

AUBURN DOWNTOWN MASTER PLAN



Prepared for the **City of Auburn, AL**

By **Urban Collage**

in collaboration with

Foresite Group, Inc.

Market + Main

MAY 2014





ACKNOWLEDGEMENTS

The City of Auburn would like to thank Downtown residents, property and business owners, and stakeholders for their participation in the creation of this plan.

City of Auburn

City Manager

Charles M. Duggan, Jr.

Assistant City Manager/CIO

James Buston

Assistant City Manager

Kevin A. Cowper, AICP

Planning Department Team

Forrest E. Cotten, AICP | Director of Planning

Justin Steinmann, AICP | Principal Planner, Downtown Master Plan Project Manager

Matt Mosley, AICP | Principal Planner

Tyler Caldwell | Planner

Katie Robison | Planner

Amber English | Administrative Assistant

Tessa Tompkins | Intern

Contributing Staff

David Dorton, Director of Public Affairs

Jeff Ramsey, Director of Public Works

Alison Frazier, Engineering Manager

Dan Crowdus, Development Review Engineer

Brandy Ezelle, Traffic Engineer

Philip Dunlap, Director of Economic Development

Megan McGowen, AICP|Deputy Director of Economic Development

Becky Richardson, Director of Parks & Recreation

Alison Hall, Community Programs Director

James Jennings, City Arborist

Bill James, Director of Public Safety

Paul Register, Chief of Police

Lee Lamar, Fire Chief

Andrew Meeks, Building Official

Eric Carson, Director of Water Resource Management

Matt Dunn, Assistant Director of Water Resource Management

Dan Ballard, Watershed Program Coordinator

Timothy Johnson, Utility Engineer

Christopher Graff, GIS Division Manager

Chris Griffin, Web Developer

Consultant Planning Team

Urban Collage + Lord Aeck Sargent

Bob Begle

Niti Gajar

Matt Cherry

Marco Ancheita

Foresite Group, Inc.

John Karnowski

Brett Basquin

Chris Rome

Market + Main

Lakey Boyd

David Burt

Downtown Master Plan Project Steering Committee

City Council Representatives

Mayor Bill Ham, Jr.

Ron Anders

Brent Beard

Tom Worden

Planning Commission Representatives

Sarah Brown

Emily Sparrow

City of Auburn Staff Representatives

Kevin Cowper

Forrest Cotten

Philip Dunlap

Jeff Ramsey

Becky Richardson

Downtown Stakeholder Representatives

Cliff Hare

Ed Lewis

Chamber of Commerce Representative

Anna Hovey

Auburn University Representative

Jeffrey Dumars

City of Auburn Planning Commission

Sarah Brown, Chair

Phillip Chansler, Vice Chair

Wayne Bledsoe

Warren McCord

Marcus Marshall

Charles Pick

Matt Rice

Emily Sparrow

Mark Yohn

City of Auburn Elected Officials

Mayor

Bill Ham, Jr.

City Council

Arthur Dowdell, District 1

Ron Anders, District 2

Tom Worden, District 3

Brent Beard, District 4

Robin Kelley, District 5

Dick Phelan, District 6

Gene Dulaney, District 7

Bob Norman, District 8

D R A F T



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TOOMEY DRUGS

auburn.com

TAILGATE
AT THE PARK
AGHERITAGE PARK - AUBURN UNIVERSITY



Outdoor Dining
Home Sales
Check out our Park Field
FREE to the Public

AUBURN DOWNTOWN MASTER PLAN



DOWNTOWN - PAST AND PRESENT

PROJECT BACKGROUND

This Auburn Downtown Master Plan was completed by the City of Auburn and its team of consultants from the Summer of 2013 through the Spring of 2014. This plan is designed to build on the concepts and policies contained within CompPlan 2030 and to firmly establish a vision for enhancing and growing Auburn's Downtown.

Undertaken in concert with hands-on community involvement, this Plan reflects a balance of ideas that seek to address the needs of tomorrow while simultaneously seeking to understand the necessary steps for growth today. On this notion, the Master Plan lays out a realistic and community-based vision for the future expansion and growth of Downtown Auburn as it pertains to private development, open space and streetscapes, circulation, transportation, and economic development.

The influence of Auburn University in Downtown Auburn is undeniable. The Downtown reflects a classic American "main street" town combined with a vibrant college atmosphere. The vision outlined herein attempts to reconcile and balance the relationship between the University's impact on Downtown and the growing market of families, young professionals and seniors in the City of Auburn as a whole. It is of paramount importance to recognize that Downtown Auburn is doing well. In fact, Downtown overall benefits from high levels of occupancy and vibrant street life. This Plan seeks to understand the current identity of Auburn's original core and to fortify, enhance and extend it.

The Plan elements on the pages that follow seek to understand Auburn, provide designs and ideas for improvement and growth, and identify a plan for undertaking implementation efforts over the next 15 plus years.

D R A F T

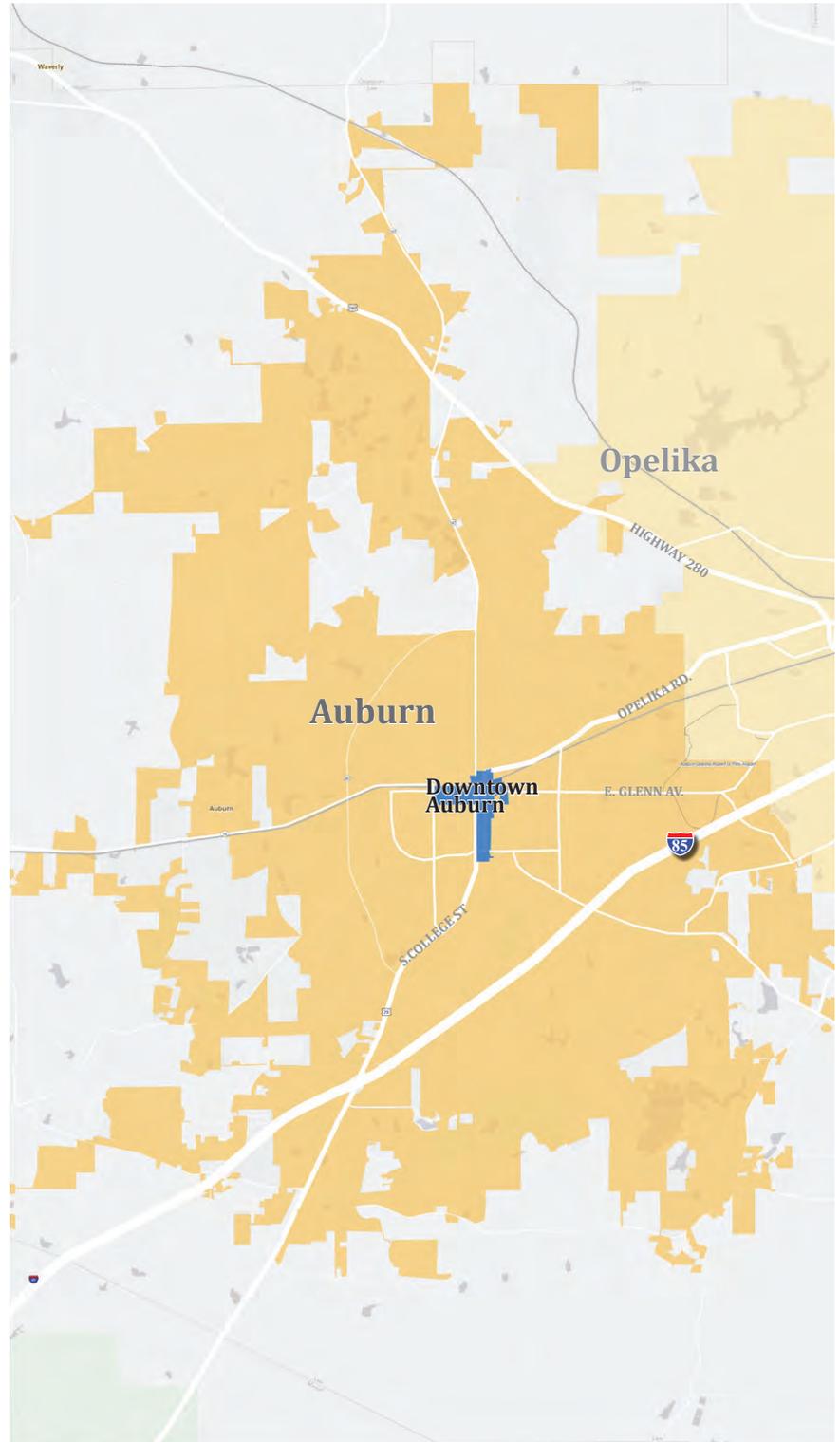


DOWNTOWN - PRESENT AND PAST

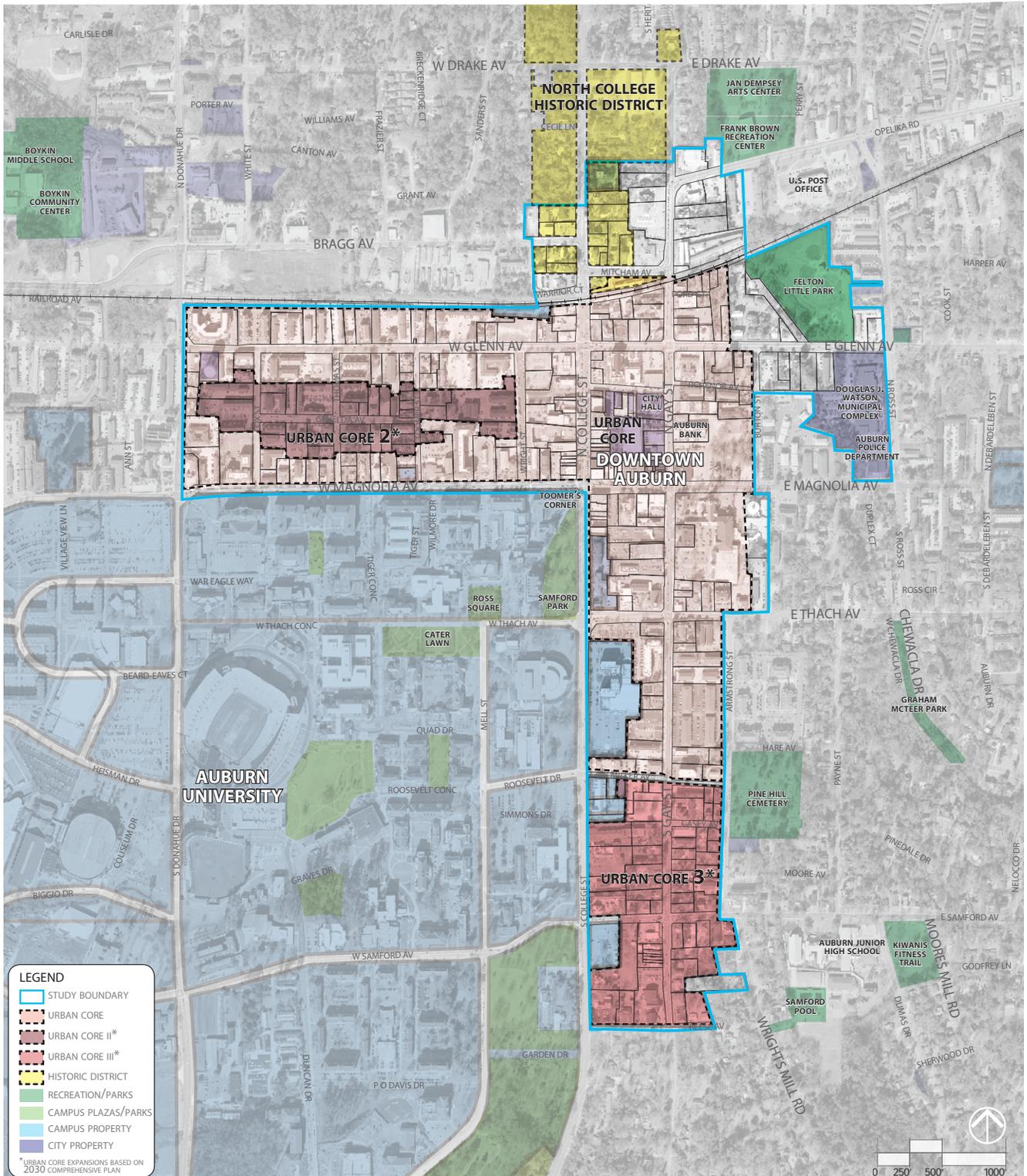
Where is Downtown Auburn?

Downtown Auburn is located in central Auburn, Alabama, adjacent to the campus of Auburn University. The project area covers approximately 174 acres to the north and east of Auburn University. The project area includes 2,429 off-campus residential units with a mix of single-family and multifamily units. The urban core proper consists of approximately two blocks of retail/restaurant uses along North College Street and East Magnolia Avenue, most with residential units above, centered on Toomer's Corner, the City's historic heart.

Auburn University's main campus is adjacent to Downtown, occupying the southwest quadrant formed by West Magnolia Avenue and South College Street. West of the Downtown core, the project area is characterized by mixed-use buildings facing the Auburn University campus on the north side of Magnolia Avenue, with aging low-rise apartment buildings that contain the majority of the aforementioned residential units. To the south of Downtown, a core mix of religious institutions, university-owned office buildings, and single and multifamily buildings present opportunities for redevelopment.



What is the Context of Downtown?



Urban Core Expansions Based on 2030 Comprehensive Plan

D R A F T



DOWNTOWN - PRESENT AND PAST

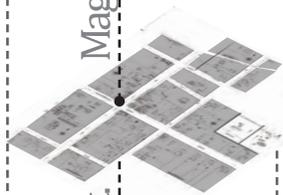
How did Downtown come about?

1886



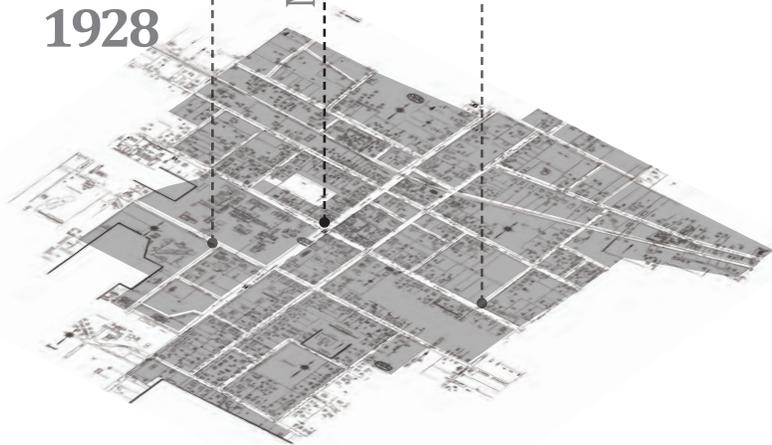
Magnolia & Main St

1909



Magnolia & College St

1928



The City of Auburn's history of development consists of several cycles of growth and recession reflecting major eras in American history including the Civil War, the Industrial Revolution, the Great Depression and World War II. Each of these events combined with Auburn's roots in education and religion have had an impact on the development of the Downtown Core.

Economically, Auburn, like many American Cities, exhibited severe constriction during and immediately after the Civil War and the Great Depression. Infill and expansion of the Downtown core was not economically viable because consumer spending power was declining and the City's major economic driver, education, did not foster widespread growth.

However, growth of the City ramped up after a large influx of population following the second World War. As Auburn's economy began to thrive, Downtown began a period of redevelopment that witnessed the loss of single-family housing stock in favor of generally more dense suburban-style development. Land surrounding the Downtown core was easily attainable and enabled the construction of many barrack-style housing structures quickly built to meet the demand for an influx of returning World War II soldiers looking for a college education.

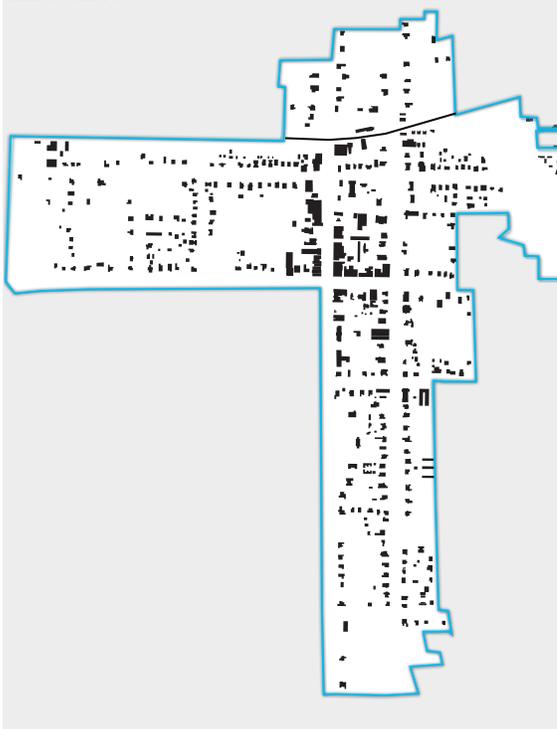
Following the post-war period of the 1950's, Auburn's overall population had steadily increased with an average growth rate of 3% per year since 1960. Despite this growth in population, the geographic extent and street pattern of the original Downtown core has remained much the same size as it was in the 1940's and 50's. The continued growth in citywide population presents a renewed opportunity to physically expand the footprint of Downtown.

Source: Auburn Sanborn Fire Insurance Maps

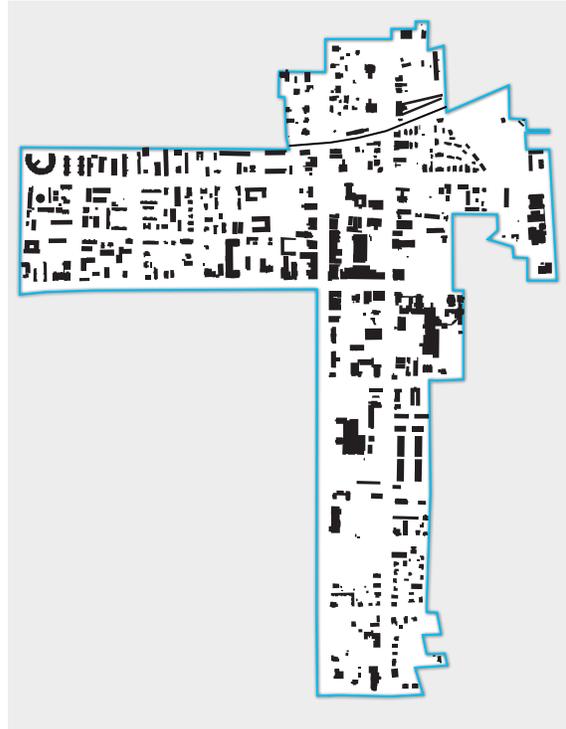


How has it progressed since?

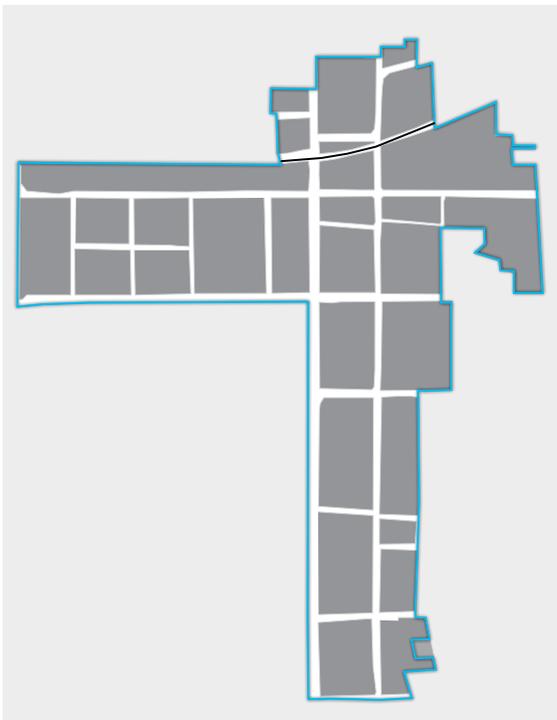
1946



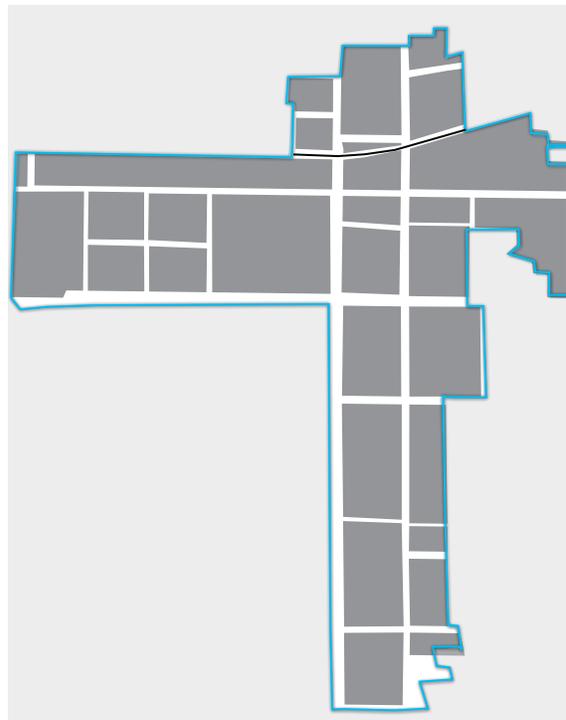
2012



1946



2012



D R A F T



PART I
AUBURN DOWNTOWN
**MASTER PLAN**
READING DOWNTOWN AUBURN



READING DOWNTOWN AUBURN

Character and Perception

As the epicenter for Citywide and University-related events, the central Urban Core has a traditional “main street” aesthetic and accompanying attributes. However, the walkability of Downtown quickly fades a block over from the central intersection of Magnolia Avenue and College Street.

Within the central Urban Core, most buildings are close to the street and include a combination of boutique, retail, and dining options. The influence of a college market is evident, but fits within the “Downtown” feel.



The northern portion of the Urban Core combines a historic district with a slightly industrial character stemming from the early days of the railroad. The historic depot along with several buildings and under-utilized parcels offer opportunities for Downtown expansion and historic connections.

As is, the area appears unorganized and the pedestrian realm is undefined or absent. Crossing the railroad is difficult (for both cars and pedestrians) and serves to separate this area from the rest of Downtown.



Urban Core - Central

Urban Core - North

Character and Perception



Urban Core - West



Most development west of College street has a distinct “student-oriented” character. Housing developments vary in size, style and arrangement.

The Magnolia Avenue and Glenn Avenue frontages have continuous sidewalks, but they are interrupted by an inconsistent mix of auto-oriented fast food establishments, student housing and numerous surface parking lots.

Wright Street is particularly problematic with missing sidewalks on the west side and several buildings that present blank walls to the street.

Urban Core - South



The southern area of the Urban Core is varied both in use and visual characteristics. The area has a combination of university, institutional, commercial, and multi-unit residential buildings.

While the South College Street frontage generally conveys a “Downtown” character (e.g., buildings in the front, parking in the rear) Gay Street is plagued by inconsistent setbacks, suburban out-parcel development and a general lack of aesthetic appeal. Student housing is intermingled with commercial development and overall is generally not aesthetically pleasing.



READING DOWNTOWN AUBURN

Character and Perception

Urban Core 2

Nestled in the heart of the western study area, Urban Core 2 is dominated by rental student housing. The sheer quantity of student units creates an overall “university-only” impression.

The collage of housing structures ranges from subdivided single-family homes to barrack-style housing. Most of the structures are in fair to poor condition with only moderate levels of recent maintenance apparent.

Buildings are arranged in somewhat ad hoc ways with inconsistent relationships to the street and other buildings. Setbacks vary greatly and parking and dumpsters are sometimes located in front yards.

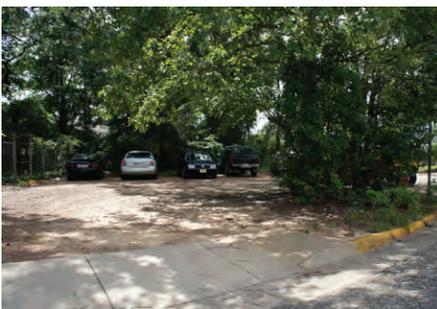
Due to a captive audience and extremely low vacancy rate (almost nonexistent), the area suffers from an overall unkempt appearance and offers no real defining characteristics. Sidewalks are not present on all streets and many do not meet ADA standards for accessibility.



Character and Perception



Urban Core 3



Although not uniform in its development character, Urban Core 3 exhibits a somewhat greater feeling of cohesiveness and level of upkeep compared to Urban Core 2. There is a combination of multi-family and single-family lots along with institutional and commercial parcels. A small commercial hub (Samford Avenue and Gay Street) featuring a few local eateries and shops adds community character. Unlike Urban Core 2, this part of the Study Area does not convey a “university only” impression.

The area does, however, contain some of the same issues of inconsistent street frontage/setbacks, unbalanced development (inconsistent scales and styles), surface parking and overall issues of walkability. Sidewalks along Gay Street are old, in some level of disrepair, and are generally too narrow.

The southern end of Gay Street (generally north of Samford Avenue) contains older single-family homes in varying states of repair that - although largely rental - help convey a sense of “neighborhood.”



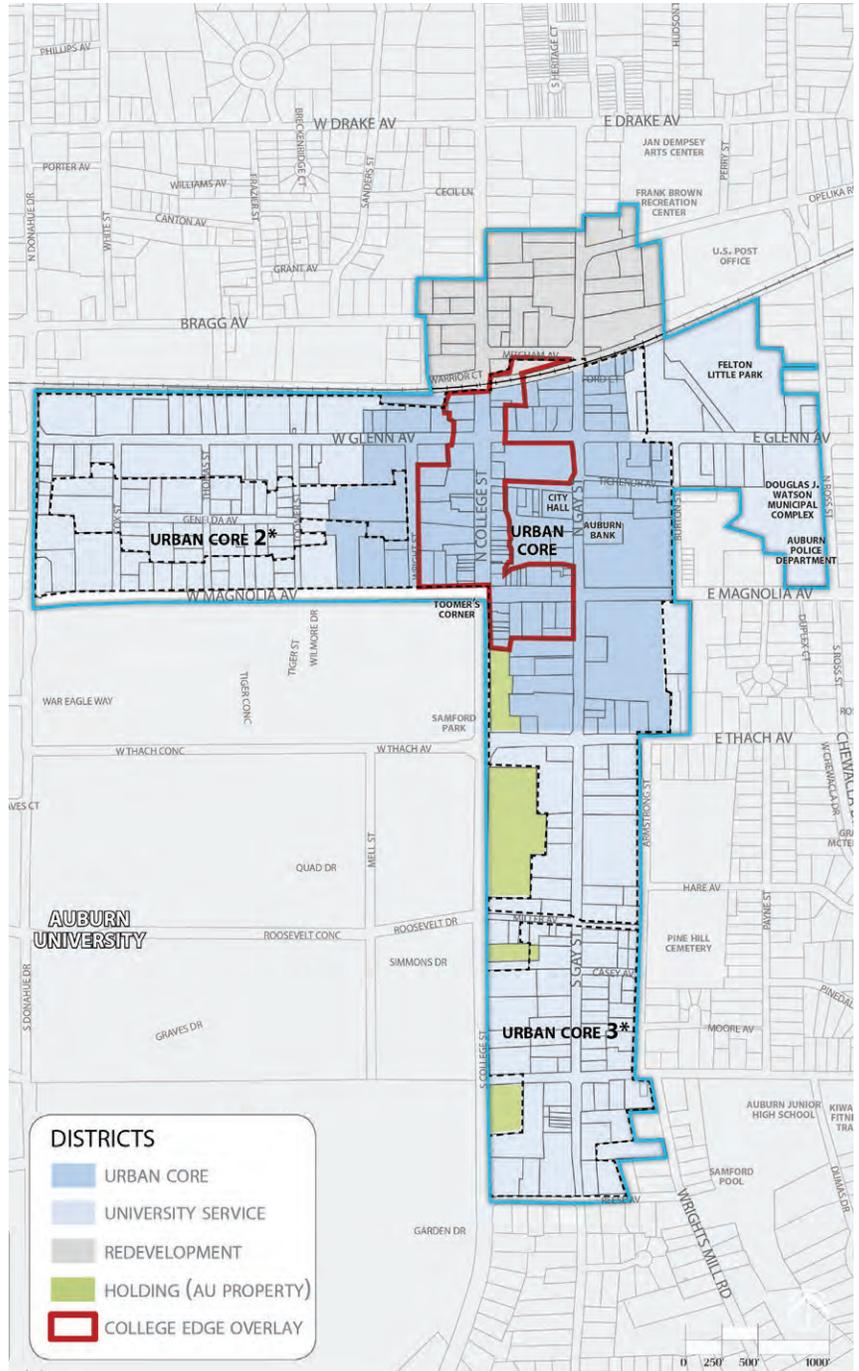
READING DOWNTOWN AUBURN

How is the land being used?

Existing Zoning

Zoning as recommended in CompPlan 2030 allows for much higher densities than generally exist on the ground today. The proposed Urban Core floor area ratio (FAR) is as high as 8.5 with an average of 5.0. Zoning for the surrounding areas (University Services) allows up to 34 dwelling units per acre. Urban Core 2 can be developed to an average FAR of 3.0 and Urban Core 3 at an average FAR of 1.5.

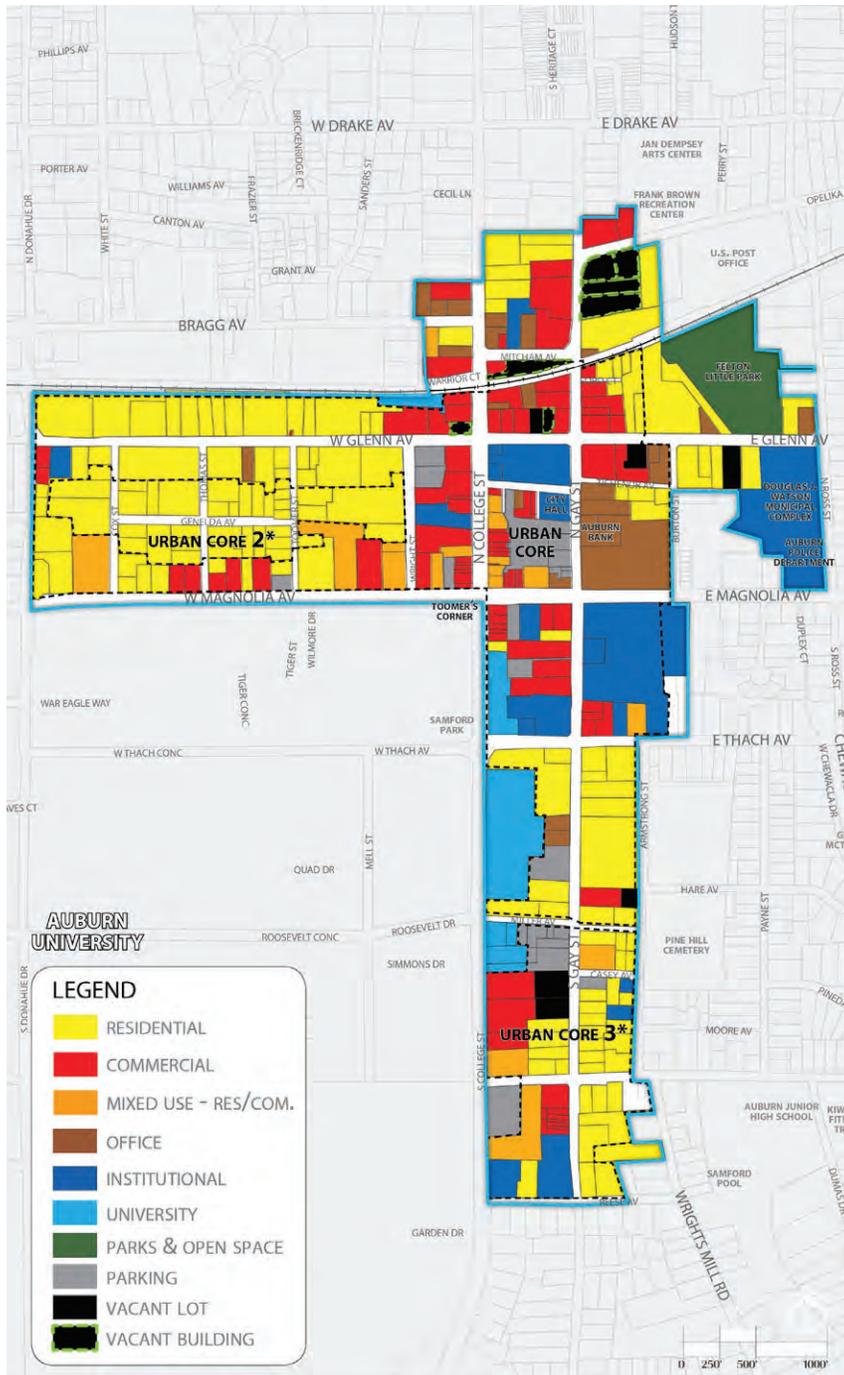
Existing land use in the study area is dominated by residential acreage followed by commercial and institutional uses. The central core contains a healthy mix of uses including several true mixed-use parcels. Of particular note, only 4% of the land area in Downtown is devoted to parks and open space.



How is the land being used?



Existing Land Use



Land Use by Parcel

Land Use	Parcels	% of Parcels
Residential	146	43.3%
Commercial	90	26.7%
Office	24	7.1%
Parking	22	6.5%
Institutional	17	5.0%
Mixed-Use	16	4.7%
University	8	2.4%
Vacant Bldg	7	2.1%
Vacant Lot	6	1.8%
Parks	1	0.3%
Total	337	

Land Use by Acres

Land Use	Acres	% of Acreage
Residential	82.5	42.7%
Commercial	30.6	15.8%
Institutional	26.8	13.9%
Office	11.5	5.9%
Mixed-Use	9.6	5.0%
Parking	9.3	4.8%
University	8.6	4.4%
Parks	7.9	4.1%
Vacant	6.7	3.4%
Total	193.4	



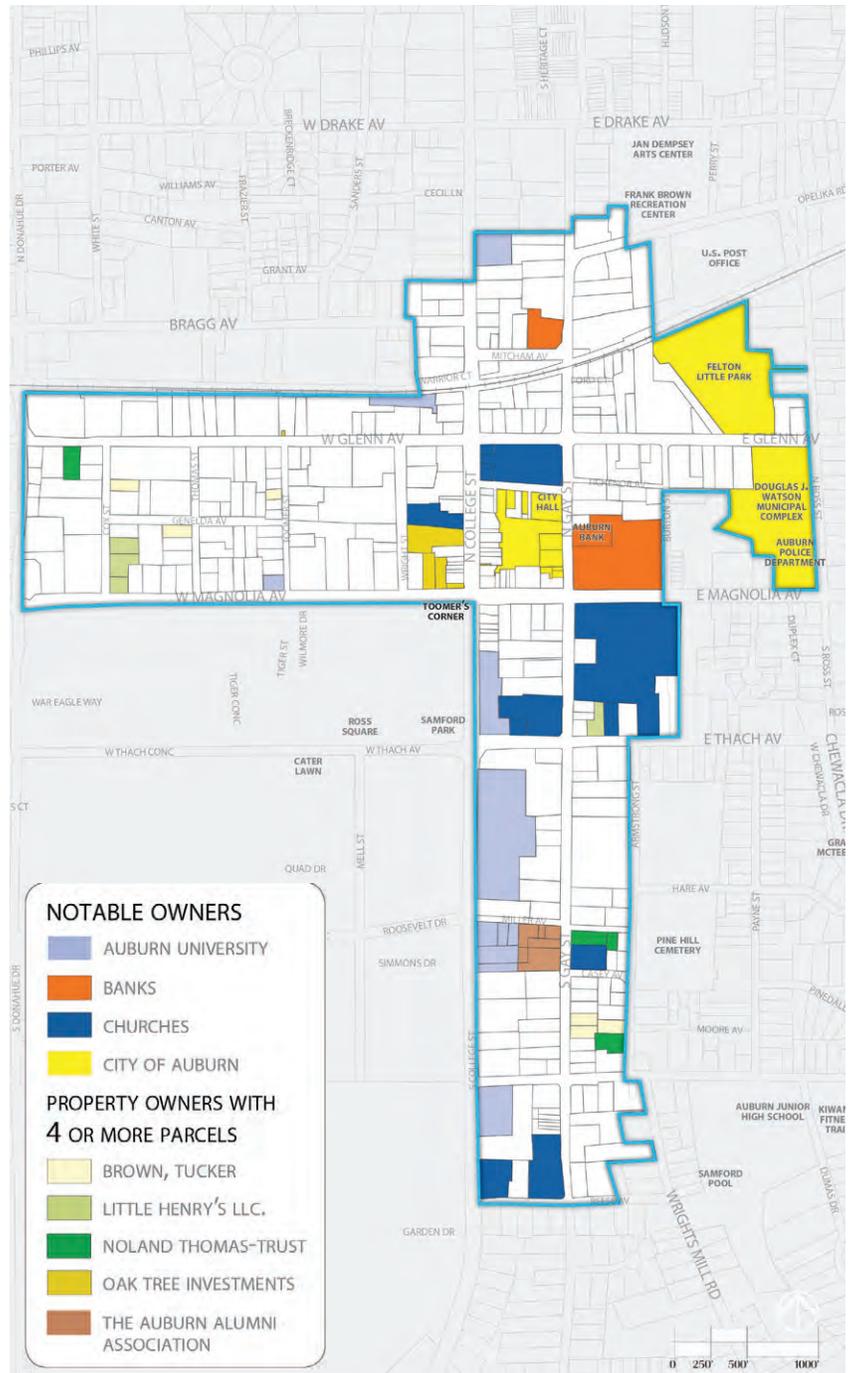
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Who are the big property owners?

Notable Property Owners

Major Property Ownership Owner	Acres
City of Auburn	18.74
Church	16.89
Auburn University	11.35
Banks	5.96
Oak Tree Investments	1.68
Auburn Alumni Assc.	1.55
Tucker Brown	1.5
Noland Thomas Trust	1.41
Little Henry's Properties	1.38
Total Acres	60.46
Percentage of Total Study Area Acres	30%

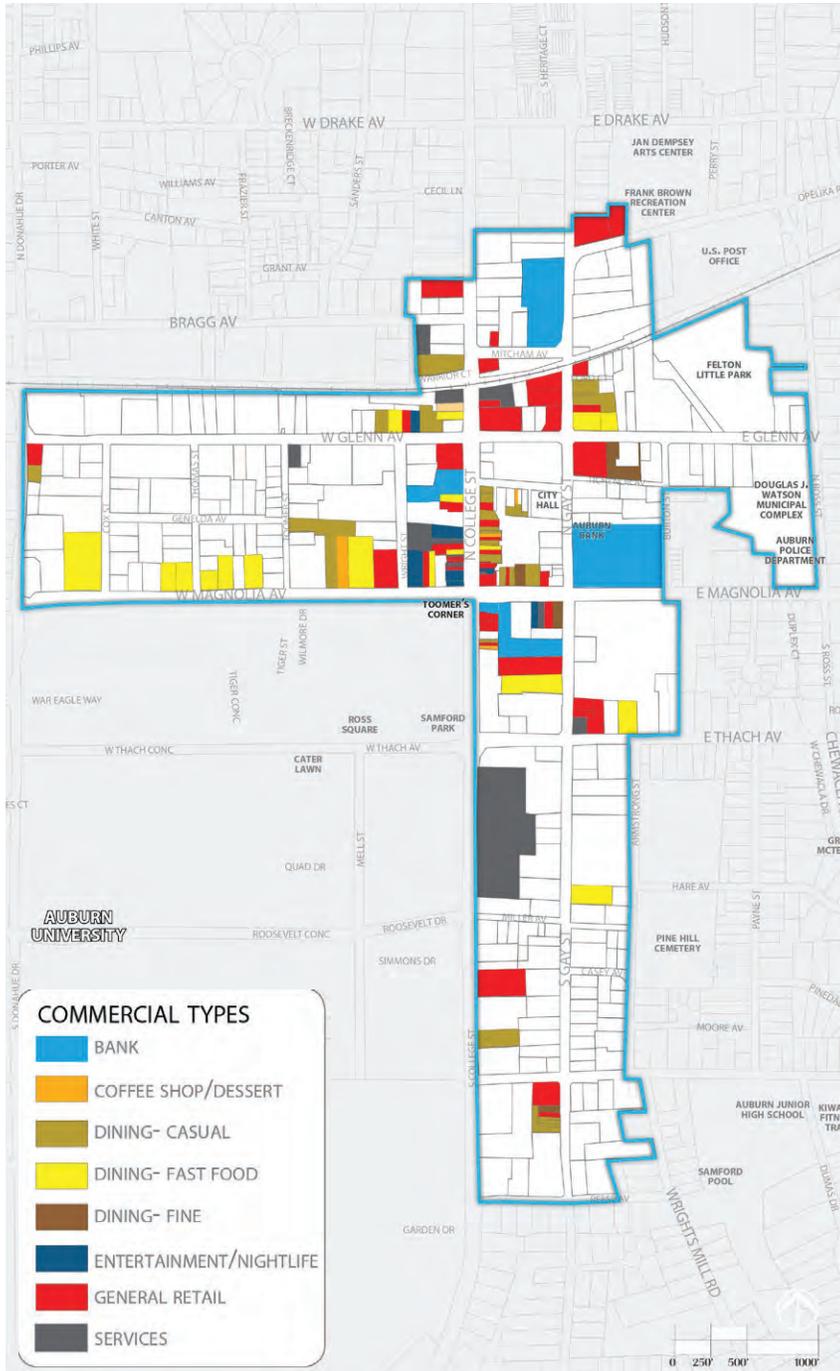
Large portions of the Urban Core are owned by the City, Churches, and Auburn banks. Many of these properties are in key locations for extending the Downtown Core character and could be potential redevelopment targets due to their current development patterns. Auburn University along with the Alumni Association own large portions of the southern study area. It is important to note that as a public institution, the University does not have to follow the City's zoning regulations.



Where can one do business, shop and dine?



Commercial Types



Commercial Counts

Type	Amount
Retail	33
Dining-Fast Food	23
Services	21
Dining- Casual	15
Nightlife/Entertainment	8
Bank	7
Retail - Convenience	7
Coffee Shop/Snack Bar	5
Dining- Fine	3

Downtown's commercial core has a healthy diversity of retail and dining options including: boutique shops, bike shops, jewelry stores, sporting equipment stores and casual dining. Despite the diversity of types, the vast majority of retail and dining options are geared towards students. The increasing number of nightlife offerings and general lack of family-oriented uses are leading to a lack of options for the non-student crowd. This perception of "college student" territory threatens to keep Downtown from taking advantage of a set of potential users in a rapidly growing metropolitan region.



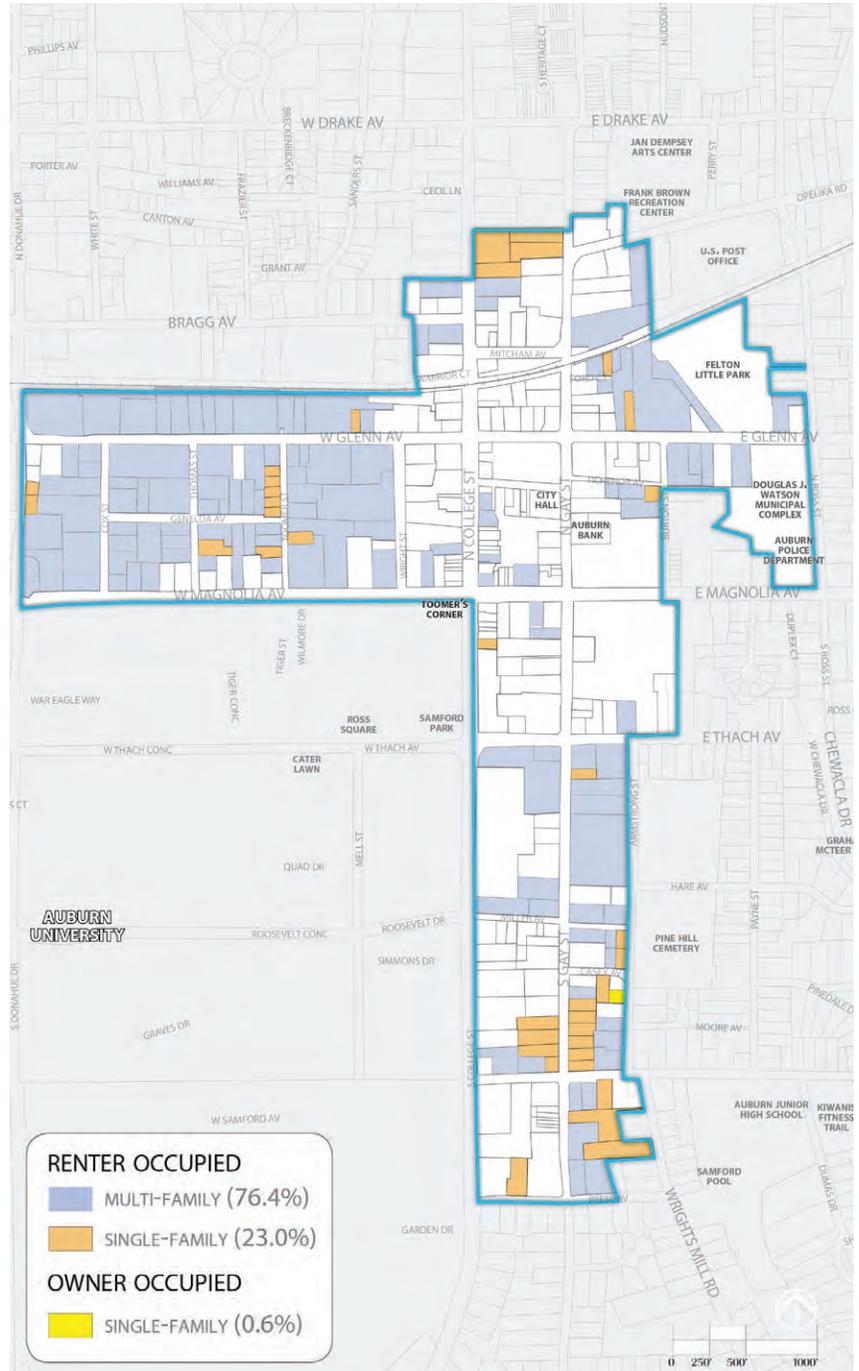
READING DOWNTOWN AUBURN

Where do people live?

Housing Distribution

While there are a few single-family homes in the study area, Downtown is dominated by multi-family housing. Most of this housing is student oriented and, in many instances, is in need of repair or renovation. This type of housing will continue to be in very high demand due to its proximity to campus.

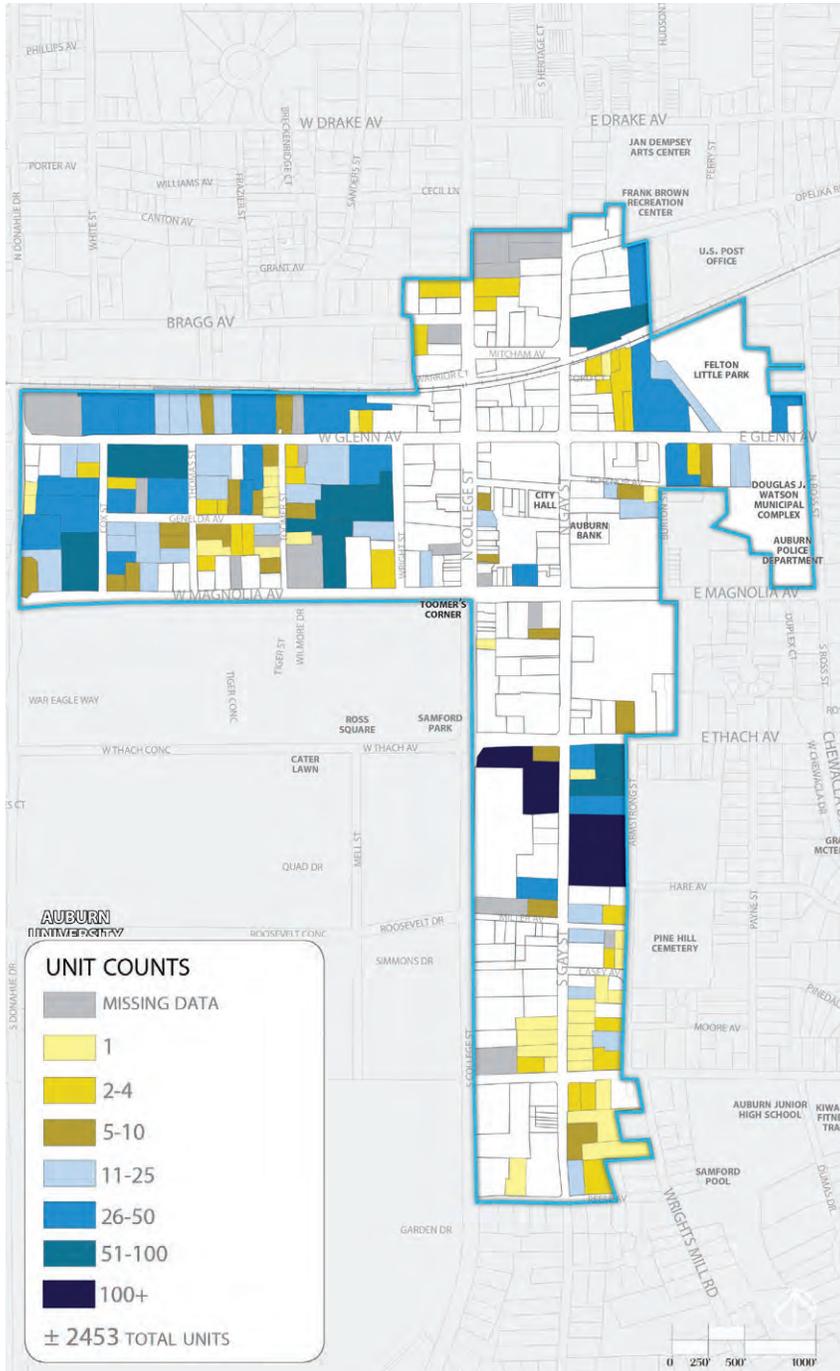
A small concentration of single-family homes in the south end of Urban Core 3 creates a neighborhood feel, although all but one property is renter-occupied. The strength of the student housing market is a positive for creating life and vibrancy, but is a challenge for diversifying Downtown as more than just a place dominated by the presence of the University.





How many residences are there?

Housing Typologies



The Downtown study area contains a remarkably high amount of residential units (2,400+). This asset is essential to support development of commercial areas within the Downtown. However, as stated previously, the vast majority of residents are students and all recent housing developments have been filled by that market. The diversity of style and size of housing developments is striking, ranging from 2 units parcels to 100+ unit developments; the diversity leads to a highly inconsistent visual environment. While the sheer quantity of residents leads to a very active and vibrant pedestrian environment during the school year, it suffers during the summer months when many students choose to go home.





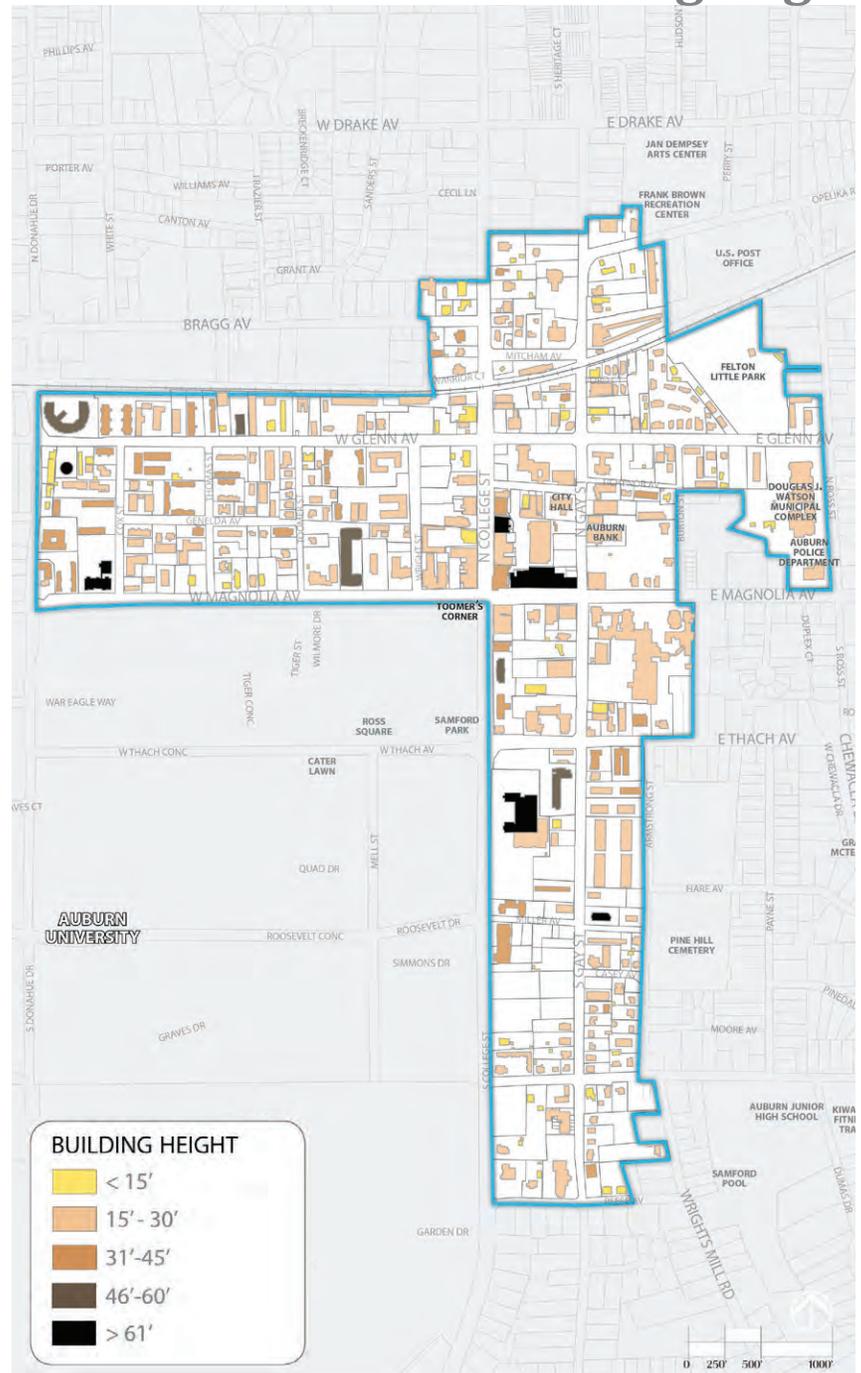
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What is the scale of the physical environment?

Building Height

The physical environment of the Urban Core evokes a “small town” character. Nearly all of the buildings within the Urban Core are between 15-45’ tall with the exception of two that rise above 60’. Most of these buildings contribute to a Downtown sense of scale and create a general level of consistency.

Beyond the Urban Core, however, building heights are somewhat less consistent. Building heights generally lack transitions from area to area and several taller buildings are located in peripheral locations. This is somewhat to be expected in an area that is undergoing transition. Determining appropriate desired buildings heights will be an important component of creating a unified vision for the future.





Block Size



The blocks of the original urban core are at a size that leads to a very walkable environment (e.g., less than +/-600'). Shorter blocks tend to encourage pedestrians to walk longer distances over long, monotonous block faces.

However, many of the blocks in the desired growth areas in Urban Core 2 and 3 are longer (in some cases as much as 1,250') and are, therefore, significantly less friendly for pedestrians. Future redevelopment in these areas should seek to break up long block faces with new streets and/or pedestrian paths.



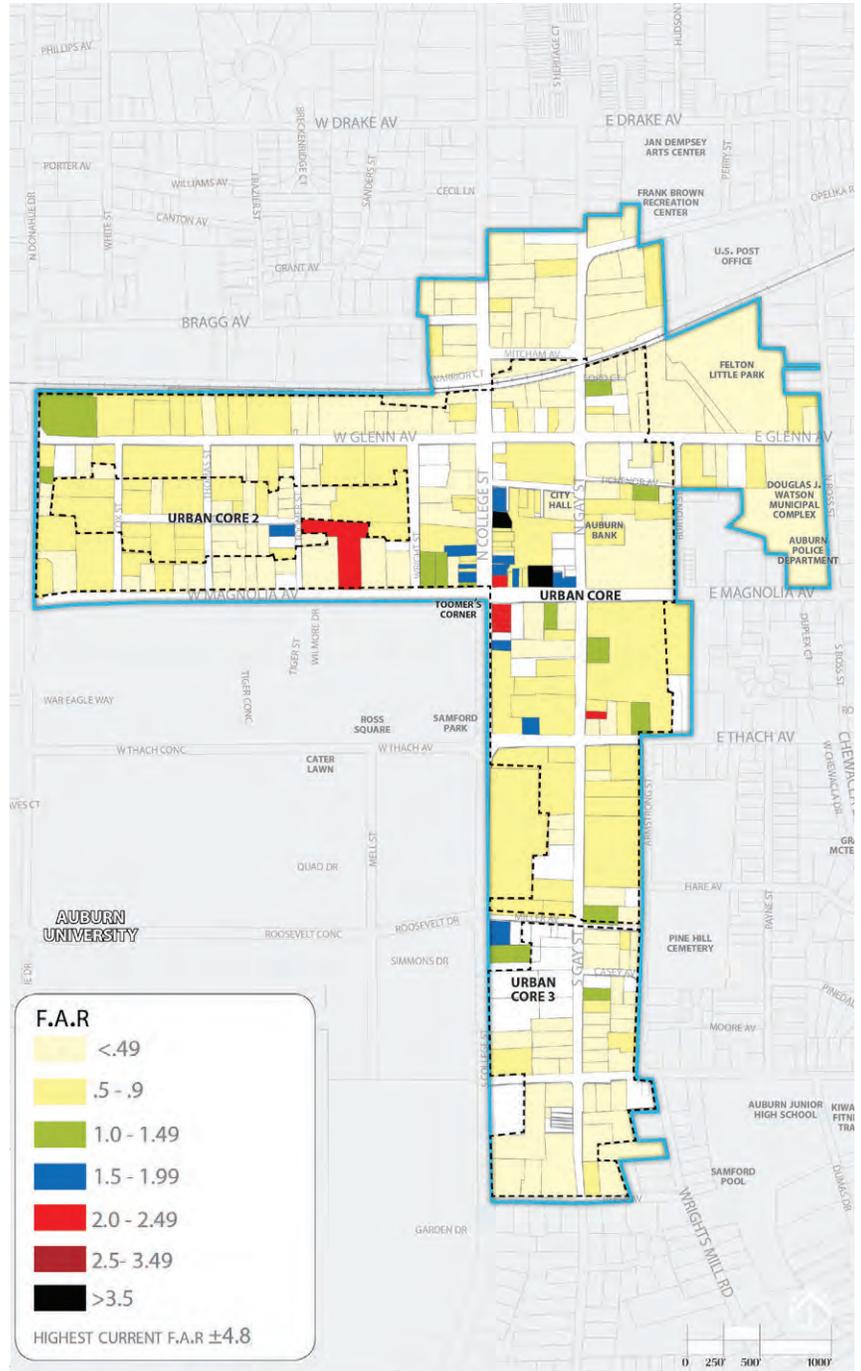
READING DOWNTOWN AUBURN

How dense is Downtown?

Floor to Area Ratio

The overall building density of the study area is relatively low with the highest concentration of floor area ratio (FAR - ratio of building area to parcel area) rightfully located in the original Downtown core (where lots are small and buildings tend to cover the entire lot). The implementation of the CompPlan 2030 zoning regulations could bring about changes in development densities as the proposed FARs are generally greater than current built densities. In general, Urban Core 2 densities are somewhat higher than Urban Core 3.

It is interesting to note that while the building density of Downtown is fairly low, the unit density and, even more so, the population density is much higher in comparison to other areas with similar building densities. The current unit density for the study area is 14 units/acre with a much higher density of 26 units/acre when removing non-residential land from the calculation. Given the dominant college housing market, many of these units each contain several bedrooms which creates a much higher population density.



How does it compare to other places?



Retail/Commercial Core Comparisons

1/2 Mile Radius



Downtown Auburn, AL

Commercial Core Blocks:
± 4

Acres of Commercial Parcels:
± 40

Linear Miles of Walkable "Storefront":
± 1.5



Downtown Athens, GA

Commercial Core Blocks:
± 14

Acres of Commercial Parcels:
± 35

Linear Miles of Walkable "Storefront":
± 2.5



Downtown Gainesville, FL

Commercial Core Blocks:
± 21

Acres of Commercial Parcels:
± 60

Linear Miles of Walkable "Storefront":
± 3.75

The City of Auburn is highly recognized as a "college town." A large portion of the city's growth, success and charm comes from its association with the University. The college towns of Athens, Georgia and Gainesville, Florida are interesting comparisons as cities with similar town-gown relationships, but with larger downtowns.

Athens and Gainesville both demonstrate that college towns can flourish beyond just the college atmosphere and grow to become more than just college towns. Both examples have strong downtowns with unique identities and citywide populations that have grown to twice that of Auburn. The main difference between those and Auburn are their physical scales, sense of cohesion and "Downtown" feel that is not solely about their collegiate institutions.

While Downtown has not expanded much since the late 1940's, Auburn has the same opportunity to capitalize on its Downtown character. The city's forecasted growth in non-student population places Auburn in a prime position to expand its Downtown on par with Athens and Gainesville. Although, Auburn may never grow to match the populations of Gainesville or Athens (or even want to!), Downtown can strive to be a larger, more diverse experience that is an amenity to students and faculty, but also to young professionals, families, empty nesters and retirees.



READING DOWNTOWN AUBURN

What is Downtown Auburn's market?

The City of Auburn's preliminary market demand studied three market areas based on driving times from the central intersection of College Street and Magnolia Avenue.

Primary Market Area: A 5-minute drive time from the central intersection.

Secondary Market Area: A 10-minute drive time from the central intersection.

Tertiary Market Area: A 15-minute drive time from the central intersection.

The presence of college students significantly impacts Auburn's market. While they are a large portion of the Downtown and overall Auburn population, the general student population cannot be accurately and fully counted in the residential population due to transiency, on and off-campus housing, and rental and ownership structures. These characteristics should be kept in mind when reviewing statistics.

There are key determinants that developers, retailers, and buildings look for when seeking to invest in new development:

Growth Rate: All three market areas have experienced growth rates higher than the national average in the past. They are projected to continue to exceed national averages over the next five years. This is a positive market indicator. The primary market area has experienced the smallest growth rates, likely due to its urban form. Growing this market area's population base will be determined largely through residential density decisions about future infill development. Both the secondary and tertiary market areas are expected to grow at twice the national average.

Socioeconomic Characteristics

Size of Market

	Primary Market Area (5-min drive)	Secondary Market Area (10-min. drive)	Tertiary Market Area (15-min. drive)
Residents	30,460	58,940	95,080
Employees	11,720	25,730	41,040
Total Customer Base	42,180	84,670	136,120

Characteristics of Market

	Primary Market Area (5-min drive)	Secondary Market Area (10-min. drive)	Tertiary Market Area (15-min. drive)
Age			
Under 18	12.0%	17.0%	19.9%
25-35	15.9%	15.7%	14.9%
Over 65	6.4%	7.9%	9.5%
Household Income			
< \$15k	32.3%	27.9%	25.8%
\$50K - \$74.9K	11.2%	12.5%	13.5%
> \$100K	10.4%	14.7%	14.6%
Average Income	\$43,940	\$53,800	\$53,990
Avg. Income as % of National Avg.	63.1%	77.3%	77.5%



Socioeconomic Characteristics

Characteristics of Market

	Primary Market Area (5-min drive)	Secondary Market Area (10-min. drive)	Tertiary Market Area (15-min. drive)
Change in average HH income since 2000	34.1%	48.6%	37.8%
Households			
Average HH Size	2.04	2.21	2.32
Single-Person	11.2%	35.5%	32.1%
Owner-Occupied HH	10.4%	43.9%	52.8%

Projected Growth of Market

	Primary Market Area (5-min drive)	Secondary Market Area (10-min. drive)	Tertiary Market Area (15-min. drive)
Population, 2013-2018	6.0%	6.8%	6.3%
Households, 2013-2018	4.7%	6.4%	5.9%

Age Structure: All three market areas have less than the national average for residents aged under 18 years. They all have slightly higher proportions of residents ages 25 to 35 years and much lower proportions of residents aged over 65 years than the national average. These are generally positive market indicators, though the smaller proportion of children could deter some child or family-focused retailers.

Income Levels: All three market areas are well below the national average. However, all three areas experienced greater increases in average household income than the national average between 2000 and 2013. The primary market area has the lowest average household income of the three areas, at approximately \$10,000 less than the other areas; this is mostly impacted by the student population. Overall, these statistics are not encouraging, since income is a significant market factor. However, it is worth mentioning that parental income is normally not included within a student's income which, in reality, would increase the buying power of the market areas.

Daytime Population: Similar to the residential population, the size of the market areas' daytime population grows quickly as the distance increases from the central intersection of College Street and Magnolia Avenue. The primary market area has the smallest employment base and the lowest proportion of retail employment.



READING DOWNTOWN AUBURN

What is Downtown Auburn's market?

Consumers will often travel out of their local community to make retail purchases when they feel that they can find better selection or lower prices elsewhere. Retail leakage occurs when local residents spend more of their income in neighboring communities than visitors spend in their community. Conversely, there can be saturations within a market when it contains destination shopping or high volume sales with significant competition in a concentrated area.

Approximately, 31% of sales, \$202 million, in the Primary Market Area are lost or "leak" into surrounding areas. This leakage shows that there are gaps within the current mix; however, these gaps also provide opportunities. The Secondary and Tertiary Markets are saturated. The Primary Market Area's largest consumer expenditure categories of General Merchandise, Grocery & Beverage, and Restaurants are functioning at balanced to slight saturation levels. Due to the University market, there is incredible saturation in the Hobby, Book, Music and Sporting Goods category. This is primarily because of book and supply purchases.

Within the Secondary and Tertiary Markets, consumers should be able to find almost all of their goods and services within the market area. In fact, there are more retail dollars being spent in these markets than is accounted for solely by residents' spending. This indicates the markets are functioning as strong retail destinations.

Consumer Expenditures

Retail Leakages & Saturations

	Primary Market Area (5-min drive)	Secondary Market Area (10-min. drive)	Tertiary Market Area (15-min. drive)
Consumer Expendi-	\$658,429,900	\$1,124,410,920	\$1,638,796,600
Retail Sales	\$456,843,400	\$1,198,442,100	\$1,802,819,900
Retail Gap or Surplus	+30.6% (GAP)	-6.6% (SURPLUS)	-10% (SURPLUS)

Selected Retail Spending | Primary Market Area

	Consumer Expenditures	Retail Sales	Gap / Surplus
Furniture / Furnishings	\$11,120,200	\$5,397,400	51.5%
Electronics & Appliances	\$12,627,800	\$14,254,975	-12.9%
Garden / Bldg. Materials	\$46,459,600	\$33,048,800	28.9%
Grocery / Beverages	\$63,260,400	\$62,588,400	1.1%
Health / Personal Care	\$26,800,800	\$39,094,900	-45.9%
Clothing / Accessories	\$27,313,000	\$26,530,200	2.9%
Hobby/Books/Music/Sporting Goods	\$13,864,200	\$27,510,200	-98.4%
General Merchandise	\$67,418,400	\$73,596,200	-9.2%
Miscellaneous	\$15,866,000	\$13,104,300	17.4%
Restaurants	\$58,788,400	\$56,868,400	3.3%
Sub-Categories with at least a 70% Gap	<ul style="list-style-type: none"> • SPECIALTY FOOD • OPTICAL GOODS • CHILDREN & INFANT CLOTHING • CLOTHING ACCESSORIES • LUGGAGE & LEATHER GOODS • SPORTING GOODS • HOBBY, TOYS, & GAMES • SEW/NEEDLE WORK/ PIECE GOODS • MUSIC INSTRUMENTS/SUPPLIES • GIFT & NOVELTY STORES 		



Preliminary Market Demand Findings

There is opportunity for the statistics included here, and the trends they present, to change as redevelopment and infill development takes place in Downtown Auburn. These preliminary findings are based on the statistics and characteristics present today.

The socio-economic characteristics and the “customer” profile point to a mixed market composition. While the population size and growth rates are strong, the income statistics are weak. In terms of market diversity, there is not a strong age variety or a robust daytime population, both of which would provide a larger, more varied customer base.

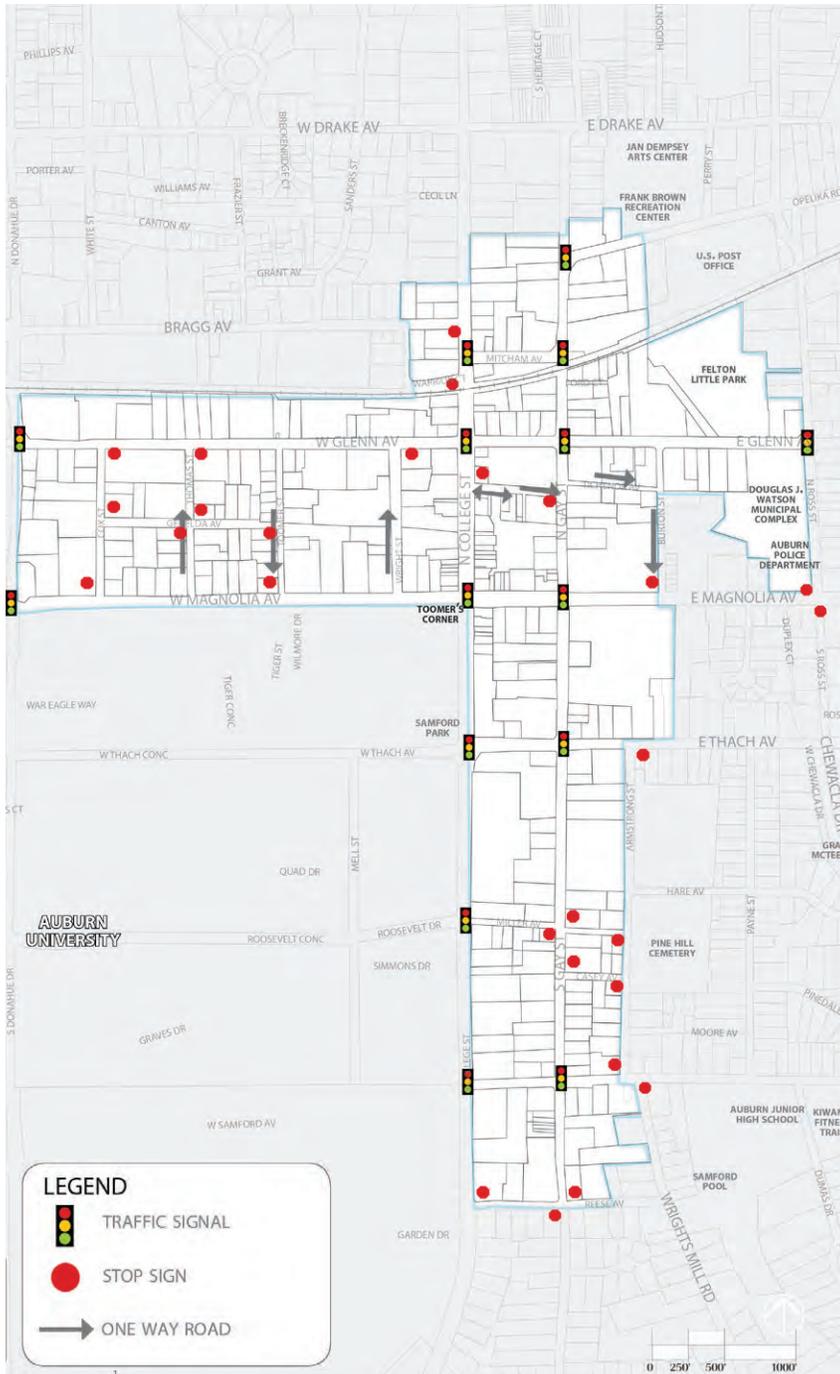
The consumer expenditures and retail sales show that the market areas for Downtown Auburn are mostly well served and relatively balanced. The Primary Market Area does have gaps that represent opportunities, but the overall ratio of expenditures to sales does not indicate an under-served market, particularly when taken in concert with the surpluses found in the Secondary and Tertiary Market Areas.

In the future, redevelopment decisions will likely center on increasing residential density, creating amenities to increase customer diversity, and integrating more employment opportunities to enhance the structure of the customer base. In terms of the retail business mix, the prospective direction will likely involve targeting a market segment, repositioning, and increasing destination uses and amenities.





Intersection Controls



Along Magnolia Avenue, Glenn Avenue, College Street and Gay Street, all major intersections are controlled by a traffic signal. Left-turn protected phases are included at a number of intersections as well. Most of the smaller intersections are controlled by a side-street stop condition.

Truck loading areas are of particular concern in the Downtown area because of the limited room. Peak-hour intersection counts show that the overall number of heavy vehicles is low, but loading and unloading of vehicles can cause blockages on the relatively small facilities. A designated truck loading area exists on College Street between Magnolia Avenue and Glenn Avenue on the west side of the street. With a large student population, the overall moving activities during the first few and last weeks of a semester can be a problem.

Peak-hour travel is generally towards Downtown in the morning and away from Downtown in the afternoon. At College Street and Samford Avenue, the northbound movement is the principal direction throughout the day. Travelers may be using alternate routes such as Gay Street or others to return southbound after their trips. Some local residents stated experiencing significant congestion heading eastbound on Glenn Avenue in the afternoon, and avoiding Magnolia Avenue due to the high number of pedestrian crossings causing vehicular delay when school is in session.



READING DOWNTOWN AUBURN

What is the state of circulation and traffic?

Pedestrian Circulation & Facilities

The general level of pedestrian activity is very high in Downtown Auburn when compared to other portions of the City. With the limited width street network, high student population, university activity, and vibrant shops and businesses, pedestrian activity is substantial in the Downtown area. College Street at the intersections of Magnolia Avenue and Thach Avenue can experience pedestrian volumes that rival the vehicular volume, even during the peak hour.

The only designated bike lanes in the Downtown Auburn study area are on Gay Street south of Samford Avenue. The lanes are somewhat narrow and along the gutter, and are only separated from the vehicular travel lane by the painted white line. Bike lanes also exist on Thach Avenue west of Armstrong Street, just outside of the study area. Proposed bike routes identified in the City's GIS data include the length of Gay Street and Glenn Avenue through the study area, as well as along the short sections of Samford Avenue, Thach Avenue, and Donahue Drive in the study area.

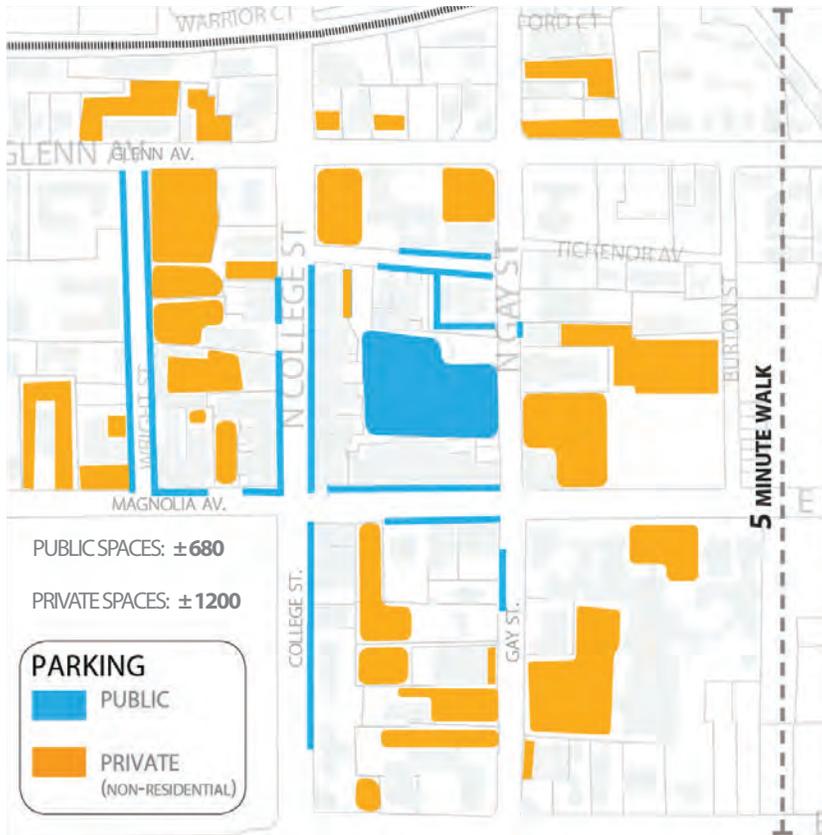
None of the programmed projects mentioned in the CompPlan 2030 for bicycle facility installation are in the Downtown area. A few bike racks exist in the Downtown area, and additional privately owned ones are placed throughout the City for trip ends. According to the City's website, the Auburn Bicycle Committee can help install bike racks for free upon request.





Where can you park Downtown?

Downtown Parking Conditions



The perception and reality of parking Downtown is perhaps one of the greatest challenges affecting long-term viability and growth. Most visitors perceive the amount of parking to be inadequate and have trouble discerning where parking is legal due to the lack of clear signage and inconsistent and aggressive towing policies in order to keep overnight student parking from overtaking Downtown. However, as shown in the map to the left, there is actually a more than adequate supply of parking for a Downtown of this size if private lots could be more fully utilized, particularly during dinner-time hours. The City's public parking deck is largely leased to specific businesses/property owners, thus further inhibiting potential utilization.

Recent and planned efforts by the City (such as the Gay Street lot) should have a positive impact on the available supply of convenient parking. However, a system of further consolidating the management of both public and private lots is warranted and could pay big dividends. Any management efforts will also have to deal with the issue of late night partygoers who litter lots with trash.

Future development will likely add to the parking demand while taking surface lots off-line for parking. Therefore, new development will likely need to consider parking decks and shared parking arrangements.



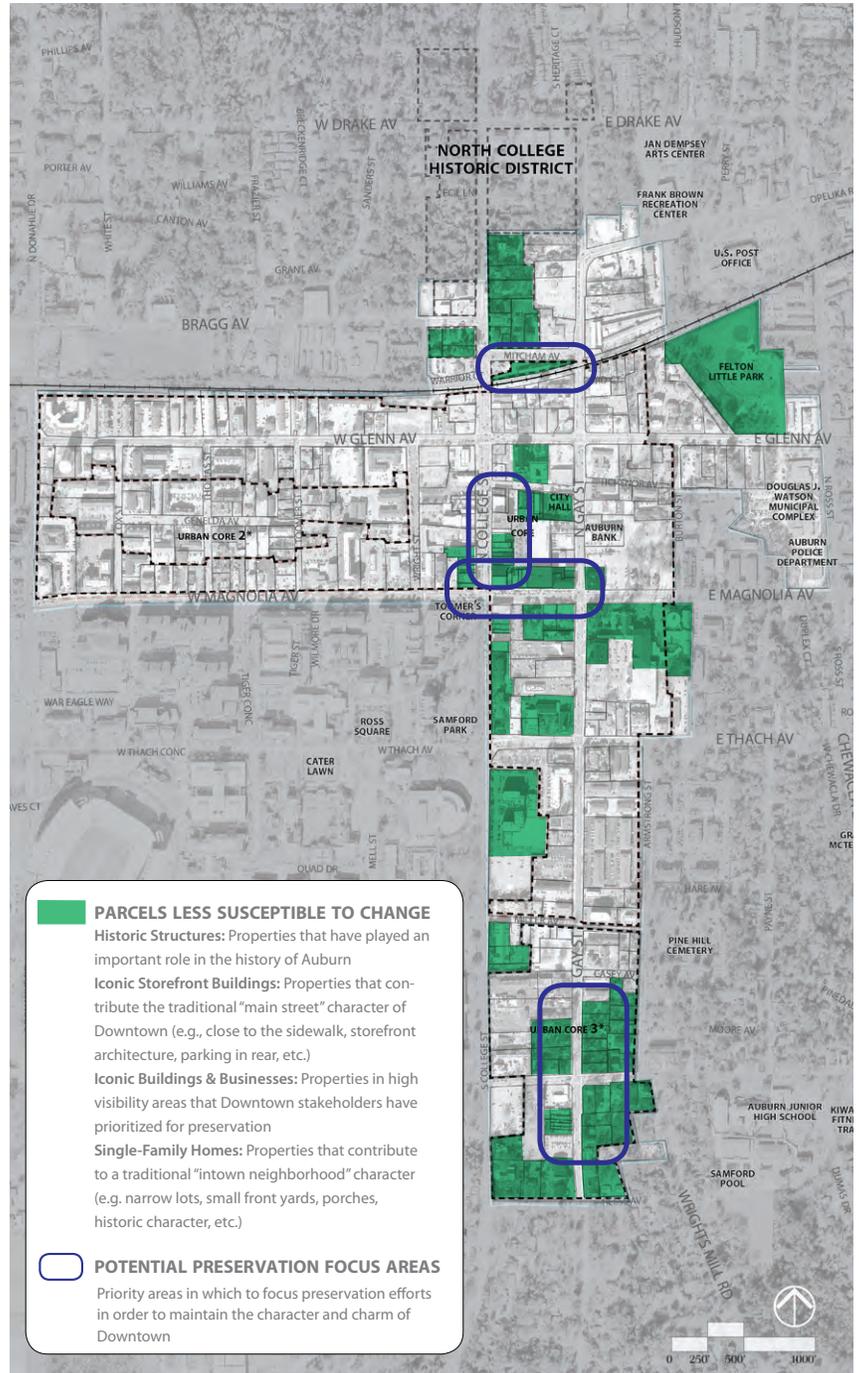


READING DOWNTOWN AUBURN

Where are the opportunities for preservation?

Based on the analyses on the previous pages and community sentiment expressed in stakeholder interviews and the Kick-Off Public Workshop, the map to the right shows the most important locations to focus preservation efforts. Rather than simply single buildings, these are areas of Downtown that are the most important in terms of preserving the existing character and charm of Downtown Auburn and set the stage for specific recommendations to follow later in this plan. They include the traditional core of Downtown at the intersection of College and Magnolia, the historic district and depot north of the railroad tracks, and the remaining collection of single-family homes at the south end of Gay Street.

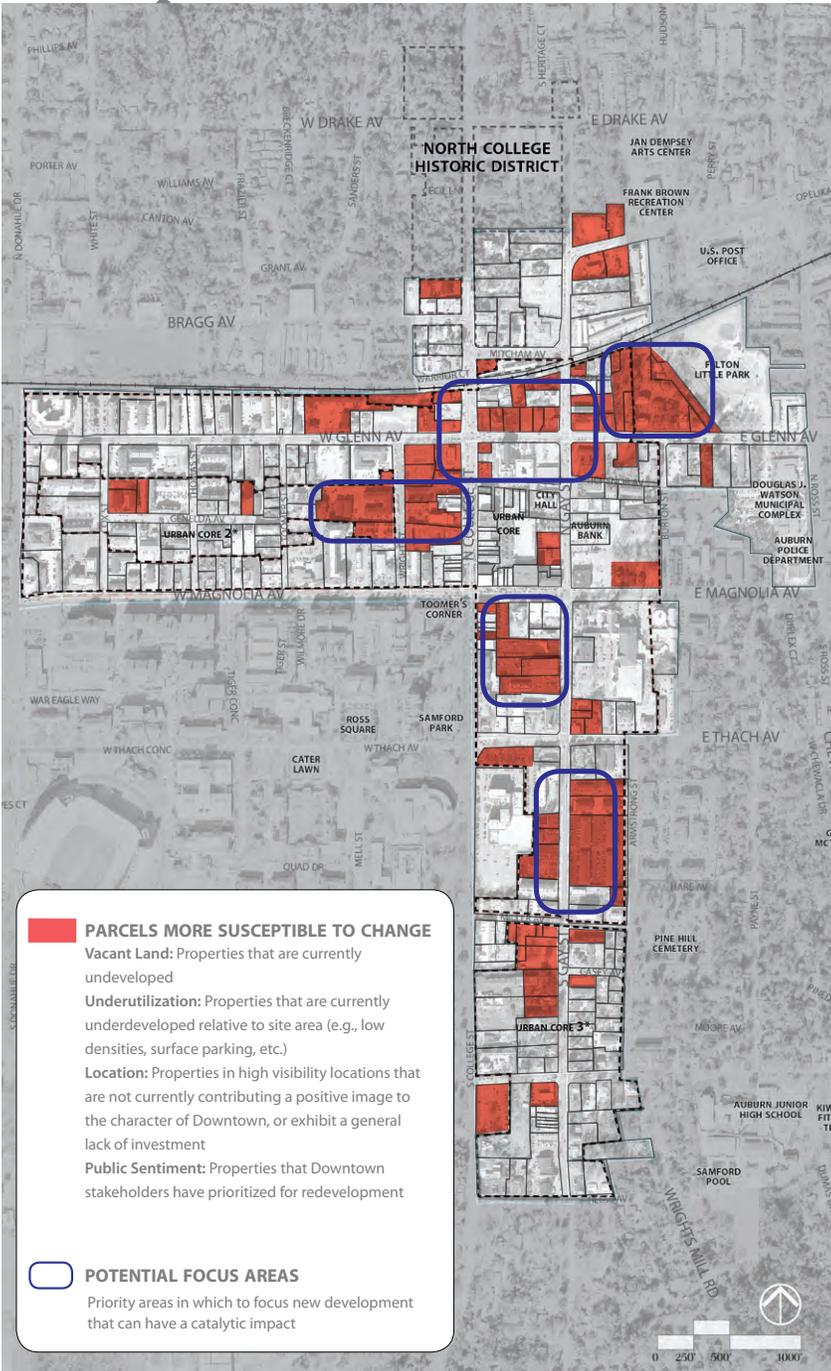
Preservation Focus Areas





Where are the opportunities for growth?

Development Focus Areas



Based on the analyses on the previous pages, community sentiment expressed in stakeholder interviews and the Kick-Off Public Workshop, and real estate fundamentals, the map to the left shows the locations where catalytic new development is most realistic and most likely to have a meaningful impact on the growth of Downtown. These include underutilized/underdeveloped parcels (relative to a Downtown setting), large surface parking lots, vacant land, etc.

Potential larger scale catalyst locations include Glenn Avenue between College Street and Gay Street, several parcels along Gay Street between Thach Avenue and Miller Avenue, and South College Street at Samford Avenue. Other more nuanced “infill” opportunities include the west side of College Street (north of Magnolia Avenue), the east side of College Street (south of Magnolia Avenue), the City’s Gay Street parking lot (longer-term), and the Auburn Bank property.

Notably missing are realistic opportunities identified in Urban Core 2. While select redevelopment in this area would be welcome and encouraged, overt focus by the public sector may be unwarranted due to high land costs, smaller parcel sizes, captive audience and market dynamics for low-end student housing and a locked-in perception as a student housing district.

PART II
AUBURN DOWNTOWN
**MASTER PLAN**
DOWNTOWN'S POTENTIAL



DOWNTOWN'S POTENTIAL ENGAGING THE PUBLIC

A key component of this plan was establishing a vision for Downtown Auburn that came about through a collaborative process between the planning team, the city staff, a committee of local stakeholders, and most importantly, the citizens of Auburn.

Public Engagement

- 3 Public Workshops
- 1 Community Preference Survey
- 4 Steering Committee Meetings - *Consisting of local business owners, city staff, and community leaders*
- 8 One-On-One Stakeholder Interviews
- 1 Open House
- 2 Public Hearings

Preference Survey

While not intended to be a scientific, all encompassing measure, a preference survey with a total of 70 images and 30 questions was created as a tool to gauge community sentiment on architecture style, land use, development, streetscapes, open space, transportation, and identity.

The survey was administered in the first public workshop and in an online format. Response was relatively high with a diverse demographic of 280 residents; 40% between the ages of 21-35, 28% between 36-50, and 17% between 51-65. Over 86% of survey participants visit the Downtown daily or weekly and 51% have resided in Auburn for over 10 years (over half of those over 20 years), revealing that despite its reputation as a college town, Auburn has a strong permanent population that is interested in the vitality and continuing identity of Downtown Auburn.

(For full survey results, please see Appendix D)

Highest Ranking Development Images

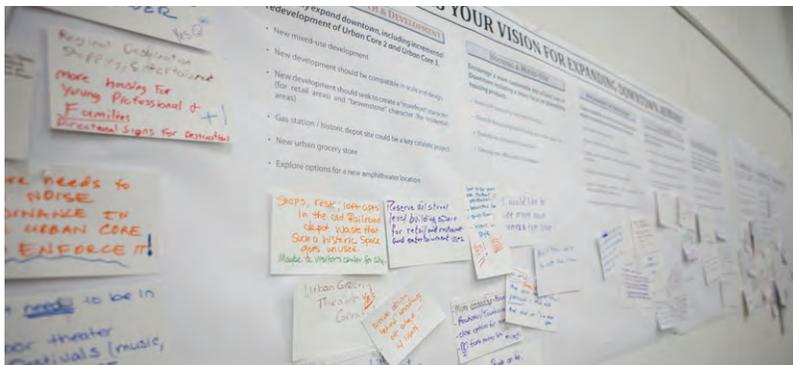


Highest Ranking Open Space / Streetscape Images





Kick-Off Public Workshop



First Public Workshop - August 2013

With approximately 126 participants, the initial public workshop focused on obtaining the community's input on opportunities/constraints and gathering ideas for a vision for Downtown Auburn.

Using table-sized maps of the study area, two exercises focused on Development and Transportation. The development table, called "Change or No Change," allowed participants to place a green dot on a location that should be preserved and a red dot on a parcel they saw potential for change. The transportation exercise simply allowed residents to place a note where they saw a need for vehicular, transit, or pedestrian improvements. These exercises helped to reveal a consensus on place-specific areas of opportunity or concern.

The visioning exercise was designed to be a large board of ideas broken down into eight vision points: Downtown Growth/Development, Housing & Mixed-Use, Walkability & Streetscapes, Open Space, Transportation & Circulation, Parking, Identity & Vitality, and Partnerships & Implementation. These vision points helped to organize thoughts and directly influence the creation of a cohesive vision for Downtown Auburn.

The final exercise touched upon the first steps of design by asking residents to comment on initial concepts for the non-university areas of Auburn's signature Toomer's Corner. (See Open Space & Streetscape Framework for final design concept)

(For workshop information, please see Appendix E)



DOWNTOWN'S POTENTIAL ENGAGING THE PUBLIC

Second Public Workshop - November 2013

Based on the feedback from the first workshop and subsequent planning and design, 75 participants worked in small groups and were given a board to perform several exercises in order to create their own "Downtown Plan." Cut and paste exercises focused on the physical aspects of the vision points: Development, Streetscapes, and Open Space.

The development exercise required groups to select one of five development areas as the location for "priority development." These areas were the initial steps towards the development framework (See pg 47). Following the selection of a priority area, groups were asked to evoke the character for that location by selecting six development images. These images were provided based on the results from the initial image survey. The Streetscape and Open Space exercises followed a similar notion by asking groups to select locations and character for each. The combination of these exercises helped give voice to a consensus of priority development locations and character for the community.

As a final exercise, participants once again were asked to reflect on design by selecting one of three streetscape designs for the North College Streetscape. The three concepts focused on maximizing outdoor seating and mitigating the topography difference along Auburn's original commercial corridor.

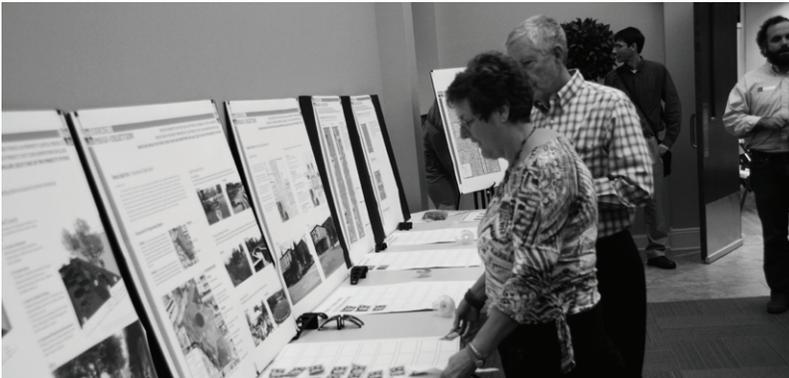
(For workshop information, please see Appendix E)

Second Public Workshop





Third Public Workshop



Third Public Workshop-March 2014

The final public workshop asked the ±70 participants to respond to some finer details on specific capital projects, land use types, and the driving vision points for the overall plan through a set of three “Monopoly style” exercises.

The first exercise asked residents to comment on the latest version of the Downtown Plan’s Eight vision points and their respective objectives. Participants were given “Auburn Community Chest” cards as a way to place comments regarding what was missing, what was good or bad, or any other comments regarding the vision for Downtown Auburn. The comments were used to mold the final vision points and objectives.

Exercise Two focused on the prioritizing potential capital projects by asking to “fund” one or two of the five presented capital project concepts with \$200 in “Downtown Cash.” All five projects were placed at \$100 dollars in order to focus strictly on priority. This included concepts for streetscape improvements to North College Street, North Gay Street, or East Glenn Avenue, as well as redesign concepts for Felton Little Park and the Toomer’s Corner intersection. (*Concepts for these projects can be found on the subsequent pages of this section*)

The last exercise focused on the preferred land uses for the two identified development areas of the Urban Core: the Traditional Downtown and the Downtown Expansion. With the intent of identifying where certain uses were deemed more appropriate, participants were asked to place nine different “Land Use Cards” on either of the development areas, but not both. (*For workshop information, please see Appendix E*)



DOWNTOWN'S POTENTIAL

THE VISION

Vision Statement:

"Auburn needs... New life and we need to take history and charm and make it work today. I picture a permanent, walkable, dynamic Auburn - a city that celebrates history and intellectual thinking while driving into the future with innovation."

- Anonymous, Community Response from Public Kick-Off Workshop

Objectives

OBJECTIVE # 1: Encourage growth and redevelopment in strategic locations including new mixed-use development with ground floor retail uses at key locations, new office uses and new housing.

OBJECTIVE #2: Prioritize incentives for growth and new development in the Gay Street Corridor (south of the railroad and north of Miller Avenue) and the Glenn Avenue Corridor (east of Wright Street and west of Ross Street).

OBJECTIVE #3: Prioritize maintenance and code enforcement efforts west of Wright Street.

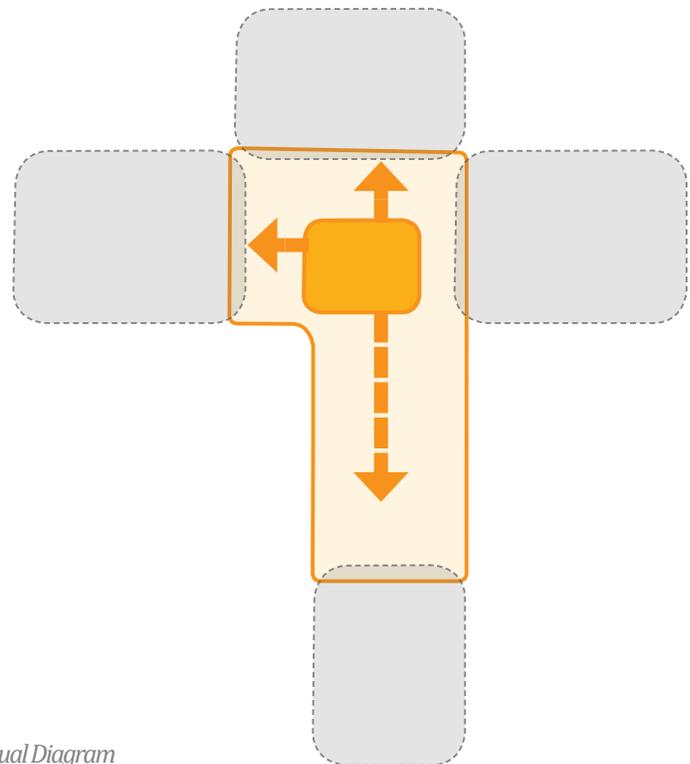
OBJECTIVE #4: Encourage new development to be compatible in scale and design so as not to overwhelm the historic charm and character of Downtown and surrounding neighborhoods.

OBJECTIVE #5: New development (and rehabilitation) should seek to create a character of development where buildings address the street in an urban format (with consolidated parking in the rear) and create a "storefront" character (for commercial/retail uses) and "brownstone" character (for residential uses).

OBJECTIVE #6: Preserve the historic residential character between Samford Avenue and Reese Avenue.

Downtown Growth & Development

Goal: Physically expand the footprint of Downtown and encourage the strengthening of new and existing in-town neighborhoods.



Conceptual Diagram



Housing & Mix of Uses



Goal: Encourage a more sustainable mix of land uses in Downtown including a focus on diversifying housing products.



Conceptual Diagram

Objectives

OBJECTIVE # 1: To the extent feasible, develop new housing that is mid-priced and for-sale (e.g., loft condo formats) to encourage a greater diversity of residents Downtown (e.g., more young professionals).

OBJECTIVE #2: Improve the quality and character of new housing construction through the use of design and material guidelines

OBJECTIVE #3: Encourage the development of a new urban grocery in the core of Downtown.

OBJECTIVE #4: Encourage more fine dining, family dining, and entertainment options to diversify the character of Downtown and options for non-university/student-related markets.



DOWNTOWN'S POTENTIAL

THE VISION

Objectives

OBJECTIVE # 1: Provide wide “urban” sidewalks on all existing or new streets, including full ADA accessibility.

OBJECTIVE #2: Update and/or expand existing Downtown streetscapes with a focus on Gay Street, Glenn Avenue, College Street and Magnolia Avenue. Include wider sidewalks, furniture zone, street trees, decorative lighting and landscaping.

OBJECTIVE #3: Repair broken or missing sections of sidewalk and improve pedestrian safety at key crossing areas including new mid-block crossings.

OBJECTIVE #4: In key locations, create a café dining character through the use of dedicated outdoor dining areas, upper floor balconies, awnings, sandwich boards, etc.

OBJECTIVE #5: Create a consistent / uniform look and feel of streetscape elements throughout Downtown including standards for pavers, decorative lights, bike racks, trash cans, benches, etc.

OBJECTIVE #6: Relocate above ground utilities in high volume pedestrian blocks (e.g., to the rear or underground where feasible).

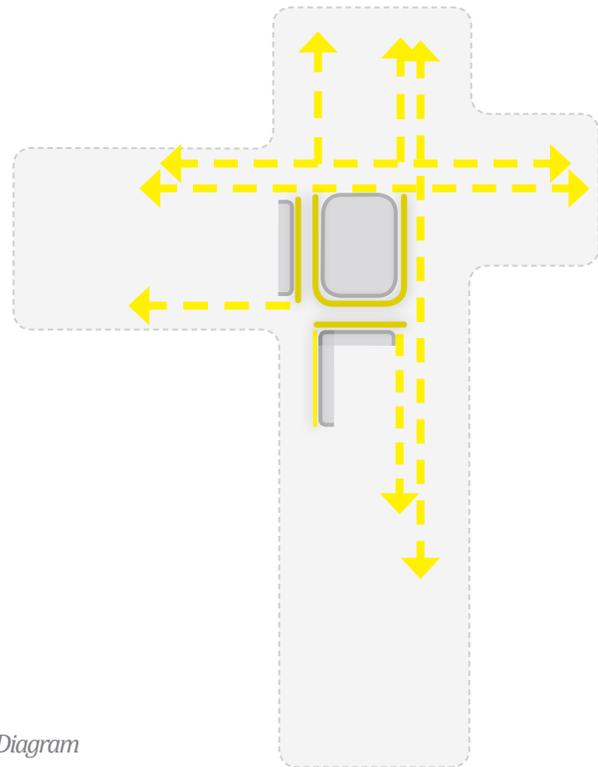
OBJECTIVE #7: Use streetscapes and landscape improvements to create “gateway” arrivals at key points.

OBJECTIVE #8: Improve pedestrian safety at key railroad crossing points (North College Street and Gay Street).

OBJECTIVE #9: Install appropriate street trees that are tall and limbed up enough so as to facilitate clear views to storefronts.

Walkability & Streetscapes

Goal: Create a walkable, attractive and safe Downtown by enhancing existing streetscapes and sidewalks and building new pedestrian amenities.



Conceptual Diagram



Open Spaces



Goal: Improve and expand the inventory of public open spaces in Downtown.

Objectives

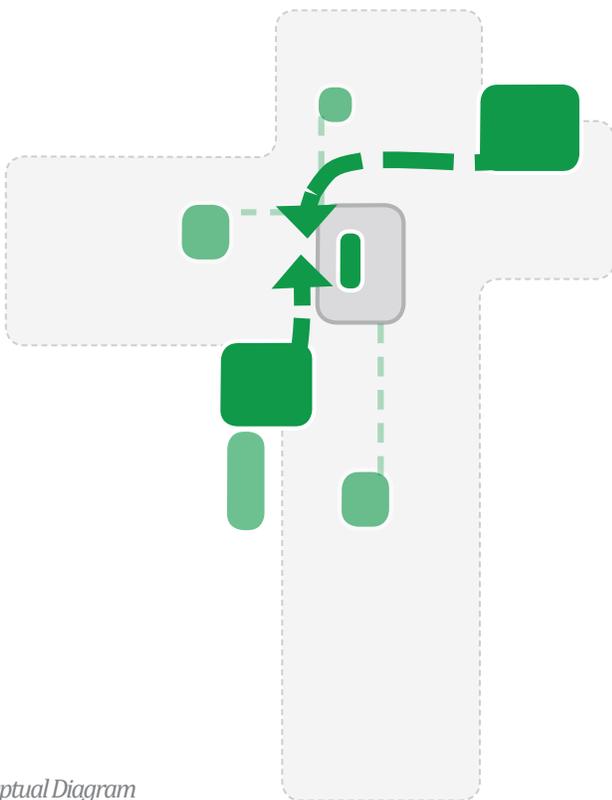
OBJECTIVE #1: Enhance Felton Little Park as the primary open space for Downtown. Include an amphitheater for special events programming.

OBJECTIVE #2: Enhance the Toomer's Corner intersection as the signature civic "open space" for Downtown. Embrace and enhance the idea of closing the Toomer's Corner intersection to vehicles for special community and university events.

OBJECTIVE #3: Embrace and enhance the City's Alley Improvement program to assist in improving the pedestrian experience.

OBJECTIVE #4: Increase the inventory of Downtown open spaces by installing low-cost temporary improvements on select vacant lots in key locations (e.g., until such time that new development is feasible).

OBJECTIVE #5: Create new pocket parks in key locations as a part of new infill development in priority development focus areas (e.g., Glenn Avenue and Gay Street corridors).



Conceptual Diagram



DOWNTOWN'S POTENTIAL

THE VISION

Objectives

OBJECTIVE # 1: Where feasible, create new street connections to improve overall connectivity in Downtown.

OBJECTIVE #2: Enhance existing transit service within Downtown, particularly during special events, to help ease the burden on existing parking. This could include expanding Tiger Transit operations to the general public.

OBJECTIVE #3: Enhance and clarify the bike system in Downtown including dedicated bike lanes (in limited locations) and share the road signage.

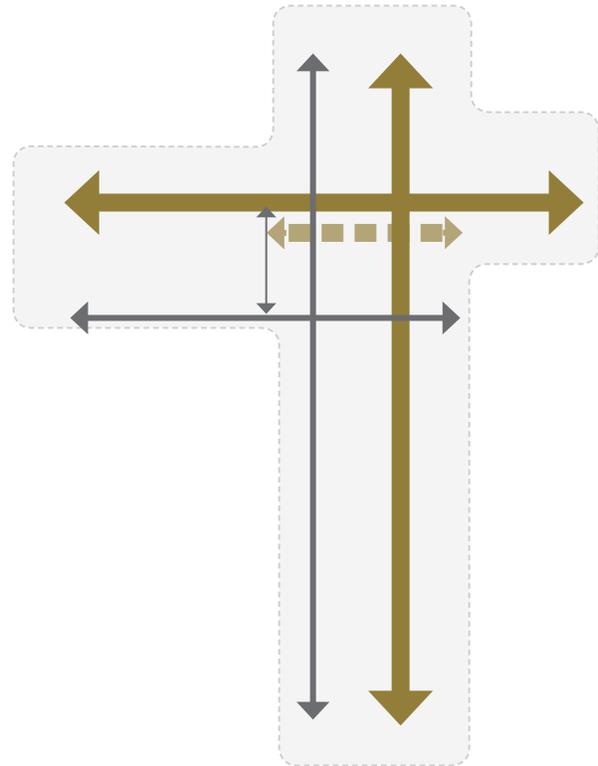
OBJECTIVE #4: Improve access management policies to reduce current curb cuts on primary vehicular corridors.

OBJECTIVE #5: Consider implementing a traffic responsive signal system in key vehicular corridors such as College Street, Gay Street, Magnolia Avenue and Glenn Avenue, particularly for special events.

OBJECTIVE #6: Consolidate and coordinate loading zone locations in new development within off-street locations where possible.

Transportation & Circulation

Goal: Improve the network of streets, transit and bike facilities in Downtown to enhance safety and facilitate ease of movement in a way that will accommodate a growing Downtown.



Conceptual Diagram



Parking



Goal: Improve the availability and ease of use of public parking in Downtown - both in its current configuration as well as with new development in an effort to create a “park once and walk” culture.

Objectives

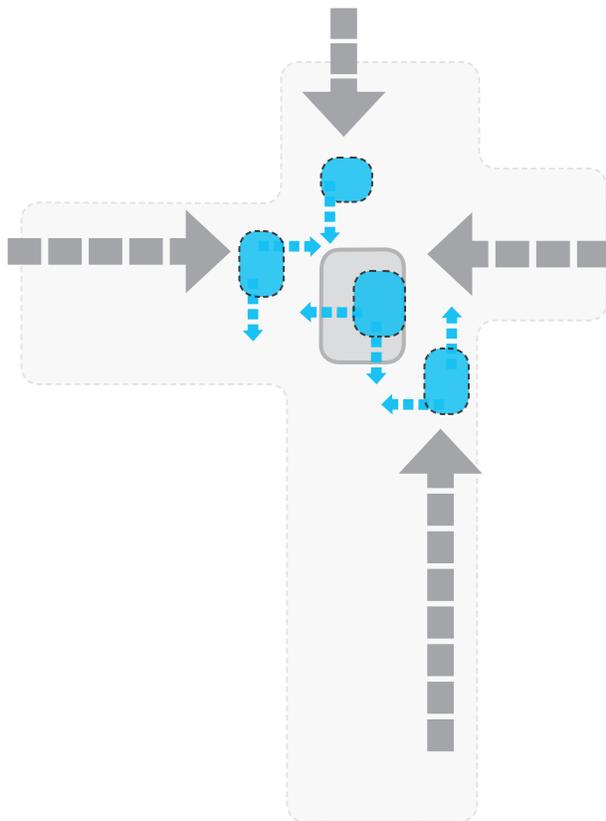
OBJECTIVE #1: Enhance the availability and ease of use of existing Downtown parking through a coordinated and managed parking system. Incorporate both public and private parking lots to maximize the available supply of parking.

OBJECTIVE #2: Consolidate parking policies, maintenance, signage, operations (including towing), etc., to create a clearer and more consistent system of shared parking within Downtown.

OBJECTIVE #3: Incorporate policies, procedures and incentives to move longer-term parkers to less centrally located, off-site locations in order to maximize convenient “storefront” parking for consumers.

OBJECTIVE #4: Encourage new development to provide coordinated, centralized, shared parking mechanisms across multiple businesses/properties including potential structured parking (public and private).

OBJECTIVE #5: Coordinate with the University where feasible to develop strategies for both daily student/faculty parking and shorter term Downtown parking. Be strategic about student/faculty parking locations so as to avoid limiting opportunities for daily Downtown patrons.



Conceptual Diagram



DOWNTOWN'S POTENTIAL

THE VISION

Objectives

OBJECTIVE # 1: Develop & incorporate Downtown branding through the use of standardized signage, wayfinding, kiosks, light fixtures, landscape features, and overhead signage.

OBJECTIVE #2: Increase opportunities for outdoor dining in key locations in order to create a café dining culture and character.

OBJECTIVE #3: Consider expanding the use of the City's Entertainment District regulations to create select permanent areas rather than just for special events.

OBJECTIVE #4: Improve and increase Downtown events targeted to a wide audience including live music, wine tastings, farmer's market, pep rally space, art fairs, etc.

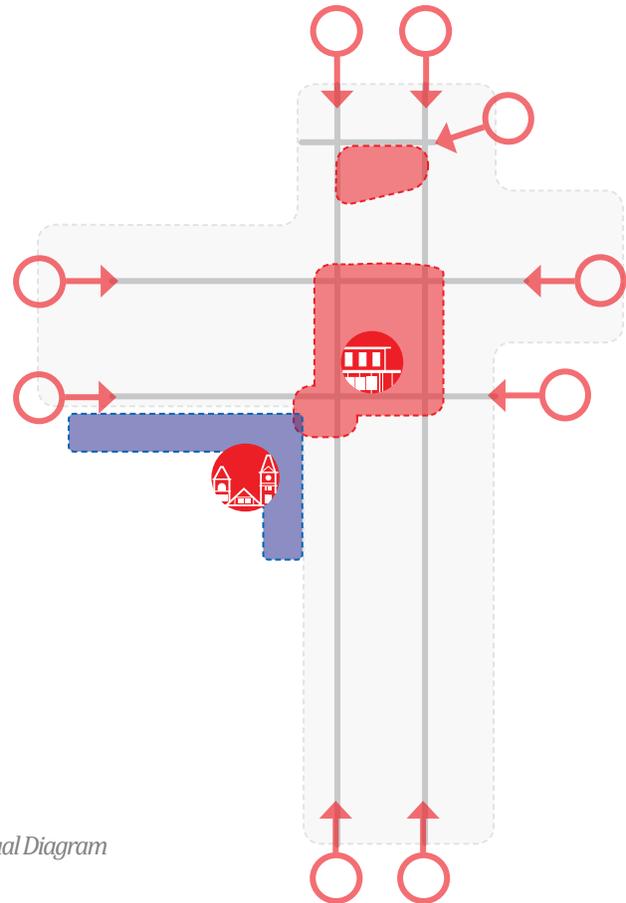
OBJECTIVE #5: Expand the size and frequency of Downtown events to a year-round calendar so that Downtown has a more regular schedule of events.

OBJECTIVE #6: Improve the ability of Downtown to handle large-scale events by installing key infrastructure (e.g., power, WiFi, etc.).

OBJECTIVE #7: Preserve and enhance historic resources to foster civic identity and to preserve the charm and character of Downtown. Most notably, this should include the Historic Depot (whether for public or private use), existing "storefront character" buildings and single-family residential character areas (e.g., Gay Street south of Miller Avenue and College Street north of the railroad).

Identity & Vitality

Goal: Increase the overall sense of civic identity and vitality in Downtown.



Conceptual Diagram



Partnerships & Implementation



Goal: Identify key partners and mechanisms for implementation that will have a high impact.

Objectives

OBJECTIVE # 1: Utilize fiscally sound approaches to implementation in which City / public dollars can be leveraged and coordinated with private investment where possible.

OBJECTIVE #2: Where applicable, work with the University to identify mutually beneficial locations and uses for campus growth including office space, campus services and potential shared parking.

OBJECTIVE #3: Improve safety and crowd control during late evening hours and special events.

OBJECTIVE #4: Consider a consolidated nightly Downtown clean-up program that covers both public and private properties (e.g. as associated with the Downtown college bar scene).

OBJECTIVE #5: Employ a full-time, dedicated person (either inside or outside of City Hall) to help organize and coordinate Downtown events and be an advocate for Downtown initiatives and the Downtown Master Plan.



Conceptual Diagram



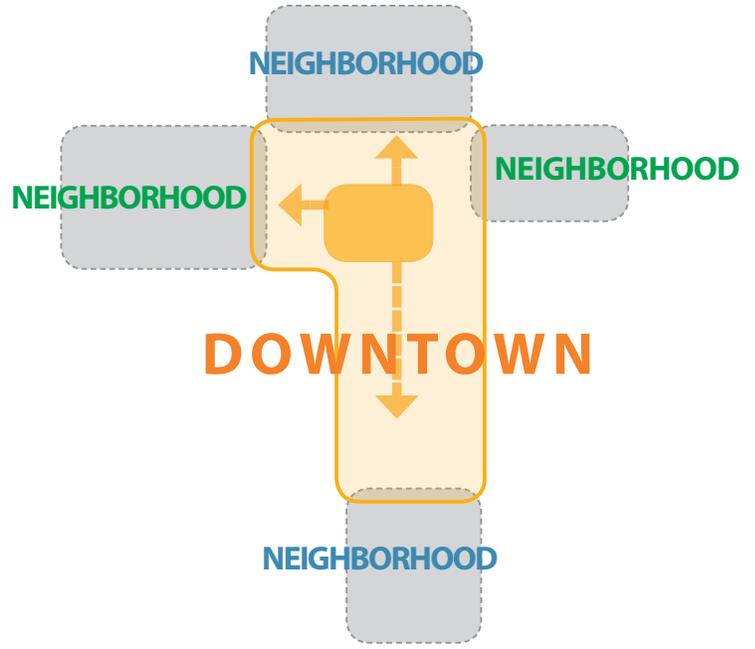
DOWNTOWN'S POTENTIAL

Development & Revitalization Framework Plan

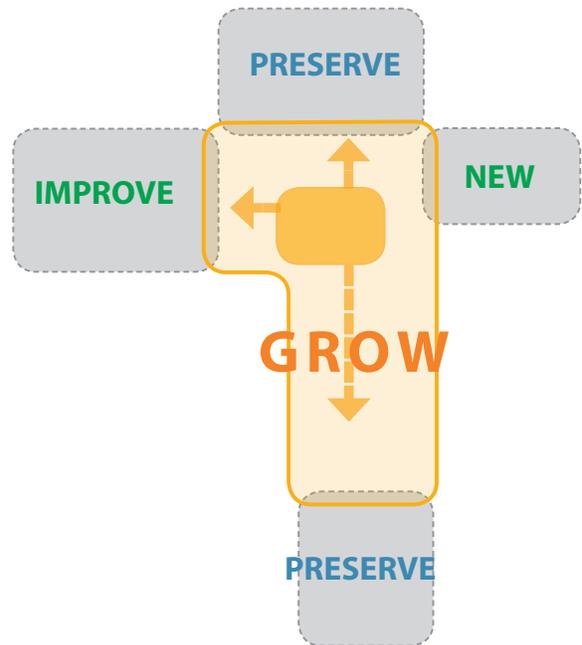
Based on an analysis of the physical and market conditions of the Downtown study area, along with a clearer understanding of community desires as expressed throughout this planning effort, an overall physical vision for expanding and enhancing Downtown has emerged. The conceptual vision as contained on the pages that follow imagines a strengthened Downtown Urban Core that is somewhat larger and denser than its traditional or current extents. In particular, the mixed-use Urban Core (the heart of Downtown) is envisioned to expand to the south along South Gay Street and to the north towards the Railroad tracks.

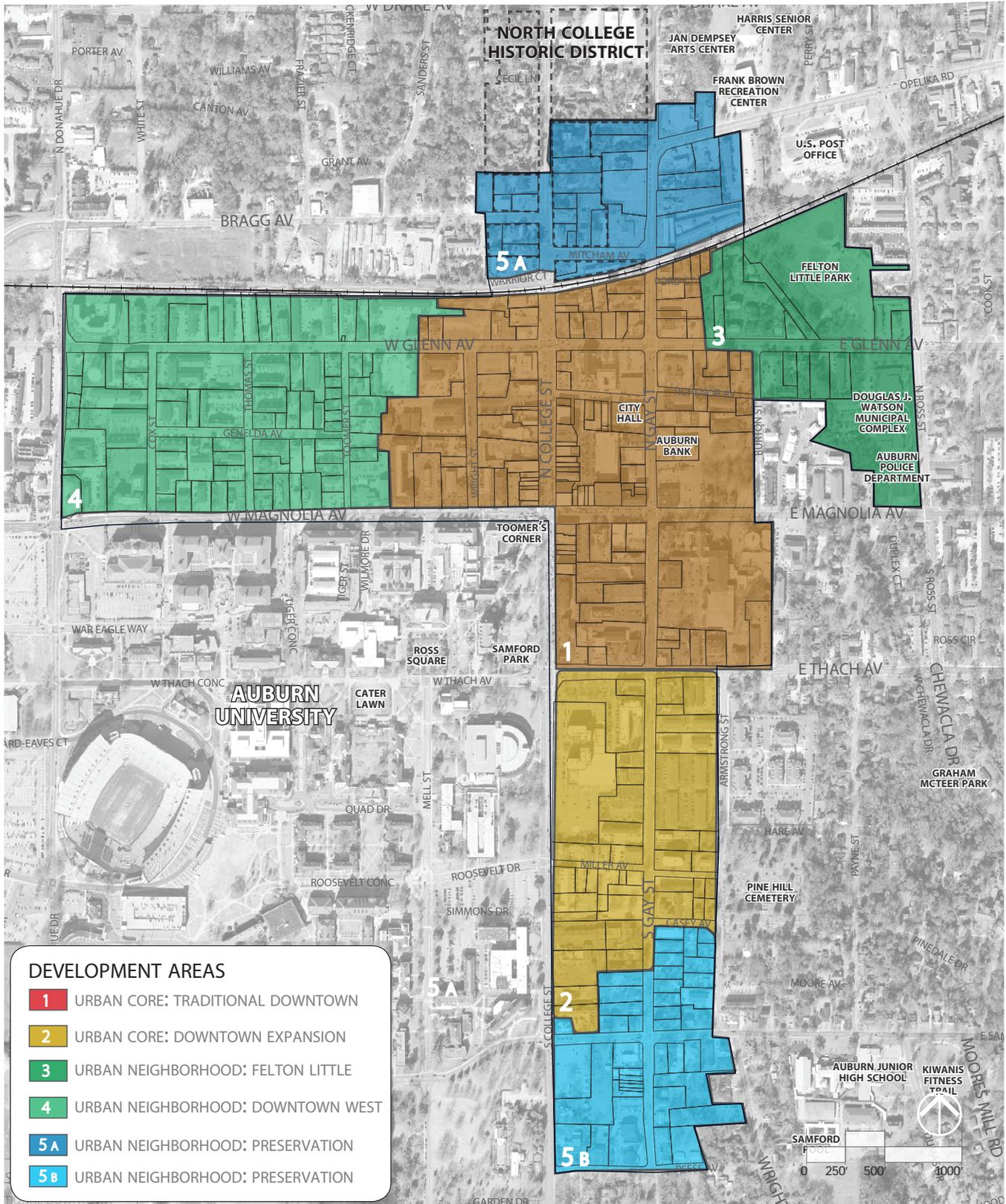
In addition to an expanded and enhanced Urban Core, this plan also envisions four Urban Neighborhoods that surround the Urban Core and contribute to an overall urban vitality and diversity. The four Urban Neighborhoods (as described on the pages that follow) are not currently in the same condition and require different levels of attention. The neighborhoods to the north and south of the Urban Core should be more focused on preserving their existing charm and scale while the neighborhoods to the east and west represent opportunities for change and improvement.

The Conceptual Vision for Downtown



The Strategy for Achieving the Downtown Vision







DOWNTOWN'S POTENTIAL

Development Character

1 URBAN CORE: TRADITIONAL DOWNTOWN

Overall Vision: Preserve and expand the existing charm and sense of scale of the City's Historic core as a shopping, dining and entertainment district

Development & Revitalization Focus:

- Preserve existing viable "storefront" buildings where feasible to maintain charm/character
- Expand opportunities for shopping and dining uses primarily and office uses to a lesser extent
- Compatibly-scaled infill mixed-use development in strategic locations (residential/office over storefront retail/dining)
- Municipal public parking management program
- Develop consolidated/shared structured parking associated with new development

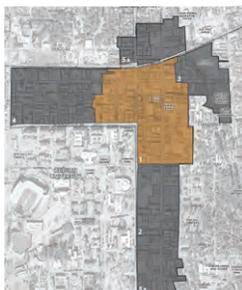
Likely Timeline For New Development:
Short-Term to Mid-Term

Sample Appropriate Land Uses: Mixed-Use Commercial, Mixed-Use Residential, Churches, Institutions, Day Care, Bed & Breakfast/Hotel, Office, Storefront Retail/Restaurant/Entertainment, Fast Food/Pharmacy (urban format -drive thrus under limited circumstances)

Sample Inappropriate Land Uses: Stand-Alone residential (except in Mixed-Use formats), Outdoor Sports Recreation, Auto-Oriented Repair/Service, Agricultural Support, Shopping Center, Industrial

Desired Urban Form & Intensity:

- Urban "Storefront" character at ground floors (outdoor dining/seating, large windows, etc.)
- Development pulled up near sidewalk/right-of-way; 0-10' setbacks (0' in existing CEOD, may vary on Magnolia), minimal front yards
- Parking and service in block interiors - shared where feasible
- 2 to 6 stories; +/-75 feet maximum height
- Average floor area ratio (FAR) of 5.0 (from CompPlan2030)



*NOTE:
The development and revitalization concepts described herein are not intended to imply an absolute prescription or an intended change to existing zoning or private development rights without a more detailed level of study. Rather, the notions described herein are only intended to convey primary areas of focus and where/how to encourage redevelopment.*

NORTH GAY STREET



BEFORE



AFTER



NORTH GAY STREET



BEFORE



AFTER

NOTE: The illustration above is not a development proposal and is for illustration purposes only.



DOWNTOWN'S POTENTIAL

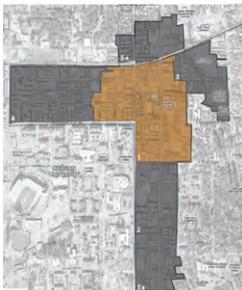
Development Character

1 URBAN CORE: TRADITIONAL DOWNTOWN

MARKET PERSPECTIVE

This subarea will likely remain commercial, with predominately retail uses and limited office uses. Given the historic character and established scale, it is recommended that the buildings in this subarea remain two- to three-stories, with retail uses on the first floor and office or residential above. There is not a market or regulatory constraint for two- to three-stories in this subarea, but the opportunity for larger-scale redevelopment in other subareas seems like a better fit for taller and more dense development. The market focus for this area should be on strengthening and diversifying the business mix.

Because of the subarea's smaller building sizes and limited parking, it is likely that retail tenants will continue to be fairly small. However, there is the potential demand for certain types of larger, more destination-oriented retailers. With the addition of decked parking, it is possible that these uses could be located along Glenn Avenue or East Magnolia Avenue.



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SOUTH GAY STREET



BEFORE



AFTER



SOUTH GAY STREET



BEFORE

Within this subarea, there are existing surface parking lots with the potential for new development. This area could also host a new parking deck to serve both Downtown businesses and students. A parking structure could positively impact pedestrian traffic patterns and would likely increase retail sales throughout the subarea. Additionally, locating a programmable open space within this subarea could provide an activity generator and destination use that would likely enhance pedestrian and customer traffic patterns positively for Downtown businesses.

Any activation of first floor uses of the Auburn University buildings along South College Street could expand the retail activity from the heart of the subarea by increasing pedestrian traffic. There are also opportunities for new, denser development along South Gay Street.



AFTER

NOTE: The illustration above is not a development proposal and is for illustration purposes only.



DOWNTOWN'S POTENTIAL

Development Character

2 URBAN CORE: DOWNTOWN EXPANSION

Overall Vision: Expand the commercial and residential base of Downtown through new, larger-scale mixed-use development

Development & Revitalization Focus:

- Focus on new development over preservation
- Encourage consolidation of sites through parcel assemblages
- Expand opportunities for service-oriented retail (e.g. urban grocery, etc.), institutional uses and new housing
- Opportunities for consolidated/shared parking associated with new development

Likely Timeline For New Development:

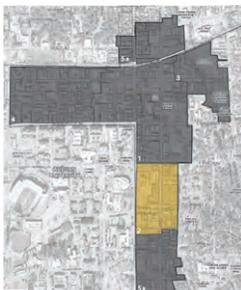
Short-Term

Sample Appropriate Land Uses: Mixed-Use Commercial, Mixed-Use Residential, Churches, Institutions, Day Care, Bed & Breakfast/Hotel, Office, Storefront Retail/Restaurant, Fast Food/Pharmacy (urban format, urban drive-thrus okay)

Sample Inappropriate Land Uses: Stand-Alone Residential (except in Mixed-Use formats), Outdoor Sports Recreation, Nightlife/Entertainment, Auto-Oriented Repair/Service, Agricultural Support, Shopping Center, Industrial

Desired Urban Form & Intensity:

- Urban "Storefront" character at ground floors (outdoor dining/seating, large windows, etc.)
- Development pulled up near sidewalk/right-of-way; 0-10' setbacks, minimal front yards
- Parking and service in block interiors - shared where feasible
- 4 to 6 stories; +/-75 feet maximum height
- Average floor area ratio (FAR) of 5.0 (from CompPlan 2030)



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SOUTH GAY STREET



BEFORE



AFTER



SOUTH GAY STREET



BEFORE



AFTER

NOTE: The illustration above is not a development proposal and is for illustration purposes only.

MARKET PERSPECTIVE

This subarea provides some of the best short- and medium-term opportunities for redevelopment. Since this subarea has somewhat larger parcels, it has the most probable opportunity for new dense mixed-use development with residential and retail uses. The size of parcels and location of the South Gay Street corridor provide the potential for larger-format space, both in height of buildings and square footages. The market focus for this area should be on redevelopment and increasing service-oriented retail uses that serve both residents and students.

This subarea does not currently function well from a pedestrian standpoint. Efforts should be undertaken to make the area more vibrant and to create an extension of the strong pedestrian activity and foot traffic found in the Traditional Downtown Core. While there is demand for residential and retail uses in this subarea, large-scale redevelopment will likely only take place after the market in the Traditional Downtown Core has strengthened and diversified.



DOWNTOWN'S POTENTIAL

Development Character

3 URBAN NEIGHBORHOOD: FELTON LITTLE

Overall Vision: Create a new urban neighborhood

Development Focus:

- Emphasize full-scale redevelopment with a focus on residential
- Create an “urban neighborhood” or “brownstone” character
- Encourage high quality construction and design
- Limited opportunities/market for new mixed-use or commercial/retail development, primarily on Glenn Avenue
- Reconceive Felton Little Park as an Urban Town Green (see associated design plan)

Likely Timeline For New Development:
Mid-Term

Sample Appropriate Land Uses:

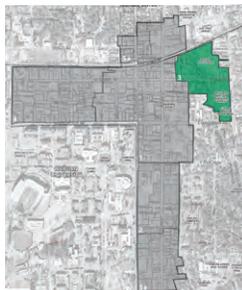
Residential, Mixed-Use Residential, Home-Occupation Businesses, Storefront Retail/Restaurant/Entertainment (urban format), Fast Food/Pharmacy (urban format, urban drive thru okay)

Sample Inappropriate Land Uses:

Outdoor Sports Recreation, Institutions, Auto-Oriented Repair/Service, Nightlife/Entertainment, Agricultural Support, Shopping Center, Industrial

Desired Urban Form & Intensity:

- Urban “neighborhood” character with residences facing the street; porches and stoops
- Development pulled up near sidewalk/right-of-way; 5-10 foot landscaped front yards
- Parking and service in block interiors
- 2 to 3 stories; +/-50 feet maximum height
- Average floor area ratio (FAR) of 3.0



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FELTON LITTLE PARK FRONTAGE



BEFORE



AFTER



FELTON LITTLE PARK FRONTAGE



BEFORE



AFTER

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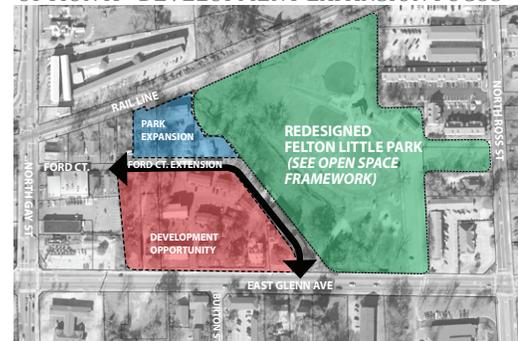
MARKET PERSPECTIVE

This subarea is a mix of commercial and residential uses of varying quality. Because it is the farthest subarea from Auburn University's campus, development pressure is fairly low in comparison to other areas of Downtown. The market focus for this area should be on redevelopment of rundown condominium and apartment communities north of Glenn Avenue to create better continuity of the development fabric and potential. This subarea is likely to continue to be more residential in character, with limited commercial uses.

While a major redevelopment of the Felton Little Park would definitely provide a greater community asset and amenity, the location on the edge of the Downtown Study Area means it would have limited impact on changing development dynamics for Downtown as a whole.

PARK FRONTAGE DEVELOPMENT OPTIONS

OPTION A - DEVELOPMENT EXPANSION FOCUS



OPTION B - PARK EXPANSION FOCUS





DOWNTOWN'S POTENTIAL

Development Character

4 URBAN NEIGHBORHOOD: DOWNTOWN WEST

Overall Vision: Revitalize and enhance existing university-oriented neighborhood

Development & Revitalization Focus:

- Reinforce a “neighborhood” character
- Encourage redevelopment of older, low-quality student apartment developments
- Encourage a higher quality of construction/architecture for new development
- Emphasize code enforcement to improve existing residential buildings where new development is not feasible
- Generally encourage new mixed-use or stand-alone commercial development along Magnolia Avenue, Donahue Drive and the east end of Glenn Avenue; market opportunities may be limited

Likely Timeline For New Development:
Mid-Term to Long-Term

Sample Appropriate Land Uses:

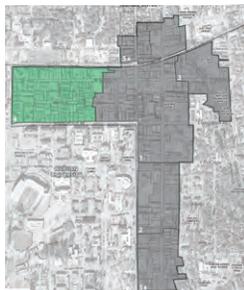
Residential, Mixed-Use Residential, Home-Occupation Businesses, Stand-Alone Retail/Commercial/Restaurant (urban formats), Fast Food/Pharmacy (urban format, urban drive-thrus okay)

Sample Inappropriate Land Uses:

Outdoor Sports Recreation, Institutions, Auto-Oriented Repair/Service, Nightlife/Entertainment, Agricultural Support, Shopping Center, Industrial

Desired Urban Form & Intensity:

- Urban “neighborhood” character with residences facing the street; porches and stoops
- Development pulled up near sidewalk/right-of-way line; 5-10 foot landscaped front yards
- Parking and service in block interiors
- 2 to 4 stories; +/-60 feet maximum height
- Average floor area ratio (FAR) of 3.0 (from CompPlan2030)



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GENELDA AVENUE



BEFORE



AFTER



GENELDA AVENUE



BEFORE



AFTER

NOTE: The illustration above is not a development proposal and is for illustration purposes only.

MARKET PERSPECTIVE

This subarea will likely remain dense multi-family residential, with limited retail uses along West Magnolia Avenue. While the demand exists for newer, higher density residential development for the student market, fragmented property ownership and small parcel size will make large-scale new development difficult to achieve. There will likely need to be assistance for property owners and/or developers to consolidate parcels and rebuild. Currently, little change is likely because occupancies are high, so current owners have low incentive to sell.

Over the longer-term, the viability of redevelopment along Glenn Avenue in this subarea will depend largely on the creation of a traffic generator along Glenn Avenue in the Traditional Downtown Core. This traffic generator could take the form of a park, some type of destination retail anchor, or a large parking deck.

The southern portion of the subarea is located directly across West Magnolia Avenue from the Auburn University campus. Because of its location, there is a great deal of demand for high-density student housing. However, much of the property along this corridor is already occupied by fast food restaurants. Future redevelopment will hinge largely on the sales volume of these restaurants and whether the property remains worth more for the business than for the land; any retail located here will be student-oriented.



DOWNTOWN'S POTENTIAL

Development Character

5 URBAN NEIGHBORHOOD: PRESERVATION

Overall Vision: Preserve existing neighborhood character and strengthen existing small commercial nodes

Development & Revitalization Focus:

- Maintain low-scale residential character; heavy focus on preservation
- Preserve and rehab existing single-family structures where feasible
- Limited infill construction of single-family style structures on vacant lots
- Strengthen existing small commercial/retail nodes through rehab and very limited infill construction (small-scale)
- Preserve and reuse historic Train Depot building, whether for public or private use (area 5a)

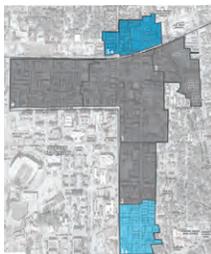
Likely Timeline For New Development: Long-Term

Sample Appropriate Land Uses: Single Family Detached/Townhouse/Duplex Residential, Multiple Family Development (up to +/-6 unit buildings), Home-Occupation Businesses, Stand-Alone Storefront Retail/Restaurant/Office (urban format - generally limited to areas that are already commercial), adaptive reuse of single-family structures

Sample Inappropriate Land Uses: : Large-scale Mixed-Use, Large-scale Multiple Family Residential, Outdoor Sports Recreation, Institutions, Auto-Oriented Repair/Service, Nightlife/Entertainment, Agricultural Support, Shopping Center, Industrial

Desired Urban Form & Intensity:

- Urban "neighborhood" character with detached house-style buildings facing the street; front porches
- Development pulled up near sidewalk/right-of-way; 10-20 foot landscaped front yards
- Parking and service in block interiors
- 1 to 2 stories; +/-35 feet maximum height
- Average floor area ratio (FAR) of 1.5 (may require zoning adjustment)



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NORTH COLLEGE HISTORIC DISTRICT



BEFORE



AFTER



NORTH COLLEGE HISTORIC DISTRICT



BEFORE



AFTER

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MARKET PERSPECTIVE

These subareas are unlikely to change dramatically because of the various historic structures and the overall development pattern. There is no apparent development pressure indicating that large-scale redevelopment in these subareas would be feasible or appropriate.

Residential uses are likely to remain predominately single-family. Over time, the outdated and non-historic commercial buildings are likely to be redeveloped or significantly altered. Limited, small-scale commercial uses will continue to be located in this area, with more of a service-oriented retail or office use orientation.

It may be appropriate for future commercial development in some parts of these subareas to embrace a more residential aesthetic to be in greater harmony with the historic buildings. Activation of the historic Train Depot building would be a significant asset and could spur positive development north of the railroad tracks.



DOWNTOWN'S POTENTIAL

Conceptual Development Guidelines

COMMERCIAL / MIXED USE:

Applicable Districts:

Urban Core: Traditional, Urban Core: Expansion; Urban Core: Preservation

Goal:

Preserve and enhance the City's urban core as a thriving mixed-use destination for dining, entertainment, shopping, working and living in an urban "storefront" character.

Guidelines:

- Minimize front setbacks with development pulled up to the street (0-10' setback)
- Locate parking and building service in block interiors
- Provide shared parking where feasible
- Minimize curb cuts; share with adjacent developments where feasible
- Provide ground floor "storefront" architecture; distinguish ground floors from upper level architecture
- Incorporate awnings to provide shade for pedestrians
- Avoid long, blank walls and/or monotonous repetition of building features
- Vary individual storefronts and provide multiple vertical bays to create the appearance of multiple buildings within a single block
- Provide horizontal cornice lines; vary cornice heights within each block face
- Roof should have the appearance of being flat
- Provide "punched" windows on upper floors
- Provide an amenity zone along sidewalks for street trees, decorative lights, furniture, etc.

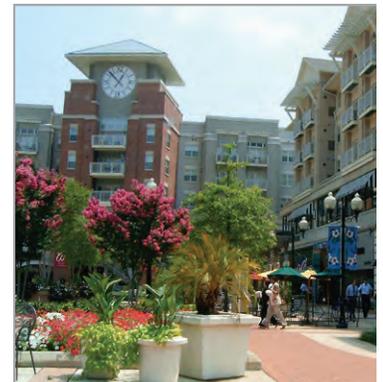
Conceptual Model of Suggested Guidelines



A- Minimal front setback
 B- Parking located in rear
 C- Amenity zone for trees and furniture
 D- Curb cut shared with adjacent development

E- Ground floor "storefront" architecture
 F- Awnings for pedestrian microclimate
 G- Horizontal cornice lines with varying heights

High Ranking Mixed Use Images from Community Survey & Workshops



DISCLAIMER:

The development guidelines contained herein are suggestions only and may not be achievable in full in each and every private development project. They are intended to provide a starting point to guide developers, architects and engineers as to the vision contained within the Auburn Downtown Master Plan.



Conceptual Model of Suggested Guidelines



- A- 5-10' setback
- B- Small landscaped front yard
- C- Stoops and porches face public streets
- D- Parking located in rear of development
- E- Landscape zone along sidewalks
- F- Gables and hipped roofs help emphasize residential character
- G- Vertical design features help give the appearance of multiple buildings

High Ranking Residential Images from Community Survey & Workshops



URBAN NEIGHBORHOODS:

Applicable Districts:

Urban Neighborhood: Felton Little, Urban Neighborhood: Downtown West

Goal:

Enhance the downtown's neighborhoods as walkable, urban communities in a "brownstone" character.

Guidelines:

- Minimize front setbacks with development pulled up near the sidewalk/right-of-way (5-10' setback)
- Incorporate small landscaped front yards
- Ground floor units should have small stoops/porches and individual front doors that face the public street
- Raise ground floor units 3-6' above the public sidewalk to create a transition and sense of safety
- Locate parking and building service in block interiors (avoid front facing garages)
- Minimize curb cuts; share with adjacent developments where feasible
- Provide shared parking where feasible
- Avoid long, blank walls without windows
- Avoid "motel style" exterior corridors that are visible from the public street
- Emphasize vertical design features such as box bays to create the appearance of multiple buildings/residences within a single block
- Provide a landscape zone along sidewalks for street trees, grass, flowers, decorative lights, etc.
- Provide wide overhangs/eaves at roof; vary ridge and eave lines within each block face
- Incorporate visible gables and hipped roof elements to emphasize residential character

DISCLAIMER:

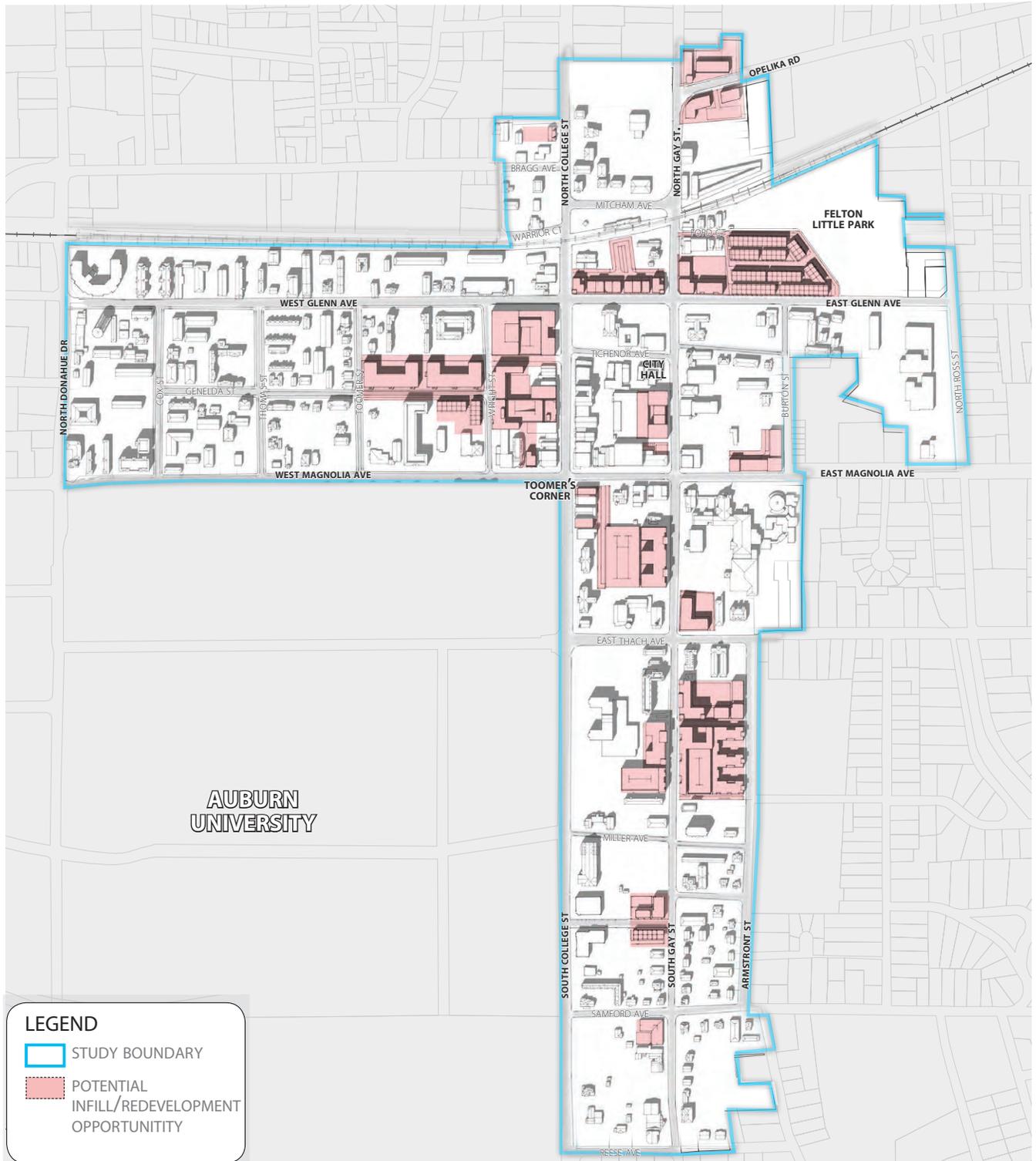
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DOWNTOWN'S POTENTIAL Redevelopment & Revitalization Opportunities

POTENTIAL INFILL OPPORTUNITIES

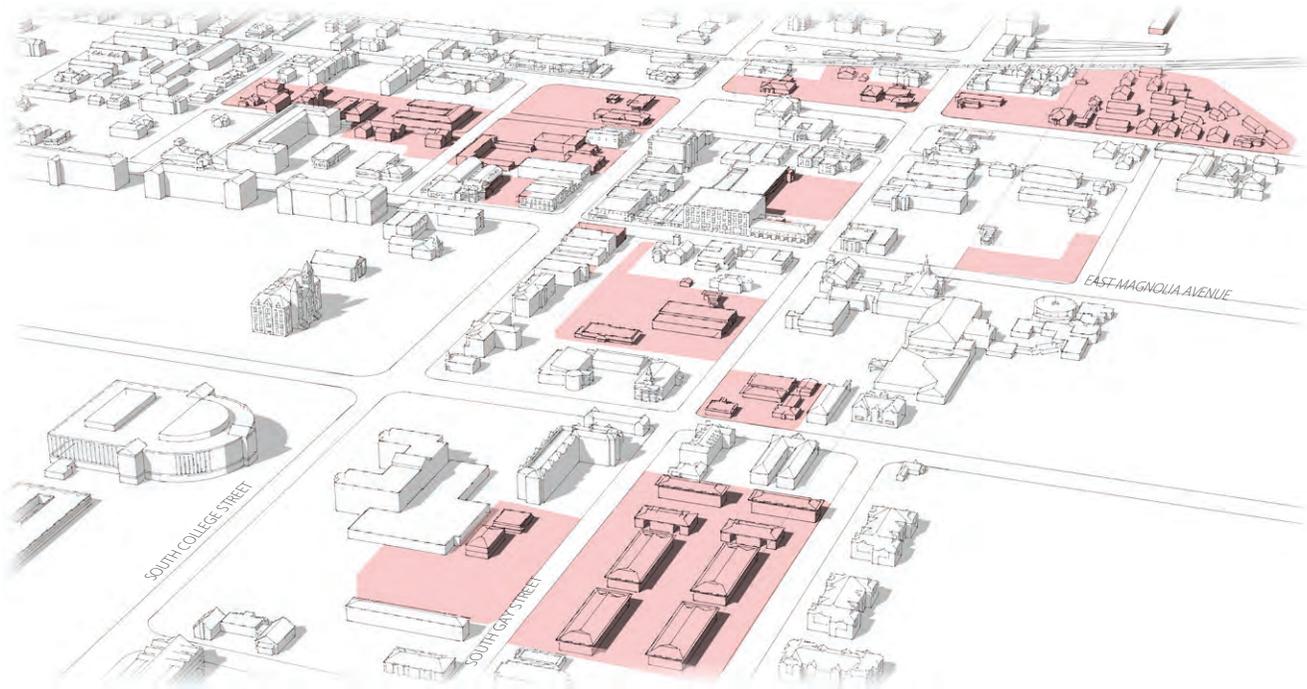
In order to portray the redevelopment and revitalization potential for Downtown Auburn, the illustration below contains some examples of potential build-out within the study area. These concepts are based upon the Conceptual Development Guidelines and the Development Opportunities map in Part I.



DISCLAIMER: This is not a development concept. The development opportunities contained herein are conceptual suggestions and diagrammatic studies rendered for graphic purposes only. The selection of development areas is strictly based upon the analyses in Part I of this document. The drawing above is not to be interpreted as a "plan" for this document as it simply a representation of what could occur.

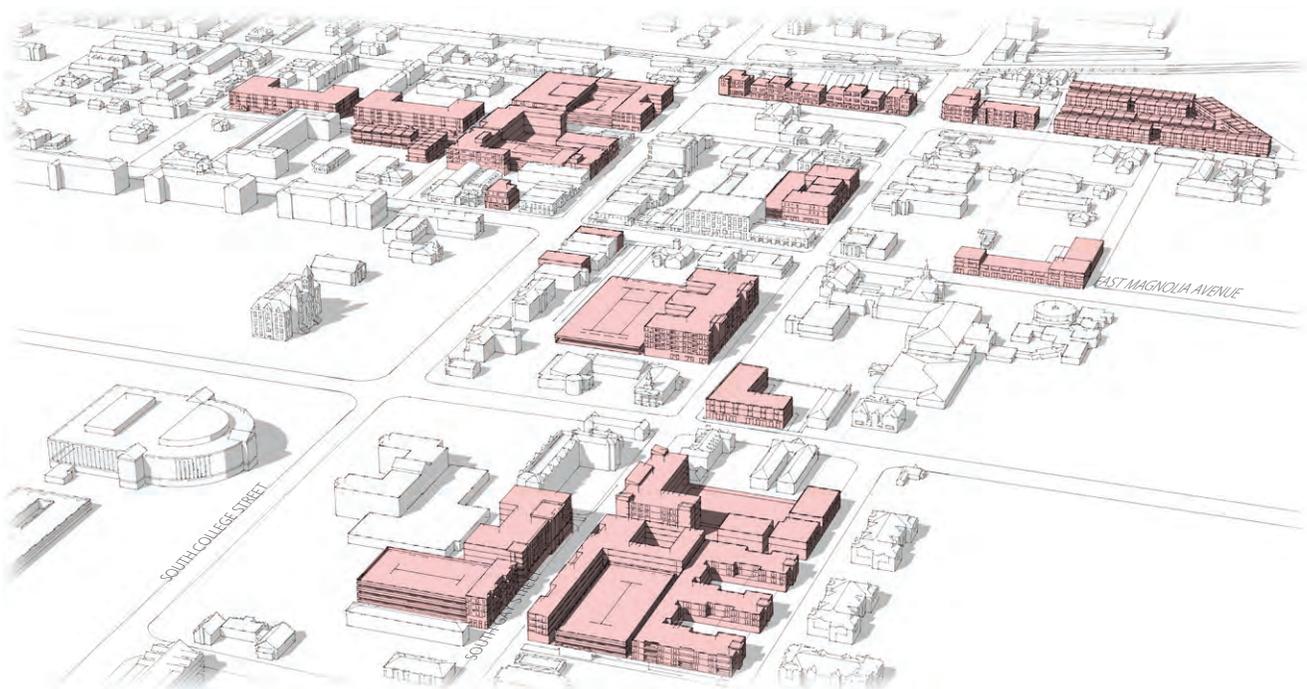


EXISTING



Bird's eye view looking NW

POTENTIAL



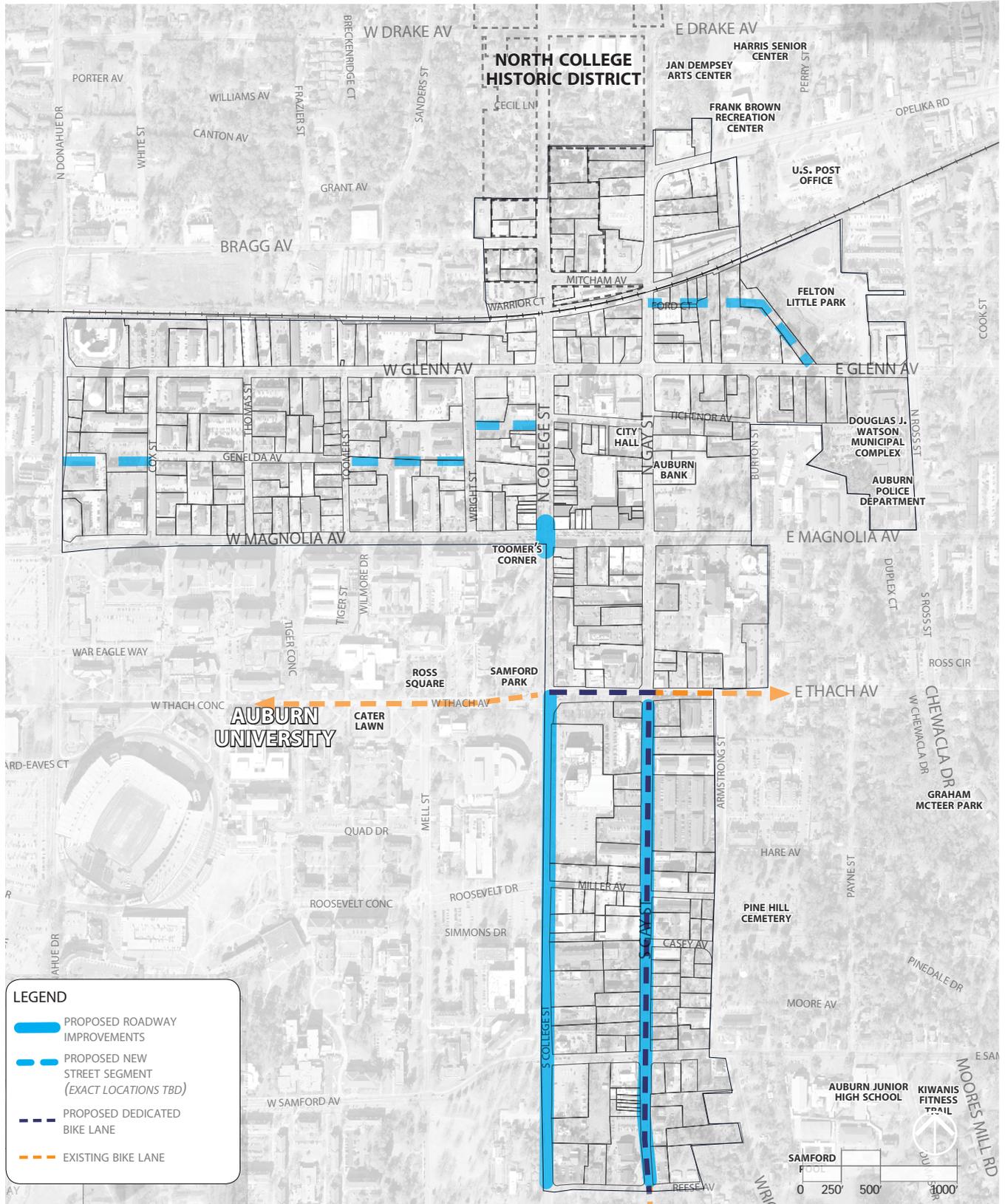
Bird's eye view looking NW

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DOWNTOWN'S POTENTIAL

Transportation & Circulation Framework Plan





Project List

VEHICULAR TRAFFIC AND ROAD IMPROVEMENTS

• Right of Way Extensions

Extend Genelda St. from Donahue Dr. to Wright St.
Extend Tichenor Ave. from Burton St. to Wright St.
Extend Ford Court to Glenn Ave. as part of acquisition for optional Felton Little Park expansion, exact location TBD

• Access Management

Reduce number of access points along Glenn Ave. and Gay St. - Where possible, combine parking lots with cross access agreements. As development occurs, shift parking to rear of buildings (see Open Space & Pedestrian Framework Section)

• South College Median

Phased roadway realignment to allow for extension of landscaped median from Thach Ave to Reese Ave/ Samford Ave

• Toomers Corner

Create a raised intersection as part of Toomer's corner re-design (See Open Space & Pedestrian Framework Section)

BICYCLE FACILITIES

• Dedicated Bike Lanes

South Gay Street - *Thach Ave. to Reese Ave. - as Right of Way allows*
Thach Avenue - *College St to Gay St*

• Bicycle Parking

Install bike racks at high-traffic bicycle AND pedestrian locations, all retail and service stores. Increase bicycle parking requirements as new development occurs

TRAFFIC STUDIES AND PROGRAMS

• Parking Management System

City to work with banks, churches, etc. to create a Shared Parking system that coordinates hours, fees, and restrictions on lots around Downtown to form a cohesive and easily-understood system; wayfinding a key implementation component

• Traffic Calming Study

Perform traffic calming and speeding study to determine necessity of traffic calming devices (chicane, curb bump-outs, mid-block crosswalks. etc.)

• Traffic Signal Upgrades

Traffic detector installation for potential traffic responsive signal. Time and event-based traffic signal system coordination along College St, Gay St, Magnolia Ave, Glenn Ave

• Overall Downtown Vehicle traffic study

Downtown vehicle traffic study with recommendations for traffic signal timing options, detector layouts, monitoring and system performance measures, travel demand management, traffic calming recommendations, as appropriate

TRANSIT

• Tiger Transit

Open up Tiger Transit to public for a small fee per ride, provide monthly or trip passes, coordinate with Lee-Russell Public Transit

• Transit Connections

Run special route(s) to/from Downtown, rather than the University, especially on weekends and for special events. Emphasize transit stop on Gay St.

Stops could include:

- Village Mall
- Tiger Town
- Apartment complexes
- Senior Homes
- Hospitals / Medical Centers
- Schools (at lunch, if allowed by board)
- Churches (Sundays)
- South College shopping centers / Walmart

EDUCATION

• Bicycle rules and safety Downtown, from a vehicular, pedestrian, and bicyclists, point-of-view

• Parking Maps and education (part of comprehensive Downtown parking program)

• Traffic signal and traffic flow education program run by City to teach citizens what to expect for traffic and the limitations of what you can do to 'make it better' - can be lumped into a "Getting Around Downtown" educational program detailing parking, cars, walking, bikes, bike racks, etc.

Projects proposed herein are planning concepts only and in many cases may require a greater level of technical analysis during plan implementation to determine feasibility



DOWNTOWN'S POTENTIAL

Transportation & Circulation Framework

TRANSPORTATION FRAMEWORK

Based on an analysis of the existing infrastructure, an expectation of future conditions with changing land use and population trends, and significant public input, the following is a framework for transportation improvements in the Downtown Auburn area.

Vehicular Traffic and Roadway Improvements

There is a heavy concentration of residential units in the northwest area of Downtown and, as such, there is a need to provide more connectivity within that core to create an enhanced grid network. Genelda Street bisects the district east and west and, with some improvements and extensions, could provide congestion relief to Magnolia Avenue and Glenn Avenue. Similarly, extending Tichenor Avenue from Wright Street to North College Street would allow local traffic to avoid the often congested intersections of North College Street at Magnolia Avenue and Glenn Avenue. The roads could be enhanced with pedestrian and parking accommodations. It is expected that this would take place as development and renovations take place within the core.

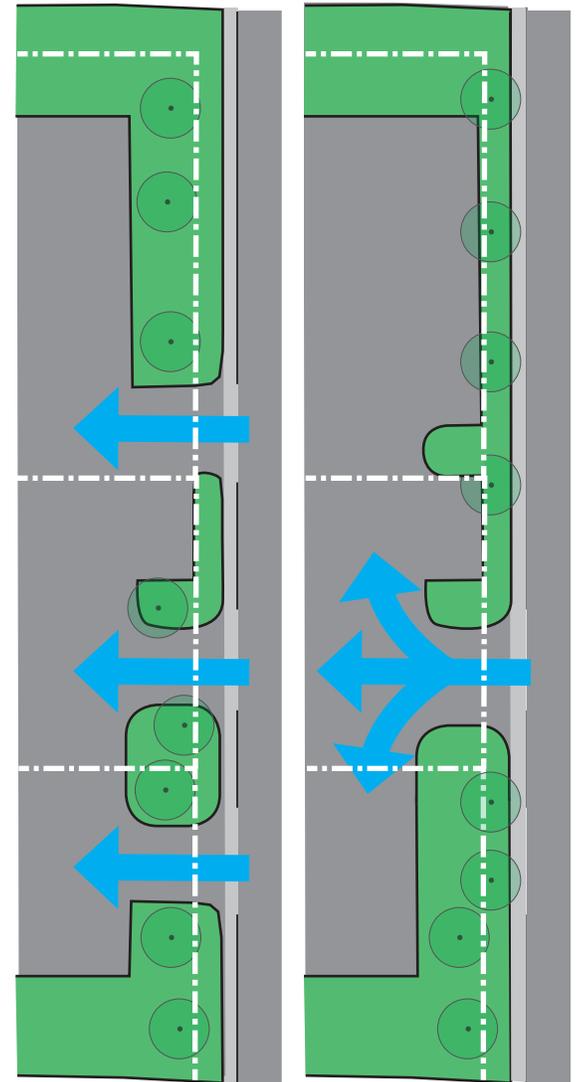
An extension of Ford Court to Felton Little Park and Glenn Avenue would provide another access to the park. The road would also route pedestrians to the park for special events and create another connection to the Downtown area, especially as the Downtown core extends to the north.

On Gay Street and on Glenn Avenue, there are so many access points that traffic appears to continually enter and leave the roadway. Each driveway reduces the throughput on the road and it also creates more conflict points with cyclists and pedestrians. Reducing the number of access points reduces these conflicts and creates a more pedestrian-focused environment.

Example of Access Management

Before

After





Good access management involves reducing the number of access points, combining driveways and providing interparcel access between businesses. As redevelopment occurs, shifting the parking to the rear of the buildings would provide for internal circulation and fewer driveways.

Another improvement which is both functional and aesthetic is the extension of the median on South College Street. Construction of a median in a similar fashion to the existing median would reduce full-access movements, improve safety, and increase throughput. An added benefit is that the median would provide a refuge for pedestrians who may cross midblock. The median would serve as a visual gateway on the south side of Downtown Auburn.

Lastly, as a part of the streetscape improvements at Toomer's Corner (discussed elsewhere in this report), the central intersection should be raised and flush with the sidewalk. A gradual increase in grade will provide a comfortable transition for cars, but will be a physical reminder that the motorist is entering a pedestrian-centric area.

Bicycle Facilities

Public input throughout the planning process along with a significant majority of students using bicycles as their primary form of transportation indicates there could be utility in expanding the City's already burgeoning bicycle network. South Gay Street from Thach Avenue to Reese Avenue is a good candidate for dedicated bike lanes. Some right-of-way restrictions may limit the areas where bike lanes can be constructed, but where conditions allow, a five-foot, on-street lane would be appropriate. Similarly, five-foot bike lanes on Thach Avenue between South College Street and Armstrong Street would connect the University with the existing bike lanes to the east.

There are many accessible areas in Downtown Auburn for bikes. However, there are very few designated places for bicyclists to park

and lock their bikes. Bike racks adjacent to retail and service stores would likely increase bike travel and reduce some auto trips and auto parking needs. The installation of bike racks could be a program sponsored by area businesses.



Low cost and effective bike parking solutions

Parking Management Program

One of the most frequently stated concerns by stakeholders throughout the master planning process revolved around a perceived shortage and/or difficulty with Downtown parking. It is "confusing," "disjointed," "unfair," or "unavailable." Visitors to Downtown businesses routinely complain they can't find convenient parking and continually point to uncertainty when it comes to towing policies that vary from lot to lot. Business owners and churches complain that they have to police their lots continually so that their own patrons and employees can use them. Left unchecked, students will sometimes park overnight and/or for extended periods thus tying up parking spaces.

Other problems frequently cited center around the late night bar/entertainment scene in which bar patrons leave trash, broken bottles, and other undesirable items. In response, many Downtown businesses and institutions have resorted to a routine "washing down" of parking facilities on Friday, Saturday and Sunday mornings in order to ready their lots for patrons/users.

Based on an analysis by the planning team, there are currently a significant number of surface,



DOWNTOWN'S POTENTIAL

Transportation & Circulation Framework

deck, and on-street parking spaces in the immediate Downtown core (+/- 1800 spaces). However, approximately ±1200 of those spaces are dedicated solely to adjacent businesses and churches during normal operating hours. Furthermore, and perhaps more problematic, many of these privately owned lots are not open for public parking during early evening hours when a Downtown dining culture could, in theory, come alive. The defensive measures to protect parking for specific users are understandable, but taken on the whole, the aggressive and inconsistent private towing policies do not promote a “park once and walk” notion that is common in most successful Downtowns.

Collectively, all these challenges with parking lead to a situation in which Downtown is not currently maximizing its market potential for shopping and dining, in particular. In this regard, a comprehensive, consistent and clear overall parking management system is warranted and is further described in Part 3 of this Master Plan.



Example of Downtown parking signage

Traffic Study

While some efforts have been undertaken in the recent past, a more detailed traffic study is needed for the Downtown area. This study should include a capacity analysis at each of the major intersections, which would quantify the level of congestion. The traffic study should consider alternative traffic

control and turn permissions at the key intersections within the Downtown core. Traffic calming measures such as bulb-outs, chicanes, midblock crosswalks, H.A.W.K. signals, and the like should be investigated. The 2006 Citywide Crash Study should be updated for the Downtown area based on more recent conditions.



Mid-block crossings with bulb-outs elevate pedestrian safety

The traffic study should consider alternative circulation schemes around South College Street and Magnolia Avenue, or, the impact of on-street parking maneuvers on traffic operations on South College Street. Specific driveway closures on Gay Street would also be identified in the study as well as mitigation measures for those affected properties. The study would also examine the impacts of potential traffic solutions to pedestrian and bicycle movements.

Transit

The most robust transit program in Auburn is Tiger Transit, operated by Auburn University. The system is free for students. AU faculty and staff can use the system free of charge while on campus, but must pay a fee to ride off campus. Non-AU affiliates cannot use Tiger Transit. The Lee-Russell Public Transit system is a dial-a-ride service that does not operate fixed routes.

Tiger Transit has routes to various parts of the City. If Tiger Transit could be used by the general public on a fee basis, it would reduce traffic



Downtown, reduce parking needs for businesses, and provide another connection to the Downtown area. Routes to area schools, hospitals, churches, and other shopping centers could be considered. It is recognized that providing transit access to Downtown is not the primary mission for the University. Previous conversations in this regard have not borne fruit since Tiger Transit is entirely funded by student fees. However, a successful, accessible and viable Downtown is vitally important to the University. This notion should be revisited periodically, even if routes/access are only provided on a limited basis in the short term. The general public has expressed interest in having access to transit and most successful Downtowns rely on public transit to take full advantage of the marketplace.



Typical Tiger Transit shuttle

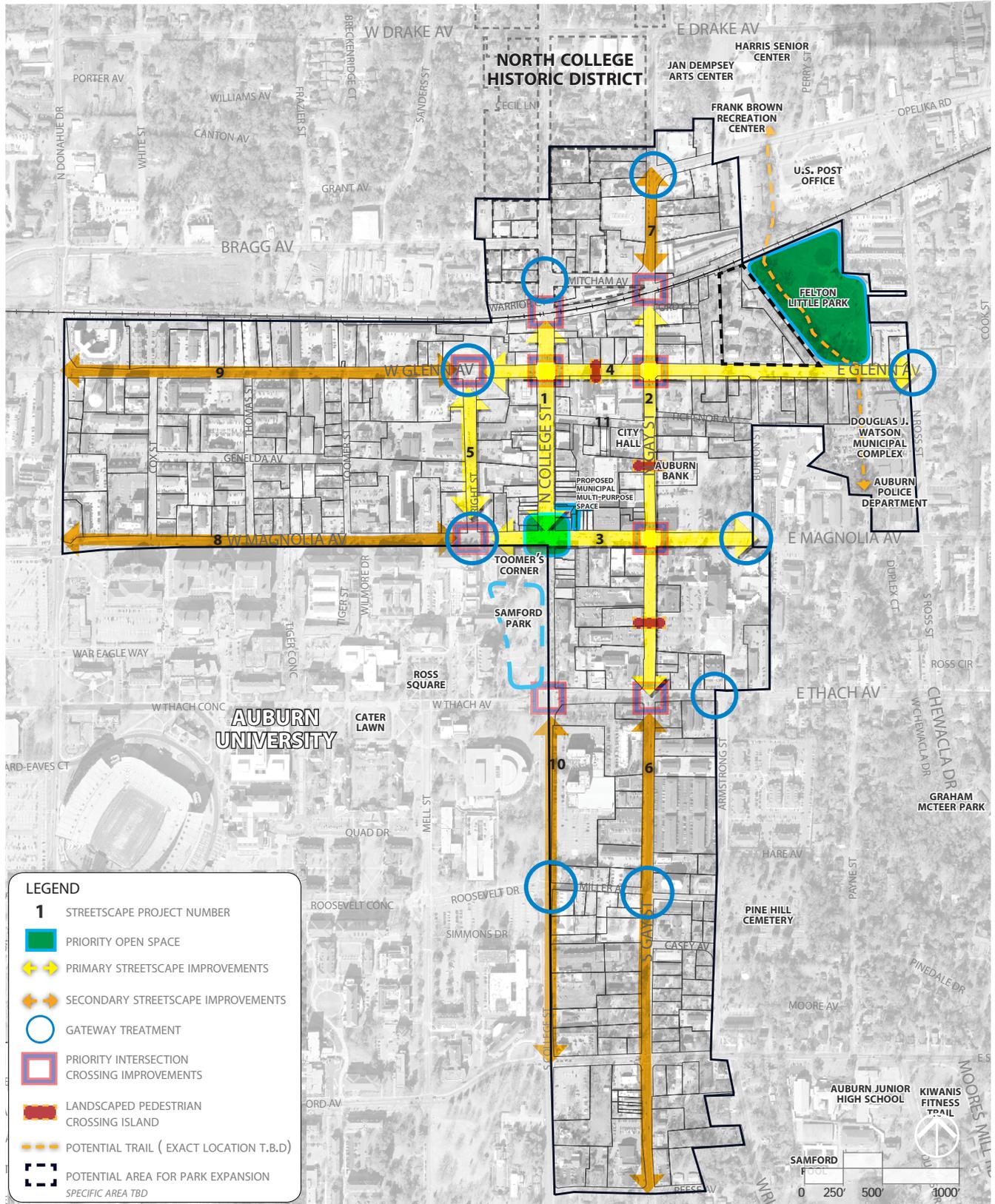
Driving Education

In a college town, it is somewhat ironic to include education in a master plan. But this is even more important considering the average number of years of auto driving experience a college student has. If more of the general public is acquainted with basic transportation safety, the overall system would benefit. For example, bicyclists need to understand the rules of the road and how to safely navigate the Downtown area. Likewise, motorists and pedestrians should be aware of how best to move around to avoid conflicts. Finally, general information about how the transportation system functions and how they can “make it better” can be lumped into one educational program.



DOWNTOWN'S POTENTIAL

Open Space & Pedestrian Framework Plan





Project List

STREETSCAPES

BASELINE STREETSCAPE PRIORITIES

While Downtown Auburn has many distinct street types and widths, the following should be taken into account as baseline conditions for all new streetscape projects:

- Adopt and implement a consistent material/element palette and location for all Downtown streetscapes (i.e. paving, street lights, street trees, furniture, trash bins, signage, etc.)
- Create a “Gateway” standard for Downtown entrances
- Emphasize a pedestrian environment by expanding sidewalks and adding benches
- Establish proper urban street tree selection/installation protocols to ensure healthy, shade-providing trees
- Add proper ADA requirements at all intersections, crossings, and sidewalks
- Move utilities underground as new development occurs

PRIMARY STREETSCAPE PROJECTS

- 1 • **North College Street- Magnolia Ave to Glenn Ave**
SIGNATURE STREETSCAPE - Short-Term Implementation
Major redesign of streetscape to allow for ample and flexible outdoor seating and improved walkways for Auburn’s premier street
- 2 • **North/South Gay Street- Magnolia Ave to Glenn Ave - Extend to Thach as Development Occurs - Short-Term Implementation**
Extend Downtown core character by expanding sidewalks and improving streetscape elements
- 3 • **West/East Magnolia Avenue- Wright St to Gay St. - Extend East to Burton St. as Development Occurs - Short-Term Implementation**
Re-organize streetscape elements to create a more cohesive Downtown streetscape and allow for outdoor seating
- 4 • **East/West Glenn Avenue- Wright St to Gay St. - Extend East to Felton Little Park as Development Occurs - Mid-Term Implementation**
As redevelopment occurs, obtain easements to allow for wider sidewalks and outdoor seating where applicable
- 5 • **Wright Street- Glenn Ave to Magnolia Ave - Long-Term Implementation**
Reduce existing travel lane width to expand eastern sidewalk
Convert some angled parking spaces into planting beds for vegetation and street trees. Implement in phases

SECONDARY STREETSCAPE PROJECTS

- 6 • **South Gay Street- Thach Ave to Samford Ave as allowable by right-of-way - Mid-Term Implementation**
Remove landscape strip and extend sidewalk. Replant street trees with tree wells
- 7 • **North Gay Street/Opelika Road Gateway- CSX Rail line to study boundary edge of Opelika Road - Mid-Term Implementation**
Install planted center median as Downtown Gateway/ Opelika Corridor extension. Ensure access to surround properties.
- 8 • **West Magnolia Avenue- Donahue Dr to Wright St - Mid-Term Implementation**
Utilize existing landscape buffer to expand outdoor seating options
- 9 • **West Glenn Avenue- Donahue Dr to Wright St - Long Term Implementation**
Redesign of landscape strips in order to add street trees
- 10 • **South College Street- Thach Ave to Samford/Reese Ave Long-Term Implementation**
Continue landscaped median to create cohesive streetscape

OTHER STREETSCAPE PROJECTS

SEE PAGE 109 FOR IMPLEMENTATION TIMELINE

- 11 • **Tichenor Avenue** - North College St to North Gay St.- Thomas Street, Cox Street, Toomer Street, Genelda Avenue
- **Make baseline improvements as redevelopment occurs** - Thomas Street, Cox Street, Toomer Street, Genelda Avenue
- **College Street/Gay Street Railroad Crossings** - Create a safe, pedestrian-friendly crossing to encourage foot traffic
- **Gateway Treatments** - Implement “Downtown Gateway “ streetscape treatment at all major entrances to the Downtown vicinity
- **Thach Avenue** - Narrow travel lanes to allow for a larger sidewalk and street trees; create a better transition into University entrance (See Transportation Framework Plan for additional improvements)
- **Donahue Drive** - Obtain right-of-way to allow for an eastern sidewalk from W. Magnolia Ave. to W. Glenn Ave.
- **Signalized mid-block pedestrian crosswalks** - Consider placing aesthetically appealing and safe mid-block pedestrian refuge islands at high traffic locations
- **Sidewalk improvements** - Perform a full sidewalk condition survey / repair sidewalks as needed

OPEN SPACE

PRIORITY OPEN SPACES

- **Felton Little Park** - Programming improvements including addition of outdoor amphitheater, re-located playground, improved pedestrian circulation, entrance, and street connectivity
Optional long-term park expansion options
Alternate locations for outdoor amphitheater outside of Felton Little Park
- **Toomers Corner** - Conceptual plan of non-university corner improvements to create a more pedestrian-friendly space that embraces the intersection of College St. and Magnolia St. as an iconic public space
- **Municipal Parking Lot Event Space / Alley Improvements** - Observations and recommendations for existing multi-purpose space and alley improvement concepts

ALTERNATIVE OPEN SPACES

- **Pocket Parks** - Potential opportunities for pocket parks/plazas in the Downtown area through short-term leases on parcels waiting be to developed / some small parcels or open land may be viable options for permanent pocket plazas/park
- **Samford Park** - Encourage a partnership with Auburn University to allow city events and public use of park on a limited basis

Projects proposed herein are planning concepts only and in many cases may require a greater level of technical analysis during plan implementation to determine feasibility



DOWNTOWN'S POTENTIAL

Streetscape Improvement Concepts

North College Street - Signature Streetscape

Project # 1

Intent: As Auburn's premier street, the current design does not meet the needs of its users. A revitalization of the streetscape will give new life and a better identity and functionality to Downtown's focal corridor.

Existing Conditions

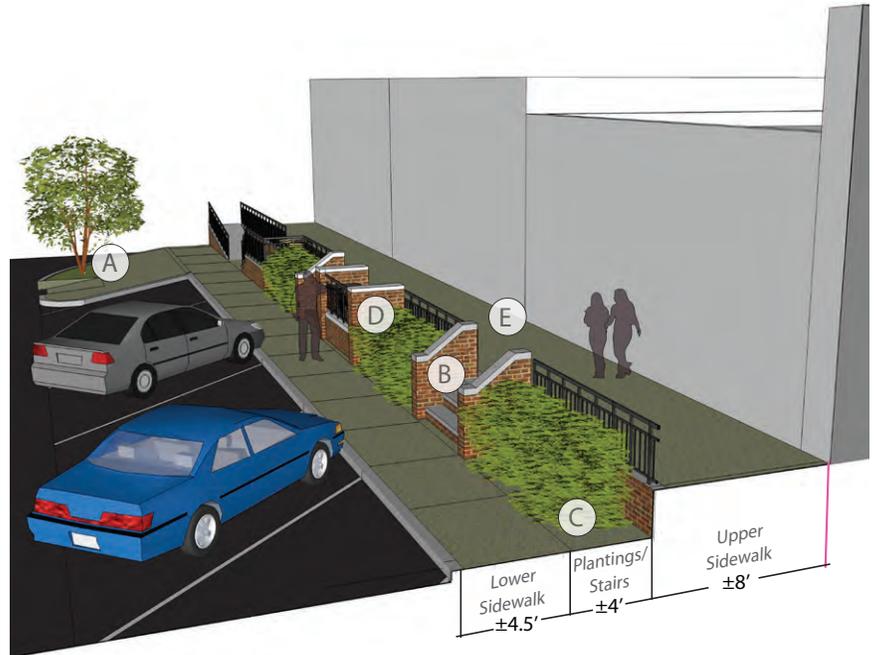
A - Street trees are stunted in growth & do not provide adequate shade

B - Brick walls, steps, and railings are 'bulky' in design and take up usable streetscape space

C - Foundation plantings are not common to an "urban" streetscape and do not provide much aesthetic appeal

D - Inadequate seating / spaces for stopping or interacting

E - Existing upper sidewalk contains obstructions that create pinch points



Before





Maximizing seating options on Auburn's premier streetscape

Proposed Concept

With the exception of the topographic differences, this concept is applicable to both sides of North College Street

A - An open streetscape:

-Bulky steps and railings removed to create greater visibility and a seat wall for lower sidewalk

B- Furniture Zone:

-Foundation plantings removed and upper sidewalk extended to allow space for benches, larger street trees, lighting, movable seating, etc.

C- Area for Outdoor Dining:

-Angled parking removed* in limited areas creating flexible spaces for outdoor dining and other activities (3-4 spaces per seating area)
* This concept was designed with the notion that a Downtown Parking Management System would be in place.

D- Improved Pedestrian Environment:

-Shifting existing outdoor seating to new seating areas creates an obstruction-free 8' upper sidewalk



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After





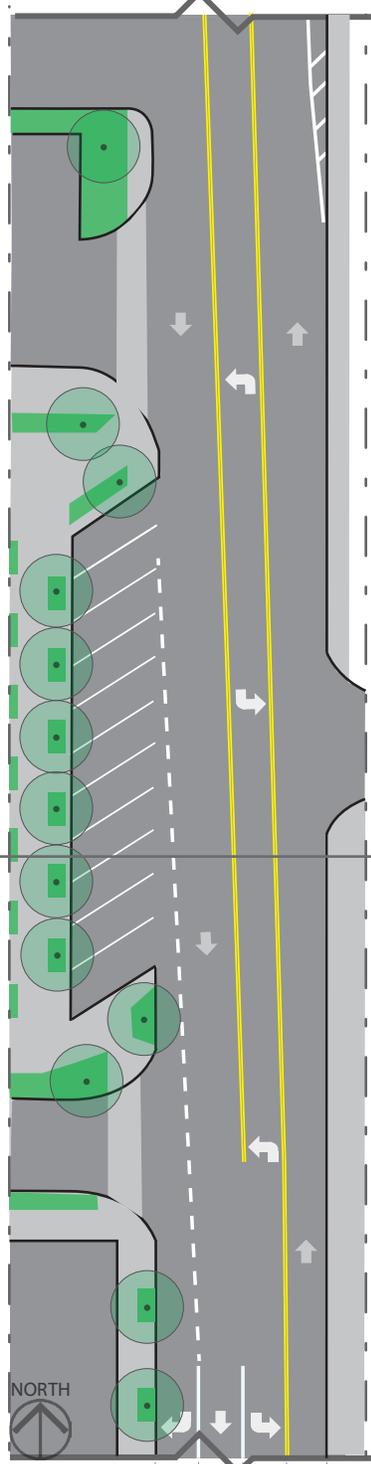
DOWNTOWN'S POTENTIAL

Streetscape Improvement Concepts

North Gay Street - Between Magnolia Ave. & City Hall Driveway

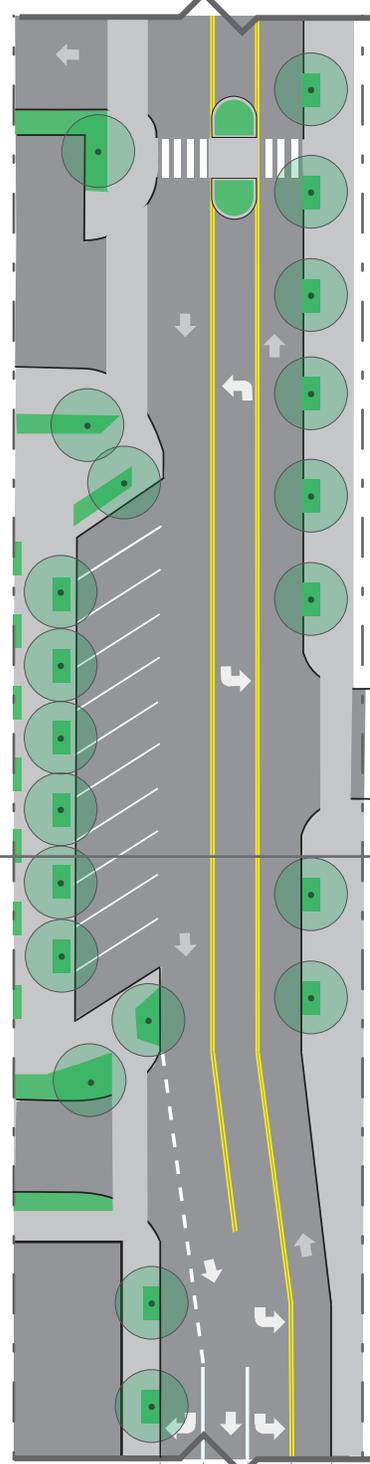
Project # 2 Intent: Create a cohesive pedestrian-oriented streetscape around the Original Urban Core.

Existing



Parking Lot / Future Development ±8' ±11.5' ±10.5' ±11' ±11' ±8'

Proposed



Parking Lot / Future Development ±8' ±11.5' ±10.5' ±11' ±11' ±8'

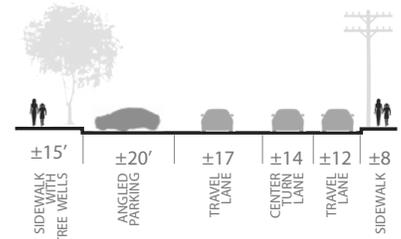
Primary Streetscape Project

- Short-Term Implementation

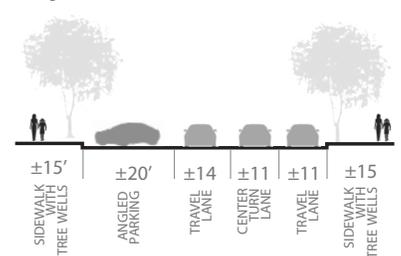
- Realign existing travel lanes in order to expand eastern sidewalk and create a cohesive streetscape
- Requires curb shift
- If feasible, bury utilities and place street trees in tree wells to allow room for street furniture, lighting, etc.
- Add planted mid-block pedestrian crossing
- Continue paving across driveways to further emphasize a pedestrian realm
- Where applicable, obtain easements on new development to allow for larger scale outdoor seating/ plazas

Mid-Block Section

Existing



Proposed



SECTIONS N.T.S.

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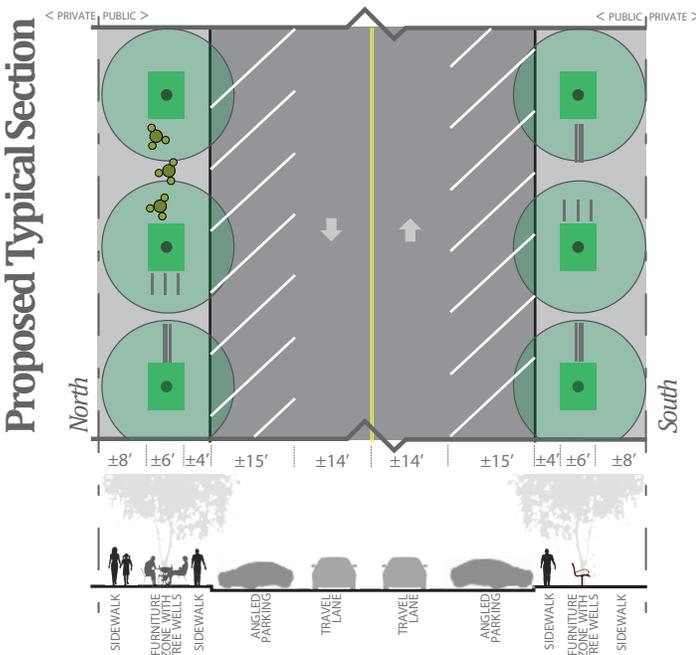
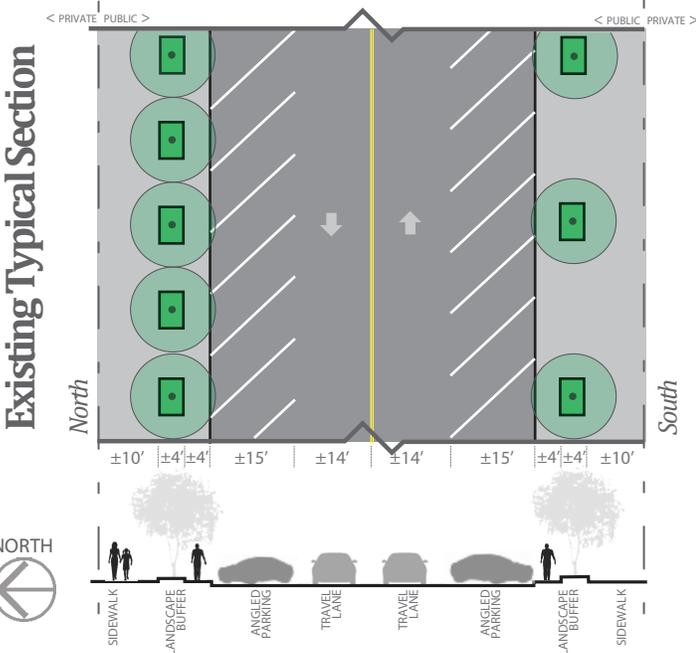


East Magnolia Avenue

Project # 3 **Intent:** Activate sidewalk by introducing dedicated outdoor seating spaces and removing "clutter."

Primary Streetscape Project - Short-Term Implementation

- Replace existing trees/curbed tree planters with larger urban street trees in tree wells to physically and visually create a more open urban streetscape
- Use expanded room between trees as a furniture zone for benches, outdoor seating, bike racks, etc.
- As development occurs, extend streetscape typology East of Gay St. Where applicable, obtain easements to allow larger outdoor seating / sidewalks
- Does not require curb shift



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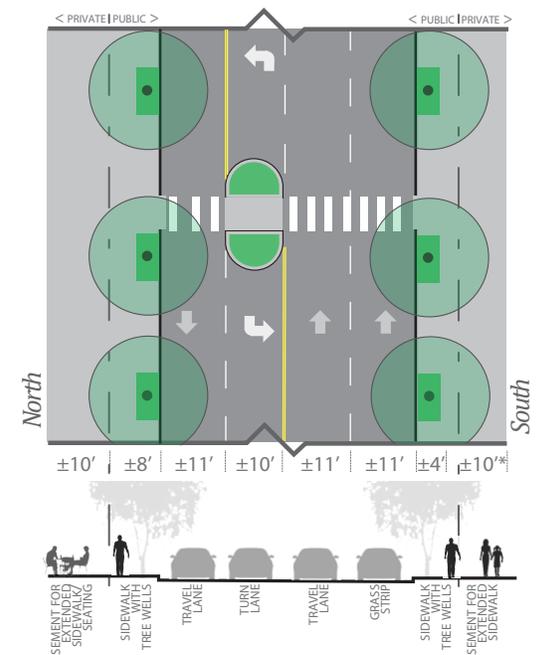
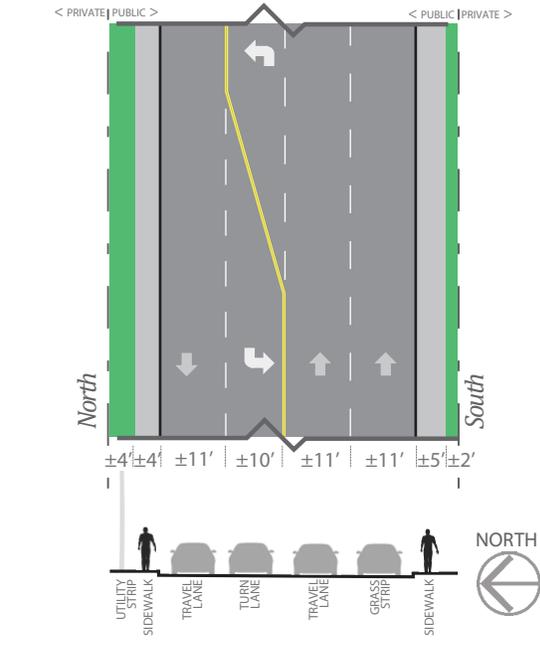
East Glenn Avenue

Project # 4 **Intent:** Unify pedestrian-oriented atmosphere between North Gay St. and North College St.

Primary Streetscape Project - Mid-Term Implementation

- If feasible, bury utilities to maximize sidewalk widths and install street trees*
- Limited right-of-way requires easements to allow room for large urban sidewalks and outdoor seating
- As development occurs, extend streetscape typology East of Gay St.
- As pedestrian traffic increases, install a mid-block crossing to create a safer pedestrian environment
- Does not require curb shift

*ADDITION OF TREES ON SOUTH SIDE IS CONTINGENT UPON EASEMENT





DOWNTOWN'S POTENTIAL

Streetscape Improvement Concepts

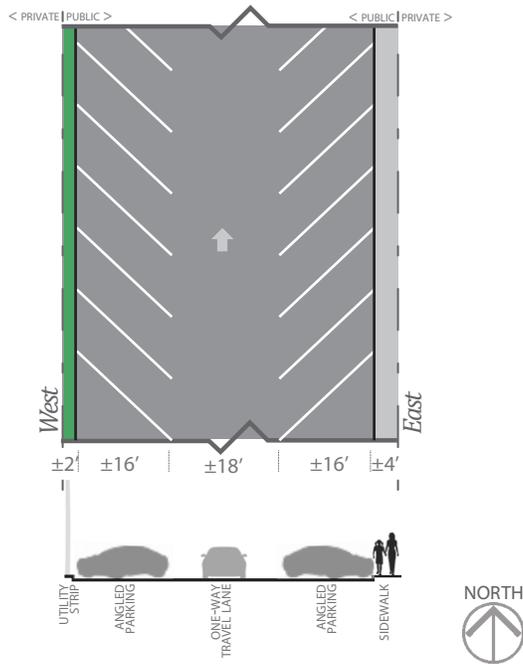
Wright Street - Option A

Project # 5 **Intent:** Improve pedestrian realm to help create a connection between the Downtown Core & Downtown West.

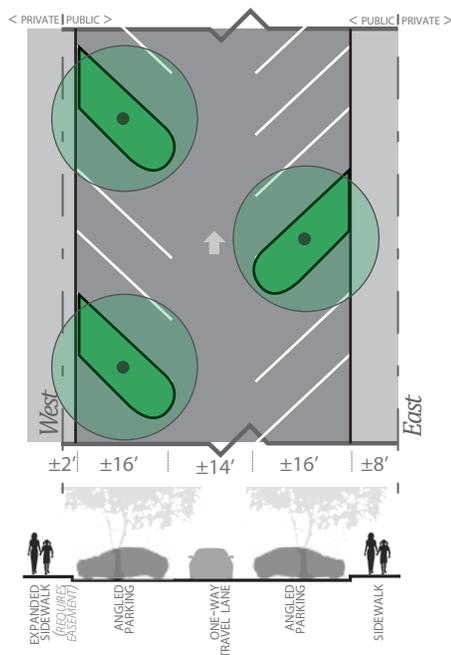
Primary Streetscape Project - Short-Term Implementation

- Narrow existing travel lane to allow eastern sidewalk expansion.
- Convert a limited amount of angled parking spaces into landscaped curbed tree islands
- As development occurs on west side, obtain easements or expand R.O.W to create a sidewalk
- Requires curb shift and ± 8 spaces to be removed

Existing Typical Section



Proposed Typical Section

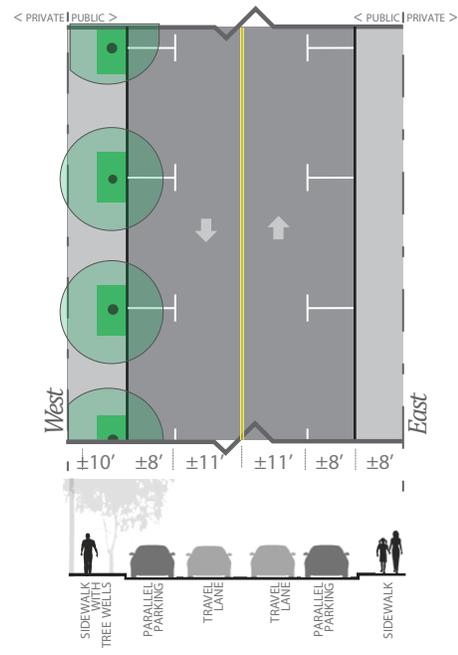
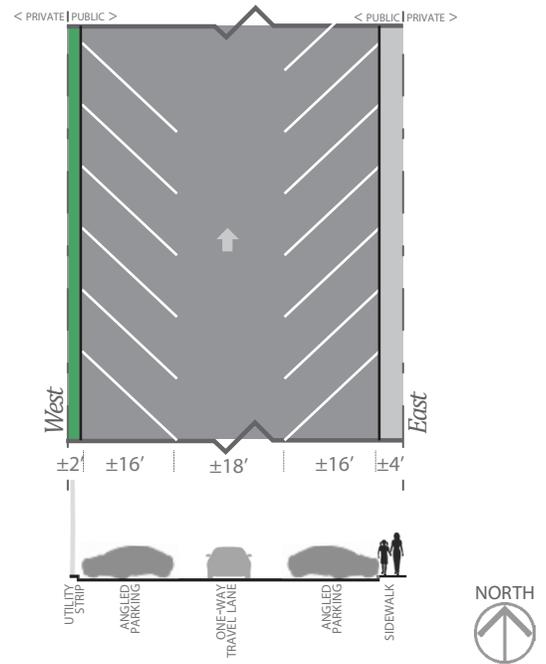


Wright Street - Option B

Intent: Establish a full Downtown streetscape atmosphere as development occurs.

Primary Streetscape Project - Possible Long-Term Implementation

- As part of two-way conversion, replace angled parking with parallel parking to allow room for sidewalk expansion
- Limited space does not allow for street trees on east side of sidewalk
- Requires curb shift and ± 11 spaces to be removed
- Requires traffic study to convert to two-way. Concept can be achieved as one-way; allows for much wider sidewalks



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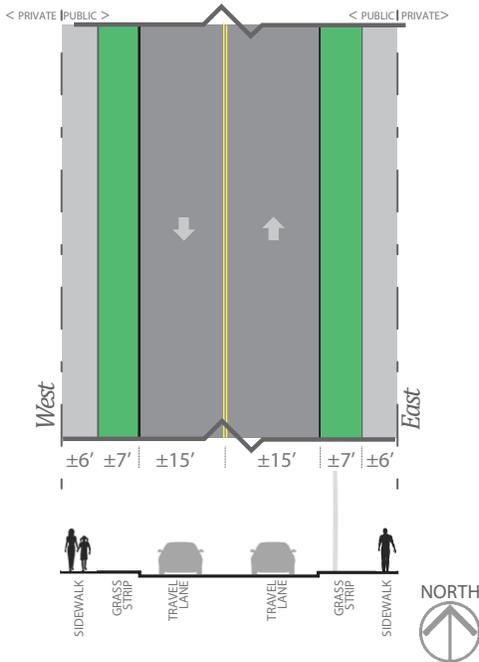
South Gay Street - Option A

Project # 6 **Intent:** Extend Downtown walkability and urban atmosphere while increasing parking options.

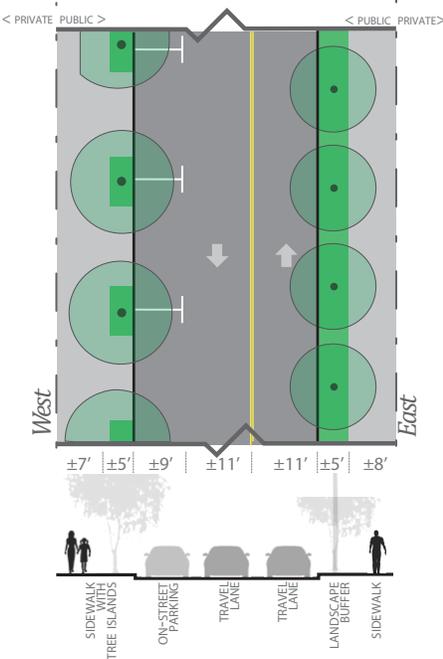
Secondary Streetscape Project - Mid-Term Implementation

- Travel lanes narrowed to make room for on-street parking (parking may be placed on either side)
- Wider sidewalks with narrowed planting strips
- Replace planting strips with tree islands where adjacent to parking
- Canopy/Shade trees on West; understory trees on East to avoid overhead utilities
- Requires curb shift if 9' parking width is used (8' recommended)

Existing Typical Section



Proposed Typical Section

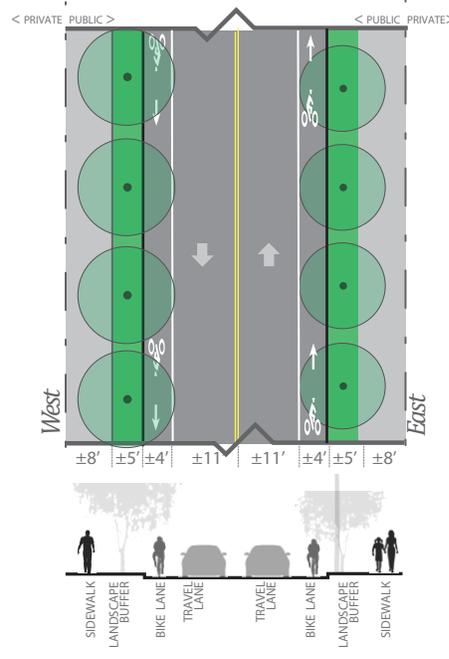
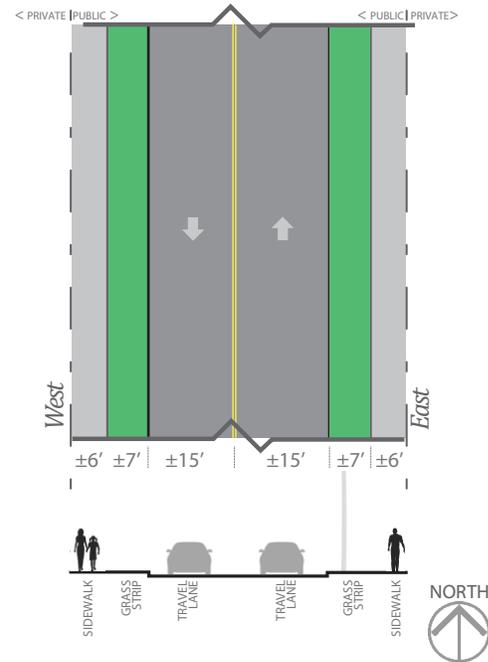


South Gay Street - Option B

Intent: Same initial concept as Option A with a focus on increasing multi-modal transportation options in to Downtown.

Secondary Streetscape Project - Mid-Term Implementation

- 4' dedicated bike lanes, 11' travel lanes (4.5' bike lanes, 10.5' travel lanes recommended)
- Wider sidewalks with narrowed planting strips
- Canopy/Shade trees on West; understory trees on East to avoid overhead utilities
- Does not require curb shift

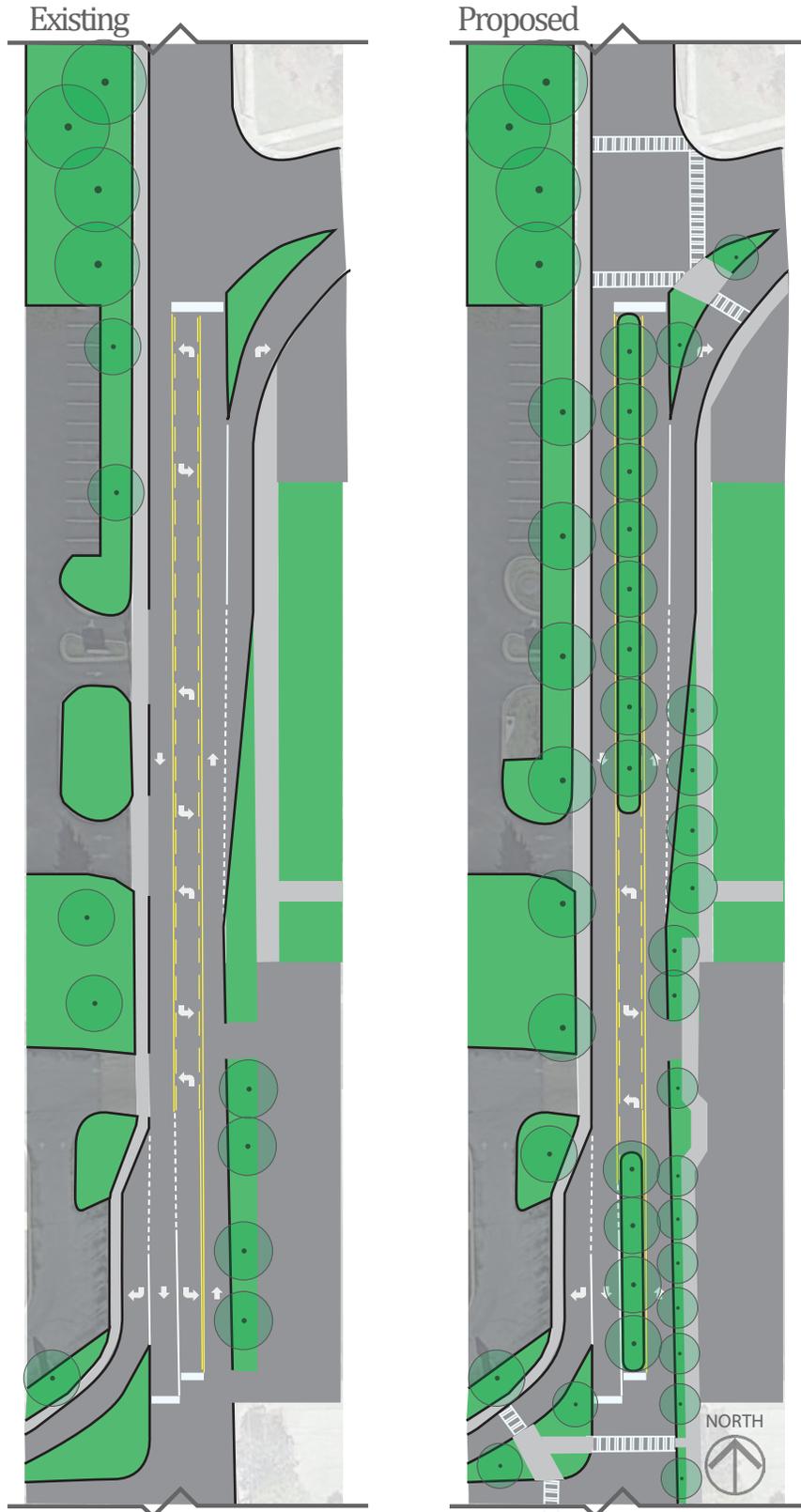


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DOWNTOWN'S POTENTIAL

Streetscape Improvement Concepts



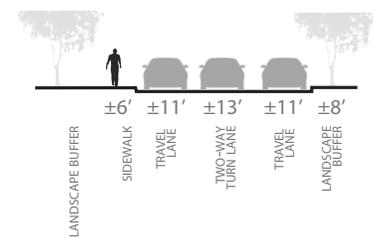
North Gay Street/ Opelika Road

Project # 7 **Intent:** Create a gateway in to Downtown Auburn from prominent Opelika Corridor.

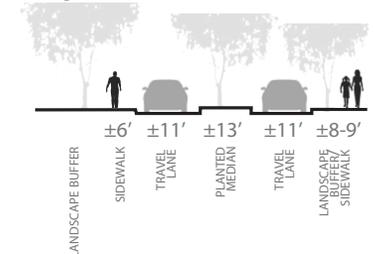
Secondary Streetscape Project - Long-Term Implementation

- Extension of proposed Opelika Road streetscape improvements as a gateway to Downtown Auburn (Install different trees and materials than Opelika corridor to differentiate the two)
- As a potential short-term baseline improvement, install proper ADA accessible crosswalks and pedestrian signals at all intersections
- Replace under-utilized two-way turn lane with landscaped median in some areas
- Use as potential area for Downtown gateway signage
- Remove unnecessary curbs and install a more defined tree line where possible
- Install sidewalk on east by removing existing landscape strip (may require additional study and potential easement)

Existing



Proposed



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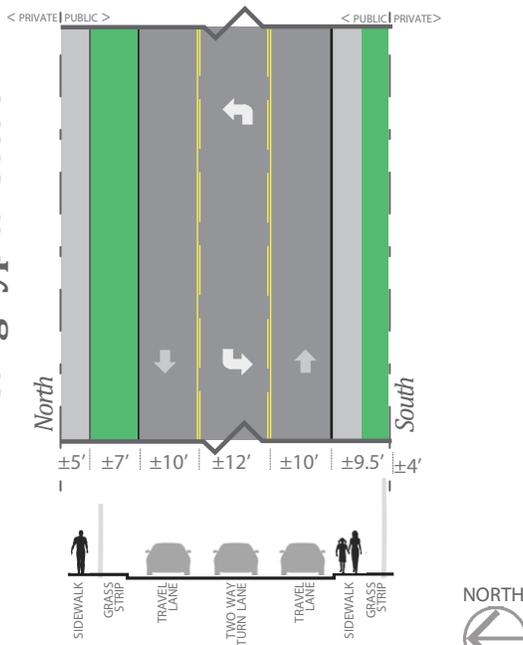
West Glenn Avenue

Project #8 **Intent:** Give character to street and address microclimate issues by adding street trees

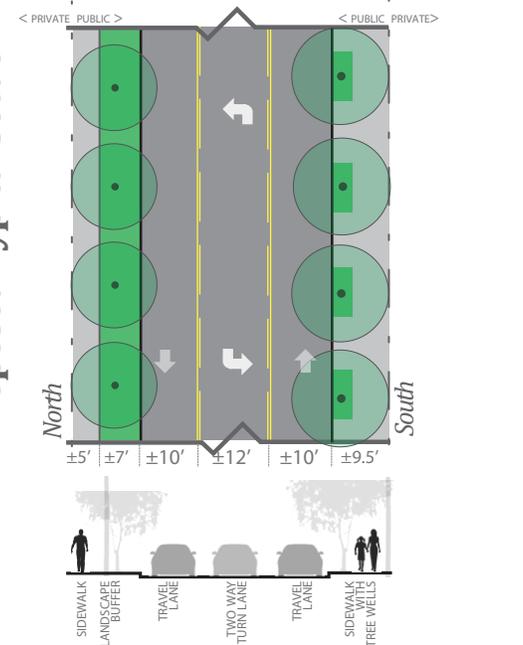
Secondary Streetscape Project - Long-Term Implementation

- As redevelopment occurs, obtain easements to expand sidewalk
- Canopy/Shade trees on South side; understory trees on North side to avoid utilities
- Does not require curb shift

Existing Typical Section



Proposed Typical Section

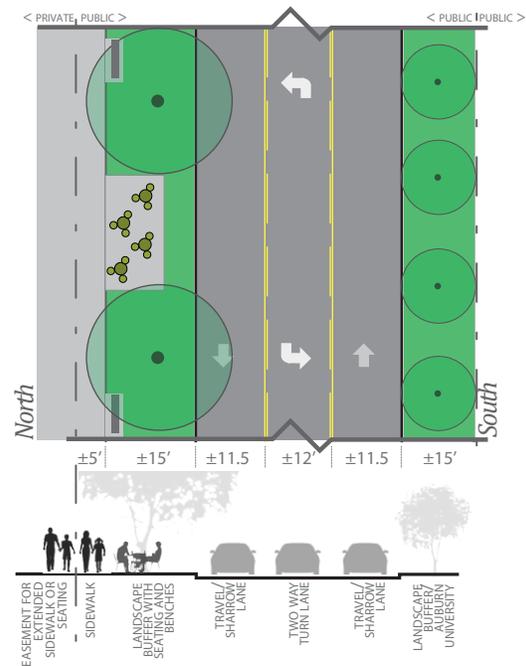
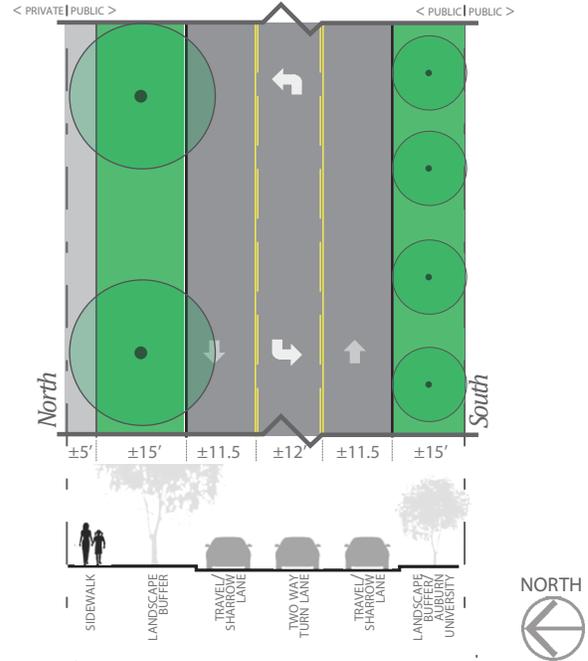


West Magnolia Avenue

Project #9 **Intent:** Activate sidewalk by utilizing existing landscape buffers

Secondary Streetscape Project - Mid-Term Implementation

- Topography and existing specimen trees limit re-use of landscape buffer and sidewalk expansion
- Use open landscape buffer areas as locations for outdoor seating, benches, lighting, etc.
- As redevelopment occurs, obtain easements to expand sidewalk
- Does not require curb shift



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DOWNTOWN'S POTENTIAL

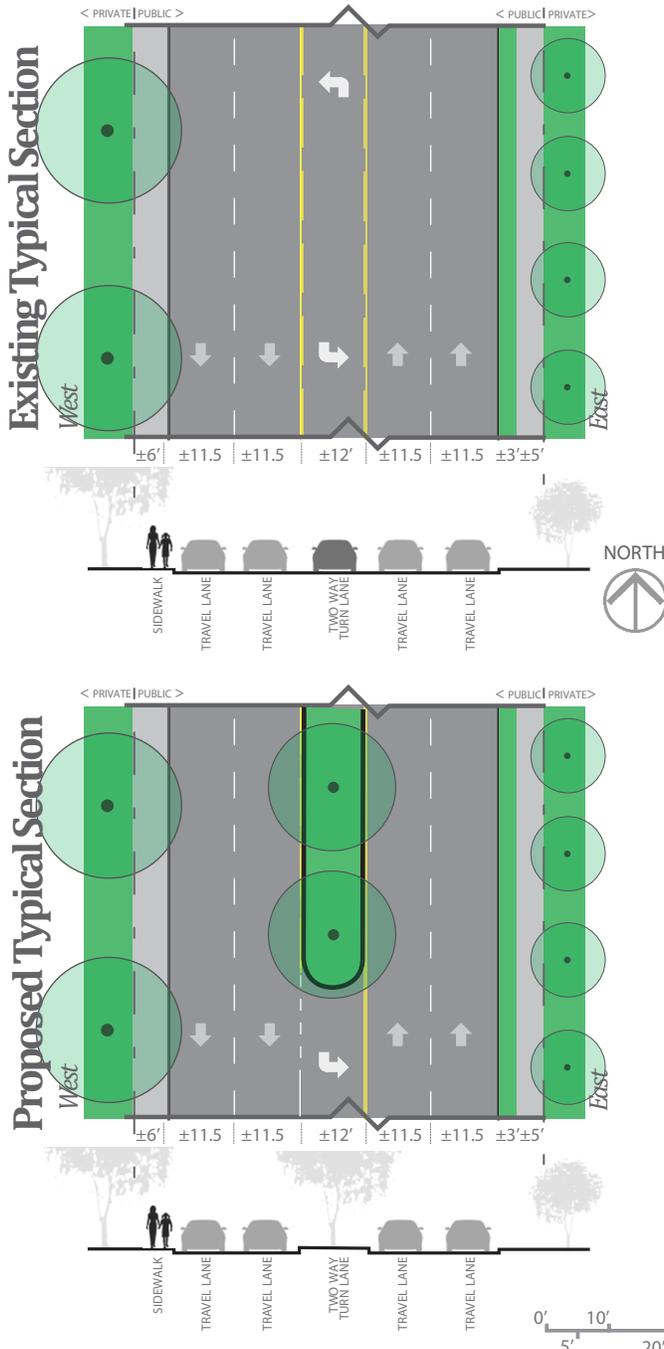
Streetscape Improvement Concepts

South College Street

Project #10 **Intent:** Create cohesive streetscape along all of Downtown South College Street.

Secondary Streetscape Project - Long-Term Implementation

- Remove two-way turn lane where possible and install a planted median
- Take note of historic object within existing median in order to utilize and potentially accent in design
- Use median as an opportunity to install Downtown gateway signage
- Design must take note of locations to retain dedicated turn lane

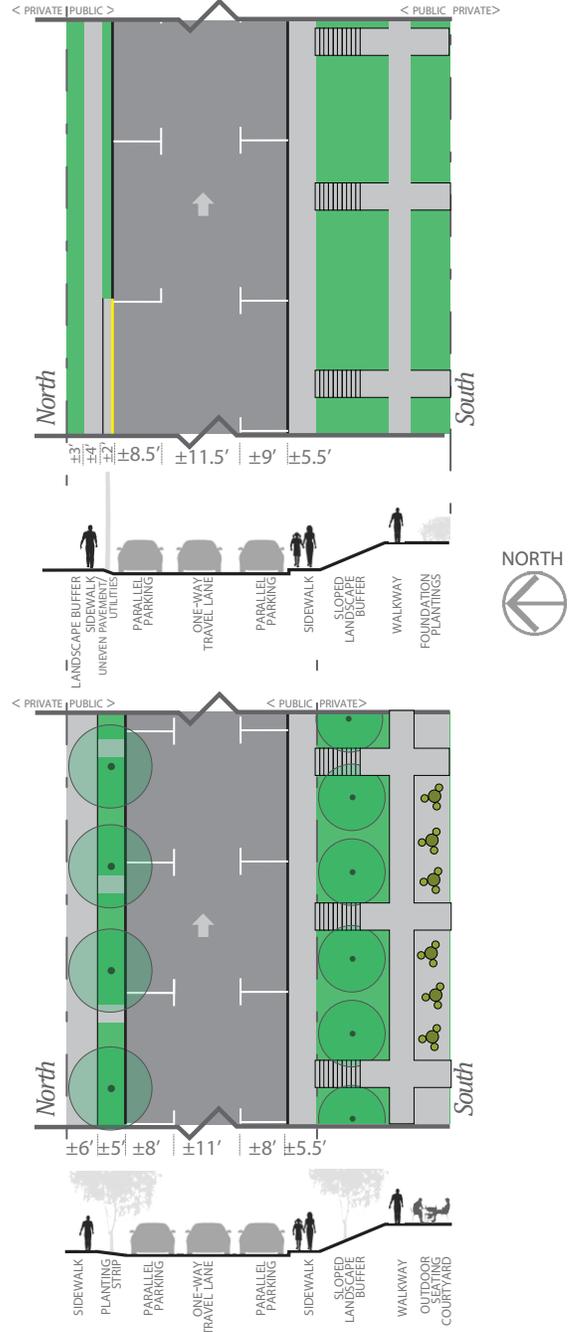


Tichenor Avenue

Project #11 **Intent:** Give Tichenor a refined Downtown streetscape character.

"Other" Streetscape Project - Long-Term Implementation

- Shift curb 2' on north side of street and add a landscape strip to ameliorate topography hazard that will allow for more on-street parking
- Install small canopy trees (to stay below power lines) in new planting strip to create shaded walkway on north.
- Improve aesthetics of unique topographic situation to the south by installing ornamental plants and large canopy trees.
- Remove foundation plantings; install pavers to allow for seating area /courtyard



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Other Streetscape Projects

College Street/ Gay Street Railroad Crossings

The condition of the existing railroad crossings creates a great sense of separation between the northern Neighborhood Preservation District and the Traditional Downtown Core District. A redesign of the streetscape, signage, and access control of these railroad crossings is necessary in order to create a more inviting and, most importantly, safer connection between these two districts. Special attention should be given to address the lack of proper ADA access.



Example of landscaped & pedestrian friendly railroad crossing

Downtown West Internal Streets

In the near-term, Thomas Street, Cox Street, Toomer Street, and Genelda Avenue, can be improved by enforcing codes to improve the aesthetic condition of the area. Items such as dumpsters at the street, furniture in lawns, and illegal parking negatively impact how the neighborhood is perceived. As redevelopment occurs, the condition of these streets should be improved by implementing the “baseline priorities” suggested in the project list in order to create a safe and walkable environment.

Thach Avenue

Lane widths between South College Street and South Gay Street should be reduced in order to add dedicated bike lanes where feasible. This will connect the existing bike lane already on Thach to the existing bike path on the University campus. Thach requires ADA improvements at the intersection of Gay Street as there are improper clearances and slope conditions.

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North Donahue Drive

The western border of the study area currently does not have an eastern sidewalk that fully extends from Magnolia Avenue to Glenn Avenue. Given the amount of student traffic and student population in the area, it is highly recommended that a variance or more right-of-way be obtained in order to connect the sidewalk and improve the streetscape as per the recommended “baseline priorities.”

Gateway Treatments

A “Downtown Gateway” treatment should be installed at all major ingress points into Downtown. Public input suggests a strong support for decorative overhead signage as a gateway element in the heart of Downtown. Overhead signage can be used for temporary event banners or for permanent “Downtown Auburn” signs to help convey a sense of place and identity.



Gateway Signage

Sidewalk Improvements

For all other streets, a full sidewalk condition study should be undertaken to assess basic repairs required to improve overall safety for pedestrians throughout the study area.



DOWNTOWN'S POTENTIAL

Streetscape Recommendations

Downtown Auburn already contains some positive elements of a streetscape palette such as traditional pedestrian street lights and similarly styled benches. Overall, however, it's streetscapes lack consistency in location and style. As noted in the Streetscape & Open Space Framework, the City should seek to adopt and implement a consistent material/element palette and location for all Downtown streetscapes. The following recommendations are a guide for the development of these standards.

Street Lighting

The pedestrian and roadway lighting currently found in Downtown Auburn do not work together to reflect the charm of Auburn's original core. However, the existing pedestrian lighting, featuring decorative plantings, is a proper fit for a Downtown environment and a good foundation from which to build a streetscape palette. As streetscape improvements occur, the existing "roadway" lighting should be replaced to match the style of the existing pedestrian lighting in order to create a cohesive Downtown atmosphere. The image below is an example of a compatible roadway lighting style.



Recommended Pedestrian Lighting- Existing, Lumec S56, or similar

Recommended roadway lighting style- Lumec RN30 or similar

The proper spacing of lighting is essential to creating an inviting nighttime environment and for the reinforcement of "place". A recommended spacing of 40'-60' would reinforce a pedestrian-oriented atmosphere. New roadway lighting should maintain a spacing of 80-100'.

Banners and Signage

Utilizing roadway light posts to advertise City and public events is found in some areas of Downtown, however, it is not highly consistent or visible. Formalizing this as a method of event signage in lieu of the banners currently found on fences at the intersection of College Street and Magnolia Avenue will assist in the exposure of events and help carry a consistency in character throughout the Downtown.



Recommended decorative signage attachments are normally from the same manufacturer as lighting poles.

Seating and Trash Bins

A compatible bench and trash bin style can already be found throughout the Downtown area. As other streetscapes in the Urban Core are improved, the same or a similarly styled elements should be utilized and placed where deemed necessary (while being mindful of the perception of "clutter").



Recommended Bench Style: Existing, Victor Stanley CBF-10, or similar

Recommended Receptacle Style: Existing, Victor Stanley S-42, or similar



As outdoor seating options in the Downtown Core expand, a “move-able” or cafe style seating option should be formalized. The outdoor seating, such as the traditional “bistro” style shown below, should be complimentary to the already existing bench and lighting style.



Recommended Outdoor Seating/Dining Seating: Furniture DesignHouse or Similar “Bistro Seating”

Street Trees

Urban street trees are one of the most important form-giving aspects of a streetscape. Given Downtown’s pedestrian oriented atmosphere, the necessity of shade-giving, larger canopy trees is a must. While many of the trees allowed within the current zoning ordinance can grow to have beautiful canopies, many of them are not fit for an urban environment. Along with creating specific care and maintenance protocols to ensure proper canopy height and growth, the City should work closely with the City Arborist or Landscape Architect to define two to four specific trees that shall be used solely within the Downtown area. It may be desirable to select trees outside of the City’s current Plant Material Specifications list.

Depending upon a street’s existing constraints and uses, specific tree species should be assigned to individual streets and/or corridors. Given the relatively short block sizes found within the Urban Core, it is recommended that only one tree species is used per block face in order to keep the visual consistency of the streetscape. Spacing of trees should be dependent upon the specific project

and tree type. The examples below are suggestions for potential street tree types for the Downtown area.

Princeton American Elm *Ulmus americana ‘Princeton’*

- Shape: Conical
- Height: 60’-70’ (urban)
- Spread: 45’-55’
- Fall Color: Yellow
- Typical Cultivars: N/A

Not currently within City’s Plant Material Specifications list



Nuttall Oak *Quercus nuttalli*

- Shape: Pyramidal
- Height: 50-60’ (urban)
- Spread: 35-45’
- Fall Color: Red
- Recommended Cultivars: Highpoint, Tytlest

Not currently within City’s Plant Material Specifications list



Lacebark Elm / Chinese Elm *Ulmus parvifolia*

- Shape: Conical
- Height: 45-55’ (urban)
- Spread: 30’- 40”
- Fall Color: Yellow-Orange
- Recommended Cultivar: Bosque, Allee





DOWNTOWN'S POTENTIAL

Open Space Concepts

Felton Little Park - Downtown's Open Space

Priority Open Space

The redesign of Felton Little Park focuses on maximizing the potential of the only significant dedicated green space within the Downtown area. While its current design and program does not reflect an urban or Downtown open space, the support from the community and the City to change its current use opens up the opportunity to redesign the park to address some of the most desired Downtown open space amenities. Subsequently, the utilization of the park's existing natural assets and open land presents the opportunity to create a unique sense of place that can help catalyze redevelopment and establish the Felton Little Urban Neighborhood. The park's western border offers opportunities for connectivity through the creation of a new neighborhood street with park frontage. Expanding Felton Little's visibility along Glenn Avenue will help increase connectivity to Downtown, which is only a 5 minute walk.

Framework & Programming Concept

PHASE I - Focus on using existing drainage areas as the focal feature of the park. Transition from an urban edge with a small amphitheater/plaza to a natural edge through a boardwalk trail. Acquire a parcel directly to the west of Park to create a parking lot in preparation for the potential extension of Ford Court, which will create more park street frontage. Connect trail to Arts Center/Recreation Center through pedestrian tunnel below rail.

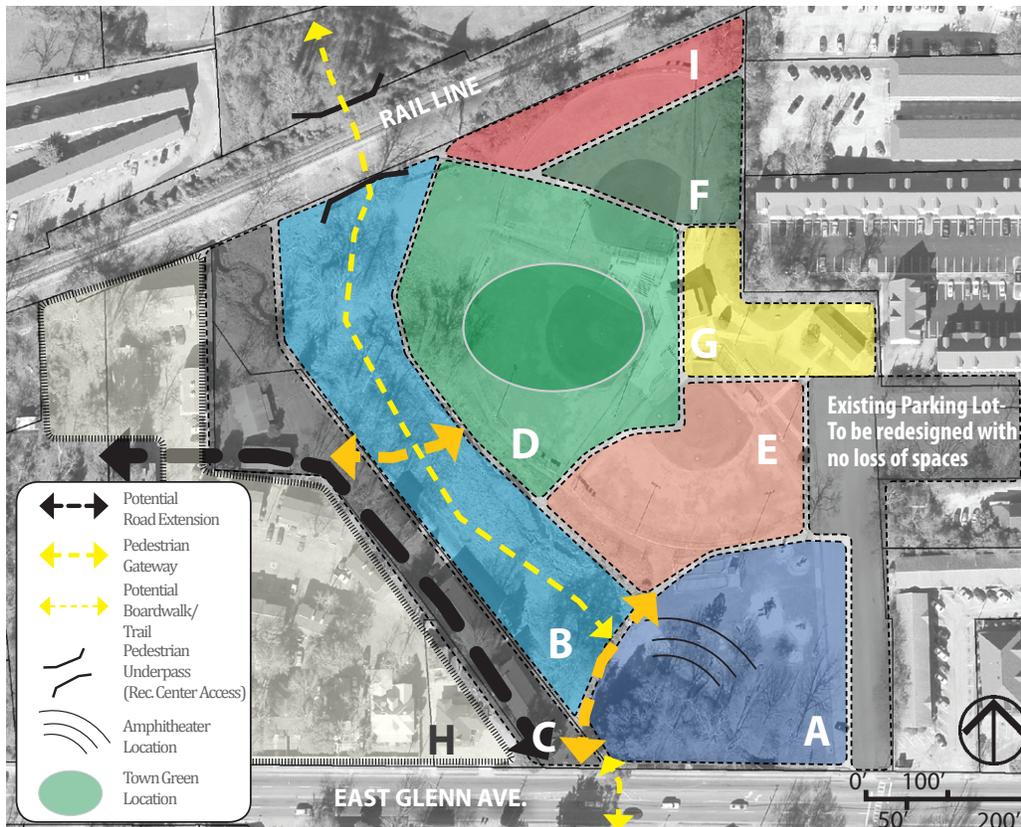
PHASE II - When existing ball fields are relocated, reprogram area to accommodate for large scale events with a large town green. Introduce a community garden/teaching area and a new adequate playground. All elements will be anchored by a central community/amenity building.



PHASING

PHASE II

PHASE I



PROGRAMMING AREAS

PHASE I

A- Urban edge plaza

B- Rainwater/trail amenity

C- New parking lot - potential extension of Ford Court (requires acquisition of parcel)

PHASE II

D- Large event/town green space

E- Open play lawn + new playground area

F- Community garden/teaching area

G- Amenity building

H- Dog Park

I- Potential park expansion

THIS IS NOT A SITE PLAN. IT IS ONLY A DIAGRAM TO STUDY THE POTENTIAL LOCATION OF PROGRAMMATIC ELEMENTS



Key Framework Areas

Phase I: A - Urban Edge:

Rework existing topography and maintain existing mature trees to create a small hardscape amphitheater with a pond in the backdrop. Connect to a plaza that assists in creating an urban edge and exposure to the Felton Little Park.

Existing



Potential



Phase I: B - Natural Rainwater/Trail Amenity:

Revitalize existing drainage area to accent its natural flora and fauna through a boardwalk trail that connects the park east to west and north to south to a proposed trail passing under the rail line. The boardwalk can be used for educational and interpretive signage.

Existing



Potential



Phase II: D - Large Event Space

Once ball fields are relocated, create a town green to allow room for large scale events. Adjacent open play field area (E), creates supplemental room for events.

Potential



Potential





DOWNTOWN'S POTENTIAL

Open Space Concepts

Toomer's Corner - Auburn's Signature Intersection

Existing Conditions

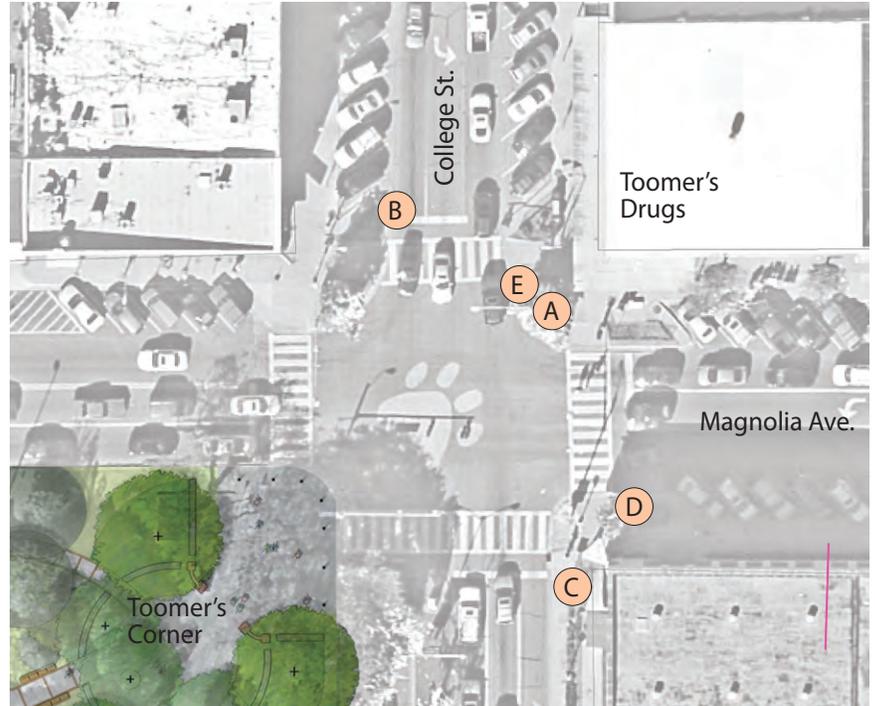
A - Excess of vertical elements at corners hides buildings, creates issues for crowds, and impedes pedestrian/driver visibility

B - Tree canopies too low; stop bars are too far back causing visibility issues and vehicles to encroach onto the crosswalks

C - Foundation plantings are not common to an "urban" streetscape and do not provide much aesthetic appeal

D - Many existing bulb-outs do not adequately "frame" on-street parking

E - Lack in cohesion of style, material, and color for vertical elements does not create a cohesive public realm



Before





Proposed Concept - *Designing Toomer's Corner as a True Public Space*

Baseline Changes:

1. Remove corner trees and fencing to open corners
2. Match pavers at AU corner to unify streetscape as one space
3. Upgraded handicap ramps with "tactile warning" pavers, etc.
4. Crosswalks and vehicular stop bars moved closer to intersection to create better visibility for all users

SIGNATURE CHANGES

A - Introduce Seating:

-Trees in raised planters/seat walls and double-sided brick seat walls that allow for user flexibility

B- Maximize size walk/ bulb-out size:

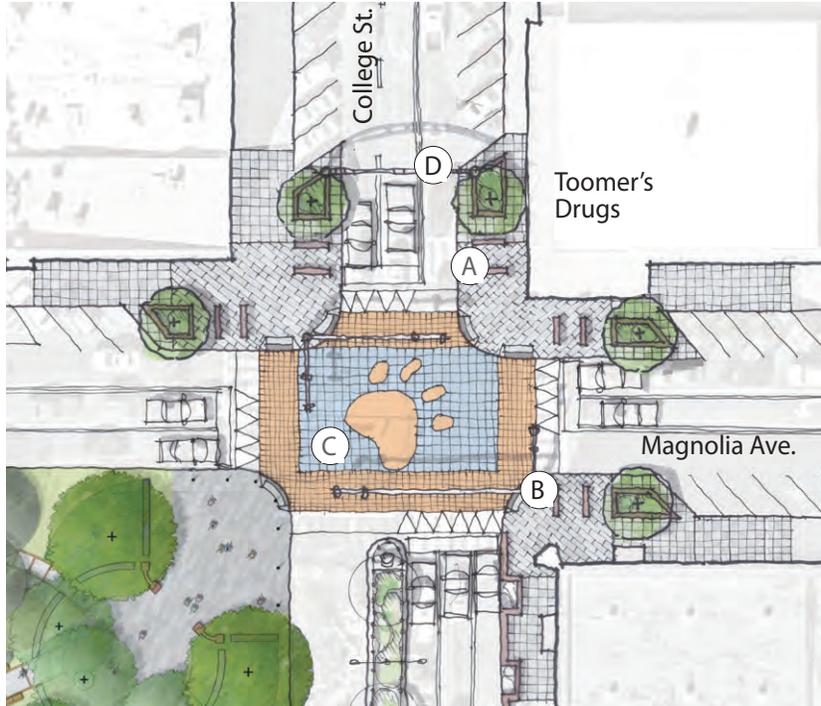
- 6 parking spaces removed to allow for larger sidewalks at corners for flexibility in use

C- Raised intersection:

-Colorized pavement and change in grade to create a better pedestrian atmosphere, slow drivers, and highlight corner as an important public space for occasional events

D- Add overhead gateway elements on College Street:

-Can be used as welcome icon or possible advertising/banners



Projects proposed herein are design concepts only and in many cases may require a greater level of technical analysis during plan implementation to determine feasibility. Graphics are for illustration purposes only and are not meant to imply specific furniture types, plant material, and/or paving.

After





Downtown Core Alley Improvements

Priority Open Space

The alleys located near the northeast corner of Magnolia Ave. and College St. and, potentially, the adjacent city parking lot create an opportunity to expand and maximize the use of Downtown's limited open space.

Unlike many isolated block interior spaces, this area has several factors working in its favor and it is highly recommended that the City takes advantage of this interior space for several reasons:

- Access and visual connection to the prime pedestrian corridors of Magnolia Avenue and College Street (two pass through locations);
- Heavy vehicular use/activity due to the adjacent parking deck and the growing demand for parking in Downtown;
- Presence of several adjacent restaurants/bars/coffee houses that are already activating this area.

If done well, this project could infuse new life into Downtown and create a truly unique destination with a distinct market advantage (e.g., there is nothing like this in this portion of the State).

Perhaps the most interesting element of this project is the "back alley" aspect in which a user might feel like they've discovered a hidden part of the city. In this regard, we would recommend an "organic" approach to the design of individual businesses facing on to the alley. This should appear as a collection of distinct, unique places rather than a unified whole (e.g., like a shopping mall). Part of the authenticity of an "alley" is that it feels "old." Utilize wall treatments that convey a sense of history.

(See Appendix for Full Recommendation Report)



Example of potential alley improvements

Graphic Source: City of Auburn



Concept plan of alley improvements

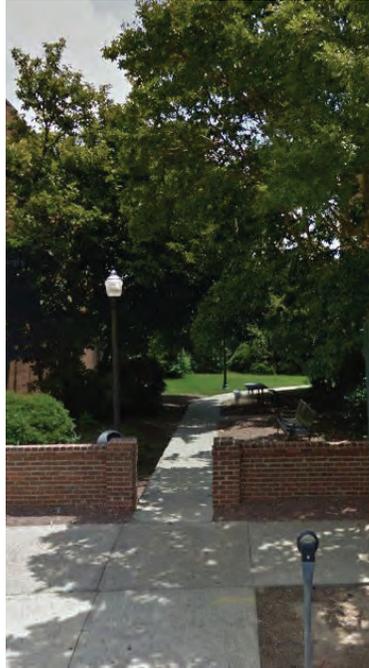
Graphic Source: City of Auburn



Alternative Open Spaces



Example of small urban pocket park



*Existing opportunity in Auburn
- South College St.*

Pocket Parks

Public input suggests a high demand for pocket parks and plazas within the Downtown vicinity. The area does not currently contain nooks or spaces where users can sit and relax in an urban setting. Given the Downtown Core's sparse developable land, pocket parks and plazas are a very suitable solution to creating public open space in the Downtown vicinity. Implementing these spaces may be viable through temporary leases on parcels waiting to be developed or through the acquisition of land. Pocket parks are excellent opportunities for programmatic elements such as community gardens, outdoor seating areas, sculpture gardens, and as a "refuge" from the urban environment.

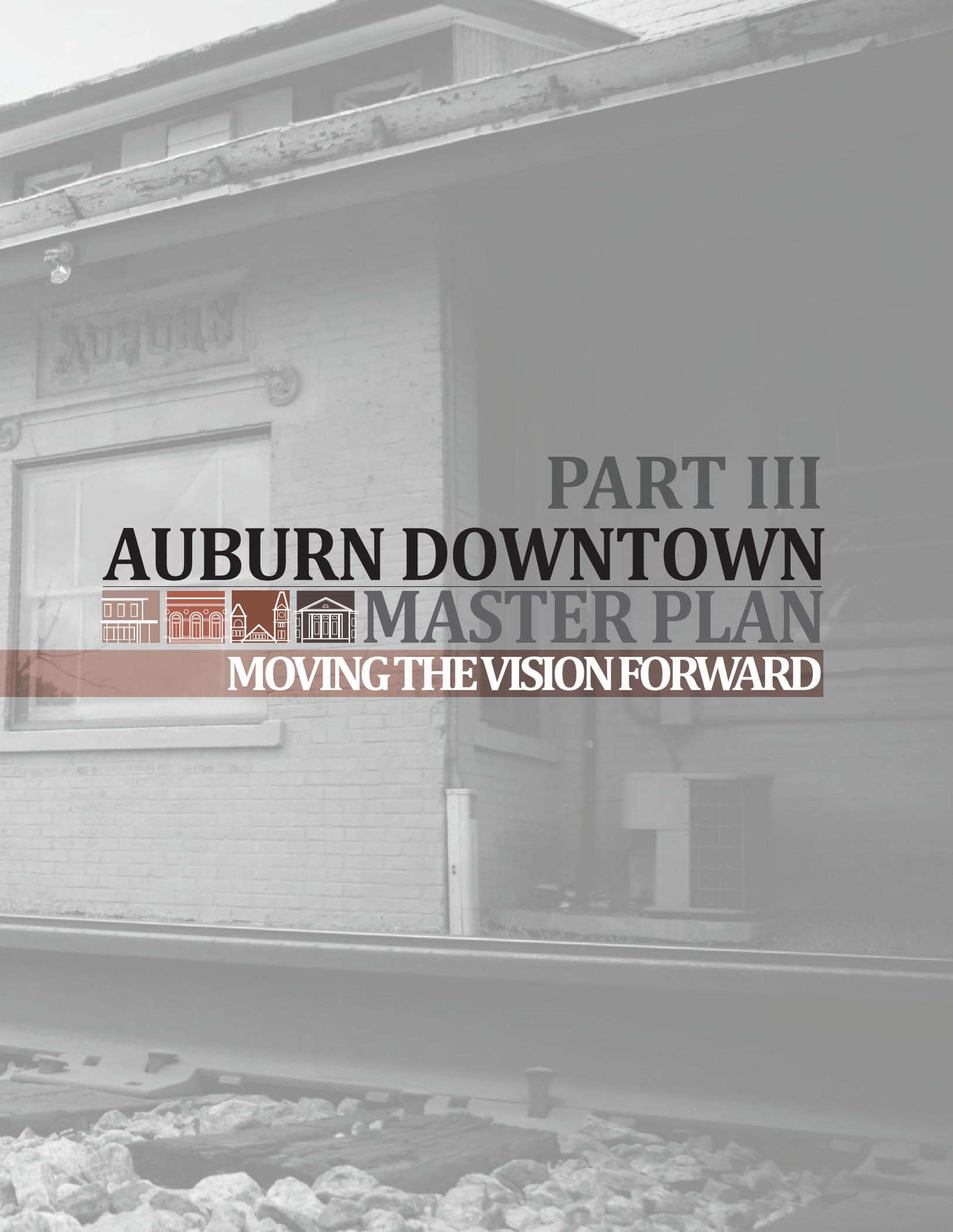


Rendering of proposed Samford Park improvements - Source: Auburn University

Samford Park

The lack of open space in Downtown and the proximity of Samford Park to Downtown Auburn's prime intersection of Magnolia Avenue and College Street creates a great opportunity for shared open space between the University and the City. The picturesque and manicured nature of the open space dictates that it should not be overused for City events. However, it can be a passive resource for occasional special events and is a prime opportunity to forge ongoing partnerships between the City and the University.





PART III
AUBURN DOWNTOWN
MASTER PLAN
MOVING THE VISION FORWARD





MOVING THE VISION FORWARD

Implementation Overview & Philosophy

The implementation plan contained in the following pages represents a framework for incremental action that can advance the vision for Downtown Auburn. In order to fully realize this vision, however, several underlying implementation principles should be followed. These principles are shaped by a philosophy that protects and respects the community's common goals; encourages new development and redevelopment appropriate to Downtown's historic context; builds a strong partnership among Downtown stakeholders; and, most importantly, prioritizes limited resources for the most sustainable and impactful results.

Implementation Principle #1:

A Phased Approach

Given the demands on limited resources, public sector efforts and funding should be phased in such a way so as to not overwhelm the ability to pay for improvements. Phasing of efforts allows spreading of costs over multiple funding cycles. In this regard, a thoughtful prioritization of efforts will be critical in order to achieve the best value.

Implementation Principle #2:

A Targeted, Critical Mass Approach

Limited public resources should be used in highly visible and collocated areas so as to maximize impact, incentivize the private market to invest and create a critical mass effect where limited dollars can have a large impact. In early phases, key implementation projects should be focused on Urban Core areas where they have the most visibility.

Implementation Principle #3:

Leveraging Private Sector Investment

When public resources and tools are brought to the table, they should seek to leverage private sector investment dollars to the greatest extent feasible. In this regard, public improvements should be timed appropriately so as to coordinate with private construction schedules and avoid tearing out newly constructed public improvements.

In some cases, large enough private development projects can bear the burden of paying for small capital projects, or perhaps using add-on private funds to enhance public projects (e.g., getting the "biggest bang for the buck").

Implementation Principle #4:

Inclusivity & Leadership

In this plan - and with previous planning and implementation efforts - the City has made a commitment to seek input from local stakeholders in major decisions affecting Downtown. This policy should continue and could include a variety of formats, forums and groups including (depending on the size/scope of the implementation effort): public meetings/workshops, open houses, online surveys, coordination with citizen boards and task forces (e.g., the Green space Advisory Board, the Parks & Recreation Advisory Board, etc.) and one-on-one stakeholder meetings. However, it is important to note that community sentiment is just one piece of information to take into account. Elected officials and City leaders must also be willing to make difficult decisions that are in the best interest of Downtown and the City overall.



New development along S. College Street creates an urban storefront



In order to achieve the full measure of success in implementing this Auburn Downtown Master Plan, there are several individuals, organizations, departments, service providers, institutions and stakeholders that will play active roles. While not an exhaustive list, the following groups will be critical.

City Officials & Staff

Ultimately, the City of Auburn will bear the greatest degree of responsibility for implementing the Downtown Plan initiatives and identifying funding, particularly for capital projects. Strong leadership will be required, particularly when it comes to prioritizing funding and advancing policy changes. It will be critical for City officials and staff to build consensus among various departments so as to operate in a coordinated fashion in the overall best interests of an expanded and enhanced Downtown. As such, the following departments and entities will play key roles, only a few of which are highlighted below:

- City Council & Mayor – policy and funding approval, advocacy and leadership, private partnerships and fund-raising
- Office of the City Manager – budgeting, policy initiatives
- Economic Development – business recruitment, development
- Parks & Recreation – maintenance and operations, special events
- Planning – project conceptualization and design, land use/zoning policy recommendations, additional planning studies as needed
- Public Safety – police, fire, code enforcement, communications, and administration
- Public Works – project management and design, maintenance

City Boards & Commissions

As in most successful downtowns, citizen-led, city-appointed boards and commissions will play a pivotal role in reviewing projects, providing input to City Council and City Departments,



New development near intersection of E. Glenn & N. Gay.

providing overall issue-based advocacy and representing the public's best interest. In some cases these organizations will operate primarily in a reactive review function. However, some of the following groups will play a more proactive role in building public support, advocating for projects, participating monetarily, etc.:

- Auburn Downtown Redevelopment Authority – property acquisition, development assistance, can issue bonds
- Board of Zoning Adjustment – rezoning, zoning adjustments/variances
- Building Board of Adjustments – building code adjustments/variances
- Greenspace Advisory Board – project review, green space advocacy and fund-raising
- Historic Preservation Commission - review and input for preservation of historic buildings and development within the existing Historic Districts
- Parks & Recreation Advisory Board – project review, parks advocacy and fund-raising
- Planning Commission – review and input into major planning efforts/initiatives
- Tree Commission – review and input into streetscape projects
- Auburn Bicycle Committee – review and input bicycle facilities & implementation
- Public Parking Authority - Issues revenue bonds
- Commercial Development Authority – tax share incentives, creation of improvement districts



MOVING THE VISION FORWARD

Implementation Partners

Committees & Advocacy Organizations

While less official than Boards and Commissions, there are several adhoc committees and organizations that can provide input, advice, advocacy, training and expertise surrounding key issues:

- Bicycle Auburn – communications, advocacy, safety, events, bike rack installation
- Auburn Training Connection – workforce development, business recruitment
- Downtown Merchants & Property Owners Association – advocacy for merchants, communications and marketing, events
- Auburn Arts Association – advocacy, special events, artist support, arts education

Marketing & Tourism Organizations

If Downtown Auburn wishes to be vibrant, successful and economically viable over the long term, it will ultimately rely on an expanded draw from visitors within the region, state and to a degree, the southeast United States. In order to successfully market Downtown's success and appeal, several organizations could play an important role in telling the story of an expanded and enhanced Downtown Auburn:

- Auburn Chamber of Commerce
- Alabama Tourism
- Auburn-Opelika Tourism Bureau



The historic train depot offers opportunities for marketing & tourism

Auburn University

Perhaps the most influential potential partner in the advancement of Downtown Auburn is the University. University students and faculty are by far the largest dynamic impacting Downtown spending and development patterns. Almost all recent development within the study area is either directly or indirectly related to student-based demand/services. As mentioned in other parts of this report, there is a nearly unlimited demand for student housing within Downtown given its close proximity to campus. In addition to market forces, the University (and allied organizations), has continued to develop new facilities and services off-campus, directly within Downtown such as the Auburn University Alumni Center. Going forward, the University can continue to play an instrumental and catalytic role in the growth and enhancement of Downtown.

On-Campus Development/Policies: Given the enormity of the economic impact of students and faculty on the Downtown market, changes in on-campus policies have the potential to significantly alter Downtown, for better and worse (if not thought through). On-campus street closures change traffic patterns in the surrounding Downtown. Changes in food service policies/offerings directly impact Downtown merchants. Changes in housing policies may stunt the market demand for student housing in Downtown and thereby offer a great opportunity to diversify the Downtown housing market – a fundamental tenet of this plan.

On-Campus Landscaping & Building Improvements: University landscaping efforts over the years have led to a beautiful campus that is well known for its appeal. The University can continue to play a positive role in the visual and functional attractiveness of Downtown through improvements to Toomer's Corner, Samford Park and areas up and down College Street and West Magnolia Avenue. The University also has a stellar track record of orienting buildings and architecture outward toward the



Downtown rather than turning in with a walled-off enclaved campus. Future building development and renovation efforts should continue to be mindful of the outward appearance and intimate relationship with an immediately adjacent urban Downtown.

Off-Campus Development:

University enrollment appears to be relatively flat for the foreseeable future. Therefore, the opportunity for new University facilities or support space being developed off-campus is probably limited. However, to the extent that any new facilities are considered, it will be important that they are thoughtfully located depending on their ability (or inability as the case may be) to generate vibrancy in Downtown.



New contemporary private student housing along Bragg Ave.

Tiger Transit: As mentioned elsewhere in this report, Tiger Transit is currently only available to students and faculty. While not an easy proposition for a variety of reasons, and perhaps not yet justified based on current population, further long-term consideration should be made towards opening up ridership and finding a way to provide public access (even if fee-based) to Tiger Transit. Access to public transit is critical in the ultimate growth and success of any Downtown. Utilizing an existing, successful system will be significantly more cost effective than the City or County trying to develop a new system. In initial years of joint operation, very few new Downtown stops would need to be instituted. Downtown is small enough geographically – at

least for now - that the issue is not about getting around Downtown as much as it is about getting to Downtown from other parts of the City/County. It is important to note that other college town communities such as Chapel Hill, NC, Clemson, SC, and Gainesville, FL have developed successful joint university/municipal transit systems.

Special events: The University – particularly during sporting events – is a strong driver in generating very large special events that draw visitors from long distances away. These events are wonderful opportunities to continue showing off Downtown and should continue to be strongly coordinated between the University and the City.

Shared Facilities: While the University does not appear to be in a heavy growth mode – either in enrollment or in campus geography – there are still several unmet needs of students and faculty that could be developed in the future. In particular, elements such as a performing arts center/theatre and new public parking decks provide a great opportunity for shared use between students/faculty and non-university patrons. To the extent feasible and reasonable, thoughtful consideration should be given as to whether any new planned facilities offer the opportunity for shared use. In addition, facilities that offer the greatest opportunity for sharing by the general public should be carefully planned with regards to the placement, orientation, operation and design in ways that maximize opportunity for sharing (e.g., new shared parking decks should be placed as close to the Urban Core as reasonable so as to be available to Downtown shoppers, workers and dining patrons, etc.).



MOVING THE VISION FORWARD

Key Implementation Initiatives

In addition to the capital projects and framework plans described in Part II of this report, there are several key implementation initiatives that should be strongly considered. These measures collectively seek to enhance Downtown’s greatest assets and successful aspects while also striving to solve some of Downtown’s biggest challenges and hurdles that are currently preventing Downtown from achieving its full potential.

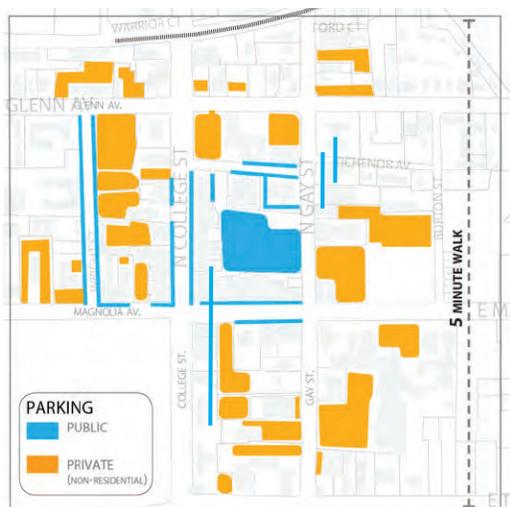
Downtown Parking Management Program

As mentioned earlier in this report, parking availability and ease of use in the Downtown core is currently a significant issue that is stunting the potential development and utilization of Downtown. A consistent and clear overall parking management system is warranted and could have several dimensions as follows:

Short-term: The City of Auburn has already made great strides in studying and improving the situation for Downtown parking. In particular, the City has developed +/-70 new parking spaces along South Gay in the heart of Downtown (adjacent to the existing City parking deck). This lot is installed with space-by-space digital monitoring capability which will help inform City staff as to the best way to maximize use and efficiency (e.g. adjusting hours and fees as needed). Additional efforts being

considered include smart phone applications to provide real-time parking availability data to the general public, both on City lots/decks and perhaps in on-street metered spaces. However, in order to unlock a significant amount of private parking spaces that are currently unavailable in early evening or weekend hours (e.g., peak dining time), this plan recommends a voluntary program in which area businesses and institutions could opt into a consolidated program managed by the City. Some of the keys to making this type of City-managed program successful include:

- Consistent hours of operations across all lots that opt in to the program;
- Later hours of operation to coincide with evening dining hours (e.g. towing may not start until 10pm, etc.);
- Clear and consistent policies for towing to provide certainty for patrons regardless of which lot they park in;
- Suspending or altering towing policies for special events or during certain days/times of the week;
- Keeping parking fees to users in a balance that is low enough to encourage use but high enough to generate revenue;
- Install clear and consistent signage and branding for all private lots that opt in to the program (e.g., users always know they can park in the “Blue Lots” - as an example). This includes within lots, but could also include directional signs along major approaches into Downtown and an overall parking map that can be published on-line and in local publications;
- Providing real-time parking availability data where feasible;
- A periodic valet system allowing visitors to drop their cars off in one centralized location reducing the need to search for parking. *(Can be privately operated)*
- A guarantee that lots will be cleaned and made safe by the centralized parking management system.



Parking ownership distribution in the Downtown Core

This last element is perhaps the primary way to incentivize private owners to participate in the program. Although they are giving up a degree



Example of Parking Wayfinding through mobile apps

of control over the operations and hours of their lots, they are in exchange being alleviated of their cost to clean up existing lots 3-4 days a week – no small expense. The consolidated cost to clean up lots would shift to the City (or its designated management organization) and could be paid for through the use of parking fees and/or revenues garnered through towing. While the notion of a consolidated and centralized parking management program may require further study to determine cost effectiveness and issues related to liability, once implemented, this type of program could be a game changer for Downtown and has the potential to unlock 200-300 additional parking spaces.

Longer-Term: While the above parking management program could be instrumental in the short-term, in the longer term, some of these parking lots may be lost due to new mixed-use development in the core of Downtown. This is obviously a desired outcome over time, but will have a doubly negative impact on parking in that a) it removes inventory of current surface parking in favor of new buildings and b) creates additional demand for more parking. In this regard, all new development of any reasonable size should consider the following:

- Provide adequate public parking that can be shared – e.g., available beyond just the uses within the development;
- To the extent feasible, consider developing parking facilities in tandem with adjacent or nearby

redevelopments that are on a similar development time frame;

- Allow redevelopment activities to creatively address parking needs in shared and/or off-site locations;
- Where economically feasible, develop structured parking decks to maximize the efficiency/footprint of land devoted to parking;
- Encourage new developments to participate in the public parking management program described above;
- In order to accomplish some of the above, the City may ultimately wish to participate materially in one or more parking structures to provide overall public parking (depending on the cost/fee structure, etc.).

Downtown Branding

Visitors to Downtown largely associate the City with the University in general and University sporting events in particular. In that light, Downtown Auburn already has de-facto “brand.” However, the ultimate long-term viability and growth of Downtown relies upon the notion that Downtown is more than just about the University. Many of the goals, projects and initiatives contained within this plan are geared towards diversifying Downtown in terms of housing choices, dining and shopping options, Downtown events, etc. In short, Downtown must have a life and character that does not solely rely on being a college town. The City as a whole is growing and is an increasingly diverse community of families, young professionals, empty-nesters and seniors. In order to fully demonstrate this and to market Downtown to a broader audience, a Downtown Branding campaign should be undertaken.

This could be either a modest in-house effort or a more robust external effort through a professional consultant. Regardless, there are several elements that could be incorporated:

- Downtown-Specific Logo (e.g., distinct from the City as a whole)
- Downtown Tag Line
- Downtown Graphics (e.g., over-street banners,



light pole banners, etc.)

- Branding Collaterals (e.g., stickers, magnets, key-chains, pens/pencils, etc.)
- Marketing Campaign (e.g., media advertisements, brochures, website, direct mailers, etc.)

A related but separate effort from a Downtown Branding/Marketing Campaign is the institution of urban streetscape standards within the Urban Core. Establishing a common palette of street furniture (lights, benches, trash cans, bike racks), pavers, concrete patterns and street trees/landscaping would go a long way towards unifying the look and feel of Downtown as “one place.” Even if these elements are used and combined in different ways on different streets, standardization of the kit of parts will help unify the appearance of the Urban Core and have a positive effect on the overall “branding” of Downtown.

Regulatory Enhancements

The development framework presented in Part II of this report seeks to encourage a careful expansion of the Downtown Urban Core, with an emphasis on growing to the north (towards Glenn Avenue) and towards the south (along South Gay Street). Furthermore, the vision beyond these areas - but still within “Downtown” - is for a series of in-town “urban neighborhoods” (either new, enhanced or preserved depending on existing physical and market conditions). These recommendations imply a rethinking of the existing Comprehensive Plan land use categories and boundaries, along with eventual corresponding refinements to existing zoning, at least to a degree. Both efforts would be done through an organized public process.

Potential Comprehensive Plan land use modifications correspond to the Development Framework Plan in Part II of this report and include:

- Expand the existing “Urban Core” boundary further south (beyond Casey Avenue) to include the entire “Downtown Expansion” framework subarea. Remove “Urban Core 2” and “Urban Core 3” as categories.

- Create a new “Urban Neighborhood” category with subareas for “Felton Little”, “Downtown West”, and “Preservation.” The new “Urban Neighborhood” category would place a greater emphasis on creating or preserving (depending on subarea) a primarily residential character with less of a focus on commercial or mixed-use development.

- Add two new “Urban Neighborhood” districts that are currently outside of the Urban Core including an area around Felton Little Park (“Urban Neighborhood: Felton Little”) and the area north of the Railroad tracks (“Urban Neighborhood: Preservation”).

- Consolidate the area generally west of Wright Street into one “Urban Neighborhood” subarea (“Downtown West”).

Potential zoning modifications correspond to the Development Framework Plan in Part II of this report and are associated with the land use recommendations above:

- Expand the Urban Core boundary to the south beyond Casey Avenue.

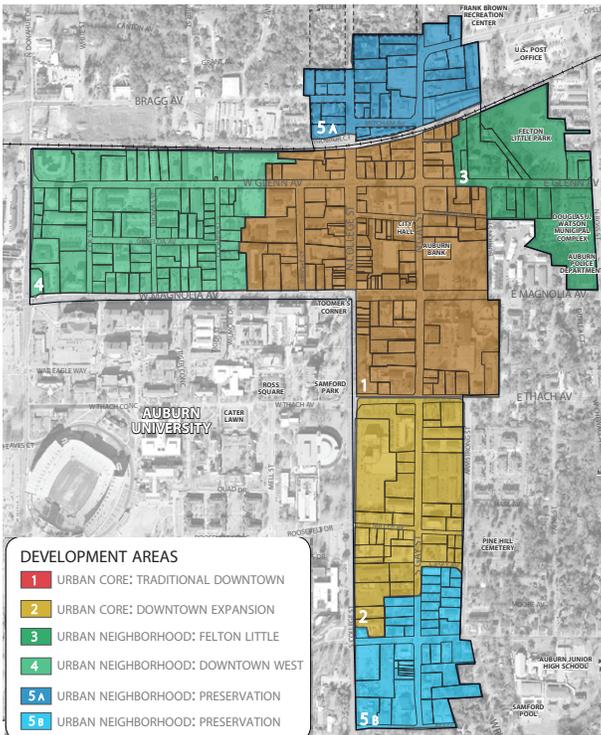
- Consider updating the Development and Design Standards requirements for the College Edge Overlay District (CEOD – Table 5-3) and the Urban Core District (UC – Table 5-4) as follows:

- Consider reducing the amount of off-street residential parking required to 1.0 space per unit (CEOD is currently 1.5) in order to allow a more urban style of development.

- Increase ground floor fenestration requirements to be a minimum of 60% of the total façade area (current is 30%) in order to create more of a “storefront” character.

- Consider a requirement for primarily parapet roofing that does not allow visibility of sloped roofs in order to emphasize an urban character of development.

- Create a new in-town Urban Neighborhood Category and apply it to match the Comprehensive Plan land use recommendations above (e.g., rezone from University Service - US).



Development Framework & Revitalization Areas

- Create a new set of Development & Design Standard Requirements for the “Urban Neighborhood” districts/subareas that is similar to Table 5-4 for the Urban Core. Design parameters would include similar standards for minimal setbacks (eliminate the 30’ setback along Magnolia), compatible building heights, location and screening of parking (in rear), urban parking standards, ability for sharing of parking, limits on suburban style development, requirements for porches and stoops, etc.

Historic “Significant Properties” List

One of the fundamental goals of this plan, as strongly and frequently mentioned by the stakeholders, is to preserve the charm and character of Downtown Auburn. One of the most effective ways to do that is to preserve existing historic buildings that convey that sense of charm, which is very difficult to recreate with new development. In particular, most older single-family homes in the Urban Neighborhood subareas and older “storefront” buildings in the Urban Core are prime examples of what many perceive to be Auburn’s charm and character. To the greatest extent

possible, these resources should be preserved, rehabilitated and reused.

To a large degree, the proactive preservation of these buildings will be outside of the ability of the City to preserve. However, a first step in the right direction is to create a comprehensive list of targets for preservation, e.g., the buildings that most represent the existing charm and scale of “loveliest village on the plains.” The list could be prioritized or categorized based on the level of contribution towards Downtown’s character. At a minimum, a very short list of the most “significant properties” should be compiled to help prioritize incentives and/or the potential allocation of public or private resources. In some cases, public resources could be allocated for property acquisition with the notion that they will be recovered (or partially recovered) through re-sale to private investors along with preconditions that the building be preserved (e.g., as was done with the historic Depot).

Special Events Enhancement

The numerous special events that occur Downtown, such as Summer Nights and Downtown Trick or Treat, appear to be wildly successful. They are currently the best showcases for what an active and vibrant Downtown can be. In this regard, special events should be enhanced, improved and expanded to the greatest extent feasible. Important recommendations include:

- Provide built-in infrastructure in key Downtown locations to facilitate the staging of temporary booths, fairs, etc. This includes permanent locations for power hookup, the ability for public Wifi and the ability for piped in sound/music.
- In addition to the current one-time a year special events, expand the yearly calendar to include more regularized monthly or weekly events in order to create a more continuous, year-round cadre of visitors Downtown.



MOVING THE VISION FORWARD

Market-Based Implementation Recommendations



Many of the Downtown Core streets already contain an attractive “main street” character requiring less cost for revitalization

While most downtowns are no longer the commercial heart of the community, they are still the “emotional” heart and provide the strongest impression of that city or town to outsiders. For this reason, many communities put significant effort into revitalizing and maintaining their downtowns. Because most Downtowns no longer serve their original purpose as the dominant retail center, each community must find a unique niche market that will make their Downtown economically viable. Once that niche has been identified, a strategy must be created and implemented to capitalize on the Downtown’s strengths and to overcome its various weaknesses.

Each Downtown in the process of revitalization has a different set of challenges, but to be successful, all of them will have to do the following:

1. Organize a framework for growth
2. Improve the Downtown experience
3. Attract customers through targeted and effective marketing

The following are a set of market-based implementation strategies designed to help Downtown Auburn achieve those three goals from a real-estate market perspective.

Organize a framework for growth in Downtown Auburn

Determine a target retail market(s): Downtown Auburn is fortunate to have two potential target markets for retail sales: students and destination shoppers.

The most obvious target market is the large student population attending Auburn University. The household expenditures level and ratios of expenditures to income demonstrated the higher spending ability of the student market. While this market should be pursued, it does have certain limitations. For most businesses, sales drop dramatically when school is out of session, and the range of goods and services is somewhat limited when selling only to a student population. In addition, on-campus retail options have the potential to erode the market for goods and services from Downtown businesses.



With relatively little growth potential from the student market, it is important for the City of Auburn to grow its Downtown as a location for destination retailers. These businesses compete effectively with larger chain stores by providing unique goods and services in a unique environment. They typically do not attempt to provide commodity items or compete aggressively on price. While Downtown Auburn already has several clothing boutiques and gift stores that would fall into this category, business recruitment efforts should seek to create a stronger and more cohesive tenant mix that is highly differentiated from the retail offerings found in other parts of the community, such as the Village Mall or specialty stores outside of the Downtown. A strong destination retail market in Downtown Auburn should be able to draw from at least 20 minutes away. Within this trade area, there are over 95,000 residents, 41,000 employees, over \$1.6 billion in consumer expenditures, and \$1.8 billion in retail sales. Based on these trade area numbers and a lack of strong competition in certain categories, the study area should be able to support additional boutiques, a “white-tablecloth” restaurant, and some type of specialty grocer. These businesses would work together to strengthen the Downtown as a destination for unique shopping and dining.

Focus development efforts Downtown: The study area is fairly large and it is unlikely that there will be enough demand for new development throughout the entire area over the short- to medium-term. Therefore, it is necessary to delineate priority areas for development and redevelopment. To make large-scale changes, the City will have to provide direction and actively recruit and private developers that fit into the community’s vision for Downtown. From a market perspective, the first priority should be in the core area of College Street and Magnolia Avenue. Secondary priority should be given to the South Gay Street corridor. In the early stages of Downtown development, individual, isolated projects in other portions of the study area

will not have as great of an impact as concentrating efforts in these two priority areas. Therefore, it is important that the City prioritize resources, attention, time, and staff to attracting development to those areas where it will have the greatest impact.

Create a dialogue and partnership with Auburn University: As discussed earlier in Part III, Auburn University is by far the largest economic engine and traffic generator in the area, so decisions made by the University will have a huge impact on Downtown. Therefore, it is important that there be consistent communication with the University about Downtown issues and plans. To facilitate collaboration instead of competition from a market perspective, Auburn University should be represented in any new Downtown groups or boards. Clear communication between the City, Downtown groups, and the university will allow plans for Downtown to be complementary to on-campus retail offerings instead of trying to compete with them.

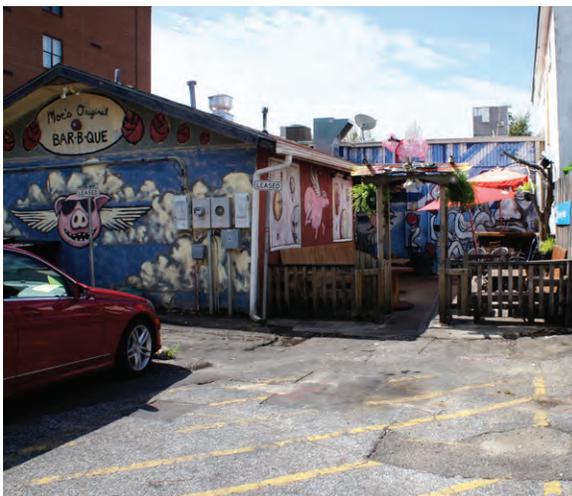
Coordinate Downtown efforts: Depending on the evolution and success of the Downtown Master Plan, over time there could eventually be a need for a separate City board, task force or non-profit organization that is solely focussed on fundraising and advocacy for Downtown issues and events. Merchants could be one of the voices represented in this organization, but the group could also be much broader than a merchant’s association so that the focus and priorities do not narrow down to only retail issues. The City of Auburn, major property owners, Downtown advocates, Auburn University, and community leaders, could be represented, among others. It will be important not to create an entity that duplicates or dilutes existing efforts or adds unneeded beauracracy or cost ; instead this could be an organization with a cross-section of community interests that focuses and leverages Downtown efforts over the long-term. Most importantly, this organization would need to have some type of enduring funding mechanism to be effective and sustainable.



Improve the “experience” in Downtown Auburn

Encourage cohesive and attractive architecture for Downtown buildings: Most Downtown purchases are discretionary spending, and the overall experience is often as important to the customers as the product. Interesting architectural design can be a large part of that experience, as well as open space and events. As discussed earlier in Part III of this report, the City should institutionalized a set of design guidelines beyond just the Urban Core that will protect the unique character of the area while leaving room for creative expression. Whether voluntary or mandatory, these design guidelines can provide a starting point for discussions with developers and begin to further the shared vision for the future of Downtown Auburn.

Create a new public gathering space: An active and inviting public gathering space could serve as a traffic generator and as a catalyst for further growth. However, the impact of any new public space will be greatly affected by its location, design, programming, and amenities. A new gathering space will have to be located in the core of Downtown Auburn if it is going to have any discernible impact on consumer behavior and



The municipal parking lot behind E. Magnolia & N. College already has a foundation to become a unique gathering space

traffic patterns. If located outside of the core area, it would be an amenity for the larger community, but it would not be an economic generator for the Downtown. Regardless of its location, the economic impact of any new public space will also be greatly influenced by the consistency and relevance of the programming and events held there.

Seek outside developers: Outside of the traditional Downtown core, it is likely that most redevelopment efforts will have to be based on student housing with secondary retail uses. To be transformative, these projects must be fairly large, architecturally interesting, and pedestrian-focused. Creating these denser urban neighborhoods will likely require the expertise of developers in other cities who have already built such projects, possibly in partnership with local property owners. Larger firms with greater experience will be more likely to have the capacity to develop projects that will represent a large-scale improvement and diversification to the market.

Create a long-term parking plan: Downtown business owners, building owners, and customers consistently cite a shortage of parking as the biggest liability in Downtown Auburn. The availability and convenience of parking strongly impacts customer traffic patterns, shopping habits, and purchases. As recommended in more detail earlier in Part III of this report, finding creative solutions to perceived and actual parking shortages will be critical in maintaining the long-term economic viability of Downtown. A new parking study is not necessary for this plan.

Provide targeted and effective marketing to bring people Downtown

Use events and programming to increase customer traffic: As mentioned earlier in Part III of this report, Downtown Auburn has had great success with large-scale events, such as Art Walk or those tied to Auburn University football games. These events are important and should be



Activity in Downtown Auburn during one of the many popular events

supported and continued. However, while many retailers benefit greatly from these events, others do not see as much additional profit because they have a limited capacity to expand daily sales beyond a certain threshold.

While these large events are important, there should also be a series of smaller, monthly gatherings. These events should be consistent and small-scale. The goal of these functions should not be as much about drawing massive crowds, but more about gradually changing the shopping habits and traffic patterns of local residents to think about, go, and buy Downtown.

Employ a full-time dedicated Downtown Staffer: Downtown revitalization typically requires a great deal of dogged determination on the part of one or a few individuals. Downtown issues are often complicated, multi-layered, and persistent. In order to see any real long-term change, there should be a dedicated person (either inside or outside of City Hall) to help organize and coordinate Downtown events and be an advocate for Downtown initiatives and the Downtown Master Plan.

Encourage resident pride and ownership of Downtown: From community interviews, it is clear that many local residents who are not students at Auburn University feel that the Downtown area is geared to the student population or visitors,

and has little to offer them. These local residents provide an enormous source of potential consumer traffic. In order to tap into this market, Downtown Auburn must begin to be seen as the true heart of the community. However, it will require specific marketing and programming to accomplish this goal. Local family- and community-oriented events should be held Downtown when the university is on break and most college students are away. There should be extensive efforts to publicize free parking when the university is not in session. In addition, strong local traditions should be created around holiday events.

Market Downtown as a destination for unique retail: A thorough and extensive marketing strategy will be crucial in any efforts to change ingrained shopping patterns and to draw customers from both inside and outside the community. An effective media campaign should target a variety of print publications with both advertising and press releases. In addition to local media, efforts should be made to receive coverage in regional publications, such as Southern Living or Garden & Gun magazines.

While coverage in print media is important, an effective social media campaign is essential and will likely become more so over time. The merchants' association is already using social media to market Downtown through Facebook. Additional efforts should build on, link to, and strengthen the existing social media accounts, while looking for ways to keep pushing out a steady flow of information. There should also be an organized plan to link and update QR codes, websites, Twitter, Instagram, and Facebook, among others.



MOVING THE VISION FORWARD

Implementation Action Plan

The following tables represent recommendations for actions that can be taken in order to achieve the goals set forth in Part II: The Vision within this document.

1 Downtown Growth & Development				
Goal	Objective	Policy	Responsibility	Timeline
Physically expand the footprint of Downtown	1.1 Encourage growth and redevelopment	1.1.1 Actively promote and support redevelopment efforts in the Traditional Downtown Core	Economic Development, Planning, Private Sector	Short-term
	1.2 Prioritize incentives for growth and new development in the Gay Street and Glenn Avenue Corridors	1.2.1 Focus development incentives and support for redevelopment in the South Gay Corridor	Economic Development, Planning, Private Sector	Short-term
		1.2.2 Focus development incentives and support for redevelopment in the Glenn Ave. Corridor east of Wright St.	Economic Development, Planning, Private Sector	Mid-term
	1.3 Prioritize maintenance and code enforcement efforts west of Wright Street	1.3.1 Recognizing the challenges of full-scale development west of Wright St., city efforts should focus on code enforcement (e.g., rather than incentives for new development) of existing properties to improve the overall visual appearance	Code Enforcement	On-going
	1.4 Encourage new development (and rehab) to be compatible in scale and design so as not to overwhelm the historic charm and character of Downtown	1.4.1 Create a set of simple, concise Downtown mixed-use design guidelines to encourage new development that is compatible. Focus on creating “urban” formats in which parking is located in block interiors, storefront architecture, etc. (Urban Core Districts)	Planning	Short-term
	1.5 Preserve the historic residential character in Preservation Development Areas	1.5.1 Discourage demolition of existing residential structures in this part of the Downtown study area where feasible	Planning	On-going

NOTES:

1. Short-term = 1-2 years; Medium-term = 3-6 years; Long-term = 7-20 years
2. Districts mentioned correlate to the Development & Revitalization Framework Plan outlined in Part 2.
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2 Housing & Mix of Uses

Goal	Objective	Policy	Responsibility	Timeline
Encourage a more sustainable mix of land uses in Downtown	2.1 Develop new housing that is mid-priced and for-sale	2.1.1 Seek housing diversity by focusing any available city regulatory incentives on projects that are not student-housing oriented	Economic Development, Planning	On-going as new development occurs
		2.1.2 Seek developers with experience in denser, urban mixed-use development	Economic Development	On-going as new development occurs
	2.2 Improve the quality and character of new housing	2.2.1 Create a set of simple, concise Downtown residential design guidelines to encourage new development that is compatible. Focus on creating "urban neighborhood" formats in which parking is located in block interiors, brownstone/stoops architecture, etc. (Urban Neighborhood Districts)	Planning	Mid-term
	2.3 Encourage the development of a new Urban Grocery	2.3.1 Work with local stakeholders to actively recruit a local or regional urban specialty grocer to locate in the Downtown Expansion District. Market support exists albeit not for national chains	Economic Development	Short-term
	2.4 Encourage more fine dining, family dining, and entertainment options	2.4.1 Work with local stakeholders to develop a targeted retail tenanting and recruitment strategy - including marketing - that focuses on making Downtown unique within the broader marketplace	Economic Development	Short-term

3 Walkability & Streetscapes

Goal	Objective	Policy	Responsibility	Timeline
Create a walkable, attractive and safe Downtown	3.1 Provide wide "urban" sidewalks on all existing or new streets, including full ADA accessibility	3.1.1 Create Downtown Public Space Standards - include consistent Downtown standards - by street type - to ensure that all streetscape projects (public or private) incorporate sufficiently wide sidewalks	Planning, Public Works	Short-term
		3.1.2 Explore use of easements instead of R.O.W acquisition	Planning, Public Works	Short-term
	3.2 Update and/or expand existing Downtown streetscapes	3.2.1 N. College St. Streetscape from Magnolia Ave. to Glenn Ave.	Planning, Public Works	Short-term
		3.2.2 North/South Gay St. Streetscape from Thach Ave. to Glenn Ave.	Planning, Public Works	Short-term
		3.2.3 West/East Magnolia Ave. Streetscape from Wright St. to Burton St.	Planning, Public Works	Short-term
		3.2.4 East Glenn Ave. Streetscape from Wright St. to Felton Little Park	Planning, Public Works	Mid-term
		3.2.5 Wright Street Streetscape from Glenn Ave. to Magnolia Ave.	Planning, Public Works	Long-term

NOTES:

1. Short-term = 1-2 years; Medium-term = 3-6 years; Long-term = 7-20 years
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MOVING THE VISION FORWARD

Implementation Action Plan

3 Walkability & Streetscapes (continued)

Goal	Objective	Policy	Responsibility	Timeline
	3.2 Update and/or expand existing Downtown streetscapes	3.2.6 South Gay St. Streetscape from Thach Ave. to Samford Ave.	Planning, Public Works	Mid-term
		3.2.7 North Gay St./Opelika Rd. Gateway Streetscape from Railroad to Opelika Rd.	Planning, Public Works	Mid-term
		3.2.8 West Magnolia Ave. Streetscape from Donahue Dr. to Wright St.	Planning, Public Works	Mid-term
		3.2.9 West Glenn Ave. Streetscape from Donahue Dr. to Wright St.	Planning, Public Works	Long-term
		3.2.10 South College St. Streetscape from Thach Ave. to Samford/Reese	Planning, Public Works	Short-term
		3.2.11 Minor Streetscape Improvements on Tichenor Ave.,	Planning, Public Works	Long-term
	3.3 Repair broken or missing sections of sidewalk and improve pedestrian safety at key crossing areas	3.3.1 Conduct survey to determine need and level of effort	Planning, Public Works	Short-term
		3.3.2 Conduct minimal repairs where needed on an annual basis; coordinate locations with planned new development	Public Works	On-going
	3.4 In key locations, create a café dining character	3.4.1 Create Downtown Public Space Standards - include key streets in which outdoor dining is institutionalized (explore use of easements)	Planning, Public Works	Short-term
	3.5 Create a consistent / uniform look and feel of streetscape elements throughout Downtown	3.5.1 Create Downtown Public Space Standards - develop and institutionalize a consistent set of material, furniture and landscape guidelines	Planning, Public Works	Short-term
	3.6 Relocate above ground utilities in high volume pedestrian blocks	3.6.1 If feasible, seek to relocate overhead utilities (underground or to block interiors) in the Urban Core districts	Planning, Public Works	Coordinate timing with planned streetscapes
		3.6.2 Encourage new large-scale redevelopment projects to relocate or bury overhead utilities	Planning, Private Sector	On-going as new development occurs
	3.7 Use streetscapes and landscape improvements to create "gateway" arrivals at key points	3.7.1 Create Downtown Public Space Standards - identify design standard for "gateway" treatments	Planning, Public Works	Short-Term
	3.8 Improve pedestrian safety at key railroad crossing points	3.8.1 N. Gay St. at Railroad - Install pedestrian paving and safety arms/lighting	Public Works	Mid-Term
		3.8.2 N. College St. at Railroad - Install pedestrian paving and safety arms/lighting	Public Works	Mid-Term

NOTES:

1. Short-term = 1-2 years; Medium-term = 3-6 years; Long-term = 7-20 years

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4 Open Spaces

Goal	Objective	Policy	Responsibility	Timeline
Improve and expand the inventory of public open spaces in Downtown	4.1 Enhance Felton Little Park as an important open space for Downtown	4.1.1 Phase 1 improvements to enhance area near Glenn Ave. including potential amphitheater, stormwater feature and multi-use trail/railroad underpass	Planning, Parks & Recreation	Short-term
		4.1.2 Phase 2 improvements to relocate existing ball fields to create new large town green for large-scale regional special events/festivals, etc.	Planning, Parks & Recreation	Long-term
	4.2 Enhance the Toomer's Corner intersection as the signature civic "open space" for Downtown	4.2.1 Create raised intersection, additional seating, decorative pavers, new landscaping, overhead signage/banners	Planning, Public Works	Short-term
	4.3 Embrace and enhance the City's Alley Project as an opportunity to create temporary usable open space for special events	4.3.1 Improve existing alley connections to Magnolia Ave. and N. College St. Connect alleys in block interior through new sidewalk/plaza areas	Planning, Public Works	Short-term
		4.3.2 Improve existing parking area including new decorative pavers, lighting and landscaping to create a multi-use space that can be closed to vehicles during programmed events	Planning, Public Works	Mid-term
	4.4 Increase the inventory of Downtown open spaces by installing low-cost temporary improvements	4.4.1 Interview existing Downtown property owners to ascertain interest and level of potential investment/partnership	Planning, Parks & Recreation	Mid-term
4.5 Create new pocket parks in key locations as a part of new infill development	4.5.1 Encourage that all new larger-scale development include small publicly accessible open spaces within developments	Planning, Private Sector	On-going as new development occurs	

5 Transportation & Circulation

Goal	Objective	Policy	Responsibility	Timeline
Improve the network of streets, transit and bike facilities in Downtown	5.1 Create new street connections to improve overall connectivity in Downtown	5.1.1 Extend Genelda St. from N. Donahue to Wright St. - as development allows to create a parallel alternative to Glenn Ave. and Magnolia Ave. Create a neighborhood street feel, with on-street parking as allowable within the right-of-way.	Public Works	Long-term
		5.1.2 Extend Tichenor Ave. from Burton St. to Wright St. to relieve congestion along N. College St.	Public Works	Long-term
		5.1.3 Extend Ford Ct to Glenn Ave. as part of acquisition for optional Felton Little Park expansion; add a secondary access to the park via N Gay St	Public Works	Long-term

NOTES:

1. Short-term = 1-2 years; Medium-term = 3-6 years; Long-term = 7-20 years
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MOVING THE VISION FORWARD

Implementation Action Plan

5 Transportation & Circulation *(continued)*

Goal	Objective	Policy	Responsibility	Timeline
	5.2 Enhance existing transit service within Downtown	5.2.1 Open up Tiger Transit to public for a small fee per ride, provide monthly or trip passes. Coordinate with Lee-Russell Public Transit	Auburn University Tiger Transit, Lee-Russell Public Transit, Planning	Long-term
		5.2.2 Run special routes to/from Downtown in addition to the University	Auburn University Tiger Transit, Lee-Russell Public Transit, Planning	Mid-term
		5.2.3 Emphasize transit stop on Gay St. Add stops at Gay and Glenn, Magnolia, Thach, and Samford	Auburn University Tiger Transit, Lee-Russell Public Transit, Planning	Mid-term
		5.2.4 Include stop to Village Mall, Apartment complexes, senior homes, hospitals/medical centers, schools, churches, Walmart	Auburn University Tiger Transit, Lee-Russell Public Transit, Planning	Mid-term
5.3 Enhance and clarify the bike system in Downtown		5.3.1 South Gay St. - Thach Ave. to Reese Ave. - as right-of-way allows; may be narrowed or suspended where right-of-way dictates	Public Works	Long-term
		5.3.2 Thach Ave. - College St. to Gay St. to connect to existing bike lanes	Public Works	Long-term
		5.3.3 Install bike racks at high-traffic bicycle and pedestrian locations, all retail, and service stores	Public Works, Planning, Downtown Businesses via sponsorships/ advertising	Short-term
		5.3.4 Increase bicycle parking requirements as new development occurs	Public Works, Planning, Economic Development	Short-term
		5.3.5 Expand existing bicycle education program for rules and safety Downtown, from a vehicular, pedestrian, and bicyclists, point-of-view	Planning	Short-term
5.4 Improve access management policies to reduce current curb cuts on primary vehicular corridors		5.4.1 Reduce number of access points along Glenn Ave. and Gay St. through interparcel agreements	Public Works, Planning, Economic Development	Mid-term
		5.4.2 Where possible, combine parking lots with cross access agreements.	Public Works, Planning, Economic Development	Mid-term
		5.4.3 As development occurs, shift parking to rear of buildings.	Planning, Economic Development	Long-term

NOTES:

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5 Transportation & Circulation *(continued)*

Goal	Objective	Policy	Responsibility	Timeline
	5.5 Evaluate & improve Downtown traffic operations	5.5.1 Perform a traffic calming and speed study to determine need for devices such as chicanes, curb bump-outs, mid-block crosswalks, etc. - study Gay St., College St., Magnolia Ave., and Glenn Ave.	Public Works, Planning	Short-term
		5.5.2 Perform a comprehensive study with recommendations for signal timing, travel demand strategies, capacity improvements, and safety enhancements	Public Works, Planning	Short-term
		5.5.3 Upgrade signal detection for more efficient operations. Inventory all signals in the Downtown area. Upgrade to new equipment where appropriate. Add advanced queue detectors to eliminate false gap calls where parking maneuvers impede traffic flow	Public Works	Short-term
		5.5.4 Integrate College St, Gay St., Magnolia Ave, and Glenn Ave. into a traffic responsive or traffic adaptive system through either a City- led initiative or vendor supplied solution	Public Works	Mid-term
		5.5.5 Initiate traffic signal and traffic flow education program. Opportunities include weekly articles, website postings, smart phone applications, etc.	Public Works, Office of the City Manager	On-going
5.6 Consolidate and coordinate loading zone locations in new development within off-street locations	5.6.1 Review all new development proposals to determine opportunities for consolidated service/loading across private parcels	Planning, Public Works	On-going as new development occurs	

NOTES:

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MOVING THE VISION FORWARD

Implementation Action Plan

6 Parking

Goal	Objective	Policy	Responsibility	Timeline
Improve the availability and ease of use of public parking in Downtown	6.1 Enhance the availability and ease of use of existing Downtown parking through a coordinated and managed parking system	6.1.1 Develop a Downtown Parking Management Program through the use of voluntary participation from private property owners. Management program to manage afterhours operations, clean-up and towing procedures	Planning, Public Works, Office of the City Manager, Economic Development, Environmental Services	Short-term
	6.2 Consolidate parking policies, maintenance, signage, operations	6.2.1 Ensure all participating lots in the Downtown Parking Management Program should have consistent signage, branding, hours and towing policies	Planning, Public Works, Office of the City Manager, Economic Development, Environment Services	Short-term
		6.2.2 Develop and publish a Downtown Parking Map for use in print media, City website, smart phone applications, etc.	Planning, Public Works, IT	Short-term
	6.3 Incorporate policies, procedures and incentives to move longer-term parkers to less centrally located, off-site locations	6.3.1 Track parking usage through data management to determine best policies for fees, hours of operation, required turnover, etc. Adjust as necessary	Planning, Public Works, Office of the City Manager, IT	On-going
	6.4 Encourage new development to provide coordinated, centralized, shared parking mechanisms across multiple businesses/properties	6.4.1 Review all new development proposals to determine opportunities for shared/structured parking. Determine cost-benefit of city contributing to parking costs (e.g., municipal deck) on a case-by-case basis	Planning, Private Sector, Economic Development	On-going as new development occurs
	6.5 Develop strategies for daily student and faculty parking	6.5.1 Work with Auburn University to develop additional faculty and student parking locations to help free up parking in the core of Downtown - possible shared cost/development approach	Auburn University, Public Works, Planning	Mid-term

NOTES:

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7 Identity & Vitality

Goal	Objective	Policy	Responsibility	Timeline
Increase the overall sense of civic identity and vitality in Downtown	7.1 Develop and incorporate Downtown branding	7.1.1 Develop a brand/log/tagline to market Downtown as a unique destination. Branding should permeate website, publications, banners, signage, etc.	Chamber of Commerce, Planning, Office of the City Manager, Economic Development	Short-term
	7.2 Increase opportunities for outdoor dining in key locations in order to create a café dining culture and character	7.2.1 Create a set of simple, concise Downtown mixed-use design guidelines to encourage new development that incorporates outdoor dining where feasible (Urban Core Districts)	Office of the City Manager, Planning	Short-term
	7.3 Expand the use of the City's Entertainment District regulations	7.3.1 Consider establishing a small, limited area in the Traditional Downtown Core in which the City's Entertainment District Regulations apply permanently during set hours (e.g., rather than just for special events) - can be tested as a pilot program	Chamber of Commerce	Short-term
	7.4 Improve and increase Downtown events targeted to a wide audience	7.4.1 Continue supporting, improving and expanding existing Downtown special events	Chamber of Commerce, Parks & Recreation	On-going
	7.5 Expand the frequency of Downtown events to a year-round calendar	7.5.1 Organize and regularize new events so that there are events to draw visitors to Downtown year round and begin to create a habit of coming Downtown (e.g., wine tastings, live music, farmer's markets, art fairs, etc.)	Parks & Recreation	Mid-term
	7.6 Improve the ability of Downtown to handle large-scale events by installing key infrastructure	7.6.1 Improve ability for hosting special events by installing dedicated power, water, WiFi, etc.	Public Works, Parks & Recreation	Mid-term
	7.7 Preserve and enhance historic resources to foster civic identity and to preserve the charm and character of Downtown	7.7.1 Preserve historic aspects of the Depot building as a key icon in Auburn's history. Reuse can be public or private	Economic Development, Planning	Short-term
		7.7.2 Create a small list of key "significant properties" that are historic and in danger of being demolished and target resources (public or private) towards rehab	Economic Development, Planning	Short-term list, on-going support for rehab

NOTES:

1. Short-term = 1-2 years; Medium-term = 3-6 years; Long-term = 7-20 years

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MOVING THE VISION FORWARD

Implementation Action Plan

8 Partnerships & Implementation

Goal	Objective	Policy	Responsibility	Timeline
Identify key partners and mechanisms for implementation that will have a high impact	8.1 Utilize fiscally sound approaches to implementation in which City / public dollars can be leveraged and coordinated with private investment	8.1.1. Establish simple cost-benefit analysis tool/protocol to evaluate potential city investment in Downtown Plan initiatives	City Manager's Office, Planning, Public Works, Economic Development, Environmental Services	Short-term
	8.2 Work with the University to identify mutually beneficial locations and uses for campus growth	8.2.1 Establish routine communication protocols between University Officials and City Staff to stay informed and coordinate efforts	Planning, Auburn University, Office of the City Manager	On-going
	8.3 Improve safety and crowd control during late evening hours and special events	8.3.1 Improve the perception that late night crowds are out of control - increase visibility of security/ police	Public Safety	Short-term
	8.4 Coordinate nightly Downtown clean-up program with parking management program	8.4.1 See Parking Management Program	Public Works, Economic Development, Planning, Office of the City Manager	Short-term
	8.5 Create a position for a full-time, dedicated Downtown Staffer	8.5.1 Employ a full-time, dedicated person (either inside or outside of City Hall) to help organize and coordinate Downtown events and be an advocate for Downtown initiatives and the Downtown Master Plan.	Chamber of Commerce, City Manager's Office, Economic Development	Short-term

NOTES:

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Implementation Projects



The following list represents cost estimates and sizes for the capital projects listed within Part II: Open Space & Pedestrian Framework Plan and the Transformation & Circulation Framework Plan.

STREETSCAPE PROJECTS

ID	Project	Description	Responsibility	Timeline	Estimated Cost				Comments
					Size	Units	Cost/Unit	Cost	
Primary Streetscapes									
S-1	N. College St. Streetscape	From Magnolia Ave. to Glenn Ave.	Planning, Public Works	Short-term	900	linear feet	\$365	\$328,500	
S-2	North/South Gay St. Streetscape	From Thach Ave. to Glenn Ave.	Planning, Public Works	Short-term	2100	linear feet	\$200	\$420,000	
S-3	West/East Magnolia Ave. Streetscape	From Wright St. to Burton St.	Planning, Public Works	Short-term	1550	linear feet	\$210	\$325,500	
S-4	East Glenn Ave. Streetscape	From Wright St. to Felton Little Park	Planning, Public Works	Mid-term	2400	linear feet	\$200	\$480,000	
S-5	Wright Street Streetscape	From Glenn Ave. to Magnolia Ave.	Planning, Public Works	Long-term	850	linear feet	\$215	\$182,750	
Secondary Streetscapes									
S-6	South Gay St. Streetscape	From Thach Ave. to Samford Ave.	Planning, Public Works	Mid-term	2000	linear feet	\$200	\$400,000	
S-7	North Gay St./Opelika Rd. Gateway Streetscape	From Railroad to Opelika Rd.	Planning, Public Works	Mid-term	700	linear feet	\$215	\$150,500	
S-8	West Magnolia Ave. Streetscape	From Donahue Dr. to Wright St.	Planning, Public Works	Mid-term	2270	linear feet	\$200	\$454,000	
S-9	West Glenn Ave. Streetscape	From Donahue Dr. to Wright St.	Planning, Public Works	Long-term	2200	linear feet	\$200	\$440,000	
S-10	West Glenn Ave. Streetscape	From Donahue Dr. to Wright St.	Planning, Public Works	Long-term	2000	linear feet	\$225	\$450,000	
Other Streetscapes									
S-11.1	Minor Improvements on Tichenor Ave.	From N. College St. to N. Gay St.	Planning, Public Works	Long-term	920	linear feet	\$175	\$161,000	
S-11.2	Minor Improvements on Thach Ave.	From S. College St. to Armstrong St.	Planning, Public Works	Long-term	960	linear feet	\$175	\$168,000	
S-11.3	Minor Improvements on Donahue Dr.	West Glenn to Magnolia Ave.	Planning, Public Works	Long-term	1300	linear feet	\$175	\$227,500	
P-1	Basic Annual Sidewalk Repairs	Repair broken/missing sidewalks as needed throughout Downtown study area	Public Works	On-going	1	lump sum feet	\$75,000	\$75,000	On-going on an annual basis as needed and as funding allows
P-2	N. Gay St. Intersection at Railroad	Pedestrian paving and safety arms/lighting	Public Works	Mid-term	1	lump sum	\$100,000	\$100,000	
P-3	N. College St. Intersection at Railroad	Pedestrian paving and safety arms/lighting	Public Works	Mid-term	1	lump sum	\$120,000	\$120,000	

NOTES:

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3. Costs are estimates only based on best practices and conceptual level of study. Further engineering and more detailed study will be required to refine cost and funding parameters.



MOVING THE VISION FORWARD

Implementation Projects

OPEN SPACES

ID	Project	Description	Responsibility	Timeline	Estimated Cost				Comments
					Size	Units	Cost/Unit	Cost	
O-1.1	Phase 1 Felton Little Park Enhancements*	Enhance area near Glenn Ave. including potential amphitheater/plaza, stormwater feature, multi-use trail and railroad underpass	Planning, Parks & Recreation	Short-term	1	lump sum	\$700,000 to \$900,000	\$700,000 to \$900,000	
O-1.2	Phase 2 Felton Little Park Enhancements*	Relocate existing fields to create new large town green for large-scale regional special events/festivals, redesign/expand playground, add amenity building, create dog park and community gardens	Planning, Parks & Recreation	Mid-term	1	lump sum	\$800,000 to \$1,000,000	\$800,000 to \$1,000,000	
O-2	Toomer's Corner Intersection / Plaza	Raised intersection, additional seating, decorative pavers, new landscaping, overhead signage/banners	Planning, Public Works	Short-term	1	lump sum	\$100,000	\$100,000	
O-3.1	Short Term Alley Improvements	Improve existing pedestrian alley connections to Magnolia Ave. and N. College St. Connect alleys in block interior through new sidewalk/plaza areas	Planning, Public Works	Short-term	1	lump sum	\$10,000 to \$15,000	\$10,000 to \$15,000	
O-3.2	Mid-Term Alley / Parking Lot Improvements	Improve existing parking area west of municipal parking deck including new decorative pavers, lighting and landscaping to create a multi-use space that can be closed to vehicles during programmed events	Planning, Public Works	Mid-term	1	lump sum	TBD	TBD	
O-4	Temporary Park Space	Minor improvements on existing private undeveloped lot(s) to create a temporary park space	Planning, Parks & Recreation	Mid-term	1	lump sum	\$10,000	\$10,000	Location TBD depending on private property owner

*Cost for Felton Little Park is based upon a framework concept not a design concept. Phase I cost does not include the cost for a potential railroad underpass. Phase II assumes the cost for the addition of an amenity building

NOTES:

1. Short-term = 1-2 years; Medium-term = 3-6 years; Long-term = 7-20 years
2. Action plan items listed herein are recommendations only and are individually subject to available funding and approval by implementation partners.
3. Costs are estimates only based on best practices and conceptual level of study. Further engineering and more detailed study will be required to refine cost and funding parameters.



TRANSPORTATION & CIRCULATION PROJECTS

ID	Project	Description	Responsibility	Timeline	Estimated Cost				Comments
					Size	Units	Cost/Unit	Cost	
R-1.1	Genelda St. Roadway Extension - West	From N. Donahue Dr. to Cox St.	Public Works	Long-term	510	linear feet	\$350	\$178,500	As redevelopment allows
R-1.2	Genelda St. Roadway Extension - East	From Toomer's St. to Wright St.	Public Works	Long-term	675	linear feet	\$350	\$236,250	As redevelopment allows
R-2	Tichenor St. Roadway Extension	From Wright St. to N. College St.	Public Works	Long-term	425	linear feet	\$350	\$148,750	As redevelopment allows
R-3	Ford Ct. Roadway Extension	From Gay St. to Glenn Ave.	Public Works	Long-term	1025	linear feet	\$350	\$358,750	Associated with Felton Little Park Expansion

Bike Enhancements

B-1	South Gay St. Bike Lane / Sharrows	From Thach Ave. to Reese Ave.	Public Works	Long-term	1975	linear feet	\$50	\$98,750	Bike lanes as right-of-way allows; may be narrowed or striped as sharrows where there are space constraints; Connects to existing bike lanes
B-2	Thatch Ave. Bike Lane	From College St. to Gay St.	Public Works	Long-term	550	linear feet	\$50	\$27,500	Connects existing bike lanes
B-3	Downtown Bike Rack Program	Install bike racks at high-traffic bicycle and pedestrian locations	Public Works, Planning, Downtown Businesses, Bicycle Auburn	Short-term	20	racks	\$200	\$4,000	Combination of public and private installations via sponsorships and advertising

Traffic Enhancements

T-1	Signal Detection Upgrades	Upgrade to new equipment where appropriate. Add advanced queue detectors to eliminate false gap calls where parking maneuver impede traffic flow	Public Works, Planning	Short-term	1	lump sum	\$50,000	\$50,000	Requires inventory of Downtown signals
T-2	Core Streets Traffic Responsive / Traffic Adaptive System	College St, Gay St., Magnolia Ave, and Glenn Ave.	Public Works	Mid-term	1	lump sum	\$400,000	\$400,000	Could be city-led or vendor supplied

Traffic Studies / Programs

ST-1	Downtown Traffic Calming and Speed Study	Determine need for devices such as chicanes, curb bump-outs, mid-block crosswalks, etc. - study Gay St., College St., Magnolia Ave., and Glenn Ave.	Public Works, Planning	Short-term	1	lump sum	\$50,000	\$50,000	
ST-2	Comprehensive Downtown Study	Recommendations for signal timing, travel demand strategies, capacity improvements, and safety enhancements	Public Works, Planning	Short-term	1	lump sum	\$50,000	\$50,000	
ST-2	Traffic Signal And Flow Education Program	Opportunities include weekly articles, website postings, smart phone applications, etc.	Communications	On-going	1	lump sum per year	\$5,000		



MOVING THE VISION FORWARD

Implementation Projects

OTHER IMPLEMENTATION INITIATIVES

ID	Project	Description	Responsibility	Timeline	Estimated Cost				Comments
					Size	Units	Cost/Unit	Cost	
I-1	Downtown Parking Management Program	Operations, Data Tracking, Towing, Cleanup, Signage, Parking Map, PR & Communications	Planning, Public Works, Communications	Short-term				TBD	
I-2	Downtown Branding Campaign	Develop a brand/log/tagline to market Downtown as a unique destination	Chamber of Commerce, Planning, Communications	Short-term				TBD	
I-3	Rezoning & Comprehensive Plan Updates	As required	Planning	Short-term				In-House	Through public process - could include design/development standards similar to existing Urban Core
I-4	Historic Properties "Significant Properties" List	Create a small list of key "significant properties" that are historic and consider targetting resources (public or private) towards rehab	Historic Preservation Commission, Planning	Short-term				In-House	
I-5	New dedicated, full-time staff person	Helps organize and coordinate Downtown events and is an advocate for Downtown initiatives and the Downtown Master Plan.	TBD	Short-term				TBD	Position does not have to be in City Hall or publically funded
I-6	Downtown Board/Organization - only if / when needed and if funding allows	To help push the agenda for an expanded and improved Downtown, coordinate fund-raising, etc.	TBD	Long-term				TBD	

NOTES:

1. Short-term = 1-2 years; Medium-term = 3-6 years; Long-term = 7-20 years

2. Action plan items listed herein are recommendations only and are individually subject to available funding and approval by implementation partners.

3. Costs are estimates only based on best practices and conceptual level of study. Further engineering and more detailed study will be required to refine cost and funding parameters.



The visions, concepts, projects and policies presented throughout this plan are collectively designed to move Downtown Auburn to a better place – a place that is more walkable, contains a greater diversity of uses, is more economically viable, includes a variety of open spaces, is easier to get around and is more sustainable in the long term. While not every aspect of this plan may ultimately be achieved in the full measure, it will be important to periodically gauge the success, and/or failure of plan elements and to initiate appropriate course corrections.

While not an absolute prescription, the 4 themes of metrics outlined below are perhaps the most representative measures (both quantitative and qualitative) of routinely ascertaining whether this plan is on target to meet its stated objectives as originally designed.

 QUALITY OF LIFE	EXISTING	SUCCESS MEASURE AT BUILD OUT
FORMALIZED DOWNTOWN STREETScape STANDARDS	NO	YES
NUMBER OF BLOCKS WITH A CONSISTENT DOWNTOWN STREETScape	1	4
TYPES OF DOWNTOWN OPEN SPACE <i>-Park, Pocket Park, Plaza, Town Green, Amphitheater, Outdoor Seating</i>	1	3
FREQUENCY OF DOWNTOWN EVENTS	MEDIUM	HIGH
AN IMPROVED PEDESTRIAN REALM OUTSIDE OF THE URBAN CORE	NO	YES
DOWNTOWN BRANDING	NO	YES
 ECONOMIC DEVELOPMENT	EXISTING	SUCCESS MEASURE AT BUILD OUT
ACRES OF COMMERCIAL LAND <i>-Including mixed-use</i>	± 30	±45
LINEAR MILES OF WALKABLE “STOREFRONT” COMMERCIAL	± 1.5	± 3
URBAN GROCERS	NO	YES
UPDATED COMPREHENSIVE PLAN / ZONING	NO	YES
VIBRANCY OF DOWNTOWN	MEDIUM	HIGH
 HOUSING	EXISTING	SUCCESS MEASURE AT BUILD OUT
DOWNTOWN HOUSING UNITS <i>-Includes some redevelopment and/or rehabilitation</i>	± 2450	±3200
DOWNTOWN HOUSING DIVERSITY <i>-Product type, income levels, student vs. non-student, owner vs. renter</i>	LOW	MEDIUM
ARCHITECTURAL CHARACTER OF HOUSING	LOW	MEDIUM
 TRANSPORTATION & CIRCULATION	EXISTING	SUCCESS MEASURE AT BUILD OUT
NEW / EXTENDED ROADWAYS	0	± 2,600'
BIKE FACILITIES <i>-Linear Feet</i>	± 400'	± 2,500'
“PUBLIC” PARKING SPACES <i>-Could be privately owned but publicly managed/ available; “public” refers to availability both daytime and nighttime</i>	± 680	± 2400
PUBLIC TRANSPORTATION OPTIONS	NO	YES

