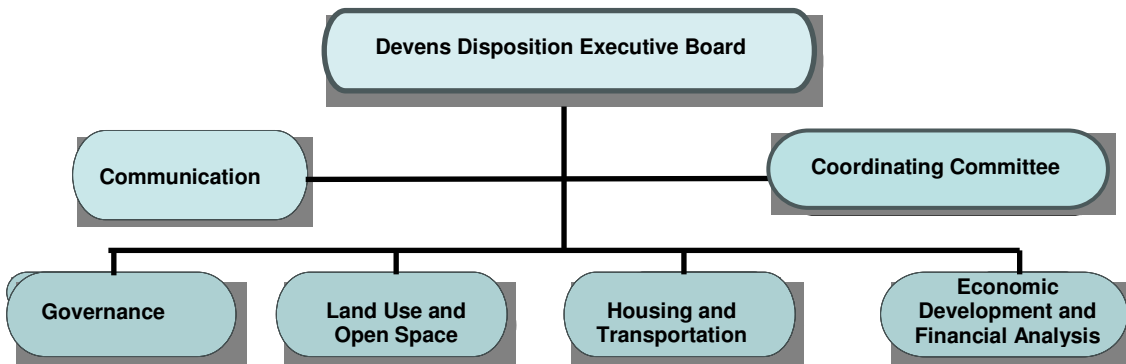


## Proposed Devens Disposition Executive Board Committee Structure



### Coordinating Committee

The mission of the Coordinating Committee is to support the activities of the DDEB and the other Committees to ensure that the disposition and future planning for Devens is an open, transparent and inclusive process for residents, businesses, stakeholders and interests from the surrounding communities. The Coordinating Committee is an integral part of the public planning process. Membership on the Committee would include the three town administrators, a Selectman from each town, a Devens Committee member, a DEC representative, and staff from MassDevelopment.

### Committees

- Coordinating
- Communication
- Governance
- Land Use, Open Space, and Resource Protection
- Housing and Transportation
- Economic Development and Financial Analysis

### Communication Committee

The Communication Committee is charged with ensuring effective interaction of the DDEB and its Committees with the community at large, including residents, business people, regional interests, voters, civic organizations, and Devens employees among others. This group will engage the communities directly to provide education about the disposition process and the work of the DDEB, and also will seek input and feedback from broad segments of constituents in the region.

### Responsibilities

- Conduct community surveys and stakeholder interviews
- Ascertain voter interest
- Coordinate public meetings
- Prepare/respond to communications
- Media relations, communications, and outreach
- Web site development and content

### **Governance Committee**

The mission of the Governance Committee is to evaluate alternatives for the final disposition of Devens. The committee will research topic areas to make recommendations as to whether jurisdiction over all or a portion of the former military base should be returned to the Towns of Ayer, Harvard and Shirley using the historic or new town lines, or whether it should evolve into a new town. The committee will also investigate whether some municipal services could be provided on a regional basis.

### Topics:

- Identifying how to manage the transition/disposition
- Exploring models for future governance
- Relationships with state and federal resident entities
- Defining boundary expectations and a process for establishing community borders
- Identification of alternatives for the ownership of utilities
- Identifying and assessing alternatives for provision of municipal services, including education
- Understanding the legal aspects of disposition

### **Land Use, Open Space, and Resource Protection Committee**

The mission of the Land Use, Open Space, and Resource Protection Committee is to evaluate current land use patterns at Devens, develop alternatives, and identify desired future densities and land uses that co-exist in a sustainable manner. The committee should also consider the disposition and future management of open space, recreational facilities, and other natural and cultural resources at Devens. The committee shall be charged with reviewing current plans and the future impact of environmental remediation activities. Efforts should be made to align community design and development patterns so as to be consistent with alternative modes of transportation that moderate automobile use. The Committee will need to understand the constraints of existing land uses, evaluate the size and type of residential populations that are optimum for the future success of each envisioned disposition outcome, assess the balance between new housing development and commercial development initiatives, and identify regulatory frameworks to balance future growth and

development in a manner that is consistent with the overall goals of each disposition outcome.

#### Topics:

- Exploring the need and potential goals for specific area plans, plans for Devens as a whole and for the region.
- Evaluating density and the optimum balance between housing and commercial development
- Defining and evaluating Sustainability/Smart Growth initiatives.
- Developing or evaluating housing and economic development concepts which complement those in the host communities or facilitate the creation of a separate town or other independent entity.
- Evaluating zoning and land use regulations
- Identification of public facilities and amenities needed to support the possible disposition outcomes.
- Coordination/management of recreation facilities and programs
- Balancing the amount of land needed for recreation/protection vs. development
- Assessment of historic preservation initiatives and strategies to re-use historic buildings.
- Review the status of areas to complete and undergo environmental clean-up/remediation
- Assess ongoing water quality initiatives and future water quantity needs

### **Housing and Transportation Committee**

The mission of the Housing and Transportation Committee is to ensure that future housing development at Devens provides a variety of housing types and densities to ensure opportunities for a wide range of income groups and household sizes. The committee will also define what transportation infrastructure is needed to serve future growth and development, including improvements that may be necessary to provide sufficient access and safety accommodations for automobiles, rail, pedestrians and bicyclists. The Committee will evaluate the types of housing that complement the existing stock in the host communities, reconcile those considerations with the need to provide a variety of housing options within Devens, and determine the desired number and types of housing units needed to constitute a “town” or other disposition outcomes. The committee will need to understand the current and future housing market conditions in the region, with a focus on understanding how anticipated absorption rates will effect future phasing of development. The committee must also define the impacts that housing development will have on the demand for municipal services.

#### Topics:

- Identifying future desired population levels and demographics for each disposition outcome considered.
- Assessing the need for affordable housing.

- Evaluating market studies of housing demand.
- Understanding absorption rates and their effect on the neighboring towns.
- Identifying appropriate levels of density
- Designating multiple housing types
- Assessing existing and future transportation needs/demands
- Identifying impacts and improvements needed for the existing regional roadway network
- Examining access and connections to surrounding communities
- Ensuring access to commuter rail
- Identifying alternatives to accommodate alternative modes of transportation to moderate automobile use

### **Economic Development and Financial Analysis Committee**

The Economic Development and Financial Analysis Committee is charged with assessing the financial implications of future disposition alternatives. The committee shall oversee development of a financial model that incorporates assessment of future revenues, financial impacts of commercial and residential development, the provision of municipal services, and the impacts of future land development alternatives on property taxes. The committee shall also examine the impact of commercial and residential development on the economic and social sustainability of the communities, with an emphasis on business development and job creation for the region.

The committee shall have interaction with each of the other committees to ensure that there is an understanding of each committees goals and recommendations. The committee will assess the financial implications of various future disposition and development alternatives.

#### **Topics:**

- Assessing the job creation potential of alternative development plans.
- Assessing development plan alternatives' financial impacts on the local communities or on a new Devens community.
- Developing and managing a financial model.
- Assessing real estate tax impacts of different development scenarios
- Understanding project phasing/schedule and costs of projects that remain to be completed
- Understanding project phasing/schedule and costs of new infrastructure projects needed to support future development
- Assessing the financial impacts of tax-exempt state and federally owned property.
- Identifying the costs for local oversight of environmental clean-up/remediation