

8. Appendices

Meeting Minutes

AUGUSTA STATE FACILITIES MASTER PLAN

MASTER PLANNING COMMITTEE WORKSHOP NO. 1

September 15, 1999

MEETING MINUTES

Attending:

Joel Abromson, Senator*
Bill Bridgeo, City of Augusta*
Elaine Clark, BGS*
Earle Shettleworth, Jr., MHPC*
Janet Waldron, DAFS*
David Madore, Representative*
Patrick Colwell, Representative*
Dr. Owen Cargol, University of Maine*
Charles Jacobs, DAFS
Delaine Nye

*member of Master Planning Committee (MPC)

Consulting Team:

Ellen Belknap, SMRT
Malcolm Collins, SMRT
Mark Johnson, SMRT
Bruce Hyman, Wilbur Smith Associates

Guests:

Brian Kent, Kent Associates
Bruce Keller, City of Augusta
Gary Remal, Kennebec Journal

1. Introductions

Janet Waldron initiated introductions of committee members, consulting staff, and guests. She also provided an overview of the Master Plan project and stressed the importance and significance of cooperation between State Government and the City of Augusta in carrying out the project. She stressed that the Capitol Planning Commission would have statutory authority over the process, while Earle Shettleworth noted that the State House and Capitol Park Commission would also be reviewing the plan.

Bill Bridgeo reviewed past City planning efforts and noted that the Committee could count on the City as an appreciative and enthusiastic participant in the master planning process. Bill also

introduced Brian Kent, whose team has been selected to prepare a Master Plan for the Capital Riverfront Improvement District (CRID), a newly-established district that overlaps the boundaries of the Augusta State Facilities Master Plan project area. He noted that due to this overlap, there would be many common issues, and common membership on the Master Planning Committee and the CRID Board of Governors. Coordination between these two projects is critical and could result in an extraordinary opportunity for the City.

2. Project Objectives

Mac Collins reviewed project objectives, noting that of the six objectives listed, five were those of the initial Moving Maine Forward planning effort begun in 1996. He emphasized that the sixth, new, objective, coordinated planning with the City of Augusta, was new to this project and was in keeping with the desire for coordination and cooperation as expressed by Janet and Brian earlier in the meeting.

3. Scope of Work

Mac Collins walked the group through the scope of work, indicating the project represented a classic urban planning/urban design project. He discussed the project boundaries, which are those of the Capitol Planning Commission's jurisdiction, incorporating the AMHI and Arsenal campuses on the east side of the Kennebec, and the Capitol Complex including the major State Government buildings on the west side. It was noted that areas such as the Arboretum, the Downtown, the Medical Center, and residential neighborhoods abutting the project area, even though not within the boundaries, will be brought into the process by virtue of the fact that the project will affect and be affected by these areas.

Brian Kent expressed great interest in coordinating the work of the CRID master planning team with that of the State project, but indicated that he would like to hold discussions as soon as possible to define scopes of work and responsibilities due to the large degree of overlap of project areas and objectives. Bruce Keller and Mac Collins agreed to meet with Brian prior to the first CRID meeting on October 1st to establish appropriate protocol. They also agreed to share information and base material to the greatest extent possible to stretch limited resources to the fullest.

4. Review of Work Completed to Date

Mac discussed State master planning work already completed, including the Augusta office space inventory, the Space Planning Standards Manual, the initial campus concept for the AMHI Campus, and special projects such as the Campbell Barn Conference Center design and the rehabilitation of the Tyson Building. It was suggested that one of the MPC workshops be held on the AMHI Campus, perhaps in a conference room in the Tyson Building or the Marquardt Building. A tour of the recently renovated Tyson Building was also recommended.

Mac presented a slide show on the inventory process and results. He also spoke to the issue of consolidation of State departments, using SMRT's ongoing work with DHS as an example. He indicated that because one of the objectives of the plan is to consolidate State agencies within State-owned buildings, there would be less reliance on leased space. Janet concurred but noted that there would always be a need for leased space to meet the State's changing office space requirements. Ellen Belknap added that as the plan recommendations are implemented, there will be more need for office space for private-sector uses to support State operations.

Bruce Hyman gave a brief presentation on the traffic, transportation and parking studies being conducted by Wilbur Smith Associates as part of the master plan. This led to a discussion of the third, and possibly fourth, bridge projects and the importance of transportation issues to both the State master plan and the CRID master plan projects.

5. Questions for Committee Discussion

Ellen led the group into a general discussion of issues of concern, beginning with those that had been provided in advance in the Committee members' packets. Comments included:

- both project teams should be involved in high-level discussions with the City and MDOT on the bridges and rotaries.
- a continuing City focus is the return of residents and an increase in available housing stock in the downtown area. It is currently pursuing this in a pilot revitalization project in the Winthrop Street area. Other opportunities should be considered.
- the Eastern Avenue/Mayfair Area neighborhoods should be included in the planning process.
- opportunities for private sector involvement in the development of the east campus should be a high priority.
- the work of the team planning for the new forensic hospital should be closely-coordinated with the master plan and CRID projects; and the City should be brought into the site selection process for the new facility as early in the process as possible.
- new uses for the "flat iron" building of Cony High School should be a consideration.
- the State should develop guidelines to help in the consideration of properties offered to it for purchase.
- alternative transportation systems should be considered, especially rail.
- as the east campus is developed, any new construction should take preservation of views across the river from Hospital Street into account.
- aesthetic aspects of work on both campuses should be a high priority.
- the City should provide the master planning team with a list of concerns for consideration during the planning process.
- the public should be involved in the process as much as possible, though without any controversial elements, participation may be limited.

6. Review of Project Schedule and Meeting Dates

Mac provided an explanation of the various groups and types of meetings that are being planned for the master planning project. He then reviewed the schedule, indicating that the MPC, in particular, would be working hard to achieve the desired completion date of the end of January, 2000. This led to a discussion of coordination between the master plan schedule and the CRID schedule. Because the CRID process is just getting started, the CRID team may be behind the State's effort. Thus coordinating meetings may not be possible to the extent desired. However, all agreed that combining public meetings to the greatest extent allowed by the schedule should be a goal.

It was agreed that the State project schedule would be adjusted to allow more time for enlisting public participation in the first public workshop, originally scheduled for September 23rd. It was suggested that this workshop be delayed and combined with the initial CRID public meeting. The State team and the CRID team will work with the City Planning Department to determine the feasibility of this and come up with a proposed date. David Madore and Bill Bridgeo agreed to help strategize on the best ways to assure public participation.

It was also agreed that the first Employee Workshop will be delayed to allow for more widespread publicity among State employees.

Earle suggested that SMRT contact Sally Tubessing regarding the first Commission Coordination Meeting scheduled for September 30th, as the State House and Capitol Park Commission meets sporadically and getting that group together so soon may be a problem.

7. Other Business

The MPC will have its second meeting on September 23rd. At this time, SMRT and WSA will present updates on existing conditions and data gathering. SMRT will also present its findings on agency space needs, and Charlie Colgan will speak to the group on economic and policy analysis as well as projections for space use by State Government over the next 20 years.

Note: These minutes were prepared by Mac Collins. Please notify him immediately upon reading these minutes if inaccuracies, errors, or omissions are found.

AUGUSTA STATE FACILITIES MASTER PLAN

MASTER PLANNING COMMITTEE WORKSHOP NO. 2

September 23, 1999

MEETING MINUTES

Attending:

Joel Abromson, Senator*
Bill Bridgeo, City of Augusta*
Janet Waldron, DAFS*
Erik Carson, City of Augusta/State Planning Office
Patrick Colwell, Representative*
Dr. Owen Cargol, University of Maine*
Charles Jacobs, DAFS
Elaine Fuller, Representative*
Delaine Nye, Augusta City Council

*member of Master Planning Committee (MPC)

Consulting Team:

Ellen Belknap, SMRT
Malcolm Collins, SMRT
Mark Johnson, SMRT
Charlie Colgan, University of Southern Maine
Bruce Hyman, Wilbur Smith Associates

Guests:

Brian Kent, Kent Associates
Gary Remal, Kennebec Journal

I. Introductions

Janet Waldron initiated introductions of committee members, consulting staff, and guests.

II. Economic and Demographic Projections

Charlie Colgan described his work component of the master plan project as being to provide a long-term context for the project. He will study how the roles of State government have changed and will change. He will be forecasting 20 years out, looking specifically at population, employment, and industrial output data for the nine state economic planning regions. This information is typically used by DOT, DECD, Department of Education, and the State Planning Office, in their project planning. Charlie will also be studying the interconnections of regions.

He will pay special attention to the evolving nature of state government in relation to agency strategic plans. Charlie will be looking specifically at:

- improved service to the public
- user-friendly interface in public spaces
- improved use of technology
- more emphasis on employer training and education

Trends and questions he hopes to shed light on include:

- community planning: how can state government fit with Augusta long-term?
- group/conference facility need will grow
- face-to-face customer service may decrease
- space needed for technology equipment will increase
- where will the computer processor be?
- state government will continue to rethink hierarchical organization:
 - team approach?
 - flat structure?

He projects that teams will be increasingly important; that flexible team configurations, cross-training, multi-location and multi-position skills will become more necessary.

Elaine Fuller commented that state agencies should make sure that technology that is used to deliver services to the public must be user friendly.

Pat Colwell urged that the ATM and video-conferencing systems in place or being developed be included in the master plan. Charlie noted that virtual conferencing will become commonplace, taking place 24 hours a day.

Wireless technology is on the horizon, but we must plan for both wired and wireless technologies. Charlie urged that we plan for the *evolution* of technology, not for any specific or current technology.

Bill Bridgeo commented that in the realm of conferencing and training, the master planning process should take into account the fact that the Augusta Civic Center plays a major role in this area, and that any change in use patterns should be considered. He noted that the facility is now 25 years old and is the subject of a market analysis at this time. He also said that DECD is conducting a state-wide study of convention facilities. He will provide the MPC with information on the facility and the studies at a future meeting.

Charlie will be looking at organizational and economic gains to be realized from consolidation of state departments; and at how demographic changes will affect competitiveness, labor markets, labor economics, and state government services. Janet Waldron noted that the state government workforce is aging, and that state employees are remaining on the job longer. Charlie agreed and will be taking these factors into account.

Charlie reemphasized the need to examine the role of state government in the region. He feels that state government can be a catalyst for good or ill - for a livable community or for sprawl. He observed that Augusta is now realizing urban/suburban pressures; and that as consolidation and increased densities of government operations occur, urban amenities become more important.

Charlie concluded by saying that population growth in Maine will be very slow, and that labor shortages will be the dominant theme in business management in the near future.

Brian Kent asked that the conflicts between state and local government, such as tax base, be considered. Charlie indicated that this would be a good research topic, but was not within his scope for the master plan. He concluded by saying that his work can be characterized as a clean slate exercise - what should the public sector do, and what should the private sector do?

III. Review of Base Drawings/Data Collection

Mark Johnson reviewed site and planning analysis work to date, and described data collection methods and progress to date. He showed some sample base and analytical drawings and revisited the question of boundaries from the last meeting, showing in more detail where the boundary lines for the project were and what areas beyond the boundaries would be considered.

IV. Review of Traffic and Transportation Issues

Bruce Hyman gave an update on the traffic, transportation and parking studies being conducted by Wilbur Smith Associates as part of the master plan. He presented and discussed a traffic congestion summary; charts and maps showing high-accident intersections and roadway segments; and graphic and chart information on future traffic forecasts. While the graphic for the latter subject showed the proposed third bridge and connector route between routes 201 and 202/3, it did not show the projected extension of that connector from route 202/3 to route 17. Bruce said he would revise the information and present it at the next meeting.

Bill asked that the issue of overweight trucks that must use routes through the city rather than the interstate due to weight limitations be factored into the traffic analysis. He also stressed the importance of providing a river crossing in close proximity to the east and west state government campuses, and that the MPC give some thought to the future of the Togus VA Hospital. He noted that once the north bridge connector reaches Route 17, it will be within 1-2 miles of Togus. Future development will surely be concentrated along the connector; thus Togus may become a prime development area.

V. Building/Site Opportunities

Mac Collins presented a list of "building/site opportunities" arranged according to the Moving

Maine Forward Augusta building inventory system. For approximately half of the state-owned buildings in the inventory, he provided information about those buildings and sites that represent opportunities for expansion or improvement through renovation, addition or replacement. Some buildings were included on the list because they had outlived their usefulness and could be removed and replaced by new construction or be consolidated with other properties to provide sites for larger projects. Buildings and sites representing significant opportunities include all of the historical buildings of the AMHI Campus and the Arsenal; the DOT site on Capitol Street; 20 Union Street (the Department of Labor building); and 242 State Street (housing the Public Utilities Commission, the Employee Relations Board, and the Board of Ethics).

A member of the MPC indicated that one building on the list, the Cony Road Farmhouse, has been demolished and should be removed from the list. However, the site should remain on the list as it may represent an opportunity for the state or the city.

Mac will complete a draft of the entire list by the next meeting. Later in the project, the opportunity buildings and sites will be subject to analysis to determine the exact nature of the opportunity for each one; for example, what would the possible floor area be for a new building on the DOT garage site, and could the site accommodate the parking that would be required for that size building?

V. Departmental Programming Preliminary Findings

Ellen led the group into a general discussion of issues relating to the Augusta State Facilities Programming Study. The study included interviews of personnel in each state agency (except those already programmed under previous projects) to determine the present and future space needs of these agencies. Ellen found that the provision of new space is not the most important issue. Rather, consolidation of those departments that are fragmented by being housed at several different, and often far-flung, locations is the most important issue. She noted that the need for new space is minimal, as agencies use technology to improve service while holding down the need for new positions. The key elements of planning for these agencies are the number and location of offices they occupy.

Bill asked that the planning process take into account the likely disposition of leased space, and also of properties such as the Stevens School in Hallowell that could become surplus property for the state and represent major planning components of the cities or towns they are located in.

Ellen presented summary graphics showing the number of square feet of office space occupied by each agency, broken down into location (Capitol Campus, AMHI Campus, Stevens Campus), leased, and additional future space required.

VI. Other Business

The MPC will have its third meeting on October 7th. At this time, SMRT and WSA will present updates on existing conditions and data gathering, as well as preliminary findings on parking and traffic. SMRT will complete its presentation of the preliminary opportunities list.

The master planning process meeting schedule was modified to move the first public meeting to November 9, 1999, to allow ample time for advertising the meeting to the public. Bill Bridgeo agreed to take the lead in getting the word out to Augusta residents.

Note: These minutes were prepared by Mac Collins. Please notify him immediately upon reading these minutes if inaccuracies, errors, or omissions are found.

F:\Public\TRANSFER\MLC\Augusta State Facilities Master Plan\MPCmtg#292399.wpd

AUGUSTA STATE FACILITIES MASTER PLAN

MASTER PLANNING COMMITTEE WORKSHOP NO. 3

October 7, 1999

MEETING MINUTES

Attending:

Joel Abromson, Senator*
Bill Bridgeo, City of Augusta*
Elaine Clark, BGS*
Roger Katz, Augusta Development Center*
Earle Shettleworth, Jr., MHPC*
Janet Waldron, DAFS*
David Madore, Representative*
Patrick Colwell, Representative*
Dr. Owen Cargol, University of Maine*
Elaine Fuller, Representative*
Charles Jacobs, DAFS
Delaine Nye, Augusta City Council

*member of Master Planning Committee (MPC)

Consulting Team:

Ellen Belknap, SMRT
Malcolm Collins, SMRT
Bruce Hyman, Wilbur Smith Associates

Guests:

Brian Kent, Kent Associates
Susan >>>>>>, Go Augusta
Gary Remal, Kennebec Journal

I. Review of Parking, Traffic and Transportation Issues

Bruce Hyman provided the MPC members with a revised "Future Traffic Forecasts" graphic which included the proposed road connecting routes 3 and 17 as a continuation of the 3rd bridge connector road. He indicated that the extended connector would not have much impact on roads within the project area.

Parking issues were discussed at length. Bruce outlined a number of possibilities for dealing with parking needs that were acknowledged by all. He provided members with a handout on parking management. Of special interest was the concept of satellite parking with shuttle service

to the Capitol Complex and the East Campus. Some of the comments of MPC members are summarized as follows:

- when the legislature is in session, parking is a real problem. What parking there is is dirty, poorly maintained, and aesthetically poor (Bill Bridgeo).
- more green space is needed, especially at the Capitol complex; but legislators need to be able to park close to the State House and State Office Building (Joel Abromson).
- based on observations from both before and after the SOB was emptied, there appears to be a need for 200 - 300 spaces in the SOB/Capitol area (Charlie Jacobs).
- the committee should give consideration to using the demand for parking to raise revenue to improve the parking situation (Bill Bridgeo).
- revenue-raising measures can also be used to control who parks where (visitors vs. employees vs. legislators) (Ellen Belknap).
- is there enough state-owned land to build surface parking lots for satellite/shuttle system (Roger Katz)?
- signage is a big part of the problem (Roger).
- parking problems should be considered from a city-wide basis; the hospital has instituted a successful shuttle system between the state's Arsenal lot and the hospital for hospital employees (Brian Kent).
- a shuttle system would have to account for state employees often staying late during the legislative sessions (Joel).
- parking discussion needs to be coordinated with DOT bridge discussion; and alternative transportation opportunities need to be explored (Bill).
- Go Augusta demand management program of van pooling now has 800 people signed up; program is waiting for master plan process to conclude prior to investigating more aggressive approach (Susan >>>>>).
- if a serious attempt is to be made to resolve the parking issue with meters, satellite lots and shuttles, now is the time while employees are forced out of their normal routines by the SOB renovation process (Charlie Jacobs and others).
- if emphasis is to be on shuttles and satellites, thus separating employees from their cars during their workday, an in-town transit system must be developed to allow those without their cars to get around the city for lunch, errands, etc.
- whatever program is instituted must be flexible and able to change (Susan).
- people coming to testify before the legislature need to be able to park close to the State House and the SOB (Joel).

Janet Waldron asked how to start on a parking proposal. Bruce noted that in a similar situation in the Vermont state capitol of Montpelier, planner brought in the employees union early in the process to find out what employees needed to make the system work. The response included the need for lighting and fencing of the satellite lots; call boxes; and a shuttle that ran frequently. Additional discussion ensued:

- the Oregon state capitol complex in Salem put much more emphasis on green space and

- public open space around its public buildings complex and much less on convenient above-ground parking (Bill).
- will need to get extensive public input if a major change in parking is to be recommended, but certain small steps, such as providing reserved parking spaces for Go Augusta vans, could be implemented now (Janet).
 - employees and visitors should pay for parking, as they would in most other state capitols (Bill).
 - the Vermont program has succeeded because employees are given a \$65/month parking/transportation allowance which they can use if they see fit. They can pay for close-in parking, and thereby use up their entire allowance; or they can park for free in a satellite lot, pay \$30 or so for the shuttle, and pocket the difference (Bruce).
 - make satellite parking free, employees would have to buy a pass to park at the Capitol complex. Solution to Augusta problems may require more than one option (Owen Cargol).
 - no one wants a sea of asphalt surrounding the Capitol. How many parking spaces are at the Maine Mall? How does this compare with the 4000 to 5000 total parking space demand of state government (WSA to find out) (Owen)?
 - planners need to keep in mind that the parking problems are confined mostly to the nine months out of every two years when the legislature is in session. If part of the parking solution is a parking deck, does it make sense to pay several thousand dollars per space to build a parking deck when a significant portion of the spaces will be empty for 15 out of those 24 months? A satellite system with shuttles and meters would seem to be more economical (Charlie Jacobs).
 - time is now to make changes, like more green space on the west side of the SOB as part of the SOB and State House renovations (Roger, Charlie, Earle Shettleworth).
 - recommend not putting any parking on site of Education Building once it is demolished (Earle).

Note: current SOB renovation project calls for parking on that site; change would have to go through the legislature for approval and funding.

- in Olympia, Washington's state capitol, no one parks "on the hill;" everyone, including legislators, parks in parking garages and/or uses shuttles (Owen).
- if we go to shuttle system, need comfortable waiting rooms, perhaps with amenities like coffee stands.
- could shopping center/shopping mall parking lots be used as satellite lots (Elaine Fuller)?
- DOT now leases park& ride spaces from private shopping centers and other private lots (Elaine Clark).
- CRID can fund parking improvements and transit systems (Bill).
- maintenance standards are needed for parking facilities (Janet).
- as campuses are developed, will need to factor in more people staying "on campus" to eat (Joel).
- employee wellness initiatives could benefit from more green space and less parking on state campuses (Janet).

- better connection to Capitol Park could be a benefit for employees, also (Earle).
- for state parking lot landscape treatment guidelines, look at new parking lot treatment at Shaw's on Western Avenue.

MPC members agreed that a subcommittee on parking should be used to tackle this issue. A balance between incentives and disincentives must be found. The employee unions must be involved in the discussion. The focus should be on what is the most economical, long-run solution? WSA will research the options, and also provide MPC members with copies of the Vermont study. A series of principles should be developed; for example, state parking facilities should be:

- customer-friendly
- convenient
- less asphalt, more green space
- mix of options for employees

SMRT/WSA will develop a list of principles based on today's discussion for circulation and comment at the next meeting.

II. Building/Site Opportunities

Mac Collins presented the remainder of the list of "building/site opportunities," using slides to illustrate the more significant sites and structures. Buildings and sites representing significant opportunities on the second half of the list additional historical buildings of the AMHI Campus and the Arsenal; the DOT site on Capitol Street; 221 State Street (DHS administrative offices), the Public Safety complex on Hospital Street adjacent to the AMHI campus, and the buildings of the Stevens School campus in Hallowell.

Earle indicated that the Cony Road barns have been demolished and should be removed from the list. However, the site should remain on the list as it may represent an opportunity for the state or the city.

Later in the project, the opportunity buildings and sites will be subject to analysis to determine the exact nature of the opportunity for each one; for example, what would the possible floor area be for a new building on the DOT garage site, and could the site accommodate the parking that would be required for that size building?

Janet raised the issue of whether the state was trying to maintain too much property when faced with the demands of a facility like the Stevens School. The master planning process will include recommendations on the future of that facility among its review of all Augusta-area state-owned properties. The committee recommended that a special meeting or meetings be held with Gardiner and Hallowell officials to provide input and discuss impacts.

III. Review of Base Drawings/Preliminary Analysis

Ellen Belknap updated the committee on site and planning analysis work to date. She showed new analytical drawings highlighting land use, zoning, cultural assets, and other study area attributes.

Elaine Fuller suggested integrating Anthony Avenue and other outlying state facilities into the plan. The site for the new forensic mental health facility, wherever it may be, should also be factored in. She asked whether the extensive green space between the original AMHI campus and the river might be considered for private development. Ellen assured her that the planning team would be taking all of these elements into consideration as the plan is prepared. Bill noted that the AMHI open space falls within the CRID district and so recommendations for both private and public uses of that space would be included within the CRID framework.

IV. Review Updated Project Schedule

Ellen passed out a revised project schedule. The new schedule provides for the first employee workshop to take place on November 9th, and the first public meeting, which will be a combined Master Plan/CRID program, will occur on November 10th from 7 to 9 p.m. Bill Bridgeo again volunteered to take responsibility for getting the word out, with assistance from Elaine Clark.

Janet expressed the desire of the committee to get Hollowell and Gardiner involved in the process. Bill will work with Charlie to set up a meeting. It was suggested that the meeting take place on the Stevens School campus and include a tour of that property.

The committee would also like to tour the AMHI campus after an upcoming MPC meeting. Elaine Clark will work on this.

V. Other Business

None.

Note: These minutes were prepared by Mac Collins. Please notify him immediately upon reading these minutes if inaccuracies, errors, or omissions are found.

AUGUSTA STATE FACILITIES MASTER PLAN

MASTER PLANNING COMMITTEE WORKSHOP NO. 4

October 21, 1999

MEETING MINUTES

Attending:

Joel Abromson, Senator*
Bill Bridgeo, City of Augusta*
Elaine Clark, BGS*
Roger Katz, Augusta Development Center*
Earle Shettleworth, Jr., MHPC*
Janet Waldron, DAFS*
David Madore, Representative*
Patrick Colwell, Representative*
Elaine Fuller, Representative*
Charles Jacobs, DAFS

*member of Master Planning Committee (MPC)

Consulting Team:

Ellen Belknap, SMRT
Malcolm Collins, SMRT
Jessica Martin, SMRT
Mark Johnson, SMRT
Bruce Hyman, Wilbur Smith Associates

Guests:

Brian Kent, Kent Associates
Bruce Keller, City of Augusta
Erik Carson, SPO/City of Augusta
Gary Remal, Kennebec Journal

I. Review of Draft Guiding Principles for Parking/Transportation

Bruce Hyman provided the MPC members with a set of draft Guiding Principles for consideration during the remainder of the planning process (see handout or mailed meeting materials). Some of the comments of MPC members are summarized as follows:

- need to factor in press/TV parking requirements at State House (Joel)
- principals should mention meeting the needs of the handicapped as a goal (Janet)

- need to add safety as a major consideration
- any satellite/shuttle proposal must address the issue of parents with kids or employees with eldercare responsibilities (David); is being addressed by Go Augusta, which provides taxi or rental car in emergencies for program participants (Erik, Bruce H.)
- peak needs must be addressed, including those of state agencies, not just the legislature and the public (Janet)
- security must be a primary consideration (David)
- emphasize energy savings of alternative plans (Janet)
- paying for parking is an important way to organize and allocate parking; coordinate discussions with the Augusta Parking District (Bill)
- need to consider administration of parking programs (Brian)
- union representatives will be asked to attend the meeting on 11/9 to discuss parking issues
- Anthony Avenue campus must be incorporated into parking and transportation planning alternatives

II. Review of Agency/Space Programming Issues

Ellen Belknap presented information on the location, space needs, and employee counts for various state agencies, ending with summaries of which agencies need space and which are using existing space ineffectively (see handout or mailed meeting materials). She also reviewed internal and external departmental adjacencies, and the extent of use of leased space by agency. The need for new space is minimal, with only about 24,000 square feet of additional space need identified through the agency space programming process.

III. Discussion of State Presence in Downtown Augusta

Mac Collins presented four possible levels of state involvement in downtown Augusta, ranging from no presence at all to the creation of a State Government "anchor" downtown, which might incorporate a customer service center and perhaps a visitor/tourist center (see handout or mailed meeting materials). Related issues raised by committee members:

- parking is a critical issue for any of the scenarios involving a State presence (Elaine F.)
- this is where coordination with C.R.I.D. becomes obvious and critical; for downtown to thrive, it must capitalize on State Government (Bill)
- office workers need to have amenities within 1,500 feet; the parking situation downtown is maxed out without some structured parking; structured parking must be addressed as part of any downtown scenario (Erik)
- it is important to have a State presence downtown; level 3 or 4 is preferred (Pat)
- the Maine Housing Authority and the Attorney General are already there (Janet)
- downtown is not full; problems of service centers plus tax exemptions need to be considered; there should be as much office use downtown as possible, and should be in

- leased space to help pump up the economics of downtown (Roger)
- parking downtown and on the edges of downtown, and shuttle service connecting the hospital, east campus, west campus and downtown is crucial (Brian)
- the USM Muskie Institute has 100 employees downtown (Brian)
- planning for downtown uses should include recognition of the Governor's executive order concerning location of State offices in downtown areas (Brian)
- State use of downtown should also recognize possibilities at the Edwards Mill site and at the downtown edge of the Sand Hill neighborhood (Brian)
- State uses and the downtown need to be fully integrated (Bruce K.)
- State use of downtown should be for the long term; if an agency is to move downtown, the agency's needs must be fully met for the long haul (Charlie)
- Brian agreed to research upper floor vs. storefront use and parking requirements with the C.R.I.D. real estate development consultant.
- use of downtown upper floor space must take difficulties in upper floor access into account; will need to get some flexibility from state and local code enforcement agencies (David, Erik)
- State-occupied downtown space must provide highest-quality accommodations for the handicapped (Janet)

There appeared to be a consensus that there should be a State presence downtown, with storefront and upper story use representing the minimum level of involvement desired. The anchor concept should be investigated. The general subject should be discussed further at future meetings.

IV. Discussion of Stevens School

Mac presented some alternatives for the use of the Stevens School, ranging from selling the property for private sector use to rehabilitating the existing structures to better house State agencies (see handout or mailed meeting materials). Discussion points included:

- selling this property would be easier than selling Pineland; there would be more options due to a more desirable location and smaller and fewer buildings (Charlie)
- perhaps a combination of public and private uses could be pursued; such a course would be welcomed by and be less intimidating to the town of Hallowell (Charlie, Bill)
- there is enough space on the East Campus to absorb the State agencies currently located at Stevens School (Ellen, in response to question from Joel)
- planning team should coordinate deliberations on Stevens School with the Hallowell comprehensive plan
- the Committee indicated that SMRT should explore the full range of options regarding the use of Stevens School (Bill in response to a question from Janet)

V. Alternative Development Scenarios

Mac presented two development scenarios which, between the two of them, represented most of the themes and issues that have been discussed at previous MPC meetings. One scenario was labeled the "Capitol Scenario," and the other the "Kennebec Scenario" (see handouts or mailed meeting materials). The Capitol Scenario seeks to concentrate State employees on the west side of the river while minimizing further development on the East Campus, and is characterized by:

- extensive new construction and renovation on the West Campus
- no new land acquisition required
- depends on resolving parking and transportation issues
- privatization of Stevens School
- alternative uses to be found for East Campus with private sector or public/private partnership development

The Kennebec Scenario would result in the development of both East and West campuses and in the consolidation of all State offices to these two locations. Attributes would be:

- all future growth would be confined to East and West campuses
- privatization of Stevens School
- improvement of connections between the two campuses
- strengthening of the urban fabric of Augusta
- more equal distribution of employees

Mac emphasized that these scenarios were not intended to be the final plan, but rather should be used to begin the discussion. Features of each could be combined to create the final plan.

Issues raised by Committee members during the ensuing discussion:

- former Supreme Court site on the East Campus should be considered a site for a "signature" building but probably not for a court facility; or show it as a significant open space (Janet)
- Sewell Street should be considered a gateway to the West Campus at both north and south entrance points
- the intensity of use of Arsenal Street should be studied for impact on the Arsenal site and on the Eastern Avenue neighborhood
- Maine General Hospital administrators would like to participate in the planning process; consulting team should contact them (Bill)
- the River should be considered a transportation corridor between Waterville and Richmond (and beyond to Bath) (Bill)
- the best elevated river crossing would be at Union Street, not Capitol Street (Bill)
- in considering river crossings, the NEPA process needs to be acknowledged (Bill)

- the Section 106 review process will also need to be taken into account as a separate but parallel review process to assure that historic property issues relating to the State House, Capitol Park, AMHI and the Arsenal are considered (Earle)
- the Committee should be concerned with the possibility of Hospital Street becoming the East Side's Western Avenue (Bill)
- intown housing should be a high priority (Brian)
- lower Capitol Street (east of State Street) is to be reconstructed by the City and MDOT next summer, but this project might be delayed based on the outcome of the master planning process (Bill)

The Committee seemed united in the desire to see any scenario be supportive of downtown revitalization efforts and city-wide livability initiatives.

The consulting team will refine the schemes based on these comments and present modified scenarios at the next meeting. Evaluation criteria will also be discussed at that time.

Note: These minutes were prepared by Mac Collins. Please notify him immediately upon reading these minutes if inaccuracies, errors, or omissions are found.

AUGUSTA STATE FACILITIES MASTER PLAN

MASTER PLANNING COMMITTEE WORKSHOP NO. 5

November 2, 1999

MEETING MINUTES

Attending:

Joel Abromson, Senator*
Bill Bridgeo, City of Augusta*
Elaine Clark, BGS*
Roger Katz, Augusta Development Center*
Earle Shettleworth, Jr., MHPC*
Patrick Colwell, Representative*
Elaine Fuller, Representative*
Charles Jacobs, DAFS
Delaine Nye, Augusta City Council*
Beverly Daggett, Senator*
Owen Cargol, University of Maine at Augusta*

*member of Master Planning Committee (MPC)

Consulting Team:

Ellen Belknap, SMRT
Malcolm Collins, SMRT
Mark Johnson, SMRT
Bruce Hyman, Wilbur Smith Associates

Prior to the consideration of agenda items, two points were brought to the attention of the consultant team:

1. *All meeting materials, including agendas, minutes and handouts, should be mailed to all MPC members so that those not in attendance can keep up with the activities of the Committee.*
2. *Bill Bridgeo requested that the MPC be updated on the Psychiatric Treatment Facility planning work as the process progresses.*

I. Report on Commission Coordination Meeting #1

Mac Collins reported on the Commission Coordination Meeting #1, held on October 28, 1999, primarily to engage in a discussion with the State House and Capitol Park Commission and the Capitol Planning Commission of work completed by the MPC through that date. The agenda

items were as follows:

- Introduction to the Consulting Team and Master Planning Committee (including review of the scope and objectives)
- Discussion of transportation and parking issues
- Review of State agency programming effort
- Review of Building Opportunity List
- Discussion of progress on site selection for new Psychiatric Treatment Facility
- Review of Development Scenarios

Minutes of this meeting will be forthcoming.

II. Discussion and Development of Draft Evaluation Criteria

Ellen Belknap presented a list of potential development scenario evaluation criteria for discussion among Committee members (see handouts or meeting material mailing).

The first potential criteria to be considered was cost. The following issues were raised by Committee members in regard to this criteria and others related to it:

- don't become a prisoner of the evaluation process (Bill)
- over and above cost should be "what do we need?" (Joel)
- don't forget the less tangible costs such as lost efficiencies, commuting costs, and lost employee time (Delaine)
- the basic issue is which scenario is more efficient from the perspective of the State's use of space? Then the Committee should consider the broader perspective of the relationship of the State's use of space to the City of Augusta.
- maintain the dialogue with the C.R.I.D. throughout the process (Bill)
- we should not lose sight of the historic nature of the AMHI campus. The buildings lend themselves to a broad range of uses in addition to State offices; opportunities for public/private partnerships should be explored in keeping with the unique diversity of resources there; the State must act as a good steward of the AMHI property (Beverly)
- there are different needs and different buildings under the State's care; some buildings should have a high priority for preservation and restoration (Owen)
- preservation and redevelopment of AMHI should be a State undertaking; the City will have enough of a challenge to preserve and re-use the Arsenal; taking on AMHI will be a much larger and more difficult task (Bill)
- the Committee should establish the extent of the State's need for additional land in the future; land may be necessary of the State is to focus on the Capitol Complex and increase density on the west side (Beverly)
- preservation of adjacent neighborhoods is important; vital neighborhoods are vital to provide a livable city; housing for State employees should be available in close-in

- neighborhoods (Charlie)
- how can we create a model residential neighborhood (on Winthrop Street, for example) through a State/City partnership? The State, as an employer of 6,000 people in the region, should have an interest in providing good housing (Bill)
- key criteria categories should be a) cost; b) economic impact; (c) government efficiency; and (d) transportation (Roger)
- revised categories as follows:
 - a. Support State programs
 - b. Cost
 - c. Transportation
 - d. Support for local goals
 - e. Cultural, historic and aesthetic attributes
- cost discussion must deal with lease vs. own issue; privately-owned buildings are better-maintained than State-owned buildings (Beverly)
- cost discussion should include consideration of impact on local tax base, whether an action will increase it or decrease it (Elaine F.)
- costs of sprawl should be factored in (Delaine)
- MPC should recommend adoption of a capital planning process (Bill); legislation to do this is already in process (Elaine C.)
- suggest doing a survey of other State capitol cities to see what planning work is being done elsewhere (Bill)
- improving the tax base helps improve the general tone of the city - planning work should result in a city that Mainers can be proud of (Roger)
- one criteria should be the minimization of loss of property tax revenue (Pat)
- master planning process should result in a framework for evaluating land offered to the State for purchase (Charlie)
- such a process would promote good will among owners of property adjacent to State holdings, because they will know what the State's plans are and can adjust to potential impacts (Beverly)
- present situation is lots of intrusions into and disruptions of neighborhoods; Capitol Scenario may have less impact on neighborhoods (Delaine)
- historic buildings should be preserved; other buildings can be disposed of or demolished if necessary (such as Greenlaw, Ray and/or Marquardt on AMHI Campus) in order to promote and better-utilize the better buildings and reduce the State's burden of maintenance (Charlie)
- housing is available in Augusta, but it is mostly in the low-income category; there is not much housing available to attract middle and upper-income people such as the new young State workers that will be needed over the next decades; few upper market rental units available (Beverly/Delaine/Charlie)
- UMA will not be able to participate in redevelopment of AMHI campus; renovation costs are beyond UMA's capabilities, and a new master plan was just completed calling for the continued development of the west side campus; UMA will be happy to participate by

using renovated facilities, but cannot participate in the purchase or development of them (Owen)

The Committee settled on the following breakdown of the five major categories and various subcategories of criteria:

- A. Support State Programs
 - 1. Programming issues
 - 2. Convenience for employees
 - 3. Convenience for customers
- B. Costs
 - 1. Capitol costs
 - 2. Operational costs
 - 3. Indirect costs
- C. Transportation
 - 1. Parking
 - 2. Mobility (bridge)
 - 3. Safety - vehicular
 - 4. Safety - pedestrian
- D. Support Local Goals (C.R.I.D., local gov't, regional gov't, county gov't)
 - 1. Economic impacts
 - 2. Downtown economic development
 - 3. Density/anti-sprawl
 - 4. Neighborhood impacts
 - 5. Housing
 - 6. Tax basis
- E. Environmental, Cultural, Historic, Aesthetic
 - 1. Kennebec River
 - 2. Historic resources (buildings, sites, structures, landscapes)
 - 3. Views ("Sense of Capitol")
 - 4. Parks and open space

The Committee will evaluate the degree to which each scenario meets these five main criteria and 20 subcriteria. SMRT will develop the final list for review and confirmation at the next meeting.

III. Prioritize Draft Criteria

The Committee approved the list as drafted above but elected to do so without prioritizing.

IV. New Business

Bruce Hyman reviewed successful capitol city parking and transportation programs from Montpelier, Vermont, and Salem, Oregon. Both make use of shuttles and satellite lots as well as paid parking for close-in parking.

Note: These minutes were prepared by Mac Collins. Please notify him immediately upon reading these minutes if inaccuracies, errors, or omissions are found.

AUGUSTA STATE FACILITIES MASTER PLAN

MASTER PLANNING COMMITTEE WORKSHOP NO. 6

November 18, 1999

MEETING MINUTES

Attending:

Bill Bridgeo, City of Augusta*
Elaine Clark, BGS*
Earle Shettleworth, Jr., MHPC*
Patrick Colwell, Representative*
Elaine Fuller, Representative*
Charles Jacobs, DAFS
Delaine Nye, Augusta City Council*
Beverly Daggett, Senator*
David Madore, Representative*

*member of Master Planning Committee (MPC)

Consulting Team:

Ellen Belknap, SMRT
Malcolm Collins, SMRT
Mark Johnson, SMRT
Bruce Hyman, Wilbur Smith Associates

Guests:

C. Michael Huston, City Manager, Hallowell
Erik Carson, SPO/City of Augusta

I. Report on Public Forum

Ellen Belknap, Mac Collins and Elaine Clark provided the MPC with an overview of the first Public Forum, held at Augusta City Hall on the evening of Wednesday, November 10, 1999. This meeting was held to provide the public the opportunity to see and discuss the various planning efforts underway in the city, including the Augusta State Facilities Master Plan, the Capitol Riverfront Improvement District planning project, and the MDOT bridge deliberations. Minutes of this meeting will be forthcoming from the City of Augusta.

MPC comments during this discussion included the need of the MPC to consider the bridge clearance problem at the north end of Water Street downtown (MDOT has suggested dropping the grade under this bridge); and Hallowell Town Manager Mike Huston expressed his opinion that the Master Plan should work toward maximizing density on the West Side, including in the

Hallowell area, in order to avoid or minimize river crossing traffic.

II. Report on Employee Forum

Ellen Belknap and Charlie Jacobs provided a review of the discussions that took place at the Employee Forum held on Tuesday, November 9, 1999. Much of the discussion centered on parking. Employees wanted to retain free, convenient, close-in parking; but there was the recognition that some alternatives may be needed to solve acknowledged parking problems. There was agreement that such programs should be based on incentives, not disincentives.

Participants also emphasized the need for daycare facilities and employee amenities such as eating places and shopping, and that these amenities be close enough to the work place to reach by walking or taking a shuttle. Some said that employees will leave their cars at satellite facilities if these amenities and necessities are convenient to them.

III. Slide Show: The History of the Augusta Mental Health Institute

Earle Shettleworth, Jr., presented a slide show on the history of AMHI. MPC members agreed that this show gave them a new perspective on the site and buildings that comprise the campus. The idea of removing some of the more modern buildings from the central core campus, as well as the preservation of as much of the open space surrounding the core as possible, seemed to have broad support among the committee members.

IV. Review of Revised Evaluation Criteria

The planning team presented revised Augusta State Facilities Master Plan Evaluation Criteria (see handout or mailed meeting materials). These were based on the main categories and subcriteria discussed at the last MPC meeting. The criteria were approved as presented and will be used to evaluate master plan scenarios during the final weeks of the project.

The review of these criteria generated discussion among the Committee members. Some of the key points were as follows:

- the site for the new Psychiatric Treatment Facility should be selected prior to the approval of a final master plan scenario (David)
- houses on State Street near the Capitol Complex should be restored to create more attractive gateways to the East Campus (Bill)
- mixed uses with parking should be encouraged on the East Campus (Erik)
- underground parking and transportation should be considered (Delaine)
- put State's financial resources into the historic buildings, not into newer buildings such as Marquardt and Greenlaw (Pat)
- but if these newer buildings are needed to meet the State's office needs, they should be

retained (David)

- the City does not have the capacity to take on the redevelopment of any of the AMHI buildings; it will be difficult enough to tackle the Arsenal (Bill, Charlie)
- conference center needs should be analyzed and coordinated due to the number of possibilities: Campbell Barn, downtown, Civic Center, old Cony High School (Delaine)
- MPC needs to be mindful of planning being done at the Civic Center; should be coordinated with MPC work on conference facilities (Bill)

The Committee then discussed issues that should be considered as consensus items for inclusion in the master plan regardless of which scenario is adopted. What follows are suggestions for this consensus list, *not issues on which a consensus was reached*:

- DOT garage should be relocated to allow for the development of a State office building on the Capitol Street site
- a one-stop State Services Center and other State offices, possibly including a conference center, should be located downtown
- the State should renovate the Stone Building on the East Campus for use as State offices
- the State should renovate the Harlow Building on the East Campus for the same purpose
- parking issues on the East Campus, the West Campus, and downtown, must be addressed as part of the master planning process
- the Department of Public Safety should be consolidated
- consideration should be given to consolidating DOT vehicular shops, BGS Motor Transport, and the Public Safety garage, in one vehicle maintenance facility
- if it is not needed, the Stevens School should be disposed of, with the State providing assistance to the Town of Hallowell to redevelop the property
- the resource-based agencies should be consolidated
- the Department of Labor should be consolidated
- the Department of Human Services should be consolidated
- the State Planning Office should be consolidated, and appropriate alternative uses found for the three State Street houses now occupied by SPO
- the P. U. C. building at 242 State Street should be demolished and the site redeveloped
- the Howard Hill property to the west of the State House should be purchased and protected as open space
- there will be no State use of Piggery Road/Cony Road properties, and these could possibly be turned over to the City for recreational use and/or the Arboretum
- there should be more green space around the Capitol; and existing green space on the East Campus should be retained and enhanced
- the so-called Capitol Street extension to the interstate should be explored
- master planning efforts should enrich surrounding neighborhoods

V. Introduction and Discussion of Alternative Master Plan Solutions

Ellen, Mark and Mac presented three alternative scenarios for the development of the East and West Campuses and the distribution of State employees among these two locations and downtown (see graphs and plans handed out or mailed). As base material, the consulting team handed out a graph and support documentation showing the current distribution of State employees by location. The attributes of each scenario were summarized as follows:

Scenario A

- continue use of Stevens School
- maintains existing East-West balance
- upper story and storefront space leased downtown
- construction of new office buildings on north and south sides of Capitol Park
- Stone Building on East Campus privatized
- new construction and major renovation on AMHI core campus
- Public Safety campus on Hospital Street

Scenario B

- Stevens School privatized
- Stone Building renovated for State use
- Deering, Greenlaw and Marquardt demolished
- new State office building constructed on MDOT Garage site
- Public Safety campus on Hospital Street to be renovated and expanded
- conference center and storefront and upper story space leased downtown

Scenario C

- Stone Building renovated for State use
- opportunity to privatize portions of AMHI core campus
- Stevens School privatized
- One Stop State Government Center developed downtown
- new construction on Capitol Campus
- new State office building on MDOT garage site
- construct new MDOT garage at undetermined location
- Public Safety campus to be renovated and expanded

Each scenario was visually described with a plan and augmented by graphs and charts indicating the distribution of State employees by location.

It was agreed that the three scenarios would be subjected to the approved criteria at the next meeting, and that the consensus items would be discussed, refined and adopted as assumptions

on which to base the final planning scenario.

VI. Schedule

The Committee agreed that an additional meeting should be added to the schedule, to take place on January 6, 2000. Upcoming meetings include December 2, when Charlie Colgan will present his demographic and economic analysis and the revised scenarios will be discussed; and December 16, when the consensus items will be finalized and a final planning direction determined.

Note: These minutes were prepared by Mac Collins. Please notify him immediately upon reading these minutes if inaccuracies, errors, or omissions are found.

AUGUSTA STATE FACILITIES MASTER PLAN

MASTER PLANNING COMMITTEE WORKSHOP NO. 7

December 2, 1999

MEETING MINUTES

Attending:

Elaine Clark, BGS*
Roger Katz, Augusta Development Center*
Earle Shettleworth, Jr., MHPC*
Patrick Colwell, Representative*
Janet Waldron, DAFS
Charles Jacobs, DAFS
David Madore, Representative*

*member of Master Planning Committee (MPC)

Consulting Team:

Ellen Belknap, SMRT
Malcolm Collins, SMRT
Mark Johnson, SMRT
Bruce Hyman, Wilbur Smith Associates
Charlie Colgan, Muskie School of Public Service, USM

Guests:

C. Michael Huston, City Manager, Hallowell
Brian Kent, C. R. I.D.
Gary Remal, Kennebec Journal

I. Report on Economic & Demographic Trends

Charlie Colgan presented his findings regarding the regional economic context of the State master plan and the changing demographic context of State government (see mailed meeting materials). Some of the key findings were:

Demographics

- Maine's population is aging, primarily due to a decrease in young people as a result of low birth rate
- government is currently organized around youth, with the emphasis on schools and education, child care, child welfare, etc.; this emphasis will change, shifting services to older people
- school construction for new schools will stop; consolidation and re-use will be

necessary

- State services will decentralize to regional, county or local service centers; this will have an impact on Augusta
- State service centers will be at demographic centers (policy decision), bringing State agencies more into communities and regions, with perhaps less staff at Augusta "headquarters."
- agencies such as DHS Bureau of Elder and Adult Services will need room to grow, while child-oriented agencies may shrink
- accessibility to all State facilities will become essential
- Maine's State government workforce is aging; only about 2,000 State employees are under 35 (state-wide)
- there will soon be lots of empty nesters who will be looking for different housing circumstances and are mobile
- most services are delivered to non-profit organizations

Augusta Economic Context

- Augusta's biggest employment zones are Western Avenue and the Belgrade exit
- major employment zones are highly-specialized
- employment places are widely scattered
- future of Augusta lies with service industries; will be clustered around Western Avenue and Belgrade exits, and on State Street north and south
- west side will be stronger than east side, but east side will have more development over the next few years as Route 3 becomes a continuously-developed connector with Belfast
- MBNA and spin-off development in Belfast will make Belfast a part of the Augusta economy; businesses in both localities will be competing for the same workforce
- Augusta will have a beltway when 3rd bridge and connector are constructed and if a loop around the south end of the city can be created
- east side will become urbanized, with suburban development in concentric rings
- State development on the east side can set the tone for other development if the State takes the "lead planner" position
- there will continue to be urban development on the west side
- State government interaction with neighborhoods on the east side is vital if those neighborhoods are to remain viable close-in residential zones
- the real Maine east-west highway will be Route 3
- State government employment in Augusta will not increase significantly in the future
- consolidation of State government facilities will be a positive force for the local real estate market in that it will free up space needed by the private sector; there will be a strong market for leased space vacated by the State
- the transportation infrastructure is poor, a condition that is exacerbated by highly-

specialized employment sectors that make it necessary to travel by car from one to another

- for this reason, planners should foster mixed use development to de-specialize employment zones
- development of the hospital and State government facilities on the east side will lead to the development of services, retail and residential on the east side; thus land use and environmental issues will become increasingly important
- the number of State employees on the east side can and should increase because:
 - a. efficiency of State government will be improved
 - b. east side is where development activity will be centered
 - c. Space vacated elsewhere will provide needed private sector space
- there will be 5,000 to 8,000 additional service-sector workers in Augusta over the next two decades
- development on the east side will have a definite impact on the Gardiner bridge
- development pressure on the Belgrade exit will continue
- private redevelopment of the AMHI campus would be considerably riskier and less certain than private sector use of vacated leased space; thus the State should take on the re-use of AMHI resources and not be concerned with vacating leased space
- the Arsenal is a transition zone between the East Campus and downtown; how much of a neighborhood is desirable in this area? Resource preservation, historic preservation, and access to the river are major planning issues here
- the areas between North State Street and Water Street, and this area and the Capitol Complex, are ripe for development and can contribute positively to the character of the West Campus
- these areas could become centers for service businesses and for lobbyists and others who serve or advise State government

II. Psychiatric Treatment Center Site Selection Update

Ellen Belknap reviewed progress on finding a site for the new Psychiatric Treatment Center (see handout or mailed meeting materials). She commented that the Needs Assessment for the facility will be available on December 15th.

Mike Huston suggested the Stevens School as a possible site for the facility.

III. Report on Capitol Riverfront Improvement District Design Workshops

Brian Kent provided an overview of the workshop process and a summary of the key issues to emerge from the two-day public workshops (minutes will be provided by C.R.I.D.). He noted that the focus was on the quality of life in Augusta, and that most everyone agreed that the most important image within that focus was the river.

He noted that another issue that assumed major importance to the development of downtown was that of adequate parking, and he suggested that the MPC should add the State's participation in providing downtown parking to the list of consensus issues.

IV. Discussion of Scenarios A, B & C and Revised Evaluation Criteria

Mac handed out a list of 15 actions nominated for consensus, as well as a list of 10 issues for further discussion. Lack of time, as well as the absence of several committee members, precluded the discussion of these items, the scenarios, or the revised evaluation criteria. These items will be on the major agenda items for the next meeting.

V. Presentation of Draft Re-Use Study of the Harlow Building

Mac reviewed proposed floor plans showing the potential re-use of the Harlow Building. The building is already used for State offices, but the new floor plans show that occupancy of the building could be substantially increased while providing a better and more efficient work environment with more amenities such as conference rooms and storage than the current layout offers. The floor plans will be part of a re-use study that will include a space program, narrative, scope of renovation work and cost estimate.

Mac noted that a similar study has just begun for the Stone complex, also on the AMHI campus.

VI. Schedule

The next meeting will be held on December 16th, when the consensus items will be finalized and a final planning direction determined.

The Committee agreed to schedule an additional MPC meeting to take place on January 6, 2000. That meeting will be followed by the last scheduled MPC workshop on January 13th.

Note: These minutes were prepared by Mac Collins. Please notify him immediately upon reading these minutes if inaccuracies, errors, or omissions are found.

AUGUSTA STATE FACILITIES MASTER PLAN
MASTER PLANNING COMMITTEE WORKSHOP NO. 8
December 16, 1999

MEETING MINUTES

Attending:

Sharon Treat, Senator*
Earle Shettleworth, Jr., MHPC*
Patrick Colwell, Representative*
Bill Bridgeo, City of Augusta*
Charles Jacobs, DAFS
David Madore, Representative*
Beverly Daggett, Senator*
Elaine Fuller, Representative*
David Smith, Augusta Planning Board*

*member of Master Planning Committee (MPC).

Consulting Team:

Ellen Belknap, SMRT
Malcolm Collins, SMRT
Mark Johnson, SMRT
Bruce Hyman, Wilbur Smith Associates

Guests:

C. Michael Huston, City Manager, Hallowell
Erik Carson, State Planning Office/City of Augusta
Gary Remal, Kennebec Journal
Kirk Mohney, Maine Historic Preservation Commission

I. Discussion of Scenarios A, B & C and Revised Evaluation Criteria

Consideration of these items was postponed in consideration of the importance of agenda item #2.

II. Discussion of Consensus Items and Other Issues

The Committee discussed the 15-item handout from the previous meeting entitled "Augusta State Facilities Master Plan: Nominees for Consensus, and the ten-item list of "Issues for Further Discussion." The following revised list represents that discussion, and is the "official" list of issues on which consensus was reached:

1. **Transportation and parking issues will be resolved in support of other objectives of the Master Plan.**
2. **The Stone Building (AMHI) will be rehabilitated for State use.**
3. **There will be a major State presence downtown.**
4. **D. O. T. Garage site on Capitol Street to be site for new State office building or other appropriate use (requires construction of new D. O. T. Garage facility elsewhere.)**
5. **Harlow Building (AMHI) will be rehabilitated for State use.**
6. **Public Safety Department will be consolidated.**
7. **Departments of Conservation, Marine Resources, Inland Fish & Wildlife, Agriculture, and Environmental Protection will be consolidated.**
8. **Department of Labor will be consolidated.**
9. **Department of Human Services will be consolidated.**
10. **State Planning Office will be consolidated.**
11. **Appropriate new uses will be found for historic houses close by the Blaine House (Gannett and MacLean houses, etc.).**
12. **Current parking needs at West Campus will be addressed with the construction of parking structure(s). West Campus, and in particular, the Capitol Complex, will be the subject of a master landscape plan to "green" the campus.**
13. **The P. U. C. Building site will be redeveloped to a higher use.**
14. **Acquire Howard Hill land to protect as undeveloped green space.**
15. **There should be no State building development on east side of Hospital Street across from East Campus.**
16. **Development of area between Downtown and Capitol Complex (high priority in C. R. I. D. workshops) will be considered in State Facilities Master Plan.**

17. Relocate State employees from the Stevens School campus; identify re-use options for the Stevens School that benefit and do not burden the City of Hallowell.
18. Re-use plan for the AMHI campus will concentrate on the core, historic, buildings.

Issues from the ten-point list remaining to be resolved include:

- A. *Specific uses for State downtown space.*
- B. *Future of the Old Max.*
- C. *Extent of land adjacent to campuses designated for purchase by State if and when available.*
- D. *Capitol Street corridor to the Interstate.*
- E. *State's involvement in development of housing near State campuses.*
- F. *Development of green space between the AMHI and Arsenal properties.*

The following are specific points of discussion relating to these items. The item is referred to by its number or letter as listed above and by the person responsible for the point.

2. The State's downtown presence should be up to 300 people +/- (several members). Parking and transportation issues relating to increased density downtown need to be resolved as part of any plan to bring more State employees downtown (Bill, Sharon). Investigate a trolley (on rails) along Water Street from Edwards Mill to Capitol Complex (Smith).
3. Consultants should work with MDOT to determine the mechanics of moving MDOT from current maintenance facility on Capitol Street to another site (Charlie).
6. Development of new Public Safety facility on Hospital Street should include the acquisition of the existing city fire station from the City of Augusta (Charlie).
8. If DHS is consolidated into one or two locations, avoid a "mega building" (Sharon).
9. Proximity to the State House is important for SPO (Carson).
12. Greening of the Capitol Complex should be one of the highest, if not the highest, priority of the Master Plan.

17. If the Stevens School is to be privatized, the City of Hallowell suggests the following:

- the State should renovate Reade Auditorium for use by the City as a performing arts center.
- the non-historic buildings should be removed from the Campus by the State.
- the entire site, including the open acreage to the north and west of the core campus, should be included in the deal.
- campus roads should be upgraded to City standards by the State.
- possible alternative uses for the Stevens School include the new psychiatric treatment center, or a conference center.
- the State could remain on the campus in one or two buildings as an "anchor tenant, while the rest would be privately developed; this might speed the redevelopment process.

Erik commented that he thinks the property will be easy to market, but noted that language revolving around the privatization should indicate that the property is to be re-used and redeveloped.

- A. The group wants input from Bill Bridgeo on this issue.
- C. Consultants should make recommendations, in coordination with the C. R. I. D. planning effort, regarding the identification of areas where the State might want to acquire additional property, both to facilitate State plans and to provide close-in property owners with the ability to plan for the future of their properties with some degree of certainty. The legislature should provide funds for immediate acquisitions to take advantage of opportunities as they arise (Sharon, Elaine).
- D. The group wants the Consultants to research past efforts regarding this issue.
- E. David noted that the City has directed that any project that results in the reduction of affordable housing units in the City must replace those units at another location.
- F. Charlie recommends that the Master Planning Committee's recommendations on this issue be informed by the MDOT bridge-planning process prior to the adoption of a consensus statement.

III. Schedule

The next meeting will be held on January 6, 2000, when a revised plan based on consensus items agreed to thus far will be presented for discussion.

Note: These minutes were prepared by Mac Collins. Please notify him immediately upon reading these minutes if inaccuracies, errors, or omissions are found.

F:\Public\TRANSFER\MLC\Augusta State Facilities Master Plan\MPCmtg#8121699.wpd

AUGUSTA STATE FACILITIES MASTER PLAN

JOINT MEETING WITH MASTER PLANNING COMMITTEE (WORKSHOP NO. 9) AND PSYCHIATRIC TREATMENT FACILITY COMMITTEE

January 6, 2000

MEETING MINUTES

Attending:

Beverly Daggett, Senator*
Bill Bridgeo, City of Augusta*
Bob Corey, Augusta Planning Board/CRID Board
Brian Kent, Kent Associates
Bruce Keller, City of Augusta Planning Office
Charles Jacobs, DAFS*
Charlie Mitchell, Representative/CRID Board
David Smith, Augusta Planning Board*
David Glusker,
David Boulter, City Resident/CRID Board
Delaine Nye, Capitol Planning Commission, CRID, City Council
Elaine Fuller, Representative*
Elaine Clark, BGS
Erik Carson, State Planning Office
Janet Waldron, DAFS*
Joel Abromson, Senator*
Jon Lund, Hallowell City Council
Julie O'Brien, Representative
Katie Fullam Harris, DMHMRSAS
Kirk Mohny, Maine Historic Preservation Commission
Mary Frances Bartlett, City of Augusta/Dir. Health and ?
Michael A. Duguay, City of Augusta/Econ. Dev. & Comm. Dev.
Owen Cargol, University of Maine-Augusta*
Page Daggett, Research/Consultant
Patrick Colwell, Representative*
Paul Harrison, State Planning Office
Roger Katz, Augusta Development Commission*
Richard Dumont
Sam Apgar, Apgar Office Systems
Tom Sotir, Augusta City Council

*member of Master Planning Committee (MPC)

Consulting Team:

Ellen Belknap, SMRT

Malcolm Collins, SMRT
Mark Johnson, SMRT
Jessica Martin, SMRT
Dennis Jud, SMRT
Jane Haddad, PBA, Clinical Psychologist
Bruce Hyman, Wilbur Smith Associates

Guests:

Gary Remal, Kennebec Journal

I. Psychiatric Treatment Center Site Selection Process

1. Site Selection Discussion

SMRT, BGS, DAFS, DMHMRSAS - Developed custom criteria for site selection. Custom Selection Criteria includes:

- Parcel of sufficient size and configuration to support the program needs, both now and for future expansion.
- Proximity to an existing Acute Care Facility
- Proximity to existing workforce
- Proximity to civil client base (based on needs assessment)
- Proximity to Interstate access point
- Proximity to locations offering "independent services" (convenience stores, etc.)
- Proximity to existing transportation services
- Physical buffer to achieve patient privacy
- Federal funding opportunities/constraints

Four possible sites identified and described include:

- Site 1: Route 3 at Church Hill Road (South Side of Rt. 3)
- Site 2: Route 3 at Church Hill Road (North Side of Rt. 3)
- Site 3: Parcel at southern end of existing AMHI Campus
- Site 4: Parcel at Togus VA Hospital

The number of beds to be provided at the new facility is 92 total; 44 of these will be forensic and 48 will be civil. Expansion possibilities for two additional 24 bed units will be part of the design, potentially providing 140 total beds. Currently there are 103 beds, 27 of which are forensic. Of the 48 Civil beds, 24 will be acute care and 24 intermediate care. Acute care beds are for patients staying no more than 30 days. Intermediate care beds are for patients staying longer than 30 days. Of the 44 Forensic beds, 24 will be for intermediate care and 20 will be high-security. Initially, all forensic patients will be admitted to the high security unit. After evaluation, some will go to the lower security intermediate care unit. These patients will be allowed to interact with the civil patients.

Extensive needs assessment has been conducted to arrive at the programmed number of beds. Spring Harbor in South Portland has recently expressed interest in becoming a back up facility to

support patients from southern Maine. Currently, most of the AMHI patients are from the Augusta area and southern Maine.

The new Psychiatric Treatment Center will be more secure than the current Stone Building and will provide patients with the needed facilities under one roof. The perimeter of the site will be secure in an unobtrusive way. Off campus privileges for an individual are granted only after court approval.

The following is a summary of comments on the Site Selection Process:

- Groups passionate about Mental Health need to be listened to. Before a site can be selected, thorough planning needs to be done and services need to be in place. The new site needs to provide room for future expansion for children and adolescents. Currently there is not enough space available for juveniles, and children are put on long waiting lists before receiving treatment. (Julie O'Brien)
- Could part of Stone Building be used for some of the Psychiatric Treatment Facilities? (Owen Cargol)
- Better to have all treatment functions in one location to limit movement of patients. (Jane Haddad)
- How will the reduction in number of civil beds be addressed (David Glusker)
- There is a need for supportive living centers in the community that provide supervised transitional environments for released patients. This is not funded, but a recommendation. (Jane)
- Sites 1 and 2 take taxable land off the tax roles in Augusta. (Sam Apgar)
- Relative construction costs, expansion capabilities, and impact on neighborhoods are factors in determining the best site. (Sam)
- Number of civil beds and services for children and adolescents need to be looked into. (Elaine Fuller)
- New facility must meet the required needs. It is not the State's intent to provide an inadequate facility. (Janet Waldron)
- Extensive needs assessment has been conducted to determine the programmed needs of the facility. Community hospitals are working to serve patients as close to home as possible. The total number of beds provided across the state will actually increase with the new facility. Currently 16 supportive living beds are scattered throughout the state. (Katie Fullam Harris)
- Need to increase taxable property, not decrease. The area where the East Side is to be served by a 3rd bridge extension is an area where prime growth can be expected. Using this land (Sites 1 and 2) for any state purpose would damage the City's economic development goals. (Roger Katz)
- The state should make better use of the land it already has. Historically AMHI has been on the east side and Government on the west side. (Richard Dumont)
- What is the appearance of facility? (David Smith)
- Site will be secured with estate fencing; walls, doors and windows will provide the security. High security forensic unit will have secure fence not visible from road. Lighting will be controlled and low-key. (Jane)
- Design will be reviewed by the Planning Board whether it is legally required or not

(Elaine Clark)

- What site is best for the patients and their families? AMHI is centrally located, close to downtown amenities for visiting families, saves costs in transportation and human resources; the Augusta community already accepts the facility being near. The new facility will have improved security. Togus is too far from everything, and the future of what happens is unknown and out of the State's hands. (Delaine Nye)
- Togus has some of the same advantages as AMHI except access to a convenience store. Unused medical facilities already exist on site. (Tom Sotir)
- Alternative to the proposed sites need to be looked at. AMHI site may have a better use. (John Lund)
- Public's image of the Psychiatric Treatment Center must be changed, but it takes time. Are project deadlines pushing the decisions. (Beverly Daggett)
- Master Plan and CRID groups are working together. Encroachment of the facility on the river is of concern to the CRID board. A possible Memorial Bridge replacement location is just coming into discussion. (Brian Kent)
- An overall plan needs to be in place to assure compatible uses of the AMHI Campus if that site is chosen. (Dave Boulter)

Several in attendance expressed concern that site selection is being pushed without taking into consideration the other projects that need to be looked at simultaneously (Augusta Master Planning and CRID). Project deadlines are differing and Psychiatric Treatment Site Selection is a bit ahead of the other two projects. January 14 is the deadline for the Psychiatric Treatment Center Executive Summary. There is not a statutory requirement that the site be chosen by that time.

2. Impact on Master Plan if Psychiatric Treatment Center is on AMHI Campus.

Members of the Master Planning Committee discussed the impact of the Psychiatric Treatment Center possibly being located on the AMHI campus. A summary of comments is as follows:

- Have sites outside Augusta been looked into? AMHI property is prime real estate that may have a better use. (Elaine Fuller)
- Bridge locations, alternate uses for AMHI, future development of existing AMHI buildings and compatibility with Psychiatric Treatment Center need to be looked into before a decision can be made. (Bill Bridgeo)
- If a bridge crossing is to be located on the AMHI campus, it would be small-scale and would be located between AMHI and the Arsenal. (Erik Carson)
- Green Space is important, and the Psychiatric Treatment Facility will reduce the amount of available Green Space. (Charlie Jacobs)
- East Side residents already accept AMHI in its current location. Other neighborhoods will resist this facility. (David Smith)
- Important for state to focus on AMHI campus. Views and vistas are of primary importance. The Stone Building must be re-used to minimize sprawl. (Delaine)

II. Discussion of Scenario D

Mac Collins presented SMRT's revised scheme titled Scenario D. This takes into consideration the consensus points agreed upon by Master Planning Committee. The plan will be presented in

more detail for discussion at the next Master Planning Committee meeting scheduled for January 13th.

Other Agenda items were postponed until the next meeting.

***Note:** These minutes were prepared by Jessica Martin and Mac Collins. Please notify Mac immediately upon reading these minutes if inaccuracies, errors, or omissions are found.*

F:\Public\TRANSFER\MLC\Augusta State Facilities Master Plan\MPCmtg#901-06-00.wpd

AUGUSTA STATE FACILITIES MASTER PLAN

MASTER PLANNING COMMITTEE MEETING(WORKSHOP NO. 10)

January 13, 2000

MEETING MINUTES

Attending:

Beverly Daggett, Senator*
Bill Bridgeo, City of Augusta*
Charles Jacobs, DAFS*
David Smith, Augusta Planning Board*
Earle Shettleworth, State Historic Preservation Office*
Elaine Fuller, Representative*
Erik Carson, State Planning Office
Roger Katz, Augusta Development Commission*
Janet Waldron, DAFS*
Joel Abromson, Senator*

*member of Master Planning Committee (MPC).

Consulting Team:

Malcolm Collins, SMRT
Mark Johnson, SMRT
Bruce Hyman, Wilbur Smith Associates

Guests:

Katie Fullam Harris, DMHMRSAS
Brian Kent, Kent Associates
Gary Remal, Kennebec Journal
Jim Henderson, State Archives
J. R. Phillips, State Museum
Ben Keating, State Library
Paul Harrison, State Planning Office

I Capitol Riverfront Improvement District: Progress Report

Brian Kent gave an overview and slide presentation, presenting the C.R.I.D. group's progress to date.

1. Cross-group Coordination: There has been a real "meeting of minds" throughout the process, especially with other groups whose planning processes are running on parallel tracks. The Augusta State Facilities Master Plan and Psychiatric Treatment Center groups were identified.

2. Master Plan Elements: The major components that will comprise the successful Riverfront plan are:
 - Enhanced riverfront environment
 - Diverse economic development
 - Improved image
 - Good infrastructure
 - Quality housing choices
3. Edwards Mill: Use of the site will be primarily passive recreation with the possible addition of some new residential. The site is in the 100 year flood plain which will restrict its use potential. Strong connections into the adjoining residential areas to the west will be developed.
4. River Access: Emphasis will be placed on development of a strong pedestrian/recreation access along the river running north-south (both sides). East-west laterals will be developed to connect surrounding neighborhoods and business areas.
5. Bridge Options: Alternatives for a replacement (or renovated) Memorial Bridge, or a new low-level ("fourth") bridge are being studied.
 - Five circulation routes are under consideration
 - Resolution of the traffic problems at the rotaries at the ends of Memorial Bridge is critical
 - The height of a new bridge purportedly needs to be 80'-100' to give the railroad adequate clearance
6. Housing: There is a need for additional residential development within the District. A housing study and inventory is being commissioned to determine target types and quantities. The area south of Capitol Park was identified as one of a number of areas for potential development.
7. Arsenal Property: Redevelopment of the Arsenal site could include residential, conference center, or hotel uses.

II Cultural Building

The expanding needs of the Cultural Building including Collections, Archives, and the Library were discussed.

1. Space Needs: Space is needed for archival material, artifacts, etc. Representatives from the Cultural Agencies reiterated the need for additional space and the importance of including these needs in the Master Plan process. The current building (ca. 1971) is aging, and requires modification for up-to-date information and technology systems. It handles approximately 90,000 to 100,000 visitors per year. Approximately 30,000 of which are students.

2. Preliminary Plans: Mac gave an overview of the study efforts SMRT has performed recently in this regard. The law library is also being considered as a possibility for inclusion in future plans.
3. Pine State Trading Company: Very preliminary discussions are being conducted concerning the Pine State Trading Company property and its potential for use as off-site storage for the Cultural Agencies. It is available, although nothing definite is planned at this point in time.
4. Taxable Property: There is a concern that purchase of the Pine State property by the State would result in its being taken off the tax rolls. Though possible, other avenues are available. Ownership and redevelopment of the property could remain private, while creating a lease agreement with the State.
5. Archive Space: Temporary archives space should be included in planning for the East Campus. This would be of benefit in addition to the storage facility currently within the Cultural Building for paper storage. And, despite the trend towards the "paperless office", the archiving and storage of paper documents will continue to be necessary until permanent digital storage media are developed (versus magnetic media which have a limited life expectancy).

III Scenario "D"

Concerns held over from the last meeting were raised:

1. Agency Access: Erik Carson mentioned that a connection between the State Planning Office (SPO) and the Governor's office needs to be maintained. Mac mentioned that his conversation with the SPO director indicates a downtown location would be viable.
2. MDOT Garage: Brian Kent raised concern regarding the cost of relocation of the Capitol Street facility, and the desire to return the property to the City tax rolls as a site for private development.

Mac presented the latest plan development options prepared by the consultant team.

3. Employee Placement: State personnel would be located as follows:
 - Capitol Complex: 1,275
 - West Side: 2,410
 - Anthony Avenue: 100
 - Downtown: 295
 - AMHI Campus: 1,210
 - East Side: 520
 - Other Locations: 190

4. Program Development: Renovation and new construction opportunities for the following sites was discussed:

West Side:

- MDOT Garage site: There is new construction opportunity for a large employee population. A multi-story office with structured parking is possible.
- Capitol Street Parking Garage: A garage expansion to the north (towards Wade Street) to accommodate Capitol Hill employees is proposed.
- Capitol Hill: There are Cultural Building expansion possibilities to the east, west, south and north. The Law Library could be placed in an underground addition to the north (Note: Underground construction in this area, between the Cultural Building and the State Office Building / State House connector has been discussed since the development of the Cultural Building). Renovate the Capitol Hill site including a new entry/arrival plaza, parking redevelopment (added greenspace), pedestrian circulation improvements, and site amenities.
- PUC site: Employees occupying this site could be relocated. The site and building will be reserved for future use.
- 20 Union / 22 State sites (Capitol Park south): Opportunities for expansion, renovation, and new construction exist at these sites. Acquisition of properties coming up for sale in this area is recommended. The BGS garage facility south of 20 Union would be relocated. Both structured and surface parking would be developed.
- DOT site (Capitol Park north): Acquisition of properties coming up for sale in this area is recommended. The area should be held in reserve for future use for a possible new building with structured parking to the north.

(Note: Brian Kent stated that development of this area should be given precedence over Capitol Park south or the DOT garage site so the "Link" between the Capitol Complex and the Downtown could be strengthened. Mark commented that State control of both sides of the park is desirable and, if residential development occurred around the existing recreation area south of the park, State facility development could be beneficial. Further, the distance of both this area and the MDOT Garage site from the Downtown (approximately .5 mile) could lead to these areas becoming sub-centers of neighborhood growth and, as such, consideration should be given to method that would allow opportunities for private development of basic services for neighborhood support.)

- Capitol Hill approaches: As in earlier scenarios, a form of design control (overlay district with specific standards) of the State and Capitol street approaches to the area are recommended. This is particularly important in

the historic area around the Blaine House.

- Howard Hill: The Howard Hill site (currently owned by the UMA system) should be preserved as green space, recognizing it's importance as a visual setting for the State House.
- Janet mentioned that funding for various "fix" items is being requested for the Department of Labor building. This includes basic code and environment (air quality, etc.) related items.
- Brian stated that one possible route for a bridge connection would involve a spur from Capitol Street starting west of Sewall Street and following the stream corridor behind the Cultural Building to a new bridge.

East Side:

- Janet stated that the transfer of the Arsenal property from the state to the city will be proposed this session.
- Brian urged the committee to try to keep the plan for the AMHI campus as flexible as possible to accommodate potential bridge crossing locations.
- Earle stated that he, as the state's Historic Preservation Officer, would go on record as opposing any bridge landing in the proposed central green space (between the AMHI complex and the Arsenal).
- Eric seconded Earle's position, stating that any bridge connection in the area should be low, in scale with the surroundings, and not visually dominant.

AMHI (Potential Psychiatric Treatment Center site):

- Dave Smith saw no problem with compatibility of the Center and the redeveloped campus.
- Joel indicated that Senator Daggett had some serious reservations about the AMHI site, specifically about the site selection schedule and some aspects of the program for the new facility; and that he shared some of those reservations.
- Katie Fullam Harris stated that she had spoken with Senator Daggett and had assured her that her concerns regarding the planning schedule had been heard and that every effort would be made to mesh the site selection schedule with other ongoing planning efforts.
- Janet will be requesting that the Center site selection deadline be extended to the end of February (+/-).
- Brian reiterated C.R.I.D. support for the AMHI site location of the Center.

Traffic Issues (Bruce presented traffic implications of Scenario D):

- The numbers presented represent a "worst case" scenario. Good traffic planning practice is to predict and then prevent increases using traffic management techniques.
- There will be a general increase in "background" traffic; ie., that

- contributed by increased development and population in the study area.
- The intersections of Capitol Street with Sewall and State will be affected the most. They currently operate at less than optimum efficiency. If traffic increases, modification of the intersections would be necessary, resulting in more street area and a less pedestrian friendly environment and potential negative impact on the historic residences near the State/Capitol intersection, especially the Blaine House.
- Alternative traffic measures are being studied. These would capitalize on under-utilized satellite parking locations (such as the Turnpike Mall and Augusta Civic Center) and establish connections with a shuttle system.

III Stone Building Renovation Potential

Mac presented schematic architectural concept plans:

- The existing building would be renovated and new open-plate space added around the Coburn Building for a potential capacity of 970 employees maximum. This is based on an optimal 250 s.f. per person (space planning standard).
- Phased construction of the building should be possible.
- Bill questioned whether the renovation could be coupled with the more immediate needs of DHS. Mac responded that the current building form (without the open-plate additions) would not lend itself to DHS functions.

IV Schedule

Issues surrounding new building location on the West Campus, and future bridge locations still need to be resolved. Otherwise, the Committee felt comfortable with the direction in which the plan is heading as shown in Scenario D.

Regular meetings of the Master Plan Committee are proposed for the following dates to complete this phase of the planning process.

- January 27: Design review and comment
- February 3: Design review and comment
- February 17: Sign-off on plan for preparation of draft document.

After the February 17 meeting, the consultant team will prepare the draft master plan document for review and comment.

*Meeting minutes respectfully submitted by Mark G. Johnson.
Please notify this office regarding errors or omissions*

within seven (7) days of receipt.

F:\Public\TRANSFER\MLC\Augusta State Facilities Master Plan\MPCmtg#10_01-13-00.wpd

DRAFT

AUGUSTA STATE FACILITIES MASTER PLAN

MASTER PLANNING COMMITTEE MEETING (WORKSHOP NO. 11)

January 27, 2000

MEETING MINUTES

Attending:

Bill Bridgeo, City of Augusta*
Charles Jacobs, DAFS*
David Smith, Augusta Planning Board*
Earle Shettleworth, State Historic Preservation Office*
Elaine Fuller, Representative*
Janet Waldron, DAFS*
David Madore, Representative*
Elaine Clark, BGS*
Owen Cargol, UMA*

*member of Master Planning Committee (MPC)

Consulting Team:

Malcolm Collins, SMRT
Mark Johnson, SMRT
Jessica Martin, SMRT
Bruce Hyman, Wilbur Smith Associates

Guests:

Brian Kent, Kent Associates
Delaine Nye, Capitol Planning Commission
Gary Remal, Kennebec Journal

I. Discussion of Scenario D

Mac Collins noted that he presented Scenario D to the Capitol Planning Commission on Wednesday January 26, 2000. The group was receptive to Scenario D, and had no problems with the ideas generated by the Master Planning Committee.

1. East Side Discussion:

- The bridge landing location is still unresolved. The NEPA process has begun to determine the best location.
- Dave Madore does not want to sign off on plan if there is a possibility of bridge landing being on the East Campus.
- Bill Bridgeo feels that as long as conditions at the two rotaries are improved, the bridge location does not matter, although views and open spaces should be considered when final decision is made.

- Some members felt the committee should make a recommendation as to the best location of the bridge landing. Earle Shettleworth believes the NEPA process will work towards a location that is in line with the committee's wishes. He feels the Committee does not have enough information to make an informed decision on the best location now.
- David Smith suggested that the final Master Plan Document language stating that anything outside the Scenario D plan for the East Campus should be carefully considered and that green space is a part of the committee's vision for the area between the East Campus and the Arsenal.
- There was agreement at the previous meeting that the new Psychiatric Treatment Center would be accepted as part of the East Campus. David Madore still has concerns regarding the meshing of the two campus functions.
- Charlie raised a question regarding the possibility of increased thru traffic on Arsenal Street if it is improved. Bruce Hyman responded that the road treatment and small scale will signal to drivers that it is not a thru road.
- This summer improvements to the Arsenal Street intersection with Cony Road will be made which may cause increased use along Arsenal Street.
- With the potential for increased traffic on the East Campus, Bruce is suggesting the addition of a traffic light at the intersection of Piggery Road and Hospital Street. The need for a traffic light at the southern-most entrance to the East Campus will be investigated once a final decision regarding the location of the Psychiatric Treatment Center is made.
- David Smith remarked that when the parking deck is constructed on the East Campus, removal of the 'new' surface parking lot (currently being constructed) should occur to allow for more green space. This would be 10-20 years down the road, but should be made clear in the final report.
- The parking lots at the Arboretum and the Ray building should be improved.

2. West Side Discussion:

- SMRT has identified 3 potential development sites for new building construction on the West Side. The DOT garage site, North of Capitol Park and South of Capitol Park (DHS and Labor buildings). SMRT/Wilbur Smith Associates prefers development of the DOT garage site because of traffic and preservation issues revolving around Capitol Park and the State Street/Capitol Street intersection. The site North of Capitol Park should be 'reserved' for future development beyond the scope of this project (20 + years).
- Several Committee members agree that the DOT Garage should be relocated and the site used for state and/or private sector office space.
- Elaine Clark prefers expansion/renovation of the South side of Capitol Park to development of the North.
- Brian Kent mentioned that if it is the goal of the committee to enhance the connection between Downtown and the Capitol Campus, development North of

- Capitol Park should be encouraged. There is state-owned land north of the DOT building on Memorial Circle that should be considered a future development site.
- *SMRT will note this site as a fourth development site on the final document.*
- Janet Waldron questioned whether the DHS building at 221 State Street should be green space rather than a future development site.
- Mac and Mark agree that there needs to be an architectural edge to define the corner of the park at that point.
- This site could accommodate one or more memorials, which would provide opportunities for both green space and architectural elements to help define this important corner and the edge of Capitol Park.
- Bill Bridgeo felt DHS site is a good location for a high quality building.
- The BGS fleet garage located just south of the DHS and Labor buildings could be consolidated with the DOT fleet and relocated closer to the interstate.
- Reconstruction of Capitol Street along Capitol park will begin this summer. Granite curbing will be used to define edge. The improvements here should be applied to the whole Capitol Area eventually so there is continuity in design and materials.
- David Madore suggested that we reaffirm the value of Capitol Park in our final document to ensure future development of park will not occur.
- Cultural Building expansion was discussed at the last meeting. Relocation of the Law Library to underground between the Cultural Building and the State House/State Office Building has been a vision for quite some time, but it may not be worth the cost. Janet suggested that 221 State Street may be a good location for the Law Library. Others suggested that the Law Library is not as essential as it used to be because of computers. Books can be stored electronically and accessed from multiple locations.
- Earle Shettleworth summarized what he envisions for the The Blaine House neighborhood. It is a historic area that should be preserved. The Gannett House will be used as an adjunct to the Blaine House (meeting space/guest space), the two framed buildings may be sold to the public sector but with preservation covenants; and the two brick residences will remain as state offices.
- Several Committee members agreed that the section of State Street between the rotary and Capitol Street need historic improvements including sidewalks, street lights, and buried utilities. Mark stated that all street improvements in the Capitol Hill area should be coordinated, utilizing a common palette of materials and methods.
- Bill Bridgeo remarked that some of the committees ideas could begin to occur in 2 years rather than in 10 years. This would show that the state is committed to the Master Plan.
- The Howard Hill site (partially owned by UMA) is a portion of land that should remain green space. If the State does not purchase this land, it should look into

getting easements and visual control of the land to ensure it is not developed in a way that detracts from the views to and from the State House and State Office Building. Bill Bridgeo stated that not all of the hill was owned by UMA. He will research the other property owners.

- The Committee will make it clear to the local residents that there will be minimal impact on their neighborhoods.
- Janet Waldon suggested the possibility of having a child care facility in the neighborhood off Sewall Street below Howard Hill. The neighborhood already has several businesses among the homes.
- The PUC site will be reserved as a potential location for future parking or a building.

3. Transportation:

- Bruce Hyman presented his analysis of the impacts of Scenario D on traffic, pedestrian, parking, and transit. Several intersections including State St. & Capitol St., Sewall St. & Capitol St., and Hospital St. & Piggery Rd. will see increased traffic and may require intersection improvements.
- There have been prior discussions about eliminating vehicle access along Capitol Street between the Sewall Street and State Street. Bruce feels circulation will not work if this block is closed to through traffic; but to ensure safety of pedestrians, heavy truck traffic should be limited.
- The scale and surface treatment of Capitol Street between Sewall Street and State Street should be improved to "calm" traffic.
- Delaine Nye feels some improvements should be made to Sewall Street because of the residential nature of the area and for the safety of the people that walk and jog there.
- Pedestrian improvements are needed at Capitol Street, Sewall Street, State Street, and Grove Street. This includes crosswalk improvements, connection to trails, and connection to downtown.
- Dave Madore suggests that if a new bridge is constructed, a pedestrian way should be included to encourage people to walk. If lockers and showers are provided at peoples' work places, this type of activity will be encouraged.
- Janet Waldon suggests that resting areas should be provided for walkers along pedestrian routes. Lighting and security should also be provided so pedestrians feel safe enough to walk.
- Bruce suggests a reduction in the number of parking spaces available. If there are enough spaces for everyone, carpooling will not occur. In order to meet the suggested .8 spaces per employee, there needs to be a 50% increase in the number of people using alternative transportation methods.

- If the number of parking spaces available is reduced, people may tend to park in the local neighborhoods, and not seek alternative transportation modes. The city should enforce parking restriction in neighborhoods to minimize state employees parking in them.
- For carpooling to work, there must be incentives. Closer parking could be reserved for carpools only. For shuttle service to work, the pick up areas need to be convenient and the waiting periods minimized.
- Bike parking should be available at all parking lots and structures.
- Monetary incentives have the most impact on the reduction of traffic and they are the trickiest to implement.
- Bill Bridgeo suggests that paying for parking is the solution. If aesthetics are a high priority, you can not have convenient parking. Surface parking is not pleasing to look at.
- Dave Madore believes that parking fees would be a burden for some State Employees and will be controversial.

II. Schedule

SMRT will attempt to circulate portions of the Draft Report prior to upcoming meetings for Committee review. Regular meetings with the Master Plan Committee are proposed for the following dates to complete this phase of the planning process:

- February 3: Design review and comment
- February 17: Sign-off on plan for preparation of draft document.

Briefings with state employees, legislature, and adjoining municipalities will be scheduled. Review meeting dates will be circulated to Committee once completed.

*Meeting minutes respectfully submitted by Jessica Martin.
Please notify this office regarding errors or omissions
within seven (7) days of receipt.*

AUGUSTA STATE FACILITIES MASTER PLAN

MASTER PLANNING COMMITTEE MEETING (WORKSHOP NO. 12)

February 3, 2000

MEETING MINUTES

Attending:

Charles Jacobs, DAFS*

David Smith, Augusta Planning Board*

Earle Shettleworth, State Historic Preservation Office*

Elaine Fuller, Representative*

Janet Waldron, DAFS*

Elaine Clark, BGS*

Owen Cargol, UMA*

Joel Abromson, State Senate*

Pat Colwell, Representative*

*member of Master Planning Committee (MPC)

Consulting Team:

Malcolm Collins, SMRT

Mark Johnson, SMRT

Jessica Martin, SMRT

Bruce Hyman, Wilbur Smith Associates

Guests:

Gary Remal, Kennebec Journal

Scott Cowger, Representative

I. Discussion of Revised Scenario D

Mark Johnson presented the revisions made to Scenario D since the last meeting. These revisions include:

1. The addition of a potential development site to the north of Capitol Park. Potentially, the site could accommodate a building of approximately 40-50,000 SF.
2. The identification of street scape improvements on Capitol Street between Sewall and State Streets. This would include pedestrian enhancements and traffic "calming" measures for safety and aesthetics.
3. The identification of the three critical Capitol approach areas: Capitol Street, west of the Sewall Street intersection; and State Street north of Capitol Street and south of Union Street. Potential improvements to these areas include new curbing, lighting, planting, seating and buried utilities.

Comments regarding Scenario D (continued):

- Earle Shettlesworth suggested that SMRT produce elevation graphics showing potential developments for the committee members to better understand how the topography of the sites can work with the buildings, and how the development will impact adjoining areas.
- Pat Colwell suggested that the committee note in the final document areas that are not suggested for future development, in particular the Federal Street neighborhood west of Sewall Street.
- Mac Collins expressed concern that if the Federal Street neighborhood were not controlled by the State, inappropriate development, such as a convenience store, might take place there. Earle noted that this neighborhood is under the auspices of the Capitol Planning Commission and that any approved changes in the neighborhood would be low-impact and appropriate for the location.
- The committee should identify needs for the Federal Street area, such as day care and lobbyist offices, and note that this neighborhood may be a good location for such uses.
- Charlie Jacobs stated that the IFW garage just west of the Federal Street neighborhood, should be relocated.
- The Master Plan should state that no new development is proposed east of Hospital Street.
- The Rail/Trail project currently under way should be acknowledged in the plans.
- Future plans for the Federal Building and associated parking should be discussed with GSA.

II. Review of Draft Green Space Narrative

Mac Collins presented a Draft Narrative for Open Space Issues. The narrative includes the history and the committee's recommendations in regard to 5 areas that should remain as green spaces.

1. *East Campus (AMHI)*
2. *The Kennebec Arsenal*
3. *Capitol Park*
4. *Capitol Hill (including areas surrounding the State House, the Cultural Building, the State Office Building, the Blaine House and the Gannett House.*
5. *Howard Hill*

Comments regarding the Green Space Narrative:

- The proposed Amphitheater, or similar passive use, on the East Campus should be referenced.
- Joel Abromson mentioned that an Amphitheater could be a potential public/private partnership for concerts or events.
- The long-term plans for Capitol Hill should coordinate with the Law Library relocation and Cultural Building expansions.
- Earle suggested the final document point out that the Capitol Planning Commission and the Capitol Park Commission have legislative jurisdiction over the development

of the State House area and Capitol Park.

- David Smith mentioned that the City of August is working on developing lighting standards. All new and future lighting should meet these standards and codes.

III. Two-Year Action Plan

Several projects should be targeted as short-term (two-year) projects to show stakeholders that the Master Plan has momentum and is starting to be implemented. Possible projects include:

1. Streetscape improvements in the Capitol Hill area beginning with the south Capitol Street project.
2. Conversion of the Gannett House to meeting/guest space as a supplement to the Blaine House. Janet Waldron suggested a partnership with a local technical college hospitality program may be a way to defray costs and support the case for the conversion.
3. Improvements to the historic residences lining State Street between Memorial Circle and Capitol Street.
4. Demolition of the Education Building and introduction of green space in its place.
5. Parking management at the West Campus.
6. Law Library relocation.
7. Relocation of DOT garage facilities.
8. Improvements to Capitol Street between Sewall Street and State Street.
9. Public Safety garage relocation (possibly co-located with DOT garage and BGS fleet)
10. Harlow Building renovations.
11. Utility improvements, beginning with the primary underground electrical service, on the East Campus

A narrative, cost analysis, and prioritization of all the potential Master Plan projects will be a part of the final Master Plan document.

IV. Discussion of Parking and Traffic Issues

Bruce Hyman continued the discussion of the issues that arose at the last meeting regarding traffic and parking.

- Charlie Jacobs suggested that the committee make a recommendation as the number of parking spaces per person, and list alternative methods to achieve this.
- Joel Abromson remarked that parking issues can overshadow and disproportionately affect acceptance and approval of the Mast Plan. He thinks the committee should make a suggestion as to where specific parking areas are (such as legislator parking and visitor parking).
- Owen Cargol recommended that the committee make several suggestions on strategies that will work to meet the parking goal.
- In the final document, suggestions for parking changes need to be laid out in stages, such as a 2-year scenario, a 5-year scenario, and a 10-year scenario.

- Elaine Fuller suggested that when the Legislature is in session and parking problems are at their peak, shuttle service be provided to and from the local hotels for legislators and people testifying.
- The South Wing of the State House is designated as the Legislative entrance. Parking designated for the Legislators should take this into consideration, but a decision should be made as to whether close parking or green space is more important on the Capitol Complex.
- Charlie noted that the real parking issues are only a problem when the Legislature is in session. It may not be worth the money to provide enough parking for the peak needs. Instead, the committee should seek to meet the demand when the Legislature is not in session, and provide shuttle and satellite parking service at peak times. Currently the garage is not controlled and many people other than state employees use the garage. Control of this would alleviate the problem.
- Elaine Clark mentioned that if satellite parking and shuttle service is provided, it could pose a problem for people with strict personal schedules due to dependent care. Employers would need to offer options to help employees interested in alternatives to close-in parking with logistics.
- Operating costs of the shuttles is about \$15 per hour. Bruce Hyman believes that during peak times, 6 shuttles running continuously would be needed to keep up the 10 minute intervals and provide transportation that would reduce parking demand by 400 spaces.
- It was suggested that the Armory parking lot be a potential satellite parking area.
- The proposed expansion of the Capitol Street parking garage needs to be adjusted to reflect the recommended parking ratio policy.
- The consultant will have a draft parking requirement plan prepared for presentation and review at the next meeting.

V. Future Planning Effort/Implementation Strategies

Discussion regarding what should occur after completion of the Master Plan Document.

- Rather than establishing another committee to oversee the implementation of the Master Plan, the final document can be turned over to the Capitol Planning Commission. This commission includes members from the City of Augusta as well as members of State Government.
- Briefings will be scheduled with the local neighborhoods, Legislative committees, state employees, and the cities of Hallowell, Gardiner, and Augusta to discuss the Master Plan. Any comments from these meetings will be integrated into the final document. DAFS will bring a suggested list of groups to be briefed and a proposed schedule to the next meeting.
- Charlie suggested that it be a part of the BGS statute that any proposed projects on the East and West campuses be checked against the Master Plan document. This will ensure that all future changes are in keeping with the Master Plan.

VI. Schedule

SMRT will attempt to circulate portions of the Draft report prior to the final meeting for committee review.

The final Master Planning Committee meeting is scheduled for *February 17, 2000*.

One additional session will be added to discuss comments from the local briefings and review a Draft of the final document.

*Meeting minutes respectfully submitted by Jessica Martin.
Please notify this office regarding errors or omissions
within seven (7) days of receipt.*

F:\Public\TRANSFER\MLC\Augusta State Facilities Master Plan\MPCmtg#12_02-03-00.wpd

AUGUSTA STATE FACILITIES MASTER PLAN

MASTER PLANNING COMMITTEE MEETING (WORKSHOP NO. 13)

February 17, 2000

MEETING MINUTES

Attending:

Beverly Daggett, State Senate*
Bill Bridgeo, City of Augusta*
Charles Jacobs, DAFS*
David Smith, Augusta Planning Board*
David Madore, Representative*
Earle Shettleworth, State Historic Preservation Office*
Elaine Fuller, Representative*
Joel Abromson, State Senate*

*member of Master Planning Committee (MPC)

Consulting Team:

Malcolm Collins, SMRT
Mark Johnson, SMRT
Jessica Martin, SMRT
Bruce Hyman, Wilbur Smith Associates

Guests:

Gary Remal, Kennebec Journal
Delaine Nye, Augusta City Council, CRID
Carl Smith,
Chuck Roundy
Brian Kent

I. Discussion of Revised Scenario D

Mark Johnson presented the changes made to the East Campus Scenario D since the last meeting. These changes include the addition of a "State of Maine Park" on the East Campus. This would entail demolition of the Nurses Building and the recently constructed surface parking lot.

The Committee was receptive of the revisions and felt the park reinforced the committee's statement regarding the need for greenspace and its position regarding the location of the potential bridge landing.

II. Review of Streetscape Massing Elevations

Mark Johnson also presented massing elevations developed by SMRT to represent the potential development sites on the West Campus. The three sites presented were the DOT garage site, Capitol Park North, and Capitol Park South.

1. The DOT garage site could potentially accommodate 250,000 SF of office space, a parking garage for these employees, and retail/commercial space.
2. The Capitol Park North site could potentially accommodate a 50,000 SF building and a parking garage for these employees.
3. The Capitol Park South site could potentially accommodate a 40,000 SF addition to '20 Union and a new 50,000 SF building at the corner of State Street and Union Street, as well as parking for these employees and retail/commercial/residential space along State Street.

Committee Comments regarding the massing elevations were as follows:

- Beverly Daggett expressed some concern regarding the development of the DOT site because it is not directing development of sites towards downtown. Mark Johnson noted that the size of the site is ideal for a DHS size agency and there are no other buildings/sites on the West Campus to accommodate such a large group. Having the large building located outside of the heaviest traffic areas alleviates a lot of potential traffic at the busiest intersections. Entrances to the parking garage are located before the Sewall Street/Capitol Street and State Street/Capitol Street intersections.
- Elaine Fuller thinks that having DHS near the legislature is a good idea.
- Bill Bridgeo is concerned that if a new building is built for DHS, the Stone Building will be empty. Mac Collins noted that both projects are a priority in order to get employees out of leased space and off the Stevens Campus.
- Brian Kent feels it should be made clear that these are just concepts for the potential development sites and suggested the final document have several options for each site. He also noted that in the final CRID document, there may be a recommendation that the traffic around Capitol Park be redirected. This may impact how the Capitol Park North and South sites are developed in the future.
- David Smith suggested that the final document note the need for structured parking, as opposed to surface parking, in order to maximize greenspace.

III. Discussion of Comments on Open Space Issues Narrative

At the last meeting Mac Collins presented a draft Open Space Narrative. There were no suggested modifications to the narrative from the committee.

IV. Parking and Traffic Issues

Bruce Hyman presented revised Guiding Principals and Parking Management time line handouts. He will be adding the committee's recommendation to minimize surface parking to free-up greenspace to the Guiding Principals handout. Comments regarding the time line are as follows:

- The expansion of the current garage is in the 3-5 year time frame. Bill Bridgeo recommends that be bumped up to the 0-2 year time frame because the Legislature may be willing to do that soon.
- Charlie Jacobs recommends that under the two year plan, designation of visitor parking take place. This should include several timed parking areas such as 15 minute, 30 minute, and 1 hour lots. Don Sutter has suggested that no timed spaces over one hour be used.
- Dave Madore questioned what impact the increased employee numbers on the East Campus will have on the Mayfield neighborhood traffic. Bruce noted that the estimated employee count will not be much higher that it is today, but at some point the total employees may peak above the estimate depending on the phasing of projects. In the long run, Bruce does not anticipate an increase in traffic in the neighborhood.
- Brian Kent noted that to discourage people from driving though neighborhoods, the traffic needs to flow continuously.
- Several committee members commented on the need for increased security in parking areas. This would include the addition of lighting, cameras, call-boxes, etc.

V. Schedule and Briefings and Meetings

SMRT will have one month to produce a final draft document. After completion of the draft, the committee will review. Briefings and meetings will be scheduled for comments and evaluation of the document. One final committee meeting will be scheduled to discuss comments from the local briefings.

The Capitol Riverfront Improvement District should have a draft of its plan for review prior to the completion of the final Master Plan Document.

The committee and its consultants will endeavor to coordinate critical issues with the CRID effort.

VI. Old Business

The Legislature is not required to approve the Master Plan. The Capitol Planning Commission will adopt the plan and review annually.

Bill Bridgeo confirmed UMA is the only owner of the Howard Hill green space.

The future status of the Federal Building will be researched.

Meeting minutes respectfully submitted by Jessica Martin.

*Please notify this office regarding errors or omissions
within seven (7) days of receipt.*

F:\Public\TRANSFER\MLC\Augusta State Facilities Master Plan\MPCmtg#13_02-17-00.wpd