

Devens Jurisdictional Framework Committee (DJFC)

Disposition Scenarios explored (Responsible party for responding):

1. Devens becomes it's own town (Devens Committee)
2. Devens reverts back to the underlying Communities (Ayer, Harvard, Shirley)
3. Devens continues as a Regional Enterprise Zone (Status Quo) (DEC)

All responses to each scenario are on-line at: <https://devensjfc.weebly.com/other-documentation.html>

Disposition Scenario Explanation:

https://devensjfc.weebly.com/uploads/1/2/9/9/129995690/devens_disposition_scenario_framework_explanation.pdf

Disposition Scenario Elements – DEC Responses (Status Quo):

1. Administration

Status Quo: Devens Enterprise Commission:

- 12 Commissioners 4 Alternates: Regional Representation (governor appointed) with expertise in industrial development, housing, finance, business, real estate, environment, planning, transportation and/or municipal government
- Unified Permitting (planning, zoning, zoning board of appeals, subdivision, historic, conservation, board of health, licensing authority, street discontinuation
- Expedited Permitting - 75 day permitting process)
- Administer and enforce Reuse Plan and Bylaws
- Develop, enforce and modify Rules and Regulations to achieve Reuse Plan and Bylaws.
- Staff, Building and Inspectional Services, legal, accounting, Development Peer Review Services
- Conservation Restriction holder

Status Quo: MassDevelopment (as per Ch. 498)*:

- Industrial Development Financing authority (One Stop Development and Financing)
- Landowner
- Police, Fire/Public Safety
- Operations and Maintenance
- General Regulations, Use of Motor Vehicles and Parking, Traffic
- Public Works (maintain public ways and facilities)
- Utilities (water, sewer, electric, gas)
- Engineering
- Real Estate/marketing
- Assessment/Taxation and collection

2. Open Space and Recreation

Open Space and Recreation Status Quo: Devens Enterprise Commission:

- Protect Natural Resources within Devens

- Natural system connectivity (NbS and Green Infrastructure)
- Maintain and enhance natural, historic, and cultural features in Devens
- Local Conservation Commission - Conservation Restriction holder/management
- Manage active and passive open space areas as ID'd in the Reuse Plan, Devens Bylaws and Devens Rules and Regulations, as well as the Devens Open Space and Recreation Plan.
- Continue to implement the Multi-Use trail Network.
- Continue to implement Devens Open Space and Recreation Plan.
- Collaborate with local, regional and state partners (Town connections, MassAudobon, NRWA, NHESP, MassWildlife, USFWS, etc.)

Status Quo: MassDevelopment*:

- Active recreation coordination (full-time Recreation Director)
- Devens DPW – management and oversight of active recreation areas
- Manage active and passive open space areas as ID'd in the Reuse Plan, Devens Bylaws and Devens Rules and Regulations, as well as the Devens Open Space and Recreation Plan.
- Trail system operations and maintenance
- Mirror Lake Recreation oversight (implement Mirror Lake Master Plan)
- Devens Open Space and Recreation Plan implementation (regional recreation resources)
- Collaboration with other CR holders (Trustees of Reservations, New England Forestry Foundation)
- Seasonal community recreation and social events

3. Social Services

Social Services: Status Quo:

Social Service	Responsible Entity
Transitions Women's Shelter	MassDevelopment (landlord)
Veterans Housing	MassDevelopment (Landlord), Clear Path
Affordable Housing (Deed Restricted)	DEC/MD and Assabet Regional Housing Consortium
Loaves and Fishes Food Pantry	Loaves and Fishes, Inc.
Clear Path for Veterans – Veterans services	Clear Path for Veterans
Health clinics, vaccinations, mental health and social services	Nashoba Associated Boards of Health and DEC (as local BOH)
Senior center partnerships with Ayer, Harvard, Shirley	Shared responsibility (Harvard, Shirley and Ayer accept Devens residents but not shuttle)
Veteran Services Office	MassDevelopment and Ayer
Adult daycare	Aspire – Sevens Hills
Community gatherings (Christmas, Halloween, Easter, public safety, other special events to promote social interaction and community)	Devens Recreation (MassDevelopment)
First Nations support	United Native American Cultural Center (UNACC), MassDevelopment
Devens Eco-Efficiency Center and The Great Exchange	DEC and Devens Eco-Efficiency Center

4. Education Services

Education: Status Quo:

Educational Services	Responsible Entity
Preschool and Early Education	Applewild (27 Jackson Road) Guild of St. Agnes (172 Jackson Road)
At-Risk Youth Education/Trade school	Shriver Job Corps
ESL, parenting, wellness, GED, continuing ed.	FMC Devens - Federal Bureau of Prisons
Charter School (grades 7-12)	Francis W. Parker Charter Essential School (49 Antietam)
Public School Education: Hildreth Elementary School (grades K-5) The Bromfield School (grades 6-12)	MassDevelopment (contract with Harvard School system)
Adult daycare	Aspire – Sevens Hills
Autism Educational Services	Applebury Behavior Associates
Homeless women with children education, workforce development	Transitions Women's Shelter Making Opportunity Count
Veteran workforce training, education, mentoring	Clear Path for Veterans
Devens Eco-Efficiency Center – Business educational services	DEC and Devens Eco-Efficiency Center
Military – Army Education Center	US Army Garrison (Quebec Street)

5. Police Services

Police: Status Quo:

Police Services	Responsible Entity
State Police**	MassDevelopment (contract) State Police Barracks at 59 Buena Vista Street
Fort Devens Police	US Army
Correctional Officers	Federal Bureau of Prisons
Regional E-911 Services	Regional Dispatch in Devens (serving Berlin, Bolton, Boxborough, Devens, Harvard, LancasterLunenburg)

**With the unique nature of Devens as a regional enterprise zone and the state police barracks at Devens, we have access to a number of additional state police support services, including the bomb squad for Unexploded Ordinance response, drone unit training, gang unit, STOp team (Special Tactical Operations), canine training units, driver training, and various other administrative and training operations that provide a supportive police presence throughout Devens.

6. Fire Services

Devens Fire Services: Status Quo:

- Emergency medical Services, Fire prevention, Fire Public Education, and Fire Suppression.
- Department of currently 24 firefighters (hiring set to be at 30 by January 1) are trained in the latest techniques of firefighting, including emergency medical services, rescue, fire prevention, and inspection. Two members are dedicated to Fire Prevention and Inspection.
- Numerous specialty training for unique and complex array of industries in Devens (biotech, manufacturing, institutional, Military, green technology, waste management, intermodal, and more).

Specialty teams include Confined Space Rescue, Trench Rescue, Rope Rescue, Ice rescue and Swift Water rescue.

- Unexplored Ordinance training provided to all contractors that touch the dirt at Devens.
- Devens is the host town for a currently 7 town, Regional E911 Center (Nashoba Regional Dispatch)
- Hazard Mitigation Planning and Management
- Permitting services for hot work, burn permits, fire alarm systems, sprinkler systems, Flammables and combustibles, Hazard Material storage, tank installations, solar PV installs and battery storage. Full list at: https://www.devenscommunity.com/assets/Devens_Fire_Department_Fee_Schedule.pdf?cachebuster:73
- Annual inspections for schools, businesses and service facilities
- On-Solve Emergency Management Alert system (A reverse 911 system that requires a sign up to receive alerts)
- Fire Chief is also the Director of Public Safety and Emergency Management Director.

7. Public Works

Devens Public Works: Status Quo:

- Public stormwater management system maintenance
- Maintains 22 miles of roads and 500 acres of grounds, including over 70 acres of active recreational playing fields.
- All public ROW maintenance including snow removal, mowing, culvert maintenance, plantings
- Street tree maintenance, replacement and management
- Waste management, recycling (free drop off for small business and residents), electronics and household Hazardous Waste Disposal (support), composting
- Maintaining Devens signage
- Works closely with Devens Engineering and Devens Utilities to assist in road and utility infrastructure management.
- Animal Control
- Oversight of Recreation Department – maintaining and managing all athletic fields, trail systems and passive open space areas.
- Director coordinates and collaborates with surrounding town DPW's.
- Maintains fleet vehicles for DPW, Fire Department, and any agency vehicles within Devens.

8. Unified Permitting

DEC Structure:

Chapter 498 of the Acts of 1993, Section 11 outlines the Devens Enterprise Commission (DEC) powers and responsibilities:

- Regional Representation (Surrounding Towns nominate reps, but all town and regional members appointed by Governor)
- Administer and enforce the Reuse Plan, Bylaws and Rules and Regulations
- Municipal Government powers
- Eminent Domain
- Hold Easement and other interest in land

Planning Board	→ Site Plan Review
Zoning Board	→ Variances
Conservation Commission	→ Wetland Order of Conditions
Historic District Commission	→ Coordinate with MHC
Board of Health	→ Facility Siting Permits, Food Service
Licensing Authority	→ Flammables, combustibles, exp.
Building Inspection	→ Building, plumbing, gas, electric
Liquor licenses	→ 6 liquor licenses

The complete text of Section 11 is available at: <https://www.devensec.com/ch498/dec49811.html> . For more information on how the DEC operates, go to:

https://www.devensec.com/news/DEC_Overview_2024_short.pdf In order to carry out these responsibilities, the Commission hires professional full and part-time staff and contracts for specific services:

Unified Permitting:

The (DEC) is a regional commission that operates under a Unified Permitting system that serves the combined functions of several boards and commissions:

Land Use and ZBA: Chapter 40A

Subdivision: Chapter 41(81)a-j

Conservation: Chapter 131(40) and (40)a. and Wetlands Protection Act

Board of Health: Chapter 111(26)-(32)

DEC Organizational Structure



Building Permit & Inspectional Services

Nashoba Associated Boards of Health
Gabriel Vellante – Building Commissioner
Roland Bernier – Asst Building Commissioner
Jim Bakun - Plumbing/Gas Inspector
Alan Parker - Electrical Inspector

Legal Counsel

Lampke & Lampke

Accounting Services

Brenda Blood, Accountant (PT)
Roselli, Clark & Associates., Auditor

Development/Project Peer Review Services

Nitsch Engineering – Civil, Stormwater, Traffic
IBI Group – Landscape Architecture
LEC Environmental - Wetland Science
Public Archaeology Laboratory – Historic/Archeological
Tech Environmental – Industrial Performance Standards

- Commission Members
- Full-time Staff
- Indicates services provided on a contractual basis

Expedited Permitting:

Part of the Unified Permitting process includes expedited permitting to help further streamline the development review process. The combination of unified and expedited permitting helps expedite project reviews and approvals that are consistent with the Devens Reuse Plan, Devens Bylaws, and Rules and Regulations. Many policies and guidelines have been developed by the DEC to help direct this streamlined permitting process and give direction to applicants upfront so that the permitting process runs as efficiently and effectively as possible. A complete list of supporting plans, guidelines, reports and policies is available at: <https://www.devensec.com/planning-docs.html> . These policies and guidelines further support the sustainable redevelopment of Devens. Projects that are not consistent or compliant with the Devens Reuse Plan, Devens Bylaws, and Rules and Regulations do not move forward. This helps provide more certainty in the development process which in turn helps attracts development because Applicants know what to expect upfront.

Levels of Review and Timelines:

The Unified and Expedited Permitting Process has two levels of Review:

1. Level One: Minor site modifications, subdivision of land, building, plumbing, electrical, gas, sheet metal permits
2. Level Two: Site plans, new and major building, parking, or infrastructure projects.

All requirement for each level of review can be found in Section 1.00 of the DEC Rules and Regulations at: <https://www.devensec.com/rules-regs/decregstoc.html>

Time limits for reviews vary according to the type of activity being proposed, with 75 days for a full Level 2 Unified Permit, to 14 days for minor amendments. To further incentivize more sustainable approaches to development, the DEC offers 30-day permitting for building reuse projects.

State Coordination:

With Devens as a Priority Development site for the state due to its EPA Superfund and brownfield status, Section 19 of Chapter 498 of the Acts of 1993 also establishes one-stop state licenses, permits, certificates, approvals, registrations, charters and meeting other requirements of state law for the purposes of coordination and expedited permitting at the state level as well – consistent with the DEC Unified Permitting Process. Section 20 of Chapter 498 also supports the state coordination of other public agencies involved in development and financing projects within Devens to help further streamline projects in Devens

Other Key Elements for Why Unified and Expedited Permitting is Important:

1. Special Legislation: Chapter 498 (model for Chapter 43D – so other towns can do this)
2. Devens is a state priority clean-up and development site (EPA Superfund and brownfield site)
3. Maximizing reuse of existing buildings and infrastructure
4. Devens is Economic Target Investment area (due to loss of economic activity in the region due to base closure)*
5. Thoughtful, comprehensive and regional planning upfront to clean-up, protect sensitive areas, and maximize development of previous developed areas (Reuse Plan – Master Plan)
6. Upfront coordination between Applicants, DEC Staff, DEC Contractors, and MassDevelopment prior to submittal (pre-application), and throughout the application and permitting process, is an essential component.

***Economic Target and Opportunity Areas:** Devens is designated as economic target and opportunity areas, making certain development projects within Devens, and the towns of Shirley, Pepperell, Harvard and Ayer, and located in the town of Groton West Groton Mill, eligible for tax deductions, credits and abatements and other economic incentives. All this helps support redevelopment and the Unified Permitting process to attract businesses and redevelopment.

9. Zoning and Land Use

DEVENS CURRENT ZONING and LAND USE:

Devens zoning and land uses are governed by the [Devens Reuse Plan](#), which outlines the major patterns in the Reuse Plan for Devens, describing the patterns of development for the various zoning districts throughout Devens.

These “patterns” are further reflected and defined in [Chapter V of the Devens Bylaws](#) which describe the Zoning Districts and the general development goals of each district (consistent with Reuse Plan). Exhibit D of the Devens Bylaws contains the [Table of Permitted Land Uses](#) for each zoning district and [Chapter VI of the Devens Bylaws](#) further defines the Land Use Categories and Permitted Uses for each Zoning District.

Link to Devens Zoning Map: https://www.devensec.com/development/ZD_keymap_09-24-2016.pdf

DETERMINATION of ZONING COMPLIANCE:

To ensure compliance with the Reuse Plan and Bylaws, [974 CMR 1.02\(4\)\(a\)\(c\) of the Devens Rules and Regulations](#) requires Applicants to submit a Statement of Consistency with the Reuse Plan and Bylaws as part of their initial application. If a use is questionable, Applicants have the option of coming before the DEC to request a Determination of Zoning Compliance under [974 CMR 1.04\(2\)](#) before moving forward with their full application.

Any substantial changes to Zoning are required to comply with [Section 10 of Chapter 498](#), which outlines the Supertown meeting process.

As previously mentioned under the Unified Permitting description, The Devens Enterprise Commission (DEC) controls land uses and zoning through a Unified Permitting system that serves the combined functions of several boards and commissions and gains its authority from [Chapter 498 of the Acts of 1993](#) that provide the DEC certain Land Use/Zoning powers under MGL Chapter 40A and Subdivision Control under Chapter 41(81)a-j.

10. Environmental

US EPA SUPERFUND SITE:

The Devens Regional Enterprise Zone is an EPA Superfund Site pursuant to the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA). As such, the Army is responsible for remediating contaminated sites, with the EPA the lead regulatory agency. MASS DEP also approves all CERCLA related documents and enforces MGL 21E and the Massachusetts Contingency Plan (MCP). MassDevelopment and Devens are subject to a Tier 1A Permit, which gives DEP broad oversight of the Army and MassDev’s cleanup.

CLEAN-UP COORDINATION WITH ARMY, US EPA, MASSDEP, AND MASSDEVELOPMENT:

The Army holds primary responsibility for investigation, design, construction, and operation and maintenance of all contaminated sites in Devens. The EPA, DEP, Army and MassDevelopment (as the Local Redevelopment Authority and property owner) attend bi-weekly meetings to discuss ongoing remedial activities at Areas of Contamination (AOC) and to review site-specific documents. The Restoration Advisory Board (RAB) has been established with representatives from Devens, MassDevelopment, the surrounding communities, MassDEP, US EPA, Army, and the DEC. The RAB meets quarterly and oversees community

involvement in the Army's remedial activities. RAB attendees are informed of project updates, upcoming technical work, and next steps with regard to the Army clean-up process:

<https://www.nae.usace.army.mil/Missions/Projects-Topics/Former-Fort-Devens-Environmental-Cleanup/> .

MassDevelopment administers the Devens Soil Management Policy that restricts the movement of soil on and off of Devens and has special provisions for Unexploded Ordnance (UXO) and Munitions of Explosive Concern (MEC):

https://www.devensec.com/development/Devens_Soil_Mgmt_and_UXO_Policies_and_Procedures.pdf .

Compliance with this policy is a condition of all development permits issued by the DEC. The Devens Fire Department provides the required training. MassDevelopment provides environmental support to existing and potential property owners.

DEC and MassDevelopment Staff also participate in the Army's annual Land Use Control audit at AOCs. A number of sites in Devens are subject to Institutional Controls that restrict certain land uses to reduce potential exposure to contamination. The former Oak, Maple and Grant Housing areas are one example. A Land Use Implementation Control Plan was established for these areas to restrict access to certain areas and raise awareness of historic military uses, reduce risk and potential exposure to s to UXO and MECs:

https://www.devensec.com/development/April_2021_LUCIP_Addendum_Restricted_Area_Signed_and_Rec
[ordred.pdf](https://www.devensec.com/development/April_2021_LUCIP_Addendum_Restricted_Area_Signed_and_Rec). A summary of the clean-up efforts to date (as of 2020) can be found at:

<https://cumulis.epa.gov/supercpad/SiteProfiles/index.cfm?fuseaction=second.cleanup&id=0100966> .

While there has been considerable clean-up of contaminated sites to date, there are still active remediation and long-term monitoring activities being conducted by the Army. PFAS has also arisen as a newer contamination issue that is being investigated by the Army in soils, as well as surface and groundwater.

WATER QUALITY:

Devens Utilities has upgraded its water treatment systems to come into compliance with all EPA Drinking water standards, including PFAs, Iron, and Manganese. Devens drinking water comes from three MassDEP-permitted drinking water wells and there are numerous bylaws and regulatory requirements in place to protect these resources from development impacts.

REGULATING CONSERVATION/ENVIRONMENTALLY SENSITIVE AREAS AND GHG EMISSIONS:

In its role as the unified permitting agency, the Devens Enterprise Commission acts as the Conservation Commission and oversees the implementation of the Devens Open Space and Recreation Plan, Multi-Use Trail Plan, Water Resource Protection Plan, and the Wetland Protection Act. There are a number of wetlands, watercourses and vernal pools – most of which are permanently protected through conservation restrictions on over 1400 acres of land in Devens. Devens has a Steep Slope Overlay District and Water Resources Protection Overlay District for added environmental protection through bylaws and rules and regulations. Devens implements Greenhouse Gas Emissions reduction regulations through requirements for increased building energy efficiency, participation in operation and waste reduction programs and low-impact development. Devens Also has a Climate Action Plan that it is implementing to help mitigate and adapt to the changing climate: <https://devensforward.com/action-plan> .

11. Military Affairs and other Federal Uses*

Bureau of Prisons (Federal):

- Federal Medical Facility and Camp (camp is transitional program)
- Shared communications
- Devens Fire provides emergency response support**

Department of Defense – Devens Reserve Forces Training Area - US Army/Marine Corps (Federal):

- Training and base operations support to the United States Armed Forces across New England.
- DEC provided initial permitting for new joint facilities on Barnum Road.
 - Past inter-governmental services agreement for street maintenance with MassDevelopment

US Fish and Wildlife Service (Federal):

- Managing Oxbow National Wildlife Refuge (1667 acres within Devens)
- Mutual aid partnerships with Devens DPW (trail maintenance, parking lot snow removal)
- Devens Enterprise Commission (DEC) assists with permitting as local conservation commission

Shriver Job Corps (Federal):

- Education and trade school for at-risk youth.
- Community collaboration and partnerships with staff and students (carpentry and culinary programs)

Army National Guard (State):

- Training and base operations facilities
- DEC assists with permitting their facilities on Barnum Road.

**Note: Section 23 of Chapter 498 of the Acts of 1993 states that MassDevelopment and the DEC shall, and the Towns may, coordinate with, and provide information to the United States Department of Defense and any official or employee thereof, regarding any matter related to the ownership, condition, closure, conversion, redevelopment or future use or operation of Fort Devens. The DEC provides permitting and regulatory assistance as requested (see Military Permitting Policy)*

***Devens Fire Department provides emergency support to all state and federal uses within Devens.*

12. Voting issues

Chapter 498 of the Acts of 1993:**SECTION 25. Residents Vote**

The residents of Devens who are entitled to vote, shall be entitled to vote in all federal, state, local and regional elections and, in the case of local elections, shall be entitled to vote in the Town in which their residence is located.

HOA's and COA's

Devens also contains a number of private Homeowners and Condominium Associations in which residents are members of and vote. Emerson Green Homeowners Association; Walnut, Elm, Auman, and Bates Homeowners Association; Walnut, Elm, Auman, and Bates Condominium Association.

Devens Committee:

The Devens Citizens Advisory Committee is comprised of five (5) persons who reside within Devens. Members are elected bi-annually at an open public meeting within Devens. The Committee meets with MassDevelopment on a regular basis to address concerns of residents regarding the delivery of local services and related issues.

13. Budget and Finance

The financing and budgeting for Devens operations is unique from traditional municipal governments because of the two agencies overseeing redevelopment, as well as the regional nature of Devens redevelopment and operations, in addition to environmental clean-up and coordination with the Army,

Federal, and State Environmental Agencies. There are a number of regional services that Devens provides to surrounding towns, including, but not limited to water, sewer, and utilities.

Relevant Sections of Chapter 498 of the Acts of 1993 dealing with Finance:

SECTION 4. Debt Obligation

Principle Debt obligation for Devens redevelopment: \$200,000,000.

Section 6. Executive Director

MassDevelopment Chief Financial Officer is in charge of its funds, books of accounts, and accounting records.

Section 20. One Stop Development and Financing

Coordinated one-stop state program for businesses, institutions and private parties that may intend to locate in Devens in order to enable development activity within Devens to be more effectively promoted by the Commonwealth.

Section 21. taxes and user fees

The DEC and MassDevelopment exercise all the powers granted to cities and towns to enable the collection of such taxes and other charges. The towns are not entitled to assess any fees or taxes on property, persons or businesses located in Devens.

MassDevelopment Devens:

MassDevelopment Board of Directors approves the annual budget for the entire agency operations. Devens operations expenses include salaries, Administrative, professional services, projects, tax abatement, and operating expenses. The current tax rate in Devens is \$12.55 for residential and \$17.27 for commercial/industrial (per \$1,000).

Devens Enterprise Commission (DEC):

The DEC's operating budget comes primarily from permitting fees. The DEC has a tax sharing agreement with MassDevelopment in which 2% of the property taxes collected in Devens by MassDevelopment go to the DEC to supplement their funding. To ensure continued permitting operations, if the DEC's cash reserve is forecast by the DEC to fall below \$250,000 in any year, MassDevelopment is required pay to the DEC an amount of money sufficient to restore the cash reserve to a balance of \$250,000. The DEC's budget is approved annually by the Commission after estimating projected revenue for the upcoming fiscal year. DEC expenses include salaries, contracted services, insurance, legal, office, special projects for advancing the reuse plan, and professional development.

14. Taxation

Relevant Sections of Chapter 498 of the Acts of 1993 dealing with Taxation:

Section 21. taxes and user fees

The Devens Enterprise Commission and MassDevelopment exercise all the powers granted to cities and towns to enable the collection of such taxes and other charges. The towns are not entitled to assess any fees or taxes on property, persons or businesses located in Devens.

MassDevelopment Devens:

MassDevelopment collects taxes in the Devens Regional Enterprise Zone. The current tax rate in Devens is \$12.55 for residential and \$17.27 for commercial/industrial (per \$1,000). This rate does not include personal property tax. Devens is designated as a Commonwealth Economic Target and Opportunity Area (Section 18 of Chapter 498) and MassDevelopment occasionally uses tax increment financing as a tool to attract, retain, and grow industry in Devens and the Commonwealth.

Devens Enterprise Commission (DEC):

The DEC has a tax sharing agreement with MassDevelopment in which 2% of the property taxes collected in Devens by MassDevelopment go to the DEC to supplement their funding. The DEC's operating budget comes primarily from permitting fees.

15. Community Identity

Devens, as a Regional Enterprise Zone, and former military base, obviously has a rich military history but it has been planned to be an economic, environmental, and social community that benefits the region and the commonwealth as a whole. Sustainable redevelopment and regional collaboration are two key guiding principles.

With over 1800 acres of open space, Devens is well known for its natural scenic beauty and numerous recreational amenities. With the relatively small residential population and large industrial base, Devens is also internationally recognized as one of North America's premiere eco-industrial parks – where businesses work together as a system of industries to maximize efficiencies and minimize waste – like a natural ecosystem. The Devens Eco-Efficiency Center and The Great Exchange programs are what sets Devens apart from other industrial parks and they are furthering the sustainable redevelopment goals in accordance with the Devens Reuse Plan.

Regional collaboration consists of mutual aid agreement with surrounding towns, emergency 911 services covering 7 towns, a Household Hazardous Waste Collection facility covering 15 towns, along with numerous social services for the region, including Loaves and Fishes Food Pantry, United Native American Cultural Center, Clear Path for Veterans, Transitions Women's Shelter, Tara Vista Behavioral Health Center and a number of other services.

While Devens has a relatively small residential population, the sustainable redevelopment goals of the Reuse Plan are reflected in the neighborhoods that exist in Devens. Adaptive reuse of historic former military houses, coupled with the construction of newer, more energy efficient buildings and compact development patterns, coupled with a diversity of housing types and affordability options, have set the example for the future of housing in Devens. With the recent elimination of the housing cap and the potential for more residential growth, the community identity of Devens is likely to change a little in the future, however its core principles of sustainability, regional collaboration, and inclusiveness are likely to last.

A public art mural at Willard Field expresses Devens community identity in a unique way: The "Intersections of Community and Culture" – reflecting on Devens' location at the junction of two railroads, part of three towns, its past Native American and military history, its intersection with the Nashua River, and the rich natural and development history of the area:



16. Utilities

Devens operates as a Municipal Utility that provides potable water, sanitary sewer, electricity, and natural gas services to Devens. As a regional enterprise zone, and in accordance with Chapter 498, Devens provide shared regional services where available/feasible. This includes the Towns of Ayer, Harvard, and Shirley, as well as state facilities such as MCI Shirley, and the Army National Guard, and Federal facilities such as the Army, Federal Bureau of Prisons, and Shriver Job Corps.

Water:

- Devens is permitted by MassDEP for groundwater withdrawals of up to 4.8 mgpd (~3.6 max for safe yields)
- Devens provides emergency water back-up to the Town of Ayer.
- Town of Harvard is currently in the process of constructing a water connection to Devens for a segment of Harvard (current Intermunicipal Agreement with Harvard 100,00 gpd)
- MCI Shirley – 150,000 gpd - temporary supply while they explore future options due to PFAS issues
- Grove Pond – Off-line (~1million gpd potential) but expensive treatment and infrastructure to get back on-line
- MassDevelopment contracts with Veolia to operate the treatment system and infrastructure.

Sewer:

- Devens has its own wastewater treatment facility that is currently permitted by MassDEP to treat 4.65 mgpd (currently usage is around 1.5-1.6mgpd).
- There is a total of 2.65mgpd allotments to Towns of Ayer and Shirley and MCI Shirley (regional service agreements)
- MassDevelopment contracts with Veolia to operate the treatment system and infrastructure.

Electric:

- 5 substations service Devens. ISO New England is the system operator and National Grid owns the transmissions lines that supply our substations.
- One substation planned for expansion in 2030 to increase regional capacity, including Devens.

- Devens distribution system (from substations to customers) is very well maintained.
- Devens currently uses approximately 35 MW (daily peak).
- Devens regulations require all new electric utilities to be underground.
- Currently 30% of Devens energy comes from renewables (~12 MW from solar on Devens).
- Littleton Light and Electric holds the operation and maintenance contract for Devens Utilities

Gas:

- Tennessee gas pipeline supplies to National Grid and National Grid supplies Devens via two “take” stations that distribute gas throughout Devens .
- National Grid operates and maintains the gas system for Devens for Devens Utilities.
- The distribution system is well maintained.

17. Regional Services

The Devens Regional Enterprise Zone is regional by nature. It was created to foster the expeditious redevelopment of Devens for the benefit of the region. Chapter 498 of the Acts of 1993 promote shared regional services where available/feasible. Regional services within Devens include:

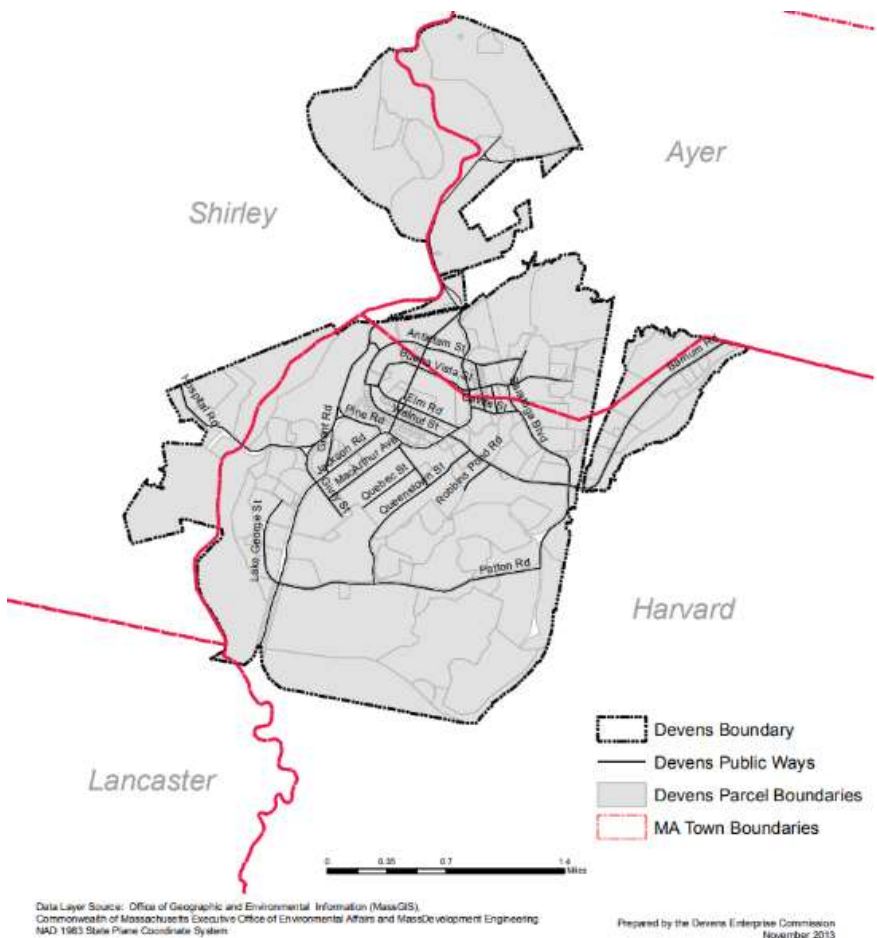
- **Devens water supply:** regional resource, providing emergency water back-up to the Town of Ayer. Town of Harvard is currently in the process of constructing a water connection to Devens for a segment of Harvard (current Intermunicipal Agreement with Harvard 100,00 gpd). MCI Shirley is supplied with up to 150,000 gpd (temporary supply while they explore future options due to PFAS issues).
- **Devens wastewater treatment facility:** provides regional capacity. There is a total of 2.65mgpd allotments to Towns of Ayer and Shirley and MCI Shirley (regional service agreements).
- **Devens electric:** distribution system relays renewable energy power from Shirley (cross-connection agreement with national Grid). Supplies utilities to the Army National Guard, and Federal facilities such as the Army, Federal Bureau of Prisons, and Shriver Job Corps.
- **Mutual Aid:** Devens Fire Department and Devens DPW have mutual aid agreements with surrounding towns to provide emergency and support services during times of need.
- **Nashoba Regional Dispatch:** Emergency 911 regional dispatch serving Bolton, Berlin, Boxborough, Devens, Harvard, Lancaster, Lunenburg.
- **Devens Household Hazardous Waste Collection facility:** Regional disposal center serving residents and small businesses in Ashburnham-Ashby-Ayer-Bolton-Clinton-Devens-Groton-Harvard-Lancaster-Littleton-Lunenburg-Pepperell-Shirley-Stow-Townsend.
- **Veterans Services:** family support services, dog service training, wellness programs, career services, culinary, operated by Clear Path for Veterans
- **Veterans Housing:** 14 units owned by MassDevelopment and managed by Clear Path for Veterans.
- **Affordable Housing:** Devens has 102 units of deed-restricted affordable housing that help serve the region. Qualifying units count towards the underlying towns Subsidized Housing Inventory (SHI).
- **Loaves and Fishes Food Pantry:** regional food distribution and services for individuals/families in need.
- **Transitions Women’s Shelter:** 13-unit shelter for homeless women with children (operated by Making Opportunity Count and owned by MassDevelopment)
- **Ayer-Shirley Regional Middle School:** regional school system on Devens serving kids in grades 6-8.
- **Parker Charter Essential School:** regional charter school on Devens serving students in grades 7-12 from 40 communities.
- **Bill Ashe Visitor Center:** Regional outdoor education and recreation center including trails, river access, hunting, restrooms and educational pavilion.
- **Regional Open Space and Recreation:** 1800 acres, 13 miles of trails, 36 holes of frisbee golf, cross-country skiing trails, ice skating rink, Mirror Lake, golf course, yoga, recreational fields.

- **Nature-based Solutions Work:** Regional collaborations promoting low-impact development techniques and habitat restoration in Devens and surrounding region (partnerships with Harvard, Bolton, Ayer, Shirley).
- **Devens Farmers market:** seasonal market partnering with local farm to bring fresh produce to the region.
- **The Great Exchange and Devens Eco-Efficiency Center:** globally recognized Eco-Industrial Park serving as a regional hub to create a network of businesses, minimize waste, and make items available for reuse.
- **Federal Services:** Numerous services such as National Guard, Prisons, and Shriver Job Corps.
- **Regional Events:** recreational fields, trails, and open spaces of Devens routinely host regional sporting and community events (Armed Forces Day celebrations, charitable runs, and craft and food truck festivals).
- **Transportation:** partnerships with MART and a North Central MA TMA providing regional transportation.
- **United Native American Cultural Center:** Regional Native American non-profit offering cultural enrichment, services, and education.
- **Nashoba Valley Chamber of Commerce** – Regional services for businesses in Devens and surrounding.

18. Boundaries

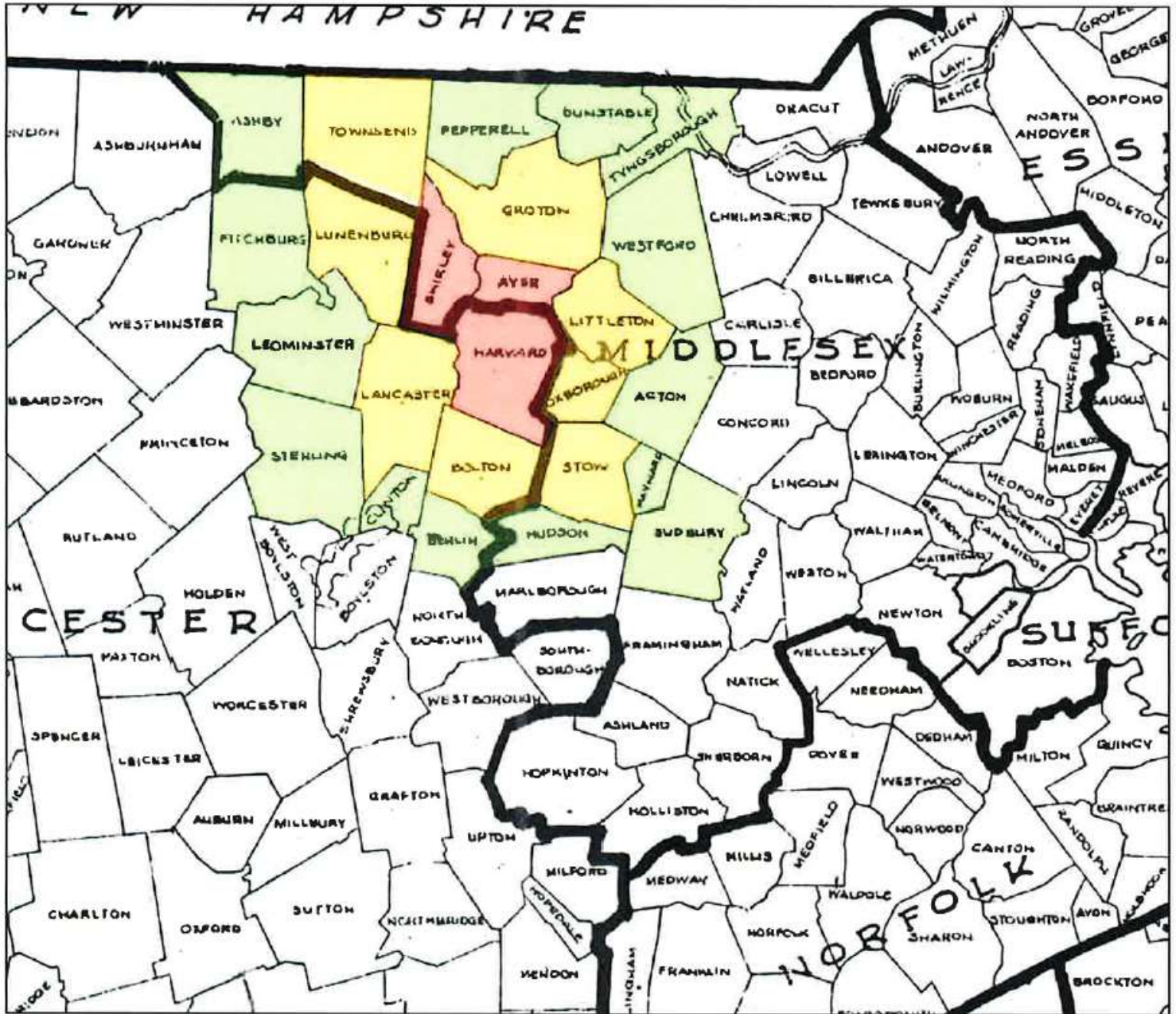
The Devens Regional Enterprise Zone boundary was created under Section 8 of Chapter 498 of the Acts of 1993. MassDevelopment created the boundary based on the Reuse Plan that was approved by the Board of Selectman in each town and filed with the Secretary, the House and Senate Committees on Ways and Means and recorded in the Middlesex and the Worcester county Registry of Deeds since it encompasses land in both counties.

The boundaries include all the land area of former Fort Devens, except the South Post, and certain land adjacent to Fort Devens owned by the Commonwealth, and certain land adjacent to Fort Devens currently owned by the Springfield Railway Terminal, Inc. and currently used primarily for railroad purposes.



Chapter 498 defines the "Devens Region" as Ayer, Harvard, and Shirley and all municipalities contiguous to them, as well as those contiguous to the towns surrounding them:

Devens "Impact Area" per Chapter 498: Ayer, Harvard & Shirley + Adjacent Towns + Adjacent Towns



19. Redevelopment Authority

MassDevelopment acts as the redevelopment authority for the Devens Regional Enterprise Zone in accordance with Section 12 of Chapter 498 of the Acts of 1993. MassDevelopment acts as the agency authorized and empowered to operate and maintain the infrastructure that supports the revitalization and redevelopment of Devens. They are authorized to sell, lease or acquire title to land, buildings and improvements. MassDevelopment is authorized and empowered to maintain, operate, administer, manage and oversee the redevelopment of Devens subject to the Reuse Plan and Bylaws, and the authority of the Devens Enterprise Commission, and the three towns where applicable.