



ANNUAL REPORT

TRANSFORMING A FORT INTO AN ECONOMIC FORCE





2017

ANNUAL REPORT

CELEBRATING 100 YEARS

2017 marks the 100-year anniversary of the founding of Camp Devens. MassDevelopment has been proud to spend the last two decades taking part in the evolution from Camp Devens to Fort Devens to the 4,400-acre community that we know and love today. This annual report includes details of that proud history and the latest highlights in Devens. Anchor businesses and nonprofits have grown, regional initiatives are cementing Devens' status as an economic hub, and the community's commitment to open space leads thousands to visit and enjoy Devens' many recreational opportunities.

The seeds we planted years ago continue to bear fruit and help Devens fulfill its potential. This year, the Devens regional shuttle service has provided a convenient, affordable, and now permanent way for the nearly 5,000 people who work in Devens to commute here. The newest Devens neighborhood, Emerson Green, is providing sustainable, attractive homes for those who want to live here. Finally, MassDevelopment partnered with the Urban Land Institute on a strategy session to identify how Devens can be an even more vibrant community.

In a series on Massachusetts Civil War general Charles Devens, *Nashoba Publications* mentioned that all who served with him "naturally turned to him with respect and confidence." MassDevelopment forever strives to ensure that Devens lives up to its namesake's high standard, working to position the community as a model for military base reuse. We appreciate the confidence and collaboration we receive from our partners in redevelopment, and invite you to see these accomplishments in the following pages.

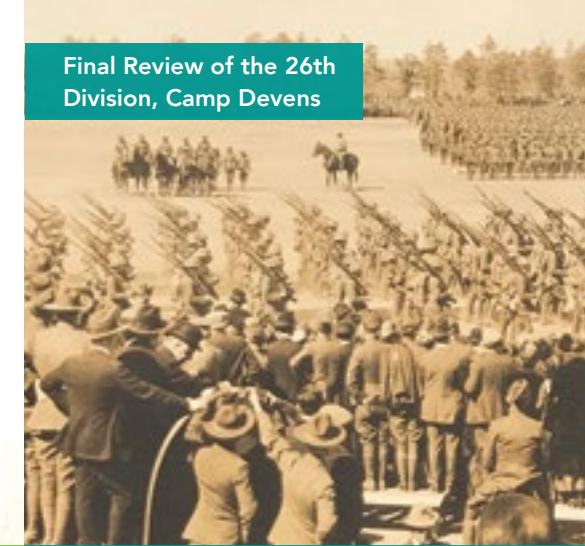


MassDevelopment President and CEO

THE BEGINNING

The federal government buys 5,000 acres in the towns of Ayer, Harvard, Lancaster and Shirley. Naming the area after Massachusetts Civil War general Charles Devens, the U.S. Army establishes Camp Devens.

Final Review of the 26th Division, Camp Devens



GROWING IMPORTANCE

Edith Nourse Rogers, the first Massachusetts woman elected to Congress, sees the economic importance of Camp Devens to the surrounding community. Renamed Fort Devens, it becomes a permanent U.S. Army post.

1917

1918

1931



BIRD'S-EYE VIEW, 151ST INF. BRIGADE QUARTERS, CAMP DEVENS, AYER, MASS.

FIRST WAR

Camp Devens becomes a transition center—where members of the armed forces are discharged or released from active duty—for troops returning from France after World War I. Camp Devens later serves as a training camp for National Guardsmen, Army reservists and ROTC cadets.



Photo courtesy of Schlesinger Library, Radcliffe Institute, Harvard University

WORLD WAR II

Fort Devens becomes a reception center for hundreds of New England draftees. More than 1,200 wooden barracks are built to prepare for World War II.



Fourth Women's Army Corps

KOREAN WAR

With the outbreak of the Korean War, Fort Devens is called upon for the third time in its history to serve as a reception center.



LAST MISSION

For both Operation Desert Storm and Desert Shield, Fort Devens serves as a deployment center for more than 3,000 Army reservists and National Guard troops from 1990–1991.



1940

1941

1950

1951

1990

1996



ACTIVE DUTY

Fort Devens begins training nurses, chaplains, cooks and troops in key infantry divisions, including the Fourth Women's Army Corps. The first airport gets off the ground, later becoming the Moore Army Airfield.



Fort Devens Airfield

SPECIALIZED TRAINING

The Army Security Agency Training Center and School is relocated to Fort Devens. The center's arrival begins an era of specialized training for officers, enlisted men, and civilians who want to be linguists, cryptographers, code operators and traffic analysts.



36th Evac. Gulf War

DEVENS REBORN

After more than 79 years as the U.S. Army's New England headquarters, Fort Devens closes, and the property is conveyed to MassDevelopment. Renamed Devens, it is designed to be a thriving community.

ECONOMIC EDGE

The Gillette Company becomes the first major business tenant in Devens. The shaving leader brings critical jobs to the region and kicks off a new era of growth and economic activity.

Emerson Green Neighborhood



BUSINESS FRIENDLY

Ryan Development breaks ground on Devens Common, a business services district that includes a Marriott Hotel, conference center, plentiful office space and more than 100,000 square feet of retail space.



NONPROFITS WELCOME

Loaves & Fishes, a nonprofit that provides food to more than 4,000 households each year, agrees to build a new facility in Devens. MassDevelopment sells Loaves & Fishes their new building for the price of one can of peas. The increased storage and office space allows the company to feed more families in need.



1997

2000

2003

2004

2005

2007

COMMUNITY RISING

Aspen Square Management renovates 102 units of former Army housing. This project sows the seeds of a vibrant residential community.



Devens Common

POSTAL POSSIBILITIES

The U.S. Postal Service awards Devens an official zip code: 01434. For the first time, businesses and residents can send and receive mail with a Devens community designation.



HEALTHY GROWTH

After an international site search, pharmaceutical giant Bristol-Myers Squibb breaks ground on a \$750 million facility. It includes a living cell culture manufacturing plant, new R&D labs and everything needed to create the drugs of the future.

Quiet Logistics



SAFETY MINDED

Devens and other communities in the region agree to establish, operate and maintain a 911 emergency communications and dispatch system. This collaboration forms the Nashoba Valley Regional Dispatch District.



New England Studios

LEISURE LIFE

The Red Tail Golf Club is chosen to host the 2015 Massachusetts Amateur Public Links Championship. A leader in sustainable design, Red Tail was designated the first Audubon International Signature Sanctuary golf course in New England.



Cavite Street Neighborhood

BIOLOGICS READY

Bristol-Myers Squibb completes a major expansion, accelerating the company's growing portfolio of biologics therapeutics. The \$280 million project brings critical new biologics development and clinical trial capabilities to Devens.

2011

2012

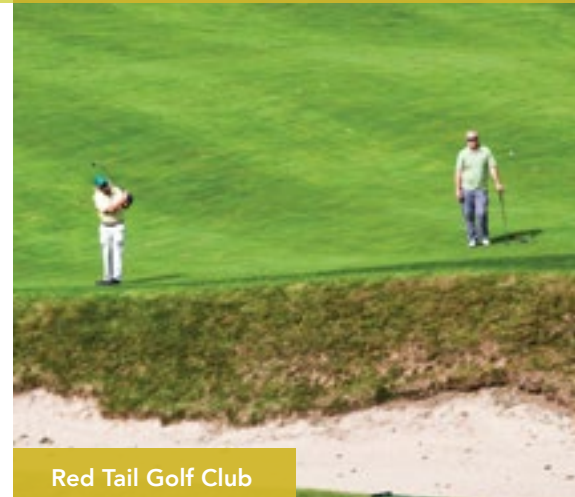
2015

2016



MOVIE MAGIC

New England Studios breaks ground on a state-of-the-art film and television studio complex, further expanding the Commonwealth's growing reputation for first-rate movie, television and commercial production.



Red Tail Golf Club

SUSTAINABLE HOUSING

Devens earns the Excellence in Sustainability Award from the American Planning Association. The honor recognizes an energy-efficient housing project that includes 20 net-zero or net-positive-energy rated homes.



Bristol-Myers Squibb

Little Leaf Farms



PROVEN IMPACT

Devens employs nearly 5,000 workers and contributes more than \$2.5 billion to the Massachusetts economy. These are the official findings of a UMass Donahue Institute report analyzing the community's economic impact.

Devens Regional Shuttle Service Commences



FUTURE MINDED

MassDevelopment partners with the Urban Land Institute to host a technical assistance panel in Devens. The day long strategy session with young real estate professionals identified ways to make Devens an even more vibrant and attractive environment for businesses, residents, and visitors as the community greets its next chapter.

2016

2017

FRESH THINKING

Little Leaf Farms builds a 114,000-square-foot hydroponic farming facility. It's part of an effort to meet the New England region's demand for high-quality, pesticide-free, locally-grown leafy vegetables.



TaraVista Behavioral Health Center

CONVENIENT COMMUTING

To provide a more convenient and affordable way to commute to Devens, a new regional shuttle service is created. It's designed to supplement existing transportation by connecting Devens, Ayer, Fitchburg, Leominster and Shirley.



Rogers Field

Devens: A Project of MassDevelopment

For the Years Ended June 30, 2016 and June 30, 2017

Revenues and Expenses:	2016	2017
Operating revenues:		
Lease income	\$ 853,204	\$ 922,552
Payment in Lieu of Taxes	600,000	700,000
Property taxes	5,718,209	6,500,782
Other municipal income	996,204	983,138
Public education	256,358	247,283
Fire income	172,280	249,109
Police income	20,134	18,185
Recreation income	386,283	345,677
Total operating revenues	9,002,673	9,966,727
Operating expenses:		
Professional and administrative operations	4,113,871	3,995,114
Fire operations	2,090,627	2,297,045
Public works operations	1,558,342	1,626,600
Recreation operations	81,497	69,896
Municipal education expense	1,732,577	1,697,507
Police operations	1,226,046	1,191,860
Bad debt expense and tax overlay reserve	31,165	76,660
Depreciation expense	2,692,485	2,689,952
Total operating expenses	13,526,609	13,644,634
Excess operating expenses	\$ (4,523,937)	\$ (3,677,907)
Land and building sales, net	(13,938)	1,642,167
Non-operating revenues/(expenses)	3,207,706	862,825
Excess revenues/(expenses)	\$ (1,330,168)	\$ (1,172,916)
Capital Activity		
Office equipment, computers, software	\$ 46,097	94,914
Environmental activities	21,296	18,970
Devens municipal services	360,772	490,994
Devens real estate and engineering	7,783,227	1,408,497
Total capital activity	\$ 8,211,392	\$ 2,013,374

**Devens Utilities: A Project of MassDevelopment**

For the Years Ended June 30, 2016 and June 30, 2017

Revenues and Expenses:	2016	2017
Operating revenues:		
Gas	\$ 8,392,137	\$ 6,829,270
Electric	16,019,938	17,276,029
Water	1,298,657	1,136,332
Wastewater	2,987,420	3,053,640
Total operating revenues	28,698,152	28,295,271
Operating expenses:		
Professional and administrative operations	732,469	681,149
Gas purchases	7,378,644	6,218,262
Electric purchases	12,436,422	13,815,880
Water operations	354,334	385,433
Wastewater operations	1,872,266	1,995,710
PILOT Fee-Electric	600,000	700,000
Bad debt expense	21,768	237,123
Depreciation expense	3,547,928	3,573,741
Amortization of bonds	1,779	1,562
Total operating expenses	26,945,610	27,608,860
Excess revenues/(expenses) before non-operating activity	\$ 1,752,542	\$ 686,411
Non-operating revenue/(expenses)	(313,891)	(265,933)
Excess revenues/(expenses)	\$ 1,438,651	\$ 420,478
Capital Activity:		
Utility infrastructure	1,567,677	367,798
Total capital activity	\$ 1,567,677	\$ 367,798



A special monument is dedicated to the 168th Engineer Battalion for defense of St. Vith, Belgium, during the Battle of the Bulge.



