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# **New Auburn Master Plan**

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Auburn, Maine

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2009

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# 2009 New Auburn Master Plan

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## A. Introduction

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The purpose of the New Auburn Master Plan is to create a long term, comprehensive approach to the growth and prosperity of New Auburn. It celebrates the positive aspects of the community, identifies objectives and strategies to addresses current issues, and defines the vision for New Auburn's future.

The New Auburn Master Plan Committee actively participated in each phase of the planning process and identified the wide range of issues addressed by the Plan including business development needs, neighborhood appearance, neighborhood security, and street redevelopment. The Plan is intended to serve as a catalyst for renewed community and city investment in New Auburn.

The development of the New Auburn Plan included the following steps:

### *Envision the Future*

Members and residents provided a clear and realistic vision for New Auburn at the kick-off meeting held in June of 2008. The focus was on the improvement of the physical, social, and economic conditions within the community. The Plan outlines programs and projects to help New Auburn residents reach their vision focusing on crime prevention, code enforcement, physical improvements, economic development, open space preservation, and neighborhood stabilization.

### *Taking Stock*

The planning process began with a detailed study of the demographic, social, physical, and economic factors that make up New Auburn. Information about the community was distributed to the committee members and interested residents, followed by meetings at which members identified and addressed issues related to these factors. The information collected is cataloged in the companion document – *The New Auburn Inventory*, included in the appendix.

### *Idea Exchange*

Multiple Master Plan Committee meetings provided opportunities for residents to engage in productive discussion about the most pressing issues and challenges facing the community. Members generated ideas and identified projects and programs to address these concerns. The results of these sessions make up the bulk of the objectives and strategies found in this document.

## *Implementation*

The successful implementation of this Plan depends on the residents, businesses, and city leaders taking an active role in promoting and carrying out the objectives and strategies. This plan is to be incorporated into the update of the Auburn Comprehensive Plan that will include a detailed implementation section outlining the private, non-profit, and municipal entities that will execute the initiatives set out in this document.

### **A.1 Study Area**

The New Auburn Master Plan study area is essentially a peninsula bounded by the Androscoggin River, the Little Androscoggin River, and the Maine Turnpike. (Map 1, following page)

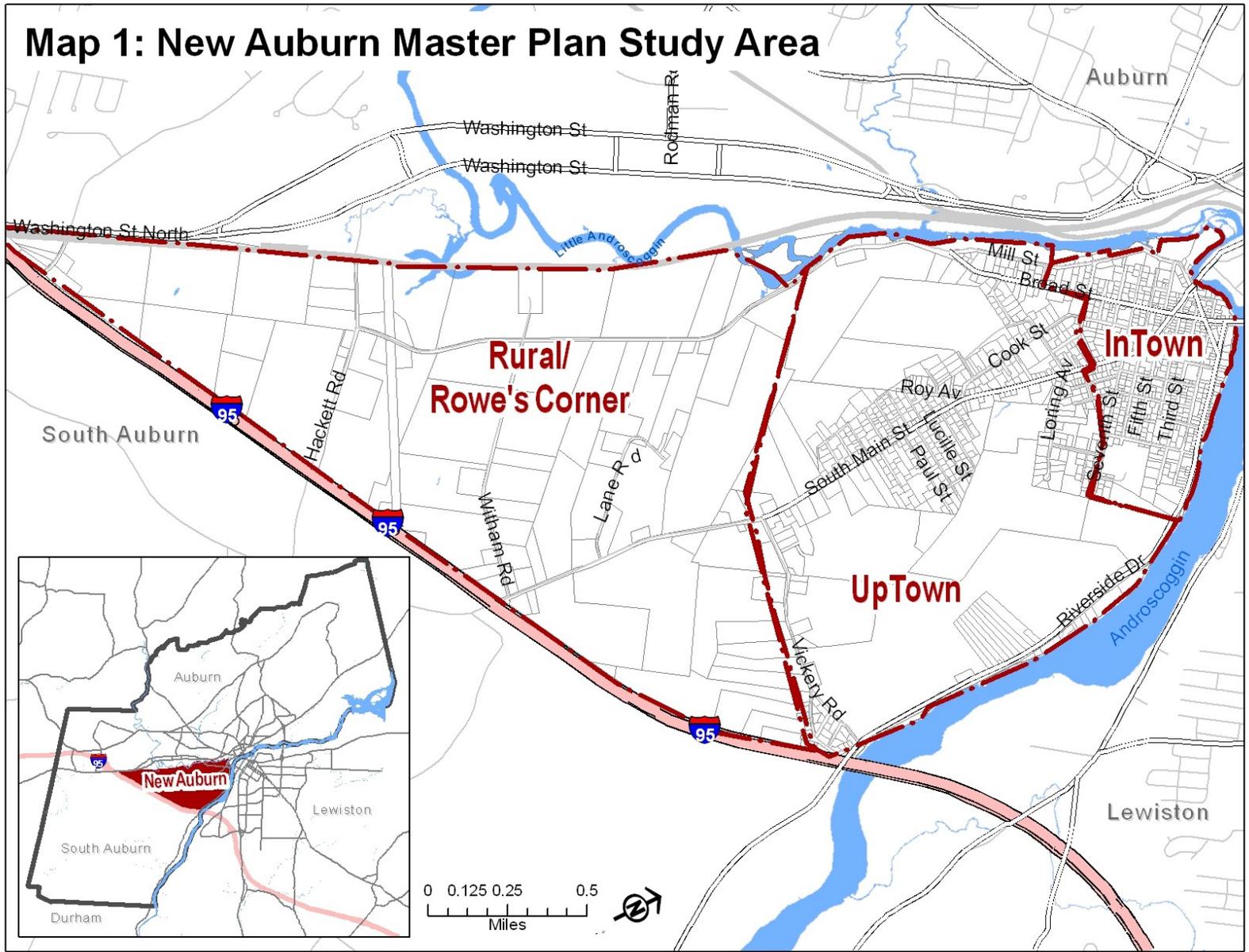
The New Auburn Master Plan study area is comprised of the “InTown” New Auburn core, the “UpTown” residential neighborhoods, and the “Rural/Rowe’s Corner” areas along outer South Main Street, Broad Street, and Witham Road.

“InTown” is the downtown core of New Auburn including the village center along Mill Street, South Main Street, and Riverside Drive as well as the surrounding higher-density residential neighborhoods.

“Uptown” is the residential core of the community, including the neighborhoods around both Sherwood Heights and Walton elementary schools.

The “Rural/Rowe’s Corner” portion incorporates the residential and open space area along outer South Main Street, Broad Street, and Witham Road and the Hackett Road industrial zone.

# Map 1: New Auburn Master Plan Study Area



## B. Community Vision

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At the New Auburn Master Plan Kick-Off session residents gathered to envision the future of New Auburn. Residents discussed the issues and concerns that needed to be addressed creating a collective To-Do-List for the Master Plan. Their insight is the basis for the vision on page 6 and for the range of objectives and strategies laid out in this report.

### B.1 Community Issues

The following is a summary of the issues facing New Auburn as identified by the residents and the New Auburn Master Plan Committee.

#### *What is New Auburn's future?*

Residents expressed a desire to maintain New Auburn as a “village” within the City of Auburn. They want to strengthen the identity of New Auburn and establish a vibrant community that includes housing options for all residents and a variety of InTown activities that support business development and attract residents and visitors alike.

#### *How can we keep/make New Auburn a place where people/families want to live – a place that is safe and attractive with stable, well-maintained neighborhoods?*

Residents talked about creating New Auburn as a place to live by choice – that it is/should be a community where people want to live. The desire is to develop a community that provides options for families with children as well as young adults and seniors with an emphasis on safe neighborhoods that are easily accessible.

There was a general desire to encourage reinvestment in all New Auburn neighborhoods with a particular focus on addressing the upkeep and rehabilitation of the InTown multi-family units. There was a strong desire to address building conditions and property repair and to focus on ways of increasing owner-occupancy as well as the establishment of a range of housing options for young adults, families, empty nesters, and seniors.

#### *How can we assure that New Auburn receives a level of public services that is commensurate with what the rest of the City receives?*

Area residents felt that New Auburn was viewed as “second class” in relationship to the City of Auburn and that it did not receive the same level of municipal services as other parts of the City. Particular emphasis was on the need for street clean-up and parks and recreation

maintenance. The committee saw a need to focus on ways of communicating and working with the City to ensure that adequate services are provided to meet the community's needs.

*How can transportation within the neighborhood be improved? How can issues of through traffic be addressed? How can pedestrian and bicycle needs be accommodated? Can public transit options be improved?*

The residents saw transportation as one of the major issues facing the community. They were concerned about automobile traffic - in particular the speed and volume of cars that travel through the community as well as issues surrounding limited access into and out of the InTown area. They identified a need for improved sidewalks and bicycle lanes to ensure safe travel options for all residents and to link neighborhoods to area businesses. Residents also saw a need to ensure that public transit options continue to meet the needs of area residents.

*What can be done to revitalize/upgrade the InTown business area?*

A major concern for area residents was the loss of InTown businesses and the general deterioration of this part of the community. There was a strong desire to address issues such as building condition/repair, high vacancy rates, the influx of undesirable businesses, and the high volume of commuter traffic as these features were seen as having a negative impact on the way that prospective residents perceive New Auburn. They expressed a distinct need to redevelop/rehabilitate the InTown area with a focus on traffic and property maintenance as well as ways to encourage appropriate business that supports the surrounding neighborhoods.

*What should happen along the riverfronts?*

The residents of New Auburn support the preservation of the riverfront and increasing public access to both the Androscoggin and Little Androscoggin Rivers. The committee identified a need to protect the undeveloped areas within the floodplain by limiting development where feasible and supporting resource conservation measures to preserve these areas as open space.

*How can appropriate industrial development be encouraged in the Rural/Rowe's Corner area in a way that is not detrimental to New Auburn?*

The City has viewed the Rural/Rowe's Corner area as a future industrial district. The residents and the committee identified this area as a potential economic growth zone, whose eventual industrial development could support infrastructure and community improvements within the InTown area.

## **B.2 New Auburn Vision**

The following vision for New Auburn describes the desired future character of the community resulting from the implementation of the objectives and strategies within this Master Plan.

*New Auburn is a vibrant community and plays an important part in the vitality and identity of the City of Auburn. The community is highly desirable, supporting a diverse population of young families, students, professionals, and seniors who are attracted to the recreational amenities, vibrant business district, and safe neighborhoods. Elementary schools continue to be located within New Auburn to serve the neighborhoods.*

*Bounded on two sides by the “Big” and “Little” Androscoggin Rivers and boasting a greenbelt that reaches across the community core, New Auburn provides a myriad of recreational opportunities for its residents. Community members are engaged in preserving and maintaining open space and trail networks and work closely with property owners to ensure safe, respectful use of the land. The community’s network of sidewalks, bike lanes, and trails connect neighborhoods to parks, open space, schools, and the business districts.*

*New Auburn is a gateway community. Its thriving business district is an inviting entrance to downtown Auburn. The development of a village district has created a unique community center that provides ample opportunities for people to browse shops and restaurants while allowing traffic to flow easily from one part of town to another. Riverside Drive is an attractive southern gateway to the City that supports both residential and commercial uses. Care has been taken in the development of the corridor ensuring that both existing and new uses are compatible with a possible new turnpike interchange.*

*New Auburn’s residential neighborhoods offer safe, secure, and stable environments where neighbors are active, caring, and informed. Neighborhood watch programs, in conjunction with the police department, maintain neighborhood security and provide “eyes on the street”. Residents take pride in the community and ensure that properties are well maintained through neighborhood clean-up programs in conjunction with City beautification initiatives to maintain clean, safe streets for all residents to enjoy.*

*New Auburn offers residents a wide variety of housing options from “InTown” apartments and condos within a lively village setting to “UpTown” single family homes near good schools to “Rural” residential homesteads surrounded by open space. It offers a variety of senior housing options and works to help elderly residents looking to downsize find suitable housing options within the community. The community actively recruits families,*

*students, and professionals to live in the community by offering a variety of affordable single and multi-family housing options for owners and renters.*

*In the Rural/Rowe's Corner area, New Auburn boasts an attractive business and industrial park. The expansion of public services and establishment of a connector road linking the area to Washington Street and a possible new turnpike interchange facilitated the development.*

## C. Community Action

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What follows are the community actions for carrying out the New Auburn vision. Each section includes a *vision* of what this action will accomplish, an *objective(s)* that defines the desired outcome, and *strategies* for implementing the objective(s).

### C.1 New Auburn Identity

*The residents of New Auburn are proud of their community and promote a positive community image that highlights the safe family-friendly neighborhoods, vibrant business climate, and excellent recreational amenities. Residents work together to address local concerns. They establish community programs to care for New Auburn, such as neighborhood clean-up events and promoting the development of community gardens. Through the Booster Club, they promote community festivals and activities and hold fundraisers to support local organizations.*

*To facilitate the work of maintaining and promoting the character of New Auburn, a Master Plan Implementation Committee oversees the realization of the objectives and strategies laid out in this plan.*

**Objective 1:** New Auburn takes charge of its future.

#### **Strategies:**

- A. **Develop a Master Plan Implementation Committee** that seeks to ensure that the Master Plan policies and recommendations are carried out.
  - i. Identify key local community members and establish a *Master Plan Implementation Committee* that convenes on a semi-annual basis to review the success of the plan and to set goals for the next phase of implementation.
  - ii. Form Master Plan Implementation subcommittees, as needed, to carry out specific projects or tasks as they relate to plan policies or recommendations. These groups

would meet on an as needed basis throughout the year and report progress and/or findings to the Master Plan Implementation Committee.

- iii. Provide appropriate staff support and funding to allow for the timely implementation of the recommendations of this plan.

- B. **Reestablish the New Auburn Booster Club** to help foster neighborhood pride and promote resident involvement in community-based activities.

## C.2 Public Safety

*New Auburn is a safe, family-friendly community. To ensure that residents feel safe in their homes and on the street, the community works constructively with local police and fire departments to protect area residents and provide appropriate emergency response.*

*New Auburn residents watch out for one another. The community takes an active role in neighborhood policing, setting up neighborhood watch programs to help monitor neighborhood streets. The community engages in the Police Department's volunteer program, helping with day-to-day operations to free up time for officers to patrol the community. An InTown police substation increases the law enforcement presence within the community.*

*The new fire substation meets the needs of the community and includes space for a ladder truck to service the multi-story buildings in New Auburn.*

**Objective 1:** New Auburn is a safe community.

### **Strategies:**

- A. Encourage the **establishment of neighborhood watch programs.**
  - i. Identify key local community members to work with the Auburn Police Department to establish and oversee neighborhood watch programs within New Auburn.
- B. Work with the City to **assure emergency services are provided on an equitable basis.**
  - i. Support the replacement of the New Auburn Fire Station.
    - a. Ensure that the new building can house a ladder truck and other facilities to meet the needs of the community.
  - ii. Establish a police substation in the New Auburn Village Center.
    - a. Work with willing property owners to obtain donated or low-cost space within the village for a small police substation including opportunities to establish a provisional substation in vacant and/or underutilized properties.
  - iii. Establish a New Auburn volunteer program to assist the Police Department in its daily activities.

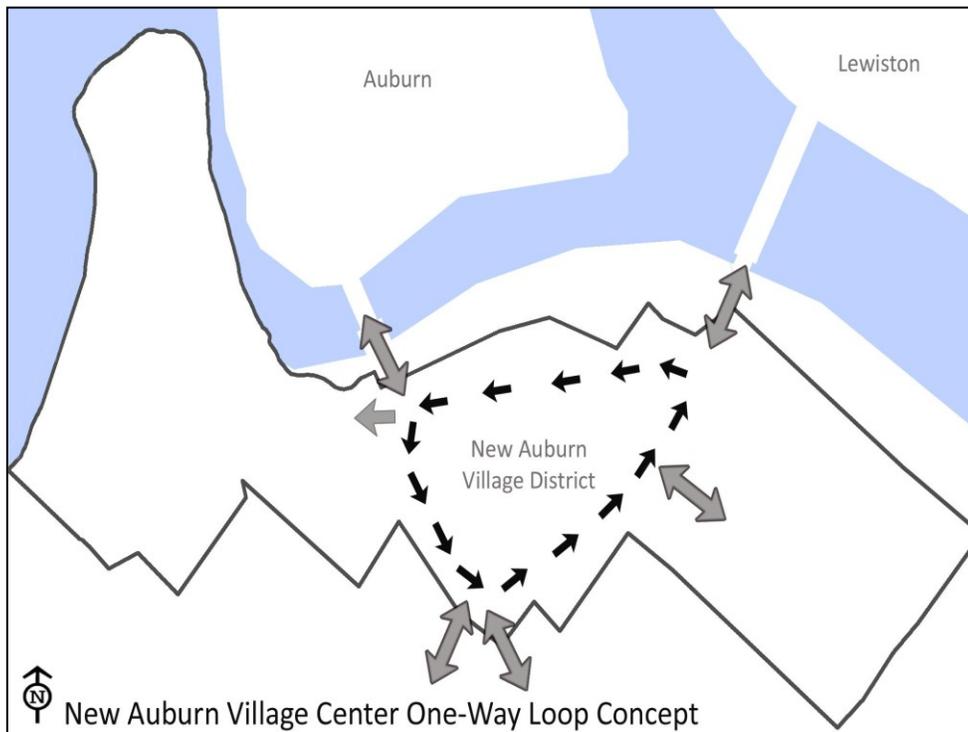
### C.3 New Auburn Business Districts

The New Auburn Business Districts support a variety of businesses designed to serve the surrounding neighborhoods. The districts include the New Auburn Village Center District, the New Auburn Enterprise District, and the Riverside Drive Corridor (see Maps 3 and 4, pages 28-29)

The New Auburn Village Center District is a well-designed commercial core that serves as the community's downtown. The district is compact with buildings facing the street and ample sidewalks and green spaces to encourage a lively pedestrian environment. In character with the surrounding neighborhoods, this mixed-use village provides first floor small-scale commercial and retail uses and upper floor offices and residential uses. Historic buildings in the area have been maintained and refurbished and act as a model for the scale and design of new buildings. A focus is placed on supporting local neighborhood businesses including salons, pharmacies, laundromats, markets, and specialty retail stores. There are cafes, restaurants, and pubs that provide places for residents and visitors to gather.

The New Auburn Village Center District is served by a one-way loop or other feasible road system to enhance traffic flow and safety.

Along the riverfront between the South/Lown Peace Bridge and the South Main Street Bridge, the floodplain has been reclaimed as open space with parks, trails, and public access points along the Androscoggin and Little Androscoggin Rivers that provide opportunities for walking, swimming, fishing, and boating.



*The New Auburn Enterprise District is a high-density residential neighborhood that also supports small-scale non-residential development. This urban neighborhood promotes mixed-use buildings that include upper floor owner and renter occupied apartments and condominiums as well as ground floor neighborhood businesses, such as bakeries, specialty markets, cafes, art studios, and professional offices.*

*The Riverside Drive Corridor is the gateway to the downtown. From the Oak Hill Cemetery to the Lown Bridge, it is a well-designed mixed-use corridor with attractive multi-family housing and a variety of businesses that serve both residents and commuters. Businesses are well-designed and compliment the residential character of the community. From the cemetery to the I-95 bridge, development along Riverside Drive is evolving in conjunction with the possibility of new turnpike development and the conversion of the Deleko Property from agriculture to mixed-use. Businesses and residential developments along the corridor share access and are buffered from the street to create an attractive “green” gateway.*

*New Auburn Business leaders work with the Chamber of Commerce, the City’s Economic Development Department, and other organizations to promote appropriate business development in the area. They position New Auburn’s Business Districts as attractive environments for local entrepreneurs looking to establish small community-based firms and neighborhood service ventures.*

**Objective 1:** The New Auburn Business Districts are revitalized.

***Short Term Strategies:***

- A. Work to **promote New Auburn as a desirable business location.**
  - i. Encourage the re-established New Auburn Business Group to continue to work with area economic development organizations to promote the needs of New Auburn businesses within the larger community.
  - ii. Continue providing CDBG assistance to property owners to improve business properties.
  
- B. Seek out funding to **undertake a New Auburn Village Center District Revitalization Plan** that will focus specifically on developing the economic strategies necessary to support growth and development in the area. As part of this work:
  - i. Identify grant opportunities to fund a marketing study and to develop marketing materials and economic incentives to attract and retain desired businesses.
  - ii. Establish a New Auburn Downtown Tax Increment Finance (TIF) District to allow revenue from other City TIF Districts that disadvantage the downtown to be

transferred to the New Auburn Village District as a means of funding the improvement/redevelopment of the area.

- a. Work with the City and State to officially identify the New Auburn Village Center District as a downtown, as a means of allocating revenue from other City TIF Districts to the area.
  - b. If New Auburn cannot be officially identified as an independent downtown, expand the Auburn ADAPT boundary to include the New Auburn Village Center District thereby incorporating the area into the City's Downtown TIF District.
  - iii. Address issues of aging power grid infrastructure to ensure that the system capacity can meet current and future needs.
- C. Revise zoning to **establish a village center development district** that encourages appropriate neighborhood service developments whose character and design reflects an urban village feel (see Section D. Future Land Use).
- i. Establish village design standards that reflect the architectural detail and placement of historic buildings in New Auburn.
- D. **Improve traffic flow** along Mill Street and Broad Street
- i. Upgrade signalization and provide better lane designation/stripping (see Section C.5 Transportation).
  - ii. Review and revise the off-street parking standards to provide increased flexibility, encourage parking at the side and rear of buildings and promote on-street parking options (see Section D. Future Land Use).
  - iii. Ensure adequate pedestrian and bicycle access through appropriate maintenance of sidewalks and shoulders as well as stripping of crosswalks and enforcement of State yield to pedestrian laws (see Section C.5 Transportation).
- E. **Establish a riverfront open space district** to promote the development of a greenbelt along the Androscoggin and Little Androscoggin Rivers with trails, parks, and public access points (see Sections C.6 Recreation and D. Future Land Use).
- i. As properties become available, work with the City and the Land Trust to acquire land along the riverfront for park and recreation development.
- F. **Extend Main Street streetscape improvements** into New Auburn along South Main Street, Mill Street, and Broad Street to the Lown/South Bridge using similar lighting, sidewalk, and landscape features.

- G. **Revise zoning to establish an enterprise district** that encourages appropriate multi-family residential and ground floor non-residential uses whose character and design reflects an urban village feel (see Section D. Future Land Use).
- H. Promote **appropriate development along the Riverside Drive corridor**
  - i. Rezone Riverside Drive, from the cemetery to the Lown Bridge as a limited commercial corridor that supports high-density residential and appropriate non-residential development (see Section D. Future Land Use).

*Long Term Strategies:*

- I. As part of the New Auburn Village Center District Revitalization Plan, **study the feasibility of establishing a one-way loop**, or other appropriate road reconfiguration, that supports the establishment of the New Auburn village center (see Section C.5 Transportation).
  - i. Ensure that the design of a new street pattern provides ample, safe pedestrian and bicycle access including sidewalks, bike lanes or paths, and landscaped esplanades.
  - ii. Provide opportunities for on-street and side-street parking where feasible.
- J. As part of a new road configuration project, **establish a planned development district** to facilitate the appropriate redevelopment of a new Mill Street corridor.
  - i. Establish a mixed-use planned development district that encourages a master planning process for the redevelopment of any newly formed business core (see Section D. Future Land Use).
    - a. Preserve and renovate area historic buildings that reflect the desired character of the development.
    - b. Work with area property owners, whenever the opportunity arises, to acquire and assemble properties for redevelopment.
    - c. Provide adequate public parking to serve the new planned development district.
    - d. Establish green space standards to encourage the development of a community common park within the planned development.
- K. Promote **appropriate Riverside Drive development in conjunction with plans for the reuse of the Deleto Farm property and/or the possibility of a new turnpike interchange.**

- i. Rezone Riverside Drive, from the cemetery to the I-95 bridge, as a mixed-use corridor that supports limited access residential, office, and business park development (see Section D. Future Land Use).
  - a. Maintain dialogue with owners of the Deleкто Farm to promote appropriate redevelopment of the property if/when agricultural use ceases. Support the establishment of a planned mixed-use development that would retain open space and include trail connections to the New Auburn greenbelt.

## C.4 Neighborhoods

*New Auburn is an attractive, diverse residential community. It offers single-family neighborhoods, rural homesteads, and multi-family housing options to a wide variety of households - young and old, singles and families.*

*New Auburn's UpTown neighborhoods are ideal for families. The single-family homes on small lots are affordable and provide families with young children access to schools, parks, and neighborhood services. To provide for additional housing options and help willing elderly homeowners transition from single-family homes, New Auburn works with community groups and senior agencies to help older residents explore senior housing alternatives.*

*The InTown neighborhoods provide a variety of multi-family housing options for young adults, professionals, as well as seniors and families. The small 3-4 unit buildings are ideal for owner-occupied housing, providing first-time homebuyers with an opportunity to own property and offset some costs through rental income. Larger multi-family units provide affordable rental options that support lower-income individuals and families, as well as young adults and students. The proximity to the Androscoggin riverfront, downtown Auburn and Lewiston, and access to public transit make these neighborhoods a part of the community's viable and desirable urban center.*

*The Community Development Department works closely with New Auburn, providing assistance to qualified first-time homebuyers and helping qualified homeowners maintain and upgrade older homes. The residents work closely with the code enforcement office to ensure that properties are well maintained. Residents take initiative to maintain clean streets, coming together periodically to clean-up neighborhoods and work with the Public Works Department to ensure adequate street and public park maintenance. Temporary use of vacant properties is encouraged and the community works with the City to use these spaces as community gardens and/or green space.*

## **Objective 1:** Protect UpTown neighborhoods.

### *Strategies*

#### **A. Maintain the livability of the UpTown neighborhoods.**

- i. Assure that city services, including police, fire, and public works, are provided to these neighborhoods on an equitable basis, and that problems that impact the neighborhood are addressed (see Section C.2 Public Safety).
- ii. Encourage the School Committee to maintain appropriate elementary school facilities to serve the New Auburn community. .
- iii. Manage traffic. Limit the potential for “cut through” traffic in residential neighborhoods and support traffic calming measures (see Section C.5 Transportation).
- iv. Invest in city infrastructure improvements, as needed, such as sidewalks and recreation facilities (see Sections C.5 Transportation and C.6 Recreation Objectives).
- v. Encourage neighborhoods to work with the Public Works Department and Parks and Recreation Department on maintaining parks, community gardens, and streetscapes throughout the area (see Section C.6 Recreation Objectives).

#### **B. Maintain the quality of the existing owner-occupied housing stock.**

- i. Continue to provide financial assistance to low and moderate-income property owners using community development and other funding to maintain and update their homes with a focus on energy efficiency.
- ii. Work with local, regional, and state agencies (including the City’s Community Development Department, the Auburn Housing Authority, Community Concepts, and Maine State Housing) to provide elderly and low and moderate-income property owners with property maintenance assistance.

#### **C. Establish flexible city zoning and land use regulations designed to **promote private development and rehabilitation.****

- i. Review and revise the zoning requirements, as needed, to allow existing buildings to be improved and expanded as long as they maintain the character of the neighborhood in terms of setbacks, building height, lot coverage, and similar factors (see Section D. Future Land Use).
- ii. Review and revise the zoning requirements, as needed, to allow for redevelopment and infill projects on vacant lots that are in character with the neighborhood in terms of lot sizes and density, frontage, setbacks, and similar dimensions.
- iii. Revise the current two-family housing provision to allow for accessory dwelling apartments on all single-family lots that meet appropriate requirements.

- D. Develop a coordinated community program to **assist elderly homeowners looking to downsize** as a means of providing increased opportunities for young families to purchase homes in the neighborhoods.
  - i. Work with community groups and senior agencies to develop a community-based program to help senior citizens interested in downsizing explore housing alternatives.
  - ii. Assure that city zoning allows for the development of a range of senior housing in New Auburn and throughout the City to provide appropriate housing options for older residents who need or want to downsize.
  - iii. Develop a program in conjunction with local real estate interests and housing organizations to promote the desirability of these neighborhoods as places for younger families to live.
  - iv. Work with Maine State Housing and other housing organizations and funding sources to make mortgage financing available for younger households, especially families with children, to buy homes in these neighborhoods.
  
- E. **Support owner-occupied small-scale rental housing** as a positive part of these neighborhoods:
  - i. Promote owner-occupied multifamily housing by working with the City's Community Development Department, the Auburn Housing Authority, and Maine State Housing to provide funding for people to buy and upgrade small multifamily properties.
  
- F. **Support the establishment of an Auburn housing advocacy committee** to develop and oversee housing related projects and programs:
  - i. Develop a housing resource guide to educate homebuyers about local housing projects and programs.

## **Objective 2: Improve InTown neighborhoods**

- A. **Maintain/Enhance the livability of the InTown neighborhoods.**
  - i. Assure that city services, including police, fire, and public works, are provided to these neighborhoods on an equitable basis, and that problems that impact the neighborhood are addressed (see Section C.2 Public Safety).
  - ii. Maintain the Boys and Girls Club and other educational/youth programs and support necessary maintenance and renovation to ensure adequate facilities to meet the needs of the programs.

- iii. Manage traffic. Limit the potential for “cut through” traffic in residential neighborhoods and support traffic calming measures (see Section C.5 Transportation).
  - iv. Invest in City infrastructure improvements, as needed, such as sidewalks and recreation facilities (see Sections C.5 Transportation and C.6 Recreation).
  - v. Encourage neighborhoods to work with the Public Works Department and Parks and Recreation Department on maintaining parks, community gardens, and streetscapes (see Section C.6 Recreation).
- B. Assure that the **existing rental housing stock is well maintained and well managed.**
- i. Adopt 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 for the repair or renovation of existing structures.
  - iii. Review and revise the city fire code to remove unreasonable barriers to the renovation of older properties.
  - iv. Conduct a regular, on-going program of “code enforcement” to assure that multifamily housing is well maintained and properly managed.
  - v. Continue to provide financial assistance to the owners of rental property to upgrade the units with a focus on energy efficiency.
  - vi. Support the continued development of subsidized and other affordable housing to meet the needs of low-income individuals and families.
- C. Assure that city 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 as long as they maintain the character of the neighborhood in terms of setbacks, building height, lot coverage and similar factors (see Section D. Future Land Use).
  - ii. Review and revise the zoning requirements, as needed, to allow for redevelopment and infill projects on vacant lots that are in character with the neighborhood in terms of lot sizes and density, frontage, setbacks, and similar dimension (see Section D. Future Land Use).
  - iii. Create flexible zoning provisions such as variable density requirements (bedroom based density or the use of building envelop provisions) that allow for the reuse or rehabilitation of the entire volume of existing buildings to create expanded housing opportunities (see Section D. Future Land Use).

**Objective 3:** Provide a variety of new housing opportunities in Rural/Rowe’s Corner

**Strategies:**

- A. Maintain the opportunity to **develop low-density single family housing** (1-2 units per acre) in areas along outer South Main Street and Vickery Road that are currently not served by public water or sewerage (see Section D. Future Land Use).
- B. Create the opportunity to **develop medium density housing** (8-10 units per acre) such as townhouses and small homes on small lots in the area north of Vickery Road between South Main Street and Riverside Drive if public water and sewerage can be made available (see Section D. Future Land Use).
  - i. Promote *Traditional Neighborhood Design* (small lots, a varied grid street pattern) that is in character with the UpTown neighborhoods.
  - ii. Ensure that all projects connect to existing neighborhoods and community recreational destinations through a network of sidewalks and/or trails.

## **C.5 Transportation**

*New Auburn’s transportation network of streets, sidewalks, bike lanes, and trails provides all users with safe and efficient movement throughout the community and beyond. Access to New Auburn is enhanced by the development of an additional turnpike interchange.*

*Where feasible, the major roads include well-landscaped esplanades separating sidewalks from the travel lanes. The travel lanes are narrow but efficient, moving traffic safely through the community. Drivers respect pedestrians and bicyclists. Signage and well-marked crosswalks clearly identify pedestrian access points. Designated bike lanes and routes connect New Auburn residents to local and regional destinations.*

*Traffic flow through New Auburn has been improved. The road network in the New Auburn Village Center District has been redesigned to support local business while allowing for safe and efficient commuter access.*

*Riverside Drive remains the gateway from the south and access is managed to maintain its role as a commuter corridor. The street itself is well landscaped and includes sidewalks and bike lanes, where feasible.*

*The community supports long-range transportation planning efforts to alleviate congestion in New Auburn and provide for greater regional access. It works with the Maine Turnpike Authority and other local and regional transportation agencies in the development of a new turnpike interchange to provide better access to New Auburn including the industrial district.*

*New Auburn encourages, as part of this development, the study of a connector road designed to link the Rural/Rowe’s Corner area to Washington Street/Rodman Road and possibly the Maine Turnpike in an effort to open up sites for additional economic development.*

**Objective 1:** Streets are safe for all users.

**Strategies:**

- A. Work with the Police Department to **make speed control a priority** enforcement activity along major streets.
- B. **Establish and maintain safe pedestrian crossings.**
  - i. Work with Police Department to enforce the state law regarding pedestrian right-of-way in crosswalks.
  - ii. Work with Public Works to ensure that crosswalks are well marked. Look into the possibility of imbedded crosswalks and/or textured pavement as alternatives to painting on heavily traveled roads. (Table 1, Map 2 page 20)
  - iii. Place “yield to pedestrian” signs at designated crosswalks.
  - iv. Improve pedestrian safety through warning signs such as flashing pedestrian lights at major intersections and pedestrian crossings.

<b>Table 1: Priority Location for Crosswalks</b>	
South Main Street and	<ul style="list-style-type: none"> <li>• Bolster Street</li> <li>• Roy Street</li> <li>• Dunn/6<sup>th</sup> Street</li> <li>• 7<sup>th</sup> Street</li> <li>• 9<sup>th</sup> Street</li> <li>• Dee Street</li> <li>• Cook Street</li> <li>• Broad Street</li> <li>• Mill Street</li> </ul>
Riverside Drive and	<ul style="list-style-type: none"> <li>• Dunn Street</li> <li>• Mill Street</li> <li>• Brook Street</li> <li>• Broad Street</li> </ul>
Broad Street and	<ul style="list-style-type: none"> <li>• 5<sup>th</sup> Street</li> <li>• 6<sup>th</sup> Street</li> <li>• 8<sup>th</sup> Street</li> <li>• 9<sup>th</sup> Street</li> <li>• Marian Drive</li> <li>• Mill Street</li> <li>• Barker Mill Trail</li> </ul>

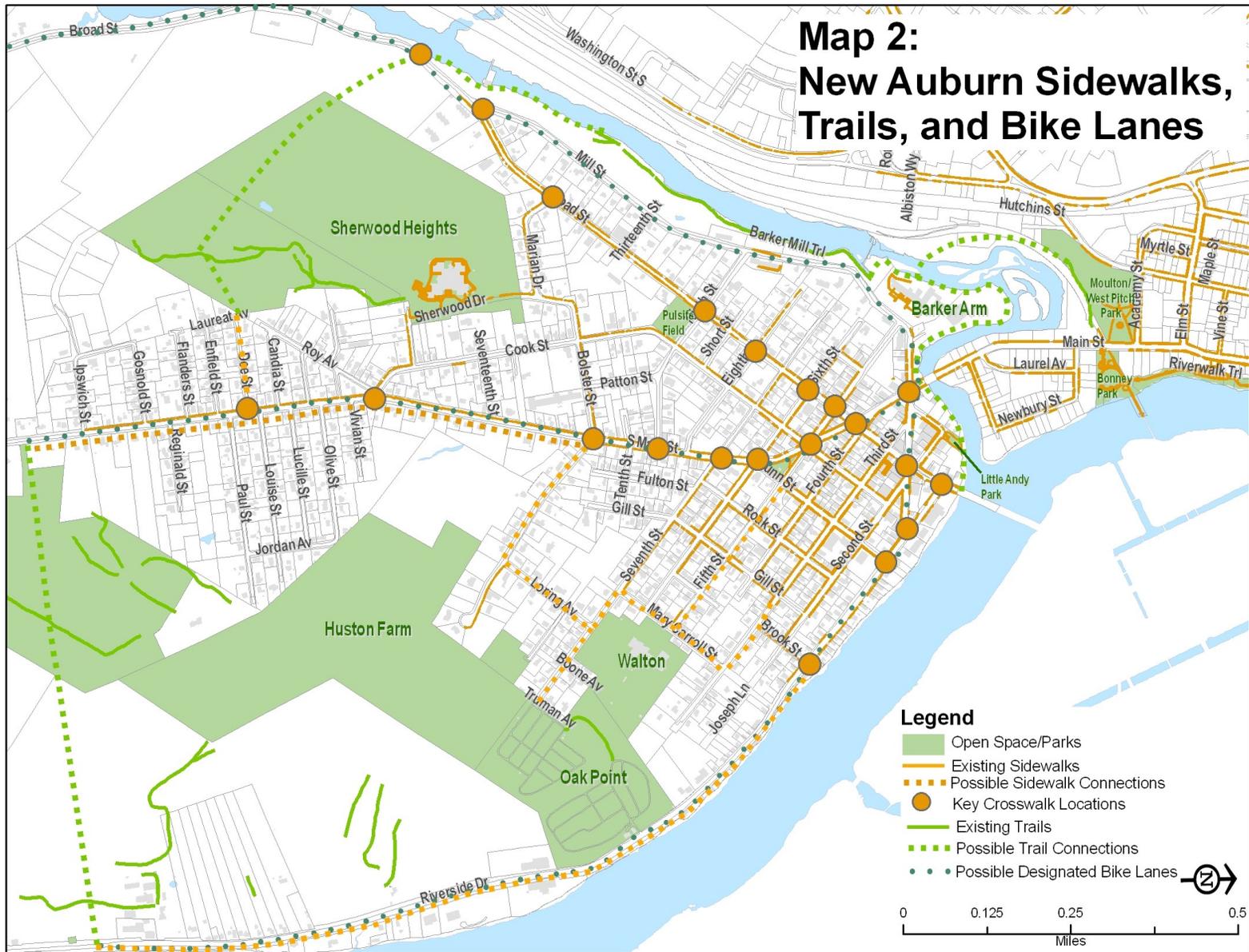
- C. **Establish dedicated bike routes.**
  - i. Establish, where feasible, bike routes along residential streets, where overall traffic is slower and streets are wide enough to safely support bicyclists.
  - ii. Provide wayfinding signage to guide cyclists to major destinations.
  - iii. Provide visual cues along major roadways for drivers including signage for bicycle crossings at major intersections and well-marked bike lanes.
  - iv. Provide bicycle parking throughout the business district and at parks and schools.

**Objective 2:** A well-maintained, multi-functional streetscape.

**Strategies:**

- A. Establish a plan to **maintain existing sidewalks**.
  - i. Ensure continued maintenance and repair of existing sidewalks with a focus on major streets (South Main Street, Broad Street, Mill Street, and Riverside Drive) and destinations (schools, parks, business district).
- B. Where feasible, reconstruct roads to **encourage traffic calming and provide for increased pedestrian and bicycle access**.
  - i. Install new sidewalks within the urban area with a focus on connecting residential streets to community destinations such as schools, parks, and the New Auburn Village Center District (Table 2, Map 2 page 20).
  - ii. Narrow travel lanes along the InTown and UpTown portions of South Main Street and Broad Street to allow for the installation of sidewalks and landscaped esplanades on both sides of the road. Where feasible, include wider shoulders to act as bike lanes.
  - iii. Include the installations of sidewalks and bike lanes as part of Riverside Drive corridor development/redevelopment projects.
  - iv. Install, where appropriate, neckdowns at intersections with defined crosswalks to slow traffic and reduce the pedestrian crossing distance.
  - v. Include ADA compliant ramps at all intersections. Where feasible, ramps should face the crosswalks to ensure safe access for the physically and visually impaired.
  - vi. In the Rural/Rowe’s Corner areas, narrow travel lanes and establish paved shoulders to be used as bike and pedestrian lanes. Discourage on-street parking and work to keep the shoulders free of debris to allow for safe travel.
- C. **Support public transportation connections** between New Auburn and the regional centers including downtown Auburn and Lewiston, the Auburn Mall, and major employment centers such as the industrial parks.
  - i. Encourage the expansion of night and weekend bus service to provide residents with increased mobility and access to community destinations.

<ul style="list-style-type: none"><li>• Fifth Street</li><li>• Sixth Street</li><li>• Mary Carroll Street</li><li>• Third Street</li><li>• Cook Street</li><li>• Ninth Street (between Broad and So Main)</li><li>• Loring Avenue</li><li>• Mill Street (South Main to Broad Street)</li><li>• Riverside Drive</li></ul>
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**Objective 3:** Improve current Mill Street traffic flow (Short Term).

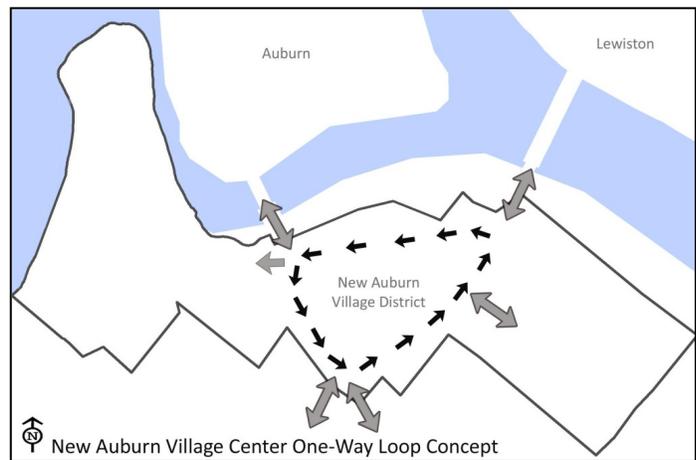
**Strategies:**

- A. **Address immediate traffic management concerns** regarding volume and congestion along Mill Street.
  - i. Support plans for signal upgrades to full actuation and timing changes at the two signalized intersections on Mill Street as outlined in the *2007 Lewiston Auburn Central Business Study*.
  - ii. Ease access concerns by maintaining adequate lane designation through periodic re-stripping of the roadway.
- B. **Support right-of-way reconfiguration measures** that promote an urban feel and encourage drivers to slow down.
  - i. Where feasible narrow Mill Street, Riverside Drive, and Broad Street travel lanes to allow for additional on-street parking.
- C. **Establish neckdowns at intersections** to narrow pedestrian crossing distances and slow turning traffic.

**Objective 4:** Redesign New Auburn Village Center District traffic flow (Long Term).

**Strategies:**

- A. **Establish a new road network** that supports the revitalization of the New Auburn Village Center District and provides access to area businesses while accommodating through traffic.
  - i. Study the development of a one-way loop road configuration, or other appropriate reconfiguration, in the New Auburn Village Center District to assess the feasibility of the project and determine appropriate criteria for implementation (see Section C.3 Auburn Business Districts).



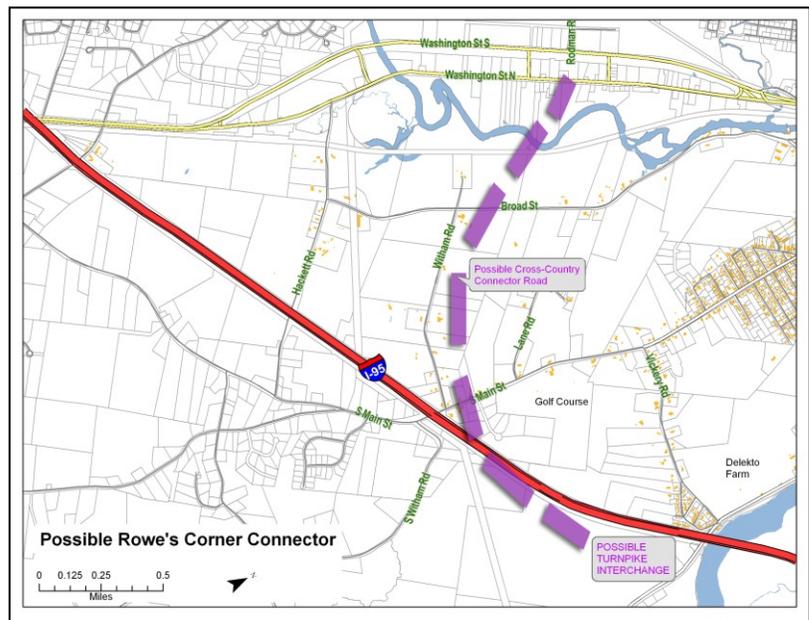
**Objective 5:** Support long-term regional transportation efforts.

**Strategies:**

- A. Continue to **engage in dialogue** with the Maine Turnpike Authority (MTA), Maine Department of Transportation, the City, and regional transportation agencies to **pursue construction of a new turnpike interchange**.
  - i. Establish Riverside Drive as the southern gateway to the community and work to promote development that meets current needs while allowing for changes in the development pattern to support the possibility of a future turnpike interchange (see Section D. Future Land Use).

- B. **Study the viability and feasibility of creating a connector road** between the new turnpike interchange and Washington Street/Rodman Road to increase access in the proposed Rural/Rowe's Corner business/industrial development area.

- i. Rezone portions of Rural/Rowe's Corner area as either Agriculture or Industrial Districts to allow for the development of a future connector road (see Section D. Future Land Use).



## C.6 Recreation

*New Auburn's greenbelt reaches across the urban portion of the community from the Little Androscoggin River to Riverside Drive. An interconnecting network of trails links the open space in designated areas. Community members are engaged in preserving and maintaining open space and trail networks and work closely with property owners to ensure safe, respectful use of the land.*

*The public enjoys greater access to the river with established trails and parks along the riverfront as well as designated boat launches and swimming areas. The Barker Mill Trail has been expanded and a new trailhead kiosk informs users of area recreational amenities and links to the New Auburn greenbelt.*

*There are a number of formal recreational facilities in New Auburn including the Little League Field, Boys and Girls Club, Raymond Park, and school playgrounds and sports fields. New Auburn residents work closely with the City and community recreation organizations to maintain these properties.*

### **Objective 1:** Establish a greenbelt and increase riverfront access

#### **Strategies:**

A. Work with the Androscoggin Land Trust and other conservation/recreation organizations to **support the purchase of conservation and/or recreation easements** in New Auburn with a priority on establishing a “greenbelt” around the InTown and UpTown portions of community – Mill to Riverside, Little Andy, Androscoggin (see Table 3).

#### **Table 3: Priority Recreation/Conservation Connections (Map 2, page 20)**

- Barker Mill Trail along Little Androscoggin River
- Broad Street/Sherwood Forest connection
- A Second Street riverfront corridor from Mill St./Main St. to Broad St.
- An east/west trail corridor connection between Riverside Dr. and So Main St.
- Barker Mill Trail connection to Moulton/West Pitch Park

B. **Encourage LA Trails' efforts to create a trail system**, where feasible, within the “greenbelt” linking the open spaces to the sidewalk network and major destinations such as schools and the business district (see Map 2, page 20).

- i. Support efforts to develop a trail connection between the Barker Mill Trail and Moulton/West Pitch Park through the establishment of a pedestrian bridge across the Little Androscoggin River.

- C. Support organizations such as the Androscoggin Land Trust and LA Trails in their efforts to **develop and maintain boat launches and other riverfront recreational amenities.**

**Objective 2:** Provide community-wide recreational opportunities.

**Strategies:**

- A. **Support development and maintenance of community recreational facilities.**
  - i. Work with the Parks and Recreation Department to maintain and upgrade existing recreational facilities.
  - ii. Encourage residents to take part in local upkeep and maintenance efforts to restore community-initiated recreational facilities such as the tennis courts at Sherwood Heights.
  - iii. Ensure that the neighborhood has a formal seat on the Parks Advisory Board to help oversee the ongoing maintenance of community recreational facilities and identify future community recreation projects.
  - iv. Support the City's development of a South Auburn recreational feasibility plan.
    - a. Ensure that the Walton School fields are maintained as community recreation space.

## **C.7 Economic Development**

*New Auburn supports economic development through continued efforts to promote and enhance New Auburn Business Districts (see Section C.3 New Auburn Business Districts) and the establishment of industrial/business parks within the Rural/Rowe's Corner area.*

*To ensure the potential for increased economic development in the Rural/Rowe's Corner portion of New Auburn, the City has placed most of the area into agricultural or industrial districts as a means of holding the land until such a time as business and/or industrial development becomes feasible. The City continues to pursue opportunities for attracting large-scale industrial and business developments that can support the necessary extension of public sewer and water services in this area. Efforts to increase access are supported by the development of a connector road that links the industrial area to Washington Street/Rodman Road and a possible future turnpike interchange.*

**Objective 1:** Support the expansion of necessary infrastructure.

**Strategies:**

- A. Work with developers to **expand sewer and water service** to 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. Look into developing a bond or other financing strategies to extend sewer and water service along the Little Androscoggin River to serve the industrial portion of New Auburn.
  - iii. Require expansion and/or connection to public water and sewer as part of redevelopment along Riverside Drive.
  
- B. **Study the viability and feasibility of creating a connector road** to Washington Street/Rodman Road and a possible future turnpike interchange to increase access in the proposed Rural/Rowe's Corner business/industrial development area.

**Objective 2:** Ensure appropriate business/industrial development in designated areas.

*Strategies:*

- A. Use TIF districts and other financial incentives to **attract investment and development to New Auburn's Rural/Rowe's Corner area.**
  
- B. Rezone the Rural/Rowe's Corner area as Agriculture or Industrial Districts to **allow for the future development of business/industrial uses.** The area along Witham Road should be rezoned to Agricultural as a holding zone to reserve this area for future industrial use. This area should be rezoned industrial only when the appropriate infrastructure including public water and sewerage, three-phase power, and improved access is available or will be provided to support industrial uses (see Section D. Future Land Use).

## D. Future Land Use

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The Future Land Use Plan for New Auburn is intended to become part of the City's Update of the Comprehensive Plan. Therefore, the New Auburn Future Land Use Plan uses the same overall format and terminology as the City's overall Future Land Use Plan. The 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 "growth area" as the 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 "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 "transition" area can also be misleading if the objective is to maintain it "as is".

### Future Land Use Categories

For the purpose of the Future Land Use Plan, three basic growth categories are used to define the area. These categories are based upon the standards set out by the state and the desired level of future development in the City (see Map 3 on page 28).

- D.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.

**D.2. Limited Growth Areas** – Areas that are either essentially or fully developed and therefore have limited development potential or that have vacant or under-utilized land where the City’s desires a limited amount of growth and development over the next ten years.

**D.3. Restricted or Non-Growth Areas** – Areas that are either unsuitable for development or in which the City desires to see little or no growth and development over the next ten years.

## **Future Land Use Types**

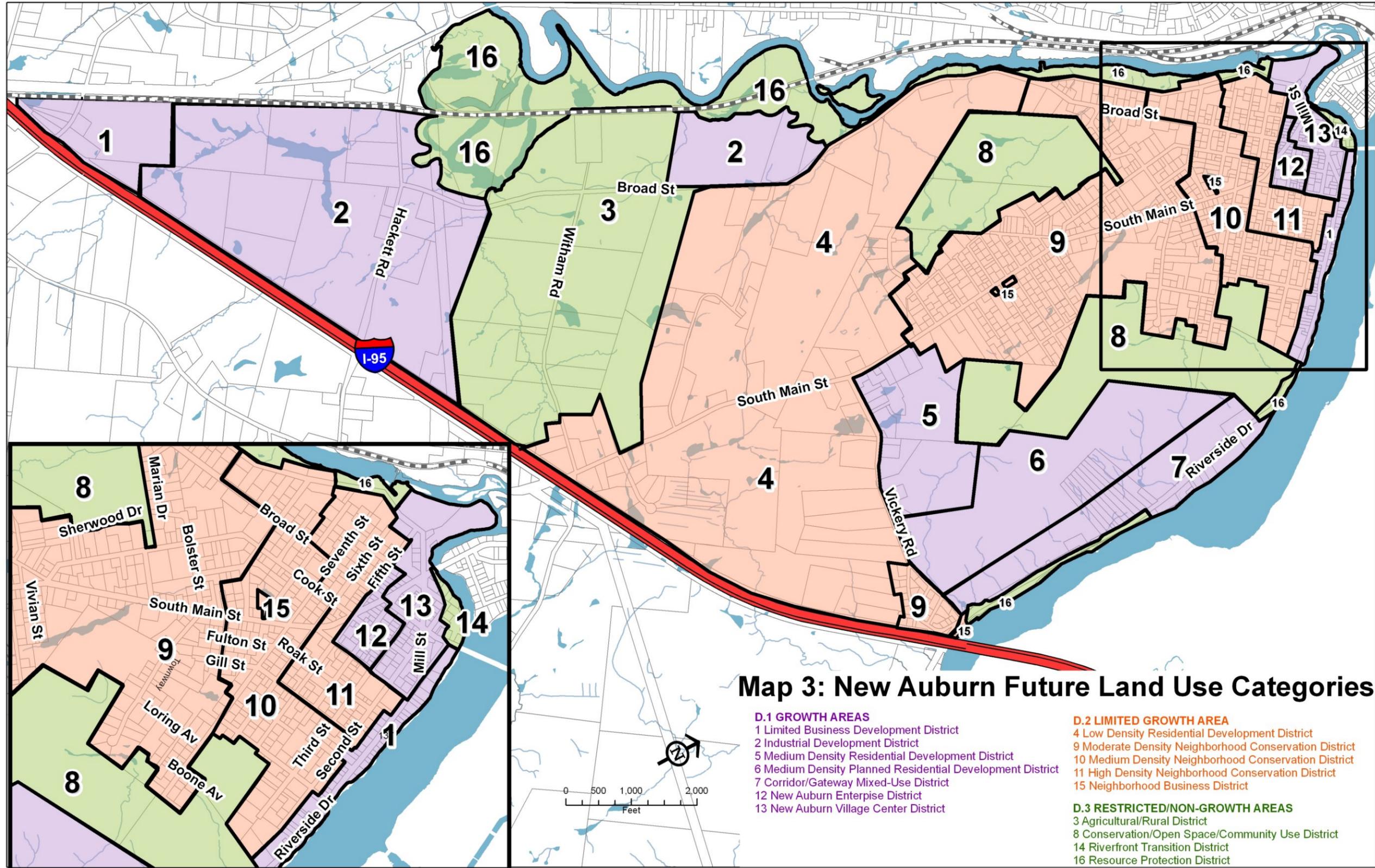
The three categories of growth, limited growth, and restricted or non-growth specify where the City wants to accommodate growth and development and where it wants to discourage or prohibit it. They do not specify how that development should or should not occur. To do that, the Future Land Use Plan distinguishes among four types of areas based on the character of the area and the way in which development should (or should not) occur (see Map 4 on page 29).

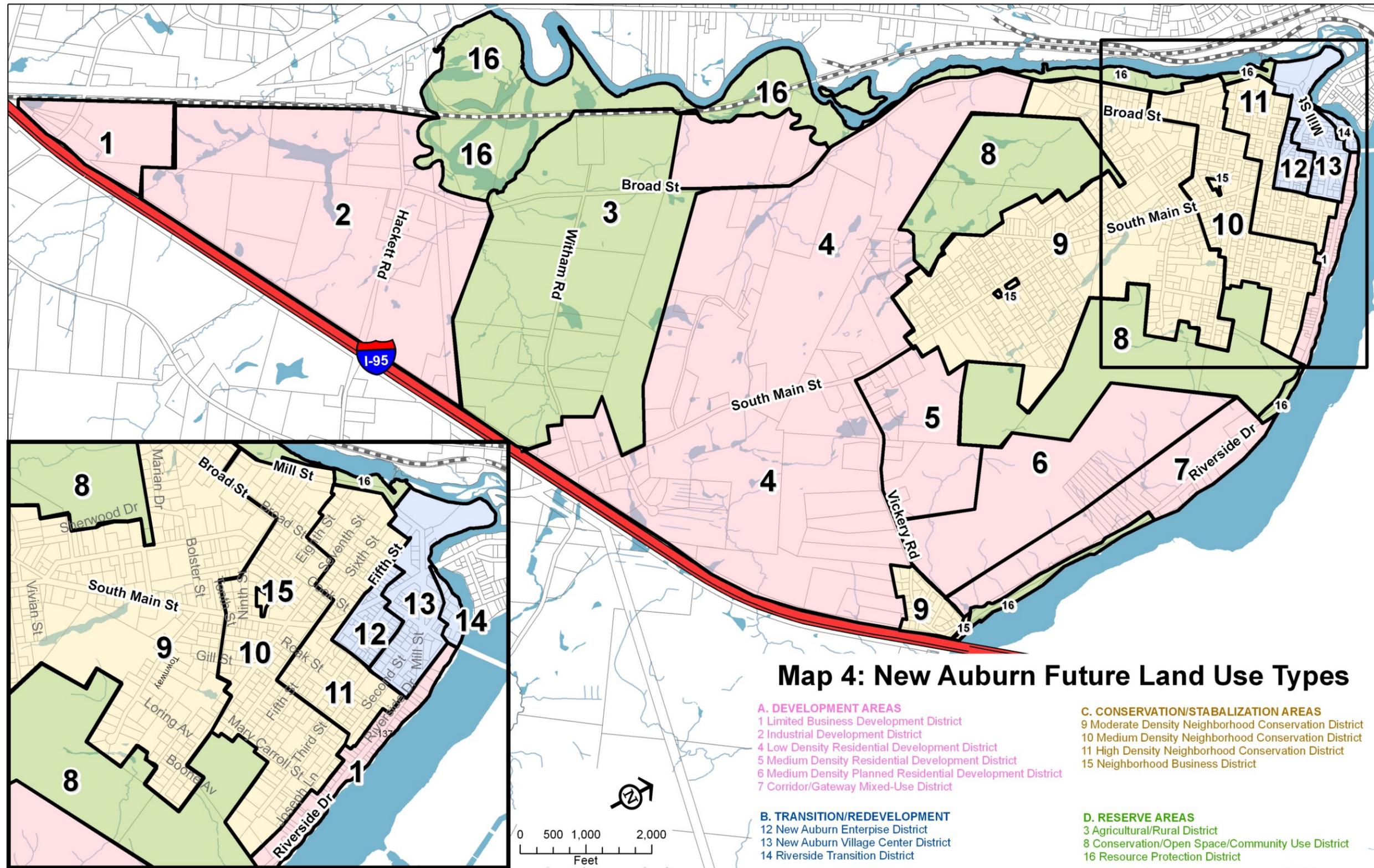
**A. Development Areas** – Areas with significant amount vacant or underutilized land that are capable of supporting new residential or non-residential development in accordance with the City’s land use objectives. New development within these areas is generally encouraged.

**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.

**C. Conservation/Stabilization Areas** – Developed areas where the City’s policy is to maintain and enhance the current type and pattern of development. Limited infill development, redevelopment, and expansion of existing uses are encouraged in these areas but large scale development/redevelopment that changes the character of the area is not.

**D. 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.





## Future Land Use Designations

The following sections outline the various land use designations used in the New Auburn 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* of 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. Alongside each district is a map area number that corresponds to the Future Land Use Maps on pages 28 and 29.

### D.1 Growth Areas

#### Type A: Development Areas

##### *Designation: Residential*

###### Medium Density Residential Development District

(Map Area 5: South Main/Vickery Road)

*Objective* – Allow for the development of a wide range of residential and community uses at a density of up to 12-15 units per acre in areas that are served or can be served by public sewerage and public water. New development should be designed to minimize the number of vehicular access points to existing collector or other through roads.

*Allowed Uses* – The following general types of uses should be allowed within the Medium Density Residential Development District:

- detached single-family and two family homes
- attached town-house style homes
- multifamily housing
- home occupations
- community services and government uses
- public utility uses
- agriculture

*Development Standards* – Multifamily housing and townhouse style development should be allowed at a density of up to 12-15 units per acre while single and two-family

housing should be allowed at a density of up to 6-8 units per acre. The development standards should allow for more dense development and smaller lots for projects that do not use existing collector or through roads for individual units/lots. The lot size for detached single-family homes should be as small as 5,000 to 7,500 square feet. Lot frontage requirements on existing collector and other through roads should be around 100 feet but should be reduced for lots that are accessed from existing local streets or streets within a development. In general, the minimum front setback should be 20-25 feet. Side and rear setbacks should be established that relate to the size and width of the lot.

### Medium Density Planned Residential Development District

*(Map Area 6: Delekto Farm Area not including road frontage)*

**Objective** – Allow for the development of well planned residential projects that include a wide range of residential and community uses at a density of up to 12-15 units per acre in areas that are served or can be served by public sewerage and public water. Planned developments should be required to set aside a portion of the overall area of the development as open space or conservation land. Individual lot-by-lot development or strip subdivisions along existing roads should not be allowed. New development should be designed to minimize the number of vehicular access points to existing collector or other through roads. This designation is considered to be provisional for areas that have been zoned Agriculture/Resource Protection – in this situation the current Ag/RP zoning or its equivalent should remain in place until a planned development proposal is under active consideration by the property owner.

**Allowed Uses** –Public utility uses and agriculture including animal husbandry should be allowed in the Medium Density Planned Residential Development District. The following general types of uses should be allowed as part of a planned development:

- detached single-family and two family homes
- attached town-house style homes
- multifamily housing
- elderly housing
- assisted living and retirement housing
- home occupations
- community services and government uses
- recreational facilities and open space

In addition, small-scale office and service uses (< 5,000 square feet) should be permitted as part of a planned development as long as the scale and intensity of the uses are

compatible with the residential nature of the development and they are integrated into the overall development.

***Development Standards*** – Multifamily housing and townhouse style development should be allowed at a density of up to 12-15 units per acre while single and two-family housing should be allowed at a density of up to 6-8 units per acre. The development standards should require that the development be designed to reflect the opportunities and constraints of the parcel and the adjacent area. Therefore, the standards should allow flexibility for how the units/lots are laid out as long as the design is consistent with the site's characteristics. Planned developments should be required to set aside 15-25% of the gross area as open space or conservation land. New development should be designed to minimize the number of vehicular access points to existing collector or other through roads.

### ***Designation: Non-Residential and Mixed-use***

#### Limited Business Development District

*(Map Area 1: Old Danville Road GB Area and inner Riverside Drive)*

***Objective*** – Allow for the development and redevelopment of small and moderate scale non-residential uses in areas that have good vehicle access and are served or can be served by public water and sewerage. Since these districts are often located adjacent to existing residential neighborhoods or residentially zoned areas, the allowed uses and development standards are intended to assure that activity within these districts have minimal adverse impact on the adjacent residential areas. In addition to non-residential activity the Limited Business Development District should allow for both existing and new residential use at a density of up to 15-18 units per acre.

***Allowed Uses*** – The following general types of uses should be allowed in the Limited Business Development District:

- small and moderate size retail uses (<20,000 square feet)
- personal and business services
- business and professional offices
- restaurants excluding drive-thru service
- hotel, motels, inns, and bed & breakfast establishments
- public utility facilities
- residential uses (including single and two family, townhouses, and multi-family housing)
- community services and government uses

- small and moderate size (<20,000 square feet) fully-enclosed research, light manufacturing, assembly, and wholesale uses
- contractors and similar activities
- motor vehicle service
- motor vehicle sales limited to a subordinate or accessory use where the principal use is motor vehicle service
- recreational uses and facilities

*Development Standards* – The focus of the City’s development standards for the Limited Business Development District should be on assuring that new development or redevelopment/expansion of existing uses is done in a manner the results in well designed, attractive projects that minimize the potential for undesirable impacts. To ensure that redevelopment/conversion of residential buildings to non-residential uses is compatible with the design and character of the community, these projects should require site plan review. The review standards should include provisions to manage the amount and location of vehicular access to the site, require an attractive treatment along the boundary between the lot and the street, and provide for the buffering of adjacent residential districts. Multifamily housing and townhouse style development should be allowed at a density of up to 15-18 units per acre while single and two-family housing should be allowed at a density of up to 6-8 units per acre. Conversion of older single-family units to duplexes is encouraged as well as the full utilization of all established units within multi-unit buildings provided that the building will be renovated and the individual dwelling units will meet the City’s basic requirements for residential units.

Corridor/Gateway Mixed-Use (Low Intensity Non-Residential and High Density Residential) Development District)

*(Map Area 7: Delekto Farm frontage along Riverside Drive)*

*Objective* – Accommodate development along the essentially undeveloped portions of collector and arterial roads in those areas where non-residential use is appropriate and public water and sewerage is available or can be provided. The focus in these areas is to allow limited development in a manner that maintains the capacity of the road to move traffic while assuring that the development creates an attractive corridor or gateway. New development should be designed to minimize the number of vehicular access points to existing collector or other through roads. Development in the district should be limited to lower intensity uses and be subject to a higher standard of design than is appropriate in some other non-residential areas. This designation is considered to be provisional for areas that have been zoned Agriculture/Resource Protection – in

this situation the current Ag/RP zoning or its equivalent should remain in place until a planned development proposal is under active consideration by the property owner.

***Allowed Uses*** – The following general types of uses should be allowed in the Corridor/Gateway Mixed-Use Development District:

- personal and business services
- business and professional offices
- restaurants excluding drive-thru service
- hotel, motels, inns, and bed & breakfast establishments
- public utility facilities
- residential uses (including townhouses and multi-family housing) as part of a mixed-use building or project
- community services and government uses
- small and moderate size (<20,000 square feet) fully enclosed research, light manufacturing, and assembly uses
- recreational uses and facilities

In general, retail uses, motor vehicle sales and service, and uses involving significant amounts of heavy truck traffic are not appropriate in this district.

***Development Standards*** – The development standards for the Corridor/Gateway Mixed-Use Development District should focus on assuring that development is well-designed and creates an attractive gateway/corridor. The development standards should limit the creation of new “curb cuts” or access points and require that entrances to individual properties be from internal drives or be combined to the extent feasible. The standards should require that buildings be set back from the road to allow for the development of a landscaped buffer strip along the boundary between the road R-O-W for collector roads and the lots that abut the road. The standards should also require high quality site design including attention to internal circulation, landscaping, and lighting. Residential uses that are part of a mixed-use building/project should have a density of up to 15-18 units per acre.

#### Industrial Development District

*(Map Area 2: Hackett Road)*

***Objective*** – Accommodate the development and expansion of a wide range of non-residential industrial-type uses to create employment opportunities and expand the City’s tax base. 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 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 uses 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 focus on:

- establishing performance standards to assure that uses are good neighbors and do not create adverse impacts on surrounding properties or the community at-large
- establishing buffers where the district abuts residential districts to minimize the impacts on those residential properties
- establishing site design and landscaping standards to assure that development functions well and is visually attractive when viewed from public streets or other public areas

## **Type B: Transition/Reuse/Redevelopment Areas**

### *Designation: Residential*

#### New Auburn Enterprise District

(Map Area 12: 3<sup>rd</sup> - 4<sup>th</sup> - 5<sup>th</sup> Street)

**Objective** – Encourage the re-investment in property on the fringe of the New Auburn Village Center District through a combination of upgrading of the public infrastructure and allowing limited commercial use of existing buildings. The commercial use within residential buildings should be secondary to the residential use and should be limited to low intensity uses that do not detract from the area’s residential character.

**Allowed Uses** – The following general types of uses should be allowed in the New Auburn Enterprise District:

- residential uses including multifamily housing
- elderly housing
- home occupations
- bed and breakfast establishments
- community services and government uses
- recreational facilities and open space

In addition, low intensity accessory non-residential uses should be allowed to occupy the first floor unit of a residential building so long as the principal use of the building remains residential. These uses should be limited to the following general types:

- professional and business offices
- personal and business services
- art and craft studios and galleries
- restaurants (without drive thru service), bakeries, cafes
- specialty retail stores
- neighborhood/specialty grocery/food stores

Retail and other uses that rely on commuters or pass-by customers for a significant share of their market should not be allowed in the New Auburn Enterprise District.

**Development Standards** – Residential development and redevelopment should be allowed at a density of up to 15-18 units per acre. The reuse/reconfiguration of existing buildings for residential purposes should be allowed without consideration of the density requirements provided that the building will be renovated and the individual

dwelling units will meet the City's basic requirements for residential units. The development standards should allow for development to occur in a manner that is similar to the existing pattern of setbacks within the district. Residential buildings with non-residential uses should be allowed to consider shared parking to meet their parking requirements.

***Designation: Non-Residential and Mixed-use***

New Auburn Village Center District

*(Map Area 13: Business District – Mill Street)*

***Objective*** – Promote the upgrading and redevelopment of the traditional New Auburn Village Center District. The district is intended to assure that development or redevelopment occurs in a manner that reinforces the historic village/urban pattern of development with a strong pedestrian orientation and buildings located close to the street with parking located at the side or rear of the buildings. The focus of the City's land use regulations in this area should be on allowing property owners flexibility in the reuse and redevelopment of properties as long as the "village/urban character" is maintained.

***Allowed Uses*** – The following general types of uses should be allowed within the Village Center District:

- small to moderate size retail uses
- personal and business services
- restaurants and cafes
- office uses including business and professional offices
- fully enclosed light manufacturing
- community services and facilities
- recreational facilities
- a wide range of residential uses including housing on the upper floors of mixed-use buildings and senior housing

Automotive related uses including vehicle repair and service stations should not be allowed within this district. Drive-through services should be allowed but only if they are located and designed in a manner that is compatible with a pedestrian friendly, village environment.

***Development Standards*** – The standards in the New Auburn Village Center District should allow property owners flexibility in the use and development/redevelopment of properties as long as an urban/village pattern of development is maintained. Lot size

and frontage requirements should be minimized or eliminated. Setback requirements should allow buildings to be located at the sidewalk line and side setbacks should not be required. Any area between the front of the building and the street should be required to be used for pedestrian purposes including outdoor spaces as part of uses and vehicle use should be prohibited. Parking should be required to be located at the side or rear of the building but the minimum parking requirement should be reduced and new or redeveloped properties should be allowed to count the use of shared or public parking to meet the standard.

To encourage mixed-use buildings and residential uses in the Village Center District, the maximum residential density should be 18-24 units per acre with a provision that small units or units for the elderly be treated as a fraction of a unit based on the size of the unit or the number of bedrooms in the unit. Flexibility in providing residential parking should be provided for new or redeveloped properties that include residential uses on the upper floors.

## **D.2 Category: Limited Growth Areas**

### **Type A: Development Areas**

#### *Designation: Residential*

##### Low Density Residential Development District

*(Map Area 4: Outer South Main – Golf Course)*

**Objective** – Allow for low density residential development (primarily detached single-family homes) on the fringe of the built up area 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.

**Allowed Uses** – The allowed uses in the Low Density Residential Development District should be similar to the uses currently allowed in the existing Rural Residential District including single and two-family homes and town-house style units.

**Development Standards** – The residential density in the Low Density Residential Development District should be one unit per acre. The development standards should be similar to the standards for the existing Rural Residential District except for the lot width/frontage requirement. The standards should allow lot widths of as little as 125-150 feet for lots that front on a new internal street and for back lots with as little as 50

feet of frontage on an internal street. The standards should allow the size of individual lots to be reduced and the lots clustered to allow a portion of a development to be preserved as open space provided that adequate provisions can be made for on-site sewage disposal and water supply and the overall density requirement is met.

## **Type C: Conservation/Stabilization Areas**

### *Designation: Residential*

#### High Density Neighborhood Conservation District

*(Map Area 11: Roak – Sixth Street)*

**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. To this end, the district should allow property owners to upgrade their properties and for in-fill development and redevelopment/reuse to occur as long as it is compatible with the character of the neighborhood.

**Allowed Uses** – The following general types of uses should be allowed within the Medium Density Neighborhood Conservation District:

- detached single-family and two family homes
- attached town-house style homes
- multifamily housing
- home occupations
- community services and government uses
- public utility uses

**Development Standards** – The basic density requirement should be up to 6-8 units per acre for single-family and two-family homes and up to 15-18 units per acre for townhouse style and multifamily units. The reuse/reconfiguration of existing buildings for residential purposes should be allowed without consideration of the density requirements provided that the building will be renovated and the individual dwelling units will meet the City’s basic requirements for residential units. The minimum lot size for single-family house lots should be 5,000 to 6,500 SF with 60 to 75 feet of lot width or frontage. The other development standards should be established to reflect the existing pattern of development in these neighborhoods.

#### Medium Density Neighborhood Conservation District

*(Map Area 10: Eighth Street)*

**Objective** – Stabilize and promote continued investment in the City’s medium density neighborhoods which include a mix of single and two-family homes and small multi-unit buildings to assure that they remain safe, attractive areas in which residents want to live. To this end, the district should allow property owners to upgrade their properties and for in-fill development and redevelopment to occur as long as it is compatible with the character of the neighborhood.

**Allowed Uses** – The following general types of uses should be allowed within the Medium Density Neighborhood Conservation District:

- detached single-family and two family homes
- attached town-house style homes
- multifamily housing
- home occupations
- community services and government uses
- public utility uses

**Development Standards** – The basic density requirement should be up to 6-8 units per acre for single-family and two-family homes and up to 12-15 units per acre for townhouse style and multifamily units. The reuse/reconfiguration of existing buildings for residential purposes should be allowed without consideration of the density requirements provided that the building will be renovated and the individual dwelling units will meet the City’s basic requirements for residential units. The minimum lot size for single-family house lots should be 5,000 to 6,500 SF with 60 to 75 feet of lot width or frontage. The other development standards should be established to reflect the existing pattern of development.

Moderate Density Neighborhood Conservation District

(Map Area 9: South Main Street UpTown Neighborhoods)

**Objective** – Stabilize and promote continued investment in the City’s moderate density single and two-family neighborhoods to assure that they remain safe, attractive areas in which residents want to live. To this end, the district should allow property owners to upgrade their properties and for in-fill development to occur on vacant lots as long as it is compatible with the character of the neighborhood.

**Allowed Uses** – The allowed uses in the Moderate Density Neighborhood Conservation District should be limited to the following types of uses:

- single and two-family homes
- townhouse style attached single-family units

- home occupations
- community services and municipal use and facilities
- public utility uses
- agriculture

*Development Standards* – The basic density requirement should be up to 4-6 units per acre for single-family and two-family homes and up to 6-8 units per acre for townhouse style units. The minimum lot size for single-family house lots should be 7,500 to 10,000 SF with 75 to 100 feet of lot width or frontage. The other development standards should be similar to the standards for existing Urban Residential District. The development standards should include provisions to allow in-fill development on existing lots of record regardless of their size if they meet stringent design and environmental standards so that they are compatible with the neighborhood.

***Designations: Non-Residential and Mixed-use***

Neighborhood Business District

(Map Area 15)

*Objective* – The objective of the Neighborhood Business District is to allow for the maintenance, improvement, and continued commercial use of properties within residential neighborhoods that have been traditionally used for non-residential purposes provided that they are good neighbors and that changes in the property or the use do not increase the adverse impacts on the neighborhood.

*Allowed Uses* – The following types of uses should be allowed in the Neighborhood Business District provided they do not result in an increase in the adverse impacts on the surrounding neighborhood:

- residential uses of the type allowed in the surrounding neighborhood
- personal services
- small retail uses
- service stations
- community services and government uses
- public utility facilities

If an existing non-residential use is replaced by a new residential use, it should be required to demonstrate that it will not increase the adverse impact on the surrounding neighborhood.

*Development Standards* – The development standards should reflect the existing pattern of development with respect to setbacks. The standards should allow for the

expansion of the building as long as the overall layout and functioning of the site is improved and there is no increase in adverse impacts.

## **D.3 Restricted/Non-Growth Areas**

### **Type B: Transition/Reuse/Redevelopment Areas**

#### *Designation: Open Space/Conservation/Community*

##### Riverfront Transition District

*(Map Area 14: Second Street Area between the Bridges)*

**Objective** – Reclaim developed areas within the 100-Year floodplain of the Androscoggin River for open space and public usage through a combination of regulation and acquisition. Within these areas, the City should limit new development and redevelopment while acquiring property from willing sellers for fair market value. Once blocks of riverfront are acquired, these should be redeveloped as public open space with extension of the Riverwalk trail system where appropriate.

**Allowed Uses** – Existing developed properties within the Riverfront Transition District should be allowed to continue to be used for their current use and be maintained and expanded within strict limits. New development or redevelopment for residential or commercial purposes should not be permitted. Allowed uses in the Riverfront Transition District should be limited to recreational and open space uses, public utility uses, and facilities for providing public access to the river including boat/canoe launches.

**Development Standards** – The standards for the Riverfront Transition District should allow existing buildings to be expanded by up to 30% of the current building footprint or building volume as long as the expansion does not make the building closer to the shoreline. New development including parking and recreational facilities other than trails/paths and facilities for water access should be required to be set back from the shoreline to create a “green edge” along the shoreline.

## Type D: Protection/Reserve Areas

### *Designation: Open Space/Conservation/Community*

#### Resource Protection District

*(Map Area 16: Undeveloped Floodplains)*

**Objective** – Retain areas with significant natural resource value in an undeveloped, natural state. This includes undeveloped 100-year floodplains adjacent to the rivers and significant streams and areas around freshwater wetlands that are moderate-high value habitat.

**Allowed Uses** – Within the Resource Protection District, allowed uses should be limited to natural resource and open space uses including agriculture and forestry, low intensity recreational uses, facilities that provide water access, and similar low impact uses. Uses that involve significant structural development or impervious surfaces should not be allowed in this district. Uses such as utility lines and roads may be located within the district if there is no alternative appropriate location.

**Development Standards** – All new structural development and paved surfaces except for roads, trails and facilities for access to the water should be set back from the waterbody or wetland and a green buffer maintained along the edge of the resource. In general, all activities within the district are also subject to the Shoreland Zoning performance standards.

#### Agricultural/Rural District

*(Map Area 3: Witham Road – Broad Street)*

**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. 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/Rural District is intended to serve as a land reserve, protecting community valued open space and rural landscapes, while maintaining the potential for appropriate future development. The land along Witham

Road is included in the Agriculture/Rural designation to reserve the area for future industrial development. The objective is to rezone this area Industrial when the appropriate infrastructure to support industrial use including public water and sewerage, three-phase power, and improved access is available or will be provided.

*Allowed Uses* – The Agriculture/Rural 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 take into account 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/Rural 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/Rural 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. In an effort 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. A recreational master plan should be required outlining the scope, scale, and location of residential units and ensuring a

cluster development pattern in which the majority 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.

Where a parcel that is located in the Agriculture/Rural District land also includes residentially zoned land, a residential unit should be allowed to be transferred from the residentially zoned portion of the parcel to the Agriculture/Rural portion as long as the relocation does not negatively impact natural resources or the agricultural potential of the land. As with other residential development in the Agriculture/Rural District, the development standards should encourage flexibility in the location and size of the lot, allow for a waiver of road frontage requirements, and allow access from a private driveway. When a transfer occurs, the land in the residential zone from which a residential unit is transferred must be permanently protected from development through a legally binding preservation measure such as a conservation easement.

#### Conservation/Open Space/Community Use District

*(Map Area 8: Schools and Land Trust land)*

**Objective** – Formally recognize those parcels that are used for governmental purposes or are permanently protected for conservation or open space purposes.

**Allowed Uses** – The allowed uses within the Conservation/Open Space/Community Use District should be limited to municipal and other government facilities and uses, recreational facilities, natural resource uses including agriculture and forestry, public utility uses, and community services.

**Development Standards** – The development standards should focus on providing flexibility for appropriate municipal and governmental use of this land while protecting the natural resource and ecological value of permanently protected parcels.

## **E. Implementation**

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The New Auburn Master Plan identifies a wide range of actions that will need to be taken to carry out the objectives of the plan. This includes a significant overhaul of the City's zoning requirements that apply to New Auburn. For the Master Plan to be successful in bringing about change, the New Auburn community working in conjunction with the City will need to systematically and comprehensively implement these recommendations. This chapter sets out an implementation strategy to guide that process.

### **E.1 Management of the Implementation Process**

Successful implementation of the New Auburn Master Plan will require that there be on-going oversight of, and responsibility for, carrying out the various proposals and recommendations. In simple terms, some body or group must "own" the plan and be responsible for assuring that progress is made on carrying out the various actions. While the City Council is ultimately responsible for much of the implementation, there needs to be someone who will manage the day-to-day implementation of the plan's recommendations. City staff will obviously play a major role in carrying out the Master Plan over time, but it is unrealistic to expect them to be completely responsible for this function.

Therefore, a key implementation strategy is for the City to create a Master Plan Implementation Committee. This committee would be charged with responsibility for overseeing the implementation of the recommendations and for keeping the City Council apprized of the progress in carrying out the Master Plan. It is envisioned that this would be a small working group that would meet periodically and that would involve other people or groups in various tasks as necessary.

### **E.2 Coordination with the City's Comprehensive Plan**

The New Auburn Master Plan is intended to be a part of the City's Comprehensive Plan. However, the Master Plan goes into more detail in some areas and addresses topics that are not addressed in the Comprehensive Plan. The expectation is that portions of the Master Plan will be included in the City's Comprehensive Plan. This includes the Future Land Use Plan and some of the transportation proposals. The following implementation strategy includes all of the proposals in the Master Plan while recognizing that some of this will probably be addressed as part of the overall implementation of the City's updated Comprehensive Plan.

## **E.3 Funding and Staff Support**

While some of the activities proposed in this plan can be carried out by volunteers and others fall within the normal responsibilities of various City departments, many of the strategies laid out in the following implementation strategy will require the commitment of City funding and staff resources. A key element of this plan is that the City Council will make a commitment to the timely implementation of this plan by including regular, on-going funding for the implementation of the recommended activities in the City's operating and capital budgets. In addition, the plan envisions that the City will aggressively seek outside funding to be used in carrying out elements of the plan.

Staff support in the implementation of the plan will be crucial to the Plan's success in creating an improved environment in New Auburn. The committee does not expect or desire that New Auburn receive special treatment – rather the goal is that New Auburn receives a “fair share” of the City's activities and that these be focused on meeting the needs of the New Auburn community as set out in this Master Plan.

A key funding proposal is the establishment of a “downtown TIF district” for the village center area. This can be achieved either by creating a separate downtown TIF district for New Auburn or by expanding the City's existing downtown TIF district to include New Auburn. This tool allows property taxes generated in other TIF districts in the City that “compete” with downtown to be used to finance downtown improvement activities.

This plan also envisions that the City will create a TIF district to finance infrastructure improvements in the Hackett Road/Witham Road area to allow this area to develop as an industrial or business park.

## **E.4 Implementation Strategy**

The following table outlines a recommended approach for implementing the New Auburn Master Plan. For each action proposed in the community policies and future land use plan, the strategy assigns that to a time-frame for action (Short Term/On-Going or Longer Term) and identifies who should be responsible for overseeing that activity.

In the strategy, Short Term/Ongoing is used for actions that should occur in the immediate future (next year or two) or that occur on a regular basis as part of routine City operations or similar programs. Longer Term is used for actions that may require more than two years to complete recognizing that some of these activities may take much longer than that. The reference for each action is shown in parenthesis.

For each action, the primary group or body that will be responsible for the actions is suggested. This designation recognizes that other municipal bodies, City staff, or outside interests and groups may be involved in the activity. The proposed Master Plan Implementation Committee is assigned the responsibility for some actions that relate specifically to New Auburn or for which there is no other group or body that is appropriate to undertake the activity.

Recommended Action	Primary Responsibility
<b>Short Term/Ongoing Actions</b>	
<b>Ordinance Amendments</b>	
Amend the Zoning Ordinance to reflect the proposed land use districts outlined in the Future Land Use Plan (FLUP and C.3.C & E)	Planning Board and staff/consultants
Revise the parking requirements to allow the use of shared parking and on-street parking and to reduce parking requirements as outlined in the Future Land Use Plan (FLUP and C.3.D.ii)	Planning Board and staff/consultants
Revise the current two-family housing provision to allow for accessory dwelling units for single-family homes (C.4.1.C.iii)	Planning Board and staff/consultants
<b>Municipal Programs and Services</b>	
Establish a neighborhood watch program (C.2.A)	NA Implementation Committee with Police Department
Establish a New Auburn police volunteer program (C.2.B. iii)	NA Implementation Committee with Police Department
Continue to provide CDBG assistance to improve business properties (C.3.A.ii)	City CDBG Program
Maintain sidewalks and shoulders and stripe crosswalks for pedestrian and bicycle use (C.3.D.iii) and C.5.2.A)	City staff
Install “Yield to Pedestrian” signs and flashers (C.5.1.B.iii & iv)	City staff
Enforce state law on yielding to pedestrians in crosswalks (C.3.D.iii) and C.5.1.B.i)	NA Implementation Committee with Police Department
Assure that City services are provided on an equitable basis (C.4.1.A.i and C.4.2.A.i)	NA Implementation Committee

Recommended Action	Primary Responsibility
<b>Short Term/Ongoing Actions</b>	
Limit the potential for “cut through” traffic with traffic calming measures (C.4.1.A.iii and C.4.2.A.iii)	City staff
Continue to provide financial assistance to property owners to maintain homes and improve energy efficiency (C.4.1.B.i)	City CDBG Program
Make speed control a priority enforcement activity along major roads (C.5.1.A)	NA Implementation Committee with Police Department
Maintain and upgrade existing recreation facilities (C.6.2.A.i)	Parks and Recreation Department
<b>Capital Facilities/Funding</b>	
Establish a police substation in the New Auburn Village Center (C.2.B.ii)	NA Implementation Committee with Police Department
Upgrade signalization and traffic flow along Mill Street and Broad Street (C.3.D.i) and C.5.2.A)	City staff
Extend Main Street streetscape improvements (C.3.F)	City Council and staff
Regularly invest in infrastructure improvements (C.4.1.A.iv and C.4.2.A.iv)	City Council and staff through CIP
Maintain well marked crosswalks and explore pavement treatments for heavily traveled roads (C.5.1.B.ii)	City staff
Install bicycle signage and bicycle parking facilities in the business district and parks and schools (C.5.2.C.iv)	City staff
Use TIF districts and other financial incentives to attract investment and development to the Rowe’s Corner industrial area (C.7.2.A)	City Council and staff
<b>Studies and Plans</b>	
Establish a bicycle plan for New Auburn with designated bike routes along residential streets (C.5.1.C.i)	City staff

Recommended Action	Primary Responsibility
<b>Short Term/Ongoing Actions</b>	
<b>Other Activities</b>	
Reestablish the New Auburn Booster Club (C.1.B)	NA Implementation Committee
Promote the needs of New Auburn businesses (C.3.A)	NA Implementation Committee
Encourage volunteer efforts to maintain New Auburn (C.4.1.A.v/.C.4.2.A.i) and (C.6.2.A.ii)	NA Implementation Committee
Develop program to assist elderly and low/moderate-income property owners maintain their homes (C.4.1.B.ii)	NA Implementation Committee
Develop a program to assist elderly homeowners looking to downsize (C.4.1.D)	NA Implementation Committee
Encourage expansion of night and weekend bus service (C.5.2.C)	NA Implementation Committee

Recommended Action	Primary Responsibility
<b>Longer Term Actions</b>	
<b>Ordinance Amendments</b>	
Revise the zoning for the village center as part of the Downtown Revitalization Plan (C.3.J.i)	Planning Board and staff
<b>Capital Facilities/Funding</b>	
Support replacement of the New Auburn Fire Station (C.2.B.i)	NA Implementation Committee
Acquire riverfront properties between the bridges on an “as available” basis (C.3.E.i)	City Council and staff
Acquire and assemble properties for redevelopment in the Village Center (C.3.J.i.b)	City Council and staff
Create public parking to support redevelopment of the Village Center (C.3.J.i.c)	City Council and staff
Increase pedestrian access by installing new sidewalks to connect major destinations (C.5.2.B.i)	City Council through CIP
Narrow travel lanes on major streets to allow for sidewalks and esplanades when reconstruction occurs (C.5.2.B.ii)	NA Implementation Committee with staff
Install neckdowns at intersections where appropriate (C.5.2.B.iv and C.5.3.C.i)	City staff
Install ADA compliant ramps at all intersections (C.5.2.B.v)	City staff
Purchase conservation and/or recreation easements with a priority on establishing a “greenbelt” (C.6.1.A)	NA Implementation Committee and the Androscoggin Land Trust
Work with developers to extend public sewer and water service to business/industrial development areas (C.7.1.A)	City staff
<b>Studies and Plans</b>	
Develop a New Auburn Business marketing program (C.3.B.i)	NA Implementation Committee and City staff
Include the downtown area of New Auburn in a “downtown TIF District” C.3.B.ii)	City staff

Recommended Action	Primary Responsibility
<b>Longer Term Actions</b>	
Study the feasibility of establishing a one-way traffic loop in the Village Center (C.3.I) and (C.5.4.A)	NA Implementation Committee and City staff
Maintain communication with the Maine Turnpike Authority about plans for the Rt. 136 interchange (C.5.5.A)	NA Implementation Committee and City staff
Study the viability and feasibility of a connector road between a new turnpike interchange and Washington Ave/Rodman Road (C.5.5.B and C.7.1.B)	City staff
Develop a South Auburn recreational facilities plan (C.6.2.A.iv)	Parks and Recreation Department
<b>Other Activities</b>	
Encourage LA Trails to create a trail system within the “greenbelt” (C.6.1.B)	NA Implementation Committee

## **F. Appendix – Inventory**

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