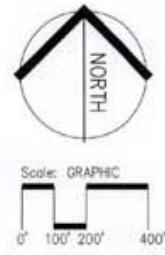


5. The Master Plan



The summation of the work of the MPC over its twelve months of deliberations is the Augusta State Facilities Master Plan. A synthesis of the positive attributes of the five concept plans that came before it, the Master Plan represents a considerably simplified and focused plan when compared to some of the initial efforts. This is as it should be, as the MPC acquired knowledge and confidence as it deliberated over several weeks and assimilated a wealth of information. The committee never lost sight of the initial thirteen goals of the process, and in the end was satisfied that the Master Plan represented the culmination of the process. The following paragraphs describe the major elements of the plan.

The plan recognizes that the State currently owns sufficient land and building resources to make the further acquisition of property unnecessary in the foreseeable future. It also recognizes that the need for leased space will be lessened but not eliminated. While one goal of the plan is to make the highest and best use of East and West Campus resources, it also seeks to play an important role in the revitalization of Downtown Augusta by recommending that 300 State employees be located in leased space on Water Street.



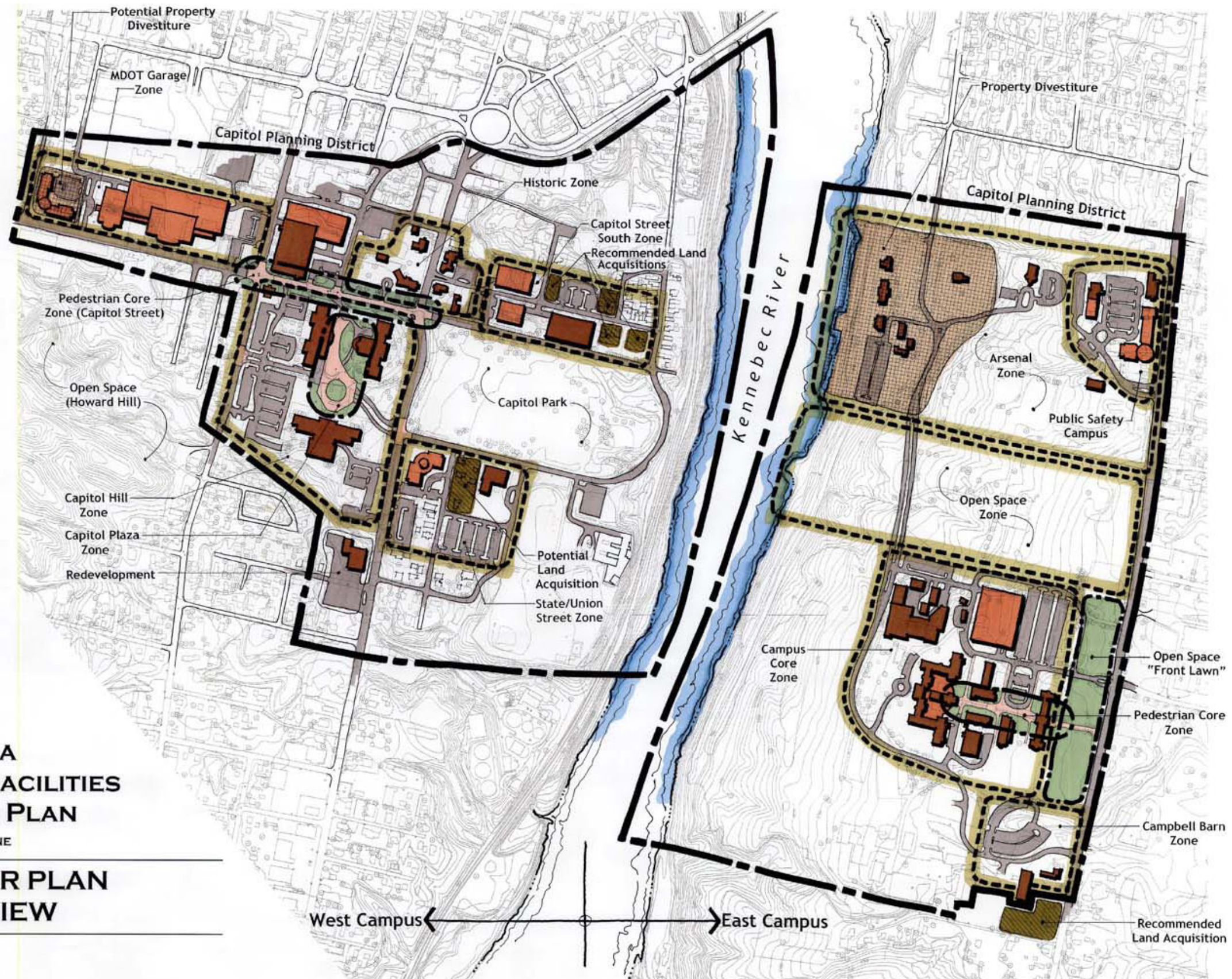
ARCHITECTURE
ENGINEERING
PLANNING

AUGUSTA STATE FACILITIES MASTER PLAN

AUGUSTA, MAINE

MASTER PLAN OVERVIEW

MARCH 2001



Further strengthening of Augusta's downtown fabric is recommended through the identification of a future new building site near the present MDOT Building on Capital Street, thus bringing a substantial number of State employees from outlying locations to within walking distance of downtown. Also suggested is site development to include a pedestrian/bicycle trail to connect the Capitol Complex with the Downtown. This action is intended to provide a new link between these areas and also spur private sector development in the area between Downtown and the State House that is dominated by the traffic circle and is currently underutilized.

Neighborhood Impact



The lower Sewall Street neighborhood overlooks the Capitol Complex.

The committee was very aware of the fact that Augusta is a city of neighborhoods, and sought to produce a Master Plan that would have a positive impact on Augusta as a place to live, as well as to work. Several of these neighborhoods, such as Sand Hill and the East Side, are widely recognized as cohesive, dynamic residential districts. Others are not as easily defined, but are nonetheless entitled to consideration as the State plans for the future.

The plans for both campuses will have impacts on the close-in neighborhoods, such as the East Side, Gage Street, Cumberland Street and Lower Sewall Street neighborhoods, as traffic patterns change due to shifting agency locations. Others, such as the Columbia Street and Gage Street areas, may be affected by real estate transactions as the State acquires residential properties as they come on the market in areas designated in the plan for development.

The committee felt it was imperative that close-in residential neighborhoods, such as Winthrop Street, Lower Sewall Street, the East Side and parts of Gage Street and Columbia Street be protected to fulfill the goal of both the State Master Plan and the Capitol Riverfront Improvement District of providing attractive and convenient housing for State employees within walking distance of their places of employment, the downtown, and the river. Such efforts might involve the construction of new, infill housing along South State Street (considered part of the Lower Sewall Neighborhood for this discussion) and/or in the nicely

wooded and hilly Gage Street neighborhood north of Child Street.

The only properties pinpointed for potential state acquisition by the Master Plan are on Columbia Street at the corner of Union Street, and in the Child Street/Valley Street/Center Street portion of the Gage Street area, near the existing Department of Transportation office building. All other neighborhoods would be unaffected by State real estate needs.

The Master Plan calls for streetscape improvements in many close-in neighborhoods, including constructing sidewalks, installation of pedestrian-scaled street lighting and traffic-calming measures; and removal of inappropriate State facilities such as the BGS Fleet Garage on Columbia Street.



Scale: 1"=100'
0' 50' 100' 200'



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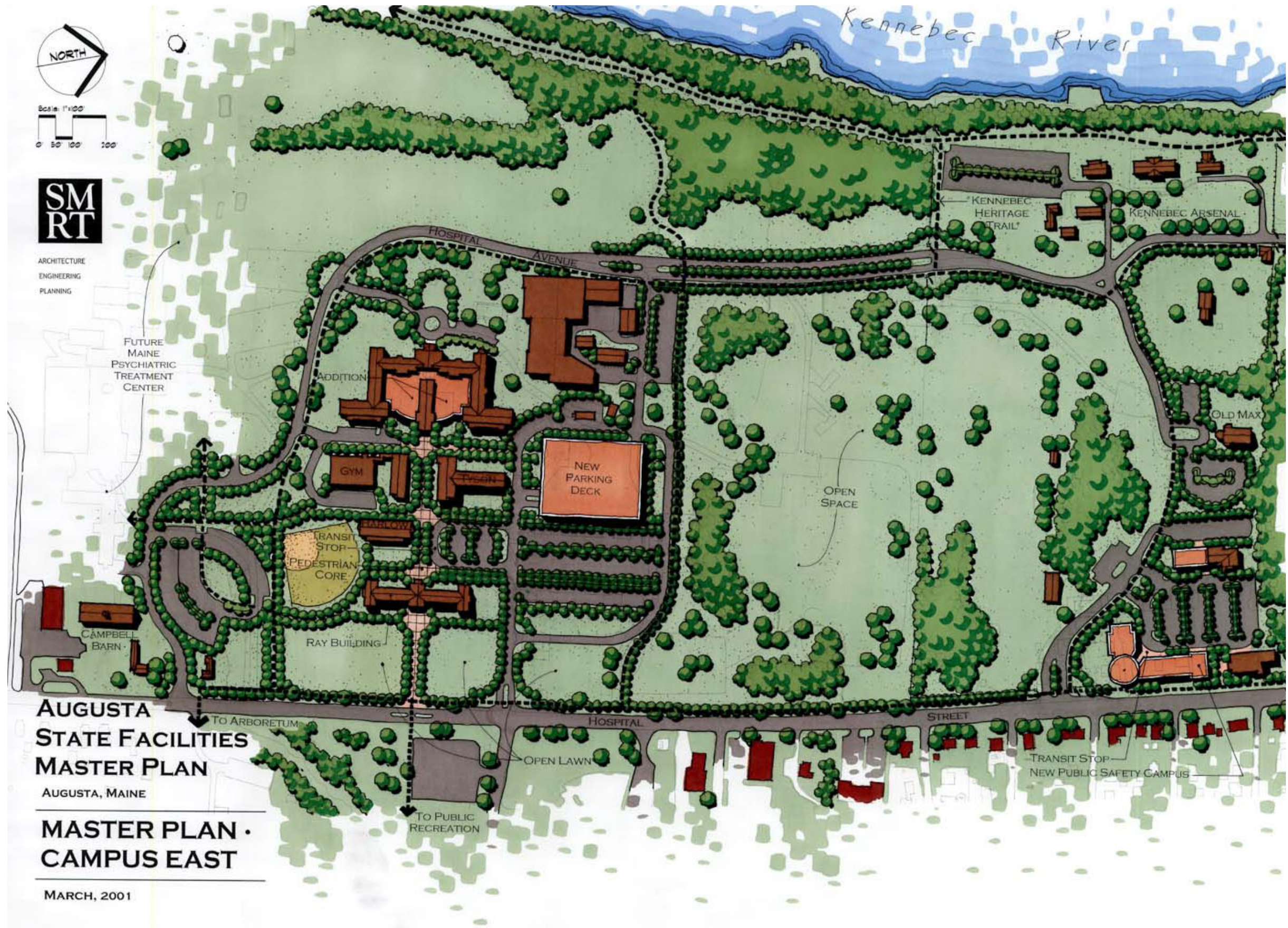
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AUGUSTA STATE FACILITIES MASTER PLAN

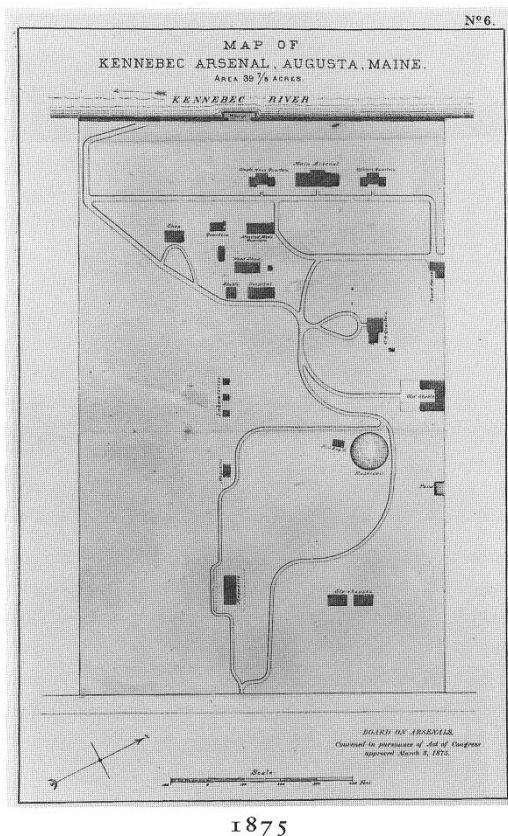
AUGUSTA, MAINE

MASTER PLAN • CAMPUS EAST

MARCH, 2001



A major component of the plan is to preserve and make better use of the historic AMHI buildings.



A map of Kennebec Arsenal from 1875.

***Roadway and pedestrian improvements
...and well-designed surface and
structured parking will support use of
the campus. Green space will be
planned and enhanced...***

A. East Campus

A major component of the plan is to preserve and make better use of the historic AMHI buildings. To accomplish this results in the fulfillment of plan goals, including the consolidation of State agencies that are now scattered throughout greater Augusta, and the distribution of State employees on East and West Campuses to best advantage of the State and the City. Program information will help to identify an “anchor tenant” of the East Campus, helping to support amenities that will be of great benefit to them and to other smaller agencies also to be located on the campus. The new Psychiatric Treatment Center, the re-use of the Campbell Barn, and the possible recycling of some former AMHI buildings for use as private-sector support (retail, restaurant, services, etc.) would all contribute to making the East Campus a lively, safe, appropriate and historically-significant office campus for State government.

The plan also recommends other actions that affect the East Campus. Roadway and pedestrian improvements along Hospital Street, Hospital Avenue and Arsenal Street (with improved lighting) and well-designed surface and structured parking will support use of the campus. New green space elements will preserve and enhance open space occupying the area between the Arsenal and the AMHI core buildings. In the long-term future, implementation of parking and open space improvements will necessitate the removal of several non-historic buildings currently standing on the East Campus, including the Nurses’ Residence, the Marquardt Building, the Greenlaw Building, and the Deering Building. Removal of these buildings reflects their current condition, architectural and historical significance, surplus space (within the overall context of the Master Plan), and drain on State resources. By concentrating the State’s efforts and employees in the core historic buildings, the employee count on the East Campus remains close to what it is today (the plan calls for 1,730 employees to be located on the east side, and 3,550 on the west side, as opposed to 1,410 and 3,680, respectively, today). Thus the impact of the plan on the East Side transportation infrastructure will be minimal.

The final major element of the East Campus plan is the creation of a new Public Safety Campus, which will provide for the consolidation of the Department of Public

Safety, currently spread between several locations in Augusta and Gardiner. The existing obsolete headquarters building and garage will be demolished and replaced by a new office building of sufficient size to house the entire department. The Crime Lab and Medical Examiner's Building will remain as part of the campus.

Land Use and Acquisitions

Proposed land use for the East Campus can be viewed as having four major zones from north to south. (*Refer to The Master Plan – Campus East*)

- The Arsenal / Public Safety Zone
- The Open Space Zone
- The Campus Core Zone
- The Campbell Barn Zone

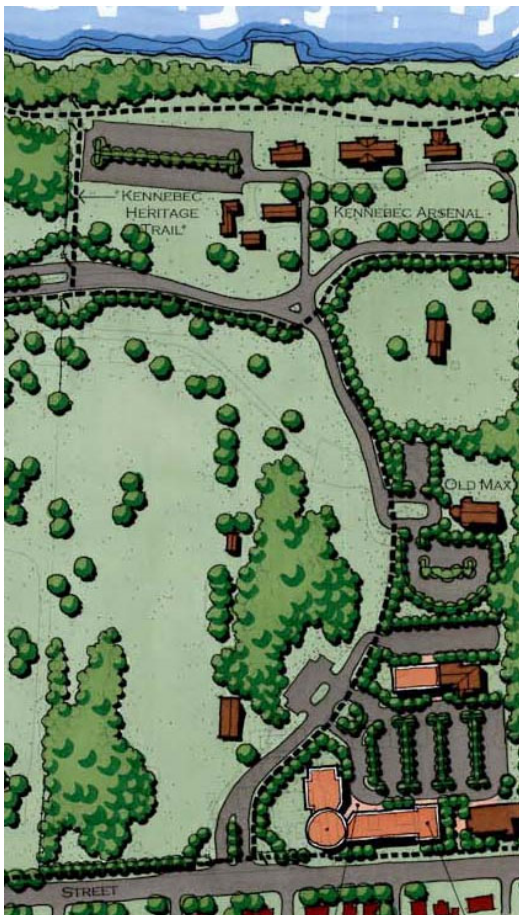
Though linked by circulation, and sharing a common boundary, each of these areas has specific and individual functions within the entire campus plan. These functions, and the ways in which the zones interact, are described below.

1. The Arsenal / Public Safety Zone:

Though an integral part of the campus plan, this area has direct relationships to the adjoining business and residential areas immediately to the north. (*Refer to Public Safety Concept Site Plan*)

The Arsenal, a significant historic resource for Augusta, will soon be turned over from State ownership to City ownership. The site has great potential for historically sensitive redevelopment through public/private partnerships. Its proximity to the hospital district to the north, and neighboring state development make it an ideal location for support retail and commercial services. Coupled with the many possibilities for interpretive exhibits and displays, the Arsenal has the potential to be developed into a local resource serving the surrounding business and residential neighborhoods, and a destination for the heritage tourism visitor from in and out of state.

The Public Safety “mini-campus” exists in part today, with the cluster of buildings including the State Police Garage, the Medical Examiner's Office, the Public Safety Building, and the Crime Laboratory. Consolidation of state employees in Public Safety-related functions, will necessitate the construction of approximately 55,000 square



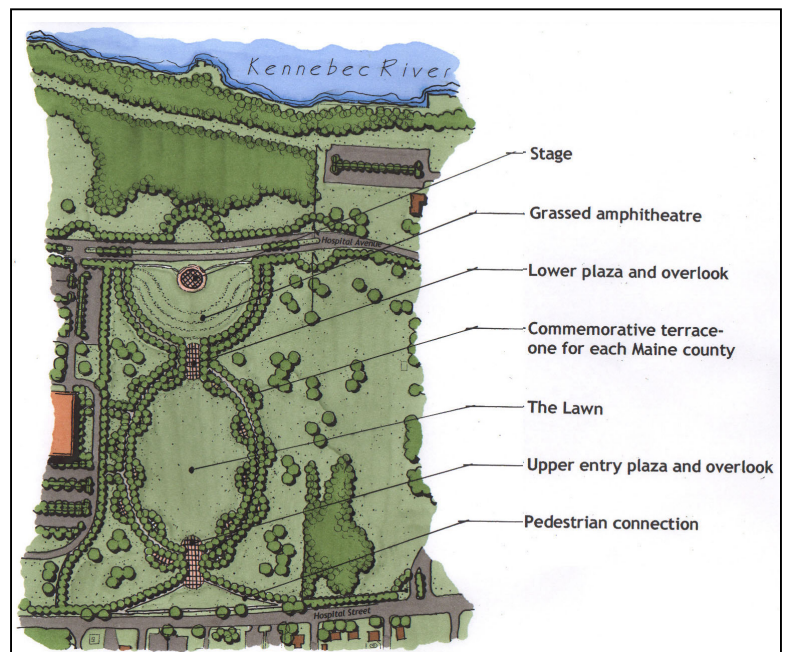
East Campus Master Plan detail.

feet of new space (this includes replacement of the existing, obsolete, Public Safety Building). Aging and outdated buildings will be replaced with newer, more efficient space. The State Police Garage function will be relocated to a new State Vehicle Maintenance Facility off-site. The new buildings will be placed with building fronts close to Hospital Street, with parking behind. In this way, the building design and placement will relate to the surrounding buildings and neighborhoods, forming a more pedestrian friendly streetscape, as opposed to the harsher, more retail-oriented arrangement of out-front parking, then building. A new entry drive serving the development is proposed. The drive location is reminiscent of the former main entry drive to the Arsenal and closely parallels the original alignment.

The Public Safety Campus as envisioned will feature a substantial landscape buffer zone to the north to shield the adjacent neighborhood from light, noise, and visual impacts generated by the new development.

2. The Open Space Zone:

Forming the open “heart” of the Campus, and located directly opposite Capitol Park on the West Campus, this area is proposed to remain as green space, with modern intrusions removed.



East Campus Open Space Alternative: State of Maine Park.

Historically, the area was given over to pastures and fields, while in more recent times, a scattering of buildings and parking have intruded into the space. In the not-so-distant past, the area was suggested as the location for a signature State building, recognizing the importance and significance of the site in relation to the Capitol environs spanning both sides of the Kennebec River.

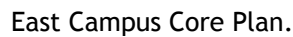
Ultimately, this master plan proposes to honor the importance of the site, by removing the existing structures and parking, and in their place, creating a significant public space. One concept for this space generated by the MPC is a “State of Maine Park” and amphitheater, as shown on the vignette plan at right. Whatever final form the space takes, it will tie together the northern and southern portions of the campus, and provide a public conduit from the neighborhoods to the east to the river recreational system. Aside from being a means of pedestrian access, the open space could have a separate and independent function - that of a large civic gathering place for fireworks displays, outdoor concerts, etc. This would occur in a setting that reflects and respects the history and connection of the site to the city within which it lies, and to the significant institutions that flank it.

The space would be a valuable resource for campus workers on break, or for neighborhood residents. Campus visitors could pause for a moment to enjoy the unique setting and history embodied in a special park devoted to the State and its people. The naturally occurring slopes of the site are conducive to the development of open-air seating. With the Capitol as a backdrop, and the river valley as a foreground, the space is ready-made for public performance.

Whereas historically the campus has been segregated for use by purely government related functions, the opportunity exists to provide benefits for the citizens of Augusta as well.

3. The Campus Core Zone:

Drawing back to, and building upon the historic roots of the AMHI campus, this area is where the largest concentration of State employees on the East Campus will be located.



New parking facilities are proposed immediately north of the core. This will consist of structured and surface parking. The plan shows a balance between the two types that will minimize overall site impact and provide the requisite number of spaces in the most economical manner.

Pedestrian and vehicular circulation will be improved throughout the core, linking the campus with the Pine Tree State Arboretum, city athletic fields, and surrounding neighborhoods. In addition, the main campus interior access linking Hospital Street and Arsenal Street – Hospital Avenue – will be improved through the addition of sidewalks, crosswalks, tree lawns, pedestrian-scaled and historically-appropriate lighting, and traffic-calming elements. Work to be included will be realignment and separation into a parkway configuration at the south end, and separation at key points up to the Arsenal. Dangerous road conditions will be eliminated, and the traffic calming benefits from separation at intersections will be realized.

The broad lawns fronting Hospital Street will be maintained, and existing parking removed. Contributing to the classical campus image, these important open spaces will tie into the Open Space Zone. Similarly, the land below the core leading down to the river edge and connecting with the Arsenal, will be preserved as open space, facilitating its use for public recreation. The area is used as, and is slated to become part of, a wider pedestrian “greenway”, linking the downtown with points up and down the river.

4. The Campbell Barn Zone:

The Campbell Barn Zone extends from Hospital Street to the river, and is located between Hospital Avenue and the southern campus boundary.

Current planning efforts for relocation of the Psychiatric Treatment Center have identified the land immediately west of the barn as the recommended site. This meshes well with the overall campus plan in which the various ancillary and storage functions housed in the buildings in the area would be relocated to accommodate “future development”.

The Campbell Barn itself has great potential for renovation and adaptive re-use as a campus conference and training center, for use by East Campus agencies, the Psychiatric Treatment Center, other State agencies, and Augusta area businesses and organizations.



Campbell Barn and adjacent parking areas.

Building Renovation and Construction***1. Administration Building***

Location: AMHI Central Campus
Inventory number: AUG061
Gross area/expansion, if any: 26,550 sf
Proposed occupant/use: state office, meeting and exhibit space

The Administration Building, part of the original Insane Asylum/Stone Building Complex, should be considered a prime candidate for preservation and re-use. Expansion of this building itself is unlikely, though it is connected to the remainder of the Stone Complex, containing several hundred thousand square feet of space. It contains some remarkable interior elements that are worth preserving in their own right but that can contribute to a useful and functional State office building. A preservation plan for the building should include the removal of the rather unfortunately-designed 1892 porte cochere and the restoration of the main entrance. The rehabilitation of the Administration Building, along with the rest of the Stone Complex, should be guided by preservation/design standards to assure the highest quality of restoration/rehabilitation.

2. Campbell Barn

Location: AMHI Campus/Hospital Street
Inventory number: AUG030
Gross area/expansion, if any: 22,500 sf/5,000 sf
Proposed occupant/use: state conference center

This magnificent farm barn, now used for surplus property storage, occupies a key site at the south entrance to the AMHI campus. BGS commissioned a study of the building for conversion to use as a conference/special events center. Expansion is possible, primarily to the west. Rehabilitation for conferencing or other potential uses should be pursued due to the visual and historical importance of this structure.

3. Carpentry Shop

Location: AMHI Central Campus
Inventory number: AUG080
Gross area/expansion, if any: 9,600 sf
Proposed occupant/use: state maintenance shop,
office & support space

Built in 1907 and part of the engineering building group at AMHI, the Carpentry Shop would likewise make a good candidate for adaptive re-use if it is not needed for its existing function or a similar maintenance/support role. Its historic appearance and symmetrical plan would make expansion unlikely.

4. Central Building

Location: AMHI Central Campus
Inventory number: AUG062
Gross area/expansion, if any: 69,000 sf
Proposed occupant/use: state office, meeting &
support space

The Central Building, when it was completed, was a whimsical structure stylistically when compared to the somber grey granite structures of the Stone Complex. Much of its original exterior has been covered by additions beginning in 1887, but there is enough evidence remaining to permit a restoration of the lower walls of the building. A rehabilitation of its extant significant interior spaces, namely the library and the theater/chapel, both facilities that would be very useful in a modern office campus setting, is also recommended. It is physically, integrally connected to the Administration Building, and tied to other Central Campus buildings via enclosed overhead corridors and underground tunnels. The Central Building should be restored to its original appearance and configuration and incorporated into the preservation and reuse of the Stone Complex. This would require the removal of the modern brick additions but this space could be replaced by enclosing the open space between the original Central Building and its immediate neighbors, the Administration Building, Stone North and Stone South (see below).

5. Central Warehouse

Location: AMHI Campus
Inventory number: AUG022
Gross area/expansion, if any: 15,000 sf
Proposed occupant/use: removal

This structure will be demolished to make way for the new PTC.

6. CETA Building (former AMHI Nurses' Quarters)

Location: AMHI Campus
Inventory number: AUG 017
Gross area/expansion, if any: 20,646 sf
Proposed occupant/use: state offices (removal, long term)

The CETA Building offers an opportunity for renovation and expansion. It is a historic building in good condition with substantial open space around it, fine views to the Capitol complex and adjacent to major campus circulation routes. It is, however, not one of the more significant buildings on the campus, and its floor plan precludes most potential state uses without substantial renovation. Its site may be more valuable as open space for the State of Maine Park or other "green" use.

7. Coburn Park Toilet

Location: Kennebec Arsenal/AMHI Campus
Inventory number: AUG048
Gross area/expansion, if any: unknown
Proposed occupant/use: replaced

This small public toilet building is in poor condition and has been abandoned. It is of no historic significance, and should be removed within the overall campus development plan. New public restrooms will need to be provided as part of the East Campus open space/landscape development.

8. Deering Building

Location: AMHI Campus
Inventory number: AUG015
Gross area/expansion, if any: 43,923 sf
Proposed occupant/use: state offices (removed, long-term)

One of the larger AMHI buildings, the Deering Building offers opportunities for renovation and more efficient use, but no expansion options. It offers a strategic location on Hospital Street with good access to the street, parking, and the rest of the AMHI campus. In longer-term scenarios, it is recommended that the Deering Building be removed in favor of parking and open space in keeping with the plan to concentrate State resources on the Central Campus and on the East Campus open space adjacent to the north.

9. DEP Response Building

Location: AMHI Campus
Inventory number: AUG018
Gross area/expansion, if any: 6,897 sf
Proposed occupant/use: removal

The DEP Response Building will be removed as part of the construction of the new Psychiatric Treatment Center.

10. DEP Storage Building

Location: AMHI Campus
Inventory number: AUG020
Gross area/expansion, if any: 5,000 sf
Proposed occupant/use: removal

This building will be dismantled and removed, possibly to another site, as part of the new hospital project.

11. Doctor's Houses

Location: Hospital Street, AMHI Campus
Inventory numbers: AUG051, 052, 053, 054, 055
Gross areas: unknown
Proposed occupant/use: removal

These modern houses should be removed, and the sites incorporated in the East Campus open space redevelopment plan.

12. Engineering Building

Location: AMHI Central Campus
Inventory number: AUG077
Gross area/expansion, if any: 22,107 sf
Proposed occupant/use: state office, service & support space

The building group formerly known as the “Engine Room” includes office space for the facilities group, storage, and the magnificent, historically- and architecturally-significant boiler room and welding shop. It is likely that the central heating plant will remain to serve East campus buildings, unless a change in the nature of heat provision is determined. In the event that the utilitarian areas of the Engineering Building complex become available for re-use (should engineering studies determine that buildings should have their own HVAC plants), the boiler room/shop structures would be unique candidates for creative re-use - perhaps a restaurant, museum, art gallery or performance space. The engineering offices can remain in office use.

13. Farm House

Location:	Hospital Street, AMHI Campus
Inventory number:	AUG073
Gross area/expansion, if any:	2600 sf/5,000 sf
Proposed occupant/use:	state offices and/or residence

This red brick cape-style farmhouse, located on Hospital Street near the Campbell Barn, should be retained as a reminder of the former importance of agriculture to AMHI, and used as office space for a small agency or working group. It could also be used as support space for functions housed in the recycled Campbell Barn, or for a use related to the new Psychiatric Treatment Center. It could be expanded with a “back house, barn” addition.

14. Greenhouse

Location:	AMHI Central Campus
Inventory number:	AUG081
Gross area/expansion, if any:	2,000 sf
Proposed occupant/use:	state support, service space

The greenhouse is in poor condition and should be demolished. Its attached brick and granite service building could easily be recycled for retail or food service uses, as a small retail or service shop, or a small office space.

15. Greenlaw Building

Location: AMHI Campus
Inventory number: AUG037
Gross area/expansion, if any: 49,780 sf
Proposed occupant/use: state offices (removal long-term)

Greenlaw is a modern building within the historic context of the central building grouping of the AMHI campus. It is a relatively non-descript building that does not relate to the older buildings. It has expansion potential due to the possibility of extending its north elevation to the north, finishing the truncated “y”-shaped plan. It is well-located adjacent to pedestrian and vehicular circulation routes as well as existing and potential parking areas. Due to its current need for extensive renovation, and the need to determine the highest and best use of the State’s renovation funds, it is recommended that no further renovation funds be channeled to the Greenlaw Building. The building should eventually be removed to allow space for parking that will be required once the buildings of the Central Campus historic group have been restored.

16. Harlow Building

Location: AMHI Campus
Inventory number: AUG012
Gross area/expansion, if any: 32,926 sf
Proposed occupant/use: state offices

The Harlow Building represents a good prospect for a rehabilitation for office use similar to that undertaken at the neighboring Female Pavilion/Tyson Wing. It is in basically good condition but has several significant problems, such as egress/ADA issues, air quality issues, and building envelope deficiencies that need attention.

17. Laundry

Location: AMHI Central Campus
Inventory number: AUG076
Gross area/expansion, if any: 9,746 sf
Proposed occupant/use: state office, service & support space

The former AMHI Laundry will soon be renovated for use as a training office, and laboratory space for the Department of Environmental Protection.

18. Marquardt Building

Location: Hospital Street, AMHI
Campus
Inventory number: AUG031
Gross area/expansion, if any: 60,149 sf
Proposed occupant/use: state offices (removal, long-term)

Marquardt has recently undergone renovation to continue in use as office space for State agencies, and may also contain services for campus workers. Its central location on campus makes it a good candidate for such uses. Expansion is not recommended due to the proximity of other, more architecturally- and historically-significant buildings. Over the long term, it is recommended that this building be removed in favor of open space and parking to support the restoration and re-use of the Central Campus historic buildings, and the development of the East Campus open space.

19. Machine Storage Building

Location: AMHI Campus
Inventory number: AUG075
Gross area/expansion, if any: unknown
Proposed occupant/use: removal

This concrete block utilitarian structure will be removed as part of the PTC project.

20. Medical Examiner's Building/Morgue

Location: 34A Hospital Street
Inventory number: AUG091
Gross area/expansion, if any: 8,157 sf
Proposed occupant/use: Attorney General/State
Medical Examiner's Office
and State Morgue

The Medical Examiner's Building is a recently constructed building. This building should remain as part of the recommended Department of Public Safety Campus.

21. Norton House

Location: Hospital Street, AMHI
Campus
Inventory number: AUG074
Gross area/expansion, if any: 1400 sf
Proposed occupant/use: removal

This wood farm house is to be removed to make way for the new entrance road serving the new Psychiatric Treatment Center.

22. Old Max

Location: Arsenal Street (Kennebec
Arsenal property)
inventory number: AUG002
Gross area/expansion, if any: 16,929 sf/12,000 sf
Proposed occupant/use: offices, hotel

There exists the opportunity to nearly double the size of the building by constructing a new wing to the north to duplicate the existing south wing, as was the original design intent. The building is nicely sited above the Arsenal complex, with potential for parking. The existing building needs some HVAC, electrical, plumbing and telecommunications updating. Parking and access will be issues if building is expanded. The potential expansion area is approximately 12,000 gross sf.

23. Paint Shop

Location: AMHI Central Campus
Inventory number: AUG079
Gross area/expansion, if any: 2,400 sf
Proposed occupant/use: state maintenance shop,
office & support space

This 1897 brick building, part of the AMHI engineering complex, could be easily recycled for office, support/service, retail, restaurant, or other uses. There is no room for expansion.

24. Public Safety Building

Location: 36A Hospital Street
Inventory number: AUG082
Gross area/expansion, if any: 20,160 sf
Proposed occupant/use: removal & replacement with
new office building for Dept.
of Public Safety

The 1940's brick Public Safety Building, with a 1960's addition, is too small to house the entire DPS program. It requires significant renovation to continue in office use, and would need to be expanded if Public Safety is to have appropriate space. In lieu of expansion, another, smaller, agency could be housed here if a larger space can be found for DPS. The building has no historical value, so it could be removed, along with other nearby buildings, and replaced with a larger structure that could benefit from this prime location. Consideration must be given to the two modern, well-designed related buildings on the same site, the Medical Examiner's Building and the Crime Lab. The proximity of these buildings suggests removing the present Public Safety Building and constructing new space for Public Safety to create a campus environment on the present site. To do so would necessitate the removal of several outbuildings now on the site. The incorporation of the Arsenal powder magazines into a Public Safety Campus Plan should be explored.

25. Ray Building

Location: AMHI Campus
Inventory number: AUG019
Gross area/expansion, if any: 61,793 sf
Proposed occupant/use: state offices

The Ray Building is in need of renovation, but it is a large, key building on AMHI Campus and presents the image of the campus to passersby on Hospital Street. A sensitive renovation could result in a sound and functional state office building. Expansion not recommended.

26. Sleeper Gymnasium

Location: AMHI Campus
Inventory number: AUG046
Gross area/expansion, if any: 11,725 sf
Proposed occupant/use: amenities for East Campus
employees

This modern gymnasium could serve as a significant amenity as the Central Campus building group is converted to office space. It has expansion potential. Consideration might also be given to renovating the exterior of this structure to allow it to blend more easily with the historic central building group.

27. State Crime Lab

Location: 34 Hospital Street
Inventory number: AUG090
Gross area/expansion, if any: 11,100 sf
Proposed occupant/use: Department of Public
Safety/offices and laboratory

The Crime Lab is a relatively new building in excellent condition. It is included in this list only because if a new Public Safety Building large enough to consolidate the department is constructed at another location, a new use would need to be found for it. Because of the specialized nature of the building, finding a compatible use might prove difficult. This is one reason for recommending the development of a DPS campus at this location.

28. State Police Garage

AUG083 Location: 36A Hospital Street (rear)
Inventory number: AUG083
Gross area/expansion, if any: 10,501 sf
Proposed occupant/use: removal and replacement as
part of new central state
vehicle service/ storage
facility

This masonry building occupies an important location on Hospital Street and is part of a cluster of buildings housing the Department of Public Safety. To continue in use, the building should be extensively renovated, and possibly expanded. It is recommended that the existing building be torn down and its footprint incorporated into the Public Safety Campus as described above. The garage function would be relocated to a central State Government Fleet maintenance/storage facility.

29. Stone North

Location: AMHI Central Campus
Inventory number: AUG063
Gross area/expansion, if any: 87,200 sf
Proposed occupant/use: state office, meeting and support space

Stone North should be considered a prime candidate for preservation and re-use as part of an overall conversion plan for the entire Stone Building complex. The open space formed by Stone North, Stone South, the Administration Building and the Central Building could be enclosed with a skylit addition to create new offices and support spaces in a pleasant, light-filled atrium space, defined at its outer boundaries by the magnificent granite and brick walls and impressively-scaled windows of the existing architecture.

30. Stone South

Location: AMHI Central Campus
Inventory number: AUG064
Gross area/expansion, if any: 79,156 sf
Proposed occupant/use: state office, support and meeting space

See discussion of Stone North above.

31. Surplus Property/Root Cellar

Location: AMHI Campus
Inventory number: AUG021
Gross area/expansion, if any: 9,152 sf
Proposed occupant/use: removal

This former barn is to be removed to allow the construction of the new PTC.

32. Tyson Building/Female Pavilion

Location: AMHI Campus
Inventory number: AUG016
Gross area/expansion, if any: 36,384 sf
Proposed occupant/use: state offices

The Female Pavilion and the attached Tyson Wing have been completely rehabilitated as an implemented “case study” to show how AMHI buildings (and similar structures elsewhere) can be successfully adaptively reused.

The two buildings now contain state-of-the-art office space with associated conference rooms and other support spaces. The buildings now house the administrative offices of the Department of Corrections, as well as several agencies temporarily displaced from the State Office Building during the renovation of that structure.

33. Warehouse

Location:	AMHI Central Campus
Inventory number:	AUG078
Gross area/expansion, if any:	32,176 sf
Proposed occupant/use:	state office, service & support space

This modern two-story brick structure of nondescript design and the 1860's coal pockets, a series of massive underground masonry vaults used to store coal for firing the boilers in the adjacent, connected, boiler house. The recent building is utilitarian and unobtrusive, and will be adapted for support, storage, and office space for use by the D.E.P. The coal pockets will be re-used as equipment storage for BGS/PMD campus maintenance equipment.

34. Williams Pavilion

Location:	AMHI Central Campus
Inventory number:	AUG069
Gross area/expansion, if any:	26,632 sf
Proposed occupant/use:	state office, meeting and support space

The Williams Pavilion should undergo sensitive rehabilitation similar to that recently completed at the Female Pavilion/Tyson Wing across the courtyard. Williams can be successfully and economically re-used for office purposes if the building is no longer needed for the treatment of mentally ill patients. Its floor plan and large, light-filled corridors allow for comfortable and flexible contemporary office space. Renovation of the Williams Pavilion should include the removal of the modern Elkins Wing from the east end of the Pavilion, and the repair that will be required of the east end of the Female Pavilion once Elkins is removed. There is no potential for expansion of the building unless the gymnasium to the south is removed, in which case a new extension could be added similar to the Tyson Wing's extension of the Female Pavilion.



An early view of the Kennebec Arsenal Parade Ground. What is now Arsenal street is to the left.

Parking, Traffic and Transportation Recommendations

The focus of the transportation recommendations is to provide improvements that respond flexibly to campus development and changes in the larger transportation network. Large changes in regional and local travel patterns can be expected with construction of the Third Bridge and its connections, rehabilitation or replacement of the Memorial Bridge and changes in related traffic, and completion and implementation of the Capitol Riverfront Improvement District plan.

Transportation improvements on the East Campus respond to the planned strengthened core of the campus. Key recommendations include:

- New, two-phase parking garage to meet the majority of parking demand on the campus to allow further ‘greening’ of the campus;
- Enhanced support for alternative transportation modes through the State’s travel demand management (TDM) program that includes increased support for carpooling/vanpooling; shuttles serving off-site parking and circulating between the East and West campuses and the downtown; commuting to work by bicycling and walking, and connection to potential rail and water transit routes;
- Improved streetscape aesthetics and function for pedestrians along Hospital Street and Hospital Avenue;
- Improved surface parking lots to include dedicated visitor parking, lot paving/stripping, planted islands, screening from streets, better internal and external pedestrian connections and lighting;
- New signage/wayfinding system for those in vehicles and on foot; and,
- Improved crossing of Hospital Street at Piggery Road intersection, likely to need a traffic signal as the Master Plan is implemented.

Parking

Proposed parking at the East Campus is designed to adapt flexibly to current, interim and proposed final uses. The Master Plan envisions a ‘strengthened core’ of State office uses at the campus and the parking plan reflects this direction. A system of structured parking, supplemented by large and small surface parking lots distributed around the Campus, is recommended.

1. Parking Demand

Parking demand is calculated based on the number of potential employees plus the number of service vehicle and visitor parking spaces required for the campus. Planned employment at the campus is 1,210 employees. Requirements for visitor and service vehicle parking were developed through the state agency programming process. Estimated demand for East Campus visitor parking is approximately 50 spaces (SMRT, 10/4/99). The service vehicle parking requirement is documented as approximately 45 vehicles (SMRT, 10/4/99).

For planning purposes, a factor of 0.9 spaces per employees has been adopted. This accounts for employee absences due to vacation, illness and for employees commuting to work by carpool/vanpool, bus, walking and biking (currently at 17% (Augusta TDM and TSM Study, TY Lin, 1995)). This factor should be considered the upper limit for the amount of parking provided. A lower factor is desirable to encourage more alternative commuting, reduce infrastructure costs and reduce the amount of space dedicated to parking. Supporting transportation options need to be provided. As new buildings are built or buildings rehabilitated, this factor should be adjusted to account for changes in commuting habits or can be modified to directly influence commuting habits.

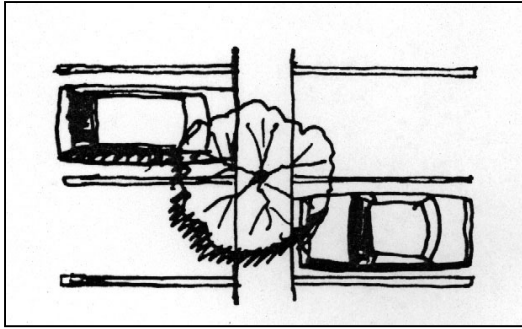
Parking Category	Number	Parking Spaces	Comment
Employee	1,210	1,090	At 0.90 spaces/employee
Visitor		50	
Service Vehicles		45	
Total:		1,185	

Source: SMRT, 1999.

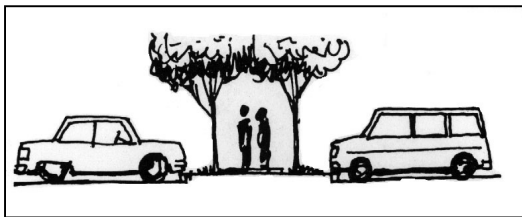
2. Proposed Parking Plan

On the East Campus, the heart of the parking component for the Master Plan is the construction of a 4-level 820 space parking structure to be built on the site of the Greenlaw Building. A structure with this capacity can meet the majority (approximately 70 percent) of the parking demand for the planned campus population of 1210.

The structure is proposed to be constructed in two phases. The first phase is planned adjacent to the Greenlaw Building. The second phase would require the demolition of the Greenlaw Building.



Landscaping improves the "parking environment."



3. Surface Parking

The surface parking plan responds to a campus evolving over time. Proposed changes that will impact the plan include:

- Preliminary plans to locate the Psychiatric Treatment Facility on the south end of the campus which will result in the displacement of existing large surface lots
- Plans for the rehabilitation of the Stone Building that will intensify use of this large building (approximately 700 employees)
- Proposed removal of several buildings in the long term (Greenlaw, Marquardt and Deering Buildings) that will provide space for the parking garage and new, long-term surface parking lots, and
- Establishing a contiguous open space on the north end of the campus between the Stone Building/Tyson Building complex and the Arsenal/Public Safety Complex.

Small lots adjacent to buildings are proposed to provide the bulk of visitor and handicapped parking spaces. Larger surface lots are proposed to provide parking for employees and agency service vehicles. The parking spaces in the larger lots closest to buildings should be reserved for 'preferential parking' for those participating in carpool and vanpool programs.

Surface lots are to be improved to provide:

- Lighting within the lots
- Pedestrian connections within the lots, and
- Pedestrian connections from the lots to campus destinations.

As shown in the Master Plan, a surface lot (approximately 250 spaces) is proposed where the Marquardt and Deering Buildings currently stand. Over the long term, the newly constructed surface lot north of the Marquardt and Deering Buildings should be phased out and removed to re-establish the proposed State of Maine Park.

Alternative Transportation

Enhanced support for and use of alternative modes of transportation can contribute significantly to the reduction in traffic and in parking demand in and around the East and West Campuses. Reduced parking demand will translate into reduced need for parking at the campuses, reduced

land consumption and reduced capital and operating costs for the State.

Efforts to coordinate parking supply, parking management and alternative modes programs should continue to be coordinated by State (Capitol Security, MDOT, GO AUGUSTA) and local (City of Augusta and the Augusta Parking District) entities. A second option would be to create a single entity to manage parking and travel demand management programs.

1. Alternative Modes and Parking Supply Relationship

The amount of parking supplied at the two campuses should directly reflect the existing and planned support for and use of alternative modes by State employees, downtown employees and the public.

2. Carpool and Vanpool

Recommendations for additional support for carpool and vanpool parking include the provision of preferential parking spaces at all State worksites for those in registered GO AUGUSTA carpools and vanpools. Preferential parking consists of reserved/designated parking in advantageous locations.

The City and the State should continue support for GO AUGUSTA (beyond January 2001) with closer coordination of the program with the Augusta Parking District and KV Transit.

3. Walking and Biking

Walking should be encouraged by improving sidewalks, crosswalks and lighting for pedestrians. The State and City resources should be combined to supplement existing track networks and create new recreational and community trails linking the downtown with the East and West Campuses and surrounding neighborhoods. Recommended bicycle improvements include better bikeways and bicycle storage at work, support and recreation sites. The streetscape recommendations identify a set of pedestrian improvements. All roadway improvements should explicitly consider including bicycle facilities. This may include wider curb lanes, bicycle lanes (lanes for the exclusive use of bicyclists) or paved shoulders (as currently provided on Capitol Street west of Sewall Street).

Other facilities such as showers and lockers also provide needed support for commuter bicyclists and walkers. They also support employee wellness programs for those that wish to exercise during lunchtime.

4. Bus Transit and Shuttle

As discussed in the Existing Conditions section, bus service for commuters in the Augusta area ranges from fair to poor. This is due to the service hours, service frequency and, to a much lesser degree, the route structure. The service hours, in general, do not start early enough or end late enough to serve commuters. Service frequency is generally hourly, not frequent enough to encourage commuter use of the service. Routes are structured so that they use the Depot, at the corner of Water and Winthrop Streets downtown, as their hub. This facilitates easy transfers between routes. Several of the routes use long loops which extend the coverage of the system but at the expense of efficiency.

City, State, County and Regional governments should jointly participate in a fixed-route transit system study to identify the most cost-effective ways to increase the utility of the bus system for commuting, which would likely involve:

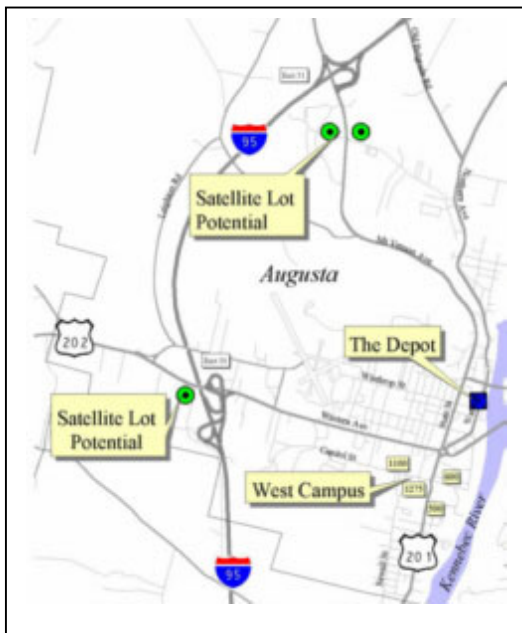
- Extend the service hours of the service
- Increase the frequency of service during peak hours
- Restructure routes to increase route efficiency
- Print more legible/comprehensive route maps and timetables.

5. Shuttle Service

In conjunction with the fixed-route bus system, a shuttle system can serve two primary purposes:

- To supplement constrained parking by serving peripheral parking lots and
- To circulate among a high concentration of employment and businesses.

Shuttles can also be used to provide service for extraordinary events such as legislative hearings as was done during the Winter 2000 legislative session. The term shuttle generally implies smaller, distinctive vehicles (GO AUGUSTA currently uses open air trolleys, for example), and shorter routes than typical fixed-route bus service providing higher service frequencies.



To make peripheral parking work, experience nationwide with shuttle systems indicates several ‘preconditions’ for shuttles to be most successful. These are:

- Constrained parking supply
- High cost for parking
- High frequency shuttle and/or bus service
- Adequate capacity in the transit system to handle shuttle riders.

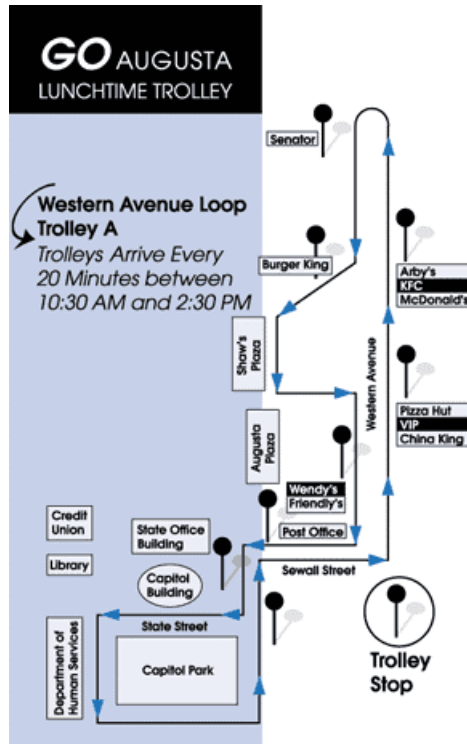
Currently, parking is free for campus visitors and employees alike. During peak parking demand periods (during legislative sessions), parking is constrained.

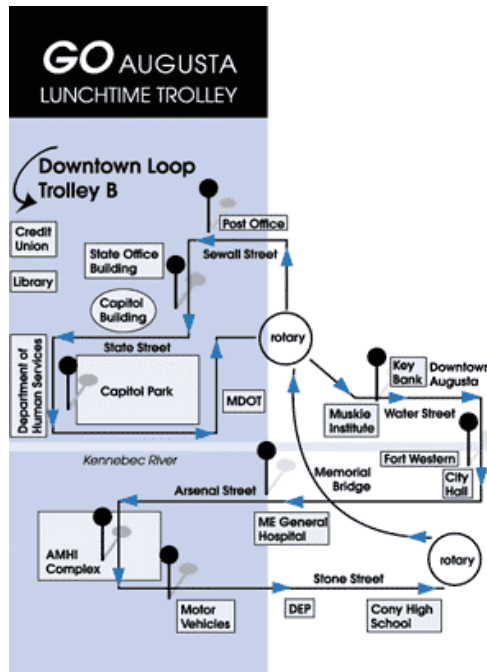
6. Peripheral Parking Shuttle

To supplement parking at the two state office campuses, shuttles are recommended to be used to provide connections from peripheral parking lots to the campus. To be most effective, this shuttle system should be integrated with the parking management plan and transit planning for downtown Augusta as well -- connecting the peripheral lots, the West Campus, the East Campus and the downtown. Shuttles should connect to the existing downtown transit hub, the Depot. This would make shuttle users able to transfer to the KVCAP fixed-route system.

In the short term, peripheral lots should be established in parking lots where there is existing excess weekday parking capacity. Two locations that show promise for immediate use are the shopping plazas located off Western Avenue near Exit 30 and the Augusta Civic Center/Augusta Mall area near Exit 31. The necessary improved service levels could be provided by a combination of new shuttle and existing fixed-route services.

Parking planning for the two campuses should provide parking to meet typical off-peak parking demands with peak demands met through operation of the peripheral parking shuttle system. This type of system can generally only be successful if operated continuously with long-term commitment. For this reason, it should be considered and implemented as an integral part of downtown parking planning to meet downtown parking needs as well. Implementation only during legislative sessions would be much less effective and more resistance to use.





In the intermediate to longer term, peripheral lots should be constructed in conjunction with the planned Third Bridge project. Parking lots would be located at major interchanges and road crossings, potentially at the new Exit 32 and at the intersection with the Third Bridge roadways and routes 104, 201/100, 202/3, 105 and 17. These latter two locations would be longer-term projects done in conjunction with a potential extension of the project from routes 202/3 to route 17.

7. Circulator Shuttle

The existing circulator shuttle service employing two routes should be extended to year-round to link the East and West Campuses and the downtown. This shuttle should be closely integrated with the peripheral parking shuttle plan. The program should be extended to year-round operation. Programs of this type need to be consistently marketed and operated to build a ridership.

The circulator shuttle will provide a convenient way for those participating in the carpool or vanpool program travel during lunch-time and reduce the need for State employees to use their cars to run mid-day errands and to attend off-site meetings. Routes for the existing shuttles are provided to the left.

8. Rail and Water Taxi

Rail and water transportation, historically of great importance to Maine's transportation network, are once again being considered to ease the state's modern-day dependence on the automobile and the resulting waste of people's time and the degradation of the natural environment. Amtrak rail service is slated to return to Maine with trains from Boston to Portland. Maine transportation planners envision rail service on Amtrak and other providers eventually serving Freeport, Brunswick, Lewiston/Auburn, Augusta, Bangor, Bar Harbor, and the midcoast. Limited excursion trains have been operated along the Maine Coast Railroad from Richmond to Gardiner, Hallowell and Augusta. Train travel may eventually be possible from Portland to Montreal in the not-too-distant future.

Water taxi service is being proposed to ply Maine's major rivers and connect with revived ferry routes that would link Boston and Portland with Bar Harbor and ports in between.

A summer water taxi route has been implemented from Bath to Richmond, Gardiner and Augusta. A number of special excursions have been offered with rail travel in one direction with water taxi on the return trip.

The Maine Department of Transportation is devoting considerable energy and resources to the study of rail and water transit, as well as alternative highway options. Efforts such as the Strategic Transportation Plan and the Explore Maine Vision rely to a large extent on rail and water modes to entice tourists off the highways and into mass transit. Commuter rail and water routes are also being studied.

The Capital Riverfront Improvement District Master Plan includes recommendations for intermodal transportation facilities in downtown Augusta. The combination of rail and water transportation options, if realized, will provide new choices for Maine state employees as they move throughout the state on government business; and they will also make Augusta a more desirable place to live and an easier place to visit.

Vehicular and Pedestrian Circulation

Primary traffic access to the East Campus is via Hospital Street, supplemented by Hospital Avenue. Major influences on traffic to and from the East Campus and its character are:

- Number and location of access drives and roadways provided on the East Campus;
- Outcome of the NEPA process in the evaluation of rehabilitating/replacing the Memorial Bridge and bridge access;
- Location, configuration (surface vs. structured parking), and amount (size, number and character of lots) of on-site parking provided;
- Redevelopment of the Arsenal property and other potential public-private ventures.

Primary access from Hospital Street/Route 9 would continue as today with two primary access points. The first connects to Hospital Avenue at the south end of the East Campus and the second is opposite Piggery Road.

In the Master Plan, the bulk of parking is envisioned north of the Stone Complex, with primary access opposite Piggery Road. This would further concentrate access at

this point and likely lead to the need to install a traffic signal. Piggery Road also provides primary access to and from the DMV building and is a logical point to concentrate traffic movements. A Traffic Signal Warrant Analysis is recommended to assess the need for a traffic signal.

The current configuration of Hospital Street (with one through travel lane in each direction and center left turning lanes) can accommodate forecasted traffic volume as projected to 2015.

Pedestrian improvements on the East Campus take the form of campus connections and on-site circulation improvements.

‘Campus connection’ improvements connect the East Campus to adjacent neighborhoods and are recommended for all City streets. Most of these segments require improved sidewalks, planted esplanades, and lighting where appropriate. Strong connections to the Greenway along the Kennebec River and open spaces, most notably the Arboretum, are also required.

Pedestrian segments targeted for improvement include:

- Hospital Street – sidewalk separated from the street edge with a planted esplanade and pedestrian-scaled lighting
- Hospital Avenue – sidewalk separated from the street edge with a planted esplanade and pedestrian-scaled lighting, and
- Campus driveways – new sidewalks separated from the street edge with a planted esplanade and pedestrian-scaled lighting.

On-site circulation improvements include:

- Pedestrian connections from parking lots to building entrances and streets;
- Pedestrian safety within parking lots by providing dedicated pedestrian ways in the interior of lots;
- New lighting in parking lots to improve pedestrian safety; and
- Enhanced aesthetics in the lots including planted islands.

Open Space

The Augusta State Facilities Master Planning Committee has been concerned with the preservation and creation of open space since the beginning of its deliberations. From the first meeting of the group, the desire for maintaining or improving views, providing active and passive recreational opportunities, and providing an aesthetically-pleasing landscape in which to work and conduct government business has been expressed by its members. This interest is also based on the desire to enhance, restore and preserve historic landscapes and campuses.

The important open spaces on the East Campus that have been identified during the planning process include:

- The Augusta Mental Health Institute Campus
- The Kennebec Arsenal



Late 19th century panoramic view of the Augusta Mental Health Institute.

1. The Augusta Mental Health Institute Campus (AMHI)

In 1834, the Maine Legislature passed a resolution to establish the Maine Insane Hospital, and appropriated half the funds necessary (the other half was raised through private donations) to construct the first building, begun in 1837 and completed in 1840. In the ensuing 166 years, the institution grew to encompass over 30 structures and almost 500 acres. Today AMHI occupies roughly 140 acres on the west side of Hospital Street. The 326 acres of land that used to comprise pastures, woodlots and cultivated fields that were part of the institution's farming operations are now used for other purposes, though most of the land remains open and undeveloped. While the core AMHI campus has been densely developed with buildings dating from the 1840's to the 1980's, there remains substantial open space between and around the buildings, and especially between the core campus and the Kennebec River and the Kennebec Arsenal, to the west and north, respectively.

The large expanses of open space recall, to some extent, the original pastoral vision of the 19th century mental health treatment hospital. More importantly, the open lawns and rolling hills provide important views from Hospital Street and from within the campus across the river to the State House, Capitol Park, the buildings of downtown, the houses and churches on the hillsides, and the river itself. Views from the State House and Capitol Hill back across the river to the east are equally important, providing a sense

of a rural and pastoral past that provides an appropriate setting for the East Campus. These attributes are equally important for residents and visitors, for employees and customers of State Government.

The most sensitive area is the 25 acres of former agricultural fields that separate the core AMHI campus from the Arsenal grounds. This expanse of sloping ground is defined by the original stone boundary wall which still exists along the southern property line of the Arsenal and a road, formerly a farm lane and now called Blossom Avenue, that runs perpendicularly from Hospital Street to Arsenal Street. There is one major structure located within this space, the Nurses' Home, built in the early 1920's to house both nurses in training and staff nurses who worked in the hospital wards. This building is not listed within the AMHI National Register Historic District, and though serviceable, is considered expendable in the interest of enhancing the appearance and usefulness of the open space. Also considered an intrusion in this space is a new paved parking area now being developed to provide needed parking for State office employees being housed in converted AMHI buildings. The long-range campus plan calls for the removal of this lot once other parking accommodations are made in the core campus, and the return of this area to green space.



East Campus open space between the AMHI core campus and the Arsenal.

The significance of this open space is that it is directly opposite Capitol Park across the Kennebec, and provides those driving Hospital Street or walking the grounds with grand views of the State House and Capitol Park. It also allows those looking across the river to the east from the State House a remarkable glimpse of an AMHI campus that is not much different than it was at the beginning of the 20th Century.

In addition, this area has historical significance in that it was specifically identified by the Trustees of the hospital in the *Report of the Commissioners of Investigation of the Insane Asylum made to the Governor and Council* of 1868 and the *Reports of the Trustees and Superintendent of the Maine Insane Hospital* of 1869 as having value as open space. The earlier report noted that “it is the decided opinion of the commissions that a park of ample size for exercise and amusements, properly fenced and ornamented, and suitably arranged with walks, etc., for the use of the

patients, should be immediately provided. This arrangement would enable a large class of patients, and more especially the females, to be very much more in the open air than they now possibly can be, thereby contributing vastly to their health and happiness.” The commissions favored this location over the walks that existed at the time that were limited “to the public streets, thereby needlessly exposing the patients to the idle gaze and curiosity of the public, which to a sensitive nature, is often very annoying.”

The 1869 document continues in this vein and notes that the Trustees had taken preliminary steps towards

“...having the hospital grounds laid out in a scientific and artistic style - that an engineer had been employed to make the necessary topographical survey in order that a landscape gardener could make a working plan to be carried out at some future time... We are now happy to say that such a plan has been made. The services of Robert Morris Copeland, Esq., of Boston, were secured for the purpose, and he has given us... a working plan of great merit.

... Could the plan be carried out as contemplated... great advantage would arise to the inmates of the Hospital in a hygienic point of view. It would afford one of the most pleasant and picturesque spots in all the land, where they could resort for amusement and recreation away from the gaze and stare of the idle and the curious.”

The grounds are ample and spacious for the purpose designed. Extending from the Arsenal on the north to the boundary line on the south, and lying between the river and the road, they embrace a territory of a hundred acres or more which with its undulating surface, its hills and hillocks, its dales and slopes, its ravines and water courses, charmingly fit for winding drive-ways, serpentine paths and plantation of ornamental trees and shrubs . . .”

It is the strong recommendation of the Master Planning Committee that this area remain as an open landscape; and that long-range planning (in the 20-year scenario) be directed toward removing the existing building and all parking lots to provide additional opportunities for framing views and for passive outdoor recreational opportunities.



Early view of the Arsenal parade ground, which can still be seen from Arsenal Street.



The Burleigh Building and the two Officers' Quarters houses of the Kennebec Arsenal as they look today.

2. Kennebec Arsenal

Nowhere in Maine, and perhaps nowhere else in the U. S., can one find a better-preserved pre-Civil War military compound than the Kennebec Arsenal. Indeed, the Arsenal was recently recognized as a National Historic Landmark in light of its history and integrity. A bill to establish an arsenal in Augusta was passed by the U. S. Senate in 1827; and a year later, the first of eight simple, elegant granite buildings to be built between 1828 and 1831 was under construction. The entire 40-acre parcel was enclosed with an iron fence built on a granite base. Much of this fence still exists along the north and south boundaries. Additional site features such as the arsenal wharf and riverfront retaining wall remain in place, while others, such as original roadways and a trout pond, have disappeared. Some of the original 40 acres has been turned over to State agencies such as the Department of Public Safety (along Hospital Street) and the Department of Human Services, which occupies a non-Arsenal granite building (the "Old Max," constructed in 1908 and renovated in 1983), located on the hillside overlooking the Arsenal buildings and grounds and the river.

By virtue of its listing on the National Register of Historic Places and as a National Historic Landmark, the preservation of the Arsenal is an important goal of the Augusta community. The State of Maine may transfer the Arsenal compound to the City of Augusta, the Capitol Riverfront Improvement District, or some other City-related entity. The City intends to encourage a public/private partnership to preserve the buildings and develop the site for mixed uses, such as offices, museums, restaurant, and other possibilities. The development of the Arsenal is expected to result in buildings preserved according to established preservation guidelines and standards, and in the site remaining open, and perhaps restored to some extent, to further recall the military history of the site. The Master Planning Committee encourages the City to proceed with its plans but with preservation and design standards in place to assure the preservation of these remarkable buildings and the spaces that surround them. New construction should not interfere with views from Hospital Street or the AMHI Campus over and through the Arsenal grounds. Development of the proposed Public Safety Campus along Hospital Street should be designed to be sensitive to the architectural and landscape character of

the Arsenal and should seek to preserve and enhance the aforementioned views

Utilities and Lighting

Adequate water, sanitary sewer, and electrical (under current development) services are available to support the proposed development on the East Campus. The following requirements will need to be addressed:

1. Water Service:

Temporary measures and improvements may be necessary during interim implementation of the Master Plan to provide adequate water supply to renovated buildings slated for demolition. This may include basic life-safety related improvements to the Marquardt, Deering, and Greenlaw Buildings. For those areas in the Campus Core Zone being fully renovated, or expanded, new water supply will be required. Should new construction take place soon in the western portion of the Campbell Barn Zone, the opportunity would exist to extend a new water supply main down Hospital Avenue from Hospital Street. Service to new development north and south could then be branched off. This shared service strategy could contribute site construction savings to both projects.

New service will be required for development of the Public Safety “mini-campus” and is available directly into the site from Hospital Street.

2. Stormwater Management:

Though there are many surface improvements proposed for the Campus, the actual additional stormwater runoff would be somewhat close to the amount that is presently generated. This is due to the large amounts of currently built areas proposed for removal. When viewed from an overall watershed perspective, the net affect may be minimal. A comprehensive phased stormwater management plan is suggested that will accommodate interim development through the final plan. Accommodation of more concentrated flows in the Campus Core, Public Safety/Arsenal, and Campbell Barn zones will be required. This will involve stormwater quantity control through detention ponds, and stormwater quality control through use of oil/sediment separation devices in line with piped drainage systems. Separation of any existing combined

sanitary and storm sewer lines remaining on campus will be required, also.

3. Sanitary Sewer Service:

As discussed above, separation of existing sanitary and storm drain lines will be required as part of any improvements in the Campus Core Zone. As with the water service, some economy may be possible by co-development of a new connection in conjunction with work in the Campbell Barn Zone. As with other underground utilities, work in and around existing buried lines in the core will be difficult.

4. Electrical Service and Communications:

Efforts are ongoing to upgrade the current primary electrical supply system for the entire campus in response to the general deterioration of the system over time and the increasing demands represented by the intensification of office use on the campus. The upgrade is being designed according to the employment and use projections of the master plan.

New distribution is proposed from Hospital Street underground along Hospital Avenue to a new switching station located adjacent to the existing AMHI Gymnasium. This small – approximately 15' by 30' – structure will be built as an addition to the gym's east face. Through design and materials selection, the structure will blend into façade improvements to the gym, making it visually unobtrusive. Location of the new distribution in this area will allow easy access to future development within the core, and in the Campbell Barn Zone.

The existing distribution system cannot support the recommenced mechanical upgrades without increasing the system capacity. With the addition of air conditioning equipment to the campus will require that the capacity of the distribution system be increased.

The existing emergency power system is not suitable for the current hospital occupancy. However, because the use of the buildings will change to entirely office space, an emergency power source will no longer be required. In an office environment the generator set could be used to allow certain agencies to remain open during long power outages.

Fire alarm systems in all buildings should be replaced with new systems that include: notification devices, pull stations, area smoke detectors, duct smoke detectors and a master control panel that meet current NFPA and ADA requirements.

Lighting should be upgraded in all buildings to fluorescent fixtures with energy efficient T8 lamps and electronic ballasts. Lighting should be recessed in locations where ceilings are being lowered for mechanical equipment. All incandescent exit signs should be upgraded to energy efficient LED type. Emergency lighting should also be upgraded to meet current NFPA Life Safety Code requirements.

Recommendations are based on the following premises:

- All buildings being considered for office occupancy will have a high concentration of computers and will be air conditioned,
- Work will be performed in accordance with NFPA, state, local and all other applicable codes.

The building electrical systems on the campus were originally designed for use as hospital or hospital support spaces and do not easily convert to office use. Most switchboards, main distribution panels and sub-panels are functionally obsolete. Finding spare breakers to use has become a cumbersome and expensive task for the facility electricians. Due to the extent of mechanical demolition for new systems and the age of existing electrical equipment, the removal and replacement of all building wiring and electrical systems and devices to suit office use is recommended.

5. Mechanical Systems (HVAC & Plumbing)

As part of the AMHI Master Plan work of 1997, SMRT engineers conducted a preliminary evaluation of the mechanical systems on the AMHI Campus. The evaluations were done on a purely visual basis; and in many cases the engineers were unable to get into mechanical rooms or electrical closets and vaults. Concept-level recommendations were prepared, with order-of-magnitude costs assigned to the proposed improvements. The cost figures were in 1997 dollars, and did not reflect campus-wide infrastructure upgrades.

The decision as to whether the East Campus should continue with a central heating plant, with or without the addition of central cooling, is an important one that deserves much more detailed analysis than has been done to date. Preliminary recommendations point toward retaining the boiler plant, and adding central cooling, to take advantage of economies of scale and to avoid the need for individual cooling towers and other mechanical equipment scattered over the historic core campus. However, there are many factors to be considered in making this decision.

Cooling plant options boil down to the question of centralization vs. decentralization. If cooling is to be provided for many or all of the main buildings on campus, a decision must be made whether to build a central cooling plant or to install decentralized cooling equipment.

Whichever the choice, there are many system types and options to consider, including such possibilities as ice storage and cogeneration. Three possibilities are evaluated below:

a. Central Chiller Plant

This system consists of multiple chillers, cooling towers if water cooled chillers are used, primary chilled water distribution loop, and individual building secondary chilled water loops. Energy saving features include: unequal sized chillers used for better turndown efficiency, and variable speed pumping on primary and secondary loops. Where cooling towers are used, it is possible to install ‘free cooling’ with heat exchanged between tower water and chilled water during cool weather operation. If chiller plant loading is to ramp up over an extended period of time, a modular approach could be taken, adding chillers, cooling towers, and pumps as needed.

Advantages of this type of system include:

- Higher thermal efficiencies are possible. A large central plant can operate more efficiently than several smaller units. When loads are clustered in a campus setting, the savings from better efficiency can more than offset the distribution costs.
- Load diversity can be factored in when sizing equipment. “Typically, diversity factors for commercial

and institutional buildings vary between 70 and 90 percent of combined peak loads.”

- Centralized maintenance and less equipment to maintain. Often, central plant equipment is better maintained than numerous scattered equipment because of their importance as ‘the heart of the system’ and the ability to more easily monitor them.
- Noise of compressors and cooling towers can be located away from sensitive areas.
- Aesthetically, a central plant, strategically located, is likely to be more pleasing than numerous pieces of equipment scattered throughout the campus.
- System can provide partial redundancy if the load is spread over multiple units.
- Refrigerant leaks are confined to a single location. Less refrigerant piping and equipment associated with a central system make it less susceptible to leakage.

Disadvantages include:

- Large initial capital investment may not be reasonable if installation of cooling is to be phased over a lengthy period of time. Efficiency may be compromised if the plant is continuously operated at very low loads. However, a modular approach to installation of equipment, helping to spread investment out over time, is an effective way to address these issues.
- A sizable space to locate a central chiller plant must be found.

b. Chilled Water Loop with Decentralized Chillers

This system consists of individual chillers at various locations throughout the campus. A central chilled water distribution loop connecting these units can be added at any time allowing the system to operate in a manner similar to a central plant. Individual buildings would be served by secondary pumping systems. Variable speed pumping on primary and secondary loops provides energy savings. Chillers can be either water cooled or air cooled. If water cooled chillers are used, ‘free cooling’ is possible.

Advantages of this type of system include:

- Installation can be phased in over time more easily than a central plant. Capital investment may be spread out more evenly as cooling capacity is added.
- System provides partial redundancy through multiple chillers.

- Most efficient equipment can be sequenced with the load to provide better part load efficiency.
- Load diversity can be factored in when sizing equipment.

Disadvantages include:

- Less opportunity to locate equipment away from noise sensitive areas.
- More equipment to be maintained. Maintenance locations are scattered.
- More difficult to monitor refrigerant leaks than central system.
- Campus aesthetics are compromised by scattered outdoor equipment. Cooling towers and the ‘plumes’ they sometimes produce can be objectionable.

c. Decentralized Cooling Equipment to Serve Independent Systems

Individual systems provide cooling to each building, building section, or group of buildings. The exact system configuration would depend on factors such as size of load and system installation considerations. Possibilities include: packaged chillers with cooling towers, packaged air cooled chillers, direct expansion (DX) split systems. While there are less energy savings opportunities than with central systems, ‘free cooling’ can be used where water cooled chillers are used.

Advantages of this type of system include:

- Easy to phase in over time. Each system is independent of the others so the capital investment is made as each building is updated.
- No central distribution piping is required.

Disadvantages include:

- Less energy efficient overall than a central chiller plant.
- Less opportunity to locate equipment away from noise sensitive areas.
- More equipment to be maintained. Maintenance locations are scattered.
- More difficult to monitor refrigerant leaks than central system.
- System sizing cannot take advantage of campus load diversity.
- Campus esthetics are compromised by scattered outdoor equipment. Cooling towers and the ‘plumes’ they sometimes produce can be objectionable.

From the above analysis, it is clear that phasing of renovations and the availability of funding will be key considerations in cooling plant design. Evaluation of chiller plant options must be done as part of a more detailed overall master plan. The following analytical approach can be used:

- Establish sequencing and a time frame for building renovations.
- Determine cooling load requirements throughout this time frame, adjusting for additional loading as buildings are renovated.
- Perform a life cycle analysis over an extended time, such as 20 years, using annual capital investment and operating costs for each chiller plant option.
- Apart from the return on investment, additional considerations must be factored in, such as esthetics, reliability, and maintenance logistics.

A full engineering analysis, involving BGS and consulting engineers, should be a part of the next stage of planning for the East Campus.

d. Recommendations for Mechanical Renovations of Existing Buildings

General

1. Recommendations are made on the following premises:
 - All buildings being considered for office occupancy will be air conditioned.
 - New and renovated systems should comply with all applicable code requirements such as ASHRAE Standard 62 - Ventilation for Acceptable Indoor Air Quality, and NFPA.
2. New air handling systems are necessary for all buildings or portions of buildings requiring air conditioning. This includes: Stone North, Stone South, Administration, Central Building except kitchen areas, Williams Pavillion, Tyson, Harlow, Ray, and Old Max Offices.
3. *Preliminary* system design recommendations will be influenced by the following issues:
 - Design options for older buildings undergoing renovations are more limited than for new buildings due to numerous factors. For example, most of these buildings, some over 100 years old, were not

designed to accommodate the extent of ductwork typically associated with modern ventilation systems. Floor to structure heights are often too low to allow for installation of ducts in ceiling space. Some buildings have structural floor slabs that limit the ability to run main ducts vertically.

- Many of the buildings are long and narrow, meaning that they have a lot of “perimeter” space. This means that the heating and cooling loads are highly influenced by the building envelope and will vary throughout the building according to orientation and time of day.
- Systems should be straightforward and easy to maintain. Where applicable, repetitive system types may help simplify maintenance issues.
- Central monitoring and/or control may be desirable, especially for this type of campus setting where mechanical rooms are scattered and facilities personnel must cover a number of buildings.

4. *Final system design will be influenced by the following additional issues:*

- The owner’s needs and expectations, budget constraints, and phasing of renovations.
- Most of the buildings are currently occupied or partially occupied. Decisions must be made as to whether occupants remain and parts of the building kept operational during renovations.

e. HVAC System Options

Mechanical system recommendations generally fall into two categories:

- Fan coil system. This is recommended where floor to structure heights are low or central corridors are narrow, making installation of large trunk ducts difficult or impossible. Four pipe fan coil units are used for heating and cooling individual rooms/spaces. A central air handling unit provides the proper quantity of outdoor air required for ventilation. This air is tempered at the central unit and ducted to each fan coil unit. A heat exchanger using steam from the central boiler plant provides heating hot water. An air cooled chiller with remote evaporator provides chilled water. Both are piped to the central air handler and each of the fan coil units.

Advantages of this type of system include:

- Individual room temperature control to accommodate load variations;
- Both heating and cooling available year round;
- Smaller ductwork to fit in limited ceiling spaces.

Disadvantages include:

- More maintenance than all-air systems;
- Maintenance must be done in occupied spaces;
- Air side economizer cooling is not possible;
- Fan noise is a possible issue.

Variable Air Volume (VAV) Systems. These systems are possible where ceiling space will accommodate large ductwork and VAV box installation. Central air handler unit(s) provide heating and cooling, outside air ventilation, economizer cooling, and variable air flow via variable frequency drives. VAV boxes with hot water reheat serve individual rooms/spaces. A heat exchanger using steam from the central boiler plant provides heating hot water for the central air handler unit(s) and VAV boxes. An air cooled chiller with remote evaporator provides chilled water for the central air handler only.

Advantages of this system include:

- Individual room temperature control to accommodate load variations;
- Both heating and cooling available year round;
- Reheat insures that proper air distribution can be maintained;
- Economizer cooling is possible.
- Disadvantages include:
- Space for ductwork will require dropped ceilings.

6. Lighting

New site lighting will be installed to insure safe lighting levels for pedestrian and vehicular access ways, and parking areas. Fixtures will be chosen that are compatible and suitable for application in specific areas of the campus. An overall lighting palette will be developed that can be utilized for both the East and West Campuses. The plan will incorporate municipal guidelines and requirements for exterior lighting applications.

The palette will include:

- General site lighting: Used for large parking areas and roadway lighting, pole mounted fixtures will be chosen

that are highly efficient and minimize glare on adjoining properties. Fixture style will be simple and unobtrusive, seeking to blend in rather than stand out in their setting. Pole heights will be in the 25-foot to 30-foot range.

- Pedestrian area lighting: Used for pedestrian walkways and general building approaches, pole mounted fixtures will be chosen to provide increased illumination for pedestrian safety and security. Fixtures will be chosen in a style that will be compatible with the historic architectural character of the East Campus buildings. Pole heights will be in the 10-foot to 12-foot range.
- Lighting for special emphasis: Lighting of areas of high pedestrian importance and use may be provided in the form of bollard lights. These short (36-inch to 42-inch height), decorative fixtures serve to call attention to important pedestrian circulation areas, such as bus stops or mini-plazas, or building entrances. They are used where additional light at a lower height is required and would be of a style that will be compatible with the architectural character of the East Campus and Capitol area buildings.

7. Signage

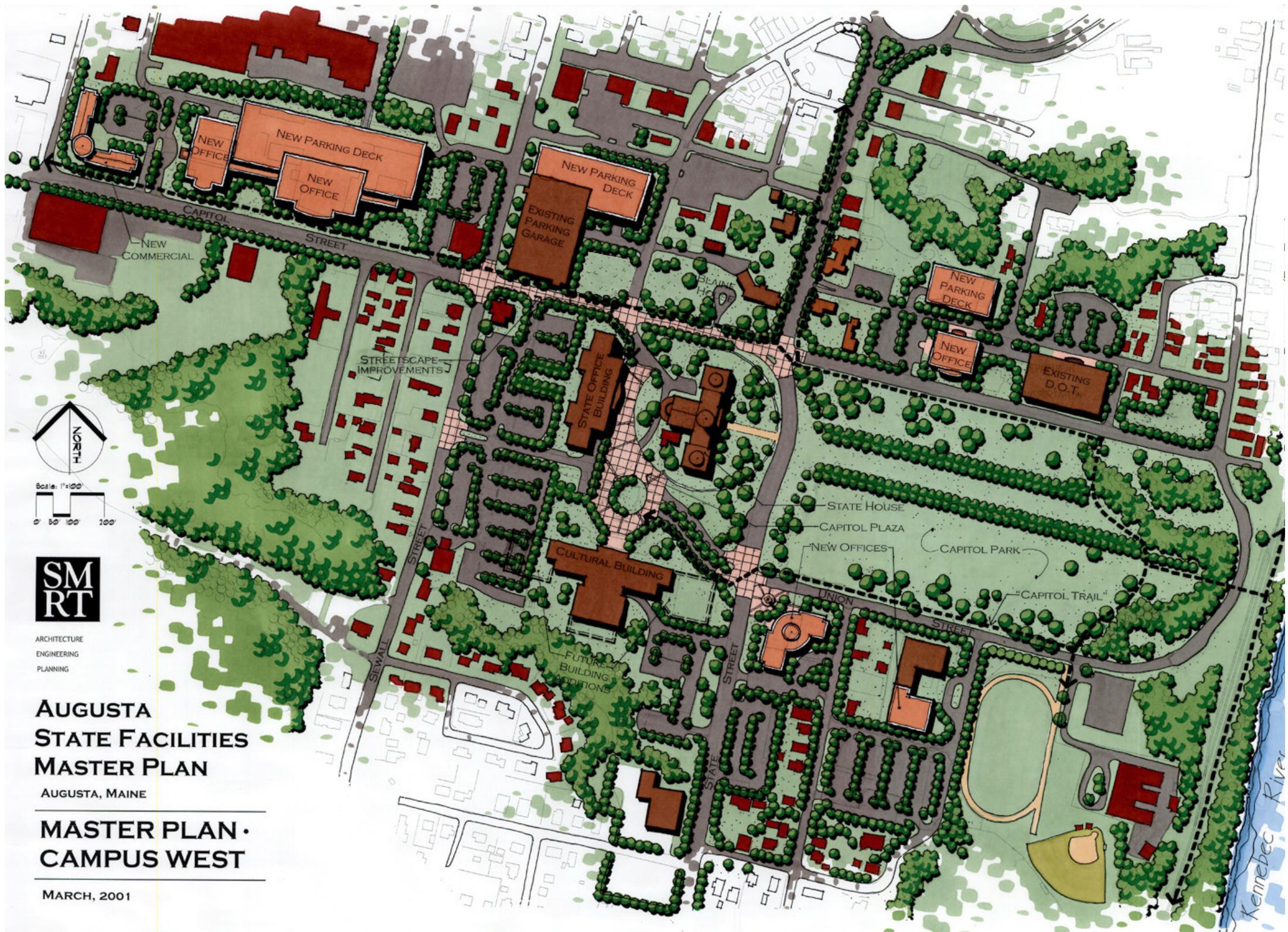
Informative and attractive signage and wayfinding systems are essential to making the campus more navigable to visitors. Integrated but distinct systems should be provided for both vehicles and pedestrians. Each system needs to be scaled and designed appropriately to its specific purposes. Both must recognize the unique setting of the East Campus and its architectural and historical precedents, notably the Arsenal and the National Register-listed AMHI buildings and grounds.

A vehicle signage system consists of hierarchies of signs:

- Signage to guide visitors from the interstate or larger highways to the correct exit
- Signs directing motorists at appropriate intervals and at decision points, and
- On-campus signs directing vehicles to the appropriate parking lot and spaces.

A sign's scale must be related to the speed and amount of information that can be assimilated by the motorist.

A pedestrian signage system must reflect the distinct needs of pedestrians. They have much more opportunity to absorb a larger amount of information due to their slower travel speed. Signs can be smaller per unit of information and contain much more total information. These signs will be used primarily to direct pedestrians from streets edges and parking areas to the correct building entrances. Signs can take the form of standalone signs, kiosks with maps and other interpretive information and signs with building names mounted on buildings.



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AUGUSTA STATE FACILITIES MASTER PLAN

AUGUSTA, MAINE

MASTER PLAN · CAMPUS WEST

MARCH, 2001

B. West Campus

On the west side of the river, the Master Plan includes projects reflecting the same goals: consolidation, preservation, and enhancement. Consolidation will be accomplished through several important actions. Within the overall context of the plan, the Stevens School in Hallowell will no longer be needed for State agencies. Thus the plan recommends that the State and the City of Hallowell jointly undertake a planning effort to study re-use opportunities for the campus. Agencies currently housed at the Stevens School would be relocated to various East and West Campus and downtown locations.

Land Use and Acquisitions

Proposed use of the West Campus includes the following four major areas. (*Refer to Master Plan Campus West on following page*):

- The Capitol Hill Complex
- Capitol Street South
- State / Union Street
- MDOT Garage

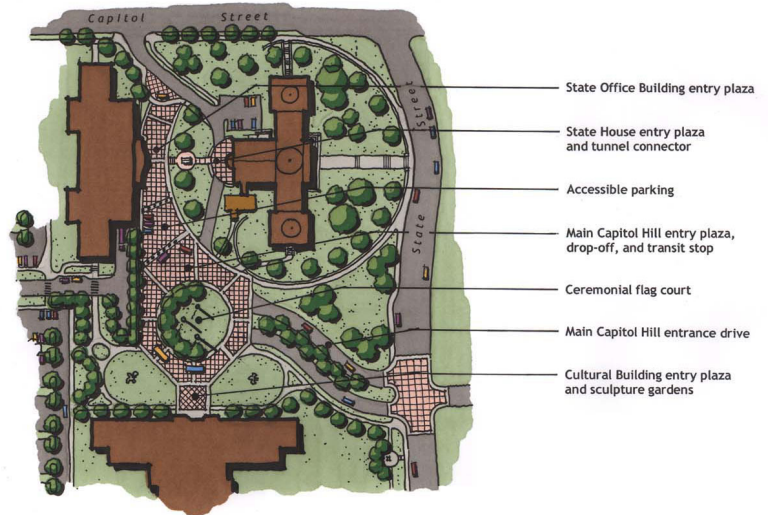
The center of the West Campus is, and will remain, the State House and Capitol Hill Complex. Current State uses flanking Capitol Park will be intensified. New development will be located on the site of the MDOT Garage facility, which will be relocated. Each area and its relation to the larger campus is described below.

1. The Capitol Hill Complex:

Both the symbolic and functional center of State government, the Capitol Hill Complex is comprised of the State House, State Office Building and Cultural Building. These buildings form the core of the West Campus.

Currently, the State House and State Office Building are undergoing extensive renovations that will address issues of space utilization, access, code compliance, and systems maintenance and upgrade. Minor site improvements at the State Office Building will include a new plaza at the East Entry Addition; a new, relocated, loading dock; and new water service for fire protection. State House renovations will include a new underground connector to the State Office Building, and new pedestrian access to the west and

south entrances. Part of the site renovations will include the demolition of the existing Education Building. The vacated area will be given over to green space, in partial realization of the master plan goal of creating a new green public focus and arrival space for Capitol Hill.



The cultural Building, until recently obscured by the Education Building.

Cultural Building

Other elements of the plan relating to the West Campus include the expansion of the Cultural Building to provide the State Library, State Archives, State Museum, and possibly the Law and Legislative Reference Library, with the additional space required to allow these agencies to continue to fulfill their mandates to the Legislature and the people of Maine. The Master Plan suggests that the Cultural Building would be extended to the east, south and west (an addition to the south was anticipated in the original design). This project would include the final steps in the creation of an important public open space that was first visualized when the Cultural Building was planned in the 1960's. This plaza would provide a landscaped courtyard with visitor drop-off and pedestrian links between the State House, the Burton M. Cross Office Building, and the Cultural Building, and eliminate the blight of unorganized surface parking lots that currently exists in these areas. In conjunction with aesthetic and management improvements for those surface lots to remain around the Cultural Building and the Burton M. Cross Office Building, the Cultural Building site development will be the final major element of the "greening" of the Capitol Complex visualized by the committee.

Further “greening,” and attention to the Capitol Hill environment, is called for. At present, the visitor to the Capitol is confronted with a sea of parking, ill-defined pedestrian and vehicular circulation, and an unsafe and unfriendly pedestrian environment. There is little sense of arrival to the complex, and little that guides the visitor from point of site entry to a desired destination.

A revitalization of the Capitol Hill site is proposed in future design phases. A new major arrival plaza will be located between the Cultural Building, State Office Building, and State House. Envisioned as the Capitol visitor’s first stop, the plaza will accommodate busses and passenger vehicles, with parking space available for temporary use and persons with disabilities only. The plaza will be accessed from State Street opposite Union Street along a new parkway-like entrance drive. Parking in this area will be relocated to the west and south sides of the site. Open, landscaped areas will be installed in place, on the current paved parking lot, emphasizing the approach as the symbolic “front door” to Capitol Hill. Through-site access to Sewall Street will be discontinued.

The vast parking areas on the west side of the site will be reconstructed from below ground up. Site utilities, paving, parking layout, pedestrian access, lighting, and plantings will be renovated and improved. Emphasis will be placed on the accommodation of the visitor and, when in session, the legislator. As a result, the increased green space, efficiency of movement, and aesthetic improvement will contribute to the overall rejuvenation of the Capitol environment.

Displaced parking will be accommodated in an expanded Capitol Street Parking Garage facility. The two-block section of Capitol Street between Sewall and State Streets will be narrowed to the minimum necessary to accommodate projected vehicular flows. The street frontage gained will be incorporated into an improved pedestrian streetscape and include mid-block crossings, special paving, benches, lighting, and planting.



Capitol Park from the State House balcony. The East Campus is in the distance.

Capitol Park Area and Surrounding Neighborhoods

Additional West Campus plan components include the recognition of the grouping of historic houses clustered at the corner of State and Capital Streets, including the Blaine House, Gannett House, Merrill House, Smith House, MacLean House, with Dashlager House. All of these houses are currently occupied by State agencies, and all represent a unique historical glimpse of what State Street used to be, Augusta's primary residential street. The plan calls for the Blaine, Dashlager, MacLean and Gannett Houses to remain in State use, though a new use would be found for the Gannett House once the State Planning Office is consolidated. The Smith and Merrill Houses have the potential to be turned over to the private sector with protective covenants attached to assure their preservation according to design standards.



Proposed Streetscape Improvements

The plan commits the State to preservation and restoration of Capitol Park itself, and to the protection of its edges from encroachment by inappropriate development. Potential new development sites are identified along the north side of the park to the west of the MDOT building for a small office building; and along the south boundary, at the corner of State and Union Streets, for open space, monuments or a small, signature building. The south edge could be further improved when 20 Union Street is renovated and expanded, and new surface and structured parking is provided behind 20 Union and the corner site.

The plan envisions streetscape improvements along State Street, Union Street, Capitol Street, and Sewall Street, to include pedestrian-scaled lighting, new pavement treatments, new landscaping and street furniture, and traffic-calming features to enhance the pedestrian environment along Capitol Street between State and Sewall Streets. Reduction in surface parking spaces will be made possible by the enlargement of the State's Sewall Street Parking Garage and the implementation of an enhanced parking demand management plan. Surface lots that remain will be subject to zoning for specific users (visitors, service vehicles, Legislators, etc.), as well as improved paving and curbing, landscaping, pedestrian routes, lighting and security.



Columbia Street neighborhood.



Federal Street neighborhood.

Finally, the committee recognized the importance of the neighborhoods surrounding the Capitol Complex. In most cases, the State would have no need to acquire additional property in these neighborhoods, and the master plan will become a tool to advise property owners in these neighborhoods of the State's long-term plans, if any, for these areas. Only in the areas directly to the north and south of Capitol Park is there a recommendation for further acquisition in residential areas, and this is in response to the need for additional parking and/or infill construction for developments along the park, and a recognition that State encroachment into these areas has rendered these properties less desirable for residential use.

The committee expressed interest in the nature of the Federal Street neighborhood located between Howard Hill to the west and Sewall Street to the east, but did not recommend that the State acquire property in this area. The plan does call for State control, through purchase or easements, of the Howard Hill open space to protect views to and from the State House; and for the study of the conversion of the existing building at 8 Federal Street, now occupied by Inland Fish and Wildlife, to a privately-run day care facility for children of State employees.

As this report is being printed, the State is negotiating to acquire the branch bank property at the corner of Capitol Street and Grove Street. The acquisition by the State of this parcel, which is surrounded by State-owned property, would further the goals of the Master Plan.

2. Capitol Street South:

This area incorporates the existing MDOT office building and adjoining parking areas. The area is proposed to be reserved for future development, and can accommodate approximately 50,000 square feet of new building.

New construction would be similar in scale to the existing MDOT building, and would be designed to minimize impact on the street pedestrian environment, yet contribute to the architectural edge that defines Capitol Park. Parking for the new building, and parking displaced by construction, would be accommodated by a proposed parking structure located across Child Street. An existing, un-improved surface parking lot behind the MDOT building would be improved.



Proposed new office building and site improvements for 221 State Street and 20 Union Street.

3. State / Union Street:

As with the development on the north side of Capitol Park, the buildings flanking the south side form an important architectural edge that defines the space.

The relocation of DHS to this new building would result in the current DHS central administration building and public health laboratory located at the corner of State and Union Streets being surplus property. The master plan recommends that the existing building be removed and the site used as a location for monuments, as open space to compliment Capitol Park, as a site for a small building (about 20,000 sq. ft.), or a combination of these uses.

Immediately adjacent, the existing Department of Labor building on Union Street is proposed for renovation and expansion, adding approximately 40,000 square feet to the structure. The final major step in the consolidation of State departments to be accomplished under the plan would be to

bring all Department of Labor offices to the West Campus. This element would include the relocation of DOL bureaus now located at the Stevens School in Hallowell to an expanded version of the department's current administrative headquarters at 20 Union Street on the south side of Capitol Park. Additional DOL units would be brought to 20 Union Street from leased space elsewhere in Augusta. The department's innovative One Stop Center, now in leased space on Anthony Avenue, may be suitable for 20 Union Street or for placement in leased, storefront space on Water Street in downtown Augusta.

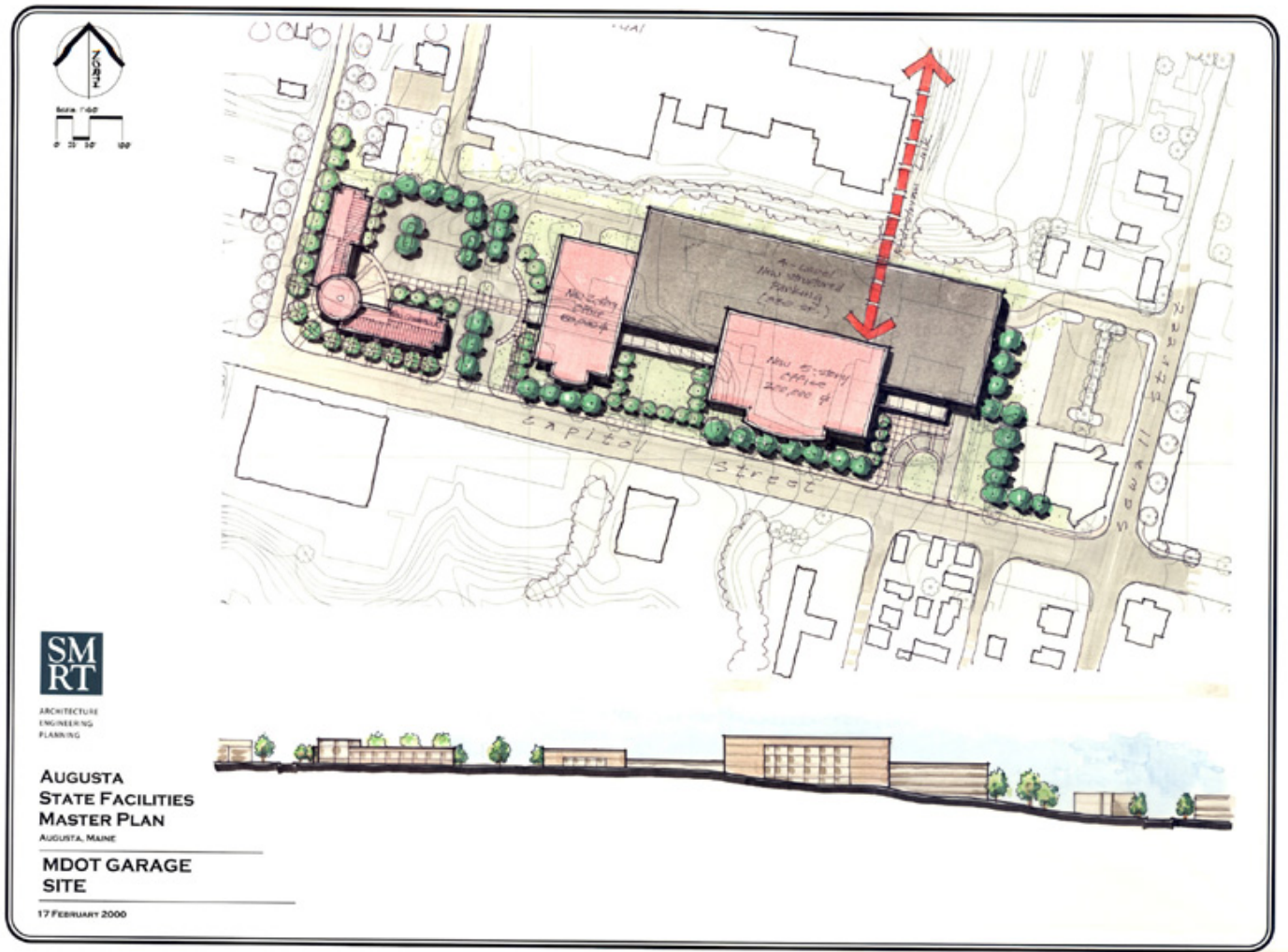
Emphasis will be placed on development and improvement of the street edges by creating architecturally sympathetic building facades, and pedestrian friendly streetscapes. Parking for State facilities will be accommodated through re-designed and enlarged surface parking lots behind 20 Union Street. New surface parking will be constructed to be screened from public view. This parking will serve State offices during the day, and can be used for public overflow for the adjoining recreation area in off-hours. Projects in this area will include the relocation of the BGS Fleet Garage on Columbia Street (to be replaced by the aforementioned parking areas buffered from neighboring houses by landscaping) and pedestrian-oriented improvements along Columbia Street to include sidewalks, pedestrian-scaled lighting, tree lawns and restricted on-street parking. Properties at the corner of Union and Columbia Streets to be acquired as they become available.

4. Motor Transport Site:

The Master Plan builds on the projects currently underway to rehabilitate the State House and the Burton Cross State Office Building by recommending several building, site, and infrastructure projects for the West Campus. Most significant of these is the redevelopment of the existing MDOT Motor Transport Garage and associated buildings located on the north side of Capital Street. This large, strategically-located site offers tremendous opportunities, and would result in the removal of an industrial use from a prominent in-town site, conveniently located near the Capitol. The site offers excellent access to the City's roadway system, and exceptional views across the State House grounds and Capitol Park to the river and the East Campus.



MDOT Motor Transport site on Capitol Street.



Proposed new public/private sector development on Motor Transport site.

The topography of the site, which was formerly a stone quarry, offers the opportunity to provide enough parking for a major building to be placed largely underground, invisible from surrounding streets. The plan recommends the construction of a significant office building, perhaps as large as 250,000 sq. ft. housing 1,000 or more employees. Such a building would leave a sufficient area of the site for the construction of a second, smaller structure at the west end of the property that could house retail, office or service tenants in a private sector development or a joint public/private project.

Recommended Individual Building Renovation and Construction Projects:

1. 8 Federal Street

Location: 8 Federal Street
Inventory number: AUG123
Gross area/expansion, if any: 11,252 sf
Proposed occupant/use: state or contractor/child care center, support

The two-story wood-frame building occupying this site could be turned over to another public use or a private use if Inland Fish and Wildlife is consolidated with other natural resources-based departments at another location. The site could be used for parking if required to serve a proposed development on the DOT site across Capitol Street, or it could be turned into open space to gain public access to the nearby Howard Hill open area that may become public open space in the future. Another possible use that would retain the building would be as a child-care center, conveniently located near the Capitol Complex and the potential new office building proposed for the DOT site across Capitol Street.

2. 20 Union Street

Location: 20 Union Street, on Capitol Park south
Inventory number: AUG023
Gross area/expansion, if any: 40,362 sf/40,000 sf
Proposed occupant/use: Department of Labor/offices

The Department of Labor headquarters building sits on a prime site along Union Street fronting on Capitol Park and city-owned open space. It has surface parking adjacent to it, but additional parking is required to meet current requirements. Depending on the solution to parking requirements, the building could be expanded, perhaps to the extent required to house existing occupants plus other DOL bureaus and divisions that are currently housed in one other Augusta location and at the Stevens School in Hallowell.

3. 221 State Street

Location:	221 State Street, corner at Capitol Street
Inventory number:	AUG039
Gross area/expansion, if any:	79,200 sf
Proposed occupant/use:	state offices and laboratories/ removal long-term

This facility consists of administrative offices for DHS and the public health laboratory. While the office areas have been reasonably well-adapted to changing conditions over time, the laboratory spaces are inadequate by contemporary standards and there is little possibility of expansion. Both buildings are currently undergoing renovation to continue serving in their present functions. The question can be asked as to whether the laboratory spaces meet contemporary requirements, especially considering the agency's prediction that its public health role will be expanding significantly with time. Add to this the desire of DHS to consolidate its administrative functions in as few buildings as possible, and the need for significant expenditures for continued office use at 221 State Street, and a case can be made for providing DHS with a new, consolidated office space and a new, flexible laboratory space on another site. In addition, parking is a problem at the site. Consideration should be given to redevelopment of this site, which is a very important site in the Capitol Complex, on a prominent corner of Capitol Park. Topography would allow the construction of a two or three story building, with perhaps two levels of structured parking underneath.

4. 242 State Street

Location:	242 State Street
Inventory number:	AUG058
Gross area/expansion, if any:	26800 sf
Proposed occupant/use:	state offices and meeting space/ removal long-term

The building now occupied by the Public Utilities Commission and the Ethics Commission is located just south of the State House on State Street. It has been renovated several times and serves its purpose adequately, but its lack of design or functional distinction may make the site, with its favorable location and topography, more appropriate for redevelopment. The topography would

make under-building parking a possibility, while providing the opportunity for having a new north entrance that would be at grade adjacent to the Cultural Building. A significant amount of surface parking would be available on the lot to the south.

5. *Burton Cross State Office Building*

Location:	Capitol Complex 9 Jackson Street
Inventory number:	AUG043
Gross area/expansion, if any:	233,814
Proposed occupant/use:	state offices/services/ conferences & hearings

The former State Office Building, now known as the Burton Cross Office Building, now represents the State's best office and meeting space. The second floor now accommodates a number of Legislative hearing rooms. Much of the work of the previous master planning effort that resulted in the Space Planning Standards Manual and reprogramming of most state agencies is now embodied in the renovated building. It now sets the standard for the renovation projects that will result from the Augusta State Facilities Master Plan.

6. *Cultural Building*

Location:	Capitol Complex
Inventory number:	AUG065
Gross area/expansion, if any:	109,884 sf
Proposed occupant/use:	State Library, State Archives, State Museum

All three agencies located in the Cultural Building (the State Museum, the State Archives, and the State Library) are short of space, and all three are, by legislative mandate, in the business of expanding their collections. In addition, although the building is generally in good condition and has been well-maintained, there are some significant problems associated with the structural system, roofs, and windows. For these reasons, the State has embarked on a master planning project to investigate renovation and expansion issues. It is possible that the building will be expanded. It was originally designed to be expanded to the south, but has the potential to support additions on the east and west ends as well. A rethinking of the area in front of the building, connecting it with the State Office Building

and the State House, has been ongoing as the renovations of these two neighboring structures have been planned. The removal of the Education Building opens up many possibilities that remain to be fully explored.

7. Department of Transportation Building

Location: 1 Child Street
Inventory number: AUG038
Gross area/expansion, if any: 115,620 sf
Proposed occupant/use: DOT/offices and services

The DOT building is one of Maine's best examples of an open-plan "Modern" office building of the mainstream modern architectural movement of the 1960's and 1970's. It is now in need of significant renovation. Any proposals for renovation should be subject to design guidelines, as the building is one of the few buildings built for the State between 1950 and the present that could be considered a candidate for future National Register of Historic Places designation. Its site plan was innovative and handsome as originally conceived, and to a large extent it was constructed as designed. However, site improvements, including paving, landscaping, and retaining walls, have not been well-maintained. The site improvements should be rehabilitated as part of a major renovation project; and once brought back to original specifications, they should be maintained.

8. DOT Warehouse

Location: DOT Motor Transport,
Capitol Street
Inventory number: AUG027
Gross area/expansion, if any: 7,812 sf
Proposed occupant/use: removal

This metal industrial-type storage building occupies part of a significant site in an old granite quarry on Capitol Street. The site is a central one, with potential for substantial parking at grade and/or under new construction due to the topography of the old quarry. Along with the other DOT buildings on this site, removal of this building and replacement with a State office building, perhaps combined with some private-sector development, is recommended.

9. DOT Sign & Tire Shops

Location: DOT Motor Transport,
Capitol Street
Inventory number: AUG028
Gross area/expansion, if any: Not available
Proposed occupant/use: removal

This wood industrial building is in poor condition and occupies part of a significant site in an old granite quarry on Capitol Street. The site is an important one, with potential for substantial parking at grade and/or under new construction due to the topography of the old quarry. Along with the other DOT buildings on this site, removal of this building and replacement with a State office building, perhaps with some private support uses such as retail or a restaurant, is recommended.

10. Gannett House

Location: 184 State Street
Inventory number: AUG040
Gross area/expansion, if any: 7,735 sf/5,000 sf
Proposed occupant/use: State Planning Office/offices

The Gannett House now serves as one of three office locations for the State Planning Office. The building is not suitable for the high-intensity office use presently housed there, and even with expansion, it could not house all of the State Planning Office. It is recommended that a less-intense office use be found. A rehabilitation project is recommended to restore key elements, make up for deferred maintenance, and perhaps expand the building for continued office use by a smaller agency or to function as a welcoming/visitor center for Blaine House/Capitol Complex visitors.

11. Gannett House Garage

Location: 184 State Street (rear)
Inventory number: AUG127
Gross area/expansion, if any: 1,500 sf
Primary occupant/use: state/offices and/or support space

The Gannett House Garage, a former carriage house, has potential for re-use as an office annex to the main house, or as an office for a small agency. It has three floors, two of them accessible at grade, with about 1,500 sf. It is in fair

condition but is architecturally significant and deserving of preservation. It is currently used by BGS for storage. Any work on the Gannett House, the Garage, or the site, should be subject to design guidelines to be developed as part of the establishment of the proposed historic district to encompass the several remaining historic residences along State Street north of the Capitol.

12. Merrill House

Location: 189 State Street
Inventory number: AUG120
Gross area/expansion, if any: 4,024 sf
Proposed occupant/use: private sector/office space

The Merrill House is one of three contiguous houses occupied by the offices of the State Planning Office. The house is in need of sensitive renovation, which may include the removal of the modern link between it and the Smith House. If the SPO is, as recommended, consolidated in one location, the Smith House would become surplus property. Consideration should be given to selling the property to a private entity, most likely for continued office use. There is a large, dirt-surfaced parking area behind the two houses that could be developed as paved parking, or perhaps as a building site. The preservation of the two houses, however, should be a high priority as they, along with the Gannett House, the Blaine House, the McLean House and the Dashlager House, represent a significant historic district in Augusta.

13. Gage-Lemont House

Location: 55 Capitol Street
Inventory number: AUG010
Gross area/expansion, if any: 7,348 sf
Proposed occupant/use: Maine Historic Preservation Commission

Another in the group of historic houses near the Blaine House, the Gage-Lemont House should be maintained, with minor renovations, as office and laboratory space for the Maine Historic Preservation Commission. Changes to the house should be in keeping with its architectural character and historic importance.

14. McLean House

Location: 193 State Street
Inventory number: AUG056
Gross area/expansion, if any: 5,645 sf
Proposed occupant/use: state offices

The MacLean House, part of the group of historic houses at the corners of State Street and Capitol Street (other houses include the Blaine House and the Gannett House) has suffered its conversion to office use gracefully but continues to be overcrowded. It can remain an appropriate, dignified home for a small agency such as the Maine Arts Commission or the Public Advocate, but those in charge of its care should resist the urge to overpopulate the building. There is no potential for expansion. Any renovation of the house should be subject to historic preservation rehabilitation standards.

15. Motor Transport Services

Location: 105 Capitol Street
Inventory number: AUG093
Gross area/expansion, if any: 37,540 sf
Proposed occupant/use: removal and replacement with new DOT Motor Transport Services facility at a different site, possibly in combination with new state fleet service center

This industrial-type building occupies part of a significant site in an old granite quarry on Capitol Street. It houses offices on its upper level and shops and warehouse space at the lower level. The site is a central one, with potential for substantial parking at grade and/or under new construction due to the topography of the old quarry. Removal of this building (and the other DOT buildings on the site) and replacement with a State office building and possibly some private-sector support facilities is recommended.

16. Nash School

Location: 103 Sewall Street
Inventory number: AUG042
Gross area/expansion, if any: 8,226 sf
Proposed occupant/use: state offices

This historic former school has been rehabilitated for office use. It offers some expansion potential to the south and east, into the State Office Building parking lot. Consideration should be given to reactivating the main entrance on Capitol Street. The building should be maintained according to historic preservation standards.

17. New Sign Shop

Location: Capitol Street, MDOT Complex
Inventory number: AUG057
Gross area/expansion, if any: 18,760 sf
Proposed occupant/use: removal

This metal industrial-type storage building occupies part of the MDOT site on Capitol Street. The location is a central one, with potential for substantial parking at grade and/or under new construction due to the topography of the old quarry. Along with the other DOT buildings on this site, removal of this building and replacement with a large State office building should be seriously investigated. A new, more appropriate, site for the DOT functions now housed on Capitol Street should be investigated as part of the master planning process.

18. Smith House

Location: 187 State Street
Inventory number: AUG026
Gross area/expansion, if any: 4,571 sf
Proposed occupant/use: private sector/offices

The Smith House is a former residence, now one of three contiguous houses occupied by the offices of the State Planning Office. The house is in need of sensitive renovation, which may include the removal of the modern link between it and the Merrill House, also occupied by the SPO, next door. If the SPO can be consolidated in one location, which is the wish of the agency, the Smith House would become surplus property. Consideration should be given to selling the property to a private entity, most likely for continued office use. When sold, it should have protective covenants attached to assure that the exterior is sensitively restored in keeping with the objective of creating a district of historic former residences at the corner of State and Capitol Streets to properly frame this major approach to the Capitol Complex.

19. State House

Location:	210 State Street at Capitol Park
Inventory number:	AUG066
Gross area/expansion, if any:	109,884 sf
Proposed occupant/use:	Legislature, Legislative Support, State Law Library, Governor's Office/office and meeting space

The State's most significant building is currently undergoing extensive rehabilitation. There is no opportunity for expansion except underground; in fact, the building should be less-intensively-used than it is now. The simultaneous renovation of the State Office Building, has resulted in the creation of new space for support of the Legislature, which should relieve some of the pressure on the State House and allow the Capitol to be returned to its original spaciousness and grandeur.

Parking, Traffic and Transportation

Transportation improvements on the West Campus are designed to improve access to the campus, streetscape aesthetics, and pedestrian facilities; and to provide parking responsive to widely varying demands.

Key recommendations include:

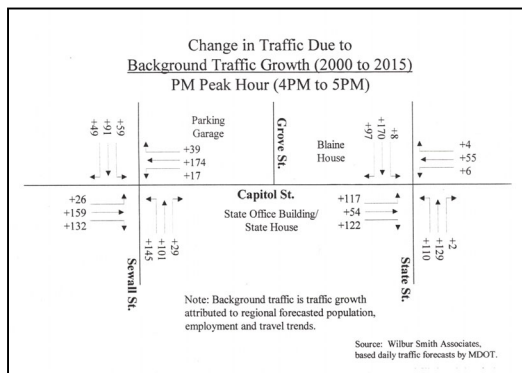
- Flexible parking system that responds to peak parking demands during Legislative sessions through established parking zones (assigning parking spaces for Legislators, state employees and the public through flexibility designated spaces and time periods) and through use of off-site parking to meet peak demand;
- Enhanced support for alternative transportation modes through the State's travel demand management (TDM) program that includes increased support for: carpooling/vanpooling; shuttles serving off-site parking and circulation between the East and West campuses and the downtown; commuting to work by bicycling and walking; and connection to potential rail and water transit routes;
- Expansion of existing parking structure, adding 500 spaces to reduce the use of surface parking;
- Improved surface parking lots to include paving and striping, planted islands, screening from streets, better

internal and external pedestrian connections, and lighting;

- Improved streetscape aesthetics with new or rehabilitated sidewalks, street trees, esplanades, pedestrian-scale lighting, and traffic-calming;
- Improved pedestrian crossings at intersections; and,
- New signage/wayfinding system geared to those in vehicles and on foot.

Parking

The parking plan recommendations for the West Campus include a combination of structured parking and surface parking, intended to strike a balance between the amount and the configuration of land devoted to surface parking and green space. Recommendations will need to respond to the parking demand according to Legislative sessions and to changing demands as new buildings are built and existing buildings rehabilitated.



Change in traffic due to background traffic growth.

Primary parking recommendations for the West Campus include:

- Expansion of the existing parking garage to the north and east to add approximately 500 additional parking spaces to the existing 443 space garage.
- Reconfiguration/redesign of the parking lot west of the State Office Building to improve aesthetics, increase pedestrian safety/friendliness and assign zones for various uses (visitors, legislators, service vehicles, etc.).
- Improvements at all parking lots to improve aesthetics, pedestrian safety and connections, lighting, and user security.
- High capacity parking structure at the 105 Capitol Street (MDOT transport services site) location to accommodate the large (up to 1,000 employees) capacity of the site.
- High capacity parking structure on Child Street to support new office development next to the MDOT Office site.

The following details parking considerations in the Master Plan:

1. Parking Demand: The Master Plan

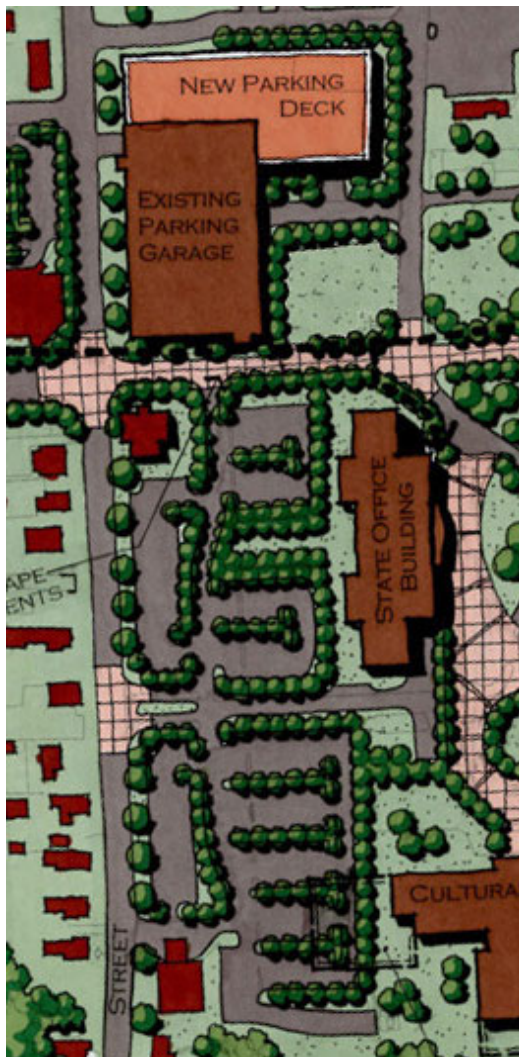
Parking demand is calculated based on the number of employees, service vehicles, and visitor parking spaces required for the campus. Planned employment at the West

Campus is approximately 3180 as shown below. Using a 0.9 space per employee parking factor totals approximately 2860 parking spaces required for employees, including Legislators.

Location	Employee Number	Parking Spaces	Comment
Capitol Complex	1,100 *	990	
20 Union/221 State.	490	440	Expanded/Renovated
MDOT	595	535	
105 Capitol Street	960	865	New Building
55 Capitol & 193 State	35	30	
Total:	3,180	2,860	Assumes 0.9 space/emp.

* Assumes 180 employees located at renovated 221 State Street rather than State Office Building.

Source: SMRT, 1999.



West Campus Master Plan includes additional structural parking and improved parking lot landscaping, circulation and utilization.

According to BGS and Capitol security, demand for visitor/public parking during legislative sessions has been estimated to be from 200-300 spaces with a higher number required during public hearings with high attendance.

When the Legislature is not in session, visitor/public parking demand is estimated to be approximately 100 spaces. This includes an estimated demand for visitor parking of forty spaces for the State Library and State Museum (Source: Agency Interviews, SMRT, 1999).

2. Parking Garage

A five-level parking garage with approximately 500 spaces is recommended to be constructed to the north and east of the existing 443-space Capitol Street Garage. This will increase the combined structured parking in this block to approximately 950 spaces.

3. Surface Parking

A major site planning goal of the Master Plan is to reduce the negative impacts of surface parking on the West Campus. This will be accomplished by increased use of structured parking and the “greening” of existing surface lots. This will include buffering and screening of surface lots from streets, enhanced landscaping, designated pedestrian walkways, and improved lighting within the lots. The capacity of the lots will be reduced due to more space being devoted to plantings and pedestrian facilities, however this will be offset by new structural parking.

The described improvements are recommended for all current and new surface lots. The City of Augusta's landscaping standard is a useful guide. Existing unpaved lots are to be paved, striped and landscaped.

4. Capitol Complex

A site-specific parking plan should be developed for the Capitol Complex in the near term to correspond to the re-opening of the renovated State Office Building and State House. This plan should allocate specific parking areas to Legislators (during the session), visitors (with time limits), persons with disabilities, press and service vehicles. Legislator parking should be oriented to the south entrance of the State House to correspond to current renovation efforts.

Short-term landscaping improvements should be made. A signage system that reflects Legislative sessions and public hearings should be developed to respond to the varying parking demands.

During Legislative sessions, a satellite parking and shuttle system can be implemented to accommodate longer term parking off-site. The amount of parking provided on the campus should correspond to the amount of parking required during typical, off-peak times to reduce infrastructure costs and reduce the space and aesthetic impacts of parking on the campus.

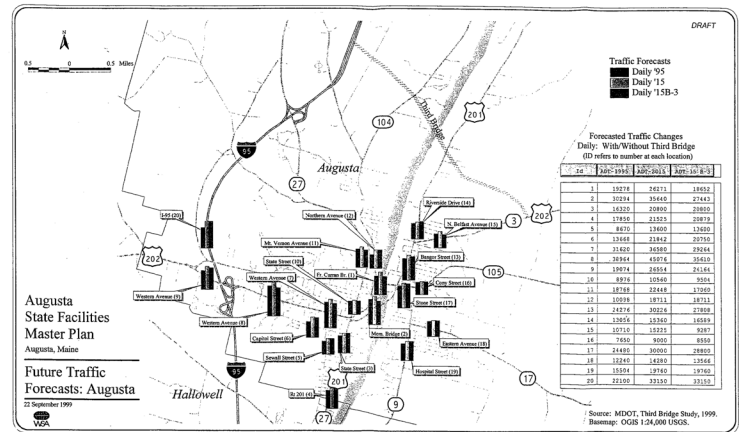
Alternative Transportation

(See this heading in East Campus section 6.)

Vehicular and Pedestrian Circulation

1. Vehicle Circulation

Primary intersections of interest on the West Campus are Capitol Street - Sewall Street and Capitol Street - State Street. These streets and intersections handle the vast majority of traffic destined for the West Campus. Current primary routes of access are via Western Avenue, State Street, Capitol Street and Sewall Street. Intersections highlighted below are the stress points in the roadway network.



a. Capitol Street – Sewall Street Intersection

This intersection serves as a major gateway to the West Campus. Major influences on the operation of this intersection are:

- Potential location of expanded structured parking on the site of the current parking garage;
- Large forecasted growth in background traffic;
- Increased use of Sewall Street as a north-south bypass of State Street;
- Potential redevelopment of the MDOT Transport Services complex.

Preliminary forecasted growth in traffic at this intersection ranges from 36% to 40% at the legs of the intersection for the period 2000 to 2015. The implications of this level of growth are the need for dedicated turn lanes to accommodate high turn volumes at each intersection approach. These can make intersections very large and more difficult to cross for pedestrians, undesirable traits for major pedestrian crossing point at a campus entry.



Pedestrian refuge islands can improve large intersections.

b. Capitol Street – State Street Intersection

This intersection plays a major role in regional Augusta traffic patterns and serves as a gateway to the West Campus. Major influences on the operation of this intersection are:

- Current high volumes of north-south through-traffic and large forecasted growth background traffic on State and Capitol Streets;
- Large numbers of turns to and from Capitol Street;
- Constraints presented by the historic properties abutting Capitol and State Streets;

- Outcome of the NEPA process in the evaluation of rehabilitating/replacing the Memorial Bridge and bridge access;
- Solutions to the significant safety and capacity problems at the Memorial Circle.

Preliminary forecasted growth in traffic at this intersection ranges from 25% to 33% at the three major legs of this intersection for the period 2000 to 2015. The implications for this level of growth are similar to those for the Capitol Street – Sewall Street intersection – the need for dedicated turn lanes at many intersection legs to accommodate high turn volumes. This intersection also requires two through lanes to handle the forecasted levels of traffic. This implies a much larger intersection in an area with sensitive abutting uses to operate acceptably.

c. Capitol Street: Sewall Street to State Street

These two blocks of Capitol Street are critical for establishing a pedestrian-scaled environment on the West Campus. Traffic is forecasted to grow significantly from 2000 to 2015 according to MDOT traffic forecasts (over 50%). The proposed expanded parking structure (500 additional parking spaces) on the north side of Capitol Street will add significantly to the pedestrian crossings within this area and shift traffic flows. It is recommended that a pedestrian refuge island be constructed at the Grove Street/Capitol Street intersection to improve pedestrian crossings of Capitol Street and to ‘calm’ traffic.

Through-truck traffic (except for local deliveries) should be banned from this section of roadway.

d. Upper Capitol Street

This section of Capitol Street west of Sewall Street is an important gateway approach to the Capitol. It has adequate capacity for the planning horizon but lacks the desired level of streetscape improvements. Shoulders to accommodate bicyclists should be maintained in conjunction with any improvements. Design standards should be developed for this approach to the Capitol and applied in the areas of access management, pedestrian facilities (lighting, planted tree lawns, sidewalk separated from the roadway), building design and orientation.

e. Lower Capitol Street

This section of Capitol Street borders Capitol Park. It has degraded street edges primarily due to lack of quality sidewalks and no/poor curbing. The City of Augusta and the State are planning a major upgrade. New curbing, tree lawns, pedestrian-scaled lighting and designated on-street parking will be provided for this block.

f. State Street

State Street is the primary approach to the West Campus. It has four travel lanes and is characterized by generally poor roadside aesthetics. Adjacent sidewalks on the west side of State Street south of the State House are continuous but in poor condition. Design standards should be developed for both the north and south approaches to the Capitol and applied in the areas of access management, pedestrian facilities (lighting, planted esplanades, sidewalk separated from the roadway), building design and orientation.

An important consideration in the future design of this road is the outcome of the NEPA study evaluating rehabilitation or replacement of the Memorial Bridge.

g. Union Street

This street forms the south edge of Capitol Park. Similar to Lower Capitol Street, it suffers from poor street aesthetics and maintenance. Recommendations include improved sidewalks, pedestrian-scaled lighting, granite curbing along the Park's edge and re-evaluation of the need for on-street parking.

2. Pedestrian Circulation

Pedestrian improvements on the West Campus take the form of campus connections and on-site circulation improvements.

“Campus connection” improvements connect the Campus to adjacent neighborhoods and the downtown and are recommended for all City streets on the West Campus. Most of these segments require improved sidewalks, planted tree lawns, and pedestrian-scaled lighting where appropriate. Strong connections to the Kennebec River Trail and open space are also required. The three signalized intersections within the campus do currently have pedestrian signal equipment but the aesthetics at these crossings are lacking. Landscaping improvements at intersections are required.

Pedestrian segments targeted for improvement include:

- State Street (both approaches to Capitol Street) – improved streetscape landscaping, sidewalk separated from the street edge with a planted tree lawn (south of the State House), and crosswalks delineated with contrasting pavement treatments.
- Capitol Street - sidewalk separated from the street edge with a planted tree lawn west of Sewall Street and on Lower Capitol Street, pedestrian-scaled lighting along its entire length, and crosswalks delineated with contrasting pavement treatments.
- Grove Street - sidewalk separated from the street edge with a planted tree lawn on both sides of the street with pedestrian-scaled lighting from Wade Street to Capitol Street, and crosswalks delineated with contrasting pavement treatments.
- Sewall Street - sidewalk separated from the street edge with a planted tree lawn on east side of the street with pedestrian-scaled lighting from Western Avenue to Capitol Street, and crosswalks delineated with contrasting pavement treatments.

Open Space

The Augusta State Facilities Master Planning Committee has been concerned with the preservation and creation of open space since the beginning of its deliberations. From the first meeting of the group, the desire for maintaining or improving views, providing active and passive recreational opportunities, connecting with completed or future elements of the City's open space and greenway plans, and providing an aesthetically-pleasing landscape in which to work and conduct government business has been expressed by its members. This interest is also based on the desire to preserve historic landscapes and campuses.

The important open spaces on the West Campus that have been identified during the planning process include:

- Capitol Park
- Capitol Hill (including areas surrounding the State House, the Cultural Building, the State Office Building, the Blaine House and the Gannett House)
- Howard Hill



Capitol Park from the State House balcony. The East Campus is in the background across the Kennebec River.



Capitol Park, bounded by State Street to the west, the river to the east, Capitol Street on the north and Union Street on the south.

1. Capitol Park

Early views of the Maine State House show the original Bulfinch-designed building surrounded by agricultural fields and bare hillsides, with a few early houses scattered at its base to the north. Photos from the 1860's show a stone wall along the east side of State Street, and roads running perpendicular and to the sides of the State House to the river. The area bounded by State Street, the Kennebec, Capitol Street and Union Street remained essentially an open field (often used as a parade ground) until 1920, when the Olmsted Brothers of Boston, perhaps the most famous landscape architects in the country, were commissioned to prepare a new landscape plan for this area, to be known as Capitol Park. The Olmsted firm did prepare such a plan to transform the mall into a designed landscape of carefully-placed trees, curving walkways, and planned vistas, with some recreational uses located to the sides. Bulfinch had envisioned the expanse of land between the State House and the Kennebec River as a tree-lined mall, and his vision had been implemented to some extent. The Olmsted plan led to additional plantings and the construction of pathways, and although never fully realized, resulted in the transformation of the unpretentious mall into a picturesque public park.

Capitol Park has continued to evolve as tastes and uses change. It is still primarily an open space for passive recreation, but it has come to house monuments and to provide visual relief for government buildings constructed along its north and south boundaries (the DOT Building to the north in 1975, and the Department of Labor and Department of Human Services buildings from the 1950's and 1960's to the south). Efforts are underway to restore the park to the original Olmsted design. Even in its current state, however, the park provides a suitable setting for the State House and assures that views from the State House across the river to the Arsenal and AMHI remain. In fact, the views back and forth between these three architectural settings are remarkably similar to what they would have been 100 or more years ago.

It is the Master Planning Committee's recommendation that efforts to preserve and restore Capitol Park continue; and that efforts to define and enhance its edges, through high-quality street treatments, landscape development and architectural elements along Union and Capitol streets,

continue as well. Design standards for any construction along the Park, including parking lots, memorials, building renovation and new construction, should be developed. Such standards should be coordinated with the development of streetscape and preservation standards for adjacent historic and view corridors such as north and south State Street, Union Street, and Capitol Street.

2. Capitol Hill

Plans now being executed for the renovations of the State Office Building and the State House include significant site improvements on Capitol Hill. The immediate grounds of the State House are being restored to the Olmsted plans, including the recreation of the circular granite-based iron fence that surrounded the building. The area immediately in front of the new east entrance to the State Office Building, formerly a poorly-marked and poorly-maintained parking area and loading dock, is to be paved with decorative materials and converted to a pedestrian zone with limited parking for persons with disabilities and emergency access. This improvement will result in a more appropriate setting for both the State Office Building and the west entrance to the State House.

At the time of the Cultural Building's construction, there were grand plans put forward for erecting a public plaza, underground parking, and other amenities in the space created by the new museum, the State Office Building, and the State House, presuming that the Education Building would be demolished. Subsequently, there have been additional planning efforts in this area, including most recently the New Capitol Area Master Plan, created under the auspices of the Special Committee on the New Capitol Area Master Plan in 1990-91.



New east entrance to the Burton M. Cross State Office Building.

Today, with the renovation of the State Office Building nearly completed, the physical connection to the State House, both above and below ground, is being redesigned; and the open space to be reclaimed once the Education Building is removed is to become green again. Efforts to alleviate the overcrowding of all three cultural agencies housed in the Cultural Building, also a high priority to emerge from the master planning process, may result in additional public open space and potentially underground support facilities. The current master planning process has led to the rethinking of open spaces on Capitol Hill. The

Committee was in agreement that the emphasis in these areas should be placed on a friendly pedestrian environment that is respectful of the buildings of the Capitol Complex, rather than on the accommodation of automobiles. As current construction projects conclude, and future building construction projects and parking improvements are undertaken, the open spaces between the structures should contribute to the public spirit of the original vision of the State House on the Hill and the Olmsted plans.

Utilities and Lighting

Adequate utilities are available for the development proposed on the West Campus. The following specific requirements will need to be addressed.

1. Water Service:

New construction will utilize existing water mains in place in the streets. New supplies for domestic and fire suppression system use will be required. Connections will be straightforward and will involve standard tapping and metering requirements as stipulated by the Augusta Water District.

2. Stormwater Management:

Storm drain lines exist in adjoining streets and are available for tie-in by proposed site development. Watershed analysis will be required to determine best stormwater quantity and quality management practices. Because the West Campus is largely developed, new construction is not expected to require extraordinary management measures beyond installation of oil/sediment separation devices.

The expansion of the Capitol Street Parking Garage will require reconstruction of the existing 60-inch storm drain that currently runs behind the structure. The topography of the surrounding area will not allow relocation of the line into Wade and Grove Streets adjoining the site because adequate soil cover could not be maintained. Construction of a below ground conduit or chase running underneath the new structure is proposed. This will allow placement of new pipe in close to its current alignment and profile. It will allow ease of connection to the existing line, and ease of access for maintenance or replacement under the building. This approach will require some additional internal building structure in the ground floor level. These

recommendations have been reviewed and approved in concept by the Augusta Sanitary District.

3. Sanitary Sewer Service:

Sanitary sewer lines are available in adjoining streets and are available for tie in by proposed building development. Usual and customary requirements are expected for compliance with Augusta Sanitary District standards for new system design and tapping procedures.

4. Electrical Service and Communications:

Existing electrical and communications services exist in the adjoining street and are available for tie in by proposed site development. Usual and customary requirements are expected for compliance with Central Maine Power and local telecommunications concerns for compliance with standards for new system design and splicing procedures.

5. HVAC:

Heating, ventilating and plumbing systems are generally associated with each individual building, unlike on the East Campus where campus infrastructure may allow multiple buildings to be served by central systems. Other than the State Office Building and the State House, which share some HVAC systems (for example, the boilers in the State Office Building supply steam for heating the Capitol as well as the office structure), all West Campus buildings have their own heating, cooling and plumbing systems.

6. Lighting:

Street lighting in the Capitol approach zones as defined will comply with design guidelines to be developed to insure compatibility with the surrounding architecture and pedestrian environment. Lighting will be designed to provide safe levels of illumination for pedestrian and vehicular circulation. The plan will incorporate municipal guidelines and requirements for exterior lighting applications.

7. Signage:

A signage system on the West Campus must recognize its unique setting and its architectural and historical precedents, notably the State House, the Blaine House, and numerous other historic buildings and Capitol Park.

A vehicle signage system consists of hierarchies of signs:

- signage to guide visitors from the interstate or larger highways to the correct exit or to a satellite parking lot linked to the campus by shuttle;
- signs at appropriate intervals and at decision points; and,
- on-campus signs directing motorists to the appropriate parking lot and spaces.

A sign's scale must be related to the speed and amount of information that can be assimilated by the driver.

On the West Campus, important distinctions should be made between different users: State Employees, visitors, tourists, and the public attending hearings or legislative sessions. A flexible parking management system is recommended that adapts to peak parking demand. A legible signage system is essential to making this parking management system work effectively.

The pedestrian signage system must reflect the distinct needs of pedestrians. They have much more opportunity to absorb a larger amount of information due to their slower travel speed. Signs can be smaller per unit of information and contain much more total information. These signs will be used primarily to direct pedestrians from streets edges and parking areas to the correct building entrances. Signs can take the form of standalone signs, kiosks with maps, and other interpretive information and signs with building names mounted on buildings.

C. Other Locations

Stevens Campus:



The Erskine Building is the oldest building on the Stevens School Campus.

Due to the determination that the State will likely no longer need to locate agencies on the Stevens School campus once the consolidation of these agencies on the East and West campuses is achieved, the Master Plan includes the recommendation that the Stevens School Campus, in whole or in part, be turned over to the Town of Hallowell and/or the private sector for conversion to new uses. It is recognized that the redevelopment of the site should be a joint effort and include State resources to facilitate the changeover from State to other uses. The State and the Town will cooperate in an effort to find uses that will benefit the Town while preserving the historic character of the campus and its buildings.

1. Administration Building (Stevens School)

Location:	Stevens School Campus, Winthrop St., Hallowell
Inventory number:	AUG087
Gross area/expansion, if any:	6,219 sf
Proposed occupant/use:	private sector/office and/or residential

The former Stevens School Administration Building occupies a prominent site on the hillside at the main entrance to the campus. The Greek Revival building requires sensitive renovation if it is to continue in office use and should not be expanded except perhaps for a minimal addition to house code-required stairway(s), an elevator, and an accessible entrance. Rehabilitation standards should be put in place prior to the disposition of the property to assure the preservation of this building and its surroundings.

2. Baker Building

Location:	Stevens School Campus, Hallowell
Inventory number:	AUG089
Gross area/expansion, if any:	18,536 sf
Proposed occupant/use:	private sector/offices and/or residential

Situated on the prow of a hill with fine views of the Kennebec and the buildings of Hallowell, the Baker Building is one of the historically-significant original Stevens School buildings. It needs rehabilitation, especially at the interior; and has some expansion potential. Parking is a problem on the campus now, and would be exacerbated by any building expansions.

3. Central Building

Location:	Stevens School Campus, Hallowell
Inventory number:	AUG094
Gross area/expansion, if any:	33,785 sf
Proposed occupant/use:	private sector/offices and/or residential

This handsome brick structure is one of the older, more significant Stevens School buildings. The interior has been extensively renovated since its use as a classroom building was discontinued. The exterior requires significant renovation. There may be some expansion possibilities. Again, parking needs would need to be addressed if expansion or increased intensity of use is proposed.

4. Cleveland Building

Location:	Stevens School Campus, Hallowell
Inventory number:	AUG095
Gross area/expansion, if any:	6,420 sf
Proposed occupant/use:	private sector/offices and/or residential

If the Stevens School were to be restored as an architecturally-cohesive campus, this building should be removed. Its site could be developed with another, more sensitively-designed building, or it could be used for parking if properly screened from the historic central campus. However, if the campus is privatized, new owners may want to retain this building for continued use.

5. Erskine Building

Location: Stevens School Campus,
Hallowell
Inventory number: AUG097
Gross area/expansion, if any: 19,296 sf
Proposed occupant/use: private sector/offices and/or
residential

If the Stevens School is to remain in State hands and be looked upon as a campus for State use, the restoration of the Erskine Building would rescue a landmark building and provide a good-sized office building for a moderately-sized governmental agency or a group of small agencies. If the campus is privatized, sale documents should require the retention and restoration of this building.

6. 61 Winthrop Street

Location: Stevens School Campus,
Hallowell
Inventory number: AUG098
Gross area/expansion, if any: 3,513 sf
Proposed occupant/use: private sector/offices and/or
residential

61 Winthrop Street, a historic residence on the edge of the Stevens School complex, could serve as office space for a small administrative unit, or could be sold for private use. If it continues to be used by state agencies, it should be renovated to capitalize on its historic character while bringing it up to current standards of codes and function. If it is sold, sale documents should include covenants requiring the retention and restoration of this building.

7. Flagg-Drummer Building

Location: Stevens School Campus,
Hallowell
Inventory number: AUG099
Gross area/expansion, if any: 8,850 sf
Proposed occupant/use: private sector/office and/or
residential

If the Stevens School were to be restored as an architecturally-cohesive campus, this building should be removed. Its site could be developed with another, more sensitively-designed building, or it could be used for parking if properly screened from the historic central

campus. If the campus is privatized, however, the new owner may want to retain this building.

8. Garage

Location: Stevens School Campus,
Hallowell
Inventory number: AUG088
Gross area/expansion, if any: 450 sf
Proposed occupant/use: removal

This Stevens School outbuilding has no historic or architectural significance and should be considered dispensable if it is no longer needed as part of a Stevens School re-use plan.

9. Hayden Hall

Location: Stevens School Campus,
Hallowell
Inventory number: AUG100
Gross area/expansion, if any: 5,985 sf
Proposed occupant/use: private sector/office and/or
residential

This undistinguished contemporary building is similar in character to the Flagg-Drummer Building and should be considered in a similar way. However, it is relatively remote from the historic main campus area, and is used by a local mental health service provider. Thus this building may be a more appropriate candidate to remain on the campus, though if the campus is more intensively used for offices, questions of compatibility of use may need to be addressed.

10. Reed Auditorium

Location: Stevens School Campus,
Hallowell
Inventory number: AUG104
Gross area/expansion, if any: 13,419 sf/10,000 sf
Proposed occupant/use: private or public
sector/auditorium or
community use

If the support operations currently housed here are relocated as part of the Master Plan, this facility could be adapted to other uses, or the site could be sold for private sector commercial purposes, or the building could be

removed and the site used for open space or new construction. City of Hallowell officials have suggested the possibility of returning the building to its original use as a performance space, but this time for the community. Due to the relatively minor modifications that were executed to accommodate the State print shop and postal operations, most of the theatrical and gym infrastructure remains in place. Thus a return to original functions would be easily accomplished.

11. Pre-Release Garage

Location: Stevens School Campus,
Hallowell
Inventory number: AUG107
Gross area/expansion, if any: 800 sf
Proposed occupant/use: removal

This utilitarian structure should be torn down unless needed by a new owner or the State agency or agencies that occupy the Stevens campus under the new master plan. If it is not needed, the space could be utilized for parking.

12. Stevens Building

Location: Stevens School Campus,
Hallowell
Inventory number: AUG105
Gross area/expansion, if any: 17,841 sf
Proposed occupant/use: private sector/office and/or
residential

This 1936 classical revival building needs to be renovated, and could support small additions that could provide accessibility, new entrances, and means of egress improvements. It occupies an important position on the campus and should be considered a significant building along with those it faces across the central quadrangle. If the campus is privatized, this building is one that should be protected with a historic facade easement.

13. Supervisor's House

Location: Stevens School Campus,
Hallowell
Inventory number: AUG101
Gross area/expansion, if any: 2,400 sf
Proposed occupant/use: private sector/offices and/or
residential

If the use of the Stevens School complex by the State is to continue and/or intensify, this building should be restored for office use by a small agency. If not, or even with a continued State presence but no good use candidate for the house, the building should be sold with historic easement protection for private residential or office use.

14. White Cottage

Location:	Stevens School Campus, Hallowell
Inventory number:	AUG106
Gross area/expansion, if any:	2,128 sf
Proposed occupant/use:	private sector/office or residential

With the recommended consolidation of DOL functions, this plain bungalow located adjacent to the Stevens School campus would become surplus property. It could be sold for private use, or turned over to a small agency that might need to be near agencies located in other Stevens School buildings if the campus remains in State hands.

Other Sites

Although the primary thrust of the Master Plan is to bring as much of State Government to the East and West Campuses as possible, there will continue to be the need for satellite spaces for reasons of convenience, function, or necessity (for swing space, for example). Thus it is likely that the use of such facilities as the Old Liquor Warehouse in Hallowell and the Weights and Measures Building on Cony Road will remain in State ownership and use, and the State will continue to lease office space and other types of space in the Augusta area. The primary locations that will remain under lease for well into the master planning period, at least, include 2 Anthony Avenue and 35 Anthony Avenue (occupied by the Department of Labor and the Department of Human Services), as both buildings have been recently renovated and/or expanded, and both contain client service operations that benefit from the Anthony Avenue locations. The Department of Professional & Financial Regulation is likely to remain in its Gardiner location for a similar period.

159 Hospital Street

Location: 159 Hospital Street
Inventory number: AUG122
Gross area/expansion, if any: 2,360 sf
Proposed occupant/use: private or public sector/
offices or residential

Once a plan for the consolidation of the Department of Conservation is in place, this property could be turned over to the City for expansion of the arboretum, or sold to a private user.

Agricultural Storage, Weights and Measures

Location: Cony Road
Inventory number: AUG121
Gross area/expansion, if any: 19,436 sf
Proposed occupant/use: state/laboratory, storage,
vehicle storage &
maintenance space, ancillary
office space

Consideration should be given to consolidating the Department of Agriculture operations currently located in this building with remaining DOA functions and declaring the property surplus. It could be turned over to the City for augmenting the recreation complex and/or arboretum or other public use, or it could be sold into the private sector.

Entomology Lab/Garage/Storage

Location: 50 Hospital Street
Inventory number: AUG084
Gross area/expansion, if any: 6,325 sf
Proposed occupant/use: removal as part of
development of DPS campus

These two wood-frame buildings are located near the Public Safety complex on prime real estate on Hospital Street with fine views across the river to the Capitol Complex. With the consolidation of the Department of Conservation at one location, these buildings should be removed and the site redeveloped as part of the Public Safety Campus.

Entomology Garage/Storage

Location: 50 Hospital Street (rear)
Inventory number: AUG085
Gross area/expansion, if any: 3,456 sf
Proposed occupant/use: removal as part of
development of DPS campus

The Entomology Garage is a simple two-story wood-frame structure with no inhabited spaces and in only fair condition. Its functions should be combined with other similar needs of the Department of Conservation elsewhere, allowing the removal of the building and the use of its footprint as part of the Public Safety Campus development.

Old Liquor Warehouse

Location: 10-12 Water Street,
Hallowell
Inventory number: AUG102
Gross area/expansion, if any: 61,561 sf/40,000 sf
Proposed occupant/use: State Museum, State
Archives, Law Library /
offices, warehouse space

The Lottery Commission occupies the office portion and a small part of the warehouse space of this warehouse building, while the Museum, Archives, and Library use the majority of the space for processing and storage. Much of this space was substantially renovated with climate controls and security for these uses in 1987. The cultural agencies and library could use more space in the building, if another location can be found for the Lottery Commission.

Downtown

While the State does not own any real estate on Water Street or directly adjacent to the central business district, it proposes to have a presence in the downtown area. The committee directed the consultants to include the establishment of an employee base of up to 300 State employees in the downtown. This should be accomplished through leasing space, preferably in one or more of the historic commercial buildings on Water Street, and /or in the Key Bank Tower or perhaps in newly-constructed space resulting from development initiatives promoted by the Capitol Riverfront Improvement District. Ongoing programming efforts will identify State agencies that could benefit from a downtown location, and agencies that would help to revitalize the Water Street area.

D. Agency Locations

One of the most important goals of the Master Plan is to consolidate State agencies in locations that will allow them to function most efficiently and effectively. The outcome of the MPC's efforts in this regard shows the distribution of employees in Greater Augusta that will result from the implementation of the plan.

East Campus

The East Campus complement of State agencies will remain much as it is today. The natural-resource-based agencies, including the departments of Agriculture, Marine Resources, Environmental Protection, Conservation, and Inland Fish & Wildlife, would be consolidated on the core campus, in the to-be-renovated Stone Building complex and other renovated former AMHI buildings such as the Harlow, Tyson, Williams and Ray buildings. The Department of Corrections administrative offices will remain on the core campus, as will the administrative functions of the Department of Behavioral and Developmental Services.

The Bureau of Motor Vehicles of the State Department will remain in its existing building on Hospital Street. The various and scattered units of the Department of Public Safety will be consolidated on the proposed new Public Safety Campus at the northeast corner of the East Campus, to include the existing Medical Examiner's Building and Crime Lab. Lastly, the employees of today's AMHI will remain on campus but move to the new Psychiatric Treatment Facility, to be constructed beginning Spring 2001, at the southwest corner of the campus.

West Campus

The majority of State employees will continue to be located on the west side of the River, in numbers that will not increase appreciably from today's. The largest single group of employees will be housed in the three buildings of the Capitol Complex. The agencies to be housed in the Burton M. Cross Building include:

- Department of Administrative and Financial Services (partial)
- Department of Education
- Office of the Attorney General
- Department of Economic and Community Development



The conversion of parts of the former AMHI engineering complex into appropriate space for the Department of Environmental Protection supports several goals of the Master Plan, including consideration of the State agencies.

- Secretary of State Division of Corporations, Elections and Commissions
- Department of Treasury
- Capitol Security
- Legislative Branch employees (partial)

Groups to be housed in the State House include:

- Governor's Office (partial)
- Legislative Branch (partial)

Agencies to be housed in the Cultural Building are:

- Maine State Museum
- Maine State Library
- Maine State Archives

The second largest concentration on the west side will be in the new office building proposed for the Motor Transport site on Capitol Street. The MPC determined that a possible candidate for using this building is DHS. Between 500 and 1000 employees could be housed here.



Water street should continue to be Augusta's Main Street.

The Department of Transportation and the Department of Labor will remain in their existing buildings fronting Capitol Park, though both buildings will be subject to renovation and/or expansion projects. The remaining West Campus agencies, consisting of the State Planning Office, the Public Utilities Commission, the Secretary of State, and various small agencies such as the Maine Arts Commission and the Maine Historic Preservation Commission, will be housed in smaller buildings clustered around the Capitol Complex. Some of these agencies may be candidates for a downtown location (see *Other Sites* on next page).

Other Sites

The MPC held as a high priority the State's participation in the revitalization of downtown Augusta. The means to this end will be locating one or more agencies that could benefit from a Water Street location, and that could in turn benefit the downtown, in leased space on Augusta's historic main street. Although no definite candidate for such a location was identified, possibilities include the Department of Labor Career Center or other public-oriented unit, and/or the State Planning Office.

Significant leased space in Augusta will remain in use for the Department of Human Services and Department of

Labor client service functions at Anthony Avenue. DHS is likely to remain there for the duration of the planning period. The DOL Career Center may be relocated to the DOL headquarters at Union Street on Capitol Park, or possibly located in leased space on Water Street in downtown Augusta as discussed above.

The Department of Professional & Financial Regulation is likely to remain in leased space in Gardiner for the foreseeable future.

Additional leased space will be needed to serve as “swing space” during construction projects and for special projects or programs that arise from time to time.

E. Recommendations

During the course of its deliberations, the MPC considered and recommended potential building, site and infrastructure projects. The committee categorized these projects as follows:

- In progress (now underway)
- Near-term (to be implemented within the next 1-5 years)
- Intermediate-term (5-10 years)
- Long-term (10-20 years)

Some of the major projects that, when completed, will contribute to achieving the overall goals of the master plan, are listed below:

In Progress:

- Construct Psychiatric Treatment Center
- Relocate DEP Response building/warehouse
- Parking and alternate transit plans for each campus
- Study Stevens School redevelopment
- Study Cultural Building renovation and expansion options

Near-term (1-5 years):

- Renovate Harlow Building
- Preserve and re-use former residences in State Street/Capitol Street historic area
- Construct West Campus streetscape improvements
- Construct East Campus streetscape and infrastructure improvements
- Expand State parking garage
- Renovate DOT office building
- Study Legislative Law Library space needs and location options
- Renovate and expand 20 Union (DOL offices)
- Work with Gardiner regarding future of leased space

Intermediate-term (5-10 years):

- Renovate Stone Building, Ray Building, Williams Pavilion, and Campbell Barn
- Construct Public Safety Campus
- Relocate DOT Motor Transport, BGS Fleet and Public Safety garage to new State Fleet Garage

- Construct Phase I of East Campus parking garage (north end)
- Study open space design options for East Campus

Long-term (10-20 years):

- Develop DOT Motor Transport site
- Construct Capitol North office building (if required)
- Complete East Campus parking garage
- Demolish 221 State Street and bank site for future use