feet in the surrounding towns. This will create approximately 6,000 additional jobs.

2. Support the continued growth of a sustainable business community.

Energy-efficiency and waste management programs at Devens illustrate how economic development and environmental protection go hand in hand and have earned local and state recognition. Devens' continued success in this area will ensure the development of a sustainable business community.

3. Promote workforce training and education that corresponds with regional business needs.

The plan recommends that Devens establish workforce training and education programs—especially in biotechnology—to improve the quality of the labor pool and make the region more attractive for prospective employers.

4. Create a framework of neighborhoods and a town center that provides a mix of uses.

This plan recommends increasing the amount of protected open space as well as continuing development. Growth will occur in the form of redeveloping abandoned areas and infilling undeveloped parcels through a network of new neighborhoods. The neighborhoods will feature a mix of commercial, residential and civic uses.

5. Protect open spaces to support community use and ecological systems.

The 2006 Devens Reuse Plan envisions open space as the organizing system that weaves together the developed districts, creating an attractive environment while preserving natural resources. 1,400 acres at Devens will be permanently protected as an open space network, an increase of 300 acres above the goals of the 1994 Plan.



6. Create neighborhoods and districts that respond to their cultural and natural context.

The plan responds to the region's cultural context by promoting architectural styles compatible with the local vernacular and preserving and reusing existing military structures. It responds to Devens' natural context by using landscape features to guide development and promoting relatively concentrated residential and commercial development to meet growth goals while protecting open space.

7. Improve access and circulation.

The 2006 Reuse Plan envisions a transportation system at Devens that supports automobiles, rail, bicycles and pedestrians. It proposes a number of modifications to roads, trails and alternative transportation options in order to increase accessibility, connect neighborhoods and foster a vibrant community.

8. Provide a range of household types.

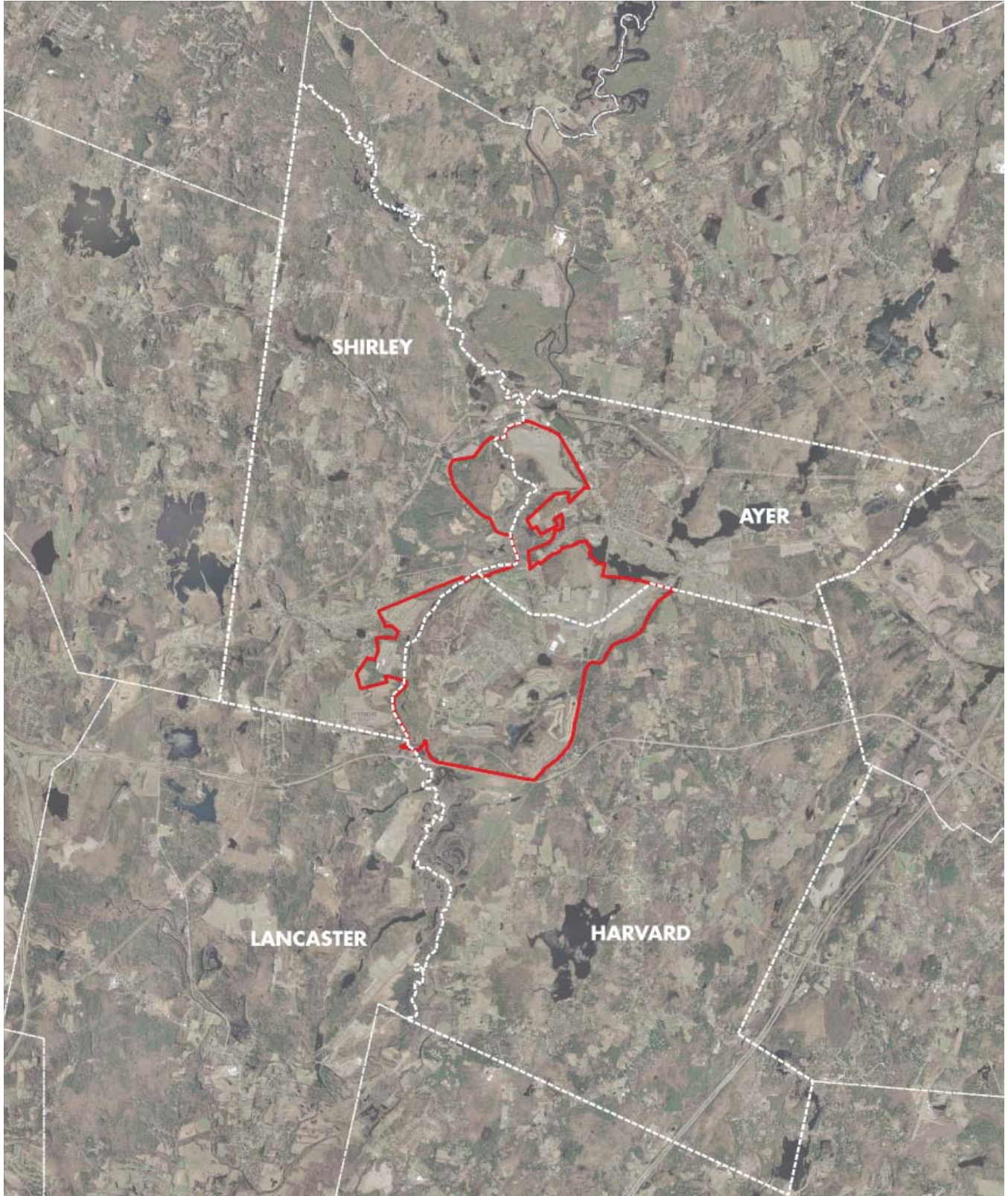
The plan calls for residential development at Devens to accommodate and foster a diverse community. It will result in the construction of a total of 1,800 residential units—1,300 in Devens, up to 300 in Shirley, and up to 200 in Ayer—including single-family homes, multi-family homes, townhouses, condominiums and apartments, over the course of the next twenty years.

9. Support the efficient use of resources.

The plan recommends that the new town of Devens regionalize services with Ayer, Harvard and Shirley to increase efficiency and economy.

By fulfilling these objectives, Devens will be a vibrant, mixed-use community that includes employment opportunities, housing, recreation, culture and municipal services. It will respect the environment through its open space protection and support the region's economy through continued job creation and workforce development. It will create residential neighborhoods with a range of housing styles and easy access to green space and retail centers. On the whole, it will develop in a manner that responds to—and respects—the region's cultural and natural heritage.

To realize the 2006 Reuse Plan's vision, five out of six stakeholders must approve the creation of Devens as a separate and independent jurisdiction. The Towns will hold a vote on or before November 2006 to affirm their commitment to the disposition provided that "out-parcels"—including the former North Post, the Shirley Growth Area and Barnum Road—are returned to the respective towns. The jurisdictional issue will then go before the Massachusetts state legislature. If disposition proceeds, Devens will become the 352nd municipality in the Commonwealth of Massachusetts and the state's first new town in over eighty-five years.



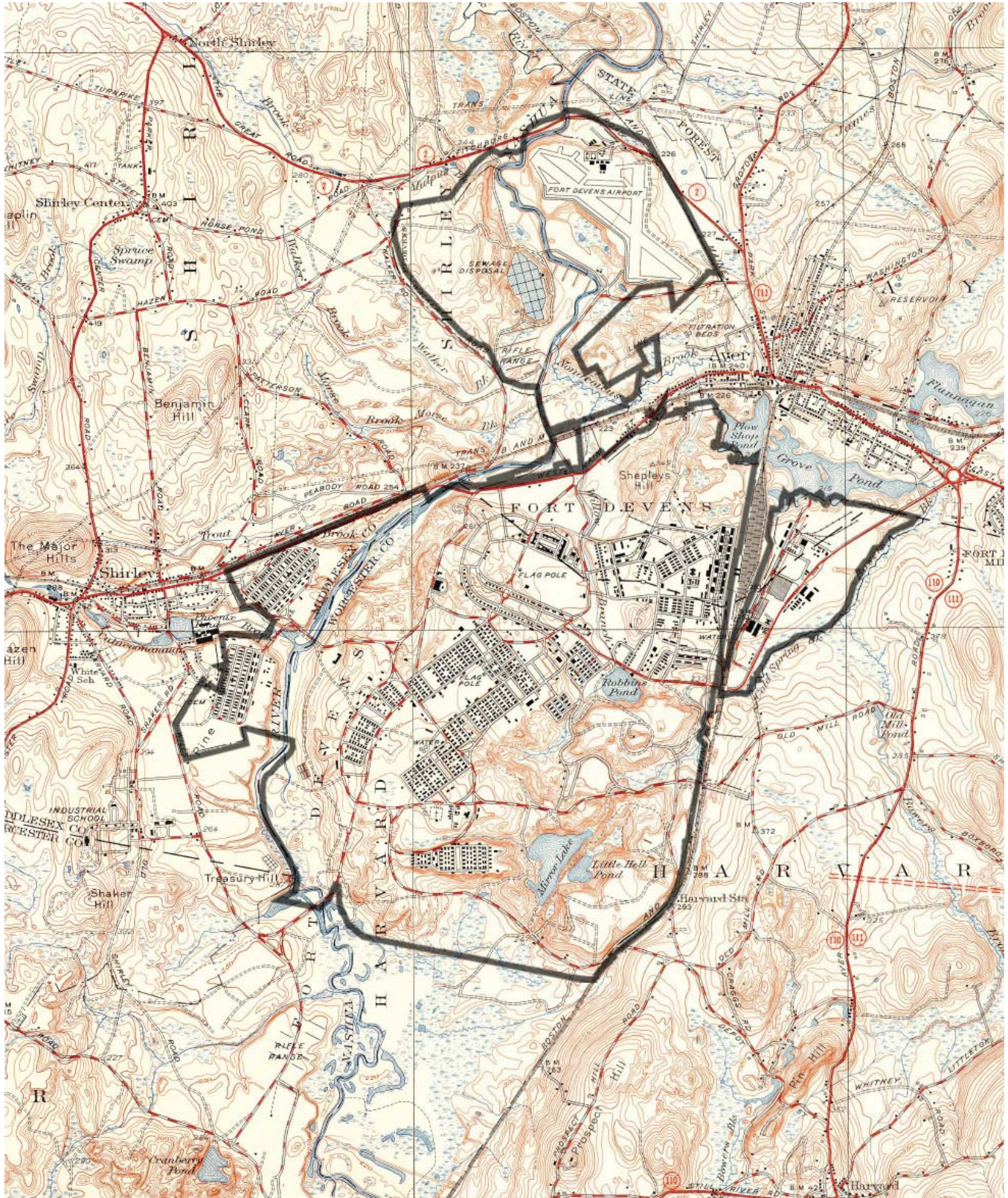
DEVENS BOUNDARIES OVERLAID ON THOSE OF NEARBY TOWNS



Devens is located in north central Massachusetts, approximately thirty-five miles northwest of Boston and twenty miles northeast of Worcester. An active military base until 1996, the former Fort's Main and North Posts occupy 4,400 acres in the towns of Ayer, Harvard and Shirley. The 2006 Devens Reuse Plan provides a vision and a plan for future development of the Devens Regional Enterprise Zone as the Town of Devens and four parcels which revert to the Towns of Shirley, Ayer and Harvard. In the ten years since the Fort closed, Devens has successfully attracted new businesses to the site and replaced civilian jobs lost when the base closed. The renovation of over one hundred homes has brought new residents to Devens, and a new hotel/ conference center, restaurants, and retail stores are making Devens a vibrant and sustainable community. The 2006 Devens Reuse Plan will build on this success by creating a sustainable community with a robust mix of employment opportunities, housing, open space and recreation, and civic and municipal services.



REGIONAL CONTEXT



HISTORIC MAP OF FORT DEVENS WITH PRESENT BOUNDARIES



Fort Devens was founded in 1917, when the United States Army purchased land from local property owners and established Camp Devens to train troops for World War I. It became a permanent Army post in 1931 and Fort Devens grew rapidly until the end of World War II. The base went on to train and deploy troops to fight in the Korean War, the Vietnam War and Operation Desert Shield/Desert Storm.

In 1991 the Base Realignment and Closure Committee (BRAC) decided to decommission the Main and North Posts of Fort Devens in the towns of Ayer, Harvard and Shirley.¹ At the time the Fort employed over 7,000 military and civilian personnel and housed 15,000 within its Main, North and South Posts. To mitigate the impact of the base's transition to civilian status, the Commonwealth of Massachusetts purchased the land from the Army in May 1996 for approximately \$17 million. The Massachusetts General Court then passed Chapter 498, which established the legal parameters for the redevelopment of the 4,400 acre Main and North Posts over the next forty years. Chapter 498 created a new public agency, the Devens Enterprise Commission, and entrusted it with the responsibility of reviewing and approving all future land uses in the Devens Regional Enterprise Zone (or "Devens"). It also provided \$200 million in bonding capacity to redevelop the base

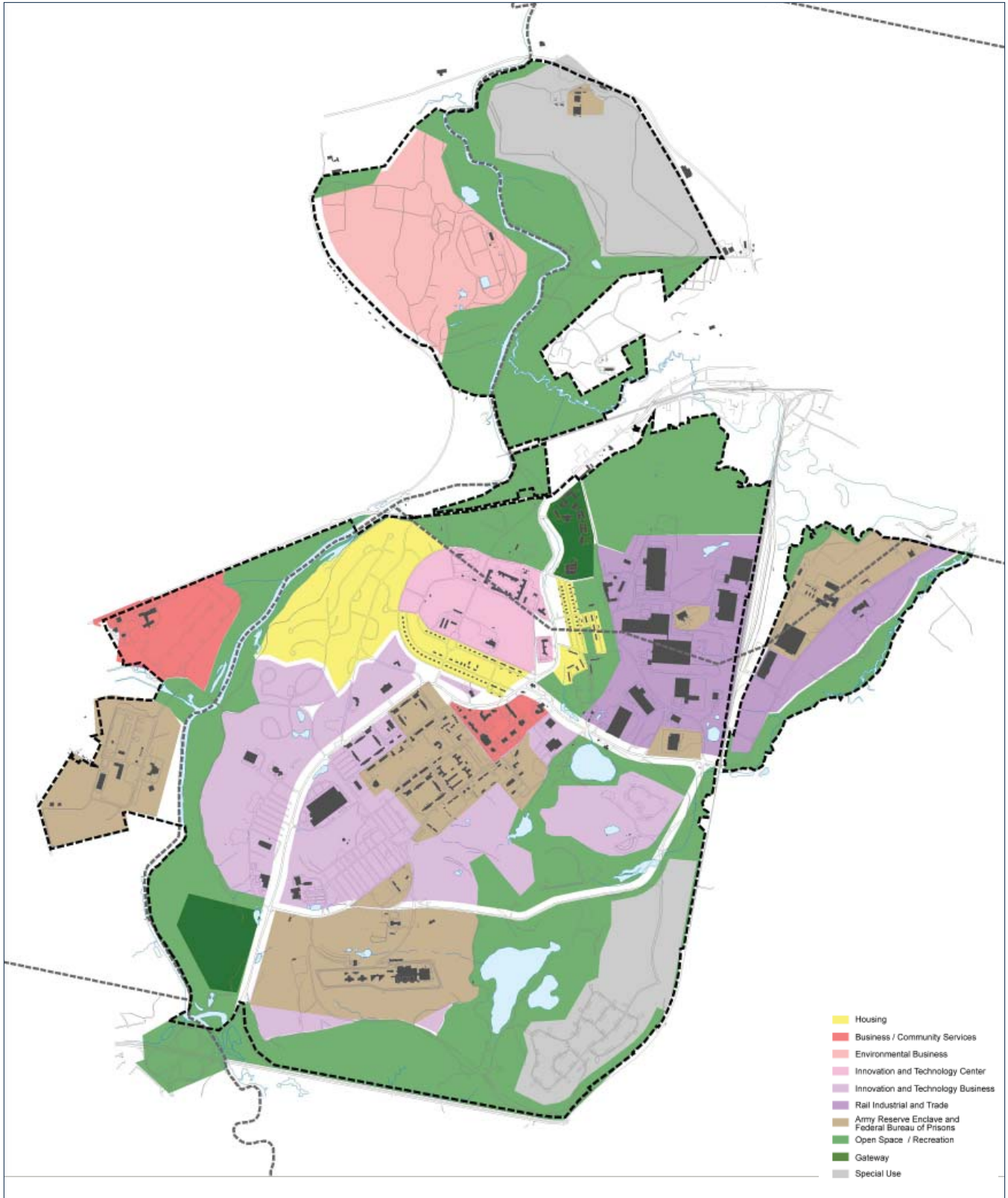
and protect the three towns whose boundaries include the former Fort from the fiscal burden of the closure.

The Commonwealth designated the Massachusetts Government Land Bank (now MassDevelopment) as the public agency responsible for the acquisition, control, maintenance and redevelopment of Devens. Chapter 498 gave MassDevelopment the power to sell and lease property and to provide municipal services, including the construction and maintenance of public infrastructure, the collection of taxes and the protection of public safety. It also gave MassDevelopment the authority to contract with the surrounding towns or other state agencies to provide these municipal services. Finally, Chapter 498 designated MassDevelopment an economic development entity with the power to structure financing packages for industries interested in relocating to Devens.

In response to the Fort's impending closure, the Massachusetts Government Land Bank and the Joint Boards of Selectmen in the Towns of Shirley, Ayer, Harvard and Lancaster developed a Reuse Plan for the site in 1994. This Plan framed Devens' redevelopment, stating that conversion would be successful if it "demonstrate[d] the interdependence of economic development and environmental protection and the symbiosis of public and private uses."² The 1994 Reuse Plan proposed to replace

¹ The BRAC decision did not apply to the Fort's South Post (located in the town of Lancaster), which continues to serve as a training base for Army reserve units today. All further references to "Devens" refer only to the land on the former Main and North Posts.

² Vanasse Hangen Brustlin, Inc., Devens Reuse Plan (1994), 4.



1994 DEVENS REUSE PLAN

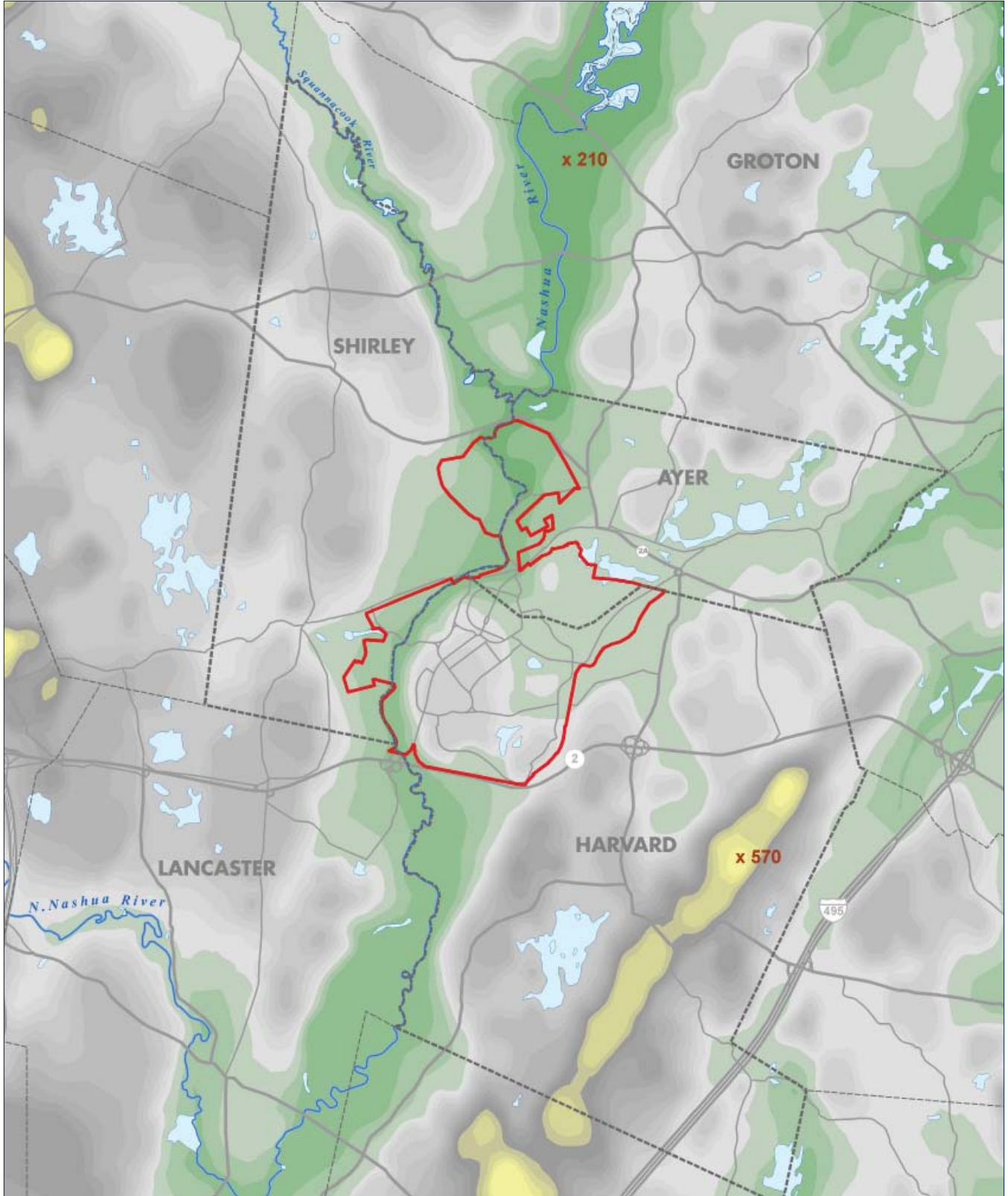


BARRACKS AT FORT DEVENS, C. 1940

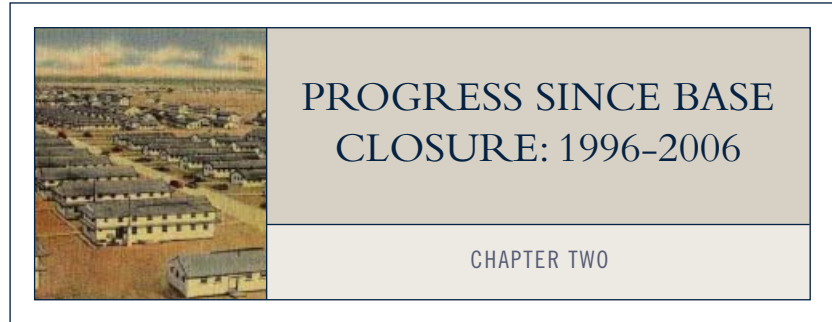
the jobs lost at closure with employment opportunities for a wide range of skills. It did so by focusing economic development on innovation and technology industries as well as rail-dependent manufacturers and commercial business. The 1994 Plan also preserved open space and protected environmental resources by establishing water, wetlands and floodplain protection overlay zones. The 1994 Plan limited residential development to 282 homes, twenty-five percent of which would be reserved for low- and moderate-income residents. Finally, the Plan established zones for community facilities and identified areas in need of additional study before redevelopment could occur.

In 2001 the Joint Boards of Selectmen conducted a five-year review of the Reuse Plan's implementation and decided to move forward with disposition planning, the process through which stakeholders could determine the permanent government structure for the ongoing operation

and administration of land within the Devens Regional Enterprise Zone. This led to the formation of the Devens Disposition Executive Board in 2003 and the initiation of a community-wide discussion about the future of Devens. The 2006 Reuse Plan is an outgrowth of these efforts.



REGIONAL TOPOGRAPHY



ECONOMIC RECOVERY

When Fort Devens closed in 1996, the region lost a significant amount of its population.³ While Devens' population levels remain far less than they were at the base's 1991 peak, the regional population has stabilized and the towns of Ayer, Harvard and Shirley have slowly grown.

TABLE 1. REGIONAL POPULATION, 1990-2000

	AYER	HARVARD	SHIRLEY	DEVENS	TOTAL
1990 POPULATION	6,871	5,011	6,118	8,973	26,973
2000 POPULATION	7,287	5,364	6,373	204*	19,024

Source: 1990 and 2000 U.S. Census data, Town of Harvard Annual Census
 * Number of Devens residents in 2006

Spurred by the state's designation of the site as a State Economic Target and Opportunity Area — which established wholesale utility rates, eliminated personal property tax, provided reduced rates for water and wastewater treatment, and offered a unique program of unified (coordinated and expedited) permitting — 3,100 civilian jobs have been replaced since the base closed. In the past ten years Devens has seen the construction of 4 million square feet of new commercial space, housing eighty businesses and over 4,200 employees, and the rehabilitation of 106 residential units. This fulfills over fifty percent of the 1994 Reuse

Plan's commercial build-out goal and nearly forty percent of the residential goal.

Per the 1994 Reuse Plan, commercial and industrial development has occurred in East and West Rail Industrial Parks and Jackson Technology Park. East and West Rail Industrial Parks are on the eastern portion of Devens and currently host manufacturing companies and warehouses. Jackson Technology Park is in the southwest of Devens and features research and development firms and light industry. Each of these sites has developed the majority of its available land.⁴

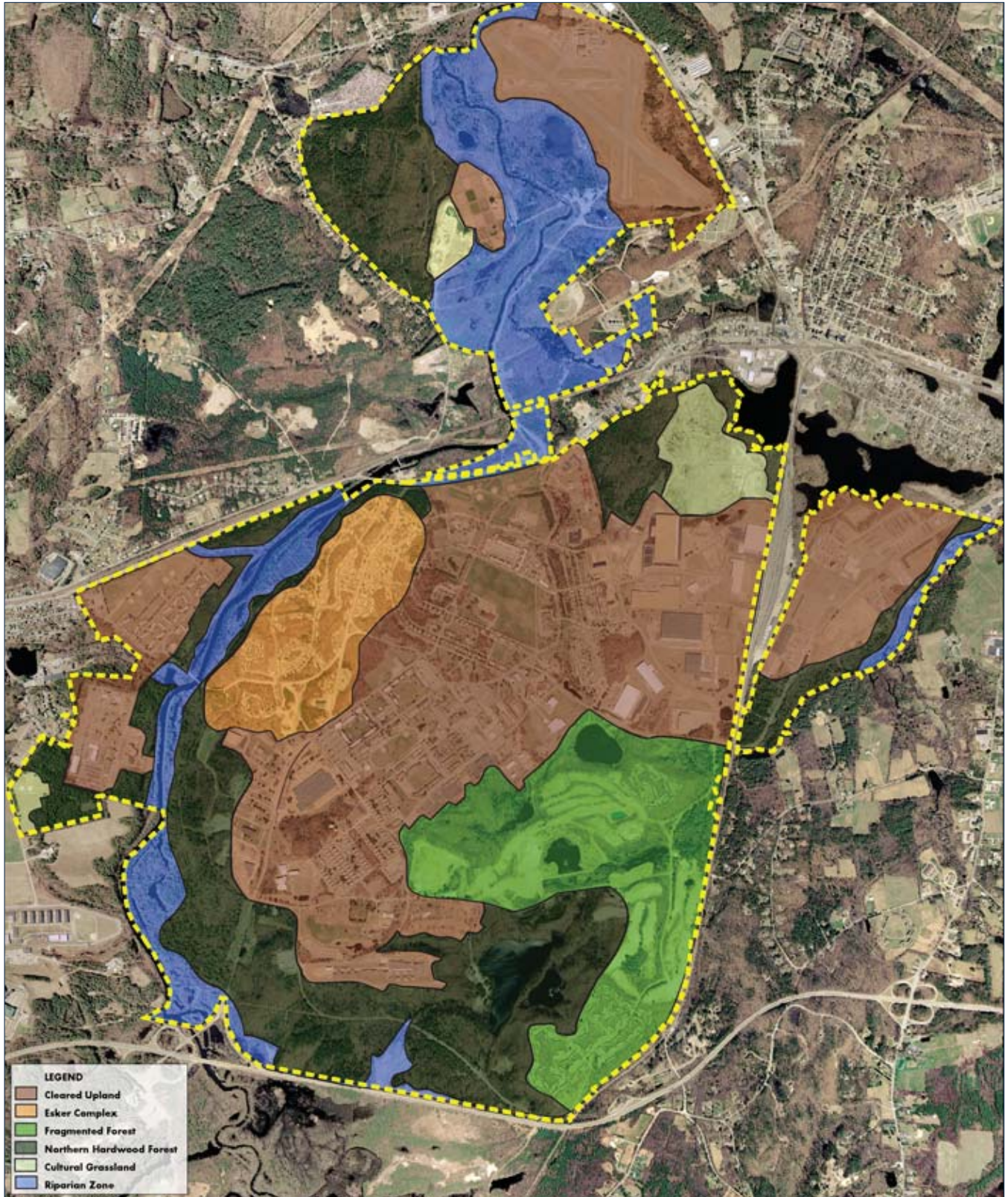
TABLE 2. COMMERCIAL AND RESIDENTIAL DEVELOPMENT, 1996-2006

DEVENS' DEVELOPMENT SINCE 1996	PROJECTED	ACTUAL OR PERMITTED	PERCENT OF TOTAL
COMMERCIAL BUILD-OUT (SQUARE FEET)	8.2 MILLION	4.2 MILLION ¹	51%
JOBS CREATED		4,261	
ANNUAL PAYROLL		+\$130 MILLION	
PRIVATE INVESTMENT		\$435 MILLION	
STATE INVESTMENT		\$118 MILLION	
U.S. ARMY INVESTMENT (SITE REMEDIATION/CLEANUP)		\$120 MILLION	
RESIDENTIAL UNITS	282	106	38%

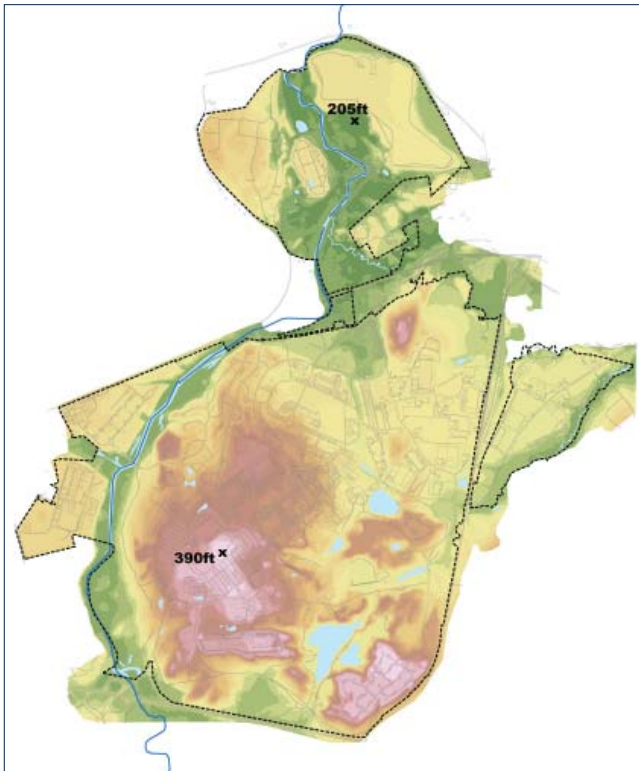
Source: MassDevelopment Real Estate Department

³ Throughout this document, the term "region" refers to the towns of Ayer, Harvard and Shirley and the former Fort Devens.

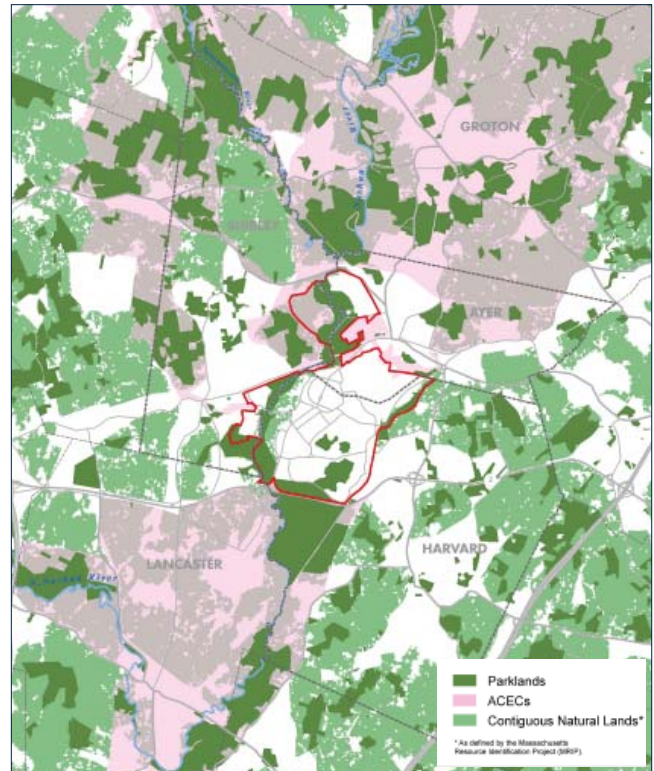
⁴ As of July 2006, East Rail Industrial Park had one 18-acre parcel remaining; West Rail Industrial Park had two non-contiguous parcels remaining for a total of 11.5 acres; and Jackson Technology Park had three non-contiguous parcels for a total of 105.5 acres. Source: MassDevelopment Real Estate Department.



DEVENS LANDSCAPE ZONES



DEVENS ELEVATION RANGES



AREAS OF CRITICAL ENVIRONMENTAL CONCERN

ENVIRONMENTAL STEWARDSHIP

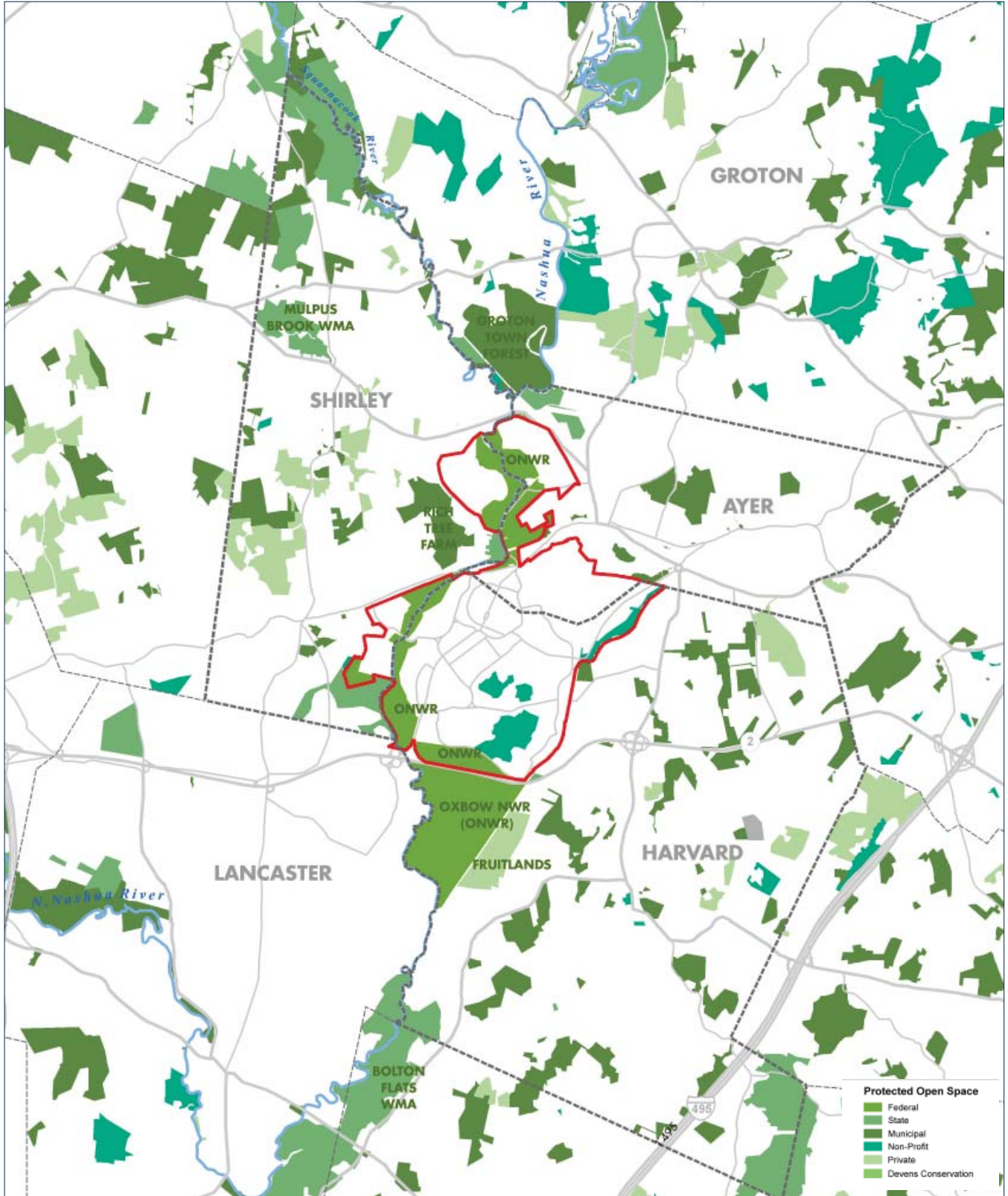
Devens is located in the Nashua River watershed along the western edge of Massachusetts' coastal plain. The river corridor and a series of plateaus and ridgelines define the site's rolling topography, which shifts from 210 feet to 390 feet through a series of terraces. The Devens landscape features ecologically significant riparian and wetland areas, northern hardwood forests and glacial eskers.⁵ Sand and gravel comprise most of the surficial geology at Devens, and the soils are generally well-drained and suitable for development.

The state and federal governments protect Devens' most ecologically valuable land and natural resources from development or use. The Massachusetts Secretary of

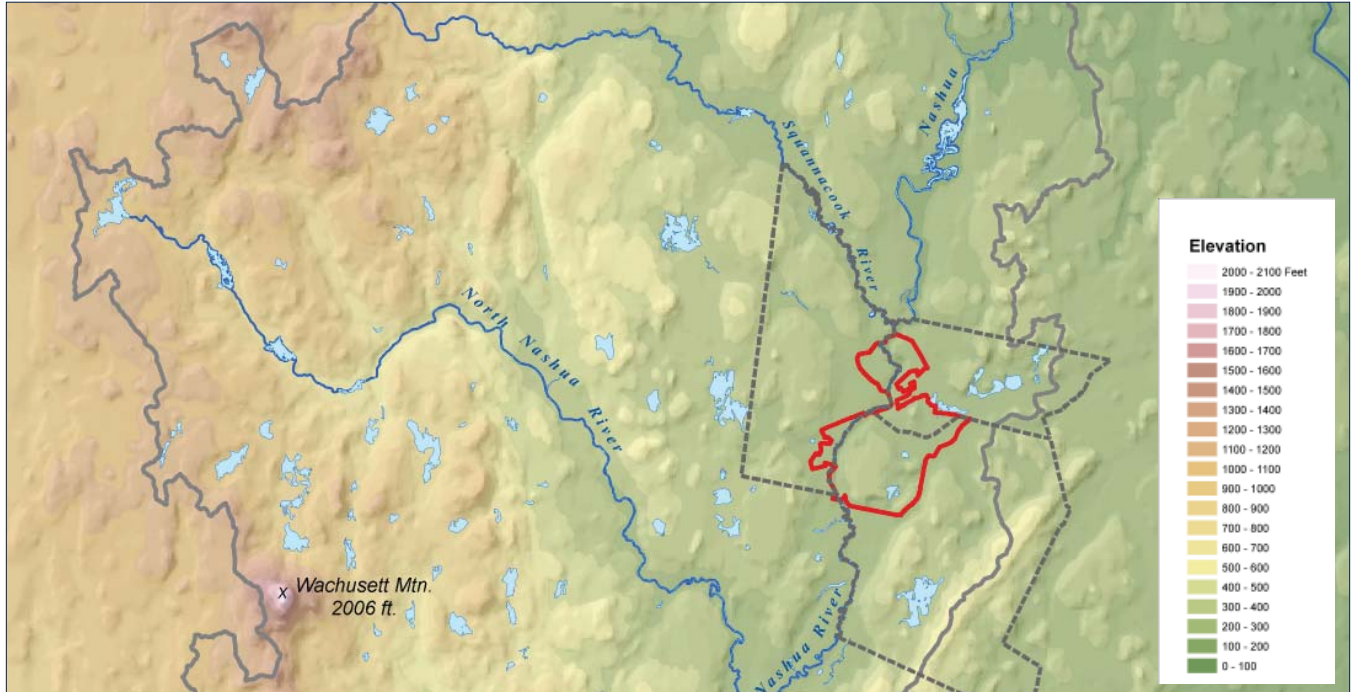
⁵ Riparian areas feature rivers, streams, wetlands or other hydrological features; northern hardwood forests feature white pine, oak and hickory trees; and glacial eskers are long ridgelines deposited by streams that flowed within and under glaciers.

Environmental Affairs has designated three areas in and around Devens as Areas of Critical Environmental Concern (ACEC).⁶ Along the Nashua River corridor the United States Fish and Wildlife Service's Oxbow National Wildlife Refuge (NWR) conserves approximately eight miles, or 1,667 acres, of freshwater marshes, oxbow wetlands and upland habitat, 836 of which are within the Main and North Posts. The Oxbow Refuge's mission is to protect wildlife habitat, especially for migratory birds; conserve the quality of the Nashua River watershed; and provide opportunities for ongoing ecological education, research and outreach. It provides habitat for waterfowl and wading birds, white-tailed deer, small mammals and migratory and upland birds, and

⁶ ACECs contain unique natural resources and require permitting agencies to conduct a more rigorous review of proposals for large-scale development within their borders. At Devens, they are located in the North Post (not including the Airfield) and along the Oxbow National Wildlife Refuge.



PROTECTED OPEN SPACE IN THE DEVENS REGION



NASHUA RIVER WATERSHED

hosts twenty state-listed endangered species, including Blanding’s turtles, blue-spotted salamanders, pied-billed grebes and climbing ferns.⁷ The Oxbow NWR also features a limited trail system where visitors can hike and access the river. The USFWS plans to develop a visitors’ center at the head of the trail system to direct and inform visitors about the refuge.

Other open spaces at Devens that have been protected from development include Mirror Lake, Little Mirror Lake, Black Spruce Bog, Cold Spring Brook and the so-called “Eskers” parcel. Visitors may hike, swim, picnic, boat, canoe or fish at these locations during the regular season. Devens also features the Red Tail Golf Course, an 18-hole championship golf course which Audubon International has designated a

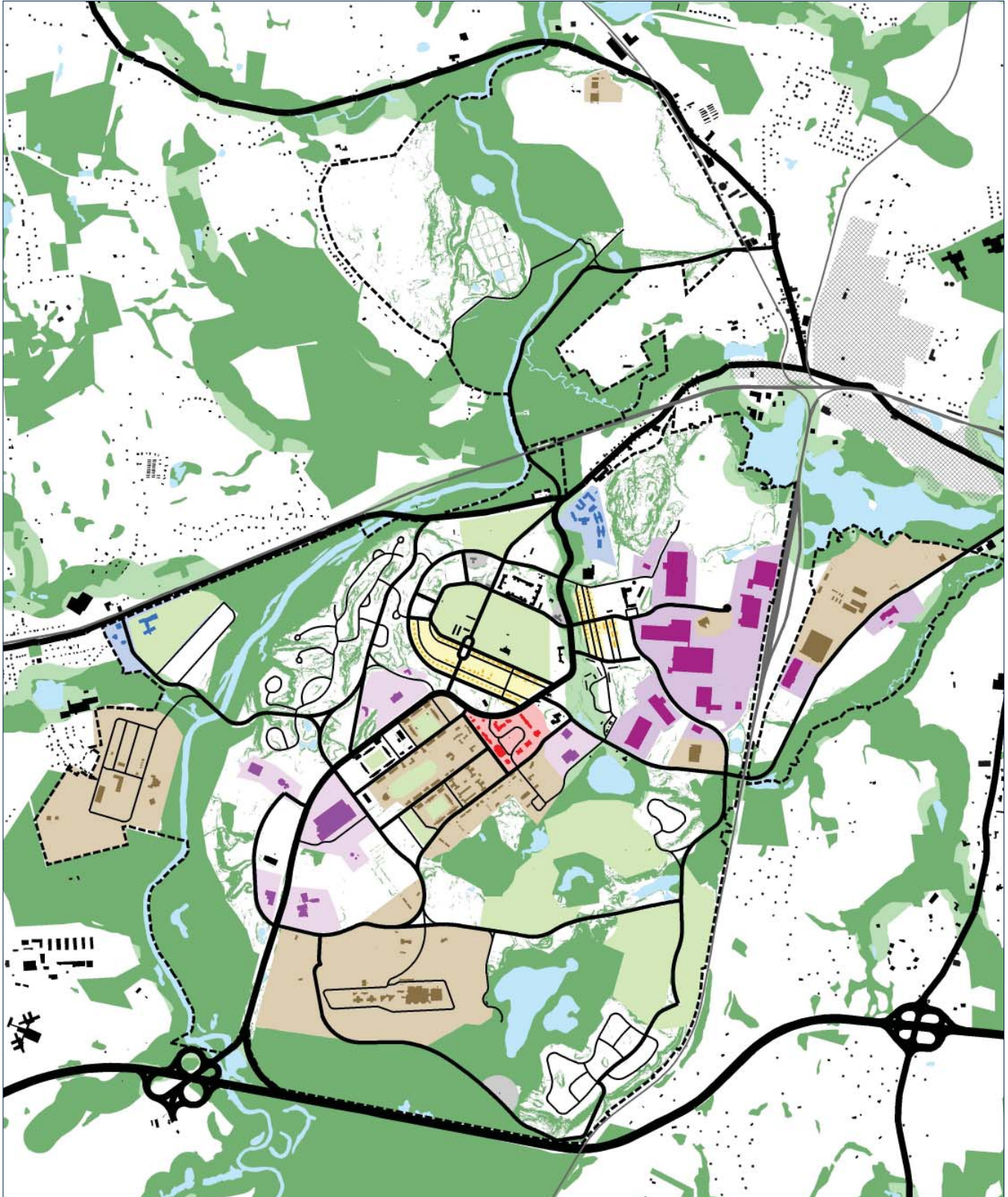
“Signature Sanctuary” (or certified sustainable golf course), as well as playing fields for soccer and other organized sports.⁸

In 1989 the U.S. Environment Protection Agency (USEPA) listed Fort Devens on its National Priorities List, a list of hazardous waste sites in need of long-term remediation under the Superfund Program. Fort Devens and the USEPA subsequently signed a Federal Facilities Agreement which established the framework and timetable for developing, implementing, and monitoring remediation activities at the site. Pursuant to the terms of the agreement, the Army conducted several installation-wide assessments to identify the nature and extent of contamination sources at Fort Devens and determined that 324 areas required environmental evaluation due to groundwater, soil, and/or sediment contamination.

Since base closure, the U.S. Army has invested in comprehensive site remediation to bring contaminated areas

7 U.S. Fish and Wildlife Service, Oxbow National Wildlife Refuge Overview, <http://www.fws.gov/refuges/profiles/index.cfm?id=53512>. Also, Oxbow NWR website, <http://www.fws.gov/northeast/oxbow/>

8 Red Tail Golf Club, <http://www.redtailgolf.net>.



DEVENS CURRENT LAND USE

up to commercial use standards, primarily addressing the site's polychlorinated biphenyl, pesticide, volatile organic compound, and petroleum-contaminated soils. Of the areas initially identified as requiring environmental evaluations, the USEPA has approved 236 sites for no further action. Many others have Records of Decision (RODs) which affirm the assessment and approval of a remediation strategy for a site. All sites designated as "operable units" at Devens have RODs in place.

The USEPA performed the first Five Year Review for the former installation in September 2000 and a second Five Year Review took place in September 2005. Both reviews found that the Army's remedial actions to protect human health and the environment were sufficient. Areas in need of continued evaluation include numerous monitoring wells (not in public use) near Shepley's Hill Landfill which have inorganic groundwater contamination from arsenic, cadmium, chromium, lead, iron and magnesium. Monitoring also is ongoing at the former Moore Army Airfield, which has soils and groundwater contaminated by fuel and PCE chemicals.⁹ The significant contamination levels at these sites complicate their future development.

In 2004, the Devens Engineering Division demolished the former Shirley, Davao, Oak and Maple military housing complexes due to the presence of pesticide-contaminated soils under their slabs.¹⁰ While more remediation needs to be completed, the contamination levels on these sites will not bar redevelopment. However, as new residential development occurs across the site—including at Salerno Circle, where demolition has not yet taken place—the USEPA and MassDevelopment must ensure that remediation actions are adequate and appropriate.

9 U.S. Environmental Protection Agency website, Waste Site Cleanup and Reuse in New England, http://yosemite.epa.gov/r1/npl_pad.nsf/f52fa5c31fa8f5c885256adc0050b631/DF7D910FF9A93FAB8525691F0063F6C9?OpenDocument.

10 MassDevelopment, Devens Annual Report FY05, 11.

DEVENS TODAY

Land Use

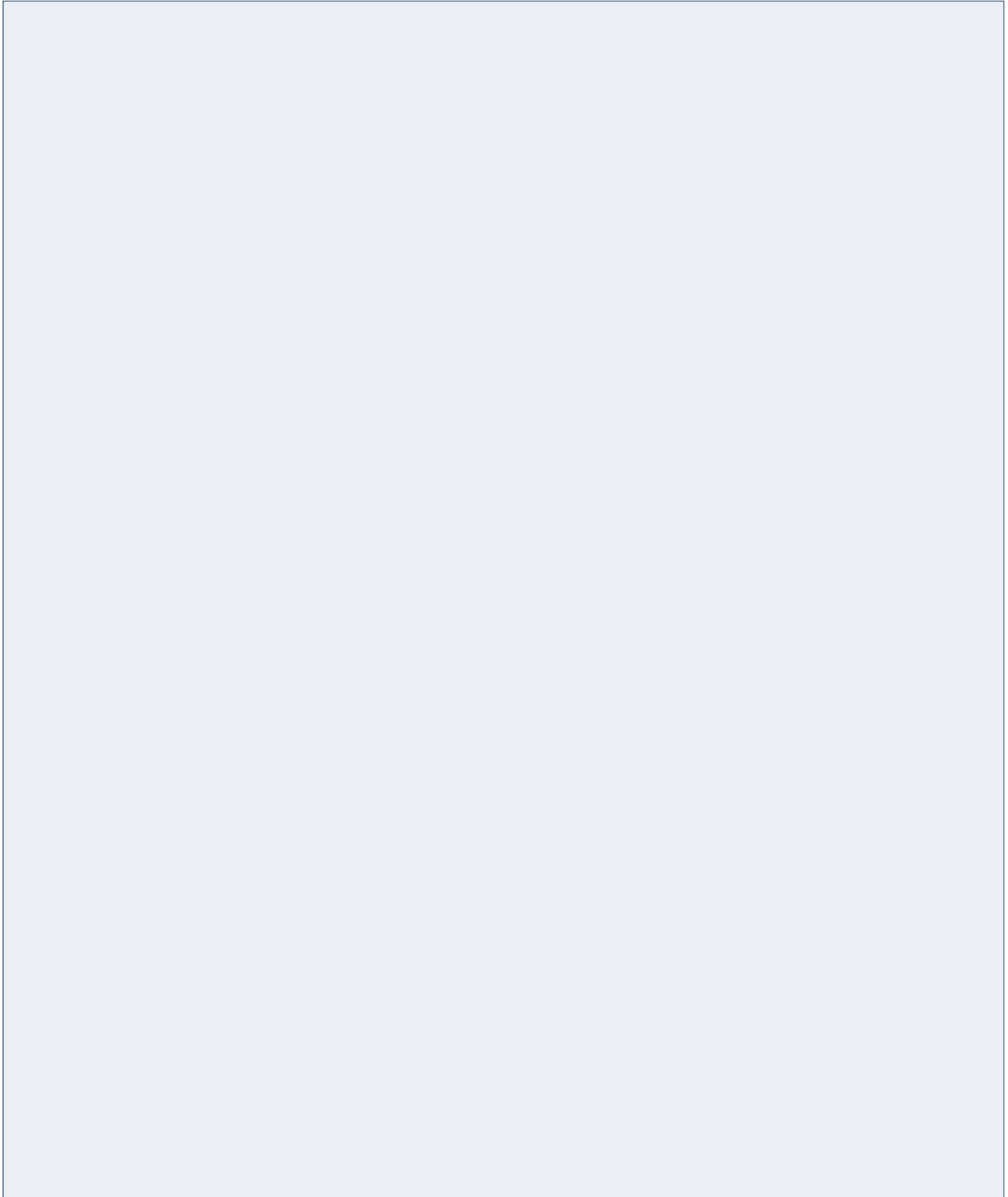
Of Devens' 4,420 acres, approximately 2,700 acres are in Harvard, 1,000 acres are in Shirley and 700 are in Ayer. Roughly 1,100 acres are protected as open space, 678 are in private hands, and 805 acres are controlled by the federal government, including the Devens Reserve Forces Training Area ("DRFTA" and known within the region as "The Enclave"), the Army National Guard Barnum Road site, the 94th Regional Support Command, the Devens Federal Medical Center, Shepley's Hill Landfill and the Shriver Job Corps Center.¹¹

Community Character

At the heart of Devens is the forty-four acre Rogers Field, which the military once used as a formal parade ground and now serves as a community green and recreation center. Surrounding Rogers Field is Vicksburg Square, which contains a number of historic structures that once housed the Army's administrative offices (now vacant), as well as single-family homes, townhouses and condominiums that once housed Army officers. Both Rogers Field and Vicksburg Square are listed on the National Register of Historic Places and a Memorandum of Agreement with the Massachusetts Historical Commission controls development of the area. Within walking distance of Rogers Field are small residential neighborhoods which feature homes formerly occupied by the military.

Devens' commercial districts are to the south and east of the Rogers Field district and feature employment campuses, industrial warehouses and large-scale high-tech research buildings. In 2004, the Devens Enterprise Commission permitted the construction of Devens Common, a twenty-six acre district at the southern edge of the Rogers Field that includes a hotel, gas station, bank and 280,000 square feet strip-style commercial center. It also features an office building currently housing MassDevelopment and

11 MassDevelopment, "Ownership CAD file," 2005.



COMMITTED LAND AND PROTECTED OPEN SPACE MAP (TBD)



WAREHOUSE IN EAST RAIL INDUSTRIAL PARK



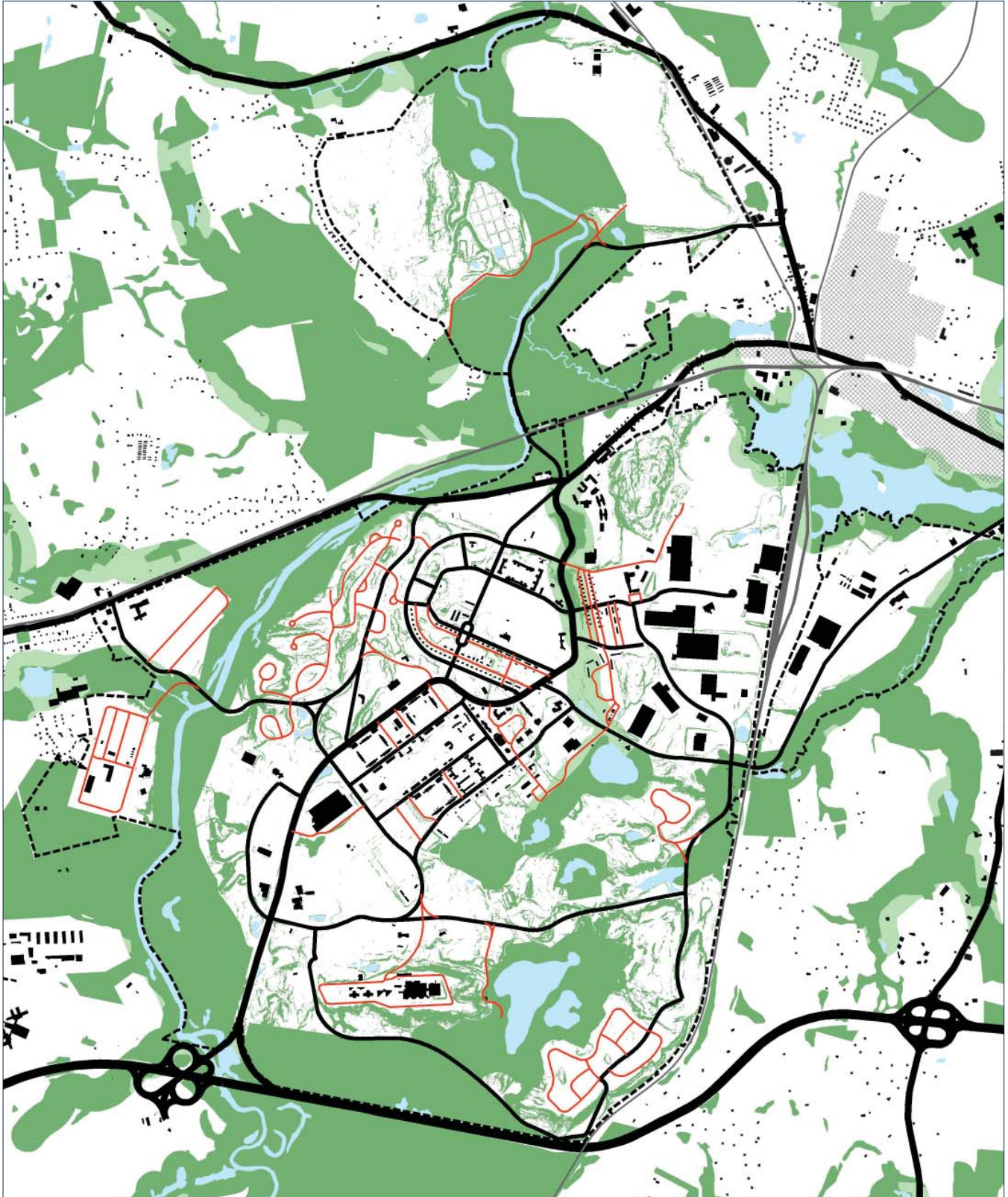
AERIAL VIEW OF ROGER'S FIELD



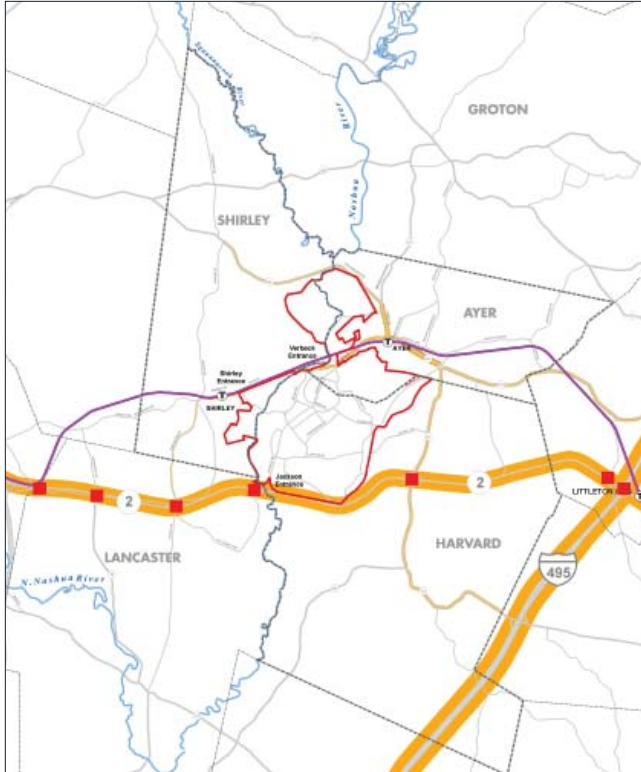
CHARACTERISTIC ROW HOUSES AT DEVENS

the Devens Enterprise Commission, an open green and a restaurant.

Privately held land at Devens mixes with government uses in a proportion which suggests an ongoing transition from military to civilian identity. Large parcels are held for government use such as the training center and the military hospital. In addition to these facilities, which are expected to be maintained for a significant term, evidence of military withdrawal are evident. For example, while the majority of Devens' residential structures—largely in the Grant Road, Shirley and Davao neighborhoods—have been razed for site remediation, the roads and infrastructure that once served them remain in place.



LOCAL TRANSPORTATION NETWORK



REGIONAL TRANSPORTATION NETWORK



AERIAL VIEW OF ROUTE 2

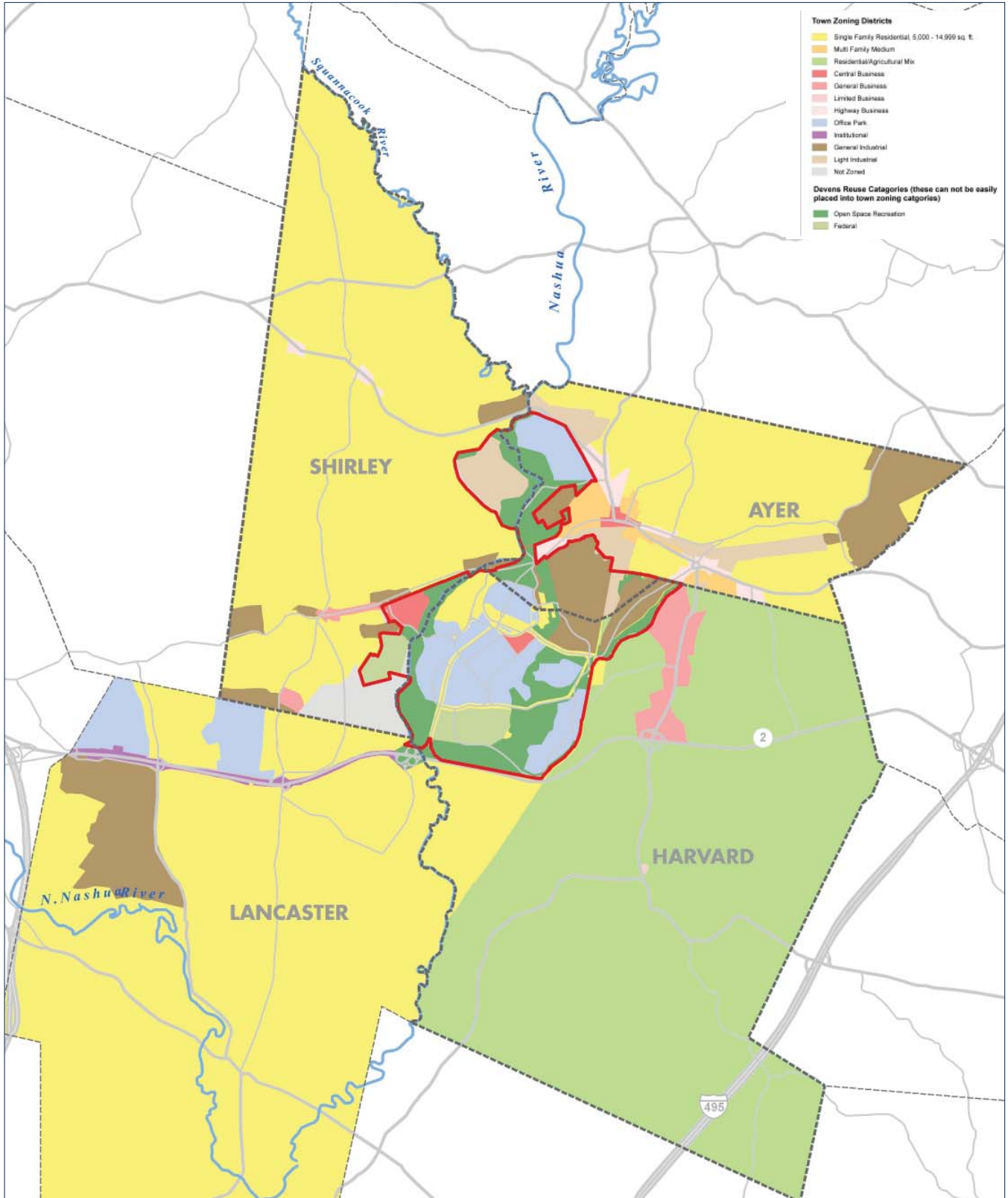
Transportation

One of Devens' greatest advantages is its access to the regional transportation network. North-south and east-west rail lines connect Devens' industries to New England, while the commuter rail line to Boston passes through the former North Post and stops in Shirley and Ayer. Devens also has excellent access to regional roadways. Its southern border abuts Route 2, a highway connecting northwestern Massachusetts with Boston, and the community is only a few miles west of I-495. Route 2A connects Devens to the three surrounding towns and provides secondary access to the major highways.

Within Devens the road network reflects the Army's historic needs for security. MacPherson Road is the access route to the former North Post, while the former Main Post has

five road connections to surrounding towns.¹² Jackson Road is the Main Post's primary roadway and is the only means to access the community from Route 2. Verbeck Gate and Barnum Gate are the only points of access to the northern and eastern borders, while Grant Road and Hospital Road provide access to the northwest. While valued by the military, the limited number of connections between Devens and the surrounding towns impede circulation within the site. These challenges are compounded by the presence of federal and military land holdings within Devens—including the Devens Reserve Forces Training Area, the Devens Federal Medical Center, and the Shriver Job Corps Center—which restrict road access in and around their borders.

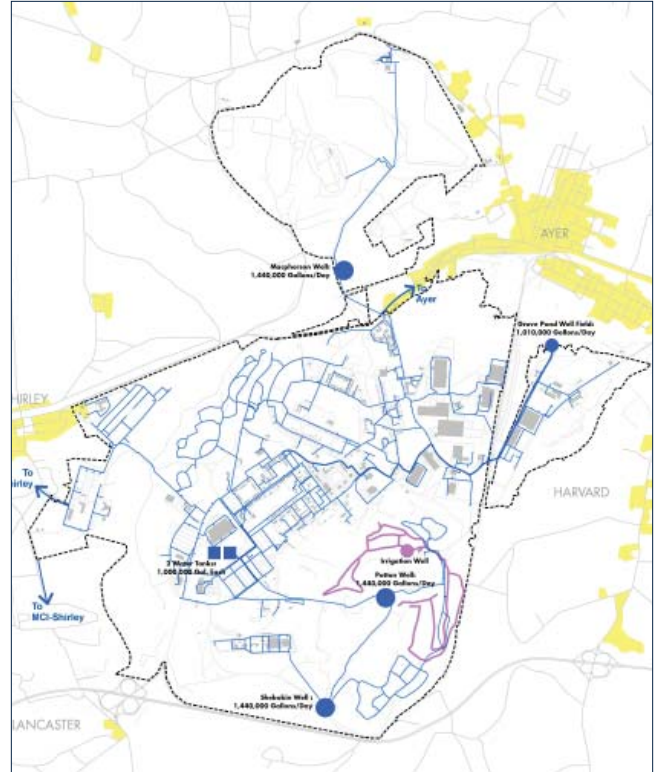
¹² David Buchanan and Rebecca Way, *Devens Regional Trails Initiative: Report on Trail Connections between Devens and Surrounding Communities* (October 2000), 7.



CURRENT ZONING CODE



DEVENS CURRENT SEWER SYSTEM



DEVENS CURRENT WATER SYSTEM

Water and Wastewater Infrastructure

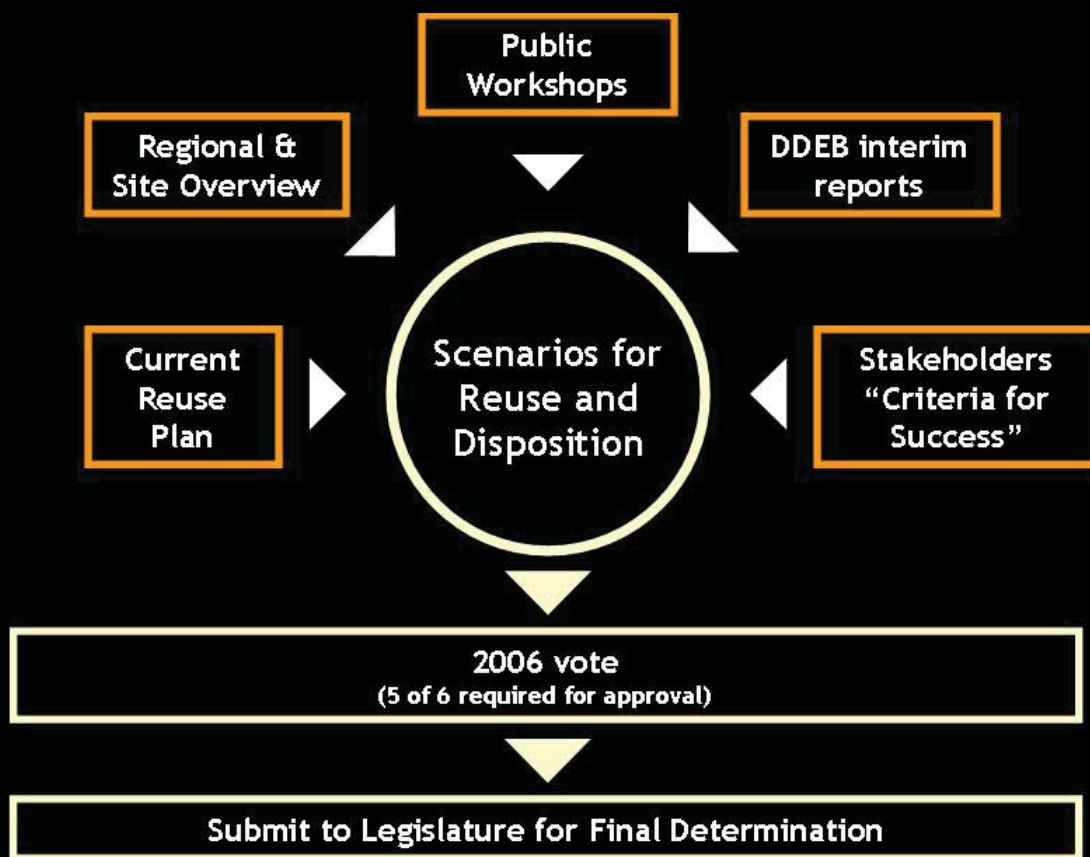
Devens' water and sewer infrastructure have significant excess capacity. The water supply system has a permitted pumping capacity of 4.8 million gallons per day (gpd), but commercial and residential use today amounts to only 800,000 gpd. MCI Shirley reserves 500,000 gpd of supply for fire protection purposes.

Devens' North Post wastewater treatment plant has a capacity of approximately 3.0 million gpd but only treats approximately 1.0 million gpd.¹³ Of this remaining capacity, the Town of Ayer reserves capacity for 800,000 gpd, the Town of Shirley reserves capacity for 300,000 gpd, and MCI Shirley reserves capacity for 600,000 gpd. Expansion of the wastewater treatment plan would increase capacity to approximately 4.65 million gpd.

13 Devens Department of Public Works, 2005.

Zoning

Devens adopted its current zoning code following the recommendations of the 1994 Reuse Plan. It zones the majority of the developable land for commercial and industrial uses and sets aside a minimal area for residential development. It also considers open space as a zoning district and includes a number of overlay districts to protect sensitive ecological areas.



2004-2006 PLANNING PROCESS (PPT)



DEVENS DISPOSITION EXECUTIVE BOARD: RESEARCH AND ANALYSIS

As efforts to update the Reuse Plan got underway in 2003, the Joint Boards of Selectmen gathered a group of fifteen citizens and government officials representing six stakeholder groups—including the Towns of Ayer, Harvard and Shirley, the Devens Enterprise Commission, Devens residents and MassDevelopment—to form the Devens Disposition Executive Board (DDEB). Their task was, and is, to oversee the consensus-based planning process and recommend a permanent form of governance for Devens. The diversity of the DDEB’s board membership underlines the regional significance of Devens’ disposition.

The DDEB has created a number of committees to conduct studies and enhance the public understanding of issues surrounding Devens’ disposition. The DDEB’s nine-member Coordinating Committee is responsible for ensuring open and inclusive deliberations throughout the planning process. Four DDEB subcommittees have augmented their efforts by analyzing the impact of disposition on economic development and financial analysis; governance; housing and transportation; and land use and open space. A fifth subcommittee—communications—worked to transmit this analysis and engage the public.

The DDEB Land Use and Open Space (LUOS) Committee produced a report of its efforts in April 2006 recommending that Devens rezone certain commercial parcels for residential or mixed uses, permanently protect its open space and historic resources and conduct further analysis of parcels in Shirley and Ayer. In June 2006, the DDEB Finance Committee produced a report that analyzed the financial impact of creating Devens as a new town, with designated parcels reverting to the towns of Ayer, Harvard and Shirley. The analysis found that all four towns would have significant revenue gains over the next twenty years if disposition goes forward.

The DDEB also contracted with planning consultants to analyze the economic feasibility and environmental impact of disposition. The Disposition Planning study found that Devens could support the development of up to 595 residential units in the next five years and up to 2,381 residences in the next twenty years. Homeowners would represent approximately sixty-five percent of the housing demand—predominantly for single family homes, as well as

condominiums—and renters would represent the remainder. More than half of the target residents would come from communities within ten miles of Devens.¹⁴

Environmental Analysis

From 2004 to 2006, MassDevelopment contracted with an ecological consultant to survey portions of the North Post for vernal pools and state-listed rare species. These investigations were necessary to understand development constraints on the site as well as the land's resource value as a "mitigation" area for rare species impacted by MacPherson Road improvements and other projects.

Initial work in the spring of 2004 surveyed the Environmental Business Zone and, in a preliminary manner, the MacPherson Road corridor, both of which are in the former North Post. The consultants developed the scope for this work in conjunction with the Commonwealth's Natural Heritage and Endangered Species Program (NHESP). The report documented twelve vernal pools, spotted turtles and Blanding's turtles and indicated that suitable habitat exists for blue-spotted salamanders.

In the spring of 2005 MassDevelopment commissioned additional rare species studies, broadening the geographic scope to include a corridor adjacent to MacPherson Road and portions of the Moore Army Airfield. The report also surveyed a greater number of state-listed rare species, including blue-spotted salamanders, spotted turtles, Blanding's turtles, wood turtles, American eels, freshwater mussels and rare vascular plants. While this work is still underway, it has conclusively demonstrated that blue-spotted salamanders exist on both the Environmental Business Zone and in the MacPherson Road corridor and that these areas provide important habitat for state-listed rare species. Any development or other work contemplated

in these areas will need to be carefully planned to take these issues into account.

Public Meetings and Community Workshops

As a critical component of the planning process, the DDEB hosted public meetings to inform residents of Devens, Ayer, Harvard and Shirley about the disposition process and gather their feedback. Held between the spring of 2005 to the summer of 2006, these sessions took the form of public hearings, committee meetings and public forums.¹⁵

In addition to these meetings, the DDEB organized three community workshops in the spring of 2005 to engage the general public in consideration of reuse and disposition. These workshops explored ideas, principles and goals for reuse planning and disposition; informed, engaged and educated the stakeholders and broader public; and built consensus for planning and disposition. To facilitate discussion, the workshops organized participants by stakeholder group (e.g. town of residence or organization affiliation) and in mixed groups. The first workshop outlined goals and principles for reuse planning, the second workshop encouraged the attendees to develop a new vision for Devens and the third workshop presented the preliminary findings from the public process. Over one hundred people attended each of the three sessions.

Through the participatory process the public established goals for Devens as a new town. The first of these is economic sustainability: to create job opportunities for a wide range of skills, and reinforce the economic viability of the surrounding towns, as well as promote fiscal

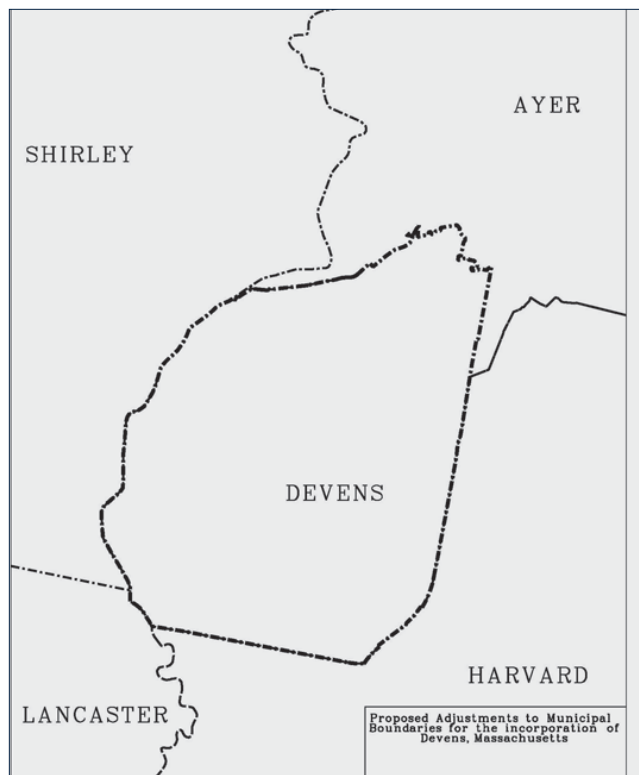
¹⁵ See Appendix A for a complete list of public meetings concerning the disposition process.

¹⁴ Vanasse Hangen Brustlin, Inc., Community Opportunities Group and RKG Associates, Devens Disposition Planning Services (July 2005), 2-2 and 2-57. In this report, the Devens "region" represents all towns within a 10-mile radius and includes Acton, Ayer, Bolton, Boxborough, Clinton, Dunstable, Groton, Harvard, Lancaster, Littleton, Lunenburg, Pepperell, Shirley, Stow, Townsend, Tyngsborough and Westford. It does not include Leominster and Fitchburg due to their more urban character.

responsibility at Devens. The second is community building: to create a sustainable balance of commercial, residential, educational and open space land uses, and to respond to regional character as Devens develops further. The final goal is environmental sustainability: “to meet the needs of the present without compromising the ability of future generations to meet their own needs.”¹⁶ Taken together these goals continue the organizing principle of the 1994 Reuse Plan: to develop Devens in a sustainable manner by balancing economic, social and environmental needs, while maintaining and enhancing the natural resource base.

Memorandum of Understanding

A milestone of DDEB’s disposition planning process was realized in June 2006 with publication of the final draft of the Stakeholder Memorandum of Understanding (MOU), signed by the towns of Ayer, Harvard and Shirley; the residents of Devens; the Devens Enterprise Commission; and MassDevelopment. The MOU described the four possible disposition scenarios for Devens and endorsed the creation of Devens as a separate town, with jurisdiction of the out-parcels returning to the towns. According to this scenario, the Town of Devens will be comprised of the land east of the Nashua River, south of West Main Street to Route 2, and west of the railroad tracks. This will represent approximately 2,600 acres. Ayer will assume jurisdiction of the North Post east of the Nashua River and north of West Main Street. Harvard will assume jurisdiction of the area east of the railroad tracks and Shirley will assume jurisdiction of all land west of the Nashua River. The

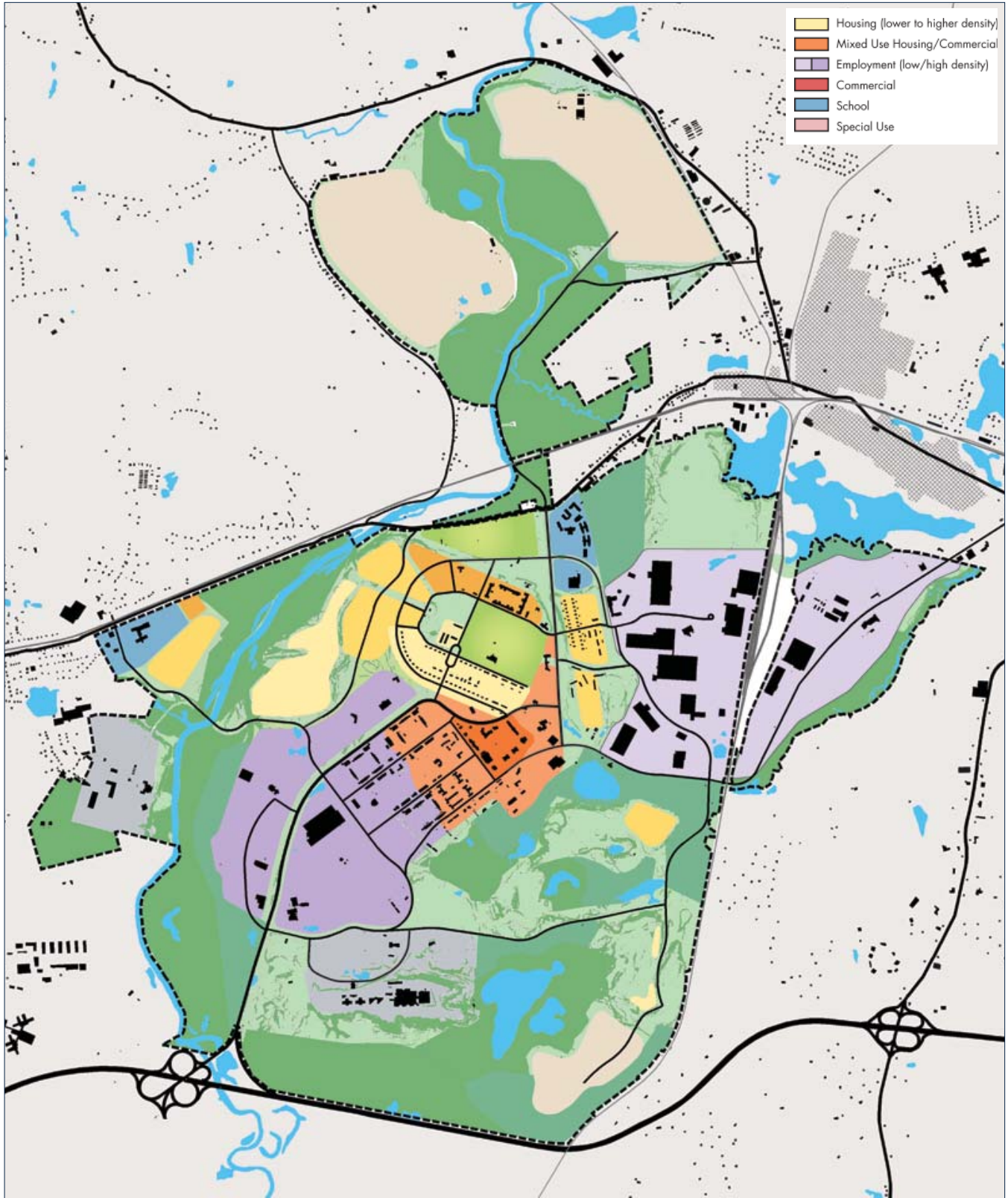


REVISED MUNICIPAL BOUNDARIES

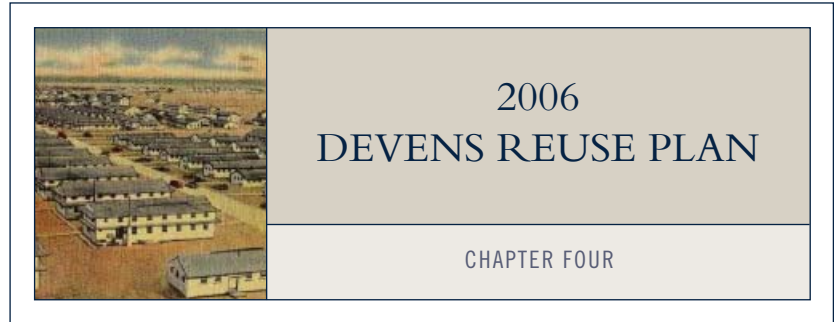
transfer of out-parcels and the establishment of Devens as an independent jurisdiction will occur on July 1, 2010 and MassDevelopment will ensure financial sustainability of the Town of Devens through 2015.¹⁷ The MOU also provides for no more than 1,800 homes to be built over a 15 year period. The majority of these will be in Devens, while the remainder will be within Shirley and Ayer’s jurisdictions.

¹⁶ UN Department of Economic and Social Affairs, Division for Sustainable Development, <http://www.un.org/esa/sustdev/>.

¹⁷ Devens Disposition Executive Board, “Disposition of Devens: Stakeholder Memorandum of Understanding, Final Draft,” June 8, 2006 (12-13).



DEVENS REGIONAL ENTERPRISE ZONE MASTER PLAN

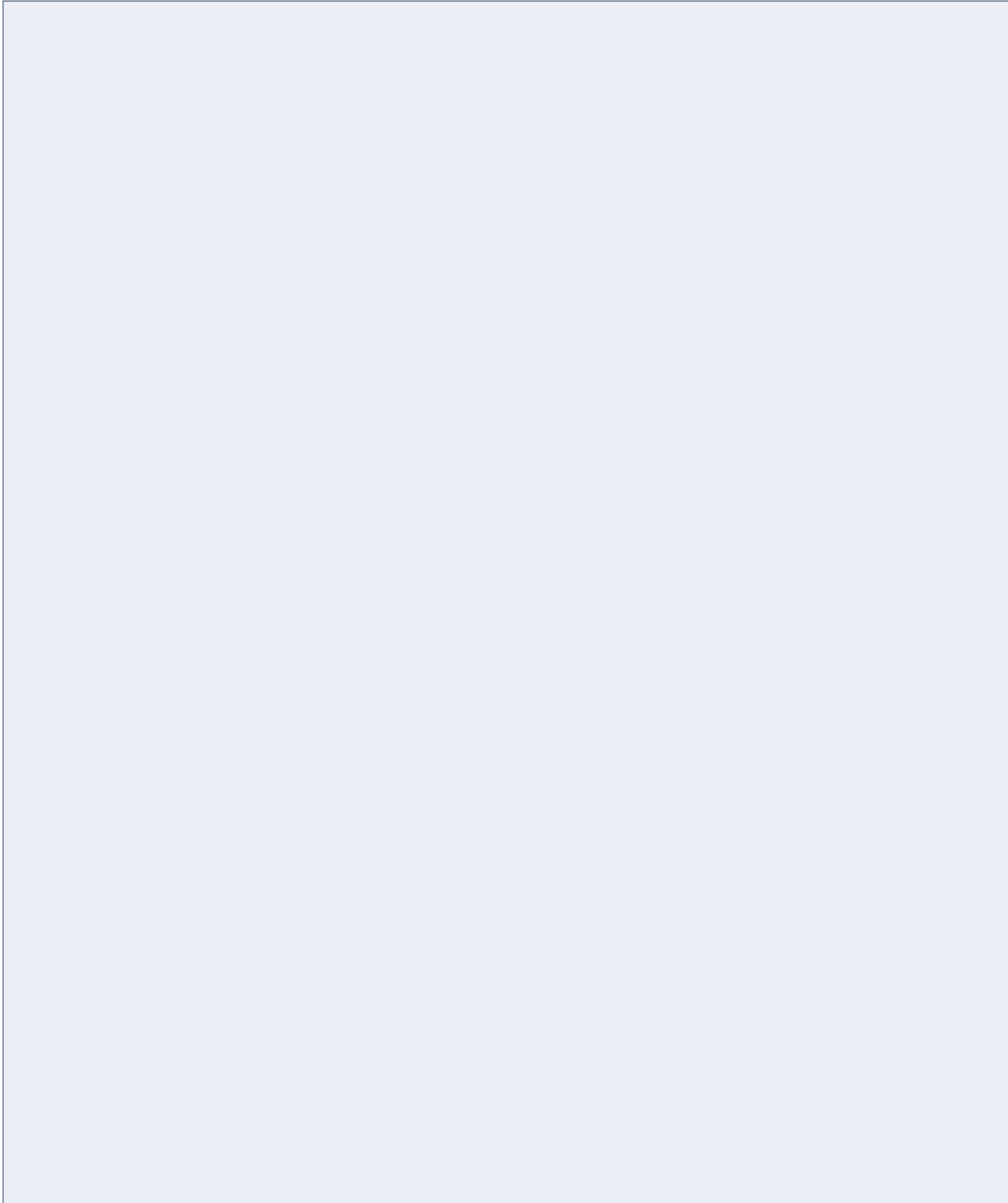


GOALS AND OBJECTIVES OF THE 2006 PLAN

Two goals emerged from the 2004-2006 planning process. First, the 2006 Reuse Plan should build on the strengths of its 1994 predecessor with the added dimension of creating a community; a place that provides for human needs of housing, recreation, culture, municipal services and job opportunities. This shift in direction reflects the increased demand for housing within the regional market as well as the progress that MassDevelopment has made in fulfilling the 1994 Plan's job creation goals. The second goal is that the North and Main Posts of Devens—the Devens Regional Enterprise Zone—should assume a new jurisdictional identity through the creation of the Town of Devens and the reversion of key parcels to the Towns of Shirley, Ayer, and Harvard. Unified permitting and conformance with the Reuse Plan will still apply to the out-parcels returned to the three towns, and continued cooperation by the Towns of Harvard, Ayer, and Shirley in setting a direction for the Town of Devens is part of this plan.

To support these goals, the 2006 Plan puts forth the following objectives to be implemented within the Devens Regional Enterprise Zone:

1. Continue job creation.
2. Support the continued growth of a sustainable business community.
3. Promote workforce training and education that corresponds with regional business needs.
4. Create a framework of neighborhoods and a town center that provides a mix of uses.
5. Protect open spaces to support community use and ecological systems.
6. Create neighborhoods and districts that respond to their cultural and natural context.
7. Improve access and circulation.
8. Provide a range of household types.
9. Support the efficient use of resources.



2006 DEVENS MASTER PLAN (TBD)



EAST RAIL INDUSTRIAL PARK



A TYPICAL OFFICE BUILDING AT DEVENS

PLAN PROPOSAL: MEASURES FOR MAKING DEVENS A NEW TOWN

To achieve its objectives for creating a balanced and sustainable community, the 2006 Devens Reuse Plan proposes the following measures:

1. Continue Job Creation

Business development and the creation of job opportunities for a range of skills and industries will continue to be priorities at Devens. Devens will continue to employ the business development tools already in place, including wholesale utility rates, elimination of personal property tax, reduced rates for water and wastewater treatment, and a unique program of unified (coordinated and expedited) permitting. The 2006 Reuse Plan envisions 6.6 million additional square feet of commercial and industrial space at Devens and 2.1 million square feet in the surrounding towns.¹⁸ This will create approximately 6,000 additional jobs. Residential development at Devens will assist these efforts by increasing the local workforce and demand for services. MassDevelopment will oversee the commercial

build out of enterprise zone parcels as the Devens Redevelopment Authority and will concentrate job growth in the existing industrial parks along the eastern and southern portions of the site.

Current projects include the planned Bristol-Myers Squibb biomanufacturing facility in the Jackson Technology Park, the permitted Construction and Demolition (C&D) Debris Recycling Facility in the West Rail Industrial Park, and numerous smaller research and development related facilities. It is anticipated that these projects could result in the creation of nearly 1,000 additional jobs.

2. Support the Continued Growth of a Sustainable Business Community

Devens will support the continued growth of a sustainable business community in a number of ways. First, it will promote energy conservation and waste management among its companies. Several existing programs work to ensure that Devens is developed in a manner that pairs economic development and environmental protection. These

18 Ibid., 24.



DEVENS COMPANY

initiatives have earned local and state recognition and have received international interest, and Devens' continued success in this area will ensure the development of a sustainable business community. Most recently, the EcoStar environmental stewardship program was launched to help businesses implement ecologically efficient strategies and provide recognition for their accomplishments. EcoStar hosts educational forums and technical assistance to enable organizations to adopt conservation and pollution prevention practices. In addition, the Devens solid waste master plan includes a low-cost commercial recycling service that makes recycling a more viable option for small businesses. The

availability of these types of services will lead to a more resilient and stable business community with companies that are more environmentally sensitive and economically viable for Devens.

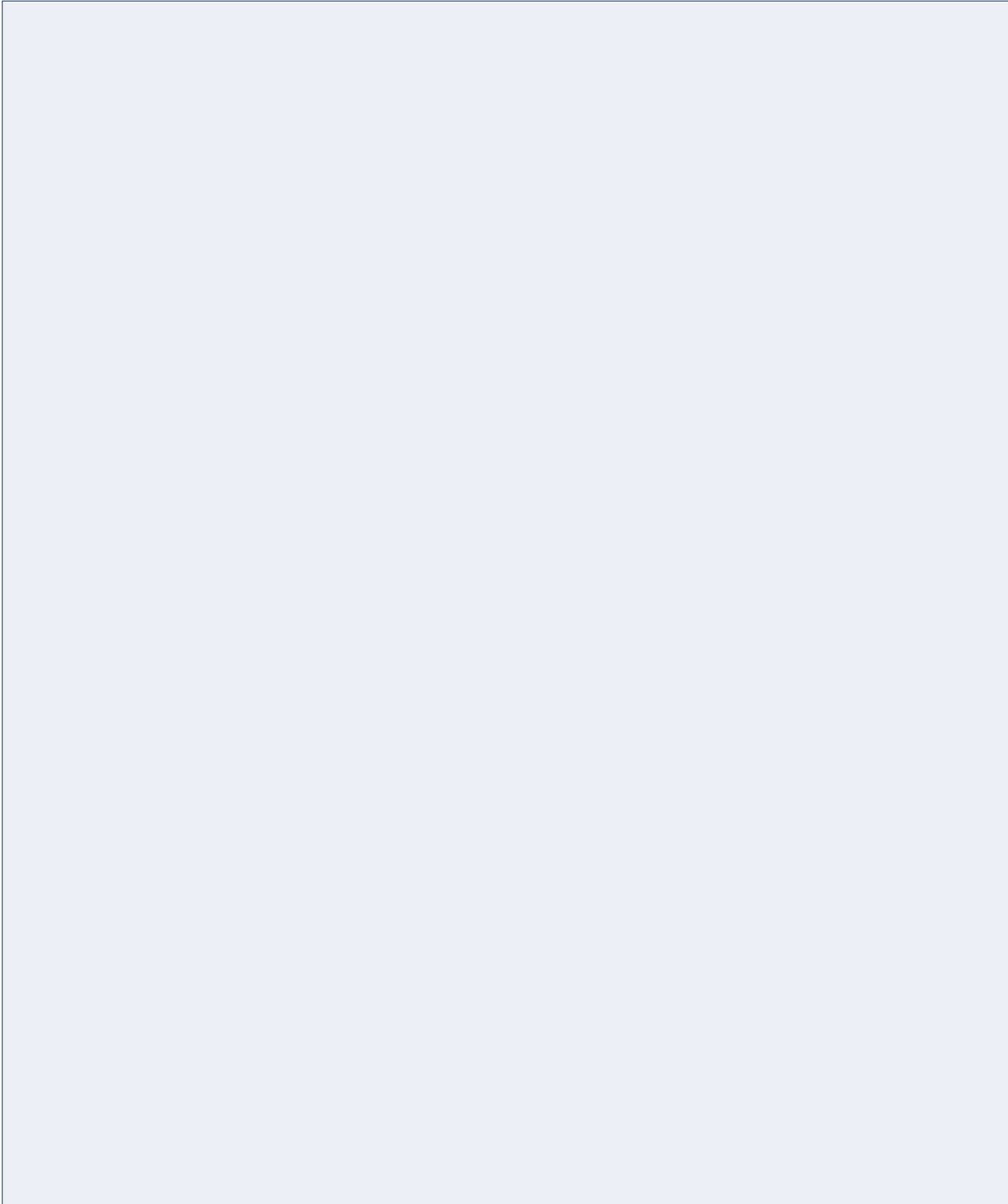
Devens also will promote sustainability among its commercial and industrial tenants through its future design. By developing Devens as a community, residents and community services will be within walking distance of these businesses, bolstering their financial sustainability and offering employees the option of walking to their job. This will result in the additional environmental benefits of diminished reliance on automobiles and reduced amounts of air pollution and traffic congestion).



MOUNT WACHUSETT COMMUNITY COLLEGE'S EXTENSION CAMPUS PROVIDES TRAINING FOR AREA WORKERS

3. Promote Workforce Training and Education that Corresponds with Regional Business Needs

Mount Wachusett Community College and the Shriver Job Corps, provide workforce training and educational services that correspond to regional business needs. For instance, Mount Wachusett Community College is developing a biotech lab worker training program to supply the needs of the emerging biotech industry. The 2006 Reuse Plan promotes these efforts as a means to improve the quality of the region's labor pool and enhance Devens' economic development efforts.



MAP OF DEVENS' NEIGHBORHOODS (TBD)

4. Create a Framework of Neighborhoods and a Town Center Providing a Mix of Uses

The 2006 Devens Reuse Plan seeks to build upon and perpetuate the strength of Devens' existing community design, which features large areas of open spaces that frame developed areas. This plan recommends both an increase in the amount of protected open space and continued growth. Growth will occur both as a function of redevelopment of abandoned areas, such as Grant Road and the North Post, and of infill development (increase in allowed density of already developed areas). Together, these strategies will introduce a greater sense of cohesion of mix of uses, one typical of thriving communities in Massachusetts. Distinct, however, to Devens, will be the proportion of open space, both on the community edges and as corridors within the community.

This plan defines twelve areas of distinct character at Devens and describes the desired residential, commercial and civic development for each. Within the future Town of Devens, particular emphasis is placed on developing those neighborhoods within walking distance of Rogers Field, the core of the community. .

Grant Road and Willard Heights Neighborhoods (located in future Town of Devens)

The Grant Road and Willard Heights neighborhoods consist of approximately 157 acres of gently rolling contiguous land in the northwestern portion of the Main Post. The two neighborhoods are generally bounded by West Main Street and Willard Field to the north; Rogers Field, historic "Officers Row" housing, and business uses to the east; Hospital Road to the south; and the Oxbow National Wildlife Refuge (including the Nashua River) to the west. Most of the land in the neighborhoods was used for military housing, constructed in the 1950s. Due to the presence of high concentrations of pesticide beneath the homes' cement slab foundations, the structures were demolished in 2004 and the ground beneath them was remediated in accordance with USEPA standards. Roadways and utilities serving the former housing area remain in place. With upgrades, some



GRANT ROAD AND WILLARD HEIGHTS NEIGHBORHOOD

portions of the infrastructure system may be adequate to serve anticipated future uses.

The area is characterized by mature forest vegetation in the areas not previously developed for housing and several wooded knolls (apparently glacial eskers). The areas where the military housing were located are overgrown with brush. Just west of the neighborhood, steep slopes lead to the Nashua River.

The goal for the Grant Road and Willard Heights neighborhoods is to provide for a diversity of housing opportunities at a variety of densities, generally organized in a traditional, village-like pattern. Planning for the area includes a range of single-family homes from large to compact, connected townhome units, and multifamily buildings up to three and one-half stories in height.

The neighborhoods' topography and surrounding uses provide guidance as to their future configuration. The Willard Heights neighborhood, far from existing residential uses and sitting on high land with views of the Nashua River and surrounding hills, is an appropriate location for the higher-density housing (townhomes and multifamily buildings). The northern portion of the Grant Road neighborhood, located on relatively flat land adjacent to Willard Field, is well suited for a fine-grained, village-type

development pattern including smaller single-family homes and townhomes. Lastly, the southern portion of the Grant Road neighborhood is characterized by a series of small ravines which limit development. For this portion of the Grant Road neighborhood, more traditional “suburban” development along curvilinear roads is a good fit.

While no stand-alone business uses are contemplated for either neighborhood, inclusion of small businesses such as coffee shops is allowed on the ground floor of multifamily buildings as a service to residents.

Portions of the existing road system, including Grant Road, may be reused. Similarly, some of the existing below-grade utility lines may be reused. An existing sixty-nine kilovolt electrical line may need to be relocated below grade as part of future redevelopment.

Key issues to address in the design of the Grant Road and Willard Heights neighborhoods include:

- Avoid impacts to the adjacent Oxbow National Wildlife Refuge through articulation of buffers between it and residential development;
- Minimize the potential for impacts to existing residents along Walnut and Elm Streets by creating a “no-build” buffer where the neighborhoods abut;
- Avoid impacts to areas of steep slope through efforts for construction to occur only where slopes are 20% or less. This issue has largely been addressed by zoning the sloped areas along the west side of the neighborhood as permanently protected open space; and
- Optimize the design of the road network to reduce the potential impacts of “cut through” traffic on neighborhood residents.

Willow Brook Neighborhood (located in future Town of Devens)

Consisting of approximately 66 acres of land on the Main Post, the Willow Brook neighborhood is generally bounded by the Shriver Job Corps Center to the north, the West Rail Industrial Park to the east, Barnum Road to the south, and the Willard Brook corridor and Jackson Road to the west. The neighborhood abuts the proposed Vicksburg Square and Downtown Devens neighborhoods to the southwest. The majority of the land within the neighborhood was previously developed for Army housing. It has since been redeveloped and sold for private ownership. Housing includes twenty-five single-family brick bungalows on Auman Streets that are included in the Devens National Register Historic Districts and four brick condominium buildings (approximately 20 units) on Bates Street. South of Cavite Street, Sylvia’s Haven occupies several multifamily buildings erected by the Army and several similar buildings have been demolished. At the northern end of the neighborhood, the Parker Charter School currently utilizes the former Army school building.

Below-ground utility infrastructure is expected to be reused to service this neighborhood in combination with upgrades and/or replacement as may be necessary to support additional development.

Willow Brook Corridor runs through this neighborhood from Robbins Pond towards the Nashua River. Much of the area along the brook corridor has been left in a somewhat natural state, with a variety of wetland vegetation and mature trees. The topography of the neighborhood is generally flat, with some slopes towards the brook. There is also a steep slope just north of Antietam Street, separating the residential areas from the Parker Charter School site.

The planning goal for the neighborhood is to provide for a range of housing opportunities at a variety of densities including mixed-use buildings.



BUNGALOWS IN THE WILLOW BROOK NEIGHBORHOOD

- The Parker Charter School, which educates students in grades six to twelve, currently occupies a parcel in the Willow Brook neighborhood. If it outgrows – and vacates – the property, the building may support mixed-use development, potentially including ground-floor retail, office, and/or services below with up to two floors of residential units.
- The land occupied by the brick bungalows and multifamily buildings is proposed to be zoned “Historic Residential” which will allow for responsible infill projects consistent with the historic character of the area.
- Due to the potential presence of high concentrations of pesticide beneath the cement slab foundations of the remaining 1950s-vintage structures south of Cavite Street, the structures are not suitable for reuse and will be demolished prior to redevelopment of the site.

- Improve the Willard Brook Corridor through restoring it to a natural state, removing culverted sections and instituting a program of plant restoration.

The road and infrastructure network serving the northern portion of the site will remain in place with potential minor upgrades to support infill development. South of Cavite Street, more extensive upgrades and/or replacement may be required to serve new densities.

Key issues to address in the design of the Willard Brook neighborhood include:

- Avoid development impacts to the Willard Brook corridor. This issue has largely been addressed by zoning the corridor as permanently protected open space; and
- Optimize the design of the road network to reduce the potential impacts of “cut through” traffic and/or proposed truck routes on neighborhood residents.

Davao (located in future Town of Devens)

Generally bounded by undeveloped open space land to the north and east and the Red Tail Golf Course to the south and west, Davao sits on a plateau approximately 20 acres in area. The site is generally flat and surrounded by steep slopes on all sides, offering views of the hills to the north and the golf course to the south. Mature trees remain on most of the parcel along with a range of undergrowth. The neighborhood was a military housing area constructed in the 1950s. Due to the presence of high concentrations of pesticide beneath the homes' cement slab foundations, the structures were demolished in 2005 and the ground beneath them was remediated in accordance with USEPA standards.

A loop road and utilities serving the former housing area remain in place. With upgrades, limited portions of the infrastructure system may be adequate to serve anticipated future uses.

The planning goal for Davao is to provide for a diversity of housing opportunities at a variety of densities organized in a traditional, village-like pattern. This will include single-family homes, connected townhome units, and multifamily buildings up to three and one-half stories in height.

Townhomes and/or small single family homes will overlook the Red Tail Golf Course. An area of larger single-family homes is proposed for the rear of the site, with views to the north. A small section of the neighborhood is proposed to be zoned for multi-family buildings up to three stories in height. This portion of the site has been configured to minimize visual impact on the course.

Portions of the existing road system may be reused. However, in most areas the proposed system of blocks and lots is not compatible with the existing system. Similarly, some of the existing below-grade utility lines may be reused. The possibility for incorporating pedestrian connections to other portions of Devens via a low-impact trail system will be investigated.

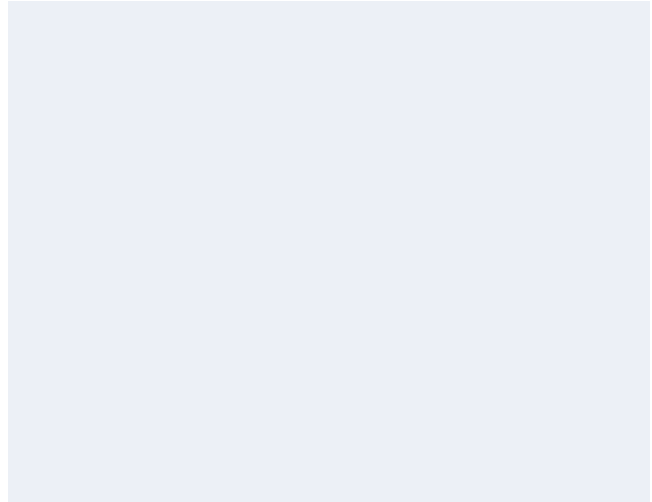


PHOTO OF DAVAO (TBD)

Key issues to address in the design of Davao include:

- Coordinate with Red Tail Golf Course to ensure compatibility of neighborhood design; and
- Avoid impacts to areas of steep slope by limiting construction to areas with slopes of 20% or less. This issue has largely been addressed by zoning much of the sloped areas surrounding the neighborhood as permanently protected open space.

Walnut and Elm Street Neighborhood (located in future Town of Devens)

The Walnut and Elm Street neighborhood lies to the south of Rogers Field. The neighborhood's topography gently slopes towards Rogers Field and mature street trees provide ample shade. The eastern end of the neighborhood (closer to Jackson Road) exhibits substantial open grassy areas while the western end is more densely wooded. Home to much of Devens' currently occupied housing stock, the Walnut and Elm Street Neighborhood occupies approximately 53 acres including the brick homes located along Walnut and Elm Street between Jackson Road and Chance Street as well as the Bachelor Officers Quarters (BOQs) buildings on Rogers Field. Surrounding uses include Rogers Field and the Community Center building to the north, Devens



FORMER OFFICERS' HOUSING IN THE WALNUT AND ELM STREET NEIGHBORHOOD

Common to the east, commercial uses to the south, and the undeveloped Grant Road area to the west. An open space corridor, originally planned for a multi-use trail system, runs behind many of the homes along Walnut Street. Existing housing in the neighborhood includes approximately forty-four single-family homes and five multi-family buildings. Built for officers and their families, these homes lend a stately air to the neighborhood and are recognized as contributing resources to the Fort Devens National Register Historic District. Public streets run in front of the homes while private alleys provide vehicular access to the rear. A homeowners association owns and maintains the surrounding land. The four BOQ buildings are screened from the existing single-family homes by a thickly-treed area. They are newer, three-story dormitory-style structures. The three buildings closest to Elm Street have been decommissioned while the fourth remains in use as a dormitory for visiting groups. Existing utilities appear to be adequate to serve the neighborhood.

The neighborhood's historic status dictates that future

development in the surrounding area – infill among the existing homes and/or redevelopment of the BOQ site – be consistent with its existing architectural character. To this effect, the range of proposed uses includes single-family homes and townhomes in configurations similar to those already existing.

Key issues to address in planning for the Walnut and Elm Street neighborhoods include:

- Maintain the open space trail corridor as a buffer between the homes on Walnut Street and the commercial uses to the south. The westernmost homes on Walnut Street are not protected by this corridor so instead a no-build buffer will be created and enforced;
- Ensure consistency with National Register guidelines for new construction; and
- Minimize traffic impacts on the



ABANDONED HOUSING AT SALERNO CIRCLE



NEW SHIRLEY TOWN OFFICES IN THE SHIRLEY VILLAGE GROWTH DISTRICT

existing neighborhood.

Salerno Circle (located in future Town of Devens)

Salerno Circle includes approximately 75 acres of land on a plateau in the southeast corner of Devens. The site is generally bounded by the Red Tail Golf Course to the north and open space land to the east, south, and west. A freight rail line runs north-south just east of the parcel and Route 2 runs east-west just south of the parcel. The site is fairly flat with steep slopes on all sides, offering views of the golf course to the north and surrounding hillsides to the east, south, and west. Mature trees remain on portions of the parcel along with a range of undergrowth. The military developed Salerno Circle for housing in the 1950s. Today, these structures are boarded up to avoid use by vagrants. Due to the potential presence of high concentrations of pesticide beneath the buildings' cement slab foundations, the structures are not suitable for reuse and will be demolished prior to redevelopment of the site.

A loop road and utilities serving the former housing area remain in place. With upgrades, limited portions of the infrastructure system may be adequate to serve anticipated future uses.

The planning goal for Salerno Circle is to provide for

a range or mix of possible uses, including residential, office, research and development and light industrial. This flexibility is required to respond to future market conditions and the possibility that the cost of remediation to residential standards could make certain types of residential development infeasible. Should a mix of uses be proposed, appropriate buffers will be required to prevent conflicts between land uses. Any development at the site will be required to be consistent with the existing viewshed restrictions to protect views from the Fruitlands Museum and Prospect Hill.

Existing roadways and utilities will likely need upgrades to serve any new development at the site. The existing "kink" in Marne Road is planned to be realigned into a more gently curved alignment in coming years.

Key issues to address in planning for the Shirley Village Growth neighborhood include:

- Provide a secondary connection between Hospital Road and Front Street that does not negatively impact neighborhood residents;

- Provide public open spaces of adequate number and size to prevent impacts on adjacent school-owned recreation facilities and the Oxbow Refuge; and
- Aim for consistency with the existing built character of the historic Shirley Village neighborhood.

*Shirley Village Growth
(located in proposed out-parcel, Town of Shirley)*

The Shirley Village Growth neighborhood is located west of the Nashua River. The majority of the site is generally open and flat. Steep slopes along the site's eastern and southern edges lead to the Oxbow Refuge and the Nashua River. Limited vegetation, including some mature trees, remains on site. The neighborhood comprises 81 acres of land, generally bounded by Front Street and the Town of Shirley Junior High School to the north, the Oxbow Refuge to the east, and Hospital Road to the south and west. The military formerly developed the neighborhood as a housing area. Due to the presence of high concentrations of pesticide beneath the homes' cement slab foundations, the structures were demolished and the ground beneath them was remediated.

Roadways and utilities serving the former housing area remain in place. With upgrades, limited portions of the infrastructure system may be adequate to serve anticipated future uses.

The planning goal for the neighborhood is to provide for a range of residential uses in a village-type configuration similar to the existing Shirley Village further west along Front Street. Planning for the neighborhood envisions single-family homes, townhomes, and multi-family units at a range of prices. Pedestrian-friendly streets and ample, well-distributed open space are also key aspects of the vision. The plan zones the portion of the site with frontage on Front Street as a "commercial" district to allow for retail, restaurant, and small-scale office uses typical of the area.

Key issues to address in planning for the Shirley Village Growth neighborhood include:

- Provide a secondary connection between Hospital Road and Front Street that does not negatively impact neighborhood residents;
- Provide public open spaces of adequate number and size to prevent impacts on adjacent school-owned recreation facilities and the Oxbow Refuge; and
- Aim for consistency with the existing built character of the historic Shirley Village neighborhood.



The Former Moore Army Airfield

*Airfield District
(located in proposed out-parcel, Town of Ayer)*

The Moore Army Airfield, approximately 225 acres in area, is located in the Town of Ayer's portion of the North Post. The parcel is bounded by Route 2A/119 to the north and east, Bishop Road to the south, and the Oxbow National Wildlife Refuge to the west. The airfield remains largely unchanged since its operational days. Two runways cross the site and the control tower remains in place. Much of the site is leased to the Massachusetts State Police, who conduct driver training and vehicle maintenance on site. The U.S. Army maintains a small on-site presence, as well. Public access to the site is currently limited to a driveway from Route 2A/119; historic access from MacPherson Road is gated.

A deep PCE plume known as AOC 50 is located on site and is a result of a former Army parachute cleaning facility. Remediation is underway and will continue for twenty to thirty years or until drinking water quality is attained. There may be additional development constraints and

cleanup costs including land use controls and prohibitions on groundwater extraction and stormwater recharge that could shift the plume. Base Cleanup Team (BCT) approval is needed to build over the plume and source area. No new building construction (including residential) is allowed in the source area.

Plans for the Airfield include a mixed-use development that is approximately ninety percent commercial and industrial and ten percent residential. The plan also mandates the creation of ten acres of "finished" recreation fields and ten acres of raw land suitable for recreation fields. An additional ten acres minimum will be set aside as "buffer" land to mitigate the potential for impacts between the residential, recreational, and commercial uses. To this effect, the twenty acres of recreation land are required to be adjacent to the residential area, which may not exceed twenty acres in area.

A range of commercial uses will be allowed including office, research and development, light industrial, and industrial. Stand-alone warehouses, hazardous waste storage, and all forms of retail and consumer services uses (except for

private, employees-only cafeterias) are prohibited. Permitted residential uses include single-family homes, townhomes, and multi-family buildings up to three stories in height. MassDevelopment will develop additional design guidelines for the Airfield, addressing both commercial and industrial uses, in collaboration with the Town of Ayer prior to development of the parcel.

Development of the Airfield will require substantial improvements to MacPherson Road, which currently runs on an easement through the Oxbow Refuge between West Main Street and the Airfield. The substandard clearance of the road's underpass beneath the MBTA's Fitchburg Line restricts most truck traffic and the area surrounding the underpass floods at times of high flow for the adjacent Nashua River. A new at-grade crossing appears to be the most appropriate solution, although this will likely require the abandonment of another at-grade crossing in the area. Upgrading the road corridor will also need to take into effect impacts on adjacent rare species habitat and wetlands areas. Specifically, road mortality of blue-spotted salamanders and rare turtles will need to be addressed in the design of any improvements. Portions of the Environmental Business Zone west of the river may need to be set aside as mitigation for impacts along the corridor. Plans call for MacPherson Road to run through the airfield to a connection with Route 2A/119 in order to provide a direct route to and from Route 2 not involving downtown Ayer.

Another road-related option under investigation is the relocation of Bishop Road from its present alignment just south of the Airfield to a new alignment on the Airfield. This realignment would reconnect two vernal pools between MacPherson Road, Bishop Road and the Ayer DPW Property that are currently divided by Bishop Road and further mitigate the ecological impact of development.

In fulfilling these goals, the Town of Ayer and MassDevelopment have reached the following development phasing agreements:

- No development at the Airfield shall proceed until MacPherson Road has been adequately upgraded to provide a reliable, direct connection between the airfield and Jackson Road;
- No residential development shall proceed until commercial and industrial development has commenced on the airfield; and
- The recreation fields and land shall be provided concurrent with residential development at the airfield.

Key issues to address in planning for the Airfield District include:

- Greatly improve access to the site while minimizing related traffic impacts on Park Street and downtown Ayer;
- Minimize the potential for impacts to rare species and the adjacent Oxbow National Wildlife Refuge; and
- Minimize the potential for impacts between commercial and residential uses through careful siting of the recreation fields and buffer areas.



VICKSBURG SQUARE

*Vicksburg Square Neighborhood
(located in future Town of Devens)*

The Vicksburg Square Neighborhood includes the approximately thirty acres of land surrounding the Vicksburg Square complex. Vicksburg Square was the former Army headquarters at Fort Devens. The four Vicksburg Square buildings are vacant today, although the structure facing Rogers Field was occupied by MassDevelopment and other tenants until the spring of 2005. The neighborhood is generally bounded by Willard Field to the north, Jackson Road and Willard Brook to the east, Rogers Field to the south, and Balls Bluff Street to the west. The Willard Heights neighborhood is adjacent to the west and the Willard Brook neighborhood will be adjacent to the east. The Vicksburg Square neighborhood is characterized by mature street trees, open lawn areas, and other landscaping. Unlike most military construction at Devens, the Vicksburg Square buildings and the surrounding structures were built of masonry and are potentially suitable for reuse. These buildings are also listed on the Fort Devens National Register Historic District.

The planning goal for the Vicksburg Square neighborhood is to reuse its historic structures for residential or mixed uses. There is some urgency converting the historic Vicksburg Square buildings to use again, as they are vacant and deteriorating. While a historic preservation plan is in place to guide redevelopment, the current zoning code prohibits this from occurring. However, significant incentives exist to do so, including historic preservation tax credits and other economic development tools. These tools, in combination with the growth of Devens otherwise contemplated in this plan, are expected to create the market conditions to attract reuse of these structures.

In order to facilitate reuse, some modifications to the existing structures may be necessary. Any such modifications will be made in full consultation with the Massachusetts Historic Commission. Parking, in particular, is one issue that will require a creative solution. The existing parking lot in the quadrangle area is likely not large enough



DEVENS COMMON

to accommodate the number of spaces needed. Additional parking will be likely needed, either off-site, below grade, or in an above grade structure. It is expected that other infrastructure is likely adequate to serve the district with some upgrades.

Key planning issues to consider in the redevelopment of Vicksburg Square include:

- Develop a reuse plan for the buildings consistent with Massachusetts Historic Commission guidelines, and
- Minimize impacts on Rogers and Willard Fields and adjacent structures.

Town Center (located in future Town of Devens)

The Town Center neighborhood is a mixed-use area located in the center of planned development at Devens. Including approximately twenty acres of land, the neighborhood is generally bounded by a realigned Jackson Road and Willard Brook to the north and east, by a realigned Barnum Road to the south, and by Rogers Field to the west. The site is generally flat, with some moderately sloped areas adjacent to Jackson Road. The neighborhood abuts several other existing and proposed neighborhoods including the existing Walnut and Elm Street neighborhood to the southwest,

the proposed Vicksburg Square neighborhood to the north, west, and the Willard Brook neighborhood across Jackson Road to the east. The land encompasses the site of a church building (currently unused) and the Devens Fire Department, which is expected to move into more modern facilities in the near future.

The plan for this area is to accommodate the mixed-use development of residences, retail and office uses at “downtown” type densities including buildings up to three and one half stories in height. While mixed-use is encouraged, it is not required. A three-storey office building could stand next to a two-storey building with four apartments above a retail shop. Design guidelines will be developed in cooperation with the Town of Devens to ensure that a high-level of streetscape and pedestrian amenities are provided. Buildings will be oriented towards the sidewalk and street, with parking provided along the street edge and to the rear. Street trees and furniture will be required. The district will also benefit from proximity to the Willard Brook corridor across the street and its views across Rogers Field. Current planning calls for a reconfiguration of the eastern portion of Rogers Field to “square it off” and provide a clear delineation between the uses along its edge and the recreation land.

Key planning issues to consider in the development of the Town Center area include:

- Minimize impacts on Rogers Field and the National Register Historic District;
- Minimize impacts on adjacent existing residences along Walnut and Elm Streets; and
- Ensure a high-quality pedestrian environment.



HOUSING IN THE WALKER ROAD VICINITY

*Walker Road
(located in proposed out-parcel, Town of Shirley)*

The Walker Road area encompasses the approximately 240 acres identified as the “Environmental Business Zone” in the 1994 Reuse Plan. The area is bounded by a junkyard and a stream corridor to the north, the Oxbow National Wildlife Refuge to the east and south, and Walker Road and single-family homes to the west. The Walker Road area is located within the portion of the Devens Regional Enterprise Zone proposed to revert to Town of Shirley jurisdiction. The only development on the site is the Devens wastewater treatment plant. The site is mostly forested, with narrow dirt roads and paths remaining from the Army’s previous use of the site as a training area during the Vietnam War. In the southern portion of the site, an open area marks the site of an Army landfill (AOC 9) that was excavated in the early 2000s.

The site is part of a several thousand-acre open space area that connects the Nashua River corridor and with its tributaries, including Walker Brook, Mulpus Brook, and

the Squannacook River. The entire parcel is mapped as Priority Habitat of State-Listed Rare Species (including the Blandings Turtle, Blue-Spotted Salamander, and Wood Turtle) and provides high-value habitat for a wide variety of common species as well. Part of the Squannissit Area of Critical Environmental Concern (ACEC) and designated as BioMap Core Habitat, the parcel connects to protected land to the west (Town of Shirley water supply and conservation parcels), east (Oxbow National Wildlife Refuge), and north (MassWildlife lands and the Groton Town Forest). Portions of the site may be needed to serve as mitigation for rare species impacts associated with MacPherson Road improvements.

Certified vernal pools are located throughout the site (the exact number varies between six and twelve, depending on whether clusters of pools are counted as one, or as separate pools). At least six separate sites have been Certified by NHESP as vernal pools. Amphibians and turtles must be able to move safely across and utilize the upland habitat between vernal pools to maintain viable populations.

The site also contains a number of archaeological sites associated with colonial-era homesteads. While not an absolute constraint on development, minimally these sites will need to be excavated and documented prior to any development. While the former Army landfill has been excavated and removed, land use controls will prevent residential uses on a portion of that site (AOC-9).

The site is currently accessed via Walker Road, which is a two-lane, local street lined with homes. Access to the wastewater treatment plant is via a gated, unpaved road which crosses the former landfill area. Aside from service to the wastewater treatment plant, no utility service is available to any other portion of the site.

Plans for the parcel call for the permanent protection of a minimum of approximately 150 acres of the 174 undeveloped acres on the parcel under MassDevelopment ownership. Given the high level of environmental constraints on site, even more land will likely be permanently protected. The following sections describe the three components of the zoning for the site.

- A commercial parcel of approximately ten acres will be delineated in the site's northwestern corner. This district would allow for approximately up to 200,000 square feet of light industrial, research and development, and office uses. Based upon previous discussions with NHESP and the results of studies to date, this appears to be the least constrained land in the EBZ.
- A permanent protection area of at least thirty acres of land will be identified as a preliminary step towards permanent protection of most of the parcel, with the understanding that such an agreement will not diminish the land's potential mitigation value for future projects such as MacPherson Road upgrades.

- The balance of the parcel will be zoned for cluster residential similar to the Town of Shirley's "Low Impact Development" residential bylaw. Under this methodology, a prospective developer will be required to prepare a "yield plan" demonstrating the site's capacity for traditional one-acre lots. At least 24,000 square feet of any lot on the yield plan shall be free of constraints, such as, but not limited to, wetland resource areas, steep slopes, or areas set aside as endangered species habitat or under agreement with other agencies. At least 10,000 square feet of this area free of constraints shall be contiguous and shall have frontage on one of the yield plan subdivision roads. When approved, the yield plan sets the number of units that may be developed on site. However, instead of typical subdivision-type development, the approved units will be located in clusters on the most appropriate (i.e., non-constrained portion of the site).

MassDevelopment will work with the Town of Shirley to develop design guidelines for development within the Walker Road district prior to any development. MassDevelopment will also work with the Town and other stakeholders, including the US Fish & Wildlife Service, to determine the best mechanism for the permanent protection of land so designated.

Key planning concerns for the Walker Road district include the following:

- Minimize impacts to state-listed rare species, habitat, and other resource areas;
- Preserve connectivity between the district and adjacent open space land; and
- Minimize traffic-related impacts on Walker Road residents.

Barnum Road Business

(located in proposed out-parcel, Town of Harvard)

The Barnum Road Business district includes approximately 161 acres of land generally bounded by Grove Pond to the north, the Cold Spring Brook corridor to the east and south, and Guilford Rail property to the west. The parcel will return to Town of Harvard jurisdiction under this plan.

The parcel is generally flat and highly developable. Multiple uses exist on site currently, including several of the most recently constructed projects at Devens such as the 50,000 square foot NB Kenney facility, the 65,000 square foot Media News printing plant, and the 25,000 square foot Dunkin' Donuts bakery. The Army National Guard occupies an extensive piece of land on the northern side of Barnum Road, where Guilford also operates a rail freight terminal. While the parcel originally contained some marginally developed land south of Barnum Road, this land was previously removed from the development parcel and is will now be treated as permanently protected open space.

A number of environmental issues need to be considered as development proceeds on Barnum Road. CERCLA land use controls at AOC 44152 will prevent residential uses and require implementation of a soil management plan. Additionally, land use controls will require no interference with the Army retention pond that is part of Remedy of AOC 44/52. A stormwater plan will need to be developed in coordination with the Base Cleanup Team (BCT) for land adjacent to AOC 57. No groundwater extraction will be allowed at AOC 57. BCT appraisal of lower Cold Spring Brook along the wetlands and open space corridor continues; long term monitoring of groundwater and wetlands will likely be required.

Access is via Barnum Road, which leads south to the Main Post and north to the Route 2A/110 rotary in Ayer. Utilities are expected to be generally adequate to serve additional uses along the corridor.

The plan for the Barnum Road Business district is to continue to focus on commercial development. To this

effect, allowed uses within the district are generally consistent with those allowed in the adjacent West Rail Industrial Park and the Jackson Road Technology Park. No stand-alone warehousing is allowed, due to concerns about truck traffic on surrounding roads. Future development of the area will need to demonstrate consistency with the standards developed as part of the Barnum Road Design Guidelines, which set certain streetscape and architectural standards, among others.

Key planning issues to consider for the Barnum Road corridor include:

- Minimize impacts on the Cold Spring Brook corridor to the east and south;
- Work with users to minimize vehicular traffic impacts on surrounding communities and intersections; and
- Implement the Barnum Road Design Guidelines.

Federal Uses

(located in future Town of Devens)

Though Fort Devens was officially closed in the 1990s, several Federal entities maintain significant ongoing presences within the Enterprise Zone. As Federal uses are not subject to local zoning or state regulations, this 2006 Reuse Plan has little bearing on them. However, this section is included to identify their respective areas and to describe the underlying zoning that has been applied to their parcels and which would take effect in the event that the land should become available for redevelopment.

- **Devens Reserve Forces Training Area**

The U.S. Army operates the Devens Reserve Forces Training Area (DRFTA) at Devens. The majority of the facility is located on 5,000 acres south of Route 2 and outside of the Enterprise Zone. However, the Army maintains a significant presence north of Route 2, including the so-called Army Enclave located in



DEVENS FEDERAL MEDICAL CENTER

the geographic center of the Main Post, an extensive facility off of Lovell Road in Shirley, and a small presence at Moore Army Airfield in Ayer. The headquarters of the 94th Division, independent of the DRFTA, is located in the West Rail Industrial Park. In all cases, underlying zoning has been developed that would take effect in the event that the Army land becomes available for redevelopment. The northern portion of the Army Enclave is zoned for mixed-use development, while the southern portion is zoned Innovation & Technology Business. Lovell Road is similarly zoned for “Innovation & Technology Business” while the Airfield is zoned “Special Use Airfield.” The headquarters of the 94th is zoned for Rail Industrial & Trade Related Uses.

- **Army National Guard Barnum Road Facility**

The Army National Guard operates a facility along the northern side of Barnum Road within the Town of Harvard. The 2005 Base Closure and Redevelopment (BRAC) process called for the creation of a modern training facility on this site. “Barnum Business” underlying zoning has been applied to the site in the event it becomes available for redevelopment.






- **Federal Medical Center Devens**

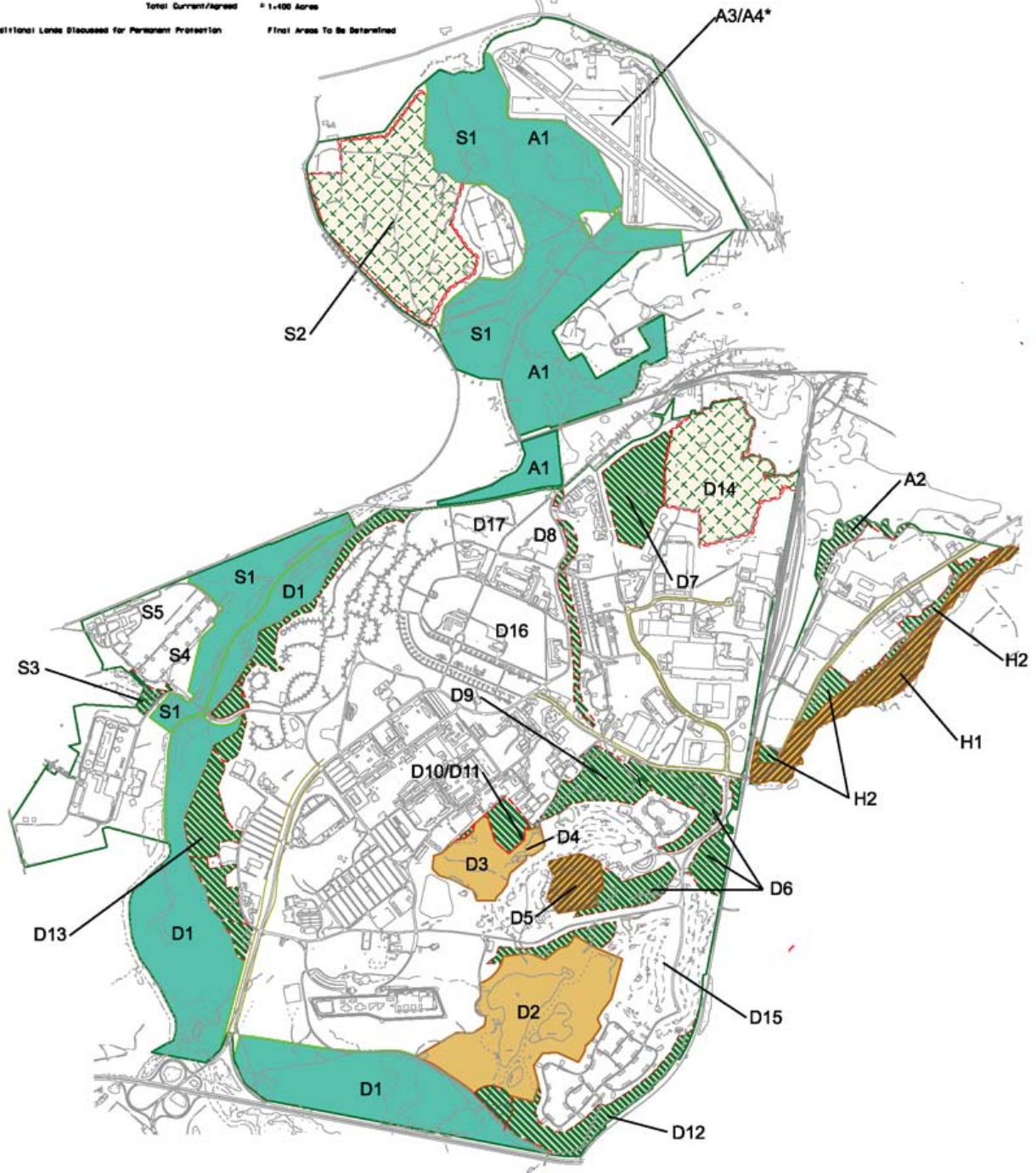
The Federal Medical Center (FMC) Devens is located on a prominent site in the southern portion of the Main Post, south of Patton Road and east of Jackson Road. FMC Devens is an administrative facility housing male offenders requiring specialized or long-term medical or mental health care. FMC Devens also has a satellite camp that houses minimum security male inmates. “Innovation & Technology Business” has been applied as the underlying zone in the event that the land or a portion of the land becomes available for redevelopment.

- **U.S. Fish & Wildlife Oxbow National Wildlife Refuge**

The U.S. Fish & Wildlife operates the Oxbow National Wildlife Refuge (NWR) which includes extensive land within the Devens Enterprise Zone. While most of this land is not intended for active human use, a limited trail system is provided. Additionally, USFWS intends to construct a Visitor Contact Center on a parcel of land at the southern end of Jackson Road. All land within the Oxbow is zoned as “Natural Resources Open Space.”

Legend:

	U.S. Fish and Wildlife Lands - Permanently Protected	836 Acres
	Conservation Restriction Lands - Permanently Protected	185 Acres
	Open Space Lands - Permanently Protected (Conservation Restriction to be pursued)	78 Acres
Currently Protected Lands		1,100 Acres
	Additional Lands Agreed for Permanent Protection	~ 300 acres
Total Current/Agreed		~ 1,400 Acres
	Additional Lands Discussed for Permanent Protection	Final Areas To Be Determined



DEVENS OPEN SPACE AND RECREATION PLAN



DEVENS WETLANDS

5. Enhance Open Spaces

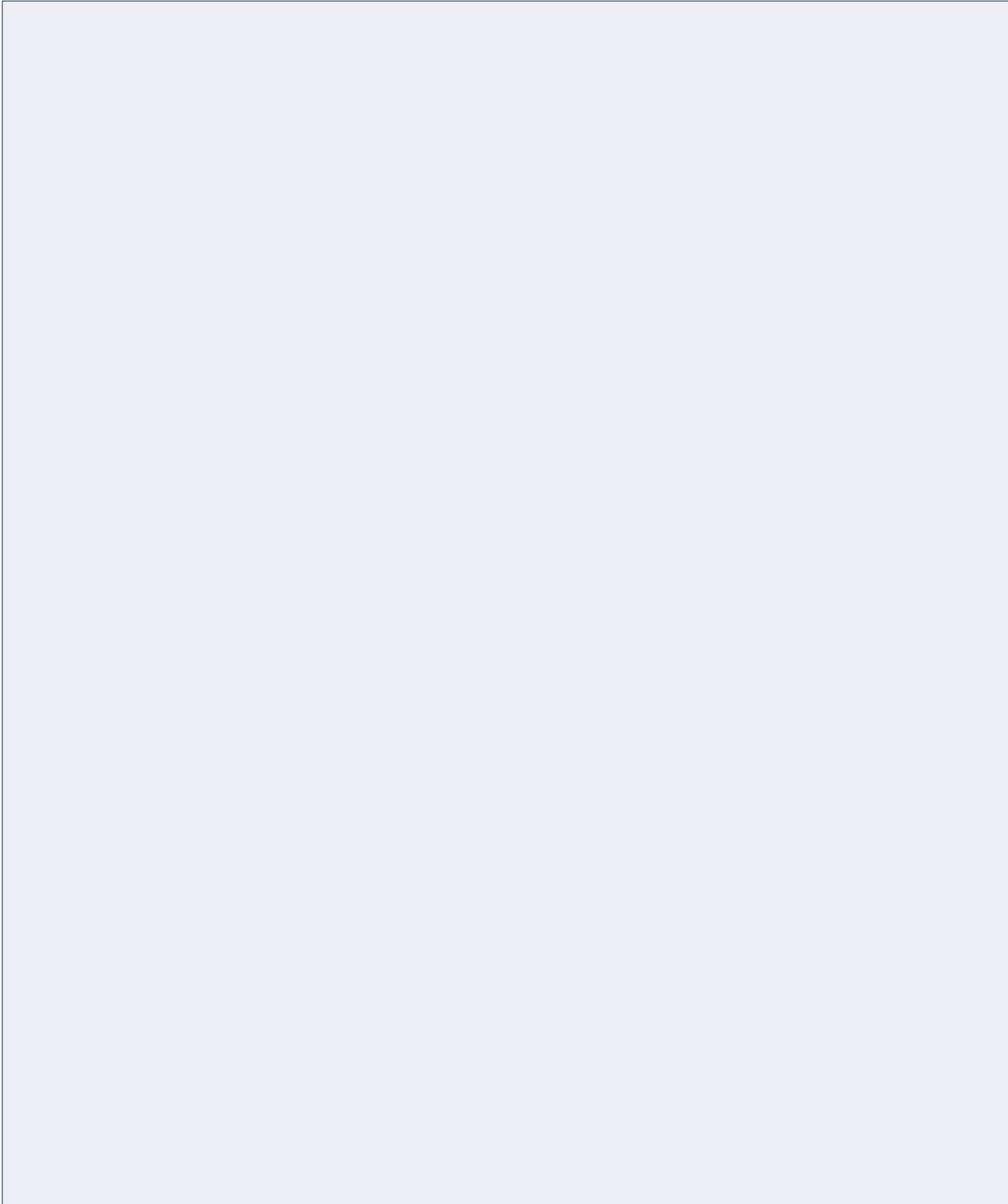
The 2006 Devens Reuse Plan envisions open space as the organizing system that weaves together the developed districts, creating an attractive environment while preserving natural resources. The strategies described in this section are the outcome of the recently completed Devens Open Space and Recreation Plan, 2006- 2011, established with the assistance of the Nashua River Watershed Association and the Montachusett Regional Planning Commission, as well as the DDEB Land Use and Open Space Committee. The Open Space and Recreation Plan identified a number of goals for the land within the Devens Regional Enterprise Zone:

- To preserve and protect important land and water resources
- To provide connections between open space areas and facilitate human and wildlife access and movement between them
- To meet the diverse recreational needs of Devens and the region, and
- To manage, maintain and operate active recreational facilities and open space districts.¹⁹

As a result of these planning efforts, 1,400 acres at Devens will be permanently protected as an open space network, an increase of 300 acres above the goals of the 1994 Plan. The Open Space and Recreation Plan will connect resource protection areas to improve their ecological effectiveness and provide buffers to minimize disturbance of habitat. It identifies ecologically valuable parcels in the DREZ and promotes their permanent protection in order to increase open space connections and expand natural resource corridors.²⁰ The plan will reinforce the Nashua River corridor by placing additional open space buffers between the Grant

¹⁹ Nashua River Watershed Association and Montachusett Regional Planning Commission, Devens Open Space and Recreation Plan 2006-2011 (April 25, 2006), 3.

²⁰ For a complete list of protected parcels, please see Appendix B.



MAP OF DEVENS OPEN SPACE (TBD)



SWIMMERS AT MIRROR LAKE

Road residential development and the slopes leading down to the river. This will serve the double purpose of protecting the Nashua River's ecological systems and providing additional green space for the neighborhood. It also will expand buffers along the river in the former North Post. Finally, it promotes Mirror Lake, Robbins Pond, the Red Tail Golf Course, Rogers Field, Willard Park, and Devens' playing fields and trail network as critical areas of recreational interest.

The 1994 Devens By-Law had only one open space district, meant to encompass all undeveloped land within the Devens Regional Enterprise Zone, including land used for active recreation as well as environmentally sensitive land intended for permanent protection. This ambiguity has led to numerous conflicts as development at Devens has advanced. The 2006 Devens By-Law attempts to clarify the intention for each parcel of open space land by creating three distinct open space districts, each with specific goals. These districts are as follows:

Natural Resources

The Natural Resources district is intended to support permanent protection of environmentally significant lands, allowing for only minimal development consistent with open space use such as trail systems and limited

accessory parking. It is intended that all land within the Natural Resources district will be protected by conservation restrictions, Article 97, or equivalent methods.

In certain areas, easements may be required through Natural Resources areas to accommodate utility and/or roadway corridors. Should the need for easements arise prior to the transition of open space to the towns on July 1, 2010, such easements can be established in agreement with the host jurisdiction before Article 97 status is finalized. Beyond July 1, 2010, incursions into Natural Resources lands will require a two-thirds vote of the legislature.

The 2006 Reuse Plan and 2006 Devens By-Law call for Devens to limit human use of these lands or ensure low disturbance where it occurs in order to protect their valuable habitat. Appropriate uses may include unpaved walking trails and wildlife viewing areas. Hiking trails will avoid environmentally-sensitive areas and areas with steep slopes to ensure that they do not cause erosion into adjacent water bodies. Maintenance in resource protection areas will be limited and will not use fertilizers and pesticides.

Municipal and Open Space Land

Devens will continue to serve a role as a regional destination for recreation. Rogers Field will continue to serve as a town green at the heart of the Devens Town Center, providing civic space for seasonal events as well as informal everyday uses. Playing fields, including the soccer fields at the Rogers Field and Willard Field, will play an important recreational role at Devens and provide open vistas and green space amongst the more developed areas. Red Tail Golf Course will continue to attract golfers throughout the region and Mirror Lake will offer swimming, fishing and hiking opportunities.

Community Parks

The 2006 Reuse Plan will create new parks to provide recreation opportunities and connect larger open spaces. Community parks primarily will serve Devens residents and support a range of recreational uses. "Pocket" parks and playgrounds will nestle within homes and streets, providing

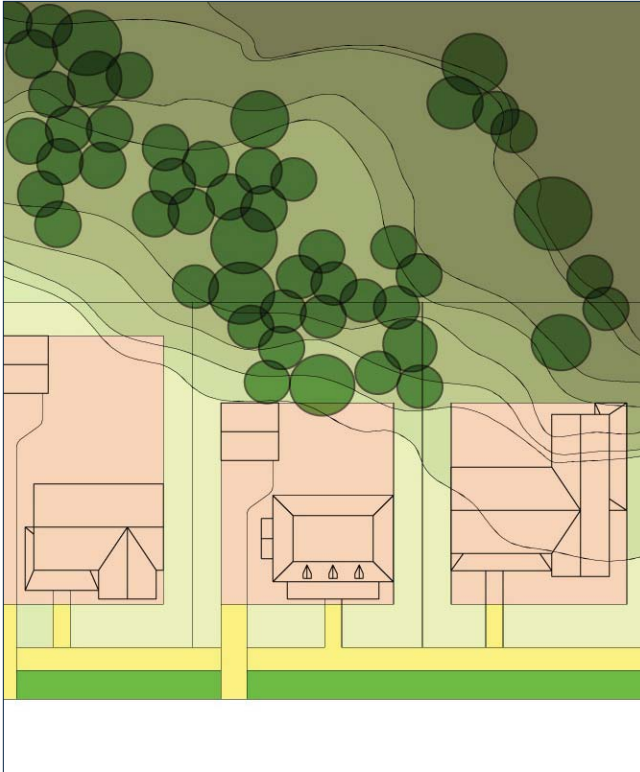


VIEW OF MIRROR LAKE

space for small-scale active and passive uses. Linear parks within the Grant Road area will be multi-purpose, treating and attenuating stormwater while providing active and passive recreation opportunities for neighborhood residents.

The 2006 Reuse Plan also will increase open space connections by establishing a new corridor along Willow Brook. The brook currently flows through pipes and culverts from Verbeck Gate to Robbins Pond. The Plan will “daylight,” or unearthen, Willow Brook and reserve the open space beside it to create a “green spine” trail system running through the heart of the Willow Brook neighborhood. At its southern end, the Willow Brook corridor will connect to the Cold Spring Brook Conservation Area and, in turn, to U.S. Fish and Wildlife land, creating a green belt – and trail system – around the town. As such, the corridor and its trails will provide an additional “municipal land” and recreational resource for the town as well as valuable aquatic and riparian habitat.

Finally, the 2006 Plan will restore ecological value to Devens’ landscape. Shepley’s Hill Landfill and the former landfill site at the North Post also may become valuable natural resources if ecological restoration of the site occurs. While the Army owns the degraded site and may not complete its remediation for over thirty years, the 2006 Plan recommends that Devens consider restoring it as a grassland habitat – and contributing ecosystem – as part of the clean up process. Ecological restoration landfills can connect fragmented natural lands, such as those found at Devens, by effectively restoring natural ecological attributes and thus enhancing continuous corridors necessary for species to thrive. The proposed restoration process calls for recreating a healthy soil condition and planting it with



RESPECTING NATURAL SYSTEMS THROUGH LOT SITING

species native to that setting and necessary to the health of the existing ecosystem. Plants are then left to grow as a natural landscape.

6. Create Neighborhoods that Respond to Cultural and Natural Contexts

As a new town Devens will respond to the region's cultural context by promoting architectural styles compatible with the local vernacular. Devens also will enhance its cultural heritage by preserving and reusing existing military structures, especially those surrounding the Rogers Field, and by distributing a mix of uses throughout the town as the military once did.

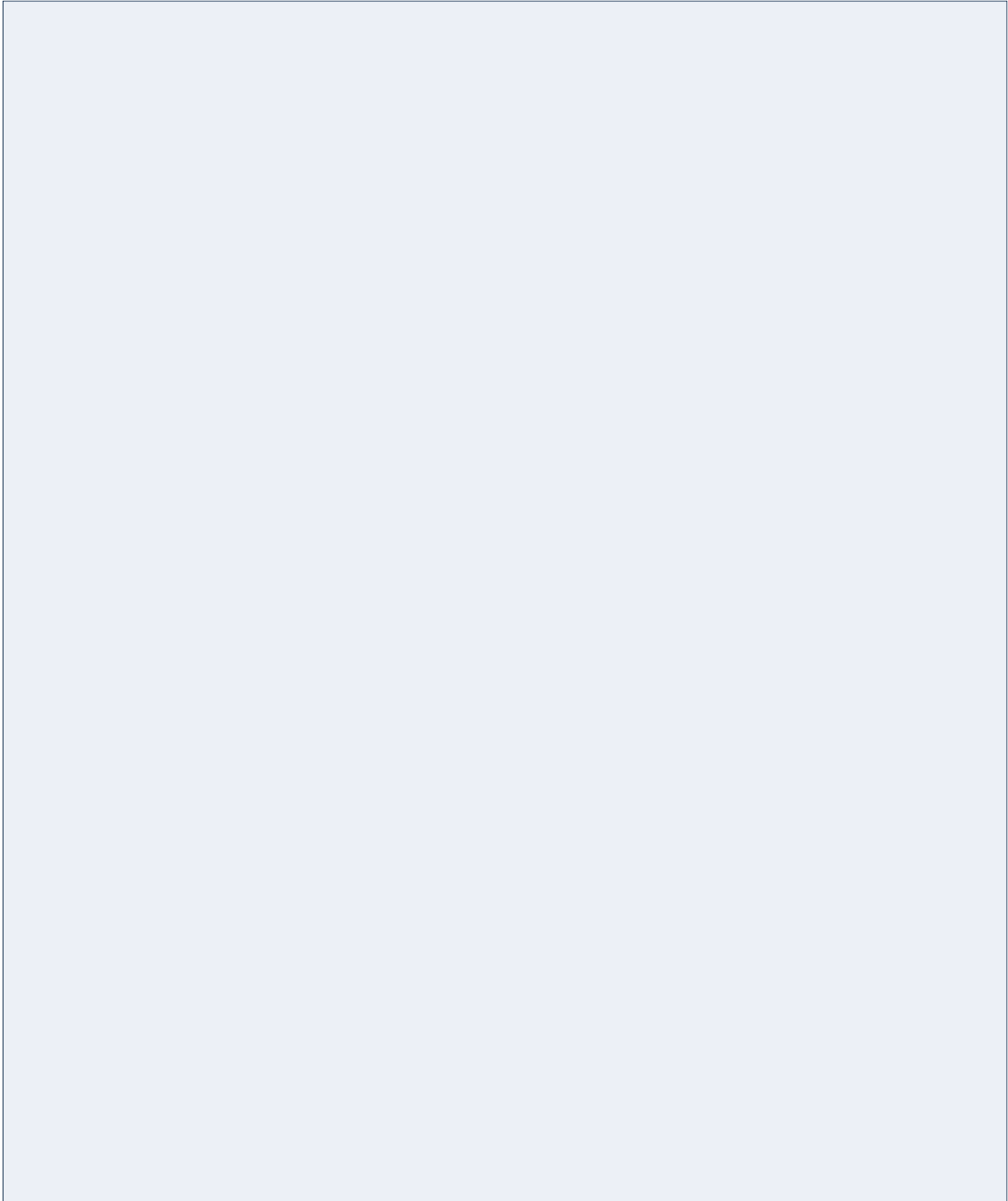
The 2006 Reuse Plan promotes relatively concentrated residential and commercial development in order to meet growth goals while protecting natural resources. Moreover, when developing residential and commercial areas, the Plan will use landscape features to guide development. Areas



LOW-IMPACT DEVELOPMENT AND STORMWATER MANAGEMENT

with expanses of cleared land will accommodate large-scale development and will feature plantings that will mature to the size and diversity of a temperate hardwood forest. At the periphery of the site, where hardwood forests are intact and more ecologically delicate, new construction will fit within the existing vegetation as much as possible. The Plan also will prohibit development in areas with slopes of 20% or more, including the areas surrounding the eskers.

Development at Devens will further respect the natural context by employing sustainable design techniques to limit water use, manage stormwater and promote energy efficiency. The 2006 Plan recommends that all Devens' residential neighborhoods and public spaces use Low Impact Development (LID) stormwater management practices. Neighborhoods will minimize paved surfaces or use permeable paved surfaces, as well as planted swales, to allow a developed site to manage greater amounts of rainfall and prevent flooding and erosion. Playing fields



DEVENS ROADWAY NETWORK (TBD)

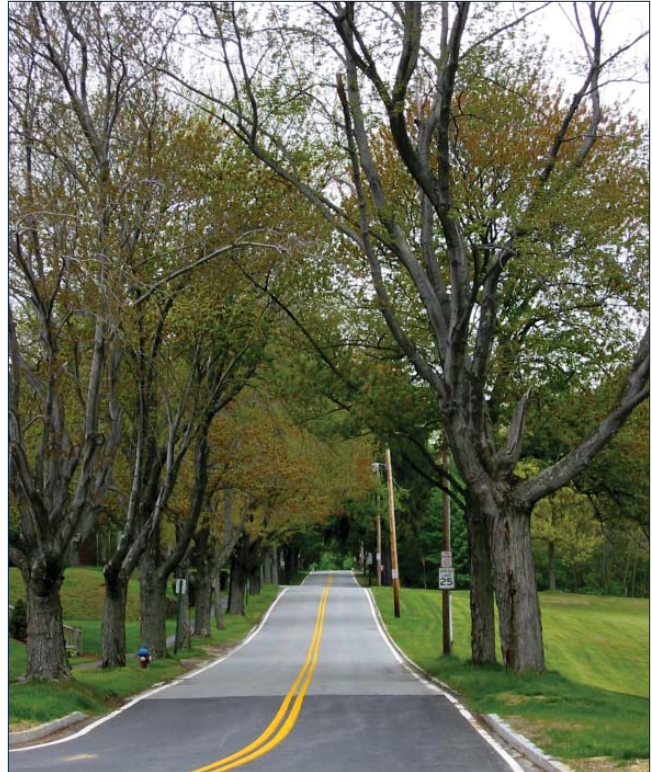


JACKSON ROAD

may integrate irrigation with nearby stormwater catchment systems to reduce water demands. As feasible, stormwater management ponds will be located in community parks to capture run-off and provide water features. Finally, the Willow Brook Trail will collect run-off from adjacent areas and may direct it to new wetland treatment areas.

Energy efficiency will also be a consideration as new development occurs. Residential growth anticipated for Devens will be energy efficient and priced to respond to the demand potential identified for the community.²¹ As companion to this, the Devens Enterprise Commission, through its permit review process, strongly encourages commercial buildings to feature elements such as green roofs or south-facing orientation to capture rainwater,

²¹ As part of this study potential demand for housing was studied to understand willingness to pay and a team of architects and engineers were tasked with creating design prototypes for housing that reflects the region's vernacular style, incorporating energy-efficiency and responding to housing demand price points.



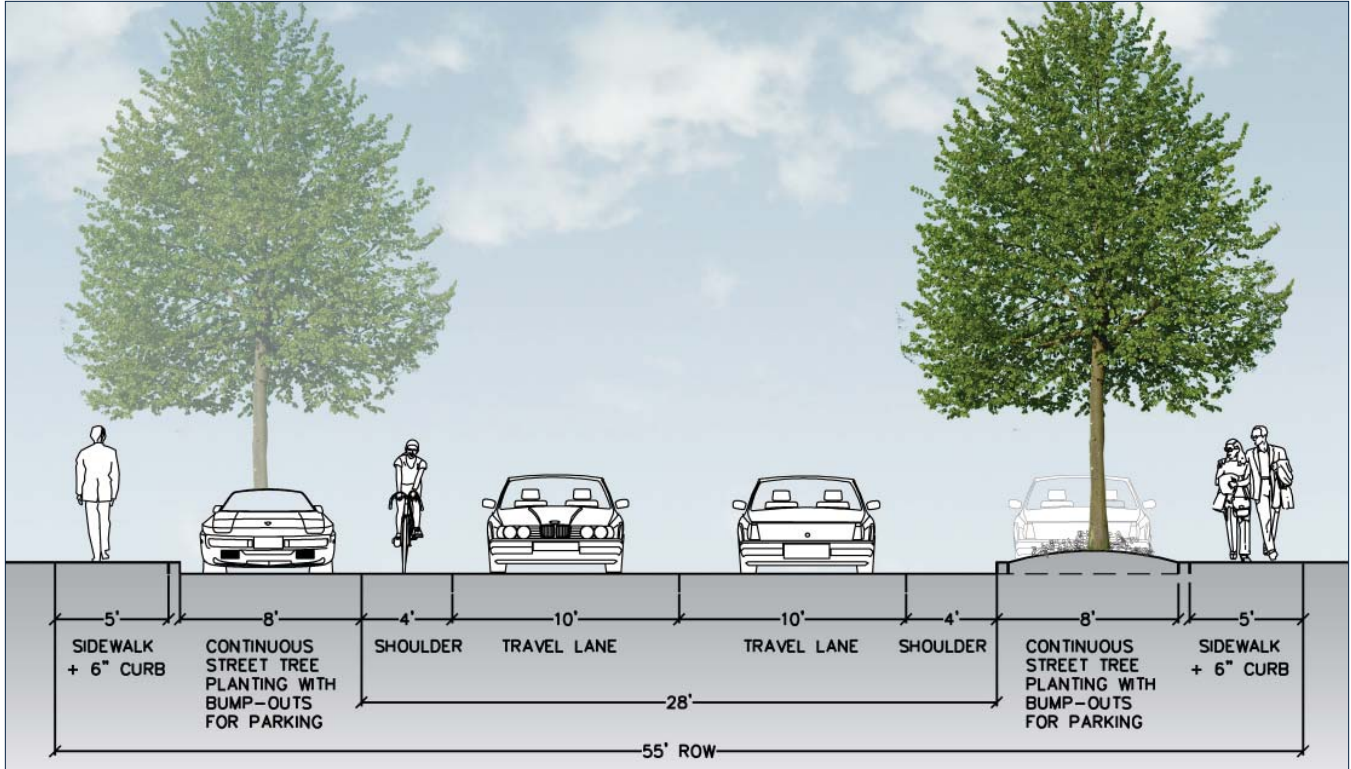
GRANT ROAD AND NEIGHBORHOOD STREETS

maximize light and minimize heat loss. These elements will underline Devens' commitment to sustainability and protect the town's ecological value.

7. Improve Access and Circulation

The 2006 Reuse Plan envisions a transportation system at Devens that supports automobiles, rail, bicycles and pedestrians. It proposes a number of modifications to roads, trails and alternative transportation options in order to increase accessibility, connect neighborhoods and foster a vibrant community.

Streets allow movement, help to establish the character of districts and neighborhoods and provide connections between them. The 2006 Plan will establish a hierarchy of streets that connect the districts and support their uses and needs:



PRIMARY ROADWAY STREET SECTION

Primary Roadways:

Devens' primary connector roads are Jackson, Barnum and MacPherson Roads. The street rights-of-way will be 54 feet wide with 11 foot travel lanes. They will feature bump-outs for parking on both sides of the street and 5 foot sidewalks in residential and commercial areas, as well as continuous street plantings. There may be road realignments to reduce the impact of truck traffic between Barnum and Jackson Gates, which are the only points of access to the industrial parks from Routes 2 and 2A. In addition, legislation will be sought to establish these roadways to "numbered" routes managed by the Commonwealth.

As described elsewhere in this document, MacPherson Road is currently constrained by sub-standard clearance and seasonal flooding issues. Upgrading the road is critical to the redevelopment of Moore Army Airfield but challenges include developing a design that minimizes road mortality issues with respect to rare and endangered species.

MacPherson Road may be exempt from streetscape design guidelines due to environmental concerns.

In the spring of 2006, MassDevelopment began the prerequisite environmental study and analysis for the MacPherson Road reconstruction project. MassDevelopment has prepared a timetable for the reconstruction of the road assuming the need for MBTA approval of an at-grade crossing and subject to any and all applicable permits or other consents required, including without limitation, those relating to environmental and transportation related issues. The schedule lays out a five plus year process starting with MBTA negotiations and moving through permitting, design, procurement, and construction.

Secondary Roadways:

Devens' secondary roadway connectors are Saratoga, Hospital, Grant, Patton, Sherman and Walker Roads. The



SHIRLEY TRAIN STATION



AYER TRAIN STATION

street rights-of-way will be 47.5 feet wide with 10 foot travel lanes. There will be one lane of on-street parking and 5 foot sidewalks in residential or commercial areas, and continuous street plantings throughout. There may be road realignments to channel movement to key access points and reduce the amount of traffic passing through residential neighborhoods or civic areas.

Neighborhood Streets:

Neighborhood streets represent the majority of Devens roads and will have rights-of-way of 45 feet. They will feature 9 foot travel lanes and narrow shoulders, bump-outs for street parking and 4 foot sidewalks, and continuous street plantings throughout.

Gateways will define town borders and provide a sense of arrival. The 2006 Devens Reuse Plan provides three primary gateways to the former Main Post. Jackson Gate will continue to provide southern access from Route 2; Verbeck Gate will provide local access from Shirley and Ayer; and

Barnum Gate will provide access to Routes 110 and 2A. The 2006 Plan will improve the sense of arrival at these three gateways through better use of signage, landscaping and roadway design.

Trails will provide residents with recreational opportunities while connecting open space systems for humans and wildlife. To increase open space connections the 2006 Plan will implement a trail system throughout Devens. The heart of this system will be the Willow Brook Trail. A walking and biking trail will run from Verbeck Gate to Robbins Pond along the daylighted Willow Brook, then will continue south past the golf course to Mirror Lake. This will connect to the trails along the Oxbow Wildlife Refuge and to the river corridor running through the North Post. Devens will re-design and construct trails with materials that allow for universal accessibility. Devens should provide minimal lighting along trails and in parks, especially close to the town center, to improve security and encourage use. The 2006 Plan also will expand recreational opportunities at Robbins Pond and the adjacent Cold Spring Brook by implementing new trails. On a neighborhood level, the 2006 Reuse Plan will install sidewalks in all new residential neighborhoods and improve existing sidewalks.

The 2006 Plan envisions a community where residents are within walking distance of other residents, their work and community services. The Plan will achieve this objective by developing a mix of uses within reasonable distance of each other, designing for alternative modes of transportation and encouraging the MBTA to increase the frequency of its service and the availability of station parking in Ayer and Shirley. Devens' proximity to the commuter rail is a critical attraction for current and potential residents. Devens will explore the feasibility of establishing a Transportation Management Association (TMA), where business and the government fund services such as a shuttle bus to connect commercial, residential, and employment centers within the community and to the two train stations.

This plan will promote alternative transportation through construction of a paths and amenities for pedestrians and



GRANT ROAD MASTER PLAN

bicyclists. The Willow Brook Trail's multi-use path will allow space for both biking and walking. Some roads will feature dedicated bike lanes, while all others will feature bike shoulders. Devens will place bicycle racks throughout town, especially in the town center and other mixed-use areas. There will be street lighting along sidewalks and paths in key areas, especially close to the Town Center, to encourage use and safety.

MassDevelopment and the Devens Enterprise Commission will consult with relevant jurisdictions (particularly as relates to planned out-parcels) to develop a signage master plan for the Devens Regional Enterprise Zone. The signage plan will answer questions such as whether signs should be consistent across all residential neighborhoods, what will signage look like at the gateway points and should that be consistent, and, in the Jackson Road area whether the new identity of Devens as a community calls for revising the corporate park-style signage that now exists.

8. Provide a Range of Housing Options

Residential development at Devens will accommodate and foster a diverse community. The 2006 Reuse Plan calls for a total of 1,800 residential units – 1,300 in Devens, up to 300 in Shirley, and up to 200 in Ayer – including single-family homes, multi-family homes, townhouses, condominiums and apartments, over the course of the next twenty years. As part of the MOU process, each town has developed criteria relating to affordability and housing type that reflect the Commonwealth's goals.²² In addition, in the future Town of Devens, townhouses and multi-family units will make up no more than half of the housing stock at build out. At least 200 age-restricted units will be developed. The Town of Shirley seeks to establish at least ten percent of its housing units as age restricted to ensure that elders of the community continue to have access to

²² Per state legislation, at least ten percent of the housing stock in each town in Massachusetts must be "affordable," (definition). Prior legislation required that Devens' housing be at least twenty-five percent affordable.



DEVENS WASTEWATER TREATMENT PLANT



WATER TANK

appropriate housing and feel welcome to remain in Shirley.

The initial focus of residential development is expected to be the Grant Road neighborhood and Devens Town Center. Among the new and rehabilitated units will be 150 units in the historic structures at Vicksburg Square and 233 units in the Grant Road neighborhood, as well as 120 units at the town center.

Through this plan, Ayer will develop up to 200 housing units on the former airfield and Shirley will develop up to 300 dwelling units in its village area and the Walker Road neighborhood.²³

9. Support the Efficient Use of Resources

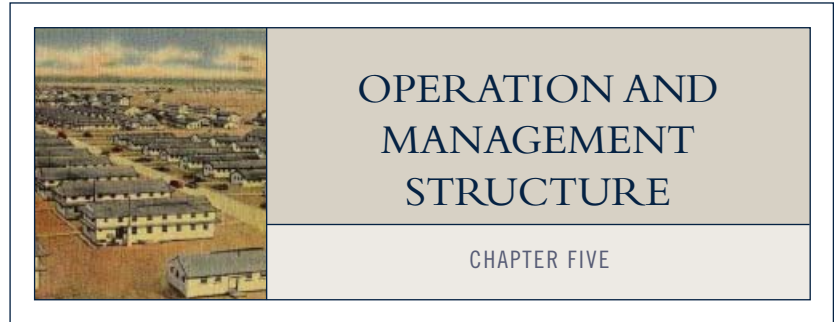
As Devens becomes its own town, it will continue to explore

²³ Devens Disposition Executive Board, *Disposition of Devens: Stakeholder Memorandum of Understanding Final Draft* (June 2006) establishes these numeric goals (21-22) and the intention of Ayer to potentially locate some of their housing units planned for the Airfield in downtown Ayer in exchange for relocating growing downtown business at the Airfield.

opportunities to regionalize services with Ayer, Harvard, Shirley and other communities to increase efficiency and economy, especially with regards to utilities, education, and town services. Currently, MassDevelopment has agreements with Ayer, Shirley, and MCI Shirley regarding wastewater capacity and with MCI Shirley regarding water supply. It may benefit the towns, and MassDevelopment, to continue and build on these arrangements. These efforts can build on the collaborative programs developed with the business community, such as the EcoStar environmental branding and recognition program. In addition, Devens will take a regional approach to education and form contracts with neighboring school districts until it is authorized by the Massachusetts Department of Education to become an operating school district. MassDevelopment will fund a public elementary/middle school as the core of the town develops.



AERIAL VIEW OF THE ENCLAVE



Chapter 498 assigned MassDevelopment responsibility for managing and operating the Devens Redevelopment Enterprise Zone. Those responsibilities include but are not limited to, public safety, education, public works and utilities (water, wastewater, gas and electric). MassDevelopment will continue in this role until July 1, 2010 when jurisdiction over the out parcels transfers to the Towns of Ayer, Harvard and Shirley and the Town of Devens in incorporated. At that time, each of the towns will assume responsibility for all municipal functions within their jurisdiction except for zoning (which will be frozen) and permitting (still the responsibility of the Devens Enterprise Commission). MassDevelopment will continue to oversee and maintain utilities and other municipal-type functions agreed upon with each jurisdiction.

The Town of Devens will be structured with a Town Meeting and Board of Selectman form of Government. There will be a number of elected and appointed Boards, Committees and Commissions as well as town employees. The Disposition Legislation outlines the framework for a town government structure that the Town of Devens' residents may change by creating a Town Charter.

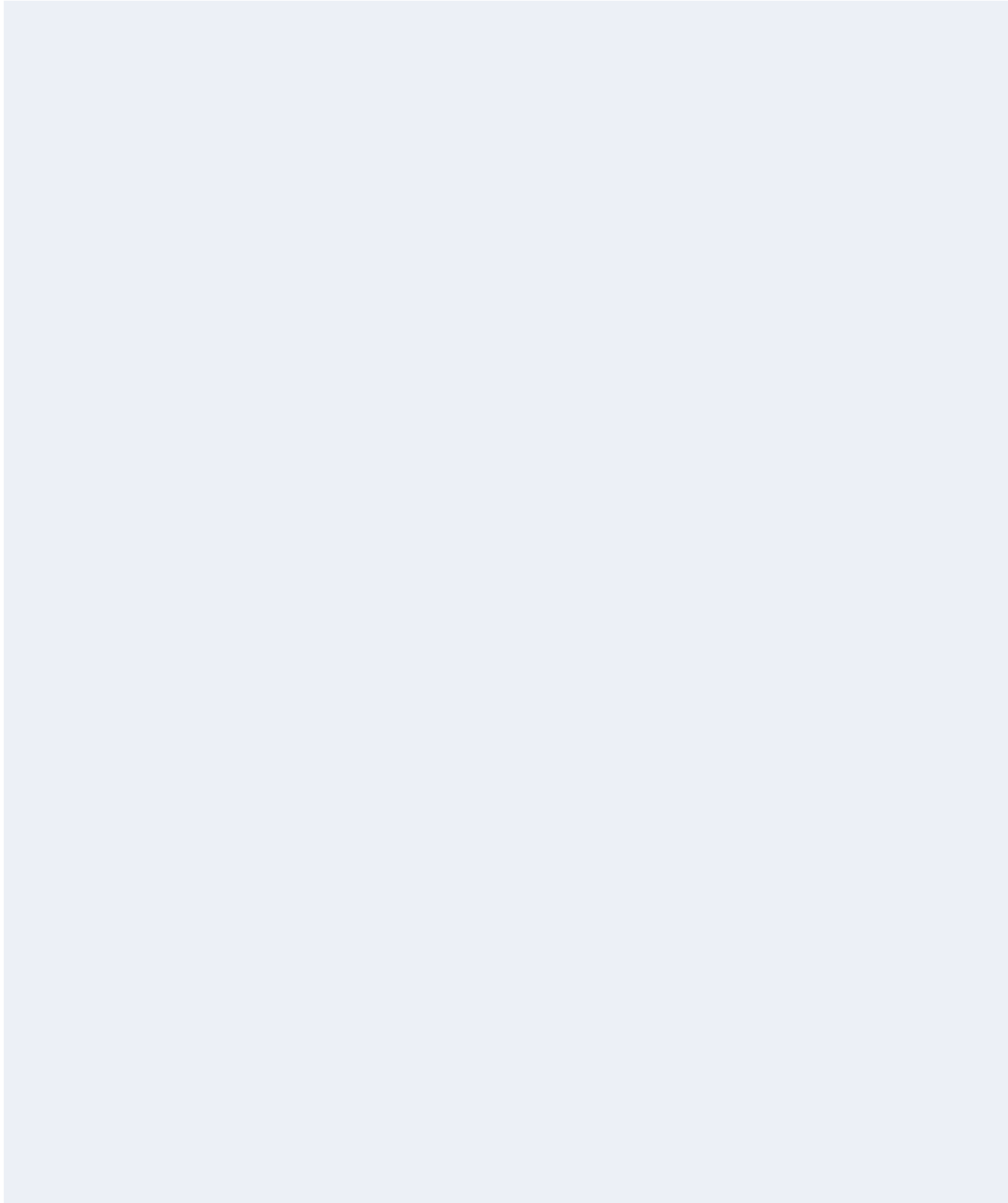
Although jurisdiction will change, the Devens Regional Enterprise Zone and the Devens Enterprise Commission's Permitting and Zoning oversight will remain in effect. Both will remain in place within the until the earlier to occur of

(i) December 31, 2026 or (ii) until one hundred percent (100%) of the planned housing development described in the agreement and ninety percent (90%) of the planned commercial/industrial development described in the agreement has been completed.

The Commission structure will change to allow each jurisdiction greater input and control over the land within their town. There will be seventeen (17) members, four (4) from each community and a Chairman who will be from the region. The Boards of Selectman in each town will recommend four candidates for commissioners whom the Governor will appoint. The Governor shall appoint a commissioner.

The Commission will exercise its powers by a panel consisting of eight (8) Commissioners of the seventeen. The panel will be determined by which municipality it is in which a proposed project is taking place. When development occurs in a particular jurisdiction all four (4) Commissioners from that Town will vote on the project in addition to the Chairman and one (1) Commissioner from each of the other jurisdictions.

The zoning by-laws and legislation included in the Disposition Package shall provide that within each jurisdiction within the DREZ, from the present and continuing until the sooner to occur of (i) December 31,



OPERATION AND MANAGEMENT STRUCTURE CHART (TBD)

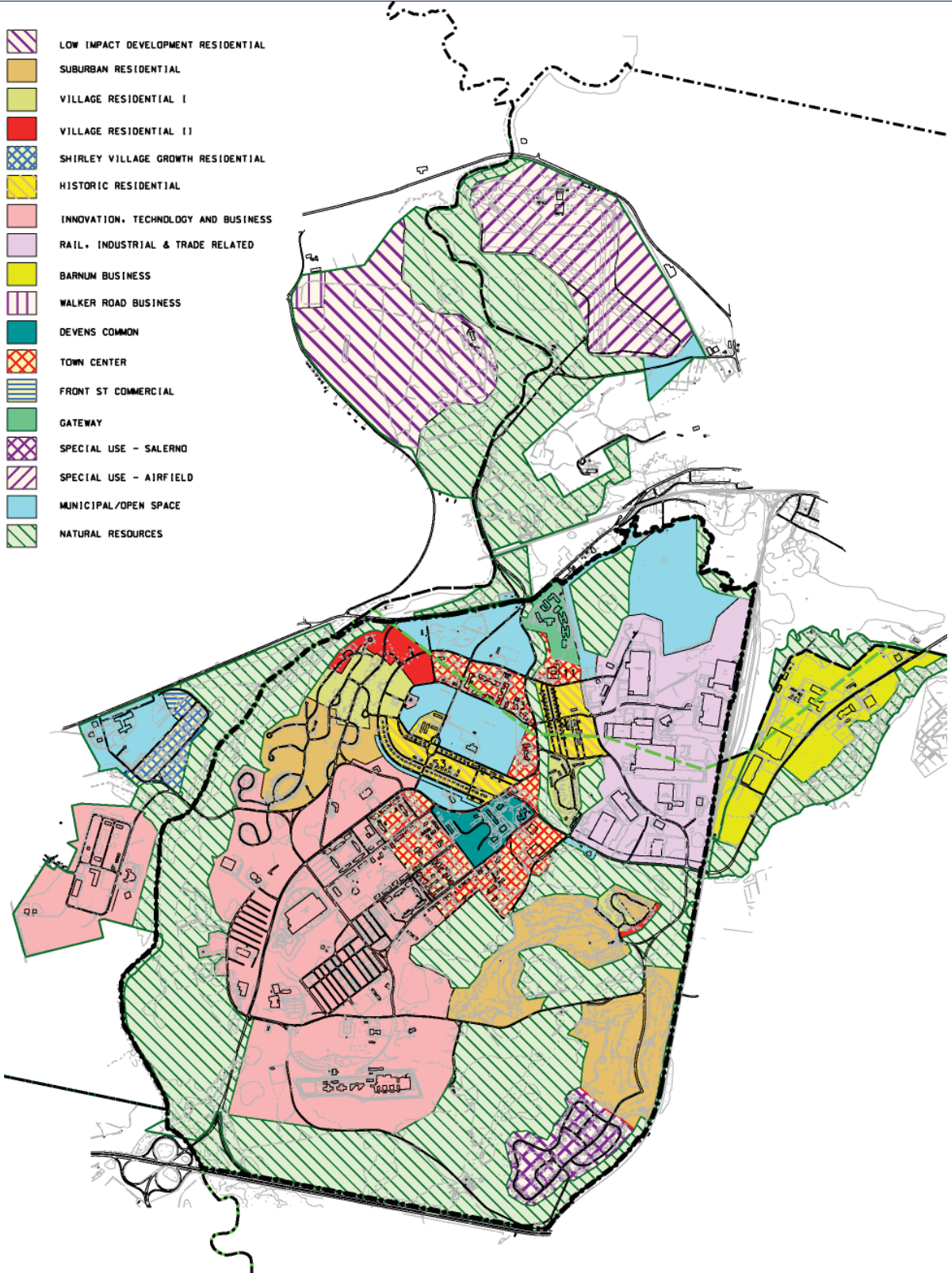
2026 or (ii) until one hundred percent (100%) of the planned housing development described in this Agreement and ninety percent (90%) of the planned commercial/ industrial development described in this Agreement has been completed (in each jurisdiction, not the combined jurisdictions), any amendment to the zoning by-laws or zoning map within the Devens Regional Enterprise Zone shall require the affirmative vote of both the Board of Directors of MassDevelopment and a two-thirds majority vote of Town Meeting in the town with municipal jurisdiction where the land for which the amendment is proposed is situated. In the event such amendment is proposed in “Core Devens” before Devens is incorporated as a town, then the amendment shall require the affirmative vote of both the Board of Directors of MassDevelopment and a two-thirds majority vote of the residents of Devens legally registered to vote in one of the towns present at a caucus using a town meeting format.

Notwithstanding the above, within the “Special Use Salerno” zoning district and the areas of or near the Red Tail Golf Course in the “Suburban Residential” zoning district” from the present and continuing until the sooner to occur of (i) December 31, 2036 or (ii) until one hundred percent (100%) of the planned housing development described in this Agreement and ninety percent (90%) of the planned commercial/industrial development described in this Agreement has been completed in each such zoning district (not both zoning districts), any amendment to the zoning by-laws or zoning map within each such zoning district shall require the affirmative vote of (i) the Board of Directors of MassDevelopment and (ii) a 2/3 majority vote of Town Meeting of Harvard and (iii) a two-thirds majority vote of Town Meeting of Devens or, in the event such amendment is proposed before Devens is incorporated as a town, then a two-thirds majority of the residents of Devens legally registered to vote in one of the Towns present at a caucus using a town meeting format.

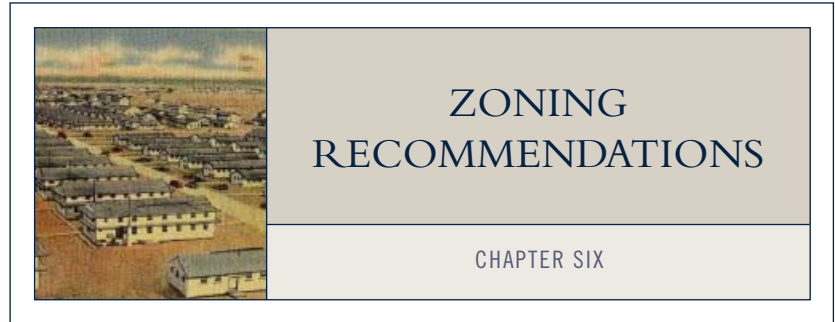
TIMING OF TRANSITION

As part of the disposition process, MassDevelopment will transfer certain land to the Towns of Ayer, Harvard, Shirley, and the future Town of Devens. Land to be transferred will generally include parcels currently accommodating or intended to accommodate municipal, recreational, and open space uses, as well as land associated with infrastructure corridors. All transfers of land will be made within 120 days of transfer of jurisdiction. At this point, the target date for transfer of jurisdiction is July 1, 2010.

Several steps are required to enact transfers of interest in real property. The actual boundaries of each parcel shall be more particularly described and established in accordance with applicable law and a formal plan including a metes and bounds description or other such type description as may be acceptable according to recognized standards of



PROPOSED ZONING MAP



professional, licensed surveyors. MassDevelopment will also prepare such deeds, easements, bills of sale and other documentation necessary (including surveyed parcel plans, if necessary) to effect transfers of real property. Each municipality shall be responsible for its own legal and other costs relating to the review of such documentation.

As with most municipalities, zoning will be a primary means to maintain community character while allowing for some flexibility to make changes as the town develops. Given the unique jurisdictional issues posed by disposition, a so-called zoning “freeze” will be implemented until the sooner to occur of December 31, 2026 or until one hundred percent of the planned housing development and ninety percent of the planned commercial development has been completed in a given jurisdiction. Before then, any zoning changes will require the affirmative vote of a two-thirds majority Town Meeting vote in the affected town and a positive vote of the MassDevelopment Board of Directors. After December 31, 2026 or one hundred percent of the planned housing development and ninety percent of the planned commercial development has been completed in a given jurisdiction, that town will have sole authority over zoning amendments.

Salerno is the one exception to this policy in that the zoning freeze for that parcel will last another ten years, until December 31, 2036.

While many of the existing zoning districts from the 1994 Reuse Plan remain effectively unchanged, many new districts have been developed. They are summarized in the following section.

RESIDENTIAL DISTRICTS

The revised zoning associated with this new Reuse Plan includes six residential districts, reflecting a broad range of densities and neighborhood types. Aside from the Historic Residential district and the Low Impact Development Residential district, all of the residential districts will feature higher-quality streetscape and public open spaces along with a mixture of housing types, styles and lot sizes.

- **Historic Residential District**

This zoning district, which replaces the former Residential II district, applies to the existing Walnut-Elm and Auman-Bates housing areas. The intent of the district is to ensure that any infill development is consistent with the historic development pattern and architecture of these neighborhoods. To this effect, allowed uses and dimensional controls remain largely unchanged from the 1994 Devens By-Laws. The district also extends to the Bachelor Officers Quarters (BOQs) area.

- **Low Impact Development Residential District**

This zoning district applies to much of the so-called Environmental Business Zone. The intent of the district is to permit low-impact “cluster” residential development on appropriate portions of the site while preserving the majority of the site as permanently-protected open space. Permitted housing types include connected townhomes and small single-family units.

- **Suburban Residential**

The Suburban Residential district applies to the southern portion of the Grant Road neighborhood, a portion of the Davao neighborhood, and—as an underlying zone—to the land leased from MassDevelopment by the Red Tail Golf Course. The intent of this district is to allow “large lot” (approximately 8,000 square foot) and “medium lot” (approximately 6,000 square foot) single-family homes as well as “cluster”-

type housing in appropriate areas. The district has a density range of approximately 4 to 8 units per acre.

- **Village Residential I District**

Representing an increase in density above the Suburban Residential district, the Village Residential I district applies to the central portion of the Grant Road neighborhood and the southern portion of the Buena Vista neighborhood. The intent of the district is to support “village-like” densities including “medium lot” (approximately 6,000 square feet), “small lot” (approximately 4,000 square feet), and townhome units. The district has a density range of approximately 6 to 24 units per acre.

- **Village Residential II District**

The densest of the purely residential districts, the Village Residential II district applies to just the northern portion of the Grant Road neighborhood and a portion of the Davao neighborhood. The intent of the district is to support higher density residential development (townhomes and multifamily buildings) in appropriate locations. Small-scale retail uses (i.e., coffee shop, newsstand, etc.) are allowed as accessory uses. The district has a density range of 12 to 24 units per acre.

- **Shirley Village Growth Residential District**

Applying to the undeveloped portion of the so-called Village Growth I parcel, the intent of this district is to support the development of a residential neighborhood similar in scale to the existing, adjacent Shirley Village. Similar in some ways to the Village Residential I and Village Residential II districts described previously, allowed uses in the district include single-family homes, townhomes, and multi-family units.

COMMERCIAL AND INDUSTRIAL DISTRICTS

Seven commercial and industrial districts are included in the new Reuse Plan, reflecting a broad range of allowed uses. The two largest districts—Innovation, Technology & Business and Rail, Industrial & Trade-Related—remain effectively unchanged from the 1994 Devens By-Law. Similarly, the Devens Common District is just a new name for the old Business and Commercial Services District. The other four districts have been developed in consultation with stakeholder groups to respond to local concerns and context.

- **Innovation, Technology & Business District**

The Innovation, Technology & Business district remains essentially unchanged since the 1994 Reuse Plan. Applying to almost 800 acres of land, primarily along Jackson Road, the district will continue to allow for a mix of office, light industrial, industrial, and research and development uses. Dimensional controls for the district remain generally unchanged, as well. The district is also applied to certain Army land off of Jackson Road and Lovell Road, as an underlying district in the event that this land becomes available for redevelopment.

- **Rail, Industrial & Trade-Related District**

Like the Innovation, Technology & Business district, the Rail, Industrial & Trade-Related district remains largely unchanged from the 1994 Reuse Plan. Applying to approximately 300 acres of land in the West Rail Industrial Park, the district allows for intensive industrial, light industrial, and research and development uses. The district no longer applies to the East Rail Industrial Park along Barnum Road, which is now zoned as the Barnum Road Business District (see below).

- **Barnum Road Business District**

The Barnum Road Business District applies to the ap-

proximately 160 acre East Rail Industrial Park. The intent of the district is to allow for the broadest possible range of uses, including all of the uses allowed in the Innovation, Technology & Business and Rail, Industrial & Trade-Related districts.

- **Walker Road Business District**

Located in the northwest corner of the so-called Environmental Business Zone, the intent of the approximately 10-acre Walker Road Business district will allow for certain small-scale, low-intensity office, light industrial, and research and development uses.

- **Front Street Commercial District**

Capitalizing on a prime location along Front Street in Shirley, the intent of the Front Street Commercial district is to support appropriate retail, office, and other uses in a manner consistent with other commercial buildings in Shirley Village. The district is approximately four acres in area.

- **Devens Common District**

Formerly known as the Business and Commercial Services district, the Devens Common district encompasses the approximately 40 acre Devens Common site off of Jackson Road. The site is substantially developed and the zoning controls remain generally unchanged from the 1994 Reuse Plan.

- **Town Center District**

The Town Center district is a new mixed-use district applying to approximately 175 acres of land in the vicinity of Rogers Field and Jackson Road, including the Vickburg Square parcel, the chapel, and—as an



VIEW OF ROGERS FIELD

underlying zone—to portions of the Army Enclave should they become available for redevelopment. The intent of the district is to support a mix of residential and commercial uses in typical “downtown” densities up to three stories high. Civic and institutional uses would also be allowed. While multiple uses in a single structure (i.e., residential above office, etc.) would be encouraged, this would not be required.

- **Gateway District**

The Gateway district, approximately 24 acres in area, houses the Shriver Job Corps Center. No changes have been made to the district since the 1994 Devens By-Law.

SPECIAL USE DISTRICTS

Two so-called “Special Use” districts are included in the new Reuse Plan. The intent of these districts is to provide for additional zoning flexibility for parcels for which concrete plans do not yet exist.

- **Special Use: Salerno**

The Special Use Salerno district applies to the 75 acre Salerno parcel in the southeastern corner of the Devens Enterprise Zone. The intent of the district is to allow flexibility with respect to the future use of the site. To this effect, a range of residential and commercial uses are allowed.

- **Special Use: Airfield**

The Special Use: Airfield district applies to the 220-acre Moore Army Airfield parcel in the North Post. The district will allow all uses allowed under the 1994 Devens By-Law with the exception of dormitories, while also allowing for residential uses (at single-family, townhome, and multifamily densities)

on up to 20 acres of the site. The district will also allow for recreation fields. The majority of the site will be developed for office, light industrial, industrial and commercial uses. The Special Use designation will allow for the various uses proposed for the site to be sited in the most advantageous manner.

OPEN SPACE AND MUNICIPAL DISTRICTS

The zoning plan includes two open space districts, one expressly for the purpose of accommodating recreational and municipal uses and one more focused on resource protection.

- **Municipal – Open Space District**

The Municipal – Open Space district encompasses approximately 270 acres of land, including well-known Devens locations such as Rogers Field and Willard Field. The intent of the district is to provide for open space, recreation, and municipal uses including schools and other municipal buildings. This land is specifically identified as “zoned” open space and is not intended for Article 97 protection.

- **Natural Resources District**

The Natural Resources district encompasses approximately 1,600 acres of permanently-protected land within the Devens Enterprise Zone, including portions of the Oxbow National Wildlife Refuge. The intent for this district is to offer a high level of protection to land with high natural resource value. No uses are allowed other than trail systems, limited accessory parking, and roads, utilities, and other infrastructure specifically allowed by predetermined easements. Land in this district is intended for Article 97 protection.



SCHOOL CHILDREN



To realize the 2006 Reuse Plan's vision, five out of six stakeholders must approve the creation of Devens as a separate and independent jurisdiction. The Towns will hold a vote on or before November 2006 to affirm their commitment to the disposition provided that "out-parcels" are returned to the respective towns. The jurisdictional issue will then go before the Massachusetts state legislature.

If disposition proceeds and the 2006 Reuse Plan goes into effect, the future town of Devens will be a vibrant, mixed-use community that includes employment opportunities, housing, recreation, culture and municipal services. It will respect the environment through its open space protection and support the region's economy through continued job creation and workforce development. It will create residential neighborhoods with a range of housing styles and easy access to green space and retail centers. On the whole, it will develop in a manner that responds to – and respects – the region's cultural and natural heritage.

Devens will be the 352nd municipality in the Commonwealth of Massachusetts and the first town created in the state in over eighty-five years. As a new town, Devens will mark a milestone in the state's history. Just as importantly, as a town that balances social, economic and environmental concerns, Devens will be an important example of sustainability for other Massachusetts towns to follow. With the approval and backing of a majority of its stakeholders, Devens will realize this promise.



STAKEHOLDERS DISCUSS DISPOSITION OPTIONS AT A COMMUNITY WORKSHOP



DEVENS DISPOSITION PROCESS - PUBLIC MEETINGS

UPDATE THIS SECTION WITH CURRENT MEETING NUMBERS

Harvard

Public Hearing (February 7, 2006)
Town Meeting Warrant Article (March 25, 2006)
Town Election Ballot (March 28, 2006)
Public Hearing on MOU (April 18, 2006)
Public Hearing on MOU (May 2, 2006)
Public Hearing on MOU (June 6, 2006)

Ayer

Sasaki Public Workshop on North Post (September 22, 2005)
Office of Community and Economic Development (OCED) Public Workshop on North Post (October 11, 2005)
Sasaki Concept Plans Public Workshop (November 14, 2005)
OCED Public Workshop (December 20, 2005)
Board of Selectmen Meeting on 2B (January 31, 2006)

Board of Selectmen Meeting on 2B (February 7, 2006)
Ayer Citizens Review Meeting (March 1, 2006)
Board of Selectmen Meeting on 2B (March 7, 2006)
Ayer Citizen Informational Hearing (March 30, 2006)
Public Workshop on MOU (April 13, 2006)
Public Workshop on MOU (May 17, 2006)
Public Hearing on MOU (June 7, 2006)

Shirley

Public Forum (November 24, 2005)
Public Forum (December 5, 2005)
Public Forum (February 13, 2006)
Public Hearing (April 10, 2006)
Board of Selectmen Public Hearing (April 10, 2006)
Board of Selectmen Public Hearing (May 1, 2006)
Board of Selectmen Public Hearing (May 15, 2006)
Board of Selectmen Public Hearing (May 22, 2006)
Board of Selectmen Public Hearing (June 5, 2006)

Planning Board Hearing (February 2, 2006)

Zoning By-Law Review Comm. Public Meeting
(February 22, 2006)

Zoning By-Law Review Comm. Public Meeting
(February 28, 2006)

Zoning By-Law Review Comm. Public Meeting
(March 7, 2006)

Zoning By-Law Review Comm. Public Meeting
(March 14, 2006)

Zoning By-Law Review Comm. Public Meeting
(March 21, 2006)

Zoning By-Law Review Comm. Public Meeting
(April 11, 2006)

Zoning By-Law Review Comm. Public Meeting
(April 18, 2006)

Zoning By-Law Review Comm. Public Meeting
(April 25, 2006)

Zoning By-Law Review Comm. Public Meeting
(May 2, 2006)

Zoning By-Law Review Comm. Public Meeting
(May 9, 2006)

Zoning By-Law Review Comm. Public Meeting
(May 16, 2006)

Zoning By-Law Review Comm. Public Meeting
(May 22, 2006)

Devens Committee

Devens Committee Meeting (January 9, 2006)

Public Hearing (January 21, 2006)

Public Hearing (January 25, 2006)

Devens Committee Meeting (February 6, 2006)

Devens Committee Meeting (March 1, 2006)

Public Hearing (March 11, 2006)

Public Hearing (April 19, 2006)

Public Hearing (May 15, 2006)

Public Hearing (June 5, 2006)

MassDevelopment

Meeting of Board of Directors (September 8, 2005)

Meeting of Board of Directors (November 9, 2005)

Meeting of Board of Directors (December 8, 2005)

Meeting of Board of Directors (January 12, 2006)

Meeting of Board of Directors (February 9, 2006)

Meeting of Board of Directors (March 9, 2006)

Meeting of Board of Directors (April 6, 2006)

Meeting of Board of Directors (June 8, 2006)

Devens Enterprise Commission

Meeting of Commissioners/Public Hearings (May 12, 2005)

Meeting of Commissioners/Public Hearings
(August 30, 2005)

Meeting of Commissioners/Public Hearings
(September 27, 2005)

Meeting of Commissioners/Public Hearings
(October 25, 2005)

Meeting of Commissioners/Public Hearings
(November 29, 2005)

Meeting of Commissioners/Public Hearings
(December 8, 2005)

Meeting of Commissioners/Public Hearings
(January 31, 2006)

Meeting of Commissioners/Public Hearings (February 9,
2006)

Meeting of Commissioners/Public Hearings (March 9, 2006)

Meeting of Commissioners/Public Hearings
(March 28, 2006)

Meeting of Commissioners/Public Hearings (April 6, 2006)

Meeting of Commissioners/Public Hearings (April 11, 2006)

Meeting of Commissioners/Public Hearings (May 30, 2006)

Meeting of Commissioners/Public Hearings (June 8, 2006)

DDEB Workshops (Sasaki Associates)

Public Workshop (March 12, 2005)

Public Workshop (March 19, 2005)

Public Workshop (June 23, 2005)



VIEW OF MIRROR LAKE



Open Space Parcels

TABLE 1. TOWN OF HARVARD OPEN SPACE RESOURCES (EXISTING AND PROPOSED)

RESOURCE NAME (KEY #)	OWNERSHIP	ACREAGE	CURRENT PROTECTION STATUS	PROPOSED PROTECTION STATUS	NOTES
LOWER COLD SPRING BROOK WETLANDS (H1)	MD		DR, WPA, ZONING	PERMANENT PROTECTION*	
BARNUM ROAD OPEN SPACE (H2)	MD		WPA, ZONING	PERMANENT PROTECTION*	

*Permanent protection through Article 97 and/or Conservation Restriction or equivalent.

TABLE 2. TOWN OF AYER OPEN SPACE RESOURCES (EXISTING AND PROPOSED)

RESOURCE NAME (KEY #)	OWNERSHIP	ACREAGE	CURRENT PROTECTION STATUS	PROPOSED PROTECTION STATUS	NOTES
OXBOW NATIONAL WILDLIFE REFUGE (A1)	USFWS		PERMANENT PROTECTION*	PERMANENT PROTECTION*	
GROVE POND AREA (A2)	MD		ZONE I & II, AP, WPA, ZONING	PERMANENT PROTECTION*	
AIRFIELD RECREATION FIELDS (A3)	MD	20	NA	MUNICIPAL OPEN SPACE ZONING	
AIRFIELD BUFFERS (A4)	MD	10	NA	NONE	

*Permanent protection through Article 97 and/or Conservation Restriction or equivalent.

TABLE 3. TOWN OF SHIRLEY OPEN SPACE RESOURCES (EXISTING AND PROPOSED)

RESOURCE NAME (KEY #)	OWNERSHIP	ACREAGE	CURRENT PROTECTION STATUS	PROPOSED PROTECTION STATUS	NOTES
OXBOW NATIONAL WILDLIFE REFUGE (S1)	USFWS		PERMANENT PROTECTION*	PERMANENT PROTECTION*	
WALKER ROAD OPEN SPACE (S2)	MD		WPA, MESA	PERMANENT PROTECTION*	
VILLAGE GROWTH SLOPES (S3)	MD		WPA, ZONING	PERMANENT PROTECTION*	
VILLAGE GROWTH POCKET PARKS (S4)	MD		NA	MUNICIPAL OPEN SPACE ZONING	
SHIRLEY MIDDLE SCHOOL FIELDS (S5)	TOWN OF SHIRLEY		ZONING	NO CHANGE	

*Permanent protection through Article 97 and/or Conservation Restriction or equivalent.

TABLE 4. TOWN OF DEVENS OPEN SPACE RESOURCES (EXISTING AND PROPOSED)

RESOURCE NAME (KEY #)	OWNERSHIP	ACREAGE	CURRENT PROTECTION STATUS	PROPOSED PROTECTION STATUS	NOTES
OXBOW NATIONAL WILDLIFE REFUGE (D1)	USFWS		PERMANENT PROTECTION*	NO CHANGE	
MIRROR LAKE AND BLACK SPRUCE BOG (D2)	TTOR		CR, AP, WPA, ZONING	NO CHANGE	ALLOW FOR BEACH USE
THE ESKERS (D3)	TTOR		CR, WPA	NO CHANGE	
PATCH ROAD WETLANDS (D4)	MD		WPA, ZONING, PORTION IN CR	PERMANENT PROTECTION*	
AMMUNITION SUPPLY POINT AND WETLANDS (D5)	MD		DR, WPA	PERMANENT PROTECTION*	
UPPER COLD SPRING BROOK WETLANDS (D6)	MD		WPA, AP, ZONING	PERMANENT PROTECTION*	
SHEPLEY'S HILL (D7)	MD		WPA, ZONING	PERMANENT PROTECTION*	ALLOW FOR FRISBEE GOLF
WILLOW BROOK CORRIDOR (D8)	MD		WPA, ZONING	PERMANENT PROTECTION*	
ROBBINS POND (D9)	MD		WPA, ZONING	PERMANENT PROTECTION*	
PATCH ROAD HOLLOW (D10)	MD		WPA, ZONING, PORTION IN CR	PERMANENT PROTECTION*	
AMMUNITION SUPPLY POINT RIDGE (D11)	MD		DR, WPA	PERMANENT PROTECTION*	
SOUTHEAST BUFFER (D12)	MD		ZONING	PERMANENT PROTECTION*	
GRAND ROAD SLOPES (D13)	MD		ZONING	PERMANENT PROTECTION*	
SHEPLEY'S HILL LANDFILL (D14)	US ARMY		ZONING	MUNICIPAL OPEN SPACE	IN ARMY OWNERSHIP
RED TAIL GOLF COURSE (D15)	RED TAIL PARTNERSHIP		WPA, ZONING	MUNICIPAL OPEN SPACE	
ROGERS FIELD (D16)	MD		MHC, ZONING	NO CHANGE	
WILLARD FIELD (D17)	MD		MHC, ZONING	NO CHANGE	

*Permanent protection through Article 97 and/or Conservation Restriction or equivalent.

Key to Abbreviations:

- | | | | |
|-------|--------------------------------|--------|--------------------------------------|
| AP | Aquifer Protection | Zoning | Devens Zoning By-Law and Regulations |
| USFWS | U.S. Fish and Wildlife Service | MHC | Massachusetts Historic Commission |
| MD | MassDevelopment | MESA | Massachusetts Endangered Species Act |
| TTOR | The Trustees of Reservations | DR | Deed Restriction |
| WPA | Wetlands Protection Act | CR | Conservation Restriction |

(Footnotes)

1 The DEC also has approved 1.3 million square feet for commercial expansion. In addition, Bristol Myers-Squibb has announced intentions to submit a proposal in the Fall of 2006 to construct a 750,000 square feet biomanufacturing plant at Devens, expected to create at least 550 jobs.

