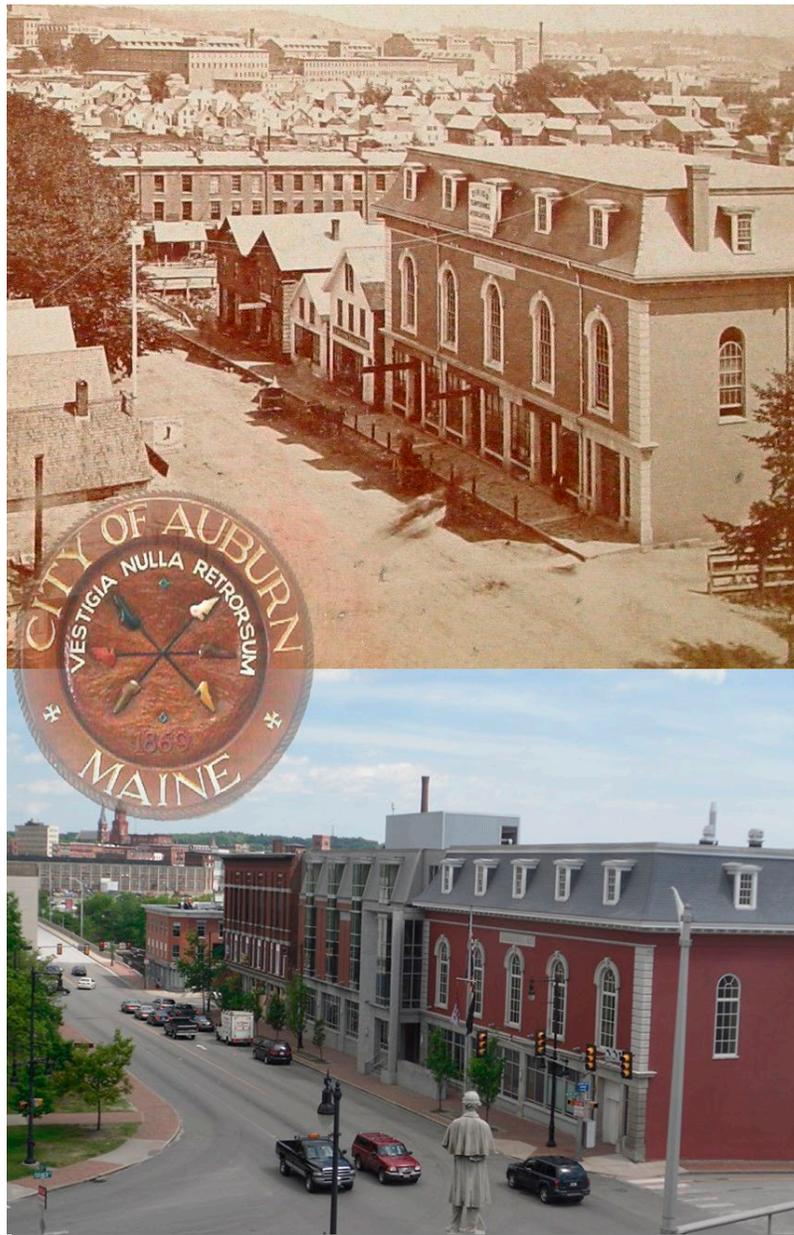


# CITY OF AUBURN COMPREHENSIVE PLAN: 2010 UPDATE IN 2021



## SPECIAL THANKS AND ACKNOWLEDGEMENTS

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# INTRODUCTION

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

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

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

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

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

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

# VISION & EXECUTIVE SUMMARY

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

## A. THE VISION FOR AUBURN

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

### 1. OUR VISION FOR AUBURN

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

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

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

environmentally sustainable homes. Auburn neighborhoods are well connected through a network of sidewalks, trails, public transit, and bike lanes.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## 2. THE VIEWS OF AUBURN’S YOUTH

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

### High School Vision

Edward Little High School (ELHS) has a new, updated campus with additional sports fields/facilities; arts opportunities/forums; and an improved cafeteria with better,

healthier, and more affordable food options. The curriculum has been improved and expanded and includes job-shadowing opportunities and more technology courses.

#### Recreation and Environment Vision

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

#### Transportation Vision

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

#### Economic Vision

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

## **B. LAND USE POLICIES**

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

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

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

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

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

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

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

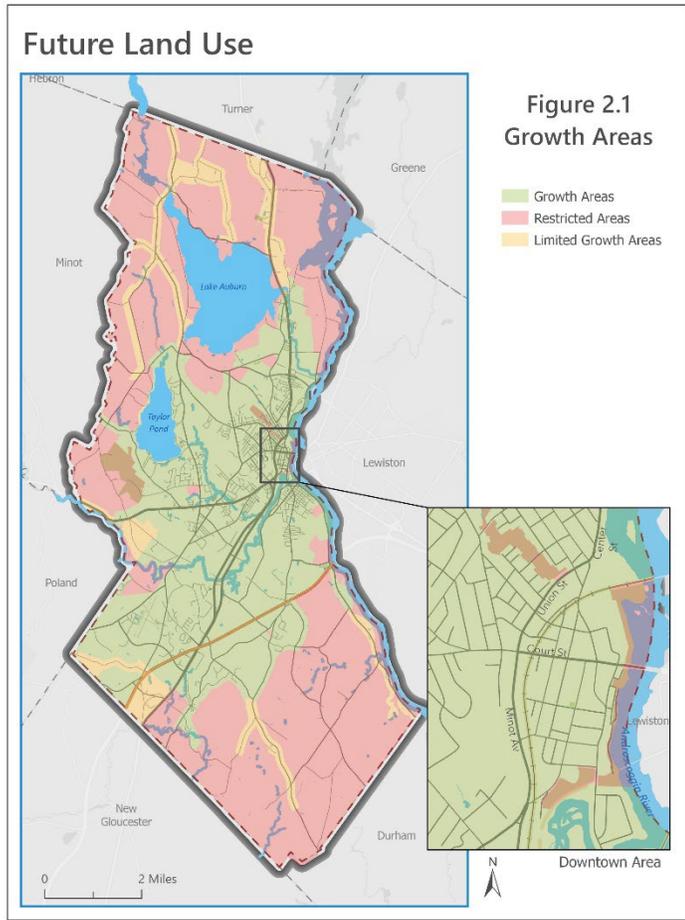


Figure 2.1  
Growth Areas

Path: D:\GIS\Projects\RM\22\_Misc\Projects\CompPlan\2010\FutureLandUse\FutureLandUse.aprx Updated: 12/15/2011

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

### **1. Rural**

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

### **2. Residential**

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

### **3. Commercial/Mixed Use**

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

## 4. Industrial

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

## 5. Resource Protection/Open Space

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

## C. OTHER POLICIES

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

### 1. Natural Resources

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

### 2. Water and Sewer

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

### 3. Public Facilities

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

### 4. Historic and Archeological Resources

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

## 5. Recreation (and Open Space)

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

## 6. Population

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

## 7. Transportation

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

## 8. Community Development and Housing

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

## 9. Economic Development

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

## **PART A: POLICIES**

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### **Chapter 1. Goals, Objectives, and Strategies**

### **Chapter 2. Future Land Use Plan**

### **Chapter 3. Regional Coordination**

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# CHAPTER 1 - GOALS, OBJECTIVES, & STRATEGIES

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- A. Natural Resources
- B. Sewer and Water
- C. Public Facilities
- D. Historic
- E. Recreation and Open Space (Updated 2021)
- F. Population
- G. Transportation (Updated 2021)
- H. Community Development (including Housing)
- I. Economic Development
- J. Other Land Use (topics that are not covered in Chapter 2)
- K. Promoting Food Access and Production and Growing the Agriculture Economy (New 2021)

## A. NATURAL RESOURCES POLICIES

### PURPOSE

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

### VISION

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

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

#### Natural Resource Goals:

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

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

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

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

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

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

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

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

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

## POLICIES

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

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

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

## SURFACE WATERS

### A. 1 LAKE AUBURN

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

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

### PUBLIC USES

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

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

**Objective A.1.1:**

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

*Strategies to achieve this objective:*

**Strategy A.1.1.a:**

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

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

**Strategy A.1.1.b:**

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

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

**Strategy A.1.1.c:**

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

**Strategy A.1.1.d:**

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

## EXISTING DEVELOPMENT

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

**Objective A.1.2:**

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

*Strategies to achieve this objective:*

**Strategy A.1.2.a:**

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

**Strategy A.1.2.b:**

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

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

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

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

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

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

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

Update the City's Phosphorous Control Ordinance to reflect current best management practices, to coordinate the ordinance with state standards, and to limit the use of fertilizers

containing phosphorous within two hundred feet of the lake and any tributary brooks, streams, or other watercourses.

**Strategy A.1.2.f:**

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

**Strategy A.1.2.g:**

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

**Strategy A.1.2.h:**

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

## NEW DEVELOPMENT

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

**Objective A.1.3:**

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

*Strategies to achieve this objective:*

**Strategy A.1.3.a:**

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

**Strategy A.1.3.b:**

Make the acquisition of land, conservation easements, and development rights in the Lake Auburn watershed a priority in future City efforts to acquire open space or conservation

lands. This should include efforts to work with other communities in the watershed to protect critical areas outside of the City's boundary.

**Strategy A.1.3.c:**

Continue to limit the potential for additional development in the watershed by designating most of the undeveloped land in the watershed as Agricultural/Rural (see Chapter 2. Future Land Use Plan) except for areas along existing roads that are designated for low density residential use in accordance with the criteria for "Rural Residential Road Strips" (see Section J.3).

**Objective A.1.4:**

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

*Strategies to achieve this objective:*

**Strategy A.1.4.a:**

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

**Strategy A.1.4.b:**

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

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

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

**Strategy A.1.4.d:**

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

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

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

**Strategy A.1.4.f:**

Develop a Lake Auburn watershed property owner education program to inform new and potential landowners about the purpose and objectives of the community's existing watershed protection program, land use regulations, low impact development standards, and conservation subdivision approaches.

## MONITORING AND EVALUATION

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

**Objective A.1.5:**

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

*Strategies to achieve this objective:*

**Strategy A.1.5.a:**

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

**Strategy A.1.5.b:**

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

## A.2 TAYLOR POND

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

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

**EXISTING DEVELOPMENT**

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

**Objective A.2.1:**

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

*Strategies to achieve this objective:*

**Strategy A.2.1.a:**

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

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

**Strategy A.2.1.b:**

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

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

**Strategy A.2.1.c:**

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

**Strategy A.2.1.d:**

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

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

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

## NEW DEVELOPMENT

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

**Objective A.2.2:**

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

*Strategies to achieve this objective:*

**Strategy A.2.2.a:**

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

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

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

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

Update the City's Phosphorous Control Ordinance to reflect current best management practices, to correlate with state standards, and to include limitations on the use of fertilizers

containing phosphorous within two hundred feet of the pond and any tributary brooks, streams, or other watercourses.

**Strategy A.2.2.d:**

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

**Strategy A.2.2.e:**

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

**Strategy A.2.2.f:**

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

### A.3 ANDROSCOGGIN AND LITTLE ANDROSCOGGIN RIVERS

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

#### ANDROSCOGGIN RIVER

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

**Objective A.3.1:**

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

*Strategies to achieve this objective:*

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

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

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

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

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

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

**Strategy A.3.1.d:**

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

**Strategy A.3.1.e:**

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

**Strategy A.3.1.f:**

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

## LITTLE ANDROSCOGGIN RIVER

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

**Objective A.3.2:**

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

*Strategies to achieve this objective:*

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

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

**Strategy A.3.2.b:**

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

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

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

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

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

## A.4 OTHER SURFACE WATERS: STREAMS AND BROOKS

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

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

**Objective A.4.1:**

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

*Strategies to achieve this objective:*

**Strategy A.4.1.a:**

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

## A.5 FLOODPLAINS

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

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

**Objective A.5.1:**

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

*Strategies to achieve this objective:*

**Strategy A.5.1.a:**

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

**Strategy A.5.1.b:**

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

**Strategy A.5.1.c:**

Prohibit harmful activities such as filling within the mapped floodways.

**Strategy A.5.1.d:**

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

## A.6 STORMWATER

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

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

**Objective A.6.1:**

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

*Strategies to achieve this objective:*

**Strategy A.6.1.a:**

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

**Strategy A.6.1.b:**

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

**Strategy A.6.1.c:**

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

## SIGNIFICANT NATURAL RESOURCES

### A.7 AQUIFERS

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

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

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

**Objective A.7.1:**

**Continue to protect significant aquifers through resource protection measures.**

*Strategies to achieve this objective:*

**Strategy A.7.1.a:**

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

**Strategy A.7.1.b:**

Review information on the possible location of aquifers in the community to allow any additional sand and gravel aquifers to be identified and mapped. If any additional significant aquifers are identified that are not located within the AG/RP District, provide appropriate protection for these resources.

**Strategy A.7.1.c:**

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

## A.8 WETLANDS

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

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

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

#### **Objective A.8.1:**

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

*Strategies to achieve this objective:*

#### **Strategy A.8.1.a:**

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

#### **Strategy A.8.1.b:**

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

#### **Strategy A.8.1.c:**

Update the Shoreland Zoning Regulations

- » Create an RP district around state-identified high-to-moderate value wading bird and waterfowl habitat wetlands.

- » Update the Shoreland Zoning Map to include all state-identified wetlands within the Shoreland Zoning Overlay District.

**Strategy A.8.1.d:**

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

## A.9 WILDLIFE HABITATS

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

Habitat protection in Auburn falls into two categories – critical habitats identified by the state, and significant local habitats. Shoreland zoning provisions currently protect state-identified rare and endangered habitats. The City will be updating its shoreland zoning provisions to meet new state standards that protect inland waterfowl and wading bird habitat. Significant local habitats include deer wintering areas and large unfragmented habitat blocks<sup>1</sup>. These large blocks are important for wildlife, for outdoor recreational activities, and for maintaining the rural character of the community.

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

In isolation, the value of unfragmented habitat blocks is limited. For habitat to function properly, it must function in context with the surrounding landscape. Therefore, wildlife corridors<sup>2</sup> are needed to link the individual “habitat blocks” into a network. Ensuring a well-connected wildlife habitat network helps to maintain rural community character and the region’s biodiversity. Limiting development to the edges of these areas helps to ensure that animals in the interior are protected from development activities and maintains the area’s environmental integrity.

**Objective A.9.1:**

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

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

**Protect significant wildlife habitats and corridors.**

*Strategies to achieve this objective:*

**Strategy A.9.1.a:**

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

**Strategy A.9.1.b:**

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

**Strategy A.9.1.c:**

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

**Strategy A.9.1.d:**

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

**Strategy A.9.1.e:**

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

**Strategy A.9.1.f:**

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

**Strategy A.9.1.g:**

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

**Strategy A.9.1.h:**

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

## B. WATER AND SEWER POLICIES

### PURPOSE

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

### VISION

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

#### Water & Sewer Goals:

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

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

### POLICIES

#### B.1 WATER SUPPLY

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

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

*Strategies to achieve this objective:*

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

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

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

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

**Strategy B.1.1.c:**

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

**Strategy B.1.1.d:**

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

**Objective B.1.2:**

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

*Strategies to achieve this objective:*

**Strategy B.1.2.a:**

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

**Strategy B.1.2.b:**

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

**Strategy B.1.2.c:**

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

## **B.2 SEWER**

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

**Objective B.2.1:**

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

*Strategies to achieve this objective:*

**Strategy B.2.1.a:**

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

**Strategy B.2.1.b:**

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

**Strategy B.2.1.c**

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

**Objective B.2.2:**

**Enhance and upgrade existing sewer services.**

*Strategies to achieve this objective:*

**Strategy B.2.2.a:**

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

**Strategy B.2.2.b:**

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

**Objective B.2.3:**

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

*Strategies to achieve this objective:*

**Strategy B.2.3.a:**

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

**Strategy B.2.3.b:**

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

**Strategy B.2.3.c:**

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

## C. PUBLIC FACILITIES POLICIES

### PURPOSE

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

### VISION

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

#### Public Facilities Goals:

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

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

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

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

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

### POLICIES

#### C.1 EMERGENCY SERVICES

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

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

**Objective C.1.1:**

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

*Strategies to achieve this objective:*

**Strategy C.1.1.a:**

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

**Objective C.1.2:**

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

*Strategies to achieve this objective:*

**Strategy C.1.2.a:**

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

**Strategy C.1.2.b:**

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

**Strategy C.1.2.c:**

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

**Strategy C.1.2.d:**

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

**Strategy C.1.2.e:**

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

## C.2 PUBLIC WORKS

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

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

**Objective C.2.1:**

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

*Strategies to achieve this objective:*

**Strategy C.2.1.a:**

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

**Strategy C.2.1.b:**

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

**Strategy C.2.1.c:**

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

**Objective C.2.2:**

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

*Strategies to achieve this objective:*

**Strategy C.2.2.a:**

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

**Strategy C.2.2.b:**

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

**Objective C.2.3:**

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

*Strategies to achieve this objective:*

**Strategy C.2.3.a:**

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

**Strategy C.2.3.b:**

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

**Strategy C.2.3.c:**

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

**Strategy C.2.3d:**

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

## **C.3 SCHOOLS**

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

**Objective C.3.1:**

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

*Strategies to achieve this objective:*

**Strategy C.3.1.a:**

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

**Strategy C.3.1.b:**

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

## **C.4 MUNICIPAL SERVICES**

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

**Objective C.4.1:**

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

*Strategies to achieve this objective:*

**Strategy C.4.1.a:**

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

**Strategy C.4.1.b:**

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

## **C.5 EMERGENCY MANAGEMENT**

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

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

**Objective C.5.1:**

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

*Strategies to achieve this objective:*

**Strategy C.5.1.a:**

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

**Objective C.5.2:**

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

**Strategy C.5.2.a:**

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

## D. HISTORIC AND ARCHAEOLOGICAL POLICIES

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### PURPOSE

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

#### Historic & Archaeological Goal:

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

### VISION

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

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

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### POLICIES

#### D.1 HISTORIC AND ARCHAEOLOGICAL PRESERVATION

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

**Objective D.1.1:**

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

*Strategies to achieve this objective:*

**Strategy D.1.1.a:**

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

**Strategy D.1.1.b:**

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

**Strategy D.1.1.c:**

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

**Strategy D.1.1.d:**

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

**Strategy D.1.1.e:**

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

**Strategy D.1.1.f:**

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

**Objective D.1.2:**

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

*Strategies to achieve this objective:*

**Strategy D.1.2.a:**

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

**Strategy D.1.2.b:**

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

**Strategy D.1.2.c:**

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

**Strategy D.1.2.d:**

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

**Objective D.1.3:**

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

*Strategies to achieve this objective:*

**Strategy D.1.3.a:**

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

**Strategy D.1.3.b:**

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

**Strategy D.1.3.c:**

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

## E. RECREATION (AND OPEN SPACE) POLICIES

### PURPOSE

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

#### Recreation Goal:

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

### VALUE STATEMENT

Auburn is a community that values accessible, diverse recreational opportunities for everyone.

### VISION

Auburn maintains and enhances parks and recreational facilities to serve current and growing populations. By promoting tourism, the City welcomes visitors while balancing recreation with natural resource protection. The City emphasizes the cost-effective planning and management of facilities as well as communication about recreational opportunities; and the development of connections between parks, including neighborhoods, Complete Streets, sports fields, open spaces, and recreational centers. The City promotes a collaborative approach focused on local facilities and resources by how well its resources are situated in a regional context.

The City places a priority on developing equitable recreational access to open spaces and public waterways including boat launches, parks, cultural facilities and trails. Auburn will collaborate with nonprofit organizations, landowners, and recreational clubs to maintain safe access to rural open space for a variety of users including pedestrians/hikers, skiers, snowmobilers, boaters and cyclists.

## POLICIES

### E.1 RECREATION AND CULTURE

***Goal E.1: Provide for exceptional recreation facilities and open space in Auburn.*****Objective E.1.1:**

**Ensure that there are exceptional recreational facilities to meet the needs of residents throughout Auburn to include welcoming and attracting visitors from away.**

*Strategies to achieve this objective:*

**Strategy E.1.1.a:**

Support ongoing funding that leverages the annual budget process, including State and Federal regulatory and funding programs and private/non-profit funding options that support and enhance the Capital Improvement Program (CIP) to improve and maintain existing park and recreation facilities.

**Strategy E.1.1.b:**

Develop ways to maximize and maintain strong community partnerships and recreation facility availability.

**Objective E.1.2:**

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

*Strategies to achieve this objective:*

**Strategy E.1.2.a:**

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

**Strategy E.1.2.b:**

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

**Strategy E.1.2.c:**

Identify and develop new land and water access points that create connectivity with the Androscoggin and Little Androscoggin Rivers and surrounding recreational opportunities. Utilize public and private resources to mitigate financial, recreational, and cultural impacts.

**Strategy E.1.2.d:**

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

**Strategy E.1.2.f:**

Promote defunct dam removal for improved access, recreation, habitat, and fishing opportunities.

**Objective E.1.3:**

**Support continued designated public access and recreational use in and around Lake Auburn, Taylor Pond, Gulf Island Pond, Royal River, Basin Pond, Androscoggin, and Little Androscoggin Rivers.**

*Strategies to achieve this objective:*

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

Support recreational efforts of the Lewiston & Auburn Pollution Control (LAWPC), including the linking of Lake Auburn trails to regional trail networks while addressing the lost MaineDOT rest area by creation of an essential trailhead, with picnic tables and general sightseeing opportunities of lake Auburn. Specifically, redeveloping the Southern Link Trail (SLT) gateway from the picnic area to west Auburn to link Lost Valley recreational areas.

**Strategy E.1.3.b:**

Evaluate the feasibility of creating a public boat launch on Taylor Pond.

**Objective E.1.4:**

**Protect and expand open space and rural recreational activities within Auburn.**

*Strategies to achieve this objective:*

**Strategy E.1.4.a:**

Review Recreation Area/Open Space Standards for residential developments.

**Strategy E.1.4.b**

Coordinate efforts among the city, public and non-profits for private-public recreation and open space to identify a network of trails and open space, along with consistent standards to ensure recreational users have continued access to land, ecologically sensitive land is protected, while impacted landowners are respected.

**Strategy E.1.4.c:**

Create a Complete Streets network from the downtown to Lake Auburn. Work with neighboring municipalities to create an interconnected system of routes for non-vehicular commuters.

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

**Strategy E.1.4.d:**

Continue to support rural landowner participation in the Farmland Open Space Tree Growth and the Volunteering Municipal Farm Support Program to preserve open space and public access.

**Strategy E.1.4.e:**

Create a central website where people can find out where to recreate within the city. Tie-in existing public and private resources from all recreation user groups.

**Objective E.1.5:**

**Ensure that community trails and waterbodies are well maintained, safe, and accessible and minimize environmental impact throughout Auburn.**

*Strategies to achieve this objective:*

**Strategy E.1.5.a:**

Actively support the efforts of outdoor recreational clubs and organizations and educate residents on ways to support organizations that maintain trails, open space, and boating access.

Develop trail “share” programs that maintain trails year-round by integrating different user groups by season, neighborhoods throughout Auburn.

**Strategy E.1.5.b:**

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

Work with and support the Cities three snowmobile clubs so they can continue their 100 plus miles of trail maintenance on public and private lands. Continue to return snowmobile registration monies to the snowmobile clubs to provide needed funding for bridge replacements, trail maintenance, signage and grooming while performing and promoting in-kind volunteerism for critical state match through grants.

**Strategy E.1.5.c:**

Develop a safety program including public awareness campaigns for trails and waterbodies to educate users of safety protocol and provide a brief history of the resource.

**Strategy E.1.5.d:**

Support the upgrading of the Androscoggin River from a Class C to a Class B Water Quality Standard.

**Strategy E.1.5.e:**

Explore the idea of obtaining conservation and access easements to land to promote recreation and enhance connectivity.

**Strategy E.1.5.f:**

Develop a program to convert winter trails to year-round uses to include hiking, ATV, and horseback where feasible.

**Strategy E.1.5.g:**

Create and integrate existing trail maps to create a trail app for all trail users.

**Strategy E.1.5.h:**

Consider adding multiuse trails in the city where economically feasible with a focus on equity.

**Objective E.1.6:**

**Provide a wide range of cultural and arts amenities.**

*Strategies to achieve this objective:*

**Strategy E.1.6.a:**

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

**Strategy E.1.6.b:**

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

**Strategy E.1.6.c:**

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

**Strategy E.1.6.d:**

Support funding investments in public art displays, cement the shared use of publicly owned facilities.

**Strategy E.1.6.e:**

Use art as a mechanism to promote recreation and open spaces to gain attention from a broader stakeholder group for a deeper appreciation for the outdoors, recreation, natural resources, and open spaces.

**Objective E.1.7:**

**Focus on a regional approach to new programs and facilities that are unique and would draw people in from the outside to come to the City of Auburn.**

**E.2 SPORT TOURISM**

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*Goal E.2: Increase sport tourism in the City of Auburn as a legitimate way to boost the number of visitors, visitor spending, and evaluate the potential of being a significant driver. The City recognizes the health and strength of the sport tourism industry, making investments in sport tourism projects and initiatives to increase economic impact, promote the city, and encourage tourism activities. Sport tourism has been identified as a key initiative for ensuring a sustainable, prosperous, and diverse local economy.*

**Objective E.2.1:**

**Build on the community's capacity to deliver well-managed and sustainable events that maximize the community and economic benefits of sport tourism.**

*Strategies to achieve this objective:*

**Strategy E.2.1.a:**

Develop strong support from the municipal and private leadership.

**Strategy E.2.1.b:**

Develop a multi-partner approach to encourage lasting sport tourism capacity.

**Strategy E.2.1.c:**

Create incentives for sports events to come to the City of Auburn.

**Strategy E.2.1.d:**

Create a brand to promote the community.

**Strategy E.2.1.e:**

Create anchor tenants to support the facility and its uses.

**Strategy E.2.1.f:**

Provide arts and entertainment tourism to support facilities and uses.

**Objective E.2.2:**

**Assess and/or acquire land to further support the growth of Auburn’s sport tourism infrastructure.**

**Council Approval: October 18, 2021 Order 113-10182021**

## F. POPULATION POLICIES

### PURPOSE

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

### VISION

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

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

The City is vibrant and there are plenty of amenities geared toward young adults, professionals, and families. These

#### Population Goal:

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

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

include a wide-range of housing and job opportunities, as well as sufficient recreational, cultural, and educational facilities.

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

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

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

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## **POLICIES**

### **F.1 POPULATION GROWTH**

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

#### **Objective F.1.1:**

**Maintain and increase the City's population.**

*Strategies to achieve this objective:*

##### **Strategy F.1.1.a:**

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

##### **Strategy F.1.1b.**

Market Auburn as a desirable place to live.

#### **Objective F.1.2:**

**Maintain diversity of the City's population.**

*Strategies to achieve this objective:*

**Strategy F.1.2.a:**

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

## G. TRANSPORTATION POLICIES

### PURPOSE

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

### BACKGROUND

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

Instead, employment has been dispersed to the north around the north Auburn retail district, to the south in industrial parks near the Turnpike interchange, as well as some staying downtown. Many Auburn residents work in Lewiston, where the largest employers in the region are located, or greater Portland, due to Auburn's housing affordability attracting households north. Many people employed in Auburn and Lewiston live in growing nearby suburban towns. Auburn is unavoidably part of a regional transportation network.

The transportation network is affected by the presence of two natural barriers, the Androscoggin River and Little Androscoggin River. The Androscoggin River separates the two largest employment centers, Lewiston, and Auburn. Vehicular traffic between the two communities is channeled to four bridges that cross the river. The Little Androscoggin River creates significant

### Transportation Goals:

**Goal G.1:** Auburn supports real-estate growth patterns that fully utilize the utility of all road networks in the city, making necessary additional connections between road networks to advance this goal. Transportation network expansions are supported by land use changes that result in economically sustainable outcomes.

**Goal G.2:** Auburn has a well-designed—and functioning road network that safely and equitably moves all manner of users (cars, buses, bikes, and pedestrians) into and through the community while expanding traditional residential neighborhood growth patterns in Danville and New Auburn. Expansions in neighborhood growth are in keeping with traditional transportation network patterns, such as interconnected streets that provide multiple travel patterns, avoiding a rigid hierarchy of streets.

**Goal G.3:** Auburn remains a multi-modal hub providing access to rail, air, truck, and transit amenities, and seeks to continually improve these connections with economically sustainable expansions where feasible.

gaps in access to land in New Auburn, with Washington Street (U.S. Route 202/Maine Route 4) running north and south to its west.

Connections to other cities in Maine and New England are limited. Access to the one nearby section of the regional expressway system, the Maine Turnpike, is five miles from downtown Auburn and seven miles from the commercial area north of downtown. Except for those employers located in the industrial parks near the Turnpike interchange, connections from the Turnpike to the employment and business centers of both cities are limited and can benefit from a number of changes. Given the open-barrier nature of the Turnpike between Exit 75 Auburn and Exit 86 Sabattus, the lack of access to this transportation capacity limits potential land-use opportunities.

The goals set forth in the City's 2010 Comprehensive Plan, as well as previous planning efforts completed regionally and at a state level call for more direct connections to both Washington Street and the Maine Turnpike, which, in turn, would help leverage the goals of creating gateways along Washington Street (Route 202/100) and Riverside Drive (Route 136).

The ultimate vision would be an extension of Rodman Road through Washington Street northbound, Broad Street, South Main Street, possibly to Vickery Road or nearby, directly tied to a new Exit 77. Neighborhoods with bicycle and pedestrian provision would link to these connector roadways as well as an extension and integration into existing and future off-road and trail networks.

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

One of the recurring themes in the Comprehensive Plan is the interaction between land use and transportation. This Plan seeks to maximize use of the existing transportation capacity in the road network that traverses Auburn and expand as needed to provide access in a way that mitigates unnecessary vehicle trips through residential neighborhoods, where complete streets give equal priority to pedestrians and cyclists. This is achieved in part by protecting the role of control of access highways that move east to west and north to south in Auburn, and through land use policies that prioritize development form.

## VISION

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Auburn's transportation network of roads, sidewalks, and bike lanes along with rail, air, and mass transit systems provide all users with safe and equitable movement

throughout the community and beyond. **Better integration of the interstate system into Auburn's existing road network shall be sought to enhance smart growth infill development.**

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

The community supports long-range transportation planning that is linked to sustainable land use outcomes that mitigate the potential for unsafe routes and to provide for greater regional access. Such planning seeks to push through-traffic out of established neighborhoods and downtowns to make walking and biking and increased commercial activity more inviting. Such planning also involves the Maine Department of Transportation, the Maine Turnpike Authority, the Maine Port Authority, the Northern New England Passenger Rail Authority, the Lewiston/Auburn Complete Streets Committee, and other local and regional transportation agencies. It seeks to ensure appropriate turnpike development, ready access, and road infrastructure redevelopment projects that meet the needs of the community and the region.

Auburn prides itself on its role as a regional intermodal hub that includes the potential for high- volume rail and airfreight service. Auburn seeks to implement regional passenger/commuter hub options to expand rail and air travel opportunities that connect Greater Lewiston-Auburn first to Portland and Boston and later to destinations such as Montreal, PQ

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## POLICIES

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### G.1 TRANSPORTATION DEMAND MANAGEMENT

***Goal G.1: Auburn supports real-estate growth patterns that fully utilize the utility of all road networks in the city, making necessary additional connections between road networks to advance this goal. Transportation network expansions are supported by land use changes that result in economically sustainable outcomes.***

An important mechanism for mitigating potential traffic congestion is integrating land-use objectives complimentary transportation needs and utilizing “transportation demand management,” a strategy to reduce traffic during peak travel hours. Without linking transportation capacity with future growth plans, transportation networks in Auburn may have periods of significant congestion during the AM and PM peak hour periods. The efficiency of the road network can be improved by making strategic new connections, shifting vehicle trips from peak to off-peak periods, and by increasing car- and van-pooling and public transit, including intra and intercity commuter options (bus and rail).

**Objective G.1.1:**

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

*Strategies to achieve this objective:*

***Strategy G.1.1.a:***

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

***Strategy G.1.1.b:***

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

**Objective G.1.2:**

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

*Strategies to achieve this objective:*

### ***Strategy G.1.2.a:***

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

### **Objective G.1.3:**

**Ensure that expansions in the transportation network are justified by economically viable and sustainable land use changes.**

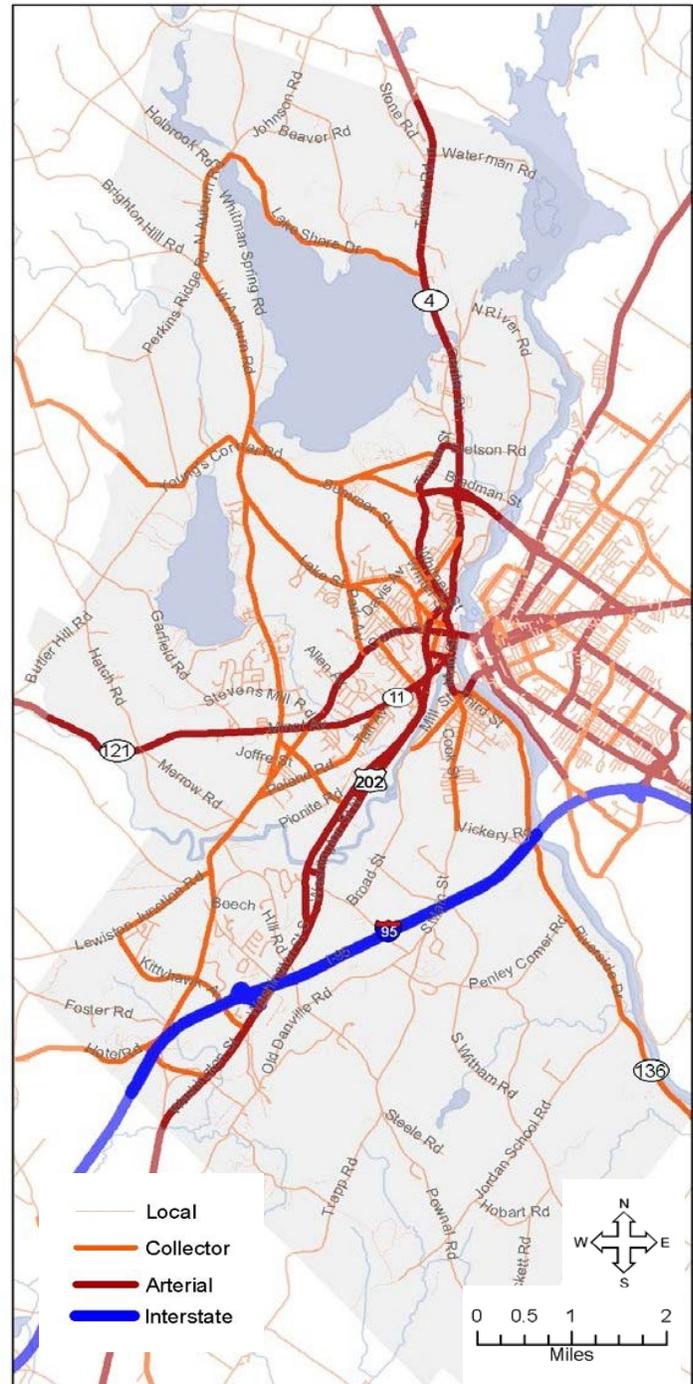
### **Strategy G.1.3.a:**

Expansions of land use and associated transportation outcomes include a 25-year calculation of no net new cost to the overall City tax base, i.e., the community impact of the properties and the additional burden on utilities will be net zero due to increased assessments and utility fees.

## **G.2 ROAD NETWORK**

***Goal G.2: Auburn has a well-designed—and functioning road network that safely and equitably moves all manner of users (cars, buses, bikes, and pedestrians) into and through the community while expanding traditional residential neighborhood growth patterns in Danville and New Auburn. Expansions in neighborhood growth are in keeping with traditional transportation network patterns, such as interconnected streets that provide multiple travel patterns, avoiding a rigid hierarchy of streets.***

The road network in Auburn serves a variety of users including residents,



commuters, and visitors traveling to destinations in and around the city, and to communities to the north, south, east, and west. The network includes a series of *major arterial roads* that move traffic through the community and link people to the Turnpike, the Downtown, the North Auburn Retail District, as well as outlying communities. A *network of collector roads* connects local roads with arterials, and help to address the changing traffic pattern, particularly around the North Auburn Retail District area, that has developed since the year 2000. A series of *local public and private roads* connect neighborhoods to business, recreation, and educational destinations through automobile, pedestrian, and bicycle links. These categories can shift and blur for the typical Auburn traveler, being part of an interconnected urban network.

## MAJOR ROAD NETWORK

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

**Objective G.2.1:**

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

*Strategies to achieve this objective:*

**Strategy G.2.1.a:**

Address volume and congestion along Center Street/Turner Road.

- i. Conduct a study of lane configuration and utilization to determine if a road diet is a viable solution to enable better access to non-vehicular access of Center Street.
- ii. Support the short-term goal of the *2008 Center Street Traffic Management Study* to implement a signal coordination plan.
- iii. Support the continued review and appropriate implementation of the *2008 Center Street Traffic Management Study* to address on-going traffic management and safety issues, including those for cyclists and pedestrians.
- iv. Study the possibility of new road reconfiguration and/or signalization changes to alleviate congestion due to turning traffic at the intersection of Turner Street/Center Street by refining and further moving along the design from the *2008 Center Street Traffic Management Study* and aligning these improvements to downtown gateway land use plans.

**Strategy G.2.1.b:**

Review and revise access management measures to limit the number of curb cuts along Center Street and Turner Road (Route 4) and promote the development of interconnected lots and shared parking areas using the *2008 Center Street Traffic Management Study* as a reference.

**Strategy G.2.1.c:**

Improve pedestrian and bicycle access along the Route 4 Corridor.

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

### ***Strategy G.2.1.d:***

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

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

### **Objective G.2.2:**

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

*Strategies to achieve this objective:*

### ***Strategy G.2.2.a:***

Address volume and safety along Minot Avenue and adjoining streets.

- i. Examine the potential for reducing traffic lanes in each direction with a turning lane on Minot Avenue from the Minot town line to Academy Street as discussed in the *Route 4/Route 11 Feasibility Study dated October of 2011*.
- ii. Address access concerns at the intersection of Poland Road and Minot Avenue to improve function and safety.
- iii. Utilize a variety of design strategies to discourage excessive vehicular travel speeds on Court Street and Park Avenue to keep through traffic on Minot Avenue.

### ***Strategy G.2.2.b:***

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

### ***Strategy G.2.2.c:***

Support initiatives to reconfigure the Minot Avenue Rotary with the purpose of simplifying the connection from Minot Avenue to the downtown to increase safety. This should occur in coordination with the strategy to shift Washington Street North (in-bound) to two-way traffic and South (out-bound) to a two-way controlled access highway. (See also G.2.3.b.i and G.2.3.c.i)

### ***Strategy G.2.2.d:***

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

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

### **Objective G.2.3:**

**Establish Washington Street as the gateway to Auburn.**

*Strategies to achieve this objective:*

### **Strategy G.2.3.a:**

Work with MaineDOT and other agencies/entities to modify Washington Street southbound to accommodate controlled access through traffic in both directions in support of regional mobility, including a new intersection/interchange with Rodman Road. Reconstruct the existing Washington Street northbound to serve local land uses, accompanied by new zoning guidance. Implement recommended changes as appropriate and feasible.

### **Strategy G.2.3b:**

Establish streetscape and site design criteria to promote attractive mixed-use development along Washington Street-northbound:

- i. Require, as part of any road redevelopment project, paved shoulders dedicated for pedestrian and bicycle travel.

- ii. Provide appropriate form-based code to support multi-modal development outcomes, resulting in street that is more local in use and accommodation.

### ***Strategy G.2.3.c:***

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

#### **Objective G.2.4:**

**Establish Riverside Drive as the southern gateway to Auburn.**

*Strategies to achieve this objective:*

### ***Strategy G.2.4.a:***

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

- i. Require paved shoulders dedicated for pedestrian and bicycle travel as part of any road redevelopment project south of the turnpike bridge.
- ii. Require, as part of any road redevelopment project north of the turnpike bridge, that sidewalks, crosswalks, and dedicated bike lanes are included and/or upgraded in all situations to ensure connectivity.
- iii. Establish site design standards that support appropriate development along the corridor including:
  - Shared parking lots located at the side and rear of buildings.
  - Landscaped buffers between existing parking lots and the right-of-way

### ***Strategy G.2.4.b:***

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

#### **Objective G.2.5:**

**Support long-term regional transportation and land use/zoning efforts to provide additional access to areas of the community that envision sustainable growth, such as Danville and New Auburn, north and west of the Maine Turnpike.**

*Strategies to achieve this objective:*

### ***Strategy G.2.5.a:***

Continue to engage in dialogue with the Maine Department of Transportation, Maine Turnpike Authority (MTA), and regional transportation agencies to pursue the construction of a new turnpike interchange between South Main Street and Riverside Drive (State Route 136).

### ***Strategy G.2.5.b:***

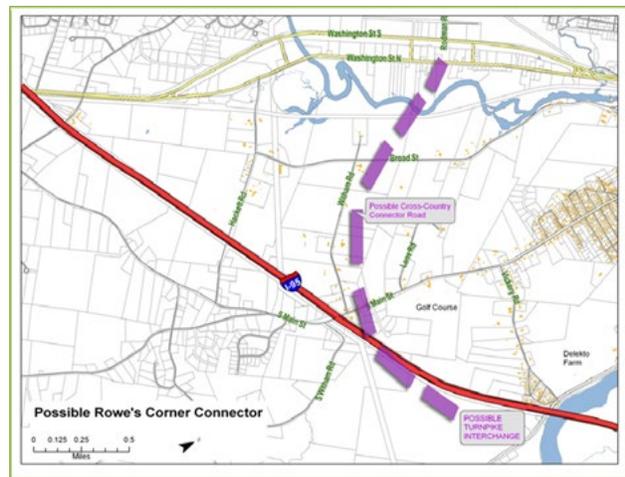
Study the feasibility of creating a connector road between the new turnpike interchange and Washington Street-northbound/Rodman Road that would efficiently connect to a controlled access Washington Street-southbound. This would increase access to the proposed Rowe's Corner business/ industrial development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

### **Strategy G.2.5.c:**

Define the need for new connectivity from a perspective of supporting enhanced access to sustainable land use changes, as identified in Goal G.2., as opposed to resolving existing transportation deficiencies.

## **CONNECTOR ROAD NETWORK**

To accommodate growth in traffic, a designated connector road network should be established. Two areas of particular concern are the North Auburn Retail District, and traffic flowing east and west to and from Oxford County. The increase in the North Auburn Retail District traffic has led to congestion in the Route 4 corridor. This has caused motorists to seek alternative routes to and from the North Auburn Retail District, the Veteran's Bridge, and the I-95 interchange. This *Plan* proposes the use of Mt Auburn Avenue and Hotel Road as a means of connecting the two areas. Increased development in outlying towns, including Turner and Minot, has also led to additional traffic pressures and the establishment of



two emerging connector routes – Turner Street and the Young’s Corner/Mt Auburn crossing to the west. This *Plan* seeks to address traffic in these areas by establishing road and land use standards that support appropriate traffic flow along the designated connector road network.

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

**Objective G.2.6:**

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

*Strategies to achieve this objective:*

***Strategy G.2.6.a:***

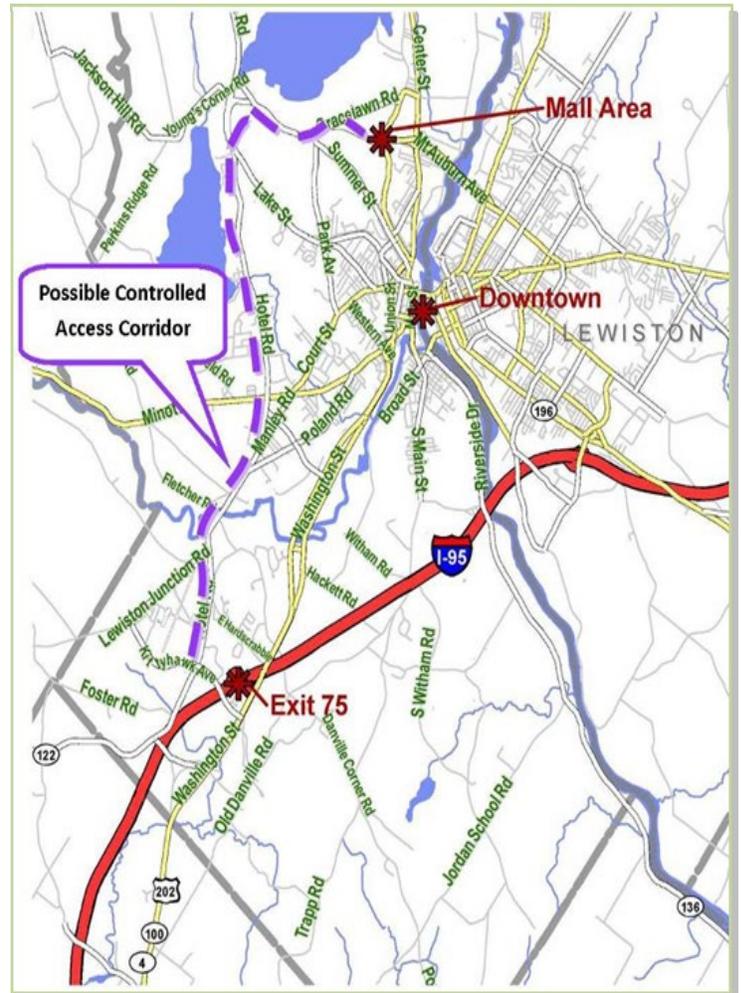
Establish Turner Street, between Mt. Auburn Avenue and Center Street, as an “access management corridor” that promotes efficient movement of local traffic and provides bicycle, pedestrian, and transit access to the Community College and Lake Auburn.

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

### ***Strategy G.2.6.b:***

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

- i. Develop a comprehensive plan for upgrading the Turner Street corridor to make it a more livable, “complete” street including complete connections of sidewalks.
- ii. Identify appropriate improvements at the intersection of Dennison Street and Turner Street to slow traffic and discourage the use of Dennison as an alternative to the Union Street Bypass.
- iii. Consider moving the left turn movement to access Turner Street at the intersection of Turner, Union, and Center from Turner Street to Union Street, to discourage the use of Dennison Street, as discussed in the 2008 Center Street TSM Study.
- iv. Establish additional appropriately designed connections from Broadview Avenue to Turner Street as a means of diverting residential traffic from Center Street to Turner Street, while discouraging “cut-through” commuter and truck traffic.
- v. Require, as part of any road redevelopment project, sidewalks, crosswalks, and dedicated bike lanes to be included and/or upgraded where feasible.



### ***Strategy G.2.7.b:***

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

**Objective G.2.8:**

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

*Strategies to achieve this objective:*

***Strategy G.2.8.a:***

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

***Strategy G.2.8.b:***

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

**Strategy G.2.8.c:**

Enable a road diet on Court Street from Minot Avenue to Lewiston, encouraging commuter traffic to utilize Route 4 and the Veteran’s Bridge.

**Objective G.2.9:**

**Encourage a safe, vibrant downtown road network that accommodates all users.**

*Strategies to achieve this objective:*

***Strategy G.2.9.a:***

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

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

### ***Strategy G.2.9.b:***

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

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

### ***Strategy G.2.9.c:***

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

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

### **Strategy G.2.9.d:**

Provide creative parking solutions to meet the needs of downtown neighborhoods and businesses.

- i. Eliminate parking minimums for all commercial properties, including multifamily developments.
- ii. Encourage on-street parking, install meters to increase turnover in highly desirable locations. Use some revenue from the meters to fund enforcement of on street parking time limits.
- iii. Strategically allow off-street parking in the rear of new buildings, where it makes sense to do so.
- iv. Allow for tandem parking spaces where feasible.
- v. Allow for the development of communal off-street lots within a reasonable distance of new residential and nonresidential developments.
- vi. Encourage the landscaping and lighting of parking lots; and provide pedestrian access from parking lots to traditional downtown businesses, the riverfront, and the street.
- vii. Consider the development of satellite parking areas connected to the downtown by shuttles or other transit services to alleviate the need for parking downtown, and free up space for more valuable commercial development. Work with other communities to establish ideal locations for park and ride.
- viii. Examine the potential for increased on-street parking along Main Street between Elm and Academy streets, supported by lane use and signalization changes.

### ***Strategy G.2.9.e:***

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

### ***Strategy G.2.9.f:***

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

**Strategy G.2.9.g:** Look at possible elimination of infrequently used turning lanes for conversion of downtown Court to on-street parking.

## **LOCAL STREET NETWORK**

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

### **Objective G.2.10:**

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

*Strategies to achieve this objective:*

### ***Strategy G.2.10.a:***

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

### ***Strategy G.2.10.b:***

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

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

### ***Strategy G.2.10.c:***

Limit the need for new roads by encouraging infill development within the identified growth areas. (See Chapter 2. Future Land Use Plan). Where new roads are needed for in-fill associated with the Future Land Use Plan, ordinances should be established to ensure a grid system is planned and built for the efficient delivery of public services.

### **Objective G.2.11:**

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

*Strategies to achieve this objective:*

### ***Strategy G.2.11.a:***

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

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

### ***Strategy G.2.11.b:***

Require, where appropriate within designated residential and mixed-use growth areas, that all local roads include at least a 6-foot-wide sidewalk.

- i. Encourage, where right-of-way widths allow, the establishment of landscaped esplanades between travel lanes and the sidewalk and commit to the planting of street trees to ensure equitable access to nature as reconstruction projects occur.

### ***Strategy G.2.11.c:***

Establish neighborhood bicycle routes to link riders to major destinations via safe streets.

### ***Strategy G.2.11.d:***

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

**Objective G.2.12:**

**Design local streets to encourage the slowing of traffic passing through neighborhoods.**

*Strategies to achieve this objective:*

**Strategy G.2.12.a:**

When residential streets are improved or reconstructed, incorporate design elements that slow traffic and benefit local cyclists and pedestrians, particularly the elderly and children.

**Strategy G.2.12.b:**

Implement a sign program to provide a sense of neighborhood, signaling to through traffic that motorists are not on a major arterial or some other higher-speed roadway.

**Strategy G.2.12.c:**

Make enforcement of speed limits on local streets a priority when other measures prove unsuccessful.

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## G.3 TRANSPORTATION NETWORK

**Goal G.3: Auburn remains a multi-modal hub providing access to rail, air, truck, and transit amenities, and seeks to continually improve these connections with economically sustainable expansions where feasible.**

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

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

**Objective G.3.1:**

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

*Strategies to achieve this objective:*

***Strategy G.3.1.a:***

Support the efforts of private railroads serving Auburn to enhance business development activities and expanded rail access, and coordinate with the Lewiston and Auburn Railroad Company (LARC) in their efforts to grow freight movement along the LARC mainline, the Rangeley Branch and into the Auburn-owned Intermodal Facility.

- I. Consider policies to reinvest lease proceeds from the Intermodal Facility in business development and infrastructure to grow Auburn as a freight hub in the northeast United States.

Pursue recognition of Auburn as an in-land port for the State of Maine in state policy and in the operation of the state-funded Maine Port Authority.

***Strategy G.3.1.c:***

Discuss full acquisition of the Auburn/Lewiston Airport by the City of Auburn to maximize the economic benefits of the land and operations to Auburn and the region.

- I. In review of acquisition of airport assets, consider a near-term action to acquire the land at the access to the Intermodal Facility to avoid the costs incurred with paying the airport to access this city asset. If acquisition is not possible, consider developing alternative access points to eliminate airport management from a role in Auburn's rail freight facility.

**Strategy G.3.1.d:**

Support the implementation of the 2006 Airport Master Plan Update as it relates to development of airline freight services.

**Objective G.3.2:**

**Promote appropriate local and regional mass transit opportunities.**

*Strategies to achieve this objective:*

### ***Strategy G.3.2.a:***

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

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

### ***Strategy G.3.2.b:***

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

### ***Strategy G.3.2.c:***

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

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

### ***Strategy G.3.2.d:***

**Continue to participate in regional commuter transit programs.**

- i. Support commuter transit programs.

- ii. Promote participation in GOMaine and other regional commuter service programs by maintaining adequate park and ride facilities, and by educating the residents on ride share services and programs.

Council Approval: September 20, 2021 Order 107-09202021

## H. COMMUNITY DEVELOPMENT POLICIES

### PURPOSE

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

#### Community Development Goals:

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

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

### VISION

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

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

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

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

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

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

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

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

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

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## POLICIES

### H.1 NEIGHBORHOOD ACTIONS

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

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

#### **Objective H.1.1:**

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

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

*Strategies to achieve this objective:*

**Strategy H.1.1.a:**

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

**Strategy H.1.1.b:**

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

**Objective H.1.2:**

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

*Strategies to achieve this objective:*

**Strategy H.1.2.a:**

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

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

**Strategy H.1.2.b:**

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

**Strategy H.1.2.c:**

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

**Strategy H.1.2.d:**

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

## H.2 HOUSING

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

**Objective H.2.1:**

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

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

*Strategies to achieve this objective:*

**Strategy H.2.1.a:**

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

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

**Strategy H.2.1.b:**

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

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

**Objective H.2.2:**

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

The city has several urban and suburban single-family neighborhoods that provide a range of safe and attractive housing opportunities for Auburn families. The well-established urban

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

*Strategies to achieve this objective:*

**Strategy H.2.2.a:**

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

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

**Strategy H.2.2.b:**

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

- i. Work with community groups and senior agencies to develop a community-based program to help senior citizens who are interested in moving from their home to explore housing alternatives.
- ii. Develop a program, in conjunction with local real estate interests and housing organizations, to promote the desirability of these neighborhoods as places for young families to live.
- iii. Work with the Auburn Housing Authority, Maine State Housing, and other housing finance organizations to make mortgage financing available to younger households, especially families with children, to buy homes in these neighborhoods.
- iv. Assure that City’s zoning allows for the development of a range of senior housing in other areas of the city, to provide appropriate housing options for older residents who need or want to downsize.
- v. Enhance the quality of the City’s public school system, especially elementary schools located within and serving these neighborhoods.

**Objective H.2.3:**

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

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

*Strategies to achieve this objective:*

**Strategy H.2.3.a:**

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

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

**Objective H.2.4:**

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

Auburn’s downtown multi-family neighborhoods increasingly supply housing for low- and moderate-income households. In the short term, the City’s objective is to maintain and upgrade the existing housing stock. Many of the issues in these areas are like the multi-family issues in the urban family neighborhoods. Over the long term, the City’s objective is for these areas to evolve into more of a mixed-income character. This is achieved through the development of new or renovated housing that capitalizes on the amenities in these areas, and that appeal to different groups and

income segments. In some areas there are opportunities to provide moderate-rate rental housing for young adults and students. In others, particularly along the river, there are opportunities for higher-cost apartments and condominiums suitable for young professionals and empty-nesters seeking an urban lifestyle.

*Strategies to achieve this objective:*

**Strategy H.2.4.a:**

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

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

**Objective H.2.5:**

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

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

*Strategies to achieve this objective:*

**Strategy H.2.5.a:**

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

- i. Create both rental and homeownership opportunities for singles and young families by allowing relatively high-density multifamily housing, including apartments and townhouse style developments, at densities up to 12-18 units per acre in areas served by public sewerage and water.
- ii. Create senior and empty-nester housing opportunities by allowing medium density housing such as townhouses (condominiums and rental), "housominiums", and small homes to be

constructed at densities up to 10-12 units per acre, with house lots as small as 5,000 square feet, in areas that can be served by public sewerage and water.

- iii. Create the opportunity for the development of moderate-density single family housing at densities up to 4-6 units per acre, with house lots as small as 7,500-10,000 square feet, in areas that can be served with public sewerage.
- iv. Create the opportunity to develop low-density single-family housing at a density of 1-2 units per acre, with individual lots as small as 12,000-15,000 square feet as part of a conservation subdivision, or 20,000 square feet in a conventional subdivision, in areas that are not served by public sewerage.

#### **Strategy H.2.5.b**

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

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

#### **Strategy H.2.5.c:**

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

#### **Objective H.2.6:**

**Provide adequate housing assistance and services.**

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

*Strategies to achieve this objective:*

#### **Strategy H.2.6.a:**

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

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

#### **Strategy H.2.6.b:**

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

**Strategy H.2.6.c:**

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

**Strategy H.2.6.d:**

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

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

**Strategy H.2.6.e:**

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

## I. ECONOMIC DEVELOPMENT POLICIES

### PURPOSE

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

#### Economic Development Goals:

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

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

### VISION

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

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

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

## POLICIES

### I. 1 DOWNTOWN DEVELOPMENT

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

**Objective I.1.1:**

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

*Strategies to achieve this objective:*

**Strategy I.1.1.a:**

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

**Strategy I.1.1.b:**

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

**Strategy I.1.1.c:**

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

**Strategy I.1.1.d:**

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

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

**Strategy I.1.1.e:**

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

## I. 2 CITY-WIDE ECONOMIC GROWTH AND DEVELOPMENT

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

**Objective I.2.1:**

**Maintain an active role in regional economic development organizations.**

*Strategies to achieve this objective:*

**Strategy I.2.1.a:**

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

**Objective I.2.2:**

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

*Strategies to achieve this objective:*

**Strategy I.2.2.a:**

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

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

**Strategy I.2.2.b:**

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

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

**Objective I.2.3:****Ensure availability of land for appropriate business/industrial development in designated areas.***Strategies to achieve this objective:***Strategy I.2.3.a:**

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

**Strategy I.2.3.b:**

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

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

**Strategy I.2.3.c:**

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

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

**Objective I.2.4:**

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

*Strategies to achieve this objective:*

**Strategy I.2.4.a:**

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

**Strategy I.2.4.b:**

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

**Strategy I.2.4.c:**

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

## J. OTHER LAND USE POLICIES

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### PURPOSE

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

### POLICIES

#### 1. MANUFACTURED HOUSING AND MOBILE HOME PARKS

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

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

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

#### 2. SHORELAND ZONING

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

state law. It establishes water body setback requirements and performance standards and is being updated to reflect current state requirements.

### 3. RURAL RESIDENTIAL ROAD STRIPS

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

#### *Consideration #1 – Established Residential Pattern*

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

#### *Consideration #2 – Reserve Area Adjacency*

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

#### *Consideration #3 – Natural Resource Adjacency*

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

### *Consideration #4 – Conservation/Open Space Adjacency*

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

### *Consideration #5 -- Ability to Provide Public Services*

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

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

### *Consideration #6 – Water Quality Protection*

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

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

## **4. NEIGHBORHOOD BUSINESS DISTRICTS**

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

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

## **5. USE OF EXISTING RESIDENTIAL BUILDINGS**

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

## **6. RESIDENTIAL PARKING REQUIREMENTS**

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

## K. PROMOTING FOOD ACCESS AND PRODUCTION AND GROWING THE AGRICULTURE ECONOMY

### POLICIES

#### PURPOSE

The purpose of the Food Access and Production/Growing the Agriculture Economy section is to consider how greater equity in accessing healthy food can be established in Auburn, and to identify tools and strategies for ensuring the continuing existence and growth of the farming and agriculture economy as a way of life in our city, which in turn sustains our population with locally produced and healthy foods. We know that food insecurity is unfortunately a challenge faced by Auburn residents. Income is the greatest indicator of one's health, and US Census data from 2012-2016 indicates on average that 32% of Auburn's population -- nearly 1 of every 3 people -- lives in a household earning less than 185% of the Federal Poverty Level, which is typically the highest threshold for receiving household income-based support such as food assistance and medical coverage (Source: Auburn Economic Data Book, Crossroads Resource Center, 2018). Auburn can work to ensure healthy food is available and accessible to all its residents while also building an economy, including the agricultural sector, which provides households with the adequate wages they need to purchase healthy food.

**Goal K.1:** Ensure that fresh, local food is equitably accessible to everyone regardless of income or geography.

#### VISION

*Local planning and zoning policies can reduce or reinforce structural barriers that prevent our food supply from being as healthy, equitable, affordable, and resilient as we would like it to be. Policy change that promotes greater access to healthy foods can significantly reduce these barriers. Planning and Economic Development staff, boards and committees, and elected/appointed officials can make and implement long-term decisions for the design of the city and the surrounding region to improve healthy food access, food skills of community members, and the surrounding region's food infrastructure. Systematic assessments that identify barriers and track progress over time are essential for informing all the goals and strategies below. By including food, equity, and health-related policy and systems changes in planning documents and zoning codes, Auburn can establish:*

*\* Support for food and farm enterprises of all sizes*

*\* Zoning that supports a healthy food infrastructure*

- \* *Access to and preservation of land for food production*
  - \* *Development of community food assets (such as community gardens, farmers' markets, food hubs, and pollinator-friendly habitats)*
  - \* *Affordable, safe and reliable transportation to food sources*
  - \* *Support for growth of local markets that are critical for farm businesses to succeed*
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## **POLICIES**

### **K.1 FOOD IS EQUITABLY ACCESSIBLE**

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*Goal K.1: Ensure that fresh, local food is equitably accessible to all, regardless of income or geography.*

**Objective K.1.1:**

**Work with organizational partners to gather baseline data about Auburn's food access picture that will help inform future planning.**

*Strategies to achieve this objective:*

*Strategy K.1.1.a:* Compile data from existing resources and if needed, conduct new research on Auburn's food security indicators (refer to inventories).

**Objective K.1.2:**

**Continue to expand the customer base, accessibility, and affordability of the Auburn Farmers' Market**

*Strategies to achieve this objective:*

*Strategy K.1.2.a:* Establish programs for low-income customers, vendor recruitment, marketing/promotion investments, and permanent year-round indoor/outdoor locations.

**Objective K.1.3:**

**Support practices that facilitate access to healthy food in residential settings:**

*Strategies to achieve this objective:*

**Strategy K.1.3.a:** Build and encourage partnerships that work to expand residential access to healthy food.

**Strategy K.1.3.b:** Use a food system lens when planning housing developments to inform site layout, landscape design, residential amenities, and access to retail food sources.

**Strategy K.1.3.c:** Ensure that future land use designations provide flexibility for sufficient open space for community gardens and private residential gardening plots.

#### **Objective K.1.4:**

**Review and simplify or remove regulation of food- and farm-related land uses to improve the variety and availability of healthy food outlets.**

*Strategies to achieve this objective:*

**Strategy K.1.4.a:** Support updating local ordinances governing food processing businesses—such as commercial kitchens, flash freezing businesses, small scale home kitchen businesses, and meat processing/butchering enterprises—to increase business growth.

**Strategy K.1.4.b:** Support updating local ordinances concerning food outlets, such as grocery stores, small food stores, farmers’ markets, seasonal food stands, and farm/food trucks to support growth in the types and number of food outlets throughout the city and their hours and locations.

**Strategy K.1.4.c:** Support a buy local food campaign that includes a directory of local food producers, where to purchase goods and highlights the value of buying local for economic benefits. Information and advertising about the campaign should be widely distributed to the public using avenues such as social media/websites, public transportation, city buildings and paper handouts.

**Strategy K.1.4.d:** Support a local food pledge to increase local purchasing by institutions.

**Strategy K.1.4.e:** Work with producers to determine if a “Grown in Auburn” label/logo for their products would be valuable.

**Strategy K.1.4.f:** Collaborate with the Auburn School Department to coordinate and increase local food sourcing, utilizing the following programs created to support this work:

- Maine Harvest of the Month
- Local Produce Fund (matching fund for schools to leverage)
- Maine Farm to School Network

**Strategy K.1.4.g:** Promote Auburn as a regional center for agriculture.

**Strategy K.1.4.h:** Reliable markets are critical to any business. The City’s Economic & Community Development Department should assist in developing local markets for agricultural products. This could include discussions with grocery store chains, discussions with restaurants and efforts to use more locally produced products in Auburn’s school lunch program.

#### **Objective K.1.5:**

**Improve access to healthy foods by enhancing transportation systems and infrastructure for transit riders, pedestrians, bicyclists, and motorists.**

*Strategies to achieve this objective:*

**Strategy K.1.5.a:** Undertake a systematic assessment of the bicycle and pedestrian routes that connect consumers to healthy food sources, including priorities for snow removal during the winter (because some pedestrian routes disappear altogether after a storm), and address deficiencies through physical improvements to bicycle and pedestrian networks.

**Strategy K.1.5.b:** Assess transportation needs and whether current public transit provides adequate service to stores selling healthy food, and/or farmers markets. Support transit service improvements to connect people at peak times to healthy food sources.

**Strategy K.1.5.c:** Adopt site design standards for food stores that provide safe and convenient pedestrian access to the front door and bicycle parking.

**Strategy K.1.5.d:** Collaborate with regional economic development agencies, such as AVCOG, the LA Metro Chamber, and others, on efforts to improve food distribution infrastructure.

**Strategy K.1.5.e:** Support innovative practices such as mobile food markets and mobile food pantries/food shelves that can bring food closer to under-resourced customers.

## K.2 FARMING CAPACITY

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**GOAL K.2 Strengthen and grow Auburn's existing subsistence, community, and commercial gardening and farming capacity.**

### **Objective K.2.1:**

**Support the development of ordinance and zoning changes that decrease barriers to food production in all areas of the city.**

*Strategies to achieve this objective:*

**Strategy K.2.1.a:** As part of this initiative particular emphasis should be placed on permitting season-extension structures (e.g., hoophouses), supporting edible and pollinator-friendly landscaping, allowing on-site sale of goods, and allowances for livestock/fowl (e.g., for chickens, ducks, goats, bees, etc.), and any accessory structure they require, that do not conflict with existing residential land uses

### **Objective K.2.2:**

**Grow the productive capacity of commercial farms.**

*Strategies to achieve this objective:*

**Strategy K.2.2.a:** Inventory existing commercial farms to identify productive capacity, current needs, and anticipated succession plans to support continuity of production.

**Strategy K.2.2.b:** Work with producers, buyers, and food sector service providers to strengthen existing and develop new local and regional markets, including direct sales, wholesale, and institutional buyers.

**Strategy K.2.2.c:** Establish economic programs that support the viability of existing and new farms such as:

- Establish a low- or no-interest revolving loan fund to assist new and beginning farmers with getting stable access to land and with equipment startup capital by partnering with businesses, government, farming, banking, land trusts and other organizations.
- Establish a voluntary municipal support program to allow for tax incentives and increased investments.
- Adopt policies and economic incentives needed to attract commercial infrastructure such as storage, refrigeration, processing, or any other type of food infrastructure.

**Objective K.2.3:**

**Continue to support the establishment and maintenance of community gardens throughout the city to provide residents with easy access to healthy food.**

*Strategies to achieve this objective:*

**Strategy K.2.3.a:** Establish clear policy support for community gardens, while determining the appropriate balance between community gardens and land redevelopment.

**Strategy K.2.3.b:** Ensure permanent sites and a “no net loss” policy for community gardening space in underserved areas if relocation is necessary.

**Strategy K.2.3.c:** Where relocation is necessary, strive to relocate in off-seasons, provide clear and early disclosure, and help gardens get established in new locations.

**Strategy K.2.3.d:** Support a process to add community gardens as a permitted use in all residential areas, with clear site and operational standards.

**Strategy K.2.3.e:** Continue to utilize organizational partnerships to proactively support community gardens through soil testing, water provision, and continue leasing publicly owned property to community gardens.

**Strategy K.2.3.f:** Incentivize the integration of community gardens into housing developments and create incentives through density bonuses for community gardens in housing developments.

**Strategy K.2.3.g:** Encourage single-family subdivisions and multi-family development models that incorporate community gardens.

**Objective K.2.4:**

**Create a land use map that inventories Auburn’s existing and potential food production and processing capacity, which identifies existing food production, processing and sales locations, and determines good locations for future development of food systems activities.**

*Strategies to achieve this objective:*

**Strategy K. 2.4.a:** This map would include the following information:

- Prime and statewide significant soils
- Existing farmlands and active farms
- Existing community gardens
- Existing food retail/market/farm stand locations

- Designated areas that are being held for future commercial and industrial development.
- Open spaces currently owned by the public, land trusts, or other organizations where farming could take place.
- Possible locations for food processing and other “in demand” agricultural services, based on factors such as available resources needed like utilities, transportation access, and land appropriate for development.

*Strategy K.2.4.b:* Utilize the above map for future land use planning and for identifying priority development locations. This can be used by the city to encourage in-demand food systems development in beneficial areas, and to identify areas where more food production and access can be provided.

### **K.3 DEVELOPMENT OF PROCESSORS OF ALL SIZES**

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*Goal K.3: Facilitate and support the development of processors of all sizes of healthy food, with special focus on developing those that provide a service which is not adequately available within the region (e.g., involves significant transportation distances or time delays).*

**Objective K.3.1:**

**Support the development of local food-processing businesses.**

*Strategies to achieve this objective:*

*Strategy K.3.1.a:* Develop or expand business grant and loan programs to help with start-up and capital costs.

*Strategy K.3.1.b:* Support efforts and work to clarify and streamline business-licensing processes for food-processing businesses.

*Strategy K.3.1.c:* Review local land use restrictions on food-processing businesses to determine whether additional locational flexibility can be provided under appropriate conditions.

### **K.4 FOOD RELATED ECONOMIC DEVELOPMENT**

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*Goal K.4 Support food-related businesses and initiatives that equitably advance the development of local and regional economies.*

**Objective K.4.1:**

**Seek the establishment of more essential service-providing small scale commercial development in the downtown (such as those that offer a variety of healthy, locally sourced foods).**

**Objective K.4.2:**

Allow production of food on open land, e.g., green spaces, and within/on structures to increase the opportunity for urban farm businesses.

**Objective K.4.3:**

Pursue activities that both improve healthy food access and advance economic development to include value added venues to existing and new farms.

*Strategies to achieve this objective:*

*Strategy K.4.3.a:* Support agritourism efforts as a means of enhancing income streams for small farmers and producers.

*Strategy K.4.3.b:* Purchase healthy foods from local food businesses when catering events, meetings, and other gatherings.

*Strategy K.4.3.c:* Review local ordinances to ensure that they do not unduly restrict sidewalk and rooftop dining.

*Strategy K.4.3.d:* Highlight the region's food culture as a community branding strategy.

*Strategy K.4.3.e:* Partner with neighboring communities to pursue a regional food marketing strategy.

*Strategy K.4.3.f:* Support the development of jobs that pay adequate wages ensuring community members can afford to purchase healthy food and support local businesses.

**Objective K.4.4:**

Take steps to identify and reduce barriers to business creation by other historically marginalized communities (e.g., people of color, low-income, Veterans).

**Council Approval: September 20, 2021 ORDER-106-09202021**

## Chapter 2 - Future Land Use Plan

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

This Future Land Use Plan reaffirms the basic objective of land use planning, that development in Auburn should grow out from the historic cores (downtown, Danville, New Auburn, West Auburn and East Auburn) and from older established neighborhoods. This policy was originally set forth in the City's first comprehensive plan over a half century ago and has continued to guide the City's land use planning ever since. We continue to believe that growth out from the downtown core and older established neighborhoods provides the most efficient utilization of city services. This plan does not favor "leapfrog" development in the outlying sections of the city. This pattern is often referred to as "suburban sprawl," and is not considered desirable for Auburn. The effect of continuing this long-standing principle is to guide most new development into the area south of Lake Auburn and Taylor Pond and around potential passenger rail and turnpike exits (**See Section G: Transportation Policies**). Figure 2.1 identifies these areas as the City's Growth Area and Limited Growth Area; they are depicted in the brown and tan colors.

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

### Organization of the Future Land Use Plan

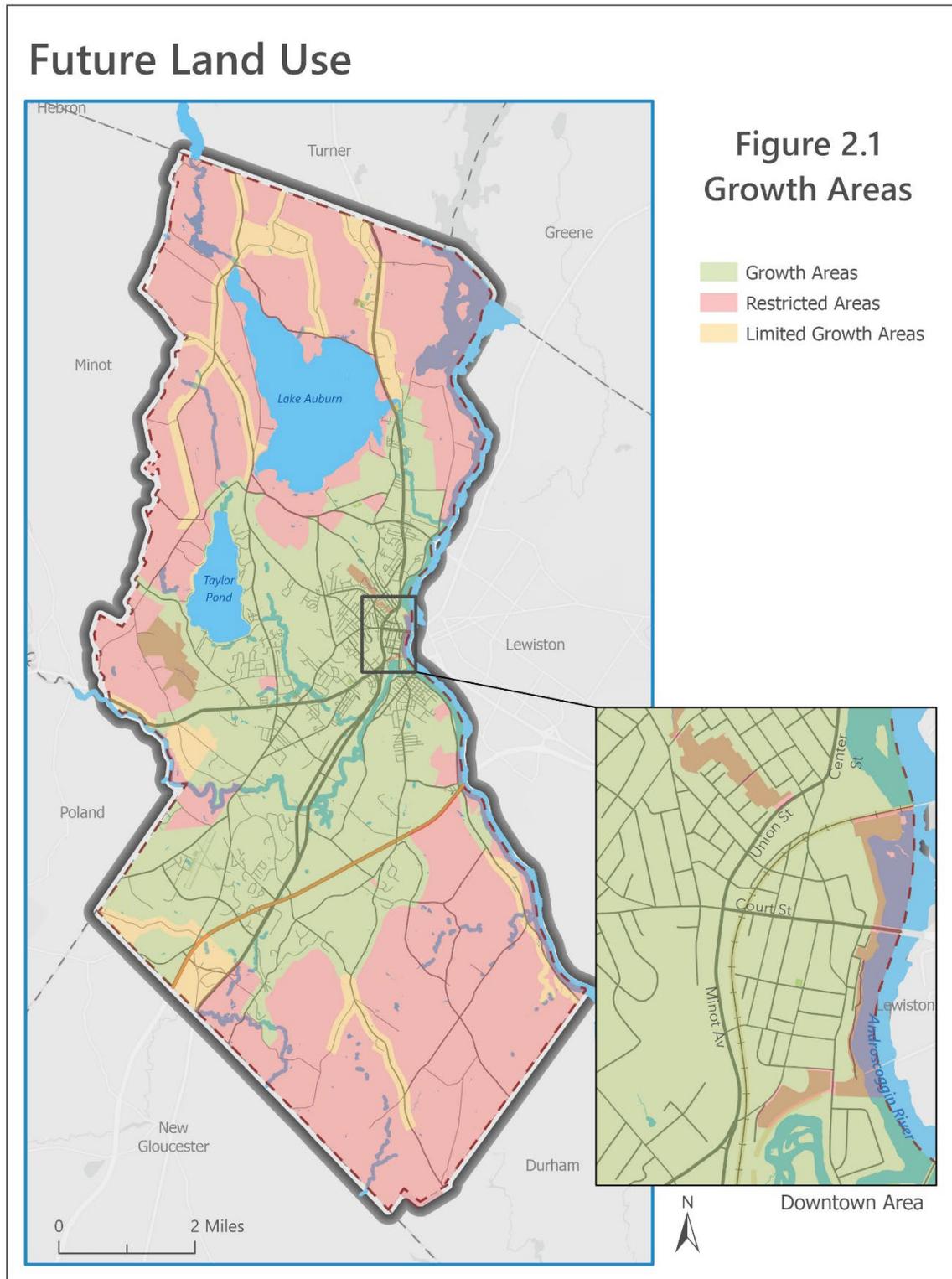
The Future Land Use Plan is organized around the concept of growth and rural (or limited growth) areas set forth in the state's Growth Management Law. The state defines a "growth area" as an area that is designated in the city's comprehensive plan as suitable for orderly residential, commercial, or industrial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

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

### **Future Land Use Categories**

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

1. **GROWTH AREAS** — Areas where the city wants growth and development to occur. The anticipation is that most residential and non-redevelopment over the next ten years will occur in these growth areas.
2. **LIMITED GROWTH AREAS** — Areas that have limited development potential or that have vacant or under-utilized land where the city desires a limited amount of growth and development over the next ten years.
3. **NON-GROWTH AREAS** — Areas that are either unsuitable for development or in which the city desires to see little growth and development over the next ten years.



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Updated: 12/15/2021

## Future Land Use Types

The three categories of growth, limited growth, and non-growth specify where the city wants to accommodate growth and development and where it wants to discourage or prohibit it. The Comprehensive Plan is intended to be a guide upon which zoning ordinances are based and is not intended to serve as a regulatory document. A comprehensive rezoning should be completed after adoption of the Comprehensive Plan to match the suggestions in this plan with flexibility for future changes.

**Type A: Development Areas** – Areas with a significant amount of vacant or underutilized land that can support new residential or nonresidential development in accordance with the City's land use objectives. New development within these areas is generally encouraged.

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

**Type C: Protection/Reserve Areas** – Largely undeveloped areas that should remain undeveloped for at least the next ten years. These areas include land with significant development constraints that should not be developed, as well as land that is not appropriate for development at this time, but that may be designated for development in the future.

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

## Residential Densities

The Future Land Use Plan sets out the recommended pattern and intensity of development in various areas of the city. The Future Land Use Plan establishes the desired maximum intensity or density of residential development in the various land use designations.

The following table sets out the various categories of density used in the Future Land Use Plan. The maximum allowed density is expressed in the number of housing units per acre based on the gross development density. (An acre is 43,560 square feet – the playing surface of a football field is about 1.3 acres). For each density category, a maximum suggested density is provided to allow some flexibility in the establishment of the revised zoning regulations. This is not to imply that the revised zoning should strive to meet the maximum density.

Residential Density Categories	
Category	Maximum Density
Traditional Neighborhood	16 units per acre
Suburban	8 units per acre
Residential	2 units per acre
Rural	1 unit per 3 acres + additional dwelling unit

### Future Land Use Designations

The following sections outline the various land use designations used in the Future Land Use Plan. The designations are organized by growth category and by the type of area. The description of each designation includes a series of land use districts that define the general pattern of development. Each district includes an **objective** for the general pattern and type of development that is desired together with the general types of uses (**allowed uses**) that are appropriate in the designation and an outline of the **development standards** including the density/intensity of development. The location of these various land use districts is shown on the accompanying Future Land Use Plan Map (see Figure 2.2 below)

### Analyses

**Configuration of growth areas shaped by natural opportunities and/or constraints, The location of public utilities, roadways and access to city services:** The City has defined the growth areas within the city from the core outward which identifies areas that have access to public utilities, existing roadways and provide logical development locations for cost effective access to public services. The areas that have been identified include the Traditional Neighborhood Development District (TND), Suburban Development District (SD), Formed-Base Code Development District (FBCD), Commercial Development District (GBD) Industrial Development District (ID) Commercial Formed-Base Code Gateway Development District (CFBCGD-W or UCT. The proposed Land-Uses are depicted and described in detail in text and mapped within this Chapter. Transportation network Major roads serve traffic moving in and out of Auburn, as well as traffic moving around the city. They provide clear linkages between neighborhood, business, and community destinations, and the major employment centers near the Turnpike and Airport. Major roads include Route 4 (Center Street/Union Street), Minot Avenue, Washington Street, and Riverside Drive The road network in Auburn serves a variety of users including residents, commuters, and visitors traveling to destinations in and around the city, and to communities to the north, south, east, and west. The network includes a series of *major arterial roads* that move traffic through the community and link people to the Turnpike, the Downtown, the North Auburn Retail District, as well as outlying communities. A *network of collector roads* connects local roads with arterials, and help to address the changing traffic pattern, particularly around the North Auburn Retail District area, that has developed since the year 2000. A series of *local public and private roads* connect neighborhoods to businesses, recreation, and educational destinations through automobile, pedestrian, and bicycle

links. These categories can shift and blur for the typical Auburn traveler, being part of an interconnected urban network. (Ref. Comp plan committee and Future Land Use)

***Current regulations, Development trends, Population projections, estimated how many new residential units and how much commercial, institutional, and/or industrial development will likely occur in the planning period? Where is the development likely to go?*** As the City constructs its new school, we anticipate a population growth up to 15% or 3,500 people over the next 5 years. This would be considered an ambitious population growth rate considering that The City of Auburns population has been flat for the last 30 years. Given the current regulations within the city and the capacity to respond quickly to development, the City of Auburn is positioned for growth over the next 5 years as they have the internal capacity through the cities delegated review authority under Maine Department of Environmental Protection (MDEP) and Maine Department of Transportation (MDOT) that streamlines site development and stormwater permitting for projects up to 10 acres of new impervious areas and modifications of site law amendments for major industrial, business and retail areas under MDEP. Under the delegated review for MDOT, the city of Auburn has capacity to review projects that generate 100-200 peak hour trips.

The city has looked at a population trends, schools, roads and public service capacities and concluded that the city could absorb up to 2,000 new housing units to include a mixed use of development to include single family and mixed-use development to allow for new residential development at varying densities on the fringe of the built-up area where municipal services and utilities can be provided or expanded to. Allow infill development and redevelopment in established residential neighborhoods that is compatible with existing development patterns and densities. Encourage reinvestment in older higher density residential neighborhoods by allowing full utilization of existing buildings and flexible parking requirements. Expand the ability to create an “accessory apartment” in existing single-family homes and consider using “density or formed-based” requirements for residential development in development districts rather than the current lot size requirements while expanding the ability to create residential uses in downtown neighborhoods.(Ref. Comp Plan Committee Input)

***How can critical natural resources and important natural resources be effectively protected from future development impacts.*** The areas of the largest value in natural resources are found in the Agriculture and Resource Protection area within the city. This area encompasses over 20,000 acres of land and is composed of mostly a mix of forestry land, parks, and active farms. This zoning area is identified as the restricted growth area on the future land use plan. The city should continue to encourage a very low-density development pattern as a means of protecting natural resources and preserving the rural character. The basic residential density standard for the current AG/RP zoning district should be maintained. The standards for the development of accessory residential units should provide greater flexibility in the siting of those units. To place accessory residential development in areas where it will have the least impact on natural resource and/or the agricultural value of the land, the standards should allow for a waiver or elimination of road frontage requirements and access from a private driveway. As development pressures are considered in these areas the land analysis may include review of Lake Auburn watershed for water supply protection, slopes greater than 25%, critical habitat identified by Beginning with Habitat, prime soils of state and federal significance, avoidance of habitat fragmentation (aquatic and terrestrial) and wetland identified by the National Wetlands Inventory. (Ref. Land Use Chapter)

## Policies

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

The city works closely with regional organizations such as the Androscoggin Valley Council of Governments (AVCOG) and individual local municipalities to promote and achieve collaboration with surrounding communities. As these communities continue to grow, it is important for Auburn to maintain active dialogue to ensure that regional service design and costs can be shared where appropriate and feasible. In addition, the city understands the role it plays with public water supply as the major land steward and will look to strengthen those relationships with the Lake Auburn Watershed Protection Commission, Water and Sewer District for the promotion of utility expansion for addition development outside watershed while looking to insure source public water supply protection and fair cost share. (Ref. Regional Coordination)

***To support the locations, types, scales and intensities of land uses the community desires as stated in its vision.*** Provide quality housing options that include both mixed-income and multi-unit and single-family developments which serve residents of all ages and incomes which are designed with infrastructure that enhances neighborhood connectivity. Auburn has a dense urban core where older buildings are preserved and rehabilitated and where the city encourages infill development of a similar character. Auburn provides housing for residents in all stages of life and across all income levels – apartments for students and young professionals, affordable and moderate priced options for families and first-time homebuyers, market rate homes for professionals, as well as independent and group housing for seniors. Auburn looks to increase zoning practices that result in more opportunities for efficient and updated homes while preserving the neighborhood aesthetics. Auburn neighborhoods are well connected through a network of sidewalks, trails, public transit, and bike lanes.

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

Auburn’s rural character is maintained. Development is limited to low density housing that provides buffering/screening along the major roadways to protect rural vistas. The Agricultural Zone ensures continued protection of rural character while preserving landowner rights. (Ref. Comp Plan Committee Vision)

***To support the level of financial commitment necessary to provide needed infrastructure in growth areas.*** The financial commitment would need to be coordinated through a network of public-private partnerships specifically working with developers to extend infrastructure to serve targeted

industrial, business, and residential developments, particularly through the use of TIFs or other financing strategies to include grants, loan funding and municipal bonds. (Ref. Economic Development Policies)

***To establish efficient permitting procedures, especially in growth areas.*** Permitting procedures in the growth areas are supported by the proposed zoning that will allow for more flexibility in permitting ability, establishment of the permitting cost, timeline and effective communication with ordinance requirements and through waiving fees for veterans and provide additional guidance through the web page to include FAQs page and electronic permit applications. The Planning, Permitting and Code Department administers land use, building, housing, plumbing and electrical codes and oversees the development and implementation of improvement plans for various areas of the city. On the permitting and compliance front, the city aims to help developers complete their projects on time and in compliance with State codes and local ordinances. The city works with both “weekend handy-persons” and professionals in an effort to make projects proceed as smoothly as possible. Many of our efforts are intended to ensure that the public is protected in the workplace, commercial establishments and in their homes. (Ref. Planning Web Page)

***To protect critical rural and critical waterfront areas from the impacts of development.*** The City’s current land use regulations -- Agriculture and Resource Protection (AG/RP), Shoreland Overlay, and Lake Auburn and Taylor Pond Overlay (LAO/TPO) Districts and the Phosphorous Control Ordinance – protect critical rural and waterfront areas from new development in the waterfront to protect the water quality of the lakes, rivers, and the critical natural resources within the waterfronts. When considering changes to regulations, the City should promote the continued protection of natural resources within the watershed which include strengthening and updating the ordinances that impact the waterfront. In addition, conversion to this land area to open space and recreational uses limit the possibility of development in these areas. (Ref. Natural Resource Policies)

## Strategies

***Assign responsibility for implementing the Future Land Use Plan to the appropriate committee, board, or municipal official.*** The City Staff and Planning Board often takes directives from the City Council. The Planning Staff presents the information to the Planning Board for the Board to evaluate the information and make a recommendation to Council. It is the planning staff responsibility to present information included in the implementation of the Future Land Use Plan that is supported by the comprehensive plan. In addition, the proper process is consult with the appropriate committee and acknowledges that in practice there is overlap between Agriculture and Resource Protection, and that the conversation about how to distinguish the two should include a broad group of voices including residents, relevant City Committees (Conservation Commission, Agriculture, Complete Streets, Parks and Recreation committee and sustainability and natural resources board etc.) and experts who can support the City in meeting its goal to untangle issues, make recommendations and provide frame work for good land use planning.

**Using the descriptions provided in the Future Land Use Plan narrative, maintain, enact or amend local ordinances as appropriate to:**

Scale, Intensity, Location.

Permitting flexibility in permitting ability, establishment of the prescribed applications in the phosphorus control ordinance, building permits and the preset housing designs that provide guidance for building permits around residential homes/ procedure (include streamlining permitting in growth areas), formed base code

Protective measures for critical natural resources  
Proposed critical rural areas and/or critical waterfront areas

Capital Investment Plan

Meet with neighboring communities to coordinate land use designations and regulatory and non-regulatory strategies.

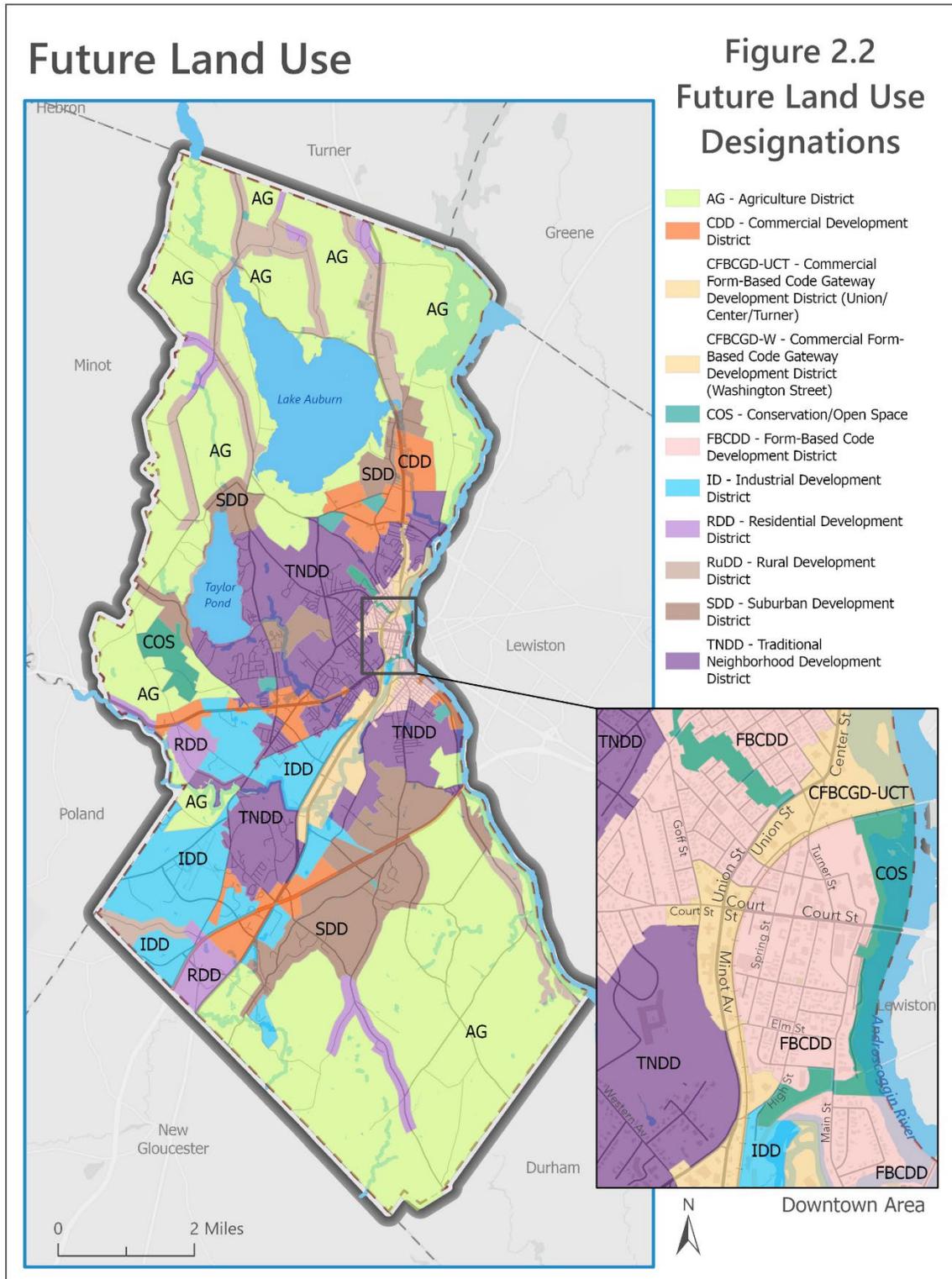
Provide the code enforcement officer with the tools, training, and support necessary to enforce land use regulations, and ensure that the Code Enforcement Officer is certified in accordance with 30-A M.R.S.A. §4451

Track new development in the community by type and location.

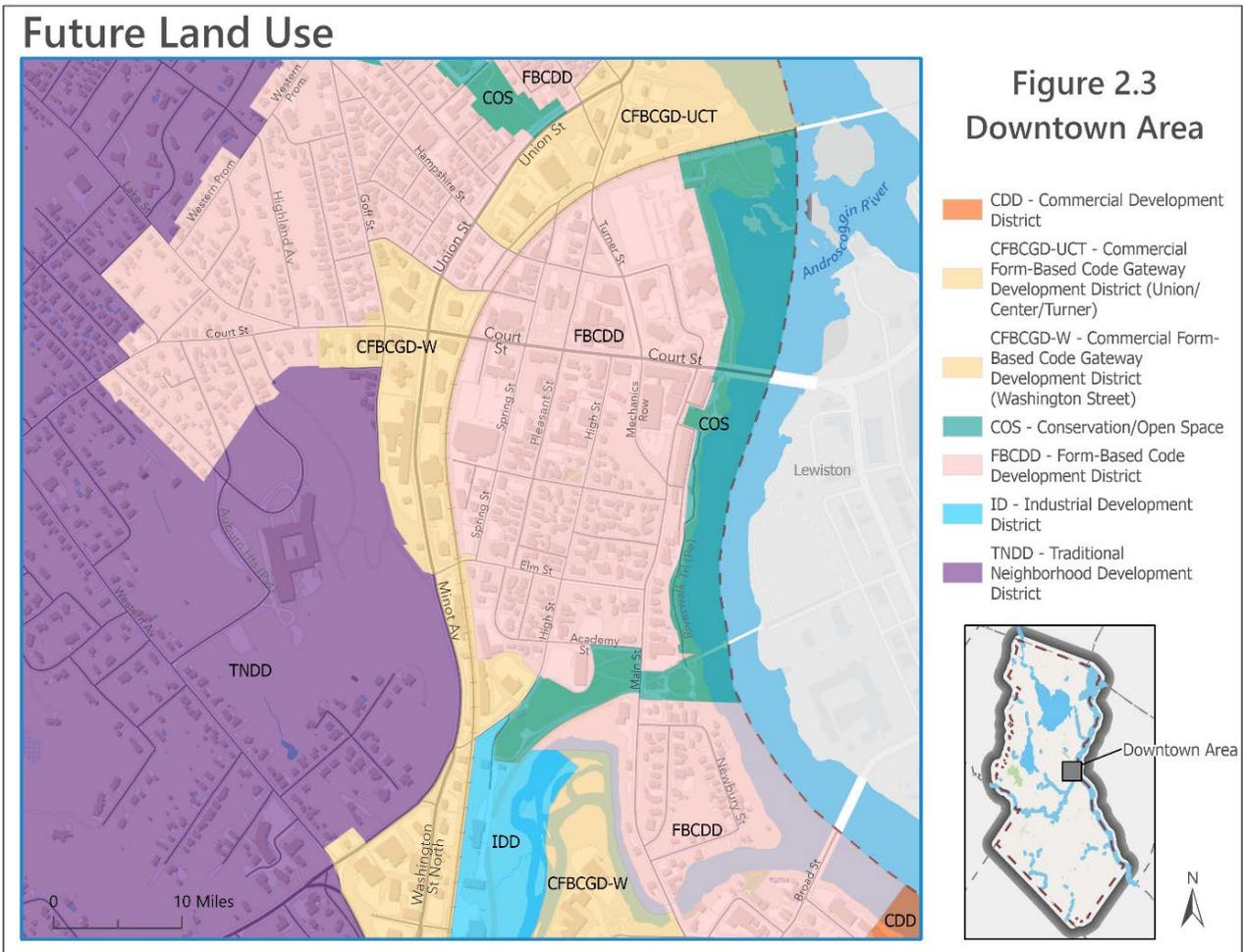
Direct a minimum of 75% of new municipal growth-related capital investments into designated growth areas identified in the Future Land Use Plan.

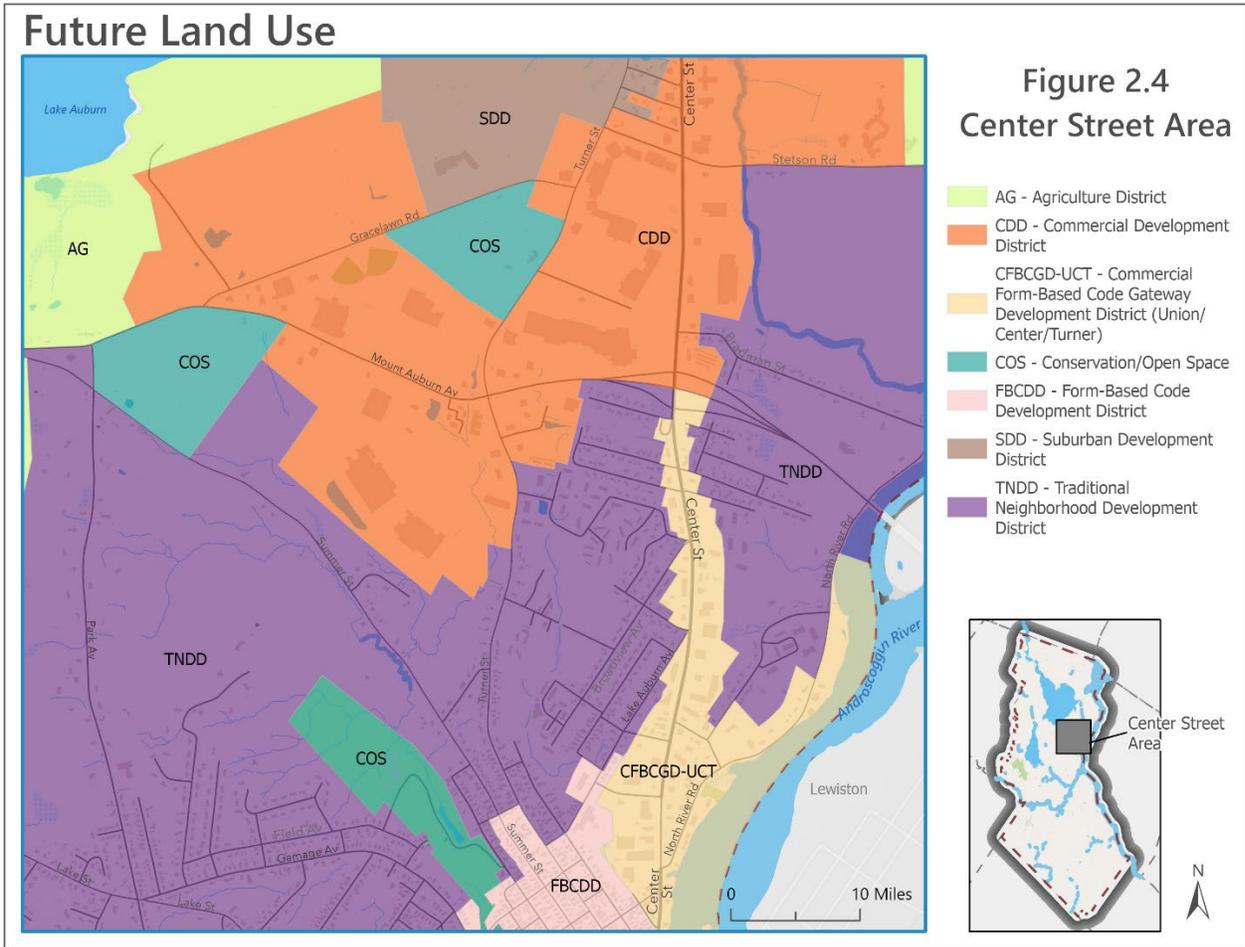
Periodically (at least every five years) evaluate implementation of the plan in accordance with Section 2.7.





In addition to the Future Land Use Map, four detail maps (Figures 2.3, 2.4, 2.5, and 2.6) show the future land use designations for specific portions of the community, including Downtown, New Auburn, Minot Avenue, and Center Street.

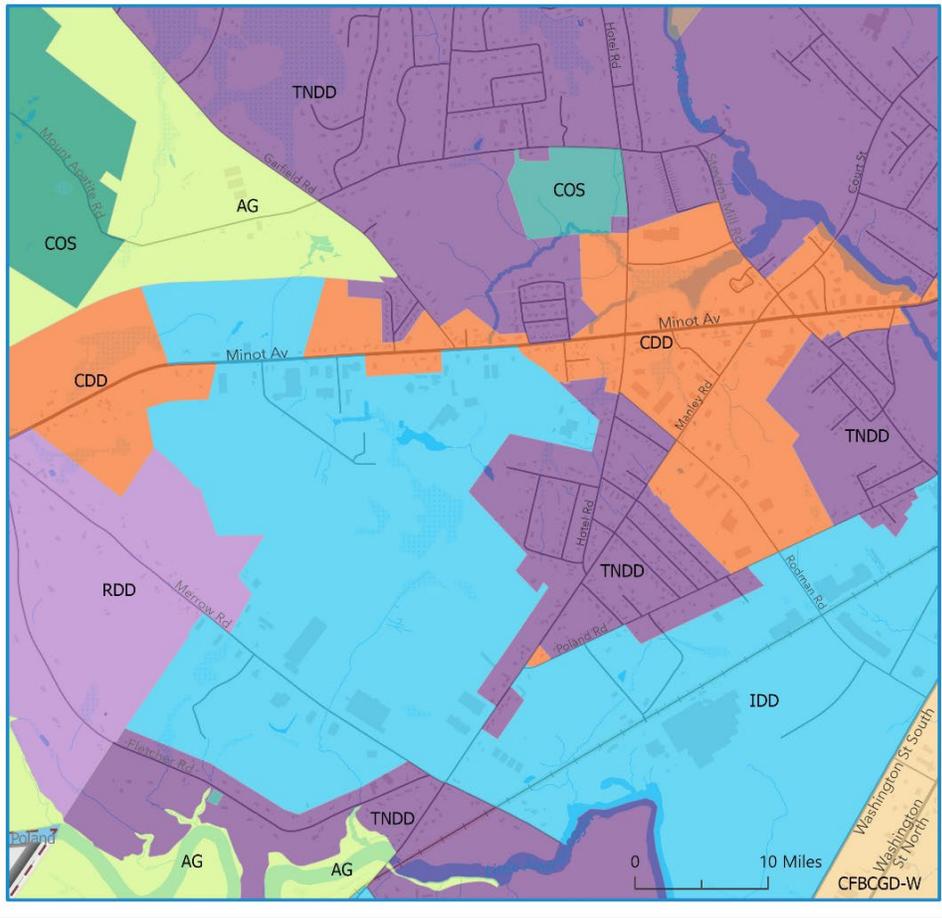




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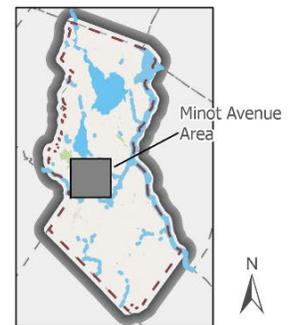
Updated: 12/15/2021

### Future Land Use



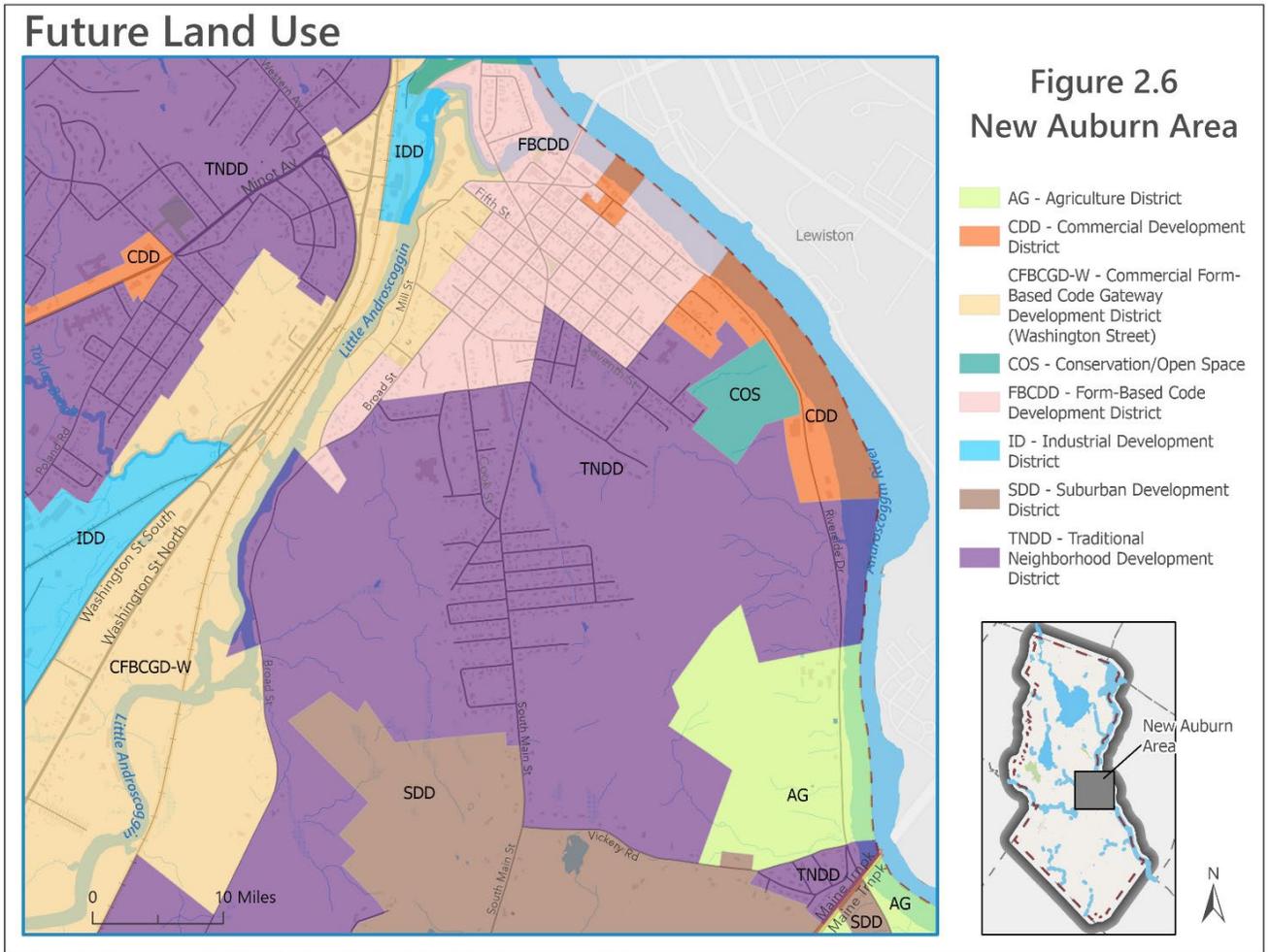
**Figure 2.5**  
**Minot Avenue Area**

- AG - Agriculture District
- CDD - Commercial Development District
- CFBCGD-W - Commercial Form-Based Code Gateway Development District (Washington Street)
- COS - Conservation/Open Space
- ID - Industrial Development District
- RDD - Residential Development District
- SDD - Suburban Development District
- TNDD - Traditional Neighborhood Development District



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Updated: 12/15/2021



***FUTURE LAND USE PLAN VISION STATEMENT:***

As a model of carefully managed growth, Auburn seeks to **grow outward from the historic cores within our city** and be known for its **strong, vibrant neighborhoods**. The city is committed to making careful, effective, and **efficient use of land and corresponding services, while strengthening the character of our neighborhoods**, ensuring that resources exist to maintain and enhance the quality of life for current and future residents. Auburn’s continued commitment to **strong community connections**, embracing opportunity, and mindful growth should be **balanced with natural resource conservation** and woven into the city’s unique identity.

# 1. GROWTH AREAS –

## Type A: Development Areas

Designation: Residential

### **TRADITIONAL NEIGHBORHOOD DEVELOPMENT DISTRICT (TND)**

**Objective** – Allow for the development of a wide range of residential and community uses at a density of up to 16 units per acre in areas that are served or can be served by public/community sewerage and public/community water (see Figures 2.3, 2.4 and 2.6). New development should be designed to minimize the number of vehicular access points to existing collector or other through roads.

**Allowed Uses** – The Traditional Neighborhood Development District generally follows the boundaries of the Urban Residential Zoning District, in effect at the time of the 2021 Comprehensive Plan update (see appendix IV). The following general types of uses should be allowed within the Traditional Neighborhood Development District:

- Low and High-Density Residential Dwellings
- Home Occupations
- Plant/Crop-Based Agriculture
- Community Services and Government Uses
- Small Offices and Mixed-Use Buildings
- Small commercial operations that do not exceed the average lot size of the neighborhood (or more than two times the average size of the home).

**Development Standards** – Residential uses should be allowed at a density of up to 16 units per acre with no minimum road frontage required, shared driveways are encouraged. The areas within the Traditional Neighborhood designation are served by public/community sewer and water. In general, the minimum front setback should be 10 feet. Side and rear setbacks should be 5-15 feet or 25% of the average depth of the lot to establish dimensional standards that relate to the size and width of the lot.

### **SUBURBAN DEVELOPMENT DISTRICT (SD)**

**Objective** – Allow for the development of a limited range of residential and community uses at a density of up to 6-8 units per acre in areas that are served or can be served by public/community sewerage and/or public/community water (see Figure 2.2). New development should be designed to minimize the number of vehicular access points to existing collector or other through roads.

**Allowed Uses** – The Suburban Development District generally follows the boundaries of the Multifamily Suburban and Suburban Residential Zoning Districts, in effect at the time of the 2021 Comprehensive Plan update (see appendix IV). The following general types of uses should be allowed within the Suburban Development District:

- Low and High-Density Residential Dwellings
- Home Occupations
- Plant/Crop-Based Agriculture
- Community Services and Government Uses
- Small Offices and Mixed-Use Buildings
- Recreational Uses of Land

- Small commercial operations that do not exceed the average lot size of the neighborhood (or more than two times the average size of the home).

**Development Standards** – Residential uses should be allowed at a density of up to 8 units per acre with no minimum road frontage required, shared driveways are encouraged. In general, the minimum front setback should be 10 feet. Side and rear setbacks should be 5-20 feet or 25% of the average depth of the lot to establish dimensional standards that relate to the size and width of the lot.

Designation: Nonresidential and Mixed Use

#### **FORM-BASED CODE DEVELOPMENT DISTRICT (FBCD)**

**Objective** – Stabilize and promote continued investment in the City’s high-density neighborhoods which include a mix of housing types including multi-unit buildings to assure that they remain safe, attractive areas in which residents want to live (see Figures 2.2 and 2.3). To this end, the district should allow property owners to upgrade their properties, and for infill development and redevelopment/reuse to occur, if it is compatible with the character of the neighborhood.

**Allowed Use** – The Form-Based Code Development District generally follows the boundaries of the Form-Based Code (Transects 4.1, 4.2, 5.1, 5.2 and 6), in effect at the time of the 2021 Comprehensive Plan update (see appendix IV). The following general types of uses should be allowed within the Form-Based Code Development District:

- Low- and High-Density Residential Dwelling Units
- Home Occupations
- Civic Uses
- Office/Service Type Uses
- Retail Type Uses

**Development Standards** – The reuse/reconfiguration of existing buildings for residential purposes should be allowed without consideration of density/lot size requirements, provided that the building will be renovated, be compatible with the neighborhood, and will meet the City’s requirements for residential units, including green space and providing the amount of parking appropriate for the proposed use. The other development standards should be established to reflect the existing pattern of development in these neighborhoods. Any parking requirements imposed should allow for flexibility in meeting the need for parking including the use of municipal parking, shared parking, and similar arrangements.

#### **COMMERCIAL DEVELOPMENT DISTRICT (GBD)**

**Objective** – Allow for the development of a wide range of uses including those that involve the sales of motor vehicles and/or that generate significant truck traffic (see figures 2.2, 2.4 and 2.5) the district should allow for both existing and new residential use at a density of up to 16 units per acre.

**Allowed Uses** – The Commercial Development District generally follows the boundaries of the General Business and General Business II (Minot Avenue) Zoning Districts, in effect at the time of the 2021 Comprehensive Plan update (see appendix IV). The following general types of uses should be allowed in the General Business Development District:

- Low and High Residential Density Uses
- Retail uses including large-scale uses (>100,000 square feet)
- Personal and business services

- Business and professional offices
- Medical facilities and clinics
- Restaurants
- Hotel, motels, inns, and bed & breakfast establishments
- Low and High-Density Residential Uses
- Community services and government uses
- Research, light manufacturing, assembly, and wholesale uses
- Truck terminals and distribution uses
- Contractors and similar activities
- Motor vehicle and equipment sales
- Motor vehicle service and repair
- Recreational and entertainment uses and facilities

**Development Standards** – The City’s development standards for the Commercial Development District should provide property owners and developers flexibility in the use and development of the property. The standards should include provisions to manage the amount and location of vehicular access to the site, minimize stormwater runoff and other potential environmental impacts, require a landscaped buffer along the boundary between the lot and the street, and provide for the buffering of adjacent residential districts.

#### **INDUSTRIAL DEVELOPMENT DISTRICT (ID)**

**Objective** – Accommodate the development and expansion of a wide range of nonresidential industrial-type uses to create employment opportunities and commerce (see figure 2.5). The land within the district should be viewed as a limited resource that should be carefully managed so that it is not used for activities that can occur in other areas of the city.

**Allowed Uses** – The Industrial Development District generally follows the boundaries of the Industrial District, in effect at the time of the 2021 Comprehensive Plan update (see appendix). The following general types of uses should be allowed in the Industrial Development District:

- Industrial uses including manufacturing, assembly, and research and development facilities
- Distribution and storage use including wholesale sales, warehousing, and truck terminals/distribution facilities
- Transportation facilities including the airport and related uses and transportation terminals and multi-modal facilities
- Office uses
- Building material and lumber yards
- Vehicle and equipment repair facilities
- Hotels and motels
- Community services and governmental uses
- Agricultural uses

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

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

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

### **COMMERCIAL FORM-BASED CODE GATEWAY DEVELOPMENT DISTRICT (WASHINGTON STREET) (CFBCGD-W)**

#### ***Objective –***

To allow for mixed use development while protecting and providing transitions to the abutting residential neighborhoods. Within this area attractive road fronts should be established that enhance a complete street city gateway and provide the essence of a welcoming, vibrant community, with neighborhood and community retail, business and service establishments that are oriented to and built close to the street. The zone is appropriate in areas where a more compact urban development pattern exists or where a neighborhood-compatible commercial district is established which exhibits a pedestrian scale and character. The CFBCGD-W should enhance development and design standards to allow this area to evolve into an attractive gateway into the city. Specifically, a portion of this designation pushes a transformation of Washington Street South/Routes 4 and 100 to a two-lane high-speed connector while Washington Street North Routes 4 and 100 becomes a local connector with future Form Based Code Commercial Development. Residential uses should be allowed at a density of up to 16 units per acre provided they are accessory to commercial uses.

***Allowed Uses*** – The Commercial Form-Based Code Gateway Development District – W generally follows the boundaries of the existing General Business areas along Washington Street, in effect at the time of the 2021 Comprehensive Plan update (see appendix IV). The Commercial Form-Based Code Gateway Development District – W should allow for medium-scale, multi dwelling development with up to three stories (plus attic space), with multiple commercial uses allowed that mirror existing form based code within the city to include, but not be limited to general offices, government uses, lab and research facilities, low impact industrial, studios, parks and open spaces, veterinary services, medical and dental clinics, general retail, restaurants, schools, churches, convenience stores with gas stations, specialty shops, auto service stations, care facilities, lodging, clinics and hotels.

***Development Standards*** – New development, redevelopment and substantial expansions should be subject to an enhanced set of development and design standards to assure that this area evolves as an attractive gateway. These standards should maintain appropriate setbacks for new development, encouraging shallow or no front setbacks, screen parking areas from Washington Street and provide incentives for the use of shared driveways and curb-cuts. Provisions for on street parking should be encouraged. All uses in this district should be located, sited and landscaped in such a manner as to preserve open space, control vehicle access and traffic and provide adequate buffering and natural screening from Washington Street. This designation is intended for areas near, in, along neighborhood corridors and for transit-supportive densities.

**COMMERCIAL FORM-BASED CODE GATEWAY DEVELOPMENT DISTRICT  
(UNION/CENTER/TURNER) (CFBCGD-UCT)*****Objective –***

To allow for mixed use development while protecting and providing transitions to the abutting residential neighborhoods. Within this area attractive road fronts should be established that enhance a complete street city gateway and provide the essence of a welcoming, vibrant community, with neighborhood and community retail, business and service establishments that are oriented to and built close to the street. The zone is appropriate in areas where a more compact urban development pattern exists or where a neighborhood-compatible commercial district is established which exhibits a pedestrian scale and character. The CFBCGD-UCT should enhance development and design standards to allow this area to evolve into an attractive gateway into the city. Specifically, a portion of this designation pushes a transformation of the Union/Center/Turner Street neighborhood from a commercial zoning district to a future Form-Based Code Commercial Development District, matching the adjacent Form-Based Code designations. Residential uses should be allowed at a density of up to 16 units per acre provided they are accessory to commercial uses.

***Allowed Uses*** – The Commercial Form-Based Code Gateway Development District – UCT generally follows the boundaries of the existing General Business areas along the Union/Center/Turner Street corridor, in effect at the time of the 2021 Comprehensive Plan update (see appendix IX). The Commercial Form-Based Code Gateway Development District – UCT should allow for medium-scale, multi dwelling development with up to four stories (plus attic space), with multiple commercial uses allowed that mirror existing form based code within the city to include, but not be limited to general offices, government uses, lab and research facilities, low impact industrial, studios, parks and open spaces, veterinary services, medical and dental clinics, general retail, restaurants, schools, churches, convenience stores with gas stations, specialty shops, auto service stations, care facilities, lodging, clinics and hotels.

***Development Standards*** – New development, redevelopment and substantial expansions should be subject to an enhanced set of development and design standards to assure that this area evolves as an attractive gateway. These standards should maintain appropriate setbacks for new development, encouraging shallow or no front setbacks, screen parking areas from the street and provide incentives for the use of shared driveways and curb-cuts. Provisions for on street parking should be encouraged. All uses in this district should be located, sited, and landscaped in such a manner as to preserve open space, control vehicle access and traffic and provide adequate buffering and natural screening from Union/Center/Turner Streets. This designation is intended for areas near, in, along neighborhood corridors and for transit-supportive densities.

**VILLAGE OVERLAY AREAS (VOA)**

***Objective*** – In residential Future Land Use Districts, small commercial operations should be allowed provided they do not exceed the average lot size of the neighborhood (or more than two times the average size of the home). As part of the comprehensive rezoning, the city should identify village overlay areas where these small commercial operations are most appropriate, such as corner lots. Considerations for appropriate areas should include frontage on a major arterial as defined in the Comprehensive Plan, access to any required parking be located on the arterial frontage, buffering of any parking areas from lot lines and signage limitations.

**PLANNED UNIT DEVELOPMENTS (PUD)**

**Objective** – As part of the comprehensive rezoning process, the City should continue to provide for a greater variety and choice of design for urban and suburban living, to gain efficiencies, to coordinate design development efforts, to consider and make available open space, to utilize new technologies for land development and to offer a flexible alternative to conventional land control regulations by allowing for Planned Unit Developments for residential, commercial and industrial projects. The type and amount of development permitted should continue to be based on the Planning Board’s evaluation of the development proposal and the purposes set forth in the 2021 Auburn Code of Ordinances. The city should continue with the four types of Planned Unit Developments: Residential, Recreation/Residential, Commercial and Industrial and apply them to the newly proposed Future Land Use Designations after a comprehensive rezoning has taken place.

## 2. LIMITED GROWTH AREAS –

### Type A: Development Areas

Designation: Residential

**RESIDENTIAL DEVELOPMENT DISTRICT (LDD)**

**Objective** – Allow for the development of residential and community uses at a density of up to 2 units per acre in areas on the fringe of the built-up area in the south and north ends of the existing residential strips where public services can be reasonably provided, but where public sewerage is not available and is not likely to be available in the foreseeable future (see Figure 2.2). New development should be designed to minimize the number of vehicular access points to existing collector or other through roads. Shared driveways should be encouraged by providing a 20% reduction in lot size and road frontage. Based on public input, areas in the Auburn Lake Watershed were not included.

**Allowed Uses** – The Residential Development District generally follows the boundaries of the Rural Residential Zoning District, in effect at the time of the 2021 Comprehensive Plan update (see appendix IV). The following general types of uses should be allowed within the Low-Density Development District:

- Low Density Residential Dwellings
- Home occupations
- Community services and government uses
- Agriculture
- Small retail shops less than 3,000 square feet or 1.5 times the average size of the home within Village Overlay Neighborhoods.

**Development Standards** – Residential uses should be allowed at a density of up to 2 units per acre. Lot frontage requirements on existing collector and other through roads should be around 100 feet but should be reduced for lots that share driveways. In general, the minimum front setback should be 20 feet. Side and rear setbacks should be 15-30 feet or 25% of the average depth of the lot to establish dimensional standards that relate to the size and width of the lot.

**RURAL DEVELOPMENT DISTRICT (RD)**

**Objective** – Allow for the development of residential uses (primarily detached single family homes) at a density of up to 1 unit per 3 acres with one additional dwelling unit permitted for each home in areas where public/community sewerage and water are not available and not likely to be available in the foreseeable future. New development should be designed to minimize the number

of vehicular access points to existing collector and other through roads. Shared driveways should be encouraged by providing for a 50-foot driveway frontage bonus. Setbacks within lots should be maintained.

**Allowed Uses** – The Rural Development district generally follows the boundaries of the Low-Density Country Residential Zoning District, in effect at the time of the 2021 Comprehensive Plan update (see appendix IV). The following general types of uses should be allowed within the Rural Development District:

- Low Density Residential Dwellings
- Home occupations
- Community services and government uses
- Agriculture
- Small retail shops less than 3,000 square feet or 1.5 times the average size of the home within Village Overlay Neighborhoods.

**Development Standards** – The residential density in the Rural District should be one unit per 3 acres. Lot frontage requirements should be around 200 feet but should be reduced for lots that share driveways. In general, the minimum front setback should be 25 feet. Side and rear setbacks should be 15-25 feet or 25% of the average depth of the lot to establish dimensional standards that relate to the size and width of the lot.

### 3. NON-GROWTH AREAS – Type C: Protection/Reserve Areas Designation: Conservation/Open Space

#### **CONSERVATION/OPEN SPACE DISTRICT (COS)**

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

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

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

#### **AGRICULTURE DISTRICT (AG)**

**Objective** – Preserve and enhance the agricultural heritage of Auburn and protect the City's natural resources and scenic open space while maintaining the economic value of the land (see Figure 2.3). The district is characterized by a rural, very low-density development pattern that limits sprawl and minimizes the City's service costs. The district maintains the current rural development pattern allowing for a broad range of agriculture and natural resource-related uses, while restricting residential development. Recreational development is encouraged both as a means of protecting open space, and to provide reasonable public access to outdoor destinations

such as Lake Auburn and the Androscoggin River. The Agriculture District is intended to serve as a land reserve, protecting valued community open space and rural landscapes, while maintaining the potential for appropriate future development.

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

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

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

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

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

As part of the 2021 Comprehensive Plan update, it is understood that agriculture and forestry **may not** be profitable in some areas of the city and the existing Agriculture and Resource Protection Zoning, in some cases, eliminates the economic use of private land. The city should create a mechanism in which private landowners can petition the city for a change of use based on the individual circumstances of their lot(s).

The city also recognizes differences between Agriculture and Resource Protection, and as such it is recommended that the districts be treated separately within the zoning ordinance

(Agricultural District and Conservation/Open Space District). This committee acknowledges that in practice there is overlap between Agriculture and Resource Protection, and that the conversation about how to distinguish the two should include a broad group of voices including residents, relevant City Committees (Conservation Commission, Agriculture Committee, etc.) and experts who can support the City in meeting its goal to untangle these activities.

Council Approval: December 6, 2021 ORDER 131-12062021

## CHAPTER 3 - REGIONAL COORDINATION

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### PURPOSE

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

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

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

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

### A. REGIONAL SERVICE DELIVERY

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

Areas where the plan seeks regional service partnerships include:

## 1. EMERGENCY SERVICES

### **Strategy A.1.a:**

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

### **Strategy A.1.b:**

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

## 2. MUNICIPAL SERVICES (JOINT L/A SERVICE)

### **Strategy A.2:**

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

## 3. COMMUNITY DEVELOPMENT (HOUSING AND HOMELESSNESS SERVICES)

### **Strategy A.3.a:**

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

### **Strategy A.3.b:**

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

#### **4. PUBLIC SEWERAGE DELIVERY**

##### **Strategy A.4:**

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

#### **5. PUBLIC WATER DELIVERY**

##### **Strategy A.5:**

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

#### **6. WATERSHED PROTECTION**

##### **Strategy A.6:**

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

### **B. RECREATION/OPEN SPACE/CULTURE**

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

## 1. PARKS AND TRAILS

### **Strategy B.1.a:**

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

### **Strategy B.1.b:**

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

## 2. CULTURE

### **Strategy B.2:**

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

## C. TRANSPORTATION

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

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

## 1. TURNPIKE

**Strategy C.1:**

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

**2. RAIL****Strategy C.2:**

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

**3. TRANSIT****Strategy C.3:**

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

**D. ECONOMIC DEVELOPMENT**

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

**1. REGIONAL ORGANIZATIONS****Strategy D.1:**

Auburn will maintain an active role in the Lewiston Auburn Economic Growth Council, Androscoggin Valley Council of Governments (AVCOG), Androscoggin Valley Chamber of Commerce, as well as Young People of the Lewiston Auburn Area (YPLAA) to promote the L/A brand and support continued economic growth activities.

**2. EDUCATION**

**Strategy D.2:**

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

# **PART B: IMPLEMENTATION**

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## **Chapter 4. Capital Investment Strategy**

## **Chapter 5. Implementation Strategy**

## CHAPTER 4- CAPITAL INVESTMENT STRATEGY

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

### A. CAPITAL IMPROVEMENT PROGRAM

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

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

The 2010-2014 CIP includes the following:

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

### B. PROJECTS NECESSARY TO ACCOMMODATE PROJECTED GROWTH

This Comprehensive Plan envisions that the city will continue to experience modest levels of residential growth. The plan also envisions that the city will continue to encourage economic growth both through reinvestment in the downtowns of Auburn and New Auburn and continued development of industrial and commercial activities in designated Growth Areas (see Chapter 2). As such, the primary focuses of the City's capital investment needs are:

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

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

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

## C. OTHER CAPITAL PROJECTS NECESSARY FOR IMPLEMENTATION

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

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

## CHAPTER 5 - IMPLEMENTATION STRATEGY

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

### A. MANAGEMENT OF THE IMPLEMENTATION PROCESS

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

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

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

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

## B. POLICY REFERENCES

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

## C. IMPLEMENTATION STRATEGY

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## **PART C. BACKGROUND INFORMATION**

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### **Chapter 6. Overview of Past Planning Activities**

### **Chapter 7. Updated Inventory Sections**

## CHAPTER 6- OVERVIEW OF PAST PLANNING ACTIVITIES

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

### PLANNING STUDIES

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

### TRANSPORTATION STUDIES

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

## HOUSING STUDIES

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*1992-1996 Comprehensive Housing Affordability Strategy* – City of Auburn

*2005-2009 Consolidated Plan* – City of Auburn

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

## RECREATION STUDIES

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

*1996 Androscoggin Greenways: Benefits of a River Corridor* – National Park Service/Androscoggin Land Trust

*2000 Auburn Trails Feasibility Study* - Rizzo Associates, Inc.

*2007 Lake Auburn Bike and Pedestrian Master Plan* – Sebago Technics

*2010 Gulf Island-Deer Rips Project Recreation and Land/Trail Management Plan*  
(formerly the Androscoggin River Recreational Plan)

## REGIONAL STUDIES

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*2003 Auburn Lewiston Consolidated Emergency Response Plan* - Androscoggin Emergency Management Agency

*2006 Joint Lewiston-Auburn Consolidation Plan* – Joint Lewiston-Auburn Commission

## WATERSHED STUDIES (INCLUDING WATER & SEWER STUDIES)

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### Taylor Pond Watershed

*2006 Taylor Pond Watershed Survey Report* – Androscoggin Valley Soil and Water Conservation District, Taylor Pond Association, and the Maine Department of Environmental Protection (MDEP)

### Lake Auburn Watershed

*(Abbreviated list, for full list of studies, surveys, and projects contact Auburn Water District)*

*2002 Forest Management Plan for the Lake Auburn Watershed* – Jones Association

*2003 Timber Harvesting Plan for the Lake Auburn Watershed Commission* – Southern Maine Forestry Services, Inc.

**2002 *Emergency Response Plans for East and North Auburn Dams*** – Wright-Pierce

**2003 *Lake Auburn Watershed Source Water Assessment Plan (SWAP)*** – Maine

Department of Water Protection (MDWP) & Drumlin Environmental, LLC

**2005 *Safe Drinking Water Act Compliance Study*** – Camp Dresser & McKee (CDM)

**2006 *Lake Auburn Bacteria Study Update*** - CDM

**2010 *Lake Auburn Watershed Management Plan (Draft)*** – Comprehensive Environmental  
Inc.

### **Water & Sewer Plans**

*(Abbreviated list, for full list of studies, surveys, and projects contact Auburn Water District or Auburn Sewer District)*

**1997 *Water and Sewer Utilities Consolidation Plan*** – CDM

**2004/2005 *Clean Water Act Master Plans*** – CDM

**2004 *Water System Emergency Response Plan*** – Stratex, LLC.

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## CHAPTER 7 - UPDATED INVENTORY SECTIONS

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Auburn is a unique City that successfully balances providing urban amenities with access to a rural lifestyle. The economy is diverse, and the community is dedicated to providing its residents with a variety of services and amenities.

### INTRODUCTION

This is a brief overview of where the community stands in 2007 and summarizes its current population, housing, and economic statistics; its network of transportation and public facilities; and its recreational, cultural, historic, and natural amenities. In depth analysis of these community assets can be found in Section B.

Over the last five decades, Auburn's *population* has fluctuated between 23,000 and 24,500 residents. Current growth projections indicate that the population will remain roughly the same over the next decade. The growth rate remains flat due in part to the decline in household size and a decrease in family-aged residents.

Auburn's demographic profile highlights the stagnant population growth. The population is getting older. The retired sector of the population (age 65+) is projected to increase to 25% of the total population over the next 15 years while the proportion of people under 18, young adults (18-29 years of age), and young families (30-44) is expected to decline by nearly 7%.

The shift in demographics leads to changes in community service needs. Older residents demand increased public services and a decline in families reduces the need for school services. The decline in household size leads to a need for more small-scale housing units.

Overall, *housing* development in Auburn continues to increase. In 2000, Auburn's entire housing stock consisted of an even mix of single-family homes and multi-family units and offered a variety of rental and ownership opportunities. Growth in new housing units over the last decade, however, has been limited to single family developments. The city saw a 9% increase in the total number of single-family homes and an overall decrease of around 7% in the total numbers of multi-family and mobile home units.

Housing has also become increasingly unaffordable in Auburn. Increased demand and market forces have pushed housing prices in Auburn up faster than incomes. From 2002 to 2006, median incomes in Auburn rose 5%, while rents rose at twice that rate and home prices rose at ten times that rate.

Auburn's *economy* continued to grow over the last decade. The community has seen a significant expansion of its industrial area as well as retail and office growth around the Auburn Mall. The

Foreign Trade Zone and the intermodal transportation facility in Auburn's industrial area have positioned Auburn as a hub for national and international trade. The retail economy remains strong due to the mall area expansion and the development of large-scale retailers such as Wal\*Mart. The rapid and highly visible growth of the retail sector has led to some concerns about the availability of good, high-paying jobs in the community and there is an increasing desire to shift the City's economy away from retail to more industrial, high-tech, and professional sectors.

Auburn is a regional *transportation* hub. Over the last decade the city, working in conjunction with the Androscoggin Transportation Resource Center (ATRC), has undertaken numerous plans and projects targeted at developing an integrated transportation network.

Traffic continues to be a major concern along the Route 4/Center Street/Turner Street corridor and the area has the City's highest traffic counts and the highest accident ratio. The city has completed a study of the corridor and is working on numerous projects to alleviate traffic concerns. Other road concerns include maintenance and ownership of private roads as well as the proposed development of a new turnpike interchange.

Auburn is committed to developing and providing alternative modes of transportation. Citylink provides relatively successful public transit service between Auburn and Lewiston but there is a need to expand service including additional evening and Saturday routes. Rail and air service continues to be an important part of Auburn's industrial economy and the city is interested in expanding both rail and air passenger service. The city has made modest efforts to improve bicycle and pedestrian facilities in the community through involvement in the development of a long-range bicycle-pedestrian plan to create an interconnected network of sidewalks and trails throughout the greater Lewiston-Auburn area.

Auburn's *public sewer and water networks* have ample capacity to serve existing and future customers. The City's sole source of public drinking water is Lake Auburn and there are significant measures in place to protect the water quality of the lake. On-going Combined Sewer Overflow (CSO) separation work has led to a substantial increase in the capacity of the City's sewer system. Expansion of public sewer and water service to new development sites, outside the urban core, is feasible but expensive and the cost of such expansion is solely in the hands of the developer.

*Public facilities* in Auburn are aging. Most of the police and fire stations are in need of repair and many schools, in particular the Edward Little High School, are in need of major upgrades. The continued growth outside the urban core has put a strain on service delivery and many departments including police, fire, and public works are feeling stretched beyond their limits. The city is committed to alleviating some of the pressures on public facilities by seeking regional partnerships. In recent years, there have been efforts to take a regional approach to municipal services.

Auburn has a strong commitment to provide *recreational amenities*. It has a robust recreation department that includes parks, fields, and indoor facilities. The department has recently undertaken a community wide survey and is committed to addressing the community's recreational needs. Rural recreational opportunities are abundant, and a number of nonprofit entities and recreational clubs ensure that residents have access to open spaces throughout the City.

Auburn has a long tradition of preserving *farm and forest land*. Its Agricultural Zone is a unique preservation tool that has maintained the rural integrity of the community for over 30 years. Numerous conservation groups help to protect significant natural areas through the purchase of land or development easements. In addition, the Lake Auburn Watershed Protection Commission owns much of the land around Lake Auburn as a means of preserving water quality and providing recreational access to the lake.

Auburn also has numerous regulations in place to protect *natural resources* such as wetlands, floodplains, and critical habitats. The City is committed to protecting surface and ground water through development regulations, including the Phosphorous Control Ordinance, which helps to preserve and enhance water quality throughout the Lake Auburn and Taylor Pond watersheds.

Auburn has a number of structures and sites of *historic and archaeological* significance. As a result of the 1995 Comprehensive Plan, the city developed a Historic Ordinance to help identify the significant features within the community. The measures, however, do little to protect historic structures and some updates to strengthen and refine the ordinance are necessary.

The *tax rate* in Auburn is higher than that of surrounding communities due in part the City's role as a regional service provider. However, the rate in 2007 was lower than in previous years and lower than rates in Lewiston. Auburn's local valuation increased over the past ten years by 58% and the property tax commitment increased by about 47%. City expenditures have also been increasing slowly over the past few years. The majority of City expenditures, about 52%, are dedicated to education.

*Auburn is strong financially* - its debt to valuation ratio is favorable, it has a healthy fund balance, and it has had double-digit growth in assessed value. The one area of concern is the ratio of per capita debt to per capita income. Auburn has a lower-than-average per capita income compared to the state, and as a service center, faces higher-than-average service demands.

**B. DETAILED INVENTORIES**

The following 11 subchapters comprise the Inventory of the 2010 Auburn Comprehensive Plan.

**INVENTORY TABLE OF CONTENTS**

A. Natural Resources .....137

B. Facilities and Services (including Water & Sewer) .....156

C. Historic Resources.....175

D. Recreation & Culture .....182

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G. Housing .....213

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K. Fiscal Capacity .....261

\*The above inventory is found in the original 2010 approved City of Auburn Comprehensive Plan or electronically

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## **APPENDICES**

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### **I. New Auburn Master Plan**

### **II. FY 10-14 Capital Improvement Program**

### **III. Overview of Public Participation**

## I. NEW AUBURN MASTER PLAN

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The New Auburn Master Plan is included as a separate stand-alone document, found on the City of Auburn Website.

## II. EXCERPTS FROM THE CITY OF AUBURN FY 10-14 CAPITAL IMPROVEMENT PROGRAM

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### INTRODUCTION

In accordance to the Auburn City Charter, this is the Capital Improvement Program for Fiscal Years 2010 through 2014.

In the recent past, the City has maintained an informal bonding policy to bond no more than \$5,000,000 per year; that would break down to \$4,000,000 for the City and \$1,000,000 for the School Department. Given the current interest rate market for bonds, this may be a good time to actually increase this amount, especially in the category of road improvements. The City Council should consider taking advantage of lower petroleum costs, lower interest rates, and a competitive construction work environment.

Inside this section of the Municipal Budget, you will find the following:

7. A summary spreadsheet of all projects and the corresponding project cost.
8. A listing of all projects complete with descriptions, funding amounts, funding recommendations, and supporting information. This information is arranged with a Table of Contents.
9. A listing of the City's equipment, labeled as Appendix A. This list can be referenced while considering replacing or purchasing new equipment for Fiscal Year 2010.
10. A listing of the City's fleet of vehicles, labeled as Appendix B. Again, this list can be referenced while considering budget requests for vehicles.
11. A copy of the City's Capital Improvement Program Policy.
12. A 5-Year Financial Plan projecting valuation, expenses, and revenues. This spreadsheet demonstrates what financial affect the Capital Improvement Program presents.

The Capital Improvement Plan also includes projects for the Auburn School Department, L/A 911, the Auburn/Lewiston Airport, LAEGC, and LATC.

Remember, simply adopting the Capital Improvement Plan does not necessarily mean the project will be funded. Auditors and financial analyst want to make sure the City is planning for its future and contemplating and accounting for future financial demands.

**CAPITAL SUMMARY ALL YEARS**

DEPARTMENT/PROJECT		FY10	FY11	FY12	FY13	FY14
<b>CLERK</b>						
Ordinance Codification		\$14,000				
<b>COMMUNITY SERVICES</b>						
<i>Information &amp; Communication Technology</i>						
MUNIS Permitting Module	Technology	\$63,760				
GIS Server Advanced	Technology	\$13,000				
MUNIS Citizen Services Module	Technology	\$12,080				
IP Telephony Rollout	Technology	\$14,000				
Server Replacement	Technology	\$8,000	\$8,000	\$8,000		
<i>Engineering</i>						
Major Drainage	Infrastructure	\$1,250,000	\$1,500,000	\$1,000,000	\$900,000	\$1,500,000
MDOT Match - Surface Transportation Improvements	Infrastructure	\$347,850	\$425,000	\$220,000	\$220,000	\$220,000
Reclaim	Infrastructure	\$692,720	\$679,876	\$741,325	\$488,413	\$450,951
Resurface	Infrastructure	\$1,219,596	\$1,442,583	\$1,167,840	\$1,454,455	\$1,664,680
Reconstruction	Infrastructure	\$2,433,945	\$1,985,203	\$2,065,878	\$1,932,233	\$2,637,563
Crack Sealing	Infrastructure	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Sidewalk Improvement Program	Infrastructure	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Pole Camera	Infrastructure	\$15,700				
Vehicles	Equipment	\$20,000				
Main Street Retaining Wall	Infrastructure	\$117,700				
Dunn Street Retaining Wall	Infrastructure	\$75,000				
<b>SUBTOTAL</b>		<b>\$6,256,811</b>	<b>\$6,152,662</b>	<b>\$5,315,043</b>	<b>\$5,115,101</b>	<b>\$6,593,194</b>

DEPARTMENT/PROJECT		FY10	FY11	FY12	FY13	FY14
<b>FIRE</b>						
<b>Central Station Roof</b>	Bldg/Facilities	\$80,000				
<b>Engine Five Parking and Ramp Area Paving</b>	Bldg/Facilities	\$63,000				
<b>PPE for Influenza Plan</b>	Equipment	\$10,000				
<b>Utility Pickup Truck</b>	Equipment	\$30,000				
<b>SCBA</b>	Equipment	\$8,500				
<b>Knox Box</b>	Equipment	\$4,877				
<b>Proximity Locking System</b>	Bldg/Facilities	\$36,562				
<b>Repair and Pave Central Station Parking</b>	Bldg/Facilities		\$180,000			
<b>Woods and Brush Vehicle</b>	Equipment		\$65,000			
<b>Replace Rescue One</b>	Equipment		\$350,000			
<b>Replace or Expand Engine Two Station</b>	Bldg/Facilities			\$0		
<b>Replace Prevention and Investigation Vehicle</b>	Equipment			\$23,000		
<b>Replace Engine Two Boiler</b>	Bldg/Facilities			\$15,000		
<b>Replace Engine Two</b>	Equipment				\$650,000	
<b>Replace or Augment Central Station</b>	Bldg/Facilities					\$5,655,000
<b>SUBTOTAL</b>		<b>\$232,939</b>	<b>\$595,000</b>	<b>\$38,000</b>	<b>\$650,000</b>	<b>\$5,655,000</b>

DEPARTMENT/PROJECT		FY10	FY11	FY12	FY13	FY14
<b>INTERGOVERNMENTAL</b>						
<b>9-1-1</b>						
<b>Uninterrupted Power Supply</b>	Technology	\$30,000				
<b>Motorola Radios</b>	Technology	\$205,318				
<b>Back-up Radios for Auburn Police and Fire</b>	Technology	\$46,000				
<b>Airport</b>						
<b>Runway 4/22 Extension and Safety Area</b>	Bldg/Facilities	\$850,000	\$3,200,000	\$3,200,000	\$3,500,000	
<b>Rehab of Hangar 2</b>	Infrastructure	\$50,000				
<b>Reconstruct East and West Aircraft Aprons</b>	Infrastructure					\$2,000,000
<b>LAEGC</b>						
<b>Secondary Access Road - Auburn Industrial Park</b>	Infrastructure	\$2,600,000				
<b>LATC</b>						
<b>Replace Three Fixed Route Buses</b>	Equipment		\$45,000			
<b>SUBTOTAL</b>		<b>\$3,781,318</b>	<b>\$3,245,000</b>	<b>\$3,200,000</b>	<b>\$3,500,000</b>	<b>\$2,000,000</b>

DEPARTMENT/PROJECT		FY10	FY11	FY12	FY13	FY14
<b>PARKS &amp; RECREATION</b>						
Gym Floor Replacement - Hasty Community Center	Bldg/Facilities	\$120,740				
Machinery	Equipment	\$57,685				
Paint for Hasty Community Center	Bldg/Facilities	\$5,000				
New Exit Doors - Ingersoll Arena	Bldg/Facilities	\$16,000				
Hasty Community Center Replacement Windows	Bldg/Facilities	\$30,000				
Digital Message Sign	Equipment	\$45,000				
Exmark Walk Behind Mowers (2)	Equipment		\$10,000			
Pick-up Truck and Plow	Equipment		\$37,000			
Pettengill Park Baseball Field Improvements	Bldg/Facilities		\$30,000			
Removal of Asbestos in Hasty Community offices	Bldg/Facilities		\$21,000			
Replace Exmark Riding Mower	Equipment			\$9,000		
New Furnaces for Locker Rooms and Olympia Room	Bldg/Facilities			\$13,000		
New Scoreboard for the Baseball Field	Bldg/Facilities			\$5,000		
15 Passenger Mini-Bus	Equipment			\$55,000		
Multi-Use Maintenance Vehicle with Attachments	Equipment				\$95,000	
One Ton Dump Truck and Plow	Equipment				\$30,000	
Lake Street School Playground	Bldg/Facilities				\$50,000	
Athletic Complex Feasibility Study	Administration				\$14,000	
Riding Mower with Attachments - 27 hp	Equipment					\$20,000
Stake Body Truck	Equipment					\$37,000
Land Acquisition in Auburn	Infrastructure					\$270,000
Regional Field Complex Construction	Infrastructure					
<b>SUBTOTAL</b>		<b>\$229,725</b>	<b>\$98,000</b>	<b>\$82,000</b>	<b>\$189,000</b>	<b>\$327,000</b>

DEPARTMENT/PROJECT		FY10	FY11	FY12	FY13	FY14
<b>PLANNING &amp; PERMITTING</b>						
<i>Electrical</i>						
Replacement of Service Van	Equipment	\$25,000				
Vehicle Laptops	Equipment	\$12,150				
Fire Alarm Transmitters	Equipment	\$8,000				
Fire Alarm Hardware	Equipment	\$5,265				
Traffic Signal Video Detectors	Equipment	\$12,000				
Traffic Signal Video Detection - Installation	Equipment	\$40,000				
Traffic Signal LED Replacement	Equipment	\$3,500				
LED Streetlight Replacement - Main Street	Equipment	\$46,500				
LED Streetlight Replacement - Riverwalk/Turner St.	Equipment	\$46,500				
Roadway Lighting Upgrades	Equipment	\$6,000				
Traffic Signal Equipment	Equipment	\$18,000				
Aerial Fire Alarm Repairs	Equipment	\$10,000	\$10,000			
<b>SUBTOTAL</b>		<b>\$232,915</b>	<b>\$10,000</b>			
<b>PLANNING &amp; PERMITTING</b>						
DEPARTMENT/PROJECT		FY10	FY11	FY12	FY13	FY14
<b>POLICE</b>						
Scheduled Vehicle Replacement	Equipment	\$88,500	\$135,000	\$132,500	\$93,700	\$92,000
HVAC Replacement	Bldg/ Facilities		\$30,000			
Building Repairs	Bldg/ Facilities			\$50,000		
Mobile Data Terminal Upgrade	Technology			\$24,000	\$18,000	
Increase Parking Lot	Bldg/ Facilities					\$30,000
In Car Camera	Technology			\$32,000	\$32,000	\$32,000
<b>SUBTOTAL</b>		<b>\$55,150</b>	<b>\$165,000</b>	<b>\$238,500</b>	<b>\$143,700</b>	<b>\$154,000</b>

DEPARTMENT/PROJECT		FY10	FY11	FY12	FY13	FY14
<b>PROPERTY</b>						
<b>Roof Replacement - Electrical Dept. Buildings</b>	Bldg/ Facilities	\$45,000				
<b>A/C for City Server</b>	Bldg/ Facilities	\$11,000				
<b>Public Works Copier</b>	Equipment	\$14,000				
<b>Administration Copier</b>	Equipment	\$19,500				
<b>Roof Replacement - 26 Chestnut Street</b>	Bldg/ Facilities	\$40,000				
<b>Masonry - Electrical Dept. Buildings</b>	Bldg/ Facilities	\$45,000				
<b>SUBTOTAL</b>		<b>\$130,000</b>				

DEPARTMENT/PROJECT		FY10	FY11	FY12	FY13	FY14
<b>PUBLIC WORKS</b>						
<b>Heavy Equipment Replacement</b>	Equipment	\$105,000	\$244,000	\$256,000	\$268,000	\$280,000
<b>Building and Grounds Improvements</b>	Infrastructure		\$380,000	\$1,000,000	\$1,000,000	\$800,000
<b>Non-Vehicle Equipment - Jack Stand, Paint Machine, etc.</b>	Equipment	\$33,100	\$32,000	\$34,000	\$36,000	\$38,000
<b>Machinery - Stationary Equipment</b>	Equipment	\$27,300	\$5,000	\$5,000	\$5,000	\$5,000
<b>Vehicles</b>	Equipment	\$175,000	\$220,000	\$230,000	\$240,000	\$250,000
<b>Street Improvements</b>	Infrastructure	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
<b>Building &amp; Building Improvements</b>	Bldg/Facilities	\$75,000				
<b>Guard Rail Replacement</b>	Infrastructure	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
<b>Drainage Improvement Program</b>	Infrastructure	\$60,000	\$70,000	\$70,000	\$70,000	\$70,000
<b>SUBTOTAL</b>		<b>\$454,300</b>	<b>\$991,000</b>	<b>\$1,635,000</b>	<b>\$1,659,000</b>	<b>\$1,483,000</b>

DEPARTMENT/PROJECT		FY10	FY11	FY12	FY13	FY14
<b>SCHOOL</b>						
<b>AMS</b>						
<b>Additional 6th Grade Classrooms - Wing</b>	Bldg/Facilities					
<b>Replacement of Freezer Units in Kitchen</b>	Equipment				\$50,000	\$50,000
<b>Gym Exterior Door/Framework</b>	Bldg/Facilities	\$11,500				
<b>Exterior Security Lighting &amp; Parking Lot Lighting</b>	Bldg/Facilities	\$23,350				
<b>Classroom Re-Flooring (Team 3-4)</b>	Bldg/Facilities	\$18,572	\$46,430	\$46,430		
<b>Enlarge Rear Parking Lot</b>	Bldg/Facilities			\$27,300		
<b>Floor Scruber</b>	Equipment		\$6,500			
<b>SUBTOTAL - AMS</b>		<b>\$53,422</b>	<b>\$52,930</b>	<b>\$73,730</b>	<b>\$50,000</b>	<b>\$50,000</b>
<b>East Auburn</b>						
<b>Replace Front Entrance</b>	Bldg/Facilities	\$11,500				
<b>Replace Windows in Old Section/5 Classrooms</b>	Bldg/Facilities	\$14,472				
<b>VOIP Communication System</b>	Infrastructure		\$31,259			
<b>New Security/Surveillance Equipment</b>	Infrastructure		\$41,332			
<b>Phase II Addition</b>	Bldg/Facilities					
<b>SUBTOTAL</b>		<b>\$25,972</b>	<b>\$72,591</b>			

DEPARTMENT/PROJECT	FY10	FY11	FY12	FY13	FY14
<b>SCHOOL (CONT.)</b>					
<b>ELHS</b>					
ADA Accessibility/ 6 B&G Bathrooms			\$1,188,000		
A&B Wing Roofing & Structural Upgrade		\$164,108			
Replace Steam Condensation Tank	\$22,000				
Replace Cafeteria Pocket-Tables	\$82,000				
Flooring Replacement & Asbestos Removal (60 Classrooms)	\$97,113	\$97,113	\$97,113	\$97,113	
Running Track Resurfacing	\$20,000				
Athletic Fields				\$135,000	
Major School Construction (Replace ELHS)					
Tennis Court Lights				\$30,000	
New Electrical Entrance				\$200,000	
Track/Soccer Field Lighting				\$160,000	
Classroom Furniture Replacement (1500 Desks & Chairs)	\$166,345	\$166,345	\$166,345		
Interior Handrail Replacement - ADA					\$166,000
Exterior Doors (33)					\$300,000
New Windows & Exterior Envelop					\$1,998,000
Cellular Window Treatments					\$80,000
Parking Lots - Increase & Reorg		\$50,000	\$50,000		

for Student, Staff, Parent Parking					
DEPARTMENT/PROJECT	FY10	FY11	FY12	FY13	FY14
<b>SCHOOL (CONT.)</b>					
Heating & Ventilation			\$3,800,000		
Addition - Cafeteria, Auditorium, Library					
<b>SUBTOTAL</b>	<b>\$186,345</b>	<b>\$216,345</b>	<b>\$4,016,345</b>	<b>\$622,113</b>	<b>\$2,544,000</b>
<i>Fairview</i>					
50's Wings Ventilation/ Heating	\$324,800	\$229,880			
Student Bathrooms ADA-B&G	\$118,992				
Replace Classroom Flooring & Asbestos (5) Old Wing	\$20,776				
Expand Parking Options 1-4		\$519,610			
<b>SUBTOTAL</b>	<b>\$464,568</b>	<b>\$749,490</b>			
<i>Franklin</i>					
Roof Replacement/Structural Upgrade	\$273,923				
Floor & Ceiling Tiles Removal - Hazardous Materials		\$123,000			
Elevator-Meet ADA Compliance		\$84,817			
<b>SUBTOTAL</b>	<b>\$273,923</b>	<b>\$207,817</b>			

DEPARTMENT/PROJECT	FY10	FY11	FY12	FY13	FY14
<b>SCHOOL (CONT.)</b>					
<i>Park Ave. School</i>					
Two Additional Classrooms		\$440,000			
<b>SUBTOTAL</b>		<b>\$440,000</b>			
<i>Sherwood Heights</i>					
Roof Replacement - 1968 wing/w Structural Upgrades	\$411,092				
Exterior Lighting	\$23,850				
Replace Exterior Doors	\$43,100				
<b>SUBTOTAL</b>	<b>\$478,042</b>				
<i>Support Services Building</i>					
P/U Truck with Plow (Replace 2000 GMC)		\$38,000			
One Ton P/U (Replace 2002 1/2 Ton) for Sanding				\$40,000	
Replace Lunch Van (Replaces 1997 GMC)	\$24,000				
Mower (Replace Existing John Deere)				\$23,000	
<b>SUBTOTAL</b>	<b>\$24,000</b>	<b>\$38,000</b>		<b>\$23,000</b>	

## CAPITAL IMPROVEMENT PROGRAM POLICY

The purpose of this policy is to provide an understanding of the importance of capital improvement programming and to provide the city with information and guidelines for responsible decision making, effective planning and efficient use of financial resources.

### DEFINITION OF A CAPITAL IMPROVEMENT PROGRAM

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A Capital Improvement Program is a multi-year schedule of public physical improvements, equipment purchases and planning. The program is based upon identified needs gathered from planning studies, management analysis, and citizen input. The program is evaluation against the need for specific future improvements and projections of available fiscal resources. Although a long-term program does not commit the city to a particular expenditure in a particular year, it does provide a structured framework for informed decision-making.

### IMPORTANCE OF CAPITAL IMPROVEMENT PROGRAMMING

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A Capital Improvement Program can have a significant impact upon the development of the City and the fiscal health of its government. Programs and/or improvements which expand or improve services to the public can influence the timing, location, and character of new development. The city can use its capital improvement program to influence long-term growth patterns. The Capital Improvement Program should represent the needs and desires of its citizens. The city can also implement its Comprehensive Plan through its capital improvement programming,

### WHAT IS A CAPITAL IMPROVEMENT?

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A common definition of a capital improvement includes new or expanded physical facilities and equipment that are relatively large, expensive, and permanent. A capital improvement may also include major planning or engineering studies and analysis' which assist the city in its long-term planning. An important fiscal planning principle in capital improvement programming is that capital improvements should only include expenditures with relatively long-term usefulness and permanence. Such expenditures are normally financed on a long-term basis or through grants received from other governmental agencies.

Capital improvements should not include expenditures for activities, equipment, or services that prudent fiscal management would define as operating budget items, and which should be financed with current revenue sources.

## CAPITAL IMPROVEMENT PROGRAM BENEFITS

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An effective capital improvement planning process and program can:

- Allow improvement proposals to be tested against the community's policies and objectives
- Ensure that plans for community facilities are implemented
- Provide a means for addressing the future needs of the community and its citizens
- Assist in stabilizing expenditures and tax rates through programmed debt management
- Allowing responsible scheduling of improvements or purchases which need more than one year to complete
- Offer an opportunity for citizens and other interested parties to participate in long-term decision making
- Permit a thorough and technical evaluation of the justification of each proposed improvement and expenditure
- Enhance the development of the city and its revenue base
- Provide a basis for desired urban growth patterns

## FISCAL POLICIES

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The foundation of a successful Capital Improvement Program must include careful fiscal analysis and the development, adoption, and implementation of sound fiscal policies. Long-range financial forecasts and studies must be performed to evaluate the potential and ability of the community to fund capital improvements. These forecasts should focus on the local general economic situation and the extent to which it may affect long-term local government revenues. Anticipated revenues must then be compared with anticipated expenditures for capital improvements, personnel services, and other fixed costs, to determine the impact of programmed capital improvements. Necessary financial planning and policies should include.

- amortization program for all outstanding debt
- general, local economic forecasts
- projected, long-term revenues
- known and projected economic development
- the maximum amount of municipal debt permitted or desired

- the types and limits of permitted revenue sources
- the annual amount of debt service that can be reasonably absorbed by the operating budget
- projects and/or improvements which can be self-supported through user fees or other charges
- The degree to which the city will seek or receive state and federal grants

## PROJECT EVALUATION

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The most critical step in the capital improvement program process is the determination of priorities. Choosing which projects are assigned the highest priority is important to fulfillment of plans and objectives as well as, financial impact. Projects should be evaluated on their need and their ability to assist the community in achieving its goals. The evaluation of individual capital projects should consider:

- extent the proposal will encourage capital investment, improve the city's tax base, improve job opportunities, attract consumers, and produce public or private revenues
- cost-effectiveness of the proposal in terms of projected operating costs.
- number of persons benefited by the proposal
- degree to which the proposal eliminates conditions detrimental to the health, safety, and general welfare of the community
- extend of improvements to environmental quality
- extend of opportunities for improvement in quality of life
- extend the proposal meets identified community goals and objectives
- amount of coordination between the proposal and other public or private projects or facilities
- amount of leverage of private, State, and/or Federal resources
- extent of compliance and compliment of the proposal to the Comprehensive Plan and desired growth patterns

## **III. OVERVIEW OF PUBLIC INVOLVEMENT (INCLUDING EXPANDED VISION)**

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Throughout the two-year process of updating Auburn's Comprehensive Plan, the Comprehensive Plan committee was dedicated to ensuring public involvement and input at every stage. There were four primary ways for the public to be involved in the planning process.

### **1. OPEN ENROLLMENT**

For those members of the public interested in dedicating significant time and effort to the development of the Comprehensive Plan, the committee had an open enrollment policy. This allowed anyone to join the committee at any time and participate in the decision-making process. A few interested people did this.

### **2. ONLINE POSTING**

Agendas and reports from all of the Comprehensive Plan Committee meetings were posted on the City's website to a page dedicated to the Comprehensive Planning Committee. This allowed members of the public to follow along with the work of the committee and to see what topics were being discussed policies and strategies as well suggested for the future of the community.

### **3. OPEN MEETINGS**

All meetings of the Comprehensive Plan Committee were open to the public. Residents of Auburn and surrounding communities were encouraged to attend and provide input on any meeting topic. At each meeting, there was a public comment period set aside to allow members of the public to address topics on the meeting's agenda. In some instances, the committee solicited community input on specific issues and asked affected residents to attend meetings and provide feedback.

### **4. PUBLIC VISION WORKSHOPS & SURVEYS**

At the outset of the planning process, the Comprehensive Planning Committee made a concerted effort to solicit the public's views on the current state of the community as well as their desires for its future. To solicit this information the committee developed an Auburn Vision project. This project included a series of vision workshops, an online community vision survey, and a teen vision survey targeting local youth. All three projects asked the questions: (1) what makes Auburn special today and (2) what would make Auburn a better place in the future. The findings

from these sessions are the basis for the vision statements found in the Executive Summary of the Comprehensive Plan.

The following is a detailed summation of the three projects.

1. **Vision Workshops** - provide public discussion of goals and ideas for the future of Auburn.
2. **Teen Vision Survey** - provide area high school students with the opportunity to share their input, insight, and ideas for the future of Auburn.
3. **Vision Survey** - provide community members with an online opportunity to share their comments and ideas about the future of Auburn.

## 1. VISION WORKSHOPS

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The Vision Workshops provided the community with a forum to discuss hopes for Auburn's future organized around key topics to be addressed by the Comprehensive Plan. Participants focused on identifying special community characteristics that should be preserved and areas for improvement and growth in the next 20 years.

### WHY HAVE VISION WORKSHOPS?

The workshop results help the Comprehensive Plan Update Committee (CPUC) define goals and priorities as they set policies for the City's future.

### WHEN AND WHERE THE VISION WORKSHOPS HELD

The CPUC held five vision workshops, one in each of the City's five Wards, during the first two weeks of April 2008. There were four weeknight workshops and one Saturday morning workshop. Although held in specific Ward locations, the scope of the workshop discussions was Citywide, and residents were encouraged to attend the meeting that best fit their schedule regardless of location.

### WORKSHOP AGENDA

Each workshop followed the same format. Upon arrival, participants received a questionnaire<sup>3</sup> and a nametag and asked to mark where they lived on a map of Auburn. They were invited to have a seat at one of the tables and asked to fill out the questionnaire. The number of tables at

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<sup>3</sup> Questionnaire included: name, location, number of years the person had lived in Auburn, age, and reason for moving to Auburn.

the workshops depended on the number of attendees; typically, there were about eight people per table. One CPUC member was seated at each table to act as the recorder for the group exercise.

The workshops began with introductions. At most meetings, the local Ward Councilor or one of the CPUC co-chairs welcomed everyone to the event. Participant introduced themselves and shared, "What they like about Auburn" providing the committee an idea of what citizens value in Auburn.

A brief synopsis of the comprehensive plan process following the introduction including CPUC work to date, the committee's next steps, and an overview of how the plan informs future City policies and the City Council and Planning Board.

The majority of each workshop was spent in small groups discussing "Auburn in the Future." Participants envisioned Auburn in 20 years looking at housing, transportation, recreation, jobs/business, public facilities, and natural resources. Each table addressed the six topics one at a time, and a CPUC member recorded comments. The information was relayed back to the larger group after all six had been discussed. Each workshop ended with a summation of the findings and a brief time for comments and discussions.

## WORKSHOP FINDINGS

The following two-part summary highlights the major themes that emerged from the workshops.

### Part I: Auburn Today

In the introductory exercise, participants were asked to say one or two things they liked about Auburn. The purpose of the exercise was for residents to identify what is special and important to them about the city. These are the characteristics and the places that residents cherish, that should be protected and promoted.

In all five workshops, a similar theme emerged - **participating Auburn residents value the sense of community in their neighborhoods, the local residents, and the City's location.** In particular, they appreciate the balance between rural and urban amenities. They cherish the ability to enjoy the seclusion and quiet of the country while also having easy access to city life. Auburn's location within the region and the state, including its access to the turnpike and proximity to the ocean, mountains, and other regional cities, was also identified.

Workshop participants place high value on their neighborhoods and the sense of community found within them. There is a general feeling of living in a small, safe place where neighbors were friendly and watched out for each other. There is a sense of loyalty to the neighborhoods and the people who live in them and pride in the part of Auburn they call home.

## Part II: Auburn in the Future

The major emphasis of The Vision Workshops was to understand how participants would like Auburn to be in the future. In addition to maintaining the values and characteristics identified in the initial discussion, participants were asked to talk about how they envision Auburn will look and feel in 20 years.

The discussion was divided into six major topics: housing, transportation, recreation, jobs/businesses, public facilities, and natural resources. Every table was asked to discuss each topic in turn, with regard to what they would like to see in the community 20 years from now. Together their responses describe a picture of Auburn's future that addresses the current needs of the community as well as the City's continued growth and development.

### *Housing*

The discussion on housing was often divided between goals for the urban areas and goals for the rural areas.

*The housing vision for Auburn's **urban areas** - to promote a sense of community with quality housing options that include mixed-income, multi-unit, and single-family developments to serve residents of all ages and incomes with infrastructure that enhances neighborhood connectivity.*

The desire for increased density in the urban core included the rehabilitation and preservation of older buildings, increasing the variety of multi-family housing, and allowing for greater infill opportunities. Emphasis was placed on housing options for Auburn residents in all stages of life such as - apartments for students and young professionals, options for families and first-time homebuyers, and housing for seniors. Maintaining affordability was deemed important, as was providing more mid- and high-end housing and apartments. Participants wanted increased use of green building practices that result in more energy efficient and environmentally sustainable homes. They spoke about promoting connectivity to neighborhood shops and services within and among neighborhoods. This connectivity should include sidewalks, trails, public transit, and bike lanes.

*The housing vision for the **rural areas** - to maintain the rural and open-space character by limiting growth while continuing the pattern of large lot development set back from the roadways where appropriate.*

Discussions focused on preserving the character and identity of Auburn's rural areas. This included maintaining larger lot sizes and providing buffering/screening along the major roadways to protect rural vistas. Participants spoke about residential uses in the Agricultural Zone - while some would prefer to leave the zone as it is, others would consider allowing some additional development in the areas.

## ***Transportation***

The theme of connectivity continued in the discussion of transportation in Auburn focusing on roads, public transportation, and pedestrian and bicycle access.

*The transportation vision – to promote and develop an integrated transportation network focused on public transit, pedestrian, and bicycle access as well as overall road improvements. Also, continued utilization of the airport and railway including the possibilities of adding passenger service.*

Workshop participants would like to see more safe and efficient traffic patterns on Auburn's roads. Most acknowledged that the automobile would continue to be a prominent feature of the community's landscape and they wanted better control and guidance for its use - including better maintenance of roadways, addressing safety issues, and assessing traffic flow. A need to promote and accommodate alternative fuel vehicles (including plug-ins for electric cars and alternative fuel stations) was also identified.

Public transportation was discussed, and participants focused on restructuring the current bus system and promoting opportunities for passenger rail service. Ideas for Auburn's bus service included - expanding routes, using smaller more energy-efficient buses, and increasing connections to a wider variety of destinations, including service to and from rural and recreational areas. Participants spoke about the value of the existing rail lines and hoped for a resurgence of commuting and long-distance passenger rail travel.

The majority of workshop participants hope to see increased connectivity through sidewalks and bike lanes – providing safe pedestrian and cycling travel throughout Auburn. Pedestrian and bicycle access was the most talked about subject under the topic of transportation. Participants hope for an expansion of sidewalks, bike lanes, and trails linking neighborhoods, the downtown, and recreational areas.

## ***Recreation***

As part of the discussion on recreation opportunities, workshop participants were asked to think about two different types of activities: (1) physical recreation (e.g., sports, parks, and trails) and (2) cultural recreation (e.g., arts and theatre). The major theme that emerged was access - providing all Auburn residents with opportunities for various types of recreational activities.

*The physical recreation vision - to maintain and enhance access to both open space areas for recreational and recreational facilities such as parks and sports fields.*

Increasing the number of parks and other recreational amenities (such as ice rinks, playgrounds, and teen facilities) was a priority for both the rural and urban neighborhoods. Participants wanted to see increased opportunities around Auburn's waterways, in particular access to the

Androscoggin and Little Androscoggin Rivers and a trail around Lake Auburn. They proposed increasing public awareness of existing amenities and a stronger emphasis on maintenance of, and respect for, existing parks and trails.

*The cultural recreation vision – to focus on multi-use community space and the promotion of arts and festivals.*

Participants focused on the need for community spaces - areas for music, performances, and community gatherings. Other proposed cultural amenities included museums and a large-scale outdoor area for festivals.

### ***Jobs/Business***

The jobs/business discussion centered on what types of jobs and businesses Auburn should attract and the amenities the City should supply for these endeavors.

*The jobs/business vision - a strong, diverse economy with a focus on high quality, high pay, skilled job opportunities.*

Participants emphasized the importance of science, technology, and medical industries, and the development of a niche market for Auburn to build on. They hoped to see new training opportunities within Auburn's educational systems to meet the needs of these new industries. Industrial growth in the future should be located in the expanded industrial park area around the airport. Auburn's downtown should be a vibrant and creative place with a focus on local small businesses. Some participants also favored the continued expansion of non-retail, non-big box businesses along existing commercial corridors. It was seen as critical that Auburn provide important amenities such as transportation (roads, rail, and parking), utilities, education, and housing opportunities to support the expanding Auburn economy.

### ***Public Facilities***

Public facilities include all the services necessary to keep a city running. Vision Workshop attendees focused primarily on the future of public works and school facilities. Local and regional consolidation of services was also a popular topic. Many participants felt that some services could be provided jointly with regional town and cities.

*The public facilities vision – to provide quality services as efficiently as possible.*

The need to improve road conditions through increased maintenance and the continued development of public sewer and water networks were discussed at most of the workshops.

Another priority at almost every workshop was the development of better, more efficient recycling services.

Workshop participants expressed two perspectives on school services. One set of participants wanted to move forward on the consolidation of school facilities and services, creating larger school campuses and collaborating more with Lewiston for joint educational services. Another group wanted to maintain and enhance neighborhood schools. They see these schools as vital community centers that should be expanded and preserved.

Workshop participants noted the need for future municipal facilities to be green and energy efficient.

### ***Natural Resources***

*The natural resources vision – to continue to protect Auburn’s rivers and lakes in balance with allowing public access to such resources.*

Participants across all workshops hoped that Auburn would continue to protect the water quality in Lake Auburn as well as in Taylor Pond and the Androscoggin and Little Androscoggin Rivers. They hoped to see continued access to these areas for recreational activities such as boating and fishing. With regard to preserving the rural areas participants hoped to continue programs that support agricultural activities on farmlands, the protection of natural features such as wetlands, and the continued preservation of parks and open spaces. They would like to see such efforts balanced with the continued preservation of landowner rights. In town, participants supported the expansion of the city tree program, increased access to urban open space, the development of lot gardens, and the preservation of viewsheds that allow the rural landscape and the rivers to be seen from within the city.

## **2. TEEN VISION SURVEY**

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In the spring of 2008, surveys were distributed to all students at the Edward Little and St Dominic High Schools in Auburn.<sup>4</sup> Students were provided a letter explaining the work of the CPUC and a comments card on which they were asked to voice their opinions, ideas and/or concerns regarding Auburn’s future. The majority of their responses (513 comment cards returned) focused on four areas: high school facilities and services, recreation, transportation, and local economy/environment.

Throughout the youth comment cards one major theme emerged - *Auburn’s Youth are seeking to create community pride. Pride in their school, pride in their neighborhood, pride in their city,*

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<sup>4</sup> This work was spearheaded, designed, & distributed to school principals, then recorded by committee member, Sheryl Banden, via coaching received from MYAN (Maine Youth Action Network).

*pride in their place within the community, and pride in their future as prosperous citizens of Auburn.*

## TEEN SURVEY FINDINGS

### *High School Facilities*

Many Auburn residents feel the Edward Little High School (ELHS) in need of updating, including its current student body. The biggest concern raised in the ELHS students' surveys was the need for general improvement in the school facilities. Beyond wanting to see overall improvements to the school structure, students commented on the need for sports facilities, arts opportunities, improved curriculum, and an improved cafeteria with better, healthier, and affordable food options. Seniors ranked job-shadowing opportunities as important, and freshman and sophomores saw a need for increased technology courses. Students across all grades wanted to see increased forums for art shows and new sports fields.

### *Recreational Facilities*

Many students see the need for increased recreational opportunities. The majority wanted to see a Teen Center (located in Auburn) that would provide a safe, non-judgmental, supportive environment to gather. This center should focus on a variety of activities including arts, music, and a cafe for teens of all ages to enjoy. In addition, Auburn teens felt there was room for new and improved basketball courts, sports fields, and pool facilities throughout the city along with other opportunities such as improved, expanded, and connected sidewalks, trails, bike lanes, and parks. Specifically, students wanted to see a usable skate park and an enhanced open-space park – where they can take the family dog to play Frisbee and enjoy other outdoor activities.

### *Transportation*

Student responses to transportation focused on City bus service. Students expressed their need for increased bus routes to-and-from schools and to-and-from City parks. They also felt it was necessary to maintain affordable bus fees.

Many students are interested in improved road maintenance and repair. They stressed the need for increased sidewalk development promoting safe pedestrian connections throughout the city as well as the need for an expanded network of designated bike lanes and improved connections to City trails.

### *Local Economy/Environment*

The students noted that providing well-paid, skilled jobs was a critical issue that Auburn needs to focus on; they largely cited their parents' struggles with high taxes and costs of living. Student observations stressed the need for higher paying jobs, as well as opportunities for advancement

toward these jobs. Survey respondents would like to see an increase in retail development focused on teens such as youth clothing and music stores.

Students stressed the need to initiate practices that promote respect and protection of natural resources. Most agreed that the Androscoggin River offers opportunities for tourist and revenue development.

### 3. ONLINE VISION SURVEY

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The Online Vision Survey provided an opportunity for residents, unable to attend the Vision Workshops, to share their ideas with the committee. Questions included discussion on likes and dislikes about the city and rating current and future services in the community. As of June 11, 2008, fifty responses were collected. It is important to note that the survey is not statistically accurate - it is simply a snapshot of online views and opinions and was not designed to represent the community as a whole.

As with workshop attendees, online responses regarding what they “liked about Auburn” (question 16) focused on **quality of life –Auburn’s neighborhoods, schools, people, and proximity to rural and urban amenities**. They felt that there was “room for improvement” in education, business, and job opportunities, in the revitalization of the downtown, and in enhanced recreational and transit opportunities (question 17).

The first series of questions (1-4) asked respondents to share a little about themselves - the majority live in Auburn and 45% moved to the City less than 10 years ago. The reason for the respondents moves to Auburn included jobs (28%), quality of life (23%), family (19%), and housing (12%). Nearly 20% have lived in the city all their lives.

Questions 5 and 6 focused on City services. In rating municipal services listed, the respondents felt that the city was doing a “fair” to “good” job. A majority of respondents felt that road maintenance, school programs, and the arts “should be expanded” and that all other programs “must be maintained”. Additional programs of interest (question 7) included expanded recycling services, transportation alternatives, trails/sidewalks, and City cleanup.

In asking how people “feel about Auburn” (questions 8-14), respondents viewed the City as “fair” in terms of entertainment, recreation and as a place to visit; they saw the City as a “good” place to live, work, shop, and raise children. In prioritizing issues facing the City in the next 10 years (question 15), “high priority” was placed on shared services with Lewiston (though there was a split vote on combining City departments), business/industry attraction, lowering taxes, improving school curriculum, environmental quality, and recreational opportunities as well as improving downtown areas.

## ONLINE SURVEY FINDINGS

The following is a summation of the findings from the survey. The format shows the questions as they appeared on the survey.

### **1. Where do you live?**

All but 2 of the respondents live in Auburn. Of the two, one lives in Lewiston and works in Auburn, the other currently lives in Bangor.

### **2. How long have you lived in Auburn?**

45% have lived in Auburn less than 10 years; 26% 10-30 years; & 30% over 30 years

### **3. Why did you move to Auburn?**

28% moved to Auburn for a job; 23% for the quality of life (neighborhoods, schools, services); 19% to be closer to family; another 19% grew up in Auburn; 12% bought a home.

### **4. What is your year of birth?**

23% were born before 1960; 34% between 1960 and 1969; 40% between 1970 and 1979  
The average age of respondents was 43.

**5. Think about City services. How would you rate the following services?**

	Poor	Fair	Good	Excellent
Trash Collection	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Snow Removal	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Road Maintenance	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Street Cleaning	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Traffic Circulation	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
City Planning	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Zoning	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Schools	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
City Bus Service	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sidewalks	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recreation Programs	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Police Protection	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Fire Protection	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Water Supply	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Sewage Disposal	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Management of Government	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Library	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Tax Assessment	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tax Rate	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Welfare	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Airport	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Housing Inspection	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Housing Authority	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health Inspections	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Street Lighting	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Voter Registration	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Maintaining Agricultural Areas	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Supporting L/A Arts	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Park Development and Maintenance	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

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**6. Please rate the importance of each of the services. You will have an opportunity to rate the importance of services that were not included on this list in the next question.**

	Should not be provided	Minor importance	Must be continued	Should be expanded
Trash Collection	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Snow Removal	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Road Maintenance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Street Cleaning	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Traffic Circulation	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
City Planning	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Zoning/Land Use	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Schools	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
City Bus Service	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Sidewalks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Recreation Programs	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Police Protection	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Fire Protection	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Water Supply	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Sewage Disposal	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Management of Government	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Library	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Tax Assessment	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Tax Rate	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Welfare	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Airport	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Housing Inspection	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Housing Authority	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Health Inspections	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Street Lighting	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Voter Registration	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Maintaining Agricultural Areas	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Supporting L/A Arts	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Park Development and Maintenance	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Increase presence of the arts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

**7. Please list any other services that were missed in the above question and rate the importance of that service using the same scale.**

Expand Recycling Programs	Enhance walking/biking opportunities	Proactive City Clean up - (removal of derelict bldgs)
Expand focus on Environmental Concerns	Fair Tax Assessment/Tax Rates	Better Access to the River
Develop transportation alternative	Maintain School Programs	

**8. Please rate how you feel about Auburn.**

	Poor	Fair	Good	Excellent
As a place to live.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

**9. Please rate how you feel about Auburn.**

	Poor	Fair	Good	Excellent
As a place to work.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

**10. Please rate how you feel about Auburn.**

	Poor	Fair	Good	Excellent
As a place for entertainment.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

**11. Please rate how you feel about Auburn.**

	Poor	Fair	Good	Excellent
As a place to shop.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

**12. Please rate how you feel about Auburn.**

	Poor	Fair	Good	Excellent
As a place for recreation.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

**13. Please rate how you feel about Auburn.**

	Poor	Fair	Good	Excellent
As a place to visit.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

**14. Please rate how you feel about Auburn.**

	Poor	Fair	Good	Excellent
As a place to raise children.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

**15. There are many issues facing the City of Auburn in the next ten to twenty years. Please rate the importance of each.**

	Should Not Be Done	Low Priority	Medium Priority	High Priority
Share services with Lewiston	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Combine city departments with Lewiston	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
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Attract new stores	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Attract major offices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Attract industries	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Lower the property tax burden	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Provide ambulance transport services publicly	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide housing for the elderly	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Provide family housing	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Upgrade existing housing	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Provide home weatherization program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Separate storm and domestic sewers where they run together	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
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Extend sewer and water lines/services	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Upgrade streets in older parts of the City	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Improve New Auburn	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Improve Danville	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Build roads connecting thru-ways and industrial areas	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Widen and/or improve roads in rural parts of the City	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Continue improvements in downtown	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
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Continue improvements in uptown	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Improve school curriculum	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Improve Community Little Theater facilities	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Improve Great Falls School as a performing arts center	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Improve recreational opportunities along the Androscoggin River and Little Andy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Improve recreational opportunities at Lake Auburn	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Improve recreational opportunities at Taylor Pond	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
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Build a swimming pool near downtown	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Environmental quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Build industrial buildings to sell to industries	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Upgrade bus service	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improve the Airport	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Expand parking facilities	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Build/improve multi-use trails	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Modify public disclosure policies	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

**16. What do you like about Auburn?**

Quality of Life - availability of rural and urban amenities, the quality neighborhoods, schools, services, and people. Proximity to recreational and urban centers throughout Maine

**17. What do you think could be improved?**

Lower property taxes, fairly allocate government services, and review development regulations.  
 Improve education system and deal with derelict school buildings.  
 Improve road conditions and improve alternative transportation  
 Improve downtown - remove derelict buildings, highlight architecture, revitalize core business and neighborhoods  
 Expand professional job opportunities, promote business growth  
 Expand recycling program and focus on green enhancements

**18. Think ahead 20 years. What can be done to make Auburn a great place? Please consider some or all of the following themes: Economy, transportation, housing, public facilities, recreation and natural resources.**

Educational excellence and technical industry/professional job growth were seen as some of the most important aspects needed to create a great future for Auburn. Respondents felt that Auburn had a good base and should highlight and build upon its unique character including the small-town feel, rural/recreational opportunities, festivals, and downtown. They saw that all these areas were in need of growth including preservation of open space, trail/sidewalk development, and revitalization of the downtown. In addition, expanded transit networks, road development, and fair and balanced government (services, taxes, regulations) were also seen as key components of a greater Auburn.

**19. Some times great things are right in front of us. Are there places or assets in Auburn that you think are undervalued? Would it benefit the community if they were more widely known? Please share.**

In general, respondents saw a great potential in trails, parks, and recreational opportunities that are currently underutilized. Individuals also highlighted schools, the performing arts center, and Ingersoll Arena as being gems that are undervalued. The downtown was seen by some as an undervalued asset with lots of potential for growth and development.

## IV. APPROVED 2021 UPDATED FUTURE LAND USE CHANGES (ACREAGE)

### Current Agriculture and Resource Protection Zone

There are currently 20,374 acres in the City that are Zoned Agriculture/Resource Protection. Of those, 19,656 Acres are shown on the Proposed Future Land Use Map to remain in Agriculture District.

#### 403 Acres To Conservation/Open Space

- 314 Acres Mount Appetite
- 50 Acres Mt. Auburn Cemetery
- 37 Acres Gracelawn Cemetery
- 0.7 Acres N. River Road PID: 326-006 (Cemetery)
- 0.1 Acre Riverside Drive PID: 192-001 (Cemetery)
- 0.3 Acre Riverside Drive PID: 115-010 (Cemetery)
- 0.2 Acre Jordan School Road PID: 019-009 (Cemetery)
- Other misc. small cemeteries

#### 11.5 Acres to Traditional Neighborhood Development District

- Bradman/North River/Stetson, Resource Protection. Separation between Ag & RP. Effort to avoid leapfrogging between zones. The shoreland zone regulations for resource protection dictate allowable uses in this area and provisions for each. The future land use map should not be based off of a district such as floodplain or shoreland zone which can change over the duration of the comprehensive plan.

#### 147 Acres to Suburban Development District

- Between Turnpike, Old Danville and Hackett. This was done to again create one cohesive zone that avoids leapfrogging and geographically made the most sense for this essentially landlocked neighborhood abutting the turnpike.

#### 143 Acres to Commercial Development District

- 112 Acres Gracelawn Gravel Pit
- 131 Acres Center Street General Business/Shoreland Zone Corridor along Bobbin Mill Brook

#### 14 Acres To Rural Development District

- 14 Acres Oak Hill Road/Turner Road Neighborhood) – Lake Auburn Watershed Protection off of Turner/Fair Street (probably an oversight) – This change was intended to capture the oak hill road/Andrew drive neighborhood but inadvertently captured the lake auburn watershed property as well

### **Current Conservation / Open Space**

Current zoning has 52 acres in Conservation / Open Space. The proposed Future Land Use map does not remove any currently zoned Conservation/ Open Space areas.

### **Current Form-Based Code Zones**

Current zoning has 452 acres in Form-Based Code. The proposed Future Land Use map does not remove any currently zoned Form-Based Code areas.

### **Current General Business Zone**

There are currently 2,209 Acres in the City that are Zoned General Business.

- 1,190 acres are shown on the proposed Future Land Use Map as Commercial Development District
- 706 Acres of Washington Street Corridor to Commercial Form-Based Code Gateway Development District (Washington Street)
- 188 Acres of the Center Street / Mount Auburn Ave Corridor to General Business to Commercial Form-Based Code Gateway Development District (Union/Center/Turner). A majority of buildings in this area are multifamily dwellings, with some retail mixed in that is compatible with the residential uses, such as the karate studio
- 103 Acres in North River Road/Stetson Road area to Traditional Neighborhood Development District
- 17 Acres along Center Street, south of boat launch, to Suburban Development District
- 5 Acres of Oak Hill Cemetery to Conservation / Open Space.

### **Current General Business II Zone**

Current zoning has 309 Acres in General Business II. The proposed Future Land Use map does not remove any currently zoned General Business II areas; it renames them as "Commercial Development District" and groups them with existing General Business Areas.

### **Current Industrial Zone**

There are currently 3,374 Acres of Land Zoned Industrial in the City. Of those, 3,149 acres are shown on the Future Land Use Map as Remaining in Industrial Development District.

- 94.5 Acres abutting the Turnpike to Commercial Development District. The Committee Determined that this Area Abutting the Turnpike would be better Suited for Commercial Uses as Opposed to Industrial
- 330 Acres along Hackett Rd to Suburban Development District. This was another change that was proposed by the Committee to match much of the current residential pattern in the area.

### **Current Low Density County Residential Zone**

There are currently 1,737 Acres of Land in the City Zoned as Low-Density Country Residential. The Proposed Future Land Use Map Eliminates the Low-Density Country Residential Zoning District and Disperses the Area into Four Zoning Districts.

The proposed Rural Residential Zoning District closely resembles the existing Low-Density Country Residentially zoned areas Geographically as well as suggested densities.

- 980 Acres to Rural Development District. The proposed Rural Development District closely resembles the existing Low Density Country Residentially zoned areas geographically as well as suggested densities.
- 673 Acres to Suburban Development District. These areas were identified as denser than existing Low Density Country Residential areas on the outskirts of the City (often referred to as strips). As such, the Committee decided to group them into the Suburban Development District, a denser District.
- 66 Acres to Traditional Neighborhood Development District. These represent areas of LFCR that are landlocked between other zoning districts and the committee felt could become higher density areas.
- 19 Acres to Conservation / Open Space

### **Current Multifamily Suburban Zone**

There are currently 401 Acres of Land in the City Zoned as Multifamily Suburban. The Proposed Future Land Use Map Eliminates the Multifamily Suburban Zoning District and Disperses the Area into Two Zoning Districts. Traditional Neighborhood Development District and Conservation/Open Space. The Traditional Neighborhood Zoning District Closely Matches the Existing Multifamily Suburban Densities and are Surrounded by Traditional Neighborhood Areas, Currently Identified as Urban Residential.

- 378 Acres to Traditional Neighborhood Development District
- 22 Acres to Conservation / Open Space - Oak Hill Cemetery

### **Current Neighborhood Business Zone**

There are currently 5.5 Acres of Land in the City Zoned as Neighborhood Business. These areas are reserved for commercial type uses that are compatible with neighborhoods. The Proposed Future Land Use Map Eliminates the Neighborhood Business District and Disperses the Area into Three Zoning Districts. These Zoning Districts are each proposed to contain provisions that allow for commercial uses which are compatible with neighborhoods and meet certain standards.

- 2.9 Acres to Traditional Neighborhood Development District
- 1.6 Acres to Residential Development District
- .6 Acre in Suburban Development District
- .3 Acre in Residential Development District

### **Current Rural Residential Zone**

There are currently 6,044 Acres of land zoned Rural Residential in the City.

- 2162 Acres to Suburban Development District
- 1571 Acres to Traditional Neighborhood Development District
- 1333 Acres to Residential Development District

- 971 to Rural Development District
- 6 Acres to Conservation / Open Space

### **Current Suburban Residential Zone**

There are currently 1,845 Acres of land zoned Suburban Residential in the City. A majority of the existing Suburban Residential District is proposed to be zoned Traditional Neighborhood Development District.

- 1202 Acres to Traditional Neighborhood Development District
- 597 Acres to Suburban Development District. Similar title, but different densities.
- 31 Acres to Conservation / Open Space (Auburn Suburban)
- 16 Acres to Commercial Development District. These parcels are abutting land already used for commercial purposes.

### **Current Urban Residential Zone**

There are currently 2397 Acres of land zoned Urban Residential in the City. This Zoning District is proposed to be removed and replaced primarily with Traditional Neighborhood Development District.

- 2336 Acres to Traditional Neighborhood Development District
- 44 Acres to Conservation / Open Space (Pettingill Park)
- 18 Acres to Commercial Development District. These include the 12-acre Walton School neighborhood and acres where the General Business District comes to an abrupt end and becomes strictly residential for cohesiveness.

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