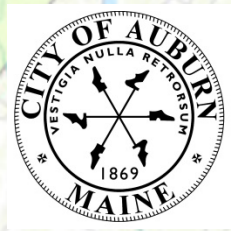
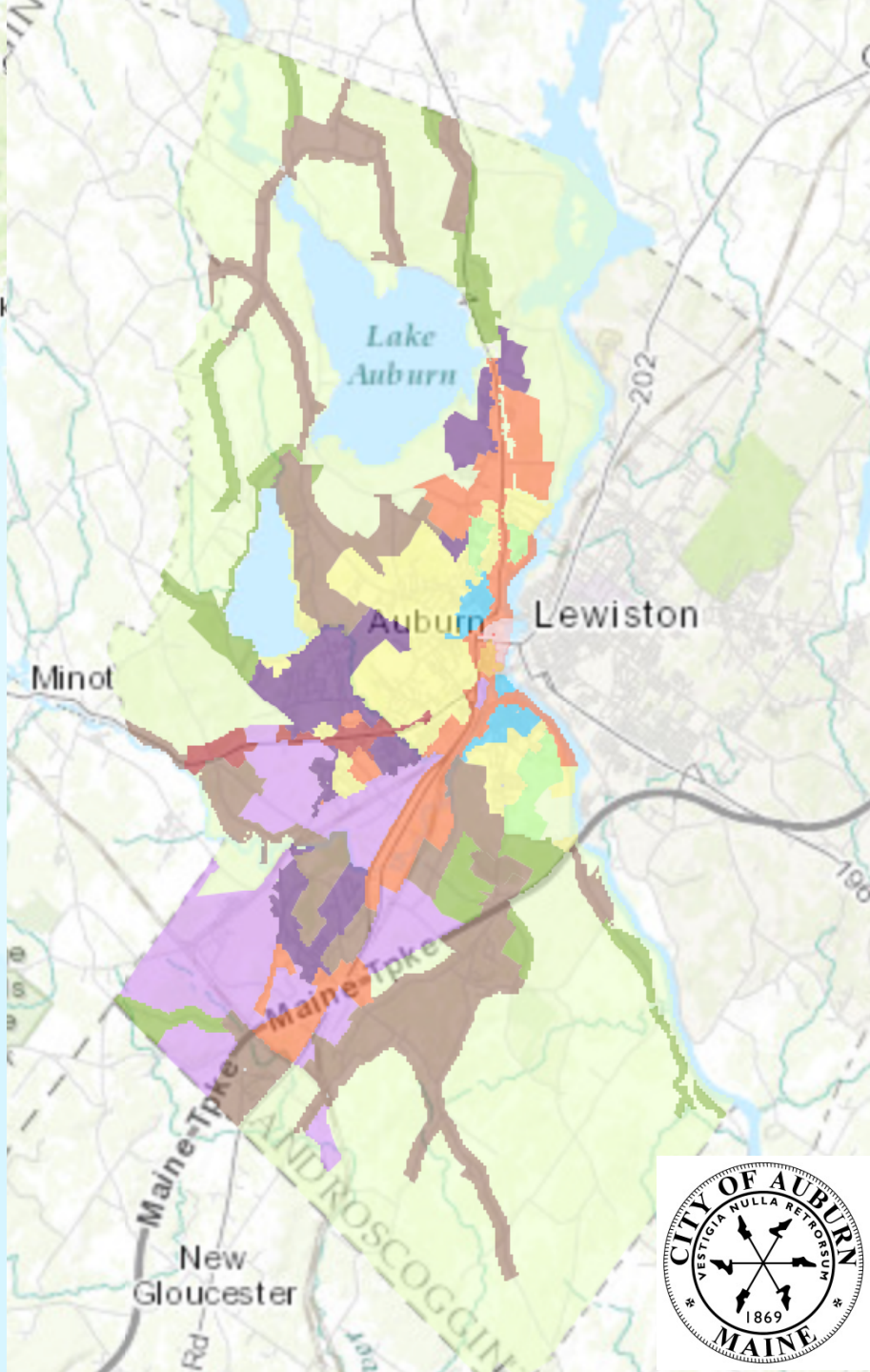
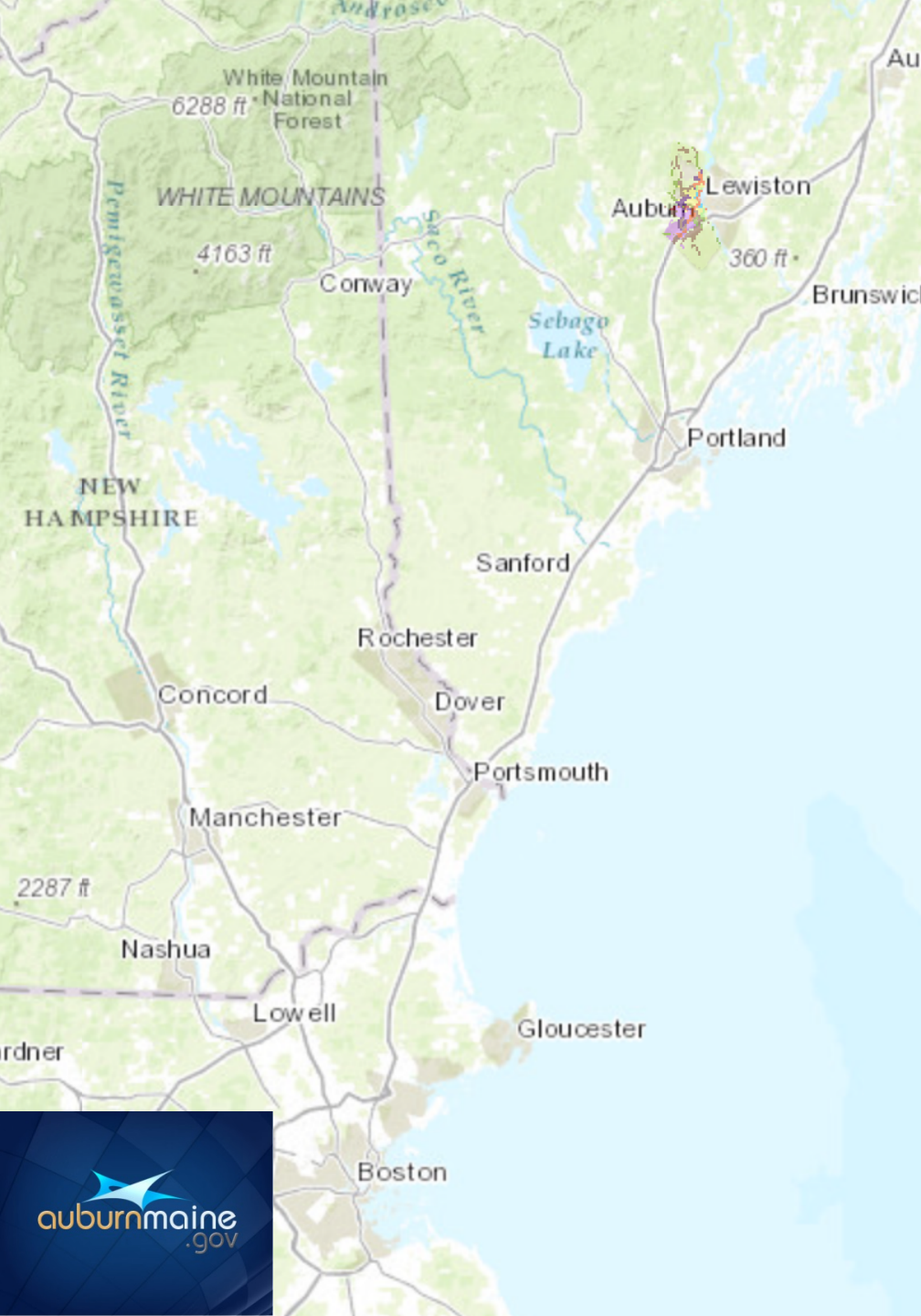


# Breaking Down the Culture of Low Expectations *Rebooting Auburn's Growth Plan*

May 2, 2016

Auburn City Council Report



# Demographics...trending the wrong way

- Educational Attainment (Bachelor's or higher)
  - 2005 – 24.9%, 2014 – 24.9%
- Number of children living below poverty
  - 2005 – 23.5%, 2014 – 32.5%
- Families utilizing food stamps
  - 2005 – 14%, 2014 – 25%
- Car ownership (between Lewiston and Auburn)
  - ~50% of downtown households DO NOT own a car

This map shows Auburn's population density.

23% of Auburn's Population live in the downtown target area

Auburn's Population 22,322  
Target Area Population 5,135

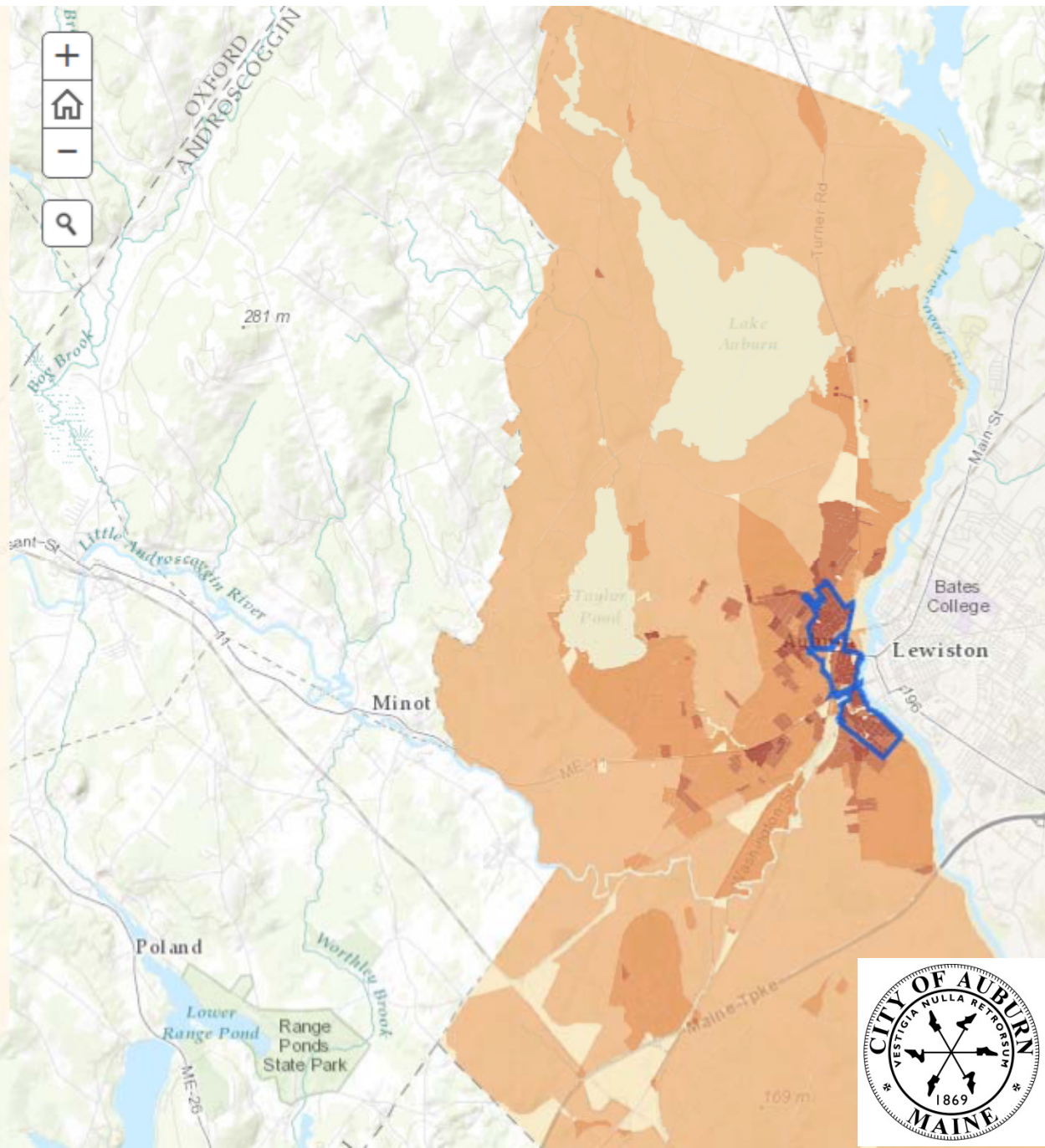
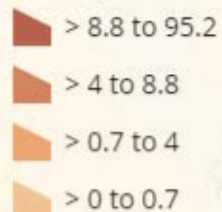
Zoom in and/or click on the map to see population numbers for a particular census block.

CBDG\_TargetAreas



Population Density

2010 Population divided by Acres



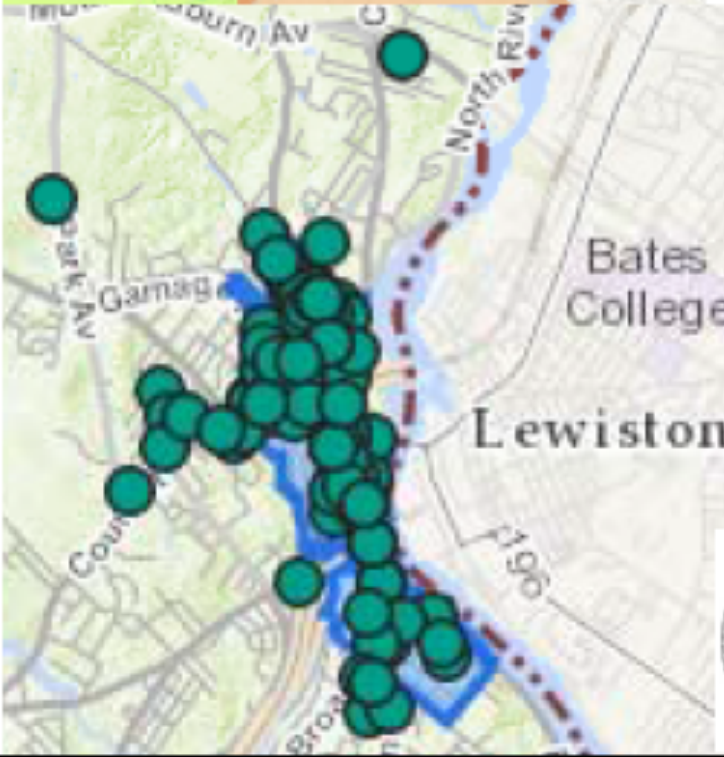
## People Living below Poverty Level

Maine 14%

Auburn 17% (3,788 people)

Areas shown in green are where fewer than 14% live below the poverty level.

Areas shown in orange are where greater than 14% live below the poverty level.



## Code Enforcement Requests

In 2015, 72% of requests for Code Enforcement were in the target



## Public Safety - Repeat Calls for Service

NRU\_PD - Repeat Calls



### Part 1 Property Crimes / Crimes Against Persons

Part 1 Crimes / Crimes against Persons



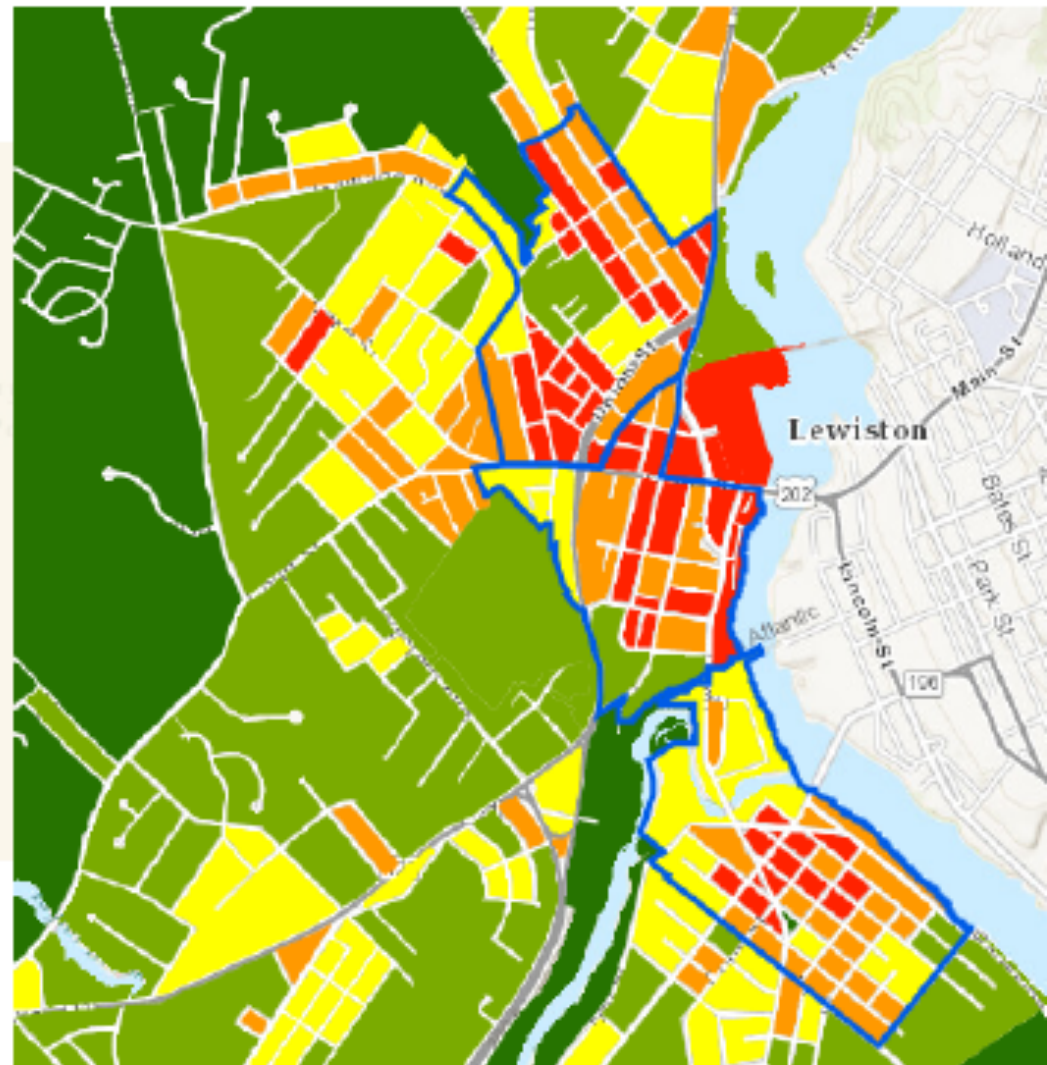
## Value per Acre - 2015

This map aggregates parcels by block, and then calculates the value per acre based on assessed value.

### 2015 Value Per Acre

Auburn - \$59,362 (-.5% change)

Target Area - \$836,421 (-4.0% change)



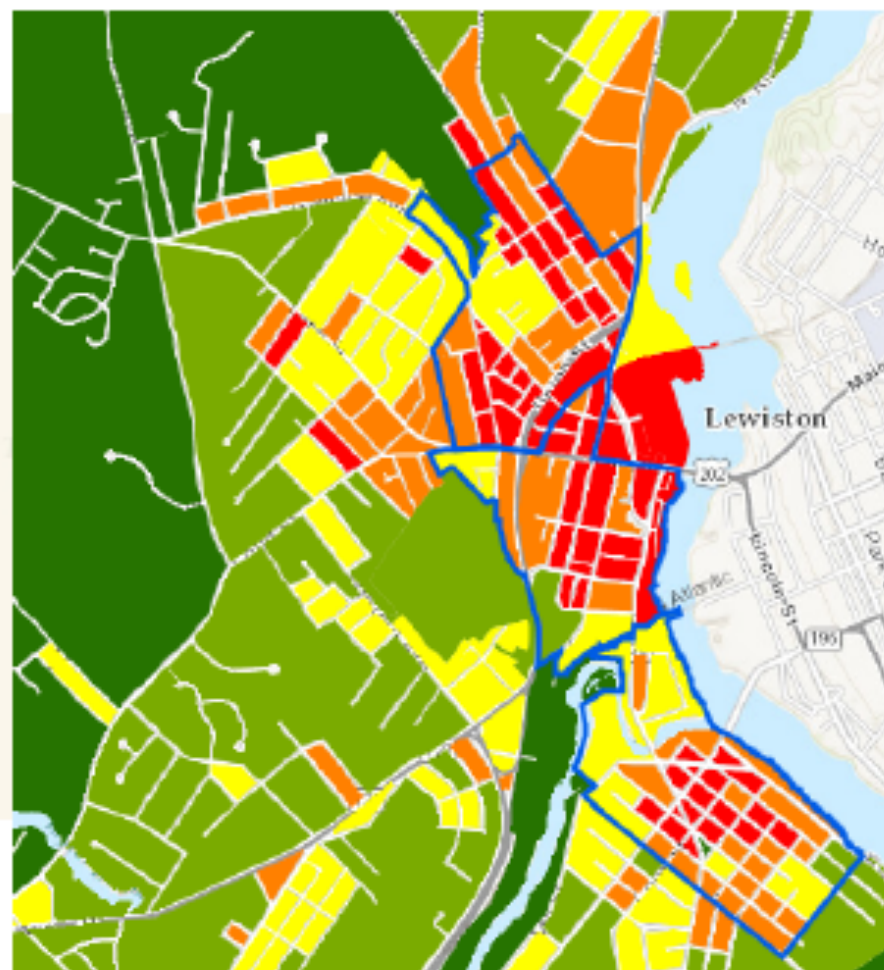
## Value per Acre - 2008

This map aggregates parcels by block, and then calculates the value per acre based on assessed value.

2008 Value Per Acre

Auburn - \$59,681

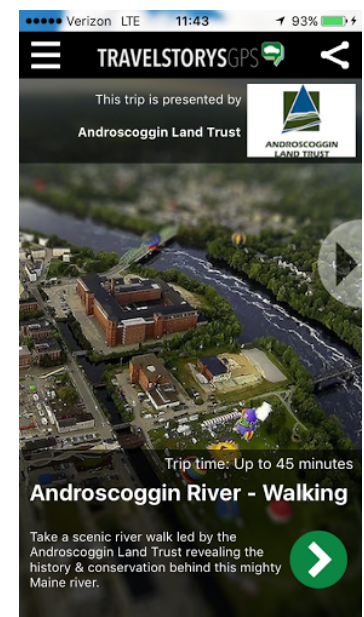
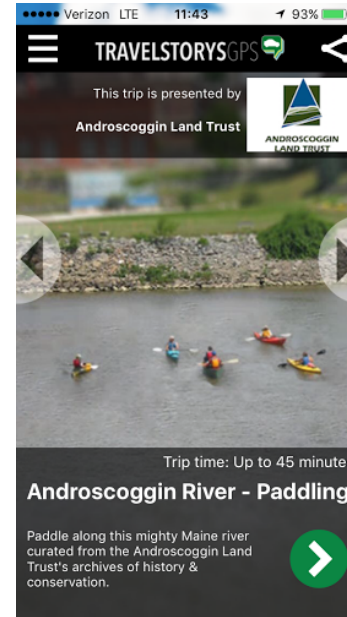
Target Area - \$879,201



# Ending the fight for china on the Titanic

- Re-asserting the role of place-based assets
  - Riverfronts, built environment, etc
- Engaging citizens and ***neighborhoods***
  - Input on projects/design and discussion about social challenges
- Adopting new rules for development
- Deploying tools to shift the market
  - Public-Public Partnerships, Public-Private Partnerships

# Place-based Assets



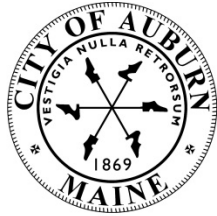
# Deploying tools to shift markets

- CDBG/HOME Fund utilization reform
  - Improve infrastructure design
  - Existing small business incentives for expansion
- Tax Increment Finance Districts



Proposed Mixed-income mixed-use project

# Having conversations as neighbors



# Build Hampshire Street for Residents

- Re-allocate \$312,050 from New Auburn sidewalk to Hampshire Street reconstruction
  - Host multiple neighborhood input sessions to garner input on streetscape, lighting, pedestrian and parking needs
  - Ensure we build it “right” the first time as a signature neighborhood street
- Given timing of New Auburn Riverway Phase 1 Construction, FY17 CDBG funding is more applicable.

# Curb Appeal - Neighborhood Challenge

- Change overall program name to:
  - ***Promote Reinvestment in Housing Stock***
    - Versus Prevent Deterioration of Housing Stock
- Re-position \$25,000 from Rehab Loan Program
- Allocate \$50,000 from Downtown TIF (amendment)
  - \$25,000 to be allocated to each target area
    - Priority given to initiating projects on Hampshire Street
- Modeled after Great Geneva Neighborhood Challenge
- Intended to connect neighbors, create collective ownership

# Storefront Traffic Accelerator Program

- Auburn STAR (CDBG and TIF funded)
  - Re-position \$200,000 for Promote Jobs/Development
  - Allocate \$100,000 from Downtown TIF
  - Modeled after Gardiner Growth Initiative
  - Five year, forgivable loans up to \$50,000 tied to:
    - Job creation, private investment in target areas, targeted business types with storefronts
    - Consider retroactivity for any existing business with public loans whose investment would have qualified (fund this segment with TIF)
    - Pending discussion on allowable expenditures to ensure quick deployment with limited additional red tape.

# Home Improvement Property Tax Credit

- Provide a tax “rebate” for increases of up to \$100,000 in assessed value in Downtown TIF (amendment)
  - Sliding scale for 5 years (100% year 1, 80% year 2, etc)
- Available for residential and rental properties if owner-occupied
- Tangible incentive to live and own in downtown
- Puts TIF District to work for residents
- Modeled after successful LiveBaltimore Program

# Special Project – Co-Operative Housing

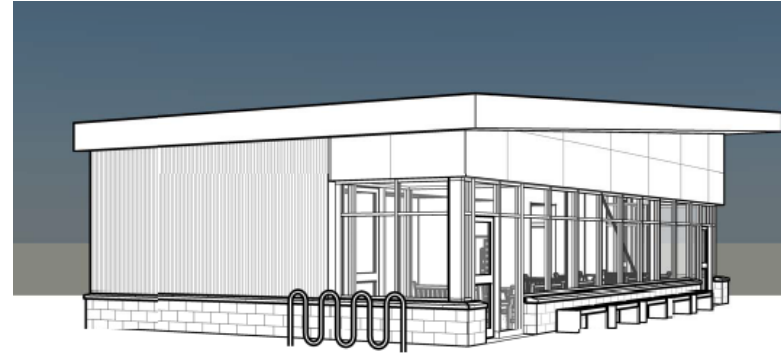
- Re-allocate Special Project/Homebuyer \$225,000
  - Set city goal to prioritize co-operative multi-family versus city-as-developer single family properties
    - Track record of city-as-developer not positive
    - Emerging model of co-operative housing to build equity
  - For efficiency of delivery, consider linking “Homebuyer Assistance” with co-operative unit purchase-rehab
  - Consider technical assistance partnership between Auburn Housing and Raise-Op

# RFP Development for City-owned Properties

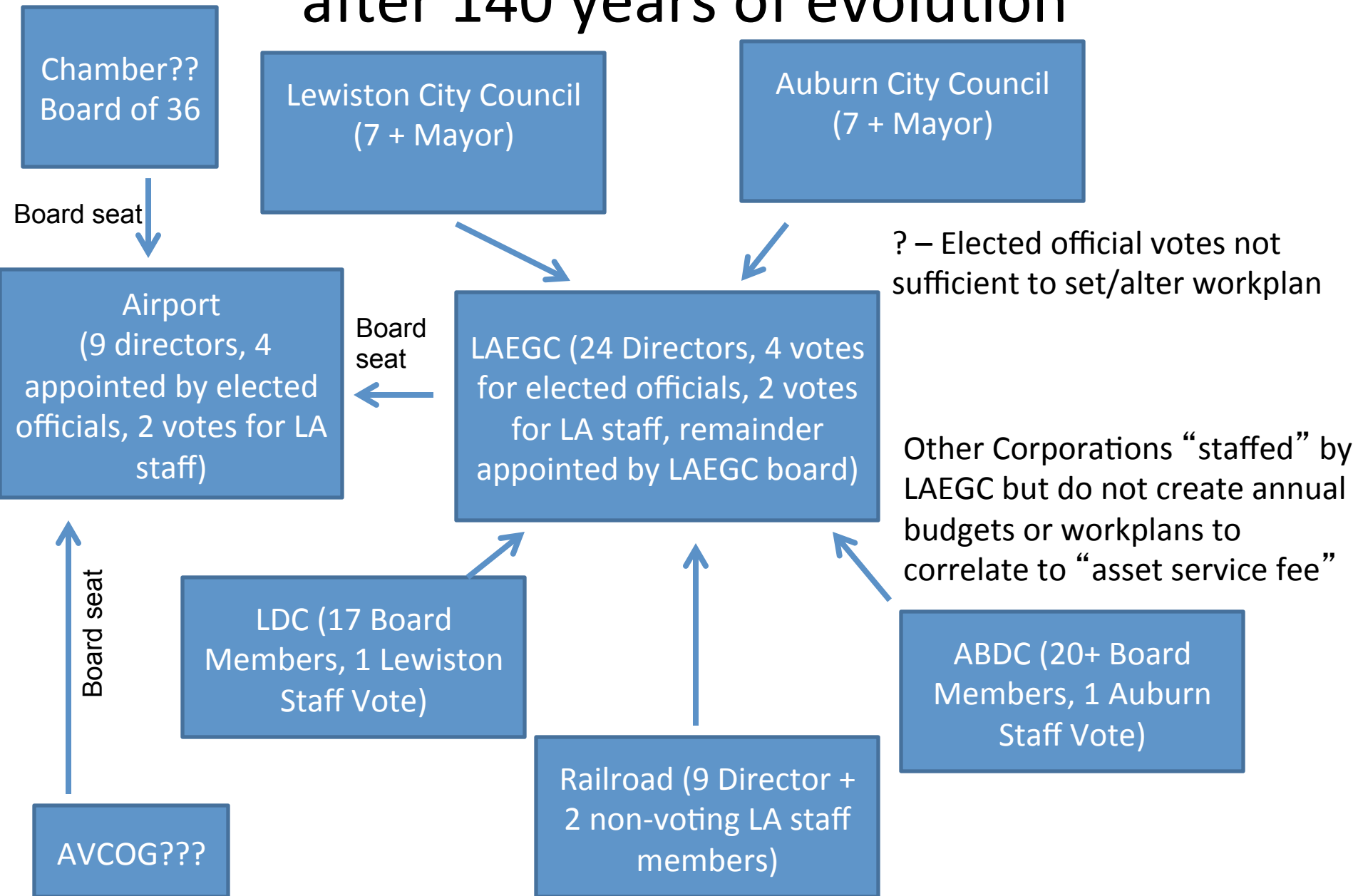
- Review of city-owned properties in Target Areas
- Document benefit to ownership and/or access
  - Public park or access to a park?
  - Off-street parking demand?
- Develop RFP for attracting new taxable value
  - Be open to workforce housing, new construction
  - Balance initial cash payment versus long term value

# Establishing New Carless Connections

- New Transportation Center
  - Federal, State, Local funding
  - Open Summer 2016
  - Hub of local fixed-route system
- Concord Coach – 5-6X/daily
  - Planned Fall 2016
- Higher frequency downtown shuttle needed
  - Apply savings from cutting AVCOG/  
LATC Admin (\$140,000 federal +  
\$100,000 cities)



# Today's policy making flow chart after 140 years of evolution



# Ensuring Auburn businesses access to capital

- LAEGC loan pools
  - Current proposal would spike interest rates/fees for Auburn businesses
    - Unclear if allowed under intent of FAME/SBA/Other loan pool allocations
  - Questions about historic loan pool use
    - As of 6/30/2015, 1 in every \$5 in loans made to LAEGC controlled companies (LAEGC, LDC, ABDC, etc)
- Other public loan pool operators
  - Coastal Enterprise, Community Concepts Finance Corp, AVCOG

# Foreign Investment Attraction to Auburn

- Maine International Trade Center Grant
  - Original grant to MITC from EDA
  - MITC provided sub-grants to multiple regions
    - Greater Portland, MRRA (Brunswick Landing), Kennebec Regional Development, LAEGC
  - Unlikely that LAEGC could exclude Auburn for not providing a \$160,000 operating subsidy for FY17

# Contracts for Services with Others

- ABDC Annual Administration Fee to LAEGC - \$39,000
  - Fee tied to unknown number of hours
    - Annual fee is lost capital for Auburn growth
  - Costs to Auburn:
    - Original Council-authorized Joint Development Agreement (2006)
      - ABDC committed to staffing the implementation
    - Council never authorized new MOU (2012)
      - Costs for park administration were shifted back to City
  - Income Reutilization Plan for I-Park Needed
    - % to cover city economic development activities related to interstate/international trade,
    - % to cover further maintenance of the industrial park infrastructure (this covers mitigation sites, the road/utilities, etc)
    - % to ensure ABDC can retire any outstanding debt it incurred buying the land (unless of this number)
    - % to a dedicated capital account for future projects in the Downtown TIF District

# Contracts for Services with Others

- Lewiston Auburn Railroad Company
  - Current Fiscal Year - \$20,000 for 160 hours
    - \$125/hour for bookkeeping, meeting minutes, etc
  - Upcoming Fiscal Year - \$20,000 for unknown hours
    - Additional \$5,000 requested for support of passenger rail study
      - Unknown where extra funding would go as staffing remains same
  - Duplication of effort?
    - ATRC (AVCOG) claims to be staffing passenger rail effort
      - AVCOG is also staffing Oxford County effort (conflict?)
    - AVCOG staff noted as 100% funded for ATRC work also funded to do LARC work (double dipping?)