



State of Maine

Augusta Area State Facilities Master Plan

May 2023

Part 1

SMRT



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Architectural, Historic Preservation
& Planning Concepts

 **DLR**GROUP

AUGUSTA AREA STATE FACILITIES MASTER PLAN

May 2023

Part 1





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FOREWORD

Message From Commissioner Kirsten LC Figueroa, Department of Administrative and Financial Services



Kirsten LC Figueroa
*Commissioner
Department of Administrative
and Financial Services*

It is my pleasure to introduce the State's 2023 Master Plan for Augusta Area Facilities. A primary responsibility of the Department of Administrative and Financial Services is to ensure safe and healthy environments for state employees, legislators, government officials, those participating in state government proceedings, and the thousands of visitors who frequent our facilities. The buildings house a vast array of functions, from administrative to scientific to cultural.

Our responsibility is not only to provide appropriate facilities for current needs, but also to embed flexibility for future adaptations and growth, all the while addressing climate change by reducing greenhouse gas emissions from our buildings and fleet and developing resilient responses to the effects of climate change.

This master plan not only provides state government with facilities to serve its many and varied programs, but hand in hand seeks to reduce energy consumption and increase use of cleaner, lower carbon energy. The plan strives to promote sustainability in facility construction, maintenance, and operations.

The dual goals of historic preservation and sustainability are on a parallel path in this master plan, as the State's facilities in greater Augusta are on average more than 100 years old. By renovating for adaptive reuse, both history and the inherent green value of recycling existing buildings are honored while providing functionality for current needs.

The Master Plan emphasizes respect for the natural environment, enhancing connections between state government activities and important landscape features such as the beautiful Kennebec River, parks, trails and preserved green space. It reflects our effort to synchronize the State's built and natural environments.

ACKNOWLEDGMENTS

Throughout the process the planning team met regularly with the Augusta Master Planning Steering Committee comprised of:

Elaine Clark, Deputy Commissioner, Department of Administrative and Financial Services (DAFS)

Earle Shettleworth, Maine Historian and Capitol Planning Commission Chair

Hannah Pingree, Director, Governor's Office of Policy Innovation and the Future (GOPIF)

Jessica Scott, Senior Climate Advisor, Governor's Office of Policy Innovation and the Future (GOPIF)

William Longfellow, Bureau Director, Bureau of General Services (DAFS/BGS)

Joe Ostwald, Director of the Division of Planning, Design, and Construction, DAFS/Bureau of General Services (DAFS/BGS)

Bill Bridgeo, Retired Augusta City Manager

Dan Burgess, Director of the Governor's Energy Office

David Madore, Deputy Commissioner of Maine Department of Environmental Protection (DEP)

Kirk Mohney, Director of the Maine Historic Preservation Commission and State Historic Preservation Officer

Matt Nazar, Augusta Director of Development Services

Randy Charette, Deputy Commissioner Department of Agriculture Conservation and Forestry

Ross Anthony, Buildings and Efficiency Analyst at Governor's Energy Office

This committee was instrumental in establishing the guiding principles for the plan and offering critical insights and feedback during the development process. Special thanks: Elaine Clark and Earle Shettleworth deserve special thanks for supporting the planning team on an ongoing and consistent basis. Throughout the process they offered their perspective, wisdom and guidance on critical issues.

MASTER PLAN TEAM

SMRT served as prime consultant for the 2023 Augusta Area Master Plan. Collaborating consultants included: The DLR Group (Planning and Urban Design, Energy, Workplace), VHB (Transportation), Malcolm Collins, AIA (Historic Preservation) and Wright Ryan Construction (Cost Analysis).

EXECUTIVE SUMMARY

Maine enjoys a state capital area located in a magnificent setting along both sides of the Kennebec River, with a rich cultural history, an intact fabric of historic structures, office, and workplace buildings proximate to the capitol, and ample open space in walking distance to the Augusta downtown area. This 2023 Augusta Area Master Plan presents a vision where these resources are celebrated, connected, restored, and improved. The planning team, working closely with a steering committee and leadership from the Bureau of General Services, shaped a 20-year vision specifically developed to meet the objective of the State's 2020 Climate Action Plan Maine Won't Wait. Building environmentally sustainable practices into the future development of State facilities and campus infrastructure is fundamental to implementing this master plan.

Current Context

The planning team started work in the fall of 2021, 18 months into the COVID-19 pandemic which seriously impacted the planning process and the availability of reliable data relative to work patterns, space needs assessments and parking demand. A significant number of Augusta area state employees continued to work remotely during the course of the planning process and remain remote to this day. Return to work patterns remain uncertain at the time of this report issuance. Given these circumstances, flexibility is key. The phasing and sequencing of projects will depend on volume of employees returning to Augusta, which will evolve and change over time.

Planning Process

The planning team organized the process into five phases:

- Phase I: Data Collection and Existing Conditions Analysis
- Phase II: Master Plan Vision, Guiding Principles and Trends
- Phase III: Alternatives and Strategies Evaluation
- Phase IV: Master Plan Development
- Phase V: Final Plan and Adoption

The planning team met with key stakeholders who provided critical feedback to the planning team including:

- City of Augusta
- DAFS/BGS Property Management
- Capitol Security
- Capitol Planning Commission
- Blaine House
- GOPIF
- DAFS/BGS (multiple meetings)
- DOT
- MHPC

GUIDING PRINCIPLES

With thoughtful input from the Steering Committee, the team established guiding principles for the 2023 Augusta master plan as follows:

▪ Reduce State's Operational Carbon Footprint

- Pursue building energy optimization
- Reduce vehicle miles traveled
- Create Incentives: EVs, Ride-share, Transit, Ped/bike etc.
- Adopt alternate fuel sources (solar farms etc.)



▪ Contribute to the Economic Vitality of Augusta

- Partner with the City of Augusta to build the context for increased economic vitality in Augusta.
- Develop live/work culture
- Shape open space/recreation opportunities
- Develop magnet amenities
- Enhance city and downtown connections



▪ Increase Workplace Flexibility

- Determine best practices for hybrid working model.
- Determine assigned/non assigned ratios, department by department



▪ Attract “Next Generation” State Employees

- Improve the workplace
- Create magnet amenities
- Promote wellness/healthy lifestyle
- Incentivized attractive housing & communities in walkable distance
- Provide attractive benefits (including convenient access to childcare)
- Offer rewarding work, opportunity for advancement



▪ Revitalize Historic Fabric of Augusta area State Facilities

- Consider the important role of the existing historic fabric on both the east and west campuses.
- Continue to invest in restoration and repurposing these structures when feasible.
- Shape open space and amenity space on the state campuses to re-invigorate these historic places.
- Leverage the embodied carbon benefit of historic buildings to reduce negative climate change impacts



▲ Source: State of Maine Bureau of General Services

2030 Vision

Commitment to Climate Action Plan

- **Embrace Maine's Commitment to Climate Action** by reducing energy demand (transportation and operations) and developing efficient infrastructure
- **Create vibrant**, walkable campuses with inviting outdoor spaces, enjoyable workplace environments, easy access to magnet amenities and convenient connections to downtown and trails.
- **Shape flexible and adaptable** workplaces to meet the needs of agencies as they evolve and change over time.
- **Celebrate Maine's historic campus infrastructure** - Restore, repurpose, renew.

Commitments to Energy Sustainability and Resilience

- **Lead the way with best practice energy solutions** that not only meet the climate action goals but put buildings on a road to decarbonization through elimination of fossil fuels and adoption of net zero practices.
- **Make data driven decisions** relative to investments in energy retrofits, energy purchase agreements and renewable energy use.
- **Provide dedicated staff** to manage energy use in state facilities and actively pursue energy optimization in new and existing construction.
- **Preserve and re-use existing historic building stock** while optimizing energy efficiency

Enhancing the Public Realm

- **Shape inviting and attractive historic campus environments** that build on current infrastructure and offer additional enhancements and convenience.
- **Shape active outdoor spaces** on both East and West Campuses that create a sense of place and reflect the importance of governance.
- **Promote active ground level uses** on key streets proximate to the Capitol campus. Provide retail/restaurant/service venues proximate to campuses.

Improving the Stakeholder Experience

- **Inspire visitors** to Maine's Capitol District with our rich cultural heritage and history. Our campuses and buildings will present an inviting, inclusive, convenient visitor experience.
- **Provide state employees** an enjoyable workplace that offers flexibility, choice and amenities that enhance the work experience, promote health and wellness and draw them to Capitol District.
- **Offer the Public** access to State services in welcoming and convenient environments that support agency functions and provide ease of access and efficient delivery of state services.

Strategically address transportation and parking issues

- **Enhance street corridors to activate the pedestrian experience.** Calm traffic in key locations, improve street crossings and intersections.
- **Enhance trail connections** on both East and West Campuses to river and downtown Augusta.
- **Promote sustainable transportation** with carpool matching, cycling amenities, EV charging, and improved transit connections.
- **Strategically manage parking resources** to meet demand. Where structured parking is required include ground level occupied space to shape a vibrant campus experience.

Optimize the Workplace

- **Enhance the quality of workspace for state employees.** Provide amenities with a focus on health & wellness to attract and retain staff.
- **Develop optimal adjacencies** between state agencies to promote collaboration and efficient delivery of services.
- **Develop flexible and adaptable** workplaces to meet the needs of agencies as they evolve and change over time.
- **Increase use of state-owned facilities** obviating the need to continue long term leases remote to state campuses.

Celebrate Historic Preservation Opportunities

- **Repurpose and re-use** historic buildings to achieve their highest and best use, thereby efficiently serving customers, inspiring visitors, and empowering employees.
- **Upgrade** historic building systems and performance to contribute to and demonstrate Maine's commitment to Climate Action.
- **Restore and enhance** integrity of historic campus environments and landscapes, especially the Capitol Park area, Capitol Complex grounds, and original East Campus landscapes.
- **Evaluate** post-1950s buildings for their future contribution.



▲ Maine State House-Capitol Building



FIGURE 1. EXISTING CAMPUS AERIAL



EXISTING CONDITIONS ASSESSMENTS

The planning team conducted assessments of State-owned infrastructure in Augusta on the east and west campuses and immediately surrounding parcels. The scope of work did not extend to State holdings in Vassalboro or Hallowell. The planning team evaluated building energy use, overall building condition, historic preservation opportunities and constraints, and the condition of the open space and public realm in and around the campuses. The team also evaluated the workplace, including location, quality, capacity, adjacencies, availability of amenities, future space needs, and unique programmatic requirements. Transportation assessments were based on pre-COVID data and included a study of commuting patterns, inter-campus trips counts, and parking demand. Assessments were conducted through on-site observation and monitoring in collaboration with review of past assessment reports performed within the last five years and provided to the team by DAFS/BGS.

Existing Conditions Key Findings

▪ **Energy, Sustainability and Resilience**

- On-site generation is a key way for the State facilities to meet power needs with renewables. The DOT solar project will supply 70-75% of current needs when completed.
- DAFS/BGS should engage an energy procurement consultant to assess alternative sources of renewable power to meet current and future electric needs.
- Increased demand on the grid is expected due to electric vehicle charging, electrification of building heat, and on-site generation. Infrastructure improvements such as additional electrical feeds, an improved substation, and battery storage will likely become necessary.
- Solar generation projects should be made in partnership with private companies to maximize eligibility for federal tax incentives and advanced depreciation schedules.

▪ **Urban Context/Public Realm:** The existing urban context and public realm conditions review included an analysis of the existing built and pedestrian environment around the Augusta Area State Facilities for the east and west campuses. It identified the following needs:

- Shape active outdoor spaces on both East and West campuses that create a sense of place and reflect the importance of governance.

- Promote active ground-level uses on key streets proximate to the Capitol and Union Streets on the west campus and key facilities within the East campus.
- Manage the parking resources strategically to meet future demand and the need for ground-level occupied space to shape a vibrant campus experience.
- Calm traffic in key locations and improve street crossings and intersections for pedestrians' and bicyclists' safety.
- Further explore enhanced trail connections on both east and west campuses to the river and downtown Augusta.

Workplace: The review of existing workplace and space need conditions and agency surveys of the departments included in the Master Plan highlighted the following key takeaways:

- **Focus on Health and Wellness:** State employees would benefit from having areas to get outside for walks and meetings during the day along with access to locker rooms. Departments also wanted a fitness area and healthy food options available on campus.
- **Hybrid Work Environment:** The State's teleworker policy must be updated to clarify its influence on agencies and how existing and future space planning.
- **Recruiting/Retention:** Recruiting new staff is a concern with the competition from the private sector. Providing additional perks,

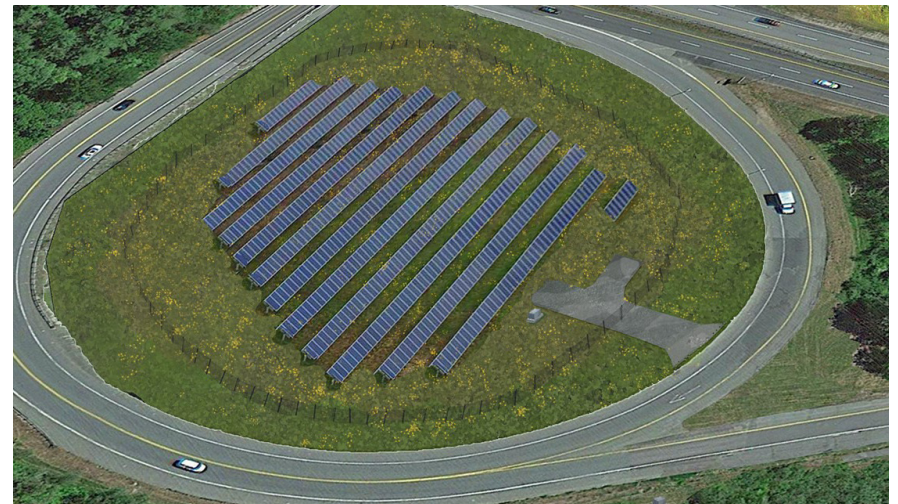
i.e., a hybrid work environment, gym membership reimbursement, etc., would be seen as a positive. Additional clarity on the State's teleworker policy may factor in this equation.

- Technology: There is a general need to improve conference room technology for facilities and spaces. Some existing buildings have issues with internet connection due to the building envelope.
- Space Utilization: Need for a better location for conference rooms and more daylight in office work environments. Additional spaces like mother's rooms, huddle rooms, collaboration spaces, and hoteling stations would benefit the employees.

The Master Plan evaluated potential scenarios for teleworking so that its implication on current and future space needs can be assessed. The Plan also included a range of space standards that address the existing facilities and their use. Existing and future space needs were reviewed based on quantitative needs and addressing the needs of changing demographics to attract and retain employees, including technology, conference spaces, flexibility, and wellness.



▲ Existing office space in Burton M. Cross State Office Building.



▲ Maine DOT solar installation along I-95.



▲ EV chargers at MeDOT powering electric vehicle fleet.

▪ Multi-modal Circulation and Parking

- The West Campus has 1992 parking spaces, all free and the majority unrestricted. Occupancy can be high during legislative sessions, but otherwise, parking is ample. Replacement of the State Garage is an opportunity to add more spaces convenient to the State House and Cross Building.
- The East Campus has 1359 spaces, which is currently adequate. More parking will likely be needed as staff consolidates to the East Campus from more remote facilities and/or an Innovation District is opened. Teleworker options and carpool/transit incentives can blunt the additional parking demand and may avoid the need for new spaces.

- EV charging is available on both campuses (six spaces on West Campus and four on East Campus). All chargers are Level 2 chargers with longer charge times than DC fast chargers. Their use should be monitored so more of those chargers can be added as demand grows. An on-going EV charging station master plan is currently underway.
- Transit service is currently inadequate due to limited hours (8:30-3:30) and one-hour headways. The State should subsidize fares but also partner with KVCAP to make routing and service more convenient for State employees.
- Most of the State workforce lives outside Augusta, with 45% living 20 miles or farther. For these workers, carpool matching is the most realistic alternative to self-driving and should be supported with a carpool matching program by filling gaps in the park and ride network. Go Maine (gomaine.org) continues to be active post-pandemic and presents an option to increase carpooling.

▪ Historic Preservation

- Buildings currently identified as historical (pre-1950 based on the 2001 master plan) have been successfully rehabilitated as a result of the emphasis of the 2001 plan on making good use of the State's existing building inventory.
- Exceptions to #1 are the Stone Building, Central Building, and CETA Building on the East Campus. Stone Building roof and building envelope project was in design during master planning work, and proper mothballing of CETA was funded and planned, to protect the building pending a reuse decision.

- Buildings now 50 years old (built prior to 1972) and, as of 2023, not designated as historic (221 and 242 State Street, 21 Union Street) present some renovation/expansion or replacement options.
- Buildings that have been rehabilitated since 2001 represent significant improvements in energy efficiency, but although all but the most recently done require updates/upgrades.
- Good building sites are available on both campuses if needed.
- The grounds of both the East and West Campuses require historical analysis and landscape plans in order to enhance the historic resources of each and develop amenities for future employees and visitors.
- Pedestrian environments suffer due to existing conditions (tunnels and parking areas on the East Campus; parking areas, pedestrian circulation, and vehicular access on the West Campus).
- Streetscapes and riverfronts on both campuses have been neglected and unrecognized for the historic and environmental resources and amenities they represent.
- Capitol Park and the former AMHI campus open spaces have been treated haphazardly over the past decades and require a campus planning approach for future development that respects their historic importance and the resources they represent.



▲ *Blaine House, 1919*



▲ *Smith and Merrill buildings recently undergoing repairs.*



FIGURE 2. ILLUSTRATIVE WEST CAMPUS MASTER PLAN VIEW



PLAN SUMMARY

The driving force behind the 2023 Augusta area master plan is Maine's commitment to implement energy optimization and climate action initiatives in future capital projects. Within this context, the plan anticipates significant investments in historic facilities on both the East and West campuses, proposes increased density in State-owned facilities by reducing leases in more remote buildings, creates amenity spaces on both campuses, introduces an "Innovation Zone" on the East Campus and strengthens connections to downtown Augusta on both sides of the river. The plan can be implemented sequentially as demand and needs evolve and change.



FIGURE 3. ILLUSTRATIVE WEST CAMPUS MASTER PLAN VIEW



Key Components of the West Campus Plan

The West Campus, anchored by the Capitol Building, the Cross Office Building, and the Cultural Building, is the centerpiece of the State capital area. There is enormous potential to improve the public realm of this campus by enhancing existing open space, providing additional green space, redesigning parking, and creating an inviting, pedestrian-friendly, walkable campus. The plan includes the introduction of green space to the west of the Cross Office Building allocated for monuments; a new accessible visitor entrance to the Cross Building (including a location for security screening); new vehicular drop-off at the Cultural building, and improved pedestrian walkways, plantings, and hardscape. To satisfy parking demands, the plan includes developing a new parking structure across Capitol Street from the Cross Office Building.

To further enhance the quality of the public realm, the planning team recommends traffic calming along State Street, providing a safer more approachable connection between the West Campus and Capitol Park as well as improvements to key intersections adjacent to the campus. Additional multi-modal improvements include the introduction of a trail starting at the east end of Capitol Park connecting to the existing rail/trail corridor along the Kennebec River. This trail will provide pedestrian/bike access to downtown Augusta, reinforcing the State's important commitment to improve and enhance the vitality of the downtown area.

Space needs and agency relocations will drive building development. The planning team identified several recommendations for building projects, including:

- 221 State Street (renovation or replacement)
- Capitol and Sewall Street Office Building and Parking Garage
- Office building adjacent to MeDOT along Capitol Park (if needed)
- 242 State Street (future use determination)

Finally, to provide an optimal visitor experience and ease of access to all users, the planning team recommends improved wayfinding and signage throughout the West Campus area.



FIGURE 4. ILLUSTRATIVE EAST CAMPUS MASTER PLAN VIEW



Key Components of the East Campus Plan

The revitalization of the East Campus has been underway for over 20 years. The State has already restored, renovated, and re-occupied many of the original hospital buildings, including Tyson, Harlow, Deering, Ray, Marquardt, and Greenlaw.

The Stone Building was occupied by hospital administration and patients until it was replaced in 2004 and has remained unoccupied since. The restoration of the Stone Building is a signature feature of the East Campus Plan with the capability of providing over 200,000 GSF of contemporary workspace. Supporting the expanded employee occupancy on the East Campus, the planning team is recommending the addition of modern campus amenities that include a cafeteria and conference center. The proposed new building on the footprint of the former Sanborn Building and the Central Building have been identified as key opportunities to expand campus capacity while providing modern amenities to State employees.

The Plan includes the introduction of an innovation zone centered around the restoration of the CETA building. To bring vibrancy to this campus area, the planning team recommends the addition of new buildings (oriented north/south to reinforce the original hospital campus planning principles) structured for mixed-use occupancy developed with ground lease arrangements through public and private partnerships. Occupancies may include mixed uses, including housing, education, research &

development, and other compatible programs.

The planning team is recommending major improvements to the public realm, including introducing a pedestrian plaza running north/south between Harlow/Ray and Marquardt/Deering, continuing to the new innovation zone anchored by the CETA Building. In addition to the pedestrian plaza, the plan includes a large open green space and amphitheater with views across the river to the Capitol Building and enhanced trail connections down to the river.

New parking will be distributed in key locations to support demand as occupancy increases over time. In support of these improvements, the planning team recommends a comprehensive infrastructure plan identifying best practice energy solutions that meet the climate action goals and decarbonize the campus through the elimination of fossil fuel use and adoption of net zero practices.

The open space improvements are contingent on removal of the utility tunnel system that supported the original hospital. These tunnels currently encumber the campus as they emerge above grade in multiple locations, interrupting circulation routes and views.

Finally, to provide an optimal visitor experience and ease of access to all users, the planning team recommends improved way-finding and signage throughout the East Campus area.



Phasing and Implementation

Successful implementation of the proposed plan requires rigorous commitment to the following framework:

- Implement energy and climate action plan projects / initiatives in each phase and as part of each capital project.
- Prioritize adaptive reuse of historic buildings while incorporating innovative solutions to reduce climate impacts.
- Review all projects currently funded and/or in the design / planning and implementation pipeline by DAFS/BGS for opportunities to reduce climate impacts.
- Pursue a methodical implementation process from vision to construction including due diligence, feasibility, budgeting, requests for legislative funding and approval, planning, design and construction.
- Allow flexibility to accommodate future workplace scenarios including the goal of balancing leased space with state-owned space, considering the impact of teleworking has on space needs.
- Embed placemaking, landscaping, and multi-modal circulation enhancements in each facility and/or major capital project.

The planning team developed a three phase implementation plan:

- Phase 1: Near Term 0-5 years
- Phase 2: Mid Term 5-10 years
- Phase 3: Long Term 10-15 years.

Details of the phasing plan are included in section "Phasing and Implementation Framework" on page 67.

Next Steps

Under 5 MRS §302, the Master Plan approved by the Capitol Planning Commission is submitted to the Legislature. To that effect, a Resolve has been introduced in the 131st Maine Legislature (but not printed as of the date of this document) for approval of the 2023 master plan concepts. When passed, this master plan will supersede the previous plan adopted by the 120th Maine Legislature, Resolves 2001, Ch. 34.

This master plan is a comprehensive and strategic document that outlines a vision for the development of the Augusta State facilities East and West campuses over the next 20 years. The master plan acts as a road map for planning and development, providing a framework for decision-making and guiding the long-term development of the State campuses. Good planning requires thorough consideration of long-term effects over short-term solutions, taking into account factors such as physical constraints, environmental considerations, and the needs and goals of the State and Augusta community.

Utilizing this Plan will provide numerous benefits, including a clear understanding of the existing conditions and potential future development opportunities, as well as considerations for prioritizing investments and guiding decision-making. By creating this shared vision, the master plan can also help to build consensus and support among stakeholders, as well as communicate the organization's goals and objectives to the broader community.

While this Plan is comprehensive, further planning will be required for each of the recommendations. Although master planning does provide a framework, each individual project will have its own challenges that will not be revealed until a more focused study can be performed.





01 /

INTRODUCTION

Augusta Area Facilities Overview

Plan, Purpose, Goals, and Planning Process

Maine Won't Wait - Climate Action Plan

Major Master Plan Themes



FIGURE 6. EXISTING AUGUSTA AREA FACILITIES MAP (EAST AND WEST CAMPUSES)

AUGUSTA AREA FACILITIES OVERVIEW

The State of Maine - Department of Administrative and Financial Services (DAFS) through the Bureau of General Services (DAFS/BGS) is required to prepare a master plan for the Augusta Area State Facilities. DAFS/BGS is responsible for close to 2 million square feet of facilities in Augusta, Hallowell, and Vassalboro, ME. The previous Augusta State Facilities Master Plan was prepared in 2001. The previous plan required an update to anticipate the State's facility needs through 2040, focusing on sustainability and resiliency in the face of climate change.

The 2023 Augusta Area State Facilities Master Plan (the Master Plan) will align the State's real estate (approx. 1.6 million SF of owned and 1.7 million SF of leased space) with the priorities and actions of the statewide Climate Action Plan (Maine Won't Wait: A Four-Year Plan for Climate Action) (CAP). The State of Maine occupies two campuses in Augusta on each side of the Kennebec River. The East Campus has approximately 1 million gross square feet of space in 24 buildings on approximately 155 acres. The West Campus has approximately 751,700 gross square feet of space in 18 buildings on approximately 47 acres, including the State House. The Master Plan also includes facilities in Vassalboro and Hallowell. The Maine Criminal Justice Academy is located in Vassalboro. The State also owns a building at 10 Water Street in Hallowell. The East and West Campuses are part of the "Capitol Area District" which is governed by the Capitol Planning Commission established by the State of Maine in 1967.



▲ West Campus Aerial



▲ East Campus Aerial

PLAN, PURPOSE, GOALS, AND PLANNING PROCESS



▲ View overlooking Capitol Park from Maine State House balcony

The goal of the Facilities Master Plan is to develop an environmentally sustainable master plan for the years 2023-2040 that: reduces energy consumption; increases the use of cleaner, low-carbon energy, preferably generated in Maine, reduces greenhouse gas emissions in all state facilities and generally achieves the objectives of the State's 2020 Climate Action Plan. The CAP focuses on reducing Maine's Greenhouse Gas Emissions to meet the state's 2030 and 2050 targets. The master plan goals include the following:

- **Advance the objectives of the State's 2020 Climate Action Plan** and EO#13 including reducing energy consumption, increasing use of cleaner, low-carbon energy generated in Maine, and reducing greenhouse gas emissions in all state facilities
- **Promote sustainability in all aspects** of facility construction, maintenance, and use by state agencies
- Create **a blueprint for development of state buildings** and related infrastructure resources through 2040
- Assure a **healthy work environment** for state employees and enhancing the **stewardship** of state-owned facilities
- Create **appropriate places for public business**
- Consolidate or co-locate state agency functions as appropriate to **optimize efficiencies including balancing leased and owned spaces**
- Coordinate with the **City of Augusta**
- Establish **boundaries for development**
- **Restore and reuse historic buildings**
- **Create or preserve green space**

Planning Process

The master planning process was organized into five phases:

- Phase I: Data Collection and Existing Conditions Analysis
- Phase II: Master Plan Vision, Guiding Principles, and Market Trends
- Phase III: Alternatives and Strategies Evaluation
- Phase IV: Master Plan Development
- Phase V: Final Plan and Adoption

The master plan process included feedback from the Bureau of General Services leadership and staff. The planning process also included regular feedback and review from the Steering Committee constituted for the Plan. The Steering Committee included representatives from the City of Augusta, the Capitol Planning Commission, the State Historic Preservation Office, the Governor's Office of Policy Innovation and the Future, the Governor's Energy Office, and some representatives from State departments. This Committee was instrumental in establishing the guiding principles for the plan and offering critical insights and feedback during the development process. Interviews and online surveys related to the workplace were also conducted with the departments included in the master plan.

Stakeholders included:

- City of Augusta
- DAFS/BGS Property Management
- Capitol Security
- Capitol Planning Commission
- Blaine House
- GOPIF
- DAFS/BGS (multiple meetings)
- DOT
- MHPC
- Workplace interviews with multiple agencies

MAINE WON'T WAIT - CLIMATE ACTION PLAN



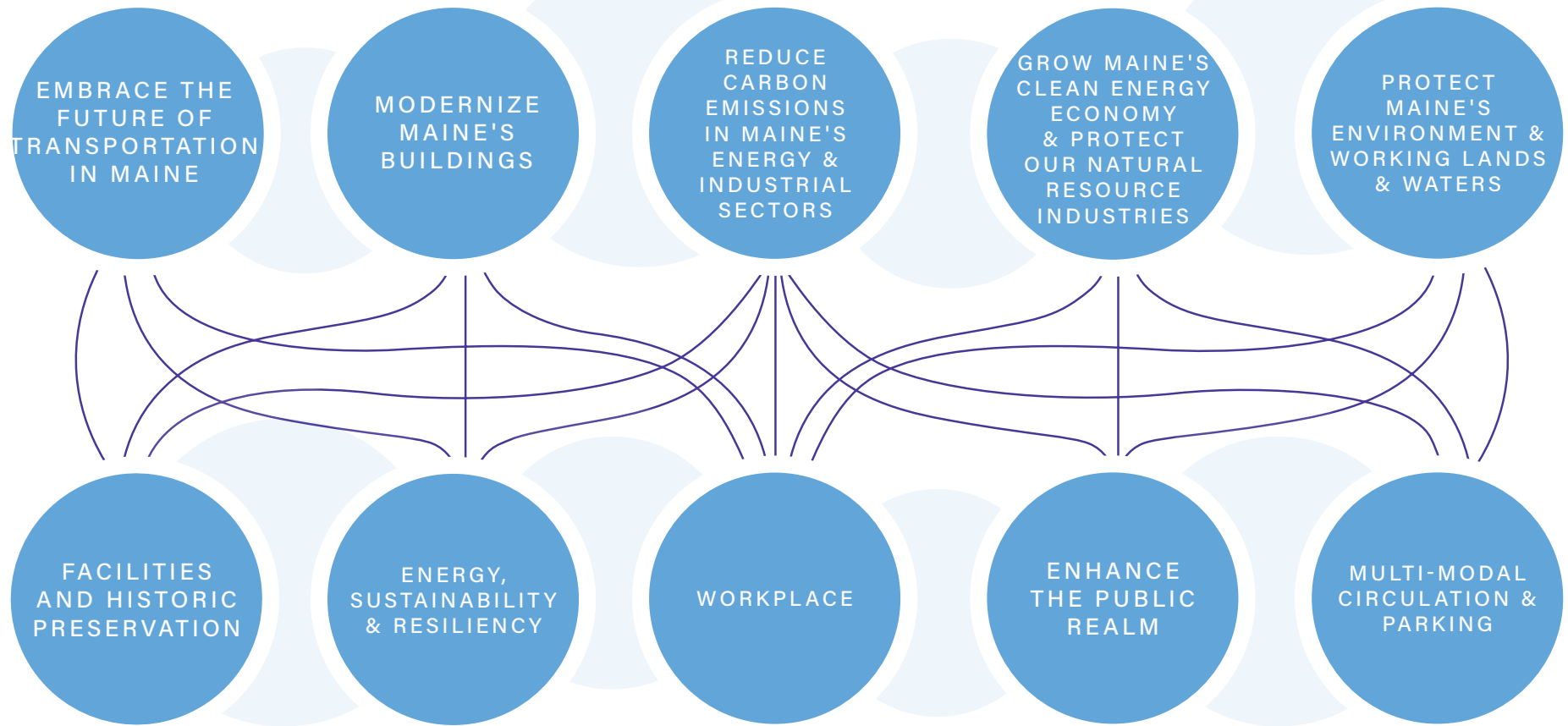
▲ *Maine Won't Wait: Climate Action Plan*

The 2023 Augusta Area Facilities Master Plan is an update to the 2001 master plan for Augusta Area Facilities. This 20-year plan will focus on sustainability and resiliency in the face of climate change. The 2023 Augusta Area Facilities Master Plan will reflect current conditions and provide a framework to achieve the objectives of the Governor's Executive Order 13 FY 19/20 and the goals and strategies described in the State's 2020 Climate Action Plan (Maine Won't Wait: A Four-Year Plan for Climate Action) (CAP).

This Master Plan has the opportunity to support a broad range of strategies identified in the CAP, including:

- **Strategy A:** Embrace the Future of Transportation in Maine, specifically by looking into planning for increased electric vehicle use and reducing overall vehicle miles traveled by building on mass transportation opportunities, identifying what roles can be filled through Work from Home policies, and promoting and incentivize commuter pools.
- **Strategy B:** Modernize Maine's Buildings: Energy-Efficient, Smart and Cost-Effective Homes and Businesses, by evaluating building systems, recommending energy improvements to existing buildings, and recommending advanced/ high performance building systems and sustainability sourced building materials for new construction. Special attention will be put on recommendations to support the local timber industry and accelerate its growth into the burgeoning mass timber market – a win for Maine's industry and climate.
- **Strategy G:** Invest in Climate-Ready Infrastructure, by specifically addressing the climate vulnerability of our local and statewide infrastructure and the impact on State facilities and campuses of a

MAINE WON'T WAIT: CLIMATE ACTION PLAN



2023 AUGUSTA AREA FACILITIES MASTER PLAN

Restore and reuse historic buildings
Create and preserve open space

Advance the objectives of the state's 2020 Climate Action Plan
Promote sustainability in construction, C&M, and use

Develop healthy workplace environments for employees
Balance leased and owned space and create efficiencies of space and stewardship

Provide framework for development for state buildings and infrastructure
Create an inviting place for business and public realm

Focus on reducing transportation GHG emissions
Walkable and pedestrian friendly East and West Campuses



▲ Lead by Example Starting Point Cover Page

"State Infrastructure Adaptations Fund."

- **Strategy H:** Engage with Maine People and Communities about Climate Impacts and Program Opportunities, by raising awareness through the master planning public engagement process and by supporting Maine-based climate leadership contributions in the Augusta/Capitol Region.

Lead by Example Starting Point (2021)

The Master Plan also reviewed various ongoing actions undertaken by the DAFS/BGS in the last few years. These actions are highlighted in the annual Lead by Example reports. The Facilities Master Plan will be guided by the State's climate and efficiency goals. From clean energy generation to electrifying transportation, the State is placing emphasis on piloting emerging technologies. When it comes to buildings, improving the efficiency of existing state buildings, producing healthier workplaces, and utilizing best practices in design and construction are key actions highlighted in the Lead by Example reports by the DAFS/BGS.

The Facilities Master Plan is also guided by these goals.

- **Action 2:** In addition to procuring clean energy, the state will consider opportunities to use state buildings and lands for **clean energy generation**, where practicable.
- **Action 3:** Improve the **efficiency of existing state buildings**.
- **Action 4:** Reduce emissions from the buildings sector by requiring **best practices in design and construction**, including building

materials selection; heating, cooling, and lighting systems; and enhanced efficiency and weatherization, as well as renewable generation where applicable.

- **Action 6:** The state will develop a policy on **teleworking** that allows for teleworking options where feasible.
- **Action 7:** The state will continue to **electrify transportation**, by transitioning its fleet to EVs and PHEVs where appropriate and by **piloting emerging technologies where practicable**.
- **Action 11:** By 2023, the state will set targets that lead to **healthier workplaces** and that reduce solid waste from government facilities.



▲ Turbines from Fox Island Wind generate power for the neighboring island communities of Vinalhaven and North Haven. Photo from "Maine Won't Wait" Climate Action Plan, courtesy of Tom Groening, Island Institute.