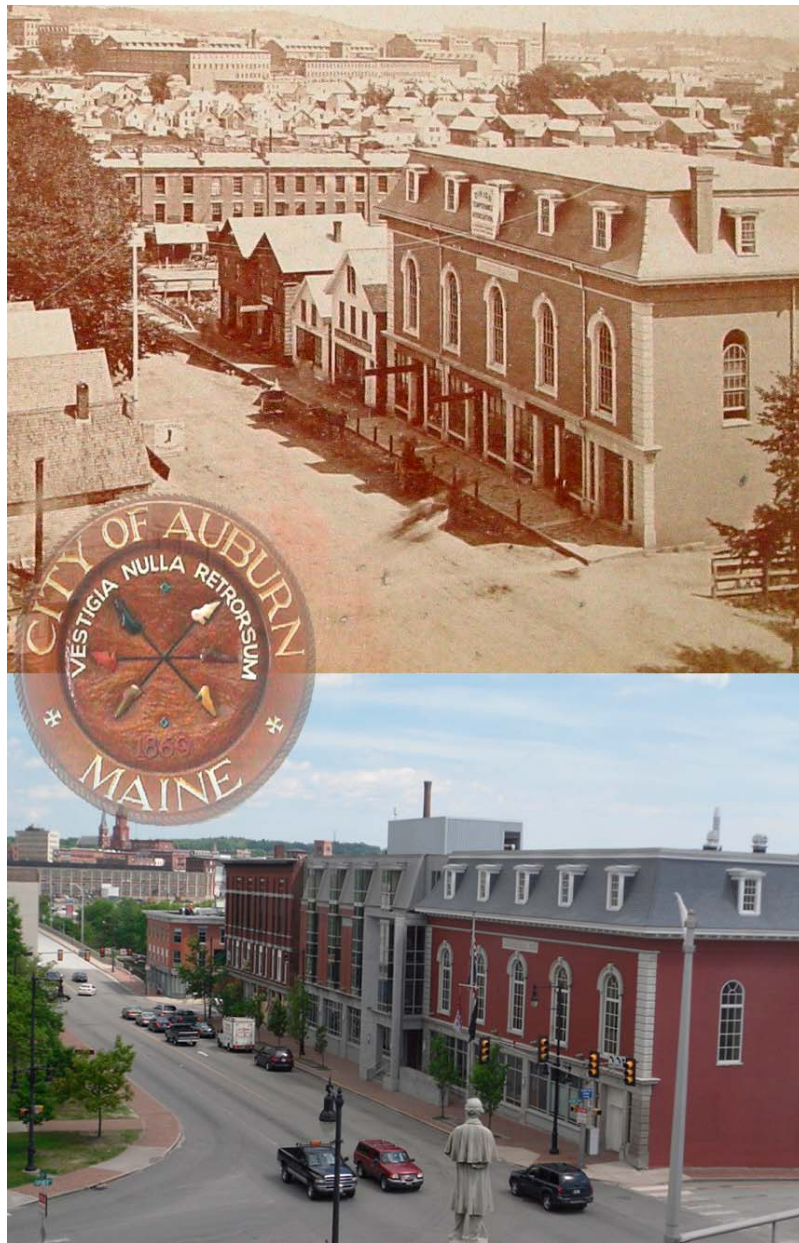


CITY OF AUBURN COMPREHENSIVE PLAN: 2010 UPDATE



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TABLE OF CONTENTS

| | |
|--|------------|
| Introduction | iii |
| Vision & Executive Summary | iv |
| Part A: Policies | 1 |
| Chapter 1 - Goals, Objectives, & Strategies | 2 |
| A. Natural Resources Policies | 3 |
| B. Water and Sewer Policies | 20 |
| C. Public Facilities Policies | 23 |
| D. Historic and Archaeological Policies | 29 |
| E. Recreation (and Open Space) Policies | 32 |
| F. Population Policies | 36 |
| G. Transportation Policies | 38 |
| H. Community Development Policies | 55 |
| I. Economic Development Policies | 64 |
| J. Other Land Use Policies | 69 |
| Chapter 2 - Future Land Use Plan..... | 73 |
| Chapter 3 - Regional Coordination..... | 111 |
| Part B: Implementation | 117 |
| Chapter 4 - Capital Investment Strategy..... | 118 |
| Chapter 5 - Implementation Strategy | 121 |
| Part C. Background Information | 136 |
| Chapter 6 - Overview of Past Planning Activities..... | 137 |
| Chapter 7 - Updated Inventory Sections..... | 140 |
| Appendices | 282 |
| I. New Auburn Master Plan..... | 283 |
| II. Excerpts from the City of Auburn FY 10-14 Capital Improvement Program..... | 284 |
| III. Overview of Public Involvement (including Expanded Vision)..... | 298 |

INTRODUCTION

The 2010 Update of the City's Comprehensive Plan serves as a guide for the decisions the City must make about growth, development, redevelopment, and change over the coming decade. The Plan continues the City's established long range planning process, and creates a framework for managing future development. In many cases, the recommendations of the 2010 Plan continue the basic policy directions set by the previous Plan. In other cases, the 2010 Plan addresses emerging issues or provides a fresh look at ongoing issues.

The 2010 Plan is divided into three parts. Part A sets out the policy recommendations. Chapter 1 looks at how the City should address the issues facing the community – natural resources, public facilities and infrastructure, historic preservation, economic and community development, housing, and recreation and open space. Chapter 2 includes a land use plan that looks at how Auburn should and should not grow, develop/redevelop, and change over the next ten to twenty years. Chapter 3 deals with issues that extend beyond the boundary of the City or can be addressed on a regional basis.

Part B lays out the actions needed to achieve the policies proposed in Part A. Chapter 4 identifies and prioritizes the capital facilities needed in the future. Chapter 5 sets out a detailed program for carrying out the various strategies, and assigns responsibility for the implementation of each strategy to a particular department, board, or agency.

Part C contains background information. It includes an overview of the City's ongoing planning activities since the adoption of the previous plan (Chapter 6), and inventories of the City's issues, resources, and facilities (Chapter 7).

The appendices to the Plan include the New Auburn Master Plan that was completed concurrently with the Comprehensive Plan, a summary of the City's most recent Capital Improvements Program, and an overview of the public's involvement in the development of the 2010 Plan (including a detailed review of the City's visioning process).

The Plan is intended to conform to the requirements of the State's Growth Management Law for comprehensive plans. Once adopted by the City Council, the Plan will serve as the basis for the City's zoning and land use regulations.

VISION & EXECUTIVE SUMMARY

The 2010 Update of the City's Comprehensive Plan serves as a guide for the decisions the City must make about growth and change over the coming decade. The Plan continues the City's established long range planning process, and creates a framework for managing the City's future development. This section provides the vision underlying the Plan, and a summary of major policy recommendations.

A. THE VISION FOR AUBURN

The Plan is based on a "vision" for what we want Auburn to become over the next 10-20 years, a vision that incorporates input about what Auburn residents want their community to look like, feel like, and be like. The vision defines the goals around which policies are developed. In the early stages of developing the Plan, the Committee sought broad-based input from community members, and simultaneously polled the City's youth for input. The vision for Auburn is set out below, together with the views of our youth. A complete description of the visioning process is included in Appendix III. The vision set forth below is supplemented by more detailed visions for specific topics that are included throughout Chapters 1 and 2.

1. OUR VISION FOR AUBURN

Auburn is a community that balances urban and rural amenities. Neighborhoods are safe and well connected, people take pride in their community, open space is preserved and protected, and there are adequate economic, recreation, and housing opportunities to meet the needs of all residents.

Urban Housing Vision - provide quality housing options that include both mixed-income multi-unit and single family developments which serve residents of all ages and incomes which are designed with infrastructure that enhances neighborhood connectivity.

Auburn has a dense urban core where older buildings are preserved and rehabilitated and where the City encourages infill development of a similar character. Auburn provides housing for residents in all stages of life and across all income levels - apartments for students and young professionals, affordable and moderate priced options for families and first-time homebuyers, market rate homes for professionals, as well as independent and group housing for seniors. Auburn increasingly uses green building practices that result in more energy efficient and environmentally sustainable homes. Auburn neighborhoods are well connected through a network of sidewalks, trails, public transit, and bike lanes.

Rural Housing Vision - maintain the rural and open-space character by limiting growth while continuing to allow low density development set back from the roadways

Auburn's rural character is maintained. Development is limited to low density housing that provides buffering/screening along the major roadways to protect rural vistas. The Agricultural Zone ensures continued protection of rural character while preserving landowner rights.

Transportation Vision – develop an integrated transportation network focused on public transit, pedestrian, and bicycle access as well as overall road improvements and utilization of the airport and railway for passenger service.

Auburn's roads are safe and efficient. The City promotes and accommodates alternative fuel vehicles. The public transportation system has expanded routes, uses smaller more energy-efficient buses, and has increased connections to and from rural and recreational areas. There is a resurgence of commuter and long-distance passenger rail and air service to and from Portland, Boston, and destinations throughout the US and Canada. The City is interconnected through an expanded network of sidewalks, bike lanes, and trails linking neighborhoods, the downtown, schools, and recreational areas.

Physical Recreation Vision - maintain and enhance access to both open space areas and recreational facilities such as parks and sports fields.

Auburn has well-maintained and easily accessible parks, trails, and recreational amenities, including ice rinks, playgrounds, and teen facilities. They are in both rural areas and urban neighborhoods. Recreational opportunities are expanded in and around Auburn's waterways including parks, trails, and boat launches along the Androscoggin and Little Androscoggin Rivers and around Lake Auburn. Public awareness of existing recreational amenities is high. The City places a strong emphasis on the maintenance of its existing parks and trails, and respect for its open space and natural resources.

Cultural Recreation Vision – provide a rich diversity of cultural activities with a focus on multi-use community space and the promotion of arts and festivals.

Auburn has numerous community art spaces and places for music, performances, and community gatherings. The City prides itself on its cultural amenities. It has expanded museums and a newly-created large-scale outdoor area for festivals.

Economic Vision – foster a strong, diverse economy with a focus on high quality, well-paying, skilled job opportunities.

Auburn has developed a niche market for economic growth focused on science, technology, and medical industries. Auburn schools offer training opportunities to meet the needs of these new industries. Industrial growth is located in the expanded industrial park areas. Auburn's downtown is a vibrant and creative place, with a focus on local small-businesses. Office, professional, and light industrial services continue to exist along major transportation corridors. Auburn provides important amenities such as transportation, utilities, education, and affordable employee housing to support the expanding economy and attract new businesses.

Public Facilities Vision – provide quality services as efficiently as possible.

Auburn maintains and develops public sewer and water systems in order to support growth within the City. Auburn prides itself on a high rate of recycling. The City is committed to green, energy efficient development.

School services are adapted to meet the changing needs of the community. Joint campuses and facilities have been developed where appropriate, while neighborhood schools have been preserved where feasible.

Natural Resources Vision – continue to protect Auburn's rivers and lakes in balance with allowing public access to such resources.

Auburn continues to protect the water quality in Lake Auburn and Taylor Pond, as well as the Androscoggin and Little Androscoggin Rivers. Programs support agricultural activities, protect natural features such as wetlands, and ensure the continued preservation of rural open spaces. Rural land preservation is balanced with the continued protection of landowner rights. Access to urban open space is increased through the expansion of the city tree program, the development of lot gardens, and the preservation of rural and river viewsheds.

2. THE VIEWS OF AUBURN'S YOUTH

Auburn's youth are seeking to create community pride -- pride in their school, pride in their neighborhood, pride in their City, pride in their place within the community, and pride in their future as prosperous citizens of Auburn.

High School Vision

Edward Little High School (ELHS) has a new, updated campus with additional sports fields/facilities; arts opportunities/forums; and an improved cafeteria with better, healthier and more affordable food options. The curriculum has been improved and expanded, and includes job-shadowing opportunities and more technology courses.

Recreation and Environment Vision

Auburn is home to a Teen Center that provides a safe, non-judgmental, supportive environment. This center focuses on a variety of activities including arts and music, and operates a cafe for teens of all ages to enjoy. Auburn has expanded recreational amenities, including new and improved basketball courts, sports fields, and pool facilities. There are also improved, expanded, and connected sidewalks, trails, and bike lanes. There are new urban parks, including a skate park, and also a large park where students can take the family dog to play Frisbee and enjoy outdoor activities. Auburn respects and protects its natural resources. The City highlights the Androscoggin River for the recreational and tourist opportunities it provides.

Transportation Vision

Citylink bus service maintains affordable fares and provides new routes to and from schools and parks. Roads in Auburn are kept in good condition by an improved road maintenance program. The City has invested in sidewalk development, expanded the network of designated bike lanes, and improved connections to trails - all contributing to safe pedestrian and bike connections throughout the City.

Economic Vision

Auburn is a City that offers a variety of well-paid, skilled jobs and provides ample educational opportunities for local residents to attain these jobs. Auburn has a low tax rate. Auburn's retail development focuses on teen-centered amenities such as youth clothing and music stores.

B. LAND USE POLICIES

Chapter 2 of the 2010 Update of the Comprehensive Plan sets out a Future Land Use Plan to guide where and how growth and development should be accommodated over the next decade. The Future Land Use Plan shows, in a general sense, the desired pattern of future land use and development in the City.

The Future Land Use Plan reaffirms a central policy of prior of land use planning in the City, namely, that development in Auburn should grow out from the core and from older established neighborhoods. This policy was originally set forth in the City's first comprehensive plan over a half century ago and has continued to guide the City's land use planning since then. It is based on the fact that growth out from the downtown core and older established neighborhoods allows for the most efficient utilization of city services. This plan discourages "leapfrog" development in the outlying sections of the city where city services are not now available. The effect of continuing this longstanding policy is to guide most new development into the area south of Lake Auburn and Taylor Pond, and north of the Maine Turnpike.

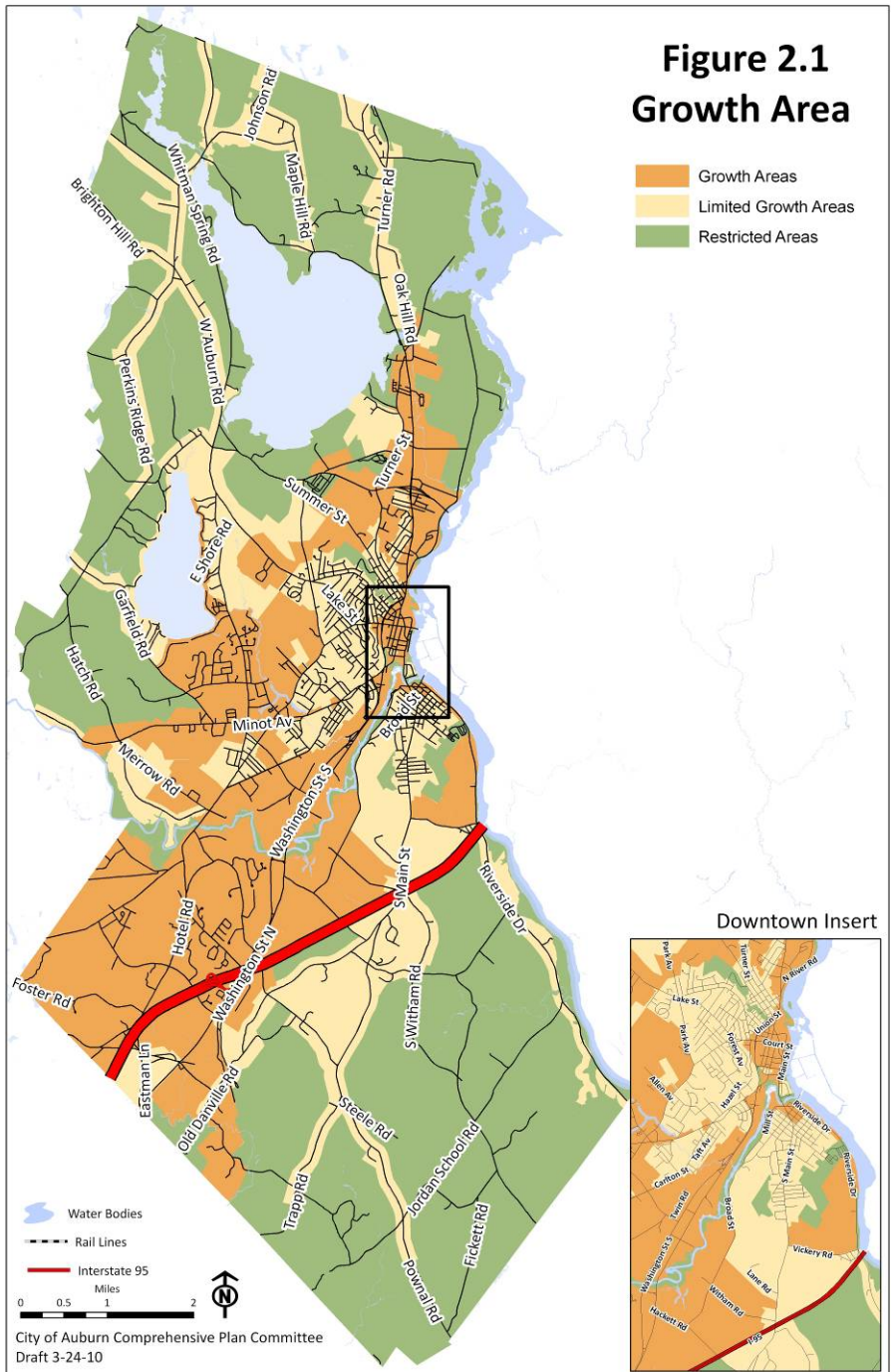
To manage development and redevelopment in accordance with this basic principle, the Future Land Use Plan designates Growth Areas, Limited Growth Areas, and Restricted or Non-Growth Areas:

1. **GROWTH AREAS** – Areas where the City wants growth and development to occur. The anticipation is that most residential and nonresidential development over the next ten years will occur in these growth areas.

2. **LIMITED GROWTH AREAS** – Areas that are either mostly developed, and therefore have limited development potential; or that have vacant or under-utilized land where the City desires a limited amount of growth and development over the next ten years.

3. **RESTRICTED OR NON-GROWTH AREAS** – Areas that are unsuitable or are otherwise undesirable for development; in these areas, the City desires to see little or no growth and development over the next ten years.

The general location of these areas is shown on the adjacent map.



The Future Land Use Plan divides each of these areas into a series of land use designations (See Chapter 2). The following highlights the major policy directions incorporated into those designations:

1. Rural

- Continue to protect undeveloped rural areas including North River Road, the Lake Auburn and Taylor Pond watersheds, and South Auburn from development
- Continue to allow low density residential development along some rural roads in accordance with defined criteria
- Allow flexibility for where and how rural residential development occurs to minimize its impact on the rural character and agricultural uses

2. Residential

- Allow new residential development at varying densities on the fringe of the built-up area where municipal services and utilities can be provided
- Allow infill development and redevelopment in established residential neighborhoods that is compatible with existing development patterns and densities
- Encourage reinvestment in older higher density residential neighborhoods by allowing full utilization of existing buildings and flexible parking requirements
- Expand the ability to create an “accessory apartment” in existing single family homes
- Consider using “density-based” requirements for residential development in development districts rather than the current lot size requirements
- Expand the ability to create residential uses in downtown neighborhoods

3. Commercial/Mixed Use

- Require “better quality design” for new commercial development
- Continue to promote development/redevelopment/reuse in intown areas that reinforces the traditional development pattern and increases pedestrian use
- Establish a “Village Center” in New Auburn to promote reinvestment in that area
- Designate the Stetson Road area east of Route 4 for business/office park development
- Allow the reuse of a portion of the Garcelon pits for high quality business park development done in a manner that protects Lake Auburn
- Allow the development of the Delekto farm as a mixed-use planned development, done in a manner that creates an attractive gateway to New Auburn and the City
- Continue to focus larger-scale retail development in the Mall/Center Street/Union Street area and the Minot Avenue corridor
- Identify transition areas that are appropriate for the orderly conversion to commercial use in the future
- Upgrade the gateways to the downtown area

- Allow mixed-use occupancy in older neighborhoods adjacent to downtown Auburn and New Auburn while maintaining the residential character of these areas

4. Industrial

- Continue to focus near-term industrial growth on the Exit 75/Airport/Intermodal Center area
- Reserve land in the Hackett/Witham Road area of New Auburn for future industrial/business park development
- Allow the transition of the pit areas in Danville to industrial use over time
- Identify other transition areas that are appropriate for the orderly conversion to industrial use in the future

5. Resource Protection/Open Space

- Include significant resources along the rivers, streams and high value wetlands in a Resource Protection designation
- Designate land preserved as conservation land/open space
- Expand access to the rivers by creating a Riverfront Transition designation around the confluence of the Androscoggin and Little Androscoggin Rivers

C. OTHER POLICIES

Chapter 1 establishes policies in the areas of natural resources, infrastructure and public facilities, historic and archeological resources, recreation and open space, population, transportation, community development and housing, and economic development. The following provides an overview of major policy directions in these areas.

1. Natural Resources

- Continue to provide a high level of protection for Lake Auburn and Taylor Pond
- Improve the water quality in the rivers while increasing public access to these resources
- Improve the protection of significant wetlands and wildlife habitats

2. Water and Sewer

- Continue to provide a high level of protection for Lake Auburn
- Plan for the extension of sewer and water into areas designated for future growth

3. Public Facilities

- Explore a cost-effective plan for housing and delivering public safety services including regional considerations
- Improve the quality of the City's educational services and facilities

4. Historic and Archeological Resources

- Update the historic preservation standards including standards for non-historic buildings in the Historic District
- Adopt a renovation code for older buildings including historic structures as part of the building code

5. Recreation (and Open Space)

- Explore the feasibility of developing a consolidated sports field complex to replace existing marginally useful facilities
- Assure continued public access the Androscoggin and Little Androscoggin Rivers with improved facilities
- Assure continued public access to Taylor Pond
- Expand protected open space and rural recreational activities

6. Population

- Continue to provide a range of housing opportunities, so that Auburn continues to have a diverse population

7. Transportation

- Improve traffic flow and safety on the major road network (Center Street, Turner Road, Minot Avenue, etc.)
- Enhance the gateways to the City (Washington Street, Riverside Drive, Minot Avenue); including improved standards for development along these roads
- Provide additional access to the community, including improved Turnpike access, and a New Auburn connector road to future industrial areas
- Develop a western connector route, using existing roads, to link Exit 75 to the Mall area and communities to the west
- Explore the creation of a one-way traffic loop in downtown New Auburn in conjunction with the New Auburn Village Center concept
- Discourage the use of local/residential streets by through/cut-through traffic
- Develop a safe, interconnected network of pedestrian and bicycle facilities
- Enhance the existing freight intermodal facility and create a passenger Intermodal facility at the airport including the possibility of passenger rail and air service
- Improve transit services including the local bus system

8. Community Development and Housing

- Enhance the livability of the City's older neighborhoods
- Maintain the existing housing stock, and encourage reinvestment in older neighborhoods
- Continue to provide assistance to property owners to maintain their properties
- Adopt a property maintenance code for multifamily housing, and conduct a regular program of code enforcement inspections
- Develop a program to provide for gradual transition of homes in urban single family neighborhoods to younger owners
- Support a continuum of housing for homeless residents and people with special needs

9. Economic Development

- Continue to invest in and promote Downtown Auburn and New Auburn
- Work with developers in order to extend infrastructure to serve targeted industrial development areas, particularly through the use of TIFs or other financing strategies
- Assure that local residents have the skills needed by current and future businesses

PART A: POLICIES

Chapter 1. Goals, Objectives,
and Strategies

Chapter 2. Future Land Use Plan

Chapter 3. Regional Coordination

CHAPTER 1 - GOALS, OBJECTIVES, & STRATEGIES

- A. Natural Resources
- B. Sewer and Water
- C. Public Facilities
- D. Historic
- E. Recreation (and Open Space)
- F. Population
- G. Transportation
- H. Community Development (including Housing)
- I. Economic Development
- J. Other Land Use (topics that are not covered in Chapter 2)

A. NATURAL RESOURCES POLICIES

PURPOSE

The purpose of the Natural Resources section is to identify environmentally significant resources and establish objectives and strategies for their preservation, protection, enhancement, and utilization.

VISION

Auburn continues to protect its natural resources. The community maintains and enhances its protections of surface waters to ensure the safety of the water supply, and to protect the flora and fauna of its ponds, rivers, and streams. The community strives to preserve its watersheds and to protect its network of wetlands, water bodies, floodplains, and aquifers. These serve a vital role in controlling floodwaters, recharging ground water, and filtering pollutants from upland uses.

Large unfragmented blocks of open space provide wildlife habitat, recreational opportunities, stormwater retention, and protection for critical and unique plants and species. In addition, Auburn continues to make its natural open space available for recreational uses, while protecting landowner rights and protecting the resource for the benefit of future generations.

Natural Resource Goals:

Goal A.1: Maintain the exceptional water quality of Lake Auburn and existing waiver from filtration to avoid or delay the need for costly treatment.

Goal A.2: Protect the water quality in Taylor Pond to maintain the environmental and economic value of the pond.

Goal A.3: Protect the water quality and shoreline of Auburn's rivers to preserve the environmental and economic value of these resources.

Goal A.4: Protect significant streams and brooks in Auburn to preserve water quality in the watersheds.

Goal A.5: Protect floodplains in Auburn to limit the potential for flood damage.

Goal A.6: Improve the quality and manage the quantity of stormwater discharged to surface waters.

Goal A.7: Protect the quality of groundwater in aquifers as part of efforts to preserve the overall health of watersheds.

Goal A.8: Protect the function and value of wetlands.

Goal A.9: Protect significant wildlife habitats and provide wildlife corridors to link habitat blocks.

POLICIES

In looking at Auburn's natural resources, the topic of surface water, in particular surface water quality, stands out. Therefore, the natural resources section is divided into two subsections, surface waters and other significant natural resources.

The surface water discussion includes Lake Auburn and Taylor Pond (and their respective watersheds), the Androscoggin and Little Androscoggin Rivers, and the City's brooks and streams. In addition, floodplains and stormwater management are addressed as they protect water quality and overall surface water health. There are goals, objectives, and strategies for each of the surface water features.

The significant natural resources section looks at goals, policies, and strategies for the management of the City's aquifers, wetlands, and wildlife habitats.

SURFACE WATERS

A. 1 LAKE AUBURN

Goal A.1: Maintain the exceptional water quality of Lake Auburn and existing waiver from filtration to avoid or delay the need for costly treatment.

To minimize future threats to the water quality and maintain current drinking water standards, the City, Auburn Water District (AWD), Lake Auburn Watershed Protection Commission (LAWPC), and Lake Auburn watershed residents need to continue to protect the lake from contamination that could affect water quality or trigger the need for additional treatment. If additional treatment becomes necessary then all options should be considered for the most cost effective solution.

PUBLIC USES

The City, the Auburn Water District (AWD), and the Lake Auburn Watershed Protection Commission (LAWPC) have a long history of protecting Lake Auburn from inappropriate public uses. For example, the "no body contact" regulation prohibits swimming in the lake, and the Restricted Zone limits public access to protect the water supply. The AWD also has numerous contingency plans in place to protect the lake's water quality should accidental contaminant spills occur.

The City, AWD, and LAWPC support efforts to develop appropriate, low intensity recreational uses such as boating, walking/hiking, nature observation, fishing, picnicking, cycling, cross-country skiing, snowshoeing, and snowmobiling in designated areas in and around the lake.

Objective A.1.1:

Minimize the negative impacts of water-related activities and public use of the watershed on the quality of Lake Auburn's water supply.

Strategies to achieve this objective:

Strategy A.1.1.a:

Support the Lake Auburn Watershed Protection Commission (LAWPC) in its work to prevent the introduction of invasive species into the lake and control the growth of existing invasive species through:

- » Continued use of benthic barriers in the basin and the northern portion of the lake to control the growth of existing invasive species
- » Continued efforts to educate the public on how to spot and report invasive species
- » Continued boat monitoring efforts to limit the potential introduction of invasive species into the lake.

Strategy A.1.1.b:

Support efforts of the Auburn Water District (AWD) and LAWPC to:

- » Consider removing or modifying the existing MEDOT Route 4 rest area to address public safety and water quality concerns,
- » Relocate the parking facility within the boat launch area, in order to better manage inappropriate activities by controlling access and use, and
- » Develop a trail along the site to promote appropriate public use in this area.

Strategy A.1.1.c:

Promote low-impact recreational opportunities around the lake that limit the potential for erosion, such as walking/hiking, nature observation, fishing, picnicking, cycling, cross-country skiing, snowshoeing, and snowmobiling, by working with the LAWPC to develop appropriate recreational opportunities on designated LAWPC land, and supporting LAWPC efforts to eliminate/reduce "inappropriate" use of these properties.

Strategy A.1.1.d:

Support efforts by AWD and LAWPC to address existing erosion concerns along portions of Route 4 and Lake Shore Drive through the installation and maintenance of designated parking areas and the stabilization of eroded areas.

EXISTING DEVELOPMENT

Existing private and commercial properties influence the Lake Auburn watershed. Septic systems, impervious surfaces, and landscaping can affect the lake's water quality. The City should continue to provide information and education about land use impacts and develop programs to help property owners deal with the management and maintenance of activities that may affect water quality.

Objective A.1.2:

Minimize the negative impacts of existing development within the watershed on the quality of Lake Auburn's water supply.

Strategies to achieve this objective:

Strategy A.1.2.a:

Minimize, to the greatest extent practical, environmental pollution by reducing the pollutant loading from changes to existing properties associated with impervious surfaces, lawn care, driveways, access roads, and subsurface wastewater disposal systems.

Strategy A.1.2.b:

Provide financial support to property owners in the Lake Auburn watershed whose existing subsurface wastewater disposal systems need to be replaced:

- » Continue to use Community Development Block Grant (CDBG) programs to help qualifying homeowners replace aging or failing disposal systems. Prioritize funding to focus on qualified Lake Auburn watershed homeowners.
- » Facilitate the development of a subsurface wastewater disposal system replacement loan program for all other watershed property owners.

Strategy A.1.2.c (Also Strategy A.1.4.c):

Establish a Technical Review Committee to review the Lake Auburn Overlay (LAO) District provisions dealing with subsurface wastewater disposal systems based on current technology and make recommendations, with input from the AWD and LAWPC, to the City Council and Planning Board on possible changes/improvements to the requirements. This committee should include experts in the field of on-site wastewater technologies.

Strategy A.1.2.d (Also Strategy A.2.2.b):

Address issues such as erosion and runoff by updating the Lake Auburn Watershed Overlay (LAO) District to allow expansion and reconstruction projects but require that such projects that alter or increase impervious surfaces to meet Low Impact Development (LID) standards.

Strategy A.1.2.e (Also Strategy A.1.4.e and A.2.2.c):

Update the City's Phosphorous Control Ordinance to reflect current best management practices, to coordinate the ordinance with state standards, and to limit the use of fertilizers containing phosphorous within two hundred feet of the lake and any tributary brooks, streams, or other watercourses.

Strategy A.1.2.f:

Continue to ensure the on-going maintenance of subsurface wastewater disposal systems in the watershed.

Strategy A.1.2.g:

Develop an educational program and related materials to inform current property owners and residents about the potentially harmful impacts of various individual activities on water quality -- such as fertilizer and pesticide use and the disposal of pharmaceuticals and personal care products -- and encourage ways of limiting use and/or promoting safer alternatives and disposal techniques.

Strategy A.1.2.h:

Consider a requirement that any subsurface wastewater disposal systems within the LAO be inspected upon the transfer of property ownership and that they be corrected, replaced, or connected to the public sewer system if necessary.

NEW DEVELOPMENT

The City's current land use regulations -- Agriculture and Resource Protection (AG/RP), Shoreland Overlay, and Lake Auburn Overlay (LAO) Districts and the Phosphorous Control Ordinance -- limit new development in the Lake Auburn watershed in an effort to protect the water quality of the lake and the natural resources within the watershed. When considering changes to regulations, the City should promote the continued protection of natural resources within the watershed.

Objective A.1.3:

Limit the potential for additional development within the Lake Auburn watershed.

Strategies to achieve this objective:

Strategy A.1.3.a:

Support continued efforts by the LAWPC, the Androscoggin Land Trust (ALT), and other conservation organizations to purchase additional land, conservation easements, and/or development rights within the watershed for the purposes of conservation and/or recreation.

Strategy A.1.3.b:

Make the acquisition of land, conservation easements, and development rights in the Lake Auburn watershed a priority in future City efforts to acquire open space or conservation lands. This should include efforts to work with other communities in the watershed to protect critical areas outside of the City's boundary.

Strategy A.1.3.c:

Continue to limit the potential for additional development in the watershed by designating most of the undeveloped land in the watershed as Agricultural/Rural (see Chapter 2. Future Land Use Plan) except for areas along existing roads that are designated for low density

residential use in accordance with the criteria for "Rural Residential Road Strips" (see Section J.3).

Objective A.1.4:

Assure that when new development does take place within the Lake Auburn Watershed, the impacts on lake water quality are minimized to the greatest extent possible.

Strategies to achieve this objective:

Strategy A.1.4.a:

Minimize, to the greatest extent that is practical, environmental pollution by minimizing the pollutant loading associated with impervious surfaces, lawns, driveways, access roads, and subsurface wastewater disposal systems.

Strategy A.1.4.b:

Support LAWPC, the Androscoggin Land Trust (ALT), and other conservation organizations in their work with surrounding watershed towns to purchase land, limit allowable land uses, and promote site plan review and development standards, to mitigate the impact of development on the watershed.

Strategy A.1.4.c (Also Strategy A.1.2.c):

Establish a Technical Review Committee to review the Lake Auburn Overlay (LAO) District provisions dealing with subsurface wastewater disposal systems based on current technology and make recommendations, with input from the AWD and LAWPC, to the City Council and Planning Board on possible changes/improvements to the requirements. This committee should include experts in the field of on-site wastewater technologies.

Strategy A.1.4.d:

Update Lake Auburn Overlay (LAO) District regulations to require that new development projects within the watershed meet Low Impact Development (LID) standards. These standards minimize erosion/runoff problems through the use of best practices for the construction and maintenance of driveways and access roads, and the provision of vegetative buffer strips to minimize runoff from the property.

Strategy A.1.4.e (Also Strategies A.1.2.e and A.2.2.c):

Update the City's Phosphorous Control Ordinance to reflect current best management practices and the latest state standards. The revision should include limitations on the use of fertilizers containing phosphorous within two hundred feet of the lake and any tributary brooks, streams, or other watercourses.

Strategy A.1.4.f:

Develop a Lake Auburn watershed property owner education program to inform new and potential landowners about the purpose and objectives of the community's existing

watershed protection program, land use regulations, low impact development standards, and conservation subdivision approaches.

MONITORING AND EVALUATION

A number of factors influence water quality in Lake Auburn. While the community has a number of regulations and programs in place to protect Lake Auburn, there is a need to regularly monitor the effectiveness of these activities and to review and revise these efforts as necessary.

Objective A.1.5:

Assure that community regulations and programs to protect Lake Auburn are regularly monitored for their effectiveness and reviewed and revised as necessary.

Strategies to achieve this objective:

Strategy A.1.5.a:

The AWD and LAWPC should continue to monitor the water quality in the lake and its tributaries to determine the effectiveness of the various pollution prevention programs. If concerns are identified, AWD and LAWPC should immediately identify the source of the concerns and take the necessary and appropriate actions to eliminate or minimize, to the greatest extent possible, any adverse impact resulting from such concerns. This may require proposing changes or additions to the community's programs and City's regulations.

Strategy A.1.5.b:

Encourage LAWPC to continue to monitor statewide trends in watershed protection through contacts with the Maine Drinking Water Program and the Maine Water Utilities Association's Water Resources Committee. The focus should be on strengthening the community's watershed protection programs, including dealing with emerging threats to water quality such as the disposal of pharmaceuticals and personal care products.

A.2 TAYLOR POND

Goal A.2: Protect the water quality in Taylor Pond to maintain the environmental and economic value of the pond.

Taylor Pond is valuable as a wildlife habitat area, as an important recreational area, and as a significant property tax base. Preserving and enhancing water quality will help to maintain the environmental and economic value of the pond. Threats to the pond's water quality include the potential for invasive species infestations, as well as contamination from existing and new development. The introduction of invasive plants into the relatively small, shallow Taylor Pond would reduce the value of the pond as a recreational resource, as a high quality wildlife and fish habitat, and as a source of property tax revenue.

EXISTING DEVELOPMENT

Homeowner education is a key to dealing with threats from existing developments. The City should support the efforts, such as those of the Taylor Pond Association, to educate pond residents on sound environmental practices. Local residents can also play an important role in invasive species monitoring - including identifying and removing any potential threats from boats and the shoreline.

Objective A.2.1:

Minimize the negative impacts of existing development within the Taylor Pond watershed.

Strategies to achieve this objective:

Strategy A.2.1.a:

Support measures to inform property owners about the appropriate use and maintenance of their property:

- » Promote the Taylor Pond Association's education and outreach efforts.
- » Promote programs, such as LakeSmart, to educate property owners on maintenance and development practices that help to protect water quality.

Strategy A.2.1.b:

Support efforts, such as those by the Taylor Pond Association, to vigorously control/limit the potential for invasive species infestations through activities such as:

- » Educating local residents on identifying invasive species,
- » Programs geared toward removal of invasive species including boat and shoreline inspections, and
- » Developing an approved plantings list for the Taylor Pond area to reduce the likelihood of inadvertent cultivation of invasive species.

Strategy A.2.1.c:

Update land use regulations in the Taylor Pond watershed to require that expansion/reconstruction projects within the watershed meet Low Impact Development (LID) standards that address erosion/runoff problems, particularly with regard to the construction and maintenance of driveways and access roads, and the provision of vegetative buffer strips to minimize runoff from the property.

Strategy A.2.1.d:

Review and revise the current requirements for connecting to the public sewerage system to increase the number of properties in the watershed that are connected. Require that a property be connected to public sewer, wherever financially feasible, when:

- » Existing subsurface wastewater disposal systems need to be replaced or
- » The redevelopment or expansion increases the design sewage flow of a property served by a subsurface sewage disposal system

In addition, the City should use CDBG funds to provide low/no interest loans to help qualified homeowners tie into existing sewer lines.

NEW DEVELOPMENT

The City's land use regulations - Agriculture and Resource Protection (AG/RP), Shoreland Overlay, and Taylor Pond Overlay (TPO) Districts and the Phosphorous Control Ordinance - limit new development in the Taylor Pond watershed in an effort to protect the water quality of the pond and the natural resources within the watershed. When considering changes to existing regulations, the City should promote the continued protection of natural resources within the watershed.

Objective A.2.2:

Minimize the negative impacts of new development within the Taylor Pond watershed.

Strategies to achieve this objective:

Strategy A.2.2.a:

Continue to limit additional development in the unsewered portions of the watershed by designating most of the area (except for the developed area adjacent to the lake) as Agricultural/Rural (see Chapter 2. Future Land Use Plan).

Strategy A.2.2.b (Also Strategies A.1.2.d):

Address issues such as erosion and runoff by updating the Taylor Pond Overlay District to require that all expansion and reconstruction projects and projects that alter or increase impervious surfaces meet Low Impact Development (LID) standards.

Strategy A.2.2.c (Also Strategies A.1.2.e and A.1.4.e):

Update the City's Phosphorous Control Ordinance to reflect current best management practices, to correlate with state standards, and to include limitations on the use of fertilizers containing phosphorous within two hundred feet of the pond and any tributary brooks, streams, or other watercourses.

Strategy A.2.2.d:

Revise the shoreland zoning provisions to include significant wetlands and other areas unsuitable for development within the Taylor Pond watershed as Resource Protection areas.

Strategy A.2.2.e:

Require that new developments within the Taylor Pond watershed tie into the public sewerage systems when financially feasible.

Strategy A.2.2.f:

Develop, in conjunction with the Taylor Pond Association, a Taylor Pond watershed property owner education program to inform new and potential landowners about the purpose and objectives of the community's existing watershed protection program; existing land use regulations; low impact development standards; and conservation subdivision approaches.

A.3 ANDROSCOGGIN AND LITTLE ANDROSCOGGIN RIVERS

Goal A.3: Protect the water quality and shoreline of Auburn's rivers to preserve the environmental and economic value of these areas.

ANDROSCOGGIN RIVER

The water quality of the Androscoggin River is not as good as it should be. Its water quality is affected by activities within in the City, within municipalities upstream, and by industries such as NextEra Energy Resources and paper mills. Auburn should continue to work with surrounding communities on efforts to improve the quality of the river.

Objective A.3.1:

The state's water quality classification for the river should be increased from a Class C to a Class B by 2012.

Strategies to achieve this objective:

Strategy A.3.1.a (Also Strategy A.3.2.a):

Support the Maine Department of Environmental Protection (DEP) in its efforts to improve water quality throughout the Androscoggin River Corridor.

Strategy A.3.1.b (Also Strategy A.3.2.b):

Work with the Androscoggin Land Trust and other conservation organizations to purchase land and/or conservation easements along critical portions of the Androscoggin River.

Strategy A.3.1.c (Also Strategy A.3.2.d):

Support and assist organizations such as the Androscoggin River Alliance, the Androscoggin Land Trust, Maine Rivers, and the Atlantic Salmon Federation in their efforts to improve the Androscoggin River and restore fish populations.

Strategy A.3.1.d:

Continue funding efforts to eliminate the remaining Combined Sewer Overflows (CSOs).

Strategy A.3.1.e:

Collaborate with major industries and landowners to develop land/trail management plans to protect the river and establish adjacent recreational areas to enhance public access.

Strategy A.3.1.f:

Continue to limit additional development in the undeveloped portions of the watershed (including most of areas along North River Road and Riverside Drive) by designating these areas Agricultural/Rural in the Future Land Use Plan.

LITTLE ANDROSCOGGIN RIVER

Water quality concerns along the Little Androscoggin River include potential threats from surrounding urban and industrial land uses. Protections around the river include Shoreland Zoning and Resource Protection Zoning. Auburn should continue to work on efforts to improve the quality of the river.

Objective A.3.2:

The state's water quality classification for the river should be increased from a Class C to a Class B by 2012 to protect the natural and scenic quality of the Little Androscoggin River shoreline.

Strategies to achieve this objective:

Strategy A.3.2.a (Also Strategy A.3.1.a):

Support the Maine Department of Environmental Protection (DEP) in its efforts to improve water quality throughout the Androscoggin River Corridor.

Strategy A.3.2.b:

Include undeveloped 100-Year floodplains along the River upstream of Taylor Brook in the Resource Protection District.

Strategy A.3.2.c (Also Strategy A.3.1.b):

Work with the Androscoggin Land Trust and other conservation organizations to purchase land and/or conservation easements along critical portions of the Little Androscoggin River.

Strategy A.3.2.d (Also Strategy A.3.1.c):

Support and assist organizations such as the Androscoggin River Alliance, the Androscoggin Land Trust, Maine Rivers, and the Atlantic Salmon Federation in efforts to improve the Little Androscoggin River and restore fish populations.

A.4 OTHER SURFACE WATERS: STREAMS AND BROOKS

Goal A.4: Protect significant streams and brooks in Auburn in order to preserve water quality in the watersheds.

Current shoreland zoning provisions regulate development adjacent to major streams and brooks in Auburn. The AG/RP Zone and Lake Auburn Overlay District as well as the Phosphorous Control Ordinance protect most surface waters.

Objective A.4.1:

Ensure that all significant streams and brooks in Auburn are adequately protected.

Strategies to achieve this objective:

Strategy A.4.1.a:

Continue to include Auburn's significant streams in the Shoreland Overlay Zoning District.

A.5 FLOODPLAINS

Goal A.5: Protect floodplains in Auburn to limit the potential for flood damage.

The management of development in the City's floodplains currently meets state and federal standards. The City should continue existing protections of floodplains and update its requirements, as needed, to meet new state and federal standards.

Objective A.5.1:

Continue to maintain floodplain management requirements and protect flood prone areas from potential flood damage.

Strategies to achieve this objective:

Strategy A.5.1.a:

Continue to meet state and federal standards for the management of development within the 100 Year Floodplain.

Strategy A.5.1.b:

Update floodplain requirements, as necessary, to meet state and federal standards and ensure continued protection of area properties.

Strategy A.5.1.c:

Prohibit harmful activities such as filling within the mapped floodways.

Strategy A.5.1.d:

Review the published FEMA floodplain maps using the City's topographic data from the 2-foot contour aerial maps to identify potential discrepancies in the 100 Year Floodplain, and work with FEMA to update the maps to accurately depict the floodplain.

A.6 STORMWATER

Goal A.6: Improve the quality, and manage the quantity, of stormwater discharged to surface waters.

The City has been working steadily to remove Combined Sewer Overflows (CSOs) since the implementation of the 1995 Comprehensive Plan. Aggressive local measures to remove existing CSOs and reduce the amount of discharge into the river should be continued. The current plan for eliminating CSOs is slated to be completed in 2012, effectively removing all CSOs from the City. Funding and implementation of this plan should remain a priority. The City should continue to implement the newly adopted stormwater management requirements and develop watershed management plans to address issues of stormwater and protect water quality.

Objective A.6.1:

Continue to support efforts to minimize negative impacts from stormwater runoff.

Strategies to achieve this objective:

Strategy A.6.1.a:

Implement existing CSO removal projects and make the funding for these projects a priority.

Strategy A.6.1.b:

Ensure that the City complies with the National Phase II Stormwater Requirements.

Strategy A.6.1.c:

Develop watershed management plans for watersheds with impaired water quality in an effort to proactively protect these water bodies from stormwater threats.

SIGNIFICANT NATURAL RESOURCES

A.7 AQUIFERS

Goal A.7: Protect the quality of groundwater in aquifers as part of efforts to preserve the overall health of watersheds.

In the bedrock below Auburn's watersheds, there are a series of sand and gravel aquifers. These natural water storage units can yield as much as 10 to 50 gallons of drinking water per minute. At present, no aquifers are used for public water supply. However, they are tapped for private use. Aquifers are susceptible to pollutants that leach into the ground. Land uses above these areas are monitored for ground contamination.

Most of Auburn's significant aquifers are currently within AG/RP Districts and are protected from most development pressures. The City should continue to protect aquifers, as they are an important source of potable water.

Objective A.7.1:

Continue to protect significant aquifers through resource protection measures.

Strategies to achieve this objective:

Strategy A.7.1.a:

Maintain current regulatory measures to prohibit new gravel mining activities from taking place around Townsend Brook.

Strategy A.7.1.b:

Review information on the possible location of aquifers in the community to allow any additional sand and gravel aquifers to be identified and mapped. If any additional

significant aquifers are identified that are not located within the AG/RP District, provide appropriate protection for these resources.

Strategy A.7.1.c:

Revise the development review requirements to require that information on significant aquifers be provided as part of applications for subdivision and site plan review, and that the protection of these resources be addressed in the review process.

A.8 WETLANDS

Goal A.8: Protect wetlands in order that their function and value be retained.

Auburn regulates development in and around non-forested freshwater wetlands over 10 acres in size through local shoreland zoning provisions. Currently the City is undergoing an update of its Shoreland Zoning to comply with changes required by the State. As part of this, the City must include significant freshwater wetlands with high to moderate value for inland wading bird and waterfowl habitat within Shoreland Zoning, and designate areas upland of these wetlands as Resource Protection.

One threat to wetlands is the cumulative effect of small development projects that do not require state permits. These projects can have a large impact on wetlands preservation as they slowly shrink the resource. Wetland reduction can lead to reduced water quality, increased flooding, and loss of wildlife habitats.

Objective A.8.1:

Maintain the function and value of wetlands, and minimize the impacts of development and other land uses on significant wetlands.

Strategies to achieve this objective:

Strategy A.8.1.a:

Strengthen the City's development review standards, including site plan and peer review requirements, to assure that the delineation of wetlands is done by a qualified professional and that new development is designed to avoid wetlands where possible. When avoidance is impossible, then the standards must minimize the impact.

Strategy A.8.1.b:

Develop flexible wetlands regulations, to the extent feasible, that allow development to occur within the urban areas similar to the reduced urban setbacks provisions in the Shoreland Overlay Zone.

Strategy A.8.1.c:

Update the Shoreland Zoning Regulations

- » Create an RP district around state-identified high-to-moderate value wading bird and waterfowl habitat wetlands.
- » Update the Shoreland Zoning Map to include all state-identified wetlands within the Shoreland Zoning Overlay District.

Strategy A.8.1.d:

Explore the potential for creating a local wetlands mitigation program in partnership with the Androscoggin Land Trust and other conservation organizations.

A.9 WILDLIFE HABITATS

Goal A.9: Protect significant wildlife habitats and provide wildlife corridors to link habitat blocks.

Habitat protection in Auburn falls into two categories – critical habitats identified by the state, and significant local habitats. Shoreland zoning provisions currently protect state-identified rare and endangered habitats. The City will be updating its shoreland zoning provisions to meet new state standards that protect inland waterfowl and wading bird habitat. Significant local habitats include deer wintering areas and large unfragmented habitat blocks¹. These large blocks are important for wildlife, for outdoor recreational activities, and for maintaining the rural character of the community.

The value of an unfragmented habitat block typically increases with the size of the block. As a general principle, the larger the block of unfragmented habitat, the greater the diversity of the animal and plant population that can be supported. A block of 150 acres or more has the potential to be used by most species in Auburn. Deer wintering areas can often be found within these blocks. In Auburn, unfragmented habitats of this size are typically included in the AG/RP districts. Development in rural areas fragments these “blocks” and reduces their value as wildlife habitat.

In isolation, the value of unfragmented habitat blocks is limited. For habitat to function properly, it must function in context with the surrounding landscape. Therefore, wildlife corridors² are needed to link the individual “habitat blocks” into a network. Ensuring a well-connected wildlife habitat network helps to maintain rural community character and the region’s biodiversity. Limiting development to the edges of these areas helps to ensure that

¹ Unfragmented blocks are large, contiguous areas of natural woodland with little or no human disturbance essential for maintaining a diverse and healthy population of wildlife.

² A wildlife corridor is generally a linear area that connects two or more areas or blocks of wildlife habitat and serves as an avenue of connectivity for animal movement.

animals in the interior are protected from development activities and maintains the area's environmental integrity.

Objective A.9.1:

Protect significant wildlife habitats and corridors.

Strategies to achieve this objective:

Strategy A.9.1.a:

Update the Shoreland Zoning Map to include state-identified high-to-moderate value inland waterfowl and wading bird habitat, and other critical habitats as defined by *Beginning with Habitat*.

Strategy A.9.1.b:

Inventory and protect key unfragmented habitat blocks and wildlife corridors. Include significant habitats in the Resource Protection District or Agriculture/Rural District where feasible.

Strategy A.9.1.c:

Establish community education programs to make landowners and the community aware of the value of these habitats.

Strategy A.9.1.d:

Require documentation of responsible forestry practices to protect wildlife habitats as part of the development review process.

Strategy A.9.1.e:

Establish a voluntary protection/landowner advisory program to work with property owners interested in voluntary conservation activities, such as the Androscoggin Land Trust, other conservation organizations, and small woodlot/farm trust owners.

Strategy A.9.1.f:

Create a wildlife corridor improvement program that works with landowners to enhance the habitat value of identified corridors.

Strategy A.9.1.g:

Update City zoning to include protections for identified deer wintering areas beginning with those located on City-owned land.

Strategy A.9.1.h:

Encourage the use of cluster or conservation developments to preserve the integrity of unfragmented habitat blocks.

B. WATER AND SEWER POLICIES

PURPOSE

The purpose of the Water and Sewer Policies section is to define existing resources, outline water and sewer infrastructure needs, and establish objectives and strategies for appropriate water and sewer distribution in the future.

VISION

Auburn continues to provide adequate public sewer and water facilities to deliver cost-effective service to residents and businesses. New growth and development is managed to assure that the ability to expand the capacity of these facilities is not exceeded.

Water & Sewer Goals:

Goal B.1: Ensure sufficient clean water supplies to meet current and future needs.

Goal B.2: Provide safe and adequate sewage disposal that meets the needs of current and future residents and businesses in coordination with the Future Land Use Plan.

POLICIES

B.1 WATER SUPPLY

Goal B.1: Ensure sufficient clean water supplies to meet current and future needs.

Objective B.1.1: Maintain protection of water supplies to provide clean water to all area users.

Strategies to achieve this objective:

Strategy B.1.1.a (see also Strategy A.1.5.a):

Support the continued efforts of the Auburn Water District (AWD) and the Lake Auburn Watershed Protection Commission (LAWPC) to protect the water quality of Lake Auburn.

Strategy B.1.1.b (see also Strategy A.7.1.c):

Regulate the impact of new development on groundwater quality and quantity through site plan and development review procedures.

Strategy B.1.1.c:

Review and update measures to limit stormwater run-off and damage, such as the Phosphorus Control Ordinance, in an effort to protect both surface and groundwater supplies.

Strategy B.1.1.d:

Periodically review the Lake Auburn Overlay (LAO) District requirements to ensure that the ordinance is providing adequate water quality protection.

Objective B.1.2:

Maintain sufficient public and private water supply to meet the needs of current and future users.

Strategies to achieve this objective:

Strategy B.1.2.a:

Continue to require new developments to provide documentation of sufficient water supply.

Strategy B.1.2.b:

Develop a conservation plan to educate users on the benefits of and techniques for reducing their water consumption.

Strategy B.1.2.c:

Ensure that the water system can provide adequate supplies of “process water” for industrial uses.

B.2 SEWER

Goal B.2: Provide safe and adequate sewage disposal that meets the needs of current and future residents and businesses in coordination with the Future Land Use Plan.

Objective B.2.1:

When economically feasible, work with developers to expand the sewer service to areas designated for future growth by the Future Land Use Plan.

Strategies to achieve this objective:

Strategy B.2.1.a:

Encourage the use of TIF districts and other financing strategies to help offset the cost of sewer system development

Strategy B.2.1.b:

Look into bonding or another financing strategy to extend sewer service along the Little Androscoggin River to serve the industrial portion of New Auburn.

Strategy B.2.1.c

Continue to work with developers and property owners to extend and upgrade the sewer system to service areas designated as nonresidential growth areas in the Future Land Use Plan (see Chapter 2).

Objective B.2.2:

Enhance and upgrade existing sewer services.

Strategies to achieve this objective:

Strategy B.2.2.a:

Continue to fund the separation of combined sewers, in order to eliminate the remaining Combined Sewer Overflows (CSOs) throughout the City.

Strategy B.2.2.b:

When the CSO separation work is completed, urge the Auburn Sewer District (ASD) to reallocate funds to support the upgrading of older central sewer lines, as needed to accommodate existing and future connections.

Objective B.2.3:

Ensure that sufficient treatment capacity exists at the Lewiston Auburn Water Pollution Control Authority (LAWPCA) to accommodate future growth.

Strategies to achieve this objective:

Strategy B.2.3.a:

Continue to support the CSO program, in order to eliminate wet weather flows to LAWPCA.

Strategy B.2.3.b:

Continue to eliminate inflow/infiltration contributions of natural water, in order to maximize the capacity of LAWPCA to treat sanitary flows.

Strategy B.2.3.c:

Support the use of cost-effective technology and treatment processes at LAWPCA, in order to ensure affordable treatment costs that can stabilize rates and ensure sufficient capacity for industrial customers.

C. PUBLIC FACILITIES POLICIES

PURPOSE

The purpose of the Public Facilities Policies section is to describe public facilities throughout Auburn, to identify future needs, and to establish objectives and strategies for the future use and expansion of these community resources.

VISION

Auburn has good quality, adequately-sized facilities that deliver a full range of municipal services in a cost-effective manner. As the City grows, municipal facilities are updated to ensure that services meet the needs of all residents and businesses. The City welcomes collaboration with Lewiston and surrounding communities, and, when feasible, develops joint municipal and regional services that reduce the taxpayers' burden.

Public Facilities Goals:

Goal C.1: Provide adequate facilities to meet emergency service needs.

Goal C.2: Provide adequate Public Works facilities to support the delivery of efficient, cost-effective services.

Goal C.3: Provide support to the City's educational facilities to ensure high-quality educational programs for all Auburn residents.

Goal C.4: Continue to provide efficient, cost-effective municipal services with a focus on partnerships with surrounding municipalities wherever feasible.

Goal C.5: Provide sufficient facilities and services to meet resident's needs in the event of community-wide emergencies.

POLICIES

C.1 EMERGENCY SERVICES

Goal C.1: Provide adequate facilities to meet emergency service needs.

Auburn is committed to providing the best possible emergency services in the most cost-effective manner. The City will evaluate alternative strategies for the delivery of emergency services, with a focus on cooperation and cost-sharing. Auburn will pursue joint ventures with surrounding municipalities and Androscoggin County whenever feasible, including the possibility of combining municipal fire and police services.

Objective C.1.1:

Provide appropriate buildings and facilities to adequately house and maintain emergency services, with a focus on possibilities for local and regional consolidation whenever feasible.

Strategies to achieve this objective:

Strategy C.1.1.a:

Fund a comprehensive feasibility study, such as the proposed Public Services Study, to determine a cost-effective plan for housing and delivering police, fire, and EMT services. The study should include an assessment of the need for substations and training facilities, with an emphasis on providing local and regional joint services whenever possible. The City should fund the recommendations made by such a study.

Objective C.1.2:

Support the efficient and cost-effective delivery of emergency services.

Strategies to achieve this objective:

Strategy C.1.2.a:

Support continued efforts to provide joint local and regional police and fire services through activities such as cross-training, joint administration, and shared facilities.

Strategy C.1.2.b:

Support efforts to develop a police volunteer program to help with the day-to-day operations of the police department, in an effort to manage costs and encourage public involvement.

Strategy C.1.2.c:

Explore grants and nontraditional funding sources to support the use of alternative fuels in emergency service vehicles.

Strategy C.1.2.d:

Assess the possible benefits and challenges of providing fee-based contract police services to surrounding communities, and pursue such arrangements if appropriate.

Strategy C.1.2.e:

Ensure appropriate police and fire services to meet additional needs for homeland security requirements when planning growth and service upgrades around the airport and intermodal facility.

C.2 PUBLIC WORKS

Goal C.2: Provide adequate public works facilities to support the delivery of efficient, cost-effective services.

Auburn will continue to provide necessary road maintenance. The City will expand sidewalk service, fund the rehabilitation of aging roadways, and explore alternative construction and energy sources in an effort to provide quality, cost-effective services. In addition, the City will continue to support efforts to increase recycling.

Objective C.2.1:

Provide satellite public works facilities for winter maintenance operations, in an effort to improve service and reduce the costs associated with transportation.

Strategies to achieve this objective:

Strategy C.2.1.a:

Develop a southern staging area for winter operations through arrangements with the Maine Department of Transportation to share the Danville Camp or other appropriate sites.

Strategy C.2.1.b:

Explore grants or nontraditional funding sources to support the use of alternative fuels in public works vehicles.

Strategy C.2.1.c:

Allow for the development of municipal facilities in all zoning districts (except Resource Protection) when such development would help to reduce the overall cost of service delivery. Proposed municipal facilities should be subject to strict environmental guidelines to ensure that they do not have negative impacts on surrounding areas.

Objective C.2.2:

Increase the level of recycling within the City by expanding efforts to engage citizens in recycling, and by educating them on ways to decrease trash production.

Strategies to achieve this objective:

Strategy C.2.2.a:

Work with the volunteer recycling committee to assess potential recycling programs, and to undertake efforts such as pay-per-bag programs and educational outreach.

Strategy C.2.2.b:

Create a citywide recycling campaign spelling out the cost benefits of recycling, including the benefits of overall trash reduction.

Objective C.2.3:

Support the public works department's efforts to maintain Auburn's road and sidewalk infrastructure in the most cost-effective manner, with a focus on quality and durable construction.

Strategies to achieve this objective:

Strategy C.2.3.a:

Limit the need for new roads by encouraging development along existing roadways, and within the designated Growth Area (See Chapter 2).

Strategy C.2.3.b:

Allow for the use of private roads with reduced design standards within residential developments, so long as there are adequate safeguards in place to assure that private roads are not converted to public roads (unless they meet the standards for public roads).

Strategy C.2.3.c:

Continue efforts to upgrade aging roadways using the most durable materials available to minimize maintenance, while educating residents on the cost-saving benefit of using such materials.

Strategy C.2.3d:

Undertake a comprehensive review of pedestrian access within Auburn addressing location, need, and maintenance. Develop a cost-effective and appropriate pedestrian plan to meet the needs of urban and rural residents. In urban areas, focus on sidewalk connectivity and maintenance, and in particular winter plowing needs along school routes. In rural areas focus on alternatives to sidewalks, such as wider shoulders marked for pedestrian use, that ensure safe access without creating an undue burden on new development.

C.3 SCHOOLS

Goal C.3: Provide support to the City's educational facilities to ensure high quality educational programs for all Auburn residents.

Objective C.3.1:

Provide adequate buildings and facilities for the optimum delivery of educational and community services.

Strategies to achieve this objective:

Strategy C.3.1.a:

Support a plan to deliver high school programs in a facility suited for the needs of students, faculty, and the community as a whole.

Strategy C.3.1.b:

Support a cost-effective, child-centered facility plan for the delivery of quality educational services.

C.4 MUNICIPAL SERVICES

Goal C.4: Continue to provide efficient, cost-effective municipal services with a focus on partnerships with surrounding municipalities wherever feasible.

Objective C.4.1:

Develop creative strategies for funding and developing City projects and services.

Strategies to achieve this objective:

Strategy C.4.1.a:

Hire a grants coordinator to seek out and apply for private, state, and federal grants to provide alternative funding sources for City services and projects.

Strategy C.4.1.b:

Continue efforts to expand joint services with Lewiston, surrounding communities, and the region. When feasible, set guidelines and timetables for the development of cost-effective service partnerships.

C.5 EMERGENCY MANAGEMENT

Goal C.5: Provide sufficient facilities and services to meet residents' needs in the event of community-wide emergencies.

To insure that the City is prepared to meet community needs in case of large-scale natural disasters and other emergencies, the City will have the capacity to provide temporary shelter for displaced residents and coordinated services to all citizens in times of crisis.

Objective C.5.1:

Provide adequate temporary shelter for all residents displaced due to natural or other disasters.

Strategies to achieve this objective:

Strategy C.5.1.a:

Identify community facilities, such as schools, that can act as emergency temporary housing; develop a comprehensive shelter strategy using these facilities; and educate the public to help them locate the shelter closest to them.

Objective C.5.2:

Work with regional partners to handle community-wide communications, resource distribution, and response and recovery efforts during a crisis.

Strategy C.5.2.a:

Continue working with the Androscoggin Unified Emergency Management Agency (AUEMA) and the Maine Emergency Management Agency (MEMA) to ensure that adequate steps are taken to address large-scale emergency response needs.

D. HISTORIC AND ARCHAEOLOGICAL POLICIES

PURPOSE

The purpose of the Historic and Archaeological section is to identify the historic and archeological assets of Auburn, and to establish objectives and strategies for the future preservation and use of these community resources.

Historic & Archaeological Goal:

Goal D.1: To preserve Auburn's history by maintaining and enhancing historic and archaeologically significant sites and structures throughout the community.

VISION

The City will update and enhance its protection of historic and archaeological resources. Regulatory measures will encompass not only sites identified by the Maine Historic Preservation Commission (MHPC), but also those listed by local agencies. The City will update development review standards to protect historic and archaeological sites and to incorporate these sites, as much as feasible, into proposed developments.

The City educates and advises current and prospective historic property owners on programs and incentives available to help with the preservation, restoration, and rehabilitation of historic sites. When new development takes place in the downtown, the City encourages landowners to design buildings and amenities that are compatible with the surrounding historic properties.

POLICIES

D.1 HISTORIC AND ARCHAEOLOGICAL PRESERVATION

Goal D.1: Preserve Auburn's history by maintaining and enhancing historic and archaeologically significant sites and structures throughout the community.

Objective D.1.1:

Strengthen efforts to identify, protect, and preserve all local, state, and federally significant historic buildings, features, and sites throughout Auburn.

Strategies to achieve this objective:

Strategy D.1.1.a:

Work with local and state historic preservation organizations to identify, survey, and map local, state, and federally significant historic buildings, features, and sites throughout Auburn that are not currently shown on the published lists of historic resources.

Strategy D.1.1.b:

Develop an official City historic resources list, as well as a corresponding map, that includes all local, state, and federally identified historic buildings, features, and sites. This list should then be incorporated into the City's assessing database.

Strategy D.1.1.c:

Adopt the official City historic resources list and map, and incorporate them into the Zoning Ordinance's historic resource standards.

Strategy D.1.1.d:

Review and update the historic resource standards in the City zoning ordinance that are used in the review of development applications. The review should include an analysis of the preservation tools available that could help to enhance the protection of historic properties throughout Auburn. The City should implement those preservation tools that protect historically significant buildings without placing undue burdens or costs on property owners.

Strategy D.1.1.e:

Revise the historic resource standards to require that applications undergoing Planning Board review show all listed historic resources located on or adjacent to the proposed project site.

Strategy D.1.1.f:

Revise the historic resource standards to include site design standards for non-historic buildings in and adjacent to the National Register Historic District, in order to ensure that new developments are compatible with the character of the district.

Objective D.1.2:

Educate current and potential owners of historically significant properties on ways to preserve the historic character of their property.

Strategies to achieve this objective:

Strategy D.1.2.a:

Continue to provide information to historic property owners on local, state, and federal programs available to assist them with renovation projects.

Strategy D.1.2.b:

Provide area real estate agents with a list of historic properties. Develop a brochure to educate agents and their clients about available local, state, and federal programs and incentives for historic property owners.

Strategy D.1.2.c:

Adopt a supplemental renovation code (as part of an updated building code) that continues to allow exceptions to new construction standards for the rehabilitation of historic properties.

Strategy D.1.2.d:

Incorporate the adopted list of historic properties into the assessor's database to alert the public of the status of these properties.

Objective D.1.3:

Support efforts to protect identified archaeological sites of state and federal significance.

Strategies to achieve this objective:

Strategy D.1.3.a:

Develop an official City Archaeological Resources List that includes all local, state, and federally identified prehistoric and historic archaeological sites.

Strategy D.1.3.b:

Require that applications undergoing Planning Board review show all archaeological features included on the City Archaeological Resources List that are located on or adjacent to the proposed project site.

Strategy D.1.3.c:

Revise the archaeological resource standards in the zoning ordinance. The revised standards should require identified archaeological resources on a proposed development site to be incorporated into the development as unique features and amenities, and to be protected to the extent feasible.

E. RECREATION (AND OPEN SPACE) POLICIES

PURPOSE

The purpose of the Recreation Policies section is to identify recreational and open space assets within the City of Auburn; and to set forth goals, objectives, and strategies for the preservation and development of facilities to meet the future needs of the community.

Recreation Goal:

Goal E.1: Provide for adequate recreation facilities and open space in Auburn.

VISION

Auburn maintains and enhances parks and recreational facilities to serve its current and growing population. The City emphasizes the cost-effective planning and management of facilities; and the development of connections between parks, sports fields, open spaces, and recreational centers.

The City places a priority on developing recreational access to the community's rivers including boat launches, parks, and trails. Auburn will collaborate with nonprofit organizations, landowners, and recreational clubs to maintain safe access to rural open space for a variety of users including hikers, skiers, snowmobilers, and cyclists.

Cultural entities such as the Great Falls Center and Plaza are well-maintained. Events and festivals continue to attract residents and tourists to the downtown area.

POLICIES

E.1 RECREATION AND CULTURE

Goal E.1: Provide for adequate recreation facilities and open space in Auburn.

Objective E.1.1:

Ensure that there are adequate municipal recreational facilities to meet the needs of residents throughout Auburn.

Strategies to achieve this objective:

Strategy E.1.1.a:

Support ongoing funding through the capital improvement program (CIP) to improve existing park and recreation facilities.

Strategy E.1.1.b:

Assess the viability of developing a consolidated sports field complex to replace marginally useful fields throughout the community. If such a complex is determined to be viable, begin the process of acquiring a location and designing a facility.

Objective E.1.2:

Improve access to, and awareness of, recreational amenities along the Androscoggin and Little Androscoggin Rivers.

Strategies to achieve this objective:

Strategy E.1.2.a:

Develop a riverfront access campaign to inform residents and visitors about the recreational opportunities available along both rivers.

Strategy E.1.2.b:

Support the connection of local recreational facilities along the Androscoggin River with riverfront facilities in other communities, such as the Androscoggin Riverlands.

Strategy E.1.2.c:

Identify and develop additional recreational and boat access points along both the Androscoggin and Little Androscoggin Rivers.

Strategy E.1.2.d:

Improve existing recreational river access points through better trail and park maintenance, increased signage, and adequate lighting.

Objective E.1.3:

Support continued designated public access and recreational use in and around Lake Auburn and Taylor Pond.

Strategies to achieve this objective:

Strategy E.1.3.a (See Also Strategy A.1.1.b and A.1.1.c):

Support recreational efforts of the LAWPC, including the linking of Lake Auburn trails to regional trail networks, and redeveloping the boat launch and Maine DOT rest area.

Strategy E.1.3.b:

Support efforts to ensure continue public access to Crescent Beach on Taylor Pond. If the property comes up for sale, the City should work with the prospective buyer to ensure continued public use of the beach with or without a fee.

Objective E.1.4:**Protect and expand open space and rural recreational activities within Auburn**

Strategies to achieve this objective:

Strategy E.1.4.a:

Review Recreation Area/Open Space Standards for residential developments.

Strategy E.1.4.b

Coordinate efforts among the City, LAWPC, the Androscoggin Land Trust, and other conservation organizations to identify and acquire a network of publicly accessible open space parcels. Develop ethical use standards to ensure that all responsible recreational users have access to the lands.

Strategy E.1.4.c:

Develop programs to connect urban residents with rural recreational opportunities, including the expansion of bus service between downtown and areas such as Mt. Apatite and Lake Auburn.

Strategy E.1.4.d:

Continue to support rural landowner participation in the Farm and Open Space Tax Law as a means to preserve open space.

Objective E.1.5:**Ensure that community trails are well maintained, safe, and accessible.**

Strategies to achieve this objective:

Strategy E.1.5.a:

Actively support the efforts of outdoor recreational clubs and organizations, including the City's snowmobile clubs, to maintain a network of publicly accessible trails in the rural area. Educate residents on ways to support organizations that maintain trails and open space access.

Strategy E.1.5.b:

Develop a trail maintenance program to ensure that all City-owned trails are safe and accessible year round.

Objective E.1.6:

Provide a wide range of cultural and arts amenities.

Strategies to achieve this objective:

Strategy E.1.6.a:

Continue to collaborate with Lewiston to expand and promote cultural venues within the two cities.

Strategy E.1.6.b:

Develop marketing materials to expand public awareness of local cultural amenities, such as offerings at the Great Falls Community Center and at museums throughout Auburn.

Strategy E.1.6.c:

Solicit input from the community for potential reuse or redevelopment of the Great Falls School site.

F. POPULATION POLICIES

PURPOSE

The purpose of the Population Section is to identify the current make-up of Auburn's population; and to set goals, objectives and strategies for protecting the interests of the current population, and for attracting new residents to the community.

VISION

Auburn is a community with a varied population - young adults, young families, professionals, elderly residents - ranging from those with modest incomes to affluent households.

Auburn supports its seniors and ensures that there are safe neighborhoods, accessible community facilities, and adequate services to meet their needs.

The City is vibrant and there are plenty of amenities geared toward young adults, professionals, and families. These include a wide-range of housing and job opportunities, as well as sufficient recreational, cultural, and educational facilities.

The downtown, with a mix of residential, retail, and entertainment options, attracts youth to live and work in the area, and provides amenities for young professionals and business owners.

Auburn prides itself on its excellent education system. The schools help students of all ages to learn the skills necessary to compete in the job market and to expand their horizons. The City focuses on attracting business and economic development projects that provide high-quality jobs at all salary levels.

To accommodate the wide variety of residents, a number of residential choices are available including affordable, moderate, and market rate housing for both owners and renters. To support its residents Auburn maintains and creates safe, affordable, and community-oriented neighborhoods that meet the needs of households of all sizes.

Population Goal:

Goal F.1: To increase Auburn's population and maintain the community's diversity by providing a variety of reliable and cost-effective services and facilities to

- (1) support current residents,
- (2) encourage younger adults to remain in area, and
- (3) attract new families, individuals, and professionals to live in Auburn.

POLICIES

F.1 POPULATION GROWTH

Goal F.1: To increase Auburn's population and maintain the community's diversity by providing a variety of reliable and cost-effective services and facilities to (1) support current residents, (2) encourage younger adults to remain in the area, and (3) attract new families, individuals, and professionals to live in Auburn.

Objective F.1.1:

Maintain and increase the City's population.

Strategies to achieve this objective:

Strategy F.1.1.a:

Improve the quality of the City's school system so that Auburn is an attractive place for families with children to live.

Strategy F.1.1b.

Market Auburn as a desirable place to live.

Objective F.1.2:

Maintain diversity of the City's population.

Strategies to achieve this objective:

Strategy F.1.2.a:

Continue to provide a range of rental and ownership housing opportunities that meet the needs of a wide range of households (see section H. Community Development).

G. TRANSPORTATION POLICIES

PURPOSE

The Transportation section establishes objectives and strategies for the implementation of a safe, efficient, and effective multi-modal transportation network that supports the needs of all users and the goals of the City land use plan.

BACKGROUND

The heaviest demand on the transportation system is generated by commuters to work. Much of that demand occurs in peak travel hours in the morning and evening. Over the years the locations of employment centers in and around Auburn have changed. Jobs are no longer only located in the downtown core in mills, shops, offices, and retail stores.

Instead, employment has been dispersed to the north around the malls, to the south in industrial parks near the Turnpike interchange, as well as some staying in downtown. Many Auburn residents work in Lewiston, where the largest employers in the region are located. Many people employed in Auburn and Lewiston live in growing nearby suburban towns. Auburn is unavoidably part of a regional transportation network.

The transportation network is affected by the presence of a natural barrier, the Androscoggin River. The River separates the two largest employment centers, Lewiston and Auburn. Traffic between the two communities is channeled to four bridges that cross the River.

Connections to other cities in Maine and New England are limited. Access to the one nearby section of the regional expressway system, the Maine Turnpike, is five miles from downtown Auburn and seven miles from the malls north of downtown. With the exception of those employers located in the industrial parks near the Turnpike interchange, connections from the Turnpike to the employment and business centers of both cities are poor and need improvement.

Much of the travel demand in the region takes place in automobiles and light trucks, often with only one occupant. One way to reduce congestion is to reduce the reliance on travel by single occupant vehicles.

Transportation Goals:

Goal G.1: Auburn manages the number of vehicle trips during peak hours to better utilize the capacity of the existing road network.

Goal G.2: Auburn has a well-designed—and functioning road network that safely and efficiently moves all manner of users (cars, buses, bikes, and pedestrians) through the community while preserving the integrity of established residential neighborhoods.

Goal G.3: Auburn remains a multi-modal hub proving access to rail, air, truck, and transit amenities.

One of the recurring themes in the Comprehensive Plan is the interaction between land use and transportation. This Plan seeks to divert vehicles from residential neighborhoods onto the principal traffic arteries and connector streets, where they can move efficiently. This is achieved in part by locating employment centers where they will not adversely impact nearby residential neighborhoods, and in part by insuring that major streets carry traffic efficiently so that cars are not tempted to seek shortcuts through residential neighborhoods.

VISION

Auburn's transportation network of roads, sidewalks, and bike lanes along with rail, air, and mass transit systems provide all users with safe and efficient movement throughout the community and beyond.

The road network is safe and efficient and accommodates drivers, pedestrians, and cyclists. A hierarchy of roads ensures that traffic moves through the community on designated routes, providing appropriate access and suitable traffic flow. It also protects the integrity of established residential neighborhoods and gives priority to pedestrians, cyclists, and transit (bus, rail, etc.) in the densely built-up areas of the City, such as New Auburn and Downtown Auburn. Major roads efficiently move traffic through the community to significant local and regional destinations. Collector roads provide links within Auburn that alleviate traffic congestion and serve the needs of additional traffic created by community and regional growth areas. Local roads provide safe and attractive neighborhood access for all users – drivers, pedestrians, and cyclists.

The community supports long-range transportation planning to alleviate congestion and to provide for greater regional access. Such planning focuses on the connections between land use, transportation, and public transit development; and seeks to push through-traffic out of established neighborhoods and downtowns to make walking and biking more inviting. Such planning involves the Maine Department of Transportation, the Maine Turnpike Authority, and other local and regional transportation agencies. It seeks to ensure appropriate turnpike development, ready access, and road infrastructure redevelopment projects that meet the needs of the community and the region.

Auburn prides itself on its role as a regional intermodal hub that includes high-volume rail and airfreight service. Auburn seeks to implement regional passenger/commuter hub options to expand rail and air travel opportunities that connect Greater Lewiston-Auburn north to Montreal and south to Portland and Boston.

POLICIES

G.1 TRANSPORTATION DEMAND MANAGEMENT

Goal G.1: Auburn manages the number of vehicle trips during peak hours to better utilize the capacity of the existing road network.

An important mechanism for reducing traffic congestion is “transportation demand management,” a strategy to reduce traffic during peak travel hours. Many transportation problems in Auburn stem from inadequate capacity to move traffic during the AM and PM peak hour periods. The efficiency of the road network can be improved by shifting vehicle trips from peak to off-peak periods, and by increasing car- and van-pooling and public transit.

Objective G.1.1:

Manage the share of new vehicle trips during the AM and PM peak hours generated by new nonresidential development.

Strategies to achieve this objective:

Strategy G.1.1.a:

Require that applicants for site plan review incorporate transportation demand management strategies into their traffic study, including the consideration of car- and van-pooling and transit use. Utilize these approaches to manage peak hour trips when possible.

Strategy G.1.1.b:

Require that new nonresidential developments which add a large number of employees include facilities that encourage transportation demand management, such as preferential parking for car and van pools, and transit stops where feasible.

Objective G.1.2:

Reduce the number of vehicle trips during the AM and PM peak hours generated by existing major employers (more than 50 employees).

Strategies to achieve this objective:

Strategy G.1.2.a:

Develop a program to work with major employers to explore the feasibility of implementing transportation demand measures such as car- and van pools, and/or shift of work hours.

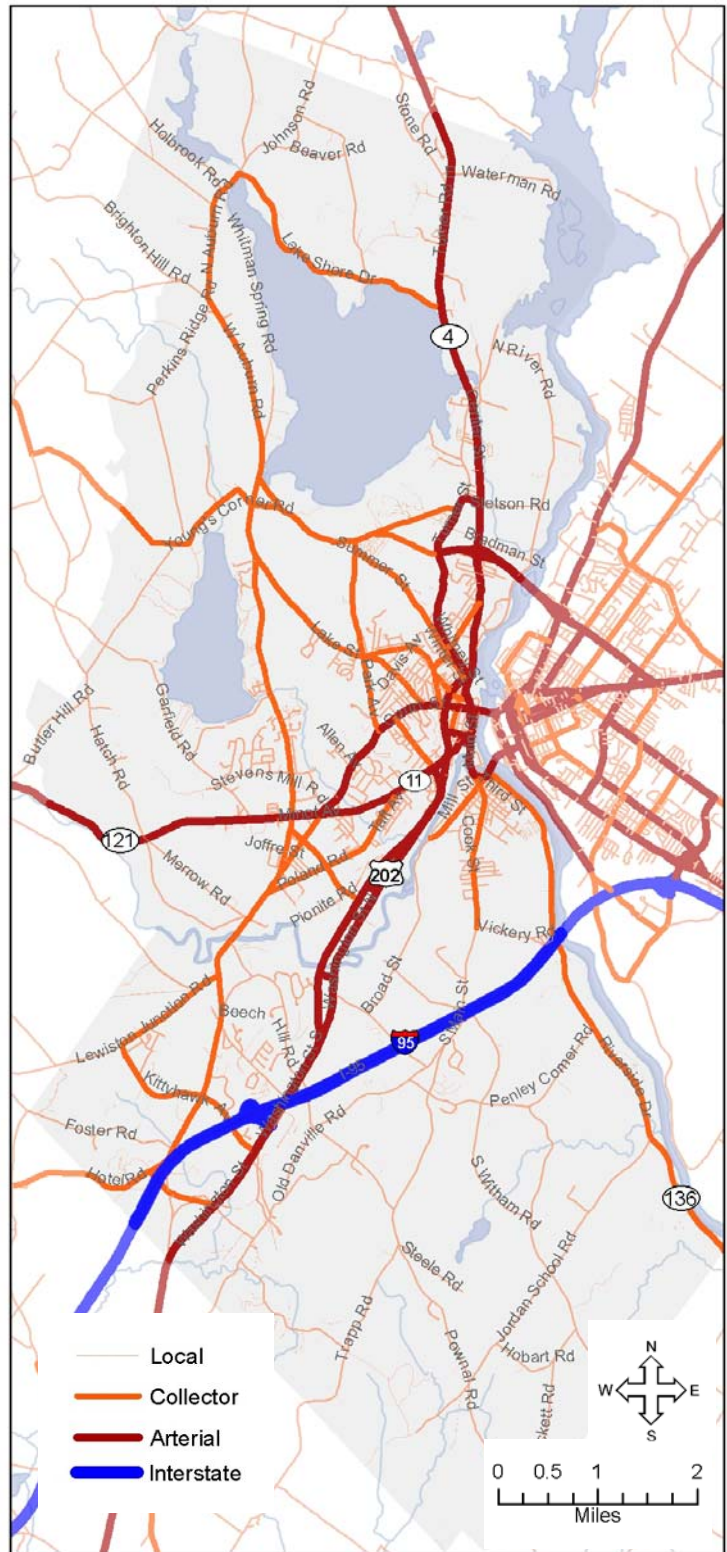
G.2 ROAD NETWORK

Goal G.2 : *Auburn has a well-designed-and functioning road network that safely and efficiently moves all manner of users (cars, buses, bikes, and pedestrians) through the community while preserving the integrity of established residential neighborhoods.*

The road network in Auburn serves a variety of users including local residents, commuters, and visitors traveling to destinations in and around the City, and to communities to the north, south, east, and west. The network includes a series of *major arterial roads* that move traffic through the community and link people to the Turnpike, the Downtown, the Mall, as well as outlying communities. A *network of collector roads* connect local roads with arterials, and help to address the changing traffic pattern, particularly around the Mall area, that has developed over the last decade. A series of *local public and private roads* connect neighborhoods to business, recreation, and educational destinations through automobile, pedestrian, and bicycle links.

MAJOR ROAD NETWORK

Major roads serve traffic moving in and out of Auburn, as well as traffic moving around the City. They provide efficient linkages between neighborhood, business, and community destinations; and the major employment centers near the Turnpike and Airport. Major roads include Route 4 (Center Street/Union Street), Minot Avenue, Washington Street, and Riverside Drive.



Objective G.2.1:

Ensure that the Route 4 corridor (Union Street/Center Street/Turner Road) allows for the effective movement of traffic, while continuing to provide safe access to area businesses and neighborhoods.

Strategies to achieve this objective:

Strategy G.2.1.a:

Address volume and congestion along Center Street/Turner Road.

- i. Support the short-term goal of the 2008 *Center Street Traffic Management Study* to implement a signal coordination plan.
- ii. Support the continued review and appropriate implementation of the 2008 *Center Street Traffic Management Study* to address on-going traffic management issues.
- iii. Study the possibility of new road reconfiguration and/or additional signalization to alleviate congestion due to turning traffic at the intersection of Turner Street/Center Street.

Strategy G.2.1.b:

Review and revise access management measures to limit the number of curb cuts along Center Street and Turner Road (Route 4) and promote the development of interconnected lots and shared parking areas.

Strategy G.2.1.c:

Improve pedestrian and bicycle access along the Route 4 Corridor.

- i. Develop safe pedestrian crossings through the installation of relief medians at major intersections and the establishment of longer pedestrian crossing signals.
- ii. Require, as part of any road redevelopment project, that sidewalks, signaled crosswalks, and dedicated bike lanes be included and/or upgraded as needed.
- iii. Assess the feasibility of establishing a midblock pedestrian crossing to connect Pettengill Park and its surrounding neighborhoods to the downtown.

Strategy G.2.1.d:

Establish streetscape and site design criteria that promote the creation of an attractive gateway along the Route 4 Corridor. (See Chapter 2. Future Land Use Plan)

- i. Require, as part of any road redevelopment project, landscaped esplanades separating sidewalks from travel lanes, when feasible.
- ii. Establish site design standards that support appropriate access to new developments including:
 - Shared parking lots located at the side and rear of buildings.
 - Buffers separating commercial uses from residential areas ensuring that lighting, noise, and traffic do not negatively impact neighborhoods.

- Well-landscaped pedestrian access amenities (sidewalks, lighting, and medians) within and between parking lots, buildings, and the street.
- Adequate bicycle parking facilities

Objective G.2.2:

Encourage the use of Minot Avenue as a primary east-west travel corridor through the community.

Strategies to achieve this objective:

Strategy G.2.2.a:

Address volume and congestion along Minot Avenue and adjoining streets.

- i. Adjust signalization at the intersection of Minot Avenue and Court Street and at the intersection of Minot Avenue, Court Street, and Manley Road to improve traffic flow and to discourage the use of Court Street as a short-cut.
- ii. Address access concerns at the intersection of Poland Road and Minot Avenue to improve function and safety.
- iii. Utilize a variety of vehicular speed reduction strategies on Court Street and Park Avenue to keep through-traffic on Minot Avenue.

Strategy G.2.2.b:

Review and revise access management measures to limit the number of curb cuts along Minot Avenue and to promote the development of interconnected lots and shared parking areas.

Strategy G.2.2.c:

Support initiatives to reconfigure the Minot Avenue Rotary with the purpose of simplifying the connection from Minot Avenue to the downtown, and of reducing the traffic burden on adjacent streets. As part of this, consider the maintenance of the retaining wall. (See also G.2.3.b.i and G.2.3.c.i)

Strategy G.2.2.d:

Establish streetscape and site design criteria that promote the creation of an attractive gateway along Minot Avenue (see Chapter 2. Future Land Use Plan).

- i. Require, as part of any road redevelopment project, that sidewalks, signaled crosswalks, and dedicated bike lanes are included and/or upgraded as needed.
- ii. Establish site design standards that support appropriate development along the corridor including:
 - Shared parking lots located at the side and rear of buildings.
 - Buffers separating commercial uses from residential areas ensuring that lighting, noise, and traffic do not negatively impact neighborhoods.
 - Well landscaped pedestrian access amenities (sidewalks, lighting, and medians) among parking lots, buildings, and the street.

- Adequate bicycle parking facilities

Objective G.2.3:**Establish Washington Street as the gateway to Auburn.**

Strategies to achieve this objective:

Strategy G.2.3.a:

Assess the need to upgrade and/or reconstruct the Washington Street-southbound and Rodman Road intersection to improve traffic flow and road function. Implement recommended changes as appropriate and feasible.

Strategy G.2.3.b:

Establish streetscape and site design criteria to promote attractive business development along Washington Street-northbound and Outer Washington Street (from Beech Hill Road to the New Gloucester Town Line).

- i. Require, as part of any road redevelopment project, paved shoulders dedicated for pedestrian and bicycle travel.
- ii. Establish site design standards that support appropriate development along the corridor including:
 - Parking lots located at the side and rear of buildings.
 - Well-landscaped amenities (lighting and medians) in and around parking lots, buildings, and the street.

Strategy G.2.3.c:

Review and revise access management measures to limit the number of curb cuts along Washington Street-Northbound and Outer Washington Street (from Beech Hill Road to the New Gloucester Town Line), and to promote the development of interconnected lots and shared parking areas.

Objective G.2.4:**Establish Riverside Drive as the southern gateway to Auburn**

Strategies to achieve this objective:

Strategy G.2.4.a:

Promote appropriate development along Riverside Drive that meets current needs while allowing for changes in the development pattern consistent with the possible future development of additional turnpike access. (See *Chapter 2. Future Land Use Plan* and the *New Auburn Master Plan*)

- i. Require paved shoulders dedicated for pedestrian and bicycle travel as part of any road redevelopment project south of the turnpike bridge.

- ii. Require, as part of any road redevelopment project north of the turnpike bridge, that sidewalks, crosswalks, and dedicated bike lanes are included and/or upgraded where feasible.
- iii. Establish site design standards that support appropriate development along the corridor including:
 - Shared parking lots located at the side and rear of buildings.
 - Landscaped buffers between existing parking lots and the right-of-way

Strategy G.2.4.b:

Review and revise access management measures to limit the number of curb cuts along Riverside Drive and maintain significant frontage requirements, encourage shared access, and limit curb cut development.

Objective G.2.5:

Support long-term regional transportation planning efforts to provide additional access to the community.

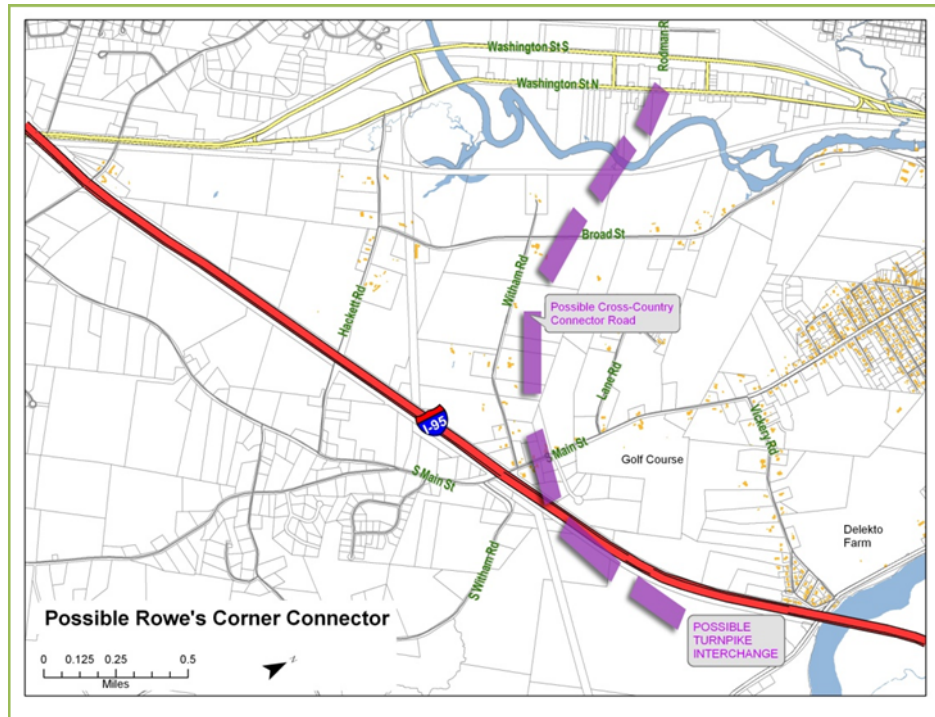
Strategies to achieve this objective:

Strategy G.2.5.a:

Continue to engage in dialogue with the Maine Department of Transportation, Maine Turnpike Authority (MTA), and regional transportation agencies to pursue the construction of a new turnpike interchange.

Strategy G.2.5.b:

Study the feasibility of creating a connector road between the new turnpike interchange and Washington Street-northbound/Rodman Road that would efficiently connect to a controlled access Washington Street-southbound. This would increase access to the proposed Rowe's Corner business/ industrial development area, and connect the Washington Street corridor to Riverside Drive.



CONNECTOR ROAD NETWORK

To accommodate growth in traffic, a designated connector road network should be established. Two areas of particular concern are the Mall, and traffic flowing east and west to and from the Town of Minot. The increase in Mall traffic has led to congestion in the Route 4 corridor. This has caused motorists to seek alternative routes to and from the Mall, the Veteran's Bridge, and the I-95 interchange. This *Plan* proposes the use of Mt Auburn Avenue and Hotel Road as a means of connecting the two areas. Increased development in outlying towns, including Turner and Minot, has also led to additional traffic pressures and the establishment of two emerging connector routes – Turner Street and the Young's Corner/Mt Auburn crossing to the west. This *Plan* seeks to address traffic in these areas by establishing road and land use standards that support appropriate traffic flow along the designated connector road network.

In addition to outlying connector roads, the *Plan* also considers the reconfiguration of in-town traffic as a means of providing safe and efficient movement into and out of the downtown. To this end, proposed below are a realignment of traffic along Elm Street and High Street, and the reconfiguration of downtown New Auburn's road network.

Objective G.2.6:

Ensure that Turner Street, adjoining the Route 4 Corridor, is well maintained and provides for appropriate access to neighborhoods and businesses.

Strategies to achieve this objective:

Strategy G.2.6.a:

Establish Turner Street, between Mt. Auburn Avenue and Center Street, as an “access management corridor” that promotes efficient movement of local traffic and provides bicycle, pedestrian, and transit access to the Community College and Lake Auburn.

- i. As part of any road redevelopment project, require that sidewalks, crosswalks, dedicated bike lanes, and landscaped esplanades (separating sidewalks from travel lanes), be included and/or upgraded where feasible.

Strategy G.2.6.b:

Establish Turner Street, between Union Street and Mt. Auburn Ave, as a local corridor providing local vehicle, bicycle, pedestrian, and transit access to the downtown and the mall area.

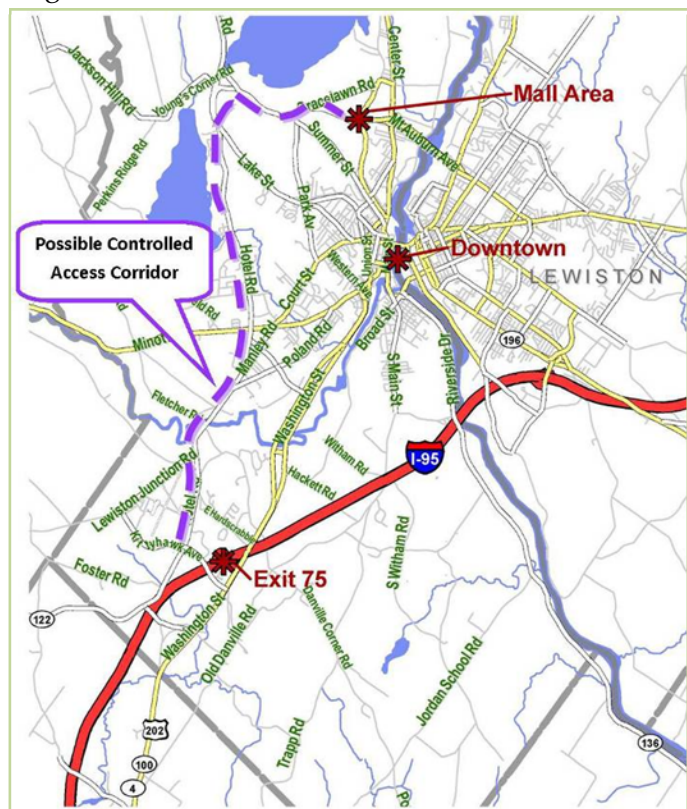
- i. Develop a comprehensive plan for upgrading the Turner Street corridor to make it a more livable, “complete” street.
- ii. Identify appropriate improvements at the intersection of Dennison Street and Turner Street to slow traffic and discourage the use of Dennison as an alternative to the Union Street Bypass.
- iii. Consider moving the left turn movement to access Turner Street at the intersection of Turner, Union, and Center from Turner Street to Union Street, in order to discourage the use of Dennison Street.
- iv. Establish additional appropriately designed connections from Broadview Avenue to Turner Street as a means of diverting residential traffic from Center Street to Turner Street, while discouraging “cut-through” commuter and truck traffic.
- v. Require, as part of any road redevelopment project, sidewalks, crosswalks, and dedicated bike lanes to be included and/or upgraded where feasible.

Objective G.2.7:

Establish a western connector route to link the I-95 turnpike interchange (Exit 75) to the Mall area and provide for appropriate road development to support additional traffic from communities to the west of Auburn.

Strategy G.2.7.a:

Establish Mt. Auburn Ave, Hotel Road, outer Summer Street, and Young’s Corner Road as an “access management corridor” that promotes



efficient movement of local and commuter traffic from the Mall to the turnpike interchange).

- i. Manage access along the roadways by maintaining significant frontage requirements, encouraging shared access, and limiting curb cut development.

Strategy G.2.7.b:

Study the impacts of increased traffic from western communities along Jackson Hill Road, Holbrook Road, Marston Hill Road, Hatfield Road, Hersey Hill Road and at the Young's Corner/ Mt Auburn/ Summer Street crossing, and implement measures to maintain and improve the function of the roads as necessary.

Objective G.2.8:

Work to ensure that through traffic primarily uses designated travel routes.

Strategies to achieve this objective:

Strategy G.2.8.a:

Install signage to direct traffic to appropriate through travel routes, including to and from the turnpike and the mall via either Washington Street/Route 4 or Hotel Road/Mt Auburn Avenue.

Strategy G.2.8.b:

Enforce City truck routes to ensure that truck traffic remains on roads designated to accommodate it.

Objective G.2.9:

Maintain an attractive and efficient downtown road network.

Strategies to achieve this objective:

Strategy G.2.9.a:

Establish Elm Street as a primary route from Main Street and the downtown neighborhoods to Minot Ave, developing an attractive, well-designed streetscape:

- i. Streetscape improvements should include landscaped esplanade, designated on-street parking, bike lanes, and well-maintained sidewalks and crosswalks.
- ii. Consider eliminating the ability to make left turns onto or from High Street, and removing the signal at the intersection of High Street and Minot Avenue, in order to encourage traffic to use Elm Street.
- iii. Consider eliminating the Academy Street connection between High Street and Main Street if necessary for the Great Falls School site redevelopment.

Strategy G.2.9.b:

Extend the Main Street streetscape improvements along all of Main Street and, continuing along Mill Street, into New Auburn.

- i. Support the establishment of a green gateway along underdeveloped portions of Main Street to re-establish views of the Little Androscoggin River.

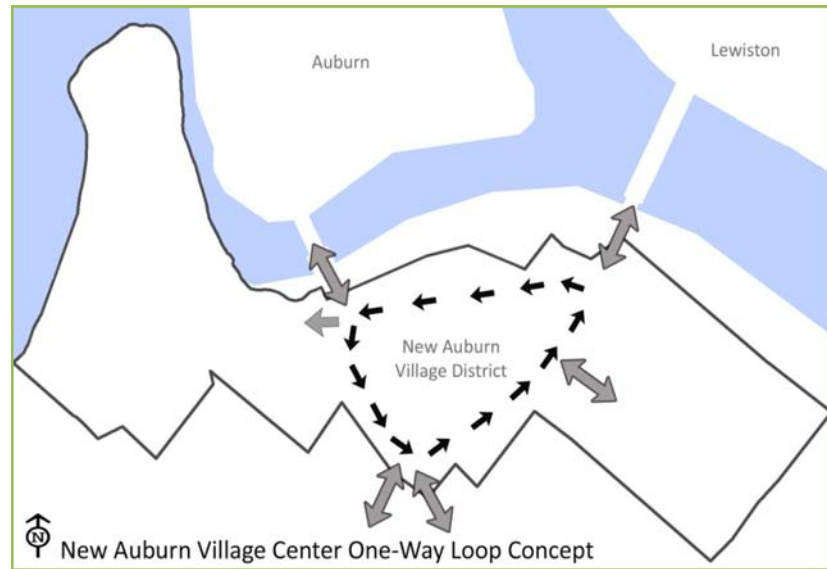
Strategy G.2.9.c:

Redesign the Pleasant Street/Turner Street connection to discourage high speed through traffic bound for Center Street.

- i. Limit Pleasant Street to one way heading south.
- ii. Provide on-street parking and landscaping to narrow the roadway.

Strategy G.2.9.d:

Study the development of a one-way loop road, or other appropriate road reconfiguration, in New Auburn. Assess the feasibility of the project and determine appropriate criteria for implementation (see *New Auburn Master Plan, Appendix B*).



Strategy G.2.9.e: Provide creative parking solutions to meet the need of downtown neighborhoods and businesses.

- i. Allow for tandem parking spaces where feasible.
- ii. Allow for the development of communal off-street lots within reasonable distance of new residential and nonresidential developments.
- iii. Encourage the landscaping and lighting of parking lots; and provide pedestrian access from parking lots to traditional downtown businesses, the riverfront, and the street.
- iv. Consider the development of satellite parking areas, connected to the downtown by shuttles or other transit services. This will alleviate the need for additional parking downtown, and free up space for more valuable commercial development.

Strategy G.2.9.f:

Develop a greenbelt bicycle/pedestrian connection between Pettengill Park and West Pitch Park that includes a safe, feasible pedestrian railroad crossing.

Strategy G.2.9.g:

Develop a greenbelt bicycle/pedestrian connection from West Pitch Park into Moulton Field and New Auburn via the Little Androscoggin River/Barker Mill Trail.

LOCAL STREET NETWORK

Local streets primarily serve residential areas, and connect neighborhoods to the larger road network. Local streets should not be used for through traffic or as short-cuts. The plan recommends that all streets be built to City standards and provide appropriate pedestrian and bicycle connections.

Objective G.2.10:

Encourage appropriate local road development that minimizes the impact of such development on City services.

Strategies to achieve this objective:

Strategy G.2.10.a:

Require all new and renovated private roads to meet appropriate City standards for roads.

Strategy G.2.10.b:

Explore revising road standards to require that new rural and suburban style developments establish and maintain private roads, while also prohibiting the conversion of private roads to public roads.

- i. Notify homebuyers of the legal and monetary ramifications of purchasing property on a private road.
- ii. Ensure that deeds preclude the conversion of private roads to public roads, clearly define ownership and maintenance responsibilities for private road ownership, and provide legal remedies for property owners who do not contribute to private road upkeep.

Strategy G.2.10.c:

Limit the need for new roads by encouraging infill development within the identified growth areas. (See Chapter 2. Future Land Use Plan)

Objective G.2.11:

Provide a network of safe, interconnected pedestrian and bicycle amenities.

Strategies to achieve this objective:

Strategy G.2.11.a:

Undertake a comprehensive review of pedestrian and bicycle access within Auburn addressing location, need, and maintenance. (*Also see M.3.4 in Public Facilities*)

- i. Develop a cost-effective and appropriate pedestrian and bicycle plan to meet the needs of urban and rural residents.
- ii. Ensure that the local plan is compatible with the long-term goal of the 2008 ATRC *Regional Bicycle and Pedestrian Plan* to create a regional network of sidewalks, bike lanes, and trails.
- iii. Share information on bicycle and pedestrian facilities, and desired improvements, with the Maine Department of Transportation, L/A Trails, and the Bicycle Coalition of Maine. This will assure that planning and funding are done on a comprehensive basis.

Strategy G.2.11.b:

Require, where appropriate within designated growth areas, that all local roads include at least a 5 foot wide sidewalk on both sides of the right-of-way.

- i. Encourage, where right-of-way widths allow, the establishment of landscaped esplanades between travel lanes and the sidewalk.

Strategy G.2.11.c:

Establish neighborhood bicycle routes to link riders to major destinations via safe, low volume local streets.

Strategy G.2.11.d:

Outside of the designated growth areas, require all local roads to include a paved shoulder of at least 4-feet in width. This will provide pedestrian and bicycle connections to local and connector roads, to community destinations, and to existing/proposed trails.

Objective G.2.12:

Discourage the use of local streets by through traffic or as short-cuts.

Strategies to achieve this objective:

Strategy G.2.12.a:

When residential streets are improved or reconstructed, incorporate design elements that slow traffic and discourage through traffic.

Strategy G.2.12.b:

Implement a sign program to discourage the use of local streets by through traffic and to direct motorists to appropriate collector or arterial streets.

Strategy G.2.12.c:

Make enforcement of speed limits on local streets a priority.

G.3 TRANSPORTATION NETWORK

Goal G.3: Auburn remains a multi-modal hub proving access to rail, air, truck, and transit amenities.

As a transportation service center, the City plays an important role in regional and state efforts to expand and improve rail, air, and truck services. The *Comprehensive Plan* supports continued City, regional, and state efforts to expand and enhance freight and passenger intermodal facilities. This includes continued support for existing rail and air facilities, and the promotion of passenger service. The *Plan* also acknowledges the City's strong ties to the turnpike, and seeks to ensure that Auburn is well positioned to benefit from local and regional turnpike development projects.

Auburn plays an integral role in regional traffic and transit services that goes beyond the services of its intermodal facility. The *Plan* encourages the City to work closely with Androscoggin Transportation Resource Center (ATRC) to promote regional and long-range traffic studies, ensure that Auburn streets can continue to adequately support local and commuter traffic, and provide feasible options for regional mass transit (including bus and rideshare programs).

Objective G.3.1:

Support the development of additional transportation infrastructure to promote continued growth in and around the Auburn freight intermodal facility, and support the construction of a passenger intermodal facility at the Auburn/Lewiston Airport.

Strategies to achieve this objective:

Strategy G.3.1.a:

Support the recommendations of the ATRC Long Range Transportation Plan to promote rail industry growth including:

- i. Expanding the high-speed passenger rail designation from Auburn to the western Maine border.
- ii. Working with New Hampshire and Vermont to extend the high-speed passenger rail designation to the border with Canada.
- iii. Upgrading the lines to support heavier loads to keep up with the demand of the Foreign Trade Zone

Strategy G.3.1.b:

Support Maine Turnpike Authority (MTA) and ATRC studies to determine the feasibility and desirability of realigning the I-95 interchange (Exit 75), for the purpose of better accommodating truck traffic into and out of the industrial park area.

Strategy G.3.1.c:

Support the implementation of the 2006 Airport Master Plan Update to ensure appropriate development of airline freight services.

Objective G.3.2:

Promote appropriate local and regional mass transit opportunities.

Strategies to achieve this objective:

Strategy G.3.2.a:

Continue to study the establishment of passenger rail and air service at a passenger intermodal facility at the airport, paying particular attention to determining the market need for such a facility, and how such a facility would be accessed.

- i. If passenger service is viable at this location, ensure that the development of a passenger facility includes adequate parking to meet projected demand, and that the facility provides adequate public transit connections to the downtown and other significant community destinations.

Strategy G.3.2.b:

Work with regional and state agencies to assess the potential for the expansion of passenger rail service from Portland to Auburn, and at some future time from Brunswick to Auburn via Lewiston. Also, encourage the state to work with SLA to upgrade rail lines and expand the current high-speed line designation from Auburn to Canada, as a step towards establishing passenger rail service from Auburn to western Maine and into New Hampshire and the Canadian provinces.

Strategy G.3.2.c:

Expand, as necessary, the local fixed-route bus service.

- i. Encourage the expansion of night and weekend bus service to provide residents and visitors with increased mobility and access to community destinations.
- ii. Encourage efficient routes that link residents to major employment centers in and around Auburn, such as the industrial parks.
- iii. Work with ATRC, as well as Lewiston and surrounding communities, to support the Lewiston Auburn Transit Committee (LATC) in its efforts to establish public/private partnerships and other creative financing mechanisms to fund additional bus service.
- iv. Plan for the interconnection of rail service in downtown Lewiston-Auburn and at Exit 75/Airport with the local bus system to provide a seamless transit system that reduces reliance on single-occupancy vehicles to access major residential and commercial areas in Auburn.

Strategy G.3.2.d:**Continue to participate in regional commuter transit programs.**

- i. Support the recommendations of the AVCOG 2005 Regional Transportation Assessment report to promote efficient transit in and around Auburn, including recommendations for expanded park and ride facilities; and for the linking of local, regional fixed-route, and semi-fixed route services.
- ii. Promote participation in GOMaine and other regional commuter service programs by maintaining adequate park and ride facilities, and by educating the residents on ride share services and programs.

H. COMMUNITY DEVELOPMENT POLICIES

PURPOSE

The Community Development section establishes objectives and strategies to enhance the quality of life in Auburn's neighborhoods through the provision of housing and community services.

Community Development Goals:

Goal H.1: Foster a sense of place within Auburn's neighborhoods.

Goal H.2: Promote various housing options to meet the needs of Auburn residents and support neighborhood stability.

VISION

The focus of community development is to provide for the quality of life for the current and future residents of the City. By maintaining appropriate City services and amenities, and by providing a diversity of housing, Auburn seeks to provide an excellent quality of life for all its residents.

The backbone of the Auburn community is its safe and attractive neighborhoods. They provide a wide range of residential, recreational, and educational opportunities to meet the needs of all types of households - young and old, singles and families - at all income levels. The City promotes neighborhood development by encouraging residents to work together to develop area plans. In addition, City departments work with the neighborhood residents to maintain community facilities and ensure that local needs are met.

The availability of a diverse housing stock meeting the needs of a variety of households is crucial to supporting community development and maintaining the desirability of neighborhoods. To retain and attract households in Auburn, the City is committed to the following policies:

Support existing residents by ensuring a wide range of desirable rental and ownership options.

Provide growing senior and empty-nester populations with a range of housing options to meet income and lifestyle needs.

Retain and attract families with school-age children, as well as young starter families, by providing them with affordable homeownership opportunities in safe, family-oriented neighborhoods, as well as family-appropriate rental housing.

Ensure that young adults and professionals can find appropriate rental and ownership housing in desirable locations, including the Downtown area.

Assure that housing and related services are available to people with special housing needs, such as the homeless.

To carry out these housing policies, Auburn will maintain and enhance existing neighborhoods and housing, and provide opportunities for a wide range of new housing development in appropriate locations.

POLICIES

H.1 NEIGHBORHOOD ACTIONS

Goal H.1: Foster a sense of place within Auburn's neighborhoods.

Auburn's neighborhoods are the backbone of the community. They are among the City's most valuable assets in attracting and retaining residents. Safe and attractive neighborhoods that provide adequate facilities and amenities to meet the needs of a wide range of household types are essential. Auburn currently has a number of different types of neighborhoods: from high-density urban areas that provide options for individuals and families seeking an urban lifestyle, to suburban single family subdivisions in a rural setting, and everything in between. Enhancing, protecting, and in some cases expanding these neighborhoods will ensure that Auburn continues to provide current and future residents with housing options.

Objective H.1.1:

Create neighborhood area plans that encourage residents to take active roles in addressing issues and enhancing the quality of life within their neighborhoods.

Area plans, such as the *New Auburn Master Plan* (see Appendix B), allow neighborhood residents to come together to address unique concerns and create strategies to meet their needs. Such plans allow for a level of local detail not possible in a citywide comprehensive plan. They afford neighborhood residents the opportunity to establish supplemental strategies to tackle local issues, so long as such strategies are not directly in conflict with the vision or policies of the *Comprehensive Plan*.

Strategies to achieve this objective:

Strategy H.1.1.a:

Provide technical and financial assistance, where feasible, to help interested neighborhoods develop and implement area plans.

Strategy H.1.1.b:

Incorporate area plans into the *Comprehensive Plan*, as appropriate.

Objective H.1.2:

Maintain and enhance the quality of life in Auburn's neighborhoods.

Strategies to achieve this objective:

Strategy H.1.2.a:

Assure that city services such as police, fire, and public works are provided to neighborhoods on an equitable basis, and that problems impacting individual neighborhoods are addressed.

- i. Support the establishment of neighborhood watch programs
- ii. Encourage neighborhoods to take part in police volunteer programs.

Strategy H.1.2.b:

Focus on the educational system. Provide adequate neighborhood and city-wide facilities and programs to educate all residents, including school-aged children, adults, and seniors.

Strategy H.1.2.c:

Manage traffic and limit the potential for "cut through" traffic in neighborhoods, support traffic calming measures where necessary, and invest in sidewalk and bike route development as appropriate (see Transportation Policies).

Strategy H.1.2.d:

Encourage neighborhoods to work with the Public Works Department and Parks and Recreation Department to maintain parks, community gardens, trails, and recreational facilities. (See Recreation Policies)

H.2 HOUSING

Goal H.2: Promote various housing options to meet the needs of Auburn residents and support neighborhood stability.

Objective H.2.1:

Maintain and enhance the existing housing stock throughout Auburn's neighborhoods.

Many of Auburn's well-established neighborhoods include older homes and multi-family buildings. These add historic charm and provide for a variety of owner and renter housing options. However, many older properties are in need of maintenance and upgrading in order to meet code standards, increase energy efficiency, and ensure health and safety. Investment by property owners, with assistance from the City, provides the best opportunity to maintain and enhance these unique properties and ensure that they remain a positive part of Auburn's neighborhoods.

Strategies to achieve this objective:

Strategy H.2.1.a:

Maintain the quality of the older owner-occupied housing stock.

- i. Continue to provide financial assistance to qualified property owners to maintain and improve their homes, with a particular attention to energy efficiency, using Community Development loans and other similar funding sources.
- ii. Work with local, regional, and state agencies (including the Community Development Department, Auburn Housing Authority, Community Concepts, and Maine State Housing Authority) to provide qualified homeowners with property maintenance assistance.

Strategy H.2.1.b:

Assure that the existing rental housing stock is maintained and well-managed.

- i. Consider adopting a property maintenance code for multifamily housing that focuses primarily on issues related to public health and safety.
- ii. Adopt a renovation code as part of the building code to allow some flexibility in the repair or renovation of existing structures.
- iii. Review and revise the City's fire code to remove unreasonable barriers to the renovation of older properties.
- iv. Conduct a regular, on-going program of code enforcement inspection to assure that multifamily housing is being maintained and properly managed.
- v. Continue to provide rehabilitation assistance to the owners of rental property who provide affordable apartments, with a particular attention to energy efficiency, using Community Development loans and other similar funding sources.

- vi. Promote owner-occupied multifamily housing by working with the City of Auburn Community Development Department, Auburn Housing Authority, and Maine State Housing, to provide funding for people to buy and upgrade small multifamily properties.

Objective H.2.2:

Maintain and enhance established single family neighborhoods as safe, desirable, attractive areas for a range of residents.

The City has a number of urban and suburban single family neighborhoods that provide a range of safe and attractive housing opportunities for Auburn families. The well-established urban neighborhoods offer a wide range of modest single family homes. These neighborhoods include a large number of elderly homeowners, many of whom might be looking to downsize. Such properties have the potential to provide an excellent stock of affordable homes, well-suited to young first-time homebuyers. The newer single family homes in more “suburban-style” neighborhoods provide housing opportunities for middle-income households.

Strategies to achieve this objective:

Strategy H.2.2.a:

Assure that the City’s zoning and land use regulations allow private owners to improve properties in these neighborhoods.

- i. Review and revise the zoning requirements, as needed, to allow existing homes to be improved and expanded as long as they maintain the character of the neighborhood in terms of setbacks, building height, lot coverage and similar factors.
- ii. Review and revise the zoning requirements, as needed, to allow for redevelopment and infill development on vacant lots that is in character with the neighborhood in terms of lot sizes and density, frontage, setbacks, and similar dimensional requirements (see Chapter 2. Future Land Use Plan).
- iii. Update and expand the existing “two-family conversion” provision for older homes to include standards to assure that such conversions are compatible with the neighborhood. Include provisions for the establishment of accessory apartments in existing single family homes that are not covered by the conversion provision.

Strategy H.2.2.b:

Develop a coordinated community program to provide for the gradual transition of urban single family neighborhoods to a younger cohort.

- i. Work with community groups and senior agencies to develop a community-based program to help senior citizens who are interested in moving from their home to explore housing alternatives.
- ii. Develop a program, in conjunction with local real estate interests and housing organizations, to promote the desirability of these neighborhoods as places for young families to live.

- iii. Work with the Auburn Housing Authority, Maine State Housing, and other housing finance organizations to make mortgage financing available to younger households, especially families with children, to buy homes in these neighborhoods.
- iv. Assure that City's zoning allows for the development of a range of senior housing in other areas of the city, in order to provide appropriate housing options for older residents who need or want to downsize.
- v. Enhance the quality of the City's public school system, especially elementary schools located within and serving these neighborhoods.

Objective H.2.3:

Improve existing urban family neighborhoods that have a mix of single family and multi-family units, to enhance them as safe, desirable, attractive neighborhoods.

The City has a number of urban family neighborhoods with a mixture of small multi-family buildings, duplexes, and single family housing, which together provide a range of owner and renter housing options. Stabilizing and maintaining such neighborhoods as desirable and attractive places to live is important to the City. While some of the issues in these neighborhoods are similar to those in existing single family neighborhoods, the presence of rental housing adds a new dimension to the challenge. The goal in these areas is to upgrade the condition of multi-family buildings, and to encourage higher levels of owner occupancy within them. Owner-occupied multi-unit buildings help to stabilize the neighborhood, while at the same time providing supplemental income opportunities for first-time homebuyers. Multi-unit buildings also provide home and condominium ownership opportunities for young professionals, empty nesters, and retirees who want to live in a more urban environment; and rental opportunities for individuals and small families.

Strategies to achieve this objective:

Strategy H.2.3.a:

Assure that the City's zoning and land use regulations allow private owners to improve property in these neighborhoods.

- i. Review and revise zoning requirements, as needed, to allow existing buildings to be improved and expanded as long as they maintain the character of the neighborhood in terms of setbacks, building height, lot coverage and similar factors.
- ii. Review and revise the zoning requirements, as needed, to allow for redevelopment and infill development on vacant lots that is in character with the neighborhood in terms of lot sizes and density, frontage, setbacks, and similar dimensional requirements (see Chapter 2. Future Land Use Plan).
- iii. Update and expand the existing "two-family conversion" provision for older homes to include standards to assure that these conversions are compatible with the neighborhood. Include provisions for the establishment of accessory apartments in existing single family homes for homes not covered by the conversion provision.

Objective H.2.4:

Encourage investment in higher-density downtown multi-family and mixed-use neighborhoods to develop a balance of rental and ownership options that serve a wide range of households.

Auburn's downtown multi-family neighborhoods increasingly supply housing for low and moderate income households. In the short term, the City's objective is to maintain and upgrade the existing housing stock. Many of the issues in these areas are similar to the multi-family issues in the urban family neighborhoods. Over the long term, the City's objective is for these areas to evolve into more of a mixed-income character. This is achieved through the development of new or renovated housing that capitalizes on the amenities in these areas, and that appeal to different groups and income segments. In some areas there are opportunities to provide moderate-rate rental housing for young adults and students. In others, particularly along the River, there are opportunities for higher-cost apartments and condominiums suitable for young professionals and empty-nesters seeking an urban lifestyle.

Strategies to achieve this objective:

Strategy H.2.4.a:

Assure that the City's zoning and land use regulations allow for private investments to improve property in these neighborhoods.

- i. Review and revise the zoning requirements, as needed, to allow existing buildings to be improved and expanded as long as they maintain the character of the neighborhood in terms of setbacks, building height, lot coverage and similar factors.
- ii. Review and revise the zoning requirements, as needed, to allow for redevelopment and infill development on vacant lots that is in character with the neighborhood in terms of lot sizes and density, frontage, setbacks, and similar dimension.
- iii. Create flexible zoning provisions such as variable density requirements (bedroom-based density or building envelope provisions) that allow for the coordinated reuse or rehabilitation of a series of adjacent buildings in order to create expanded housing opportunities.

Objective H.2.5:

Create opportunities for the private development of a range of new housing outside of the existing built-up areas to meet the needs of a variety of groups.

Outside of the built-up area of Auburn, the role of the private development community is to build new housing to address the various housing needs of the City's residents. The City's role is primarily as an enabler – to assure that the City's development requirements, zoning regulations, and infrastructure give the private sector the opportunity to produce the types of housing desired to achieve the community's housing goals.

Strategies to achieve this objective:

Strategy H.2.5.a:

Revise zoning and other land use requirements to allow for the development of a wide range on housing outside of the built-up area of the City to meet the housing needs of various segments of the population. (See Chapter 2. Future Land Use Plan)

- i. Create both rental and homeownership opportunities for singles and young families by allowing relatively high-density multifamily housing, including apartments and townhouse style developments, at densities up to 12-18 units per acre in areas served by public sewerage and water.
- ii. Create senior and empty-nester housing opportunities by allowing medium density housing such as townhouses (condominiums and rental), "housominiums", and small homes to be constructed at densities up to 10-12 units per acre, with house lots as small as 5,000 square feet, in areas that can be served by public sewerage and water.
- iii. Create the opportunity for the development of moderate-density single family housing at densities up to 4-6 units per acre, with house lots as small as 7,500-10,000 square feet, in areas that can be served with public sewerage.
- iv. Create the opportunity to develop low-density single family housing at a density of 1-2 units per acre, with individual lots as small as 12,000-15,000 square feet as part of a conservation subdivision, or 20,000 square feet in a conventional subdivision, in areas that are not served by public sewerage.

Strategy H.2.5.b

Review and revise, as needed, regulations for the expansion and establishment mobile home parks in accordance with state law.

- i. Identify, as necessary, appropriate new locations for mobile home parks that can be served by public sewerage and water.
- ii. Ensure the adequate ability for existing mobile home parks to expand as appropriate.

Strategy H.2.5.c:

Reduce the cost of new residential development by reviewing and revising the City's development standards to allow the use of private roads with reduced design standards subject to appropriate review and to use more of a performance-based approach based on density to provide flexibility in the layout and design of projects. (See Transportation and other Land Use Policy sections)

Objective H.2.6:**Provide adequate housing assistance and services.**

There is a range of people with special housing needs, due to disability or abuse or economic circumstances. They can be helped through such programs as subsidized rental housing, homelessness services, and homeownership assistance.

Strategies to achieve this objective:

Strategy H.2.6.a:

Support efforts to develop a continuum of housing for homeless residents and for people with special needs and circumstances. The continuum would range from emergency shelters, to transitional housing, to permanent housing, with support services as needed.

- i. Implement the recommendations of the LAASH *Plan to Prevent and End Homelessness*
- ii. Review and revise the City's zoning requirements to remove any unreasonable barriers to the development of special needs housing.

Strategy H.2.6.b:

Support the continued development of subsidized and other affordable housing to meet the needs of low-income individuals and families.

Strategy H.2.6.c:

Encourage the inclusion of affordable units within new housing projects by including provisions for significant density bonuses and reduced infrastructure requirements for developments in which at least twenty percent of the units will be affordable to low- or moderate-income households.

Strategy H.2.6.d:

Establish a housing advocacy committee that includes representation from local, regional, and state housing agencies, as well as affiliated lenders, to develop housing-related recommendations.

- i. Develop a homebuyer resource guide that educates potential homebuyers about local ownership programs and incentives.
- ii. Develop a homeownership resource guide that educates local homeowners about local housing programs that help with property maintenance and renovation.

Strategy H.2.6.e:

Continue to use the Community Development program to purchase and invest in foreclosed properties.

I. ECONOMIC DEVELOPMENT POLICIES

PURPOSE

The Economic Development section establishes objectives and strategies to support and promote appropriate economic development within Auburn and the region. Appropriate development is that which helps maintain a diverse economy, and that includes businesses that provide for a wide-range of good-paying employment opportunities.

Economic Development Goals:

Goal I.1: A vibrant downtown that attracts and retains a variety of businesses.

Goal I.2: Maintain Auburn's role as a regional economic center with a diverse economic base and support continued strong economic growth that provides diverse opportunities for appropriate business growth and development.

VISION

Auburn has a diverse economy. It provides a wide range of employment and business option, without an over-reliance on any single business or type of business. Economic development programs and projects seek to retain existing businesses and to attract new high quality firms to the area. They also are designed to support ventures that link education and the workforce to existing and new business ventures, in order to promote excellent employment opportunities.

Auburn promotes economic growth in appropriate areas. The City promotes local small-scale retail, service, and office investment in the downtown in order to support a vibrant urban environment and provide amenities that serve downtown residents and workers. The City maintains and expands the downtown TIF district to ensures that the necessary infrastructure is available to support and attract businesses. The City promotes investment in appropriate business retention, attraction, and expansion in the mall area that diversifies current offerings.

In its largest job center, the industrial parks, the City expands infrastructure to ensure the availability of additional land for development. The area continues to grow as a regional job center with the expansion of good-quality employment in the vicinity of the airport and multi-modal center. To assure that there is an adequate supply of land for future economic growth, Auburn uses its Agriculture/Rural Zone as a "holding zone" -- promoting limited development and reduced tax rates on properties until such a time as the area is made viable for commercial and/or industrial development.

POLICIES

I. 1 DOWNTOWN DEVELOPMENT

Goal I.1: A vibrant downtown that attracts and retains a variety of businesses.

Objective I.1.1:

Attract and retain a wide range of small and medium size businesses to the Auburn and New Auburn downtowns that promote and enhance a vibrant urban environment.

Strategies to achieve this objective:

Strategy I.1.1.a:

Establish a traditional downtown business district that promotes local business development, encourages creative reuse of existing buildings, and supports the continuation of an urban development pattern (see Chapter 2. Future Land Use Plan).

Strategy I.1.1.b:

Maintain the Great Falls area as a large-scale office/hotel complex, with an emphasis on integrating this area with the traditional downtown business district (see Chapter 2. Future Land Use Plan).

Strategy I.1.1.c:

Continue efforts to implement the ADAPT plan, including the expansion of the defined Downtown TIF District to include the New Auburn Village Center District, as a means of generating funds for the implementation of the New Auburn Master Plan.

Strategy I.1.1.d:

Work to promote downtown Auburn and New Auburn as desirable business locations.

- i. Support the Auburn Business Association, and continue to work with area economic development organizations, to promote existing downtown Auburn businesses and to attract new businesses to invest in available downtown commercial space.
- ii. Continue to provide CDBG assistance to property owners to improve business properties.
- iii. Review the Downtown Study from Young People of the Lewiston Auburn Area (YPLAA) to help improve downtown Auburn.

Strategy I.1.1.e:

Implement the recommendations of the New Auburn Master Plan with respect to the redevelopment of the Village Center area.

I. 2 CITY-WIDE ECONOMIC GROWTH AND DEVELOPMENT

Goal I.2: Maintain Auburn's role as a regional economic center with a diverse economic base, and support continued opportunities for appropriate business growth and development.

Objective I.2.1:

Maintain an active role in regional economic development organizations.

Strategies to achieve this objective:

Strategy I.2.1.a:

Promote the L/A brand and economic growth activities within the region by maintaining membership in and support for the Lewiston Auburn Economic Growth Council, the Androscoggin Valley Chamber of Commerce, as well as Young People of the Lewiston Auburn Area (YPLAA), and other regional economic development agencies.

Objective I.2.2:

Encourage infrastructure development to support current and future commercial and industrial growth.

Strategies to achieve this objective:

Strategy I.2.2.a:

Work with developers to expand sewer and water service to targeted business/industrial development areas.

- i. Encourage the use of TIF districts and other financing strategies to help offset the cost of sewer and water system development.
- ii. Consider bonding and/or other financing strategies to extend sewer and water service along the Little Androscoggin River to serve the industrial portion of New Auburn, and eventually create a looped water system with existing water lines along Washington Street.

Strategy I.2.2.b:

Ensure capacity of utility services (natural gas, electricity, broadband, etc) and explore options for expansion where necessary and feasible to support additional business development.

- i. Invest, whenever feasible, in cost sharing programs to support utility projects that are mutually beneficial to the City and to the developer.

Objective I.2.3:

Ensure availability of land for appropriate business/industrial development in designated areas.

Strategies to achieve this objective:

Strategy I.2.3.a:

Attract investment to designated industrial and commercial growth areas through the development of TIF districts and other financial incentives.

Strategy I.2.3.b:

Use the Agriculture/Rural Zone designation as a means of holding select areas for future commercial and/or industrial development.

- i. Educate prospective developers and current landowners on the goals of the AG/Rural Zone within certain areas on the City's long-range plans. Help them to understand that the properties in question are held within the AG/Rural Zone to limit development and reduce the tax burden until such a time as the appropriate infrastructure and/or development projects are made available to support the conversion to an industrial or commercial zoning designation.
- ii. Rezone the New Auburn's Witham Road Area as an Agriculture/Rural District to hold the land until infrastructure improvements are made to support the development of business/industrial parks. (See Chapter 2. Future Land Use Plan)
- iii. Rezone the other areas designated as Industrial Transition Districts in Chapter 2. Future Land Use Plan on a case-by-case basis, when there is either an active development proposal, or a need for additional industrially zoned land.
- iv. Maintain AG/Rural Zone designation of the Delekto Farm property until such a time as the area can be rezoned to support limited access residential, office, and business park development – either when agricultural use ceases, or as part of plans to establish a turnpike interchange. (See Chapter 2. Future Land Use Plan)

Strategy I.2.3.c:

Investigate opportunities for high quality, creative reuse of vacant land and/or buildings in and around commercial/industrial centers.

- i. Rezone the Gracelawn Pits as a planned development site to be used for a mix of office, retail, and residential space, while assuring that the water quality of Lake Auburn is protected (see Chapter 2. Future Land Use Plan).
- ii. Rezone the Stetson Road area to accommodate better quality business park-type development (see Chapter 2. Future Land Use Plan).
- iii. Encourage businesses to reuse vacant commercial space, such as the conversion of mall space to office space.

Objective I.2.4:

Ensure availability of appropriately skilled labor force to meet the needs of current and future businesses.

Strategies to achieve this objective:

Strategy I.2.4.a:

Develop a labor-to-business marketing plan to identify existing skilled workers in Auburn and seek out ways to attract businesses to the area that best fit the existing labor force.

Strategy I.2.4.b:

Develop a skilled labor education plan. Working with area technical schools (Andover, CMCC, L/A College in Lewiston, and Edward Little High School), identify training and educational opportunities to meet current industry demands, and identify skills that could attract new businesses to the area.

Strategy I.2.4.c:

Assure that there are appropriate re-training programs for adults to enable them to move to jobs in new businesses.

J. OTHER LAND USE POLICIES

PURPOSE

Most of the City's policies with respect to land use and development are set out in Chapter 2. Future Land Use Plan. This section supplements and augments the policies contained in the Future Land Use Plan.

POLICIES

1. MANUFACTURED HOUSING AND MOBILE HOME PARKS

The City's Zoning Ordinance currently addresses the treatment of manufactured housing and mobile home parks in accordance with state law. This Plan proposes that the City maintain its current treatment of manufactured housing and mobile home parks. The following summarizes the City's treatment of manufactured housing:

- Manufactured housing units that meet all federal, state, and municipal codes may be used as single family residences on individual lots in all residential districts.
- Mobile home developments, including mobile home parks, are allowed in the current Rural Residence (RR) and Suburban Residence (SR) Districts.
- Manufactured housing units that meet the state definition may be used as single family residences on individual lots in the designated Manufactured Housing Overlay (MHO) District.

The intention is that the Manufactured Housing Overlay District will remain as currently identified, and that the references to the RR and SR Districts will be updated to the new residential development districts that are comparable with these zones.

2. SHORELAND ZONING

The City is in the process of updating its Shoreland Zoning requirements to conform to state law. The revised zoning is based upon establishing a separate Resource Protection (RP) District and maintaining a Shoreland Overlay District. The Resource Protection District will include all areas required to be zoned RP by state requirements, including undeveloped 100-Year floodplains along streams and rivers, and areas adjacent to freshwater wetlands with high-moderate habitat value. The RP District is discussed in the Future Land Use Plan (Chapter 2). The depiction of the RP District on the Future Land Use Plan map is only conceptual, pending the adoption of the detailed shoreland zoning update. The Shoreland Overlay District includes

all areas subject to shoreland zoning under state law. It establishes water body setback requirements and performance standards, and is being updated to reflect current state requirements.

3. RURAL RESIDENTIAL ROAD STRIPS

The City has historically zoned narrow strips of land along some rural roads for low density residential development. These strips represent a compromise between the City's goal of limiting residential development in rural areas, and existing conditions along these rural roads. As part of the development of the Future Land Use Plan (see Chapter 2), the City conducted a comprehensive review of where residential strips should and should not be created based upon the following set of criteria. The considerations outlined below apply sequentially – first to identify where strips are appropriate based on current land use patterns, and then to work through where residential strips are inappropriate based on a variety of considerations.

Consideration #1 – Established Residential Pattern

A residential strip **may be provided** along a rural road where there is an established pattern of residential uses along the road. An established residential pattern means at least 6-8 homes per half mile counting both sides of the road. In general, both sides of a road should have a residential strip unless there is a significant reason not to allow residential development based on the following considerations.

Consideration #2 – Reserve Area Adjacency

A residential strip **should not be provided** along a rural road if the area adjacent to the road is a “reserve area” where the objective is to maintain the land as undeveloped to allow for its conversion to a different use in the foreseeable future. There should be some realistic expectation that something will occur that will change the desired land use for the area in the future.

Consideration #3 – Natural Resource Adjacency

A residential strip **should not be provided** along a rural road if the area adjacent to the road has significant natural resource value. Areas with significant natural value include areas that are zoned Resource Protection or are high value wetlands, 100 Year floodplains, significant wildlife habitats, and areas with steep slopes (>25%).

Consideration #4 – Conservation/Open Space Adjacency

A residential strip **should not be provided** along a rural road where the adjacent land is protected open space, or where there is a reasonable expectation that the land will be preserved as open space in the foreseeable future, and residential development is inconsistent with that open space use.

Consideration #5 -- Ability to Provide Public Services

A residential strip **should not be provided** along a rural road if residential development will tax the City's ability to provide municipal services as indicated by the following:

- The road is a gravel or dirt road
- The road is a poorly maintained paved road that will need to be improved to support residential development along it

Consideration #6 – Water Quality Protection

A residential strip **should not be provided** along rural roads with undeveloped frontage that are located in the watershed of Lake Auburn, unless such development will not have an adverse impact on the lake's water quality.

The Future Land Use Plan (see Chapter 2) shows the areas where low density residential development is proposed to be allowed along rural roads based on these criteria. These criteria should be used in the future to review the areas designated as residential strips as conditions change, or to review property owner-initiated requests for rezoning.

4. NEIGHBORHOOD BUSINESS DISTRICTS

The City has a number of neighborhood businesses that are located within residential neighborhoods. It is the City's policy to support the retention and improvement of these businesses since they offer a valuable service to the City's residents. It is also the City's policy to encourage the owners of these properties to reinvest in maintaining and improving these buildings. To accomplish these objectives, the Future Land Use Plan (see Chapter 2) designates these properties as Neighborhood Business Districts. The standards for these districts allow the existing nonresidential use to be maintained and improved, as long as it is compatible with the surrounding neighborhood. The standards also allow for replacing an existing use with a new nonresidential use (other than service stations and auto service facilities), as long as it is appropriate for the neighborhood. The primary objective in creating these districts is to encourage the retention of these neighborhood businesses. As long as the property includes nonresidential space, whether occupied or not, the property should remain in the Neighborhood Business District to allow re-occupancy by an appropriate nonresidential use.

However, if a property is converted to a residential use, it is the City's policy that the City should rezone the property to eliminate the Neighborhood Business District.

5. USE OF EXISTING RESIDENTIAL BUILDINGS

In many of the older, developed areas of the City, the current configuration of space within residential buildings is functionally obsolete. Reconfiguration of the available space is often difficult under the density and lot size requirements of the current zoning ordinance. To address this issue, the Future Land Use Plan proposes that reuse/reconfiguration of the existing space within buildings for residential purposes be allowed without consideration of the density or lot size limitations in a number of land use districts. The objective of this proposal is to encourage property owners to modernize and reinvest in these properties. At the same time, the Future Land Use Plan recognizes that the reconfiguration of these buildings needs to be done in a way that is a benefit to the neighborhood and City, and does not create other problems. Therefore the proposed development standards in these land use districts call for the City to apply reasonable requirements to these situations to assure that there is adequate parking, that the character of the building and site is appropriate and protects neighboring properties, and that the properties are desirable living environments with green space. To assure that these objectives are met, the City should establish a mini-site plan review process for projects that want to make use of these provisions; it should include the opportunity for abutter involvement in the review and approval process.

6. RESIDENTIAL PARKING REQUIREMENTS

The provision of adequate parking to support the use of residential properties in the older, densely developed areas of the City is problematic. Adequate parking is a necessity but it must be provided in a way that is reasonable and that isn't detrimental to individual properties or to the neighborhood. To address this issue, the City should continue to provide flexibility in how property owners meet the need for parking -- including allowing the use of off-site facilities and municipal parking, allowing stacked parking for residential uses, allowing shared parking, and adjusting parking standards to reflect the intensity of residential use and the type of occupancy. At the same time, the City's parking requirements should assure that parking is provided in appropriate locations, and is designed and buffered so that it does not adversely impact adjacent properties or the neighborhood. In addition, the City should explore ways to work with property owners to expand the supply of parking in older residential neighborhoods -- including the creation of small-scale municipal parking lots, funded by property owners who benefit from the use of the parking.

CHAPTER 2 - FUTURE LAND USE PLAN

The Future Land Use Plan shows graphically how the City's land use policies apply to the land area of the community, and where and how growth and development should and should not be accommodated over the next decade. The Future Land Use Plan is not a zoning map. It is intended to show, in a general sense, the desired pattern of future land use and development. The intention is that this Future Land Use Plan will guide near-term revisions to the City's zoning ordinance and maps to assure that the City's land use regulations are consistent with the policies set forth in this *Comprehensive Plan*. In addition, by designating transitional districts, the Future Land Use Plan is designed to guide future zoning changes when the circumstances become appropriate.

This Future Land Use Plan reaffirms the basic objective of land use planning, that development in Auburn should grow out from the core and from older established neighborhoods. This policy was originally set forth in the City's first comprehensive plan over a half century ago, and has continued to guide the City's land use planning ever since. We continue to believe that growth out from the downtown core and older established neighborhoods provides the most efficient utilization of city services. This plan does not favor "leapfrog" development in the outlying sections of the City where city services are not now available. This pattern is often referred to as "suburban sprawl," and is not considered desirable for Auburn. The effect of continuing this long standing principle is to guide most new development into the area south of Lake Auburn and Taylor Pond and north of the Maine Turnpike. Figure 2.1 identifies these areas as the City's Growth Area and Limited Growth Area; they are depicted in the brown and tan colors.

The boundaries shown on the Future Land Use Plan are general. They are intended to reflect the general pattern of desired future land use. The allowed uses and development standards set out for each land use designation are intended to serve as guidelines as the zoning ordinance is reviewed and revised. The lists of uses and the discussion of potential development standards are not intended to be all-inclusive. Rather, they are intended to outline the basic character and types of development desired in each land use area to guide the revision of the City's zoning ordinance and other land use regulations. In the preparation of the revised zoning provisions, some of the designations may be combined or re-arranged to create a workable number of zoning districts.

ORGANIZATION OF THE FUTURE LAND USE PLAN

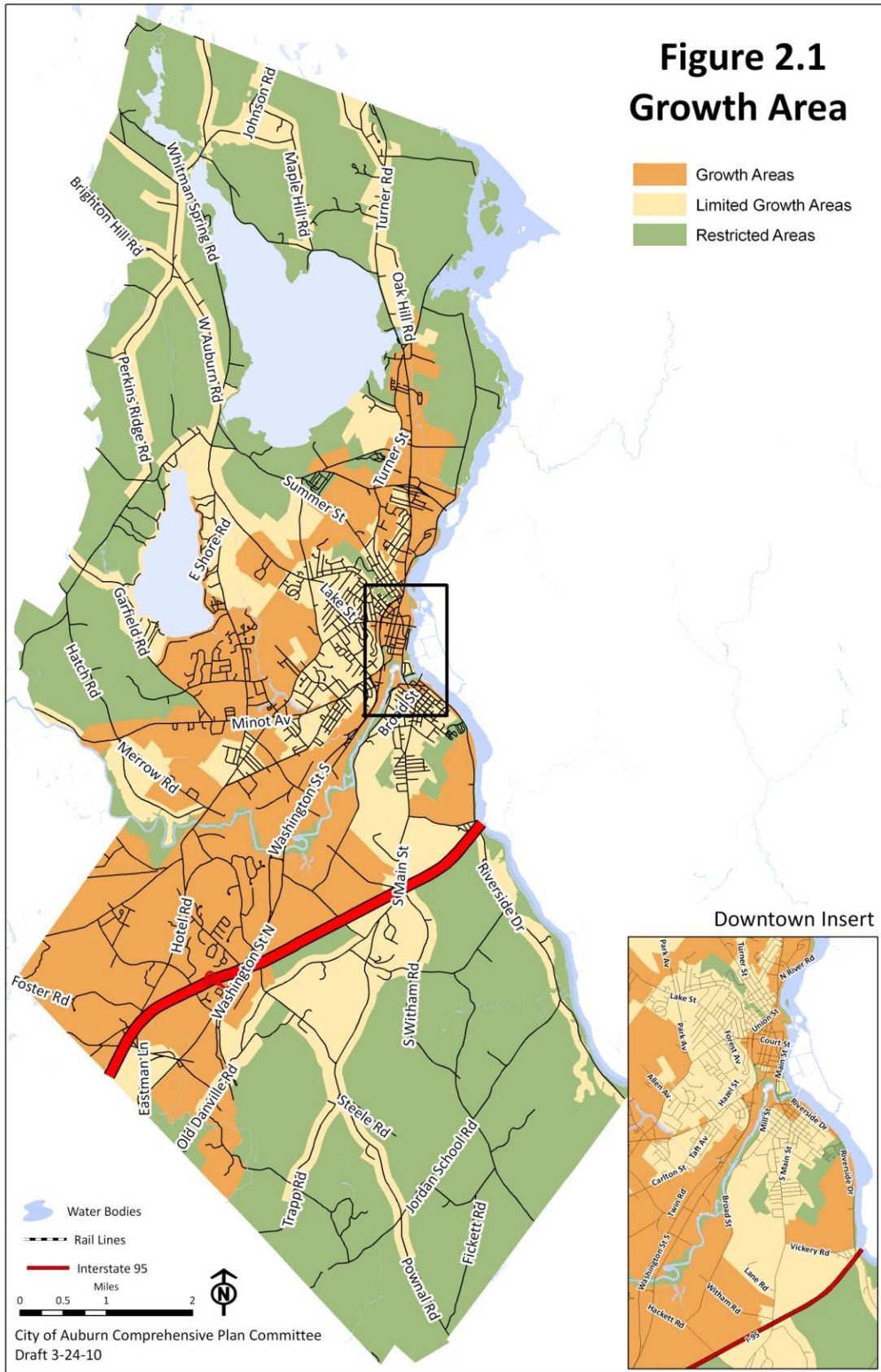
The Future Land Use Plan is organized around the concept of growth and rural (or limited growth) areas set forth in the state's Growth Management Law. The state defines a "growth area" as an area that is designated in the city's comprehensive plan as suitable for orderly residential, commercial, or industrial development, and into which most development projected over ten years is directed. The state defines a "rural area" as an area that is designated in the comprehensive plan as deserving of some level of regulatory protection from unrestricted development for purposes such as supporting agriculture, forestry, mining, open space, habitat protection, or scenic lands, and from which most development projected over ten years is diverted. The state also recognizes the concept of "transitional areas," or areas that are suitable to accommodate a share of projected development, but at lower levels than a growth area, and without the level of protection accorded to rural areas.

The terminology of the state law – growth, rural, and transitional – can lead to confusion. The three terms are used to indicate the desired/anticipated level or share of future growth and development that will occur in the three areas -- but the terms do not indicate that in common usage. For example, an undeveloped floodplain within the built-up area might be identified as a non-growth area but labeling it as "rural" can be misleading. Similarly calling an established residential neighborhood a "transitional" area or a "growth" area can also be misleading if the objective is to maintain the neighborhood "as is".

FUTURE LAND USE CATEGORIES

For the purpose of the Future Land Use Plan, three basic growth categories are used based upon the standards set out by the state and the desired level of future development in the City (see Figure 2.1 following page).

- 1. GROWTH AREAS** – Areas where the City wants growth and development to occur. The anticipation is that most residential and non-redevelopment over the next ten years will occur in these growth areas.
- 2. LIMITED GROWTH AREAS** – Areas that are either essentially fully developed and therefore have limited development potential or that have vacant or under-utilized land where the City's desires a limited amount of growth and development over the next ten years.
- 3. RESTRICTED OR NON-GROWTH AREAS** – Areas that are either unsuitable for development or in which the City desires to see little or no growth and development over the next ten years.



FUTURE LAND USE TYPES

The three categories of growth, limited growth, and restricted or non-growth specify where the City wants to accommodate growth and development and where it wants to discourage or prohibit it. They do not specify how that development should or should not occur. To do that, the Future Land Use Plan distinguishes among four types of areas based on the character of the area and the way in which development should (or should not) occur.

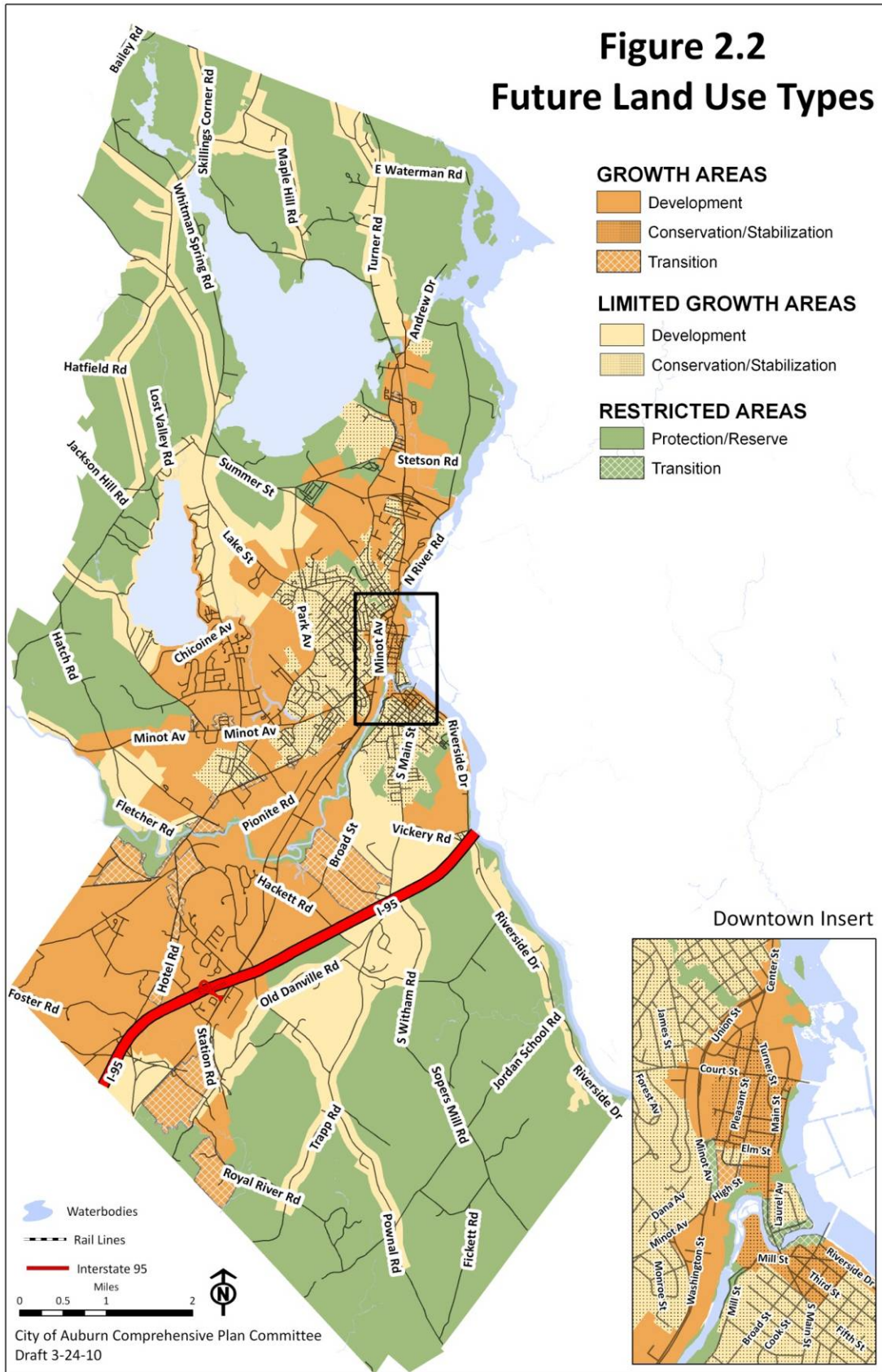
TYPE A: DEVELOPMENT AREAS – Areas with a significant amount vacant or underutilized land that are capable of supporting new residential or nonresidential development in accordance with the City’s land use objectives. New development within these areas is generally encouraged.

TYPE B: TRANSITION/REUSE/REDEVELOPMENT AREAS – Developed areas where the City’s policy is to encourage the type of use and/or pattern of development to change over time. New development, redevelopment, or the reuse of existing land and buildings that moves the area toward the desired future use is encouraged. Some transition areas designated in the Future Land Use Plan identify the desired future use of the area, but the City’s zoning may not be changed until a future point in time when development is appropriate – in a sense these are “planned future transition areas”. The City’s use of the term transition area differs from the way this term is used by the state in the Growth Management Law.

TYPE C: CONSERVATION/STABILIZATION AREAS – Areas where the City’s policy is to maintain and enhance the current type and pattern of development. Limited infill development, redevelopment, and expansion of existing uses are encouraged in these areas, but large scale development/redevelopment that changes the character of the area is not.

TYPE D: PROTECTION/RESERVE AREAS – Largely undeveloped areas that should remain undeveloped for at least the next ten years. These areas include land with significant development constraints that should not be developed, as well as land that is not appropriate for development at this time, but that may be designated for development in the future.

Figure 2.2 on the following page shows the types of land use areas organized by the three growth categories.



RESIDENTIAL DENSITIES

The Future Land Use Plan sets out the recommended pattern and intensity of development in various areas of the City. The Future Land Use Plan establishes the desired maximum intensity or density of residential development in the various land use designations. The plan recognizes two different types of residential designations. Older, established neighborhoods are designated as *neighborhood conservation* districts. In these areas, the maximum density is intended to be a guide with the zoning provisions allowing for the full utilization of existing building space in many areas. Areas with vacant land that is appropriate for residential development are designated as *residential development* districts. In these areas, the maximum density is intended to guide the revision of the zoning regulations; the expectation here is that the City may consider a “density-based” rather than “lot size based” standards for new residential developments in these areas to provide flexibility in the layout of subdivisions and other projects, while retaining lot size-based requirements for lot-by-lot development.

The following table sets out the various categories of density used in the Future Land Use Plan. The maximum allowed density is expressed in the number of housing units per acre based on the gross development density. (An acre is 43,560 square feet – the playing surface of a football field is about 1.3 acres). For each density category, a range of maximum density is provided to allow some flexibility in the establishment of the revised zoning regulations.

In some land use designations, the allowed maximum density for multifamily housing is higher than for single family and two-family housing. The higher density for multifamily housing is intended to account for the lower intensity of use per unit typically found in this type of housing (smaller units, fewer occupants per unit, etc.). While the plan expresses maximum density in terms of dwelling units, the City should explore the use of other measures of development intensity when revising its zoning requirements, if those alternative measures better reflect the intensity and impacts of a development. Alternative measures might include the amount of floor area or the Floor Area Ratio (FAR), the number of vehicle trips, or the number of bedrooms.

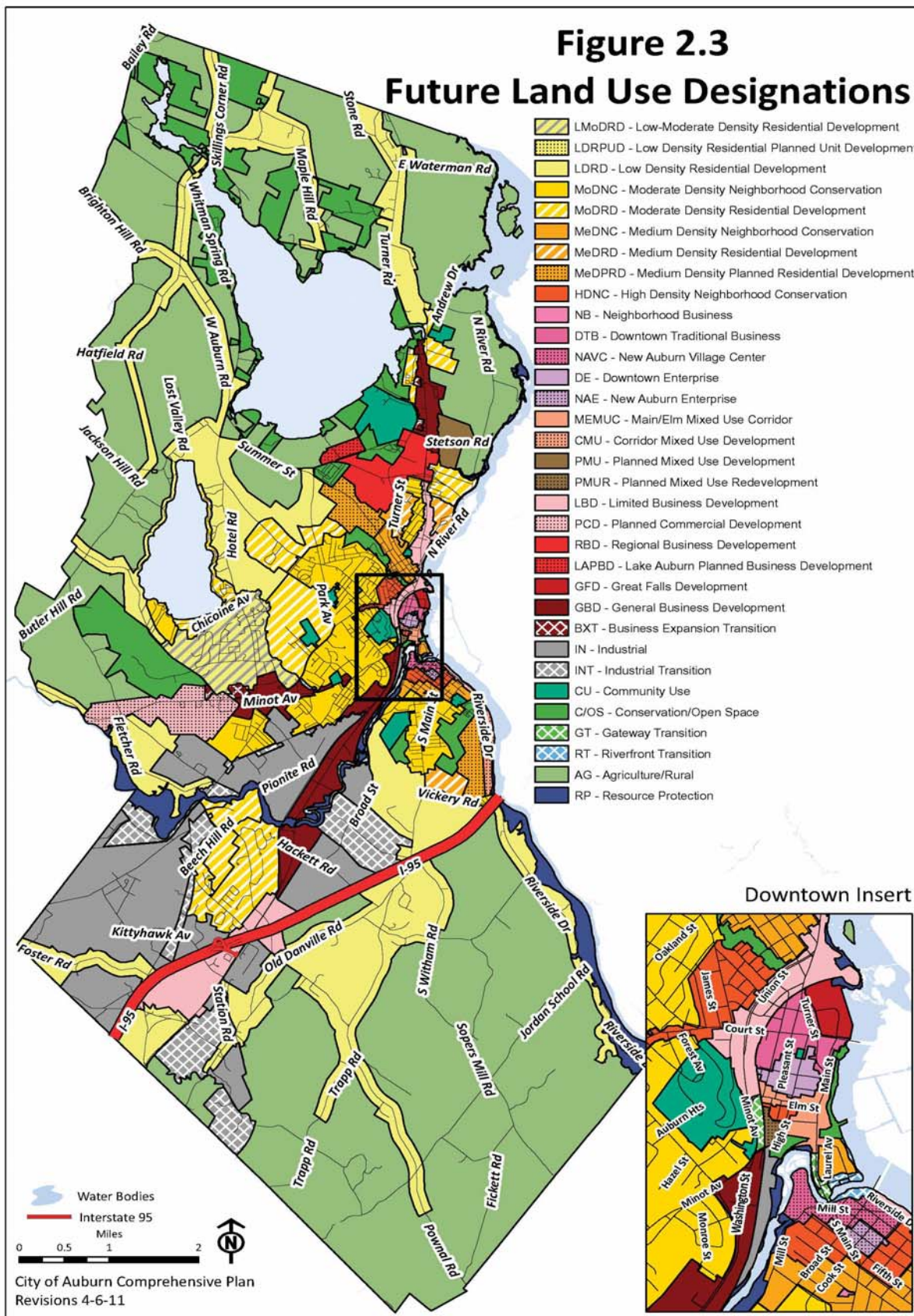
| Residential Density Categories | |
|--------------------------------|--|
| Category | Maximum Density |
| Low Density | 1 unit per acre or less |
| Low/Moderate Density | 2-3 units per acre |
| Moderate Density | 4 to 6 units per acre for single family Up to 6 to 8 units per acre for multifamily |
| Medium Density | 6-8 units per acre for single family Up to 10 to 12 units per acre for multifamily |
| High Density | Up to 12-18 units per acre |

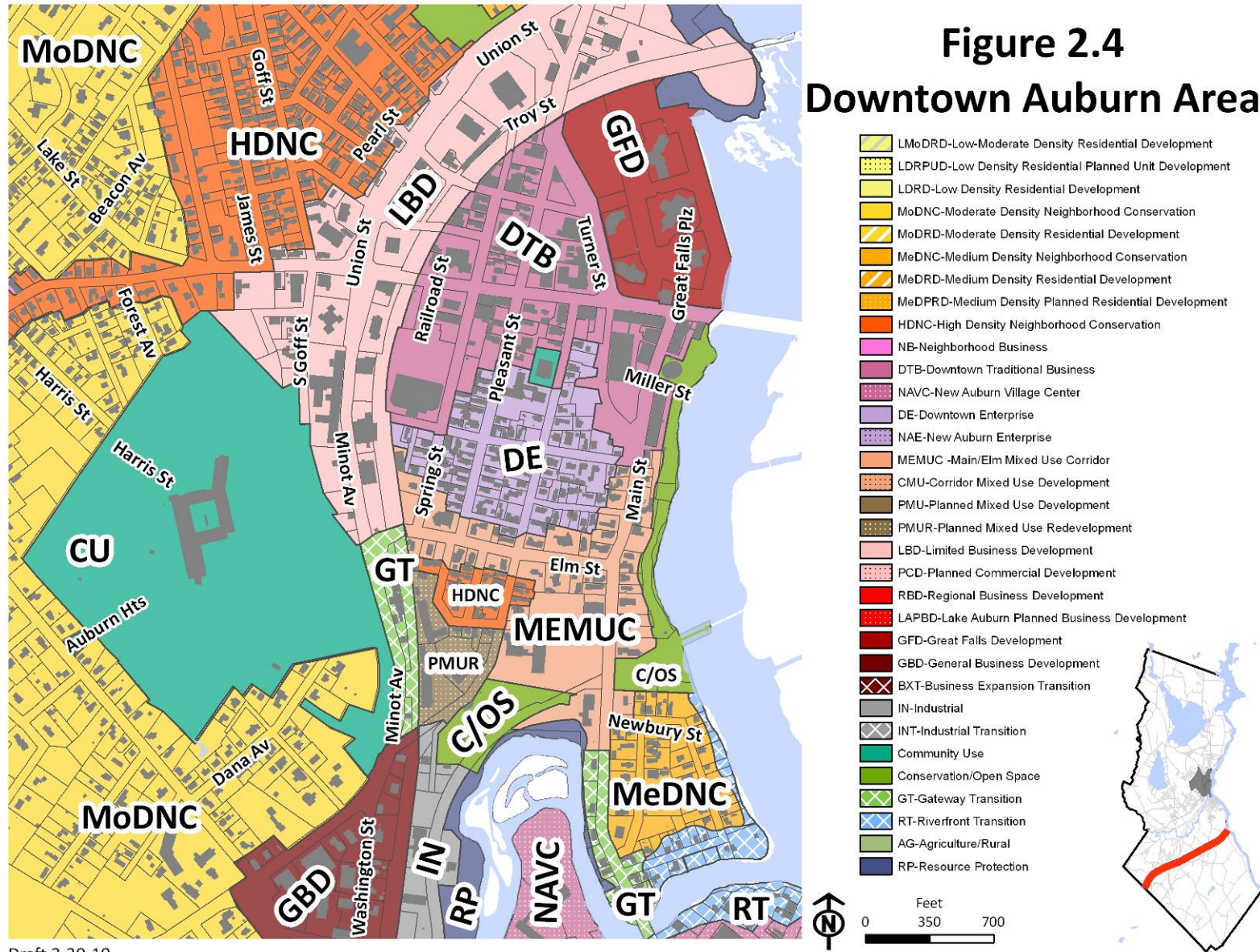
These maximum densities are predicated on the City adopting development standards that assure that new development or redevelopment results in good quality residential areas with appropriate parking and green space. In putting forth these densities, the Future Land Use Plan recognizes that it may be difficult or expensive for conventional projects with on-site surface parking to achieve the maximum allowed densities in some of the higher density categories.

FUTURE LAND USE DESIGNATIONS

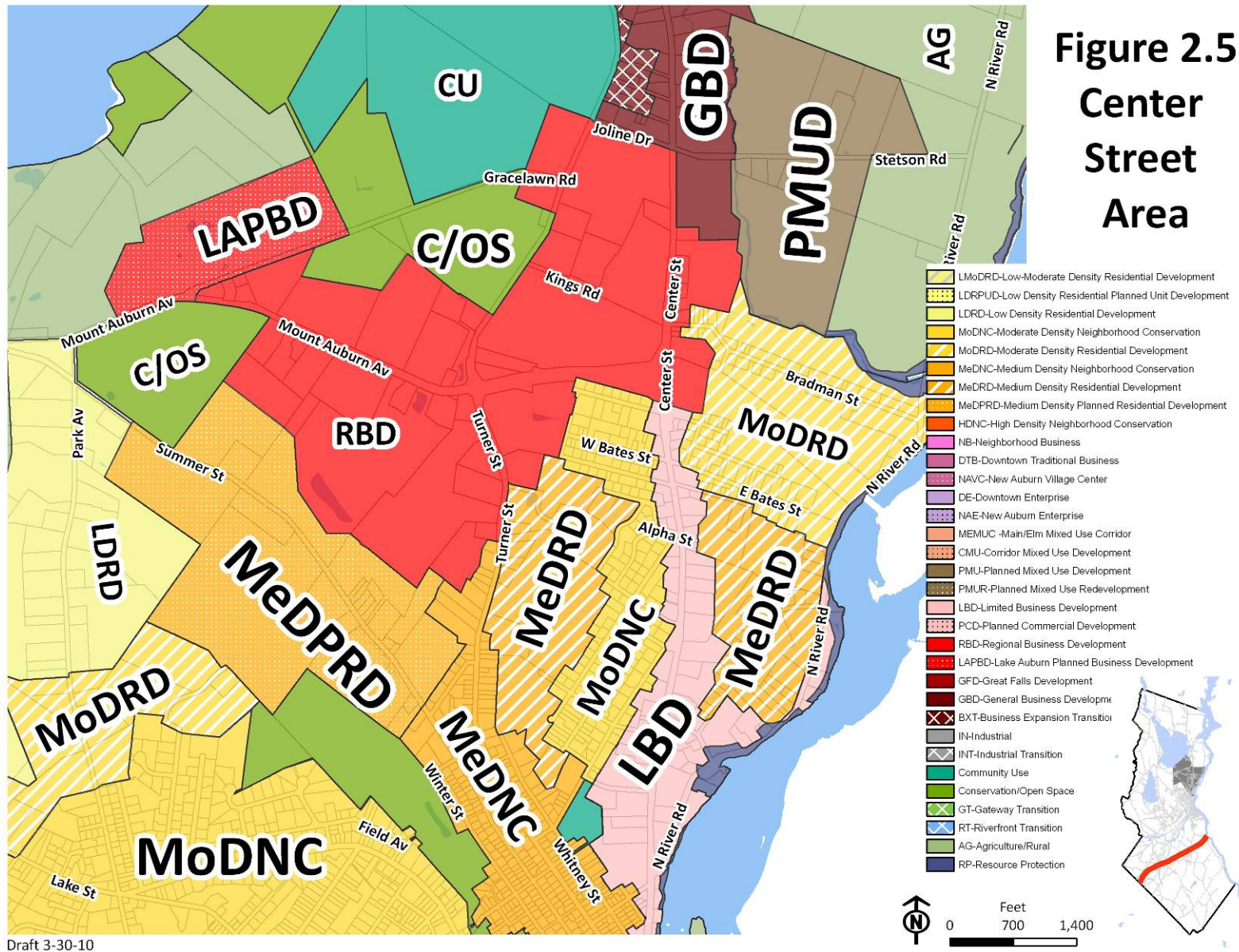
The following sections outline the various land use designations used in the Future Land Use Plan. The designations are organized by growth category and by the type of area. The description of each designation includes a series of land use districts that define the general pattern of development. Each district includes an *objective* for the general pattern and type of development that is desired together with the general types of uses (*allowed uses*) that are appropriate in the designation and an outline of the *development standards* including the density/intensity of development. The location of these various land use districts are shown on the accompanying Future Land Use Plan Map (see Figure 2.3 on the following page).

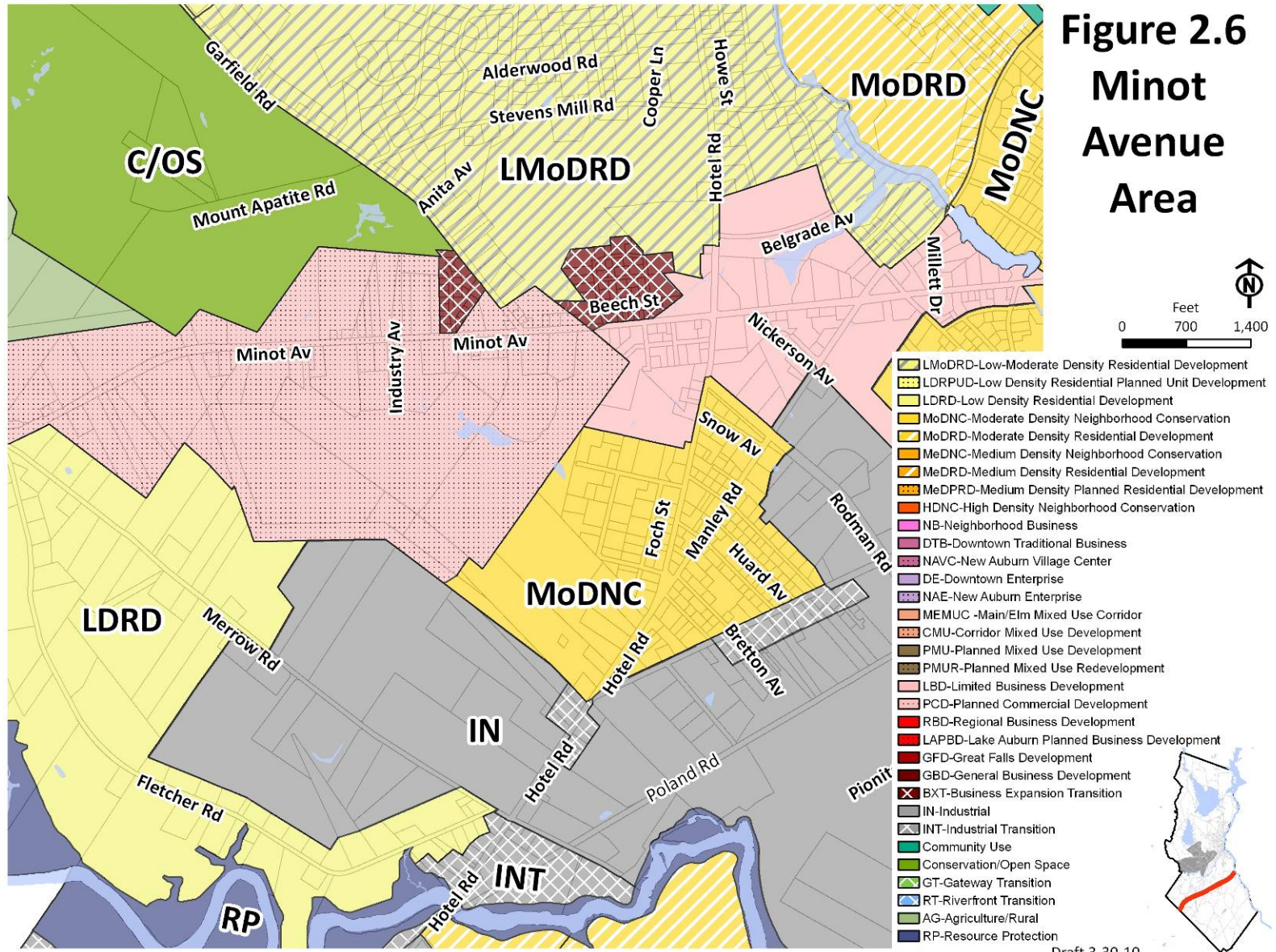
In addition to the Future Land Use Map, four detail maps (Figures 2.4, 2.5, 2.6 , and 2.7) show the future land use designations for specific portions of the community, including Downtown, New Auburn, Minot Avenue, and Center Street.



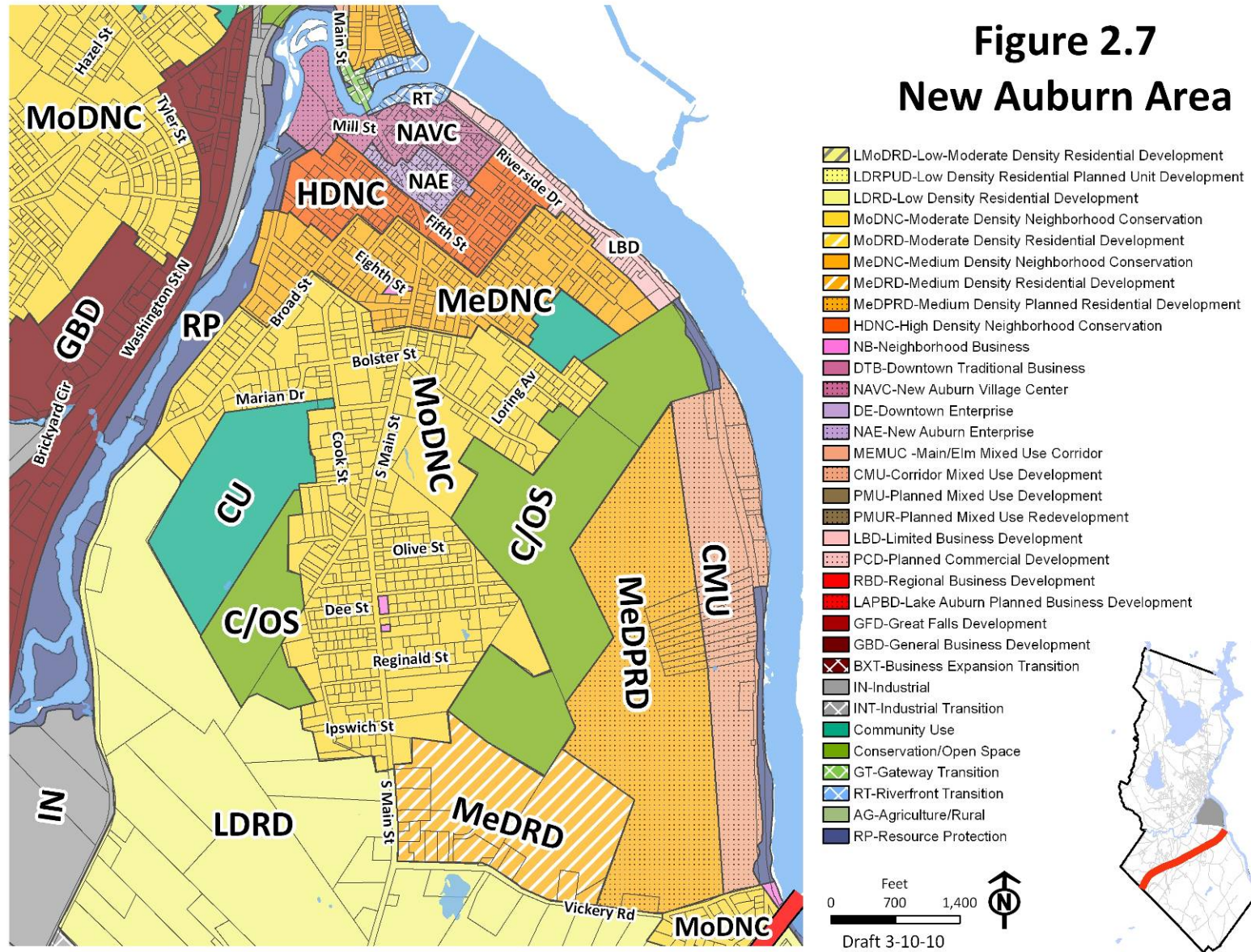


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**Figure 2.7
New Auburn Area**



1. GROWTH AREAS

TYPE A: DEVELOPMENT AREAS

DESIGNATION: RESIDENTIAL

Medium Density Residential Development District (MeDRD)

Objective – Allow for the development of a wide range of residential and community uses at a density of up to 10-12 units per acre in areas that are served or can be served by public sewerage and public water (see Figures 2.3 and 2.7). New development should be designed to minimize the number of vehicular access points to existing collector or other through roads.

Allowed Uses – The following general types of uses should be allowed within the Medium Density Residential Development District:

- detached single family and two-family homes
- attached town-house style homes
- multifamily housing
- home occupations
- community services and government uses
- agriculture

Development Standards – Multifamily housing and townhouse style development should be allowed at a density of up to 10-12 units per acre, while single and two-family housing should be allowed at a density of up to 6-8 units per acre. The development standards should allow for more dense development and smaller lots for projects that do not use existing collector or through roads for access directly to individual units/lots. The lot size for detached single family homes that are not part of a development should be as small as 5,000 to 7,500 square feet. Lot frontage requirements on existing collector and other through roads should be around 100 feet, but should be reduced for lots that are accessed from existing local streets or streets within a development. In general, the minimum front setback should be 20-25 feet. Side and rear setbacks should be established that relate to the size and width of the lot.

Medium Density Planned Residential Development District (MeDPRD)

Objective – Allow for the development of well planned residential projects that include a wide range of residential and community uses at a density of up to 10-12 units per acre in areas that are served or can be served by public sewerage and public water (see Figures 2.3, 2.5 and 2.7). Planned developments should be required to set aside a portion of the overall area of the development as open space or conservation land. Individual lot-by-lot development or strip

subdivisions along existing roads should not be allowed. New development should be designed to minimize the number of vehicular access points to existing collector or other through roads. This designation is considered to be provisional for areas that are currently zoned Agriculture/Resource Protection – in this situation the current Ag/RP zoning or its equivalent should remain in place until a planned development proposal is under active consideration by the property owner.

Allowed Uses – The following general types of uses should be allowed as part of a planned development in the Medium Density Planned Residential Development District:

- detached single family and two-family homes
- attached town-house style homes
- multifamily housing
- elderly housing
- assisted living and retirement housing
- home occupations
- community services and government uses
- recreational facilities and open space

In addition, small-scale office and service uses (< 5,000 square feet) should be permitted as part of a planned development as long as the scale and intensity of the uses are compatible with the residential nature of the development and they are integrated into the overall development.

Agriculture including animal husbandry should be allowed as an interim use in these areas,

Development Standards – Multifamily housing and townhouse style development should be allowed at a density of up to 10-12 units per acre, while single and two-family housing should be allowed at a density of up to 6-8 units per acre. The development standards should require that the development be designed to reflect the opportunities and constraints of the parcel and the adjacent area. Therefore, the standards should allow flexibility in how the units/lots are laid out, as long as the design is consistent with the site's characteristics. Planned developments should be required to set aside 15-25% of the gross area as open space or conservation land. New development should be designed to minimize the number of vehicular access points to existing collector or other through roads.

Moderate Density Residential Development District (MoDRD)

Objective – Allow for the development of a limited range of residential and community uses at a density of up to 6-8 units per acre in areas that are served or can be served by public sewerage and public water (see Figure 2.3). New development should be designed to minimize the number of vehicular access points to existing collector or other through roads.

Allowed Uses – The following general types of uses should be allowed within the Moderate Density Residential Development District:

- detached single family and two-family homes
- attached town-house style homes
- multifamily housing
- home occupations
- community services and government uses
- agriculture

Development Standards – Multifamily housing and townhouse style development should be allowed at a density of up to 6-8 units per acre while single and two-family housing should be allowed at a density of up to 4-6 units per acre. The development standards should allow for more dense development and smaller lots for projects that do not use existing collector or through roads for access to individual units/lots. The lot size for detached single family homes that are not part of a development should be as small as 7,500 – 10,000 square feet. Lot frontage requirements on existing collector and other through roads should be around 100 feet but should be reduced for lots that are accessed from existing local streets or streets within a development. In general, the minimum front setback should be 20-25 feet. Side and rear setbacks should be established that relate to the size and width of the lot.

Low-Moderate Density Residential Development District (LMoDRD)

Objective – Allow for the development of residential and community uses at a density of up to 2-3 units per acre in areas that are typically not served by public sewerage (see Figure 2.3). New development should be designed to minimize the number of vehicular access points to existing collector or other through roads.

Allowed Uses – The following general types of uses should be allowed within the Low-Moderate Density Residential Development District:

- detached single family and two-family homes
- attached town-house style homes
- home occupations
- community services and government uses
- agriculture

Development Standards – Single and two-family housing and townhouse style development should be allowed at a density of up to 2-3 units per acre. The development standards should allow for more dense development and smaller lots for projects that do not use existing collector or through roads for access to individual units/lots. The lot size for detached single family homes that are not part of a development should be as small as 15,000 to 20,000 square feet. Lot frontage requirements on existing collector and other through roads should be around

125 feet, but should be reduced for lots that are accessed from existing local streets or streets within a development. In general, the minimum front setback should be 20-25 feet. Side and rear setbacks should be established that relate to the size and width of the lot.

DESIGNATION: NONRESIDENTIAL AND MIXED USE

Regional Business Development District (RBD)

Objective – Allow for the development of large-scale and/or high intensity retail, service, and hospitality uses in a planned “suburban” environment that provides good vehicle access and on-site parking (see Figures 2.3 and 2.5). In addition to nonresidential activity, the Regional Business Development District should allow for both existing and new residential use at a density of up to 10-12 units per acre.

Allowed Uses – The following general types of uses should be allowed in the Regional Business Development District:

- retail uses including large-scale uses (>100,000 square feet)
- personal and business services
- business and professional offices
- medical facilities and clinics
- restaurants
- hotel, motels, inns, and bed & breakfast establishments
- residential uses (including townhouses and multi-family housing)
- community services and government uses
- fully-enclosed research, light manufacturing, assembly, and wholesale uses
- contractors and similar activities
- motor vehicle service
- recreational and entertainment uses and facilities

Development Standards –

The focus of the City’s development standards for the Regional Business Development District should be on assuring that development is done in a manner the results in well designed, attractive projects that provides for adequate vehicular access while minimizing the potential for undesirable impacts. The standards should include provisions to manage the amount and location of vehicular access to the site, minimize stormwater runoff and other potential environmental impacts, require an attractive treatment along the boundary between the lot and the street, and provide for the buffering of adjacent residential districts.

General Business Development District (GBD)

Objective – Allow for the development of a wide range of nonresidential uses including uses that involve the sales of motor vehicles and/or that generate significant truck traffic (see Figures

2.3 and 2.5). In addition to nonresidential activity the General Business Development District should allow for both existing and new residential use at a density of up to 12-18 units per acre.

Allowed Uses – The following general types of uses should be allowed in the General Business Development District:

- retail uses including large-scale uses (>100,000 square feet)
- personal and business services
- business and professional offices
- medical facilities and clinics
- restaurants
- hotel, motels, inns, and bed & breakfast establishments
- residential uses (including townhouses and multi-family housing)
- community services and government uses
- research, light manufacturing, assembly, and wholesale uses
- truck terminals and distribution uses
- contractors and similar activities
- motor vehicle and equipment sales
- motor vehicle service and repair
- recreational and entertainment uses and facilities

Development Standards –

The City's development standards for the General Business Development District should provide property owners and developers flexibility in the use and development of the property. The standards should include provisions to manage the amount and location of vehicular access to the site, minimize stormwater runoff and other potential environmental impacts, require an attractive treatment along the boundary between the lot and the street, and provide for the buffering of adjacent residential districts.

Limited Business Development District (LBD)

Objective – Allow for the development and redevelopment of small and moderate scale nonresidential uses in areas that have good vehicle access and are served or can be served by public water and sewerage (see Figures 2.3, 2.4, and 2.5). Since these districts are often located adjacent to existing residential neighborhoods or residentially zoned areas, the allowed uses and development standards are intended to assure that activity within these districts have minimal adverse impact on the adjacent residential areas. In addition to nonresidential activity, the Limited Business Development District should allow for both existing and new residential uses at a density of up to 10-12 units per acre.

Allowed Uses – The following general types of uses should be allowed in the Limited Business Development District:

- small and moderate size retail uses (<40,000 square feet)
- personal and business services
- business and professional offices
- restaurants excluding drive-thru service
- hotel, motels, inns, and bed & breakfast establishments
- residential uses (including single and two-family, townhouses, and multi-family housing)
- community services and government uses
- small and moderate size (<20,000 square feet) fully-enclosed research, light manufacturing, assembly, and wholesale uses
- contractors and similar activities
- motor vehicle service
- motor vehicle sales limited to a subordinate or accessory use where the principal use is motor vehicle service
- recreational uses and facilities

Development Standards – The focus of the City’s development standards for the Limited Business Development District should be on assuring that new development or redevelopment/expansion of existing uses is done in a manner the results in well designed, attractive projects that minimize the potential for undesirable impacts. To ensure that redevelopment/conversion of residential buildings to nonresidential uses is compatible with the design and character of the community, these projects should require site plan review. The review standards should include provisions to manage the amount and location of vehicular access to the site, minimize stormwater runoff and other potential environmental impacts, require an attractive treatment along the boundary between the lot and the street, and provide for the buffering of adjacent residential districts. Multifamily housing and townhouse style development should be allowed at a density of up to 10-12 units per acre, while single and two-family housing should be allowed at a density of up to 6-8 units per acre. Conversion of older single family units to duplexes is encouraged, as well as the full utilization of all established units within multi-unit buildings, provided that the building will be renovated and meet the City’s requirements for residential units, including the provision of appropriate parking and green space.

Minot Avenue Planned Commercial Development District (PCD)

Objective – Improve the visual environment of the outer portion of the Minot Avenue commercial corridor while accommodating a wide range of nonresidential uses (see Figures 2.3 and 2.6). Essentially this designation is the same as the Limited Business Development designation with the addition of enhanced development and design standards to allow this area to evolve into an attractive gateway to the City.

Allowed Uses – The allowed uses in the Planned Commercial Development District should be the same as for the Limited Business Development District.

Development Standards – In addition to the development standards that apply in the Limited Business Development District, new development, redevelopment, and substantial expansions should be subject to an enhanced set of development and design standards to assure that this area evolves as an attractive gateway. These standards should establish a landscaped buffer strip along the street, limit the types of activities that can occur between the front of the building and the street, and screen all service and storage from visibility from the street.

Great Falls Development District (GFD)

Objective – Allow for the continued redevelopment of the Great Falls area in accordance with the approved redevelopment master plan, while encouraging new development or modifications to existing buildings to occur in a manner that reflects key elements of the traditional downtown development pattern (see Figures 2.3 and 2.4). Where feasible, buildings should be located close to the street, and parking or vehicular drives should not be located between the building and the street. Development should foster the creation of a pedestrian-friendly environment similar to that of a traditional downtown.

Allowed Uses – A wide range of residential and nonresidential uses should be allowed in the Great Falls Development District. In general, the uses currently allowed in the Central Business Zone should continue to be allowed in this area, but automotive uses and highway business type uses should be prohibited.

Development Standards – In general, the current development standards for the Central Business (CB) Zone including the “Development Guidelines” that are part of the current CB zoning requirements should continue to apply, with the following adjustments for both new buildings and modifications to existing buildings:

- The front yard setback should be allowed to be reduced to zero to allow buildings to be located adjacent to the sidewalk.
- The area between a building and the street should be a pedestrian area if feasible.
- Vehicular facilities such as parking, access drives, and drive-thru facilities should not be allowed to be located between a building and the street if the building is located close to the street.
- A sidewalk or other pedestrian way should be required to be created from the sidewalk to the entrance of a building.

Lake Auburn Planned Mixed-Use Development District (LAPBD)

Objective – Allow for the reclamation of the gravel pits between Gracelawn Road and Lake Auburn into a well-planned, mixed-use, pedestrian-friendly development while protecting the water quality of Lake Auburn (see Figures 2.3 and 2.5). New development must be served by public sewerage and designed to protect the water quality of Lake Auburn, including the prohibition of any stormwater runoff to the lake. The number of vehicular access points to Gracelawn Road should be minimized. Development in the district should be allowed only as a mixed-use planned development that is subject to a higher standard of design than is required in some other nonresidential areas. This designation is considered to be provisional – the current Ag/RP zoning or its equivalent should remain in place until a planned development proposal is under active consideration by the property owner.

Allowed Uses – The following general types of uses should be allowed in the Lake Auburn Planned Business Development District:

- personal and business services
- business and professional offices
- medical facilities and clinics
- restaurants as part of a mixed-use building but excluding drive-thru service
- small-scale inns and bed & breakfast establishments
- residential uses (including single and two-family, townhouses, and multi-family housing)
- community services and government and educational uses
- small and moderate size fully-enclosed research uses
- recreational and entertainment uses and facilities

Development Standards – The focus of the development standards for this district should be on creating a well-planned, campus-style development that provides for pedestrian movement within the development, while assuring that there is no negative impact on Lake Auburn. The standards should require that all development be done in accordance with a “master development plan” that lays out the vehicular and pedestrian circulation systems, utility network, and basic land use pattern. The development should preserve the scenic views of the lake. The development standards should include flexible parking requirements to encourage a walkable development, including provisions for reduced/shared parking and for green space, including landscaping within parking lots. Residential uses should be allowed as part of a mixed-use project at a density of up to 10-12 units per acre.

Corridor/Gateway Mixed-Use Development District (CMU)

Objective – Accommodate development along the essentially undeveloped portions of collector and arterial roads in those areas where nonresidential use is appropriate and public water and sewerage is available or can be provided (see Figures 2.3 and 2.7). The focus in these areas is to

allow limited development in a manner that maintains the capacity of the road to move traffic, while assuring that the development creates an attractive corridor or gateway. New development should be designed to minimize the number of vehicular access points to existing collector or other through roads. Development in the district should be limited to lower intensity uses and be subject to a higher standard of design than is required in some other nonresidential areas. This designation is considered to be provisional for areas that have been zoned Agriculture/Resource Protection – in this situation the current Ag/RP zoning or its equivalent should remain in place until a planned development proposal is under active consideration by the property owner.

Allowed Uses – The following general types of uses should be allowed in the Corridor/Gateway Mixed-Use Development District:

- personal and business services
- business and professional offices
- restaurants excluding drive-thru service
- hotel, motels, inns, and bed & breakfast establishments
- residential uses (including townhouses and multi-family housing) as part of a mixed-use building or project
- community services and government uses
- small and moderate size (<20,000 square feet) fully enclosed research, light manufacturing, and assembly uses
- recreational uses and facilities

In general, retail uses, motor vehicle sales and service, and uses involving significant amounts of heavy truck traffic are not appropriate in this district.

Development Standards – The development standards for the Corridor/Gateway Mixed-Use Development District should focus on assuring that development is well-designed and creates an attractive gateway/corridor. The development standards should limit the creation of new “curb cuts” or access points, and require that entrances to individual properties be from internal drives or be combined to the extent feasible. The standards should require that buildings be set back from the road, to allow for the development of a landscaped buffer strip along the boundary between the road R-O-W for collector roads and the lots that abut the road. The standards should also require high quality site design, including attention to internal circulation, landscaping, and lighting. Residential uses that are part of a mixed-use building/project should have a density of up to 12-18 units per acre.

Planned Mixed-Use Development District (PMU)

Objective – Allow the Stetson Road area to develop as a good quality mixed-use business park type area that serves as a transition from the intensive commercial development in the Center Street/Mall area to the rural character of the North River Road corridor and the riverfront (see

Figures 2.3 and 2.5). Development within this area should meet higher standards of development than in some other nonresidential areas.

Allowed Uses – The following general types of uses should be allowed in the Planned Mixed-Use Development District:

- personal and business services
- business and professional offices
- restaurants excluding drive-thru service
- hotel, motels, inns, and bed & breakfast establishments
- residential uses (including townhouses and multi-family housing) as part of a mixed-use building or project
- residential care facilities and retirement housing
- medical care facilities
- community services and government uses
- small and moderate size (<20,000 square feet) fully enclosed research, light manufacturing, and assembly uses
- recreational uses and facilities

Development Standards – Development in this district should be subject to a higher standard of design than is required in some other nonresidential areas. The standards should require that a landscaped buffer strip be established and maintained along Stetson Road to reinforce its function as the gateway to the upper portion of the Androscoggin River. The standards should also require high quality site design including attention to internal circulation, landscaping, environmental protection, and lighting. Residential uses that are part of a mixed-use building/project should be allowed at a density of up to 10-12 units per acre. The allowed maximum density for elderly and retirement housing should be increased, based on the type of housing and anticipated impacts.

Industrial Development District (IN)

Objective – Accommodate the development and expansion of a wide range of nonresidential industrial-type uses to create employment opportunities and expand the City's tax base (see Figure 2.3). The land within the district should be viewed as a limited resource that should be carefully managed so that it is not used for activities that can occur in other areas of the City.

Allowed Uses – The following general types of uses should be allowed in the Industrial Development District:

- industrial uses including manufacturing, assembly, and research and development facilities
- distribution and storage uses including wholesale sales, warehousing, and truck terminals/distribution facilities

- transportation facilities including the airport and related uses and transportation terminals and multi-modal facilities
- office uses
- building material and lumber yards
- vehicle and equipment repair facilities
- hotels and motels
- community services and governmental uses
- agricultural uses

Residential uses should not be allowed in this district. Retail and service uses should be limited to activities that primarily support the other uses within the district such as service stations, convenience stores, and restaurants. Other retail and service activities should not be allowed in this district.

Development Standards – The development standards within the Industrial Development District should:

- establish performance standards to assure that uses are good neighbors and do not create adverse impacts on surrounding properties or the community at-large
- establish buffers where the district abuts residential districts to minimize the impacts on those residential properties
- establish site design and landscaping standards to assure that development functions well and is visually attractive when viewed from public streets or other public areas

TYPE B: TRANSITION/REUSE/REDEVELOPMENT AREAS

DESIGNATION: RESIDENTIAL

Downtown Enterprise District (DE)

Objective – Encourage the reinvestment in property in the residential area adjacent to downtown Auburn while maintaining the physical integrity and residential character of the area consistent with the *Downtown Action Plan for Tomorrow*, through a combination of upgrading of the public infrastructure and allowing limited commercial use of new and existing buildings (see Figures 2.3 and 2.4).

Allowed Uses – The uses allowed in the current Downtown Enterprise Zone should continue to be allowed including the following general types of uses:

- residential uses including multifamily housing
- elderly housing
- home occupations

- bed and breakfast establishments
- community services and government uses
- recreational and entertainment facilities

In addition, low intensity nonresidential uses should be allowed to occupy up to forty percent (40%) floor area of a building so long as the principal use of the building is residential. These uses should be limited to the following general types:

- professional and business offices
- medical facilities and clinics
- personal and business services
- art and craft studios and galleries
- restaurants (without drive thru service), bakeries, cafes
- specialty retail stores
- neighborhood/specialty grocery/food stores

Development Standards – The current development standards of the Downtown Enterprise Zone should continue to apply. The reuse/reconfiguration of the space within existing buildings for residential purposes should be allowed without consideration of the density/lot size requirements, provided that the building will be renovated, be compatible with the neighborhood, and meet the City’s requirements for residential units, including the provision of appropriate parking and green space.

New Auburn Enterprise District (NAE)

Objective – Encourage the reinvestment in property on the fringe of the New Auburn Village Center District through a combination of upgrading of the public infrastructure and allowing limited commercial use of existing buildings (see Figures 2.3 and 2.7). The commercial use within residential buildings should be secondary to the residential use and should be limited to low intensity uses that do not detract from the area’s residential character.

Allowed Uses – The following general types of uses should be allowed in the New Auburn Enterprise District:

- residential uses including multifamily housing
- elderly housing
- home occupations
- bed and breakfast establishments
- community services and government uses
- recreational facilities and open space

In addition, low intensity nonresidential uses should be allowed to occupy the first floor unit of a residential building so long as the primary use of the building remains residential. These uses should be limited to the following general types:

- professional and business offices
- personal and business services
- art and craft studios and galleries
- restaurants (without drive thru service), bakeries, cafes
- specialty retail stores
- neighborhood/specialty grocery/food stores

Retail and other uses that rely on commuters or pass-by customers for a significant share of their market should not be allowed in the New Auburn Enterprise District.

Development Standards – Residential development and redevelopment should be allowed at a density of up to 12-18 units per acre. The reuse/reconfiguration of space within existing buildings for residential purposes should be allowed without consideration of the density/lot size requirements provided that the building will be renovated, be compatible with the neighborhood, and meet the City’s requirements for residential units including the provision of appropriate parking and green space. The development standards should allow for development to occur in a manner that is similar to the existing pattern of setbacks within the district. Residential buildings with nonresidential uses should be allowed to consider shared parking to meet their parking requirements.

DESIGNATION: NONRESIDENTIAL AND MIXED USE

Main/Elm Corridor Mixed-Use District (MEMUC)

Objective – Encourage the reuse and reinvestment in properties in a manner that maintains and is consistent with the historical development pattern while allowing a wide range of residential and nonresidential uses (see Figures 2.3 and 2.4).

Allowed Uses – The following general types of uses should be allowed in the Main/Elm Corridor Mixed-Use District:

- residential uses including multifamily housing
- elderly housing
- professional and business offices
- personal and business services
- art and craft studios and galleries
- restaurants (without drive thru service), bakeries, cafes
- small retail stores
- neighborhood/specialty grocery/food stores

- home occupations
- bed and breakfast establishments
- community services and government uses
- recreational facilities and open space

Development Standards – Development within the district, including renovations or expansions of existing buildings, should be required to maintain the established character of the neighborhood, including the relationship of the building to the street and the placement of parking with respect to the building. The intent of the development standards is to allow buildings to be used for a wide range of smaller scale nonresidential uses, as long as the character of the neighborhood is maintained. The standards should require that new or renovated/expanded buildings be compatible with nearby properties with historical significance.

Residential development and redevelopment should be allowed at a density of up to 12-18 units per acre. The reuse/reconfiguration of the space within existing buildings for residential purposes should be allowed without consideration of the density/lot size requirements, provided that the building will be renovated, be compatible with the neighborhood, and will meet the City's requirements for residential units including the provision of appropriate parking and green space. Buildings with both residential and nonresidential uses should be allowed to consider shared parking to meet their parking requirements.

Traditional Downtown Business District (DTB)

Objective – Maintain the character and overall development pattern of the historic downtown area while allowing for the creative use, reuse and redevelopment of property within the district (see Figures 2.3 and 2.4).

Allowed Uses – The following general types of uses should be allowed within the Traditional Downtown Business District:

- small to moderate size retail uses
- personal and business services
- restaurants and cafes
- office uses including business and professional offices
- hotel, motels, inns, and bed & breakfast establishments
- fully enclosed light manufacturing
- community services and facilities
- recreational facilities
- a wide range of residential uses including housing on the upper floors of mixed-use buildings and senior housing

Development Standards – The development standards in the Traditional Downtown Business District should require that alterations to existing buildings and new buildings maintain the established pattern of development, including the placement of the building on the lot. Where there is an established pattern with respect to the front setback of buildings, a new or altered building should be required to conform to the established pattern. Any area between the front of the building and the street should be required to be used for pedestrian purposes, including outdoor spaces; vehicle use should be prohibited. Parking should be required to be located at the side or rear of the building, but the minimum parking requirement should be reduced, and new or redeveloped properties should be allowed to count the use of shared or public parking to meet the standard.

Residential development and redevelopment should be allowed at a maximum density of 18-24 units per acre, with a provision that small units or units for the elderly be treated as a fraction of a unit based on the size of the unit or the number of bedrooms in the unit. The reuse/reconfiguration of the space within existing buildings for residential purposes should be allowed without consideration of the density/lot size requirements, provided that the building will be renovated, be compatible with the neighborhood, and meet the City’s requirements for residential units including the provision of appropriate parking and green space. Buildings with both residential and nonresidential uses should be allowed to consider shared parking to meet their parking requirements.

New Auburn Village Center District (NAVC)

Objective – Promote the upgrading and redevelopment of the traditional New Auburn Village Center District (see Figures 2.3 and 2.7). The district is intended to assure that development or redevelopment occurs in a manner that reinforces the historic village/urban pattern of development -- with a strong pedestrian orientation, buildings located close to the street, and parking located at the side or rear of the buildings. The focus of the City’s land use regulations in this area should be on allowing property owners flexibility in the reuse and redevelopment of properties as long as the “village/urban character” is maintained.

Allowed Uses – The following general types of uses should be allowed within the Village Center District:

- small to moderate size retail uses
- personal and business services
- restaurants and cafes
- office uses including business and professional offices
- fully enclosed light manufacturing
- community services and facilities
- recreational facilities
- a wide range of residential uses including housing on the upper floors of mixed-use buildings and senior housing

Automotive-related uses, including vehicle repair and service stations, should not be allowed within this district. Drive-through services should be allowed, but only if they are located and designed in a manner that is compatible with a pedestrian-friendly, village environment.

Development Standards – The standards in the New Auburn Village Center District should allow property owners flexibility in the use and development/redevelopment of properties, as long as an urban/village pattern of development is maintained. Lot size and frontage requirements should be minimized or eliminated. Setback requirements should allow buildings to be located at the sidewalk line, and side setbacks should not be required. Any area between the front of the building and the street should be required to be used for pedestrian purposes, including outdoor spaces, and vehicle use should be prohibited. Parking should be required to be located at the side or rear of the building, but the minimum parking requirement should be reduced, and new or redeveloped properties should be allowed to count the use of shared or public parking to meet the standard.

To encourage mixed-use buildings and residential uses in the Village Center District, the maximum residential density should be 18-24 units per acre, with a provision that small units or units for the elderly be treated as a fraction of a unit based on the size of the unit or the number of bedrooms in the unit. Flexibility in providing residential parking should be provided for new or redeveloped properties that include residential uses on the upper floors.

Planned Mixed-Use Redevelopment District (PMUR)

Objective – Encourage the redevelopment of older, primarily nonresidential areas that are no longer appropriate for their current nonresidential use into good quality mixed-use areas that are compatible with the surrounding neighborhood (see Figures 2.3 and 2.4).

Allowed Uses – The current use of property within the district should be allowed to continue and the current zoning should remain in place until a redevelopment proposal is considered. The following general types of uses should be allowed within the Planned Mixed-Use Redevelopment District as part of a redevelopment proposal:

- small to moderate size retail uses
- personal and business services
- restaurants and cafes
- office uses including business and professional offices
- fully enclosed light manufacturing
- community services and facilities
- recreational facilities
- a wide range of residential uses including housing on the upper floors of mixed-use buildings and senior housing

Development Standards – The development standards for the Planned Mixed-Use Redevelopment District should focus on assuring that development is well-designed and creates an attractive area in accordance with an approved development plan. The standards in the District should allow property owners flexibility in the use and development/redevelopment of properties in as long as an urban/village pattern of development is maintained. Lot size and frontage requirements should be minimized or eliminated. Setback requirements should allow buildings to be located at the sidewalk line, and side setbacks should not be required. Parking should be required to be located at the side or rear of the building.

To encourage mixed-use buildings and residential uses in the Planned Mixed-Use Redevelopment District, the maximum residential density should be 12-18 units per acre, with a provision that small units or units for the elderly be treated as a fraction of a unit based on the size of the unit or the number of bedrooms in the unit. Flexibility in providing residential parking should be provided for new or redeveloped properties that include residential uses on the upper floors.

Business Expansion Transition District (BXT)

Objective – Allow for the orderly conversion of “pocket” or “island” residential neighborhoods that are adjacent to commercial zones to nonresidential use over time (see Figures 2.3, 2.5 and 2.6). The intention of this designation is that these areas remain zoned as they currently are and the residential uses be allowed to continue, but to provide for these areas to be rezoned to commercial/business use when there is an appropriate development proposal. In rezoning these areas, the rezoning process should occur in a way that expands the adjacent nonresidential zone in an orderly manner, while maintaining the livability of the remaining residential properties.

Allowed Uses – The current allowed uses should remain in force until these areas are rezoned.

Development Standards – The current development standards should remain in force until these areas are rezoned.

Industrial Expansion Transition District (INT)

Objective – Allow for the orderly expansion of the City’s industrial district over time by zoning additional land Industrial (see Figure 2.3). The Industrial Expansion Transition District includes two different types of areas. One type of area is characterized by developed residential properties or neighborhoods on the fringe of an existing industrial zone (see Figure 2.6). In these areas that are currently developed, the City should rezone properties Industrial on a case-by-case basis in an orderly manner, while maintaining the livability of the remaining residential properties as well as protecting adjacent residential neighborhoods.

The second type of area is undeveloped or lightly developed areas that are currently zoned Ag/RP or low density residential and are essentially “in reserve” for future industrial use (see Figure 2.7). These undeveloped or lightly developed areas that are “reserved” for future industrial use should be zoned Ag/RP or its equivalent in the short term; the area should be rezoned to Industrial only when there is a development proposal that includes the provision of public water and sewerage.

Allowed Uses – The allowed uses of the current zone or the Ag/RP District or its equivalent should remain in force until these areas are rezoned.

Development Standards – The current development standards or Ag/RP standards should remain in force until these areas are rezoned.

2. CATEGORY: LIMITED GROWTH AREAS

TYPE A: DEVELOPMENT AREAS

DESIGNATION: RESIDENTIAL

Low Density Residential Development District (LDRD)

Objective – Allow for low density residential development (primarily detached single family homes) on the fringe of the built up area where public services can be reasonably provided, but where public sewerage is not available and is not likely to be available in the foreseeable future (see Figure 2.3).

Allowed Uses – The allowed uses in the Low Density Residential Development District should be similar to the uses currently allowed in the existing Rural Residential District, including single and two-family homes and town-house style units.

Development Standards – The residential density in the Low Density Residential Development District should be one unit per acre. The development standards should be similar to the standards for the existing Rural Residential District, except for the lot width/frontage requirement. The current frontage requirements along existing public roads should be maintained, including the provision for larger frontage in areas currently zoned Very Low Density Country Residential. The frontage standards should allow lot widths of as little as 125-150 feet for lots that front on a new internal street, and for back lots with as little as 50 feet of frontage on an internal street. The standards should allow the size of individual lots to be reduced and the lots clustered to allow a portion of a development to be preserved as open space, provided that adequate provisions can be made for on-site sewage disposal and water supply and the overall density requirement is met.

Low Density Residential Planned Development District – Perkins Ridge (LDRPUD)

Objective – Provide for the protection of the scenic character of Perkins Ridge while allowing for the development of a limited amount of residential uses as part of well planned developments at a density of 1 unit per acre (see Figure 2.3). Planned developments should be required to set aside a portion of the overall area of the development as open space or conservation land with a focus on preserving the scenic views and roadside character. Individual lot-by-lot development or strip subdivisions along the existing road should not be allowed. New development should be designed to minimize the number of vehicular access points to the existing road.

Allowed Uses –Agriculture including animal husbandry should be allowed in the Low Density Planned Residential Development District. If development occurs in this area, it must be done as a planned development. The following general types of uses should be allowed as part of a planned development:

- detached single family and two-family homes
- attached town-house style homes
- home occupations
- community services and government uses
- recreational facilities and open space

Development Standards – Residential uses should be allowed at a density of up to 1 unit per acre. The development standards should require that the development be designed to reflect the opportunities and constraints of the parcel and the adjacent area and to preserve the scenic character of the ridge. Therefore, the standards should allow flexibility in how the units/lots are laid out as long as the design is consistent with the site’s characteristics. Planned developments should be required to set aside 15-25% of the gross area as open space or conservation land. New development should be designed to minimize the number of vehicular access points to the existing road.

TYPE C: CONSERVATION/STABILIZATION AREAS

DESIGNATION: RESIDENTIAL

High Density Neighborhood Conservation District ((HDNC)

Objective – Stabilize and promote continued investment in the City’s high density neighborhoods which include a mix of housing types including multi-unit buildings to assure that they remain safe, attractive areas in which residents want to live (see Figures 2.3 and 2.4). To this end, the district should allow property owners to upgrade their properties, and for infill

development and redevelopment/reuse to occur, as long as it is compatible with the character of the neighborhood.

Allowed Uses – The following general types of uses should be allowed within the High Density Neighborhood Conservation District:

- detached single family and two-family homes
- attached town-house style homes
- multifamily housing
- home occupations
- community services and government uses

Development Standards – The basic density requirement should be up to 6-8 units per acre for single family and two-family homes, and up to 12-18 units per acre for townhouse style and multifamily units. The reuse/reconfiguration of existing buildings for residential purposes should be allowed without consideration of the density/lot size requirements, provided that the building will be renovated, be compatible with the neighborhood, and will meet the City’s requirements for residential units including the provision of appropriate parking and green space. The minimum lot size for single family house lots should be 5,000 to 6,500 SF, with 50 feet of lot width or frontage. The other development standards should be established to reflect the existing pattern of development in these neighborhoods. The parking requirements should allow for flexibility in meeting the need for parking including the use of municipal parking, shared parking, and similar arrangements.

Medium Density Neighborhood Conservation District (MeDNC)

Objective – Stabilize and promote continued investment in the City’s medium density neighborhoods, which include a mix of single and two-family homes and small multi-unit buildings, to assure that they remain safe, attractive areas in which residents want to live (see Figures 2.3, 2.4, and 2.7). To this end, the district should allow property owners to upgrade their properties, and for infill development and redevelopment to occur, as long as it is compatible with the character of the neighborhood.

Allowed Uses – The following general types of uses should be allowed within the Medium Density Neighborhood Conservation District:

- detached single family and two-family homes
- attached town-house style homes
- multifamily housing
- home occupations
- community services and government uses

Development Standards – The basic density requirement should be up to 6-8 units per acre for single family and two-family homes and up to 10-12 units per acre for townhouse style and multifamily units. The reuse/reconfiguration of the space within existing buildings for residential purposes should be allowed without consideration of the density/lot size requirements provided that the building will be renovated, be compatible with the neighborhood, and meet the City’s requirements for residential units including the provision of appropriate parking and green space. The minimum lot size for single family house lots should be 5,000 to 6,500 SF with 50 feet of lot width or frontage. The other development standards should be established to reflect the existing pattern of development.

Moderate Density Neighborhood Conservation District (MoDNC)

Objective – Stabilize and promote continued investment in the City’s moderate density single and two-family neighborhoods to assure that they remain safe, attractive areas in which residents want to live (see Figures 2.3, 2.5, 2.6, and 2.7). To this end, the district should allow property owners to upgrade their properties and for infill development to occur on vacant lots as long as it is compatible with the character of the neighborhood.

Allowed Uses – The allowed uses in the Moderate Density Neighborhood Conservation District should be limited to the following types of uses:

- single and two-family homes
- townhouse style attached single family units
- home occupations
- community services and municipal use and facilities
- agriculture

Development Standards – The basic density requirement should be up to 4-6 units per acre for single family and two-family homes and up to 6-8 units per acre for townhouse style units. The minimum lot size for single family house lots should be 7,500 to 10,000 SF, with 75 to 100 feet of lot width or frontage. The other development standards should be similar to the standards for existing Urban Residential District. The development standards should include provisions to allow infill development on existing lots of record, regardless of their size, if they meet stringent design and environmental standards that ensure compatibility with the surrounding neighborhood.

DESIGNATIONS: NONRESIDENTIAL AND MIXED USE

Neighborhood Business District (NB)

Objective – The objective of the Neighborhood Business District is to allow for the maintenance, improvement, and continued commercial use of properties within residential neighborhoods that have been traditionally used for nonresidential purposes, provided that they are good neighbors, and that changes in the property or the use do not increase the adverse impacts on

the neighborhood (see Figure 2.3). Properties that are zoned Neighborhood Business should continue to be zoned for commercial use as long as they continue to be used for appropriate nonresidential purposes. If the property is converted to a residential use, it should be rezoned to remove it from the neighborhood business district.

Allowed Uses – The following types of uses should be allowed in the Neighborhood Business District provided they do not result in an increase in the adverse impacts on the surrounding neighborhood:

- residential uses of the type allowed in the surrounding neighborhood
- personal services
- small retail uses
- existing service stations and auto service facilities
- community services and government uses

Service stations and auto service facilities existing as of 2009 should continue to be allowed uses and should be allowed to modernize, but the establishment of a new service station or auto service facility in the Neighborhood Business district should not be permitted. Before an existing nonresidential use is replaced by a new nonresidential use, it should be required to demonstrate that it will not increase the adverse impact on the surrounding neighborhood.

Development Standards – The development standards should reflect the existing pattern of development with respect to setbacks. The standards should allow for the expansion of the building as long as the overall layout and functioning of the site is improved, and there is no increase in adverse impacts.

Community Use District (CU)

Objective – The objective of the Community Use District is to recognize those areas that are used for community facilities, including schools and educational institutions, parks, playgrounds, and similar public and community facilities (see Figure 2.3). The intent of this designation is to establish a policy that these types of properties should be recognized as important resources, and that any significant change in use should be considered a significant policy decision.

Allowed Uses – The allowed uses within the Community Use District should be limited to municipal and governmental facilities, educational facilities, recreational facilities and uses, and community services.

Development Standards – The development standards should focus on providing flexibility for appropriate municipal, community, and governmental uses, while reflecting the existing pattern of development in adjacent areas, and assuring that the use of the property does not result in any undue adverse impact on the surrounding neighborhood.

3. RESTRICTED/NON-GROWTH AREAS

TYPE B: TRANSITION/REUSE/REDEVELOPMENT AREAS

DESIGNATION: OPEN SPACE/CONSERVATION

Gateway Transition District (GT)

Objective – Establish attractive, green gateways to the downtown area through a combination of regulation and acquisition (see Figures 2.3 and 2.4). Within these areas, the City should limit new development and redevelopment, while acquiring property from willing sellers for fair market value. Once blocks of land are acquired, they should be redeveloped as public open space to create attractive, welcoming entrances to the intown area of the City.

Allowed Uses – Existing developed properties within the Gateway Transition District should be allowed to continue to be used for their current use and be maintained. Existing nonresidential properties should be permitted to be expanded within strict limits. New development or redevelopment for residential or commercial purposes should not be permitted. After the existing buildings are removed, the allowed uses in the Gateway Transition District for new activity should be limited to recreational and open space uses, and facilities for providing public access to the river.

Development Standards – The standards for the Gateway Transition District should allow for the expansion of the gross floor area of existing nonresidential uses by up to ten (10) percent to allow for maintenance of the current use, but expansion of residential uses should not be permitted.

Riverfront Transition District (RT)

Objective – Reclaim developed areas within the 100-Year floodplain of the Androscoggin River for open space and public usage through a combination of regulation and acquisition (see Figures 2.3, 2.4, and 2.7). Within these areas, the City should limit new development and redevelopment while acquiring property from willing sellers for fair market value. Once blocks of riverfront are acquired, these should be redeveloped as public open space with extension of the Riverwalk trail system where appropriate.

Allowed Uses – Existing developed properties within the Riverfront Transition District should be allowed to continue to be used for their current use and be maintained and expanded within strict limits. New development or redevelopment for residential or commercial purposes should not be permitted. Allowed uses in the Riverfront Transition District should be limited to recreational and open space uses, and facilities for providing public access to the river, including boat/canoe launches.

Development Standards – The standards for the Riverfront Transition District should allow existing buildings to be expanded by up to 30% of the current building footprint or building volume as long as the expansion does not make the building closer to the shoreline. New development including parking and recreational facilities other than trails/paths and facilities for water access should be required to be set back from the shoreline to create a “green edge” along the shoreline.

TYPE D: PROTECTION/RESERVE AREAS

DESIGNATION: OPEN SPACE/CONSERVATION

Resource Protection District (RP)

Objective – Retain areas with significant natural resource value in an undeveloped, natural state (see Figure 2.3). This includes undeveloped 100-year floodplains adjacent to the rivers and significant streams and areas around freshwater wetlands that are moderate-high value habitat.

Allowed Uses – Within the Resource Protection District, allowed uses should be limited to natural resource and open space uses including agriculture and forestry, low-intensity recreation, facilities that provide water access, and similar low impact uses. Uses that involve significant structural development or impervious surfaces should not be allowed in this district. Uses such as utility lines and roads may be located within the district if there is no alternative appropriate location.

Development Standards – All new structural development and paved surfaces except for roads, trails, and facilities for access to the water, should be set back from the water body or wetland and a green buffer maintained along the edge of the resource. In general, all activities within the district are also subject to the Shoreland Zoning performance standards.

Agricultural/Rural District (AG)

Objective – Preserve and enhance the agricultural heritage of Auburn and protect the City’s natural resources and scenic open space while maintaining the economic value of the land (see Figure 2.3). The district is characterized by a rural, very low density development pattern that limits sprawl and minimizes the City’s service costs. The District maintains the current rural development pattern allowing for a broad range of agriculture and natural resource-related uses, while restricting residential development. Recreational development is encouraged both as a means of protecting open space, and as a means to provide reasonable public access to outdoor destinations such as Lake Auburn and the Androscoggin River. The Agriculture/Rural District is intended to serve as a land reserve, protecting valued community open space and rural landscapes, while maintaining the potential for appropriate future development.

Allowed Uses – The Agriculture/Rural District should continue to include the uses allowed in the existing AG/RP zoning district. In addition, a broader range of rural uses should be allowed. Agriculturally-related businesses including retail and service activities and natural resource industries should be permitted. The reuse of existing agricultural buildings should be allowed for low intensity non-agriculture related uses.

Residential uses should continue to be limited to accessory residential development as part of a commercial agriculture or natural resource use, not just traditional farms. The criteria for determining when an accessory residential use is permitted should be based on updated standards that take into account the economic realities of today's commercial agricultural activities, including outside sources of income and part-time and small-scale commercial operations. Residential development may also be part of a commercial recreational use as part of a planned development in which the recreational open space is permanently preserved.

Development Standards – All new development, redevelopment, and expanded uses in the Agriculture/Rural District should be required to meet “best management practices” for stormwater management and environmental protection to ensure adequate protection of natural resources. All development activities in the Agricultural/Rural District should be subject to low impact development (LID) standards such as limiting impervious surfaces, minimizing lot disturbances, creating natural buffers, and capturing and treating runoff through filtration measures.

The City should continue to encourage a very low density development pattern as a means of protecting natural resources and preserving the rural character. The basic residential density standard for the current AG/RP zoning district should be maintained. The standards for the development of accessory residential units should provide greater flexibility in the siting of those units. In an effort to place accessory residential development in areas where it will have the least impact on natural resource and/or the agricultural value of the land, the standards should allow for a waiver or elimination of road frontage requirements and access from a private driveway.

Residential development that is proposed as part of a master planned commercial recreational development should be limited to the same density standard (one unit per 10 acres) as other accessory residential uses. A recreational master plan should be required outlining the scope, scale, and location of residential units and ensuring a cluster development pattern in which the majority of the land is retained as recreation/open space. A conservation easement, or other legally binding preservation measure, should be required to permanently conserve the recreation/open space areas.

Where a parcel that is located in the Agriculture/Rural District land also includes residentially zoned land, a residential unit should be allowed to be transferred from the residentially zoned portion of the parcel to the Agriculture/Rural portion as long as the relocation does not

negatively impact natural resources or the agricultural potential of the land. As with other residential development in the Agriculture/Rural District, the development standards should encourage flexibility in the location and size of the lot, allow for a waiver of road frontage requirements, and allow access from a private driveway. When a transfer occurs, the land in the residential zone from which a residential unit is transferred must be permanently protected from development through a legally binding preservation measure, such as a conservation easement.

Conservation/Open Space District (COS)

Objective – Formally recognize those parcels that are used for cemeteries, water quality protection or are permanently protected for conservation or open space purposes (see Figure 2.3). The land included within this district will change over time as additional land is conserved. The intent of this designation is to establish a policy that these types of properties/uses should be recognized as important resources and that any significant change in use should be considered a policy decision.

Allowed Uses – The allowed uses within the Conservation/Open Space District should be limited to low intensity recreational facilities and natural resource uses, including agriculture and forestry.

Development Standards – The development standards should provide flexibility for the appropriate use of the land, while protecting its natural resource and ecological values.

CHAPTER 3 - REGIONAL COORDINATION

PURPOSE

To address areas where the objectives and strategies of the Auburn Comprehensive Plan should extend beyond the municipal boundary and take into consideration a regional perspective.

Auburn currently plays a major role in regional activities. The City, in partnership with the City of Lewiston, represents the regional service center for the Androscoggin Valley. The two cities, often referred to as the Twin Cities, have a long history of collaboration and work closely to provide regional social and transit services. They are the employment, industry, and business centers providing the majority of jobs within the region. The Auburn Comprehensive Plan supports continued collaboration with Lewiston to provide appropriate, cost-effective services. The Plan also recognizes the importance of broader county-wide collaboration as necessary to achieve the goals contained in this plan.

The City works closely with regional organizations such as the Androscoggin Valley Council of Governments (AVCOG) and individual local municipalities in an effort to promote and achieve collaboration with surrounding communities. As these communities continue to grow, it is important for Auburn to maintain active dialogue to ensure that regional service design and costs can be shared where appropriate and feasible.

The following identifies some key areas in which the Auburn Comprehensive Plan seeks to promote regional involvement in the Plan's implementation of objectives and strategies.

A. REGIONAL SERVICE DELIVERY

Given Auburn's close ties with the City of Lewiston, the Comprehensive Plan promotes continued exploration and implementation of joint service delivery as a means of ensuring appropriate, cost-effective municipal services that meet the needs of both communities. In addition, the plan encourages the City to explore service partnerships with surrounding communities in an effort to maximize resources, streamline delivery and share the costs.

Areas where the plan seeks regional service partnerships include:

1. EMERGENCY SERVICES

Strategy A.1.a:

The City should seek partnerships with Lewiston and other surrounding communities when developing a comprehensive feasibility study to determine a cost-effective plan for housing and delivering police, fire, and EMT services. The emphasis of the study will be on assessing current facilities and personnel, and identifying the need for additional facilities such as substations and training facilities with a goal of providing regional joint services whenever feasible and cost-effective using available resources to the maximum benefit.

Strategy A.1.b:

To ensure appropriate regional emergency response, the City should continue to work with the Androscoggin Unified Emergency Management Agency (AUEMA) and the Maine Emergency Management Agency (MEMA) to address large-scale emergency response needs.

2. MUNICIPAL SERVICES (JOINT L/A SERVICE)

Strategy A.2:

The City seeks to continue efforts to explore and expand joint municipal services with Lewiston and surrounding communities - where feasible the communities should set guidelines and timetables for the development of cost-effective service partnerships. The City seeks to identify and implement innovative regional municipal service delivery strategies with the goal of improving service and reducing cost.

3. COMMUNITY DEVELOPMENT (HOUSING AND HOMELESSNESS SERVICES)

Strategy A.3.a:

The City should support the establishment of a housing committee that includes representation from local, regional, and state housing agencies and affiliated lenders in partnership with homeless individuals and/or families to develop housing related programs that meet the needs of local and regional residents seeking affordable housing and housing assistance.

Strategy A.3.b:

The City seeks partnerships with Lewiston and regional service providers to implement the recommendations of the Lewiston/Auburn Alliance for Services to the Homeless (LAASH) 10-year Plan to Prevent and End Homelessness. The City provides leadership among regional partners to identify funding and design programs necessary to end homelessness in Androscoggin County.

4. PUBLIC SEWERAGE DELIVERY

Strategy A.4:

The Auburn Sewerage District (ASD) maintains its partnership with the Lewiston-Auburn Water Pollution Control Authority (LAWPCA) to treat all public sanitary waste generated in Lewiston and Auburn. ASD also maintains its partnership with the Cities of Lewiston and Auburn, along with LAWPCA to mitigate combined sewer overflow discharges to the Androscoggin River.

5. PUBLIC WATER DELIVERY

Strategy A.5:

The Auburn Water District in partnership with the City of Lewiston Water Division will continue to provide public drinking water to the two communities. This partnership should include continued coordination with the Lake Auburn Watershed Protection Commission (LAWPC) to protect watershed water quality and ensure adequate, safe drinking water for both communities. Where feasible, appropriate, and financially advantageous, the departments may look at providing public water to surrounding communities.

6. WATERSHED PROTECTION

Strategy A.6:

The community continues to protect the Lake Auburn watershed on a regional basis to ensure the quality of the public water supply. The Auburn Water District retains its active role in the Lake Auburn Watershed Protection Commission (LAWPC) and seeks to maintain partnerships with other communities in the watershed and the Androscoggin Land Trust and other conservation organizations to protect the resource. The City should work with the LAWPC and surrounding communities to protect and preserve critical land and waterways within the watershed while ensuring the possibility for appropriate development in designated areas.

B. RECREATION/OPEN SPACE/CULTURE

The Auburn Comprehensive Plan is committed to protecting and enhancing recreation, open space, and cultural amenities within the community. As part of this work, the Plan encourages the City to collaborate with regional entities to develop an interconnected network of recreational and open space amenities that serve regional residents and visitors. The plan also encourages close connections with Lewiston and our Androscoggin County neighbors to support and expand local and regional arts and cultural events. The City should support the activities of Healthy Androscoggin by highlighting local natural resources and recreational opportunities.

1. PARKS AND TRAILS

Strategy B.1.a:

The City should support efforts in Turner to the north and Durham and Lisbon to the south to establish the Androscoggin Riverlands. Where feasible, the City should support efforts to link riverfront parks and trails to the project as a means of establishing a regional riverfront recreation network. The City should work towards creating public access along the length of its riverfront including trails, parks, boat launches, picnic areas and other public gathering points striving to enhance and preserve this natural resource.

Strategy B.1.b:

The City should encourage the development of a regional trail and bicycle network and work with the Androscoggin Transportation Resource Center (ATRC) to ensure, where feasible, that trail developments provide connections to regional networks as defined in the *2008 ATRC Regional Bicycle and Pedestrian Plan*.

2. CULTURE

Strategy B.2:

Auburn should expand its partnership with Lewiston and its regional neighbors to promote and enhance culture opportunities ~~and~~ around the county and encourage arts and cultural events and activities.

C. TRANSPORTATION

As a transportation service center, the City's inter-modal facility plays an important role in regional and state plans to expand and improve rail, air, and truck services. The Comprehensive Plan encourages continued development of this important economic resource. It looks to support City, regional, and state plans to expand and enhance the existing rail and air facilities and explore the potential of adding passenger service. The plan also acknowledges the City's strong ties to the turnpike and the potential for additional turnpike development to ensure that Auburn retains its role in providing regional truck transportation services.

In addition to the intermodal facility, Auburn plays an integral role in regional traffic and transit services. The Plan encourages the City to work closely with Androscoggin Transportation Resource Center (ATRC) to promote regional and long-range traffic studies, ensure that Auburn streets can continue to adequately support local and commuter traffic, and provide feasible options for regional mass transit including bus and rideshare programs.

1. TURNPIKE

Strategy C.1:

The City continues to engage in dialogue with the Maine Turnpike Authority (MTA), and regional transportation agencies on the possible development of a new turnpike interchange as well as the potential realignment of Exit 75 as a means of providing efficient and appropriate access to the community.

2. RAIL

Strategy C.2:

The City will work with regional and state agencies and area railroad companies to upgrade rail lines and expand the current high-speed line designation as a means of expanding freight service and possibly establishing passenger rail service throughout Maine and to Canadian Provinces.

3. TRANSIT

Strategy C.3:

The City will work with ATRC and regional transit providers such as the Lewiston Auburn Transportation Committee (LATC) to implement the recommendations of the *AVCOG 2005 Regional Transportation Assessment* to promote efficient, cost-effective regional transit programs. In addition, the City continue to promote participation in GOMaine and other regional commuter service programs by maintaining adequate park and ride facilities and educating the residents on ride share services and programs.

D. ECONOMIC DEVELOPMENT

Auburn and Lewiston have strong regional economic development ties. As the regional employment center, the communities work closely to promote and expand economic development within the municipalities. The Auburn Comprehensive Plan Update seeks to maintain and expand this partnership and ensure that the cities continue to retain and attract suitable businesses to the area that provide good job opportunities for residents throughout the region.

1. REGIONAL ORGANIZATIONS

Strategy D.1:

Auburn will maintain an active role in the Lewiston Auburn Economic Growth Council, Androscoggin Valley Council of Governments (AVCOG), Androscoggin Valley Chamber

of Commerce, as well as Young People of the Lewiston Auburn Area (YPLAA) to promote the L/A brand and support continued economic growth activities.

2. EDUCATION

Strategy D.2:

Auburn partners with regional educational institutions to promote curriculum development that support training and educational opportunities to meet current industry demands and to identify skills that could attract new businesses to the area. The City should lead the county in strengthening the educational standards and improving the educational outcomes for all. The City should continue to champion the importance of post secondary educational attainment and continue to partner with educational institutions to increase attendance and improve access to educational opportunities for youth and adults. Auburn should lead the way to economic growth through educational attainment.

PART B: IMPLEMENTATION

Chapter 4. Capital Investment Strategy

Chapter 5. Implementation Strategy

CHAPTER 4- CAPITAL INVESTMENT STRATEGY

The capital investment strategy is intended to assist the City in planning for the capital investments needed to service the anticipated growth and development in the community and to implement the policies of the Comprehensive Plan in a manner that manages the fiscal impacts of those projects. The City of Auburn has an ongoing capital planning and budgeting system that addresses the community's on-going needs for capital equipment and facilities. The City's current Capital Improvement Program serves as the basis for this capital investment strategy.

A. CAPITAL IMPROVEMENT PROGRAM

The City conducts an annual capital planning process as provided for in the City Charter. As part of the annual budget process, the administration develops and the City Council adopts a five year Capital Improvement Program. This documents inventories the capital needs of the City on a department by department basis and establishes a current year capital spending plan for equipment and facilities together with a four year projection of spending on capital needs based.

The annual Capital Improvements Program (CIP) also includes school capital needs as well as the capital needs of L/A 911, the Auburn/Lewiston Airport, the Lewiston/Auburn Economic Growth Council, and the Lewiston-Auburn Transit Committee.

The 2010-2014 CIP includes the following:

1. A summary spreadsheet of all projects and the corresponding project cost (see Appendix B).
2. A listing of all projects complete with descriptions, funding amounts, funding recommendations, and supporting information.
3. A listing of the City's equipment.
4. A listing of the City's fleet of vehicles.
5. A copy of the City's Capital Improvement Program Policy.
6. A 5-Year Financial Plan projecting valuation, expenses, and revenues. This spreadsheet demonstrates what financial affect the Capital Improvement Program presents.

B. PROJECTS NECESSARY TO ACCOMMODATE PROJECTED GROWTH

This Comprehensive Plan envisions that the City will continue to experience modest levels of residential growth. The plan also envisions that the City will continue to encourage economic growth both through reinvestment in the downtowns of Auburn and New Auburn and continued development of industrial and commercial activities in designated Growth Areas (see

Chapter 2). As such, the primary focuses of the City's capital investment needs are:

1. Maintaining and upgrading the City's existing infrastructure and equipment
2. Modernizing public facilities to improve the efficiency of providing public services including consideration of shared services and consolidation
3. Providing the infrastructure needed to support continued economic growth

The City's annual CIP addresses the first two categories of capital investment needs and covers all or most of the potential capital needs of these types related to the policies of the Plan. The current CIP does not address the funding of some of the activities related to long-term economic growth due to both the nature and timing of these activities. In many cases, these projects involve public/private partnerships and/or the use of outside funding such as grants or loans. The following projects will need to be considered in future CIPs at the appropriate time:

- Extension of public water and sewerage and other utilities to serve the Hackett Road/Witham Road industrial area including the possible use of TIF funding
- Construction of a connector road to provide improved access to the Hackett Road/Witham Road industrial area
- Extension of the public water and sewerage systems to accommodate additional development in the Turnpike/Airport/Multimodal Facility industrial areas
- Improvements in access to the Maine Turnpike including the possibility of an additional interchange
- Improvements to the rail system
- Development and implementation of a plan for the redevelopment of the New Auburn Village Center including extension of the Downtown TIF District
- Investment in improvements in the downtown areas of Auburn and New Auburn

C. OTHER CAPITAL PROJECTS NECESSARY FOR IMPLEMENTATION

This Comprehensive Plan also calls for capital investments in a number projects that involve improving the quality of life in the community. The following is an overview of those projects:

1. **Crescent Beach** – This Plan calls for City involvement, if necessary, to retain public access to Taylor Pond including possible acquisition of the property. This action may or may not be necessary. If the City needs to become involved in retaining access, this may require funding by the City.
2. **Riverfront Transition Areas** – The Plan proposes that the City acquire property along the Androscoggin and Little Androscoggin Rivers (see Chapter 2. Future Land Use Plan) to improve floodplain management and re-establish open space and public access in these areas. Funding for this activity is not currently considered and will need to be addressed in future CIPs.
3. **Gateway Transition Areas** – The Plan proposes that the City acquire property along Main Street in the vicinity of the Little Androscoggin River and on Minot Avenue at the entrance to Downtown (see Chapter 2. Future Land Use Plan) to create attractive gateways in these areas. Funding for this activity is not currently considered and will need to be addressed in future CIPs.
4. **Conservation Land and Open Space** – The Plan proposes that the City continue to work with other organizations such as the LAWPC, Androscoggin Land Trust, and other conservation organizations to acquire additional conservation land and open space along the riverfront, in the Lake Auburn watershed, and in other areas of the community. While the Plan anticipates that most of the costs involved with these activities will be born by the other organizations or funded through grants, it may be necessary for the City to provide some funding for land acquisition in future CIPs.
5. **Pedestrian and Bicycle Facilities** – A focus of the Plan is on improving the City's pedestrian and bicycle facilities especially within the older built-up areas of the City. While some of these improvements will occur as part of other projects, the City will need to provide on-going funding for these improvements. This will need to be recognized and considered in future CIPs.
6. **Parking Improvements** – The Plan envisions that the City may need to play a more active role in developing solutions to the parking needs in older areas of the City to encourage reinvestment in these areas. This may involve financial involvement on the part of the City. If so, this will need to be recognized and considered in future CIPs.

CHAPTER 5 - IMPLEMENTATION STRATEGY

Part A of this Comprehensive Plan sets out a wide range of actions that the City will need to undertake to carry out the identified policies. For this Plan to be successful, the City needs to systematically and comprehensively implement these recommendations. This chapter sets out an implementation strategy to guide that process.

A. MANAGEMENT OF THE IMPLEMENTATION PROCESS

Successful implementation of the recommendations of this Plan will require that there be ongoing oversight of, and responsibility for, the implementation of the Comprehensive Plan. In simple terms, some body or group must “own” the plan and be accountable for the progress in implementing the Plan. While the ultimate responsibility for implementing the Plan’s recommendations lies with the City Council, it is unreasonable to expect that the Council will manage the implementation of the various proposals. The Planning Board could be assigned the overall implementation responsibility, but given their other duties and the responsibility for developing the zoning amendments envisioned by the Plan, it is probably unrealistic to expect the Board to take on this added role and to make it a priority.

Therefore, a key implementation strategy is for the City Manager to have the primary responsibility for overseeing the implementation of the Update’s recommendations in conjunction with the Planning Department staff. This includes the following responsibilities:

- coordinate the submission of the Plan to the State Planning Office for review including consideration of any feedback from the state on the plan. If the SPO finds that changes in the Plan will be necessary for the state to find the Plan consistent with the state Growth Management Program, the city should consider whether changes should be made, and if so, staff should recommend revisions to the City Council to bring the plan into conformance with the state standards.
- coordinate the efforts of the City staff and other boards and commissions to implement the recommendations.
- develop a process, in conjunction with the City staff, for evaluating the City’s progress in implementing the recommendations.
- provide the City Council with annual reports on the progress of implementing the Plan together with proposals for revising the implementation strategy and/or amending the Plan if necessary.

- convene an annual workshop with the City Council, Planning Board, School Board, other boards and commissions, department heads, and members of the Comprehensive Plan Update Committee to review the progress in implementing the Plan and to identify implementation priorities for the coming year. This workshop should be held prior to the start of the annual budget preparation cycle so that the results of the workshop can be considered in the budgeting process including the consideration of projects in the CIP.

B. POLICY REFERENCES

Section C. lays out a strategy for implementing the proposals set out in Chapters 1, 2, and 3. Section C. is indexed to the relevant parts of Chapters 1, 2, and 3 so the full language and context of the proposal can be easily referenced. References to the appropriate objective and strategy are indicated in the first column by a listing such as *Ch1-C.1.1.a*. This means that the proposed activity is set out in Chapter 1 and is the first strategy under Objective C.1.1. References to the Future Land Use Plan (FLUP) in Chapter 2 are indicated by *Ch2-FLUP*.

C. IMPLEMENTATION STRATEGY

The Implementation Strategy lays out a program for carrying out each of the strategies set forth in this Plan. Each strategy is assigned to a time frame for implementation as follows:

Ongoing Activities – These are actions that the City routinely does on an on-going or annual basis or that are already in progress.

Short Term Activities – These are actions that should be completed within two years of the adoption of the Plan.

Longer Term Activities – These are actions that will take more than two years to complete. In some cases these are things that will occur in the future when circumstances are appropriate.

For each action, the Implementation Strategy identifies the person, group, or organization that should have primary responsibility for carrying out that activity. The strategy recognizes that other people, committees, or organizations in addition to the designated primary implementer will be involved in many of the actions. The intent is to set out the person, group or organization that will be the “mover” for that strategy and will be responsible for seeing that it is carried out.

| Policy Reference | Activity | Primary Responsibility |
|--------------------------------------|---|--|
| ONGOING ACTIVITIES | | |
| Ch1-A.1.1.a | Lake Auburn - control invasive species | Lake Auburn Watershed Protection Commission (LAWPC) |
| Ch1-A.1.1.d | Lake Auburn – improve erosion control | LAWPC |
| Ch1-A.1.2.a & Ch1-A.1.4.a | Lake Auburn – minimize pollution from changes to existing development and new development | Planning and Permitting Department & LAWPC |
| Ch1-A.1.2.b | Lake Auburn – provide financial assistance for septic replacement | Community Development Department |
| Ch1-A.1.3.a | Lake Auburn – continue land purchase/conservation | LAWPC |
| Ch1-A.1.3.b | Lake Auburn – establish City land conservation priority | City Council & LAWPC |
| Ch1-A.1.4.b & Ch3-A.6 | Lake Auburn – promote watershed management outside of Auburn | LAWPC |
| Ch1-A.1.5.a | Lake Auburn – monitor water quality | Auburn Water District (AWD) & LAWPC |
| Ch1-A.1.5.b | Lake Auburn – monitor statewide trends in watershed protection | LAWPC |
| Ch1-B.1.1a | Water supply – protect Lake Auburn water quality | AWD & LAWPC |
| Ch1-A.3.1.a & Ch1-A.3.2.a | Rivers – protect/improve water quality | Planning and Permitting Department & Community Services Department |
| Ch1-A.3.1.b & Ch1-A.3.2.c | Rivers – support land conservation | City Council & Conservation Organizations |
| Ch1-A.3.1.c & Ch1-A.3.2.d | Rivers – improve and restore fish populations | City Council & MDIF&W |
| Ch1-A.5.1.d | Floodplains – review and update floodplain maps | Planning Board & Staff & FEMA |
| Ch1-A.6.1.a | Stormwater – conform to Phase II federal requirements | Community Services Department |
| Ch1-A.7.1.a | Aquifer protection – maintain limits on mining around Townsend Brook | Planning Board & Staff |

| Policy Reference | Activity | Primary Responsibility |
|---|---|--|
| Ch1-B.1.2.a | Water supply – require applicants to document sufficient water supply | Planning Board & Staff |
| Ch1-B.2.1.c & Ch1-I.2.2.a & Ch2-FLUP | Sewers – work with property owners and developers to upgrade sewers to serve Growth Areas (see FLUP) | City Manager & Council & Economic Development Department |
| Ch1-C.1.2.a & Ch3-A.1.a | Emergency services – support joint local and regional police and fire services | City Manager & Council |
| Ch1-C.1.2.b | Emergency services – develop police volunteer program | Police Chief |
| Ch1-C.1.2.e | Emergency services – provide police and fire services to airport and Intermodal facility to meet Homeland Security requirements | Police & Fire Chiefs |
| Ch1-C.2.3.a & Ch1-2.10.c | Public works/transportation – limit the need for new roads | Planning Board & Staff |
| Ch1-C.2.3.c | Public works – upgrade aging roadways using most durable materials | Public Works Director |
| Ch1-C.4.1.b & Ch3-A.2 | Municipal services – expand joint services | City Manager & Council |
| Ch1-D.1.2.a | Historic – provide information to owners of historic properties | Planning and Permitting Department |
| Ch1-D.1.2.b | Historic – provide information on historic properties and programs to real estate agents | Planning and Permitting Department |
| Ch1-E.1.4.d | Open Space – support participation in current use assessment programs | Planning and Permitting Department |
| Ch1-E.1.5.a | Recreation – support network of trails in rural areas | Parks & Recreation Department & Snowmobile Clubs |
| Ch1-E.1.6.a & Ch3-B.2 | Cultural – collaborate with Lewiston and the region on cultural venues and activities | City Manager & Council |
| Ch1-F.1.2.a | Population – continue to provide a range of housing opportunities | City Manager |
| Ch1-G.2.8.b | Transportation – enforce truck route designations | Police Department |
| Ch1-G.2.12.c | Transportation – make enforcement of speed limits a priority | Police Department |
| Ch1-G.3.2.d | Transportation – participate in regional commuter transit programs | City Manager & ATRC/AVCOG |

| Policy Reference | Activity | Primary Responsibility |
|--------------------------------------|--|--------------------------------------|
| Ch1-H.1.2.a | Community development – assure that City services are provided equitably | City Manager |
| Ch1-H.1.2.b | Community development – provide adequate neighborhood and city-wide school facilities | School Committee & Superintendent |
| Ch1-H.1.2.d | Community development – encourage neighborhoods to work with City departments | City Manager & Council |
| Ch1-H.2.1.a | Housing – maintain the quality of older owner-occupied housing | Community Development Department |
| Ch1-H.2.1.b | Housing – maintain the rental housing stock | Community Development Department |
| Ch1-H.2.6.a | Housing – develop continuum of housing for homeless and people with special needs | Community Development Department |
| Ch1-H.2.6.b & Ch1-H.2.6.c | Housing – support development of subsidized and affordable housing | City Manager & Council |
| Ch1-H.2.6.e | Housing – purchase and invest in foreclosed properties | Community Development Department |
| Ch1-I.2.1.a & Ch3-D.1 | Economic development – promote the L/A brand through regional economic development organizations | City Manager & Council & LAEGC |
| Ch1-I.2.3.a | Economic development – use TIFs and financial incentives to attract investments | City Manager & Council |
| Ch1-I.2.4.c | Economic development – assure that there are adequate re-training programs for adults | City Manager & School Superintendent |
| Ch3-A.3.b | Regional housing – support implementation of regional homeless plan (LAASH) | Community Development Department |
| Ch3-A.4 | Regional sewerage – continue to work to treat sewage on a regional basis | Auburn Sewerage District |
| Ch3-A.5 | Regional water supply – continue to work to provide public water on a regional basis | Auburn Water District |

| Policy Reference | Activity | Primary Responsibility |
|---|---|--------------------------------|
| SHORT TERM ACTIVITIES | | |
| Land Use Ordinance Amendments (Short Term) | | |
| Ch1-A.1.2.c & Ch1-A.1.4.c | Lake Auburn – review/revise LAO District septic requirements | Planning Board & LAWPC |
| Ch1-B.1.1.d | Water supply – update LAO requirements | Planning Board & Staff & LAWPC |
| Ch1-A.1.2.d & Ch1-A.1.4.d & Ch1-A.2.1.c & Ch1-A.2.2.b | Lake Auburn and Taylor Pond – adopt LID standards for changes to existing development and new development | Planning Board & Staff |
| Ch1-A.1.2.e & Ch1-A.1.4.e & Ch1-A.2.2.c | Lake Auburn and Taylor Pond – update Phosphorous Control Ordinance | Planning Board & Staff |
| Ch1-A.1.2.h | Lake Auburn – require septic inspection/repair upon property transfer | Planning Board & Staff & LAWPC |
| Ch1-A.1.3.c & Ch1-A.2.2.a & Ch2-FLUP | Lake Auburn and Taylor Pond – maintain Ag/Rural zoning in watersheds | Planning Board & Staff |
| Ch1-A.2.1.d & Ch1-A.2.2.e | Taylor Pond – revise sewer connection requirements | Planning Board & Staff |
| Ch1-A.2.2.d | Taylor Pond – expand wetlands protection | Planning Board & Staff |
| Ch1-A.3.1.f & Ch2-FLUP | Androscoggin River – maintain Ag/Rural zoning in undeveloped portions of watershed | Planning Board & Staff |
| Ch1-A.3.2.b & Ch2-FLUP | Little Androscoggin River – include undeveloped floodplains in RP District | Planning Board & Staff |
| Ch1-A.4.1.a | Streams – include significant streams in Shoreland Overlay District/Stream Protection District | Planning Board & Staff |
| Ch1-A.5.1.a & Ch1-A.5.1.b | Floodplains – maintain/update floodplain management requirements | Planning Board & Staff |
| Ch1-A.5.1.c | Floodplains – prohibit filling in mapped floodways | Planning Board & Staff |

| Policy Reference | Activity | Primary Responsibility |
|--|--|---|
| Ch1-A.7.1.c | Aquifer protection – require applicants for development review to provide information on significant aquifers where appropriate | Planning Board & Staff |
| Ch1-A.8.1.a | Wetlands – update development review standards for wetlands | Planning Board & Staff |
| Ch1-A.8.1.c & Ch1-A.9.1.a | Wetlands – update Shoreland Zoning requirements with respect to state identified wetlands and significant habitats | Planning Board & Staff |
| Ch1-A.9.1.h | Habitat – create incentives for the use of cluster/conservation development | Planning Board & Staff |
| Ch1-B.1.1.b | Water supply – regulate the impact of development on groundwater | Planning Board & Staff |
| Ch1-B.1.1.c | Water supply – update stormwater management requirements including Phosphorous Control Ordinance | Planning Board & Staff & LAWPC |
| Ch1-C.2.1.c & Ch2-FLUP | Public facilities – update treatment of municipal facilities in zoning districts | Planning Board & Staff |
| Ch1-C.2.3.b | Public works – revise standards for private roads | Planning Board & Staff |
| Ch1-D.1.1.f | Historic – create site design standards for non-historic buildings in or adjacent to the historic district | Planning Board & Staff |
| Ch1-D.1.2.c | Historic – adopt a renovation code as part of the building code (see CH1-H.2.1.b) | Planning and Permitting Department & Community Development Department |
| Ch1-E.1.4.a | Recreation/Open Space – review recreation and open standards for residential developments | Planning Board & Staff |
| Ch1-G.1.1.a | Transportation – require applicants to consider transportation demand management | Planning Board & Staff |
| Ch1-G.1.1.b | Transportation – require new developments with a large number of employees to provide facilities for transportation demand management where feasible | Planning Board & Staff |
| Ch1-G.2.1.b & Ch1-G.2.2.b & Ch1-G.2.3.e & Ch1-G.2.4.b | Transportation – revise access management provisions along major roads | Planning Board & Staff |

| Policy Reference | Activity | Primary Responsibility |
|---|---|------------------------------------|
| Ch1-G.2.9.e | Transportation – allow use of creative parking solutions in downtown neighborhoods | Planning Board & Staff |
| Ch1-G.2.10.a & Ch1-G.2.10.b & H.2.5.c | Transportation – update public and private road standards | Planning Board & Staff |
| Ch1-H.2.1.b | Housing – adopt multifamily property maintenance code | Planning Board & Staff |
| Ch1-H.2.1.b | Housing – adopt renovation code and revise fire code | Planning and Permitting Department |
| Ch1-H.2.2.a & Ch1-H.2.3.a & Ch1-H.2.4.a & Ch2-FLUP | Housing – assure that codes allow owners to improve properties in older neighborhoods | Planning Board & Staff |
| Ch1-H.2.5.a & Ch2-FLUP | Housing – revise requirements to allow development of a wide-range of housing outside of the built-up area | Planning Board & Staff |
| Ch1-H.2.5.b | Housing – revise provisions for mobile home parks | Planning Board & Staff |
| Ch1-I.1.1.a & Ch2-FLUP | Economic development – establish Traditional Downtown Business District | Planning Board & Staff |
| Ch1-I.1.1.b & Ch2-FLUP | Economic development – maintain the Great Falls District | Planning Board & Staff |
| Ch1-I.2.3.b & Ch2-FLUP | Economic development – use Ag/Rural designation to reserve areas for future commercial/industrial development | Planning Board & Staff |
| Ch1-I.2.3.c | Economic development – provide for the creative reuse of land/buildings in commercial/industrial centers | Planning Board & Staff |
| Ch2-FLUP | Land Use – revise the zoning ordinance and districts in accordance with the Future Land Use Plan | Planning Board & Staff |
| Studies and Planning (Short Term) | | |
| Ch1-B.1.2.b | Water supply – develop water conservation plan | Auburn Water District |
| Ch1-C.1.1.a & Ch3-A.1.a | Emergency services – conduct feasibility study of public safety services and facilities | City Manager & Council |

| Policy Reference | Activity | Primary Responsibility |
|--|--|--|
| | including regional considerations | |
| Ch1-C.2.3.d | Public works – undertake comprehensive review of pedestrian access | Community Services Department |
| Ch1-C.3.1.b | Schools – develop a child-centered facility plan | School Superintendent |
| Ch1-G.2.11.a & Ch3-B.1.b | Transportation – undertake comprehensive review of pedestrian and bicycle access including regional considerations | Planning and Permitting Department & Community Services Department |
| Ch1-G.2.11.c | Transportation – establish neighborhood bike routes | Planning and Permitting Department & Community Services Department |
| Ch1-H.2.6.d & Ch3-A.3.a | Housing – establish a housing advocacy committee | City Manager & Council |
| Ch1-I.2.4.a & Ch3-D.2 | Economic development – develop a labor-to-business marketing plan | Economic Development Department |
| Ch1-I.2.4.b | Economic development – develop a skilled labor force education plan | Economic Development Department & Community Development Department |
| Capital Projects and Investments (Short Term) | | |
| Ch1-A.1.1.b & Ch1-E.1.3.a | Lake Auburn – continue capital improvements | Auburn Water District (AWD) |
| Ch1-A.1.1.c & Ch1-E.1.3.a | Lake Auburn – develop recreational opportunities | Lake Auburn Watershed Protection Commission (LAWPC) |
| Ch1-A.6.1.a & Ch1-B.2.2.a | Stormwater & sewers – fund and implement CSO removal projects | City Manager & Council |
| Ch1-B.1.2.c | Water supply – assure that system can provide adequate supplies of “process water” | AWD |
| Ch1-B.2.1.a | Sewers – use TIFs and other funding to extend sewer system | City Manager & Council |
| Ch1-B.2.3.a | Sewers – support CSO Program | City Manager & Council |
| Ch1-B.2.3.b | Sewers – eliminate inflow/infiltration contributions of natural water | Auburn Sewerage District |
| Ch1-C.3.1.a | Schools – provide suitable high school facility | School Superintendent |

| Policy Reference | Activity | Primary Responsibility |
|--------------------------------------|--|--|
| Ch1-E.1.1.a | Recreation – fund improvement of existing park and recreation facilities | Recreation Director |
| Ch1-E.1.2.d | Recreation – improve existing access points to rivers | Recreation Director |
| Ch1-E.1.3.b | Recreation – continue to provide public access to Taylor Pond | City Manager & Council |
| Ch1-G.2.1.a | Transportation – improve Center Street/Turner Road traffic management | Community Services Department & AVCOG |
| Ch1-G.2.2.a | Transportation – improve Minot Ave. traffic management | Community Services Department |
| Ch1-G.2.2.c | Transportation – improve Minot Ave. rotary | Community Services Department |
| Ch1-G.2.8.a | Transportation – install traffic directional signage | Community Services Department |
| Ch1-G.2.9.b | Transportation – extend Main Street streetscape improvements | Community Services Department |
| Ch1-G.2.12.b | Transportation – install traffic signage to discourage use of local streets by through traffic | Community Services Department |
| Ch1-G.3.1.a | Transportation – promote rail industry growth | Community Services Department |
| Ch1-I.2.2.b | Economic development – ensure the capacity of utility services and expand as necessary | City Manager & Council |
| Other Actions (Short Term) | | |
| Ch1-A.1.2.f | Lake Auburn – designate “Responsible Management Entity” for septic system maintenance | City Manager & Council |
| Ch1-A.1.2.g & Ch1-A.1.4.f | Lake Auburn – establish an owner/resident educational program | LAWPC |
| Ch1-A.2.1.a & Ch1-A.2.2.f | Taylor Pond – establish a property owner information program | Planning and Permitting Department & Taylor Pond Association |
| Ch1-A.2.1.b | Taylor Pond – control invasive species | To Be Determined |
| Ch1-C.1.2.c & Ch1-C.2.1.b | Emergency services & public works – use alternative fuels in emergency service vehicles where feasible | Police & Fire Chiefs |

| Policy Reference | Activity | Primary Responsibility |
|------------------------------------|---|---|
| Ch1-C.2.2.b | Public works – conduct citywide recycling campaign | Public Works Department |
| Ch1-C.4.1.a | Municipal services – hire a grants coordinator | City Manager & Council |
| Ch1-C.5.1.a | Emergency management – identify facilities that can be used as emergency housing | Director of Emergency Management |
| Ch1-C.5.2.a & Ch3-A.1.b | Emergency management – address large-scale emergency response needs | Director of Emergency Management |
| Ch1-E.1.2.a | Recreation – develop riverfront access campaign | Parks & Recreation Department |
| Ch1-E1.2.b & Ch3-B.1.a | Recreation – connect recreational facilities along river to facilities in other communities | Parks & Recreation Department & Conservation Organizations & City Council |
| Ch1-E.1.4.b | Recreation – coordinate efforts to provide network of publicly accessible open space | Planning and Permitting Department & LAWPC |
| Ch1-F.1.1.a | Schools – improve the quality of the City’s school system | School Committee |
| Ch1-H.1.2.c | Community development – manage “cut through” traffic in residential neighborhoods | Community Services Department & Police Department |
| Ch1-I.1.1.c | Economic development – implement the ADAPT Plan and include New Auburn in Downtown TIF District | City Manager & Council |
| Ch1-I.1.1.d | Economic development – promote downtown Auburn and New Auburn as business locations | Planning and Permitting Department & Economic Development Department |

| Policy Reference | Activity | Primary Responsibility |
|--|---|------------------------------------|
| LONGER TERM ACTIVITIES | | |
| Land Use Ordinance Amendments (Longer Term) | | |
| Ch1-A.7.1.b | Aquifer protection – map and protect significant aquifers | Planning Board & Staff |
| Ch1-A.8.1.b | Wetlands – develop flexible wetland standards for urban areas | Planning Board & Staff |
| Ch1-A.9.1.g | Habitat – protect identified deer wintering areas | Planning Board & Staff |
| Ch1-D.1.1.c | Historic – incorporate Historic Resources List and Map into Zoning Ordinance | Planning Board & Staff |
| Ch1-D.1.1.d & Ch1-D.1.1.e | Historic – update historic resource standards and submission requirements | Planning Board & Staff |
| Ch1-D.1.3.b & Ch1-D.1.3.c | Archeological – update archeological resource standards and submission requirements | Planning Board & Staff |
| Studies and Planning (Longer Term) | | |
| Ch1-A.6.1.c | Stormwater – develop watershed management plans for impaired water bodies | Planning Board & Staff |
| Ch1-A.8.1.d | Wetlands – explore creation of wetlands mitigation program | Planning Board & Staff |
| Ch1-A.1.9.b | Habitat – identify and protect unfragmented habitat blocks and wildlife corridors | Planning Board & Staff |
| Ch1-C.1.2.d | Emergency services – assess providing contract police services to other communities | Police Chief |
| Ch1-C.2.2.a | Public works – assess potential recycling programs | Public Works Department |
| Ch1-D.1.1.a | Historic – identify, survey, and map additional significant historic resources | Planning and Permitting Department |

| Policy Reference | Activity | Primary Responsibility |
|--|--|--|
| Ch1-D.1.1.b | Historic – develop City Historic Resources List | Planning and Permitting Department |
| Ch1-D.1.3.a | Archeological – develop City Archeological Resource List | Planning and Permitting Department |
| Ch1-E.1.1.b | Recreation – assess viability of developing a consolidated sports field complex | Recreation Director |
| Ch1-G.1.2.a | Transportation – develop program to work with large employers to explore transportation demand management | Planning and Permitting Department |
| Ch1-G.2.1.d & Ch1-G.2.2.d & Ch1-G.2.3.b | Transportation – establish streetscape and site design criteria for the major road corridors | Planning and Permitting Department & Planning Board |
| Ch1-G.2.3.a | Transportation – assess improvements to the Washington-Southbound/Rodman intersection | Community Services Department & AVCOG |
| Ch1-G.2.4.a | Transportation – develop standards for appropriate development along Riverside Drive | Planning and Permitting Department |
| Ch1-G.2.5.a & Ch3-C.1 | Transportation – pursue the construction of a new Turnpike interchange | City Manager & Council |
| Ch1-G.2.5.b | Transportation – study the viability and feasibility of New Auburn connector | Community Services Department |
| Ch1-G.2.7.b | Transportation – study impacts of increased traffic from western communities | Community Services Department |
| Ch1-G.2.9.d | Transportation – study feasibility of Downtown New Auburn one-way loop | Community Services Department |
| Ch1-G.3.1.b | Transportation – support study of realigning the Exit 75 interchange | Community Services Department |
| Ch1-G.3.2.a & Ch3-C.2 | Transportation – study the establishment of passenger air and rail service at the Intermodal facility | Planning and Permitting Department & Economic Development Department |
| Ch1-G.3.2.a & Ch3-C.2 | Transportation – assess the potential for expansion of passenger rail service | Planning and Permitting Department & Economic Development Department |
| Ch1-H.1.1.a & Ch1-H.1.1.b | Community development – support development of neighborhood plans and their adoption as part of the Comprehensive Plan | Planning and Permitting Department |

| Policy Reference | Activity | Primary Responsibility |
|---|---|------------------------------------|
| Ch1-H.2.2.b | Housing – develop program to allow transition of urban single family neighborhoods | Planning and Permitting Department |
| Capital Projects and Investments (Longer Term) | | |
| Ch1-B.2.1.b | Sewers – use bonding or other strategies to extend sewers to New Auburn industrial areas | City Manager & Council |
| Ch1-B.2.2.c | Sewers – upgrade older central sewer lines | Auburn Sewerage District |
| Ch1-B.2.3.c | Sewers – use cost-effective technology and treatment processes at LAWPCA | Auburn Sewerage District |
| Ch1-C.2.1.a | Public works – develop southern staging area | Public Works Department |
| Ch1-E.1.2.c | Recreation – develop additional public access points along the rivers | Parks & Recreation Department |
| Ch1-G.2.1.c | Transportation – improve pedestrian and bicycle access along the Route 4 corridor | Community Services Department |
| Ch1-G.2.6.a | Transportation – improve Turner Street from Mt. Auburn Avenue to Center Street | Community Services Department |
| Ch1-G.2.6.b | Transportation – improve Turner Street between Union Street and Mt. Auburn Avenue | Community Services Department |
| Ch1-G.2.9.a | Transportation – establish Elm Street as primary route between Main Street and Minot Avenue | Community Services Department |
| Ch1-G.2.9.c | Transportation – redesign the Pleasant Street/Turner Street connection | Community Services Department |
| Ch1-G.2.9.e | Transportation – support creative parking solutions for downtown neighborhoods | Planning and Permitting Department |
| Ch1-G.2.9.f | Transportation – develop greenbelt between Pettengill park and West Pitch Park | Planning and Permitting Department |
| Ch1-G.2.9.g | Transportation – develop greenbelt from West Pitch Park to New Auburn | Planning and Permitting Department |
| Ch1-G.2.11.b | Transportation – require sidewalks in designated growth areas | Community Services Department |
| Ch1-G.2.11.d | Transportation – provide paved shoulders for pedestrians and bicyclists outside of growth areas | Community Services Department |

| Policy Reference | Activity | Primary Responsibility |
|------------------------------------|--|--|
| Ch1-G.3.1.c | Transportation – implement the 2006 Airport Master Plan Update | Community Services Department |
| Ch1-G.3.2.c & Ch3-C.3 | Transportation – expand fixed-route bus service and other transit service as necessary | Community Services Department & ARTC |
| Ch1-I.1.1.e | Economic development – implement the New Auburn Village Center concept | City Manager & Council & Economic Development Department |
| Other Actions (Longer Term) | | |
| Ch1-A.3.1.e | Androscoggin River – develop land/trail management plans | Planning and Permitting Department |
| Ch1-A.9.1.c | Habitat – establish community education program | Planning and Permitting Department & Auburn Public Library |
| Ch1-A.9.1.d | Habitat – require documentation of forestry practices | Planning and Permitting Department |
| Ch1-A.9.1.e | Habitat – establish voluntary protection-advisory program | Conservation Commission & ALT & Conservation Organizations |
| Ch1-A.9.1.f | Habitat – create a wildlife corridor improvement program | Conservation Commission & ALT & Conservation Organizations |
| Ch1-D.1.2.d | Historic – incorporate City Historic Resources List into assessing data base | Assessor |
| Ch1-E.1.4.c | Recreation – develop program to connect urban residents with rural recreation | Park & Recreation Department |
| Ch1-E.1.5.b | Recreation – develop trail maintenance program for City-owned trails | Parks & Recreation Department & ALT & Conservation Organizations |
| Ch1-E.1.6.b | Cultural – develop marketing program for local cultural amenities | Chamber of Commerce |
| Ch1-F.1.1.b | Population – market Auburn as a desirable place to live | Chamber of Commerce |
| Ch1-G.2.7.a | Transportation – establish western connector route | Community Services Department |
| Ch1-G.2.12.a | Transportation – discourage through traffic on local streets when they are improved or reconstructed | Community Services Department |

PART C. BACKGROUND INFORMATION

Chapter 6. Overview of Past Planning Activities

Chapter 7. Updated Inventory Sections

CHAPTER 6- OVERVIEW OF PAST PLANNING ACTIVITIES

Over the last decade, Auburn has had an active planning process guided – in part – by the recommendations of the 1995 Plan. The City has undertaken numerous planning initiatives including downtown master plans; long-range transportation plans; regional consolidation plans; affordable housing plans; riverfront recreation plans; on-going watershed plans; and engineering and designed plans to guide infrastructure development throughout Auburn. The following is a list of the more significant plans and studies.

PLANNING STUDIES

- 1998 Auburn Downtown Master Plan and Auburn Downtown Action Plan for Tomorrow A.D.A.P.T.* – City of Auburn
- 2000 Auburn Mall Area Master Plan*– STYDesign Consultants
- 2009 New Auburn Master Plan* – New Auburn Master Plan Committee (see Appendix)

TRANSPORTATION STUDIES

- 2000 Downtown Traffic and Parking Analysis* - Gorrill-Palmer Consulting Engineers
- 2000 Minot Avenue/Court Street Corridor Study* – DeLuca Hoffman
- 2007 Lewiston/Auburn Downtown Central Business District Traffic Study* – ATRC, Wilbur Smith
- 2008 Center Street Traffic Management Study* – Androscoggin Transportation Resource Center (ATRC) & Gorrill-Palmer Consulting Engineers
- 2008 Regional Long Range Transportation Plan 2009-2030* – ATRC
- 2008 Bridging the Gaps: A Long-Range Facilities Plan for Bicycling and Walking in the ATRC Region* – ATRC and Gorrill-Palmer Consulting Engineers
- 2006/ 2009 Updates of Auburn-Lewiston Municipal Airport Master Plan*
- 2010 Auburn-Lewiston Airport: Runway 4-22 Safety Area & Extension Study*

HOUSING STUDIES

1992-1996 Comprehensive Housing Affordability Strategy – City of Auburn

2005-2009 Consolidated Plan – City of Auburn

2009 10 Year Plan to End Homelessness in Lewiston and Auburn – Cities of Lewiston and Auburn, Planning Decisions Inc.

RECREATION STUDIES

1992 Master Plan for the Androscoggin Riverwalk – Terrence J. DeWan and Associates

1996 Androscoggin Greenways: Benefits of a River Corridor – National Park Service/Androscoggin Land Trust

2000 Auburn Trails Feasibility Study - Rizzo Associates, Inc.

2007 Lake Auburn Bike and Pedestrian Master Plan – Sebago Technics

2010 Gulf Island-Deer Rips Project Recreation and Land/Trail Management Plan
(formerly the Androscoggin River Recreational Plan)

REGIONAL STUDIES

2003 Auburn Lewiston Consolidated Emergency Response Plan - Androscoggin Emergency Management Agency

2006 Joint Lewiston-Auburn Consolidation Plan – Joint Lewiston-Auburn Commission

WATERSHED STUDIES (INCLUDING WATER & SEWER STUDIES)

Taylor Pond Watershed

2006 Taylor Pond Watershed Survey Report – Androscoggin Valley Soil and Water Conservation District, Taylor Pond Association, and the Maine Department of Environmental Protection (MDEP)

Lake Auburn Watershed

(Abbreviated list, for full list of studies, surveys, and projects contact Auburn Water District)

2002 Forest Management Plan for the Lake Auburn Watershed – Jones Association

2003 Timber Harvesting Plan for the Lake Auburn Watershed Commission – Southern Maine Forestry Services, Inc.

2002 Emergency Response Plans for East and North Auburn Dams – Wright-Pierce

2003 Lake Auburn Watershed Source Water Assessment Plan (SWAP) – Maine Department of Water Protection (MDWP) & Drumlin Environmental, LLC

2005 Safe Drinking Water Act Compliance Study – Camp Dresser & McKee (CDM)

2006 Lake Auburn Bacteria Study Update - CDM

2010 Lake Auburn Watershed Management Plan (Draft) – Comprehensive Environmental Inc.

Water & Sewer Plans

(Abbreviated list, for full list of studies, surveys, and projects contact Auburn Water District or Auburn Sewer District)

1997 Water and Sewer Utilities Consolidation Plan – CDM

2004/2005 Clean Water Act Master Plans – CDM

2004 Water System Emergency Response Plan – Stratex, LLC.

CHAPTER 7 - UPDATED INVENTORY SECTIONS

Auburn is a unique City that successfully balances providing urban amenities with access to a rural lifestyle. The economy is diverse and the community is dedicated to providing its residents with a variety of services and amenities.

INTRODUCTION

This is a brief overview of where the community stands in 2007 and summarizes its current population, housing, and economic statistics; its network of transportation and public facilities; and its recreational, cultural, historic and natural amenities. In depth analysis of these community assets can be found in Section B.

Over the last five decades, Auburn's *population* has fluctuated between 23,000 and 24,500 residents. Current growth projections indicate that the population will remain roughly the same over the next decade. The growth rate remains flat due in part to the decline in household size and a decrease in family-aged residents.

Auburn's demographic profile highlights the stagnant population growth. The population is getting older. The retired sector of the population (age 65+) is projected to increase to 25% of the total population over the next 15 years while the proportion of people under 18, young adults (18-29 years of age), and young families (30-44) is expected to decline by nearly 7% .

The shift in demographics leads to changes in community service needs. Older residents demand increased public services and a decline in families reduces the need for school services. The decline in household size leads to a need for more small-scale housing units.

Overall, *housing* development in Auburn continues to increase. In 2000, Auburn's entire housing stock consisted of an even mix of single family homes and multi-family units and offered a variety of rental and ownership opportunities. Growth in new housing units over the last decade, however, has been limited to single family developments. The City saw a 9% increase in the total number of single family homes and an overall decrease of around 7% in the total numbers of multi-family and mobile home units.

Housing has also become increasingly unaffordable in Auburn. Increased demand and market forces have pushed housing prices in Auburn up faster than incomes. From 2002 to 2006, median incomes in Auburn rose 5%, while rents rose at twice that rate and home prices rose at ten times that rate.

Auburn's *economy* continued to grow over the last decade. The community has seen a significant expansion of its industrial area as well as retail and office growth around the Auburn

Mall. The Foreign Trade Zone and the intermodal transportation facility in Auburn's industrial area have positioned Auburn as a hub for national and international trade. The retail economy remains strong due to the mall area expansion and the development of large-scale retailers such as Wal*Mart. The rapid and highly visible growth of the retail sector has led to some concerns about the availability of good, high-paying jobs in the community and there is an increasing desire to shift the City's economy away from retail to more industrial, high-tech, and professional sectors.

Auburn is a regional *transportation* hub. Over the last decade the City, working in conjunction with the Androscoggin Transportation Resource Center (ATRC), has undertaken numerous plans and projects targeted at developing an integrated transportation network.

Traffic continues to be a major concern along the Route 4/Center Street/Turner Street corridor and the area has the City's highest traffic counts and the highest accident ratio. The City has completed a study of the corridor and is working on numerous projects to alleviate traffic concerns. Other road concerns include maintenance and ownership of private roads as well as the proposed development of a new turnpike interchange.

Auburn is committed to developing and providing alternative modes of transportation. Citylink provides relatively successful public transit service between Auburn and Lewiston but there is a need to expand service including additional evening and Saturday routes. Rail and air service continues to be an important part of Auburn's industrial economy and the City is interested in expanding both rail and air passenger service. The City has made modest efforts to improve bicycle and pedestrian facilities in the community through involvement in the development of a long-range bicycle-pedestrian plan to create an interconnected network of sidewalks and trails throughout the greater Lewiston-Auburn area.

Auburn's *public sewer and water networks* have ample capacity to serve existing and future customers. The City's sole source of public drinking water is Lake Auburn and there are significant measures in place to protect the water quality of the lake. On-going Combined Sewer Overflow (CSO) separation work has led to a substantial increase in the capacity of the City's sewer system. Expansion of public sewer and water service to new development sites, outside the urban core, is feasible but expensive and the cost of such expansion is solely in the hands of the developer.

Public facilities in Auburn are aging. Most of the police and fire stations are in need of repair and many schools, in particular the Edward Little High School, are in need of major upgrades. The continued growth outside the urban core has put a strain on service delivery and many departments including police, fire, and public works are feeling stretched beyond their limits. The City is committed to alleviating some of the pressures on public facilities by seeking regional partnerships. In recent years, there have been efforts to take a regional approach to municipal services.

Auburn has a strong commitment to provide *recreational amenities*. It has a robust recreation department that includes parks, fields, and indoor facilities. The department has recently undertaken a community wide survey and is committed to addressing the community's recreational needs. Rural recreational opportunities are abundant and a number of nonprofit entities and recreational clubs ensure that residents have access to open spaces throughout the City.

Auburn has a long tradition of preserving *farm and forest land*. Its Agricultural Zone is a unique preservation tool that has maintained the rural integrity of the community for over 30 years. Numerous conservation groups help to protect significant natural areas through the purchase of land or development easements. In addition, the Lake Auburn Watershed Protection Commission owns much of the land around Lake Auburn as a means of preserving water quality and providing recreational access to the lake.

Auburn also has numerous regulations in place to protect *natural resources* such as wetlands, floodplains, and critical habitats. The City is committed to protecting surface and ground water through development regulations, including the Phosphorous Control Ordinance, which helps to preserve and enhance water quality throughout the Lake Auburn and Taylor Pond watersheds.

Auburn has a number of structures and sites of *historic and archaeological* significance. As a result of the 1995 Comprehensive Plan, the City developed a Historic Ordinance to help identify the significant features within the community. The measures, however, do little to protect historic structures and some updates to strengthen and refine the ordinance are necessary.

The *tax rate* in Auburn is higher than that of surrounding communities due in part the City's role as a regional service provider. However, the rate in 2007 was lower than in previous years and lower than rates in Lewiston. Auburn's local valuation increased over the past ten years by 58% and the property tax commitment increased by about 47%. City expenditures have also been increasing slowly over the past few years. The majority of City expenditures, about 52%, are dedicated to education.

Auburn is strong financially - its debt to valuation ratio is favorable, it has a healthy fund balance and it has had double-digit growth in assessed value. The one area of concern is the ratio of per capita debt to per capita income. Auburn has a lower-than-average per capita income compared to the state, and as a service center, faces higher-than-average service demands.

B. DETAILED INVENTORIES

The following 11 subchapters comprise the Inventory of the 2010 Auburn Comprehensive Plan.

INVENTORY TABLE OF CONTENTS

| | |
|--|-----|
| A. Natural Resources | 144 |
| B. Facilities and Services (including Water & Sewer) | 163 |
| C. Histroic Resources..... | 182 |
| D. Recreation & Culture | 189 |
| E. Population | 200 |
| F. Transportation | 212 |
| G. Housing | 229 |
| H. Economy | 242 |
| I. Land Use..... | 254 |
| J. Development Profile..... | 265 |
| K. Fiscal Capacity | 277 |

A. NATURAL RESOURCES

Natural Resources play a significant role in a community's health and development. They perform essential services including water storage, pollution filtration, and providing habitat for plants and animals. Areas with significant natural resources have intrinsic value as areas of scenic beauty and recreational amenities. The location and function of natural resources plays a key role in shaping the pattern of development, limiting growth in some areas while promoting it in others. This chapter provides an inventory of Auburn's natural resources and highlights certain issues that need to be addressed.

TOPOGRAPHY & SOILS

GEOLOGIC HISTORY

Auburn's geologic history begins with the Pleistocene (Ice Age) era when glacial retreats formed the landforms and surficial deposits seen today. Melting glaciers left behind bedrock formations and surficial soils whose characteristics helped define Auburn's unique landscape.

Surficial soils are the parent materials for the City's soils. Auburn's surficial deposits include:

Bedrock-Till Outcrops. Much of the City, including the areas of South Auburn, Merrill Hill, Mt. Apatite, West Auburn, Dillingham Hill, Mt. Gile, and East Auburn, is composed of bedrock hills and ridges and associated till deposits.

Outwash Sand and Gravel. Characteristically found in flat or gently sloping areas, these well-drained soils are highly suitable for agricultural activities. These areas are prime farmland and include portions of the North Auburn and areas to the south and west of Lake Auburn and Taylor Pond.

Presumpscot Formation (Marine Deposits). Found in the eastern and southern sections of the City, this soil consists mainly of silt, fine sand, and clay. Characteristically, Presumpscot Formation is less permeable, has greater runoff volume, and is subject to greater erosion issues than other glacial deposits.

Ice Contact Sand and Gravel. Ice contact deposits form the major gravel aquifers found below Lake Auburn and the Basin drainage area. These areas are sources of groundwater, sand, and gravel.

Eolian Soils (Wind Deposits). Small areas of these fine sand deposits are found near the turnpike.

Alluvial Deposits. Found along the Little Androscoggin River, alluvial deposits are primarily composed of sand and gravel and are flood-prone.

Organic Deposits. Composed of partly decomposed organic materials, sand, silt, and/or clay, these deposits are found in poorly drained areas of West Auburn, along the western shore of Taylor Pond, and in low-lying areas of South Auburn.

TOPOGRAPHY

Auburn’s topography defines the general lay of the land including the picturesque rolling hills that provide many of the City’s dramatic scenic vistas. Auburn’s elevation ranges from 105 to 585 feet above sea level; the City’s highest peak is Dillingham Hill in North Auburn.

Many of Auburn’s hills have steep slopes¹ highly susceptible to erosion and difficult to develop (Figure NR-1, following page).

SOILS

Each soil group has characteristics that makes it more or less suitable for different land uses. These characteristics include texture; mix of clay, silt and sand; depth to bedrock; height of the water table; the percolation rate of water through the soil (permeability); and load bearing capacity.

Soils groups less appropriate for development are primarily those associated with wetlands and slow permeability, often referred to as poorly drained soils (Figure NR-1, previous page). Permeability often determines the feasibility of installing septic systems, with moderate to rapid permeability providing the best conditions. Other soil factors that make septic development less feasible include slopes steeper than 20% and seasonally high water tables (Table NR-1).

Table NR-1: Auburn Soils Groups

| Wetland Soil Groups | Soils Groups with Slow Permeability | Soils Groups with Moderate to Rapid Permeability |
|---------------------|-------------------------------------|--|
| Leicester | Paxton | Charlton |
| Scantic | Hollis | Hinckley |
| Scarboro | Buxton | Agawam |
| | Sutton | |
| | Belgrade | |
| | Hartland | |
| | Elmwood | |
| | Melrose | |

Source: 1995 Auburn Comprehensive Plan

¹ Slope is the amount of rise or fall in elevation for a given horizontal distance. For example, a 10% slope means that for a 100 foot horizontal distance, the rise or fall in height is 10 feet. Slopes are considered steep if they have a grade of 15% or higher.

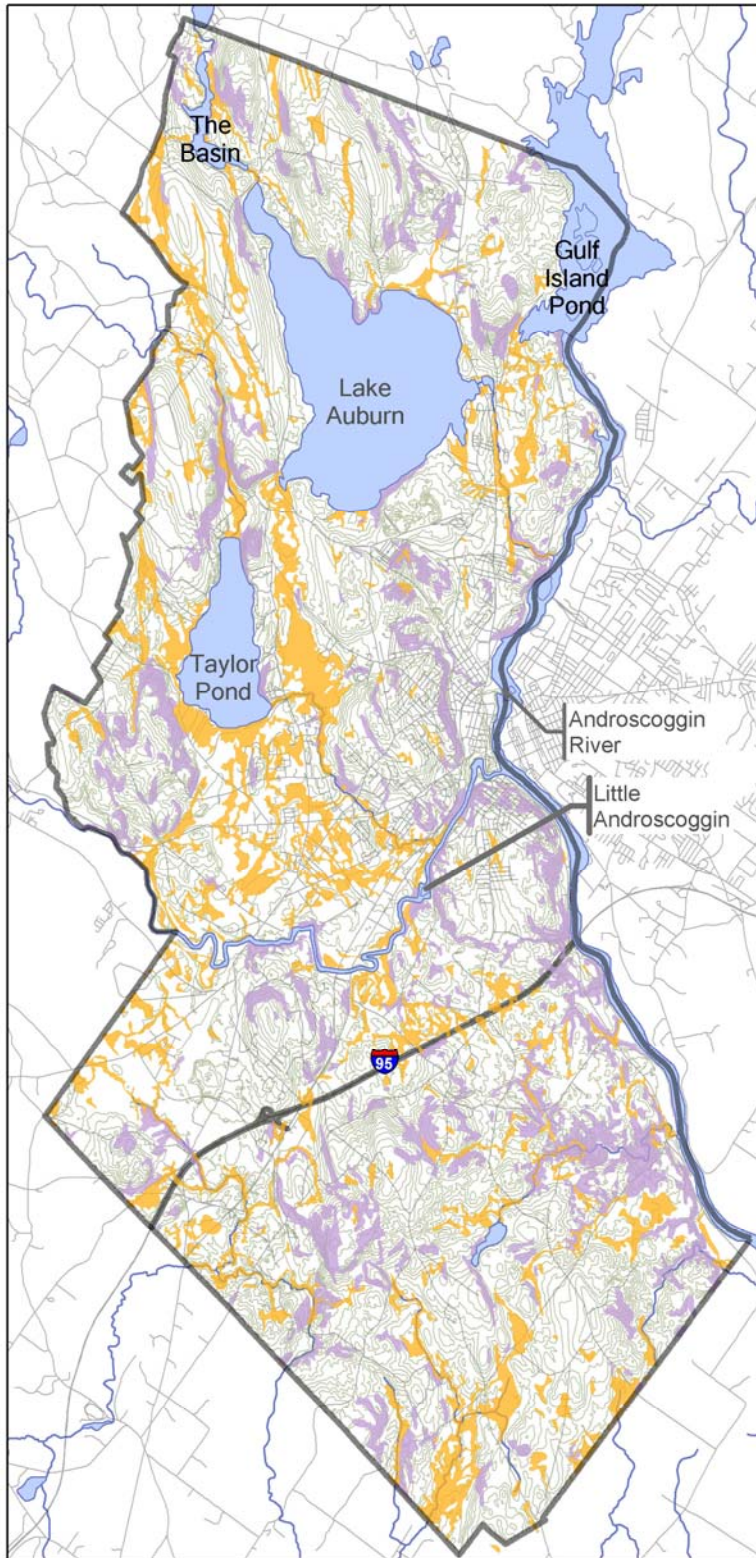


Figure NR-1
Soils and Topography

- Steep Slopes >15%
- Poorly Drained Soils
- Countours (20' Intervals)



WATERWAYS

WATERSHEDS

A watershed is a natural drainage basin that collects precipitation and sends it through an interconnected system of surface waters (brooks, streams, and wetlands) to a major body of water (lakes, ponds, and rivers). Watersheds are divided by naturally occurring ridges. Auburn is served by five watersheds (Figure NR-2, following page). Most surface water collected in Auburn eventually flows into the Androscoggin River. Action taken in any part of a watershed system can affect water quality throughout. Watersheds often cross municipal lines, so management of watersheds require cooperative arrangements with other municipalities.

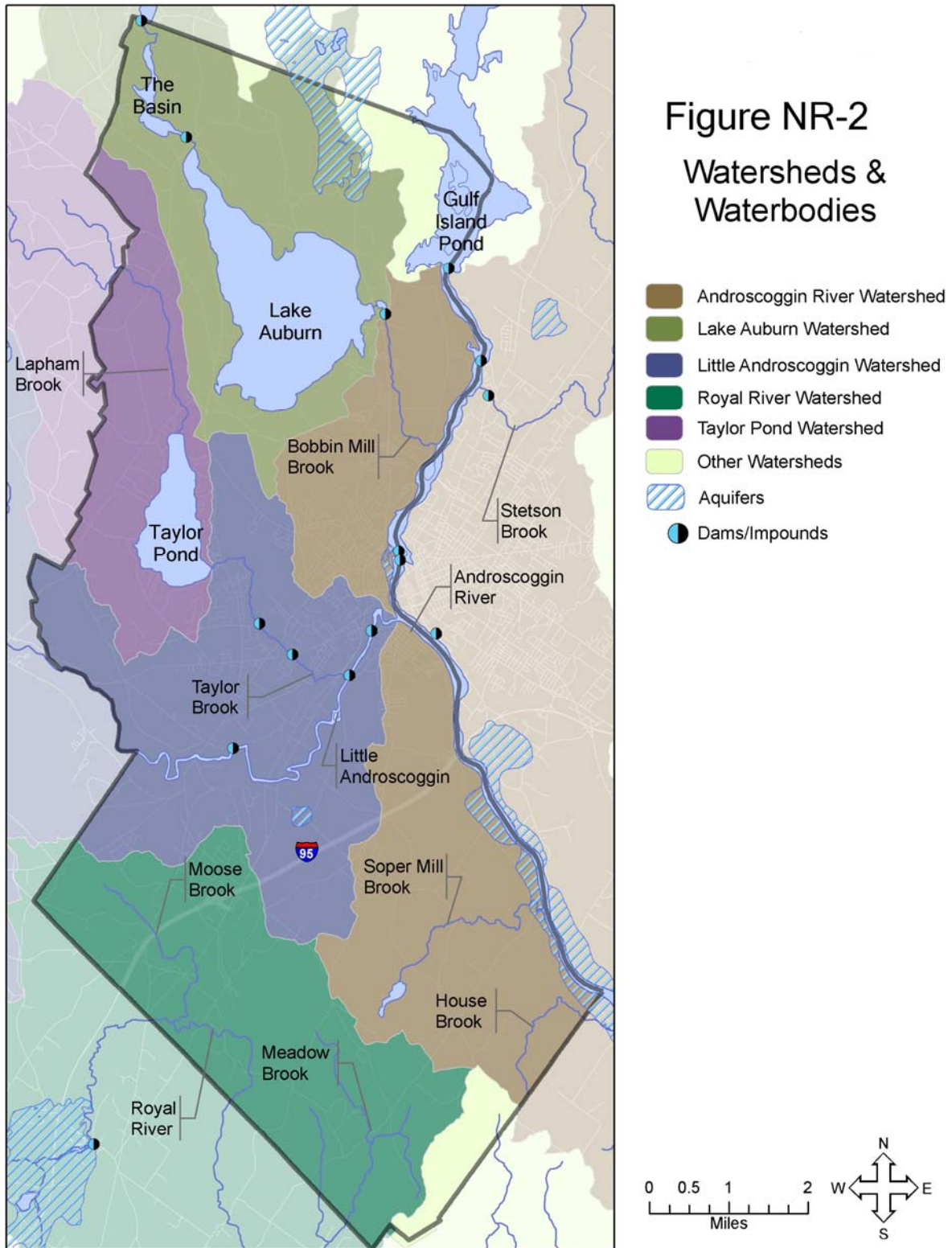
Lake Auburn Watershed is a 19 square mile system which begins in Turner at Little Wilson Pond and connects to Lake Auburn via “The Basin.” From there, water flows along the Bobbin Mill Brook directly into the Androscoggin River. Water within this watershed is the primary source of public drinking water for Auburn and Lewiston. Approximately 75% of the watershed is forested, and urban grasses, pastures and croplands cover the remaining area.

Taylor Pond Watershed covers 15 square miles beginning in Minot with the Lapham Brook and flowing between the two main ridges of West Auburn into Taylor Pond, where it connects to the Little Androscoggin River Watershed via Taylor Brook. The majority of this watershed is located in the Town of Minot. Much of the land is residentially developed, particularly around Taylor Pond.

Little Androscoggin River Watershed covers most of central Auburn. The watershed begins in Mechanic Falls and follows the river through Minot and Poland eventually reaching the Androscoggin River. Much of the drainage is intercepted by public sewer systems.

All of Auburn’s watersheds (except for the Royal River Watershed) flow into the *Androscoggin River Watershed*. It is divided into two sections: to the north, the *Androscoggin River above the Little Androscoggin River*, and to the south, the *Androscoggin River and Merrymeeting Bay*. The northern portion is heavily developed and, like the Little Androscoggin River Watershed, drainage is intercepted by the public sewer system. The southern watershed is more rural in character and is dominated by the Soper Mill and House Brooks.

Royal River Watershed covers 140 square miles and includes 12 towns from New Gloucester to Yarmouth. It makes up the southwest portion of Auburn and includes the Royal River and Moose and Meadow Brooks. Water collected in the Royal River Watershed flows west to the Royal River and subsequently to Casco Bay.



In the bedrock below these watersheds are a series of sand and *gravel aquifers* (Figure NR-2, previous page). These natural water storage units can yield as much as 10 to 50 gallons of drinking water per minute. At present, none of the aquifers are used for public water supply. However, they are tapped for private use. Aquifers are susceptible to pollutants that leach into the ground and land uses above these areas are limited to prevent contamination.

SURFACE WATER

The brooks, streams, ponds, lakes, and river that make up Auburn's surface water network serve as drinking water resources and habitat for a myriad of aquatic and terrestrial plants and animals. They are important recreational assets and have scenic and economic value.

Historically, the waterways of Auburn supplied hydroelectric power to the community. Many remain impounded by dams. Dams along the Androscoggin and Little Androscoggin are still used for power production.

Lake Auburn is the only public drinking water supply for the Lewiston-Auburn area and is under the supervision of the Lake Auburn Watershed Protection Commission (LAWPC).² This 2,260-acre reservoir has a rocky minimally developed shoreline and is home to a variety of fish species including trout (brook, brown, and lake), landlocked salmon, smallmouth bass, pickerel, and white perch. A portion of the southern end of the lake is closed to recreational activities, but the rest of the lake is open to fishing and boating. "No body contact" regulations restrict swimming or other activities in which people or animals come in bodily contact with the water. The lake does suffer from an infestation of invasive variable milfoil in its northwest corner, near the lake inlet. Measures to control the spread of this invasive species include public outreach and the placement of benthic barriers.

Currently, Lake Auburn is a Class A waterway and one of only 10 surface water sources in Maine that does not require that water be filtered for human consumption.³ The lake and its surrounding watershed are protected by the LAWPC, which monitors water quality and owns 80 percent of the shoreline in addition to numerous upland parcels. Local shoreland and watershed ordinances protect the lake's water quality from adverse activities including development and point and non-point pollutants. Management, patrol, and maintenance of the lake falls under the jurisdiction of Auburn Water District (AWD) and Lewiston Public Service Water Division (LPSWD).

The Basin is a natural watershed buffer between Lake Auburn and Little Wilson Pond (located in Turner). The wetlands act as a natural filtration system and aquatic life is abundant in the

² More information on the lakes role in terms of water supply can be found in the Public Services Chapter.

³ Only Tap Water Delivers: 2006 Water Quality Report. Auburn: Auburn Water District/Lewiston Water District, 2006.

waterbodies. The Basin is currently infested with the invasive plant variable milfoil and activities are underway to mitigate the impact. The majority of the land in this area is owned and maintained by the Lake Auburn Watershed Protection Commission (LAWPC).

Taylor Pond is a valuable resource as a wildlife habitat area, an important recreational resource, and a significant property tax base. Historically the pond was a popular summer recreation destination and there were numerous summer cottages along the shore. Over the last 20 years, these cottages have been converted to year-round residences. This transition has put pressure on the pond's water quality and its marine and shore habitats. To help control the impacts of such conversions, Auburn developed the Taylor Pond Ordinance. It provides standards for redevelopment and works to ensure that all year-round residences are connected to public sewer where feasible.

Taylor Pond has limited public access via a private campground/beach area. Boating, swimming, fishing, and other recreational activities are allowed throughout the pond.

Taylor Pond is designated as "at risk" by the Maine Department of Environmental Protection (DEP) due to oxygen- depletion. The pond supports a coldwater fishery for species such as brown trout, and is home to bass and perch⁴. Taylor Pond is an important resource in the life cycle of alewives. In the summer, mature alewives are transported to Taylor Pond to breed; in the fall, the young alewife spawn and migrate back to the Atlantic Ocean via the Androscoggin River.

Recently, the Northern Pike was illegally introduced into Taylor Pond. This invasive fish species may change the fauna composition over time. To date, no invasive plants have made their way into Taylor Pond.

The Androscoggin River begins at Umbagog Lake along the northwestern Maine/New Hampshire boarder and travels 178 miles to the mouth of Merrymeeting Bay. The river has historically been known as Maine's "industrial river" because of its swift flow⁵ and large volume⁶ which provide an excellent power source. The Androscoggin River has had significant pollution issues, such as phosphorous discharges related to paper mills. The City, in partnership with the state and surrounding towns, has focused significant attention on clean up over the last two decades. However, some areas such as Gulf Island Pond still do not meet state minimums for water quality. Issues of concern include algae blooms and low levels of dissolved oxygen (DO).⁷

⁴ Fish that do not rely on highly oxygenated water.

⁵ The average flow in Auburn is 6,174 cubic feet per second according to the 2005 USGS Water Data Reports for the United States. <<http://pubs.usgs.gov/wdr/2005/wdr-me-05-1/index.html>>

⁶ The river discharges on average 4.19 billion gallons a day at its mouth.
<<http://mainerivers.org/androscoggin.htm>>

⁷ Maine DEP "Androscoggin River and Gulf Island Pond Data Report Draft Nov 2004"

The Little Androscoggin River begins in South Paris and runs through Oxford and Auburn to the Androscoggin River. Teeming with aquatic life - including brook, brown, and rainbow trout - the river is a popular fishing destination.

The Royal River begins at Sabbath Day Lake in New Gloucester, winds 40 miles through 12 towns and eventually empties into Casco Bay in Yarmouth. A small portion of the river flows around the southwest corner of Auburn, meeting up with Moose Brook.

In addition to these major waterbodies, Auburn also has a myriad of brooks and streams. These waterways serve as outlets and inlets for Auburn's lakes and rivers and play an important role as wildlife and aquatic habitat and for recreational purposes. Most are stocked with fresh water fish including brook and brown trout.

WETLANDS

Wetlands provide crucial ecological functions for a community's ecosystem. They benefit the biological diversity of an area by providing aquatic and wildlife species with habitats and important travel corridors. Wetlands help to recharge and discharge ground water, prevent floods, maintain stream flow and water quality, and protect shorelands from erosion. In addition to these ecological functions, wetlands offer aesthetic and open-space value and provide for numerous recreational opportunities.

The Maine Natural Areas Program (MNAP) defines wetlands by their environmental benefit and the functions they serve. The functional value is based on sediment retention, floodflow alteration, finfish habitat, plant and animal habitat, and educational and cultural value. For each function a wetland provides, it receives one (1) point. The more benefit a wetland provides to the community, the more points it receives.

Auburn's highest rated wetland receives four out of five points and is located on the southeast side of Lake Auburn (Figure NR-3, following page). In addition to MNAP rating, non-forested wetlands of greater than 10 acres in size are protected under state and local wetlands ordinances. Specific conditions apply to alteration, mitigation, and development within these areas.

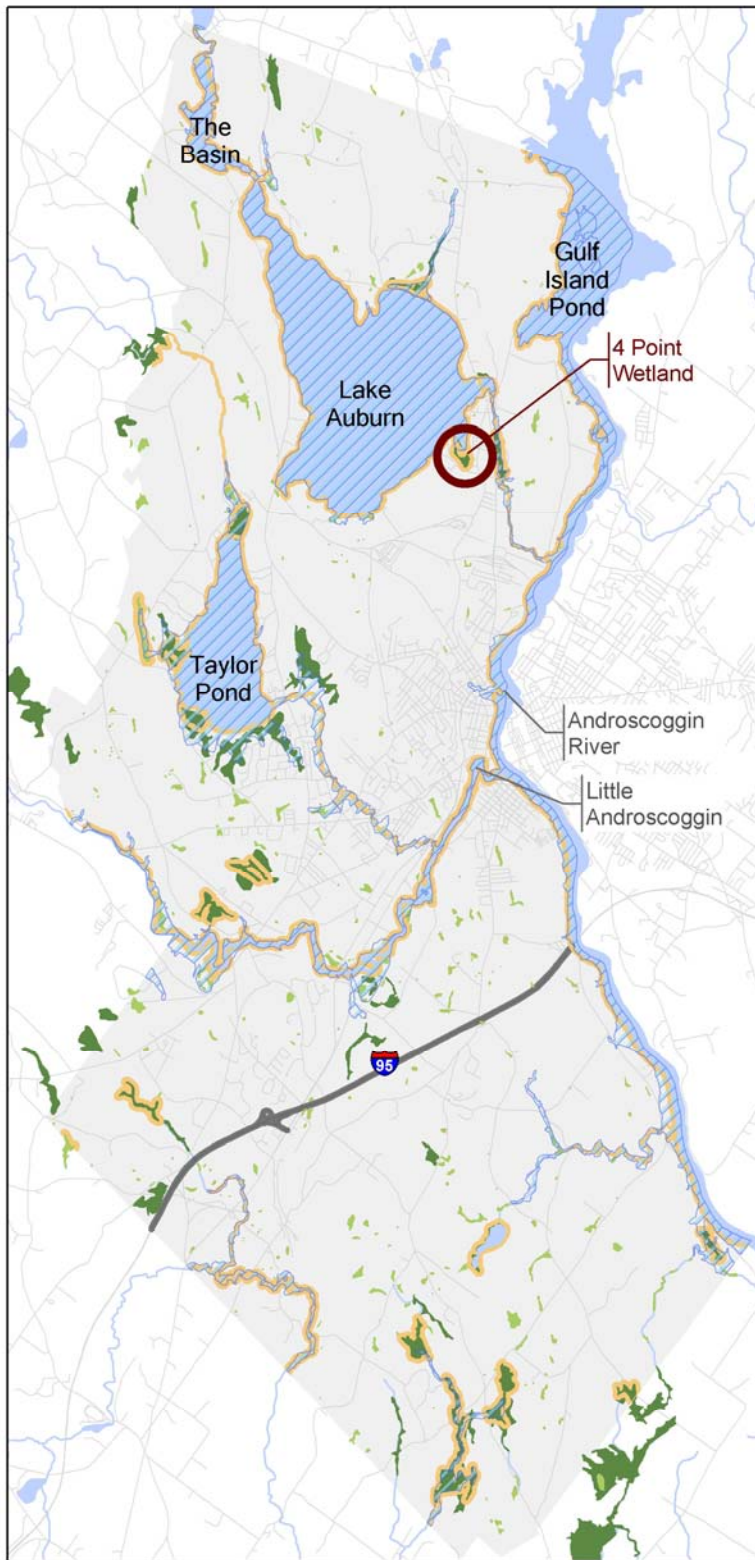


Figure NR-3
Wetlands & Floodplains

-  Wetlands
-  Wetlands over 10 acres
-  100-year Floodplain
-  Shoreland Zone



Vernal pools act much like wetlands, but are typically smaller, do not have permanent inlets, and do not fall under the general protection of MNAP. Vernal pools are created as winter runoff and spring rains collect in depressions in the landscape; often the water dries up by summer or fall. Vernal pools are seasonal habitats for many amphibians such as frogs and salamanders. They lack consistent water levels and do not provide for viable populations of predatory fish. Though vernal pools undoubtedly exist throughout Auburn, to date they have not been cataloged or mapped.

As of September 1, 2007, significant vernal pool habitats as defined by the Maine Department of Environmental Protection (MDEP) are protected under the Natural Resources Protection Act (NRPA) and any activity within 250-feet of the high water mark must obtain approval from the DEP, through a Permit by Rule or individual NRPA approval.

FLOODPLAINS

Floodplains are low-lying land areas adjacent to rivers, streams, lakes, and ponds that are periodically flooded. The floodplain has three parts: the stream channel, the floodway, and the floodway fringe. Stream channels carry the average high water flow; the floodway includes the area necessary to carry the floodwaters; and the fringe stores floodwaters.

The floodplains within Auburn exist primarily along the rivers and the major tributaries in and around Lake Auburn and Taylor Pond. Development is restricted in floodplains due to the cost and dangers associated with flooding and flood proofing. In general, floodplains contain sensitive vegetation and soils that are susceptible to pollution. Improper or high volume use of land within a floodplain increases the potential for property damage, downstream contamination, and flooding.

The City of Auburn has adopted the Federal Emergency Management Agency (FEMA) zones and flood management codes to assess and manage its floodplains. FEMA maintains detailed maps of all 100-year flood plains throughout the country. A 100-year floodplain is a designated area that has a 1% chance of being flooded in any given year. Any development within these areas requires a Flood Hazard Development Permit.

Water Quality

The Maine Department of Environmental Protection (MDEP) ranks water quality in four classes from highest quality to lowest: AA, A, B, and C. Class AA is the highest classification and applies to waters which are outstanding natural resources and should be preserved because of their ecological, social, scenic or recreational importance. Class A waters are protected from pollutants except where the discharged effluent is equal to or better than the existing water quality of the receiving waters. Class B waters are general purpose waters with

good water quality that allow well-treated discharges of amply diluted pollutants. Class C waters are managed at a minimum allowable rate to attain the fishing/swimming goals of the Clean Water Act and the structure and function of the biological community. This classification also allows for the well-treated discharges of pollutants, industrial process, and hydroelectric power generation.⁸

The sections of the Androscoggin and Little Androscoggin Rivers that run through Auburn are Class C. The City's other major streams, brooks, and ponds are Class B. Lake Auburn, the sole provider of public drinking water in the cities of Auburn and Lewiston, is currently a Class A waterway.

Two major types of pollutants affect water quality: point and non-point.

Point Pollutants can be traced to one location, or point, such as a factory or treatment plant. Since these pollutants come from a direct source, they are easy to identify and manage. Locations such as paper mills and other water-dependent factories north of the City produce point pollutants that are disposed of in the Androscoggin River.

Non-Point Pollutants cannot be traced to one source, and are often referred to as stormwater pollution. Stormwater can come from anywhere within the watershed and includes any water that does not soak into the ground during a storm but rather "runs off" to a given water body such as a river, lake or stream. Often, this water runs over and picks up a myriad of local pollutants, such as fertilizers, pesticides, manure, and petroleum products, which originated from places such as farm fields, driveways, roads, golf courses, and lawns. Additionally, disturbed and eroded soil is a source of phosphorus, which when carried into water bodies by stormwater promotes the growth of algae, a major cause of decreased surface water clarity and oxygen depletion.

The Auburn Water District maintains Lake Auburn and all publically utilized water in the City and provides detailed annual reports on water quality. In addition to this quasi-municipal corporation, there are a number of non-profit and state agencies working in Auburn to protect local and regional water quality. Organizations such as Lake Auburn Watershed Protection Commission (LAWPC), the Taylor Pond Association, the Lake Auburn Watershed Neighborhood Association (LAWNA), and the Androscoggin River Watershed Council help to monitor activities in and along Auburn's major waterbodies.

Local shoreland ordinances provide restrictions and guidelines for development in and around critically sensitive waterbodies. The following regulations are in place to help monitor and protect Auburn's waterways and water quality.

⁸ Maine Statue Title 38 MRSA section 465, subsection 4

The City's **Floodplain Overlay (FPO) Zoning District** incorporates the FEMA defined areas and includes a Flood Hazard Development Permit system and review procedure for development activities. Development Standards include ensuring that the lowest level is 1 foot above the 100-year flood elevation and that construction materials and building design can withstand flooding.

The **Taylor Pond Overlay (TPO) District** extends 250 feet from the high-water mark of Taylor Pond and protects the pond area from adverse affects associated with increased land use and development. Regulations within this district deal with the conversion of seasonal homes to full-time residences. Standards for conversion include accessibility to public sewer systems, compliance with existing codes, and meeting the setback requirements of underlying or shoreland overlay districts (whichever are greater).

The **Lake Auburn Watershed Overlay (LAO) District** includes all areas in which surface and subsurface waters ultimately flow or drain into Lake Auburn. City standards for development in this district regulate agricultural uses, erosion control, municipal and manure sludge disposal, private sewage disposal, and dimensional requirements.

The **Shoreland Overlay (SLO) District** standards are based on the State of Maine's Shoreland Zoning Act and regulate development in areas within 250 feet of the normal high water mark of a great pond. These areas are subject to shoreland performance standards as well as any underlying zoning provisions.

Lake Auburn Restriction Zone applies to the southern half of the lake. This area is restricted from general public access⁹ and is the site of the water supply intake systems.

Environmental Performance Standards (EPS) minimize the impact of new development on Auburn's environmental health and safety. Standards include protections against noise, vibration, odors, air pollution, and electrical disturbance of infrastructure based on location and perceived impact.

The **Phosphorus Control Ordinance (PCO)** protects against additional phosphorus discharge into to Taylor Pond and Lake Auburn by ensuring that large-scale developments within the watersheds do not increase the phosphorus load on these waterbodies. The ordinance requires that phosphorus issues related to disturbance of soil and the replacement of natural vegetation with impervious surfaces be handled on site.

⁹ In the past, snowmobile clubs have been allowed to traverse a small portion of the area to make a north/south route connection.

HABITAT AND RESOURCES

WILDLIFE HABITAT

Auburn's many waterways, wetlands, and undeveloped blocks of land provide important wildlife habitat for woodland animals, birds, aquatic animals, and select rare and endangered species (Figure NR-4, following page).

Deep snow and frigid temperatures can put stress on the deer population. *Deer wintering areas* provide critical protection for deer herds during Maine's winters. They are usually located in evergreen forests, whose canopies reduce wind velocity, maintain warmer than average temperatures, and reduce snow depth by retaining snowfall above the forest floor.

Deer wintering areas exist primarily around Taylor Pond and Lake Auburn and along the northwestern border of the City.¹⁰ In the southern portion of Auburn, wintering yards are found in the Danville, South Auburn, Rowe's Corner and Littlefield's Corner neighborhoods.

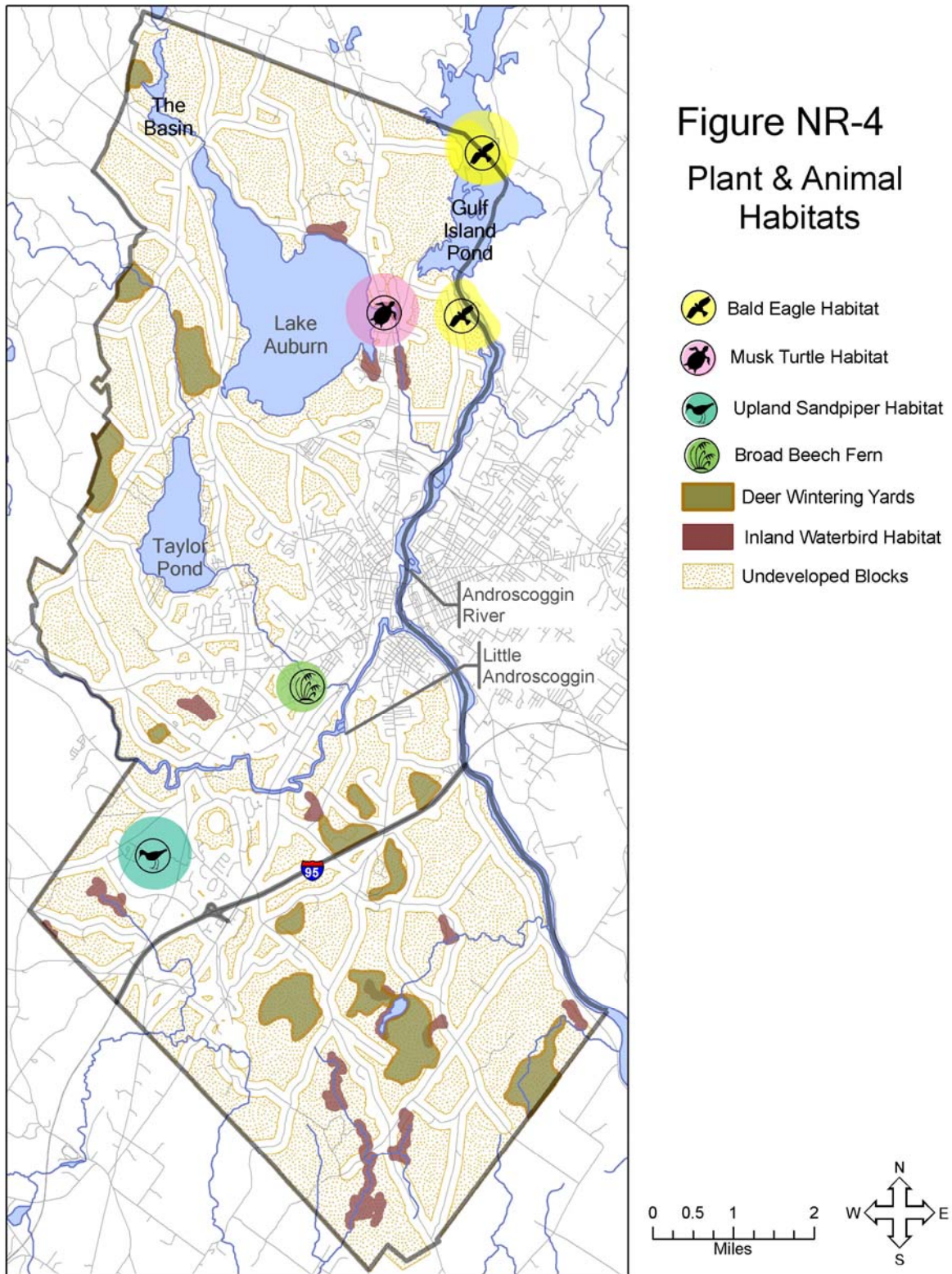
Though formally identified, there are no City measures in place to protect or preserve these areas.

Waterfowl and wading bird habitats provide breeding, migration, and wintering grounds for a number of bird species. As of 2006, State of Maine regulations require that municipalities designate all Maine Department of Inland Fish and Wildlife (MDIF&W) designated inland waterfowl and wading bird habitats as resource protection areas.

MDIF&W designated inland waterfowl and wading bird habitats can be found along the eastern edge of Lake Auburn and in the southern neighborhoods of South Auburn, Rowe's Corner, Littlefield's Corner, and Christian Hill (Figure NR-4, following page).

Rare and endangered species in Auburn include the bald eagle, upland sandpiper, and common musk turtle. These species have been identified as threatened or of special concern and rare based on their prevalence in Maine. Their habitats are listed as unique and critical natural resources by the State of Maine and are protected by various resource protection measures.

¹⁰ Figure NR-4 shows most of the deer wintering sites as recorded by the State Beginning with Habitat data. There may be additional local deer wintering sites not identified on this map.





Bald eagles are found along inland lakes and rivers, in areas that include large trees.

These birds often mate for life and return to the same nesting area every year. Two significant nesting areas exist along the northern edge of Auburn near the Androscoggin River.



Upland sandpipers are inland shoreland birds that live primarily in grasslands. These birds feed and nest on the ground.

The upland sandpiper habitat is located near the airport.¹¹

| Table NR-2 Unique and Critical Natural Resources | | |
|---|--------|-----------------|
| Species | Rarity | Status |
| Broad Beech Fern | S2 | Special Concern |
| Bald Eagle | S4 | Threatened |
| Upland Sandpiper | S3 | Threatened |
| Common Musk Turtle | S3 | Special Concern |
| Rarity: S2 – imperiled in Maine because of rarity or other factors that make it vulnerable to decline S3 – rare in Maine S4 – apparently secure in Maine Status: Threatened – rare and, with future decline, could become endangered or federally listed Special Concern – rare in Maine but not sufficiently rare to be considered endangered or threatened Source: Beginning with Habitat | | |



The common musk turtle, named after the musky smell it excretes, lives in flat aquatic environs around lakes, ponds, and streams. In Auburn, this turtle is found along the eastern shore of Lake Auburn.¹²



The broad beech fern is listed as a plant of special concern in Maine because it is found in only 26 towns in the state. It can be found in the Pride Hill neighborhood and thrives in sunny, moist, open wooded areas.¹³

UNFRAGMENTED BLOCKS

Unfragmented habitat blocks¹⁴ are important wildlife habitats, popular areas for outdoor recreational activities, and reflect the rural character of the community. The value of an unfragmented habitat block increases with the size: the larger the block, the greater the diversity of the animal and plant population that can be supported. A block of 250 acres or more has the potential to be used by most species in Auburn.

¹¹ Cornell Lab of Ornithology: All About Birds <www.birds.cornell.edu > Photo: © Brian E. Small

¹² Center for Reptile and Amphibian Conservation and Management < http://herpcenter.ipfw.edu > Photo: © J. White

¹³ Maine Department of Conservation Natural Areas Program: Broad Beech Fern Fact Sheet <www.mainenaturalareas.org> Photo: © Thomas G. Barnes <plants.usda.gov>

¹⁴ Unfragmented blocks are large, contiguous areas of natural woodland with little or no human disturbance essential for maintaining a diverse and healthy population of wildlife.

In isolation, the value of an unfragmented habitat block is limited. For a habitat block to function properly, it must be connected to other blocks. Wildlife travel corridors¹⁵ link individual habitat blocks and serve as an avenue of connectivity for animal movement.

Ensuring a well-connected wildlife habitat network helps protect the region's biodiversity and maintain rural community character. Development in rural areas fragments habitat blocks and reduces their value. Limiting development to the edges of these areas helps to ensure that animals in the interior are protected from development activities and maintains the environmental integrity of the habitats.

MNAP has identified the large unidentified blocks in Auburn; their locations can be used to help define significant tracks and wildlife corridors that traverse the City (Figure NR-4).

AGRICULTURAL, FOREST, AND CONSERVATION LAND

Agricultural, forest, and conservation areas are important to Auburn's history, culture, character, and quality of life. Naturally vegetated areas play an important role in filtering stormwater and help to protect large water bodies such as Lake Auburn and Taylor Pond.

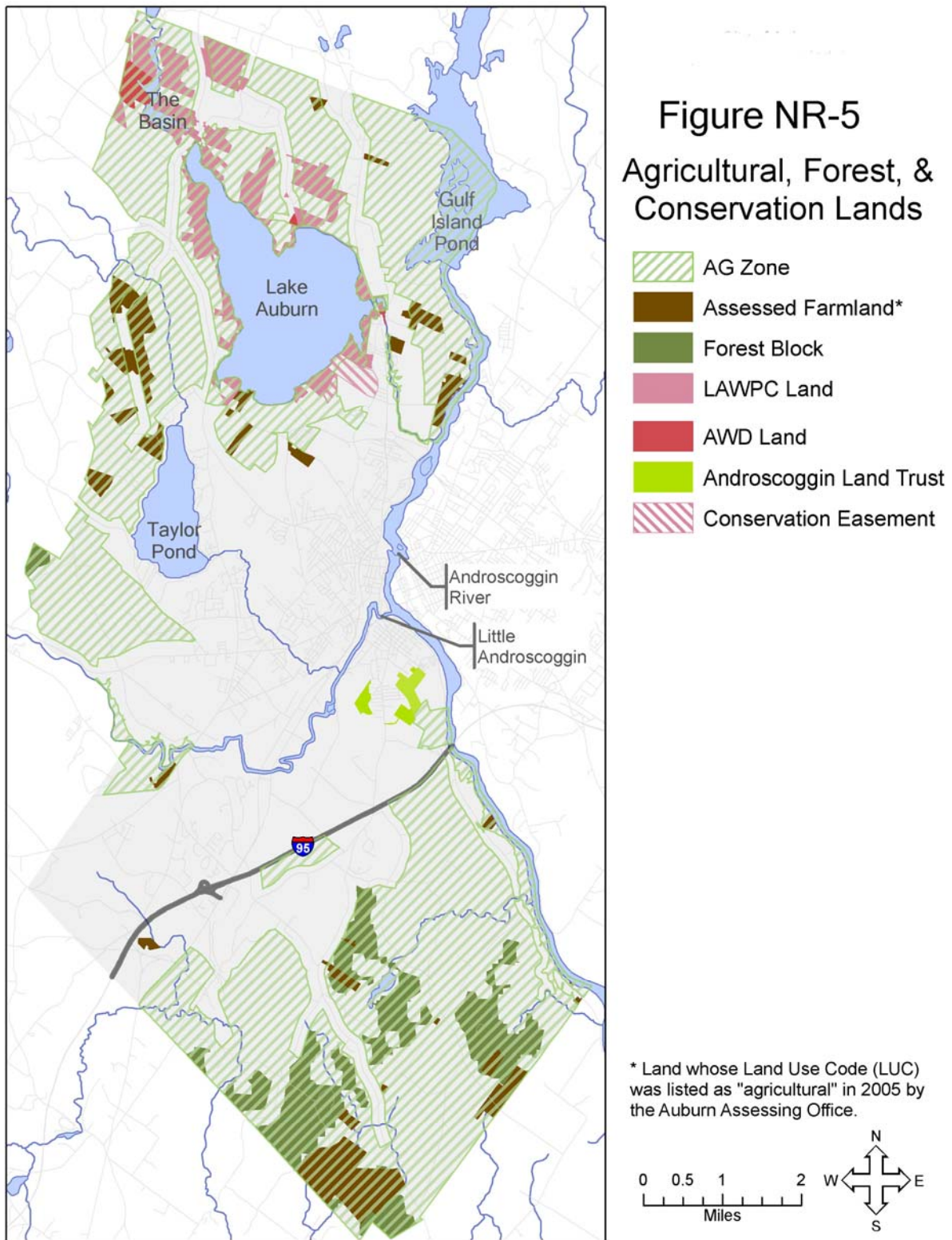
Agriculture: Auburn has a long tradition of farming. The community places high value on retaining the rural farm character of the northern and southern portions of the City. The Agriculture and Resource Protection (AG) Zoning District comprises over 45% of Auburn's land area and remains predominantly rural in character with large tracts of active agricultural, forest, and open space land dotted with single-family farm-related residences. According to 2005 assessing data, active agricultural land makes up 1,496 acres (4%) of the City's total land area (Figure NR-5, following page).

Between 2000 and 2005, roughly 350 acres (spread over 11 parcels) of crop and forested farmland were enrolled in the Maine Farm and Open Space Tax¹⁶ program. In 2006, the number of parcels participating in the program tripled and the total farmland acreage increased to 1,775 acres with a total valuation of over \$500,000 (by comparison, the 2005 valuation was under \$100,000).¹⁷

¹⁵ A wildlife corridor is a linear area that connects two or more blocks of wildlife habitat.

¹⁶ Title 36, M.R.S.A., Sections 1101 - 1121 as amended by PL 2004, c. 619. "The Farm and Open Space Tax Law provides for the valuation of land which has been classified as farmland or open space land based on its current use as farmland or open space, rather than its potential fair market value for more intensive uses other than agricultural or open space.

¹⁷ Maine Municipal Tax Valuations 2000-2007



Forestry (Silviculture). In addition to large tracts of undeveloped forestland (Figure NR-5, previous page), Auburn has a fair amount of parcels benefiting from Maine Tree Growth Tax Law¹⁸. This law provides landowners with a financial incentive to maintain forest land in actively-managed timber production. In this voluntary Maine Forestry Service Program (also known as Woods Wise), participants with 10 acres or more of forested land prepare a Woodland Management Plan and commit to long-term well-planned harvesting practices. In 2006, there were 33 parcels (2,070 acres) participating in this program in Auburn, an increase of 10 parcels and 543 acres from 2005.

Conservation. Various entities have purchased land in Auburn to protect natural resources and provide public access.

The Lake Auburn Watershed Protection Commission (LAWPC) has purchased more than 1,600 acres of land around Lake Auburn and The Basin in an effort to protect water quality. In addition, the Commission holds conservation easements on an additional 400 acres within the watershed. The Commission maintains a trail on the east side of the lake along the Whitman Spring Road. The Commission also maintains a number of scenic outlooks along Lake Shore Drive. LAWPC owns and maintains the Route 4 boat launch area. The Municipal Beach located at the outlet of Lake Auburn is on long-term lease from the Auburn Water District. The Commission has a long-term lease with the Auburn School Department for the environmental education program at the Auburn Land Lab.

The Androscoggin Land Trust (ALT) is a non-profit organization dedicated to protecting the central Androscoggin River Corridor through land conservation and stewardship. Land maintained and preserved by the trust includes the Alexander - Harkins Preserve (30 acres adjacent to the Sherwood School) and the Huston Farm Conservation Easements¹⁹ (a 50-acre field and 14 acres of woods for farmland preservation and neighborhood non-motorized usage).

¹⁸ Title 36, M.R.S.A., Section 571 - 584-A. PL 2003, c. 30 (amd). "The Maine Tree Growth Tax Law provides for the valuation of land that has been classified as forestland on the basis of productivity value, rather than on fair market value."

¹⁹ The land itself is privately owned, restrictions apply to access.

ISSUES

1. Are wetlands adequately protected in Auburn? If not, what should be done?
2. Should the City act to further protect open space?
3. There has been some concern over the current role of Agricultural Zone and how it can best be used to protect natural resources and prevent sprawl while still providing fair market value for landowners. What, if anything, should the Comprehensive Plan say about this zone?
4. Does the City need to consider increasing stormwater & non-point pollution regulations to better protect Auburn's water quality?
5. Some critical natural areas, such as those around Taylor Pond, face strong development pressures. Are additional measures needed to protect the shoreland, wildlife, and water quality?
6. Are adequate protection measures in place to protect the City's public drinking water source? Will new and emerging drinking water contaminants require updated watershed protection measures?

B. PUBLIC FACILITIES

Public Service Facilities are the systems and programs that run a city. They include the Emergency Services, Public Works, Municipal Services, Utilities, and School Facilities on which all residents and businesses rely. This chapter explores the current condition of these facilities, identifies pressures affecting their growth, and highlights some of the issues they may face in the future.

Built to meet the needs of a population larger than it is today, and with minimal population increases projected under current conditions, most of Auburn's public facilities will be adequate to meet City needs through the next ten years. However, there are specific facilities investments that will need to be made, such as the renovation/replacement of Edward Little High School.

EMERGENCY SERVICES

POLICE

The Auburn Police Department is charged with protecting life and property, maintaining the public order, and enforcing local, state and federal laws in a manner that fosters good relations between the department and the citizens of Auburn.

In 2007, there were 31,075 calls for police service in Auburn. This is a slight increase over calls in 2006 (28,484) and in 2004 (29,149). It was somewhat lower than the number of calls made a decade earlier in 1997 (31,203). The Police Chief reports that many of the calls in 2006 came from the newly developed mall area, including significant numbers of calls for shoplifting (as often as twice a day for some stores) as well as minor traffic accidents in store parking lots.

Though the number of calls has remained similar, Auburn's Crime Rate¹ has decreased significantly over the past several years. Auburn's 2006 Crime Rate was 34.96, a 27% decrease over the 2001 rate (Table PF-1, following page).

The police station is located at One Minot Avenue. It was built in 1976. The Police Chief reports that repair and maintenance issues, combined with the building's physical limitations, will likely make it inadequate for continued use as police headquarters within the next few years.

¹ A community's Crime Rate involves the number of Index Crimes per unit of population. Index Crimes include murder, non-negligent manslaughter, robbery, forcible rape, aggravated assault, burglary, larceny/theft, motor vehicle theft, and arson. They are tracked by the FBI through the Uniform Crime Reporting Program. The unit of measure in Maine is one per 1,000 persons.

| Table PF-1 Crime Index for Auburn 2001 -2006 | | | | | | |
|---|--------------|--------------|--------------|--------------|-------------|--------------|
| Index Crimes | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 |
| Homicide | 1 | 0 | 0 | 0 | 0 | 0 |
| Rape | 14 | 9 | 2 | 2 | 4 | 6 |
| Robbery | 10 | 8 | 9 | 4 | 6 | 7 |
| Aggravated Assault | 36 | 8 | 6 | 4 | 7 | 10 |
| Burglary | 203 | 121 | 105 | 102 | 103 | 142 |
| Theft | 806 | 677 | 628 | 559 | 685 | 632 |
| Motor Vehicle Theft | 51 | 26 | 36 | 31 | 35 | 29 |
| Arson | 8 | 10 | | 1 | 3 | 0 |
| Index Crime Total | 1,129 | 859 | 786 | 703 | 843 | 826 |
| Crime Rate | 48.21 | 36.46 | 33.67 | 29.89 | 35.7 | 34.96 |

Source: Auburn Police Department Annual Report 2006

| Table PF-2 Total Arrests in 2006 | |
|---|--------------|
| Adult | 1,156 |
| Juvenile | 188 |
| Total Arrests | 1,336 |

Source: Auburn Police Department 2006 Annual Report

| Table PF-3 Other Notable Incidents, 2006 | |
|---|---------------|
| OUI Arrests | 165 |
| Traffic Incidents | 1,694 |
| Domestic Disputes | 444 |
| Suspicious Incidents | 1,922 |
| Alarm Calls | 435 |
| Disturbance Calls | 877 |
| Drug Investigations | 88 |
| Total Calls for Service | 28,484 |

Source: Auburn Police Department 2006 Annual Report

Auburn's Police Department is currently able to provide a 4 minute response time everywhere the City. However, the large geographic area can be a challenge, particularly as more development occurs outside of the traditional City core.

The Auburn Police Department has a full time staff of 61, including 54 officers and 7 civilian support staff members. In addition to the paid staff, there are five volunteers in the Volunteers in Police Service program. The department anticipates that additional officers will be needed in the upcoming years. It is currently considering the development of a Community Resource Officer Program to handle routine tasks such as delivering subpoenas and answering non-emergency calls.

The Auburn Police Department has four divisions: Administrative, Criminal Investigation, Patrol, and Support Services. Specialty units include a traffic enforcement team and officers assigned to the Maine Drug Enforcement Agency, the Central Maine Violent Crimes Task Force, and the Computer Crimes Task Force. There are also mountain bike units, motorcycle units, a dive team, a county haz-mat team, and two K-9 officers. In addition, officers are assigned to oversee Auburn schools. The Auburn Police Department also has several special police programs including a Sex Offender Registry Program, Domestic Violence Safety Team, and a Youth Court Program.

The 2006 study by the Lewiston Auburn Commission on Joint Services recommended consolidating Auburn and Lewiston police departments into one department. According to the study, Auburn and Lewiston police departments have collaborated in a number of ways over the past ten years. The departments have a mutual aid agreement and work together in investigating, testing personnel, and joint purchasing of cruisers. They, along with the Androscoggin County Sheriff, have common databases and compatible communications systems. In addition, Auburn, Lewiston, Lisbon and the County Sheriff successfully share an alcohol investigator. Auburn and Lewiston departments are both nationally accredited and have similar policies and procedures, which should help with future cooperative endeavors.

FIRE AND RESCUE

The Auburn Fire Department protects and saves lives and property from fire and provides Emergency Medical Services (EMS).

The nature of fire department services is changing. Calls for Emergency Medical Services (EMS) are increasing while calls for fire suppression are decreasing. Between 1997 and 2004, the Auburn fire department experienced a 53% increase in the calls for service, from 3,180 to 4,859. Most of this increase was in calls for EMS. In 2004 EMS accounted for almost 70% of the calls. This is due in part to Auburn's aging population and the closure in the last few years of several mental health agencies. Education efforts aimed at increasing the public's awareness about the importance of calling 911 in an emergency have also contributed to the increase.

Auburn has experienced an increase in the number of calls for fires over this same time period, from 88 calls in 1997 to 156 calls in 2004. Each year the number of calls for fires represented only 3% of the total calls for service.

About ten years ago, the Auburn Fire Department began sending engine companies to calls with trained EMS personnel in addition to the rescue personnel. This gave the department a better medical response time and spread the work load among the entire department.

The City of Auburn is divided into three fire districts each served by a fully staffed station. The Central Fire Station is located on Minot Avenue; substations are located on Center Street and in New Auburn.

Most of downtown Auburn is within a 4 minute fire service response time. Response time in outer areas is slightly longer (Figure PF-1, on the following page). Longer response times increase insurance rates for residential and commercial developments.

According to the department, Auburn's Central and New Auburn Fire Stations are inadequate to meet current need. The Central Fire Station is too small and has significant structural

deficiencies. The New Auburn station is only holds one truck, does not provide room enough for the officers, and cannot house the ladder truck necessary to serve nearby three and four story multi-family housing units.

In addition, the expected expansion of airport services and anticipated residential development outside the urban core will increase demand for fire and rescue services in areas difficult to serve from existing facilities.

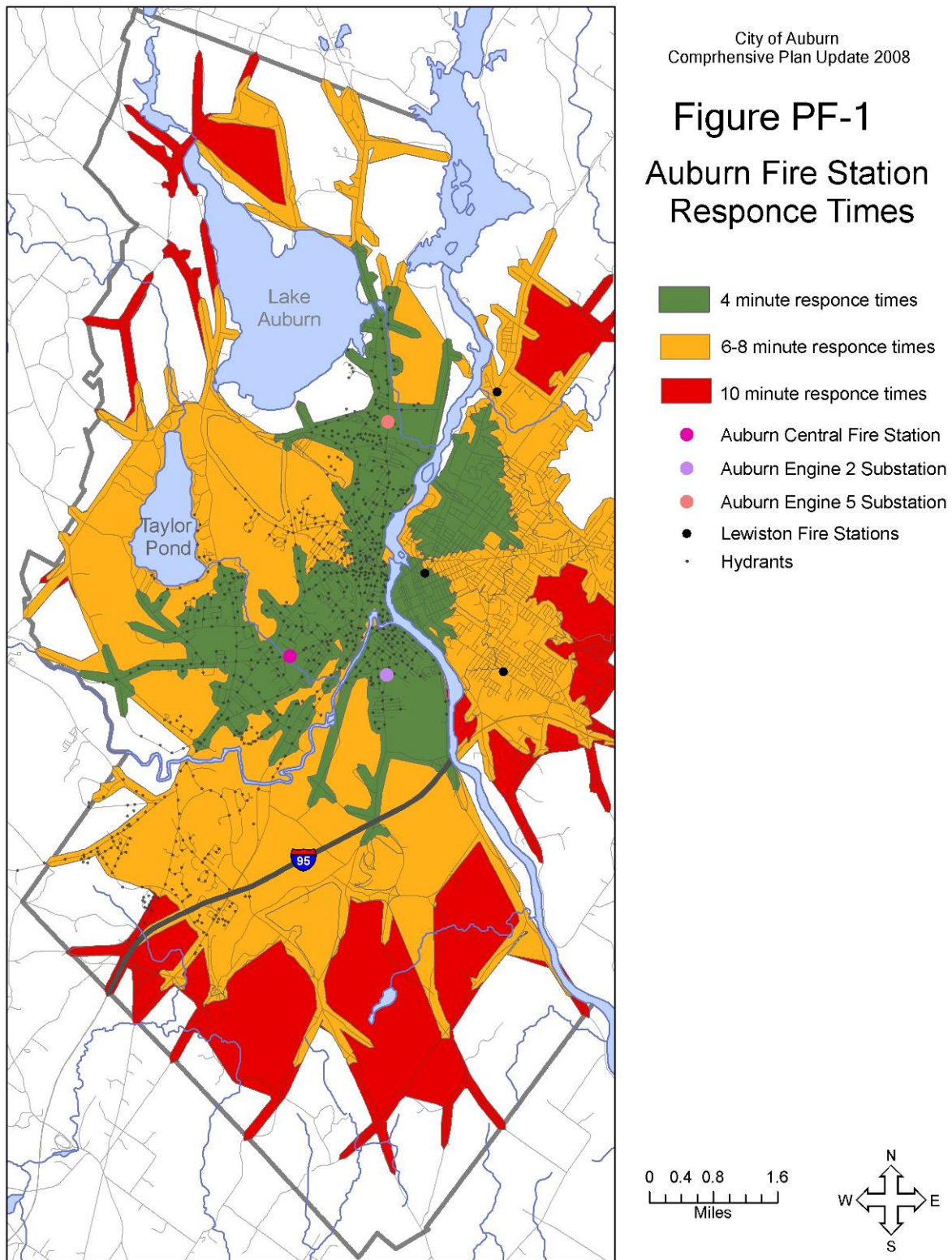
Currently, only about 20% of Auburn is served by water hydrants (Figure PF-1, on the following page). Hydrant service is provided primarily in Auburn's most densely populated areas. Extending hydrant service would have to be coordinated with sewer and water infrastructure. In areas without hydrants, tanker trucks allow firefighters to transport large volumes of water to a fire. The Auburn Fire Department does not own a tanker truck but has mutual aid agreements with surrounding communities that do.

The Auburn Fire Department runs four jointly staffed programs:

Administration manages of all department operations, safety and training programs, and maintains all three stations and department apparatus, equipment, and tools. This division consists of the Fire Chief, the Assistant Chief, and an Administrative Assistant.

Emergency Medical Service (EMS) provides emergency medical, pre-hospital care, and rescue services along with emergency medical transport when an ambulance is unavailable or response would take too long. EMS consists of 51 firefighters who are trained as Emergency Medical Technicians and Paramedics.

Fire Prevention/Investigation is responsible for fire investigation, enforcement of all fire codes and ordinances, pre-construction plan review, issuance of permits, property inspection, and evaluations of built-in fire protection. Other responsibilities include oversight of above and below ground tank installations and removals; chimney, central heating, wood stove and fireplace inspections; and carbon monoxide monitoring. The program sponsors the "Juvenile Fire Setter" and "Learn Not To Burn" programs. Fire Prevention/Investigation consists of the Fire Prevention Officer and one part-time secretary.



Fire Suppression/Hazardous Materials protects lives and property from fire and other emergencies such as explosions, hazardous material incidents, electrical problems, water removal, and bomb threats. It provides EMS and First Responder medical care. The program is responsible for providing essential, non-emergency functions such as the maintenance of stations, vehicles, tools and equipment. It conducts fire prevention and safety inspections, assists with public fire education, and trains on a regular schedule. Fire Suppression/Hazardous Materials consists of 4 Platoon Chiefs and 48 firefighters (13 firefighters per platoon).

The 2006 study by the Lewiston Auburn Commission on joint services recommended that the Auburn and Lewiston fire departments continue to look for ways to work more collaboratively to achieve a higher quality of service in the face of ever-increasing demand. The two departments currently have a mutual aid agreement, and have jointly purchased equipment such as a hazardous materials truck.

EMERGENCY COMMUNICATION

All public safety communication services for Auburn and Lewiston are provided by the Lewiston-Auburn 911 Emergency Communication System. The Communications Center is located in Auburn's Central Fire Station building. In 2002, the Communications Center logged 104,728 computer entries: 91,131 were police incidents and 13,597 were fire. These calls included vehicle stops, burning permits, administrative accountability and calls for police, fire and medical emergency services.

The Communications Center employs 25 people and scheduling is organized by call volume. Request for assistance are logged into a CAD (Computer Aided Dispatch) system and dispatchers (Public Safety Telecommunicators) dispatch agencies to the scene based on CAD information and agency Standard Operating Procedures.

Auburn and Lewiston Fire Departments have partnered to provide emergency dispatch services since the incorporation of the Lewiston-Auburn 911 Committee in 1978. After the construction of the new Lewiston-Auburn 911 Emergency Communications Center in 1994, police dispatch was included as well. Full consolidation of the twin cities' public safety communications services was complete in 1996. Today, Lewiston-Auburn 911 Emergency Communication System is an independent entity funded equally by Auburn and Lewiston.

Lewiston-Auburn 911 is a Public Safety Answering Point (PSAP) recently designated by the State of Maine for Enhanced 9-1-1 services. Current State mandates are looking to consolidate PSAPs into 16-24 regional centers. Following a 2006 feasibility study, Lewiston-Auburn 911 is working with local and county agencies to help facilitate the consolidation of services in Androscoggin County.

MEDICAL FACILITIES

As a regional service center, Auburn has numerous medical, dental, and mental health related clinics. Although the two regional hospitals are located in Lewiston (Central Maine Medical Center and St Mary's Regional Medical Center), many of their outpatient clinics and specialist, including four family health practices, are located in Auburn. In addition, Auburn has several private and public assisted care and nursing facilities to meet the needs of aging residents.

The *Auburn General Assistance Department* administers a General Assistance program for the immediate aid of persons living in Auburn who are unable to provide for the basic necessities for themselves and their immediate families. This includes providing help in attaining non-elective medical services recommended by a physician, nonprescription drugs, and medically-related telephone access.

PUBLIC WORKS

Auburn's Public Works Department is responsible for the safe movement of vehicular and pedestrian traffic, maintenance and repair of city streets, and protection of the health of Auburn citizens and the environment through the collection and disposal of solid waste and recyclables.

Auburn Public Works is located at the Gracelawn garage complex. The main building includes offices, equipment storage area and stock room, locker room and showers, separate shops for welding, washing, carpentry, and sign repair, and a seven-bay vehicle repair area. Separate buildings provide dry storage for salt, supplies, and seasonal equipment.

The department's responsibilities are carried out by 62 personnel in five program areas: Administration, Highway Maintenance, Traffic Safety, Fleet Services, and Solid Waste/Recycling.

The 2006 study by the Lewiston Auburn Commission on Joint Services recommended expanding the use of joint bidding and contracting by the Auburn and Lewiston public works departments. The 2006 study also recommended increased equipment sharing and purchasing, joint training, and maintenance. It recommended combined operations as a mid-term goal and the eventual establishment of a joint public works operation as the long-term goal.

ROAD MAINTENANCE

Auburn is a geographically large municipality (66.83 square miles) and has more than 500 streets and roads: 223 centerline miles² of roadway and 56 miles of sidewalks. Auburn has more feet of road per resident (51) than Lewiston (27) or Portland (19).

There are significant pressures on Auburn's existing road maintenance system.

- 1) Auburn is a service center, and as such bears the burden of maintaining roads that are used by a regional population traveling in and out of the City for work, shopping and entertainment.
- 2) Auburn has accepted a number of private roads for public service and maintenance. These are roads that were agreed to be privately maintained at the time of development approval, but which are now being accepted as public at the request of the abutting property owners.
- 3) As development moves out of Auburn's traditional urban core, new roads are being built, and roads that used to see little traffic are seeing more. Auburn's public works facility is located north of the City's downtown and increased growth and development in the south area of the City may necessitate building a new staging area there for crews and equipment.

Auburn transportation network is maintained through the following Public Works programs:

Highway Maintenance includes those tasks undertaken by the Public Works Department for the care and upkeep of the highway infrastructure, such as:

- summer and winter road maintenance
- street paving preparation
- winter sand removal
- storm water system maintenance
- sidewalk maintenance
- tree pruning and removal
- hazardous materials response (with other departments and the state) and
- support services to other departments (for example, snow removal at schools).

The winter maintenance program consumes nearly half of the highway maintenance budget and requires the services of all personnel.

Recent increases in prices for fuel and salt have left the Auburn's public works budget extremely tight. To some extent, the department has been able to mitigate these increases through improved technology. The automatic dispersion of salt from trucks, for example, has eliminated over-salting.

² Centerline miles are the actual length of roadway in one direction of travel.

Traffic Safety is responsible for traffic line markings, crosswalks, turning arrows, and urban parking stalls. The program fabricates and installs traffic signs, including street name signs, regulatory signs, advisory signs, and construction signage. Traffic Safety provides traffic control at various festivals and parades and at emergencies such as accidents, fires, or damaged roadways.

Fleet Services stores, inspects, maintains, and repairs the public works fleet. The fleet consists of 64 pieces of heavy rolling stock and more than two-dozen other various pieces of specialty equipment and numerous tools. Garage personnel include mechanics, welders, a custodian, and a carpenter. They perform most vehicle and equipment repair functions except heavy machine shop work.

The average age of the pieces of rolling stock is about 10 years old, and many pieces are beyond their effective life. This escalates repair costs and reduces equipment availability due to repair time.

SOLID WASTE/RECYCLING SERVICES

Solid Waste/Recycling is responsible for the collection and disposal of Auburn’s solid waste and recycling material. Its primary programs include:

Residential, industrial, commercial and business waste disposal - approximately 7,000 tons of solid waste is generated weekly by Auburn residents.

Bagged leaf curbside collection - more than half of the leaves collected (84 to 120 tons) are directed to the Lewiston-Auburn Water Pollution Control Authority (LAWPCA) sludge composting plant for use as a bulking agent.

Christmas tree collection - 4,000 to 5,000 Christmas trees are picked up annually. They are stockpiled, chipped, and stored for future use in stabilizing roadside embankments or for use by the Parks Department to control weed growth.

Materials recovery and recycling - 4,686 tons of waste recycled in 2006.

Auburn’s recycling rate is lower than that of other service centers (Table PF-4). The types of materials currently being collected are: clear glass, tin cans, newsprint, corrugated, HDPE (No. 2) plastic, dry cell batteries, phone books, glossy magazine stock, and “mixed paper”). Auburn’s

| Table PF-4: 2006 State Adjusted Recycling Rates | |
|---|-----------------|
| Municipality | Recycling Rate* |
| Auburn | 23.83 |
| Bangor | 31.43 |
| Lewiston | 27.05 |
| Portland | 45.03 |
| Source: Maine State Planning Office | |
| *Recycled tons per total waste tons; includes returned bottle and compost credits | |

recycling rate is expected to increase as more items are added and as more people become aware of the program.

The department accepts used motor oil and antifreeze at the Highway Garage. It also recycles old asphalt pavement, concrete, and gravel into Recycled Asphalt Pavement utilized by the highway division as an alternative to purchased gravel. Other Solid Waste programs include E-waste Collection, Universal Waste Collection, and annual Regional Household Hazardous Waste Collection and Spring Cleanup. The Spring Cleanup Program generates nearly 1,300 truckloads of material annually. In 2007, the Auburn and Lewiston Public Works Departments successfully applied for a State of Maine recycling grant. As a result both programs will be expanded.

Auburn has joined with Lewiston in contracting with a private company to collect residential solid waste and recyclable materials. Most of the solid waste is taken to Mid-Maine Waste Action Corporation (MMWAC)³ in Auburn, where it is incinerated. After being burned, the ash is brought to the facility's landfill in Lewiston. The ash requires significantly less space than the original waste would have used.

PUBLIC WATER

The Auburn Water District provides the City's public water. The Water District was organized under a Charter granted by the Maine Legislature in 1923. Its fiscal and operational decisions are made by a seven-member Board of Trustees appointed by the Mayor of the City of Auburn and the Auburn City Council.

In 2007, the Water District served 6,306 metered customers: 88% residential, 10% commercial, 1% governmental, and 1% industrial. This includes customers in Auburn and Lewiston as well as a few sites in Poland.

Public drinking water comes from Lake Auburn, a 2260-acre reservoir on the outskirts of the City. The lake's exceptional water quality minimizes the amount of treatment that is required. Lake Auburn is one of just 11 surface water sources in Maine not required to be filtered.

Auburn Water District shares a common intake and water treatment chemical facility with the City of Lewiston Water Division. The two water systems share a joint water quality team and Supervisory Control and Data Acquisition (SCADA) Technician who monitor the quality of water in Lake Auburn as well as the treated water supplies. Water is treated through a several step process which includes disinfection and fluorination.

³ Mid-Maine Waste Action Corporation is a joint venture of the City of Auburn and eleven other Maine municipalities. The Corporation was formed in March 1986 for the purpose of razing the old Auburn Energy Recovery Facility and constructing a regional waste to energy facility.

Treated water is pumped through a distribution system consisting of approximately 135 miles of water main and 556 fire hydrants. Three storage reservoirs and a standpipe provide for a combined storage volume of 7.4 million gallons and allow the system to meet peak system demands while providing a reserve for fire demands or emergencies. In 2006, the Water District treated and delivered 1.02 billion gallons of water, an average of 2.8 million gallons per day (mgd).

The Water District anticipates that Auburn's water infrastructure will be adequate to meet future demand. Currently the Safe Yield⁴ for Lake Auburn is 16 mgd. Between 1999 and 2004, combined Auburn and Lewiston water production decreased from 8.4 mgd to 7.4 mgd. In 2006, the combined use was about 7 mgd. The decrease in consumption was due in part to the loss of industry (primarily in Lewiston).

Expansion of the water system is feasible. Current growth areas include the Auburn Mall Area and the Industrial Park along Kittyhawk. In both areas the basic infrastructure is in place for expansion. Due to Public Utilities Commission regulations, new customers will have to pay for any water line extensions, as those costs cannot be absorbed by existing customers.

Maintaining Lake Auburn's water quality is critical. The Lake Auburn Watershed Protection Commission (LAWPC) was formed in mutual agreement with Auburn Water District and the City of Lewiston Water Division to protect the water quality of Lake Auburn. The Commission is an independent, eight member board appointed by the Auburn Water District, the City of Lewiston City Council, the Town of Turner, and the Androscoggin Valley Council of Governments. The towns of Hebron, Minot, and Buckfield have a shared appointment to the Commission but have chosen not to be represented at this time. The Auburn Water District and the Lewiston Water Division provide professional staff to the LAWPC Board. The Commission owns and maintains approximately 1600 acres in the 12,090 acre watershed of Lake Auburn (see Natural Resources Chapter).

PUBLIC WASTEWATER

The Auburn Sewerage District is a quasi-municipal utility that provides sewer collection services to more than 5,660 residential, commercial, and industrial customers, including the Poland Spring bottling plant. It was formally organized by a Maine Legislative Charter in 1919. The District's fiscal and operational decisions are made by a seven-member Board of Trustees appointed by the Mayor and City Council.

The Auburn Sewerage District does not provide any treatment of the sanitary waste. All waste is conveyed to the Lewiston-Auburn Water Pollution Control Authority (LAWPCA) located in

⁴ Safe Yield refers the maximum amount of water that can be pumped from that equals the amount of water that can be recharge.

Lewiston. LAWPCA is the licensed authority that treats all public sanitary waste generated in Lewiston and Auburn.

To collect, handle and transport the sewerage waste generated within the City of Auburn, the Sewer District operates and maintains 23 wastewater pump stations, over 2,000 manholes, and 135 miles of pipe.

Auburn's wastewater infrastructure will be adequate to meet anticipated future demand due in large part to the reduction of Combined Sewer Overflows (CSO).

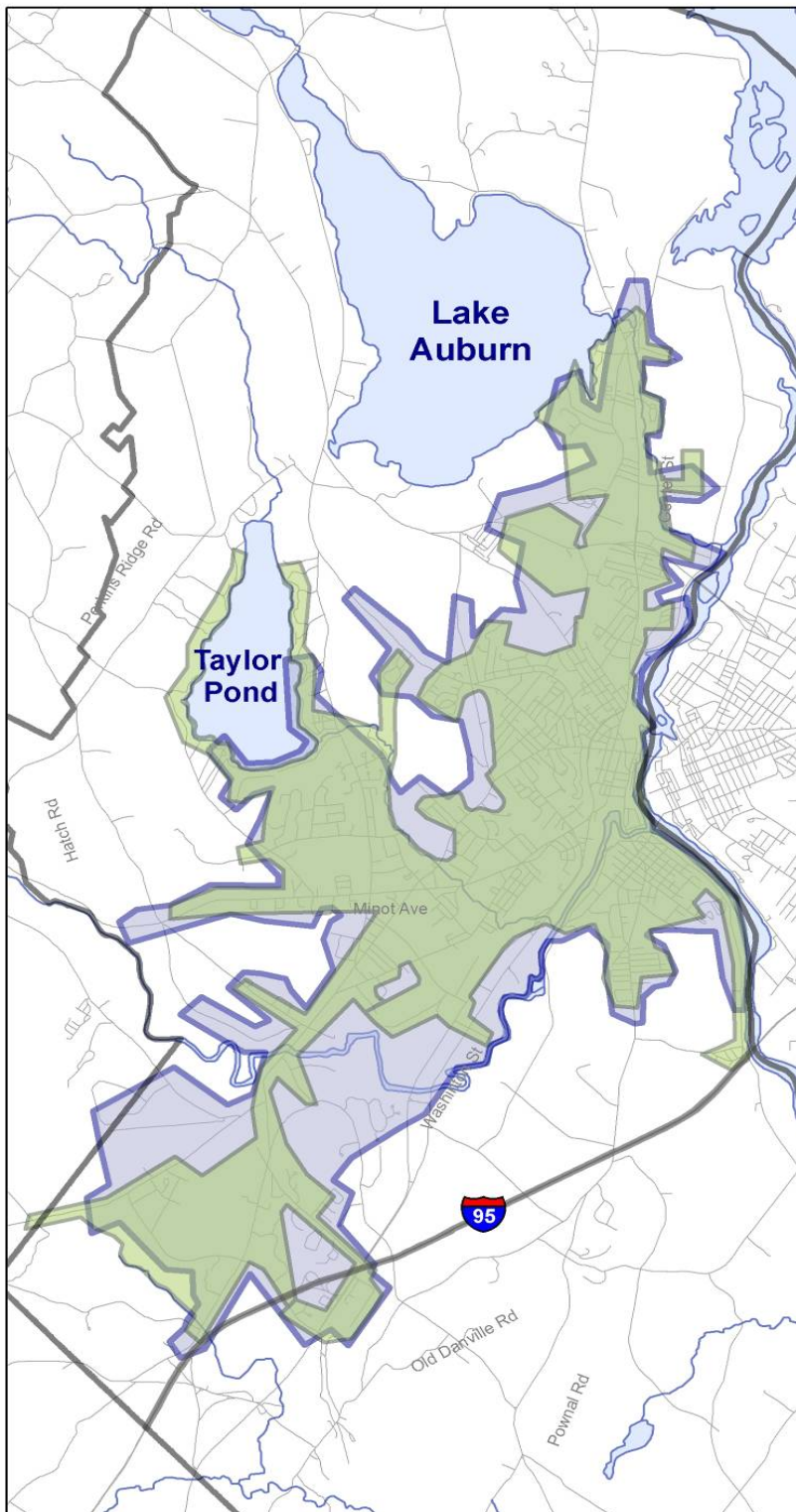
The LAWPCA's CSO Plan works to separate the storm water from the sewer water system allowing for greater capacity dedicated to sanitary sewer flow. The project, in the middle of its planned fifteen year term, is on schedule, and moving forward (see Table PF-5).

Table PF-5: Auburn Combined Sewer Overflow Separation Summary

| | |
|--|--------------|
| # of CSO Points 2000 | 11 |
| # of CSO Points 2007 | 4 |
| % Reduction in # of CSO Points | 64% |
| % CSO to Total Sewer 2000 | 25% |
| % CSO to Total Sewer 2007 | 6% |
| % Reduction in CSO to Sewer Total | 75% |
| Estimated Total Cost of Program | \$19,200,000 |
| Expenses to Date | \$13,128,383 |
| Completion to Date by Cost | 68% |
| Remaining Cost to Completion | \$6,071,617 |
| Source: Auburn Sewerage District Annual CSO Progress Report for 2007 | |



The City's Plumbing, Sanitation, and Code Enforcement Divisions monitor residences that rely on private septic systems for sewage disposal. The City's Community Development Department helps qualified low-income households maintain and replace septic systems with CDBG funding.

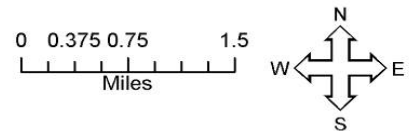
City zoning regulations require certain projects to be connected to or within proximity of public sewer systems. Residential development under 20,000 square feet and all Planned Unit Developments must be connected to public sewer systems. All Mobile Home Parks must be within 1500 feet of a sewer line. Public sewer is required for any new or seasonal conversion project within the Taylor Pond Overlay (TPO). Developments in the Floodplain Districts and in the Lake Auburn Overlay (LAO) District must provide information on the type and location of any private septic system.



City of Auburn
Comprehensive Plan Update 2008

Figure PF-2
Public Water & Sewer Coverage

-  Public Water Service Area
-  Public Sewer Service Area



SCHOOL FACILITIES

In 2007, the Auburn School Department served approximately 3,497 students in grades K-12 as well as 75 GED/High school diploma students.

The department currently maintains 16 facilities, including 6 neighborhood elementary schools, 2 middle schools, and 2 high schools.

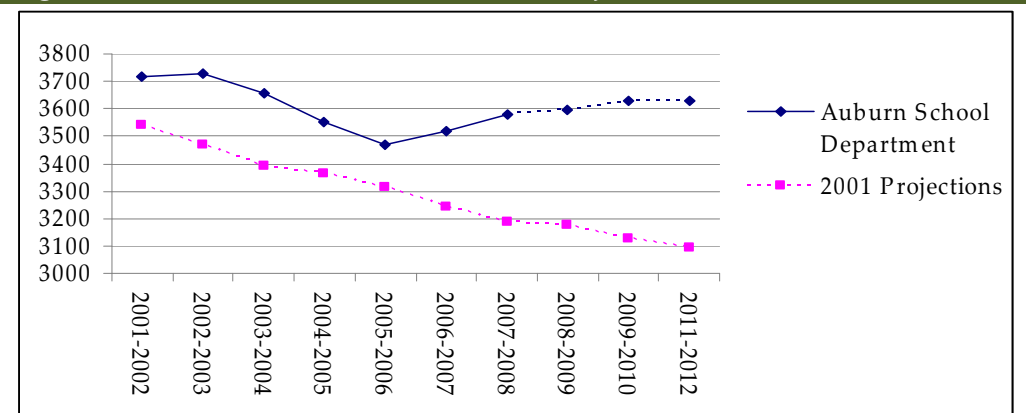
STUDENT ENROLLMENT

Over the past two decades, enrollment in Auburn schools has declined 24% from 4,707 in 1983 to 3,554 students in 2005. Auburn resident students made up the majority of students lost: resident enrollment declined from 4,311 to 3,467 students, a 20% decrease.

Enrollment projections completed in 2001 suggest that enrollment in Auburn schools will continue to decrease at all grade levels through 2011. However, Auburn school enrollment data from 2001-2007 shows a) that enrollment numbers during that time were higher than projected; and b) student numbers actually increased slightly in 2006-2007 and 2007-2008 (Figure PF-3). Part of the reason for the unexpected increase is that the projections did not include Pre-K (pre-kindergarten) students. The Pre-K program began in 2006, adding 35 new students.

Current Auburn School Department projections, in contrast to those made in 2001, predict an overall increase in the number of students in Auburn schools (Figure PF-3).

Figure PF-3: Auburn School Enrollment Projections



Source: Auburn School Department

AUBURN SCHOOL FACILITIES

The Auburn School Department recently completed a Master Facilities Planning process. Table PF-6 outlines the Master Facilities Plan Committee's summary of the age, capacity and current use of Auburn schools.

The Committee has made a series of recommendations for the City to consider. It recommends reducing the number of school facilities from sixteen to ten. The highest priority in terms of renovation/replacement is the Edward Little High School. The Committee proposes that Mt Auburn, Webster, CP Wright, Lake St, Chamberlin, and Merrill Hill facilities be decommissioned. In addition, it proposes consolidating Franklin, Merrill Hill, Share Center, and Adult Education in the Walton School and housing RETC/SOS and Land Lab in the East Auburn School. Other recommendations include shifting Auburn Middle School from 7-8 to a grade 6-8 program.

The School Committee has adopted the master plan recommendations regarding the renovation/replacement of the Edward Little High School; all other proposals are still under discussion.

Table PF-6 Auburn School Department Facilities

| School | Year Built | Last Renovated | Size (SF) | Capacity* | Use | Students |
|---|------------|----------------|-----------|-----------|--------|----------|
| East Auburn Community | 1928 | 2000 | 19,000 | 140 | K-6 | 136 |
| Fairview Elementary | 1956 | 1998 | 77,200 | 600 | PreK-6 | 492 |
| Park Avenue Elementary | 2006 | | 47,000 | 320 | K-6 | 336 |
| Sherwood Heights Elem. | 1968 | 1998 | 77,250 | 520 | PreK-6 | 399 |
| Walton Elementary | 1934 | 1967 | 47,000 | 250 | K-6 | 199 |
| Washburn Elementary | 1950 | 2001 | 36,160 | 200 | K-6 | 24 |
| Auburn Middle | 1980 | | 85,400 | 520 | 7-8 | 526 |
| Edward Little High | 1960 | 1998 | 164,180 | 1,320 | 9-12 | 1,162 |
| Merrill Hill Alternative | 1889 | | 9,660 | 80 | 7-10 | |
| Franklin Alternative | 1914 | | 15,570 | 160 | 9-12 | |
| RETC/SOS | 1985 | | 8,610 | 80 | 4-12 | |
| Land Lab | 1950 | | 6,140 | 80 | | |
| Source: 2005 Auburn School Facilities Master Plan Data Appendix; 2006 Maine State Attending Enrollment Data | | | | | | |
| * Capacity is based on per student square footage requirements. | | | | | | |

AUBURN ELEMENTARY SCHOOLS

East Auburn Community School (Grades K-6) is located on 24.78 acres at 15 Andrew Drive. Built in 1928, the building was last renovated in 2000. In 2006, East Auburn Community School had 136 students.

Fairview Elementary School (Grades PreK-6) is located on 10.02 acres at 397 Minot Avenue and had 492 students in 2006. Built in 1951-56, Fairview Elementary School was last renovated in 1998.

Park Avenue Elementary School (Grades K-6) is located at 161 Park Avenue. It is the City's newest school, and opened on August 30, 2006, replacing the Lake Street School. Park Avenue had 336 students enrolled in 2006.

Sherwood Heights Elementary School (Grades PreK-6) is located on 56.21 acres at 32 Sherwood Drive and had 399 students in 2006. Built in 1968, the school was renovated in 1998.

Walton Elementary School (Grades K-6) is located on 11.3 acres at 92 Mary Carroll Street. Built in 1934, with an addition in 1967, the Walton School had 199 students in 2006.

Washburn Elementary School (Grades K-6) is located on 6.4 acres at 35 Lake Auburn Avenue. Washburn Elementary School was built in 1950, and was last renovated in 2001. In 2006, the school had 247 students.

AUBURN MIDDLE SCHOOLS

Auburn Middle School (Grades 7-8) is located on 26.23 acres at 38 Falcon Drive; in 2006, enrollment was 526 students. Built in 1980, the building is in good condition.

Merrill Hill Alternative (Grades 7-10) is located on 1.05 acres at 16 Western Avenue. The school was built in 1889. Merrill Hill is an alternative learning center, and there were 28 students enrolled in 2005.

AUBURN HIGH SCHOOLS

Edward Little High School (Grades 9-12) is located on 56.23 acres at 77 Harris Street. 1,162 students were enrolled in 2006. Built in 1961, the building has serious deficiencies, including problems with the heating and cooling systems and insulation deficiencies.

Franklin Alternative (Grades 10-12) is located in the Chamberlain School. Auburn's oldest school building (built in 1914), Franklin is located on .61 acres at 22 Pine Street. Franklin offers alternative education programs.

OTHER AUBURN SCHOOL DEPARTMENT EDUCATION FACILITIES

Auburn Adult Education classes take place primarily at Edward Little High School and the Adult Learning Center located in the former Great Falls School on Academy Street.

The Auburn Land Lab environmental education facility (located at 31 Holbrook Road) provides K-12 students from Auburn and surrounding communities with hands-on science learning, team-building, and integrated curriculum studies.

RETC/SOS (Regional Educational Treatment Center/ Success of Students) serves special education students with diagnosed emotional or behavioral difficulties in grades 4-12 (located at 154 Mt. Auburn Avenue).

Administrative Services for the school department are located at Auburn Hall. Auburn School Department also maintains Food Services, Maintenance and Transportation Departments located at 33 Industry Avenue. The SHARECenter, a non-profit which collects tons of materials from business and industry for reuse by school or programs, is located in the Adult Learning Center.

In addition, Auburn school department owns two recently closed school buildings: Webster Intermediate School and Lake Street Elementary School. Both closed in 2006.

COLLEGES

Central Maine Community College (CMCC) in Auburn is one of seven colleges in the Maine Community College System. More than 2,000 students attend CMCC, which offers 27 technical and liberal arts programs.

PRIVATE SCHOOLS

Two private schools are located in Auburn: St. Dominic Regional High School (grades 9-12); and the Margaret Murphy Center for Children (serving children with developmental disabilities). St. Peter and Sacred Heart School (Pre-K-8) closed in 2006.

OTHER PUBLIC FACILITIES

AUBURN HALL

Auburn's municipal offices are located at 60 Court Street in the newly renovated 100-year-old Auburn Hall. The building demonstrates the City's commitment to downtown. It is an example of the value of reuse and renovation.

In 1917, Auburn became the first city in Maine to adopt the Council-Manager form of government. The City Manager is appointed by the City Council and oversees all the departments within the City including public safety, recreation, and administration.

PUBLIC LIBRARY

Auburn Public Library recently reopened in the newly expanded and renovated Carnegie building, located at 49 Spring Street. The expansion increased the square footage of the library building from 13,000 square feet to approximately 30,000 square feet. It included:

- more space and greater access to books, periodicals, and audiovisual materials
- a new children's department
- an expanded teen area
- expanded parking and convenient entrances
- greater public access to computer technology and opportunities for computer instruction
- three study rooms and
- a large multi-purpose room with kitchen facilities and seating for 150.

Lighting, heating and ventilation were improved throughout the library. All areas are now fully handicapped accessible.

POWER AND COMMUNICATIONS

Phone service is provided in Auburn by Verizon and DPI Connect. Verizon, Comcast, Oxford Networks, and HughesNet offer high-speed and broadband internet. Comcast also offers cable service. Central Maine Power is the primary electricity provider for Auburn, and 3 Phase power is available at both of Auburn's industrial parks. Northern Utilities provides natural gas service.

These services are all provided by private entities and are adequate to meet future growth needs.

ISSUES

- 1) There are potentially millions of dollars in public facilities costs coming up, including a new police station, a new fire station, significant issues at Edward Little High School, and continued investments in combined sewer overflow separation.
- 2) Regional solutions may make it more affordable to address these issues. Consideration of these options will be critical.

C. HISTORIC RESOURCES

Auburn's historic character, its villages and neighborhoods, help define the City's identity. This chapter summarizes the development history of Auburn, highlights its current historic preservation tools and policies, and identifies issues regarding the future preservation of historic sites.

Before Europeans settled here, Auburn was part of a vast territory inhabited by the Abenaki, a Native American tribe. Many Abenaki lived along the Androscoggin River, and Lewiston is believed to have been a village of significant size. The Great Falls of the Androscoggin River, a well-known Auburn and Lewiston landmark, feature prominently in Native American oral history.

Early European settlement focused on the rich agricultural lands of what is today the agricultural district of Auburn and what was once the Town of Danville. The majority of development in and around downtown Auburn dates from the middle to late 1800s and the rise of the shoe manufacturing industry.

ARCHEOLOGICAL RESOURCES

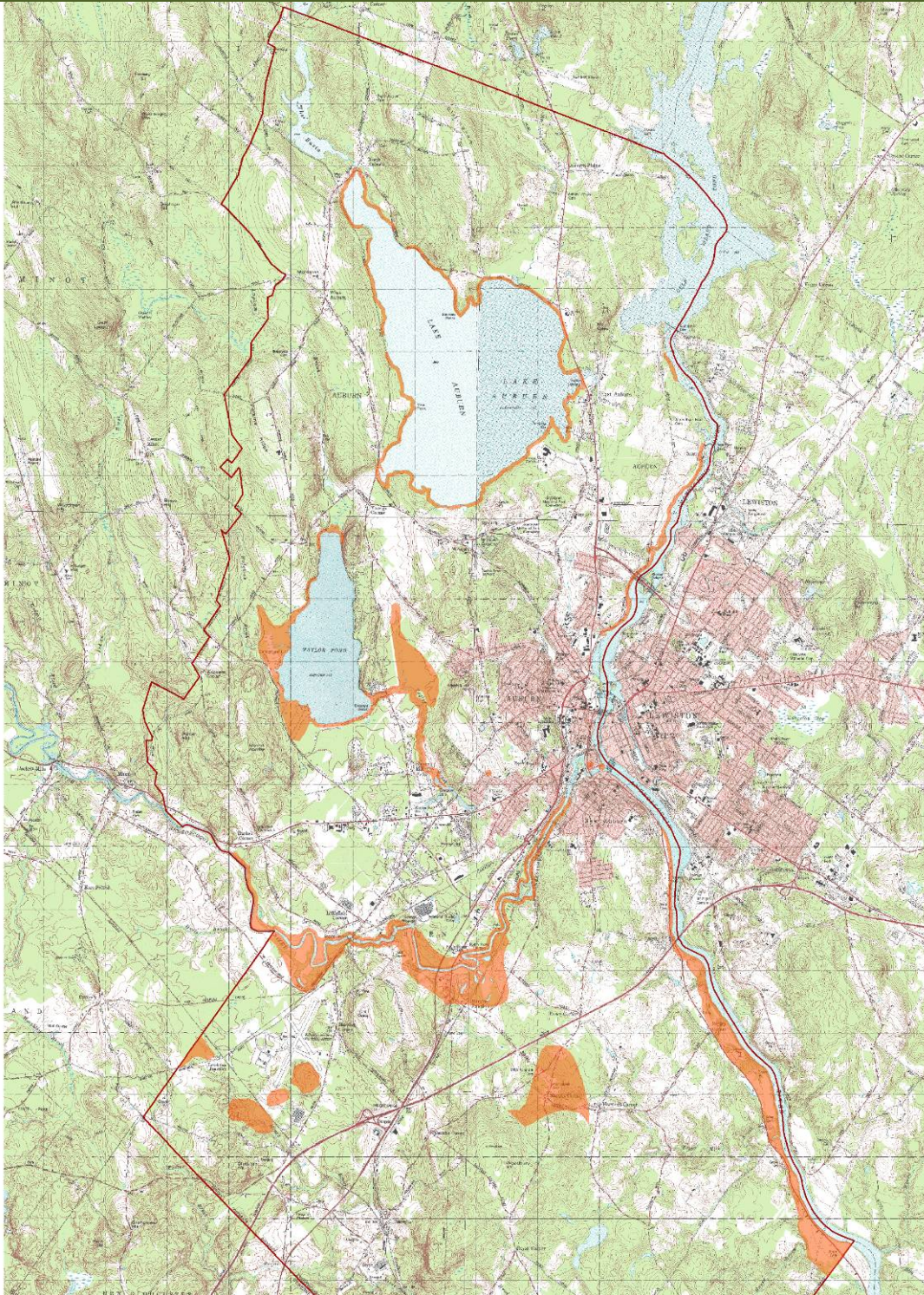
Archeological resources (which usually require excavation) are either pre-historic (Native American sites that date prior to about 1700) or historic (sites created after widespread European colonization).

PRE-HISTORIC SITES

According to the Maine Historic Preservation Commission (MHPC), pre-historical archaeological surveys have been completed along the banks of the Androscoggin River (upstream from Deer Rips Dam) and the Little Androscoggin River (upstream from Littlefield Dam).

Twenty-nine prehistoric sites have been located within the City of Auburn (Figure HR-1 on the following page). Four Paleoindian sites (circa 9,000 B.C.) are located on the Auburn-Lewiston Airport property, and three more are within a one-mile radius. All the other sites are located on banks of the Androscoggin and Little Androscoggin Rivers or the shores of Lake Auburn. Two of the sites on the banks of the Androscoggin River above Gulf Island dam are listed in the National Register of Historic Places.

Figure HR-1: Prehistoric Sites in Auburn



Source: Maine Historic Preservation Commission

HISTORIC SITES

There are twelve historic archeological sites in Auburn (Table H-1).

| Table HR-1: Auburn Historic Archeological Sites | | |
|--|---------------------------------------|---------------------------|
| Site | Description | Date |
| Auburn Spring Hotel | American hotel 1891 - (?) | |
| Keene Hayes Cellar | Anglo American domestic | 1850-ca.1950 |
| Jacob Royal Homestead | Anglo American domestic | early to late 19th c. |
| Jacob & Sally Stevens | Anglo American domestic | 19 th -20th c. |
| Rifle Range Target Complex (#1) | American military, rifle range | 1914-1945 |
| Rifle Range Target Complex (#2) | American military, rifle range | 1914-1945 |
| Rifle Range Target Complex (#3) | American military, rifle range | 1914-1945 |
| Fournier Bleachery Works | Franco American bleachery | 1890 to present |
| Burial 1 | unidentified cemetery | before c.1850 |
| Fort Laurel Hill | Native American settlement | 1675 ca 1730 |
| grinding stone | Native American artifact finds | prior to 1800 |
| Source: Maine Historic Preservation Trust | | |

No archeological surveys for historic archaeological sites have been conducted in Auburn. Maine Historic Preservation Trust (MHPC) recommends that in the future such fieldwork could focus on agricultural, residential, and industrial sites relating to the earliest Euro-American settlement beginning in the mid-to late 18th century.

HISTORIC RESOURCES

Historic resources tend to date after widespread European settlement (around 1700) and include villages, historic districts, buildings, cemeteries, and bridges.

Auburn has numerous historically significant sites, including 22 listed on the National Register of Historic Places (NRHP). The NRHP is the nation's official list of historic resources worthy of preservation. Administered by the National Park Service under the Secretary of the Interior, the National Register is part of a national program to coordinate and support public and private efforts to identify, evaluate, and protect historic and archeological resources. Properties listed in the National Register include districts, sites, buildings, structures, and bridges. Listing in the National Register gives a property official historic and cultural recognition; offers it protection from adverse impacts by federally funded, licensed, or executed projects; and may qualify it for rehabilitation tax credits.

Auburn's NRHP sites include the Main Street Historic District (roughly bounded by Drummond, Main, Elm, and High Streets), three archaeological sites, and many individual properties (Table HR-2). In addition, the South Bridge is eligible to be on the NRHP, though it is currently not listed.

| Table HR-2: Auburn Historic Properties Listed on the National Register of Historic Places (NRHP) | |
|---|--------------------------|
| Name | Location |
| Charles A. Jordan House | 63 Academy Street |
| Edward Little House | 217 Main Street * |
| Horatio G. Foss House | 19 Elm Street * |
| Holman Day House | 2 Goff Street |
| Engine House | Court and Spring Streets |
| First Universalist Church | Elm and Pleasant Streets |
| Barker Mill | 143 Mill Street |
| Frank L. Dingley House | 291 Court Street |
| Charles L. Cushman House | 8 Cushman Place |
| Horace Munroe House | 123 Pleasant Street |
| Roak Block | 144-170 Main Street |
| Androscoggin County Courthouse and Jail | 2 Turner Street |
| Auburn Public Library | 49 Spring Street |
| William Briggs Homestead | 1470 Turner Street |
| A. A. Garcelon House | 223 Main Street * |
| Penley Corner Baptist Church, | Riverside Drive |
| Lamoreau Site | (Location Restricted) |
| Irish Site | (Location Restricted) |
| Former Gilead Railroad Station | Off Twin Road |
| Wilson I Site | (Location Restricted) |
| William A. Robinson House | 11 Forest Avenue |
| Gay-Munroe House | 64 Highland Avenue |
| * located within the Maine Street Historic District | |
| Source: Maine Historic Preservation Commission | |

Additional downtown Auburn properties have been locally designated as historic and are eligible for rehabilitation funding through the City's Historic Preservation Loan Program (Table HR-3, on the following page). The program is available for the thirty-one properties identified in "Auburn's Historic Downtown Final Report" (1997) and is funded by the Community Development Block Grant Program (CDBG).

| Table HR-3: Properties Eligible for Auburn's Historic Preservation Loan Program | |
|--|--|
| Main Street Historic District | Individual Properties on the NRHP |
| Adams-Little Cobb House | A.A. Garcelon House |
| Albert Penley House | Charles A. Jordan House |
| Charles A. Walton House | Edward Little House |
| Chase House | Horatio Munroe House |
| Ferdinand Perley House | Horation Foss House |
| Jacob Roak House | Roak Block |
| John H. Chase House | |
| L. Linn Small House | Properties Eligible for NRHP |
| Reynolds Hasty House | South Bridge |
| S.D. Thomas House | |
| William Greenleaf House | |
| Other Historically Significant Properties | |
| Auburn Hall | Phoenix Block |
| Goff Block | Pickard Block |
| Heritage Court | R.W. Hanscom House |
| I00F Building (Old Fellows) | Swett House |
| Linnell, Choate & Webber Building | Walter Dingley House |
| M.B. Preble House | William Robinson House |
| Mechanic Savings Bank Building | W.N. Wiggin House |
| Source: Auburn Community Development | |

HISTORIC ORGANIZATIONS

The City of Auburn has numerous organizations dedicated to protecting and preserving the City's history.

The Androscoggin Historical Society was established in 1923 to promote the discovery, preservation, and dissemination of knowledge about the history of Androscoggin County and the State of Maine. The society operates a museum and library in the County Building.

Auburn Heritage, Inc. owns and maintains two museums in Auburn. The Auburn Fire Department Museum has a collection of antique fire equipment from the City. The Knight House Museum (1796) is the oldest wood frame house in the City, with a pre-1835 handwork shoe-shop.

The West Auburn School Historical Society maintains a one-room schoolhouse for educational programming.

Museum LA, located at the Bates Mill Complex in Lewiston, has a collection of industrial equipment, photos, and other paraphernalia of the textile industry, which played a critical role in the area's history.

Local Franco-American historical organizations include the *Maine Franco-American Genealogical Society*, located in the Auburn Great Falls School in Auburn, and the *Franco-American Collection* at the University of Southern Maine's Lewiston-Auburn College in Lewiston.

PROTECTION FOR HISTORIC AND ARCHEOLOGICAL RESOURCES

Neglect and inappropriate development are the greatest threats to historic and archeological resources.

Numerous federal and state regulations govern the treatment of historic and archaeological resources in Maine. Such laws are designed to protect cultural resources that may be threatened by federal and/or state funded or permitted projects.

The state oversees historic preservation through the Maine Historic Preservation Commission (MHPC). The MHPC currently reviews federally funded¹ projects under Section 106 of the National Historic Preservation Act. The act requires that projects take into account the consequence of the undertaking on any site listed on the National Register. Maine's Site Location of Development Law also requires the MHPC to review the impacts a large-scale development may have on historic or archeological sites. In addition, the MHPC has programs to help eligible property owners with renovation costs. These include the Rehabilitation Tax Credit and a Local Option Property Tax Reimbursement.

At the municipal level, historic and archeological resources are addressed in Article 5 of Auburn's Zoning Ordinance Environmental Regulations under Historic and Archaeological Resources (HAR). The City of Auburn requires that projects undergoing Planning Board review identify MHPC listed historic and/or archaeological resources. The purpose of the HAR provisions is to protect defined historic and/or archeological resources, to minimize the impact of adjacent buildings on these resources, and to work to ensure that new projects fit into the "fabric of the community."

There are currently no ordinance provisions with regard to rehabilitation or demolition of properties found to have historic or archeological significance.

¹ Projects include community development and housing rehabilitation projects utilizing US Department of Agriculture (USDA) Rural Development and/or US Housing and Urban Development (HUD) funds.

ISSUES

1. Auburn's current building code can make the rehabilitation of historic buildings cost-prohibitive. How can the City continue to protect the public's health, safety and welfare while encouraging the rehabilitation and use of Auburn's many historic buildings?
2. Is the current level of protection provided to Auburn's identified historic and archeological resources sufficient? Should a historic preservation commission be established? Should it be a joint commission with the City of Lewiston?
3. Should local policies address the protection of as yet undiscovered historic and archeological resources? What zoning or code requirements or planning board conditions are used by other communities to preserve their known historic and archeological resources? How are these codes working? Would similar measures be appropriate in Auburn?
4. Is it important to create a historic district for the protection of historic and archeological resources in the downtown? Should it include historic resources in other areas?
5. Should Auburn adopt policies to encourage new development to include architectural designs that reflect the historic character of the existing neighborhood?
6. How can Auburn encourage cooperation among local historic organizations in order to provide educational opportunities for the general community, including school children?

D. RECREATION & CULTURE

Auburn offers its residents and visitors a wide variety of recreation resources. They include ball fields and courts; parks and playgrounds; trails for walking, hiking, and biking; golf courses; fishing and hunting areas; snowmobiling, snowshoeing, downhill, and cross-country skiing trails; and access to water-based recreation. These resources are provided by municipal and state agencies, local and regional non-profit organizations, and private businesses. This chapter inventories Auburn's recreational resources and discusses several important considerations for future recreation development.

CITY RECREATION

The City of Auburn Parks and Recreation Department manages more than 475 acres of parks, fields, and cemeteries; two major recreation facilities; and a variety of recreational programs for youth and adults.

AUBURN PARKS (FIGURE R-1, FOLLOWING PAGE)

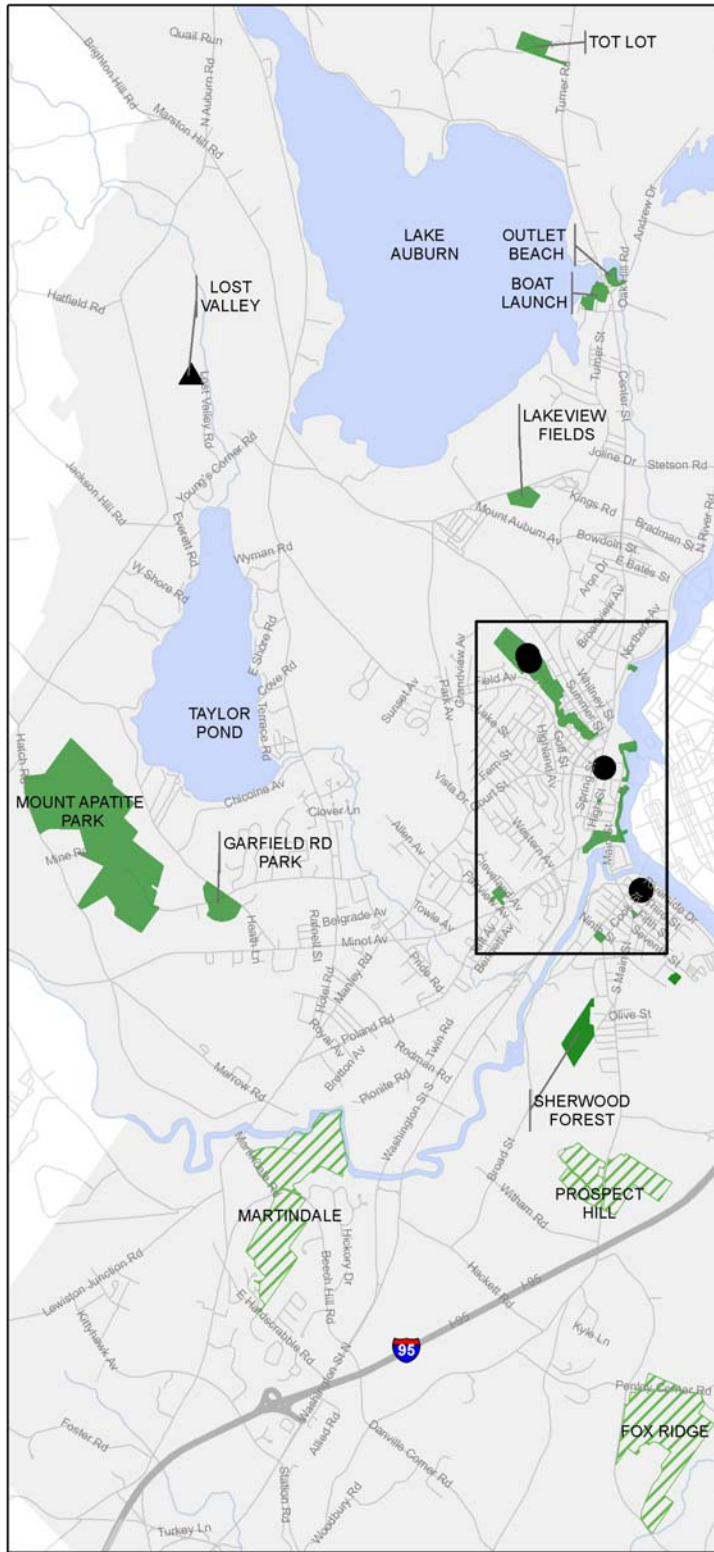
Bonney Park is located in the heart of downtown Auburn. It is a hub for the new Riverwalk Trail and links to the Lewiston park system via the new pedestrian Trestle Bridge. The park features a play structure and scenic views of the riverfront.

Chestnut Street Park is a central link in the Pettengill - Union Street park chain, and offers two play structures, a multi-use athletic field, and a walkway. In the winter, an ice field is created for skating.

Cleveland Field is used for youth baseball practices, youth soccer practices, and neighborhood pick-up games.

Drummond Street Park is a small neighborhood park with benches and play structures.

Festival Plaza is a downtown plaza for outdoor arts performances as well as a gathering place for residents and visitors. Festival Plaza has seating areas, water features, and passive recreation space.

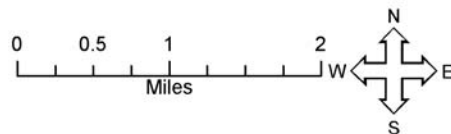


City of Auburn
Comprehensive Plan Update 2008

Figure R-1
Auburn Public & Private
Recreational Areas*



* This map represents most recreational areas based on 2006 Auburn GIS data.



Garfield Road Complex, at the corner of Garfield Road and Stevens Mill Road, is the home field for the Auburn Suburban Little League and has two additional multi-use fields. It also serves as an entrance to Mount Apatite Park and the trails therein.

Lakeview Fields includes two softball fields atop what was once a landfill. The fields are used extensively during the summer for league softball play on the weeknights and tournament play on weekends. There are also a few playground elements.

Little Andy Park is located in downtown New Auburn. It includes a small playground and a carry-in boat launch.

Moulton Park is located behind Great Falls Performing Arts Center. It links to Bonney Park and has open space for free play.

Mount Apatite Park is a 325-acre wooded park located in the western portion of the City. One hundred fifty years ago gem-quality tourmaline was found there; today, amateurs still search the mine tailings for Apatite, Tourmaline and Quartz specimens (specific rules apply). Three miles of multi-purpose trails were constructed in 1994 and trails to the quarry area were added in 1997. In the winter, trails are groomed for cross country skiing and snow shoeing. In the spring, summer, and fall, trails are open to mountain bikers, runners, hikers, and other non-motorized trail users.

Pettengill Park is a centrally located 40-acre urban park that has become the focal point for recreation activities for thousands of Auburn residents. Facilities include the Hasty Community Center, a baseball field, a lighted softball field, trails, 2 playgrounds, Gully Brook pond, and the Ingersoll Arena indoor ice facility.

Pulsifer Field is host to the New Auburn Little League. There is a small play area. The ball field is open for league use only.

Raymond Park is a triangular park along South Main Street in New Auburn that is popular with local residents. It has a large play structure and park benches.

Tot Lot is a 12-acre wooded park that includes a small pond, stream, playground elements, picnic tables, and a small clubhouse.

Union Street Gully is the final link in the Pettengill - Union Street Gully park chain. It features an outdoor basketball court, four tennis courts, and two horseshoe pits.

The Parks and Recreation department also oversees 16 public **cemeteries** in Auburn, including the large Oak Hill Cemetery in New Auburn and several smaller historic plots. Auburn's death rate and population are both stable and the existing cemeteries are adequate to meet the demand through the planning period.

City recreation amenities also include Auburn School Department facilities: 11 playgrounds, 1 baseball field, 3 softball fields, 1 football field, 2 soccer fields, 7 multi-use fields, 2 tracks, 10 tennis courts, and 1 basketball court, as well as 1.5 acres of play area, gardens, and a butterfly gazebo at the Auburn Land Lab.

Auburn Parks and Recreation Department is concerned that current park locations may not meet community needs. In particular, there are few formal recreation opportunities for rural residents. Though open space is abundant in the rural areas, youth who live there must travel significant distances to reach playgrounds, ball fields, and other recreational facilities.

AUBURN RECREATIONAL FACILITIES

Auburn Parks and Recreation manages two recreation facilities.

Hasty Community Center houses the Auburn Parks and Recreation Department offices. Located in Pettengill Park, it features a wood floor basketball court, recreational rooms, and locker rooms. The gym is available for use by adults and students throughout the school year. The building is a converted armory, and its size limits the amount and extent of programming the department can offer. The community center's location also makes it relatively inaccessible for many Auburn residents.

Ingersoll Arena was constructed in 1994 by the City of Auburn in partnership with local business, civic organizations, individual contributions, and volunteer labor. It is funded through a City enterprise account and all proceeds are used to run the facility. The arena provides public skating, skating instruction, and hockey each season (early October to mid-March).

PARKS AND RECREATION PROGRAMS

Auburn Parks and Recreation Department provides year-round recreational programs for youth and adults. Activities for youth include basketball, cheering, cross-country running, football, golf, kickball, skiing, hockey, skating, soccer, tennis, fishing, and track and field, as well as an outdoor safety course and a summer recreation day-camp. Activities for adults include basketball, softball, and a hunter's safety course. The department supports two seniors' clubs and offers a variety of excursions for seniors throughout the year.

CITY RECREATION BOARDS

In addition to the recreation department, two community boards oversee park and recreational amenities in Auburn.

The Lewiston Auburn Community Forest Board was established in 2000 to enhance, preserve, and maintain the community forests in Lewiston and Auburn. The volunteer board is made up of nine residents: four from Auburn, four from Lewiston and one at-large member. The arborist from each city and a representative from each parks and recreation department also sit on the board.

The mission of the community forest board is to educate citizens about trees and their benefits; to encourage public policies and private practices that protect forest resources; and to facilitate long-term planning and funding for the comprehensive care of natural environments within Lewiston and Auburn.

The Recreation Advisory Board reviews and sets policy for the Parks & Recreation Department regarding program participation and conduct and establishes facility use rules. The board makes recommendations for the efficient use of facilities and personnel and applies for grants and other funding opportunities to support recreation program development.

NON-PROFIT AND FOR-PROFIT RECREATION OPPORTUNITIES

Non-profit and for-profit entities offer a variety of recreational opportunities in Auburn.

NON-PROFIT ENTITIES

Auburn Nordic Ski Association is a community-based club whose members volunteer their time to help clear and groom cross county ski trails. The club has upgraded and created approximately 10 kilometers of cross-country ski trails at the Lost Valley Ski Area.

Androscoggin Land Trust (ALT) is a membership-supported organization dedicated to protecting, through land conservation and stewardship, the important natural areas, traditional landscapes, and outdoor experience along the central Androscoggin River corridor.

ALT owns and maintains *Sherwood Forest* (Alexander - Harkins Preserve). The forest includes 30 acres of woods and fields adjacent to Sherwood Heights School. The forest is used by students for nature study and other educational opportunities and by residents for hiking,

cross-country skiing, snowshoeing, and nature watching. The trust also maintains the *Huston Farm Conservation Area*, which has some public access.

In 2007, ALT merged with *LA Trails*, a local volunteer organization committed to expanding and improving non-motorized trails in Lewiston and Auburn. In addition to their work on trails in the natural environment, L/A Trails advocates for the expansion and improvement of sidewalks and bike lanes on Auburn streets and roads.

Auburn-Lewiston YMCA serves thousands of local individuals and families. It offers youth basketball, baseball, and field hockey; adult basketball; and senior exercise programs. Swimming programs are offered at the pool, and yoga and pilates classes are available at the fitness center. The teen center features a game room with video games, pool tables, ping pong, air hockey, and foosball. Teen programs include movie nights, tournaments, mentoring, open gym, teen fitness, and swimming.

Auburn Suburban and New Auburn Little Leagues offer youth baseball and softball programs.

Auburn Youth Cheering promotes cheering for hockey, and includes a competitive cheering program.

Auburn Youth Hockey sponsors hockey programs and travel teams.

Lewiston Auburn Youth Soccer Association promotes youth soccer in both communities.

Auburn has a number of **snowmobile clubs** (including the Perkins Ridge Sno-Travelers, Auburn Sno Groomers, and Andy Valley Sno-Gypsies). A network of snowmobile trails links Auburn and the surrounding towns to the greater region and Canada. The clubs maintain the majority of the trail networks and work closely with landowners on access and upkeep.

FOR-PROFIT ENTITIES

Lost Valley Ski Resort offers 15 ski trails, a Ski and Snowboard terrain park, and paintball activities. Located minutes from downtown, the resort is a popular destination for local residents and visitors.

Other for-profit entities include three 18-hole *golf courses*, a *driving range*, and two *disk golf courses*.

ACCESS TO NATURAL AREAS AND RESOURCES

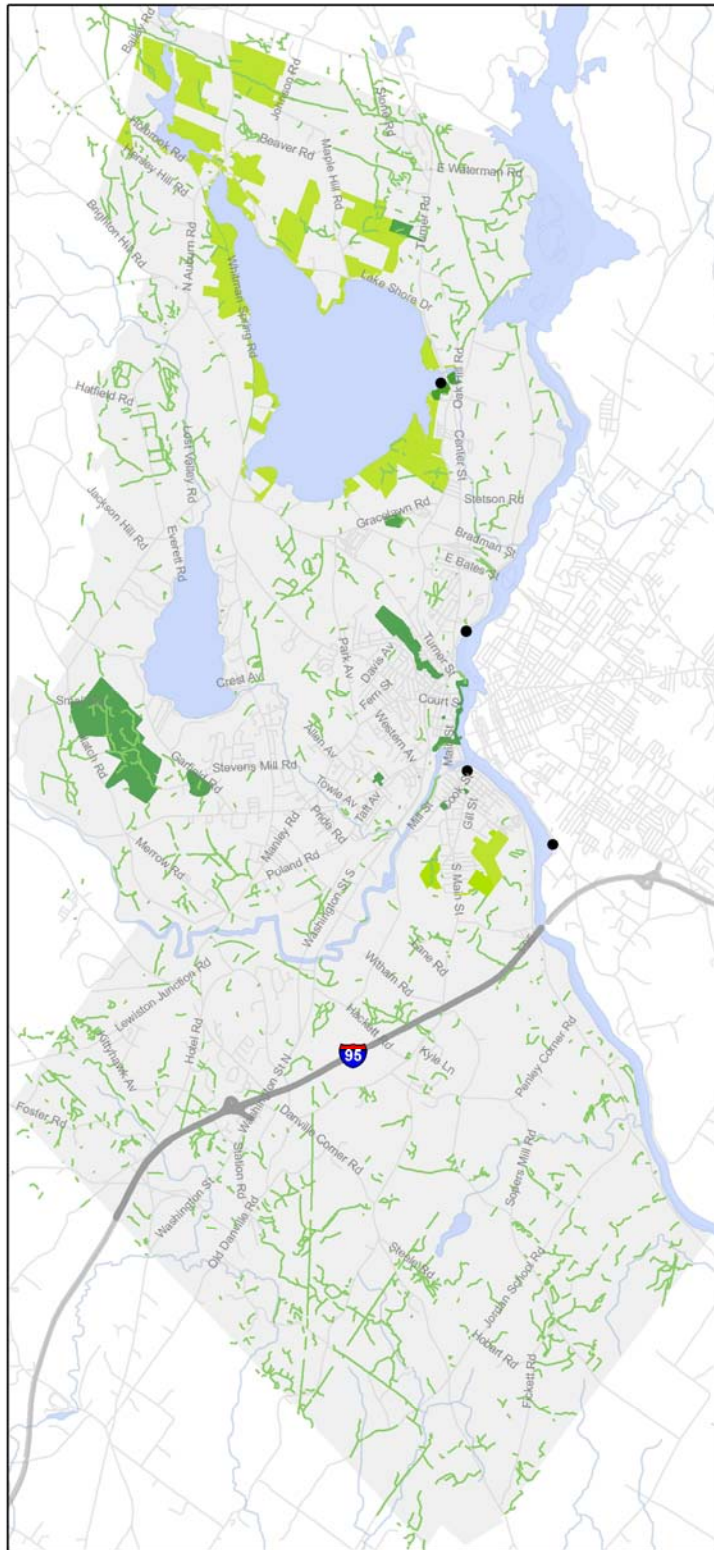
Auburn residents have access to numerous natural areas full of both passive and active recreational opportunities. They include trails, lakes and rivers, and protected areas. Bird-watching, fishing, hunting, boating, skiing, and hiking all depend upon access to these natural areas.

Figure R-2, on the following page shows the trails, boat launches, parks, and conservation areas in Auburn. The trails include both private and public paths; public access may be limited. The conservation areas are open to the public for limited use as described below.

TRAILS

Auburn has a number of publically accessible trails (Table R-1). They are maintained by both the City and local non-profits such as ALT and area snowmobile clubs. Though numerous, trails in Auburn are rarely connected. Additional sidewalks and paths between trails would provide Auburn residents greater access to natural areas.

| Table R-1: Auburn Trails | |
|--|---|
| Trail | Description |
| Pettengill Woods Trail | A 1-mile loop trail behind Ingersoll Arena in Pettengill Park. |
| Elf Woods Trail (also known as Snake Trail) | Connects the Edward Little High School to the downtown area at the intersection of Minot Avenue and Elm Street. |
| Lake Auburn Loop | A 13- mile road-biking trail that follows a loop beginning at Mount Auburn Avenue. |
| Middle School Trails | A network of 15-mile of trails behind the Auburn Middle School, including the Four Seasons Trail. |
| Lost Valley Trails | Cross-country ski and snowshoe trails to the area behind the apple orchards on Apple Ridge Road. Fees are charged. |
| Sherwood Heights & Alexander-Harkins Preserve | Three blazed trails, located behind the school, travel through forest, field, and wetlands. |
| Witham Spring Road Nature Trail | A discontinued road, the trail follows the northwest side of Lake Auburn and is about 2.5 miles one way. |
| Auburn Land Lab Trails and Holly Cooney Wellness Circuit | Extend out to the basin through woods and along the lakeside for a total distance of about 1 mile. There is a kiosk at the trail- head with a map showing the trails. |
| Central Maine Community College Trail | Travels along Lake Auburn for .5 mile and loops back to the parking lot. |
| Mount Apatite Park | A 3-mile multipurpose trail that loops the park. |
| Riverwalk Trail | Paved loop connecting Festival Plaza with Bonney Park and the Railroad Park in Lewiston. |
| West Pitch Park | A partially paved path north of the Longley Bridge to the Great Falls. The lookout point offers a view of about 175 degrees and five waterfalls. |
| Source: City of Auburn | |



City of Auburn
Comprehensive Plan Update 2008

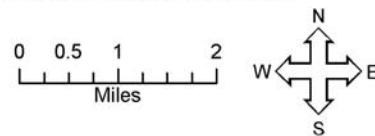
Figure R-2

Recreation Connectivity: Trails*, Parks, and Conservation Land**

- Conservation Land
- Park
- Path-Trail
- Boat Launch

*Trails include all identified public and private paths.

**This map represents most recreational areas based on 2006 Auburn GIS data.



LAKES AND RIVERS

Auburn's lakes and rivers are one of the City's great recreational assets. Lake Auburn is a popular recreation destination. There are numerous opportunities for recreational activities on Lake Auburn (in designated areas) as well as on surrounding public/private lands. Taylor Pond and the Androscoggin River, on the other hand, are among the City's most underutilized recreational areas. The Androscoggin River, in particular, has been overlooked for many years. Historically, the river was viewed as unpleasant and dirty. In recent decades, significant efforts have been made to improve the river's water quality and to clean up the waterfront. The Androscoggin River is now becoming a recreation destination.

Lake Auburn's rocky shorelines and deep water mean good fishing. The lake is well known for togue and landlocked salmon. A public boat launch owned and maintained by the Lake Auburn Watershed Protection Commission (LAWPC) is located off Route 4. Boating and fishing are allowed in the northern two-thirds of the lake.

Outlet Beach is a 4-acre park located at the outlet of Lake Auburn on land leased from the Lake Auburn Watershed Protection Commission (LAWPC). Swimming is only allowed in the area adjacent to Bobbin Mill Brook. In addition to swimming, diving, and a slide into the water, the park features playground equipment, an outdoor basketball court, volleyball courts, an open area for field games, picnic tables, and barbecue grills. A concession stand, sanitary facilities, bathhouses, and on-site parking are provided.

Lake Auburn Watershed Protection Commission (LAWPC) owns and protects more than 2,000 acres in the Lake Auburn Watershed. The commission allows passive recreational activities on land outside of the restricted zone during daylight hours.

Taylor Pond shoreline is primarily under private control. The only public access is at Crescent Beach for a nominal fee. It includes a campground with boat access and an adjacent beach area.

The Androscoggin and Little Androscoggin Rivers are popular destinations for water-based activities. The Androscoggin River is one of the best bass fisheries in the state and attracts a fair number of anglers throughout the season. The public boat launch on North River Road is the main access point for boaters. A number of smaller access points provide access for paddlers.

Access to the Little Androscoggin is limited. One trail, the Barker Arm Mill Trail, runs along the riverfront from the Mill to the dam. The trail is privately owned.

The new Little Andy Park in downtown New Auburn provides carry-in boat access to both rivers.

RECREATION DEVELOPMENT

The City of Auburn's subdivision regulations include Recreation Area/Open Space Standards. These standards insure that new residential developments make provisions for the development of recreational and open space areas adequate to meet the reasonably foreseeable needs of the subdivision residents. The developer is required to set aside 1 acre for the first 10 units, and 5,000 square feet for each additional 10 units as dedicated recreation/open space and/or provide a Fee-in-Lieu¹ that is essentially equivalent to the value of the required land.

Through the City's Capital Improvement Program (CIP), the Parks and Recreation department has updated Union Street Park and the Drummand Park playground equipment. Other funds have been set aside for improving the baseball fields at Pettingill Park and replacing the Hasty Center's gym floor. The 2012 CIP budget includes funds for the development of a field complex in South Auburn to better serve rural residents.

CULTURE

There is a dedicated arts and culture scene in Auburn. The Auburn Parks and Recreation Department hosts a variety of cultural festivals and events throughout the year, including Winter Festival, Spring Celebration, Halloween, Parade of Lights, and a holiday concert. Events held in Auburn parks during the summer include weekly concerts and Saturday night movies. "Wednesdays in the Park" provides weekly summer entertainment, art, and cultural performances. This program is operated jointly by the Auburn and Lewiston Recreation and Parks Departments, and is one of the oldest and most successful programs of its kind in the state.

Auburn shares much of its arts and culture scene with the City of Lewiston. Events like the Great Falls Balloon Festival and Liberty Festival are jointly held by the two cities.

The Auburn Community Band, organized in 1981, is co-sponsored by Auburn Parks and Recreation. The band averages 50 volunteer musicians representing approximately 15 central and southern Maine communities. Their free summer outdoor performances every Wednesday evening typically attract 400-500 people weekly.

The Great Falls Community Center provides space for a number of visual and performance artists and offers classes for adults and children. It is also the home of the Community Little Theatre, which presents a wide range of theatre productions throughout the year.

¹The Fee-in-Lieu program has been suspended by City Council.

ISSUES

1. How can Auburn ensure that its recreation resources meet the needs of a changing population?
2. Are the City's recreation resources located appropriately given residential development patterns?
3. How can Auburn better connect its park and trail systems? Should Auburn's Parks and Recreation Department create a Greenway Master Plan for Auburn's trails to assess connectivity options and other possibilities?
4. What measures are needed to provide Auburn residents access to the City's parks, open spaces, and recreational opportunities? Options could include providing additional recreational opportunities in areas where they are lacking, and increasing transportation choices (bus, bike, and sidewalk development) to provide additional means for residents to get to existing opportunities.

E. POPULATION

Communities change. It is important, when discussing Auburn's future facilities, services, and policies, to keep in mind the population they will be serve. This chapter presents Auburn's recent population and demographic changes, projects future demographic trends, and highlights some of the issues Auburn's population shifts raise.

Population Characteristics

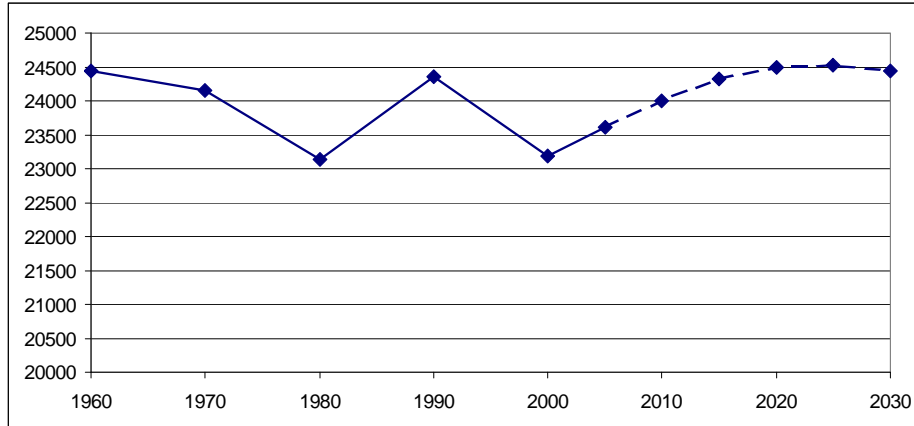
Historically, the major contributor to population growth was mill development in and around the turn of the 20th Century. In the three decades between 1860 and 1900, Auburn's population nearly tripled, from 4,022 to 12,951 residents. From 1900 to 1960 it doubled again, peaking at 24,449 residents. Since 1960, the population has decreased slightly overall and stabilized. In 2000, Auburn had about 23,000 residents (Table P-1).

| | 1960 | 1970 | 1980 | 1990 | 2000 |
|----------------------------------|---------|---------|-----------|-----------|-----------|
| Auburn | 24,449 | 24,151 | 23,128 | 24,039 | 23,203 |
| Lewiston-Auburn MSA ¹ | 84,136 | 89,043 | 97,190 | 102,889 | 101,778 |
| Androscoggin County | 86,312 | 91,279 | 99,509 | 105,259 | 103,876 |
| Maine | 961,296 | 980,910 | 1,119,971 | 1,222,000 | 1,266,848 |
| Source: US Census | | | | | |

The Maine State Planning Office projects that Auburn's population will remain relatively stable, increasing to about 24,400 residents by 2030 (Figure P-1 on the following page²).

¹ MSA stands for Metropolitan Statistical Area. Auburn is part of the Lewiston-Auburn MSA. An MSA consists of a number of geographically contiguous cities and towns which share common employment centers and is defined by the US Census. The Lewiston-Auburn MSA is made up of the communities of Auburn, Buckfield, Greene, Hartford, Hebron, Leeds, Lewiston, Lisbon, Livermore, Mechanic Falls, Minot, Poland, Sabattus, Sumner, Turner and Wales.

² The population projections are computed by the Maine State Planning Office based on county-level projections. County projections are based on current population, plus expected births, minus expected deaths, and including in- or out-migration. Municipal projections are based on past trends of the municipality's share of county population. The most recent projections were released in February of 2008.

Figure P-1: Auburn Historic and Projected Population, 1960 to 2030

Source: US Census

One of the factors in Auburn's population decrease was a negative rate of natural population change³. This is due in part to a decrease in the number of births. Annual births in Auburn decreased between 1980 and 2000 (from 348 births to 248), while annual deaths remained the same (260 deaths in 1980 compared to 261 in 2000). The decline in the birthrate is due in part to societal trends toward smaller families as well as a decrease in the number of family-aged young adults in Auburn (see household and age discussions below).

Another factor in Auburn's population decrease is out-migration. Over the last two decades, the Lewiston-Auburn MSA has seen a population shift, from urban to rural communities. In 1960, Auburn's population accounted for 29% of the total population; by 2000, it had decreased to 23%. As Auburn's population declined, the population in communities around Auburn increased (Figure P-2, on the following page). This trend is not unique to Auburn and reflects several national trends over the last four decades: toward a greater reliance on the automobile, less expensive home prices and lower taxes in outlying areas, and a preference for a rural lifestyle.

² Natural Population change is calculated by the number of births to the number of deaths in a given community.

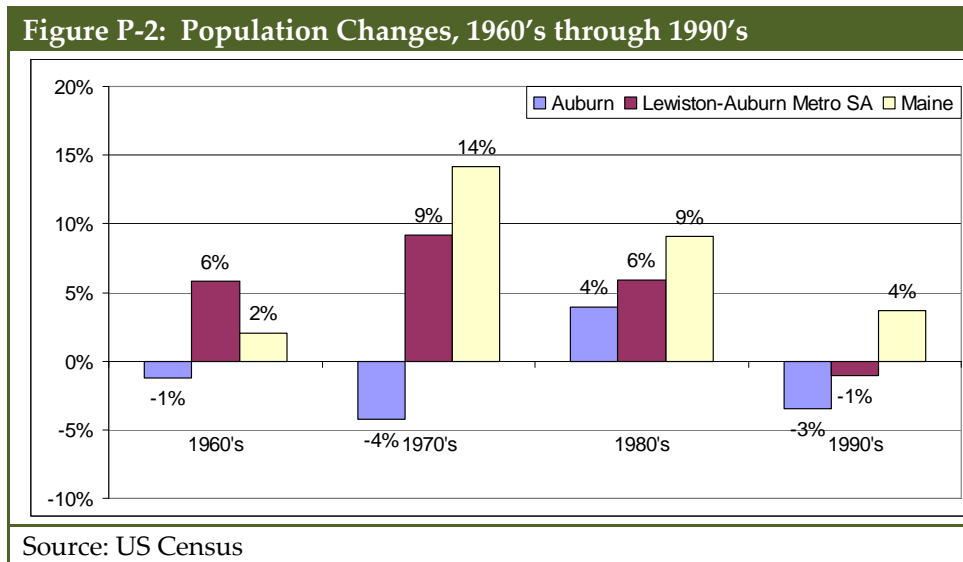
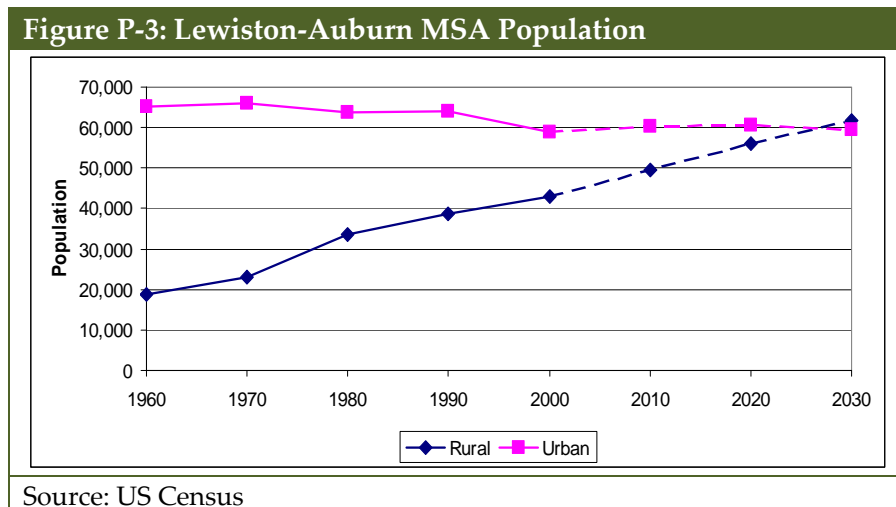


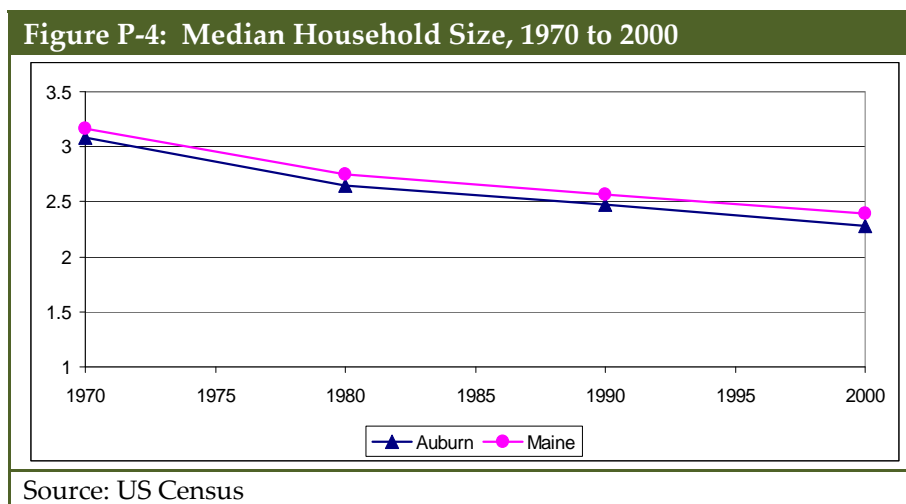
Figure P-3 further illustrates the increase in population in suburban and rural communities surrounding the urban centers of Lewiston and Auburn. The population within the “rural” towns in the MSA (all towns except Lewiston and Auburn, which are referred to as “urban” in Figure P-3) grew from 18,883 in 1960 to 42,885 in 2000. During this time the population in Lewiston and Auburn decreased by more than 6,000, from 65,253 in 1960 to 58,893 in 2000. In 1960, the Lewiston and Auburn were home to 78% of the MSA’s total population; that percentage had dropped to 58% in 2000. If these trends continue, the Maine State Planning Office estimates that by 2030 the number of people living in rural areas of the MSA will be greater than those living in the cities of Lewiston and Auburn.



Overall, the MSA has grown in terms of population. This growth, however, is not occurring in the urban centers of Lewiston and Auburn, but in the outlying communities. While Auburn remains an economic and employment center for the area, a greater percentage of people working in Auburn choose to live elsewhere. Changes in regional demographics, gas prices, and the housing market, may or may not make these trends relevant in the future. There is speculation that the population may shift back to an urban lifestyle to reduce dependence of oil, be closer to jobs, and take advantage of urban amenities such as social and medical services.

Household Characteristics

From 1980 to 2000, the median household size in Auburn decreased from 2.65 people per household to 2.28 people (Figure P-4). In 1970, the median household size was over 3 people. The decrease in household size is not unique to Auburn, and is due to a combination of factors: a tendency toward single-person and small households among the “Baby-Boom Generation,” the increased longevity and independence of seniors who live on their own, and an overall trend toward smaller families.



About 22,300 Auburn residents lived in households in 2000, 1,300 less than the household population in 1990 (23,600 residents). The number of people living in group quarters⁴ increased during this period, from about 700 to 900. The increase in group quarter residents is an indicator of the aging population (see age demographics below). As the population ages, an increasing number of residents move from private households to group quarters such as nursing homes and assisted living facilities.

⁴ The Census Bureau classifies all people not living in households as living in group quarters. There are two types of group quarters: institutional (for example, correctional facilities, nursing homes, and mental hospitals) and non-institutional (for example, college dormitories, military barracks, group homes, missions, and shelters). Source: US Census.

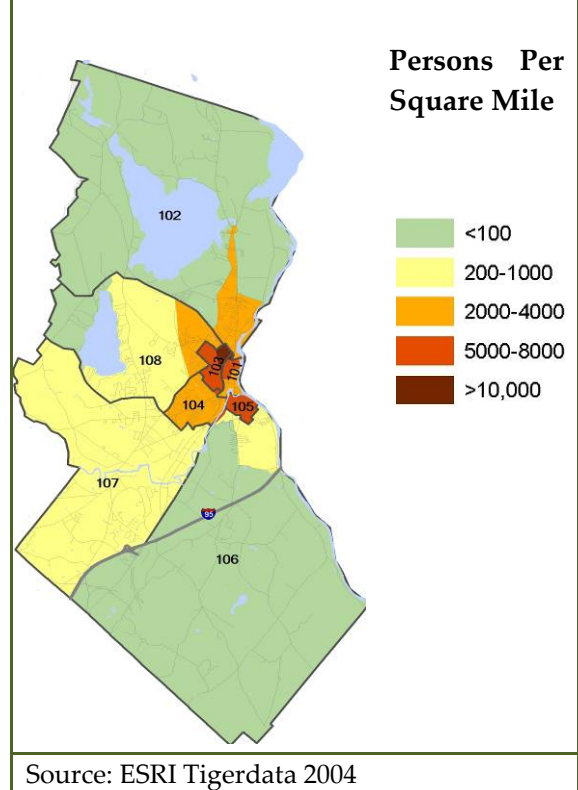
A decline in household size creates a need for more housing even when the population remains stable. Smaller households create a market for smaller units, and fewer people in one household requires more households overall. Auburn’s housing stock has been increasing in recent decades to accommodate the decline in household size. From 1980 to 1990, the number of housing units increased 15%, from 9,061 to 10,406 units. From 1990 to 2000, development leveled off, and only about 200 units were added.

The distribution of housing in Auburn follows a traditional urban growth pattern. As is seen in Figure P-5, the highest densities are in and around the downtown (between five and ten thousand people per square mile). The northern and southern rural sections have the lowest population density (less than 100 people per square mile).

| Census Tract | Population |
|--------------|------------|
| 101 | 1,769 |
| 102 | 4,701 |
| 103 | 2,561 |
| 104 | 2,185 |
| 105 | 2,047 |
| 106 | 2,972 |
| 107 | 3,022 |
| 108 | 3,946 |

Source: US Census

Figure P-5: Auburn Density



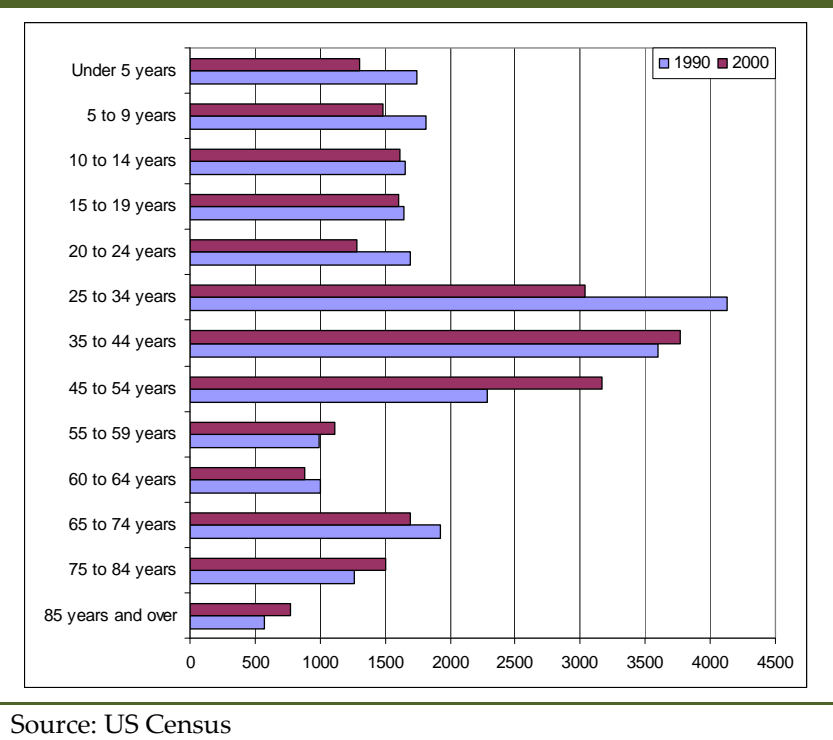
However, the total population numbers (Table P-2) show that more people live in the rural areas than in the downtown. This further exemplifies the preference for rural over urban living.

Age Demographics

Auburn’s population is getting older. Between 1990 and 2000, the percentage of Auburn residents under age 25 decreased from 35% to 31%. At the same time, Auburn’s working-age population (age 25 to 64 years) increased from 49% to 52% of the population (this includes the large Baby Boom generation). The population of seniors (age 65 and over) increased from 15% to 17% (Figure P-6).

The median age in Auburn in 2000 was 38.3, higher than the county’s median age (37.3) but similar to the state’s median age (38.6).

Figure P-6: Auburn Age Cohorts, 1990 and 2000



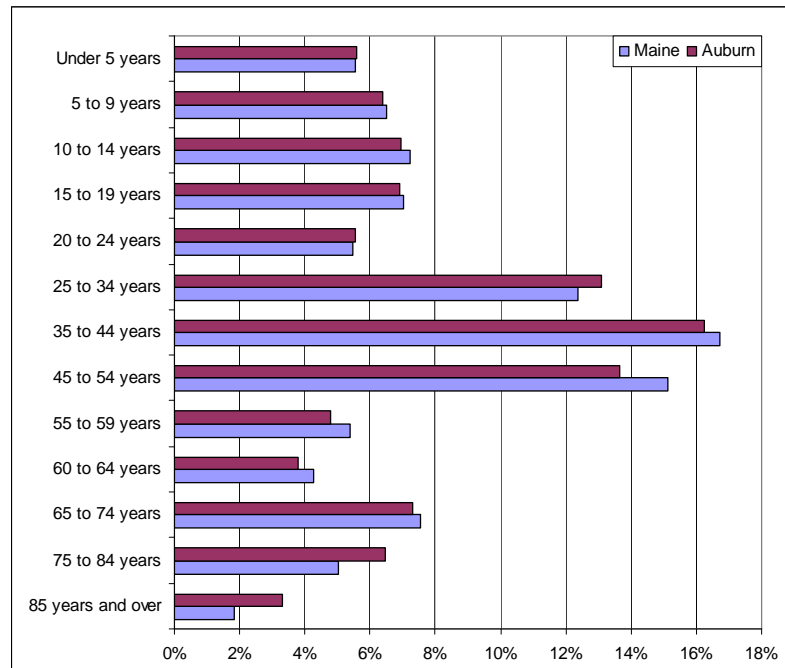
Auburn has about the same proportion of young residents and more seniors than the state as a whole (Figure P-7, on the following page). Approximately 32% of the state’s residents are under 25 years, compared with 31% in Auburn. Nearly 14% of the state’s residents are over 64 years, compared with 17% for Auburn.

Auburn’s population will continue to get older⁵ in the future, as shown in Figure P-8 on the following page. In 2005, people ages 65 and above made up about 17% of the population. In 2020, this demographic is expected to make up nearly a quarter of the population (about 5,300 out of 22,600 residents).

⁵ These numbers were computed by the Maine State Planning Office, separate from the projections presented earlier in this section. Future municipal population is based on the percent share the City had of Androscoggin County in the past four censuses. Age proportions were based on 2000 Census data, each age cohort was changed proportional to the change in state data. This data was released in December, 2005.

While the retired population is expected to increase, the number and proportion of people under 18 is expected to decrease, as is the number and proportion of and working age people. The proportion of people under 18 is expected to decline from 21% to 18% of the population. The proportion of working age people (ages 18 to 65) is expected to take an even bigger hit, declining from 62% of Auburn’s population to 58%.

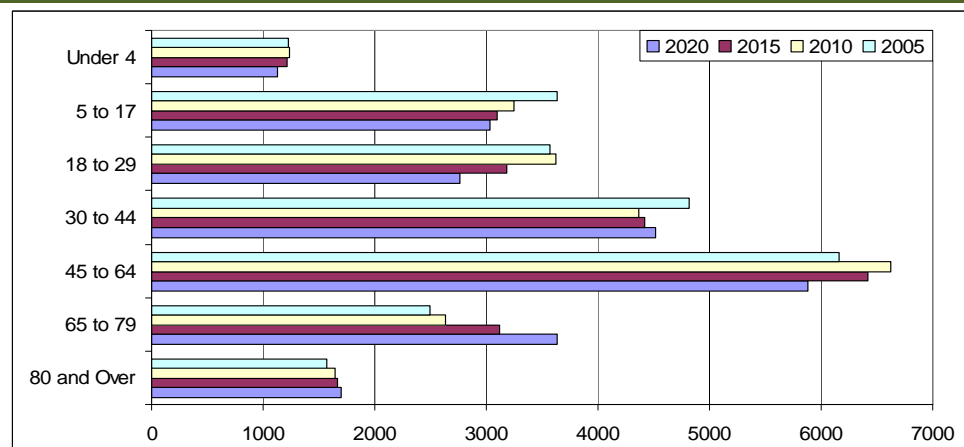
Figure P-7: Auburn and Maine Age Cohorts, 2000



Source: US Census

This shift in population follows national trends. Many small cities face similar questions about how best to serve an aging population (smaller homes, more assisted living facilities, and medical services) while also attracting and retaining younger residents and families.

Figure P-8: Population Projection by Age



Source: Maine State Planning Office

Education Attainment

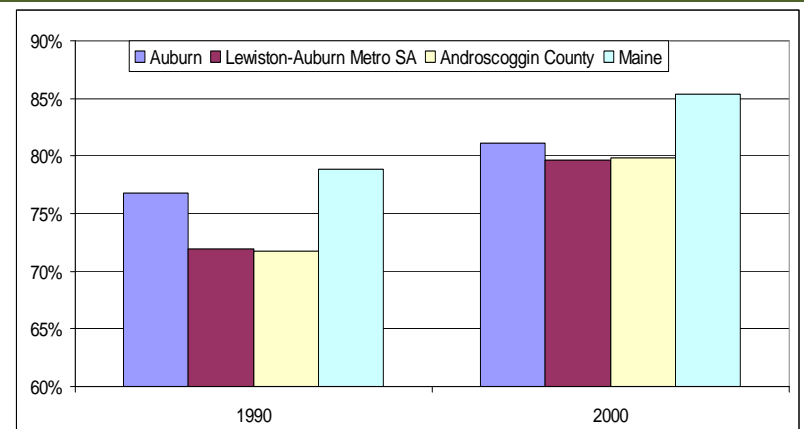
Auburn residents are increasingly better educated (Figure P-9). In 2000, 81% of residents had at least a high school diploma (or equivalent), up from 77% in 1990. This is slightly lower than the Maine average (85%), though it is higher than the Metropolitan Statistical Area and County (both 80%).

Auburn has a lower percentage of residents (over age 25) with at least a bachelors degree than the state but a higher percentage than both the Metropolitan Statistical Area and county (Figure P-10). There was little change in the percentage of adults in Auburn with bachelor's degrees between 1990 and 2000.

Within the Metropolitan Statistical Area, Auburn has the third lowest percentage of citizens over the age of 25 with

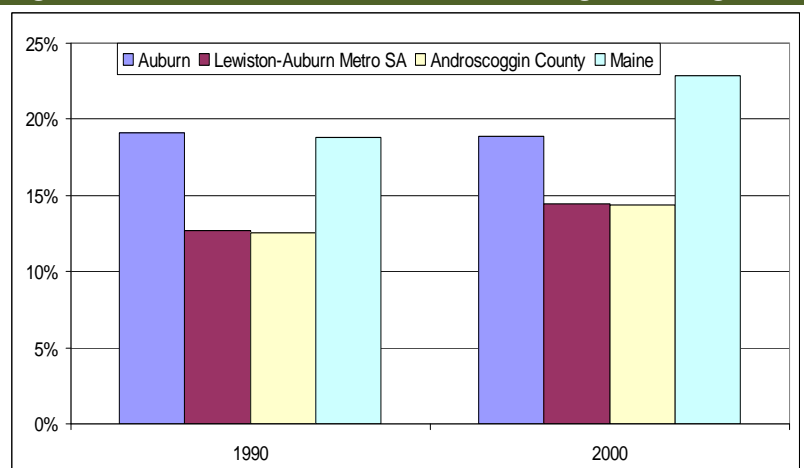
at least a high school diploma (Lewiston is lowest, with about 72%). The Town of Poland has the highest percentage (about 90% of adults with high school degree). Auburn has one of the highest percentages of citizens who have bachelor degrees (about 19%). Sabattus has the lowest percentage in the MSA (just over 8% of its citizens have a bachelor degree).

Figure P-9: Residents with at Least a High School Diploma



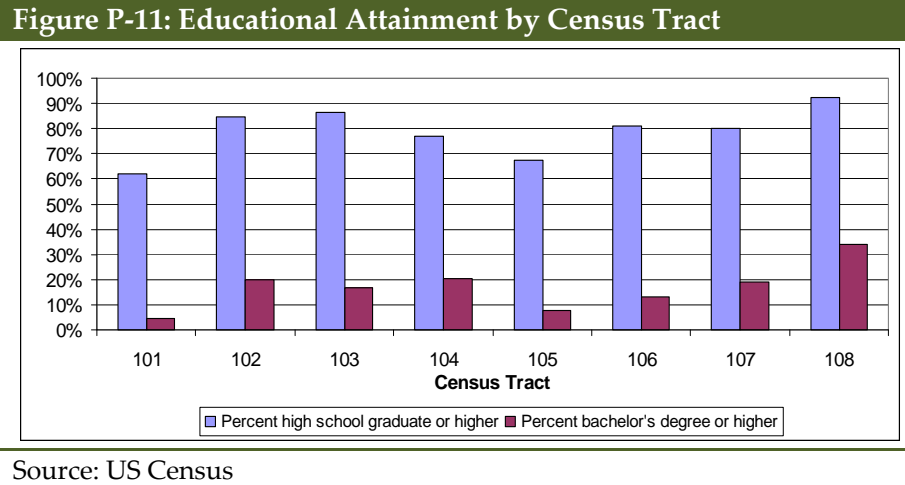
Source: US Census

Figure P-10: Residents with a Bachelors Degree or Higher



Source: US Census

Within the City of Auburn, educational attainment varies by census tract, as shown below in Figure P-11. Citizens living in census tract 101, in the heart of the City’s downtown, have the lowest percentage of high school and college degree attainment. The highest percentages for both categories are in tract 108, which is located to the west of the downtown.



The education levels of Auburn’s adults can have a significant impact on overall education trends. Studies show that parents with higher education degrees often provide a boost to student achievement in public schools. They place a fair amount of attention on insuring that children continue on to higher education.

Income Characteristics

The City of Auburn has the second lowest median household income within the Lewiston-Auburn MSA. The lowest is in Lewiston (\$32,659 in 2006). The community with the highest median income in the MSA in 2006 was Turner, with \$58,858.

In 1999 (the most recent year in which the U.S. Census tracked income data), Auburn’s median household income was \$35,652 (Table P-4). This was about \$1,600 lower than the state’s median income of \$37,240. The gap has remained consistent between the two. Between 1989 and 1999, Auburn’s median income went from 99% to 96% of the state’s median.

Within Auburn, there is some disparity in income earned by residents between census tracts. Census tracts 101 and 105 are two of the poorest tracts, with median incomes of \$13,010 and \$21,855, respectively. They also have the lowest educational attainment, as illustrated in the earlier section. These two tracts are located

Table P-4: Median Household Income, 1989 to 1999

| | City of Auburn | Androscoggin County | State of Maine |
|-----------------------|----------------|---------------------|----------------|
| 1989 Median HH Income | \$27,493 | \$26,979 | \$27,854 |
| 1999 Median HH Income | \$35,652 | \$35,793 | \$37,240 |
| 2006 Median HH Income | \$40,525 | \$42,126 | \$44,488 |

Source: US Census & Claritas

within the downtown area of the City. The wealthiest areas (tracts 104, 106, 107 and 108) have median incomes of between \$42,348 and \$47,358. They are located in the suburban areas west and south of the downtown.

A livable wage is the income a household needs to cover basic living expenses. The Maine Center for Economic Policy (MECEP) estimates livable hourly wages for both the State of Maine and sub-regions. Livable wages are estimated by household type, for example, single or married, with children. Table P-5 displays the hourly wage estimated by MECEP for the Lewiston-Auburn MSA in 2006. Weekly wages are estimated by Planning Decisions based on the hourly wages.

| Table P-5: Livable Wage(s) for Lewiston-Auburn MSA | | | | | |
|---|----------------------|-------------------------------|----------------------------------|--|---|
| | Single Person | Single Parent, 1 Child | Single Parent, 2 Children | Two Parents (1 earner) 2 Children | Two Parents (2 Earners) 2 Children |
| Livable Hourly Wage | \$9.90 | \$15.31 | \$18.51 | \$15.66 | (2x) \$12.04 |
| Livable Weekly Wage ⁶ | \$396.00 | \$612.40 | \$740.40 | \$626.40 | (2x) \$481.60 |
| Source: Maine Center for Economic Policy | | | | | |

Table P-6 displays the average weekly wage for each of the different industry sectors in Auburn. The total average weekly wage for all industries is just over the needed wage for a single parent with one child. The wages in five industries pay, on average, less than is needed to support such a household.

| Table P-6: 2006 Employment & Wages Data for Auburn | | |
|--|-------------------|----------------------------|
| Industry | Employment | Average Weekly Wage |
| Total, all industries | 16,037 | \$629 |
| Natural Resources and Mining | 21 | \$304 |
| Construction | 881 | \$803 |
| Manufacturing | 3,014 | \$838 |
| Trade, Transportation and Utilities | 4,501 | \$544 |
| Information | 131 | \$766 |
| Financial Activities | 732 | \$981 |
| Professional and Business Services | 1,343 | \$688 |
| Education and Health Services | 2,861 | \$579 |
| Leisure and Hospitality | 1,580 | \$264 |
| Other Services | 548 | \$450 |
| Public Administration | 424 | \$797 |
| Source: Maine Department of Labor, Labor Market Information Services | | |

Compared with the state as a whole, Auburn’s residents were more likely to be below the poverty level in 2000. Statewide, 11% of the population was below the poverty level, compared with 12% for Auburn. In 2006, 4,171 households in Auburn earned 80% or less of the median household income for the City. This represents about 41% of the total households in the City⁷.

⁶ The weekly wage is based on 40 hour work weeks with no overtime.

⁷ Source: Claritas, 2006. www.claritas.com

Its low-income levels and high poverty rates reflect Auburn's status as a regional service center. Service centers often have more low-income, below poverty residents than their suburban counterparts. This is because they provide the social services, public transportation networks, and rental housing options needed to serve this population.

Future Population Trends

An important goal of the Comprehensive Plan Committee is to increase Auburn's population and maintain diversity. To do this, Auburn needs to attract young families and professionals and provide opportunities that encourage younger adults to remain in Auburn. The committee and the vision meeting participants expressed a desire for Auburn to develop and provide reliable, cost-effective services and amenities that meet the needs of existing residents and attract new ones.

With regard to serving its current population, Auburn will need to focus on providing senior services and amenities for middle-aged residents. These populations make up over half of the current population. They are stable, and in the case of seniors growing, demographics that will most likely remain in Auburn.

There is concern about how the aging population will affect the need for community services and housing. Currently, the City has both low-income and private assisted living facilities. However, many seniors do not qualify for low-income housing yet cannot afford local private facilities. These residents, many of whom are homeowners, live in houses that are too big for their needs. Some may be looking to move to smaller units but feel there are currently no reasonable housing alternatives available to them.

The population of residents aged 45-64 is expected to remain stable over the next 15 years. As their children leave home, these empty nesters may seek to downsize. Given the current housing, economic, and energy crises, they may also seek to move closer to their jobs and/or urban amenities, as well as invest in smaller, lower-cost housing units.

If current trends continue, the number of school age children in Auburn will decline. A decline in the number of children raises important issues regarding how to maintain a quality school system. Consolidation of schools and the creative reuse of school facilities could become a reality. Gearing more education programs toward baby-boomers and the elderly may be one way to mitigate school closure. Increasing the use of school facilities for community events may be another.

Attracting residents age 18 to 35 will depend on the City's ability to provide a range of housing options, well-paying jobs, and high-quality education. Young adults (age 18-25) just out of school need affordable rental housing, quality entry-level jobs that pay well and provide on the job training, and continuing education programs. Young families (age 25-35) need well-paying jobs in a variety of fields that meet their skills and education levels, continuing education

opportunities, access to affordable homes, and good schools for their children. Cultural and recreational opportunities will be important factors in attracting and keeping both groups in Auburn.

The vision meeting participants and the Comprehensive Plan Committee want to attract professionals and entrepreneurs to Auburn. Higher-end housing, executive job options and cultural and recreational amenities will help attract professionals. A business friendly environment and opportunities for business funding and growth are important to entrepreneurs.

Auburn's population in the coming years will include a variety of age and income groups. Ensuring a balance of services as well as a wide variety of housing, job, and recreational choices is critical.

F. TRANSPORTATION

Transportation networks provide access to neighborhoods, the wider community, and the region. They influence how a community grows and impact land use and policy decisions.

Auburn's transportation network includes roads, sidewalks and trails, bike lanes, public transit routes, rail lines, and an airport. Responsibility for building and maintaining these components is shared by municipal, state, and private entities. This chapter reviews the condition of Auburn's transportation network, and highlights current projects and issues.

Regional Transportation Resource Center

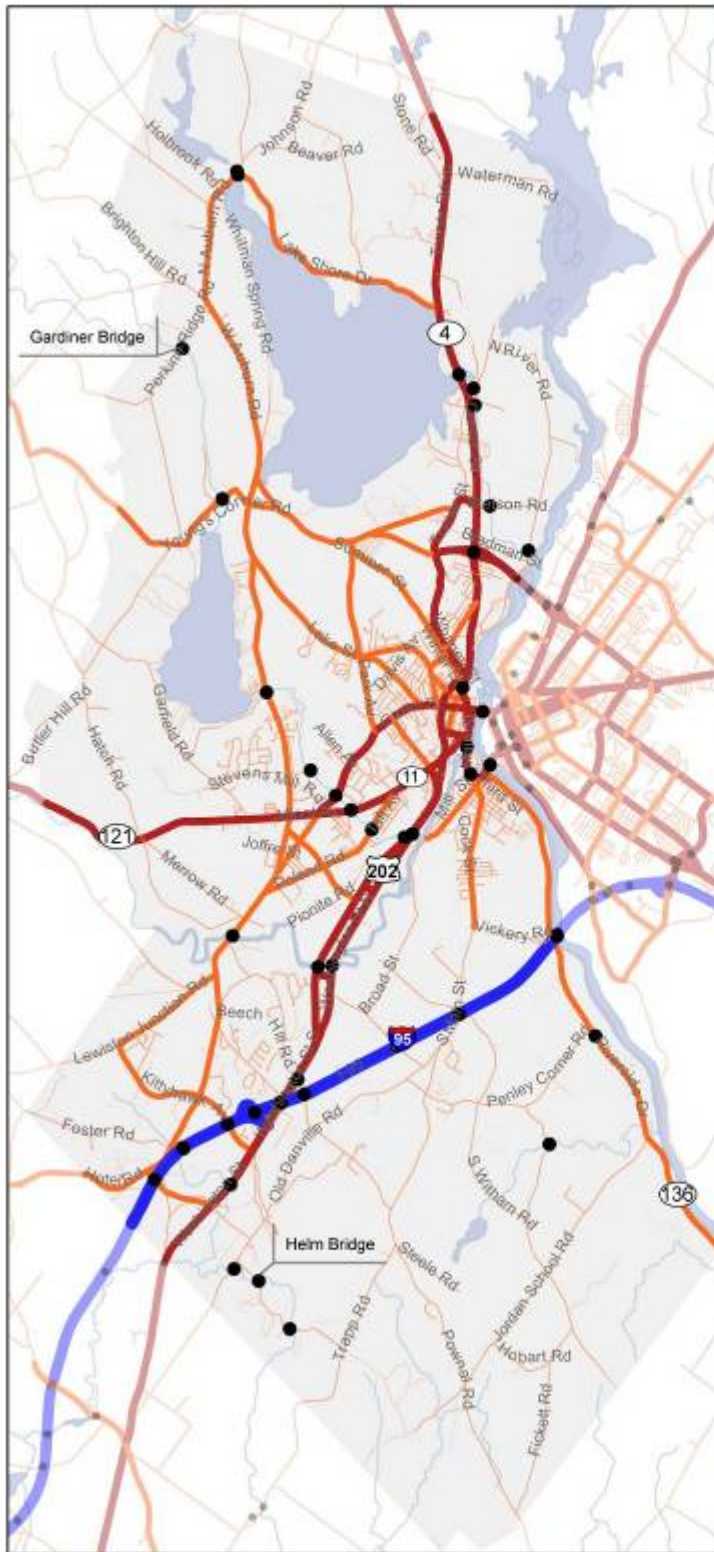
The Androscoggin Transportation Resource Center (ATRC) is a Metropolitan Planning Organization (MPO) serving the communities of Auburn, Lewiston, Lisbon and Sabattus. MPOs are federally designated planning organizations responsible for carrying out transportation planning processes in urbanized areas. ATRC conducts numerous transportation studies in the City, including long-range transportation plans.

ATRC's 2025 Regional Transportation Plan for the Lewiston/Auburn region includes a broad range of multi-modal projects and programs to meet current and future growth and development. Recommendations from that plan have been incorporated into this chapter.

Roads

Roads make up the largest portion of Auburn's transportation network. Based on their function, roads are classified as arterials, collectors, or local in accordance with federal rules and guidelines (Figure T-1, following page).

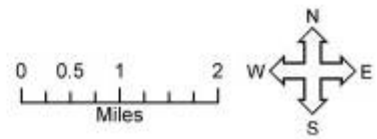
The State of Maine Department of Transportation (MaineDOT) reconstructs, paves, and maintains state and federal roads. Auburn's Public Works Department is responsible for all work on city-owned roads. The two departments share responsibility for state-aid roads.



City of Auburn
Comprehensive Plan Update 2008

Figure T-1 Road Classification

- Local
- Collector
- Arterial
- Interstate
- Bridges



ARTERIALS

Arterials funnel traffic between major destinations. They typically have Interstate, US Route, or State Highway designation. Access is often limited to move traffic safely and efficiently.

The Maine Turnpike (I-95) runs through the middle of Auburn and serves as the major transportation link to other Maine communities.

| Auburn Arterials |
|-------------------------------------|
| Maine Turnpike |
| Main Street |
| Washington Street (Route 202) |
| Minot Avenue (Route 121/11) |
| Center Street/Turner Road (Route 4) |
| Union Street |
| Mt Auburn Overpass |
| Source: MaineDOT |

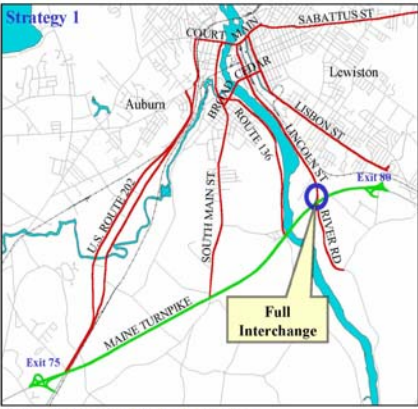


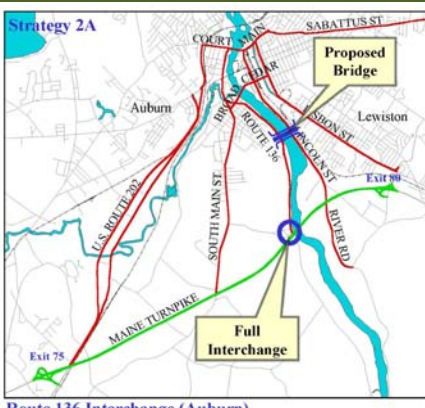
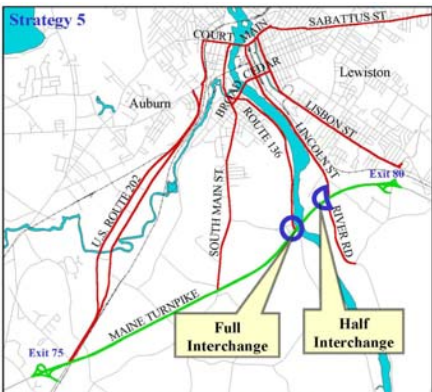
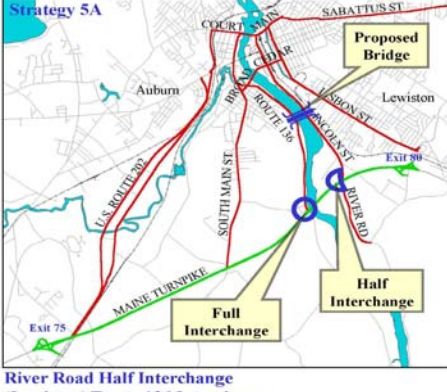
The turnpike interchange at Exit 75 is a significant part of Auburn’s inter-modal transportation infrastructure. The industrial area around Exit 75 has grown in large part due to efficient access to interstate, rail, and aviation amenities. As rail and aviation expand, maintaining efficient interstate access is critical.

The Androscoggin Transportation Resource Center (ATRC) has proposed moving the Exit 75 interchange to Kittyhawk Avenue to simplify truck travel and connect the interstate directly to an inter-modal transit station. To date, neither the City nor the Maine Turnpike Authority (MTA) has studied this idea further. It is unclear how such a move would affect commuters and other travelers.

The ATRC, MaineDOT and the MTA have studied the possibility of developing a new turnpike interchange in the Auburn/Lewiston area for more than two decades. A new exit would provide efficient, visible access from the interstate to the downtown area.

In 2005, the first phase of MaineDOT’s Integrated Transportation Decision-Making Process for new interchanges was completed. Phase One, a feasibility study, identified new interchange location options to pursue. Following an evaluation of transportation, land use, socio-economic, natural environment, and cost, along with input from the public and city councils, it was recommended that three alternatives be considered for future study (Table T-1, following page). Of these, two options are located within Auburn on Route 136. In addition, there is some discussion about building a new bridge across the Androscoggin River to alleviate pressure on South Bridge. Currently, MaineDOT is looking to identify which of these sites is the least environmentally damaging practicable alternative (LEDPA).

Table T-1: Proposed Interchanges

| | |
|---|---|
|  <p>Strategy 1 River Road Interchange (Lewiston)</p> |  <p>Strategy 1A River Road Interchange (Lewiston) with Proposed River Bridge</p> |
|  <p>Strategy 2 Route 136 Interchange (Auburn)</p> |  <p>Strategy 2A Route 136 Interchange (Auburn) with Proposed River Bridge</p> |
|  <p>Strategy 5 River Road Half Interchange (Lewiston)/ Route 136 Interchange (Auburn)</p> |  <p>Strategy 5A River Road Half Interchange (Lewiston)/Route 136 Interchange (Auburn) with Proposed River Bridge</p> |
| <p>Source: ATRC Lewiston – Auburn Downtown Connector/Turnpike Interchange Feasibility Study</p> | |

The proposed Route 136 interchange would have a significant impact on future development in Auburn. It raises questions about necessary upgrades to existing roads and the land use and traffic mobility impacts such a development would have on New Auburn.

Center Street/Turner Road/Route 4 is one of the most heavily-used roads in the City. Currently the ATRC is preparing a Route 4 study to address community concerns regarding traffic mobility including measures to curb speed and mitigate traffic volumes. ATRC estimates that traffic volumes to the north along Route 4 will grow by at least 20% over the next decade, leading to increased congestion and higher use of alternative collectors such as Turner Street and Park Avenue.

Of concern to many residents is the lack of bicycle and pedestrian access and amenities along the Route 4 corridor. The ATRC study looks at ways to provide those on foot or bike with safe access to businesses along the corridor.

The study also examines Center Street traffic patterns in the Auburn Plaza Area. It proposes traffic signal timing changes and coordination, developing four new roundabouts between Union and Joline Streets, reconfiguring the Union Street bypass, and creating smoother on- and off-ramps at the Mount Auburn Avenue Overpass. The goal is to make Route 4 safer and improve circulation.

Washington Street/Route 202 is a limited access arterial. The westbound portion has some right-of-way available for either expansion or development, but the current prohibition on curb cuts prevents development. Estimates suggest that traffic volumes to and from the Gray/New Gloucester and Portland areas on Route 202 will increase 46% by 2025¹. This may be due in part to commuters avoiding the I-95 toll. Whether or not this increase materializes, the City will need to consider the impacts that increased truck traffic will have on the highway network over the next 25 years.

COLLECTORS

Collectors connect traffic between local roads and arterials. In Auburn, collectors include the major network of roads around the industrial area and those connecting eastern rural areas and urban neighborhoods to downtown arterials and the interstate.

| Auburn Collectors |
|-----------------------------|
| Riverside Drive (Route 136) |
| Park Avenue |
| Young’s Corner Road |
| Summer Street |
| Mount Auburn Avenue |
| Hotel Road |
| West Auburn Road |
| Lake Shore Drive |
| Source: MaineDOT |

¹ ATRC Long Range Plan 2003-2025.

The *Young's Corner Road/Summer Street/Mount Auburn Avenue* collector connects to Minot (the fastest growing town in Androscoggin County²) and other surrounding towns such as Poland, South Paris, and Oxford. This route is popular as it allows for easy access between the Auburn and Lewiston, the mall area, and communities east and west of the City.

A recent ATRC study of the *Park Avenue* collector estimates that traffic will increase 36% by 2025. The study addresses public concerns about vehicle speed and suggests implementing traffic-calming measures and redirecting through-traffic onto arterials. It also looks at using similar measures on connecting and adjacent roads to strengthen the entire transportation network.

LOCAL ROADS

Local roads provide access to private property and low-volume public facilities. They include all public and private neighborhood, rural, and seasonal roads.

One concern with local roads is on-going maintenance. While Auburn's Public Works Department is responsible for the repair, upkeep, and plowing of public roads, the City's private roads are maintained through homeowners associations or by the developer. In recent years, the Auburn Public Works department has noted an increase in the number of private roads seeking public acceptance for service and maintenance. When accepted, they create an added burden on the department and local taxpayers.

Local roads also face issues around connectivity. Many local roads are dead-ends, including cul-de-sacs. Dead-ends funnel traffic, putting additional pressure on through streets and limiting connections within neighborhoods. Others (such as Perkin's Ridge Road), though built to local road standards, connect directly to arterials and thus function as collectors. Traffic volumes increases, congestion, and speeding create additional maintenance needs and harm the residential character of these roads.

BRIDGES

There are 44 bridges in Auburn (a full list of bridges is provided in Supplemental Table A, page T18). By state standards, the majority have only minor problems and are considered in satisfactory or good condition³. Two, the Gardiner and Helm Bridges are in poor condition (see Figure T-1). Both bridges have support structures in serious condition where loss of section,

² ATRC Long Range Plan notes a 35% increase in population in Minot.

³ Condition is based on the average deck, support structure, substructure, and culvert/retaining wall rating as applicable to the bridge.

deterioration, spalling or scour have seriously affected primary structural components; local failures are possible; and fatigue cracks in steel or shear cracks in concrete may be present.

ROAD DEVELOPMENT

The City of Auburn provides policy and design, construction, and maintenance standards for public and private roads in Chapter 32 of the City Ordinance. The purpose of the chapter is to ensure adequate and proper installation of road improvements; promote the safety and efficiency of vehicular and pedestrian traffic; and minimize user costs and the long-term costs of maintenance and repairs to public improvements. It includes standards to promote the health, safety, and welfare of the community, such as encouraging efficient use of the land; provisions for the necessary and adequate control of groundwater levels, storm water runoff, and soil erosion; and standards to ensure accurate records of public improvements.

The standards require that the arrangement, character, extent, width, grade, and location of all public and private streets be in relationship to existing and planned streets; to adjoining circulation of traffic; to topographical conditions; to runoff of storm water; and to public pedestrian and vehicular safety.

Traffic Mobility

Traffic mobility looks at how safely and efficiently cars and trucks move through intersections and along roads. This includes identifying high volume stretches and high crash locations, as well as the service function of intersections. Certain activities, such as designating truck routes, access management planning, and instituting traffic signal management, can help alleviate traffic stressors.

ACCESS MANAGEMENT

Access management⁴ balances mobility and access to improve the efficient movement of traffic while enhancing safe and efficient access to and from abutting properties.

The City has access management standards designed to maintain the safety and traffic carrying capacity of arterials and collector roadways. The standards provide for safe driving conditions, reduced potential traffic hazards, congestion relief, and work to achieve a sustainable level of vehicle capacity within identified commercial corridors and abutting lands. These standards,

⁴ "Access management is the systematic control of the location, spacing, design, and operation of driveways, median openings, interchanges, and street connections to a roadway." [Access Management Manual](#); Transportation Research Board, Washington, D.C. 2003

coupled with other associated municipal ordinances, are designed to preserve highway capacity, reducing accidents and avoiding or minimizing costly road improvements.

TRAFFIC VOLUMES

Auburn has a number of high-volume roads serving residents, commuters, and visitors. As the regional service center for Androscoggin County, Auburn's transportation network serves both local residents and those living in neighboring communities (almost all of whom arrive by car).

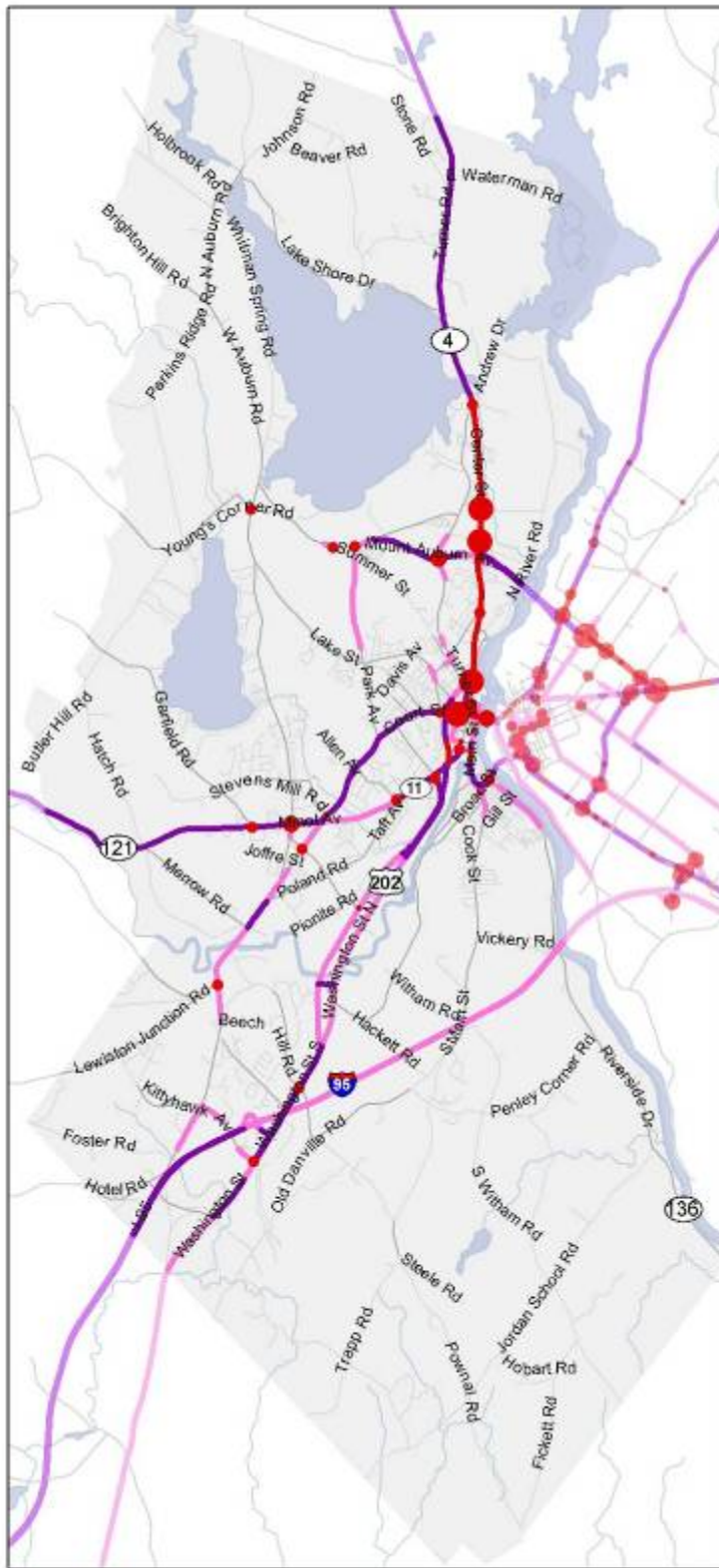
According to the MaineDOT's Average Annual Daily Traffic counts (AADT), Route 4 was the most traveled road in 2006 (Figure T-2, following page). Center Street (north and south of Mount Auburn Avenue) sees upwards of 25,000 trips daily. The corridor is a major arterial and commuter route. The development of the mall, growth in Turner, and the Mount Auburn overpasses have all contributed to a significant increase in its use.

The Court Street/Minot Avenue corridor is another high volume road in Auburn. Minot Avenue's connection to the downtown at the Minot Avenue Rotary is difficult for some to navigate. This is due to its high volume of peak traffic, one-way flow, limited signage, limited sight distance, and uneven grade. Many commuters instead choose Court Street, which links directly to the Park and Mount Auburn Avenues. ATRC is looking into ways of improving traffic flow in this area, including converting the portion of Minot Avenue, east of Western Avenue, to allow for 2-way traffic.

HIGH CRASH LOCATIONS

MaineDOT tracks crashes and measures potential safety problems by looking at the total number of crashes in a location and comparing this to the number that may be expected given the type of road and its traffic volumes. From this information, MaineDOT calculates a "Critical Rate Factor" (CRF). Any location that has a CRF greater than 1.00 and that has eight or more crashes over a three-year period is considered a High Crash Location (HCL).

In 2004, MaineDOT identified 33 High Crash Locations in Auburn (Figure T-2, previous page). The highest number occurred along Route 4 on Center Street just north of Mount Auburn Street (67 crashes in 2004) and at the Union Street Bypass (57 crashes in 2004). These numbers reflect high use patterns. The City is working to alleviate some of the traffic pressure and reduce the number of crashes through the Route 4 study described above.



City of Auburn
Comprehensive Plan Update 2008

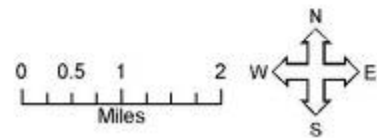
Figure T-2

**2006 MaineDOT
Average Daily
Traffic Counts**

- 5001 - 10000
- 10001 - 20000
- 20001 - 30000

**2004 MaineDOT
High Crash
Locations**

- 8 - 10
- 11 - 20
- 21 - 40
- 41 - 80



Auburn's intersections with the highest risk levels include Mount Auburn Avenue at both Park Avenue and Summer Street. New development and increased traffic pressures from surrounding uses create the potential for more crashes. Another critical intersection is just east of these points, at the Hotel Road/Auburn Road/Young's Corner Road junction. With the opening of the Mount Auburn Avenue overpass, this junction, once a minor collection point serving rural communities, has become a popular commuter route to Lewiston and the mall area.

TRUCK ROUTES

One way to alleviate congestion and reduce crashes is to designate truck routes. In 2005, ATRC completed work on a series of preferred truck routes through the Auburn/Lewiston area. The routes were determined based on function, mobility, and weight-bearing characteristics. They are designed to alleviate pressure on local and minor collector streets. Preferred truck routes in Auburn include Washington Street, Kittyhawk Avenue, Manley Road, Minot Avenue, and Center Street. Although the routes have been defined, little has been done to promote their use.

TRAFFIC SIGNAL MANAGEMENT

An effective way to regulate traffic patterns is through signal management. By controlling and timing traffic lights from a central location, the City can regulate traffic flow during peak hours. The ATRC is currently working on a signal plan in the Auburn/Lewiston Area. The plan proposes funding for new signals through impact fees or other measures when developments include signal development and/or a connection to existing systems.

PARKING FACILITIES

Parking facilities are an integral part of today's car-based transportation network. Private and public parking lots, garages, and on-street spaces serve Auburn's residents, commuters, and visitors. A free Citylink shuttle bus transports individuals from municipal garages in Lewiston and Auburn to major downtown destinations.

Current City parking standards focus on general parking provisions and design guidelines. The standards address the minimum number of lots per use, the size of spaces, loading needs, access, lighting, use restrictions, and buffering as needed. They establish the number of off-street parking spaces required for new developments.

In the historic downtown, the Mechanics Row Parking Garage (a five level, 440 stall enclosed garage owned and operated by the City), numerous off-street lots, and on-street spaces provide

adequate parking facilities to meet commercial needs. The City is planning to build a new parking garage to meet the needs of Great Falls Plaza development. To accommodate the historic character of the downtown, regulations in the downtown enterprise zone allow a significant amount of flexibility when developing new off-street parking, including reduced minimum requirements.

The major parking issue in the City is providing enough spaces for downtown residents. The majority of older buildings do not have sufficient parking spaces to meet current needs. The situation is particularly difficult during winter months when inclement weather forces the City to limit on-street parking. In 2008, the City eliminated the total winter parking ban. This ban severely limited winter residential parking options as it did not allow cars to park on downtown streets overnight from November to April. The new regulation restricts full parking bans to major snow events and provides alternate street side parking restrictions to ensure streets are cleared for cleaning.

Other Modes of Transportation

In recent years, there has been significant interest in moving people out of single-occupancy vehicles and into other modes of transportation. Auburn is in a unique position to capitalize on this trend. As a regional multi-modal transportation hub, it has the infrastructure to offer bus, rail, pedestrian, and bicycling amenities to move residents and visitors to, from, and through the City.

To expand Auburn's multi-modal network, the ATRC has proposed a passenger inter-modal transportation station on Kittyhawk Avenue. The station would provide access to commuter rail, aviation, and bus service and connect to the existing inter-modal freight and service facility. In developing one central station for all its transportation needs, Auburn would solidify its role as a major hub for moving people and materials throughout the region. Issues such as connectivity between the hub and downtown, particularly for expanding passenger rail service, will have to be addressed.

PUBLIC TRANSPORTATION

Citylink bus lines provides a limited, fixed route connecting New Auburn, Minot Avenue, the Mall, Central Maine Community College (CMCC), and the downtown with major points in Lewiston. Service runs from 6 AM to 6PM weekdays. The cities of Lewiston and Auburn, through the Lewiston Auburn Transit Committee (LATC), own the service and contract operation to Western Maine Transportation Services (WMTS). The service includes a Downtown Shuttle linking downtown Auburn, downtown Lewiston, and Central Maine Medical Center. WMTS also provides on-demand service door-to-door van service for the

elderly and people with disabilities and contracts with the Department of Health and Human Services and MaineCare (Medicaid).

Citylink made over 200,000 trips in 2007. However, the service s to keep up with costs and service needs. There is limited funding available and any expansion of service would require significant investment. Though routes between area colleges and the mall area are relatively successful, there is service needs to be expanded to include Saturdays and evenings.

One major concern for bus ridership (as well as bicycle and pedestrian facilities) is the financial disconnect between new development and transit needs. Major commercial developments are often critical destinations; however, there is no funding mechanism in place to share the cost of bringing public transit, sidewalk, or bike lane amenities to these areas. The development and site review process needs to consider all modes of transit.

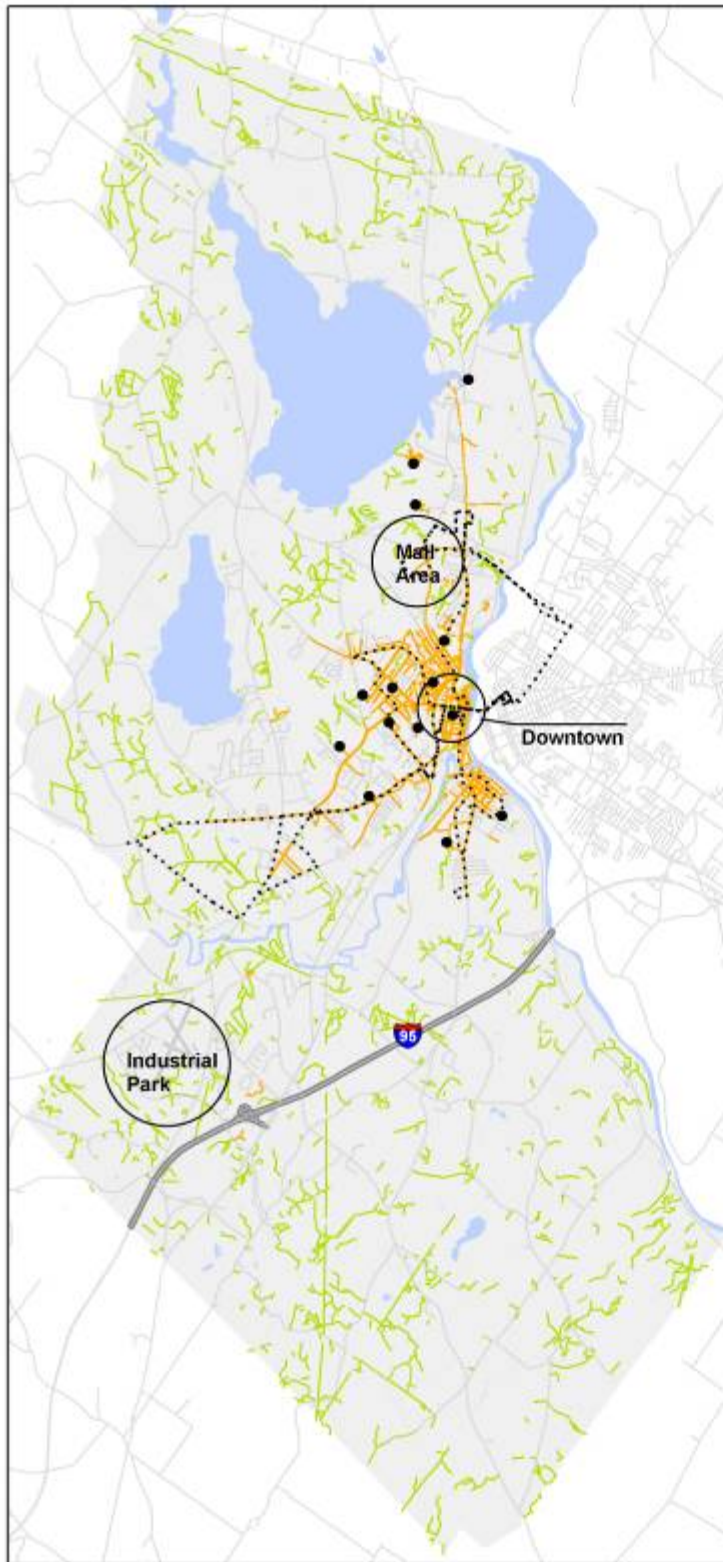
BICYCLE AND PEDESTRIAN FACILITIES

In 2002, the ATRC published “Bridging the Gaps: A Long Range Facilities Plan for Bicycling and Walking in the Lewiston-Auburn Area,” to help the region’s municipalities build a seamless network of bicycle and pedestrian facilities over the next 20 years. The plan focuses on five types of facilities: on-street and off-road bike paths, sidewalks, intersections, and pedestrian districts. Development of these facilities would be incremental and dependent on public and private leadership and funding.

The plan’s goal is to make bicycling and walking a viable and attractive option for urban travel. About half of Lewiston-Auburn’s residents live within a two-mile radius of downtown - a reasonable distance for walking and bicycling. In addition, most major attractions including schools, malls, mills, colleges, businesses, hospitals, movie theaters, and parks are within two miles of downtown. Yet there is only limited sidewalk and trail connectivity between Auburn’s residential neighborhoods and major destinations.

Currently, sidewalk development is prevalent throughout the downtown (Figure T-3, following page). The City is connected to Lewiston via a pedestrian trestle bridge. However, this pedestrian connection is limited to the south side of downtowns. There is no completed loop or designated connection in the northern section.

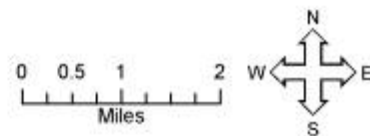
Most schools and downtown neighborhoods have sidewalk connections. Some schools such as Fairview and East Auburn Elementary and Auburn Middle School have limited sidewalk access only along major arterials.



City of Auburn
Comprehensive Plan Update 2008

Figure T-3
Alternative Transportation
and Major Destinations

- Sidewalks
- Trails
- Bus Routes
- Schools



Outside of the downtown, sidewalk access is limited and most pedestrians and bicyclists travel on road shoulders. Many roads in Auburn are wide enough to support designated striped lanes. Others have wide unpaved shoulders that, if paved and striped, could offer safer travel for bicyclists and pedestrians.

RAIL LINES

Rail continues to be a popular mode of freight transportation in Auburn. The U.S. Customs Port in Auburn's Foreign Trade Zone is the busiest non-liquid port in the state. It includes an inter-modal truck-to-rail freight transfer facility located on 78-acres on the north side of Lewiston Junction Road across from the Auburn-Lewiston Municipal Airport. The transfer facility processes an estimated 11,000 domestic cargo containers and 2,000 international cargo containers annually, with the potential to process 35,000 imported containers.⁵

Two major rail carriers currently maintain tracks in Auburn: Maine Central - PanAm (MC) and St. Lawrence & Atlantic Railway (SL&A). SL&A also operates the Lewiston Auburn Railroad line under lease from the Lewiston-Auburn Railroad Company (LARX) (Figure T-4, on the following page). With the double stack capacity of the SL&A lines, limited custom requirements, and federal high-speed designation, Auburn's rail lines are poised to continue to grow in the near future. New spurs serve expanding businesses in the area and there is discussion about bridging the one-mile gap between the SL&A and LARX lines.

The high-speed designation between Portland and Auburn creates an opportunity for passenger rail service. The state is currently considering the development of lines north of Portland that could include service to the Lewiston-Auburn area. If Auburn does receive passenger rail service, the City would need to look into developing a new station that is easily accessible for residents. It also needs to address concerns about noise from trains that might run through the downtown.

AIRPORT

Auburn and Lewiston jointly own the 547 -acre Auburn/Lewiston Municipal Airport, a fixed-based operator (FBO)⁶ facility serving numerous freight and charter companies. The Airport Manager and Airport Maintenance Supervisor, in conjunction with the Airport Board of Directors, are responsible for day-to-day operations.



⁵ ARTC Long Range Plan, November 2007 update.

⁶ An FBO is an airport service center that provides aircraft fuel, parking and limited amenities.



City of Auburn
Comprehensive Plan Update 2008

Figure T-4
Airport & Rail Lines

-  Railroad Lines
-  Foreign Trade Zone
-  Airport Zone of Influence

The airfield area consists of two runways, associated taxiways, hangers, and a terminal building. A zone of influence exists around the airport and critical lands within the flight paths (Figure T-4). The FAA must be notified prior to any development within 10,000 feet of the airport. Development pressures surrounding the airport have led to concerns about land use conflicts. In particular, there are conflicts with the adjacent housing development over noise ,and concerns about the location of propane facilities within the critical flight areas.

The 2006 Airport Master Plan Update expects continued growth over the next 20 years, with increases in the current freight flights as well as commercial travel. To accommodate growth, the plan proposes constructing a parallel taxiway (currently in development) and extending the runway to accommodate more planes.

Issues

1. Growth and development in Auburn and surrounding communities (particularly to the west and north) is leading to increased congestion on arterial and collector streets. What transportation and land use measures should the City take to alleviate this pressure?
2. Efforts to promote and encourage the use of alternative modes of transportation need to continue. One possibility is to consider bike, bus, and pedestrian needs in the site plan and development review processes.
3. Efforts to expand sidewalks, trails, paths and bike lanes within Auburn need to consider maintenance. Winter plowing issues exist and paths need to be usable year-round.
4. If a new turnpike interchange is located on Route 136, how can the City address the impact of additional vehicles on the road and any increased/changed development pressures?
5. As rail and airport uses continue to grow, it is important to keep in mind surrounding land uses to ensure compatibility and safety.
6. Should Auburn address the availability of parking (particularly in the downtown) as well as design standards for parking spaces and lots? As development increases, there will continue to be a need for ample parking. How can regulation promote ample, efficient parking areas? What site plan and/or design standards, if any, should be put in place to mitigate the appearance/impact of parking lots in community?

| Supplemental Table A: Auburn Bridge Conditions 2006 | | | |
|---|------------|-----------|-------------------|
| Bridge Name | Year Built | Owner | General Condition |
| GARDINER | 1952 | Auburn | Poor |
| HELM BRIDGE | 1940 | Auburn | Poor |
| SOUTH MAIN STREET/MTPK | 1955 | ME TPK | Fair |
| CRYSTAL SPRING | 1928 | Auburn | Fair |
| ROYAL RIVER BRIDGE | 1970 | State DOT | Fair |
| SOPERS MILL BRIDGE | 1948 | Auburn | Fair |
| TAYLOR BROOK | 1982 | State DOT | Fair |
| TURNER STREET | 1912 | Railroad | Fair |
| WAGG | 1976 | State DOT | Fair |
| CNR-X-ING | 1961 | State DOT | Fair |
| MTPK(SB)/(NB) - RTE 202 & CRR | 1955 | ME TPK | Fair/Satisfactory |
| ROUNDS CROSSING | 1930 | Auburn | Fair |
| LITTLEFIELDS | 1937 | State DOT | Satisfactory |
| NORTH BRIDGE | 1925 | State DOT | Satisfactory |
| STEVENS MILLS ROAD BRIDG | 1960 | Auburn | Satisfactory |
| COURT ST/TAYLOR BROOK | 1994 | State DOT | Satisfactory |
| MAIN ST. BRIDGE | 1975 | Railroad | Satisfactory |
| MTPK(NB&SB)/SLR | 1955 | ME TPK | Satisfactory |
| OAKDALE NB/RT 100,4,202 | 1931 | State DOT | Satisfactory |
| OAKDALE(RT 100,4,202) SB | 1958 | State DOT | Satisfactory |
| PARSONS MILL | 1930 | State DOT | Satisfactory |
| TAYLOR BROOK | 1980 | State DOT | Satisfactory |
| BOBBIN MILL BROOK | 1936 | State DOT | Satisfactory |
| RTE 122/OLD HOTEL RD | 1955 | ME TPK | Satisfactory |
| MTPK(NB&SB)/ANDROSCOGGIN RIV | 1955 | ME TPK | Good |
| SOUTH BRIDGE | 1936 | State DOT | Good |
| AUBURN INTERCHANGE/MTPK | 1955 | ME TPK | Good |
| AUBURN ROAD | 1952 | State DOT | Good |
| BASIN OUTLET | 1960 | State DOT | Good |
| CRYSTAL SPRING | 1939 | State DOT | Good |
| DANVILLE CORNERS(BEECH H) | 1955 | ME TPK | Good |
| GRISTMILL BRIDGE | 1997 | Auburn | Good |
| HACKETT ROAD/MTPK | 1955 | ME TPK | Good |
| KITTYHAWK AVE | 1987 | ME TPK | Good |
| STETSON ROAD | 1993 | Auburn | Good |
| VIET NAM MEMORIAL WEST | 1973 | State DOT | Good |
| IRON | 1948 | State DOT | Good |
| JAMES B. LONGLEY MEMORIAL | 1983 | State DOT | Good |
| LAPHAM BRIDGE | 1991 | State DOT | Good |
| MT AUBURN AVE | 2001 | State DOT | Good |
| TURNER STREET | 1953 | State DOT | Good |

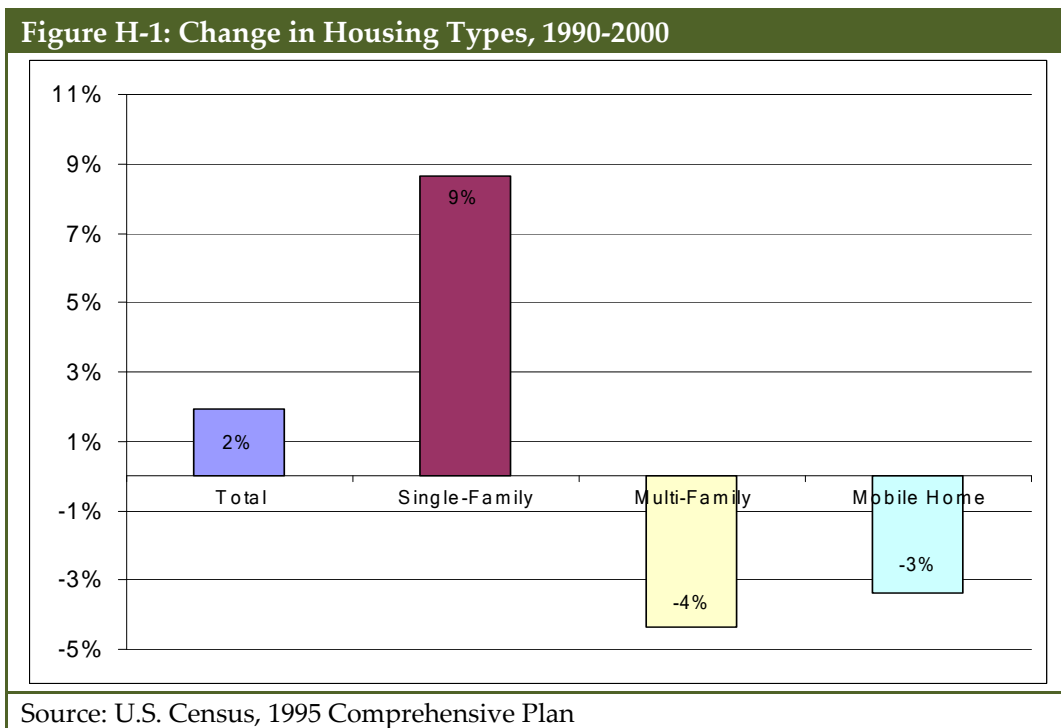
Source: State of Maine Department of Transportation

G. HOUSING

Housing is an integral part of a community’s character. It defines neighborhoods and is an important factor in economic and service development. This chapter contains a description of the City’s current housing stock, an analysis of trends affecting owner and renter housing availability and affordability, and issues that may affect Auburn’s future housing opportunities.

CURRENT HOUSING STOCK

In 2000, Auburn’s housing stock consisted of 10,608 housing units: 5,448 (51%) single-family homes, 4,843 (46%) multi-family units, and 317 (3%) mobile homes (US Census). This represents a 2% increase in the overall number of housing units since 1990. However, not all housing types shared in the increase (Figure H-1). Growth occurred exclusively in single-family development, while the total numbers of multi-family and mobile home units declined.



The number of single-family homes rose from 5,015 in 1990 to 5,448 in 2000—a 9% increase. This is consistent with (if lower than) increases in the number of single-family homes in both Androscoggin County (14%) and the State of Maine (20%) during the same time period. The increase in single-family housing in Auburn between 1990 and 2000 was greater than in other

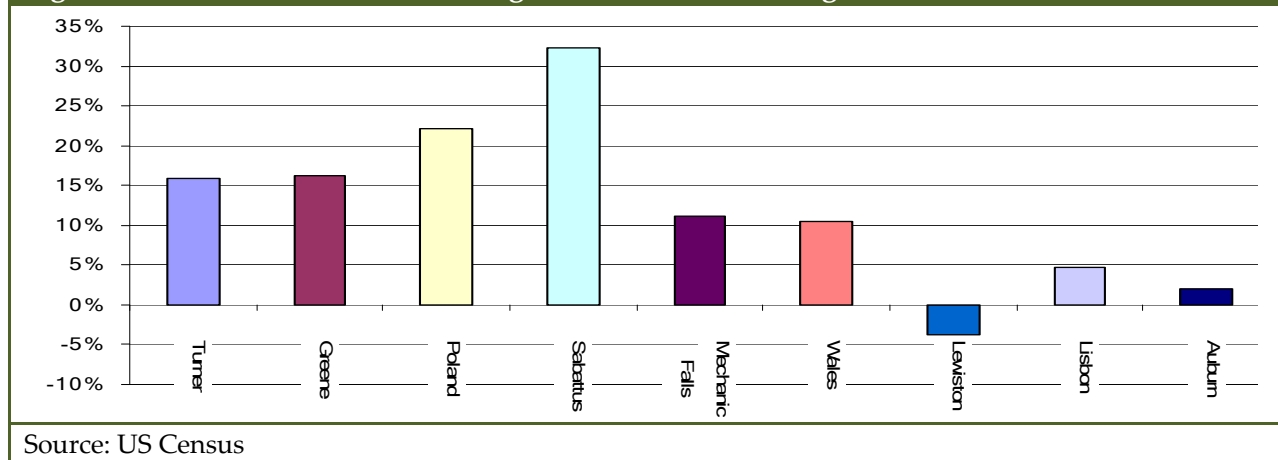
Maine service-center communities such as Lewiston (3%), Bangor (6%), Augusta (1%), and Portland (3%).¹

In contrast, the number of multi-family and mobile homes in Auburn decreased between 1990 and 2000. Multi-family units decreased from 5,063 to 4,843 (-4%) and mobile homes from 328 to 317 (-3%). The decrease in multi-family and mobile homes is similar to trends in Lewiston (-7% and -5%) and the state as a whole (-6% and -6%). Other service-center communities saw similar decreases in the number of mobile homes: Bangor (-7%), Portland (-6%), and Augusta (-75%). However, unlike Auburn and Lewiston, they experienced an increase in multi-family development: Bangor, 1%; Augusta, 0.4%; and Portland, 11%.

While the number of housing units in Auburn increased between 1990 and 2000, the 2% increase was notably smaller than the increase in the previous decade. Between 1980 and 1990, the number of housing units in Auburn increased by 15%, from 9,061 to 10,406 for a net gain of 1,345 units.

As Auburn’s growth slowed, many surrounding towns experienced significant increases in housing unit development (Figure H-2). This reflects national homebuyer trends over the last four decades. These trends indicate a population shift from urban to rural communities, due in large part to a greater reliance on the automobile, less expensive home prices and lower taxes in outlying areas, and a preference for a suburban/rural lifestyle.

Figure H-2: Auburn and Surrounding Communities Housing Unit Growth 1990-2000

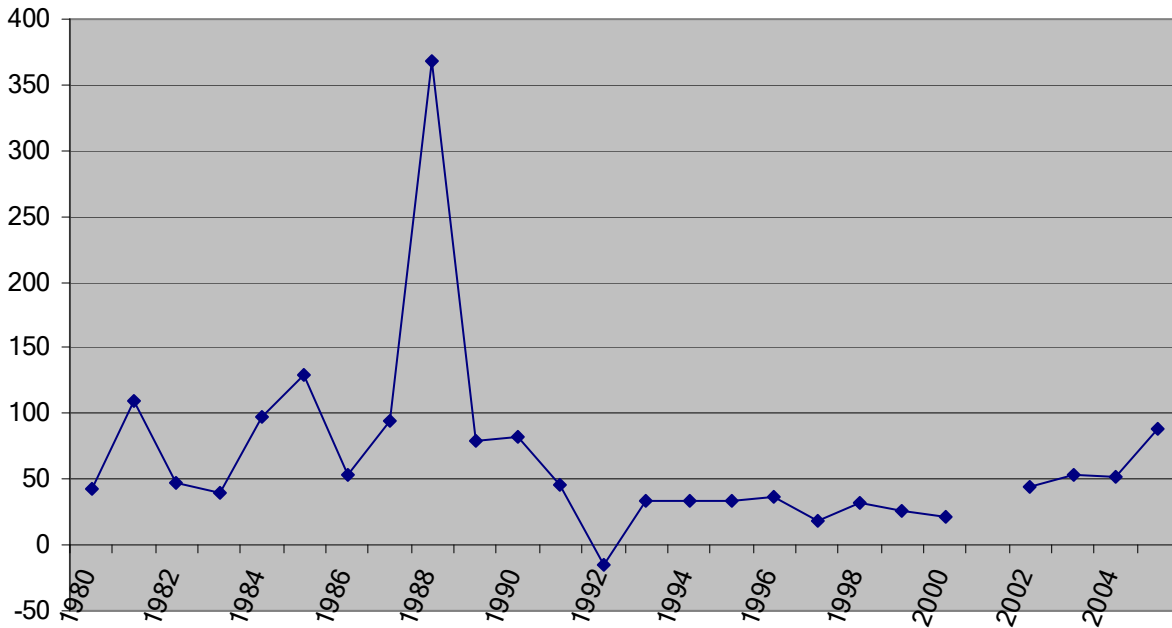


Since the 2000 US Census, there has been a small but steady increase in the number of housing units in Auburn (Figure H-3). Consistent with the 1990 – 2000 trend, most (85%) of Auburn’s new home construction between 2002 and 2005 was single-family (Table H-1). Development during this time totaled 240 new units, representing a sharply faster rate of growth than in the

¹ US Census

last decade, when 220 units were built over a period of 10 years. More information on current residential development patterns can be found in the supplemental *Development Review Profile*.

Figure H-3: Net Change in Number of Auburn Housing Units, 1980-2004



Source: Maine State Planning Office, Maine State Housing Authority, and the City of Auburn

Table H-1: Net Change in Number of Homes 2002-2005

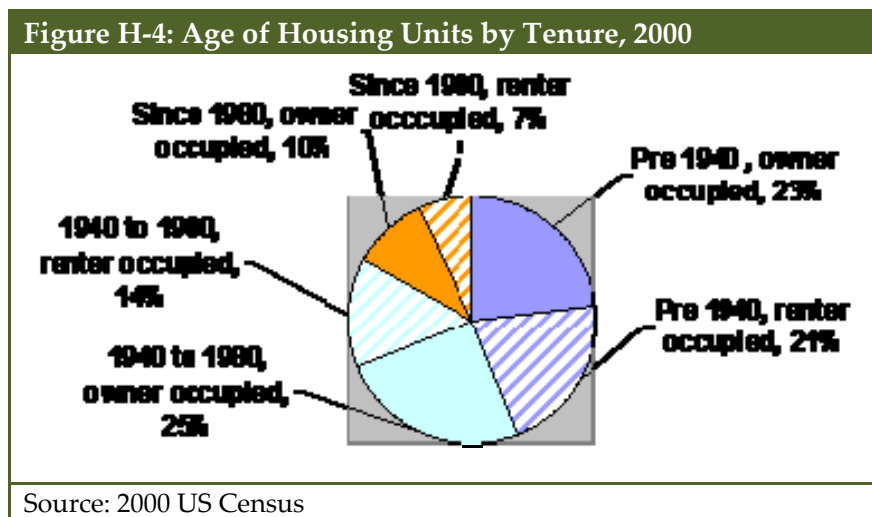
| New Homes | 2002 | 2003 | 2004 | 2005 | Totals |
|------------------|-----------|-----------|-----------|-----------|------------|
| 1 Family | 40 | 47 | 55 | 82 | 224 |
| 2 Family | -1 | -1 | 0 | 1 | -1 |
| 3 or 4 Family | 0 | -1 | -2 | -1 | -4 |
| Over 4 Family | 0 | 0 | 0 | 1 | 1 |
| Mobile | 6 | 9 | 0 | 2 | 17 |
| Seasonal | 0 | 0 | -1 | 4 | 3 |
| Total New | 52 | 60 | 59 | 94 | 265 |
| Total Loss | 7 | 6 | 7 | 5 | 25 |
| Total Net | 45 | 54 | 52 | 89 | 240 |

Source: Maine State Housing Authority

CONDITION OF HOUSING STOCK

AGE

Auburn's housing stock is old. As of 2000, 44% of Auburn's housing units were built before 1940. Only 17% were built since 1980 (Figure H-4). With an old housing stock, deterioration can be a problem and sub-standard housing is a concern.



One hindrance to the rehabilitation of old buildings is Auburn's building code. The code applies to all buildings, regardless of age. The changes needed to bring older buildings up to code are often extremely costly and difficult to implement. This unintentionally discourages the rehabilitation of older buildings.

The oldest housing stock in Auburn is found primarily in the downtown. It includes much of Auburn's multi-family housing. Many of the property owners in this area are considered low to moderate income and have limited funds available for rehabilitation.

1,468 low and moderate income Auburn renters, and 2,517 low and moderate income owners, report physical housing problems.² Auburn's Community Development Department has a number of programs to help low-and moderate income property owners improve the quality of their housing. They include:

- Homeowner Rehab Program to assist with home improvements
- Energy Program to assist with improvements that reduce the cost for heating
- Historic Preservation Program to help maintain Auburn's historic structures
- Lead Program to help make homes lead safe

² City of Auburn 2005-2009 Consolidated Plan, pages 21 and 22

- Demolition Program to remove buildings that have deteriorated to a point where they are detrimental to public health and safety.

The City's Residential Rehabilitation Program supports comprehensive renovation efforts for properties in target areas. The program has been in existence since 1974. It is funded through the City's Community Development Block Grant (CDBG) and is available to low- and moderate-income households in target areas and throughout the City. Both investor owners and owner-occupied households are eligible. Through June 2006, 2,405 units in 1,298 buildings have participated in the program, and a total of \$17,174,344 in grants has been awarded. The program's current target areas include Downtown, New Auburn, and Union Street.

Auburn's Community Development Program also provides funds for physical neighborhood improvements in the City's target areas, such as sidewalks, roadway reconstruction, playground, landscaping, handicap accessibility, and new parking lots.

TENURE

Service communities like Auburn often have a greater share of rental housing. Their proximity to jobs and services makes them ideal housing locations for low-income families and individuals. In 2000, 43% of the total occupied housing stock in Auburn was rental housing.

Compared with Androscoggin County and the rest of the state, Auburn has a low rate of home ownership (Table H-4). However, the proportion of rental housing in Auburn is lower than in other service center communities. Auburn has fewer multi-family housing units, which typically make up the bulk of the rental housing stock.

| | Own | Rent |
|------------------------|------------|-------------|
| Auburn | 57% | 43% |
| Augusta | 55% | 45% |
| Lewiston | 47% | 53% |
| Bangor | 47% | 53% |
| Portland | 43% | 57% |
| Androscoggin County | 63% | 37% |
| State of Maine | 72% | 28% |
| Source: 2000 US Census | | |

In 2000, 8% (844) of Auburn's total 10,608 housing units were vacant. This is nearly identical to the rate in 1990 (8.3%). There were a higher percentage of homes for sale in 2000 (11%) than in 1990 (8%). However, there was a 10% decrease in vacant rental units from 50% in 1990 to 40% in 2000. This is due in part to an increased demand in rental housing throughout the region, and few new rental units being built during the 1990s.

Nearly 30% of the vacant housing in Auburn was seasonal. Seasonal housing units comprise only 2% of the total housing in the community. Between 1990 and 2000 only 54 new seasonal housing units were added; the overall percentage remained the same. Many seasonal housing units, particularly around Taylor Pond, have been converted from seasonal to year round use over the last two decade. Little additional growth in seasonal housing is expected in the coming years.

AFFORDABILITY

Housing prices in Auburn have gone up faster than incomes. From 2002 to 2006, median incomes in Auburn rose 5%. At the same time, rents rose at twice that rate and home prices at ten times that rate.

Housing is considered affordable when a household spends no more than 30% of its income on housing expenses. An affordability index compares what a household earning the median income can afford with the cost of a median value house. Auburn's affordability index has deteriorated in recent years. In 2002, Auburn's index was 0.97 (the median income household could afford 97% of the value of the median home). By 2006, the index had deteriorated to 0.74 (a household with a median income could only afford 74% of the median home). This is similar to the affordability index of the state as a whole. Auburn's affordability index is still somewhat better than that of other service center communities (Table H-3). Auburn's median housing price is lower and its median income somewhat higher. Nevertheless, affordable housing was an asset to Auburn in 2002, and is less so four years later.

Table H-3: 2006 MSHA Affordability Data

| | Auburn | Lewiston | Augusta | Bangor | Portland | LA LMA* | Maine |
|----------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Median home price | \$149,000 | \$147,500 | \$125,000 | \$139,000 | \$225,000 | \$153,600 | \$185,000 |
| Average 2 BR rent (w/ utilities) | \$730 | \$728 | \$712 | \$819 | \$1,061 | \$735 | \$844 |
| Median income | \$40,525 | \$32,659 | \$33,734 | \$32,806 | \$40,797 | \$41,720 | \$44,488 |
| % unable to afford median home | 64% | 73% | 60% | 67% | 79% | 62% | 67% |
| % unable to afford average rent | 58% | 61% | 60% | 65% | 65% | 55% | 58% |
| Homeowner Affordability Index | 0.74 | 0.59 | 0.79 | 0.67 | 0.54 | 0.79 | 0.72 |

Source: Maine State Housing Authority

*The Lewiston-Auburn Labor Market Area (LMA) includes Auburn, Buckfield, Greene, Hartford, Hebron, Leeds, Lewiston, Lisbon, Livermore, Mechanic Falls, Minot, Poland, Sabattus, Sumner, Turner and Wales.

The City of Auburn estimates that 12.5% of owner households spend more than 30% of their income on housing. Five percent of owner households, primarily elderly³, spend more than 50% of their income on housing.

The situation is worse for renters. The City estimates that 29% of Auburn renters spend more than 30% of their income on rent and utilities. Just over 13% spend more than half of their income on housing expenses. The problem is particularly serious for elderly, single people, and small families.⁴

³ City of Auburn 2005-2009 Consolidated Plan, page 19

⁴ Ibid., page 23

The recent rise in housing prices has increased the property tax burden on Auburn homeowners. A household's property tax burden is calculated by comparing what it pays in property taxes to its household income. In 2002, the property tax burden for an Auburn homeowner who earned the median household income and owned a median price home was 6%; in 2006, it had risen to 7%.

Table H-4: Tax Burden

| Year | State Valuation for Auburn | State Full Value Tax Rate for Auburn | Median Home Price | Taxes on Median Home | Median Household Income | Tax Burden (Taxes as % of Income) |
|------|----------------------------|--------------------------------------|-------------------|----------------------|-------------------------|-----------------------------------|
| 2006 | \$1,658,250 | 0.0186 | \$149,000 | \$2,772 | \$40,525 | 7% |
| 2005 | \$1,547,750 | 0.0200 | \$146,500 | \$2,928 | \$38,986 | 8% |
| 2004 | \$1,350,550 | 0.0211 | \$126,900 | \$2,676 | \$37,201 | 7% |
| 2003 | \$1,283,000 | 0.0217 | \$115,500 | \$2,502 | \$38,406 | 7% |
| 2002 | \$1,127,950 | 0.0239 | \$100,450 | \$2,403 | \$38,752 | 6% |

Source: Maine Revenue Services

In 2008, the high price of heating oil became a serious housing affordability issue for many Auburn residents. The average price for heating oil in January 2008 was \$3.35/gallon, more than \$1 higher than in the previous year. Low-income landlords were struggling to pay to heat their buildings, particularly those in owner occupied multi-family properties who were financially dependent on the rental unit income.

The majority of wages in Auburn are not keeping up with the increases in housing costs. The fastest growing employment industries in Auburn are trade, transportation and utilities; construction; financial activities; education and health services; and leisure and hospitality (see the *Economy* chapter). As Table H-5 on the following page demonstrates, most single-wage households in these industries cannot afford to purchase the median-priced Auburn home.⁵ The price of the median home in Auburn in 2006 was \$149,000; the income needed to afford the median home is \$54,398. The median price for a 2 bedroom rental (including utilities) was \$730; the income needed to afford the average rent is \$29,210.

⁵ This includes only average personal income, and not household income. Using household income (with two wage earners), the disparity in affordability would be less severe.

Table H-5 Ability to Afford Housing by Industry Salary

| Industry | % of Total Jobs | Avg. Annual Salary (Weekly x 52) | Compared to \$54,398 (Salary Needed to Own Median Home) | Compared to \$29,210 (Salary Needed to Rent Avg. 2- Bdrm Apt.) |
|---|-----------------|----------------------------------|---|--|
| Total, all industries | 100% | \$32,708 | -\$21,690 | +\$3,498 |
| Natural Resources and Mining | 0.1% | \$15,808 | -\$38,590 | -\$13,402 |
| Construction | 5.5% | \$41,756 | -\$12,642 | +\$12,546 |
| Manufacturing | 18.8% | \$43,576 | -\$10,822 | +\$14,366 |
| Trade, Transportation and Utilities | 28.1% | \$28,288 | -\$26,110 | -\$922 |
| Information | 0.8% | \$39,832 | -\$14,566 | +\$10,622 |
| Financial Activities | 4.6% | \$51,012 | -\$3,386 | +\$21,802 |
| Professional and Business Services | 8.4% | \$35,776 | -\$18,622 | +\$6,566 |
| Education and Health Services | 17.8% | \$30,108 | -\$24,290 | +\$898 |
| Leisure and Hospitality | 9.9% | \$13,728 | -\$40,670 | -\$15,482 |
| Other Services | 3.4% | \$23,400 | -\$30,998 | -\$5,810 |
| Public Administration | 2.6% | \$41,444 | -\$12,954 | +\$12,234 |
| Source: Maine Department of Labor, Labor Market Information Services | | | | |
| * Average annual salary was calculated by multiplying weekly salary by 52 | | | | |

HOUSING ASSISTANCE

Auburn's housing assistance programs include homebuyer assistance and rental housing development. The City's 2005-2009 Consolidated Plan makes several recommendations for utilizing Community Development Block Grant and HOME Investment Partnership Program grant more effectively to meet the needs of Auburn's residents seeking housing assistance.

Auburn's land use controls and zoning regulations permit a wide range affordable housing options. Manufactured homes are permitted in all residential districts under the same rules and requirements as for site built homes. Mobile home parks are permitted in designated areas throughout the City. Currently, there are no residential growth control regulations or building moratoriums. The City has zoned ample land area to allow for the development of additional housing.⁶

Although there are no substantial barriers to affordable housing development, there are also no incentives to encourage more affordable housing in Auburn.

⁶ City of Auburn Consolidated Plan pg. 44

In 2006, there were 1,257 subsidized rental units available for qualified renters in Auburn (Table H-6). This is about a third of the existing rental stock. The units are located in the downtown (Figure H-5, following page). The longest waiting lists are for two-bedroom units. However, the recent influx of Somalis has created a new demand for the larger family units.⁷

| Sponsor | Total | Family | Senior | Special Needs* |
|---------------------------|-------|--------|--------|----------------|
| HUD | 8 | 0 | 0 | 8 |
| HUD/MSHA | 196 | 24 | 172 | 0 |
| LHA/HUD | 166 | 80 | 86 | 0 |
| LHA/HUD/MSHA | 211 | 0 | 211 | 0 |
| MSHA | 86 | 5 | 28 | 53 |
| Total Subsidized Units | 667 | 109 | 497 | 61 |
| (plus) Section 8 Vouchers | 590 | | | |
| Total | 1,257 | | | |

Source: Maine State Housing Authority

* Includes group and supportive housing for persons with mental illness, substance abuse addictions, victims of domestic violence, and the homeless.

Four homeless shelters serve the Lewiston-Auburn area. Two of these, along with an additional facility, offer transitional housing (Table H-7). The only permanent housing with support services that serves homeless people is for persons with mental illness.

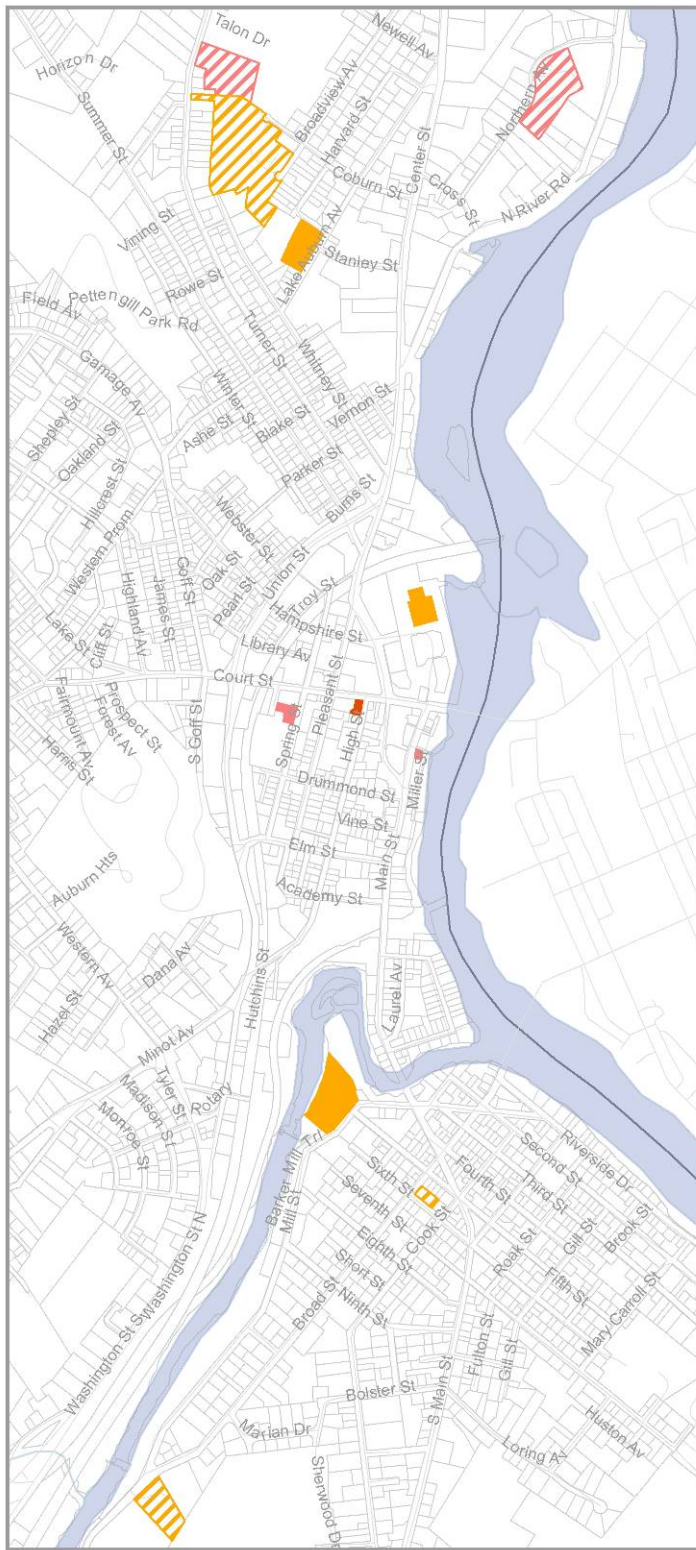
| Name of Facility | Type of Housing | Clientele | Sex M/F | # of Beds | Characteristics of Clientele/Facility |
|---------------------------------|-------------------------------|----------------|---------|-----------|---------------------------------------|
| Abused Women's Advocacy Project | Shelter | Adult | F | 17 | Domestic Violence |
| New Beginnings | Shelter | Youth | M/F | 12 | Emergency |
| St. Martin DePorres | Shelter | Adult | M/F | 13 | Single Adults |
| Hope Haven Gospel Mission | Shelter | Adult | M/F | 20 and 5 | Families and Single Adults |
| Abused Women's Advocacy Project | Transitional | Adult | F | 3 | Domestic Violence |
| St. Francis House | Transitional Extended Shelter | Adult Adult | M M | 16 16 | Drug and/or Alcohol Abusers |
| New Beginnings | Transitional | Youth | M/F | 20 | Temporary Housing |

Source: City of Auburn 2005-2009 Consolidated Plan

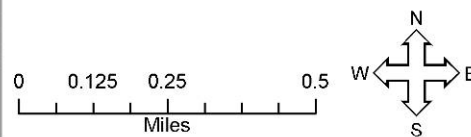
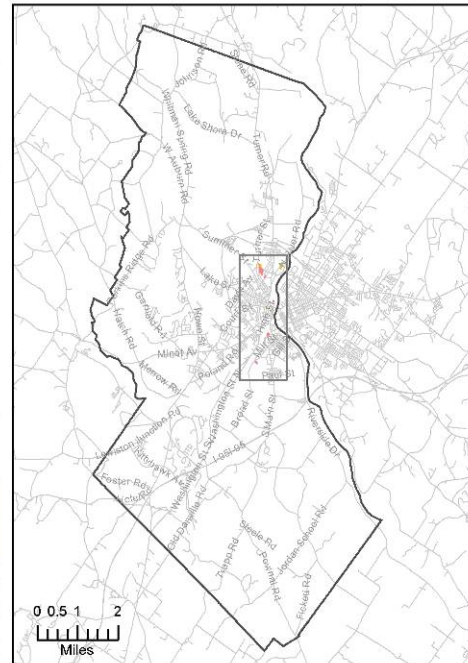
⁷ Ibid., pages 23 and 24

City of Auburn
Comprehensive Plan Update 2008

Figure H-5
Subsidized Housing Complexes



- Elderly & People w/ Disabilities Housing**
- Maine State Housing Authority (MSHA)
 - Auburn Housing Authority (AHA)
 - Rental Housing Loan Program (RHLP)
- Family Housing**
- Maine State Housing Authority (MSHA)
 - Auburn Housing Authority (AHA)



A review of area homeless shelter statistics, including bed nights used and number of persons served, found steady use of the area's four shelters.⁸ The Abused Women's Advocacy Project reports that domestic violence victims are staying in the shelter longer as housing subsidies have become more difficult to obtain. The area's homeless shelters and service providers expect significant cuts in federal and state funding over the next few years.

In addition to not being able to afford housing, other factors can exacerbate a household's probability of experiencing homelessness. These include:

- only one income (including being single)
- low levels of educational attainment
- disconnection from family, friends and other sources of social and financial support
- physical health problems
- significant levels of alcohol and drug problems and
- significant mental health problems.⁹

A 2002 survey of the Lewiston and Auburn homeless population conducted by the City of Lewiston found that mental health issues were the primary reason given for homelessness, accounting for 14% of the total. The second reason cited (12%) was the inability to pay for rent and limited affordable housing programs.¹⁰

Recent changes in the rental market have contributed to homelessness. In the last few years, rents have increased at a greater rate than income. As the number of families and individuals unable to afford housing increases, more people are vulnerable to homelessness.¹¹

Research has shown that providing services in a permanent housing setting leads to better outcomes and is less expensive than the cost of habitual shelter stays and emergency services.¹² The concept of "Housing First" emphasizes placing homeless people in housing as quickly as possible and offering services to help them stabilize, link them to long-term supports, and prevent a recurrence. Auburn and Lewiston are developing a ten-year plan to end homelessness based on the Housing First model.

⁸ City of Auburn 2005-2009 Consolidated Plan, page 27

⁹ Ibid., page 27

¹⁰ Ibid., page 31

¹¹ Ibid., page 28

¹² Ibid., page 33

FIRST-TIME HOMEBUYERS

Auburn had a healthy number of participants in Maine State Housing's first-time homebuyers program during the early 2000s (Table H-8, on the following page).

In 2006, 18% of MSHA first-time homebuyer households in Auburn were originally from Portland. Higher housing prices in the Greater Portland market may be bringing some first-time homebuyers to the Auburn area.

Table H-3: MSHA First Time Homebuyers Program Enrollment

| | 2002 | 2003 | 2004 | 2005 | 2006 | Totals |
|---------------------------------------|------|------|------|------|------|--------|
| Auburn | | | | | | |
| # of Families | 40 | 25 | 35 | 41 | 43 | 184 |
| # of Units | 59 | 32 | 42 | 56 | 57 | 246 |
| Lewiston | | | | | | |
| # of Families | 57 | 43 | 65 | 45 | 53 | 263 |
| # of Units | 71 | 51 | 76 | 51 | 62 | 311 |
| Augusta | | | | | | |
| # of Families | 61 | 25 | 21 | 27 | 28 | 162 |
| # of Units | 71 | 34 | 21 | 27 | 28 | 181 |
| Bangor | | | | | | |
| # of Families | 43 | 32 | 23 | 17 | 26 | 141 |
| # of Units | 52 | 38 | 29 | 21 | 30 | 170 |
| Portland | | | | | | |
| # of Families | 71 | 35 | 24 | 31 | 45 | 206 |
| # of Units | 87 | 48 | 31 | 38 | 48 | 252 |
| Source: Maine State Housing Authority | | | | | | |

ISSUES

Affordable housing plays an important role in economic development. There is a relationship between employers' need for employees and the availability of housing (to rent and to own) affordable to those potential employees.

1. Auburn residents are increasingly unable to afford housing in Auburn. Auburn's 2005-2009 Consolidated Plan makes several recommendations for helping develop and maintain affordable housing. How can these be further expanded/implemented?
2. There are no provisions in the current zoning ordinance to encourage the development of new affordable housing. Measures to promote affordable development could include:
 - » Allowing a greater density bonus for developments that include a percentage of affordable homes or that execute agreements to contribute to an affordable housing fund.
 - » Waiving "recreational fees" for affordable housing developments.
 - » Adopting a Rehabilitation Code with flexible standards for the repair or rehabilitation of existing structures.
3. Deterioration and lead hazards are significant issues of concern given the Auburn's older housing stock. Auburn's 2005-2009 Consolidated Plan makes several recommendations for the rehabilitation of older housing stock including implementing programs for the lead paint removal and rehab grant and low interest loan programs. How can these be further expanded/implemented?
4. Current building codes do not encourage the rehabilitation of older homes. What measures should the City be looking at to promote rehabilitation while ensuring that buildings meet health and safety standards?
5. Increasingly high housing costs, such as oil for heating, can result in homeowners deferring needed home maintenance and/or improvements. What measure can be developed to help mitigate future costs? Programs promoting energy efficiency and alternative energy may help to alleviate some financial pressures.
6. There is a lack of supportive housing for homeless persons in Auburn. With only one permanent housing facility in the City, what other measures/support are needed to help Auburn's homeless find stable housing?

H. LOCAL ECONOMY

Auburn's role as a regional employment center has implications for its housing, transportation, and public services. This chapter summarizes the City's economic history, identifies current trends affecting Auburn's economy, and discusses several important considerations for future economic growth.

ECONOMIC HISTORY

Industrial growth came to Auburn in the nineteenth century with the development of water-powered mills for harnessing the Androscoggin and Little Androscoggin Rivers. It was spurred on by footwear manufacturing. The City of Lewiston also utilized the Androscoggin River to establish itself as a textile-manufacturing center. Together, the two cities became one of the major manufacturing centers in New England.

As with other mill communities throughout northern New England, Auburn reached peak production in the 1920's and thereafter lost ground to foreign and domestic competition.

By the middle of the 20th century, it was time for a change. The footwear industry had declined, and the City faced a lack of revenue, an overdependence on property taxes, and a run-down mill town appearance.

Promise came with the completion of the Turnpike, which brought new economic opportunity. In 1955, the Auburn Business Development Corporation (ABDC) was formed, the Planning Board reorganized, and the industrial park near the Turnpike was planned. By the 1960s, Auburn's economic revitalization was in full swing. Large companies had moved to locations near the Turnpike, where land for expansion was available and the use of rail and airport facilities was feasible. The new industries required low-cost labor and sought access to local suppliers and regional markets. They were attracted by the City's attitude toward new manufacturing employment and by efforts to revitalize the City with urban renewal, highway improvements, and other economic development projects.

Beginning in the 1980's, and continuing through the present day, the City of Auburn experienced diversification and growth in commercial and service oriented industries.

In 1979, with the construction of the Auburn Mall, Center Street (Route 4) emerged as a new focal point for commercial growth. Growth there continued in the early and mid 1980's with the development of six mini-malls and a commercial planned unit development. During the late 1980's and early 1990's, the Auburn Mall area expanded, becoming the regional shopping center for western Maine. The Mall area continued to expand in the 2000's with large-scale projects such as Wal-Mart, Red Lobster, a 17-unit strip mall, and new retail and office expansions around Mount Auburn Avenue.

The 1980's and 1990's brought an expansion of industrial development within the City, a trend that continues today. Most of this growth is due to Auburn's significant transportation network, which includes rail, air, and turnpike access. The City's industrial area features two international rail lines (the St. Lawrence and Atlantic Railroad and the Lewiston/Auburn Railroad), a regional airport (the Auburn/Lewiston Airport), and Exit 75 of the Maine Turnpike. In 1994, the Maine Intermodal Terminal was constructed in Auburn. The terminal allows the transfer of containers between truck and rail, making the shipping of goods less expensive both internationally and domestically.

The City currently has three industrial parks built around this transportation network:

- *The Auburn-Lewiston Airpark*, developed in the 1980's through an interlocal agreement with Lewiston.
- *The Kittyhawk Industrial Park* completed in the 1990's.
- *The Auburn Industrial Park*, which began construction in 2006.

In 2004, 760 acres in Auburn's industrial/airport area was designated as a Foreign Trade Zone. This allows qualifying companies to import certain products or raw materials without going through formal Customs procedures or paying import duties. The FTZ is a boon for the region and for Auburn. Most containers are shipped to and from Canada, and estimates are that the 15,000 containers handled in 2001 will only increase in the future.

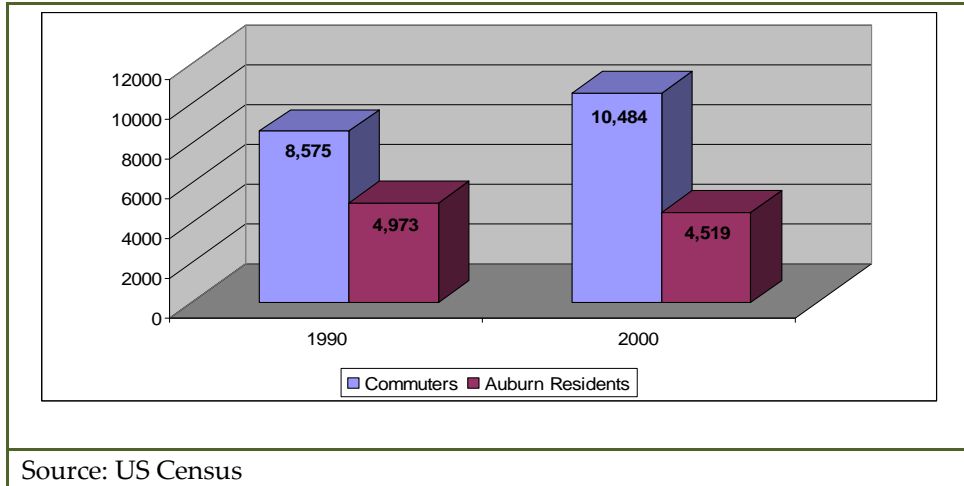
LABOR FORCE

In 2006, an estimated 12,778 Auburn residents were active in the labor force (residents over 16 years who are working or actively seeking work). This is greater than in 2000 (12,208) and consistent with the increases in Auburn's labor force over the past several decades (from 10,489 in 1970, to 11,051 in 1980, and 12,448 in 1990).

Auburn residents, however, are a minority of the total number of people working in the City. Between 1990 and 2000, the number of in-coming commuters grew as the number of Auburn residents working in the City declined (Figure E-1). In 2000, there were about 10,500 commuters coming into the City to work, joining about 4,500 Auburn residents who worked in the City. This means about 40% of the jobs within Auburn were filled by Auburn residents, a 4% decrease from 1990.¹

Figure E-1: Commuters and Auburn Residents Working in Auburn

¹ This percentage does not vary much from other service centers in the state: Augusta (24%), Bangor (33%), Portland (33%) and Lewiston (40%).



The remainder of Auburn’s labor force commutes elsewhere. In 2000, more than 50% of Auburn’s labor force left the City to go to work (Table E-1).

The education and health care sector employs approximately 24% of Auburn’s labor force, a larger percentage than in the state as a whole or Androscoggin County. This is due in part to the presence of St. Mary’s Health Systems and Central Maine Medical Center (the two largest employers in the Lewiston-Auburn area).

The manufacturing sector employs about 18% of the City’s labor force. Retail trade comes in third with 14%. Natural resource businesses – farming, forestry, and fishing – employ less than 1% of the City’s labor force (Table E-2, following page).

Table E-1: Auburn’s Labor Force Commuting Patterns, 2000

| Live in Auburn, Work in... | Number of Employees | Percent of Auburn Labor Force |
|----------------------------|---------------------|-------------------------------|
| Auburn | 4,519 | 44.2% |
| Lewiston | 3,806 | 37.2% |
| Portland | 462 | 4.5% |
| Bath | 255 | 2.5% |
| Poland | 190 | 1.9% |
| Lisbon | 139 | 1.4% |
| Augusta | 125 | 1.2% |
| Brunswick | 120 | 1.2% |
| South Portland | 116 | 1.1% |
| Turner | 102 | 1.0% |
| Westbrook | 99 | 1.0% |
| Sabattus | 90 | 0.9% |
| Mechanic Falls | 73 | 0.7% |
| Falmouth | 66 | 0.6% |
| Freeport | 62 | 0.6% |

Source: US Census

About 29% of Auburn’s labor force works in sales-related positions or as managers and professionals (see Table E-3). Auburn residents are more likely to work in sales positions than residents of the state as a whole. About 15% of Auburn workers are in service-related positions, the same percentage as Androscoggin County but less than the state.

According to the US Census, about 4.5% of Auburn workers are self-employed or work in a family business – 519 out of the total workforce. This is a relatively low proportion: overall, 9.3% of workers in Maine are self-employed. Self-employed people do not show up in much of the Maine Department of Labor data, which only covers jobs that receive unemployment insurance. An increase in the number of small businesses could be important to Auburn’s ability to grow and diversify its economy.

Table E-2: Industry Profile of Auburn’s Labor Force, 2000

| | Auburn | Androscoggin County | Maine |
|---------------------------------|--------|---------------------|-------|
| Education & Health Care | 23.5% | 22.1% | 23.2% |
| Manufacturing | 17.5% | 19.3% | 14.2% |
| Retail trade | 14.4% | 14.8% | 13.5% |
| Professional & Managerial | 8.0% | 7.3% | 6.9% |
| Finance, Insurance, Real Estate | 6.4% | 6.0% | 6.2% |
| Arts & Entertainment | 6.4% | 6.0% | 7.1% |
| Construction | 5.3% | 6.4% | 6.9% |
| Wholesale trade | 4.1% | 3.9% | 3.4% |
| Transportation | 3.7% | 3.7% | 4.3% |
| Other | 3.6% | 3.7% | 4.7% |
| Public administration | 3.5% | 3.6% | 4.5% |
| Information | 2.9% | 2.1% | 2.5% |
| Natural Resource | 0.8% | 1.2% | 2.6% |
| Source: US Census | | | |

Table E-3: Occupation Profile of Auburn Residents, 2000

| | Auburn | Androscoggin County | Maine |
|-----------------------------|--------|---------------------|-------|
| Sales | 29.2% | 28.8% | 25.9% |
| Managerial & Professional | 28.9% | 26.0% | 31.5% |
| Production & Transportation | 18.0% | 19.0% | 15.3% |
| Service | 14.5% | 14.5% | 15.3% |
| Construction | 9.0% | 10.9% | 10.3% |
| Natural Resource | 0.4% | 0.7% | 1.7% |
| Source: US Census | | | |

Table E-4: Annual Unemployment By Percent, 1990-2006

| | 1990 | 1995 | 2000 | 2005 | 2006 |
|--|------|------|------|------|------|
| Auburn | 6.9% | 5.4% | 3% | 4.3% | 4.4% |
| Lewiston | 7.2% | 6.1% | 3.4% | 5.3% | 5% |
| Androscoggin County | 6.7% | 5.8% | 3.3% | 4.9% | 4.6% |
| State of Maine | 5.3% | 5.8% | 3.3% | 4.8% | 4.6% |
| Source: Maine Department of Labor, Labor Market Information Services | | | | | |

Since 1990 Auburn has had a lower unemployment rate than Lewiston (Table E-4, previous page). While unemployment has declined in both cities since the recession of the late 1980's and early 1990's, in 2006 Auburn's unemployment rate (at 4.4%) was 1.2 percentage points lower than Lewiston's. In that year, Auburn's unemployment rate was also lower than both the county and state (both with unemployment rates of 4.6%).

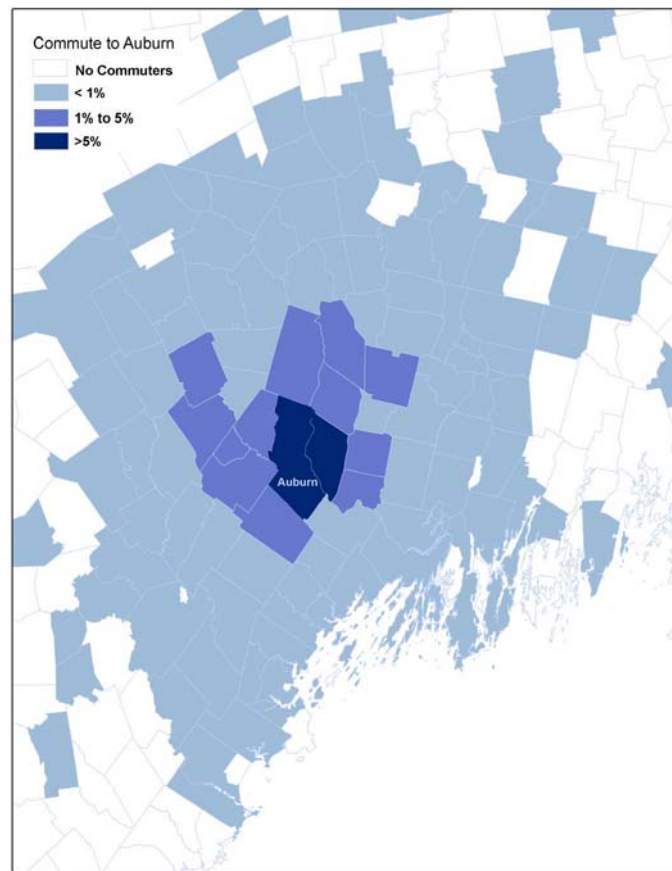
EMPLOYMENT

The Maine Department of Labor estimates that in 2006, the total number of jobs in the City was 16,037. Approximately 30% are within the trade, transportation and utilities sector, 19% in manufacturing, and 18% in the education and health care sector.

This pattern is somewhat different than the industry profile of Auburn's labor force. Only one in five Auburn residents work in the trade and transportation sector, while almost one in three jobs in Auburn are in this sector. The opposite is the case for the education and health sector: almost one in four Auburn residents works in this sector, while less than one in five of the jobs available in the City are in this sector.

As a result of the difference between labor force skills and jobs available in the City, more than half of the jobs in Auburn are held by people from outside the community. Approximately 10,500 workers commuted into Auburn for work (Figure E-2). Almost one third (about 3,400) commute from Lewiston. The rest come from as far away as York and New Portland.

Figure E-2: Where Auburn Workers Come From As % of Total Auburn Workforce, 2000



Source: US Census

Commute data demonstrates the close economic relationship between Lewiston and Auburn. As regional service centers and the highest population areas, the two cities share much of their labor force and major employers.

Auburn has about 23% of Lewiston-Auburn Metropolitan Statistical Area's (MSA)² population, and nearly 34% of its jobs. As displayed in Table E-5, the City has almost 50% of the MSA's manufacturing jobs, and more than 40% each of leisure and hospitality jobs and trade and transportation jobs. The City has few of the MSA's natural resources and mining jobs.

Comparing the Lewiston-Auburn MSA to the greater Portland Metro Area and the Brunswick Micro Area, local job growth was strongest in 2001 and 2005 and relatively steady in the interim years.

Figure E-3 displays the yearly percent change in the number of jobs in each market.

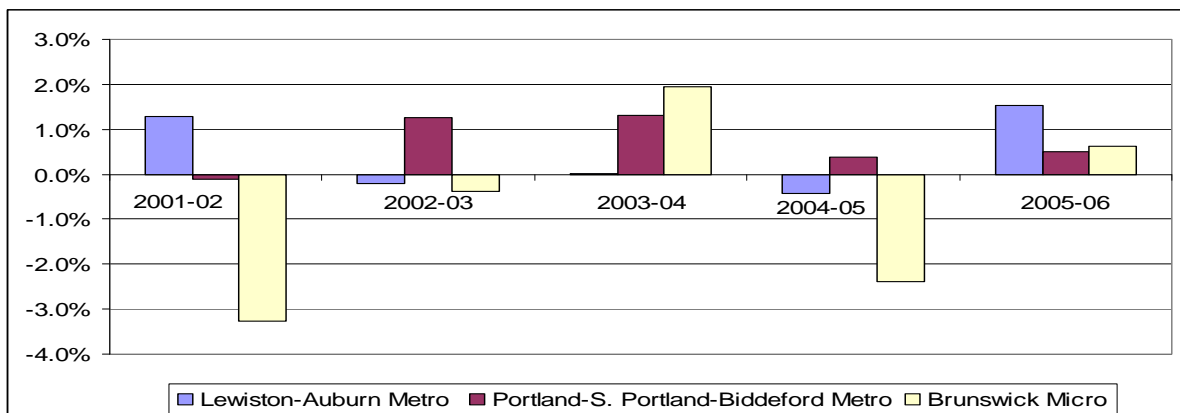
Table E-5: Percentage of Lewiston-Auburn MSA's Jobs in Auburn

| Industry* | % Share of Region's Jobs |
|-----------------------------------|--------------------------|
| Total, all industries | 33.60% |
| Services, Other | 48.70% |
| Manufacturing | 48.20% |
| Trade, Transportation & Utilities | 44.90% |
| Leisure and Hospitality | 43.80% |
| Public Administration | 32.20% |
| Construction | 30.50% |
| Professional & Business Services | 27.30% |
| Financial Activities | 22.50% |
| Education & Health Services | 21.70% |
| Information | 16.80% |
| Natural Resources & Mining | 6.30% |

Source: Maine Department of Labor, Labor Market Information Services

Supplemental Table B, at the end of this section, presents a list of the type employers in both Auburn as well as throughout the entire labor market area.

Figure E-3: Percent Change in Number of Jobs in the Portland, Brunswick & Lewiston Auburn Areas, 2001-2006

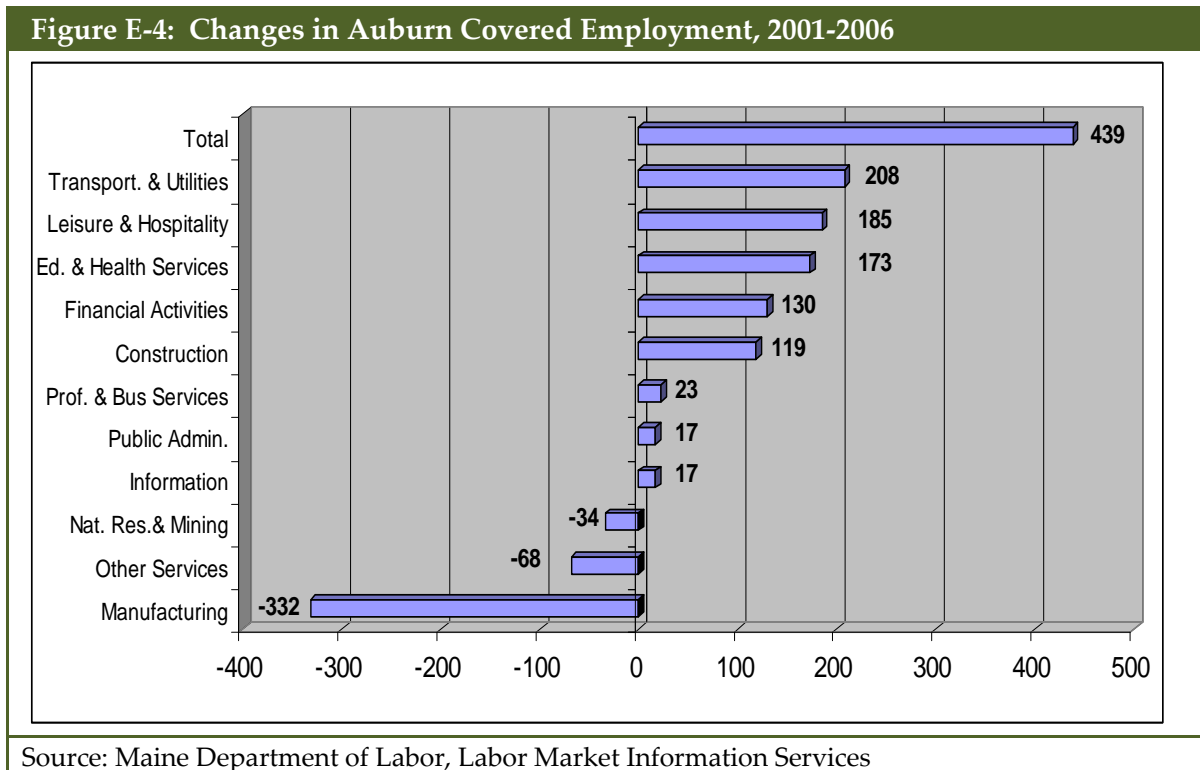


Source: Maine Department of Labor, Labor Market Information Services

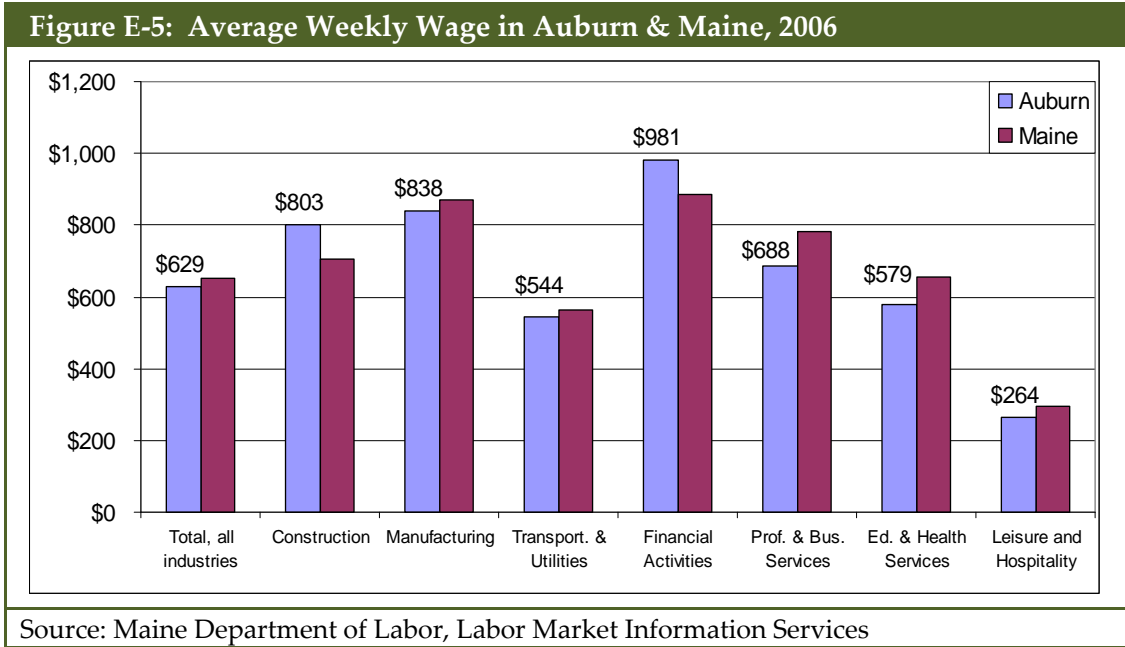
² The Lewiston-Auburn Metropolitan Statistical Area: Auburn, Durham, Greene, Leeds, Lewiston, Lisbon, Livermore, Livermore Falls, Mechanic Falls, Minot, Poland, Sabattus, Turner, and Wales.

In 2001, the Portland Metro Area had more than 180,000 jobs, the Brunswick Micro area had about 30,000 jobs, and the Lewiston-Auburn MSA had almost 50,000. From 2001 to 2006, the Portland area increased by 6,000 jobs. During this same time, the Lewiston-Auburn MSA increased by 1,000 jobs and the Brunswick MA lost approximately 1,000 jobs.

Auburn has seen an increase of almost 450 jobs in the last five years. The largest increases were in the transportation and utilities sector and the leisure/hospitality and education/health services sectors. At the same time, the manufacturing sector lost over 300 jobs (Figure E-4). The expansion of the intermodal facility over the past few years may explain the large increase in the number of transportation and utility jobs in the City.



Wage data indicates that financial activities jobs pay the highest in Auburn (Figure E-5, following page). Only two sectors, financial activities and construction, pay more than state averages.



RETAIL SALES 2000 TO 2006

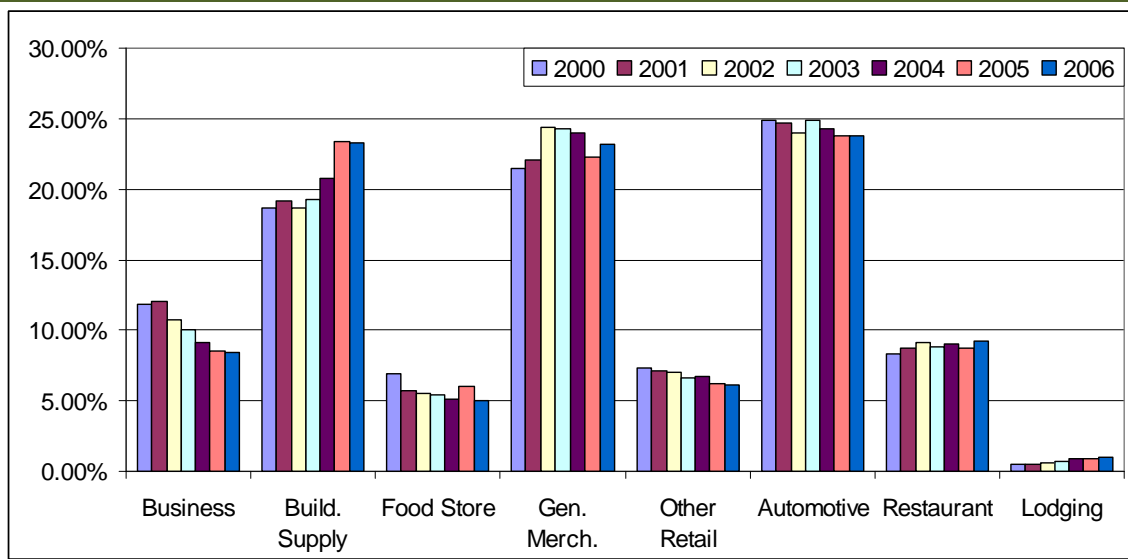
The Maine State Planning Office tracks the retail sales of all items subject to Maine’s sales tax. In 2006, retail sales in Auburn totaled \$640 million (generating an estimated \$33 million in tax revenues). Retail sales have been expanding rapidly in Auburn, increasing more than 28% since 2000 (\$140 million in six years).

The City of Auburn captured approximately 64% of the retail sales in the Lewiston Economic Summary Area³ in 2006 (approximately \$640 million in retail sales in Auburn out of \$1 billion for the summary area).

Building supply, restaurant and lodging retail sales are the faster growing retail sectors, as can be seen in Figure E-6. Although lodging sales are growing, they make up less than five percent of the total retail sales in the City.

³ The Lewiston Economic Summary Area as defined by the State Planning Office includes the communities of Auburn, Danville, Lewiston and Lisbon.

Figure E-6: Auburn Retail Sales by Category, 2000 to 2006



Source: Maine State Planning Office

ORGANIZATIONAL CAPACITY AND TOOLS

The Auburn Economic Development Department (EDD) engages in a variety of activities to promote the City’s growth. Its mission is to provide services and programs that attract investment and enhance Auburn as a place to live and conduct business. These include financial, incentive, and project packaging, direct business assistance, site search assistance, and help with grant applications. The EDD coordinates with regional economic development partners such as the Androscoggin County Chamber of Commerce and the Lewiston Auburn Economic Growth Council.

Auburn’s Community Development Department, which assists low and moderate income households, also supports business development within the City. The department manages the City’s Community Development Block Grant (CDBG) and HOME Investment Partnerships Programs.

Regional and local economic development plans and committees, incentive districts such as TIF districts, Foreign Trade Zones, and other business assistance programs developed by the City help to promote growth in the local economy.

REGIONAL AND LOCAL ECONOMIC DEVELOPMENT

The Lewiston Auburn Economic Growth Council offers a number of services to local businesses, including technical assistance, commercial financing, site searches, and marketing. Since the council's inception, it has leveraged millions in new local investments through financing programs. Its Economic Stimulus Loan Pool provides eligible businesses with loans up to \$150,000 for site purchase and development, construction, machinery and equipment, and working capital. The Micro-Enterprise Loan Program, for businesses with five or fewer employees, offers loans up to \$25,000 for site purchases, construction, and equipment purchases.

INCENTIVE DISTRICTS

The Auburn *General Purpose Foreign Trade Zone* is located in the airport-industrial area and allows qualifying companies conducting international trade to eliminate or defer the payment of tariffs. Created by the Federal Government in the 1930s, a Foreign Trade Zone (FTZ) is an area within the United States that is considered to be outside the U.S. Customs territory. Certain types of merchandise can be imported into a Zone without going through formal customs entry procedures or paying import duties.⁴ The development of the FTZ in Auburn has motivated substantial growth within the Intermodal Facility, particularly around freight transportation to and from Canada.

As of 2007, Auburn had 10 active *Tax Increment Finance (TIF) Districts* covering over 630 acres primarily in the downtown, mall, and industrial areas⁵. Tax Increment Financing (TIF) is a tool that enables the City to reduce the tax burden to new developments that promote City goals of job development or affordable housing, while at the same time sheltering the City from potential losses in state education funding and revenue sharing as a result of the development.

Auburn has been aggressive in its use of this instrument. The City has thirteen approved districts, ten of which were active during the fiscal year ending June 30, 2007. All of the activity within these districts, including captured taxes and expenditures for approved purposes, is accounted for by the City within a Special Revenue Fund. Two of the larger districts are the Downtown Area, which is 211 acres in size and had an original value of \$80,676,600, and the Mall Area, which is 105 acres in size and had an original value of \$4,497,500.

⁴ Lewiston Auburn Economic Growth Council < <http://www.economicgrowth.org/index.html> >

⁵ A listing of the each of the different TIF Districts can be found in the *Fiscal Capacity* section of this Inventory.

The City has three *Pine Tree Zones*: the airport/industrial area, the downtown, and the Roadman Road area between Minot Avenue and Washington Street. Businesses that develop within these areas can qualify for tax burden reductions through state exemptions, reimbursements, and credits.

BUSINESS ASSISTANCE PROGRAMS

The Commercial Loan Program, adopted in 2004, was designed to help create and retain jobs and eliminate blighting influences in certain areas of Auburn. It provides businesses with a source of low interest financing to encourage commercial development. The maximum commitment of the Commercial Loan Program is 75% of the eligible development cost, up to \$125,000 per property. In the case of microenterprises (businesses with 5 or fewer employees, one or more of whom owns the business) the maximum commitment is 90% of the eligible development cost, up to \$25,000 per property.⁶

ISSUES

- 1 How would the development of a new turnpike exit affect commercial and industrial growth? What ordinance changes may be necessary to support such new development?
- 2 There are some underutilized industrial areas in the City. Does the City want to promote such development there? What ordinance changes need to be made in these areas?
- 3 Is there a need to expand utility and infrastructure service to meet the growing demand for commercial and industrial use in the City? If so what mechanisms should be in place to pay for such expansions?
- 4 What, if anything, should be done to encourage retail development around Exit 75 of the turnpike?
- 5 How can Auburn use its strengths (such as its businesses, colleges, and hospitals) to attract a wide variety of high-wage jobs?

⁶ Commercial Loan Guidelines: City of Auburn Maine Website

Supplemental Table B:
Largest Employers in Lewiston-Auburn Metropolitan Statistical Area, 2005

| Employer | Industry Title |
|--|-------------------------------------|
| Firms With 1,000 to 1,700 Employees | |
| St. Mary's Health Systems | Health & Mgmt. Services |
| Central Maine Medical Center | Health & Mgmt. Services |
| Firms With 500 to 999 Employees | |
| L.L. Bean, Lewiston | Miscellaneous Retail, Telemarketing |
| Wal-Mart, Auburn | General Merchandise Stores |
| TD Banknorth - L-A, MSA | Banking |
| Lewiston School Department, Lewiston | Educational Services, Local Gov't. |
| Bates College, Lewiston | Educational Services, Private |
| Panolam (Pioneer Plastics), | Plastics Mfg. |
| Auburn School Department, Auburn | Educational Services, Local Gov't. |
| Tambrands, Inc., Auburn | Paper Manufacturer |
| Panolam (Pioneer Plastics), Auburn | Plastics Manufacturer |
| Firms with 300 to 499 Employees | |
| City of Lewiston, Lewiston | Local Government, Municipal |
| LiveBridge, Lewiston | Business Services, Telemarketing |
| Formed Fiber Technologies | Textile Mfg. |
| Tri-County Mental Health, Lewiston | Health Services |
| Country Kitchen (Lepage Bakery), L-A | Food Mfg. |
| Liberty Mutual | Insurance |
| Androscoggin Home Care & Hospice | Health Services |
| Firms with 200-299 Employees | |
| Elmet Technologies, Lewiston | Primary Metals Mfg. |
| Sun-Journal/Sunday, Lewiston | Printing & Publishing Mfg. |
| Geiger, Lewiston | Wholesale Trade, Nondurable Goods |
| City of Auburn, Auburn | Local Government, Municipal |
| John Murphy Homes, L-A MSA | Social Services |
| Lewiston-Auburn College, Lewiston | Government |
| Per Se Technologies | Accounting Services for Health |
| Clover Manor, Auburn | Health Services |
| Central Maine Community College, Auburn | Government. |
| Firms With 150 to 199 Employees | |
| Marden's, Lewiston | General Merchandise Stores |
| Advantage Payroll, Auburn | Bookkeeping Services |
| Adecco North America LLC, Lewiston | Business Services, Temps |
| Lowe's Homecenter, Auburn | Building, Hardware Stores |
| Hannaford, Auburn | Food Stores |
| Shaws Supermarket, Auburn | Food Stores |
| Home Depot, Auburn | Building, Hardware Stores |
| Hannaford, Lewiston | Food Stores |
| Manpower Temporary Services, Auburn | Business Services, Temps |
| Maine Dept. of Human Services, Lewiston | State Government |
| VIP, L-A | Auto Parts & Services |
| Marshwood Nursing Home, Lewiston | Health Services |
| Seltzer & Rydholm | Beverage Mfg. |
| Alternative Services, Northeast Inc., Auburn | Social Services |
| CityGroup Payco, Lewiston | Business Services |
| Moser Cabinetmakers, Auburn | Furniture Manufacturer |
| White Rock Distilleries, Lewiston | Beverage Manufacturer |
| United Parcel Service, Auburn | Courier Services |
| J.C. Penney, Auburn | General Merchandise Stores |
| Firms With 100-149 Employees | |
| Shaw's Supermarket, Lewiston | Food Stores |
| International Paper, Auburn | Paper Mfg. |
| Allen Edmonds Shoe Corp., Lewiston | Footwear Mfg. |
| Rowe Ford Lincoln Mercury, Auburn | Auto Dealers |
| Russell Park Manor, Lewiston | Health Services |
| Montello Manor, Lewiston | Health Services |
| Hahnel Brothers | Special Trade Construction |
| Staff Management, Auburn | Tambrands) |
| Project Staffing, Lewiston | Business Services-temps |
| North Country Associates, Lewiston | Health Services |
| Androscoggin Savings Bank, L-A, MSA | Banking |
| United Ambulance, Lewiston | Ambulance Transportation |
| Androscoggin County, Auburn | Local Government, County |
| Riley Medical, Auburn | Plastics Mfg. |

Source: Lewiston-Auburn Economic Growth Council

I. LAND USE

The City of Auburn encompasses 66 square miles. It includes rural landscapes, historic urban neighborhoods, and commercial and industrial centers. The City's pattern of development has been shaped over time by natural features, including topography, soils and water bodies, and the development of infrastructure, such as zoning, transportation, sewer, and water.

This chapter looks at how land use regulations have affected Auburn's pattern of development. Other chapters, such as Natural Resources, Public Facilities, and Transportation, examine the influences of infrastructure and the environment on the physical layout of the community.

HISTORIC PATTERN OF LAND USE

Auburn's earliest pattern of development was agrarian. European farmers first settled the community in the mid 1700s. They built large farmsteads interspersed with small commercial nodes. These eventually became the towns of Danville and East and West Auburn.

The industrial age arrived in Auburn with the development of waterpowered industries. It flourished in the mid-1830s with the establishment of the Minot Shoe Company. Auburn incorporated as a town in 1842. In 1867, it annexed the Town of Danville to become the City it is today.

The early 20th Century was the heyday of the mill industry. It was a time of residential and commercial growth in downtown Auburn. The majority of Auburn's housing stock was built during this time. The Great Depression brought an end to industry and slowed overall growth until the 1950s. New suburban residential growth developed along the fringes of the downtown from 1950 through the 1970s. This pattern continued through the 1980s and 1990s. A residential boom in the late 1980s included an increase in development around Taylor Pond. Commercial development during this time occurred primarily along major arterials such as Center Street (including the mall) and Minot Avenue. The industrial centers of Kittyhawk Industrial Park and the Airport Industrial Park were also developed at this time.

Growth in Auburn between 2000 and 2007 has been largely residential, with the majority taking place in and around the urban core. Current growth patterns include the expansion and creation of new subdivisions to the west of the downtown; industrial park development around the airport; and the expansion of the mall area. More about these development patterns can be found in *Chapter 7 Section J Auburn Recent Development Profile*.

ZONING

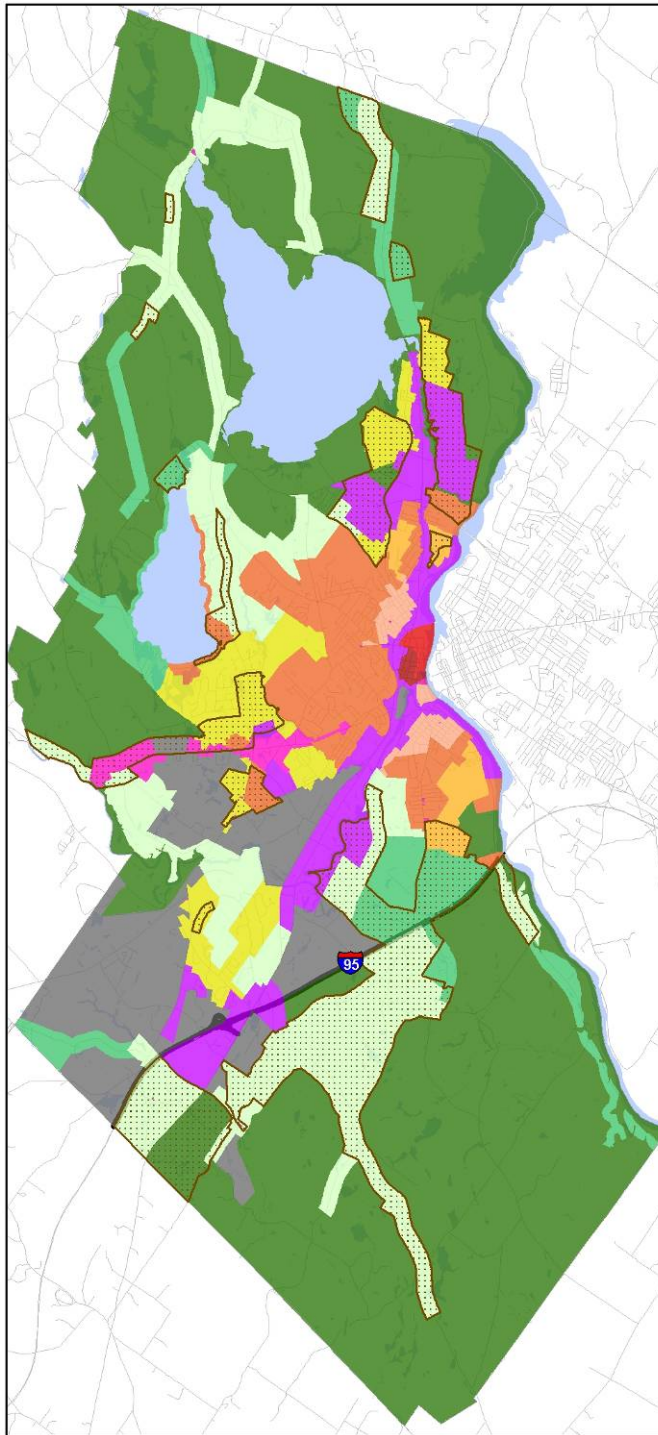
Future patterns of land use and development in Auburn will depend on the City's zoning regulations. Auburn's Zoning Ordinance is a local land use law designed to regulate the uses allowed on a particular property. Its purpose is to encourage compatibility among existing and future residential, commercial, and industrial activities.

The City Zoning Districts (Figure LU-1, following page) follow historic development patterns. The highest density development is in the downtown, and radiates outward to medium density in the suburbs and low density in Auburn's rural areas. The downtown core includes commercial and mixed uses surrounded by high density residential. Commercial development continues along Washington Street toward I-95, Minot Avenue toward the town line, and along Center Street and the Auburn Mall area.

The western portion of the City, north of the turnpike, is primarily zoned industrial and commercial and serves as an employment center for Auburn and surrounding communities. This area is interspersed with low and suburban density residential districts. The northern- and southern-most portions of the City remain rural agricultural land, with limited residential development located along major travel corridors.

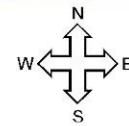
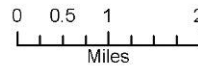
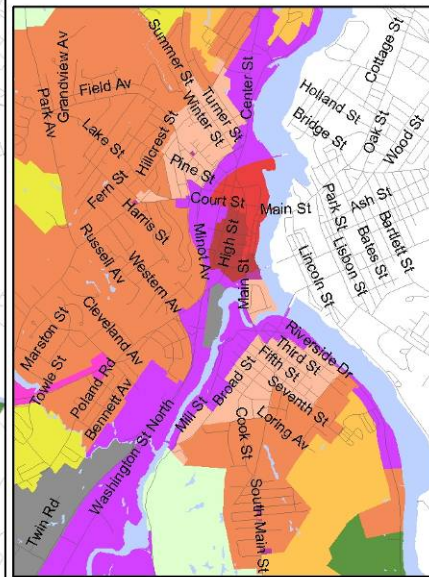
Each Zoning District includes the following development requirements and performance standards.

- **Permitted uses:** allowed so long as the individual/developer receives all necessary permits from the planning and permitting office.
- **Special exception:** permitted uses only after Planning Board approval.
- **Dimensional standards:** regulate the size and scale of lots and buildings.
- **Supplementary district regulations:** regulate off-street parking, manufactured/ mobile homes, signage, excavation, and home occupations.



City of Auburn
 Comprehensive Plan Update 2008
 Auburn Development Profile
Figure LU-1
 Current Auburn Zoning

- AGRICULTURE AND RESOURCE PROTECTION
- RURAL RESIDENTIAL
- LOW DENSITY COUNTRY RESIDENTIAL
- SUBURBAN RESIDENTIAL
- MULTI-FAMILY SUBURBAN
- MULTI-FAMILY URBAN
- URBAN RESIDENTIAL
- CENTRAL BUSINESS
- DOWNTOWN ENTERPRISE
- GENERAL BUSINESS
- GENERAL BUSINESS II
- NEIGHBORHOOD BUSINESS
- INDUSTRIAL
- MANUFACTURED HOUSING OVERLAY



RESIDENTIAL LAND USE PATTERNS

In 2007, there were an estimated 7,267 residential lots in Auburn¹. Development has occurred primarily in the City's core, with the majority of properties located within a central urban area and along the major arterials that serve the rural community.

Current lot dimensional standards (Table LU-1) provide site development guidelines for new development. Rural standards reflect a pattern of large lots spaced far apart. This pattern is influenced by limited access to public sewer and water and a desire to preserve the rural character. In the urban areas, the requirements for new development do not often reflect the existing pattern of development. As a result, new developments often look out of place.

| Auburn Residential Zoning District Lot Sizes and Dimensional Standards 2008 | | | | | | | |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | AG | LDCR | RR | SR | UR | MFS ⁺ | MFU ⁺ |
| Minimum Lot Depth | 200 F | 200 F | 125 F | 125 F | 100 F | 100 F | 100 F |
| Minimum Lot Width | 250 F | 325 F | 150 F | 150 F | 100 F | 100 F | 50 F |
| Minimum Front Yard | 25 F ¹ | 50 F* | 25 F ¹ | 25 F ¹ | 25 F ¹ | 25 F ¹ | 25 F ¹ |
| Minimum Side Yard | 15 F ² | 15 F ² | 5 F ² | 5 F ² | 5 F ² | 5 F ² | 5 F ² |
| Minimum Rear Yard | 25 F | 50 F ¹ | 25 F ¹ | 25 F ¹ | 25 F ¹ | 25 F ¹ | 25 F ¹ |
| Maximum Height | 35 F | 35 F | 35 F | 35 F | 35 F | 35 F | 45 F |
| Single Family Requirements | | | | | | | |
| Density (Unit/acre) | 1u/10a | 1u/3a | 1u/1a | 2u/1a | 4u/1a | 4u/1a | 8u/1a |
| Minimum Lot Area | 50,000 SF | 130,680 SF | 43,560 SF | 21,780 SF | 10,000 SF | 10,000 SF | 5,000 SF |

¹ Based on 2007 Assessing Data

| Auburn Residential Zoning District Lot Sizes and Dimensional Standards 2008 | | | | | | | |
|--|----|------|----|-----------|-------------------|---|--|
| | AG | LDCR | RR | SR | UR | MFS [†] | MFU [†] |
| Multi-Unit Residential Requirements | | | | | | | |
| Density (Unit/acre) | NA | NA | NA | 2u/1a | 6u/1a | 2unit - 6u/1a 3unit - 9u/1a 4unit - 10u/1a 5+unit - 17u/1a | 2unit - 13u/1a 3unit - 15u/1a 4unit - 17u/1a 5+unit - .26u/1a |
| Minimum Lot Area | NA | NA | NA | 21,780 SF | 2unit - 14,500 SF | 10,000 SF + 2,000 SF for each unit | 5,000 SF + 1,500 SF for each unit |
| Maximum Height | NA | NA | NA | 35 F | 35 F | 45 F | 45 F |
| † MFS and MFU zones require 50% of the lot area to be green space | | | | | | | |
| ¹ or 25% of the average depth of the lot, whichever is less | | | | | | | |
| ² side yards increase in relation to increases in street frontage | | | | | | | |

RURAL RESIDENTIAL

Rural Auburn includes the vast majority of land to the City’s north and south. This area has remained primarily agricultural with limited development located along major arterials. Zoning in rural Auburn is intended to protect the community’s agricultural heritage and is among the most restrictive in the City. There is continued debate on how to balance growth and preservation in this area to best protect rural character while maintaining the value of land for owners.

The *Agriculture and Resource Protection (AG) District* comprises more than 45% of Auburn’s land area. Located in the northern and southern portions of the City, this district remains predominantly rural in character. Large tracts of active agricultural, forest, and open space land are dotted with single-family farm-related residences at a density of 1 dwelling unit per 10 acres. Currently no new development is allowed unless it is specifically related to agricultural uses.

The *Low Density Country Residential (LDCR) and Rural Residential (RR) Districts* are located along major rural travel routes and at the edges of the urban area, and act as a buffer between the Auburn’s urban and agrarian portions. Both districts permit the agricultural uses permitted within the AG district. The more restrictive of the two districts, the LDCR, permits detached single-family housing at a density of 1 dwelling unit per 3 acres. The RR District encourages higher density (1 dwelling unit per acre) and more variety of dwelling units, including single-family detached, two-unit, and mobile homes. The 1995 Comprehensive Plan

reduced the depth of the districts from 800 feet to 400 feet from the centerline of rural roads so as to limit “bubble” suburban development.

The *Manufactured Housing Overlay (MHO) Districts* are located primarily in the southern Rural Residential portion of the City, along the western portion of Minot Avenue, north along Center Street and North River Road, and between Summer Street and Turner Street. The MHO Districts regulate the location, placement, and style of manufactured housing within the designated areas.

URBAN RESIDENTIAL

Auburn’s Urban Area encompasses downtown Auburn and its surrounding neighborhoods. The urban area is the City’s residential growth area. Density defines the urban zoning districts, with relatively low density along the fringe (buffering rural areas) and moderate to high densities within the downtown. The redevelopment and preservation of the historic neighborhood growth pattern is a concern in urban areas. Current zoning regulations (setbacks, building placement, uses, and allowed densities) hinder the continuation of the existing urban development pattern, and building codes make the redeveloping historic buildings cost prohibitive.

Suburban Residence (SR) Districts are prominent in the Steven Mills, Pride Hill, and Beech Hill neighborhoods. They permit single-family detached and attached homes, two-family duplexes, and mobile home units at a density of 2 dwelling units per acre. The majority of the SR Districts are within or directly adjacent to areas served by Auburn sewer and water.

Urban Residence (UR) Districts comprise only 5% of Auburn’s land area but 45% of Auburn’s residential lots (3,245 of 7,267). The majority of homes are single-family, on ¼ acre or less of land. UR Districts are located predominantly north of Minot Avenue (in the neighborhoods of Six Corners, Parson’s Mills, Merrill Hill, Goff Hill, and Lake Street), along the southern shore of Taylor Pond, and in New Auburn. Current regulations reflect the existing pattern of development. They allow single-family detached and attached homes, two-family duplexes, and mobile homes at a density of 4 units per acre for single-family and 6 units per acre for two-family developments.

Multi-Family Suburban (MFS) Districts are located on either side of downtown Auburn in the New Auburn, Rowe’s Corner, and Center Street neighborhoods. Development regulations in these areas promote high density development and maximize open space. Permitted uses include single-family detached and attached homes, two-family duplexes, and multi-family dwellings at a variety of densities based on the number of units in each building. All new multi-family developments are required to include fifty percent open space.

Multi-Family Urban (MFU) Districts are the highest density residential areas, and incorporate mixed-uses. The MFU District allows single-family detached and attached homes, two-family duplexes, and multi-family dwellings at a variety of densities based on the number of units in each building. All new multi-family developments are required to include fifty percent open space.

COMMERCIAL LAND USE PATTERNS

Commercial land use in Auburn extends outward from the City's core. The current zoning ordinance includes six commercial districts, primarily clustered in the downtown and along major arterials. All of the commercial zones (excluding industrial) allow for some level of compatible residential development, and encourage mixed-use where appropriate (Table LU-2, following page).

The Neighborhood Business (NB) Districts allow small-scale retail and commercial services in residential neighborhoods. These districts were created and defined based on recommendations in the 1995 Comprehensive Plan. After the initial identification and inclusion of existing neighborhood businesses, little has been done to promote additional neighborhood business development, and no new NB Districts have been established.

The Downtown Enterprise Zone (DEZ), located in the heart of downtown Auburn, is a designated mixed-use area. It allows a wide variety of commercial uses in addition to single-family, multi-family, and townhouse-style dwelling units. The DEZ includes performance and design standards that reflect the area's historic character, such as reduced parking requirements.

The Central Business (CB) District abuts the DEZ zone and includes the core of Auburn's commercial downtown and the Great Falls Plaza. Most uses found in the GB District are permitted in this area (except warehouses, wholesale, and animal hospitals). Delicatessens and other carry-out restaurants are also allowed.

The General Business (GB) District includes commercial development along Washington Street from the turnpike to downtown, and from Minot Avenue north and Riverside Drive south along the river. The GB District allows a wide variety of commercial, office, and social services uses designed to meet the needs of local residents as well as regional commuters.

The General Business District II (GBII) District encompasses the Minot Avenue commercial corridor and runs west from Washington Street to the city line. Uses are similar to those found in the GB District, with a specific focus on encouraging local businesses.

The Industrial (ID) Districts encompass just over 7.5% of Auburn's total land area and are located primarily north of the turnpike and along major arterials and rail lines. The ID Districts

include the municipal airport, mining activities, and a number of large- and medium-scale industrial entities.

| Auburn Non-Residential Zoning District Lot Sizes and Dimensional Standards 2008 | | | | | |
|--|---|---|---|---|---|
| | NB⁺ | GB/GB II | CB | DEZ | ID⁺⁺ |
| Minimum Lot Depth | none | 100 F | none | 50 F residential and mixed-use (if 50% residential)100 F multi-family and commercial | 250 F |
| Minimum Lot Width | none | 100 F | none | 100 F | 150 F |
| Minimum Front Yard | 25 F ¹ | 25 F ² | 20 F ⁵ | 10 F | 35 F ³ |
| Minimum Side Yard | 5 F | 5 F | 5 F | 5 F | 5 F |
| Minimum Rear Yard | 35 F ³ | 35 F ³ | 35 F ⁴ | 25 F ¹ | 50 F ⁴ |
| Maximum Height | 35 F | 45 F | CBI – 150 F CBII – 75 F CBIII – 45 F | 45 F | 75F |
| Non-Residential Requirements | | | | | |
| Density | <=40% of the lot can be covered by a building | <=30% of the lot can be covered by a building | <=80% of the lot can be covered by a building | <=65% of the lot can be covered by a residential building <=75% of the lot can be covered by a commercial building | <=40% of the lot can be covered by a building |
| Minimum Lot Area | NA | 10,000 SF | NA | 10,000 SF commercial 5,000 SF mixed use (if 50% residential) | NA |
| Multi-Unit Residential Requirements | | | | | |
| Density (Unit/acre) | same as abutting residential zones | 2unit – 6u/1a 3unit – 9u/1a 4unit – 10u/1a 5+unit – 17u/1a | | 2unit – 6u/1a 3unit – 13u/1a 4unit – 10u/1a 5+unit – 17u/1a Townhouse – 26u/1a | NA |
| Minimum Lot Area | | 10,000 SF + 2,000 SF for each unit | | 2unit – 7,500 SF 3unit – 10,000 SF 4+units - 10,000 SF + 2,000 SF for each additional unit Townhouse – 5,000 SF + 1,500 SF for each unit | NA |
| Maximum Height | | 45 F | | | NA |

| Auburn Non-Residential Zoning District Lot Sizes and Dimensional Standards 2008 | | | | | |
|---|------------------------------------|-----------|----|----------|------------------|
| | NB [†] | GB/GB II | CB | DEZ | ID ^{††} |
| Single-Family Residential Requirements | | | | | |
| Density | same as abutting residential zones | 4u/1a | | 8u/1a | NA |
| Minimum Lot Area | | 10,000 SF | | 5,000 SF | NA |
| † NB zone requires parking areas to include 10 foot green strip buffers | | | | | |
| †† ID zone requires landscaping buffering around parking lots, building perimeters, and adjacent to other lots. | | | | | |
| ¹ or 25% of the average depth of the lot, whichever is less | | | | | |
| ² or 25% of the average depth of the lot, whichever is less or average depth of adjacent lot | | | | | |
| ³ or 35% of the average depth of the lot, whichever is less or average depth of adjacent lot | | | | | |
| ⁴ or 20% of the average depth of the lot, whichever is less | | | | | |

Auburn’s zoning ordinance provides some flexibility in development by allowing *Planned Unit Developments (PUD)*. Planned Unit Developments are large-scale lots (usually with one owner) that have the potential for unified development. With approval, the owner can forgo the existing zoning regulations and create an alternative set of controls that reflect the proposed uses. Typically, a PUD is a mixed-use development designed to provide a mix of residential and commercial services that benefit the new project and the existing community. PUDs in Auburn can be residential (PUD-R), commercial (PUD-C), or industrial (PUD-I). They are designed to provide choice and flexibility in large-scale design. These special districts can be developed in any zone (except AG) as long as the area meets lot size requirements and is served by public sewer.

DEVELOPMENT REGULATIONS

The zoning ordinance provides standards for site plan review and subdivision development. The purpose of site plan review is to ensure that the design and layout of special exception uses are suitable and will not harm the character of the neighborhood. Subdivision standards provide detailed guidelines for the layout and development of both residential and commercial subdivisions.

Site plan review standards apply to all special exception uses. An applicant must provide information on the design and layout of the proposed development. The goal is to ensure that environmental features and adjacent areas are protected from negative impacts (noise, traffic, lighting, etc.). All plans require Planning Board review and approval. The Planning Board can place conditions and restrictions on development and uses. It can relax requirements, such as

those for off-street parking, and impose additional standards, such as the maintenance of green space.

Subdivision standards assess and regulate the impact of a proposed subdivision on the community. Criteria include potential negative impacts on the environment, the effects of noise and traffic on the surrounding community, and the adequacy of water, sewer, and other municipal services needed.

DEVELOPMENT OVERSIGHT

PLANNING AND PERMITTING DEPARTMENT

The Planning & Permitting Department protects and improves the community's environment, infrastructure and economy through land use policies and ordinances, and the enforcement of public health and safety codes. The department administers Auburn's land use, building, housing, plumbing and electrical codes and provides for the maintenance of streetlights and traffic signals. The Planning and Permitting Department has seven staff, including a planning director, an assistant planner (who is also the code enforcement officer), three code/building/plumbing inspection officers (one of whom is also the sanitation officer), and two support staff.

The department is adequate to meet Auburn's needs given current rules and regulations. However, the expansion of some regulatory measures, including the development of a Property Management Code, may require additional staff to administer.

PLANNING BOARD

The Planning Board administers the Land Use portion of the Comprehensive Plan. The board develops the text of the Zoning Ordinance and reviews zoning issues. It assesses development projects that require special exception, site plan, and/or subdivision review.

ZONING BOARD OF APPEALS

The Zoning Board of Appeals interprets provisions of the Zoning Ordinance. The board hears appeals to determine if the building inspector or zoning officer erred in granting or denying a permit. The board may grant a variance from dimensional regulations and supplementary District Regulations contained in the Zoning Ordinance, where the strict application of the Ordinance, or a provision thereof, would cause undue hardship based on specific criteria.

ISSUES

1. Current development standards do not allow new development that is consistent with existing development in the Urban Residence and Multi-Family Districts. Historic setbacks and development patterns cannot be emulated under current zoning regulations. This hinders developers who wish to contribute to the existing character of downtown neighborhoods. There is a need to understand and define the historic pattern of development, and to find ways to incorporate these into physical zoning guidelines.
2. In the rural areas, zoning regulations have been the primary method of land preservation. This includes limited allowed uses in the AG District, and additional regulations afforded by overlay districts such as those affecting the Lake Auburn Watershed. Are these the best types of preservation measures for the City of Auburn? How can the community continue to balance preservation with the value use of land by owners?
3. Auburn's zoning districts should be reviewed to confirm where development can and should continue. Are there areas where districts should/could be expanded or contracted?
4. What infrastructure is necessary to facilitate growth where it is desired?

J. AUBURN DEVELOPMENT PROFILE

Auburn's development profile details the City's patterns of residential and nonresidential development between 2000 and 2007. Understanding the recent development pattern can help the community can make better-informed decisions about where development should take place in the future.

For the purpose of this analysis, Auburn has been subdivided into three areas: urban, suburban, and rural (see Figure 1, page 3). The delineation of these areas is based on the City's existing zoning districts. The urban area incorporates the medium and high-density residential zones as well as all commercial and industrial zones. The urban area is the community's growth area, where dense business and residential development serve the urban core. The suburban area is defined by the low-density and rural residential zones. The rural area incorporates everything within the agricultural zone. The suburban and rural areas are defined by less dense development that reflect the existing agrarian character.

Part A of this profile looks at the total number of new residential units built between 2000 and 2007 in each of these three areas. Part B documents recent subdivision activities, including the number of lots available and the total units built to date¹. Part C explores the number of building permits taken out between June of 2006 and November of 2007, and assesses where current residential development is occurring.

Part D defines non-residential development over the last seven years. It focuses on the amount of commercial, industrial, professional, and services space added. This analysis does not include the proposed expansion of Great Falls Plaza approved by the Planning Board and currently in the initial stages of development.

¹ As the information comes primarily from assessing data, dates are based on the April 2007 assessment of built units within Auburn. Subdivision activity also includes dates of project approval by the Planning Board recorded by the Planning Department as of November 2007.

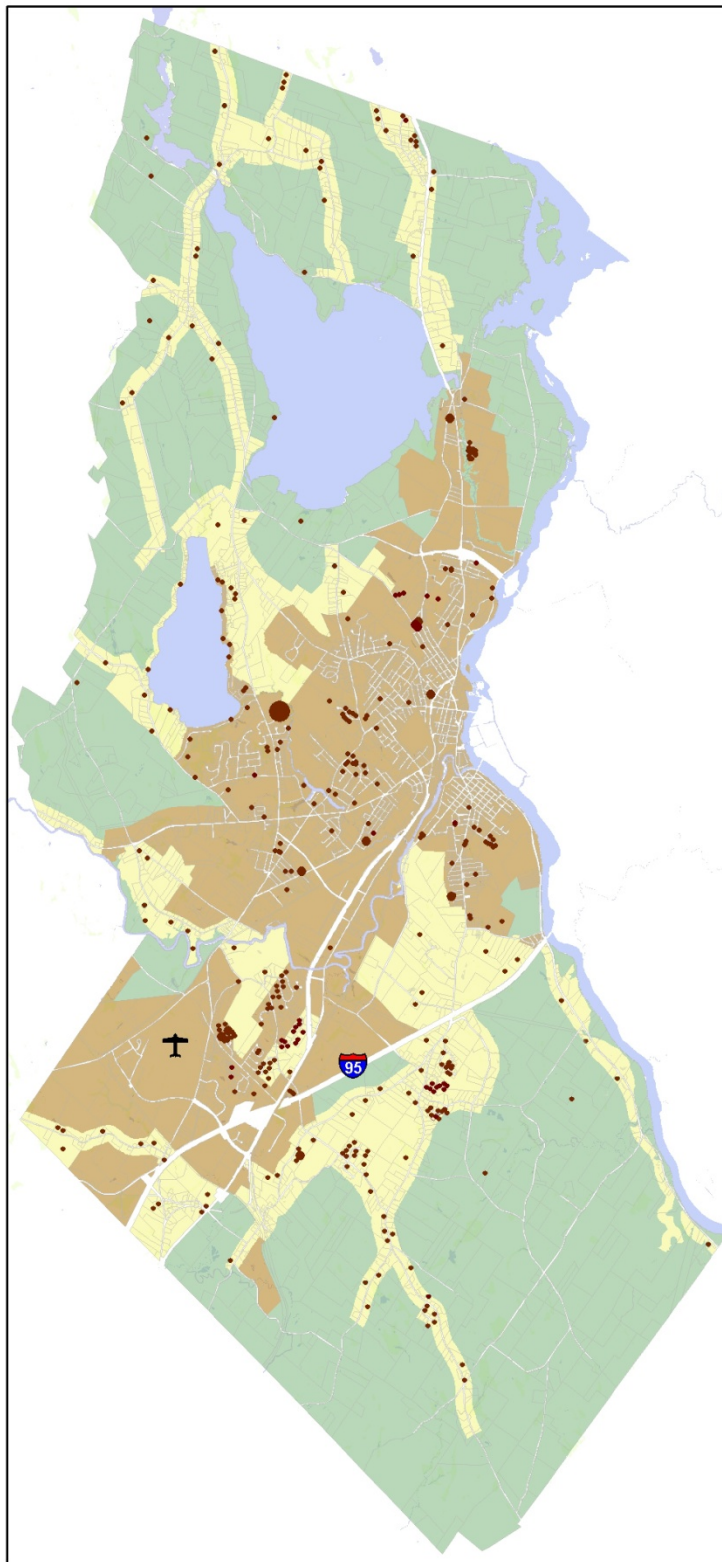
PART A. RESIDENTIAL DEVELOPMENT: NEW HOUSING UNITS

(Figure 1, TableDP-1)

- An estimated 496 new housing units were built in Auburn between 2000 and April of 2007².
- 60% of the units were built in the urban area, 38% in the suburban area, and only 2% in the rural area.
- Of the 190 new housing units built in the suburban area, the majority (178) were single family units, along with 10 condominium units and a 2-unit duplex.
- Of the 298 housing units built within the urban area, over half (173) were single-family units. The remainder of units included 98 condominium units, 20 two-family units (in 10 duplexes), and 7 multi-family units (one 3-unit and one 4-unit apartment building).
- Only eight units have been built in the rural area over the last 7 years.

| Table DP-1 New Housing Units 2000-2007 (April) | | | | | | | | |
|--|-------------|------------|----------------|------------|-------------|-----------|------------|-------------|
| | Urban Areas | % | Suburban Areas | % | Rural Areas | % | Total | % |
| New Units 2000-2004 | 191 | 62% | 115 | 37% | 4 | 1% | 310 | 63% |
| New Units 2005-2007 (Apr) | 107 | 58% | 75 | 40% | 4 | 2% | 186 | 38% |
| Total New Units | 298 | 60% | 190 | 38% | 8 | 2% | 496 | 100% |

² This number is based on the most current assessing data through April of 2007.



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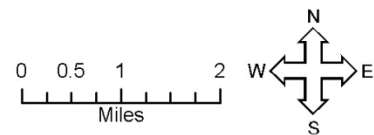
Auburn Development Profile

Figure 1

New Housing Units 2000-2007 (April)

● New Housing Units

- Rural Areas
- Suburban Areas
- Urban Areas



PART B. RESIDENTIAL DEVELOPMENT: SUBDIVISION ACTIVITIES

(Figures 2 & 3, Table DP-2)

- A total of 24 subdivisions were approved in Auburn between 2000 and 2007. One subdivision's approval (Rolling Acres) has lapsed and it has not been included in the calculations.
- Eighteen of the approved subdivisions were conventional single-family developments totaling 165 single-family lots. The remaining 5 were condominium subdivisions with the potential for 244 new units.
- All subdivision activity took place in either the urban or suburban areas. Urban subdivisions were more dense in nature and included most of the condominium developments. Suburban subdivisions overall had fewer units spread over a larger area. This is reflected in Table 2 below. Urban developments provided just under $\frac{3}{4}$ of an acre per unit while suburban developments provided almost 3 acres per unit.
- In 2007 only half of the projects were more than 50% completed. Roughly a quarter had yet to be started and another quarter were between 15% and 25% constructed. Due to the current slowdown in the housing market, it is uncertain when these projects will get underway and/or be completed.
- A large share of the new housing growth was concentrated in condominium developments. Five of the 23 active subdivisions were condominium complexes and included over half (244) of the proposed units. Of these, one, Granite Mill, was complete and another, Martindale Estates, was nearly 75% complete. By 2007, approximately one-third of the Pinnacle Heights and Colonial Ridge projects had been completed. Development of Falcon Ridge Estates (a 55+ community) began in late 2007, and only 4 of the proposed 64 units have been constructed to date.

Table DP-2 Subdivision Activity 2000-2007 (November)

| | # of Projects | Total Acreage | # of Single Family Lots | # of Condo Units | Total # of proposed Units | Gross Acreage* (acres/units) |
|----------------|---------------|---------------|-------------------------|------------------|---------------------------|------------------------------|
| Urban Areas | 13 | 218 | 77 | 230 | 307 | 0.71 |
| Suburban Areas | 10 | 295 | 88 | 14 | 102 | 2.90 |
| Total | 23 | 513 | 165 | 244 | 409 | 1.80 |

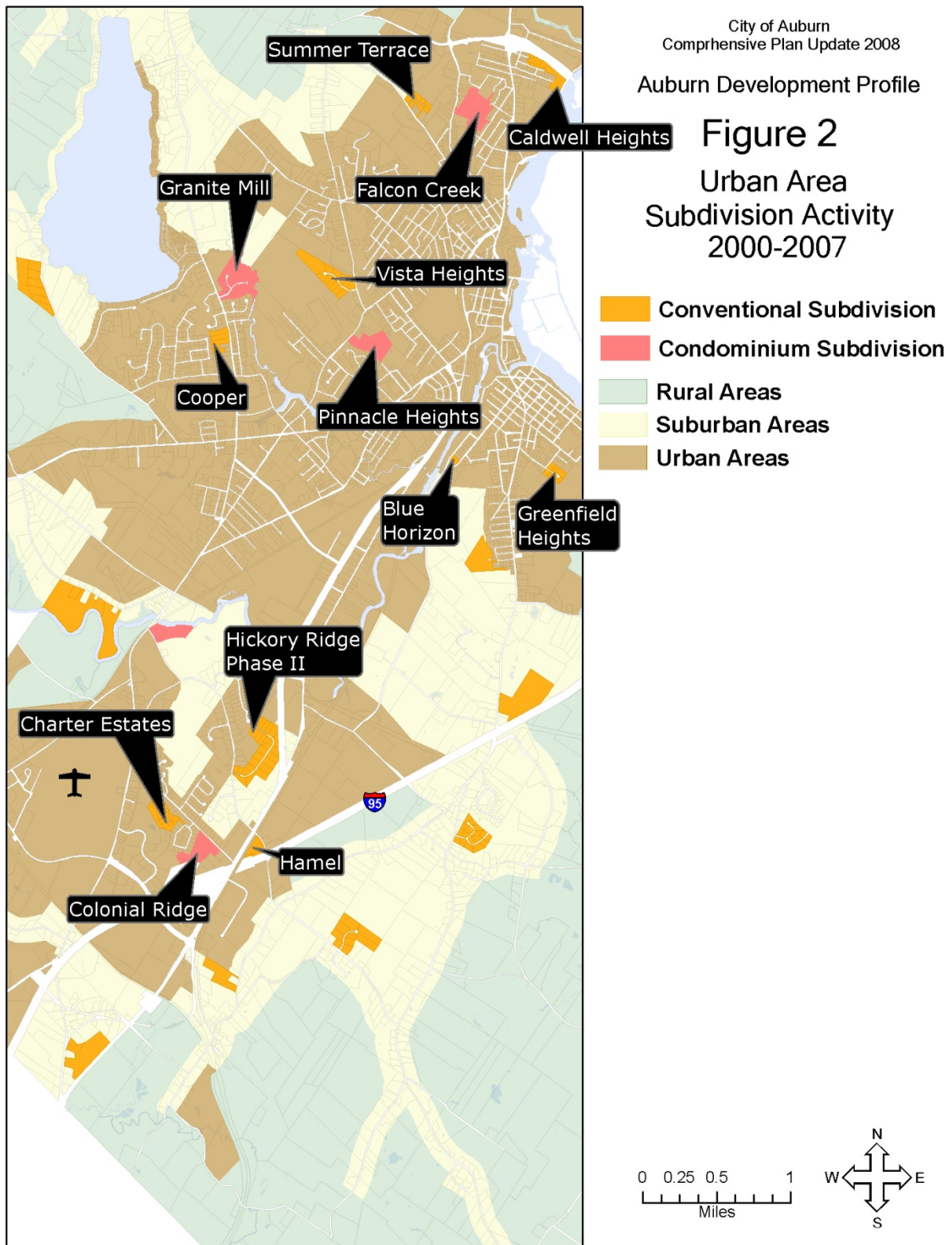
*Gross Acreage calculates the average number of acres for each unit

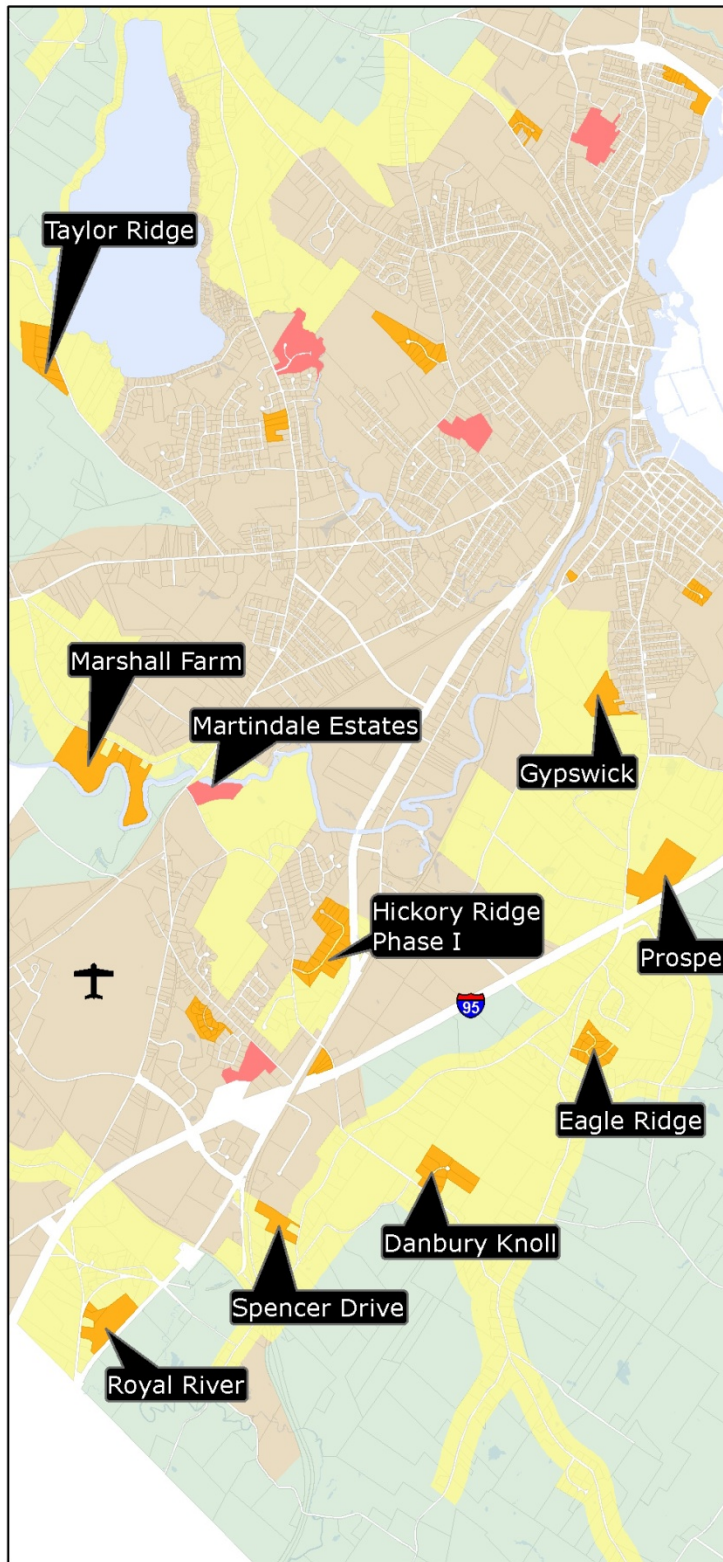
URBAN AREA SUBDIVISION ACTIVITY (FIGURE 2)

- Thirteen of the approved subdivisions are located within the urban area. This includes four of the five condominium developments.
- These subdivisions cover 218 acres and propose the development of 307 new housing units. Only 77 are single-family subdivision lots, the rest are condominiums (230), including multi-unit, duplex, and house-a-miniums.
- By 2007, less than half (135) of the approved units had been built. Of those built, the majority were condominium units, including the 73 units in the Granite Mill and 22 units in Colonial Ridge.

SUBURBAN AREA SUBDIVISION ACTIVITY (FIGURE 3)

- Nine of the 10 approved subdivisions in the suburban areas are single-family lots averaging just under 3 acres in size.
- As of 2007, approximately 40% of the 102 proposed housing units had been constructed but none of subdivisions had been fully built out.
- Most of the approved developments cluster around the edges of the urban area. Four are located south of the turnpike. None of the approved subdivisions are located north of Taylor Pond.










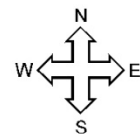
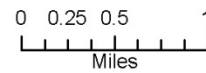
City of Auburn
Comprehensive Plan Update 2008

Auburn Development Profile

Figure 3

Suburban Area Subdivision Activity 2000-2007

-  Conventional Subdivision
-  Condominium Subdivision
-  Rural Areas
-  Suburban Areas
-  Urban Areas



VACANT LOTS/APPROVED UNITS AVAILABLE IN SUBDIVISIONS

- As of April 2007, there were 236 approved but vacant single-family lots and unbuilt condominium units in projects started between 2000 and 2007. Of these, 118 were proposed condominium units.

Table DP-3 Vacant Lots-Unbuilt Units in Subdivisions April 2007

| | # Lots/ Units | % |
|---------------------------|------------------|------|
| South of the Turnpike | 30 | 13% |
| Near Turnpike Interchange | 86 | 36% |
| Hotel Road Area | 5 | 2% |
| New Auburn Area | 26 | 11% |
| North of Minot Ave | 89 | 38% |
| Total | 236 | 100% |

- In the area south of the Turnpike, there were 30 potential lots. Of these, 9 were in established subdivisions (Eagle Ridge and Danbury Knoll); the rest were in developments which had yet to break ground.
- Within the subdivisions near the Turnpike Interchange (Charter Estates, Colonial Ridge, Hamel, and Hickory Ridge), there were 84 potential housing units. This included 58 condominium units and 26 single-family lots. These subdivisions have most the road and utility services in place to meet infill needs.
- Two subdivisions (Martindale Condominiums and Marshall Farm) are located at the southern end of Hotel Road. Martindale - built in conjunction with the Martindale Golf Course - had 4 undeveloped units in 2007. The Marshall Farm subdivision had 1 undeveloped single-family lot remaining as of April 2007.
- In 2007, there were 26 potential lots in the New Auburn area. Three were part of the infill of the Greenfield Heights development. The remaining lots were part of the Gypswick, Pinnacle Heights, and Blue Horizon subdivisions, which have yet to break ground.
- There were 89 potential units for development in the urban and suburban areas north of Minot Avenue as of April 2007. This included 69 condominium units - sixty of which were part of the Falcon Creek 55+ development. Conventional subdivisions in this area had 20 vacant single-family lots. The majority were in the Taylor Ridge and Caldwell Heights projects.

PART C. RECENT DEMAND FOR BUILDING PERMITS

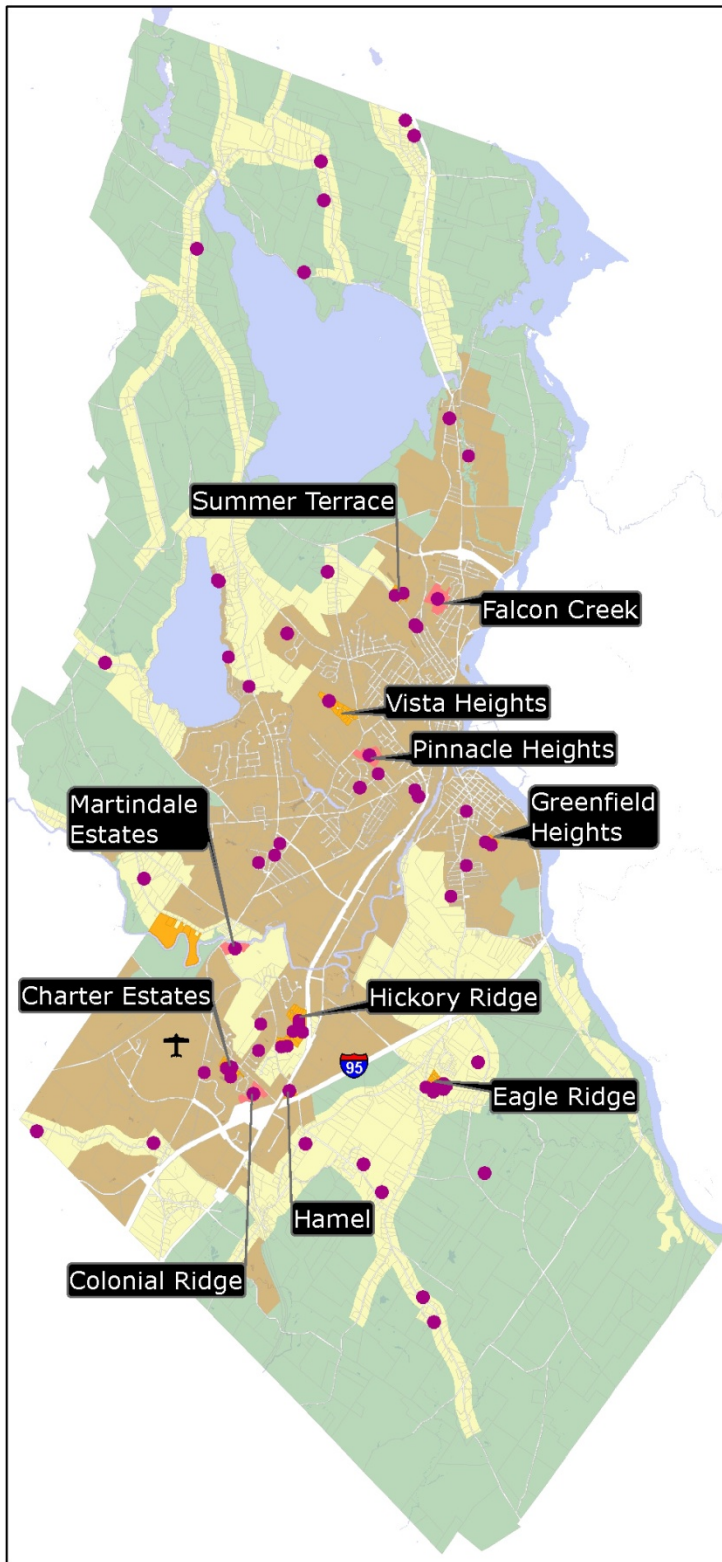
(Figure 4, Table DP-4)

- Between July 2006 and November 2007, a total of 77 building permits (for a total of 63 single family, 10 condo units, and 4 duplexes) were taken out in Auburn. This analysis relies on building permit data for recent activity, and not all permits may yield new housing units.
- Nearly 70% of the building permits were for units in the urban area. The remaining 30% were in the suburban areas. There were only two permits issued in the rural areas.
- 45% of the permits were for developments within approved subdivisions. This included the Hickory Ridge, Charter Estates, and Colonial Ridge developments near the Turnpike and Falcon Creek Estates.
- The remaining 55% of the permits were primarily for single-family homes spread throughout the community along rural roads and as part of urban/suburban infill.³

Table DP-4 Building Permit Activity, July 2006-November 2007

| | Rural Area | | Urban Area | | Suburban Area | | Total | |
|------------------------------------|------------|----|------------|-----|---------------|-----|-------|------|
| | # | % | # | % | # | % | # | % |
| Individual Permits | 2 | 5% | 27 | 64% | 13 | 31% | 42 | 55% |
| Permits in Subdivision Development | 0 | 0% | 26 | 74% | 9 | 26% | 35 | 45% |
| Total Permits | 2 | 2% | 53 | 69% | 22 | 29% | 77 | 100% |

³



City of Auburn
Comprehensive Plan Update 2008

Auburn Development Profile

Figure 4

Building Permits
July 2006 - November 2007

● Building Permits Issued

- Rural Areas
- Suburban Areas
- Urban Areas



PART D. NONRESIDENTIAL DEVELOPMENT

(Figure 5, Table DP-5)

- Just over 2,050,000 square feet (SF) of new nonresidential space was created in Auburn between 2000 and 2007. One-third of this space was built for commercial purposes and another third was industrial in nature. The remainder of the non-residential development was primarily public developments including Auburn Hall, three educational projects (see below), and the Federal Rifle Range.
- Nearly all of the new nonresidential space was created inside the urban area. The majority of development has taken place around the Auburn Mall (300,000+ SF of commercial development) and the Airport area (300,000+ SF of industrial development). In addition, a 90,000 SF hotel was built downtown as part of the initial Great Falls Plaza project.
- Development in the rural area primarily included buildings associated with the Federal Rifle Range (70,000 SF) and golf club development (8,170 SF).
- There has been significant educational development in recent years. Central Maine Community College added 27,420 SF in dormitory space to its campus in 2006. St Dominic Regional High School (134,105 SF) was completed in 2004. The new 50,000 SF Park Avenue Elementary School was completed in 2005.

Table J.5: Nonresidential Development (Square Feet), 2000-2007

| Development Types | Urban Area | Suburban Area | Rural Area | Total |
|-------------------------------------|------------|---------------|------------|-----------|
| Industrial Development ⁴ | 712,206 | 0 | 0 | 712,206 |
| Commercial Development ⁵ | 781,757 | 0 | 10,858 | 792,615 |
| Office/Prof. Development | 133,454 | 0 | 0 | 133,454 |
| Public Development ⁶ | 339,300 | 3,640 | 70,000 | 412,940 |
| Total Development | 1,971,105 | 3,640 | 80,858 | 2,055,330 |

4 Industrial Development includes: Industrial, Air Hanger, Warehouse, and Transportation Development

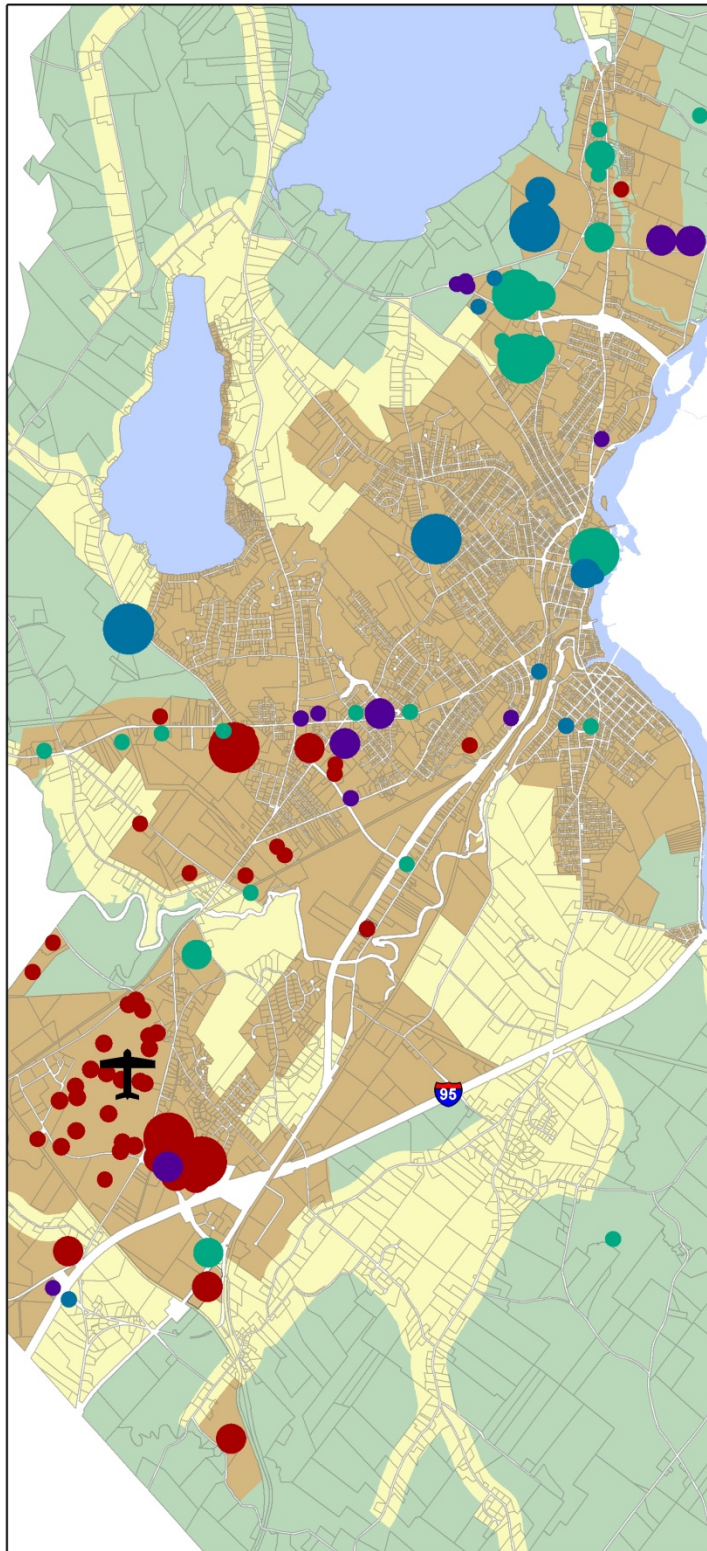
5 Commercial Development includes: Retail, Commercial, Hotel, Golf Course, Mixed Use, Auto, and Restaurant Development

6 Public Development includes: Federal, State, Municipal, and Educational Development

City of Auburn
Comprehensive Plan Update 2008

Auburn Development Profile

Figure 5 Non-Residential Development Activity 2000-2007



Public Development

- less than 10,000 SF
- 10,000-50,000 SF
- more than 50,000 SF

Office/Service Development

- less than 10,000 SF
- 10,000-50,000 SF

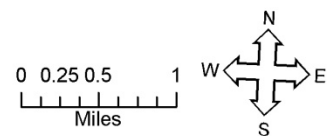
Commercial Development

- less than 10,000 SF
- 10,000-50,000 SF
- more than 50,000 SF

Industrial Development

- less than 10,000 SF
- 10,000-50,000 SF
- more than 50,000 SF

- Rural Areas
- Suburban Areas
- Urban Areas

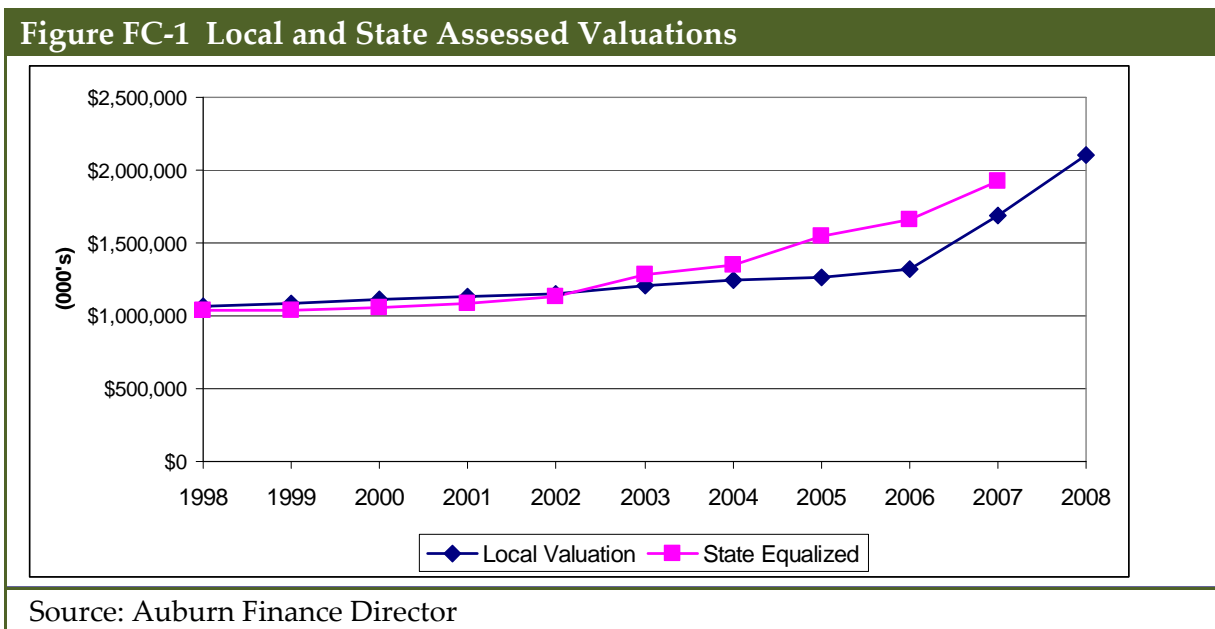


K. FISCAL CAPACITY

A community’s fiscal capacity reflects the way in which City funds are collected and allocated to meet its residents’ needs. This chapter provides a snapshot of the current fiscal climate in Auburn.

ASSESSED VALUATION, COMMITMENT, AND TAX RATE

Auburn’s assessed valuation has increased over the past ten years, in terms of both local and state valuation (Figure FC-1 below). Not taking inflation into consideration, the local valuation has nearly doubled over the past ten years, from \$1.07 billion to \$2.11 billion. Part of this increase is due to a citywide property revaluation that was completed in 2007 and applied to the 2007-2008 property tax levy.



According to state records, in 2006 about 15% of Auburn’s property tax valuation was exempt from tax payments¹. This was a little higher than the proportion in the state as a whole (12%). Auburn has small amounts of land in cropland (\$351,595), woodland (\$148,510), and open space (\$10,100) preservation.

¹ 2006 Municipal Valuation Return Statistical Summary, Tables 5-10.

Auburn’s property tax commitment has increased over the past ten years, though not at the rate of the City’s valuation (Table FC-1, following page). Between 1998 and 2007, Auburn’s local valuation increased by 58%. During this same time period the property tax commitment increased by about 47%, to over \$41 million in 2007. The tax rate in 2007 (24.35 per \$1,000 of valuation) was lower than the rate in 1998 (26.20).

| Table FC-1 Auburn Assessed Valuation, Tax Rate and Commitment | | | | | | |
|--|----------------------------|--|---|---------------------|------------------------------------|--------------------------|
| Fiscal Yr End June 30 | Local Valuation | Equalized State Valuation | Annual Change in Value (State) | Tax Rate | Property Tax Commitment | Annual Change |
| 2007 | \$1,692,456 | \$1,922,200 | 15.92% | 24.35 | \$41,211,301 | 1.78% |
| 2006 | \$1,319,998 | \$1,658,250 | 7.14% | 30.48 | \$40,488,967 | 8.32% |
| 2005 | \$1,268,207 | \$1,547,750 | 14.60% | 29.38 | \$37,378,635 | 2.18% |
| 2004 | \$1,245,845 | \$1,350,550 | 5.27% | 29.38 | \$36,579,675 | 6.15% |
| 2003 | \$1,207,412 | \$1,283,000 | 13.75% | 28.44 | \$34,459,878 | 8.29% |
| 2002 | \$1,148,538 | \$1,127,950 | 4.29% | 27.64 | \$31,820,668 | 3.30% |
| 2001 | \$1,132,686 | \$1,081,600 | 2.14% | 27.20 | \$30,804,776 | 2.82% |
| 2000 | \$1,111,019 | \$1,058,900 | 1.61% | 26.97 | \$29,959,676 | 3.42% |
| 1999 | \$1,083,989 | \$1,042,100 | 0.41% | 26.70 | \$28,968,575 | 3.05% |
| 1998 | \$1,067,885 | \$1,037,800 | - | 26.20 | \$28,110,375 | - |

Source: Maine Revenue Service & Auburn Finance Director

Even with the recent decrease, Auburn’s tax rate was still one of the highest rates in Androscoggin County in 2007 (Table FC-2). After the recent revaluation, the 2008 tax rate was set at \$19.28.

City expenditures have been slowly increasing over the past few years. The City’s 2008 budget is approximately \$65 million. About 52% of this is for education, both operations and debt service (Table FC-3 on the following page). The next largest cost within the budget is fiscal services, which includes Auburn’s debt service and municipal employee wages and benefits.

| Table FC-2 Full Value Tax Rates | |
|--|-----------------|
| Town | Tax Rate |
| Auburn | 24.35 |
| Lewiston | 26.65 |
| Sabattus | 25 |
| Lisbon | 24.25 |
| Livermore Falls | 23.2 |
| Poland | 21.3 |
| Leeds | 20.05 |
| Mechanic Falls | 18.9 |
| Greene | 18 |
| Durham | 17.8 |
| Minot | 14.3 |
| Livermore | 13.8 |
| Turner | 13.75 |
| Wales | 25 |

Source: Maine Revenue Service

Table FC-3 City Expenditures

| Fiscal Year End June 30 | 2008 | 2007 | 2006 | 2005 | 2004 | 2003 |
|---------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Total | \$64,921,520 | \$63,199,896 | \$61,429,123 | \$58,753,285 | \$58,825,626 | \$57,730,523 |
| Education | \$33,726,785 | \$32,649,357 | \$31,401,781 | \$29,717,386 | \$29,717,386 | \$29,385,198 |
| Total less Education | \$31,194,735 | \$30,550,539 | \$30,027,342 | \$29,035,899 | \$29,108,240 | \$28,345,325 |
| Administration | \$1,460,761 | \$1,409,996 | \$1,387,858 | \$1,455,114 | \$874,020 | \$1,501,718 |
| Community Services | \$2,350,357 | \$2,193,205 | \$2,188,868 | \$2,094,889 | \$2,271,219 | \$2,285,586 |
| Fiscal Services | \$12,377,479 | \$12,806,015 | \$12,617,031 | \$11,930,937 | \$12,421,973 | \$11,476,788 |
| Public Safety | \$6,355,892 | \$5,882,789 | \$5,724,320 | \$5,416,765 | \$5,447,745 | \$5,377,473 |
| Public Works | \$5,139,559 | \$4,957,929 | \$4,779,755 | \$4,928,059 | \$4,889,259 | \$5,016,272 |
| Intergovernmental Programs | \$3,510,687 | \$3,300,605 | \$3,329,510 | \$3,210,135 | \$3,204,024 | \$2,687,488 |
| Source: Auburn Finance Director | | | | | | |

TAX INCREMENT FINANCING

Tax Increment Financing (TIF) is a tool that enables the Auburn to reduce the tax burden to new developments that promote City goals of job development and affordable housing, while sheltering the City from potential losses in state education funding and revenue sharing as a result of the development.

Auburn has been aggressive in its use of this instrument. Currently, the City has thirteen approved districts, ten of which were active during the fiscal year ending June 30, 2007. All of the activity within these districts, including captured taxes and expenditures for approved purposes, is accounted for in a Special Revenue Fund. Some of the larger districts include the Downtown Area, encompassing 211 acres and with an original value of \$80,676,600, and the Mall Area, which includes 105 acres and had an original value of \$4,497,500.

For the fiscal year ending June 30th, 2007 the total captured value of the ten districts was \$3,475,883, of which \$2,276,246 was expended. Table FC-4, on the following page, outlines each of the active ten TIF Districts in Auburn.

| Table FC-4 TIF Districts in Auburn | | | | |
|---|----------------|-------------------------|-----------------------|----------------------------|
| TIF District | Acreage | Year Established | Original Value | 2007 Captured Value |
| TAMBRANDS | 1.3 | 1998 | \$1,702,000 | \$114,111 |
| American Falcon | 5.9 | 1998 | \$164,500 | \$22,178 |
| TAMBRANDS II | 58 | 1999 | \$752,700 | \$2,537,433 |
| J & A Properties | 7.45 | 2001 | \$209,000 | \$36,820 |
| Gates Form Fiber | 54 | 2001 | \$366,000 | \$85,845 |
| Mall Area | 105 | 2002 | \$4,497,500 | \$368,644 |
| The Downtown Area | 211 | 2002 | \$80,676,600 | \$255,830 |
| Safe Handling | 43.26 | 2003 | \$2,538,400 | \$28,479 |
| Auburn Industrial Park | 144 | 2006 | \$334,200 | \$1,782 |
| Retail Development | 29.67 | 2007 | \$5,425,200 | \$24,761 |
| Source: Auburn Finance Director | | | | |

DEBT

Auburn currently has \$73 million in General Fund debt. This includes bonds for the Ingersoll Arena, school construction, and general obligation bonds. In November of 2006, \$13,000,000 of new General Obligation Bonds were issued. These were for the capital improvement program (\$5,000,000), transportation improvements in the Auburn Mall area (\$5,000,000) and for improvements and expansion of public infrastructure in and around the Auburn Industrial Park (\$3,000,000).

Payments on the debt extend through to 2027. Table FC-5 outlines the expected payments that are due over the next few years.

| Table FC-5 Debt Repayment Schedule for General Fund Debt | |
|---|---|
| Year | Principal and Interest |
| 2008 | \$11,401,309 |
| 2009 | \$10,874,590 |
| 2010 | \$9,596,767 |
| 2011 | \$8,724,103 |
| 2012-16 | \$29,932,309 (\$5.99 million per year) |
| Source: City Manager’s Budget Message, 2007 | |

CONCLUSION

By the fiscal tests suggested in the handbook *Comprehensive Planning: A Manual for Maine's Communities* (1992), Auburn has capacity for additional borrowing (see Table FC-6). Its debt to valuation ratio is favorable, it has a healthy fund balance, and it has double-digit growth in assessed value. The one area of concern is Auburn's ratio of per capita debt to per capita income. Auburn has a lower-than-average per capita income compared to the state, and as a service center, faces higher-than-average service demands.

| Table FC-6 Fiscal Tests for City Budget | | |
|---|---------------------|-------------------|
| | Auburn actual | Suggested level |
| Municipal debt to valuation (2007) | 4.3% | less than 5% |
| Fund balance to operating budget (2006) | 18.0% | more than 8.3% |
| Per capita debt to per capita income (2006) | 13.2% | less than 5% |
| Assessed value (2007) | double digit growth | should be growing |
| Source: Planning Decisions | | |

APPENDICES

I. New Auburn Master Plan

II. FY 10-14 Capital Improvement Program

III. Overview of Public Participation

I. NEW AUBURN MASTER PLAN

New Auburn Master Plan

Auburn, Maine

2009

2009 New Auburn Master Plan

**Prepared By:
The New Auburn Master Plan Committee**

**Maureen Aube
Sheryl Banden
Councilor Ray Berube
Roger Blais
Brian Bolduc
Marcel Bureau
Dom Casavant
Dee Chapman
John Cleveland**

**D Peter Cyr
Jeremy Deschaines
Roger Dufresne
Belinda Gerry
Jonathan LaBonte
Roger LaRocke
Robert Lussier
Stephen Martelli
Norm McKeonne**

**Holly Mireault
Norm Morin
Larry Pelletier
Diane Pontbriand
Robert Pontbriand
Natalie Raye
Noella Rochelean
Leroy Walker
Rick Whiting**

**With Assistance from
City of Auburn Staff**

Roland Miller (Economic Development Director)
David Galbraith (Planning and Code Enforcement Director)
Eric Cousens (City Planner)
Reine Mynahan (Community Development Director)

**And
The Staff of Planning Decisions Inc**

Table of Contents

| | |
|--|----|
| A. Introduction | 1 |
| A.1 Study Area..... | 2 |
| B. Community Vision | 4 |
| B.1 Community Issues | 4 |
| B.2 New Auburn Vision | 6 |
| C. Community Action | 7 |
| C.1 New Auburn Identity | 7 |
| C.2 Public Safety | 8 |
| C.3 New Auburn Business Districts | 9 |
| C.4 Neighborhoods | 13 |
| C.5 Transportation..... | 17 |
| C.6 Recreation | 23 |
| C.7 Economic Development..... | 24 |
| D. Future Land Use..... | 26 |
| D.1 Growth Areas..... | 30 |
| D.2 Category: Limited Growth Areas..... | 38 |
| D.3 Restricted/Non-Growth Areas..... | 42 |
| E. Implementation..... | 46 |
| E.1 Management of the Implementation Process | 46 |
| E.2 Coordination with the City’s Comprehensive Plan..... | 46 |
| E.3 Funding and Staff Support | 47 |
| E.4 Implementation Strategy | 47 |
| F. Appendix – Inventory | 53 |

A. Introduction

The purpose of the New Auburn Master Plan is to create a long term, comprehensive approach to the growth and prosperity of New Auburn. It celebrates the positive aspects of the community, identifies objectives and strategies to addresses current issues, and defines the vision for New Auburn's future.

The New Auburn Master Plan Committee actively participated in each phase of the planning process and identified the wide range of issues addressed by the Plan including business development needs, neighborhood appearance, neighborhood security, and street redevelopment. The Plan is intended to serve as a catalyst for renewed community and city investment in New Auburn.

The development of the New Auburn Plan included the following steps:

Envision the Future

Members and residents provided a clear and realistic vision for New Auburn at the kick-off meeting held in June of 2008. The focus was on the improvement of the physical, social, and economic conditions within the community. The Plan outlines programs and projects to help New Auburn residents reach their vision focusing on crime prevention, code enforcement, physical improvements, economic development, open space preservation, and neighborhood stabilization.

Taking Stock

The planning process began with a detailed study of the demographic, social, physical, and economic factors that make up New Auburn. Information about the community was distributed to the committee members and interested residents, followed by meetings at which members identified and addressed issues related to these factors. The information collected is cataloged in the companion document – *The New Auburn Inventory*, included in the appendix.

Idea Exchange

Multiple Master Plan Committee meetings provided opportunities for residents to engage in productive discussion about the most pressing issues and challenges facing the community. Members generated ideas and identified projects and programs to address these concerns. The results of these sessions make up the bulk of the objectives and strategies found in this document.

Implementation

The successful implementation of this Plan depends on the residents, businesses, and city leaders taking an active role in promoting and carrying out the objectives and strategies. This plan is to be incorporated into the update of the Auburn Comprehensive Plan that will include a detailed implementation section outlining the private, non-profit, and municipal entities that will execute the initiatives set out in this document.

A.1 Study Area

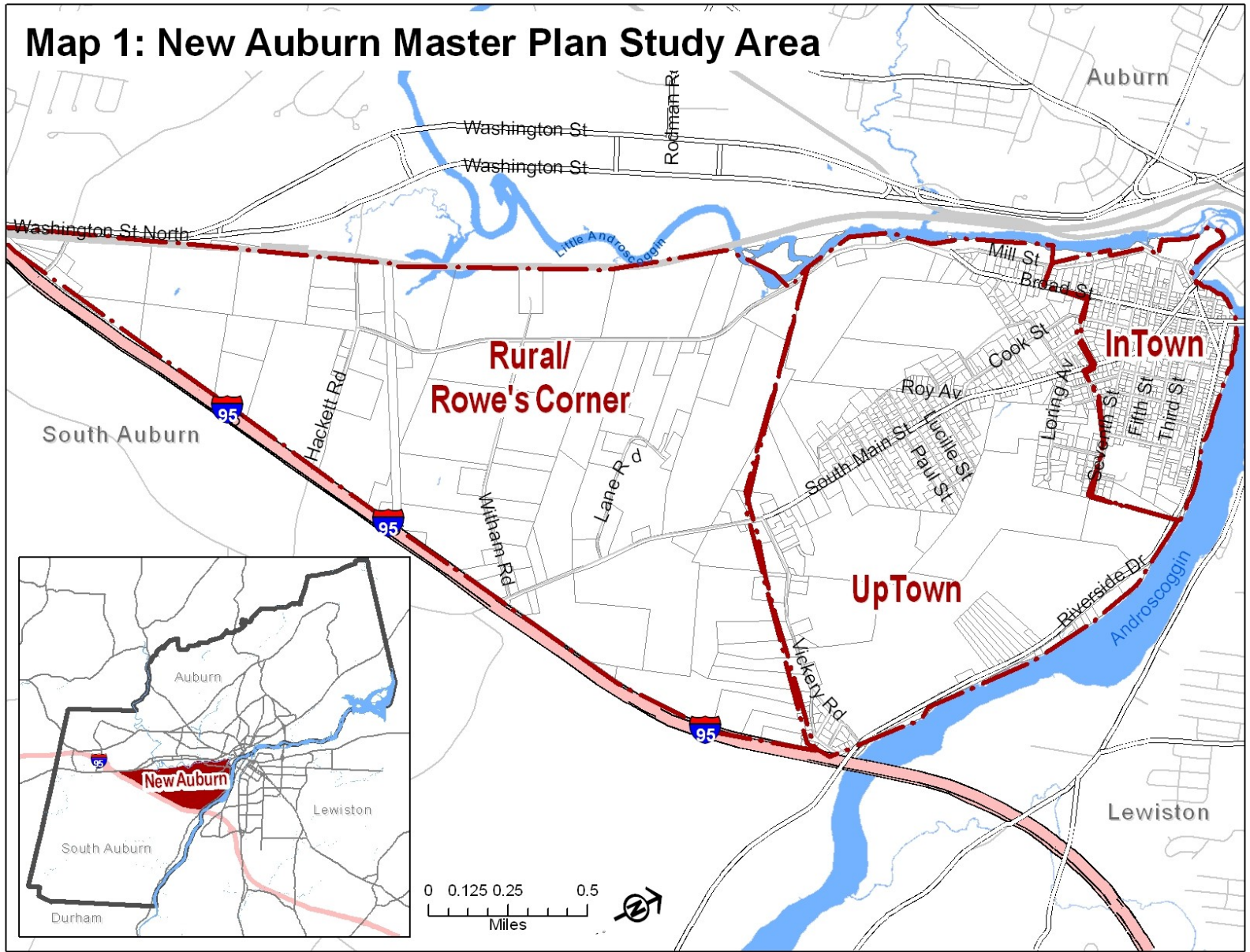
The New Auburn Master Plan study area is essentially a peninsula bounded by the Androscoggin River, the Little Androscoggin River, and the Maine Turnpike. (Map 1, following page)

The New Auburn Master Plan study area is comprised of the “InTown” New Auburn core, the “UpTown” residential neighborhoods, and the “Rural/Rowe’s Corner” areas along outer South Main Street, Broad Street, and Witham Road.

“InTown” is the downtown core of New Auburn including the village center along Mill Street, South Main Street, and Riverside Drive as well as the surrounding higher-density residential neighborhoods.

“Uptown” is the residential core of the community, including the neighborhoods around both Sherwood Heights and Walton elementary schools.

The “Rural/Rowe’s Corner” portion incorporates the residential and open space area along outer South Main Street, Broad Street, and Witham Road and the Hackett Road industrial zone.



B. Community Vision

At the New Auburn Master Plan Kick-Off session residents gathered to envision the future of New Auburn. Residents discussed the issues and concerns that needed to be addressed creating a collective To-Do-List for the Master Plan. Their insight is the basis for the vision on page 6 and for the range of objectives and strategies laid out in this report.

B.1 Community Issues

The following is a summary of the issues facing New Auburn as identified by the residents and the New Auburn Master Plan Committee.

What is New Auburn's future?

Residents expressed a desire to maintain New Auburn as a “village” within the City of Auburn. They want to strengthen the identity of New Auburn and establish a vibrant community that includes housing options for all residents and a variety of InTown activities that support business development and attract residents and visitors alike.

How can we keep/make New Auburn a place where people/families want to live – a place that is safe and attractive with stable, well-maintained neighborhoods?

Residents talked about creating New Auburn as a place to live by choice – that it is/should be a community where people want to live. The desire is to develop a community that provides options for families with children as well as young adults and seniors with an emphasis on safe neighborhoods that are easily accessible.

There was a general desire to encourage reinvestment in all New Auburn neighborhoods with a particular focus on addressing the upkeep and rehabilitation of the InTown multi-family units. There was a strong desire to address building conditions and property repair and to focus on ways of increasing owner-occupancy as well as the establishment of a range of housing options for young adults, families, empty nesters, and seniors.

How can we assure that New Auburn receives a level of public services that is commensurate with what the rest of the City receives?

Area residents felt that New Auburn was viewed as “second class” in relationship to the City of Auburn and that it did not receive the same level of municipal services as other parts of the City. Particular emphasis was on the need for street clean-up and parks and recreation

maintenance. The committee saw a need to focus on ways of communicating and working with the City to ensure that adequate services are provided to meet the community's needs.

How can transportation within the neighborhood be improved? How can issues of through traffic be addressed? How can pedestrian and bicycle needs be accommodated? Can public transit options be improved?

The residents saw transportation as one of the major issues facing the community. They were concerned about automobile traffic - in particular the speed and volume of cars that travel through the community as well as issues surrounding limited access into and out of the InTown area. They identified a need for improved sidewalks and bicycle lanes to ensure safe travel options for all residents and to link neighborhoods to area businesses. Residents also saw a need to ensure that public transit options continue to meet the needs of area residents.

What can be done to revitalize/upgrade the InTown business area?

A major concern for area residents was the loss of InTown businesses and the general deterioration of this part of the community. There was a strong desire to address issues such as building condition/repair, high vacancy rates, the influx of undesirable businesses, and the high volume of commuter traffic as these features were seen as having a negative impact on the way that prospective residents perceive New Auburn. They expressed a distinct need to redevelop/rehabilitate the InTown area with a focus on traffic and property maintenance as well as ways to encourage appropriate business that supports the surrounding neighborhoods.

What should happen along the riverfronts?

The residents of New Auburn support the preservation of the riverfront and increasing public access to both the Androscoggin and Little Androscoggin Rivers. The committee identified a need to protect the undeveloped areas within the floodplain by limiting development where feasible and supporting resource conservation measures to preserve these areas as open space.

How can appropriate industrial development be encouraged in the Rural/Rowe's Corner area in a way that is not detrimental to New Auburn?

The City has viewed the Rural/Rowe's Corner area as a future industrial district. The residents and the committee identified this area as a potential economic growth zone, whose eventual industrial development could support infrastructure and community improvements within the InTown area.

B.2 New Auburn Vision

The following vision for New Auburn describes the desired future character of the community resulting from the implementation of the objectives and strategies within this Master Plan.

New Auburn is a vibrant community and plays an important part in the vitality and identity of the City of Auburn. The community is highly desirable, supporting a diverse population of young families, students, professionals, and seniors who are attracted to the recreational amenities, vibrant business district, and safe neighborhoods. Elementary schools continue to be located within New Auburn to serve the neighborhoods.

Bounded on two sides by the “Big” and “Little” Androscoggin Rivers and boasting a greenbelt that reaches across the community core, New Auburn provides a myriad of recreational opportunities for its residents. Community members are engaged in preserving and maintaining open space and trail networks and work closely with property owners to ensure safe, respectful use of the land. The community’s network of sidewalks, bike lanes, and trails connect neighborhoods to parks, open space, schools, and the business districts.

New Auburn is a gateway community. Its thriving business district is an inviting entrance to downtown Auburn. The development of a village district has created a unique community center that provides ample opportunities for people to browse shops and restaurants while allowing traffic to flow easily from one part of town to another. Riverside Drive is an attractive southern gateway to the City that supports both residential and commercial uses. Care has been taken in the development of the corridor ensuring that both existing and new uses are compatible with a possible new turnpike interchange.

New Auburn’s residential neighborhoods offer safe, secure, and stable environments where neighbors are active, caring, and informed. Neighborhood watch programs, in conjunction with the police department, maintain neighborhood security and provide “eyes on the street”. Residents take pride in the community and ensure that properties are well maintained through neighborhood clean-up programs in conjunction with City beautification initiatives to maintain clean, safe streets for all residents to enjoy.

New Auburn offers residents a wide variety of housing options from “InTown” apartments and condos within a lively village setting to “UpTown” single family homes near good schools to “Rural” residential homesteads surrounded by open space. It offers a variety of senior housing options and works to help elderly residents looking to downsize find suitable housing options within the community. The community actively recruits families,

students, and professionals to live in the community by offering a variety of affordable single and multi-family housing options for owners and renters.

In the Rural/Rowe's Corner area, New Auburn boasts an attractive business and industrial park. The expansion of public services and establishment of a connector road linking the area to Washington Street and a possible new turnpike interchange facilitated the development.

C. Community Action

What follows are the community actions for carrying out the New Auburn vision. Each section includes a *vision* of what this action will accomplish, an *objective(s)* that defines the desired outcome, and *strategies* for implementing the objective(s).

C.1 New Auburn Identity

The residents of New Auburn are proud of their community and promote a positive community image that highlights the safe family-friendly neighborhoods, vibrant business climate, and excellent recreational amenities. Residents work together to address local concerns. They establish community programs to care for New Auburn, such as neighborhood clean-up events and promoting the development of community gardens. Through the Booster Club, they promote community festivals and activities and hold fundraisers to support local organizations.

To facilitate the work of maintaining and promoting the character of New Auburn, a Master Plan Implementation Committee oversees the realization of the objectives and strategies laid out in this plan.

Objective 1: New Auburn takes charge of its future.

Strategies:

- A. **Develop a Master Plan Implementation Committee** that seeks to ensure that the Master Plan policies and recommendations are carried out.
 - i. Identify key local community members and establish a *Master Plan Implementation Committee* that convenes on a semi-annual basis to review the success of the plan and to set goals for the next phase of implementation.
 - ii. Form Master Plan Implementation subcommittees, as needed, to carry out specific projects or tasks as they relate to plan policies or recommendations. These groups

would meet on an as needed basis throughout the year and report progress and/or findings to the Master Plan Implementation Committee.

- iii. Provide appropriate staff support and funding to allow for the timely implementation of the recommendations of this plan.

- B. **Reestablish the New Auburn Booster Club** to help foster neighborhood pride and promote resident involvement in community-based activities.

C.2 Public Safety

New Auburn is a safe, family-friendly community. To ensure that residents feel safe in their homes and on the street, the community works constructively with local police and fire departments to protect area residents and provide appropriate emergency response.

New Auburn residents watch out for one another. The community takes an active role in neighborhood policing, setting up neighborhood watch programs to help monitor neighborhood streets. The community engages in the Police Department's volunteer program, helping with day-to-day operations to free up time for officers to patrol the community. An InTown police substation increases the law enforcement presence within the community.

The new fire substation meets the needs of the community and includes space for a ladder truck to service the multi-story buildings in New Auburn.

Objective 1: New Auburn is a safe community.

Strategies:

- A. Encourage the **establishment of neighborhood watch programs.**
 - i. Identify key local community members to work with the Auburn Police Department to establish and oversee neighborhood watch programs within New Auburn.
- B. Work with the City to **assure emergency services are provided on an equitable basis.**
 - i. Support the replacement of the New Auburn Fire Station.
 - a. Ensure that the new building can house a ladder truck and other facilities to meet the needs of the community.
 - ii. Establish a police substation in the New Auburn Village Center.
 - a. Work with willing property owners to obtain donated or low-cost space within the village for a small police substation including opportunities to establish a provisional substation in vacant and/or underutilized properties.
 - iii. Establish a New Auburn volunteer program to assist the Police Department in its daily activities.

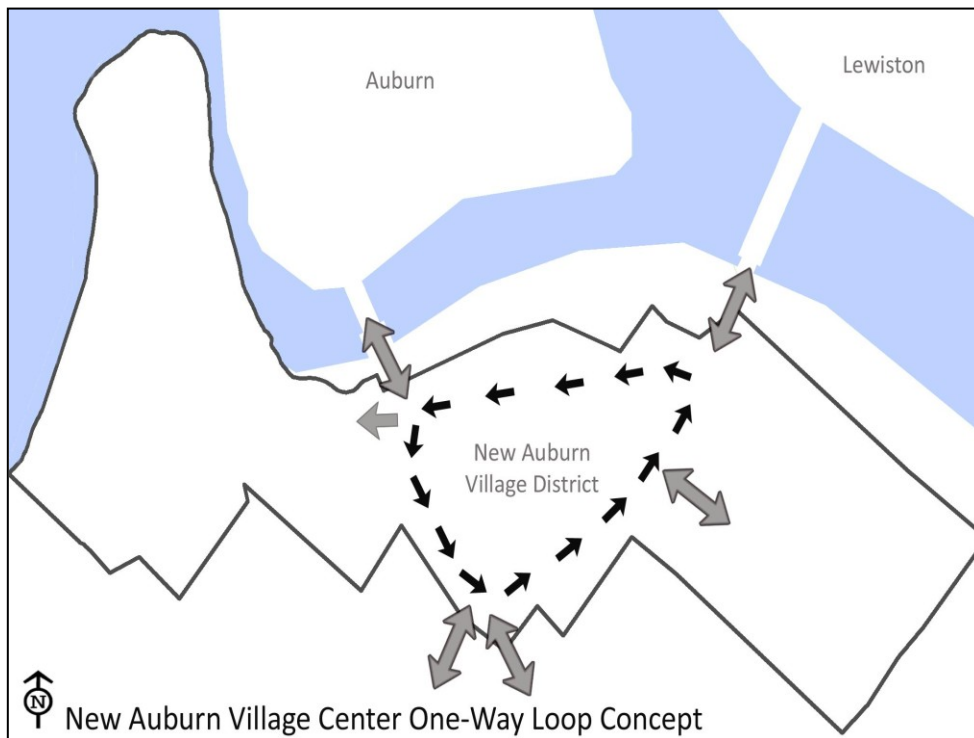
C.3 New Auburn Business Districts

The New Auburn Business Districts support a variety of businesses designed to serve the surrounding neighborhoods. The districts include the New Auburn Village Center District, the New Auburn Enterprise District, and the Riverside Drive Corridor (see Maps 3 and 4, pages 28-29)

The New Auburn Village Center District is a well-designed commercial core that serves as the community's downtown. The district is compact with buildings facing the street and ample sidewalks and green spaces to encourage a lively pedestrian environment. In character with the surrounding neighborhoods, this mixed-use village provides first floor small-scale commercial and retail uses and upper floor offices and residential uses. Historic buildings in the area have been maintained and refurbished and act as a model for the scale and design of new buildings. A focus is placed on supporting local neighborhood businesses including salons, pharmacies, laundromats, markets, and specialty retail stores. There are cafes, restaurants, and pubs that provide places for residents and visitors to gather.

The New Auburn Village Center District is served by a one-way loop or other feasible road system to enhance traffic flow and safety.

Along the riverfront between the South/Lown Peace Bridge and the South Main Street Bridge, the floodplain has been reclaimed as open space with parks, trails, and public access points along the Androscoggin and Little Androscoggin Rivers that provide opportunities for walking, swimming, fishing, and boating.



The New Auburn Enterprise District is a high-density residential neighborhood that also supports small-scale non-residential development. This urban neighborhood promotes mixed-use buildings that include upper floor owner and renter occupied apartments and condominiums as well as ground floor neighborhood businesses, such as bakeries, specialty markets, cafes, art studios, and professional offices.

The Riverside Drive Corridor is the gateway to the downtown. From the Oak Hill Cemetery to the Lown Bridge, it is a well-designed mixed-use corridor with attractive multi-family housing and a variety of businesses that serve both residents and commuters. Businesses are well-designed and compliment the residential character of the community. From the cemetery to the I-95 bridge, development along Riverside Drive is evolving in conjunction with the possibility of new turnpike development and the conversion of the Deleko Property from agriculture to mixed-use. Businesses and residential developments along the corridor share access and are buffered from the street to create an attractive “green” gateway.

New Auburn Business leaders work with the Chamber of Commerce, the City’s Economic Development Department, and other organizations to promote appropriate business development in the area. They position New Auburn’s Business Districts as attractive environments for local entrepreneurs looking to establish small community-based firms and neighborhood service ventures.

Objective 1: The New Auburn Business Districts are revitalized.

Short Term Strategies:

- A. Work to **promote New Auburn as a desirable business location.**
 - i. Encourage the re-established New Auburn Business Group to continue to work with area economic development organizations to promote the needs of New Auburn businesses within the larger community.
 - ii. Continue providing CDBG assistance to property owners to improve business properties.

- B. Seek out funding to **undertake a New Auburn Village Center District Revitalization Plan** that will focus specifically on developing the economic strategies necessary to support growth and development in the area. As part of this work:
 - i. Identify grant opportunities to fund a marketing study and to develop marketing materials and economic incentives to attract and retain desired businesses.
 - ii. Establish a New Auburn Downtown Tax Increment Finance (TIF) District to allow revenue from other City TIF Districts that disadvantage the downtown to be

transferred to the New Auburn Village District as a means of funding the improvement/redevelopment of the area.

- a. Work with the City and State to officially identify the New Auburn Village Center District as a downtown, as a means of allocating revenue from other City TIF Districts to the area.
 - b. If New Auburn cannot be officially identified as an independent downtown, expand the Auburn ADAPT boundary to include the New Auburn Village Center District thereby incorporating the area into the City's Downtown TIF District.
 - iii. Address issues of aging power grid infrastructure to ensure that the system capacity can meet current and future needs.
- C. Revise zoning to **establish a village center development district** that encourages appropriate neighborhood service developments whose character and design reflects an urban village feel (see Section D. Future Land Use).
- i. Establish village design standards that reflect the architectural detail and placement of historic buildings in New Auburn.
- D. **Improve traffic flow** along Mill Street and Broad Street
- i. Upgrade signalization and provide better lane designation/stripping (see Section C.5 Transportation).
 - ii. Review and revise the off-street parking standards to provide increased flexibility, encourage parking at the side and rear of buildings and promote on-street parking options (see Section D. Future Land Use).
 - iii. Ensure adequate pedestrian and bicycle access through appropriate maintenance of sidewalks and shoulders as well as stripping of crosswalks and enforcement of State yield to pedestrian laws (see Section C.5 Transportation).
- E. **Establish a riverfront open space district** to promote the development of a greenbelt along the Androscoggin and Little Androscoggin Rivers with trails, parks, and public access points (see Sections C.6 Recreation and D. Future Land Use).
- i. As properties become available, work with the City and the Land Trust to acquire land along the riverfront for park and recreation development.
- F. **Extend Main Street streetscape improvements** into New Auburn along South Main Street, Mill Street, and Broad Street to the Lown/South Bridge using similar lighting, sidewalk, and landscape features.

- G. **Revise zoning to establish an enterprise district** that encourages appropriate multi-family residential and ground floor non-residential uses whose character and design reflects an urban village feel (see Section D. Future Land Use).
- H. Promote **appropriate development along the Riverside Drive corridor**
 - i. Rezone Riverside Drive, from the cemetery to the Lown Bridge as a limited commercial corridor that supports high-density residential and appropriate non-residential development (see Section D. Future Land Use).

Long Term Strategies:

- I. As part of the New Auburn Village Center District Revitalization Plan, **study the feasibility of establishing a one-way loop**, or other appropriate road reconfiguration, that supports the establishment of the New Auburn village center (see Section C.5 Transportation).
 - i. Ensure that the design of a new street pattern provides ample, safe pedestrian and bicycle access including sidewalks, bike lanes or paths, and landscaped esplanades.
 - ii. Provide opportunities for on-street and side-street parking where feasible.
- J. As part of a new road configuration project, **establish a planned development district** to facilitate the appropriate redevelopment of a new Mill Street corridor.
 - i. Establish a mixed-use planned development district that encourages a master planning process for the redevelopment of any newly formed business core (see Section D. Future Land Use).
 - a. Preserve and renovate area historic buildings that reflect the desired character of the development.
 - b. Work with area property owners, whenever the opportunity arises, to acquire and assemble properties for redevelopment.
 - c. Provide adequate public parking to serve the new planned development district.
 - d. Establish green space standards to encourage the development of a community common park within the planned development.
- K. Promote **appropriate Riverside Drive development in conjunction with plans for the reuse of the Deleto Farm property and/or the possibility of a new turnpike interchange.**

- i. Rezone Riverside Drive, from the cemetery to the I-95 bridge, as a mixed-use corridor that supports limited access residential, office, and business park development (see Section D. Future Land Use).
 - a. Maintain dialogue with owners of the Delekto Farm to promote appropriate redevelopment of the property if/when agricultural use ceases. Support the establishment of a planned mixed-use development that would retain open space and include trail connections to the New Auburn greenbelt.

C.4 Neighborhoods

New Auburn is an attractive, diverse residential community. It offers single-family neighborhoods, rural homesteads, and multi-family housing options to a wide variety of households - young and old, singles and families.

New Auburn's UpTown neighborhoods are ideal for families. The single-family homes on small lots are affordable and provide families with young children access to schools, parks, and neighborhood services. To provide for additional housing options and help willing elderly homeowners transition from single-family homes, New Auburn works with community groups and senior agencies to help older residents explore senior housing alternatives.

The InTown neighborhoods provide a variety of multi-family housing options for young adults, professionals, as well as seniors and families. The small 3-4 unit buildings are ideal for owner-occupied housing, providing first-time homebuyers with an opportunity to own property and offset some costs through rental income. Larger multi-family units provide affordable rental options that support lower-income individuals and families, as well as young adults and students. The proximity to the Androscoggin riverfront, downtown Auburn and Lewiston, and access to public transit make these neighborhoods a part of the community's viable and desirable urban center.

The Community Development Department works closely with New Auburn, providing assistance to qualified first-time homebuyers and helping qualified homeowners maintain and upgrade older homes. The residents work closely with the code enforcement office to ensure that properties are well maintained. Residents take initiative to maintain clean streets, coming together periodically to clean-up neighborhoods and work with the Public Works Department to ensure adequate street and public park maintenance. Temporary use of vacant properties is encouraged and the community works with the City to use these spaces as community gardens and/or green space.

Objective 1: Protect UpTown neighborhoods.

Strategies

A. Maintain the livability of the UpTown neighborhoods.

- i. Assure that city services, including police, fire, and public works, are provided to these neighborhoods on an equitable basis, and that problems that impact the neighborhood are addressed (see Section C.2 Public Safety).
- ii. Encourage the School Committee to maintain appropriate elementary school facilities to serve the New Auburn community. .
- iii. Manage traffic. Limit the potential for “cut through” traffic in residential neighborhoods and support traffic calming measures (see Section C.5 Transportation).
- iv. Invest in city infrastructure improvements, as needed, such as sidewalks and recreation facilities (see Sections C.5 Transportation and C.6 Recreation Objectives).
- v. Encourage neighborhoods to work with the Public Works Department and Parks and Recreation Department on maintaining parks, community gardens, and streetscapes throughout the area (see Section C.6 Recreation Objectives).

B. Maintain the quality of the existing owner-occupied housing stock.

- i. Continue to provide financial assistance to low and moderate-income property owners using community development and other funding to maintain and update their homes with a focus on energy efficiency.
- ii. Work with local, regional, and state agencies (including the City’s Community Development Department, the Auburn Housing Authority, Community Concepts, and Maine State Housing) to provide elderly and low and moderate-income property owners with property maintenance assistance.

C. Establish flexible city zoning and land use regulations designed to **promote private development and rehabilitation.**

- i. Review and revise the zoning requirements, as needed, to allow existing buildings to be improved and expanded as long as they maintain the character of the neighborhood in terms of setbacks, building height, lot coverage, and similar factors (see Section D. Future Land Use).
- ii. Review and revise the zoning requirements, as needed, to allow for redevelopment and infill projects on vacant lots that are in character with the neighborhood in terms of lot sizes and density, frontage, setbacks, and similar dimensions.
- iii. Revise the current two-family housing provision to allow for accessory dwelling apartments on all single-family lots that meet appropriate requirements.

- D. Develop a coordinated community program to **assist elderly homeowners looking to downsize** as a means of providing increased opportunities for young families to purchase homes in the neighborhoods.
 - i. Work with community groups and senior agencies to develop a community-based program to help senior citizens interested in downsizing explore housing alternatives.
 - ii. Assure that city zoning allows for the development of a range of senior housing in New Auburn and throughout the City to provide appropriate housing options for older residents who need or want to downsize.
 - iii. Develop a program in conjunction with local real estate interests and housing organizations to promote the desirability of these neighborhoods as places for younger families to live.
 - iv. Work with Maine State Housing and other housing organizations and funding sources to make mortgage financing available for younger households, especially families with children, to buy homes in these neighborhoods.

- E. **Support owner-occupied small-scale rental housing** as a positive part of these neighborhoods:
 - i. Promote owner-occupied multifamily housing by working with the City's Community Development Department, the Auburn Housing Authority, and Maine State Housing to provide funding for people to buy and upgrade small multifamily properties.

- F. **Support the establishment of an Auburn housing advocacy committee** to develop and oversee housing related projects and programs:
 - i. Develop a housing resource guide to educate homebuyers about local housing projects and programs.

Objective 2: Improve InTown neighborhoods

- A. **Maintain/Enhance the livability of the InTown neighborhoods.**
 - i. Assure that city services, including police, fire, and public works, are provided to these neighborhoods on an equitable basis, and that problems that impact the neighborhood are addressed (see Section C.2 Public Safety).
 - ii. Maintain the Boys and Girls Club and other educational/youth programs and support necessary maintenance and renovation to ensure adequate facilities to meet the needs of the programs.

- iii. Manage traffic. Limit the potential for “cut through” traffic in residential neighborhoods and support traffic calming measures (see Section C.5 Transportation).
 - iv. Invest in City infrastructure improvements, as needed, such as sidewalks and recreation facilities (see Sections C.5 Transportation and C.6 Recreation).
 - v. Encourage neighborhoods to work with the Public Works Department and Parks and Recreation Department on maintaining parks, community gardens, and streetscapes (see Section C.6 Recreation).
- B. Assure that the **existing rental housing stock is well maintained and well managed.**
- i. Adopt a property maintenance code for multifamily housing that focuses primarily on issues related to public health and safety.
 - ii. Adopt a renovation code, as part of the building code, to allow some flexibility for the repair or renovation of existing structures.
 - iii. Review and revise the city fire code to remove unreasonable barriers to the renovation of older properties.
 - iv. Conduct a regular, on-going program of “code enforcement” to assure that multifamily housing is well maintained and properly managed.
 - v. Continue to provide financial assistance to the owners of rental property to upgrade the units with a focus on energy efficiency.
 - vi. Support the continued development of subsidized and other affordable housing to meet the needs of low-income individuals and families.
- C. Assure that city zoning and land use regulations **allow for private investments to improve property in these neighborhoods.**
- i. Review and revise the zoning requirements, as needed, to allow existing buildings to be improved and expanded as long as they maintain the character of the neighborhood in terms of setbacks, building height, lot coverage and similar factors (see Section D. Future Land Use).
 - ii. Review and revise the zoning requirements, as needed, to allow for redevelopment and infill projects on vacant lots that are in character with the neighborhood in terms of lot sizes and density, frontage, setbacks, and similar dimension (see Section D. Future Land Use).
 - iii. Create flexible zoning provisions such as variable density requirements (bedroom based density or the use of building envelop provisions) that allow for the reuse or rehabilitation of the entire volume of existing buildings to create expanded housing opportunities (see Section D. Future Land Use).

Objective 3: Provide a variety of new housing opportunities in Rural/Rowe’s Corner

Strategies:

- A. Maintain the opportunity to **develop low-density single family housing** (1-2 units per acre) in areas along outer South Main Street and Vickery Road that are currently not served by public water or sewerage (see Section D. Future Land Use).
- B. Create the opportunity to **develop medium density housing** (8-10 units per acre) such as townhouses and small homes on small lots in the area north of Vickery Road between South Main Street and Riverside Drive if public water and sewerage can be made available (see Section D. Future Land Use).
 - i. Promote *Traditional Neighborhood Design* (small lots, a varied grid street pattern) that is in character with the UpTown neighborhoods.
 - ii. Ensure that all projects connect to existing neighborhoods and community recreational destinations through a network of sidewalks and/or trails.

C.5 Transportation

New Auburn’s transportation network of streets, sidewalks, bike lanes, and trails provides all users with safe and efficient movement throughout the community and beyond. Access to New Auburn is enhanced by the development of an additional turnpike interchange.

Where feasible, the major roads include well-landscaped esplanades separating sidewalks from the travel lanes. The travel lanes are narrow but efficient, moving traffic safely through the community. Drivers respect pedestrians and bicyclists. Signage and well-marked crosswalks clearly identify pedestrian access points. Designated bike lanes and routes connect New Auburn residents to local and regional destinations.

Traffic flow through New Auburn has been improved. The road network in the New Auburn Village Center District has been redesigned to support local business while allowing for safe and efficient commuter access.

Riverside Drive remains the gateway from the south and access is managed to maintain its role as a commuter corridor. The street itself is well landscaped and includes sidewalks and bike lanes, where feasible.

The community supports long-range transportation planning efforts to alleviate congestion in New Auburn and provide for greater regional access. It works with the Maine Turnpike Authority and other local and regional transportation agencies in the development of a new turnpike interchange to provide better access to New Auburn including the industrial district.

New Auburn encourages, as part of this development, the study of a connector road designed to link the Rural/Rowe’s Corner area to Washington Street/Rodman Road and possibly the Maine Turnpike in an effort to open up sites for additional economic development.

Objective 1: Streets are safe for all users.

Strategies:

- A. Work with the Police Department to **make speed control a priority** enforcement activity along major streets.
- B. **Establish and maintain safe pedestrian crossings.**
 - i. Work with Police Department to enforce the state law regarding pedestrian right-of-way in crosswalks.
 - ii. Work with Public Works to ensure that crosswalks are well marked. Look into the possibility of imbedded crosswalks and/or textured pavement as alternatives to painting on heavily traveled roads. (Table 1, Map 2 page 20)
 - iii. Place “yield to pedestrian” signs at designated crosswalks.
 - iv. Improve pedestrian safety through warning signs such as flashing pedestrian lights at major intersections and pedestrian crossings.

Table 1: Priority Location for Crosswalks

| |
|-------------------------------|
| South Main Street and |
| • Bolster Street |
| • Roy Street |
| • Dunn/6 th Street |
| • 7 th Street |
| • 9 th Street |
| • Dee Street |
| • Cook Street |
| • Broad Street |
| • Mill Street |
| Riverside Drive and |
| • Dunn Street |
| • Mill Street |
| • Brook Street |
| • Broad Street |
| Broad Street and |
| • 5 th Street |
| • 6 th Street |
| • 8 th Street |
| • 9 th Street |
| • Marian Drive |
| • Mill Street |
| • Barker Mill Trail |

C. Establish dedicated bike routes.

- i. Establish, where feasible, bike routes along residential streets, where overall traffic is slower and streets are wide enough to safely support bicyclists.
- ii. Provide wayfinding signage to guide cyclists to major destinations.
- iii. Provide visual cues along major roadways for drivers including signage for bicycle crossings at major intersections and well-marked bike lanes.
- iv. Provide bicycle parking throughout the business district and at parks and schools.

Objective 2: A well-maintained, multi-functional streetscape.

Strategies:

- A. Establish a plan to **maintain existing sidewalks**.
 - i. Ensure continued maintenance and repair of existing sidewalks with a focus on major streets (South Main Street, Broad Street, Mill Street, and Riverside Drive) and destinations (schools, parks, business district).
- B. Where feasible, reconstruct roads to **encourage traffic calming and provide for increased pedestrian and bicycle access**.
 - i. Install new sidewalks within the urban area with a focus on connecting residential streets to community destinations such as schools, parks, and the New Auburn Village Center District (Table 2, Map 2 page 20).
 - ii. Narrow travel lanes along the InTown and UpTown portions of South Main Street and Broad Street to allow for the installation of sidewalks and landscaped esplanades on both sides of the road. Where feasible, include wider shoulders to act as bike lanes.
 - iii. Include the installations of sidewalks and bike lanes as part of Riverside Drive corridor development/redevelopment projects.
 - iv. Install, where appropriate, neckdowns at intersections with defined crosswalks to slow traffic and reduce the pedestrian crossing distance.
 - v. Include ADA compliant ramps at all intersections. Where feasible, ramps should face the crosswalks to ensure safe access for the physically and visually impaired.
 - vi. In the Rural/Rowe’s Corner areas, narrow travel lanes and establish paved shoulders to be used as bike and pedestrian lanes. Discourage on-street parking and work to keep the shoulders free of debris to allow for safe travel.
- C. **Support public transportation connections** between New Auburn and the regional centers including downtown Auburn and Lewiston, the Auburn Mall, and major employment centers such as the industrial parks.
 - i. Encourage the expansion of night and weekend bus service to provide residents with increased mobility and access to community destinations.

| |
|--|
| <ul style="list-style-type: none">• Fifth Street• Sixth Street• Mary Carroll Street• Third Street• Cook Street• Ninth Street (between Broad and So Main)• Loring Avenue• Mill Street (South Main to Broad Street)• Riverside Drive |
|--|



Objective 3: Improve current Mill Street traffic flow (Short Term).

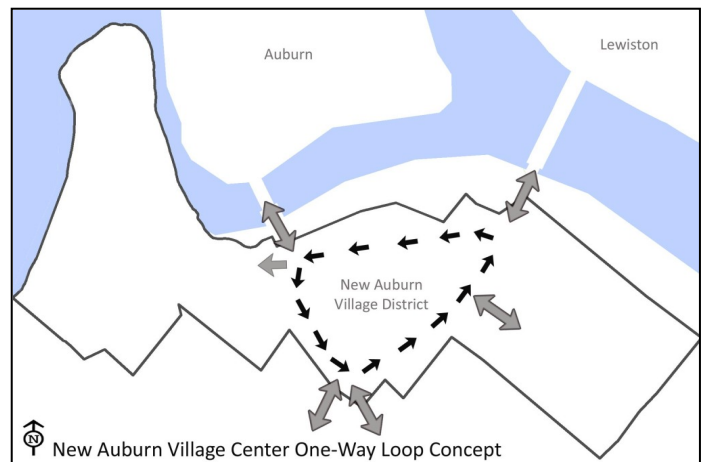
Strategies:

- A. **Address immediate traffic management concerns** regarding volume and congestion along Mill Street.
 - i. Support plans for signal upgrades to full actuation and timing changes at the two signalized intersections on Mill Street as outlined in the *2007 Lewiston Auburn Central Business Study*.
 - ii. Ease access concerns by maintaining adequate lane designation through periodic re-stripping of the roadway.
- B. **Support right-of-way reconfiguration measures** that promote an urban feel and encourage drivers to slow down.
 - i. Where feasible narrow Mill Street, Riverside Drive, and Broad Street travel lanes to allow for additional on-street parking.
- C. **Establish neckdowns at intersections** to narrow pedestrian crossing distances and slow turning traffic.

Objective 4: Redesign New Auburn Village Center District traffic flow (Long Term).

Strategies:

- A. **Establish a new road network** that supports the revitalization of the New Auburn Village Center District and provides access to area businesses while accommodating through traffic.
 - i. Study the development of a one-way loop road configuration, or other appropriate reconfiguration, in the New Auburn Village Center District to assess the feasibility of the project and determine appropriate criteria for implementation (see Section C.3 Auburn Business Districts).



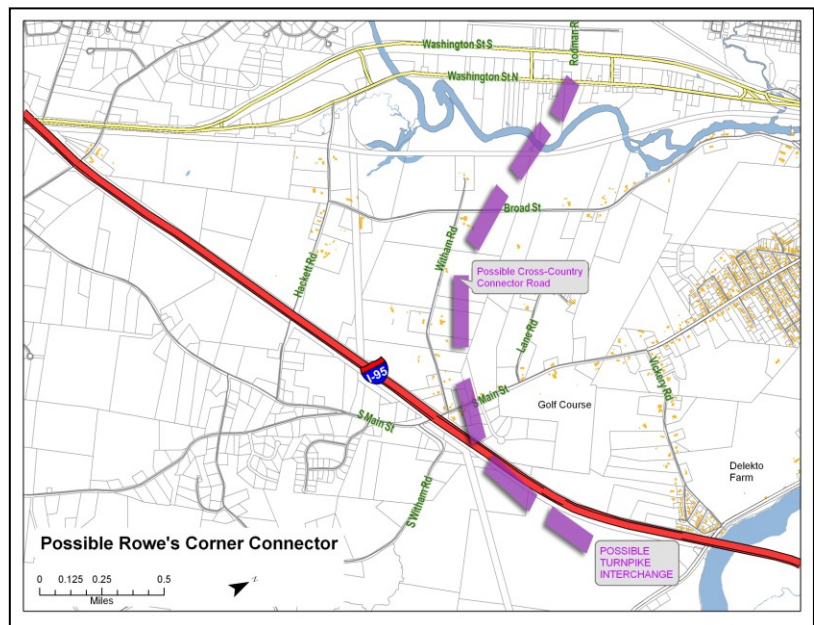
Objective 5: Support long-term regional transportation efforts.

Strategies:

- A. Continue to **engage in dialogue** with the Maine Turnpike Authority (MTA), Maine Department of Transportation, the City, and regional transportation agencies to **pursue construction of a new turnpike interchange**.
 - i. Establish Riverside Drive as the southern gateway to the community and work to promote development that meets current needs while allowing for changes in the development pattern to support the possibility of a future turnpike interchange (see Section D. Future Land Use).

- B. **Study the viability and feasibility of creating a connector road** between the new turnpike interchange and Washington Street/Rodman Road to increase access in the proposed Rural/Rowe's Corner business/industrial development area.

- i. Rezone portions of Rural/Rowe's Corner area as either Agriculture or Industrial Districts to allow for the development of a future connector road (see Section D. Future Land Use).



C.6 Recreation

New Auburn's greenbelt reaches across the urban portion of the community from the Little Androscoggin River to Riverside Drive. An interconnecting network of trails links the open space in designated areas. Community members are engaged in preserving and maintaining open space and trail networks and work closely with property owners to ensure safe, respectful use of the land.

The public enjoys greater access to the river with established trails and parks along the riverfront as well as designated boat launches and swimming areas. The Barker Mill Trail has been expanded and a new trailhead kiosk informs users of area recreational amenities and links to the New Auburn greenbelt.

There are a number of formal recreational facilities in New Auburn including the Little League Field, Boys and Girls Club, Raymond Park, and school playgrounds and sports fields. New Auburn residents work closely with the City and community recreation organizations to maintain these properties.

Objective 1: Establish a greenbelt and increase riverfront access

Strategies:

A. Work with the Androscoggin Land Trust and other conservation/recreation organizations to **support the purchase of conservation and/or recreation easements** in New Auburn with a priority on establishing a "greenbelt" around the InTown and UpTown portions of community – Mill to Riverside, Little Andy, Androscoggin (see Table 3).

Table 3: Priority Recreation/Conservation Connections (Map 2, page 20)

- Barker Mill Trail along Little Androscoggin River
- Broad Street/Sherwood Forest connection
- A Second Street riverfront corridor from Mill St./Main St. to Broad St.
- An east/west trail corridor connection between Riverside Dr. and So Main St.
- Barker Mill Trail connection to Moulton/West Pitch Park

B. **Encourage LA Trails' efforts to create a trail system**, where feasible, within the "greenbelt" linking the open spaces to the sidewalk network and major destinations such as schools and the business district (see Map 2, page 20).

- i. Support efforts to develop a trail connection between the Barker Mill Trail and Moulton/West Pitch Park through the establishment of a pedestrian bridge across the Little Androscoggin River.

- C. Support organizations such as the Androscoggin Land Trust and LA Trails in their efforts to **develop and maintain boat launches and other riverfront recreational amenities.**

Objective 2: Provide community-wide recreational opportunities.

Strategies:

- A. **Support development and maintenance of community recreational facilities.**
 - i. Work with the Parks and Recreation Department to maintain and upgrade existing recreational facilities.
 - ii. Encourage residents to take part in local upkeep and maintenance efforts to restore community-initiated recreational facilities such as the tennis courts at Sherwood Heights.
 - iii. Ensure that the neighborhood has a formal seat on the Parks Advisory Board to help oversee the ongoing maintenance of community recreational facilities and identify future community recreation projects.
 - iv. Support the City's development of a South Auburn recreational feasibility plan.
 - a. Ensure that the Walton School fields are maintained as community recreation space.

C.7 Economic Development

New Auburn supports economic development through continued efforts to promote and enhance New Auburn Business Districts (see Section C.3 New Auburn Business Districts) and the establishment of industrial/business parks within the Rural/Rowe's Corner area.

To ensure the potential for increased economic development in the Rural/Rowe's Corner portion of New Auburn, the City has placed most of the area into agricultural or industrial districts as a means of holding the land until such a time as business and/or industrial development becomes feasible. The City continues to pursue opportunities for attracting large-scale industrial and business developments that can support the necessary extension of public sewer and water services in this area. Efforts to increase access are supported by the development of a connector road that links the industrial area to Washington Street/Rodman Road and a possible future turnpike interchange.

Objective 1: Support the expansion of necessary infrastructure.

Strategies:

- A. Work with developers to **expand sewer and water service** to business/industrial development areas.
 - i. Encourage the use of TIF districts and other financing strategies to help offset the cost of sewer and water system development.
 - ii. Look into developing a bond or other financing strategies to extend sewer and water service along the Little Androscoggin River to serve the industrial portion of New Auburn.
 - iii. Require expansion and/or connection to public water and sewer as part of redevelopment along Riverside Drive.

- B. **Study the viability and feasibility of creating a connector road** to Washington Street/Rodman Road and a possible future turnpike interchange to increase access in the proposed Rural/Rowe's Corner business/industrial development area.

Objective 2: Ensure appropriate business/industrial development in designated areas.

Strategies:

- A. Use TIF districts and other financial incentives to **attract investment and development to New Auburn's Rural/Rowe's Corner area.**

- B. Rezone the Rural/Rowe's Corner area as Agriculture or Industrial Districts to **allow for the future development of business/industrial uses.** The area along Witham Road should be rezoned to Agricultural as a holding zone to reserve this area for future industrial use. This area should be rezoned industrial only when the appropriate infrastructure including public water and sewerage, three-phase power, and improved access is available or will be provided to support industrial uses (see Section D. Future Land Use).

D. Future Land Use

The Future Land Use Plan for New Auburn is intended to become part of the City's Update of the Comprehensive Plan. Therefore, the New Auburn Future Land Use Plan uses the same overall format and terminology as the City's overall Future Land Use Plan. The land use plan is organized around the concept of growth and rural (or limited growth) areas set forth in the state's Growth Management Law.

The state defines "growth area" as the area that is designated in the City's Comprehensive Plan as suitable for orderly residential, commercial, or industrial development and into which most development projected over ten years is directed. The state defines "rural area" as an area that is designated in the Comprehensive Plan as deserving of some level of regulatory protection from unrestricted development for purposes such as supporting agriculture, forestry, mining, open space, habitat protection, or scenic lands, and from which most development projected over ten years is diverted. The state also recognizes the concept of "transitional areas" or areas that are suitable to accommodate a share of projected development but at lower levels than a growth area and without the level of protection accorded to rural areas.

The terminology of the state law – growth, rural, and transitional – can lead to confusion. The three terms are used to indicate the desired/anticipated level or share of future growth and development that will occur in the three areas but the terms do not indicate that in common usage. For example, an undeveloped floodplain within the built-up area might be identified as a non-growth area but labeling it as "rural" can be misleading. Similarly calling an established residential neighborhood a "transition" area can also be misleading if the objective is to maintain it "as is".

Future Land Use Categories

For the purpose of the Future Land Use Plan, three basic growth categories are used to define the area. These categories are based upon the standards set out by the state and the desired level of future development in the City (see Map 3 on page 28).

- D.1. Growth Areas** – Areas where the City wants growth and development to occur. The anticipation is that most residential and non-redevelopment over the next ten years will occur in these growth areas.

D.2. Limited Growth Areas – Areas that are either essentially or fully developed and therefore have limited development potential or that have vacant or under-utilized land where the City’s desires a limited amount of growth and development over the next ten years.

D.3. Restricted or Non-Growth Areas – Areas that are either unsuitable for development or in which the City desires to see little or no growth and development over the next ten years.

Future Land Use Types

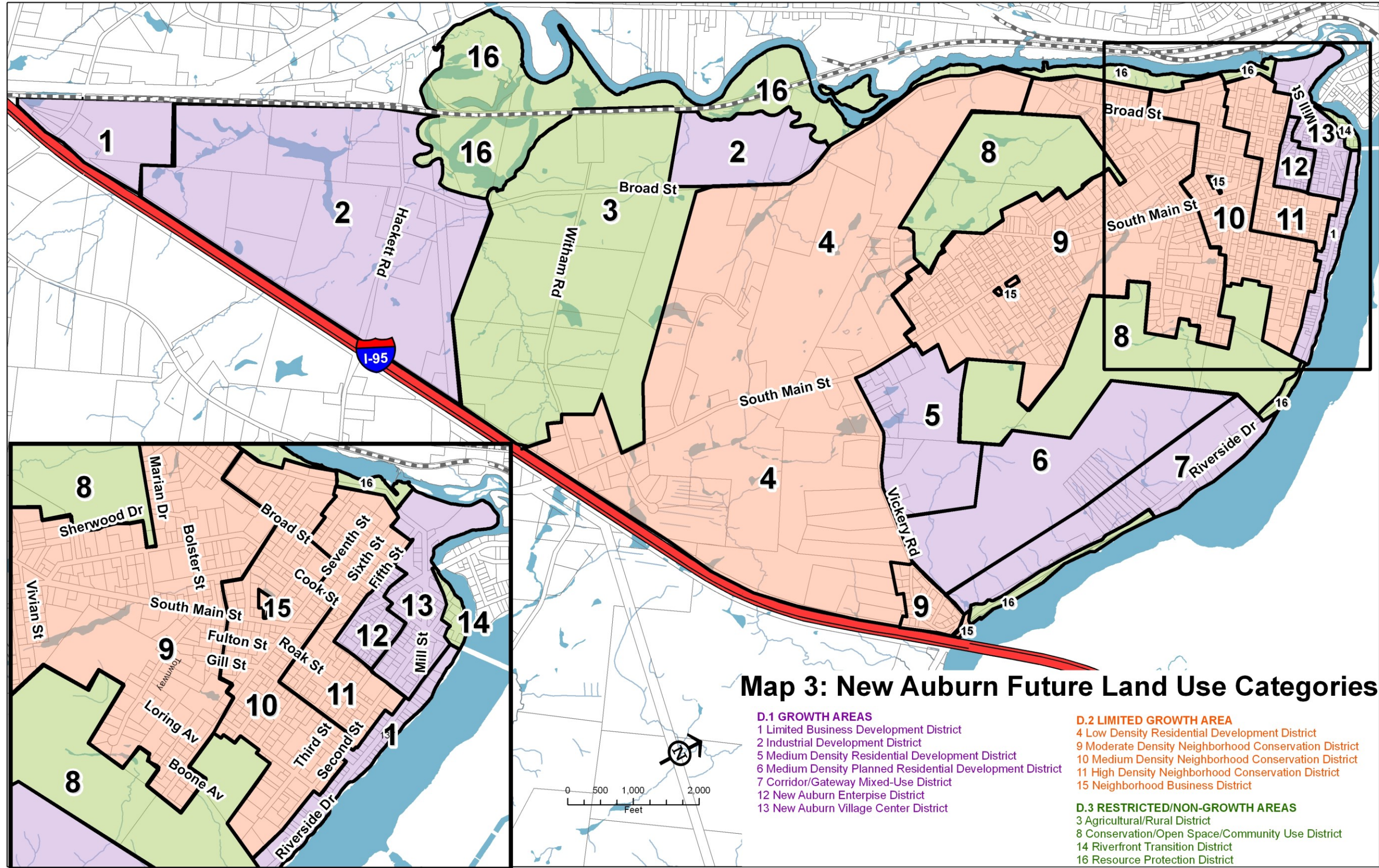
The three categories of growth, limited growth, and restricted or non-growth specify where the City wants to accommodate growth and development and where it wants to discourage or prohibit it. They do not specify how that development should or should not occur. To do that, the Future Land Use Plan distinguishes among four types of areas based on the character of the area and the way in which development should (or should not) occur (see Map 4 on page 29).

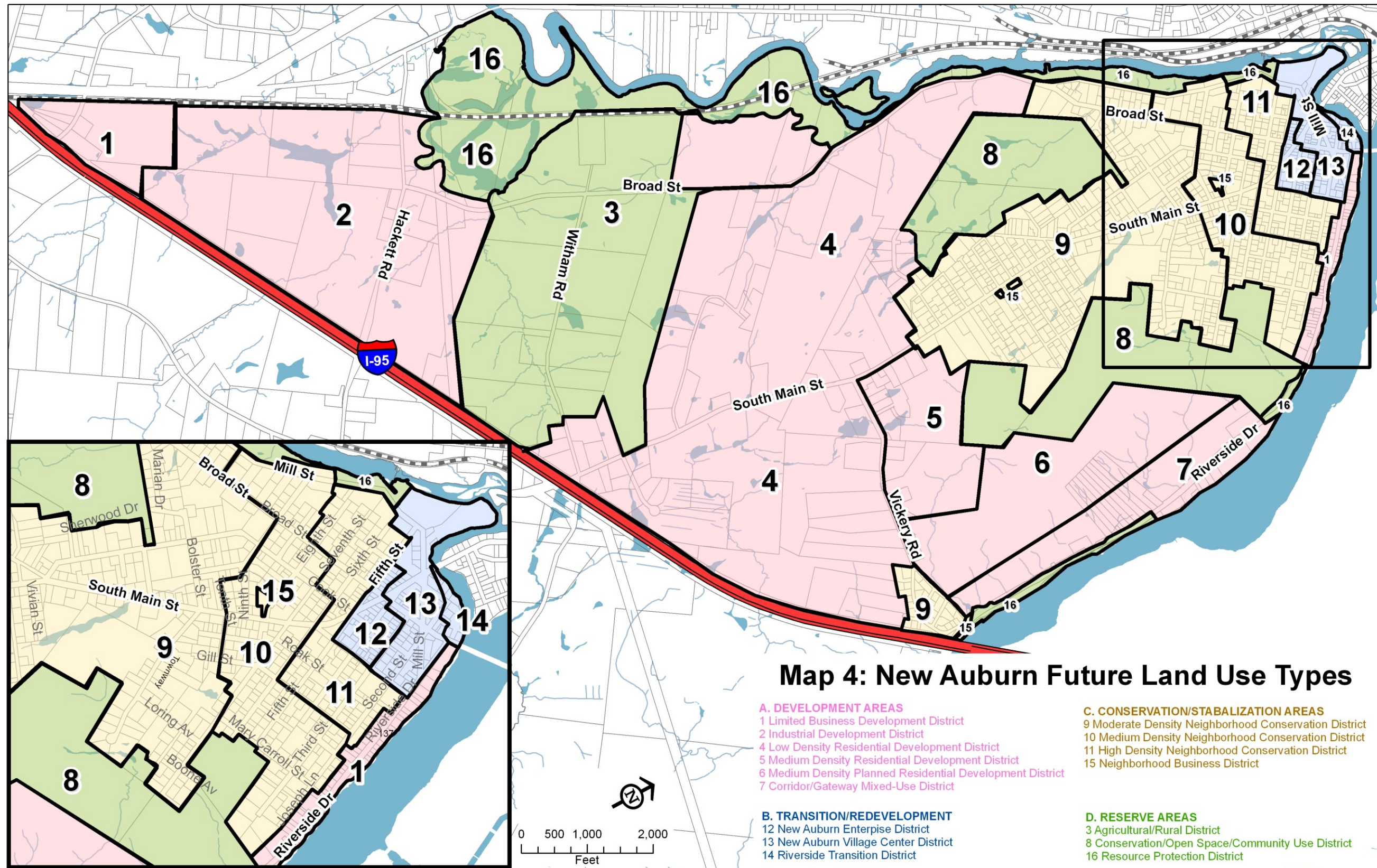
A. Development Areas – Areas with significant amount vacant or underutilized land that are capable of supporting new residential or non-residential development in accordance with the City’s land use objectives. New development within these areas is generally encouraged.

B. Transition/Reuse/Redevelopment Areas – Developed areas where the City’s policy is to encourage the type of use and/or pattern of development to change over time. New development, redevelopment, or the reuse of existing land and buildings that moves the area toward the desired future use is encouraged.

C. Conservation/Stabilization Areas – Developed areas where the City’s policy is to maintain and enhance the current type and pattern of development. Limited infill development, redevelopment, and expansion of existing uses are encouraged in these areas but large scale development/redevelopment that changes the character of the area is not.

D. Protection/Reserve Areas – Largely undeveloped areas that should remain undeveloped for at least the next ten years. These areas include land with significant development constraints that should not be developed as well as land that is not appropriate for development at this time.





Future Land Use Designations

The following sections outline the various land use designations used in the New Auburn Future Land Use Plan. The designations are organized by growth category and by the type of area. The description of each designation includes a series of land use districts that define the general pattern of development. Each district includes an *objective* of the general pattern and type of development that is desired together with the general types of uses (*allowed uses*) that are appropriate in the designation and an outline of the *development standards* including the density/intensity of development. Alongside each district is a map area number that corresponds to the Future Land Use Maps on pages 28 and 29.

D.1 Growth Areas

Type A: Development Areas

Designation: Residential

Medium Density Residential Development District

(Map Area 5: South Main/Vickery Road)

Objective – Allow for the development of a wide range of residential and community uses at a density of up to 12-15 units per acre in areas that are served or can be served by public sewerage and public water. New development should be designed to minimize the number of vehicular access points to existing collector or other through roads.

Allowed Uses – The following general types of uses should be allowed within the Medium Density Residential Development District:

- detached single-family and two family homes
- attached town-house style homes
- multifamily housing
- home occupations
- community services and government uses
- public utility uses
- agriculture

Development Standards – Multifamily housing and townhouse style development should be allowed at a density of up to 12-15 units per acre while single and two-family

housing should be allowed at a density of up to 6-8 units per acre. The development standards should allow for more dense development and smaller lots for projects that do not use existing collector or through roads for individual units/lots. The lot size for detached single-family homes should be as small as 5,000 to 7,500 square feet. Lot frontage requirements on existing collector and other through roads should be around 100 feet but should be reduced for lots that are accessed from existing local streets or streets within a development. In general, the minimum front setback should be 20-25 feet. Side and rear setbacks should be established that relate to the size and width of the lot.

Medium Density Planned Residential Development District

(Map Area 6: Delekto Farm Area not including road frontage)

Objective – Allow for the development of well planned residential projects that include a wide range of residential and community uses at a density of up to 12-15 units per acre in areas that are served or can be served by public sewerage and public water. Planned developments should be required to set aside a portion of the overall area of the development as open space or conservation land. Individual lot-by-lot development or strip subdivisions along existing roads should not be allowed. New development should be designed to minimize the number of vehicular access points to existing collector or other through roads. This designation is considered to be provisional for areas that have been zoned Agriculture/Resource Protection – in this situation the current Ag/RP zoning or its equivalent should remain in place until a planned development proposal is under active consideration by the property owner.

Allowed Uses –Public utility uses and agriculture including animal husbandry should be allowed in the Medium Density Planned Residential Development District. The following general types of uses should be allowed as part of a planned development:

- detached single-family and two family homes
- attached town-house style homes
- multifamily housing
- elderly housing
- assisted living and retirement housing
- home occupations
- community services and government uses
- recreational facilities and open space

In addition, small-scale office and service uses (< 5,000 square feet) should be permitted as part of a planned development as long as the scale and intensity of the uses are

compatible with the residential nature of the development and they are integrated into the overall development.

Development Standards – Multifamily housing and townhouse style development should be allowed at a density of up to 12-15 units per acre while single and two-family housing should be allowed at a density of up to 6-8 units per acre. The development standards should require that the development be designed to reflect the opportunities and constraints of the parcel and the adjacent area. Therefore, the standards should allow flexibility for how the units/lots are laid out as long as the design is consistent with the site's characteristics. Planned developments should be required to set aside 15-25% of the gross area as open space or conservation land. New development should be designed to minimize the number of vehicular access points to existing collector or other through roads.

Designation: Non-Residential and Mixed-use

Limited Business Development District

(Map Area 1: Old Danville Road GB Area and inner Riverside Drive)

Objective – Allow for the development and redevelopment of small and moderate scale non-residential uses in areas that have good vehicle access and are served or can be served by public water and sewerage. Since these districts are often located adjacent to existing residential neighborhoods or residentially zoned areas, the allowed uses and development standards are intended to assure that activity within these districts have minimal adverse impact on the adjacent residential areas. In addition to non-residential activity the Limited Business Development District should allow for both existing and new residential use at a density of up to 15-18 units per acre.

Allowed Uses – The following general types of uses should be allowed in the Limited Business Development District:

- small and moderate size retail uses (<20,000 square feet)
- personal and business services
- business and professional offices
- restaurants excluding drive-thru service
- hotel, motels, inns, and bed & breakfast establishments
- public utility facilities
- residential uses (including single and two family, townhouses, and multi-family housing)
- community services and government uses

- small and moderate size (<20,000 square feet) fully-enclosed research, light manufacturing, assembly, and wholesale uses
- contractors and similar activities
- motor vehicle service
- motor vehicle sales limited to a subordinate or accessory use where the principal use is motor vehicle service
- recreational uses and facilities

Development Standards – The focus of the City’s development standards for the Limited Business Development District should be on assuring that new development or redevelopment/expansion of existing uses is done in a manner the results in well designed, attractive projects that minimize the potential for undesirable impacts. To ensure that redevelopment/conversion of residential buildings to non-residential uses is compatible with the design and character of the community, these projects should require site plan review. The review standards should include provisions to manage the amount and location of vehicular access to the site, require an attractive treatment along the boundary between the lot and the street, and provide for the buffering of adjacent residential districts. Multifamily housing and townhouse style development should be allowed at a density of up to 15-18 units per acre while single and two-family housing should be allowed at a density of up to 6-8 units per acre. Conversion of older single-family units to duplexes is encouraged as well as the full utilization of all established units within multi-unit buildings provided that the building will be renovated and the individual dwelling units will meet the City’s basic requirements for residential units.

Corridor/Gateway Mixed-Use (Low Intensity Non-Residential and High Density Residential) Development District)

(Map Area 7: Delekto Farm frontage along Riverside Drive)

Objective – Accommodate development along the essentially undeveloped portions of collector and arterial roads in those areas where non-residential use is appropriate and public water and sewerage is available or can be provided. The focus in these areas is to allow limited development in a manner that maintains the capacity of the road to move traffic while assuring that the development creates an attractive corridor or gateway. New development should be designed to minimize the number of vehicular access points to existing collector or other through roads. Development in the district should be limited to lower intensity uses and be subject to a higher standard of design than is appropriate in some other non-residential areas. This designation is considered to be provisional for areas that have been zoned Agriculture/Resource Protection – in

this situation the current Ag/RP zoning or its equivalent should remain in place until a planned development proposal is under active consideration by the property owner.

Allowed Uses – The following general types of uses should be allowed in the Corridor/Gateway Mixed-Use Development District:

- personal and business services
- business and professional offices
- restaurants excluding drive-thru service
- hotel, motels, inns, and bed & breakfast establishments
- public utility facilities
- residential uses (including townhouses and multi-family housing) as part of a mixed-use building or project
- community services and government uses
- small and moderate size (<20,000 square feet) fully enclosed research, light manufacturing, and assembly uses
- recreational uses and facilities

In general, retail uses, motor vehicle sales and service, and uses involving significant amounts of heavy truck traffic are not appropriate in this district.

Development Standards – The development standards for the Corridor/Gateway Mixed-Use Development District should focus on assuring that development is well-designed and creates an attractive gateway/corridor. The development standards should limit the creation of new “curb cuts” or access points and require that entrances to individual properties be from internal drives or be combined to the extent feasible. The standards should require that buildings be set back from the road to allow for the development of a landscaped buffer strip along the boundary between the road R-O-W for collector roads and the lots that abut the road. The standards should also require high quality site design including attention to internal circulation, landscaping, and lighting. Residential uses that are part of a mixed-use building/project should have a density of up to 15-18 units per acre.

Industrial Development District

(Map Area 2: Hackett Road)

Objective – Accommodate the development and expansion of a wide range of non-residential industrial-type uses to create employment opportunities and expand the City’s tax base. The land within the district should be viewed as a limited resource that

should be carefully managed so that it is not used for activities that can occur in other areas of the City.

Allowed Uses – The following general types of uses should be allowed in the Industrial Development District:

- industrial uses including manufacturing, assembly, and research and development facilities
- distribution and storage uses including wholesale sales, warehousing, and truck terminals/distribution facilities
- transportation facilities including the airport and related uses and transportation terminals and multi-modal facilities
- office uses
- building material and lumber yards
- vehicle and equipment repair facilities
- hotels and motels
- community services and governmental uses
- agricultural uses

Residential uses should not be allowed in this district. Retail and service uses should be limited to activities that primarily support the other uses within the district such as service stations, convenience stores, and restaurants. Other retail and service activities should not be allowed in this district.

Development Standards – The development standards within the Industrial Development District should focus on:

- establishing performance standards to assure that uses are good neighbors and do not create adverse impacts on surrounding properties or the community at-large
- establishing buffers where the district abuts residential districts to minimize the impacts on those residential properties
- establishing site design and landscaping standards to assure that development functions well and is visually attractive when viewed from public streets or other public areas

Type B: Transition/Reuse/Redevelopment Areas

Designation: Residential

New Auburn Enterprise District

(Map Area 12: 3rd - 4th - 5th Street)

Objective – Encourage the re-investment in property on the fringe of the New Auburn Village Center District through a combination of upgrading of the public infrastructure and allowing limited commercial use of existing buildings. The commercial use within residential buildings should be secondary to the residential use and should be limited to low intensity uses that do not detract from the area’s residential character.

Allowed Uses – The following general types of uses should be allowed in the New Auburn Enterprise District:

- residential uses including multifamily housing
- elderly housing
- home occupations
- bed and breakfast establishments
- community services and government uses
- recreational facilities and open space

In addition, low intensity accessory non-residential uses should be allowed to occupy the first floor unit of a residential building so long as the principal use of the building remains residential. These uses should be limited to the following general types:

- professional and business offices
- personal and business services
- art and craft studios and galleries
- restaurants (without drive thru service), bakeries, cafes
- specialty retail stores
- neighborhood/specialty grocery/food stores

Retail and other uses that rely on commuters or pass-by customers for a significant share of their market should not be allowed in the New Auburn Enterprise District.

Development Standards – Residential development and redevelopment should be allowed at a density of up to 15-18 units per acre. The reuse/reconfiguration of existing buildings for residential purposes should be allowed without consideration of the density requirements provided that the building will be renovated and the individual

dwelling units will meet the City's basic requirements for residential units. The development standards should allow for development to occur in a manner that is similar to the existing pattern of setbacks within the district. Residential buildings with non-residential uses should be allowed to consider shared parking to meet their parking requirements.

Designation: Non-Residential and Mixed-use

New Auburn Village Center District

(Map Area 13: Business District – Mill Street)

Objective – Promote the upgrading and redevelopment of the traditional New Auburn Village Center District. The district is intended to assure that development or redevelopment occurs in a manner that reinforces the historic village/urban pattern of development with a strong pedestrian orientation and buildings located close to the street with parking located at the side or rear of the buildings. The focus of the City's land use regulations in this area should be on allowing property owners flexibility in the reuse and redevelopment of properties as long as the "village/urban character" is maintained.

Allowed Uses – The following general types of uses should be allowed within the Village Center District:

- small to moderate size retail uses
- personal and business services
- restaurants and cafes
- office uses including business and professional offices
- fully enclosed light manufacturing
- community services and facilities
- recreational facilities
- a wide range of residential uses including housing on the upper floors of mixed-use buildings and senior housing

Automotive related uses including vehicle repair and service stations should not be allowed within this district. Drive-through services should be allowed but only if they are located and designed in a manner that is compatible with a pedestrian friendly, village environment.

Development Standards – The standards in the New Auburn Village Center District should allow property owners flexibility in the use and development/redevelopment of properties as long as an urban/village pattern of development is maintained. Lot size

and frontage requirements should be minimized or eliminated. Setback requirements should allow buildings to be located at the sidewalk line and side setbacks should not be required. Any area between the front of the building and the street should be required to be used for pedestrian purposes including outdoor spaces as part of uses and vehicle use should be prohibited. Parking should be required to be located at the side or rear of the building but the minimum parking requirement should be reduced and new or redeveloped properties should be allowed to count the use of shared or public parking to meet the standard.

To encourage mixed-use buildings and residential uses in the Village Center District, the maximum residential density should be 18-24 units per acre with a provision that small units or units for the elderly be treated as a fraction of a unit based on the size of the unit or the number of bedrooms in the unit. Flexibility in providing residential parking should be provided for new or redeveloped properties that include residential uses on the upper floors.

D.2 Category: Limited Growth Areas

Type A: Development Areas

Designation: Residential

Low Density Residential Development District

(Map Area 4: Outer South Main – Golf Course)

Objective – Allow for low density residential development (primarily detached single-family homes) on the fringe of the built up area where public services can be reasonably provided but where public sewerage is not available and is not likely to be available in the foreseeable future.

Allowed Uses – The allowed uses in the Low Density Residential Development District should be similar to the uses currently allowed in the existing Rural Residential District including single and two-family homes and town-house style units.

Development Standards – The residential density in the Low Density Residential Development District should be one unit per acre. The development standards should be similar to the standards for the existing Rural Residential District except for the lot width/frontage requirement. The standards should allow lot widths of as little as 125-150 feet for lots that front on a new internal street and for back lots with as little as 50

feet of frontage on an internal street. The standards should allow the size of individual lots to be reduced and the lots clustered to allow a portion of a development to be preserved as open space provided that adequate provisions can be made for on-site sewage disposal and water supply and the overall density requirement is met.

Type C: Conservation/Stabilization Areas

Designation: Residential

High Density Neighborhood Conservation District

(Map Area 11: Roak – Sixth Street)

Objective – Stabilize and promote continued investment in the City’s high density neighborhoods which include a mix of housing types including multi-unit buildings to assure that they remain safe, attractive areas in which residents want to live. To this end, the district should allow property owners to upgrade their properties and for in-fill development and redevelopment/reuse to occur as long as it is compatible with the character of the neighborhood.

Allowed Uses – The following general types of uses should be allowed within the Medium Density Neighborhood Conservation District:

- detached single-family and two family homes
- attached town-house style homes
- multifamily housing
- home occupations
- community services and government uses
- public utility uses

Development Standards – The basic density requirement should be up to 6-8 units per acre for single-family and two-family homes and up to 15-18 units per acre for townhouse style and multifamily units. The reuse/reconfiguration of existing buildings for residential purposes should be allowed without consideration of the density requirements provided that the building will be renovated and the individual dwelling units will meet the City’s basic requirements for residential units. The minimum lot size for single-family house lots should be 5,000 to 6,500 SF with 60 to 75 feet of lot width or frontage. The other development standards should be established to reflect the existing pattern of development in these neighborhoods.

Medium Density Neighborhood Conservation District

(Map Area 10: Eighth Street)

Objective – Stabilize and promote continued investment in the City’s medium density neighborhoods which include a mix of single and two-family homes and small multi-unit buildings to assure that they remain safe, attractive areas in which residents want to live. To this end, the district should allow property owners to upgrade their properties and for in-fill development and redevelopment to occur as long as it is compatible with the character of the neighborhood.

Allowed Uses – The following general types of uses should be allowed within the Medium Density Neighborhood Conservation District:

- detached single-family and two family homes
- attached town-house style homes
- multifamily housing
- home occupations
- community services and government uses
- public utility uses

Development Standards – The basic density requirement should be up to 6-8 units per acre for single-family and two-family homes and up to 12-15 units per acre for townhouse style and multifamily units. The reuse/reconfiguration of existing buildings for residential purposes should be allowed without consideration of the density requirements provided that the building will be renovated and the individual dwelling units will meet the City’s basic requirements for residential units. The minimum lot size for single-family house lots should be 5,000 to 6,500 SF with 60 to 75 feet of lot width or frontage. The other development standards should be established to reflect the existing pattern of development.

Moderate Density Neighborhood Conservation District

(Map Area 9: South Main Street UpTown Neighborhoods)

Objective – Stabilize and promote continued investment in the City’s moderate density single and two-family neighborhoods to assure that they remain safe, attractive areas in which residents want to live. To this end, the district should allow property owners to upgrade their properties and for in-fill development to occur on vacant lots as long as it is compatible with the character of the neighborhood.

Allowed Uses – The allowed uses in the Moderate Density Neighborhood Conservation District should be limited to the following types of uses:

- single and two-family homes
- townhouse style attached single-family units

- home occupations
- community services and municipal use and facilities
- public utility uses
- agriculture

Development Standards – The basic density requirement should be up to 4-6 units per acre for single-family and two-family homes and up to 6-8 units per acre for townhouse style units. The minimum lot size for single-family house lots should be 7,500 to 10,000 SF with 75 to 100 feet of lot width or frontage. The other development standards should be similar to the standards for existing Urban Residential District. The development standards should include provisions to allow in-fill development on existing lots of record regardless of their size if they meet stringent design and environmental standards so that they are compatible with the neighborhood.

Designations: Non-Residential and Mixed-use

Neighborhood Business District

(Map Area 15)

Objective – The objective of the Neighborhood Business District is to allow for the maintenance, improvement, and continued commercial use of properties within residential neighborhoods that have been traditionally used for non-residential purposes provided that they are good neighbors and that changes in the property or the use do not increase the adverse impacts on the neighborhood.

Allowed Uses – The following types of uses should be allowed in the Neighborhood Business District provided they do not result in an increase in the adverse impacts on the surrounding neighborhood:

- residential uses of the type allowed in the surrounding neighborhood
- personal services
- small retail uses
- service stations
- community services and government uses
- public utility facilities

If an existing non-residential use is replaced by a new residential use, it should be required to demonstrate that it will not increase the adverse impact on the surrounding neighborhood.

Development Standards – The development standards should reflect the existing pattern of development with respect to setbacks. The standards should allow for the

expansion of the building as long as the overall layout and functioning of the site is improved and there is no increase in adverse impacts.

D.3 Restricted/Non-Growth Areas

Type B: Transition/Reuse/Redevelopment Areas

Designation: Open Space/Conservation/Community

Riverfront Transition District

(Map Area 14: Second Street Area between the Bridges)

Objective – Reclaim developed areas within the 100-Year floodplain of the Androscoggin River for open space and public usage through a combination of regulation and acquisition. Within these areas, the City should limit new development and redevelopment while acquiring property from willing sellers for fair market value. Once blocks of riverfront are acquired, these should be redeveloped as public open space with extension of the Riverwalk trail system where appropriate.

Allowed Uses – Existing developed properties within the Riverfront Transition District should be allowed to continue to be used for their current use and be maintained and expanded within strict limits. New development or redevelopment for residential or commercial purposes should not be permitted. Allowed uses in the Riverfront Transition District should be limited to recreational and open space uses, public utility uses, and facilities for providing public access to the river including boat/canoe launches.

Development Standards – The standards for the Riverfront Transition District should allow existing buildings to be expanded by up to 30% of the current building footprint or building volume as long as the expansion does not make the building closer to the shoreline. New development including parking and recreational facilities other than trails/paths and facilities for water access should be required to be set back from the shoreline to create a “green edge” along the shoreline.

Type D: Protection/Reserve Areas

Designation: Open Space/Conservation/Community

Resource Protection District

(Map Area 16: Undeveloped Floodplains)

Objective – Retain areas with significant natural resource value in an undeveloped, natural state. This includes undeveloped 100-year floodplains adjacent to the rivers and significant streams and areas around freshwater wetlands that are moderate-high value habitat.

Allowed Uses – Within the Resource Protection District, allowed uses should be limited to natural resource and open space uses including agriculture and forestry, low intensity recreational uses, facilities that provide water access, and similar low impact uses. Uses that involve significant structural development or impervious surfaces should not be allowed in this district. Uses such as utility lines and roads may be located within the district if there is no alternative appropriate location.

Development Standards – All new structural development and paved surfaces except for roads, trails and facilities for access to the water should be set back from the waterbody or wetland and a green buffer maintained along the edge of the resource. In general, all activities within the district are also subject to the Shoreland Zoning performance standards.

Agricultural/Rural District

(Map Area 3: Witham Road – Broad Street)

Objective – Preserve and enhance the agricultural heritage of Auburn and protect the City's natural resources and scenic open space while maintaining the economic value of the land. The district is characterized by a rural, very low-density development pattern that limits sprawl and minimizes the City's service costs. The District maintains the current rural development pattern allowing for a broad range of agriculture and natural resource related uses while restricting residential development. Recreational development is encouraged both as a means of protecting open space and to provide reasonable public access to outdoor destinations such as Lake Auburn and the Androscoggin River. The Agriculture/Rural District is intended to serve as a land reserve, protecting community valued open space and rural landscapes, while maintaining the potential for appropriate future development. The land along Witham

Road is included in the Agriculture/Rural designation to reserve the area for future industrial development. The objective is to rezone this area Industrial when the appropriate infrastructure to support industrial use including public water and sewerage, three-phase power, and improved access is available or will be provided.

Allowed Uses – The Agriculture/Rural District should continue to include the uses allowed in the existing AG/RP zoning district. In addition, a broader range of rural uses should be allowed. Agriculturally related businesses including retail and service activities and natural resource industries should be permitted. The reuse of existing agricultural buildings should be allowed for low-intensity non-agriculture related uses.

Residential uses should continue to be limited to accessory residential development as part of a commercial agriculture or natural resource use not just traditional farms. The criteria for determining when an accessory residential use is permitted should be based on updated standards that take into account the economic realities of today's commercial agricultural activities including outside sources of income and part-time and small-scale commercial operations. Residential development may also be part of a commercial recreational use as part of a planned development in which the recreational open space is permanently preserved.

Development Standards – All new development, redevelopment, and expanded uses in the Agriculture/Rural District should be required to meet “best management practices” for stormwater management and environmental protection to ensure adequate protection of natural resources. All development activities in the Agricultural/Rural District should be subject to low impact development (LID) standards such as limiting impervious surfaces, minimizing lot disturbances, creating natural buffers, and capturing and treating runoff through filtration measures.

The City should continue to encourage a very low-density development pattern as a means of protecting natural resources and preserving the rural character. The basic residential density standard for the current AG/RP zoning district should be maintained. The standards for the development of accessory residential units should provide greater flexibility in the siting of those units. In an effort to place accessory residential development in areas where it will have the least impact on natural resource and/or the agricultural value of the land, the standards should allow for a waiver or elimination of road frontage requirements and access from a private driveway.

Residential development that is proposed as part of a master planned commercial recreational development should be limited to the same density standard (one unit per 10 acres) as other accessory residential uses. A recreational master plan should be required outlining the scope, scale, and location of residential units and ensuring a

cluster development pattern in which the majority of the land is retained as recreation/open space. A conservation easement, or other legally binding preservation measure, should be required to permanently conserve the recreation/open space areas.

Where a parcel that is located in the Agriculture/Rural District land also includes residentially zoned land, a residential unit should be allowed to be transferred from the residentially zoned portion of the parcel to the Agriculture/Rural portion as long as the relocation does not negatively impact natural resources or the agricultural potential of the land. As with other residential development in the Agriculture/Rural District, the development standards should encourage flexibility in the location and size of the lot, allow for a waiver of road frontage requirements, and allow access from a private driveway. When a transfer occurs, the land in the residential zone from which a residential unit is transferred must be permanently protected from development through a legally binding preservation measure such as a conservation easement.

Conservation/Open Space/Community Use District

(Map Area 8: Schools and Land Trust land)

Objective – Formally recognize those parcels that are used for governmental purposes or are permanently protected for conservation or open space purposes.

Allowed Uses – The allowed uses within the Conservation/Open Space/Community Use District should be limited to municipal and other government facilities and uses, recreational facilities, natural resource uses including agriculture and forestry, public utility uses, and community services.

Development Standards – The development standards should focus on providing flexibility for appropriate municipal and governmental use of this land while protecting the natural resource and ecological value of permanently protected parcels.

E. Implementation

The New Auburn Master Plan identifies a wide range of actions that will need to be taken to carry out the objectives of the plan. This includes a significant overhaul of the City's zoning requirements that apply to New Auburn. For the Master Plan to be successful in bringing about change, the New Auburn community working in conjunction with the City will need to systematically and comprehensively implement these recommendations. This chapter sets out an implementation strategy to guide that process.

E.1 Management of the Implementation Process

Successful implementation of the New Auburn Master Plan will require that there be on-going oversight of, and responsibility for, carrying out the various proposals and recommendations. In simple terms, some body or group must "own" the plan and be responsible for assuring that progress is made on carrying out the various actions. While the City Council is ultimately responsible for much of the implementation, there needs to be someone who will manage the day-to-day implementation of the plan's recommendations. City staff will obviously play a major role in carrying out the Master Plan over time, but it is unrealistic to expect them to be completely responsible for this function.

Therefore, a key implementation strategy is for the City to create a Master Plan Implementation Committee. This committee would be charged with responsibility for overseeing the implementation of the recommendations and for keeping the City Council apprized of the progress in carrying out the Master Plan. It is envisioned that this would be a small working group that would meet periodically and that would involve other people or groups in various tasks as necessary.

E.2 Coordination with the City's Comprehensive Plan

The New Auburn Master Plan is intended to be a part of the City's Comprehensive Plan. However, the Master Plan goes into more detail in some areas and addresses topics that are not addressed in the Comprehensive Plan. The expectation is that portions of the Master Plan will be included in the City's Comprehensive Plan. This includes the Future Land Use Plan and some of the transportation proposals. The following implementation strategy includes all of the proposals in the Master Plan while recognizing that some of this will probably be addressed as part of the overall implementation of the City's updated Comprehensive Plan.

E.3 Funding and Staff Support

While some of the activities proposed in this plan can be carried out by volunteers and others fall within the normal responsibilities of various City departments, many of the strategies laid out in the following implementation strategy will require the commitment of City funding and staff resources. A key element of this plan is that the City Council will make a commitment to the timely implementation of this plan by including regular, on-going funding for the implementation of the recommended activities in the City's operating and capital budgets. In addition, the plan envisions that the City will aggressively seek outside funding to be used in carrying out elements of the plan.

Staff support in the implementation of the plan will be crucial to the Plan's success in creating an improved environment in New Auburn. The committee does not expect or desire that New Auburn receive special treatment – rather the goal is that New Auburn receives a “fair share” of the City's activities and that these be focused on meeting the needs of the New Auburn community as set out in this Master Plan.

A key funding proposal is the establishment of a “downtown TIF district” for the village center area. This can be achieved either by creating a separate downtown TIF district for New Auburn or by expanding the City's existing downtown TIF district to include New Auburn. This tool allows property taxes generated in other TIF districts in the City that “compete” with downtown to be used to finance downtown improvement activities.

This plan also envisions that the City will create a TIF district to finance infrastructure improvements in the Hackett Road/Witham Road area to allow this area to develop as an industrial or business park.

E.4 Implementation Strategy

The following table outlines a recommended approach for implementing the New Auburn Master Plan. For each action proposed in the community policies and future land use plan, the strategy assigns that to a time-frame for action (Short Term/On-Going or Longer Term) and identifies who should be responsible for overseeing that activity.

In the strategy, Short Term/Ongoing is used for actions that should occur in the immediate future (next year or two) or that occur on a regular basis as part of routine City operations or similar programs. Longer Term is used for actions that may require more than two years to complete recognizing that some of these activities may take much longer than that. The reference for each action is shown in parenthesis.

For each action, the primary group or body that will be responsible for the actions is suggested. This designation recognizes that other municipal bodies, City staff, or outside interests and groups may be involved in the activity. The proposed Master Plan Implementation Committee is assigned the responsibility for some actions that relate specifically to New Auburn or for which there is no other group or body that is appropriate to undertake the activity.

| Recommended Action | Primary Responsibility |
|---|--|
| Short Term/Ongoing Actions | |
| Ordinance Amendments | |
| Amend the Zoning Ordinance to reflect the proposed land use districts outlined in the Future Land Use Plan (FLUP and C.3.C & E) | Planning Board and staff/consultants |
| Revise the parking requirements to allow the use of shared parking and on-street parking and to reduce parking requirements as outlined in the Future Land Use Plan (FLUP and C.3.D.ii) | Planning Board and staff/consultants |
| Revise the current two-family housing provision to allow for accessory dwelling units for single-family homes (C.4.1.C.iii) | Planning Board and staff/consultants |
| Municipal Programs and Services | |
| Establish a neighborhood watch program (C.2.A) | NA Implementation Committee with Police Department |
| Establish a New Auburn police volunteer program (C.2.B. iii) | NA Implementation Committee with Police Department |
| Continue to provide CDBG assistance to improve business properties (C.3.A.ii) | City CDBG Program |
| Maintain sidewalks and shoulders and stripe crosswalks for pedestrian and bicycle use (C.3.D.iii) and C.5.2.A) | City staff |
| Install “Yield to Pedestrian” signs and flashers (C.5.1.B.iii & iv) | City staff |
| Enforce state law on yielding to pedestrians in crosswalks (C.3.D.iii) and C.5.1.B.i) | NA Implementation Committee with Police Department |
| Assure that City services are provided on an equitable basis (C.4.1.A.i and C.4.2.A.i) | NA Implementation Committee |

| Recommended Action | Primary Responsibility |
|---|--|
| Short Term/Ongoing Actions | |
| Limit the potential for “cut through” traffic with traffic calming measures (C.4.1.A.iii and C.4.2.A.iii) | City staff |
| Continue to provide financial assistance to property owners to maintain homes and improve energy efficiency (C.4.1.B.i) | City CDBG Program |
| Make speed control a priority enforcement activity along major roads (C.5.1.A) | NA Implementation Committee with Police Department |
| Maintain and upgrade existing recreation facilities (C.6.2.A.i) | Parks and Recreation Department |
| Capital Facilities/Funding | |
| Establish a police substation in the New Auburn Village Center (C.2.B.ii) | NA Implementation Committee with Police Department |
| Upgrade signalization and traffic flow along Mill Street and Broad Street (C.3.D.i) and C.5.2.A) | City staff |
| Extend Main Street streetscape improvements (C.3.F) | City Council and staff |
| Regularly invest in infrastructure improvements (C.4.1.A.iv and C.4.2.A.iv) | City Council and staff through CIP |
| Maintain well marked crosswalks and explore pavement treatments for heavily traveled roads (C.5.1.B.ii) | City staff |
| Install bicycle signage and bicycle parking facilities in the business district and parks and schools (C.5.2.C.iv) | City staff |
| Use TIF districts and other financial incentives to attract investment and development to the Rowe’s Corner industrial area (C.7.2.A) | City Council and staff |
| Studies and Plans | |
| Establish a bicycle plan for New Auburn with designated bike routes along residential streets (C.5.1.C.i) | City staff |

| Recommended Action | Primary Responsibility |
|---|-----------------------------|
| Short Term/Ongoing Actions | |
| Other Activities | |
| Reestablish the New Auburn Booster Club (C.1.B) | NA Implementation Committee |
| Promote the needs of New Auburn businesses (C.3.A) | NA Implementation Committee |
| Encourage volunteer efforts to maintain New Auburn (C.4.1.A.v/.C.4.2.A.i) and (C.6.2.A.ii) | NA Implementation Committee |
| Develop program to assist elderly and low/moderate-income property owners maintain their homes (C.4.1.B.ii) | NA Implementation Committee |
| Develop a program to assist elderly homeowners looking to downsize (C.4.1.D) | NA Implementation Committee |
| Encourage expansion of night and weekend bus service (C.5.2.C) | NA Implementation Committee |

| Recommended Action | Primary Responsibility |
|--|---|
| Longer Term Actions | |
| Ordinance Amendments | |
| Revise the zoning for the village center as part of the Downtown Revitalization Plan (C.3.J.i) | Planning Board and staff |
| Capital Facilities/Funding | |
| Support replacement of the New Auburn Fire Station (C.2.B.i) | NA Implementation Committee |
| Acquire riverfront properties between the bridges on an “as available” basis (C.3.E.i) | City Council and staff |
| Acquire and assemble properties for redevelopment in the Village Center (C.3.J.i.b) | City Council and staff |
| Create public parking to support redevelopment of the Village Center (C.3.J.i.c) | City Council and staff |
| Increase pedestrian access by installing new sidewalks to connect major destinations (C.5.2.B.i) | City Council through CIP |
| Narrow travel lanes on major streets to allow for sidewalks and esplanades when reconstruction occurs (C.5.2.B.ii) | NA Implementation Committee with staff |
| Install neckdowns at intersections where appropriate (C.5.2.B.iv and C.5.3.C.i) | City staff |
| Install ADA compliant ramps at all intersections (C.5.2.B.v) | City staff |
| Purchase conservation and/or recreation easements with a priority on establishing a “greenbelt” (C.6.1.A) | NA Implementation Committee and the Androscoggin Land Trust |
| Work with developers to extend public sewer and water service to business/industrial development areas (C.7.1.A) | City staff |
| Studies and Plans | |
| Develop a New Auburn Business marketing program (C.3.B.i) | NA Implementation Committee and City staff |
| Include the downtown area of New Auburn in a “downtown TIF District” C.3.B.ii) | City staff |

| Recommended Action | Primary Responsibility |
|---|--|
| Longer Term Actions | |
| Study the feasibility of establishing a one-way traffic loop in the Village Center (C.3.I) and (C.5.4.A) | NA Implementation Committee and City staff |
| Maintain communication with the Maine Turnpike Authority about plans for the Rt. 136 interchange (C.5.5.A) | NA Implementation Committee and City staff |
| Study the viability and feasibility of a connector road between a new turnpike interchange and Washington Ave/Rodman Road (C.5.5.B and C.7.1.B) | City staff |
| Develop a South Auburn recreational facilities plan (C.6.2.A.iv) | Parks and Recreation Department |
| Other Activities | |
| Encourage LA Trails to create a trail system within the “greenbelt” (C.6.1.B) | NA Implementation Committee |

F. Appendix – Inventory

II. EXCERPTS FROM THE CITY OF AUBURN FY 10-14 CAPITAL IMPROVEMENT PROGRAM

INTRODUCTION

In accordance to the Auburn City Charter, this is the Capital Improvement Program for Fiscal Years 2010 through 2014.

In the recent past, the City has maintained an informal bonding policy to bond no more than \$5,000,000 per year; that would break down to \$4,000,000 for the City and \$1,000,000 for the School Department. Given the current interest rate market for bonds, this may be a good time to actually increase this amount, especially in the category of road improvements. The City Council should consider taking advantage of lower petroleum costs, lower interest rates, and a competitive construction work environment.

Inside this section of the Municipal Budget, you will find the following:

7. A summary spreadsheet of all projects and the corresponding project cost.
8. A listing of all projects complete with descriptions, funding amounts, funding recommendations, and supporting information. This information is arranged with a Table of Contents.
9. A listing of the City's equipment, labeled as Appendix A. This list can be referenced while considering replacing or purchasing new equipment for Fiscal Year 2010.
10. A listing of the City's fleet of vehicles, labeled as Appendix B. Again, this list can be referenced while considering budget requests for vehicles.
11. A copy of the City's Capital Improvement Program Policy.
12. A 5-Year Financial Plan projecting valuation, expenses, and revenues. This spreadsheet demonstrates what financial affect the Capital Improvement Program presents.

The Capital Improvement Plan also includes projects for the Auburn School Department, L/A 911, the Auburn/Lewiston Airport, LAEGC, and LATC.

Remember, simply adopting the Capital Improvement Plan does not necessarily mean the project will be funded. Auditors and financial analyst want to make sure the City is planning for its future and contemplating and accounting for future financial demands.

CAPITAL SUMMARY ALL YEARS

| DEPARTMENT/PROJECT | | FY10 | FY11 | FY12 | FY13 | FY14 |
|---|----------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| CLERK | | | | | | |
| Ordinance Codification | | \$14,000 | | | | |
| COMMUNITY SERVICES | | | | | | |
| <i>Information & Communication Technology</i> | | | | | | |
| MUNIS Permitting Module | Technology | \$63,760 | | | | |
| GIS Server Advanced | Technology | \$13,000 | | | | |
| MUNIS Citizen Services Module | Technology | \$12,080 | | | | |
| IP Telephony Rollout | Technology | \$14,000 | | | | |
| Server Replacement | Technology | \$8,000 | \$8,000 | \$8,000 | | |
| <i>Engineering</i> | | | | | | |
| Major Drainage | Infrastructure | \$1,250,000 | \$1,500,000 | \$1,000,000 | \$900,000 | \$1,500,000 |
| MDOT Match - Surface Transportation Improvements | Infrastructure | \$347,850 | \$425,000 | \$220,000 | \$220,000 | \$220,000 |
| Reclaim | Infrastructure | \$692,720 | \$679,876 | \$741,325 | \$488,413 | \$450,951 |
| Resurface | Infrastructure | \$1,219,596 | \$1,442,583 | \$1,167,840 | \$1,454,455 | \$1,664,680 |
| Reconstruction | Infrastructure | \$2,433,945 | \$1,985,203 | \$2,065,878 | \$1,932,233 | \$2,637,563 |
| Crack Sealing | Infrastructure | \$20,000 | \$20,000 | \$20,000 | \$20,000 | \$20,000 |
| Sidewalk Improvement Program | Infrastructure | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 |
| Pole Camera | Infrastructure | \$15,700 | | | | |
| Vehicles | Equipment | \$20,000 | | | | |
| Main Street Retaining Wall | Infrastructure | \$117,700 | | | | |
| Dunn Street Retaining Wall | Infrastructure | \$75,000 | | | | |
| SUBTOTAL | | \$6,256,811 | \$6,152,662 | \$5,315,043 | \$5,115,101 | \$6,593,194 |

| DEPARTMENT/PROJECT | | FY10 | FY11 | FY12 | FY13 | FY14 |
|---|-----------------|------------------|------------------|-----------------|------------------|--------------------|
| FIRE | | | | | | |
| Central Station Roof | Bldg/Facilities | \$80,000 | | | | |
| Engine Five Parking and Ramp Area Paving | Bldg/Facilities | \$63,000 | | | | |
| PPE for Influenza Plan | Equipment | \$10,000 | | | | |
| Utility Pickup Truck | Equipment | \$30,000 | | | | |
| SCBA | Equipment | \$8,500 | | | | |
| Knox Box | Equipment | \$4,877 | | | | |
| Proximity Locking System | Bldg/Facilities | \$36,562 | | | | |
| Repair and Pave Central Station Parking | Bldg/Facilities | | \$180,000 | | | |
| Woods and Brush Vehicle | Equipment | | \$65,000 | | | |
| Replace Rescue One | Equipment | | \$350,000 | | | |
| Replace or Expand Engine Two Station | Bldg/Facilities | | | \$0 | | |
| Replace Prevention and Investigation Vehicle | Equipment | | | \$23,000 | | |
| Replace Engine Two Boiler | Bldg/Facilities | | | \$15,000 | | |
| Replace Engine Two | Equipment | | | | \$650,000 | |
| Replace or Augment Central Station | Bldg/Facilities | | | | | \$5,655,000 |
| SUBTOTAL | | \$232,939 | \$595,000 | \$38,000 | \$650,000 | \$5,655,000 |

| DEPARTMENT/PROJECT | | FY10 | FY11 | FY12 | FY13 | FY14 |
|---|-----------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| INTERGOVERNMENTAL | | | | | | |
| 9-1-1 | | | | | | |
| Uninterrupted Power Supply | Technology | \$30,000 | | | | |
| Motorola Radios | Technology | \$205,318 | | | | |
| Back-up Radios for Auburn Police and Fire | Technology | \$46,000 | | | | |
| Airport | | | | | | |
| Runway 4/22 Extension and Safety Area | Bldg/Facilities | \$850,000 | \$3,200,000 | \$3,200,000 | \$3,500,000 | |
| Rehab of Hangar 2 | Infrastructure | \$50,000 | | | | |
| Reconstruct East and West Aircraft Aprons | Infrastructure | | | | | \$2,000,000 |
| LAEGC | | | | | | |
| Secondary Access Road - Auburn Industrial Park | Infrastructure | \$2,600,000 | | | | |
| LATC | | | | | | |
| Replace Three Fixed Route Buses | Equipment | | \$45,000 | | | |
| SUBTOTAL | | \$3,781,318 | \$3,245,000 | \$3,200,000 | \$3,500,000 | \$2,000,000 |

| DEPARTMENT/PROJECT | | FY10 | FY11 | FY12 | FY13 | FY14 |
|---|-----------------|------------------|-----------------|-----------------|------------------|------------------|
| PARKS & RECREATION | | | | | | |
| Gym Floor Replacement - Hasty Community Center | Bldg/Facilities | \$120,740 | | | | |
| Machinery | Equipment | \$57,685 | | | | |
| Paint for Hasty Community Center | Bldg/Facilities | \$5,000 | | | | |
| New Exit Doors - Ingersoll Arena | Bldg/Facilities | \$16,000 | | | | |
| Hasty Community Center Replacement Windows | Bldg/Facilities | \$30,000 | | | | |
| Digital Message Sign | Equipment | \$45,000 | | | | |
| Exmark Walk Behind Mowers (2) | Equipment | | \$10,000 | | | |
| Pick-up Truck and Plow | Equipment | | \$37,000 | | | |
| Pettengill Park Baseball Field Improvements | Bldg/Facilities | | \$30,000 | | | |
| Removal of Asbestos in Hasty Community offices | Bldg/Facilities | | \$21,000 | | | |
| Replace Exmark Riding Mower | Equipment | | | \$9,000 | | |
| New Furnaces for Locker Rooms and Olympia Room | Bldg/Facilities | | | \$13,000 | | |
| New Scoreboard for the Baseball Field | Bldg/Facilities | | | \$5,000 | | |
| 15 Passenger Mini-Bus | Equipment | | | \$55,000 | | |
| Multi-Use Maintenance Vehicle with Attachments | Equipment | | | | \$95,000 | |
| One Ton Dump Truck and Plow | Equipment | | | | \$30,000 | |
| Lake Street School Playground | Bldg/Facilities | | | | \$50,000 | |
| Athletic Complex Feasibility Study | Administration | | | | \$14,000 | |
| Riding Mower with Attachments - 27 hp | Equipment | | | | | \$20,000 |
| Stake Body Truck | Equipment | | | | | \$37,000 |
| Land Acquisition in Auburn | Infrastructure | | | | | \$270,000 |
| Regional Field Complex Construction | Infrastructure | | | | | |
| SUBTOTAL | | \$229,725 | \$98,000 | \$82,000 | \$189,000 | \$327,000 |

| DEPARTMENT/PROJECT | | FY10 | FY11 | FY12 | FY13 | FY14 |
|--|---------------------|------------------|------------------|------------------|------------------|------------------|
| PLANNING & PERMITTING | | | | | | |
| <i>Electrical</i> | | | | | | |
| Replacement of Service Van | Equipment | \$25,000 | | | | |
| Vehicle Laptops | Equipment | \$12,150 | | | | |
| Fire Alarm Transmitters | Equipment | \$8,000 | | | | |
| Fire Alarm Hardware | Equipment | \$5,265 | | | | |
| Traffic Signal Video Detectors | Equipment | \$12,000 | | | | |
| Traffic Signal Video Detection - Installation | Equipment | \$40,000 | | | | |
| Traffic Signal LED Replacement | Equipment | \$3,500 | | | | |
| LED Streetlight Replacement - Main Street | Equipment | \$46,500 | | | | |
| LED Streetlight Replacement - Riverwalk/Turner St. | Equipment | \$46,500 | | | | |
| Roadway Lighting Upgrades | Equipment | \$6,000 | | | | |
| Traffic Signal Equipment | Equipment | \$18,000 | | | | |
| Aerial Fire Alarm Repairs | Equipment | \$10,000 | \$10,000 | | | |
| SUBTOTAL | | \$232,915 | \$10,000 | | | |
| DEPARTMENT/PROJECT | | | | | | |
| POLICE | | | | | | |
| Scheduled Vehicle Replacement | Equipment | \$88,500 | \$135,000 | \$132,500 | \$93,700 | \$92,000 |
| HVAC Replacement | Bldg/ Facilities | | \$30,000 | | | |
| Building Repairs | Bldg/ Facilities | | | \$50,000 | | |
| Mobile Data Terminal Upgrade | Technology | | | \$24,000 | \$18,000 | |
| Increase Parking Lot | Bldg/ Facilities | | | | | \$30,000 |
| In Car Camera | Technology | | | \$32,000 | \$32,000 | \$32,000 |
| SUBTOTAL | | \$55,150 | \$165,000 | \$238,500 | \$143,700 | \$154,000 |

| DEPARTMENT/PROJECT | | FY10 | FY11 | FY12 | FY13 | FY14 |
|--|---------------------|------------------|------------------|--------------------|--------------------|--------------------|
| PROPERTY | | | | | | |
| Roof Replacement - Electrical Dept. Buildings | Bldg/ Facilities | \$45,000 | | | | |
| A/C for City Server | Bldg/ Facilities | \$11,000 | | | | |
| Public Works Copier | Equipment | \$14,000 | | | | |
| Administration Copier | Equipment | \$19,500 | | | | |
| Roof Replacement - 26 Chestnut Street | Bldg/ Facilities | \$40,000 | | | | |
| Masonry - Electrical Dept. Buildings | Bldg/ Facilities | \$45,000 | | | | |
| SUBTOTAL | | \$130,000 | | | | |
| DEPARTMENT/PROJECT | | FY10 | FY11 | FY12 | FY13 | FY14 |
| PUBLIC WORKS | | | | | | |
| Heavy Equipment Replacement | Equipment | \$105,000 | \$244,000 | \$256,000 | \$268,000 | \$280,000 |
| Building and Grounds Improvements | Infrastructure | | \$380,000 | \$1,000,000 | \$1,000,000 | \$800,000 |
| Non Vehicle Equipment - Jack Stand, Paint Machine, etc. | Equipment | \$33,100 | \$32,000 | \$34,000 | \$36,000 | \$38,000 |
| Machinery - Stationary Equipment | Equipment | \$27,300 | \$5,000 | \$5,000 | \$5,000 | \$5,000 |
| Vehicles | Equipment | \$175,000 | \$220,000 | \$230,000 | \$240,000 | \$250,000 |
| Street Improvements | Infrastructure | \$20,000 | \$20,000 | \$20,000 | \$20,000 | \$20,000 |
| Building & Building Improvements | Bldg/Facilities | \$75,000 | | | | |
| Guard Rail Replacement | Infrastructure | \$20,000 | \$20,000 | \$20,000 | \$20,000 | \$20,000 |
| Drainage Improvement Program | Infrastructure | \$60,000 | \$70,000 | \$70,000 | \$70,000 | \$70,000 |
| SUBTOTAL | | \$454,300 | \$991,000 | \$1,635,000 | \$1,659,000 | \$1,483,000 |

| DEPARTMENT/PROJECT | | FY10 | FY11 | FY12 | FY13 | FY14 |
|--|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| SCHOOL | | | | | | |
| AMS | | | | | | |
| Additional 6th Grade Classrooms - Wing | Bldg/Facilities | | | | | |
| Replacement of Freezer Units in Kitchen | Equipment | | | | \$50,000 | \$50,000 |
| Gym Exterior Door/Framework | Bldg/Facilities | \$11,500 | | | | |
| Exterior Security Lighting & Parking Lot Lighting | Bldg/Facilities | \$23,350 | | | | |
| Classroom Re-Flooring (Team 3-4) | Bldg/Facilities | \$18,572 | \$46,430 | \$46,430 | | |
| Enlarge Rear Parking Lot | Bldg/Facilities | | | \$27,300 | | |
| Floor Scruber | Equipment | | \$6,500 | | | |
| SUBTOTAL - AMS | | \$53,422 | \$52,930 | \$73,730 | \$50,000 | \$50,000 |
| East Auburn | | | | | | |
| Replace Front Entrance | Bldg/Facilities | \$11,500 | | | | |
| Replace Windows In Old Section/5 Classrooms | Bldg/Facilities | \$14,472 | | | | |
| VOIP Communication System | Infrastructure | | \$31,259 | | | |
| New Security/Surveillance Equipment | Infrastructure | | \$41,332 | | | |
| Phase II Addition | Bldg/Facilities | | | | | |
| SUBTOTAL | | \$25,972 | \$72,591 | | | |

| DEPARTMENT/PROJECT | FY10 | FY11 | FY12 | FY13 | FY14 |
|--|-----------|-----------|-------------|-------------|-----------|
| SCHOOL (CONT.) | | | | | |
| ELHS | | | | | |
| ADA Accessibility/ 6 B&G Bathrooms | | | \$1,188,000 | | |
| A&B Wing Roofing & Structural Upgrade | | \$164,108 | | | |
| Replace Steam Condensation Tank | \$22,000 | | | | |
| Replace Cafeteria Pocket-Tables | \$82,000 | | | | |
| Flooring Replacement & Asbestos Removal (60 Classrooms) | \$97,113 | \$97,113 | \$97,113 | \$97,113 | |
| Running Track Resurfacing | \$20,000 | | | | |
| Athletic Fields | | | | \$135,000 | |
| Major School Construction (Replace ELHS) | | | | | |
| Tennis Court Lights | | | | \$30,000 | |
| New Electrical Entrance | | | | \$200,000 | |
| Track/Soccer Field Lighting | | | | \$160,000 | |
| Classroom Furniture Replacement (1500 Desks & Chairs) | \$166,345 | \$166,345 | \$166,345 | | |
| Interior Handrail Replacement - ADA | | | | | \$166,000 |
| Exterior Doors (33) | | | | | \$300,000 |
| New Windows & Exterior Envelop | | | | \$1,998,000 | |
| Cellular Window Treatments | | | | | \$80,000 |
| Parking Lots - Increase & Reorg for Student, Staff, Parent Parking | | \$50,000 | \$50,000 | | |

| DEPARTMENT/PROJECT | FY10 | FY11 | FY12 | FY13 | FY14 |
|---|------------------|------------------|--------------------|------------------|--------------------|
| SCHOOL (CONT.) | | | | | |
| Heating & Ventilation | | | \$3,800,000 | | |
| Addition - Cafeteria, Auditorium, Library | | | | | |
| SUBTOTAL | \$186,345 | \$216,345 | \$4,016,345 | \$622,113 | \$2,544,000 |
| <i>Fairview</i> | | | | | |
| 50's Wings Ventilation/ Heating | \$324,800 | \$229,880 | | | |
| Student Bathrooms ADA-B&G | \$118,992 | | | | |
| Replace Classroom Flooring & Asbestos (5) Old Wing | \$20,776 | | | | |
| Expand Parking Options 1-4 | | \$519,610 | | | |
| SUBTOTAL | \$464,568 | \$749,490 | | | |
| <i>Franklin</i> | | | | | |
| Roof Replacement/Structural Upgrade | \$273,923 | | | | |
| Floor & Ceiling Tiles Removal - Hazardous Materials | | \$123,000 | | | |
| Elevator-Meet ADA Compliance | | \$84,817 | | | |
| SUBTOTAL | \$273,923 | \$207,817 | | | |

| DEPARTMENT/PROJECT | FY10 | FY11 | FY12 | FY13 | FY14 |
|--|------------------|------------------|------|-----------------|------|
| SCHOOL (CONT.) | | | | | |
| <i>Park Ave. School</i> | | | | | |
| Two Additional Classrooms | | \$440,000 | | | |
| SUBTOTAL | | \$440,000 | | | |
| <i>Sherwood Heights</i> | | | | | |
| Roof Replacement - 1968 wing/w Structural Upgrades | \$411,092 | | | | |
| Exterior Lighting | \$23,850 | | | | |
| Replace Exterior Doors | \$43,100 | | | | |
| SUBTOTAL | \$478,042 | | | | |
| <i>Support Services Building</i> | | | | | |
| P/U Truck with Plow (Replace 2000 GMC) | | \$38,000 | | | |
| One Ton P/U (Replace 2002 1/2 Ton) for Sanding | | | | \$40,000 | |
| Replace Lunch Van (Replaces 1997 GMC) | \$24,000 | | | | |
| Mower (Replace Existing John Deere) | | | | \$23,000 | |
| SUBTOTAL | \$24,000 | \$38,000 | | \$23,000 | |

CAPITAL IMPROVEMENT PROGRAM POLICY

The purpose of this policy is to provide an understanding of the importance of capital improvement programming and to provide the city with information and guidelines for responsible decision making, effective planning and efficient use of financial resources.

DEFINITION OF A CAPITAL IMPROVEMENT PROGRAM

A Capital Improvement Program is a multi-year schedule of public physical improvements, equipment purchases and planning. The program is based upon identified needs gathered from planning studies, management analysis, and citizen input. The program is evaluation against the need for specific future improvements and projections of available fiscal resources. Although a long-term program does not commit the City to a particular expenditure in a particular year, it does provide a structured framework for informed decision-making.

IMPORTANCE OF CAPITAL IMPROVEMENT PROGRAMMING

A Capital Improvement Program can have a significant impact upon the development of the City and the fiscal health of its government. Programs and/or improvements which expand or improve services to the public can influence the timing, location and character of new development. The City can use its capital improvement program to influence long-term growth patterns. The Capital Improvement Program should represent the needs and desires of its citizens. The City can also implement its Comprehensive Plan through its capital improvement programming,

WHAT IS A CAPITAL IMPROVEMENT?

A common definition of a capital improvement includes new or expanded physical facilities and equipment that are relatively large, expensive and permanent. A capital improvement may also include major planning or engineering studies and analysis' which assist the City in its long-term planning. An important fiscal planning principle in capital improvement programming is that capital improvements should only include expenditures with relatively long-term usefulness and permanence. Such expenditures are normally financed on a long-term basis or through grants received from other governmental agencies.

Capital improvements should not include expenditures for activities, equipment or services that prudent fiscal management would define as operating budget items and which should be financed with current revenue sources.

CAPITAL IMPROVEMENT PROGRAM BENEFITS

An effective capital improvement planning process and program can:

- Allow improvement proposals to be tested against the community's polices and objectives
- Ensure that plans for community facilities are implemented
- Provide a means for addressing the future needs of the community and its citizens
- Assist in stabilizing expenditures and tax rates through programmed debt management
- Allowing responsible scheduling of improvements or purchases which need more than one year to complete
- Offer an opportunity for citizens and other interested parties to participate in long-term decision making
- Permit a thorough and technical evaluation of the justification of each proposed improvement and expenditure
- Enhance the development of the city and its revenue base
- Provide a basis for desired urban growth patterns

FISCAL POLICIES

The foundation of a successful Capital Improvement Program must include careful fiscal analysis and the development, adoption and implementation of sound fiscal policies. Long-range financial forecasts and studies must be performed to evaluate the potential and ability of the community to fund capital improvements. These forecasts should focus on the local general economic situation and the extent to which it may affect long-term local government revenues. Anticipated revenues must then be compared with anticipated expenditures for capital improvements, personnel services and other fixed costs, to determine the impact of programmed capital improvements. Necessary financial planning and policies should include;

- amortization program for all outstanding debt
- general, local economic forecasts
- projected, long-term revenues
- known and projected economic development
- the maximum amount of municipal debt permitted or desired
- the types and limits of permitted revenue sources

- the annual amount of debt service that can be reasonably absorbed by the operating budget
- projects and/or improvements which can be self-supported through user fees or other charges
- The degree to which the City will seek or receive state and federal grants

PROJECT EVALUATION

The most critical step in the capital improvement program process is the determination of priorities. Choosing which projects are assigned the highest priority is important to fulfillment of plans and objectives as well as, financial impact. Projects should be evaluated on their need and their ability to assist the community in achieving its goals. The evaluation of individual capital projects should consider:

- extent the proposal will encourage capital investment, improve the city's tax base, improve job opportunities, attract consumers and produce public or private revenues
- cost-effectiveness of the proposal in terms of projected operating costs;
- number of persons benefited by the proposal
- degree to which the proposal eliminates conditions detrimental to the health, safety and general welfare of the community
- extend of improvements to environmental quality
- extend of opportunities for improvement in quality of life
- extend the proposal meets identified community goals and objectives
- amount of coordination between the proposal and other public or private projects or facilities
- amount of leverage of private, State, and/or Federal resources
- extent of compliance and compliment of the proposal to the Comprehensive Plan and desired growth patterns

III. OVERVIEW OF PUBLIC INVOLVEMENT (INCLUDING EXPANDED VISION)

Throughout the two-year process of updating Auburn's Comprehensive Plan, the Comprehensive Plan committee was dedicated to ensuring public involvement and input at every stage. There were four primary ways for the public to be involved in the planning process.

1. OPEN ENROLLMENT

For those members of the public interested in dedicating significant time and effort to the development of the Comprehensive Plan, the committee had an open enrollment policy. This allowed anyone to join the committee at any time and participate in the decision making process. A few interested people did this.

2. ON LINE POSTING

Agendas and reports from all of the Comprehensive Plan Committee meetings were posted on the City's website to a page dedicated to the Comprehensive Planning Committee. This allowed members of the public to follow along with the work of the committee and to see what topics were being discussed as well as policies and strategies suggested for the future of the community.

3. OPEN MEETINGS

All meetings of the Comprehensive Plan Committee were open to the public. Residents of Auburn and surrounding communities were encouraged to attend and provide input on any meeting topic. At each meeting, there was a public comment period set aside to allow members of the public to address topics on the meeting's agenda. In some instances, the committee solicited community input on specific issues and asked affected residents to attend meetings and provide feedback.

4. PUBLIC VISION WORKSHOPS & SURVEYS

At the outset of the planning process, the Comprehensive Planning Committee made a concerted effort to solicit the public's views on the current state of the community as well as their desires for its future. To solicit this information the committee developed an Auburn Vision project. This project included a series of vision workshops, an online community vision survey, and a teen vision survey targeting local youth. All three projects asked the questions: (1) what makes Auburn special today and (2) what would make Auburn a better place in the

future. The findings from these sessions are the basis for the vision statements found in the Executive Summary of the Comprehensive Plan.

The following is a detailed summation of the three projects.

1. **Vision Workshops** - provide public discussion of goals and ideas for the future of Auburn.
2. **Teen Vision Survey** - provide area high school students with the opportunity to share their input, insight, and ideas for the future of Auburn.
3. **Vision Survey** - provide community members with an online opportunity to share their comments and ideas about the future of Auburn.

1. VISION WORKSHOPS

The Vision Workshops provided the community with a forum to discuss hopes for Auburn's future organized around key topics to be addressed by the Comprehensive Plan. Participants focused on identifying special community characteristics that should be preserved and areas for improvement and growth in the next 20 years.

WHY HAVE VISION WORKSHOPS?

The workshop results help the Comprehensive Plan Update Committee (CPUC) define goals and priorities as they set policies for the City's future.

WHEN AND WHERE THE VISION WORKSHOPS HELD

The CPUC held five vision workshops, one in each of the City's five Wards, during the first two weeks of April 2008. There were four weeknight workshops and one Saturday morning workshop. Although held in specific Ward locations, the scope of the workshop discussions was Citywide and residents were encouraged to attend the meeting that best fit their schedule regardless of location.

WORKSHOP AGENDA

Each workshop followed the same format. Upon arrival, participants received a questionnaire³ and a nametag and asked to mark where they lived on a map of Auburn. They were invited to have a seat at one of the tables and asked to fill out the questionnaire. The number of tables at the workshops depended on the number of attendees; typically there were about eight people

³ Questionnaire included: name, location, number of years the person had lived in Auburn, age, and reason for moving to Auburn.

per table. One CPUC member was seated at each table to act as the recorder for the group exercise.

The workshops began with introductions. At most meetings, the local Ward Councilor or one of the CPUC co-chairs welcomed everyone to the event. Participant introduced themselves and shared, "What they like about Auburn" providing the committee an idea of what citizens value in Auburn.

A brief synopsis of the comprehensive plan process following the introduction including CPUC work to date, the committee's next steps, and an overview of how the plan informs future City policies and the City Council and Planning Board.

The majority of each workshop was spent in small-groups discussing "Auburn in the Future." Participants envisioned Auburn in 20 years looking at housing, transportation, recreation, jobs/business, public facilities, and natural resources. Each table addressed the six topics one at a time, and a CPUC member recorded comments. The information was relayed back to the larger group after all six had been discussed. Each workshop ended with a summation of the findings and a brief time for comments and discussions.

WORKSHOP FINDINGS

The following two-part summary highlights the major themes that emerged from the workshops.

Part I: Auburn Today

In the introductory exercise, participants were asked to say one or two things they liked about Auburn. The purpose of the exercise was for residents to identify what is special and important to them about the City. These are the characteristics and the places that residents cherish, that should be protected and promoted.

In all five workshops, a similar theme emerged - **participating Auburn residents value the sense of community in their neighborhoods, the local residents, and the City's location.** In particular, they appreciate the balance between rural and urban amenities. They cherish the ability to enjoy the seclusion and quiet of the country while also having easy access to city life. Auburn's location within the region and the state, including its access to the turnpike and proximity to the ocean, mountains, and other regional cities, was also identified.

Workshop participants place high value on their neighborhoods and the sense of community found within them. There is a general feeling of living in a small, safe place where neighbors were friendly and watched out for each other. There is a sense of loyalty to the neighborhoods and the people who live in them and pride in the part of Auburn they call home.

Part II: Auburn in the Future

The major emphasis of The Vision Workshops was to understand how participants would like Auburn to be in the future. In addition to maintaining the values and characteristics identified in the initial discussion, participants were asked to talk about how they envision Auburn will look and feel in 20 years.

The discussion was divided into six major topics: housing, transportation, recreation, jobs/businesses, public facilities, and natural resources. Every table was asked to discuss each topic in turn, with regard to what they would like to see in the community 20 years from now. Together their responses describe a picture of Auburn's future that addresses the current needs of the community as well as the City's continued growth and development.

Housing

The discussion on housing was often divided between goals for the urban areas and goals for the rural areas.

*The housing vision for Auburn's **urban areas** - to promote a sense of community with quality housing options that include mixed-income, multi-unit and single family developments to serve residents of all ages and incomes with infrastructure that enhances neighborhood connectivity.*

The desire for increased density in the urban core included the rehabilitation and preservation of older buildings, increasing the variety of multi-family housing, and allowing for greater infill opportunities. Emphasis was placed on housing options for Auburn residents in all stages of life such as - apartments for students and young professionals, options for families and first-time homebuyers, and housing for seniors. Maintaining affordability was deemed important, as was providing more mid- and high-end housing and apartments. Participants wanted increased use of green building practices that result in more energy efficient and environmentally sustainable homes. They spoke about promoting connectivity to neighborhood shops and services within and among neighborhoods. This connectivity should include sidewalks, trails, public transit, and bike lanes.

*The housing vision for the **rural areas** - to maintain the rural and open-space character by limiting growth while continuing the pattern of large lot development set back from the roadways where appropriate.*

Discussions focused on preserving the character and identity of Auburn's rural areas. This included maintaining larger lot sizes and providing buffering/screening along the major roadways to protect rural vistas. Participants spoke about residential uses in the Agricultural Zone - while some would prefer to leave the zone as it is, others would consider allowing some additional development in the areas.

Transportation

The theme of connectivity continued in the discussion of transportation in Auburn focusing on roads, public transportation, and pedestrian and bicycle access.

The transportation vision – to promote and develop an integrated transportation network focused on public transit, pedestrian, and bicycle access as well as overall road improvements. Also, continued utilization of the airport and railway including the possibilities of adding passenger service.

Workshop participants would like to see more safe and efficient traffic patterns on Auburn's roads. Most acknowledged that the automobile would continue to be a prominent feature of the community's landscape and they wanted better control and guidance for its use - including better maintenance of roadways, addressing safety issues, and assessing traffic flow. A need to promote and accommodate alternative fuel vehicles (including plug-ins for electric cars and alternative fuel stations) was also identified.

Public transportation was discussed and participants focused on restructuring the current bus system and promoting opportunities for passenger rail service. Ideas for Auburn's bus service included - expanding routes, using smaller more energy-efficient buses, and increasing connections to a wider variety of destinations, including service to and from rural and recreational areas. Participants spoke about the value of the existing rail lines and hoped for a resurgence of commuting and long-distance passenger rail travel.

The majority of workshop participants hope to see increased connectivity through sidewalks and bike lanes – providing safe pedestrian and cycling travel throughout Auburn. Pedestrian and bicycle access was the most talked about subject under the topic of transportation. Participants hope for an expansion of sidewalks, bike lanes, and trails linking neighborhoods, the downtown, and recreational areas.

Recreation

As part of the discussion on recreation opportunities, workshop participants were asked to think about two different types of activities: (1) physical recreation (e.g. sports, parks, and trails) and (2) cultural recreation (e.g. arts and theatre). The major theme that emerged was access - providing all Auburn residents with opportunities for various types of recreational activities.

The physical recreation vision - to maintain and enhance access to both open space areas for recreational and recreational facilities such as parks and sports fields.

Increasing the number of parks and other recreational amenities (such as ice rinks, playgrounds, and teen facilities) was a priority for both the rural and urban neighborhoods. Participants wanted to see increased opportunities around Auburn's waterways, in particular access to the Androscoggin and Little Androscoggin Rivers and a trail around Lake Auburn. They proposed

increasing public awareness of existing amenities and a stronger emphasis on maintenance of, and respect for, existing parks and trails.

The cultural recreation vision – to focus on multi-use community space and the promotion of arts and festivals.

Participants focused on the need for community spaces - areas for music, performances, and community gatherings. Other proposed cultural amenities included museums and a large-scale outdoor area for festivals.

Jobs/Business

The jobs/business discussion centered on what types of jobs and businesses Auburn should attract and the amenities the City should supply for these endeavors.

The jobs/business vision - a strong, diverse economy with a focus on high quality, high pay, skilled job opportunities.

Participants emphasized the importance of science, technology, and medical industries, and the development of a niche market for Auburn to build on. They hoped to see new training opportunities within Auburn's educational systems to meet the needs of these new industries. Industrial growth in the future should be located in the expanded industrial park area around the airport. Auburn's downtown should be a vibrant and creative place with a focus on local small-businesses. Some participants also favored the continued expansion of non-retail, non-big box businesses along existing commercial corridors. It was seen as critical that Auburn provide important amenities such as transportation (roads, rail, and parking), utilities, education, and housing opportunities to support the expanding Auburn economy.

Public Facilities

Public facilities include all the services necessary to keep a city running. Vision Workshop attendees focused primarily on the future of public works and school facilities. Local and regional consolidation of services was also a popular topic. Many participants felt that some services could be provided jointly with regional town and cities.

The public facilities vision – to provide quality services as efficiently as possible.

The need to improve road conditions through increased maintenance and the continued development of public sewer and water networks were discussed at most of the workshops.

Another priority at almost every workshop was the development of better, more efficient recycling services.

Workshop participants expressed two perspectives on school services. One set of participants wanted to move forward on the consolidation of school facilities and services, creating larger school campuses and collaborating more with Lewiston for joint educational services. Another group wanted to maintain and enhance neighborhood schools. They see these schools as vital community centers that should be expanded and preserved.

Workshop participants noted the need for future municipal facilities to be green and energy efficient.

Natural Resources

The natural resources vision – to continue to protect Auburn’s rivers and lakes in balance with allowing public access to such resources.

Participants across all workshops hoped that Auburn would continue to protect the water quality in Lake Auburn as well as in Taylor Pond and the Androscoggin and Little Androscoggin Rivers. They hoped to see continued access to these areas for recreational activities such as boating and fishing. With regard to preserving the rural areas participants hoped to continue programs that support agricultural activities on farmlands, the protection of natural features such as wetlands, and the continued preservation of parks and open spaces. They would like to see such efforts balanced with the continued preservation of landowner rights. In town, participants supported the expansion of the city tree program, increased access to urban open space, the development of lot gardens, and the preservation of viewsheds that allow the rural landscape and the rivers to be seen from within the City.

2. TEEN VISION SURVEY

In the spring of 2008, surveys were distributed to all students at the Edward Little and St Dominic High Schools in Auburn.⁴ Students were provided a letter explaining the work of the CPUC and a comments card on which they were asked to voice their opinions, ideas and/or concerns regarding Auburn’s future. The majority of their responses (513 comment cards returned) focused on four areas: high school facilities and services, recreation, transportation, and local economy/environment.

Throughout the youth comment cards one major theme emerged - *Auburn’s Youth are seeking to create community pride. Pride in their school, pride in their neighborhood, pride in their City, pride in their place within the community, and pride in their future as prosperous citizens of Auburn.*

⁴ This work was spearheaded, designed, & distributed to school principals, then recorded by committee member, Sheryl Banden, via coaching received from MYAN (Maine Youth Action Network).

TEEN SURVEY FINDINGS

High School Facilities

Many Auburn residents feel the Edward Little High School (ELHS) in need of updating, including its current student body. The biggest concern raised in the ELHS students' surveys was the need for general improvement in the school facilities. Beyond wanting to see overall improvements to the school structure, students commented on the need for sports facilities, arts opportunities, improved curriculum, and an improved cafeteria with better, healthier, and affordable food options. Seniors ranked job-shadowing opportunities as important and freshman and sophomores saw a need for increased technology courses. Students across all grades wanted to see increased forums for art shows and new sports fields.

Recreational Facilities

Many students see the need for increased recreational opportunities. The majority wanted to see a Teen Center (located in Auburn) that would provide a safe, non-judgmental, supportive environment to gather. This center should focus on a variety of activities including arts, music, and a cafe for teens of all ages to enjoy. In addition, Auburn teens felt there was room for new and improved basketball courts, sports fields, and pool facilities throughout the City along with other opportunities such as improved, expanded, and connected sidewalks, trails, bike lanes, and parks. Specifically students wanted to see a usable skate park and an enhanced open-space park – where they can take the family dog to play Frisbee and enjoy other outdoor activities.

Transportation

Student responses to transportation focused on City bus service. Students expressed their need for increased bus routes to-and-from schools and to-and-from City parks. They also felt it was necessary to maintain affordable bus fees.

Many students are interested in improved road maintenance and repair. They stressed the need for increased sidewalk development promoting safe pedestrian connections throughout the City as well as the need for an expanded network of designated bike lanes and improved connections to City trails.

Local Economy/Environment

The students noted that providing well-paid, skilled jobs was a critical issue that Auburn needs to focus on; they largely cited their parents' struggles with high taxes and costs of living. Student observations stressed the need for higher paying jobs, as well as opportunities for advancement toward these jobs. Survey respondents would like to see an increase in retail development focused on teens such as youth clothing and music stores.

Students stressed the need to initiate practices that promote respect and protection of natural resources. Most agreed that the Androscoggin River offers opportunities for tourist and revenue development.

3. ONLINE VISION SURVEY

The Online Vision Survey provided an opportunity for residents, unable to attend the Vision Workshops, to share their ideas with the committee. Questions included discussion on likes and dislikes about the City and rating current and future services in the community. As of June 11, 2008, fifty responses were collected. It is important to note that the survey is not statistically accurate - it is simply a snapshot of online views and opinions and was not designed to represent the community as a whole.

As with workshop attendees, online responses regarding what they “liked about Auburn” (question 16) focused on **quality of life –Auburn’s neighborhoods, schools, people, and proximity to rural and urban amenities**. They felt that there was “room for improvement” in education, business and job opportunities, in the revitalization of the downtown, and in enhanced recreational and transit opportunities (question 17).

The first series of questions (1-4) asked respondents to share a little about themselves - the majority live in Auburn and 45% moved to the City less than 10 years ago. The reason for the respondents move to Auburn included jobs (28%), quality of life (23%), family (19%), and housing (12%). Nearly 20% have lived in the City all their lives.

Questions 5 and 6 focused on City services. In rating municipal services listed, the respondents felt that the City was doing a “fair” to “good” job. A majority of respondents felt that road maintenance, school programs, and the arts “should be expanded” and that all other programs “must be maintained”. Additional programs of interest (question 7) included expanded recycling services, transportation alternatives, trails/sidewalks, and City cleanup.

In asking how people “feel about Auburn” (questions 8-14), respondents viewed the City as “fair” in terms of entertainment, recreation and as a place to visit; they saw the City as a “good” place to live, work, shop, and raise children. In prioritizing issues facing the City in the next 10 years (question 15), “high priority” was placed on shared services with Lewiston (though there was a split vote on combining City departments), business/industry attraction, lowering taxes, improving school curriculum, environmental quality, and recreational opportunities as well as improving downtown areas.

ONLINE SURVEY FINDINGS

The following is a summation of the findings from the survey. The format shows the questions as they appeared on the survey.

1. Where do you live?

All but 2 of the respondents live in Auburn. Of the two, one lives in Lewiston and works in Auburn, the other currently lives in Bangor.

2. How long have you lived in Auburn?

45% have lived in Auburn less than 10 years; 26% 10-30 years; & 30% over 30 years

3. Why did you move to Auburn?

28% moved to Auburn for a job; 23% for the quality of life (neighborhoods, schools, services); 19% to be closer to family; another 19% grew up in Auburn; 12% bought a home.

4. What is your year of birth?

23% were born before 1960; 34% between 1960 and 1969; 40% between 1970 and 1979
The average age of respondents was 43.

5. Think about City services. How would you rate the following services?

| | Poor | Fair | Good | Excellent |
|----------------------------------|----------------------------------|----------------------------------|----------------------------------|-----------------------|
| Trash Collection | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Snow Removal | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Road Maintenance | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Street Cleaning | <input type="radio"/> | <input checked="" type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Traffic Circulation | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| City Planning | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Zoning | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Schools | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| City Bus Service | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Sidewalks | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Recreation Programs | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Police Protection | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Fire Protection | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Water Supply | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Sewage Disposal | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Management of Government | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Library | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Tax Assessment | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Tax Rate | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Welfare | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Airport | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Housing Inspection | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Housing Authority | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Health Inspections | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Street Lighting | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Voter Registration | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Maintaining Agricultural Areas | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Supporting L/A Arts | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Park Development and Maintenance | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |

Split evenly

6. Please rate the importance of each of the services. You will have an opportunity to rate the importance of services that were not included on this list in the next question.

| | Should not be provided | Minor importance | Must be continued | Should be expanded |
|----------------------------------|------------------------|-----------------------|----------------------------------|----------------------------------|
| Trash Collection | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Snow Removal | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Road Maintenance | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> |
| Street Cleaning | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Traffic Circulation | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| City Planning | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Zoning/Land Use | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Schools | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> |
| City Bus Service | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Sidewalks | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> |
| Recreation Programs | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Police Protection | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Fire Protection | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Water Supply | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Sewage Disposal | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Management of Government | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Library | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Tax Assessment | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Tax Rate | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Welfare | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Airport | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Housing Inspection | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Housing Authority | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Health Inspections | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Street Lighting | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Voter Registration | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Maintaining Agricultural Areas | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Supporting L/A Arts | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Park Development and Maintenance | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Increase presence of the arts | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> |

7. Please list any other services that were missed in the above question and rate the importance of that service using the same scale.

| | | |
|--|--------------------------------------|---|
| Expand Recycling Programs | Enhance walking/biking opportunities | Proactive City Clean up - (removal of derelict bldgs) |
| Expand focus on Environmental Concerns | Fair Tax Assessment/Tax Rates | Better Access to the River |
| Develop transportation alternative | Maintain School Programs | |

8. Please rate how you feel about Auburn.

| | | | | |
|---------------------|-----------------------|-----------------------|----------------------------------|-----------------------|
| | Poor | Fair | Good | Excellent |
| As a place to live. | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |

9. Please rate how you feel about Auburn.

| | | | | |
|---------------------|-----------------------|-----------------------|----------------------------------|-----------------------|
| | Poor | Fair | Good | Excellent |
| As a place to work. | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |

10. Please rate how you feel about Auburn.

| | | | | |
|-------------------------------|-----------------------|----------------------------------|-----------------------|-----------------------|
| | Poor | Fair | Good | Excellent |
| As a place for entertainment. | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> |

11. Please rate how you feel about Auburn.

| | | | | |
|---------------------|-----------------------|-----------------------|----------------------------------|-----------------------|
| | Poor | Fair | Good | Excellent |
| As a place to shop. | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |

12. Please rate how you feel about Auburn.

| | | | | |
|----------------------------|-----------------------|----------------------------------|-----------------------|-----------------------|
| | Poor | Fair | Good | Excellent |
| As a place for recreation. | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> |

13. Please rate how you feel about Auburn.

| | | | | |
|----------------------|-----------------------|----------------------------------|-----------------------|-----------------------|
| | Poor | Fair | Good | Excellent |
| As a place to visit. | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> |

14. Please rate how you feel about Auburn.

| | | | | |
|-------------------------------|-----------------------|-----------------------|----------------------------------|-----------------------|
| | Poor | Fair | Good | Excellent |
| As a place to raise children. | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |

15. There are many issues facing the City of Auburn in the next ten to twenty years. Please rate the importance of each.

| | Should Not Be Done | Low Priority | Medium Priority | High Priority |
|---|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| Share services with Lewiston | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> |
| Combine city departments with Lewiston | <input checked="" type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| ← Split evenly → | | | | |
| Attract new stores | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> |
| Attract major offices | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> |
| Attract industries | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> |
| Lower the property tax burden | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> |
| Provide ambulance transport services publicly | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Provide housing for the elderly | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Provide family housing | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Upgrade existing housing | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Provide home weatherization program | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> |
| Separate storm and domestic sewers where they run together | <input type="radio"/> | <input checked="" type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| ← Split evenly → | | | | |
| Extend sewer and water lines/services | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Upgrade streets in older parts of the City | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Improve New Auburn | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> |
| Improve Danville | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Build roads connecting thru-ways and industrial areas | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Widen and/or improve roads in rural parts of the City | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Continue improvements in downtown | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input checked="" type="radio"/> |
| ← Split evenly → | | | | |
| Continue improvements in uptown | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Improve school curriculum | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> |
| Improve Community Little Theater facilities | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Improve Great Falls School as a performing arts center | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| Improve recreational opportunities along the Androscoggin River and Little Andy | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> |
| Improve recreational opportunities at Lake Auburn | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> |
| Improve recreational opportunities at Taylor Pond | <input type="radio"/> | <input checked="" type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |
| ← Split evenly → | | | | |
| Build a swimming pool near downtown | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

| | | | | |
|--|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| Environmental quality | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> |
| Build industrial buildings to sell to industries | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Upgrade bus service | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Improve the Airport | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Expand parking facilities | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Build/improve multi-use trails | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> |
| Modify public disclosure policies | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> |

16. What do you like about Auburn?

Quality of Life - availability of rural and urban amenities, the quality neighborhoods, schools, services, and people. Proximity to recreational and urban centers throughout Maine

17. What do you think could be improved?

Lower property taxes, fairly allocate government services, and review development regulations.
 Improve education system and deal with derelict school buildings.
 Improve road conditions and improve alternative transportation
 Improve downtown - remove derelict buildings, highlight architecture, revitalize core business and neighborhoods
 Expand professional job opportunities, promote business growth
 Expand recycling program and focus on green enhancements

18. Think ahead 20 years. What can be done to make Auburn a great place? Please consider some or all of the following themes: Economy, transportation, housing, public facilities, recreation and natural resources.

Educational excellence and technical industry/professional job growth were seen as some of the most important aspects needed to create a great future for Auburn. Respondents felt that Auburn had a good base and should highlight and build upon its unique character including the small-town feel, rural/recreational opportunities, festivals, and downtown. They saw that all these areas were in need of growth including preservation of open space, trail/sidewalk development, and revitalization of the downtown. In addition, expanded transit networks, road development, and fair and balanced government (services, taxes, regulations) were also seen as key components of a greater Auburn.

19. Some times great things are right in front of us. Are there places or assets in Auburn that you think are undervalued? Would it benefit the community if they were more widely known? Please share.

In general, respondents saw a great potential in trails, parks, and recreational opportunities that are currently underutilized. Individuals also highlighted schools, the performing arts center, and Ingersoll Arena as being gems that are undervalued. The downtown was seen by some as an undervalued asset with lots of potential for growth and development.