



# AUBURN

2040 THE ROAD AHEAD

CITY OF AUBURN, IN

ADOPTED  
01.18.2022

RESOLUTION #  
01-2022

EXHIBIT A





# ACKNOWLEDGMENTS

Comprehensive planning is a highly collaborative, community-driven process. Much of what has and will continue to be done to enhance the community is due in large part to local community leaders. To the many elected and appointed officials, business leaders, non-profit partners, and residents that assisted with the 2021 update to the City's comprehensive plan, thank you.

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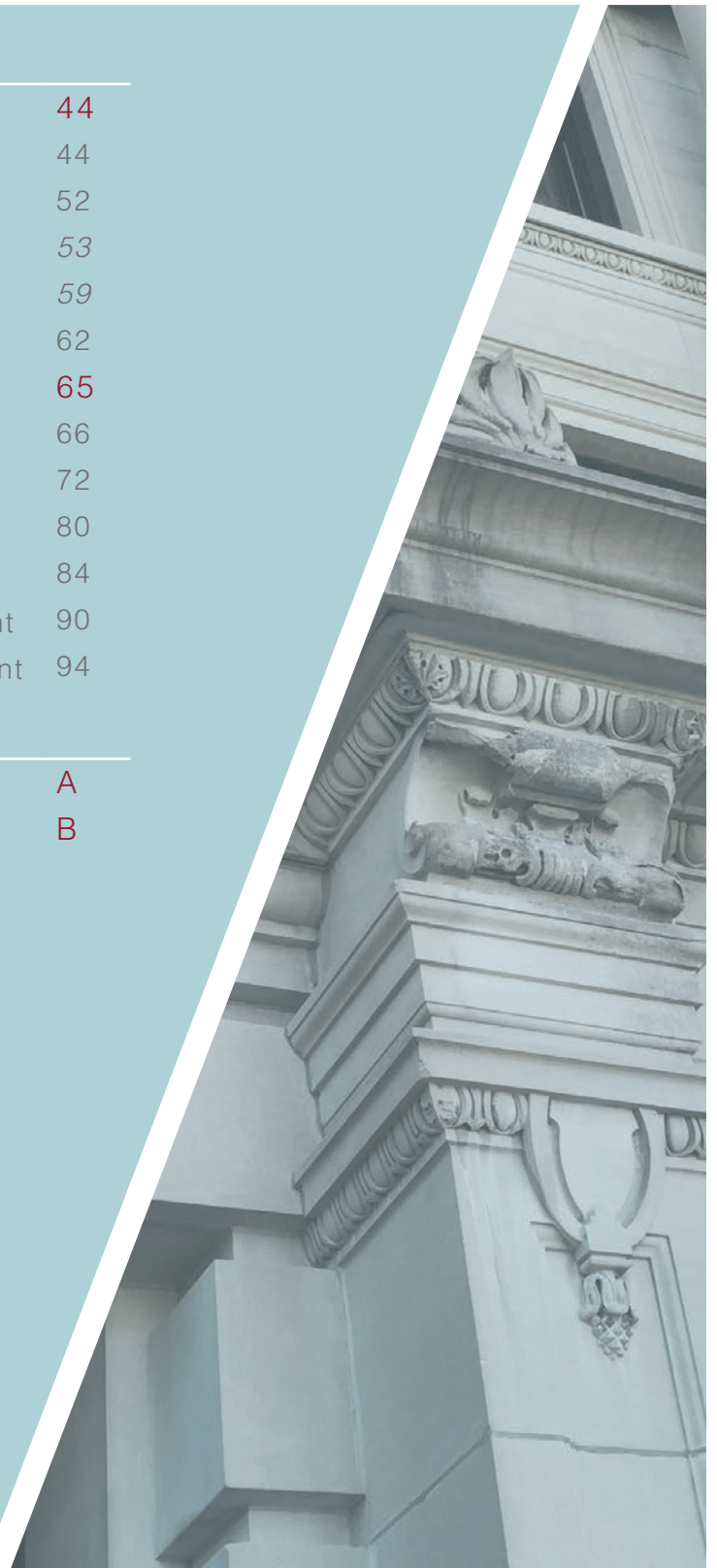
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# INTRODUCTION

01

THE AVBURN  
AUTOMOBILE CO

AVBURN

1600

Open Daily  
9AM - 5PM

AVBURN  
ENTRANCE



## PLAN OVERVIEW & PURPOSE

A comprehensive plan is a document designed to guide community and economic development efforts, particularly growth and physical development, for a period of 15 to 20 years.

### Importance to Auburn

The planning process brings together all members of the community to learn, listen, and collaborate with one another in order to create a clear and consistent community-wide vision. In accordance with the 500 series of Indiana Code 36-7-4, a comprehensive plan promotes the public health, safety, morals, convenience, order, and general welfare of the City as it grows and changes. The primary objectives of Auburn 2040 are to:

- Create a unifying vision for future growth and developments;
- Work toward improving livability by using the standards in AARP's Livable Communities Index;
- Engage diverse segments of the population in meaningful ways;
- Establish clear guidance for decision makers;
- Develop implementation strategies; and
- Develop a user-friendly, functional document.











### Applicability to Auburn

Auburn 2040 will be used to guide future decision making. Local officials will consult the plan when making determinations about policies, projects, and programs; particularly as it relates to land use, development, and capital improvements. The plan will provide a guide for understanding local conditions and demographics, as well as long-term, inclusive community objectives. The plan will need to be viewed as a living document and updated regularly to ensure continued relevancy as demographics, technologies, and the environment change.



## AARP Livability Index

According to the American Association of Retired Persons (AARP), the Livability Index is a signature initiative of the Public Policy Institute to measure the quality of life in American communities across multiple dimensions: housing, transportation, neighborhood characteristics, environment, health, opportunity, and civic and social engagement. The Livability Index helps residents better understand their communities and make decisions about future needs.

LIVABILITY INDEX (2018):		Auburn, Indiana	Fort Wayne, Indiana	State of Indiana
<b>TOTAL INDEX SCORE</b>		<b>56</b>	<b>51</b>	<b>51</b>
 <b>OPPORTUNITY</b> INCLUSION AND POSSIBILITIES		76	60	61
 <b>HOUSING</b> AFFORDABILITY AND ACCESS		61	58	54
 <b>TRANSPORTATION</b> SAFE AND CONVENIENT OPTIONS		58	47	50
 <b>ENVIRONMENT</b> CLEAN AIR AND WATER		58	54	59
 <b>ENGAGEMENT</b> CIVIC AND SOCIAL INVOLVEMENT		53	38	41
 <b>NEIGHBORHOOD</b> ACCESS TO LIFE, WORK, AND PLAY		52	54	46
 <b>HEALTH</b> PREVENTION, ACCESS, AND QUALITY		30	48	44
National Comparison		 Top Third 67 - 100+	 Middle Third 34 - 66	 Bottom Third 0 - 33



## THE PLANNING PROCESS

To ensure the plan reflects an authentic community-wide vision and is implementable, the process must involve a broad array of individuals and be championed by committed community members. The following section describes who and how the community participated in the Auburn 2040 planning process.

### Steering Committee

The plan framework was shepherded by a steering committee comprised of leaders with local expertise and enthusiasm for the future of Auburn. The steering committee collaborated with a planning team of City employees and hired consultants. Over the course of the project process, the planning team brought questions, findings, and ideas to be fact-checked and tested for appropriateness within Auburn before the steering committee. When evaluating the information, committee members were asked to consider not only their own opinions, but also those of their family, neighbors, and others within their network to help provide a more complete understanding of the community.

### Stakeholders

Stakeholder interviews were conducted with business owners, employers, residents, and other prominent community members to add detail and specificity to the feedback received from the general public. In August 2020, the following stakeholder groups were convened:

- Economic & Business Interests
- Transportation, Utilities, & Emergency Response
- Environmental & Outdoor Recreation
- Downtown
- Inter Local Collaboration
- Health, Education, & Human Services
- Residents & Neighborhood Interests

### Community Engagement

Engagement from the steering committee and stakeholders was further strengthened by input from the general public. This required ample opportunities to learn more about the plan and share feedback throughout the process. Restrictions on public gatherings due to COVID-19 required adaptations to traditional engagement methods and a need for enhanced online participation. The following section describes the plan components used to solicit engagement from the Auburn community and a summary of results is provided in the plan appendix.

### The Project Website

The plan website - Auburn2040.com - offered a virtual component to the planning process. The project website provided opportunities to:

- Follow plan updates,
- View meeting materials,
- Take the community survey,
- Receive notice of upcoming events, and
- Participate in community engagement activities.

Preliminary planning ideas and the final draft of this plan were posted on the website for public review. The City of Auburn website and social media platforms were also used to promote the plan and share information on opportunities to participate.

### Community Survey

A question and answer survey was available online to gather general feedback. Questions encouraged participants to consider future growth, development, and overall livability of Auburn. In addition to the digital option, hard copies of the community survey were available from City staff and at the local library. Over 600 participants completed the survey.

### Visual Preference Surveys

In contrast to a traditional survey, visual preference surveys use images to gather feedback. Three different surveys on the project website asked the public their preference for the built environment with regard to Districts and Land Uses; Housing; and Commercial Corridors so future development can reflect those preferences.

## Mapping Activity

A map activity asked participants to identify places in Auburn which should be retained and those which should be re-imagined. The map was available online for the general public, at workshops, and for student engagement.

## Students

Local students were offered the opportunity to participate in the Auburn 2040 planning process through a partnership with DeKalb Central Schools New Tech Program. A page on the project website was designed specifically to solicit feedback about how local youth view the future of Auburn. Over 200 middle school and high school students contributed feedback.

## Community Workshops

Activities related to preliminary plan ideas were conducted at a joint community event with Auburn Essential Services (AES) on October 8, 2020. The engagement activities offered an opportunity to inform community members on the planning process and gather feedback on what the public would like to see in Auburn in the future. Mini workshops were also conducted with the Auburn Plan Commission, Auburn Common Council, steering committee, and stakeholders in order to gather as much feedback as possible.

## Community Open House

The public was given the opportunity to review a draft plan on November 4, 2021. Over 50 people attended to discuss the plan, in particular goals and policies for future growth, development and redevelopment. Additionally, there was discussion on the Future Land Use Map and Thoroughfare Plan Maps, as well as information on how policies may be implemented through housing, Innovative ways to think about parking, Utilizing Cedar Creek, Redevelopment of West Seventh Street, Redevelopment of Wayne Street and Development of the County Road 11A interchange.

## Key Themes

Key themes derived from the community engagement included:

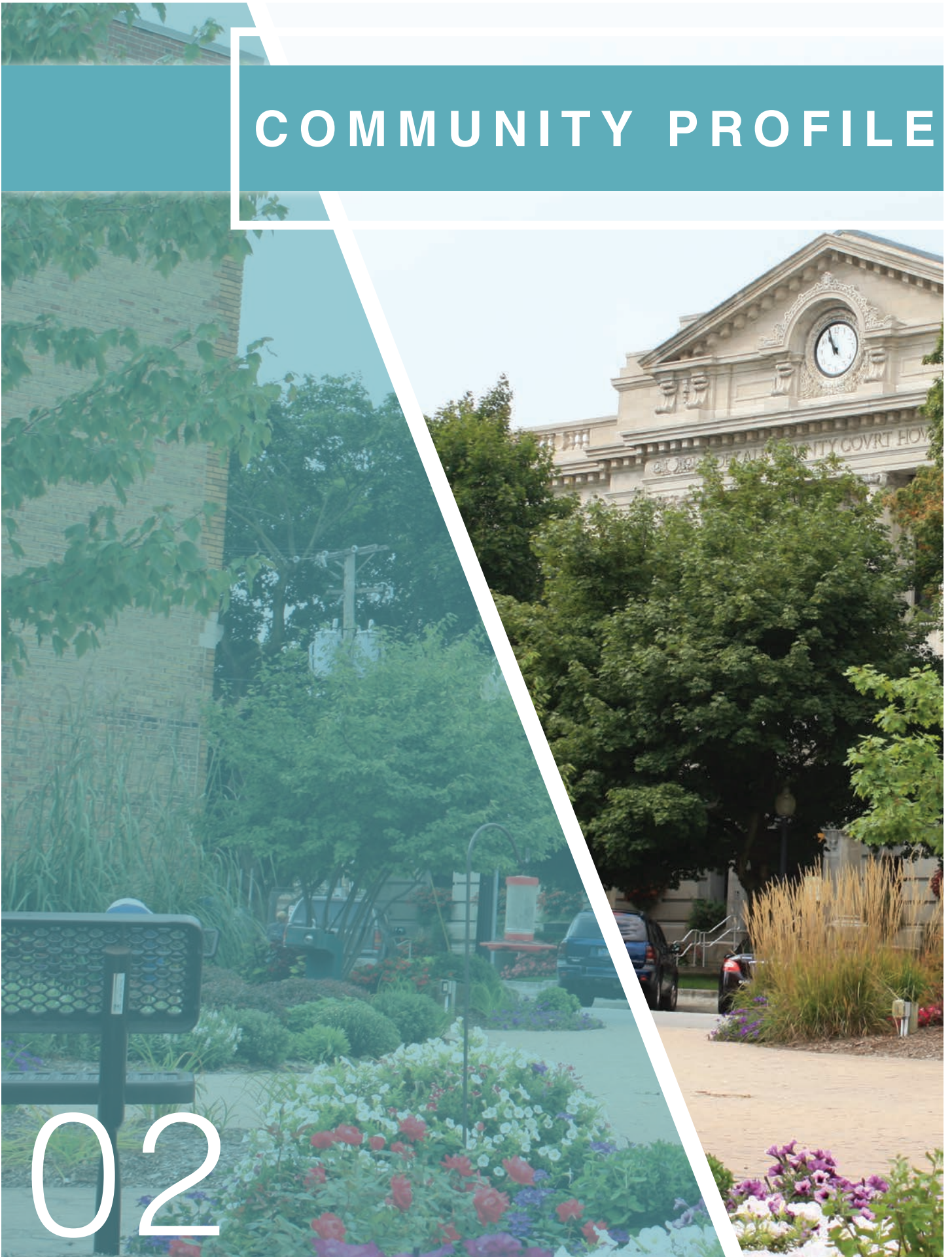
- Supporting multiple modes of transportation will serve various demographics of Auburn citizens in various ways.
- New development and redevelopment should be complimentary to the scale and character of Auburn.
- Major housing issues in Auburn include affordability and a lack of diverse options.
- The community is passionate about improving quality of parks and diversity of recreational amenities, especially trails.
- Appropriately scaled landscaping and sidewalks are highly desired streetscape improvements along all commercial corridors.
- There is a preference for pocket neighborhoods for senior housing where individual homes face a common area.
- There is a preference for development which emphasizes pedestrian-oriented design, quality landscaping, and limited or rear/side parking.
- Effort should be focused at improving West Seventh Street with regard to safety, function, and beautification.
- The community believes the Downtown and Museum District have components worth retaining, maintaining, and preserving. However, there are opportunities for improvements (re-imagining) in both areas.
- Downtown already has a strong presence of commercial, and now there is a desire for residential. There is also a demand for additional commercial development in nodes (at key intersections) around the City nearer residential areas.
- Gateways and important thoroughfares should be improved and beautified such that they create an identity for the community and/or a specific part of town. Pedestrian and bicycle access along these corridors is a critical component of this improvement and provides additional access.
- Student priorities align with the public at-large, with higher preference for enhanced arts and entertainment options, as well as alternative transportation options.
- 39% of students don't know if they will stay in Auburn after finishing school. Efforts to expand job opportunities, activities and amenities, housing options, and public spaces are opportunities to attract and retain youth.
- There is a demand for access to and improved options for food.
- The quality of sidewalks is a significant concern and an opportunity for improvement.
- AES is an asset that should be leveraged.
- Walkability is desired for all and critical for lower incomes.





# COMMUNITY PROFILE

02





## HISTORY/OVERVIEW

Auburn, DeKalb County, Indiana was founded in 1836 by Wesley Park and John Badlam Howe. Just 20 miles north of Fort Wayne, the site was chosen at the junction of Cedar Creek and two major trails: Goshen-Defiance Road and Coldwater Road. Auburn's name is believed to be derived from a poem by Oliver Goldsmith that begins, "Sweet Auburn! Loveliest village of the plain," as a tribute to its rural, Midwestern quality.

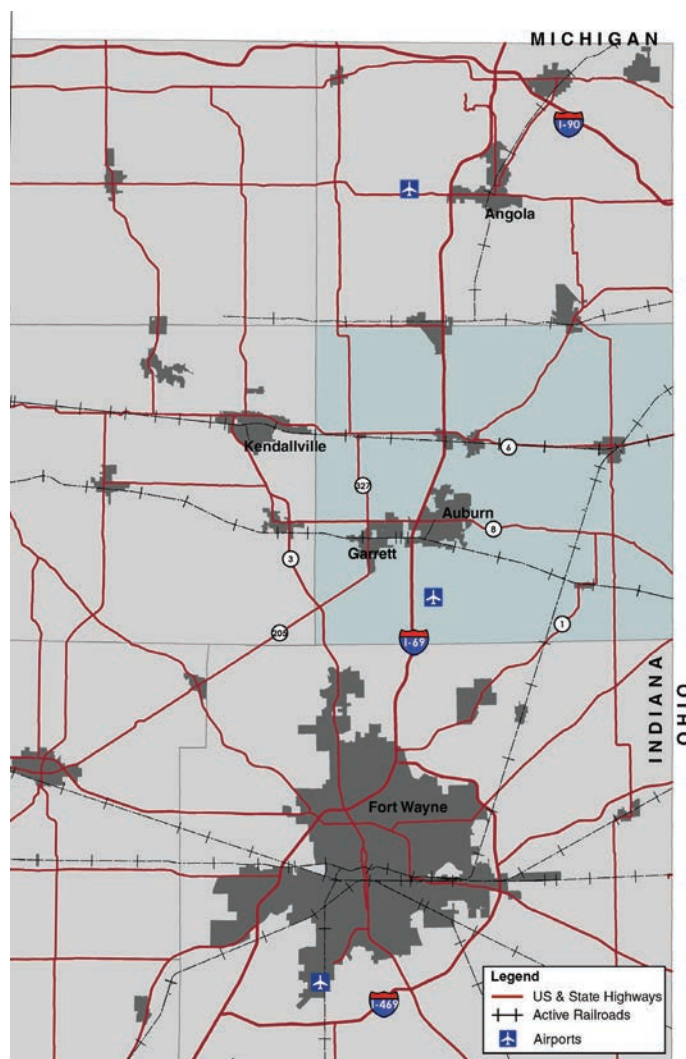
### Auburn, Indiana

By 1849, the village became incorporated as a town, and by the end of the American Civil War, it had over 700 citizens. Following a referendum in 1900, the town became the City of Auburn on March 26. Today, the population is over 13,000 people.

The Auburn Automobile Company also began in 1900, growing from the Eckhart Carriage Company founded by Charles Eckhart. It thrived until material shortages in World War I forced the plant to close. The company was sold in 1919, and then again in 1924 to E.L. Cord. In 1926, Cord collaborated with Duesenberg to produce a line of luxury vehicles. Despite their style and innovative engineering, the Great Depression stifled the market, leading to the end of the company in 1937. The Auburn Automobile Company did not survive to see the prosperity of the 1940s and 50s. However, the community's pride in its rich industrial history lives on.

The Auburn Cord Duesenberg Automobile Museum is open today in the original headquarters and showroom of the Auburn Automobile Company. The community embraced the automobile heritage when the Auburn Cord Duesenberg Festival and Auction began in 1956, which still brings thousands of visitors to Auburn every Labor Day weekend. Today, the City of Auburn is also known as "Home of the Classics."

Aside from the rich automobile history and culture, Auburn is derived from a community of philanthropists and hard workers. Auburn takes pride in its Downtown Historic Business District, which thrives with local retail businesses, offices, and restaurants. In the past 5 years, Downtown Auburn has been revitalized with the generosity and support of private and public investments. Events are held year-round to celebrate and promote Downtown Auburn.



Auburn offers public amenities like community parks, providing recreational facilities for its citizens. From small neighborhood parks, to large sports complexes, to the Auburn trail, there is something for everyone. There are two elementary schools located in the City. These schools are associated with the DeKalb County Central United School District. DeKalb Middle School and DeKalb High School are located just north of Auburn. The Eckhart Public Library, generously donated by Charles Eckhart in the early 1900s, provides many services to citizens including book rental, genealogy research, children's center, teen library, and many community events.

Auburn prides itself with its ability and desire to collaborate with local organizations, neighboring communities, state agencies, and many more.



## AUBURN HOUSING (2010)



6,055

Housing Units

\$124,485

Median Home  
Value

\$143,199

Avg. Home Value

## DEKALB COUNTY ECONOMICS (2010)



\$2.6B

Gross Domestic  
Product (GDP)

28,219

Jobs



\$54,958

Avg. Earnings



\$44,069

Per Capita Personal  
Income

## AUBURN, IN (2010)



13,514

People



5,577

Households



3,529

Families



701

Businesses

## POPULATION GROWTH

YEAR / METRIC	DEKALB COUNTY	NORTHEAST INDIANA	INDIANA
2010 CENSUS	42,223	759,086	6,483,802
2019 ESTIMATE	43,475	789,735	6,732,219
2030 PROJECTION	44,032	819,706	7,014,880
2050 PROJECTION	42,446	840,941	7,272,579
2010 - 2050 % CHANGE	0.53%	10.78%	12.95%

DEKALB COUNTY IS LAGGING FAR  
BEHIND THE STATE OF INDIANA IN  
POPULATION GROWTH.

## Demographics Sources

U.S. Census Bureau Decennial Census (2000)(2010); U.S. Census Bureau American Community Survey 5-Year Estimates; Esri (2019); Source: STATS Indiana, Population Projections (2020)

## PAST PLANNING EFFORTS

1959

### Auburn Indiana, A Planned Community

With a population of 6,300, the 1959 plan appears to be the City's first formal Comprehensive Planning effort. It included a Major Thoroughfare & Development Plan dividing the community in to six land use classifications and showing the "proposed" Interstate highway.



The document is brief but includes, maps, a zoning ordinance, and subdivision control ordinance that created a foundation for thoughtful and organized development.

1965

### City of Auburn Master Plan Report



With assistance from Urban Consultants Inc., the City of Auburn completed a thorough Master Plan Study that included Planning Data and Its Analysis; a Master Plan Report; and an Implementation Report. Experiencing an 8% population growth between 1950 and 1960, the studies dive deep into statistical analysis and looks specifically at land use, subdivision

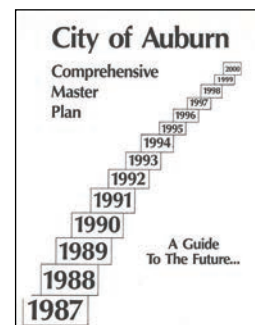
of land, the central business district, circulation, utilities, and capital improvement programming for the City of Auburn. The Implementation Report includes zoning, subdivision, annexation, and capital improvements report, among other things.

The Master Plan Report emphasizes "orderliness" in a sense that private and public development interests are blended to build a more orderly and better community with respect to the "recent" opening of Interstate 69, specifically interchanges at Seventh Street and County Road 11A/ Wayne Street.

1987

### City of Auburn Comprehensive Master Plan

With a population of 8,400 resulting from 16% population growth between 1960 and 1970 and an additional 10% growth between 1970 and 1980, the 1987 Comprehensive Master Plan includes statistical analysis, results from citizen participation, thorough analysis of existing conditions, and the identification of goals and implementation processes. The Plan includes a new zoning ordinance and subdivision control ordinance.



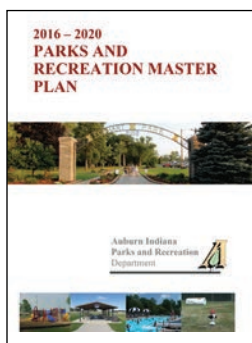
The plan emphasizes land use development that achieves balanced and desirable physical growth; the creation of a supportive and encouraging business climate; and facilitation of effective and efficient processes – all in an effort to improve the quality of life of residents and promote the optimum use of Auburn's present and potential future lands taking into consideration physical and economic factors.

## Other Planning Efforts

In addition to the three aforementioned Comprehensive Master Plan efforts, the City has had many specific, strategic plans adopted and implemented over the years. Those listed below have been approved over the last decade:

2016

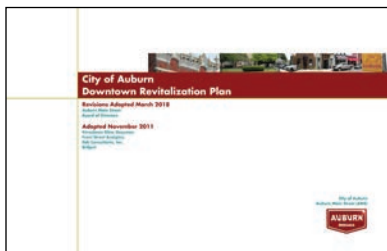
### Parks & Recreation Five Year plan



In accordance with the Indiana Department of Natural Resources, the 2016 City of Auburn Five-Year Parks and Recreation Master Plan inventories existing park and recreational features, determines an acceptable level of service for the community, and identifies projects that fill documented recreational needs in the community. Funding mechanisms are also included in the plan.

2018 Update

### Downtown Revitalization Plan



The Downtown Revitalization Plan is a strategic plan aimed at building on the strengths/assets and leveraging the community's heritage. The Plan assesses the current physical and

economic conditions that result in a viable retail, business, entertainment, and government center. The focus is on preserving downtown character and emphasizing the importance of public spaces including streetscapes.

2014

### East Central Neighborhood Study

The East Central Neighborhood Study assesses a specific neighborhood on the east side of Auburn using livability principles established by the Partnership for Sustainable Communities. This plan looks at existing conditions, access to services, and neighborhood composition to create an action plan to improve the quality of life to residents in this neighborhood.



2018

### Trail and Sidewalk Master Plan

The 2018 Trail and Sidewalk Plan serves as a guide to direct the future growth and improvement of the City of Auburn's trails, sidewalks, and bikeways. The plan identifies top priority trails, regional trails, and important pedestrian linkages.



## PLANNING BOUNDARY

The Auburn 2040 planning boundaries include the City's corporate limits, the current extra-territorial jurisdiction, as well as lands just beyond the City's current extra-territorial jurisdiction. Planning for an area slightly larger than the current planning jurisdiction is necessary to ensure continuity in the land use patterns and the built environment.

### Corporate Limits

Over the last five years, many properties that are in the process of being developed have voluntarily requested annexation into the City. There has been one involuntary annexation to grow the City over that same time frame. Due to Indiana Code making annexation difficult, the future of annexation for the City of Auburn is anticipated to be similar to the past five years with the majority of Auburn's growth in corporate limits resulting from voluntary annexations. Should Indiana Code be amended to allow for more practical annexation, the City should first focus on areas where sewer and water services exist.

### Extra-Territorial Jurisdiction (ETJ)

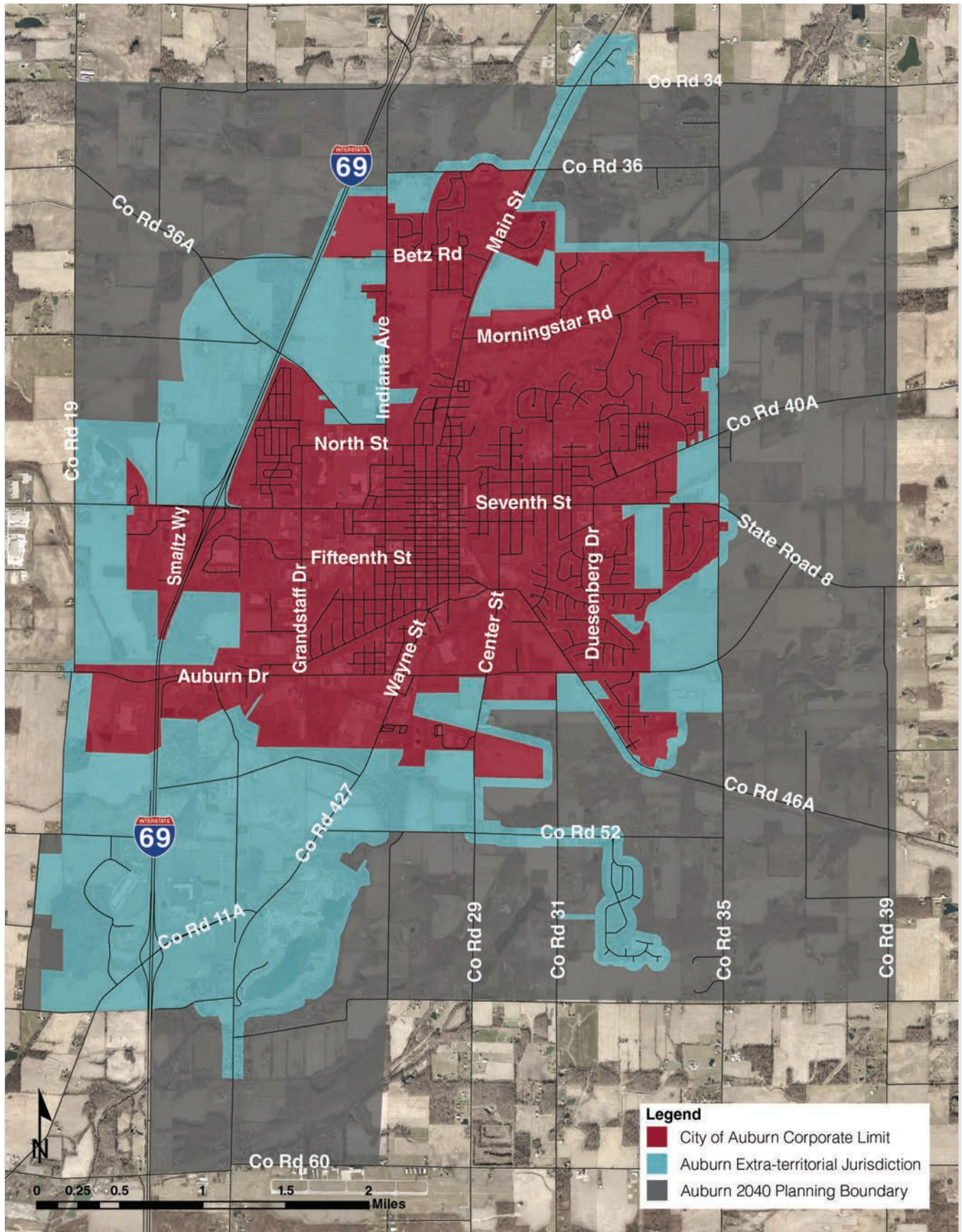
The City of Auburn benefits from a strong working relationship with DeKalb County with regard to planning, zoning, and permitting. While the City and County have collaborated for decades via a joint planning committee, the two entities formalized the granting of extra-territorial jurisdiction to the City in 2007 with an Inter-local Cooperative Agreement. That agreement was last updated in 2017 and is re-visited every five years to adjust the boundaries and agreement as necessary.

The City's extra-territorial jurisdiction has a static component which stays consistent unless formally agreed upon by both entities. The static component is based on wellhead protection areas, project growth areas, island areas, immediate fringe areas, and areas by owner request. There is also a dynamic component which follows city water and sewer availability. Properties that "straddle" the boundary are also addressed as dynamic.

### Auburn 2040 Planning Boundary

Auburn 2040 plans for lands beyond the current extra-territorial jurisdiction because it makes sense to ensure there is continuity in the land use patterns and the built environment regardless which entity makes the land use decisions. In a general sense, the planning area is roughly encompassed by County Road 19 to the west, County Road 34 to the north, County Road 39 to the east, and County Road 56 to the south with some extension along County Road 427 south.







## CURRENT LAND USE

The current land use map illustrates the type of activity for which a parcel of land is used. This is different than zoning, as this map does not impose any policy or required standards for physical developments. This data was derived from the DeKalb County Assessor's Office based on property tax description.

Existing land uses in Auburn are categorized into the following types:

**AGRICULTURAL** - livestock or crop production, and related services; may include low-density single-family housing

Auburn is notably surrounded by agricultural lands used for crop or livestock production. These properties may also be used for residential purposes, while their primary function is agricultural.

**PARKLAND** - areas used for sports, recreation, and leisure; includes natural areas maintained for conservation purposes

See the Existing Conditions "Recreation and Community Services" map and summary on pages 22-23 for more information on existing parks.

**RESIDENTIAL** - dwellings and structures used to house individuals or families, whether singular or multiple

Concentrations of residential uses surround the downtown core, while new single-family subdivisions have primarily developed around Auburn to the northeast and southeast. Multiple family dwelling types are less common, with apartment buildings and complexes located in closer proximity to commercial areas.

**INSTITUTIONAL** - government services, educational facilities, and public or private institutional services such as libraries, community centers, medical facilities, or assisted living facilities

See the Existing Conditions "Recreation and Community Services" map and summary on pages 22-23 for more information about major institutions in Auburn.

**DOWNTOWN COMMERCIAL** - a mix of retail, office, and entertainment; may include housing

This land use is focused primarily around the Courthouse. Several blocks of storefronts offer various restaurants, offices and professional services, and boutique style retail.

**COMMERCIAL** - retail stores, offices, and related services

Various commercial areas exist in Auburn. West Seventh Street (from Smaltz Way to Depot Street) is a major commercial corridor. These uses include higher intensity retail and services, such as big box retail stores, auto sales or repair, convenience stores and restaurants with drive-thru windows. From West Seventh Street, Grandstaff Drive extends north and south, and continues with a mix of higher intensity commercial uses. East Seventh Street and Wayne Street are also corridors of mixed commercial uses, including restaurants, convenience stores, professional offices, and retail. In most of these areas, parking is commonly in front of structures, and many single-tenant businesses have their own access drives to their street.

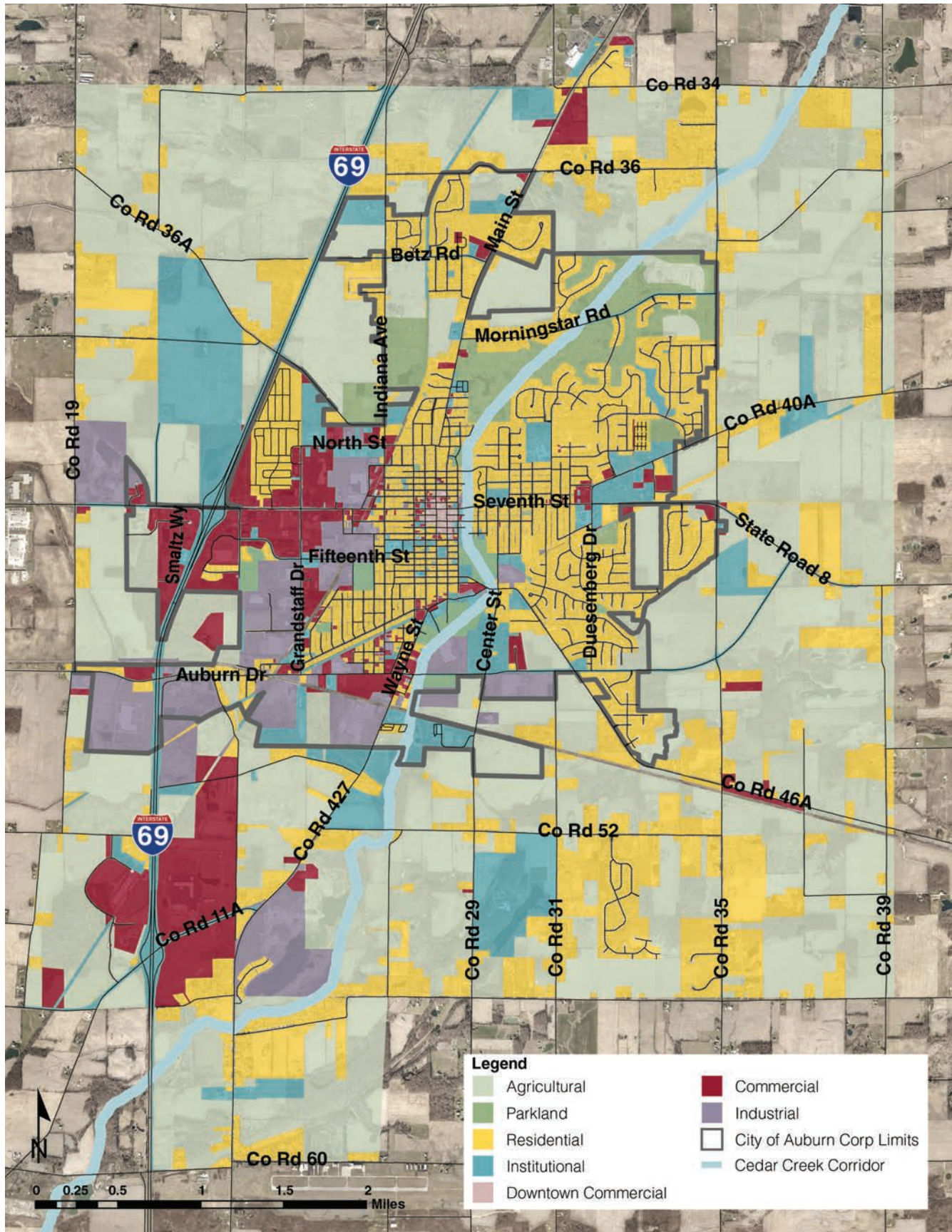
**INDUSTRIAL** - warehousing and manufacturing

Industrial developments in Auburn are situated along Interstate 69, Auburn Drive, South Grandstaff Drive, and a few areas in southeast Auburn, especially along former railroad rights-of-way. Auburn is home to major heavy manufacturers such as Carlex Glass of Indiana Inc, Rieke Corporation, Metal Technologies, Tower International, Auburn Gear, Scot Industries, Messenger LLC, etc. These industries are major employers in the area.

THE INDUSTRY WITH THE MOST BUSINESSES AND EMPLOYEES IN THE CITY OF AUBURN IS THE **RETAIL INDUSTRY**.

MORE THAN **50%** OF DEKALB COUNTY WORKERS AND **20%** OF AUBURN WORKERS ARE EMPLOYED IN MANUFACTURING.

*AUBURN HAS A LONG HISTORY OF MANUFACTURING AND STILL CELEBRATES ITS AUTOMOBILE ROOTS TODAY WITH FOUR CAR MUSEUMS AND THE ANNUAL AUBURN CORD DUESENBERG FESTIVAL.*





## INFRASTRUCTURE

Infrastructure is the vital network of physical systems for transportation of vehicles, pedestrians, and resources. Both the quality and connectivity of these systems may define quality of life for residents within the service area.

Infrastructure is divided into two categories here, including circulation and utility.

### Circulation Infrastructure

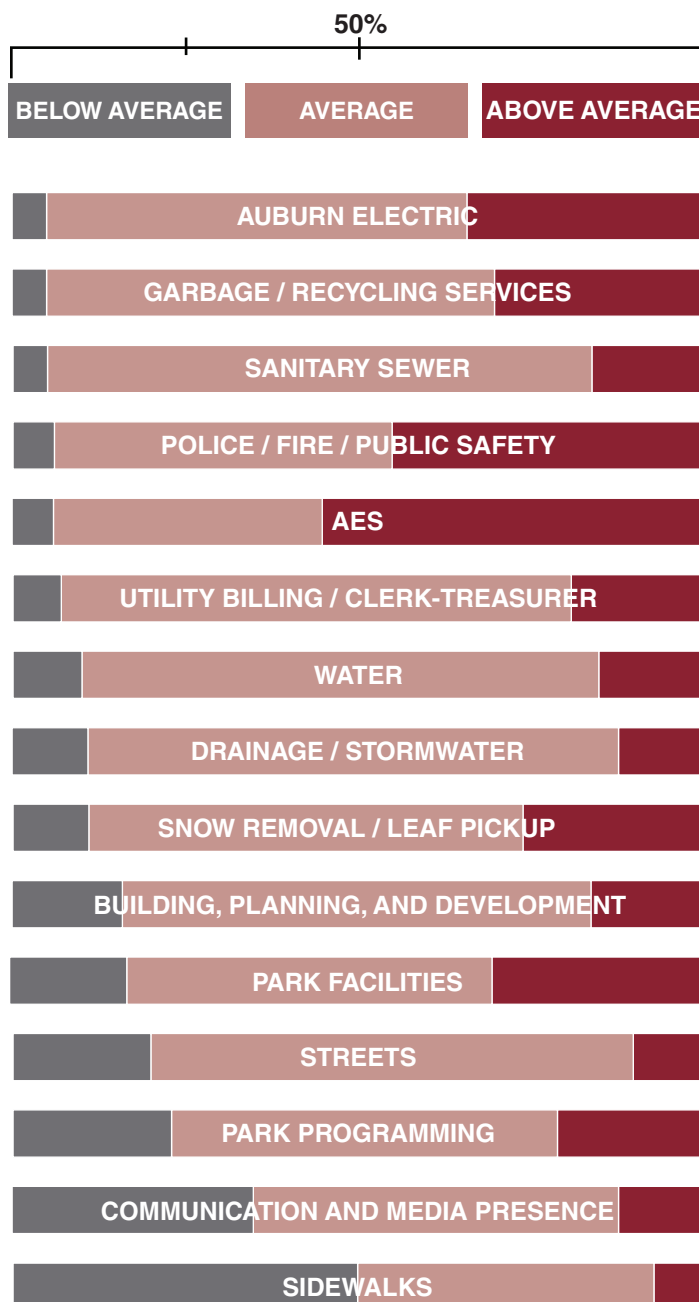
Infrastructure that facilitates the transportation of vehicles, pedestrians, and the goods and services each may carry includes streets, trails, and sidewalks.

The City's street network consists of 78 miles of streets, 10 miles of alleys, and 82 cul-de-sacs. The Auburn Street Department is responsible for maintenance of existing streets within the corporate limits of the City. The Street Department addresses and remedies street hazards such as debris removal, leaf removal, snow removal and salting, patching potholes, sealing cracks, and installing traffic signs. The development of new streets in Auburn is primarily developer-driven and developer funded.

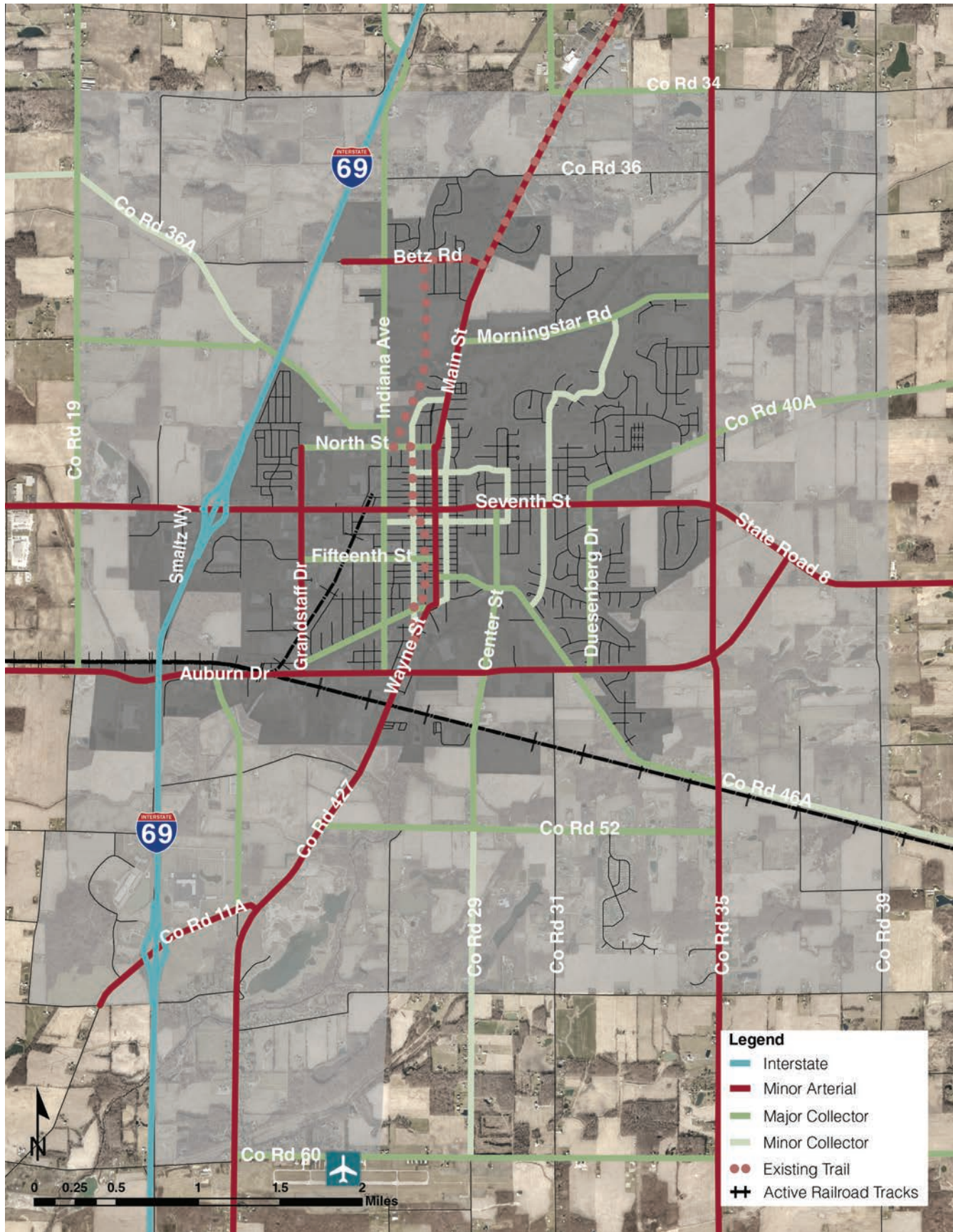
DeKalb County Highway Department is responsible for maintenance of existing streets located within the Extra-territorial Jurisdiction.

As is in most communities, public sidewalks located in street rights-of-ways are the responsibility of the adjoining property owner to install, maintain, and repair. There are nearly 93 miles of sidewalks in the City of Auburn. An inventory of the quality of sidewalks conducted in 2020, revealed 21% of the City's sidewalks are in poor condition and 59% are in fair condition. Knowing sidewalks and pedestrian connectivity is important to quality of life, in 2020, the City of Auburn introduced the Residential Sidewalk Program which offers residents an opportunity to replace their public sidewalks for the cost of the concrete. The City of Auburn provides all other components of the project with City labor for no additional fee. Over 100 residents took advantage of the program in its first and second year.

### QUALITY OF SERVICES & INFRASTRUCTURE







## Utility Infrastructure

Utilities such as water, power, fiber/communications, and sewer (including combined, storm, and sanitary) are the veins of the community ensuring services for healthy, modern quality of life.

### Auburn Electric and Auburn Essential Services

The Auburn Electric territory expands further north than the City's planning jurisdiction; however, the planning boundaries expand further south than the electric territory. Regardless of their territory, Auburn Electric is committed to providing power to customers through several initiatives, and keeping the public and their crews safe as they do it. In the recent past, there have been policies developed to inspect and repair poles, minimize outages, and upgrade physical lines. In 2020, Auburn Electric served 7,926 meter points, across 370 miles of sub transmission and distribution lines, over 22 square miles of Auburn Electric Territory. In 2019, the department boasted there had never been an outage lasting more than 24 hours. And most outages are addressed in as little as one to two hours.

In 2004, the City was at risk of losing a large employer due to lack of reliable broadband. When other providers in the area failed to adequately respond, the City created Auburn Essential Services (AES) to provide fiber to businesses and homes. AES provides fiber broadband internet, TV, and phone services. The new utility was carefully and methodically deployed across the Auburn Electric territory over the course of a couple of years. The utility has experienced tremendous success which has resulted in significant demand for services outside of the original service territory. AES is in the process of expanding its service area to Garrett and is focused on expansion of its service area in instances where it makes sense for the utility and the community.

## Auburn Water Department

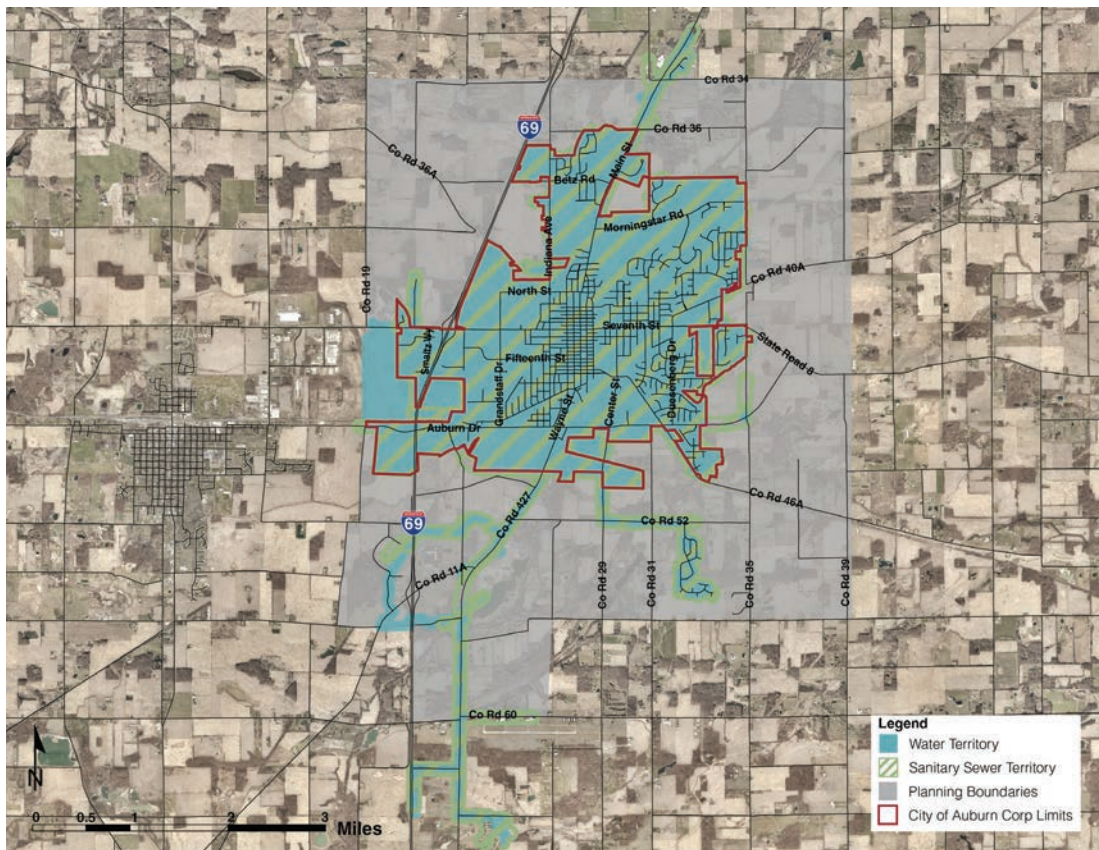
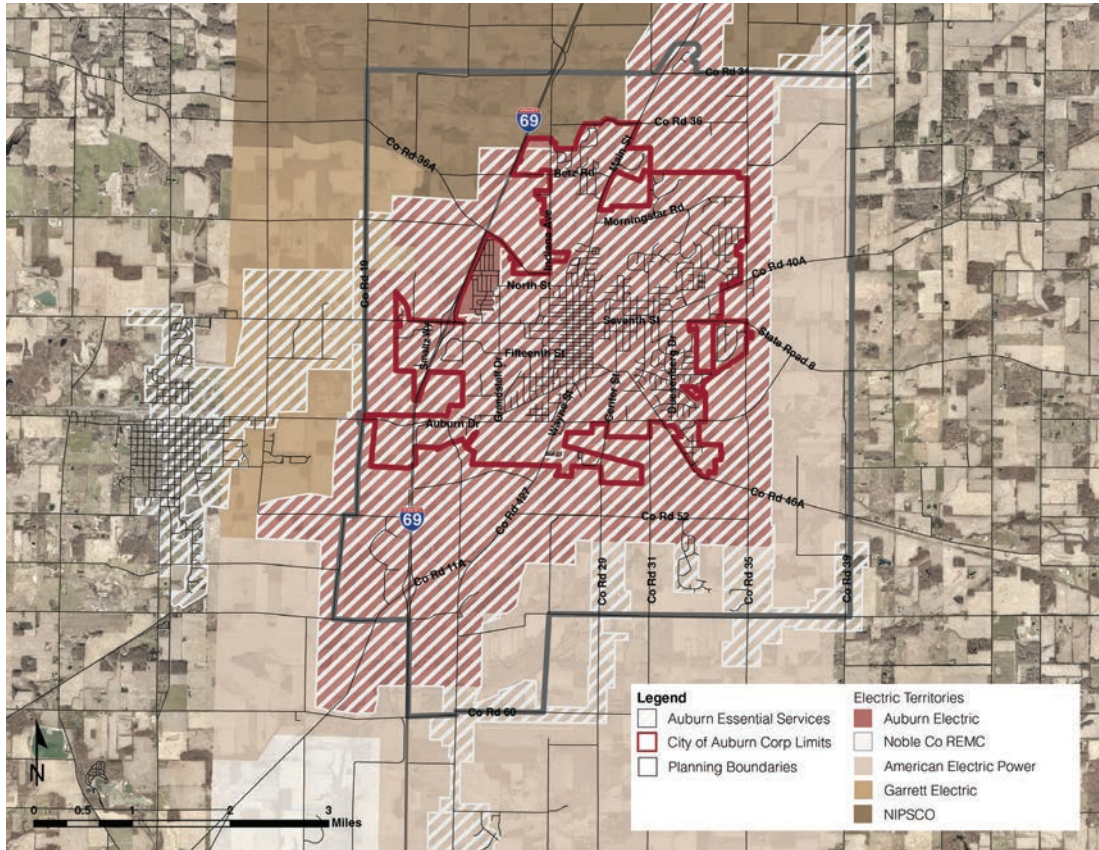
The Water Department serves Auburn as the main distribution system of potable water. The water utility's territory extends beyond the City limits both north and south, and even beyond the City's extra-territorial jurisdiction to the south. Underground wells in two locations in the City provide water to the system's three elevated water towers and 107 miles of main lines. In 2020, nearly 700 million gallons of potable water was pumped through the system. That same year, a 5-Year Rolling Capital Improvement Plan was developed to help the Water Department prioritize system improvements.

### Auburn Water Pollution Control Department

Auburn's Water Pollution Control (WPC) Department manages the City's Municipal Wastewater Treatment Facility which is integral to protecting the health and well-being of the community. Their operation includes a tertiary wastewater treatment facility (at two separate plants) which treats 897 million gallons of wastewater per year in three phases: primary treatment (solid removal), secondary treatment (bacterial decomposition), and tertiary treatment (extra filtration).

The City has a network of sanitary sewer mains, storm sewer mains, and combination sewer mains. Over the last 17 years, the City has invested \$24 million on projects to eliminate combined sewer overflow events as mandated by the Indiana Department of Environmental Management. The City has experienced a dramatic decrease in the frequency of these events averaging 3 per year.







## ENVIRONMENTAL FEATURES

Wetlands, floodplains, regulated drains, creeks, rivers, and wellhead protection areas all make up environmental features in Auburn. These features often affect, or are affected by, physical development and land use, making it important to consider their location and status in planning. Auburn has many of these features and has enacted various policies to protect these features and guide the community in thoughtfully developing properties surrounding these features.

### Cedar Creek

Cedar Creek is a backbone through Auburn, running the entire length of the City from north to south and is one of the few natural assets in Auburn. From a winding body to being converted to a straight shoot, Cedar Creek was reconstructed before 1900 through the core neighborhoods of Auburn to provide additional developable land.

### Regulated Drains

Regulated drains serve to carry surplus water and drain lands that are developed or used for agricultural purposes. Regulated drains are either natural or artificial; they can be open drains, tile drains, or a combination. All regulated drains in the County, including those within the City of Auburn, are regulated by the DeKalb County Surveyor's Office. Generally, there are 75-foot drainage easements on each side of regulated drains where development is limited.

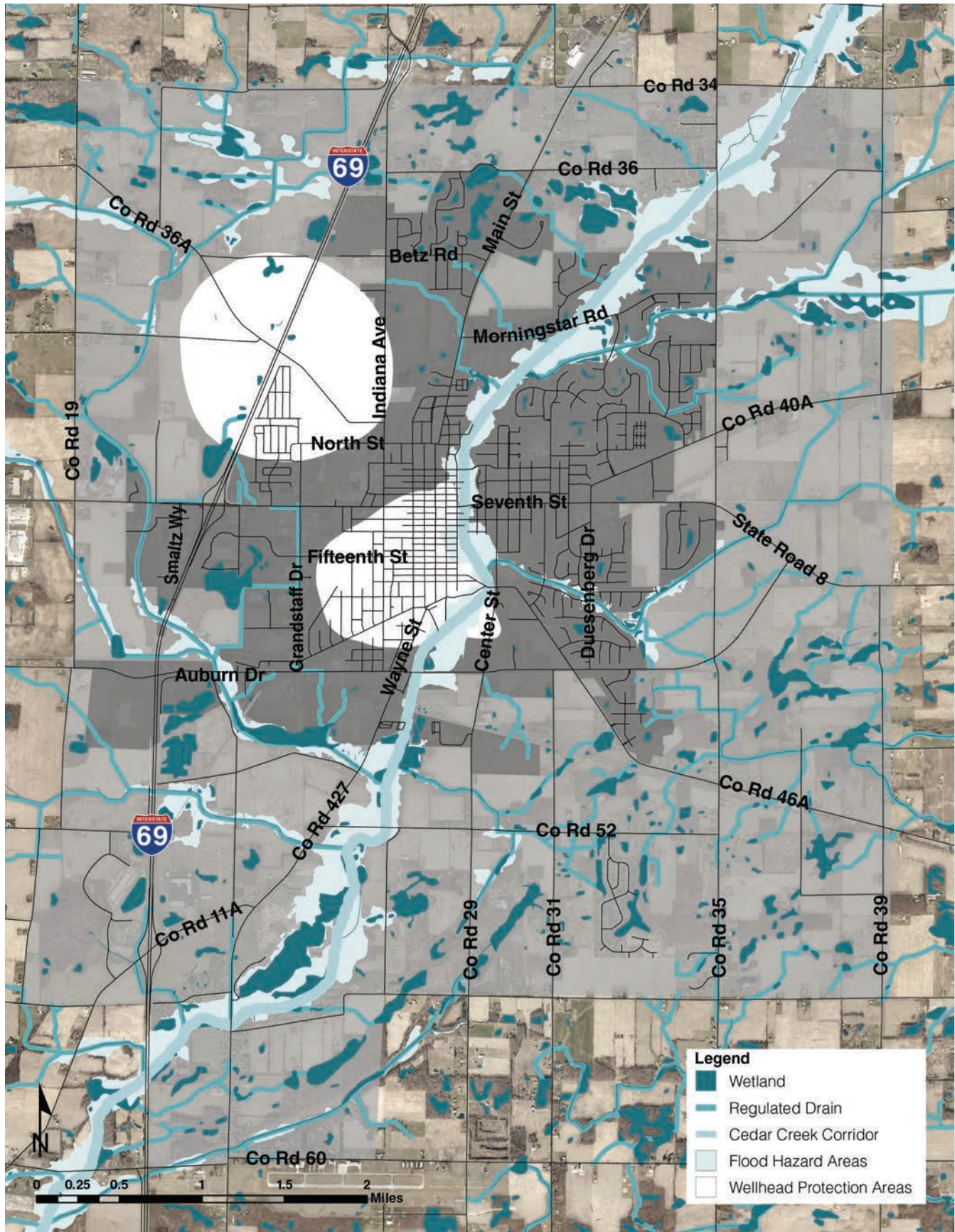
The most prominent regulated drains in and around Auburn are: Cedar Creek, Walter Smith Regulated Drain, Cliff Metcalf Regulated Drain, William Peckhart Regulated Drain, and John Diehl Regulated Drain.

### Flood Hazard Areas

Often associated with Cedar Creek and regulated drains, flood hazard areas, or floodplains, are defined as the channel proper and the areas adjoining any wetland, lake, or watercourse which have been or hereafter may be covered by the regulatory flood. In order for residents to participate in the State's flood insurance program, Auburn must enact and enforce a Flood Hazard Area Ordinance restricting development or ensuring flood resistant development within the floodplain. Flood hazard areas are regulated by the City of Auburn Building, Planning, and Development and Indiana Department of Natural Resources depending on the zone of the flood area.

### Wellhead Protection Areas

Wellhead protection areas protect the City's water supply by generating awareness and regulating development in these areas. Both the City of Auburn Water Department and Building, Planning, and Development Department use the wellhead protection areas as an opportunity to generate awareness about the wellhead areas and educate those within wellhead areas about best practices to ensure the quality and safety of the City's water supply.





## RECREATION & COMMUNITY SERVICES

Various government buildings, medical facilities, religious institutions, cemeteries, community centers, and educational centers are scattered throughout DeKalb County and Auburn. These facilities vary significantly in size, use, intensity, and design characteristics.

### Government Offices

The Auburn City Hall, DeKalb County Courthouse, and County Annex buildings in downtown are home to several governmental offices and departments including the Auburn Police Department. The Street Department and Parks Department offices are located south of downtown. The Water Department's office lies on North Street, north of Auburn's major commercial area, and Water Pollution Control is located on South Wayne Street, as well as County Road 29. Auburn Electric is also situated at a County Road 29 location. Auburn Fire Department has two stations: Station 1 is on the east side of Auburn on County Road 35 and Station 2 is on the west side of the city on South Grandstaff Drive.

### Schools

McKenney-Harrison Elementary on South Indiana Avenue and J.R. Watson Elementary on Eckhart Avenue are major educational institutions within the DeKalb County Central United School District that are located in Auburn. Although not formally within the City's planning boundary, DeKalb Middle School and DeKalb High School are very much considered part of the Auburn community. Likewise, Lakewood Park Christian schools lies just south of the City's planning boundary, but is very much part of the community. The Eckhart Public Library campus is another notable institution on South Jackson Street.

### Parks

Park and recreational opportunities are critical components in a community's quality of life. The City strives to offer high-quality recreational opportunities year-round through the Parks Department programming and facilities. The City's public parks are supplemented by privately-owned facilities to further support the recreational needs and desires of the community.

Auburn Parks Department is in the process of completing a Five-Year Park and Recreation Master Plan (finalized in the second quarter of 2022) with assistance from Pros Consulting and Context Design. While the Parks Department has historically completed Five-Year Master

Plans, this particular plan takes a deeper dive by including a statistically valid survey and thorough needs assessments with level of service calculations to determine a plan for Auburn's park assets and recreational programs.

The City's parks are governed by the four-member Auburn Park Board, whose jurisdiction is the corporate boundaries of the City of Auburn. The City owns, maintains, and operates over 160 acres of parkland including:

**COURTYARD PARK**, a pocket park in downtown Auburn featuring a small waterfall with urban landscape features.

**DON LASH PARK, FORREST PARK, WILLENNAR PARK, DESOTO PARK, AND RILEY PARK** serve as smaller neighborhood parks.

**MEMORIAL PARK, SMITH ACRES PARK, AUBURN GEAR PARK, AND THOMAS PARK** serve as mid-sized community parks each with unique recreational features in locations that are easily accessible from adjacent residential areas.

**ECKHART PARK** is a historic park with mature trees, a nature trail, an enclosed pavilion, as well as a new skate park.

**RIEKE PARK** is the newest park including baseball/softball facilities to house youth leagues, fishing pond, and open pavilions as well as a lodge available for rent for private events.

Trails and connectivity continue to be a focus for the community because of the variety of benefits trails produce. Auburn is fortunate to be included in the Poka-Bache Trail route, an 80-mile planned trail to connect Oubache State Park in Bluffton with Pokagon State Park in Angola. Much of the trail is complete through Auburn via the trail that begins near the Auburn Cord Duesenberg Automobile Museum on the southside of Auburn and continues north through downtown Auburn past Rieke Park and connecting to the Auburn-Waterloo Trail which heads north out of Auburn.

Auburn is home to the DeKalb County YMCA campus that includes water features, youth leagues, and a multi-field soccer complex (among many other things). There is a public 18-hole golf course on the north side of the City, and the former golf course has been converted into a privately owned, but publicly accessible nature park complete with interior trails and groves of wildflowers. Also unique to Auburn is the Doc Coleman landing providing canoe and kayak access to Cedar Creek on the far northeast side of Auburn and ACRES Land Trust's Covell Nature Preserve on the south edge of Auburn.



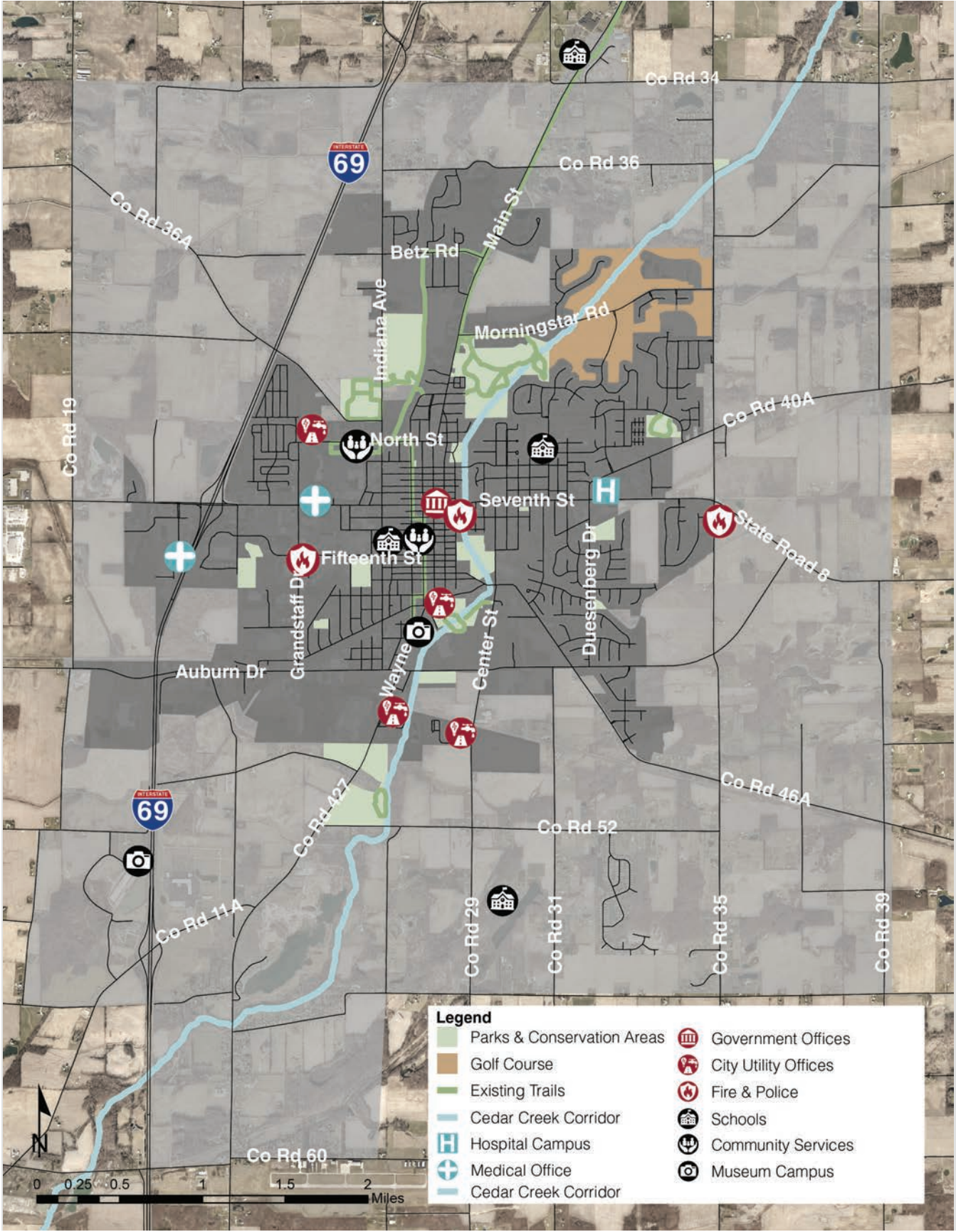


EXHIBIT A

## ECONOMIC ASSETS

The City of Auburn has been proactive in providing incentives for economic growth in the community. Some of those incentives are geographically based, and this section looks at the existing geographically based incentives available to those considering investment in the City of Auburn.

### Historic District

A historic district is a symbol of a community's interest in honoring its heritage and valuing its character and sense of place. The Auburn community has done that since the Downtown Auburn Historic District received that designation in 1986. The Downtown Auburn Historic District is roughly bounded by Fourth, Cedar, Eleventh, and Jackson Streets including eight full contiguous blocks plus multiple partial blocks. Notable contributing resources include the DeKalb County Courthouse, Auburn City Hall, and the Auburn Post Office.

The heritage and character of this Historic District has been the focus of significant economic growth – primarily funded by the private sector. The James Foundation truly became the impetus for this growth with the development of The James Cultural Plaza, historic renovation of The Commerce Building, and the reuse of the historic Auburn Hardware into the Auburn City Steakhouse from 2015 to 2017. The James Foundation's investment, along with public investment in streetscape and beautification of downtown, created momentum that has resulted in a renewed interest in investing downtown. Team Quality Services chose a downtown location for their corporate headquarters that opened in 2019, and Credent Wealth Management's corporate headquarters is scheduled to open in 2022. In addition, there have been countless private investments by smaller businesses and property owners that have contributed to this synergy within or near the Downtown Auburn Historic District.

### Riverfront Districts

To promote growth in the restaurant and entertainment industries, Indiana Code has special provisions that allow for the issuance of additional and non-transferable liquor licenses in areas that have been designated Municipal Riverfront Districts. In 2019, the Auburn City Council passed a Riverfront Development Ordinance designating two areas near Cedar Creek as Riverfront Development Districts. Auburn's Riverfront Development Districts are within 1500 feet of the Cedar Creek floodplain and focus

primarily on properties in downtown Auburn and properties near the Auburn Cord Duesenberg Automobile (ACDA) Museum that are zoned commercial or have the potential to be redeveloped for commercial and/or uses that support the museum district.

### Tax Increment Financing (TIF) District

Tax Increment Financing (TIF) Districts use the property tax funds from new investments to finance public infrastructure improvements. This method of financing infrastructure is popular because it does not create or increase property taxes for existing property owners and uses the "tax increment" from developments as funding.

The City of Auburn has used TIF financing since the early 1990s. In 2020, the City comprehensively reviewed the TIF District and subsequently amended and expanded the TIF District to capture the tax increment in areas most likely to be developed or redeveloped in the near future.

### Opportunity Zones

The Opportunity Zone initiative is designed to bring economic and community revitalization to areas that need it most. The Opportunity Zone is a tax incentive program that grants preferential tax treatment to qualified investments in Opportunity Zones.

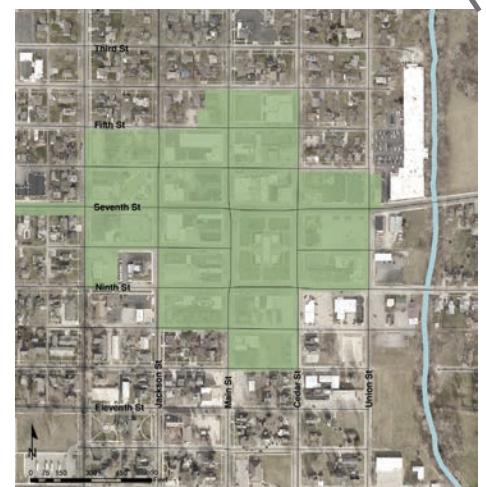
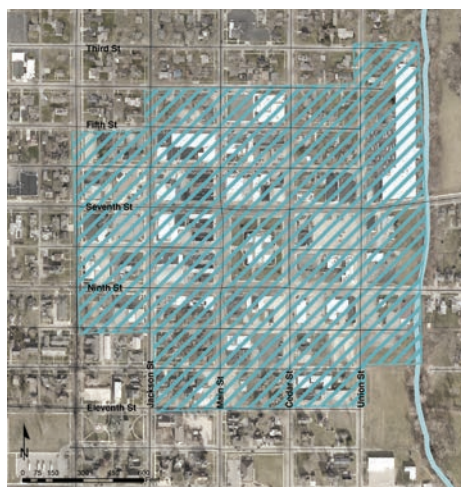
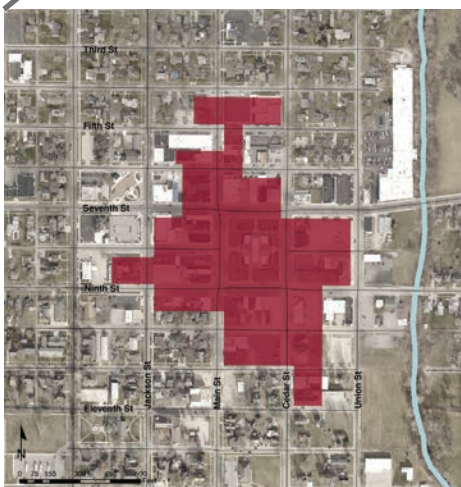
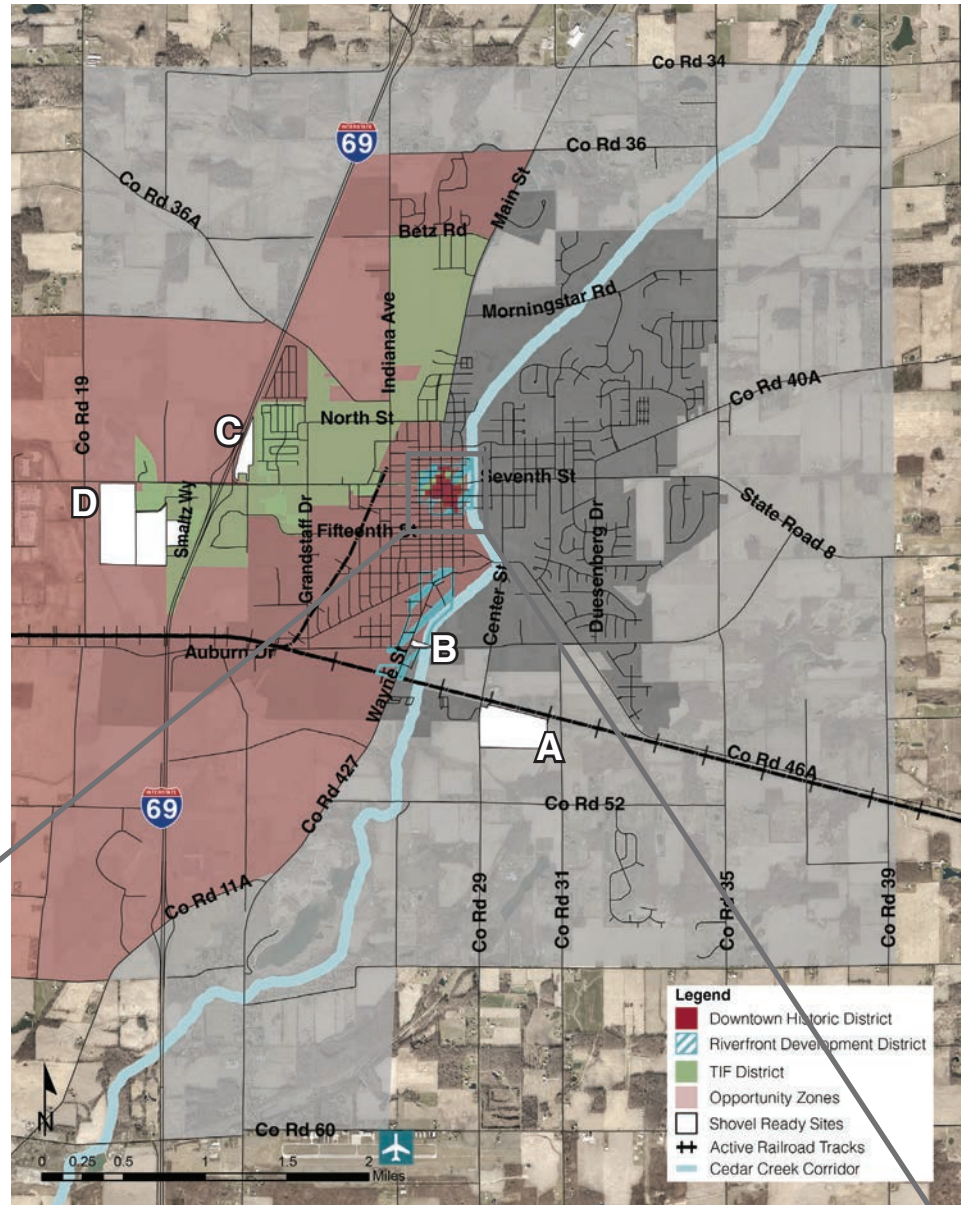
In 2018, the US Treasury released census tracts that were eligible for the Opportunity Zone designation and requested Governors make the selection in their States. Indiana requested submittals and justification from local communities, and Auburn showed up with significant community support. As a result, the west half of the City of Auburn was designated a Federal Opportunity Zone. An additional and adjacent census tract including the east half of the City of Garrett also received the designation. So far, two projects within Auburn's planning jurisdiction have taken advantage of the Opportunity Zone incentive.



## Shovel Ready Sites

Shovel ready sites are undeveloped commercial or industrial properties that have all the planning, zoning, survey, title work, environmental analysis, soil analysis, and direct access to public infrastructure. There are six shovel ready sites designated by the DeKalb County Economic Development Partnership within the City's planning boundaries that offer a range of features:

- A. The Yoder Site offers rail access, along with all City utilities. While located off main arterials, it is still very accessible by vehicles.
- B. The Conrad Site is a small property at a significant intersection in town. It has great vehicular access, as well as all utilities.
- C. The Hurand Site offers Interstate frontage and access with approximately 25,000 daily trips along W Seventh Street. City utilities are also easily accessible. Upcoming drainage improvements will make more of this site useable.
- D. There are three shovel ready sites west of Interstate 69 totaling 120 acres. Each site offers excellent access and utilities along with the flexibility to accommodate any size development.







The background of the page is a collage. On the left, there's a semi-transparent green overlay containing a mural of a building facade with large arched windows and a vintage car parked in front. To the right of this overlay, the background shows a street scene at sunset. Several classic cars are parked along the street, including a white convertible, a red convertible, and a dark red car. In the background, there are trees, a tall antenna tower, and a building with a clock tower. The sky is filled with warm orange and yellow clouds.

# RECOMMENDATIONS

03

## THE COMMUNITY VISION

Auburn's vision statement summarizes community values and intent based on feedback collected through various community engagement opportunities. Over the course of several months, the Planning Team and the community worked together to define the most important aspects of the City and its context while engaging in collaborative discussion about the history, current state, and future of the built environment in Auburn. It became clear through these conversations that the community is driven by its pride in its history, and inspired by its potential to continue to build and create. The community has also made clear it is not blind to the obvious challenges presented by ever changing political, socioeconomic, and environmental climates of the local and national context. Many stimulating conversations during this collaboration brought to light specific sites or services that the community knows must be preserved and promoted, as well as those sites or services that desperately need improved. Challenges often present opportunities for further collaboration,

for designing creative and effective solutions, and for improving the built environment in ways that will address and enhance these political, socioeconomic, and environmental climates. With each meeting attended, survey distributed, or passing comment received, the Planning Team and the community has devised various ideas for policies, programs, and potential developments.

These collective conversations inspired the breakdown and development of the Goal Categories, including Land Use, Arts & Parks, Downtown, Housing, Transportation, Local Government and Services. Each category is directed by an overarching Goal. From there, Policies were written jointly by the planning staff, steering committee, and Plan Commission, and were heavily influenced by the objectives defined in the Vision Statement and each Goal.

### Vision Statement

Like the auto that made it famous, the City of Auburn is driven to pursue high quality in design and function across its ever-evolving developments and services that improve the everyday lives of our community. Fostering an *innovative spirit* with community-forward approach, Auburn 2040 strives to encourage *superior amenities with small-town comforts*, and serves as a road map to guide that pursuit. Auburn will continue to advance *high-quality services* and efficient infrastructure; *walkable destinations* and regional *attractions*; vibrant *employment options* and innovative *business endeavors*; and alluring housing stock and *healthy neighborhoods*, all of which will ultimately reflect the *values of the community* who have helped to craft this plan. The future is full of unknowns, but with dedication, Auburn will drive and thrive on the road ahead.



## Goals & Policies

### Goals

A comprehensive plan highlights significance in overarching themes to guide a community to achieve its future vision. Comprehensive plans address a wide range of topics that make up a community. These topics became the goal categories that influence the policies and implementation strategies within this plan. For each category, a goal statement is written to define the basic objective of each category. The goal categories for the City of Auburn are listed on the following page.

### Policies

Policies support achievement of each goal and were created using a variety of data and input. The main sources used when crafting these Policies include:

- Past planning documents from the community
- Conclusions from the Existing Conditions Report
- Input from the Online Survey

- Input from the Steering Committee
- Input from the Stakeholder Groups
- Input from the Public Workshops
- Input from the Auburn Plan Commission and elected officials
- Expertise from Planning Staff and consultant
- Generally accepted Best Management Practices
- Strategies proven effective in comparable communities

Policies will guide developers, decision makers, and City Staff in maintaining the built environment and ensuring new projects continue to create a community that embodies its crafted Vision Statement.

It should be noted the Policies in each Goal Section are not in a particular order.

### Goal Categories



Land Use



Arts & Parks



Downtown



Housing



Transportation



Local  
Government and  
Services



Economic  
Development

## LAND USE

A.

**Cultivate a built environment which promotes balanced and responsible growth patterns.**



## LAND USE POLICIES

01. Identify and (re)develop corridors within and gateways to the community.
02. Promote intentional and planned growth and development that emphasizes harmony between the environmental, economic, and social needs of the community.
03. Create a strategy to redevelop the State Road 8 corridor.
04. Support investment in downtown.
05. Align planning and zoning documents with the future goals identified in this plan.
06. Develop a land use strategy for the I-69 / Co. Rd. 11A interchange.
07. Encourage commercial development on Auburn's east side with emphasis on access to grocery and food options.
08. Promote and enhance connectivity to local destinations.
09. Identify geographic areas to capitalize on recreational and art opportunities.
10. Utilize branding to strengthen district identities.
11. Preserve, protect, and promote natural areas.

## Community Engagement

#1



**INCREASE AND ENHANCE FOOD**  
43%

During the public outreach, a community survey was conducted with the public which identified 'Increase and Enhance Food' as their top Development Priority.

A key theme that emerged from the community engagement is a preference for development which emphasizes pedestrian-oriented design, quality landscaping, and limited or rear/side parking.

The results of the Visual Preference Survey indicate the community preferences office and business park development and highway commercial districts.

**OFFICE / BUSINESS PARKS**

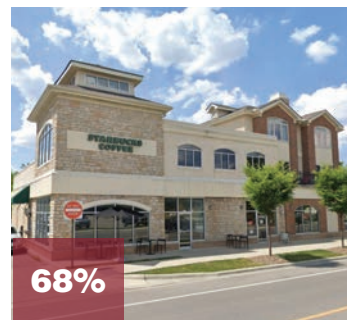
Building with High-Quality Materials;  
Parking in Rear; Some Landscaping



48%

**HIGHWAY COMMERCIAL DISTRICTS**

High-quality building design; moderate landscaping; parking not visible from street



68%



**BEST PRACTICES**

The redevelopment of main corridors through the community should focus on maintaining the existing residential building character, while permitting mixed use and non-residential uses. These uses should be of appropriate scale for the area and be sensitive to adjacent residential uses.



Eastside Plaza on Auburn's east side is an excellent example of a commercial node designed at an appropriate scale for the area. Nearly all of Auburn's residential growth has been on the east side of Auburn leaving an unmet demand for additional high-quality, appropriately scaled commercial developments, especially groceries and food, on the east side of Auburn. Such facilities on the east side of Auburn will help reduce local through traffic.



Gateways into and corridors through Auburn should be carefully developed and redeveloped to ensure they represent an attractive front door to our community. Branding is an important component.



Mixed use developments, particularly vertical mixed use, could add the residential component that seems to be in demand in Downtown Auburn. Having downtown residents creates and expands the vibrancy of downtown.



Land uses near the museum district and Cedar Creek should capitalize on the existing cultural assets and natural features in these areas targeting local, regional, and tourist populations.



## ARTS &amp; PARKS



# B. Be a destination for those seeking recreation, entertainment, and art.

## ARTS & PARKS POLICIES

01. Diversify types of tourism and special event programming.
02. Define and utilize the Cedar Creek Corridor.
03. Expand amenities and programming availability and focus on marketing those amenities and programs to the community.
04. Create and enhance connectivity to arts and parks.
05. Continue to leverage Auburn's history and car culture.
06. Foster growth of arts and entertainment.
07. Establish planning policies to integrate arts and parks as well as environmental elements into appropriate land uses.
08. Support recreation and art organizations in their growth strategies.

## Public Engagement

#2



EXPAND RECREATION  
OPPORTUNITIES 42%

The public identified 'Expanding Recreation Opportunities' as their #2 Development Priority.

#1



INCREASE AND ENHANCE ARTS &  
ENTERTAINMENT **STUDENTS 40% /**  
**PUBLIC 25%**

Student respondents also identified 'Increase and Enhance Arts & Entertainment' as their #1 Development Priority, while 25% of the general community survey agreed.

A Key Theme from the community engagement is the community is passionate about improving quality of parks and diversity of recreational amenities, especially trails.

The Visual Preference Survey illustrates that the majority (60%) of those surveyed prefer fully integrated multi-modal trails in the museum areas.

## MUSEUMS

Historic Character Retained; Fully Integrated Multi-Modal Trails; Extensive Landscaping



**BEST PRACTICES**

The 2021 Art District designation of the North Main and Sixth Street area formally establishes the community's emphasis on incorporation of public art. One-of-a-kind banners by local artists were printed and hung in the Art District. Interactive murals provide photo opportunities throughout the Art District.



Cedar Creek is a spine through Auburn and could serve to connect art and recreational amenities from north to south with access to downtown.



The ACD Education and Exhibit Plaza includes performance space and public art (while doubling as overflow parking during car events)! The summer concert series is an excellent example of diversifying special event programming beyond classic cars and fostering growth of arts and entertainment.



Water features bring a new dimension to recreational and gathering spaces. Cedar Creek is an opportunity for recreation as well as a quality of place feature. Water features could be incorporated in multiple areas around Auburn with options like interactive fountains, creek access for recreation, or a more formal water play area.



## DOWNTOWN



**C. Promote, activate, and preserve a vibrant downtown.**

## DOWNTOWN POLICIES

01. Develop a sustainable plan for long-term maintenance and funding of public infrastructure in downtown.
02. Expand the interest and function of the downtown district.
03. Expand on the infrastructure and arts installments in downtown i.e. streetscape, pedestrian bumpouts, murals, etc.
04. Improve the downtown business climate.
05. Preserve historic character.
06. Collaborate with and support Auburn Main Street in its mission.
07. Identify redevelopment and growth opportunities.
08. Identify redevelopment and growth opportunities, as well as assets worth preservation in both built and natural environments.
09. Link downtown to other destinations.

## Community Engagement



CONTINUE TO BEAUTIFY AND REDEVELOP DOWNTOWN **33%**

The public identified 'Continue to Beautify and Redevelop Downtown' as their #3 Development Priority.



ADDRESS DOWNTOWN PARKING  
42%

The public identified 'Address Downtown Parking' as their #3 Transportation Priority.



The public also identified Downtown as their top 'Favorite Thing About Auburn'.



**BEST PRACTICES**

While having dedicated and flexible event spacing is an asset downtown, efforts should be made to increase scheduled events that cater to a wide range of audiences.



There are many factors that make "redevelopment" in downtown more expensive than greenfield development. Support should be provided for projects that are appropriate and contribute aesthetically, economically, and socially to downtown.



The charm and character of historic buildings are part of the draw to Downtown Auburn. Preservation of historic buildings should be a priority with the understanding that the cost of preservation increases substantially, to the point in some cases it is no longer financially feasible, when historic buildings are not maintained.



Investment (and re-investment) in public infrastructure expands interest and function in downtown by creating spaces that connect people to the built environment. Long-term sustainability of these areas is key to the continued growth and vitality of downtown.

## HOUSING



# D. Offer diverse, safe, and accessible housing for all.

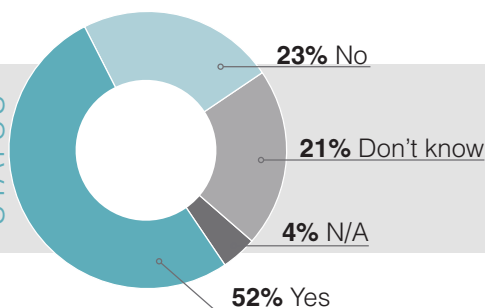
## HOUSING POLICIES

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>01. Increase diverse and quality single-family dwelling housing options.</li> <li>02. Protect and preserve neighborhood character.</li> <li>03. Encourage pedestrian connections between neighborhoods and adjacent uses.</li> <li>04. Encourage pedestrian connections between neighborhoods, adjacent uses, trails and parks.</li> </ul> | <ul style="list-style-type: none"> <li>05. Increase diverse and quality multiple-family dwelling housing options.</li> <li>06. Expand senior living options, including aging-in-place options.</li> <li>07. Promote housing solutions for transitional populations.</li> </ul> |
|---|--|

## Community Engagement

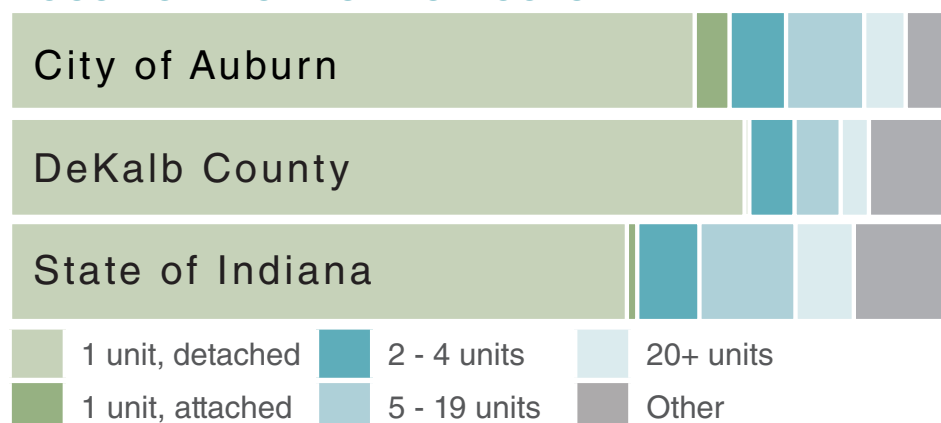
23% of respondents believe 'Auburn housing stock will NOT meet future needs'.

FUTURE HOUSING STATUS



## Detail Demographics

## HOUSING BY UNITS IN STRUCTURE



In addition, the majority of housing stock in Auburn is detached, single-family residential. As home prices continue to rise, Auburn will need a variety of housing types and densities that tend to be more affordable.



## BEST PRACTICES



Existing single-family neighborhoods with unique or historic character should be preserved and protected. New dwelling units should be complementary in scale and architectural features to the neighborhood.



Cluster housing and pocket neighborhoods are new housing types where single-family dwellings are focused on a central courtyard. These housing types are gaining popularity among many age groups.



Downtown should not be overlooked for new housing opportunities. Upper floor apartments or historic building conversions are appropriate housing types in downtown.



Townhomes, duplexes, and other single-family attached dwelling units are housing types with a lower price point making them desirable options for a variety of age groups and ideal for infill development.



## TRANSPORTATION

E.

**Create a reliable and well-maintained transportation network offering various modes.**



## TRANSPORTATION POLICIES

01. Maintain and expand the street and sidewalk networks.
02. Explore and expand public transportation opportunities.
03. Improve trail connectivity and design.
04. Promote street design that considers and balances the needs of all transportation users regardless of age, ability or mode of travel.
05. Improve access management, pedestrian accessibility, and streetscape beautification of major and minor arterials.
06. Ensure interconnectivity between adjacent properties for vehicles and pedestrians.
07. Eliminate curb cuts on major arterials when possible and promote rear access.
08. Minimize and consolidate curb cuts on minor arterials and major collectors.
09. ADA ramps and pedestrian accessibility should be a priority for all street projects and intersection upgrades.
10. Integrate green infrastructure into street design wherever possible.

## Community Engagement

#1



EXPAND AND IMPROVE SIDEWALKS  
55%

The #1 Transportation Priority was to 'Expand and Improve Sidewalks'.

#2



REPAIR AND MAINTAIN EXISTING  
LOCAL STREETS 46%

The #2 Transportation Priority was to "Repair and Maintain existing Local Streets".

#3



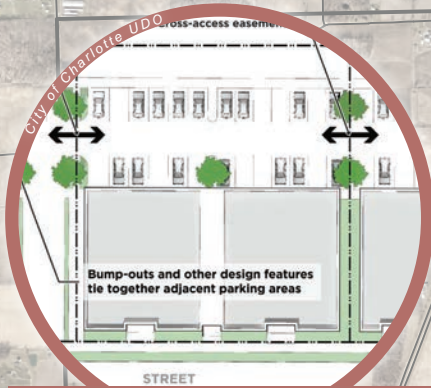
PREPARE FOR NEW AND  
INNOVATIVE MOBILITY PLATFORMS  
44%

Students identified 'Prepare for New and Innovative Mobility Platforms' as their #3 Transportation Priority.

A Key Theme of Community Engagement was a strong desire for appropriately scaled landscaping and sidewalks as highly desired streetscape improvements along all commercial corridors.

**BEST PRACTICES**

While addressing street and intersection upgrades, it is imperative to ensure all users of different abilities are able to utilize the upgrades.



Improving access management and consolidating driveway cuts will improve traffic flow, reduce slow downs and congestion, and eliminate turning hazards.



Streets are important for vehicular activity but should also be considered for placemaking initiatives with beautification projects and accommodation for all modes of transportation including pedestrians and bicyclists.



Connectivity between neighborhoods is vital. Proposed developments should tie into existing development while preparing for future development. This can be achieved by extending stub streets.



## LOCAL GOVERNMENT & SERVICES

F.

**Serve as a regional leader in reliable and innovative provision of first-rate municipal services, infrastructure, and utilities.**



## LOCAL GOVERNMENT & SERVICES POLICIES

01. Maintain and improve existing utilities and infrastructure.
02. Improve collaboration with(in) county and state governmental organizations.
03. Develop a city-level economic development position.
04. Work collaboratively with non-profits to establish and maintain a portal for local events and services.
05. Market the high-quality utility services within DeKalb County and the region.
06. Prioritize the long-term community benefit.
07. Preserve and protect environmental features.
08. Integrate green infrastructure wherever possible.

## Community Engagement

During the community survey respondents were asked to rate the quality of services and infrastructure. Auburn Essential Services (AES) stood out as more than 50% of respondents rating AES as Above Average. AES services enable local innovation and could be marketed to attract employers to the area as well as ‘work from home’ employees.

The Stakeholder Interviews also revealed that “AES is seen as a strong community asset, and the utility is adequately planning for future growth by installing extra and shared conduit lines.”

Below are the results from when survey respondents were asked what one word do you wish would describe Auburn in the future.





## ECONOMIC DEVELOPMENT



# G. Improve the economic well-being of the community and its residents.

## ECONOMIC DEVELOPMENT POLICIES

01. Leverage local services, particularly high-speed broadband, in business attraction and retention.
02. Recognize quality of place initiatives and the quality of the built environment as economic development tools that can attract and retain business.
03. Retain Auburn's youth and attract young talent.
04. Retain and grow local businesses.
05. Establish a city-level economic development position.
06. Support innovation and entrepreneurship.
07. Collaborate with regional workforce development partners and local school districts to expand job skills training.
08. Promote natural elements such as creeks and parks.

## Community Engagement

#1



INCREASE AND ENHANCE ARTS & ENTERTAINMENT 40%

When students were asked to identify their Development Priorities, students stated 'Increase and Enhance Arts & Entertainment' as their top priority. Additionally, students were asked why they would not stay or return to Auburn, and common themes in responses included limited job opportunities; little to do for entertainment; desire to see new places and experience change; and lack of community diversity and open-mindedness.

## Detail Demographics

JOB GROWTH: 2005 TO 2018

2.7%

DeKalb County

9.2%

State of Indiana

ARTS, ENTERTAINMENT, AND RECREATION GROWTH FROM 2005 TO 2018:

BY JOBS:

20%

DeKalb County

36%

United States

BY GDP:

35%

DeKalb County

86%

United States

DeKalb County is lagging behind the State and National growth trends for both overall job growth specifically in the Arts, Entertainment, and Recreation category.



# IMPLEMENTATION

04







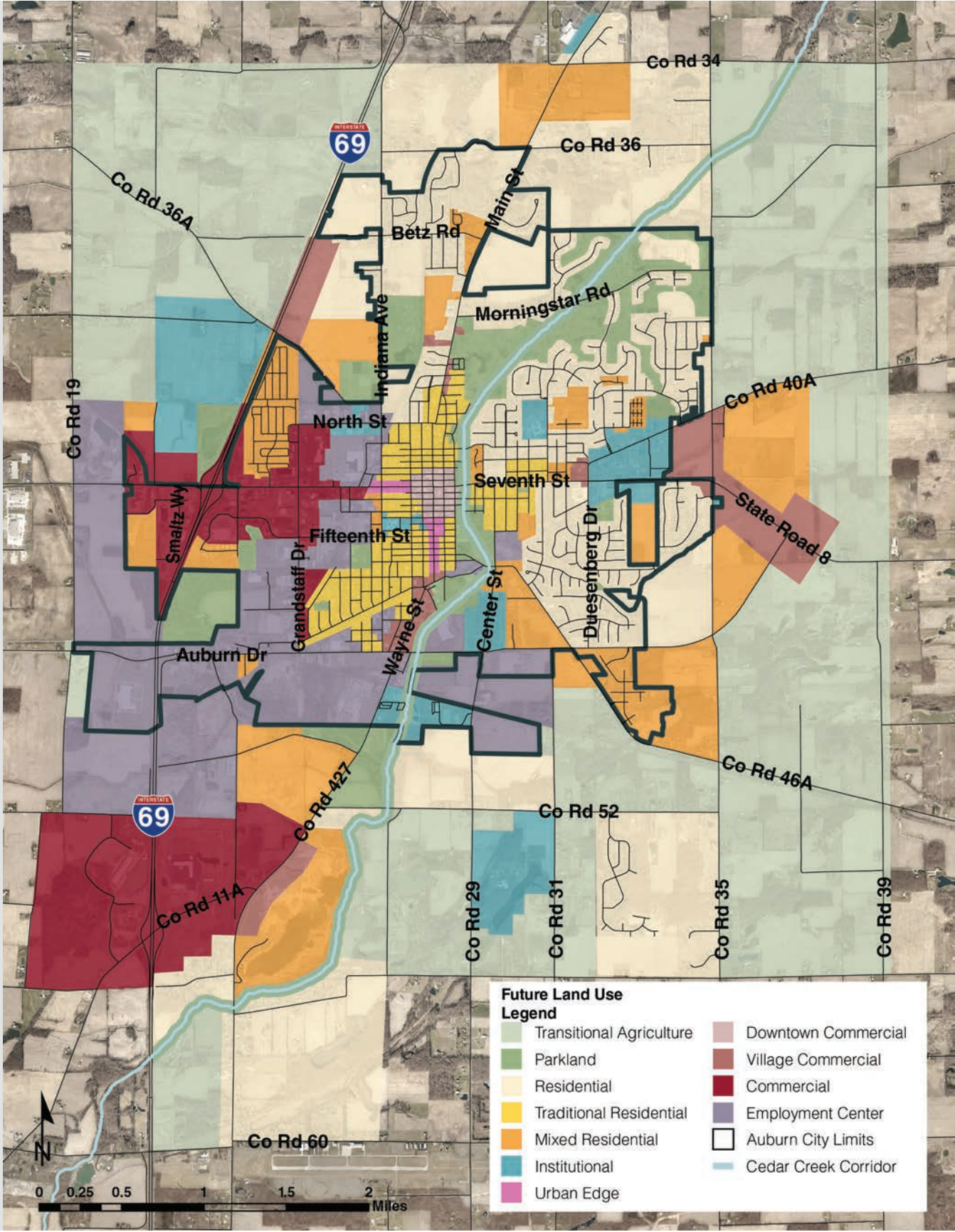
## FUTURE LAND USE

Planning for future land uses is important to ensure that resources such as space, utilities, access and human capital are distributed efficiently; to prevent conflicts between uses or between uses and the environment; to define new land uses throughout existing developed areas; and to describe the physical character that should be encouraged within each land use to promote the most efficient function.

The future land use map includes the following categories: Transitional Agriculture, Parkland, Residential, Traditional Residential, Mixed Residential, Institutional, Urban Edge, Downtown Commercial, Village Commercial, Commercial, and Employment Center. This map is generalized, and does not attempt to define public vs private property, nor different intensities of the same category. Descriptions of each category define physical characteristics, uses, and other notable features and functions which are appropriate in that land use.

Zoning often attempts to segregate land uses based on their function. This future land use plan provides a road map to balance and encourage a mix of land uses. Staff, elected officials, appointed officials, residents, and developers may consult this plan to better see the relationship between the various uses, and the path to integrating them in a functional, efficient, and healthy way. This perception will in turn help those parties to recognize locations for prime opportunities for development and redevelopment.







## Transitional Agriculture



**DESCRIPTION:** Rural areas reserved for crop and animal production with traditional rural housing types are the predominate land uses. Agricultural-related structures are larger scale and typically on larger sites with greater setbacks.

**USES:** Agri-business uses including vineyards, grain elevators, tree farms, etc.; agri-tourism uses including corn maze, pumpkin patch, greenhouses, etc.; all scale crop production from hobby to career farming; small scale animal production; and single-family residential and accessory dwelling units such as garden apartment, carriage house, or guest house.

**OTHER:** Development of transitional agriculture areas must involve rezoning and platting at a density supported by municipal utilities.

## Parkland



**DESCRIPTION:** Areas for the active and passive recreation and environmentally sensitive areas for preservation are the predominate land uses. Parkland provides access to natural features establishes a natural buffer between uses of different intensities.

**USES:** Uses include but are not limited to parks, golf courses with associated facilities, recreational and play areas, fairgrounds, flood prone areas, nature preserves, conservation areas.

**OTHER:** Parkland is generally considered a community asset that increases the quality of life. It is critical parkland areas are connected to residential uses. Careful maintenance of parkland ensures long-term benefits.



## Residential



**DESCRIPTION:** Single-family neighborhoods are the predominant land use. These neighborhoods are lowest intensity of developed areas. Non-residential uses that are an appropriate scale may be nestled within these residential areas as such as neighborhood churches, neighborhood parks, or small service businesses.

**USES:** Single-family detached dwellings; single-family attached dwellings in the form of duplexes, triplexes, quadplex, and townhomes; accessory dwelling units such as garden apartment, carriage house, or granny suite; small scale non-residential uses in concentrated areas typically at major intersections.

**OTHER:** Parking is generally off-street. Walkability and connectivity to parkland, adjacent neighborhoods, downtown, small commercial nodes, etc. is critical. Street design should promote the harmonious coexistence of vehicles and pedestrians.

{Single-family attached means each unit has their own front door on the street. Single-family attached dwellings may be owner occupied or renter occupied.}

## Traditional Residential



**DESCRIPTION:** Single-family neighborhoods are the predominant land use. Traditional residential areas are generally older with more diverse housing design styles often including a front porch. Traditional residential areas are characterized by a grid street pattern with alley network and emphasis on walkability. High quality materials and building character are essential components of traditional residential areas. Garages are subordinate to the house in size and by being located off the alley or behind the house.

**USES:** Single-family detached dwellings; single-family attached dwellings (often converted from older single-family detached dwellings) in the form of duplexes, triplexes, quadplex, and townhomes; accessory dwelling units such as garden apartment, carriage house, or granny suite; small scale non-residential uses in concentrated areas typically at major intersections.

**OTHER:** Parking is split between on-street and off-street. Walkability and connectivity to parkland, adjacent neighborhoods, downtown, etc. is critical. Street design should emphasize pedestrian safety and accommodate on-street parking.

## Mixed Residential



**DESCRIPTION:** These areas are generally residential in nature and can include a mixture of housing types. Mixed residential is appropriate as infill development, along intersections and corridors, and as new neighborhood developments. Densities may range from low to high and is dictated by the context of the development. Mixed residential can include a mixture of uses at a neighborhood-scale. The greater the density of the development, the higher quality the design and building materials should be.

**USES:** Single-family detached dwellings; single-family attached dwellings in the form of duplexes, triplexes, quadplex, and townhomes; multi-family dwellings in the form of apartment buildings and apartment complexes with or without common amenities; cluster style and senior housing with common amenities; accessory dwelling units such as garden apartment, carriage house, or granny suite may be appropriate; mixed use developments of appropriate-scaled offices, services, retail, and restaurants.

**OTHER:** Parking should be supportive of the density and type of development. In mixed use and higher density developments, parking should be subordinate to the primary structures through its location on the site and landscaping. Developments may include public streets or private drives, but shall promote coexistence of pedestrians, cyclists, and vehicles. Internal walkability is critical in mixed residential areas.

{Multi-family means apartments and are typically rented.}

## Institutional



**DESCRIPTION:** A mixture of civic establishments that range from small local facilities to regional campus-style institutions are the predominate land uses. These spaces can also promote passive recreation activated through murals, monuments, recreational amenities, and seating areas. Public spaces may be embedded within these areas. These spaces might include programs such as farmers market and festivals. Institutional areas serve as transitions between uses of different intensities.

**USES:** Offices, government services, galleries and museums, medical and assisted living facilities, religious and educational institutions.

**OTHER:** Shared access is encouraged. Parking should be located in the side or rear yard. Developments may include public streets or private drives, but shall promote harmonious coexistence of pedestrians, cyclists, and vehicles.



## Urban Edge



**DESCRIPTION:** These areas are transitional from residential to commercial. Urban edge areas maintain the residential architecture and building style but permit a diversity of uses that are appropriate scale for the existing buildings. Form is more critical than use. These areas are typically located along corridors that have higher traffic volumes, are highly walkable, and neighborhood oriented.

**USES:** Uses generally include but not limited to single-family detached dwellings; single-family attached dwellings resulting from conversions; offices; services; studio arts; live-work units; retail; and restaurants.

**OTHER:** Parking requirements are relaxed due to the close proximity to residential areas. Off street parking must be located to the side and/or rear of the building so as not to impact the character of the area. Consideration should be made for bike parking. Shared access and parking is essential. Alley access is preferred. Street design should promote coexistence of pedestrians, cyclists and vehicles.

{Live-work unit is a space that combines workspace with living quarters.}

## Downtown



**DESCRIPTION:** Downtown areas are destinations with a strong “sense of place” that includes public spaces for gathering and access to entertainment, recreation, and art. Downtown areas serve local, regional, and tourist populations. The built environment emphasizes high quality materials, walkability, and pedestrian-scale features. Emphasis should include “vertical” mixed use. Historic architecture is highly valued. New development must be sensitive to historic character and patterns.

**USES:** Mixture of commercial uses and scales including entertainment, offices, services, retail, and restaurants; government, medical, or educational institutions; multi-family residential in the form of upper floor apartments or small-scale apartment building.

**OTHER:** Parking is on street or in common parking areas with consideration for bike parking. Emphasis on high quality materials that create character supportive of the existing built environment is essential. Residential uses should support the density and quality of a downtown walkable environment.

{Vertical mixed use means different uses on different floors.}



## Village Commercial



**DESCRIPTION:** Small to mid-scale commercial areas that are unique in character and serve local and tourist population. These areas may serve as a gateway and must be highly walkable with emphasis on the buildings being closer and more accessible from the public street. Different uses on different floors are encouraged.

**USES:** Mixture of small-scale commercial uses including offices, services, retail, and restaurants; live-work units; various types of single-family attached dwellings; multi-family dwelling units in the form of small apartment buildings.

**OTHER:** Shared access is essential with parking typically located to the side or rear of establishments. Consideration should be given to natural features and creating outdoor spaces for dining or enjoyment. Landscaping should be used to enhance existing natural features, soften the development, and transition to lower intensity uses. Street design should promote the harmonious coexistence of pedestrians, cyclists, and vehicles.

## Commercial



**DESCRIPTION:** Medium to large-scale regional commercial operations that are mostly highway-oriented or convenience-oriented. These areas serve local and regional populations. Developments are oriented along major thoroughfares or within close proximity to major thoroughfares. Outdoor storage should be prohibited.

**USES:** Commercial uses including offices, services, retail, restaurants, hotels, and medical facilities; multi-family residential in the form of apartments or assisted living facilities.

**OTHER:** Parking should be located in side or rear yards and should be accommodate pedestrians and be softened with landscaping. Shared access, internal connectivity, and efficient circulation is strongly encouraged. Access for semi traffic may be required. Street design should accommodate pedestrian access.

## Employment Center



**DESCRIPTION:** Medium to large-scale regional areas that are local or regional job centers. These areas may emulate a campus setting with landscaping throughout and well-connected to both vehicular and pedestrian networks.

**USES:** Assembly facilities, research and design labs, technology, distribution, manufacturing, production, warehousing, storage facilities, construction etc.

**OTHER:** Parking should be located in side or rear yards and should be softened with landscaping. Shared access, is strongly encouraged. Access for semi traffic is generally required. Street design should accommodate pedestrian access.





## TRANSPORTATION

A future thoroughfare plan is another key component of any comprehensive plan, and in a most literal sense, is truly a road map for the future.

The future thoroughfare plan defines various classes of street and pedestrian networks by their proposed function, capacity, and connectivity. Naturally, the plan also defines potential future thoroughfare routes and their classifications. The future thoroughfare plan relates closely to the future land use map. These plans will show the relationship between access and use, and highlight the most desired and effective future assembly of transportation/access classifications with various land uses surrounding each route.

In a community which has been founded on the success of the automobile, it is becoming quite clear that Auburn citizens also highly value pedestrian and bike trails for circulation and recreation. Presently, there is a lack of connection between trails. In order to ensure the trail system in Auburn is both fun and functional, there must be consideration in making the network more efficient

in carrying pedestrians, and more comfortable for those pedestrians. The 2018 Trails and Sidewalk Plan prioritizes some of the most important expansions and connections and begins to foster the development of trail and sidewalk typologies that promote comfort and movement along these pedestrian thoroughfares.

A few major themes generated from community input include improving the traffic conditions for vehicles and pedestrians in commercial areas, including a pedestrian connection under Interstate-69, and enhancing the network connection and quality of trails in Auburn. These are all themes addressed by this future thoroughfare plan, which includes definitions of the typology classifications, as well as sections and diagrams to illustrate how each will function and relate to the larger built environment.



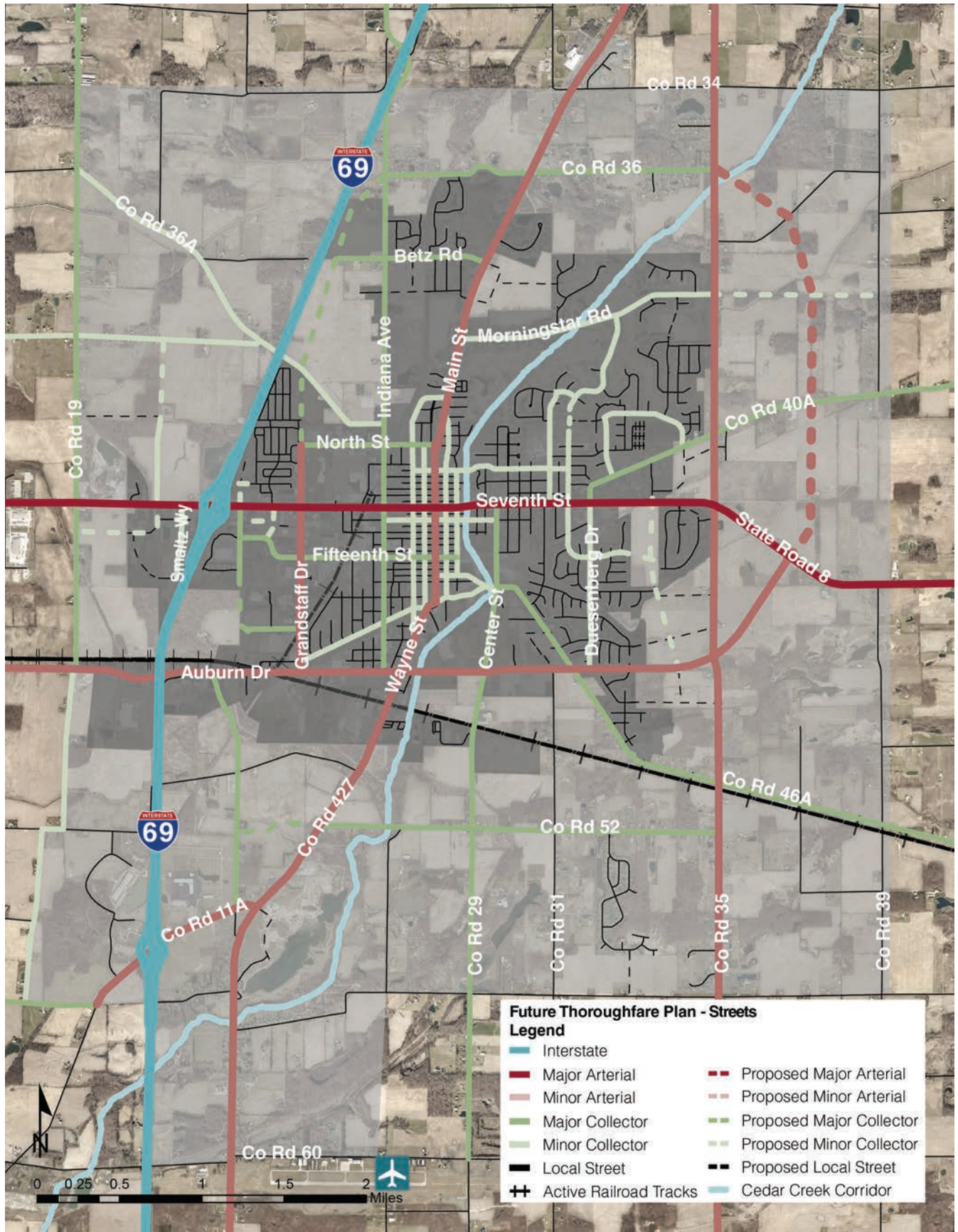


EXHIBIT A

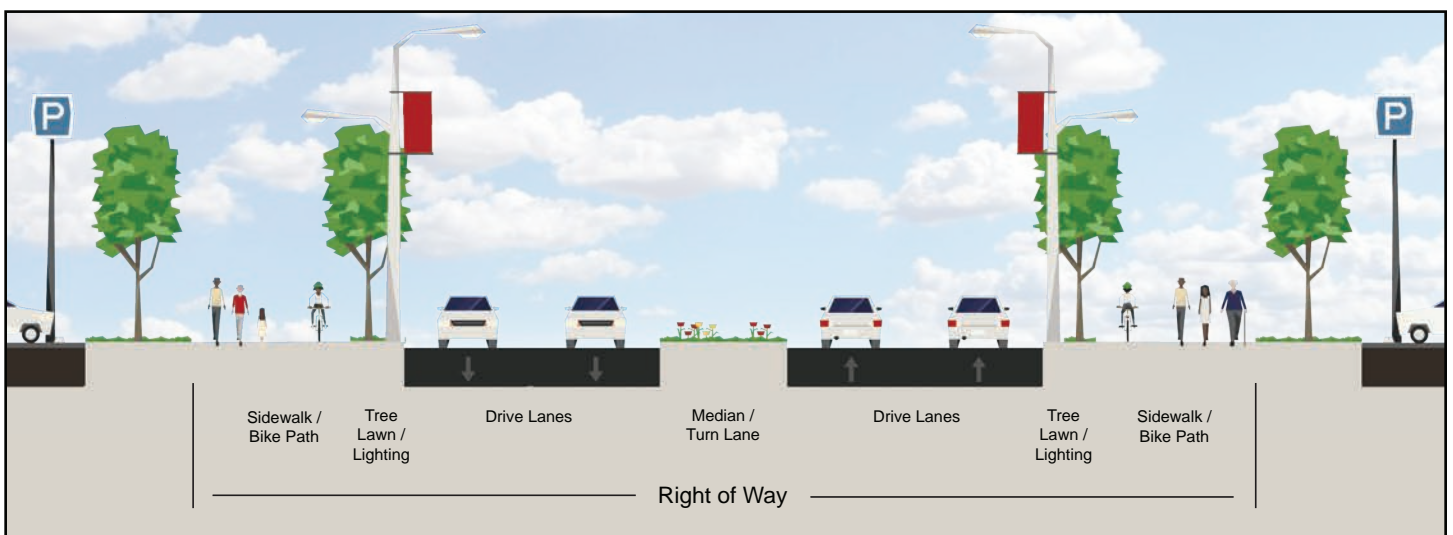
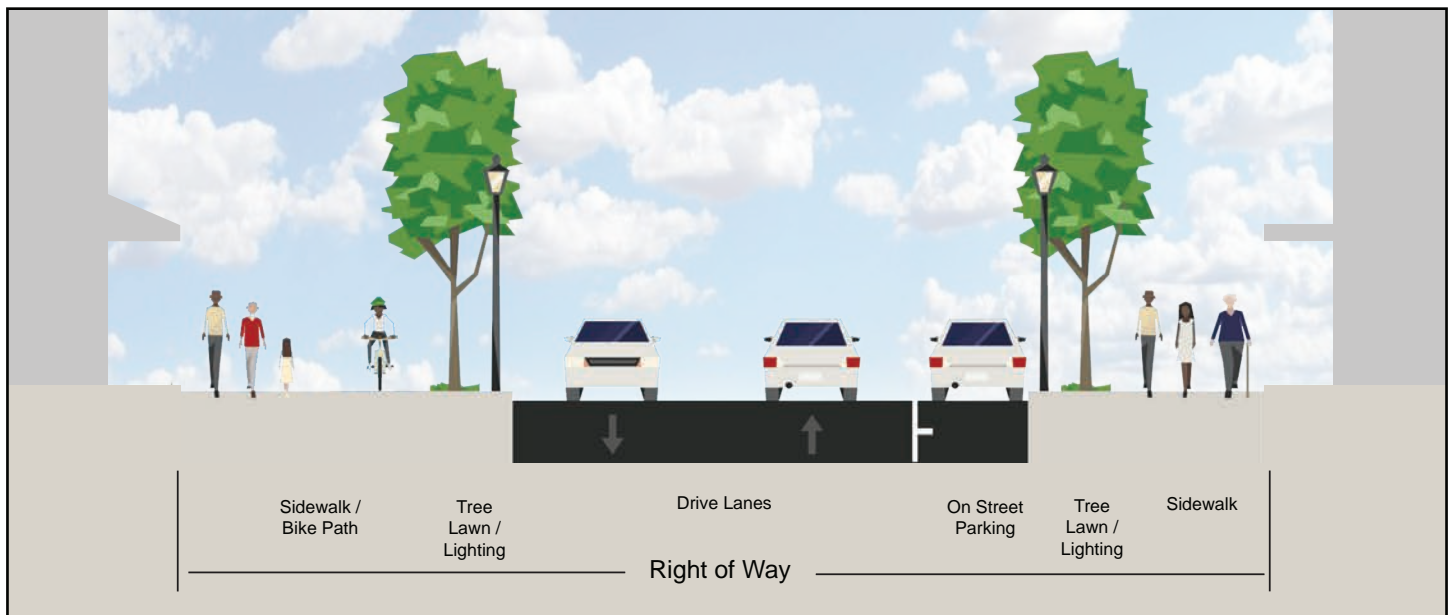
## Major Arterial

**DESCRIPTION:** These streets carry the heaviest volumes for the longest distances. The arterial system connects major centers of activity and serves both major intra-city and inter-city through traffic. Major arterials have statewide importance and include the state route system.

**KEY STREETS:** Seventh Street/State Road 8

**RIGHT-OF-WAY WIDTH RANGE:** 60-feet to 100+ feet

**FEATURES:** Minimize access points by consolidation of existing access points and requiring access via a rear access drive; require of cross access easements for developments; accommodate semi traffic; pedestrian and bicycle traffic is separated from vehicular traffic; green infrastructure encouraged.





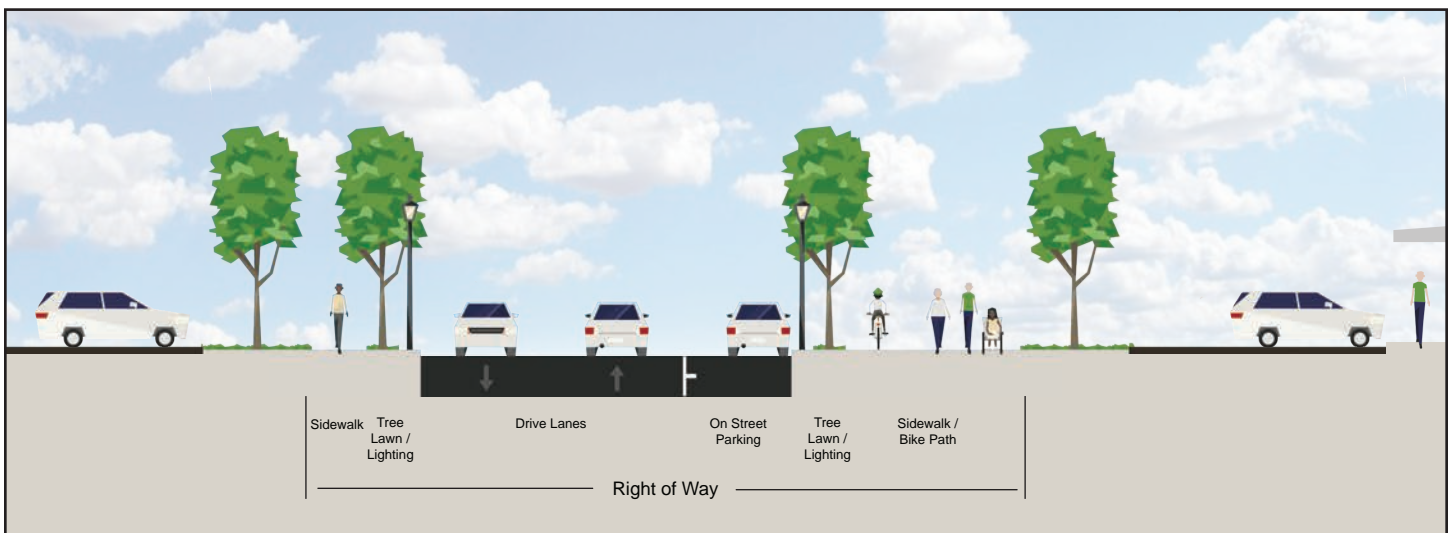
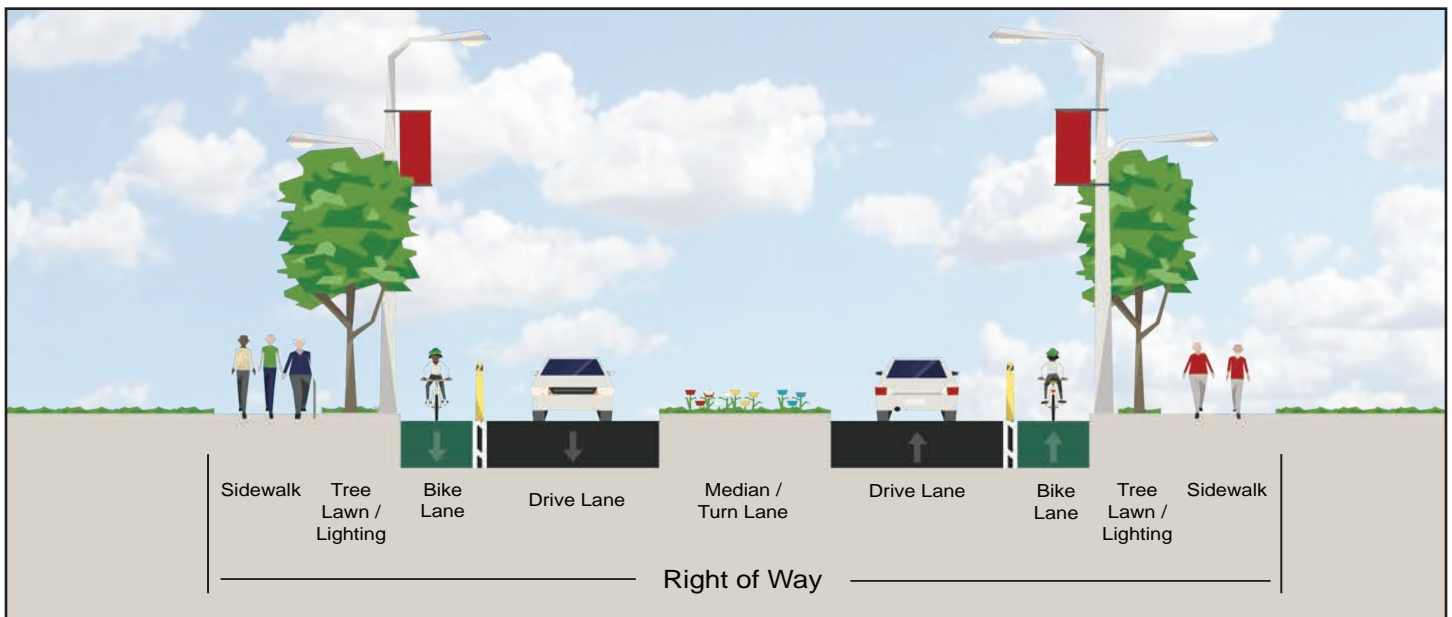
## Minor Arterial

**DESCRIPTION:** These streets connect major centers of activity and can serve both major intra-city trips and trips to/from surrounding communities. Minor arterials have less statewide or regional importance than major arterials.

**KEY STREETS:** Auburn Drive, Grandstaff Drive, Main/ Wayne/County Road 427, County Road 35

**RIGHT-OF-WAY WIDTH RANGE:** 60-feet to 100-feet

**FEATURES:** Minimize new access points and require cross access easements; consolidate existing access points where practical and feasible; accommodate semi traffic; pedestrian and bicycle traffic is separated from vehicular traffic; traffic calming efforts implemented where possible; green infrastructure encouraged.



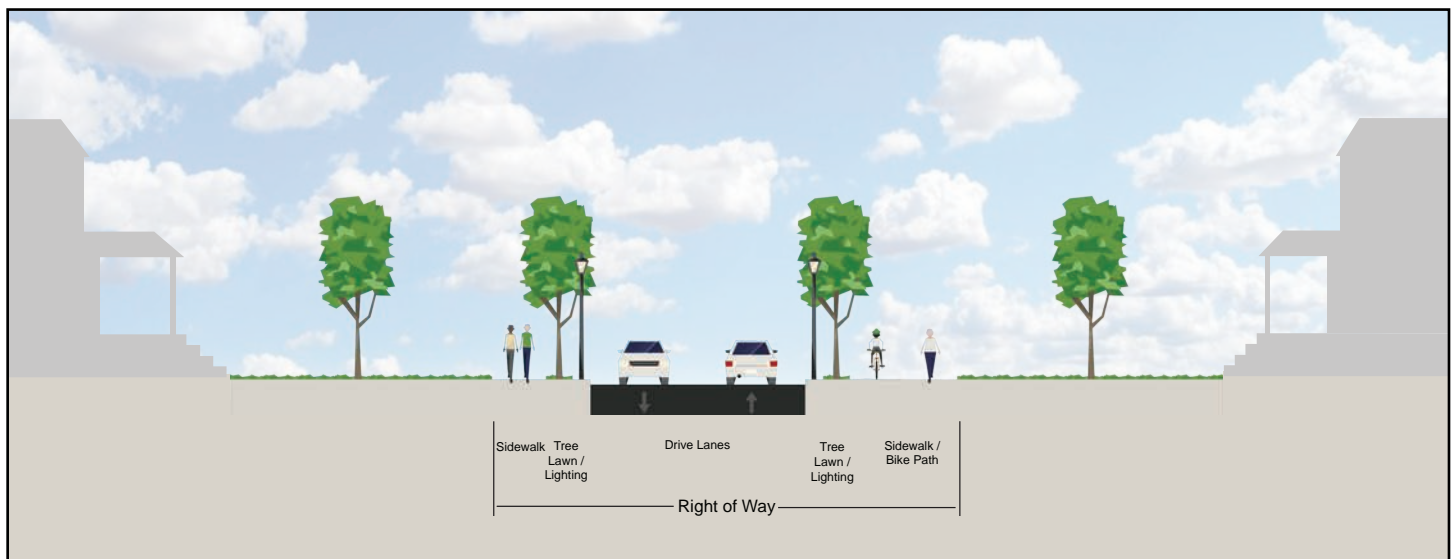
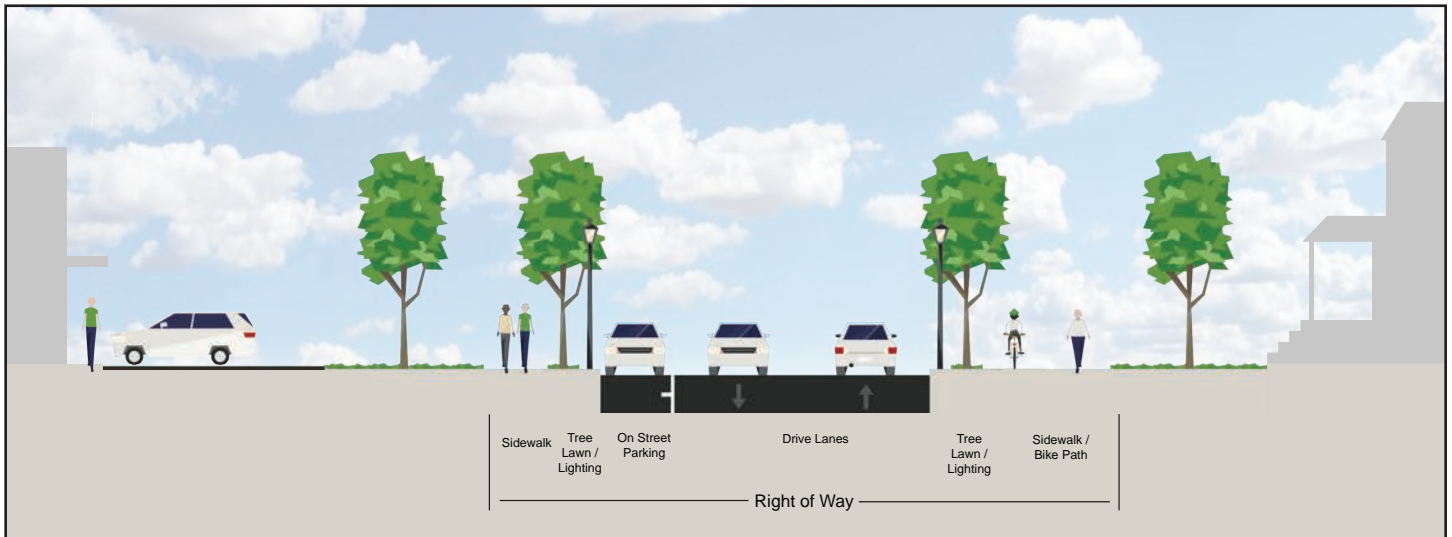
## Major Collector

**DESCRIPTION:** These streets connect multiple neighborhoods, multiple land use types and high-traffic destinations. Major collectors are characterized by an even distribution of access and mobility functions. Major collectors provide some access to individual properties.

**KEY STREETS:** County Road 19, County Road 23, Touring Drive, Indiana Avenue, Center Street/County Road 29, County Road 52, Old Brick Road/County Road 46A, Fifteenth Street, Wesley Road

**RIGHT-OF-WAY WIDTH RANGE:** 60-feet to 80-feet

**FEATURES:** Minimize new access point and encourage cross access easements where practical and feasible; pedestrian and bicyclist traffic accommodated with an emphasis on safety; traffic calming efforts implemented where possible; green infrastructure encouraged.





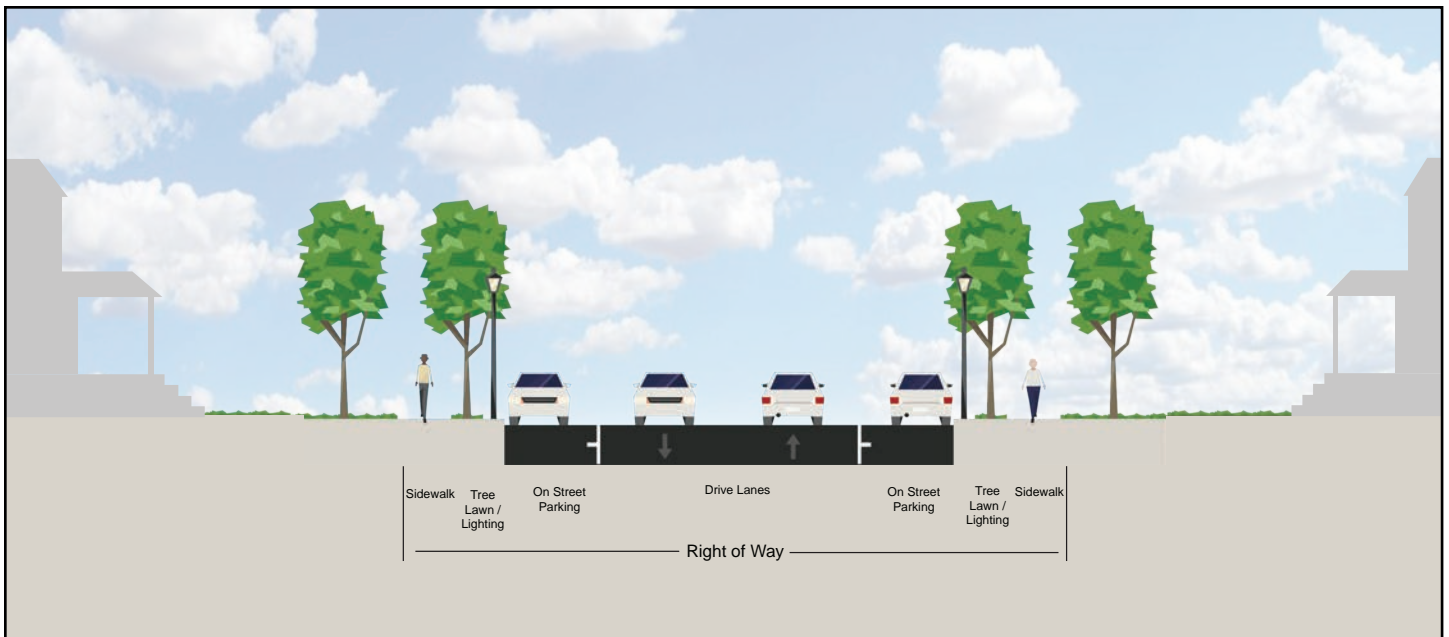
## Minor Collector

**DESCRIPTION:** These streets connect neighborhoods and other destinations. Minor collectors connect local streets to the major collector and arterial street system. Minor collectors are characterized by a roughly even distribution of access and mobility functions. Minor collectors provide access to individual properties.

**KEY STREETS:** Potter Drive, Van Buren Street, Jackson Street, Cedar Street, Union Street, Eckhart Avenue, Dewey Street, Duesenberg Drive, Erie/Portage Pass loop, County Road 36, County Road 36A, Morningstar Road, First Street, Ensley Avenue

**RIGHT-OF-WAY WIDTH RANGE:** 60-feet to 70-feet

**FEATURES:** Minimize new access point and encourage cross access easements where practical and feasible; pedestrian and bicyclist traffic accommodated and prioritized; traffic calming efforts implemented where possible; green infrastructure encouraged.



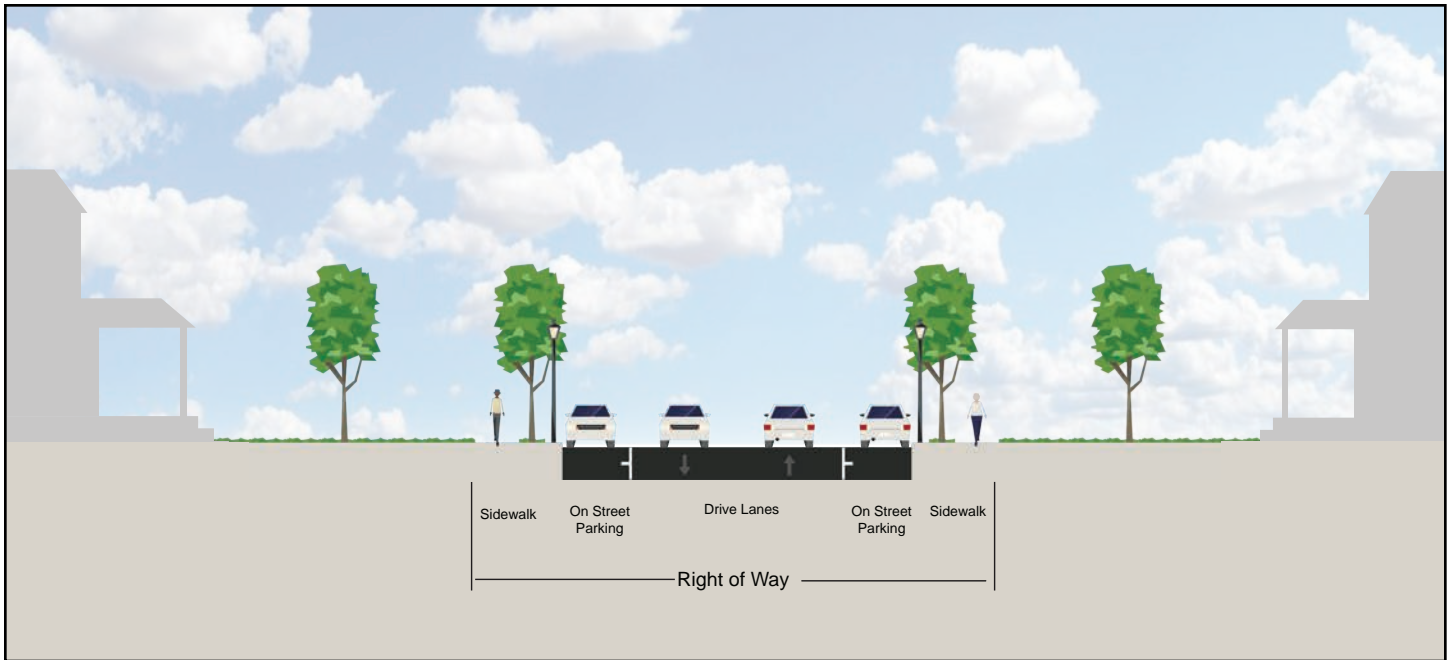
## Local Street

**DESCRIPTION:** Each public street not classified as an arterial or collector is classified as a local street. A local street is characterized by its many points of direct access to adjacent properties. Speed and traffic volumes are low, and trip distances are short. Through traffic is often deliberately discouraged.

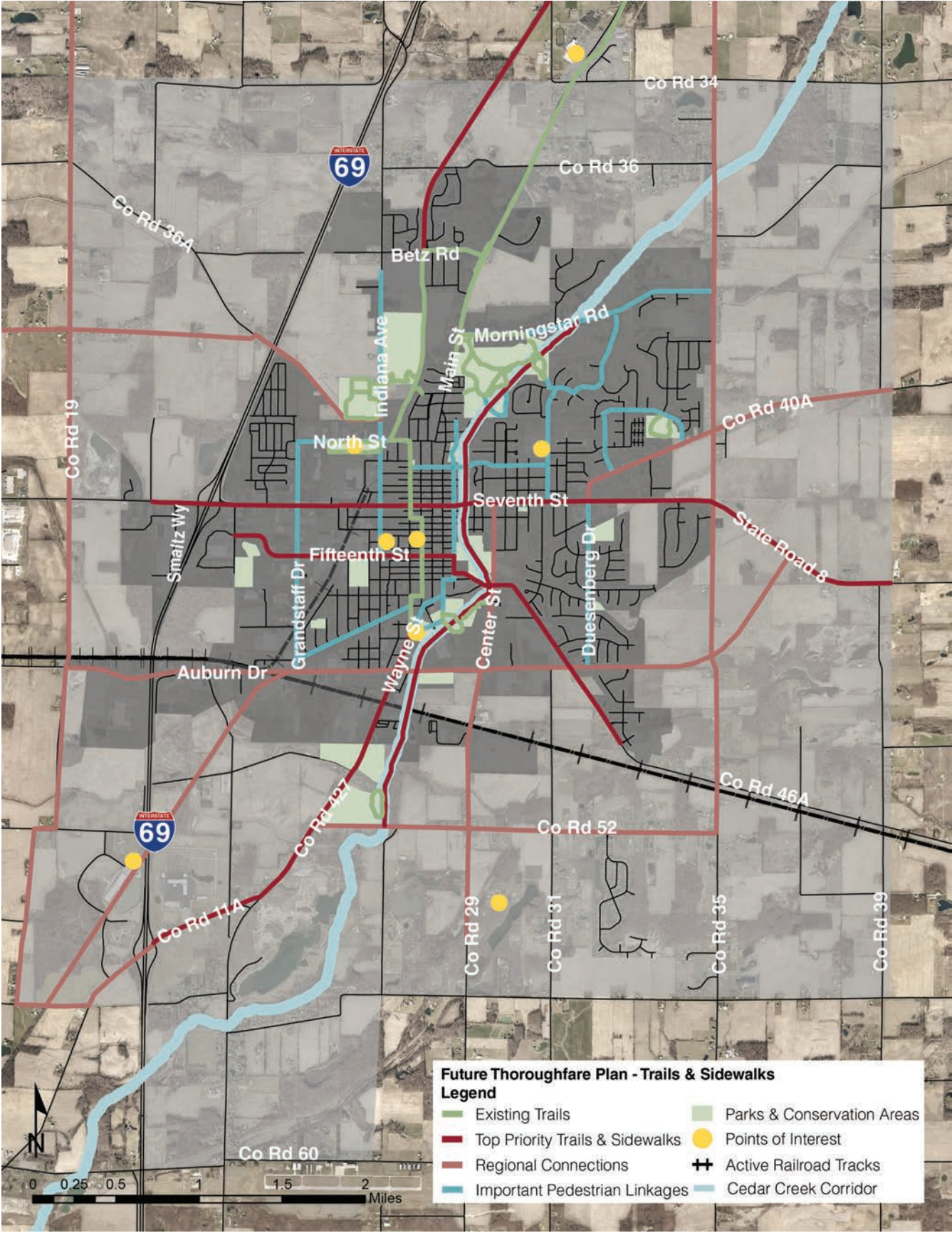
**KEY STREETS:** Streets within subdivisions

**RIGHT-OF-WAY WIDTH RANGE:** 60-feet

**FEATURES:** Consolidation of access points and existing access points encouraged; pedestrian and bicyclist traffic accommodated and prioritized; traffic calming efforts implemented where possible; green infrastructure encouraged.







## Existing Trails

The City of Auburn's recreational trail movement began with the construction of the Auburn Waterloo Trail, which connects Auburn to Waterloo with 4 miles of paved 6-foot wide trail. The Eckhart Park walking trail is popular as well. Around 2013, the City constructed a significant portion of a trail that serves as Auburn's portion of the Poka-Bache Trail and offer riders a north/south route through the heart of Auburn. Additionally, construction of Rieke Trail along an abandoned railroad right-of-way connects several neighborhoods with Rieke Park. Other minor recreational trails are located within public and private parks and recreation areas.

### DESIGN RECOMMENDATIONS

- Continue to maintain and preserve the existing trail system.
- Trails that create a community or regional connection should be considered for trail width expansion to meet Indiana's recommended trail width.

### EXISTING TRAILS INCLUDE:

- Auburn Waterloo Trail - Along Main Street / County Road 427 from Morningstar Road to County Road 35
- Rieke Trail - Along an abandoned railroad right-of-way and Betz Road from Main Street and North Street
- Rieke Park Trail - Trail within Rieke Park, primarily around the lake and Lodge
- Poka-Bache Trail (Pufferbelly) - Along Jackson and Van Buren Streets from North Street to Wayne Street, near the ACDA Museum
- Eckhart Park Trail - Paved trail loop and nature trail loop leading to Center Street
- Don Lash Park Trail - Nature trail loop
- ACRES Land Trust Trail - Private trail with access from County Road 52 with a nature trail along Cedar Creek
- Greenhurst Common Trail - Private paved trail from a converted golf course along Cedar Creek
- YMCA Trail - Private paved trail around the YMCA Main Facility
- YMCA Soccer Trail - Private paved trail around the YMCA Outdoor Soccer Complex

## Top Priority Trails & Sidewalks

Top priority trails and sidewalks focus on connecting points of interests, nodes of activity, and residential neighborhoods. These highlight the need for greater pedestrian connection and are considered the obvious links for pedestrians and bicyclists. Priority trails and sidewalks also expand the existing trail network to complete Auburn's missing portion of the Poka-Bache Trail, which connects Pokagon State Park in Angola, Steuben County, to Ouabache State Park in Bluffton, Wells County. Another obvious connection that will support entertainment and economic attractions is a blueway along Auburn's only natural water corridor, Cedar Creek.

### DESIGN RECOMMENDATIONS

- New trails should meet or exceed Indiana's recommended trail width.
- Trails that are meant to act as a cultural trail should be designed to stand out. i.e. using a brick band on the edges, consistent signage, etc.
- New developments or significant redevelopment should include design accommodations to allow for and promote the proposed priority trail and/or sidewalk.
- Sidewalks should be a minimum of 5-feet in width. Sidewalks along major/minor arterials and major collectors are encouraged to be wider than 5-feet in width.

### PROPOSED PRIORITY TRAILS & SIDEWALKS INCLUDE:

- Rieke Trail North - Trail from Betz Road to DeKalb High School along the abandon rail corridor
- Poke-bache Trail (AKA Rieke Trail South) - Trail from ACDA Museum to County Road 11 A and Heron Lake trail system, across Interstate 69 to the Kruse Plaza
- Fifteenth Street Sidewalk and Bikeway - Sidewalk from Touring Drive to Union Street; Share the Road arrows from Touring Drive to Union Street
- Cedar Creek Trail - Trail from Morningstar Road to Acres Land Trust property; as well as a blueway trail within Cedar Creek
- Seventh Street - Fill in missing sidewalk links from Potter Drive to County Road 39
- Old Brick Road - Sidewalk along Union Street from Fifteenth Street to Eighteenth Street then along Old Brick Road to Coventry Court



## Regional Connections

Connecting to surrounding community's regional trails increases opportunities for recreation and accessibility while increasing exposure of the City of Auburn to visitors and/or tourists. Expanding these networks allows the City of Auburn to tap into another source of tourism and economic development.

### DESIGN RECOMMENDATIONS

- Trails should meet or exceed Indiana's recommended trail width.
- New developments or significant redevelopment should include design accommodations to allow for and promote the proposed regional trail.

### PROPOSED REGIONAL TRAILS INCLUDE:

- County Road 35 - Trail from County Road 52 to Waterloo
- County Road 52 - Trail from County Road 427 to County Road 35
- Center Street / County Road 29 - Trail from Seventh Street to Lakewood Park
- Auburn Drive / Abandoned Rail Corridor from town, southwest - Trail from Wayne Street west to abandoned rail corridor south, southwest to County Road 56, connecting to the top priority trail along County Road 11A
- Auburn Drive / County Road 48 - Trail from County Road 35 to the City of Garrett
- County Road 40 - Trail from YMCA Soccer Complex, northwest on County Road 36A, west on County Road 40 towards Garrett
- County Road 19 - Trail from County Road 56 north to US 6
- Wesley Road / County Road 40A - Trail from Seventh Street east, northeast to State Road 1
- County Road 11A south to Allen County - Trail west of 11A Interchange along County Road 56, southwest along an abandoned rail corridor to State Road 327, west to County Road 9A to Allen County line

## Important Pedestrian Linkages

Important Pedestrian Links are the final key in connecting residential neighborhoods to nodes of activity and simply providing a safe and complete pedestrian network for residents who want to be more active. These linkages should be considered when improvements and/or investments are made on adjoining properties.

### DESIGN RECOMMENDATIONS

- Sidewalks should be a minimum of 5-feet in width. Sidewalks along major/minor arterials and major collectors are encouraged to be wider than 5-feet in width.

### IMPORTANT PEDESTRIAN LINKS INCLUDE:

- Morningstar Road - Sidewalk from Main Street to County Road 35
- Grandstaff Drive - Sidewalk from North Street to Auburn Drive
- Union Street - Sidewalk from Harrison Street to Eckhart Park
- North Street - Sidewalk from Grandstaff Drive connecting to the existing Poka-Bache Trail and Rieke Trail along North Street
- First Street - Sidewalk from Main Street to Eckhart Avenue
- Ensley Avenue - Sidewalk from Grandstaff Drive connecting to the existing Poka-Bache Trail at Wayne Street
- Eckhart Ave / N Dewey Street - Sidewalk from Seventh Street to Morningstar Road
- Portage Pass / Erie Pass - Sidewalk along Wesley Road between Portage Pass and Erie Pass
- Duesenberg Drive - Sidewalk from Seventh Street and Auburn Drive



## PUBLIC FACILITIES

“The legitimate object of government is to do for a community of people whatever they need to have done, but can not do at all, or can not so well do, for themselves – in their separate, and individual capacities.” – Abraham Lincoln

Local government exists to provide services to the community that individuals are unable to provide on their own – from fire and police protection to sanitary sewage treatment to ensure a healthy environment to implementation of long-range vision. The focus of this section is specifically on municipally-owned and managed facilities that are paramount to the provision of these services: buildings and equipment; circulation infrastructure; and utility infrastructure.

A Capital Improvements Plan is a tool to help local governments comprehensively review, track, and fund the needs of all municipal departments. Having all of this information in one document ensures coordination across departments, services, and utilities as investments are made. The City of Auburn has developed a more formal capital improvements plan over the last year and has successfully updated it as the budget year ended.

### Public Buildings and Equipment

Public buildings and municipal equipment are often a source of community pride. Investments in buildings should create a built environment that is high-quality, long-lasting, and that generates community pride. Auburn City Hall has served the community since it was constructed in 1913, well over a century! Consider what life was like in Auburn 100 years ago when Auburn City Hall was constructed and how well the building has served the community.

The City of Auburn should move forward with remodeling, renovating, and construction of public buildings and facilities only after a needs assessment determines how best to efficiently and effectively meet changing needs of the demand for City services and City Departments. Although the City has grown both in population and in area, the way government offices and utilities function has changed as technology has changed. For example, maintaining paper files is no longer as critical as it was when there were no electronic files. Future growth, city workflows, service delivery demands, and technology changes need to be taken into consideration to ensure the best use of City funds presently and over the long-term.



## Circulation Infrastructure

Circulation infrastructure includes the City's network of streets, alleys, sidewalks, and trails. Barriers to providing seamless connectivity include railroads, former railroad rights-of-way, Cedar Creek, Interstate 69, and Seventh Street. These barriers impact pedestrians and cyclists, and even vehicles.

It's critical the City makes maintenance of the existing network a top priority. The Capital Improvement Plan does just that by identifying and prioritizing maintenance projects and larger street reconstruction projects.

Any community experiencing growth has stub streets, which are streets that provide connectivity to future development. It's critical that this connectivity be realized either as the property develops or if the connectivity value to the larger community outweighs the cost of the project. Several City revenues streams are based on the number of city-street miles. While there may be a community-wide benefit to street expansions outside of the Auburn City Limits, like Auburn Drive, the City's investment in new streets outside of City Limits should be an exception, not the rule.

As Auburn grows, rural roads have and will be enveloped into the City. Those rural streets need to be urbanized to better function and serve the City's circulation needs. Along with urbanization of streets, there are several intersections that experience more traffic than they did a decade ago. It's paramount the City plan for and include these larger street urbanization and intersection improvement projects in the Capital Improvement Plan.

Likewise, the City's circulation infrastructure contributes to the quality of life in the community and can be a factor in the improving quality of place. Placemaking strengthens the connection between people and the built environment. Streetscape and beautification projects, as well as trail projects, make Auburn a more attractive place to live, work, and play. It's paramount the City consider and plan for these types of projects. More importantly, it's important that any project involving street and intersection improvement include consideration for pedestrians and beautification.

Finally, the network of pedestrian connectivity includes sidewalks and trails, with attention to compliance with the Americans with Disabilities Act (ADA). A key theme from the Community Engagement Report is that "Walkability is desired for all and critical for lower incomes." The City's Sidewalk Replacement Program is the initial policy in motion aimed at improving the quality of existing sidewalks. The City also needs to focus on special sidewalk/trail projects that "connect" local destinations such as schools, parks, and the library.

## Utility Infrastructure

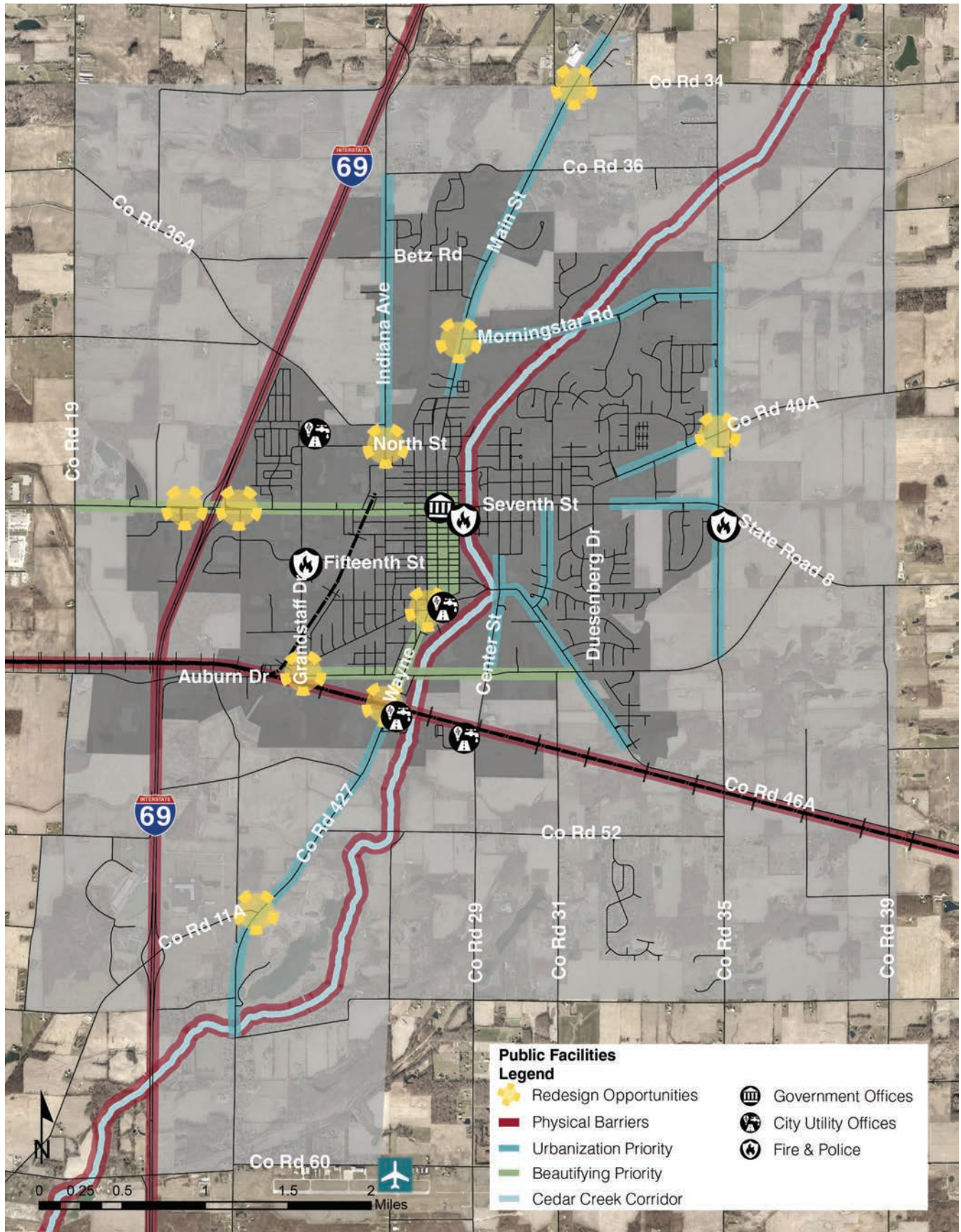
Auburn's various utility departments are supported by rate-payers, not by taxes. Auburn Electric's service territory is fixed, with any expansion requiring specific action of purchasing or trading territory. Expansions within Auburn Electric's existing territory, such as a new subdivision, require a line extension agreement with the developer so the capital expenditure for the new infrastructure is borne in part by the developer, as opposed to being shared by the rate-payers. This line extension "in-aid" to construction is prescribed by the Rules and Regulations adopted by the City Council, and is based on a 30 month revenue collection.

Auburn Essential Services (AES) service territory has been methodically expanded. After completion of the initial build out, each expansion includes a thorough take-rate assessment as well as a financial feasibility study of the project. Only after determining certain thresholds are met has AES expanded its fiber service territory. This method of expansion has proven effective, efficient, and successful for AES as the utility has experienced healthy growth of its service territory, as well as growth from within its existing territory.

From repairing and replacing aged and failing mains to regular maintenance of pumps, towers, and filters; maintaining existing infrastructure should be a top priority.

Water line and sewer line extensions have historically been developer-driven and developer-funded, with an occasional exception regardless if the extension is inside the City. This puts the financial burden for the initial capital investment on the developer, who can recoup that investment when lots with water and sewer are sold for development. The pipes in the ground are only a small component of the water and sewer utilities. Each distribution system of mains and taps is tied to a larger infrastructure network. In the case of water, this includes pumps, treatment facilities, and towers. In the case of sewer, this includes a complex system of treatment and/or storage such that the water resulting after treatment meets all thresholds required for release into Cedar Creek.

Because these larger infrastructure systems all must be managed, maintained, modernized, and expanded as Auburn continues to grow, it's important for Auburn to consider the long-term cost of expansions. The feasibility of providing the utility service should be studied. Likewise, the financial feasibility should also be studied considering not only the cost for the pipes, valves, and taps, but also the cost as more available capacity is absorbed or the distance from the nearest water tower increases.







## STRATEGIES

The ultimate question is how a community implements these Goals, Policies, and Future Plans. The following strategies include more detailed information on Housing, Parking, County Road 11A, South Wayne Street, West Seventh Street, and Cedar Creek and how the goals, policies, and future plans may be implemented. The strategy topics and locations chosen are common themes that were consistently noted through community input

and committees. The strategies tie together past and current efforts, as well as best practices. The strategies demonstrate the decisions that will need to be made to get to The Road Ahead.

Each strategy is labeled with the Goal Categories encompassed within. The strategies work toward the goal by utilizing the policies outlined in Chapter 3.

### Goal Categories



Land Use

Arts &amp; Parks

Downtown

Housing

Transportation

Local  
Government  
and ServicesEconomic  
Development



## CEDAR CREEK

"If there is magic on this planet, it is contained in water." Loren Eiseley

### Existing Conditions

Over the last 20 years, the City has partnered with the Maumee River Basin Commission and the Federal Emergency Management Agency to purchase homes within the Cedar Creek floodway and flood fringe in an effort to mitigate flood damage. These homes and structures, continually damaged by flood waters, have been demolished and left as open space. The infrastructure in these areas once used for access has been almost deserted. Flood prone areas in Auburn have been viewed by many as obstacles and a hindrance to the community.

There are many communities throughout the State that have embraced their creeks and rivers as assets that should be preserved and promoted for their scenic and recreational value. Many people from the public engagement portion of the project agree that Cedar Creek is an untapped asset.

### Cedar Creek Trail

The following series of maps illustrate the Cedar Creek corridor through Auburn, with the concept of a trail shown the entire length of the creek. The floodway is dark blue and the flood fringe is shown in light blue. Bridges crossing Cedar Creek and points of interest are identified. These maps show a potential location for a trail, but are based on the existing built environment, bridges, existing points of interest where connectivity is desired, and property availability and ownership. The exact location of the trail may change as each segment is engineered.

### Implementation Strategies

- Determine a central piece of the trail and commit to investing in trails.
- Design and calculate cost estimates to include trail and associated amenities.
- Commit to budgeting for trail projects, as they are important quality of place and quality of life features. Perhaps establishing a threshold, such as budgeting 15% of street improvement budget for trails will result in more trail improvements in the City.



View of the former railroad bridge over Cedar Creek at Eighteenth Street.

Image courtesy of William H. Willennar Genealogy Center.



Image of Cedar Creek at the Covell Nature Preserve.



## Applicable Goals & Policies



**Goal A - Land Use:** Cultivate a built environment which promotes balanced and responsible growth patterns.

01. Identify and (re)develop corridors within and gateways to the community.
02. Promote intentional and planned growth and development that emphasizes harmony between the environmental, economic, and social needs of the community.
04. Support investment in downtown.
08. Promote and enhance connectivity to local destinations.
09. Identify geographic areas to capitalize on recreational and art opportunities.
11. Preserve, protect, and promote natural areas.

**Goal B - Arts & Parks:** Be a destination for those seeking recreation, entertainment, and art.

01. Identify and (re)develop corridors within and gateways to the community.
02. Promote intentional and planned growth and development that emphasizes harmony between the environmental, economic, and social needs of the community.
04. Support investment in downtown.
08. Promote and enhance connectivity to local destinations.
09. Identify geographic areas to capitalize on recreation and art opportunities.

**Goal C – Downtown** Be a destination for those seeking recreation, entertainment, and art.

02. Expand the interest and function of downtown.
09. Link downtown to other destinations.

**Goal E - Transportation:** Create a reliable and well-maintained transportation network offering various modes.

03. Improve trail connectivity and design.

**Goal G – Economic Development:** Improve the economic well-being of the community and its residents

02. Recognize quality of place initiatives and the quality of the built environment as economic development tools that can attract and retain business.
08. Promote natural elements such as creeks and parks

## NORTH - GREENHURST COMMONS



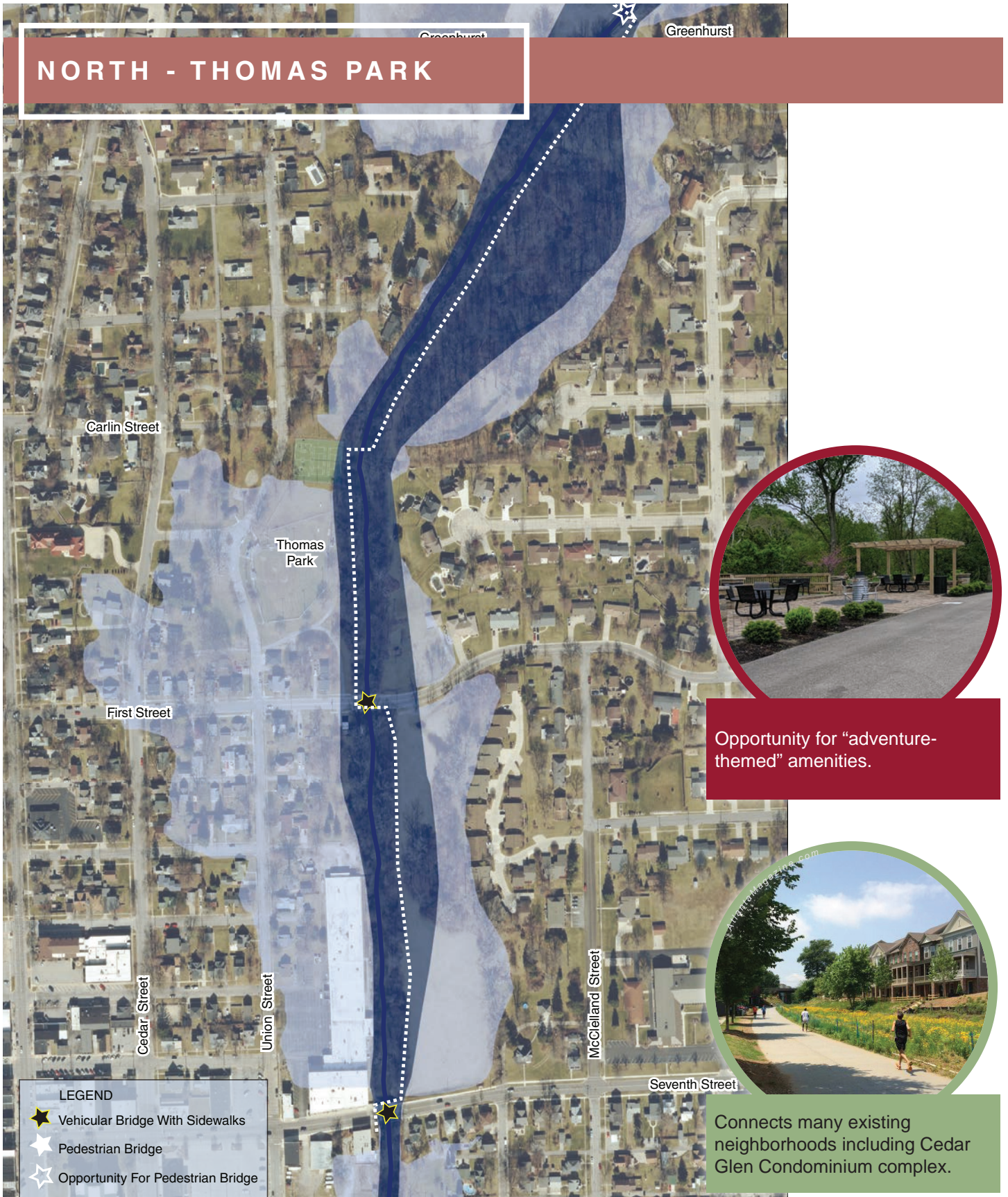
Offers an access point for “Blue Trails” for canoeing and kayaking, Doc Coleman Landing being the northern most access point.



Opportunity for neighborhood specific trail heads









## SOUTH - DOWNTOWN



Creates an opportunity for open event space, restrooms, and urban-style park amenities.



Offers the potential for a stop on the "Blue Trail" and access to downtown consumer opportunities.



Adjacent commercially zoned areas are a Riverfront Redevelopment District.





## SOUTH - MUSEUM DISTRICT



Creates an opportunity to connect to tourist related amenities and properties adjacent to the Creek.



Adjacent properties in the Museum District are within the Riverfront Redevelopment District.



Offers the potential for a stop on the "Blue Trail" and access to downtown consumer opportunities.

## HOUSING: THERE'S NO PLACE LIKE HOME

### History and Existing Conditions

Housing demand is a function of household demographics. If Auburn desires to increase in population, the supply of housing stock must align with housing demand – a demand that continues to evolve with modern American family and household demographics.

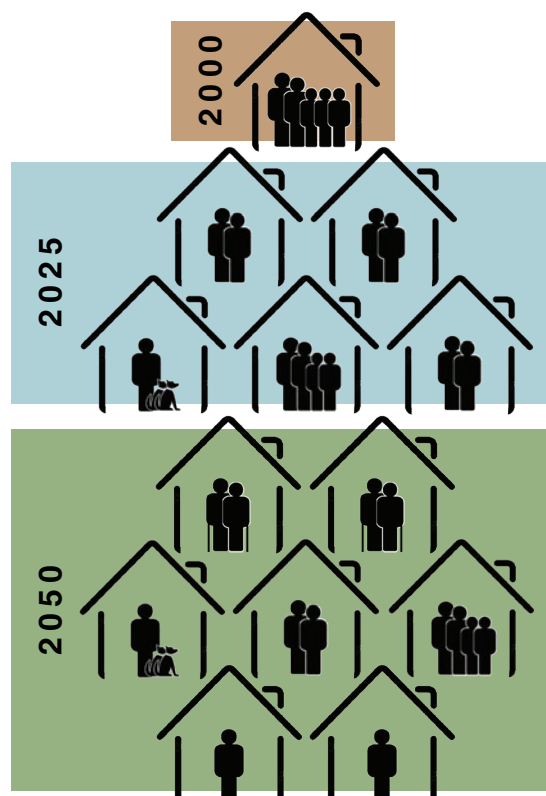
For example, let's consider a family of five in the year 2000 and extrapolate how that family changes over two generations:

**2000** Family of Five with Dog.

**2025** Parents Divorced and each remarried – both of these householders are empty nesters; Child A never married has two dogs; Child B married has two children; Child C is married, no children.

**2050** Parents remain remarried, but their housing needs are different than when they were first empty nesters as all are in their 70's; Child A still never married and has dogs; Child B is still married, now an empty nester. Grandchild 1 is Young Professional living alone; Grandchild 2 is a student living alone; Child C has two children still at home.

Auburn's population and household support this growth in households as depicted in the graphic to the right. The growth in households tends to be smaller, more diverse housing types. Between 1990 and 2000, Auburn experienced a 29% growth in population, those living alone increased by 46%. Likewise, between 2000 and 2010, Auburn's population growth was only 5%, but the increase in those households 65 and older living alone increased 21%.



A family of five is a single household in the year 2000. By 2050, the single household is seven households, six of which are a single or two person household.



## Applicable Goals & Policies



**Goal A - Land Use:** Cultivate a built environment which promotes balanced and responsible growth patterns.

- 02. Promote intentional and planned growth and development that emphasize harmony between the environmental, economic, and social needs of the community.
- 04. Support investment in downtown.
- 05. Align planning and zoning documents with the future goals identified in this plan.
- 10. Utilize branding to strengthen districts.

**Goal C – Downtown** Be a destination for those seeking recreation, entertainment, and art.

- 02. Expand the interest and function of downtown.
- 04. Improve the downtown business climate.
- 07. Identify redevelopment, growth, and preservation opportunities.
- 08. Identify redevelopment and growth opportunities, as well as assets worth preservation in both built and natural environments.

**Goal D – Housing:** Create a reliable and well-maintained transportation network offering various needs.

- 01. Increase diverse and quality single family dwelling housing options.
- 02. Protect and preserve neighborhood character.
- 03. Encourage pedestrian connections between neighborhoods and adjacent uses.
- 04. Encourage pedestrian connections between neighborhoods, adjacent uses, trails and parks.
- 05. Increase diverse and quality multiple-family dwelling housing options.
- 06. Expand senior living options, including aging-in place options.

**Goal G – Economic Development:** Improve the economic well-being of the community and its residents.

- 02. Recognize quality of place initiatives and the quality of the built environment as economic development tools that can attract and retain business.
- 03. Retain Auburn's youth and attract young talent.

## Single-family Detached Dwelling

### Features

One Dwelling Unit per Lot



Multiple Dwelling Units per Lot



Owner-occupied or renter-occupied  
Urban, suburban, or rural  
Various densities

Owner-occupied or renter-occupied  
Urban, suburban, or rural  
Various densities

### Land Configuration



One Unit per Platted Lot



Pocket neighborhood concept is multiple single-family detached dwellings and common amenities that function as a single development.

The detached units are leased or purchased as a condominium. Land is common ownership.



## Single-family Attached Dwelling

Single family attached dwelling unit means each unit has their own front door on the street.

One Dwelling Unit per Lot



Owner-occupied or renter-occupied  
Urban or suburban  
Various densities

Architecture is critical for creating and preserving neighborhood character

Multiple Dwelling Units per Lot



Owner-occupied or renter-occupied  
Urban or suburban  
Various densities

Architecture is critical for creating and preserving neighborhood character

### Land Configuration



One Unit per Platted Lot



One Building (multiple units) per Platted Lot

## Multi-family Dwelling

Includes apartments with 5 or more units per building where there is not a street presence for each unit. Could also include mixed use developments that include ground level commercial and upper floor residential units.

One Building (many dwelling units) per Lot



Primarily renter occupied (can be owner occupied if condo unit)

Urban or suburban

Various densities

Building architecture is critical for creating character and blending into existing areas

Multiple Buildings Per Lot



Primarily renter occupied (can be owner occupied if condo unit)

Urban or suburban

Various densities

Building architecture is critical for creating character and blending into existing areas

### Land Configuration



One Building (many dwelling units) per Lot



Multiple Buildings (many dwelling units) per Lot



## Accessory Dwelling Units

A second dwelling unit on the same property as a single-family dwelling unit, but subordinate in size and location.

Occupied by Family-member of owner / renter-occupied.

Urban, suburban, or rural.

Building architecture is critical for creating character and blending into existing areas.

Features



**Garden Apartment**  
(self-contained dwelling unit in the yard, but on a permanent foundation)



**Carriage House**  
(a garage that includes a dwelling unit)



**Granny Suite**  
(a self-contained dwelling unit attached to the primary single-family dwelling unit)

Land Configuration

One accessory dwelling unit per lot with existing single-family detached dwelling.

## Implementation Strategies

### Evaluate and Inform

- Educate key leaders and the community on the relationship between household demographics and the market for different housing products, as well as the impact housing availability has on economic development.
- Evaluate and report new housing statistics each year including existing capacities and waitlists for rentals, as well as new housing starts by quantity, type, and geographic location.

### Revise and Update Standards

- Development standards should emphasize the neighborhood qualities that are in demand: quality design, connectivity, and quality of place.
- Diverse housing options should be permitted, by right
- Subdivision standards should accommodate various land configurations to better accommodate diverse housing options.

### Promote the benefits of diverse housing options

- Compare the cost/benefit of greenfield suburban development to infill development.
- Research and present case studies of developments with mixed housing types within the same development.

## Infill Housing

Yellow dots indicate where survey respondents would like to see new diverse housing options. The focus of this map is on diverse housing options, as opposed to single-family detached residential neighborhoods that are standard housing product in Auburn over the last 50 years.

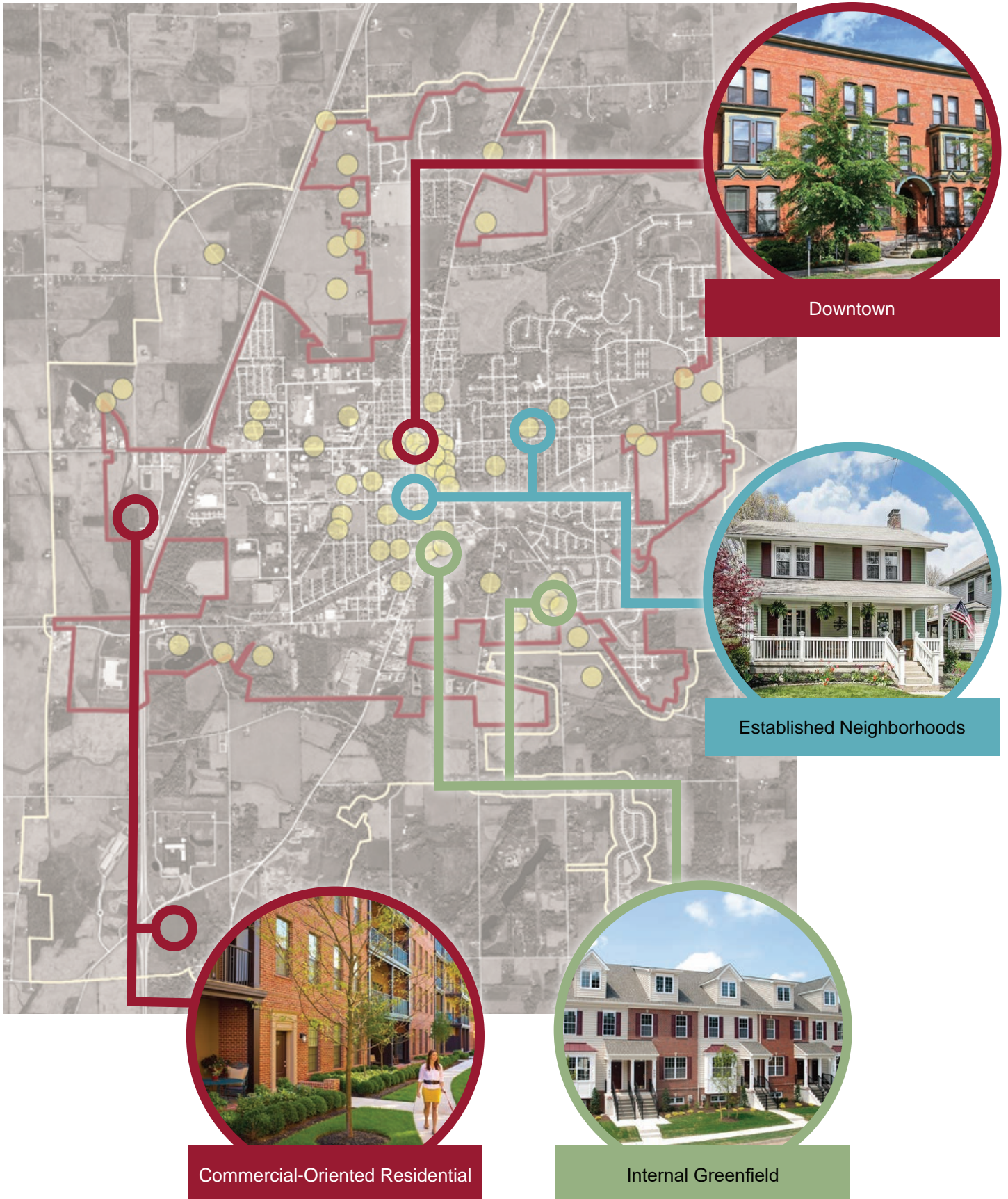
**DOWNTOWN AUBURN:** The downtown core is ideal for more dense housing in the form of mixed use / upper floor conversion. Townhomes, a quadplex, or a small-scale apartment building would be an ideal addition a few blocks from the courthouse square.

**ESTABLISHED NEIGHBORHOODS:** Established neighborhoods around downtown with a gridiron street pattern should not be overlooked for opportunities to add dwelling units. Infill development, accessory dwelling units, conversions to single-family attached (duplex/triplex), or the assembly of parcels for redevelopment into single-family attached dwellings are all great options for adding smaller dwelling options that are connected to the assets in the downtown core. It's paramount that existing neighborhood character be enhanced by these developments.

**INTERNAL GREENFIELD SITE:** There are several areas where utilities are adjacent that would be excellent sites for "pocket neighborhoods" of single-family detached units or single-family attached dwelling units on a large lot with common amenities and access to trails and parks.

**COMMERCIAL-ORIENTED RESIDENTIAL:** Opportunities for multi-family, single-family attached in the form of townhouses or quadplexes, or mixed-use developments (commercial on the main floor with residential on upper floors) exist in areas heavily developed as commercial, typically near highway interchanges. Greater density should be encouraged as the developments get closer to West Seventh Street, County Road 11A, and Interstate-69 interchanges.





## PARKING: EYESORE TO ACCESSORY

Every trip begins and ends as a pedestrian.

Well-designed parking lots cater to vehicles, pedestrians, and the environment equally. Traditionally, parking lots are oversized for peak demand and do not promote shared access. In addition, parking lots do not typically add to the beautification of a development or the larger community. Minimum standards can go a long way to transitioning parking into a community asset. Using creative solutions, it is possible to design beautiful and functional spaces turning PARKing into Parks.

**VEHICLE SAFETY:** Intentional layout and design of access/driveways and internal drive aisle can reduce conflicts and distractions.

**PEDESTRIAN SAFETY:** Drivers are often distracted in parking lots. Adding sidewalks between parking stalls promotes safe transition between vehicle and building. Crosswalks and dedicated pedestrian paths create safer environments for pedestrians to maneuver.

**ENVIRONMENTAL IMPACT:** Vehicles can create hazardous runoff, and bioswales are one option to filter and detain stormwater runoff. When properly designed and located, bioswales may add a park-like atmosphere which is pleasant for vehicular and pedestrian traffic alike. Permeable pavement may also be utilized allowing water to percolate through the surface into aggregate sub-base and eventually recharge aquifers. Drivers seeking shaded spaces will find accommodation under large trees, which need large areas to grow. Tree islands may be used throughout parking lots to calm traffic and reduce heat island effect. Adding native plants is a cost-effective way to reduce negative impact of parking lots.

## Planning for the Future Pedestrian Today

Well-designed parking lots just don't happen; they start with careful planning today. Communities through local design and zoning policy, can demand a better product without concern of driving businesses away.

**CROSS ACCESS EASEMENT:** A cross access easement allows pedestrian and vehicles to move from one property to another adjacent property without utilizing the road network. With development of adjoining lots, cross access should be required to not only soften the impact on the site, but also to the overall transportation system. Incentives could be given for those designs that accommodate more shared parking or cross access.

**LANDSCAPING:** Minimum landscape standards should be implemented into development standards. Incentives may be offered to those who exceed minimum landscaping requirements.

**CIRCULATION SCHEMATIC:** Planning for the pedestrian should be the top priority, as well as how vehicles access and navigate sites safely. This means clearly designated pedestrian or vehicular paths and separation of the two. Policy should be implemented to require development plans that promote well-connected and all-encompassing circulation.

**REDEVELOPMENT:** Many parking lots are already built and designed. Policy should be implemented that encourages the redesign and beautification of existing parking when feasible.

**PARKING MINIMUMS:** Parking minimums are becoming a requirement of the past. Communities are leaving it up to the end user to decide their desired parking counts. Instead communities are implementing maximum parking requirements to encourage more holistic, community and environmentally friendly parking.

High-quality building design; moderate landscaping; parking not visible from street



*The Highway Commercial Visual Preference Survey showed a strong preference for high quality design, parking and buildings.*



## Applicable Goals & Policies



**Goal A - Land Use:** Cultivate a built environment which promotes balanced and responsible growth patterns.

01. Identify and (re)develop corridors within and gateways to the community.
02. Promote intentional and planned growth and development that emphasize harmony between the environmental, economic, and social needs of the community.
03. Create a strategy to redevelop the State Road 8 corridor.
04. Support investment in downtown.
05. Align planning and zoning documents with the future goals identified in this plan.
08. Promote and enhance connectivity to local destinations.

**Goal B - Arts & Parks:** Be a destination for those seeking recreation, entertainment, and art.

04. Create and enhance connectivity to arts and parks.
07. Establish planning policies to integrate arts and parks as well as environmental elements into appropriate land uses.
08. Support recreation and art organizations in their growth strategies.

**Goal C – Downtown** Be a destination for those seeking recreation, entertainment, and art.

01. Develop a sustainable plan for long-term maintenance and funding of public infrastructure in downtown.
04. Improve the downtown business climate.

**Goal E - Transportation:** Create a reliable and well-maintained transportation network offering various modes.

01. Maintain and expand the street and sidewalk networks.
02. Explore and expand public transportation opportunities.
03. Improve trail connectivity and design.
04. Promote street design that considers and balances the needs of all transportation users regardless of age, ability or mode of travel.
05. Improve access management, pedestrian accessibility, and streetscape beautification of major and minor arterials.
06. Ensure interconnectivity between adjacent properties for vehicles and pedestrians.
07. Eliminate curb cuts on major arterials where possible, promote rear access.
10. Integrate green infrastructure into street design wherever possible.

**Goal G – Economic Development:** Improve the economic well-being of the community and its residents.

02. Recognize quality of place initiatives and the quality of the built environment as economic development tools that can attract and retain business.

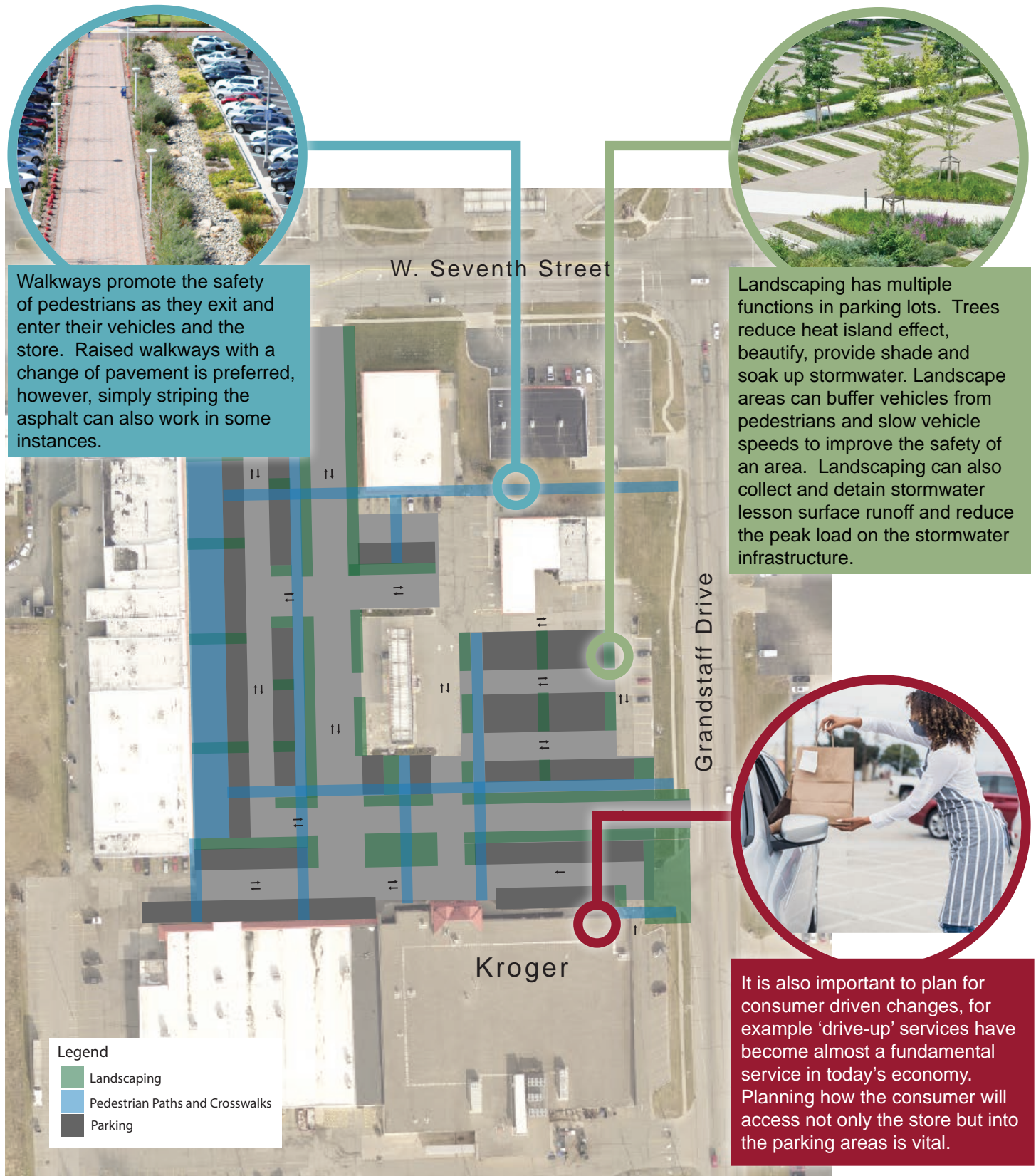
## Rethinking Parking: Kroger Parking Lot

Parking lot circulation and flow are often the last item considered when developing a site. By taking into account the vehicle, pedestrian and environment a parking lot may be reconfigured and improved to serve all users and the community as a whole. Here is an example of the Kroger parking lot.





## Implementation Strategies



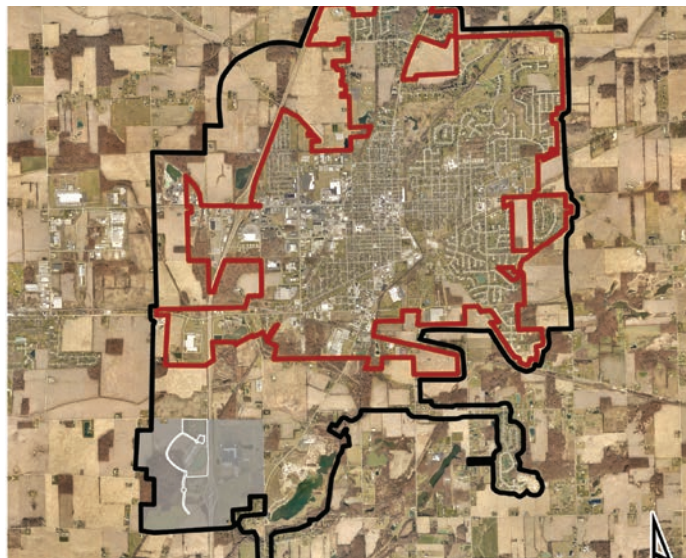
## COUNTY ROAD 11A GATEWAY

### Existing Conditions

The intersection of Interstate 69 and County Road 11A in Auburn is full of potential for growth. The area is already established as a destination through the Planned Unit Development zoning of the immediate property and subsequent development of Kruse Plaza, the Auburn Auction Park, and the adjacent properties. The intersection is also a gateway into Auburn, as County Road 11A swiftly connects with County Road 427, directing traffic into Auburn's industrial and downtown cores.

The area has a strong foundation in its automotive roots, and may continue to leverage and build upon Auburn's successful tourism. However, the site also offers an opportunity to attract visitors with a diverse mix of new commercial, educational, and entertainment uses.

With a strong direction in **Activation of Destination**, **Branding and Placemaking**, and **Traffic Control** this area may become a true destination, as well as a gateway that invites visitors into the city to continue to explore and enjoy Auburn.



Location: Intersection of Interstate 69 and County Road 11A; Planned Unit Development known as Kruse Museum Area, Auction Park, and adjacent properties; Intersection of County Road 11A and County Road 427.

### Applicable Goals & Policies



**Goal A - Land Use:** Cultivate a built environment which promotes balanced and responsible growth patterns.

01. Identify and (re)develop corridors and gateways to the community.
02. Promote intentional and planned growth and development that emphasizes harmony between the environmental, economic, and social needs of the community.
06. Develop a land use strategy for the I-69 / Co. Rd. 11A interchange.
08. Promote and enhance connectivity to local destinations.
10. Utilize branding to strengthen district identities.

**Goal B – Arts & Parks:** Be a destination for those seeking recreation, entertainment, and art.

01. Diversify types of tourism and special event programming.
03. Expand amenities and programming availability and focus on marketing those amenities and programs to the community.

04. Create and enhance connectivity to arts and parks.

05. Continue to leverage Auburn's history and car culture.

07. Establish planning policies to integrate arts and parks as well as environmental elements into appropriate land uses.

**Goal E – Transportation:** Create a reliable and well-maintained transportation network offering various needs.

03. Improve trail connectivity and design.
04. Promote street design that considers and balances the needs of all transportation users regardless of age, ability or mode of travel.
05. Improve access management, pedestrian accessibility, and streetscape beautification of major and minor arterials.
07. Eliminate curb cuts and driveways on major arterials where possible, promote rear access.



## Implementation Strategies

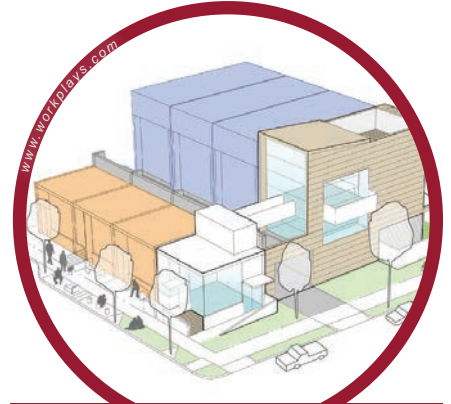
### Activation of Destination



Mixed Land Uses



Building Orientation



Planned Infrastructure



This mixed use structure includes retail/restaurants on ground level, parking mid-level, and apartments on top.

#### Mixed Land Uses

- Encourage mixed land uses to promote consistent activity, occupancy, and economic vitality.
- Promote dense single-family and multiple-family residential dwellings.

#### Spacial Orientation

- Establish standards for building orientation toward streets. Develop minimal setback and required parking spaces.

- Encourage surface lots at the rear of developments. Plan for parking structures.

#### Economic Development

- Plan for future development connection to City water, sewer, and streets. Initiate City/Developer partnerships to extend utilities, and construct collector streets, adjacent trails, and sidewalks for future developments.

## Branding and Placemaking



Brand by Design



Enhance Recreation and Entertainment



Public Art



The auction park and Kruse Plaza provide flexible event space for a variety of private and public events.

## Unify and Distinguish Developments

- Implement design standards including landscaping, architectural materials, setback policy, lighting, furniture, public art, etc.

## Enhance Recreation and Entertainment

- Encouraging private and public community events in shared event spaces.
- Promote a wider range of programs and events should be promoted.

## Beautify and Promote Community Pride

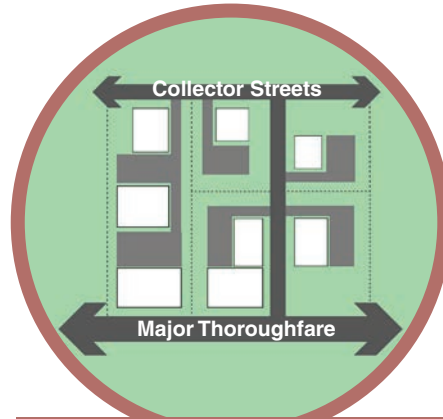
- Encourage sculptures, murals, and art to create interest and opportunities for interaction with pedestrians.
- Identify ideal locations for art features should be identified as part of the development.



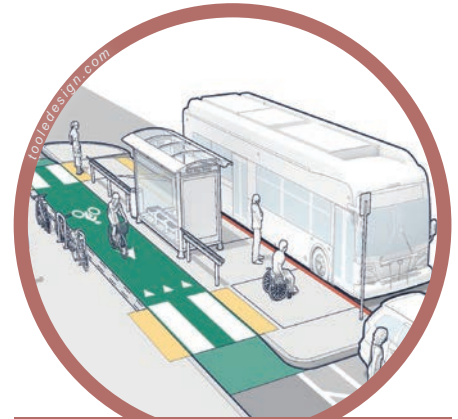
## Traffic Control



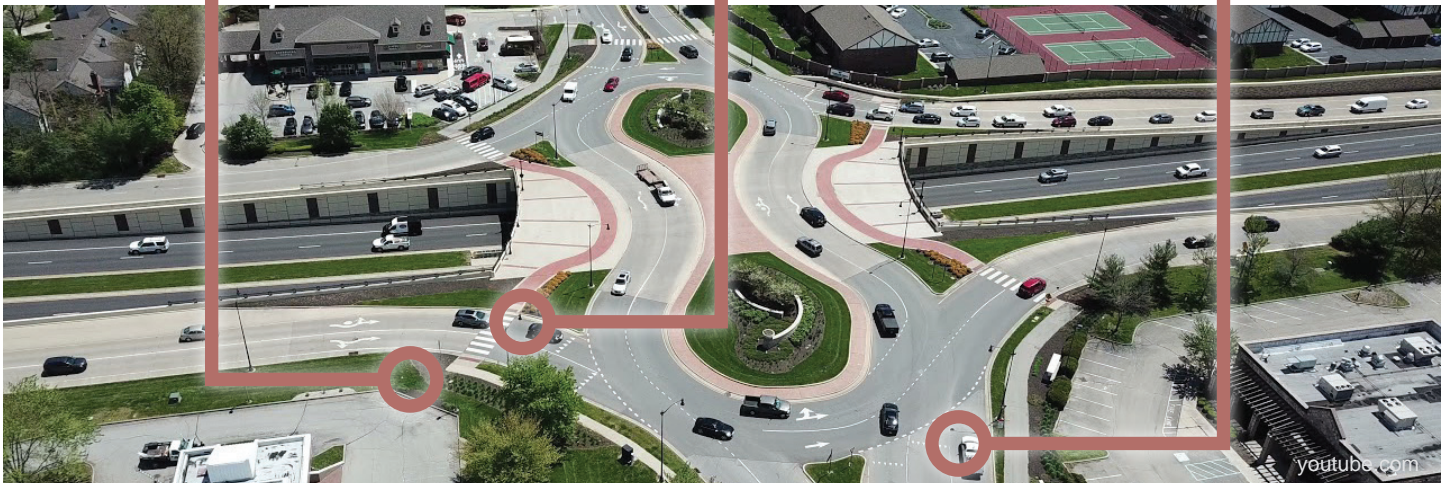
Wayfinding Signage



Improve Traffic Flow



Multi-modal Transportation



This intersection in Carmel, IN is a great example of a system that accommodates pedestrians as well as vehicles. Vehicles are funneled efficiently through the roundabout, while pedestrians enjoy a protected sidewalk with lighting, landscaping, and crosswalks.

### Guide Users through Design

- Install wayfinding sign systems to help travelers find their destinations.
- Design streets that accommodate all modes of travel. Orient driveways, intersections, parking facilities, and buildings to promote accessibility for various modes of transportation.

### Improve Traffic Flow

- Consolidate vehicular access points on arterials to reduce congestion.
- Install round-about or lighted intersections with pedestrian crosswalks to improve flow.

- Increase pedestrian paths to enhance and connect trails and sidewalks network to alleviate vehicular congestion.

### Access via Multiple Modes

- Develop street design principles that emphasize comfort, safety, and access for pedestrians, including cyclists and differently-abled individuals.
- Identify geographic areas to locate public transit interchanges/rideshare facilities.





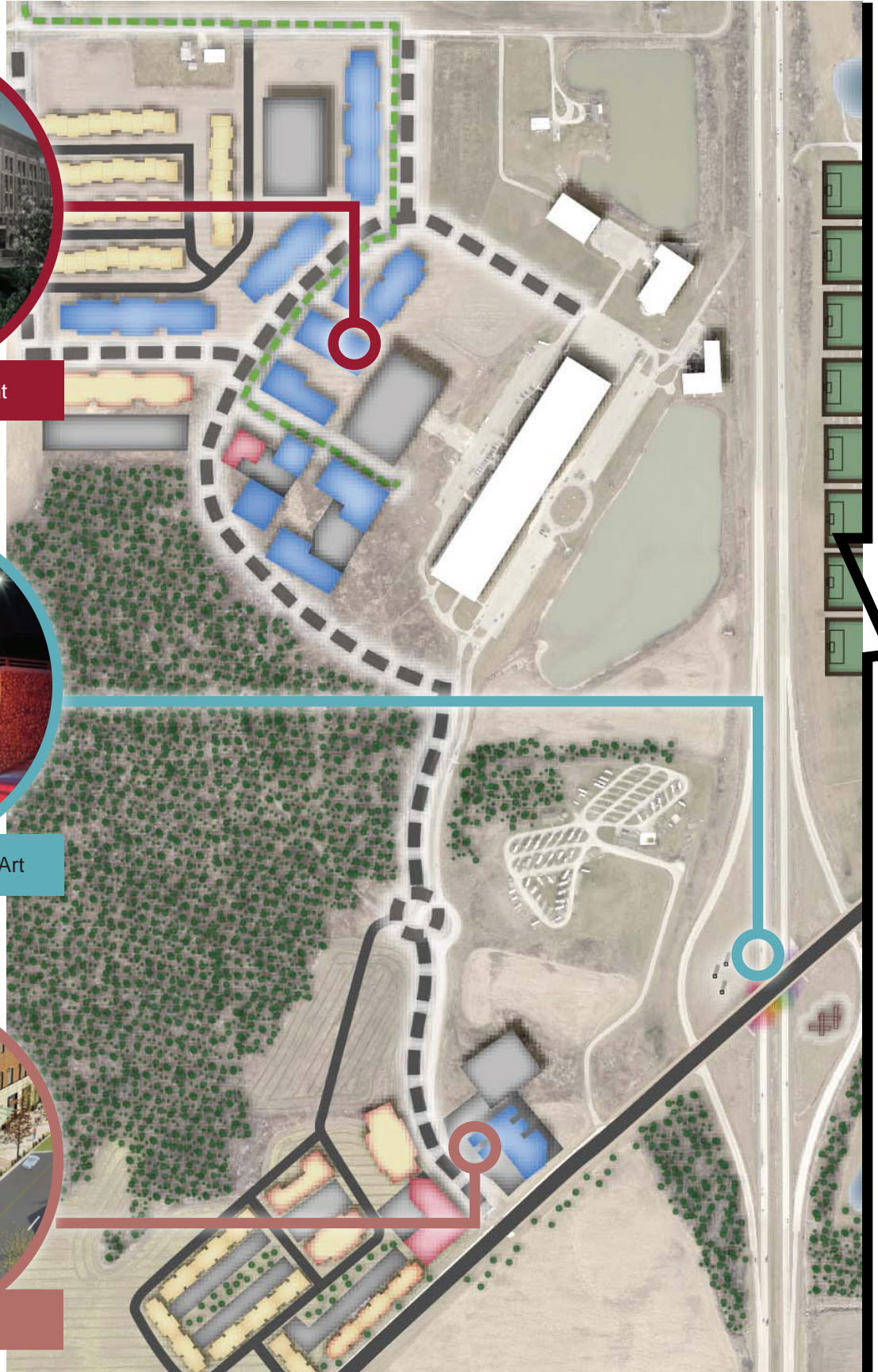
Mixed Use Development



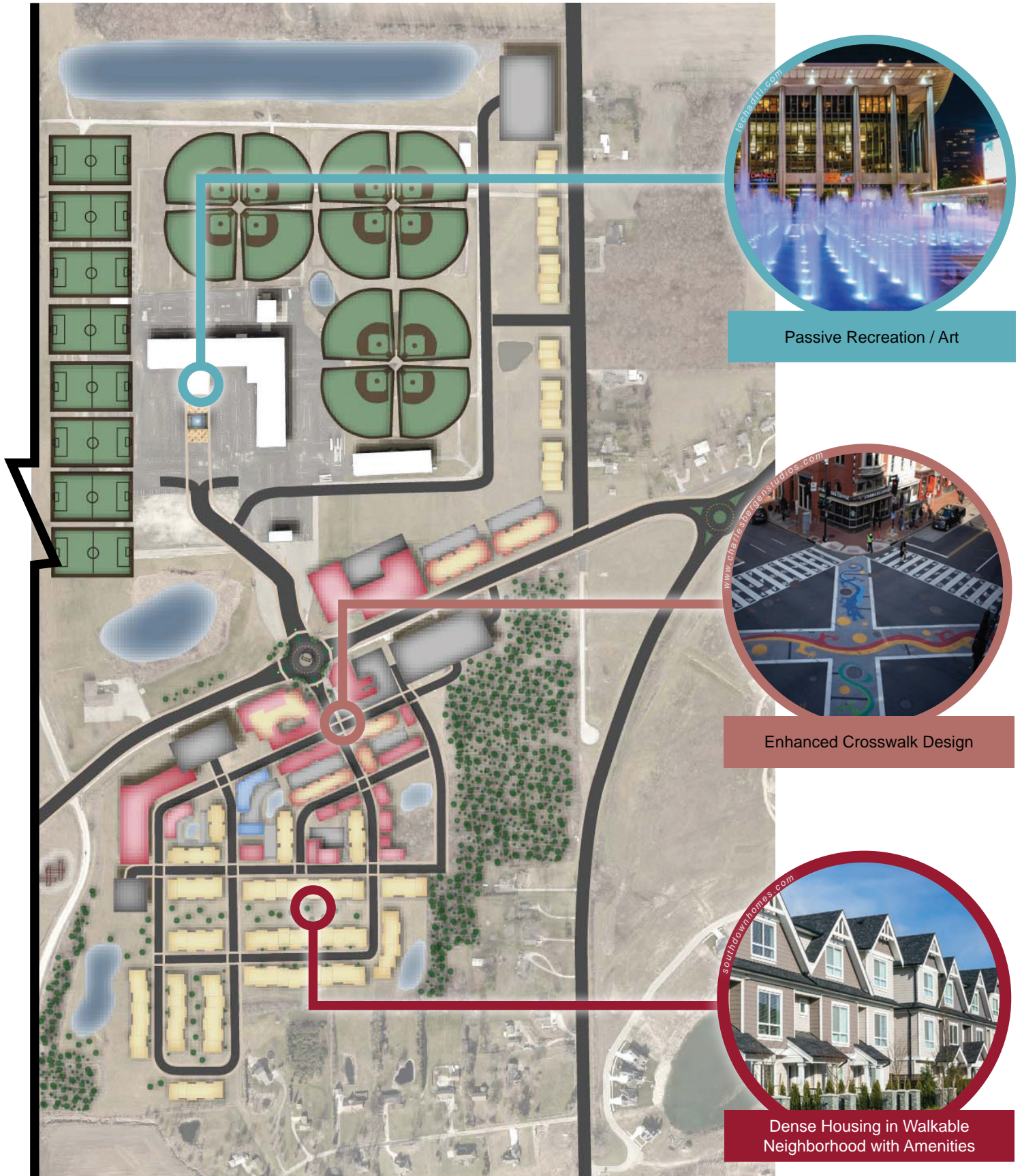
Gateway and Underpass Art



Public Transit Hub









## SOUTH WAYNE STREET CORRIDOR REDEVELOPMENT

### History and Existing Conditions

The South Wayne Street Corridor is rich in history and innovation. Home of the Auburn Automobile Factory, Borg-Warner International Corporation, Auburn Utility Building, and several other similar uses, this corridor had a heavy presence of industry. It was surrounded by residential neighborhoods, whose occupants worked at these factories. Once the industries began to dissolve or relocate, commercial and service-oriented businesses began to emerge. Over the decades of transition from industrial and commercial, tourism began to take root when the Auburn Cord Duesenberg Automobile (ACDA) Museum and National Auto & Truck Museum (NATMUS) were established.

While County Road 11A is an important southern gateway into the Auburn community, the South Wayne Street Corridor is also the primary southern entrance into the City. Some properties have been maintained and improved, but other properties have not always received the same attention.

This corridor is also unique as it is located in both an Opportunity Zone and the Riverfront Redevelopment District. The purpose of this corridor has been ever-changing. It may be time to shift its purpose to an entrance into the community and an integral destination as part of the City's initiatives in placemaking and tourism.



View of the Auburn Automobile Factory and Borg-Warner circa 1964. Image courtesy of William H. Willennar Genealogy Center.

### Applicable Goals & Policies



**Goal A - Land Use:** Cultivate a built environment which promotes balanced and responsible growth patterns.

01. Identify and (re)develop corridors and gateways to the community.
08. Promote and enhance connectivity to local destinations.

**Goal B – Arts & Parks:** Be a destination for those seeking recreation, entertainment, and art.

02. Define and utilize the Cedar Creek Corridor.
05. Continue to leverage Auburn's history and car culture.

**Goal E – Transportation:** Create a reliable and well-maintained transportation network offering various needs.

01. Maintain and expand the street and sidewalk networks.
03. Improve trail connectivity and design.
04. Promote street design that considers and balances the needs of all transportation users regardless of age, ability or mode of travel.
05. Improve access management, pedestrian accessibility, and streetscape beautification of major and minor arterials.

**Goal G – Economic Development:** Improve the economic well-being of the community and its residents.

02. Recognize quality of place initiatives and the quality of the built environment as economic development tools that can attract and retain businesses and citizens.



## Case Study

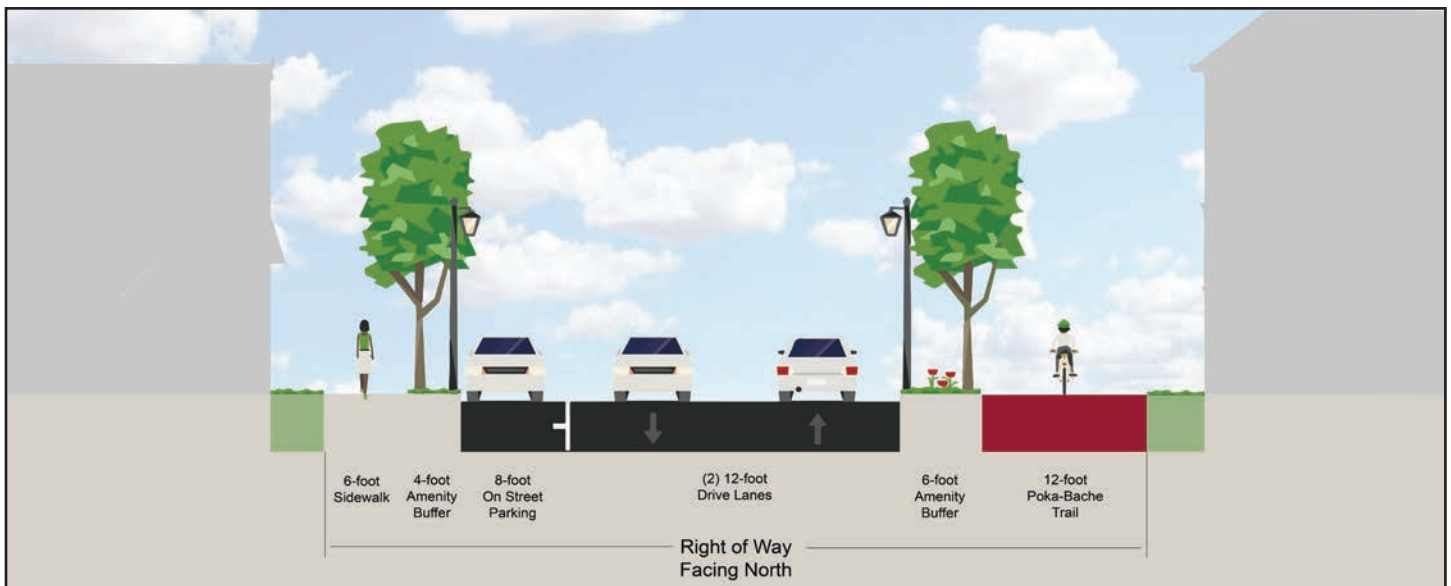
Boise, Idaho was part of the Urban Land Institute's Healthy Corridors Project. The project aspired to spur equitable health, safety, transportation, and land use improvements by nurturing and creating a new community of practice for "corridor oriented development". Boise, Idaho's Vista Avenue was a prime candidate as it had an existing mix of uses and acted as a gateway to the city. However, there was a lack of a vision or identity. In 2016, a plan was finalized and implementation began. Tremendous redevelopment in both public and private property, creating a thriving corridor, has occurred in just a few years. Most of the private redevelopment has been commercial properties. Progress has been made, but there is still plenty of work to complete the goal of the corridor.



## Implementation Strategies

- Develop a strategic plan that includes conducting a market analysis and a local business survey.
- Conduct investigation on existing infrastructure and make proposals for upgrades including:
  - Relocate all above-ground utilities underground;
  - Replace combined sewer with separate sanitary and storm sewers;
- Improve Wayne Street and accommodate for multiple modes of transportation:
  - Reduce road width to accommodate the Poka-Bache Trail south along Wayne Street.
  - Beautify the corridor with street lights, benches, planters, way-finding signage, and bioswales to accommodate run-off.
  - Reduce curb-cuts and encourage shared driveways/parking between properties.
- Modify the Unified Development Ordinance to create a zoning district or overlay specific to this corridor:
  - Promote complementary uses of the Museum District by creating a flexible zoning category that promotes mixed use and tourist related uses and promotes form over use.
  - Improve parking optimization.
  - Encourage businesses on the east side of Wayne Street to use Cedar Creek as an attraction.
- Promote Economic (Re)Development along this corridor:
  - Develop infill prototypes to demonstrate potential reuse of commercial and residential lots.
  - Create and implement a cohesive branding guide for this corridor emphasizing the trail and the museum.

## Right-of-Way Redesign





Design and construct a round-about for the Wayne St / Main St / Jackson St / Ensley Ave / Utility Dr intersection.



Relocate the Street Department and create a pedestrian connection to the nearby museums via a public market space/park extension, which can be utilized as event space.



Redesign the right-of-way to better accommodate and incorporate pedestrian and beautify the streetscape.







Redevelop existing buildings into adaptive reuses complimentary of the Museum District.



Reduce curb-cuts and encourage shared driveways/parking between properties with an emphasis on landscaping.



Support new development that promotes and activates pedestrian activity.

# WEST SEVENTH STREET CORRIDOR REDEVELOPMENT

## History and Existing Conditions

State Road 8, know as Seventh Street through Auburn, is the corridor that connects Auburn to I-69. For that reason, it has developed primarily as a commercial corridor with retail of all scales focused on convenience.

At some point, there appears to have been efforts to create a frontage road along the south side of West Seventh Street. The frontage road exists today, but it's effectiveness is dramatically hindered by the quantity of curb cuts permitted and the lack of a formal access easement for the frontage road.

As Auburn has grown and interstate traffic has increased, safety and functionality of West Seventh Street, primarily from I-69 east to Depot Street, has deteriorated.

The Indiana Department of Transportation (INDOT) has plans to implement measures that limit or eliminate the middle turn lane between Touring Drive and Grandstaff Drive in the near future. INDOT has already installed a temporary barrier along the eastern most portion of this segment to reduce accidents. The temporary barrier has achieved that goal.



## Applicable Goals & Policies



**Goal A - Land Use:** Cultivate a built environment which promotes balanced and responsible growth patterns.

- 01. Identify and (re)develop corridors and gateways to the community.
- 03. Create a strategy to redevelop the State Road 8 corridor.
- 08. Promote and enhance connectivity to local destinations.

**Goal E – Transportation:** Create a reliable and well-maintained transportation network offering various needs.

- 01. Maintain and expand the street and sidewalk networks.
- 03. Improve trail connectivity and design.
- 04. Promote street design that considers and balances the needs of all transportation users regardless of age, ability or mode of travel.
- 05. Improve access management, pedestrian accessibility, and streetscape beautification of major and minor arterials.

- 06. Ensure interconnectivity between adjacent properties for vehicular and pedestrians.

- 07. Eliminate curb cuts on major arterials where possible, promote rear access.

**Goal F – Local Government & Services:** Serve as a regional leader in reliable and innovative provision of first-rate municipal services, infrastructure, and utilities.

- 02. Improve collaboration with(in) county and state governmental organizations.

**Goal G – Economic Development:** Improve the economic well-being of the community and its residents.

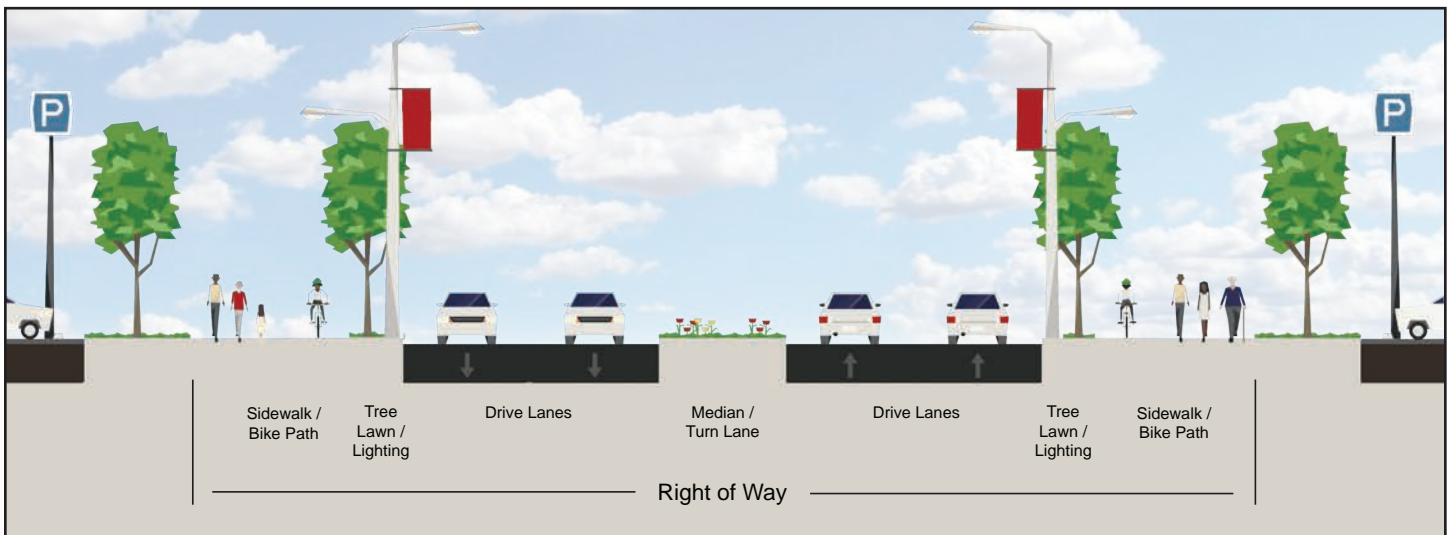
- 02. Recognize quality of place initiatives and the quality of the built environment as economic development tools that can attract and retain businesses and citizens.



## Implementation Strategies

- Coordinate closely with INDOT on a regular basis during the redesign of West Seventh Street
  - Ensure pedestrian access is a priority during the design process
  - Ensure design accommodates beautification elements
- Plan for alternative access to existing properties along West Seventh Street
  - Design alternative access routes that provide access to the rear of properties
  - Work with private property owners who are developing/redeveloping in this area to ensure future developments support the plans for alternative access
  - Cost share with those who are developing new infrastructure in this area to serve new developments.
  - Determine where right-of-way acquisition is required and pursue those acquisitions
- Design alternative access routes that provide access to the rear of properties
- Alternative access should incorporate pedestrian access
- Incentivize private property circulation modifications to make use of the alternative access
- Construct the alternative access plans prior to INDOT's West Seventh Street project
  - Work with developers to cost share
- Require elimination of unnecessary curb cuts on West Seventh Street.

## Right-of-Way Redesign





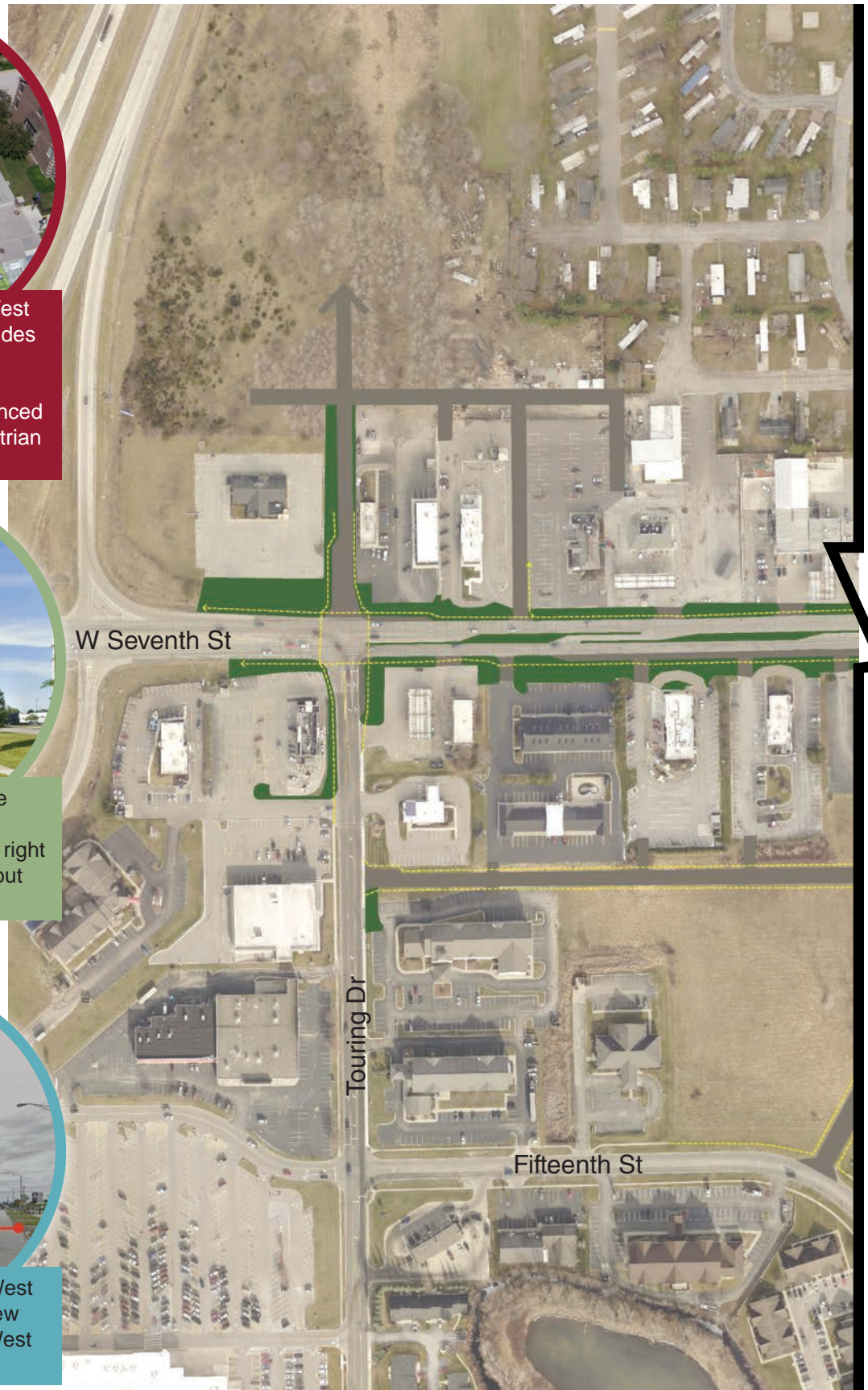
The redevelopment of the West Seventh Street corridor includes safe access for pedestrians including ADA compliant sidewalks, ramps, and enhanced crosswalks as well as pedestrian scale landscaping.



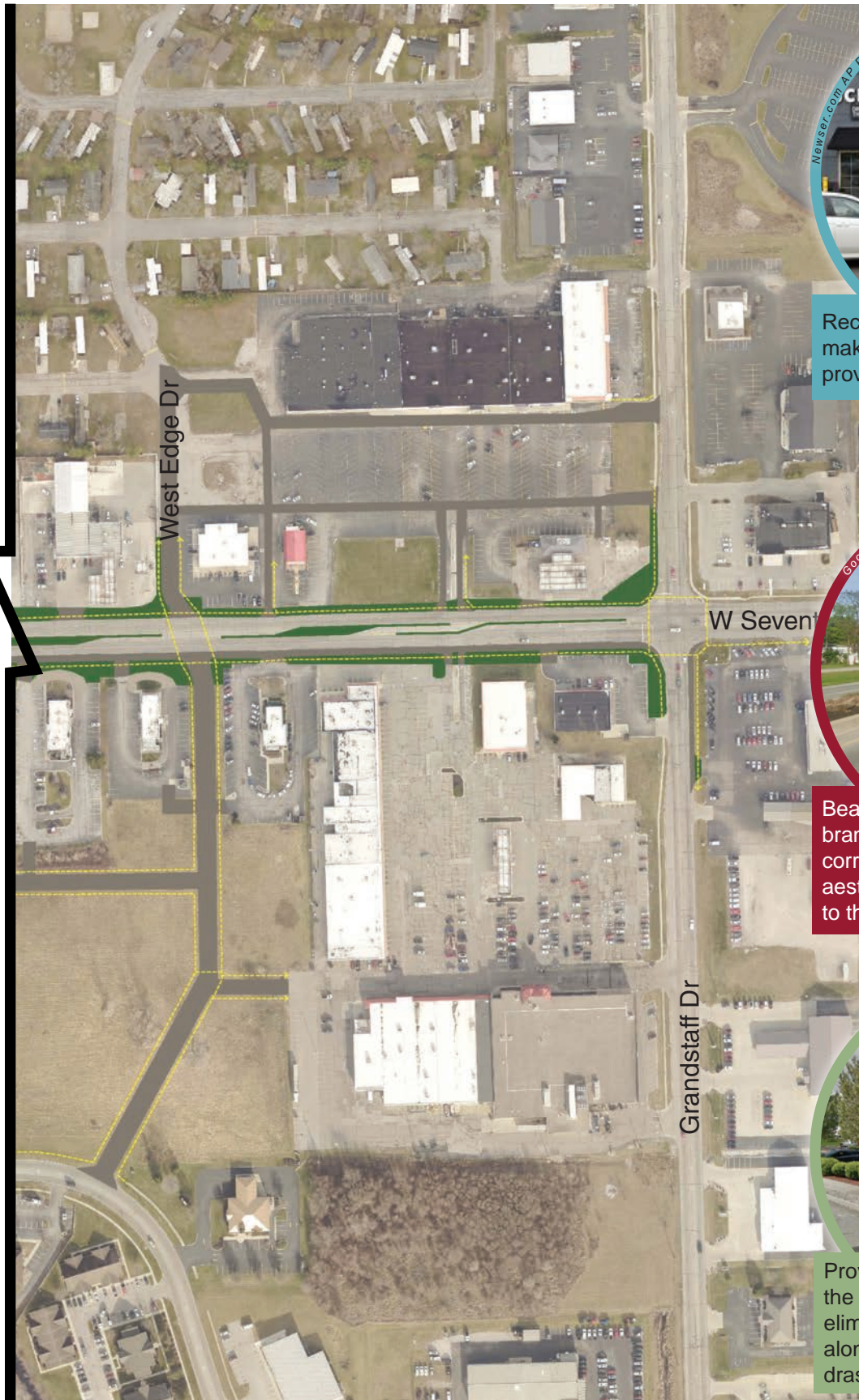
Install a right turn lane on the south side of West Seventh Street to provide convenient right in/right out only access without hindering through traffic.



Realign the intersection of West Edge Drive and proposed new street on the south side of West Seventh Street.







Reconfigure drive-thru lanes to make use of rear access and provide "loop" stacking.



Beautify the streetscape and brand the West Seventh Street corridor to provide a safe and aesthetically pleasing front door to the community.



Provide alternative access from the back of properties allowing for elimination of the middle turn lane along West Seventh Street and drastic reduction of curb cuts.