



Realizing the Vision – Plan Implementation



This master plan is only as good as the action that Auburn takes to implement it. Implementation is a key part of any plan; implementation translates ideas into action. Action moves a community towards realizing its vision.

This chapter provides the details needed for Auburn to begin implementing its comprehensive plan. Each strategy, described in the previous chapters, can be found on the following grid. It includes a timeframe to get started, partners who together will undertake the action, and an estimate of resource needs (both fiscal and human).

These implementation details are starting points. Funding availability may impact the timing of an action; or goals within the community may change as new opportunities or challenges present themselves. In other cases, strategy priorities may shift as new information comes to light or circumstances within the community change.

However, this fluidity does not mean that strategies or their implementation details are completely malleable. The comprehensive plan should only be changed for a good reason – and the city council should discuss and officially adopt any significant change. The council's periodic review of the plan's implementation, as well as that of the staff, should seek to understand why some strategies have been successfully implemented and others less so or delayed.

As described in Strategy S8, the Auburn City Council should review progress in implementing comprehensive plan action items every year. The process should



occur concurrently with annual strategic, capital and budget planning. The review, drafted and coordinated by the city's Office of Planning and Economic Development, would entail:

- > Reporting on progress
- > Identifying new action items
- > Prioritizing / reprioritizing remaining and new action items for the upcoming year and years beyond

This process will produce a short annual Implementation Plan that can be used in conjunction with other city plans. Every five to ten years, the comprehensive plan should be reviewed and updated to ensure that it is still consistent with the overall community vision as well as on-the-ground realities.

As described above, each strategy has been assigned implementation particulars in the following categories:

Time Frame

This category assigns approximate timeframes for strategies to begin implementation. Some strategies will take a significant amount of time for completion, so this category only indicates start times.

- > Underway – Started as the comprehensive plan was being drafted
- > Immediately – Should start as soon as possible after plan adoption
- > 0 to 2 years
- > 2 to 5 years
- > Beyond 5 years
- > Ongoing

Partners. As noted in the grid, the Auburn Office of Planning and Economic Development will be instrumental for implementing many of the strategies. However, they cannot act alone and this category lists partners who will be crucial to success. (The top agency listed in this category is the lead organization on the strategy. This is usually the Office of Planning and Economic Development.)

Abbreviations used are:

- > ABC – Auburn Beautification Commission
- > ACC – Auburn City Council
- > APD – Auburn City Police Department
- > BID – Auburn Downtown BID
- > CCAC – Cayuga County Arts Council
- > CCE – Cornell Cooperative Extension
- > CCOT – Cayuga County Office of Tourism
- > CHAM – Cayuga County Chamber of Commerce
- > DPW – Auburn Department of Public Works
- > ENG – Auburn Engineering Office



- > FIN – Auburn Finance Department
- > HCSC – Historical and Cultural Sites Commission
- > OPED – Auburn Office of Planning and Economic Development
- > PLAN – Auburn Planning Board
- > ZBA – Auburn Zoning Board

Resource needs

The categories, described below, take into account both direct expenditures as well as staff time costs.

- > “Minimum” resource needs indicate that the implementation of the strategy would likely take less than \$10,000 in direct expenditures and could be accomplished within the schedules of existing staff and/or volunteers of the responsible parties.
- > “Moderate” resource needs indicate that the implementation of the strategy would take more than \$10,000 and less than \$50,000 in direct expenditures and would require some coordination between agencies and increased staff time.
- > “Significant” resource needs indicate that implementation of the strategy would take more than \$50,000 in direct expenditures and would require significant coordination between agencies and significant staff time.

Finally, it is important to note that many of the tasks can be undertaken simultaneously. The numerous strategies that recommend changes to the zoning code are just one example. When a consultant is brought on board, even if to just tackle one piece of the code, it is likely that other changes can be implemented.





Boosting Downtown

Goal 1. Enhance downtown as a walkable, vibrant urban place

Strategy	Timeframe	Partner(s)	Resources
D1. Rename the zoning district covering downtown to emphasize its mixed-use nature.	Immediately	OPED, ACC	Minimum
D2. Enact as enforceable standards the existing downtown design guidelines to shape development. ^{z1}	0 to 2 years	OPED, ACC, PLAN, ZBA	Moderate
D3. Continue supporting and funding the rehabilitation of historic buildings using city, state and federal dollars.	Ongoing	OPED, ACC, BID, HCSC	Moderate
D4. Institute form-based code in the downtown area. ^{z1}	0 to 2 years	OPED, ACC, PLAN, ZBA	Moderate
D5. Ensure that pedestrian links within downtown are accessible and well maintained.	Immediately	DPW, BID	Minimum
D6. Visually link the different parts of downtown by continuing streetscape improvements throughout.	Beyond 5 years	OPED, ACC, BID, DPW	Significant
D7. Revise signage ordinance to create standards, which result in signs oriented to the pedestrian instead of the motor vehicle. ^{z1}	0 to 2 years	OPED, ACC, BID,	Moderate



Goal 2. Encourage more people to live and work downtown

Strategy	Timeframe	Partner(s)	Resources
D8. Eliminate downtown parking requirements for residential buildings.	0 to 2 years	OPED, ACC, PLAN, ZBA	Moderate
D9. Provide a diversity of housing options, particularly condominiums and high-quality rental units within walking distance of downtown	2 to 5 years	OPED, ACC, PLAN, ZBA	Minimum

^{z1} This notation groups together strategies for a first phase of zoning code revision. The "moderate" resource requirement is for all of these items together, not moderate for each.



Goal 3. Improve marketing of downtown

Strategy	Timeframe	Partner(s)	Resources
D10. Offer a resource through the BID or city to help shop owners succeed.	Immediately	OPED, BID	Minimum
D11. Fill vacant storefronts with arts or other signs of life.	Immediately	OPED, CCAC	Minimum
D12. Develop a parking education and signage strategy for downtown	0 to 2 years	OPED, BID, APD, DPW	Moderate
D13. Support an aggressive schedule of outdoor festivals.	Ongoing	ACC, OPED, BID, APD	Minimum
D14. Use street banners to tout Auburn.	0 to 2 years	OPED, ACC, HCSC, CCAC	Minimum

Goal 4. Develop downtown Auburn as a center for arts and entertainment

Strategy	Timeframe	Partner(s)	Resources
D14. Market the downtown area as one suitable for arts and trades, as well as a great place to live.	0 to 2 years	OPED, BID, HCSC, CCAC	Moderate
D15. Allow and encourage live/work space downtown. ²¹	0 to 2 years	OPED, ACC, PLAN, ZBA	Moderate



Revitalizing Neighborhoods

Goal 1. Encourage the location and form of new development to emphasize pedestrians and protect neighborhood character



Strategy	Timeframe	Partner(s)	Resources
N1. Focus new development and redevelopment efforts in and around downtown.	Immediately	OPED, PLAN, ACC	Minimum
N2. Establish clear neighborhood zoning and design standards to encourage walkability.	2 to 5 years	OPED, ACC, PLAN, ZBA	Moderate
N3. Require new subdivision development adhere to and create an urban grid/block form. ^{Z1}	0 to 2 years	OPED, ACC, PLAN, ZBA	Moderate
N4. Continue to encourage sidewalks across the city and create a citywide sidewalk replacement plan that prioritizes the location for new walkways.	Ongoing	OPED, ACC, ENG, DPW	Minimum
N5. Undertake a Safe Routes to School program	0 to 2 years	OPED, ACC, ENG, DPW	Minimum
N6. Transform the commercial zone and the R-3 PDD into a mixed-use traditional-neighborhood zoning district along the new John Walsh Boulevard. ^{Z1}	0 to 2 years	OPED, ACC, PLAN, ZBA	Moderate

Goal 2. Encourage environmentally friendly homes and neighborhoods

Strategy	Timeframe	Partner(s)	Resources
N7. Provide a density bonus for LEED-certified homes.	2 to 5 years	OPED, ACC, PLAN, ZBA	Minimum
N8. Revise subdivision regulations and zoning code to require that new housing developments have low impact on the environment and maintain the character of the community. ^{Z1}	0 to 2 years	OPED, ACC, PLAN, ZBA	Moderate
N9. Provide general landscaping standards that encourage native plants and those requiring less watering.	0 to 2 years	OPED, DPW, ABC, CCE	Minimum
N10. Support urban gardens and agriculture in vacant and soon to be vacant lots.	2 to 5 years	OPED, DPW, ABC, CCE	Minimum



Strategy	Timeframe	Partner(s)	Resources
N11. Partner with the ABC to undertake an urban forestry plan. ²¹	0 to 2 years	OPED, ACC, ABC, DPW	Minimum
N12. Encourage the reuse of existing historic buildings	0 to 2 years	OPED, ACC	Minimum to moderate

Goal 2. Encourage environmentally friendly homes and neighborhoods

Strategy	Timeframe	Partner(s)	Resources
N13. Encourage neighborhood volunteer organizations.	Ongoing	OPED, ACC, ABC	Minimum
N14. Implement a Landlord Registry Program.	0 to 2 years	OPED, ACC	Minimum
N15. Increase code enforcement activities in neighborhoods.	Ongoing	OPED	Minimum
N16. Craft a vacant building initiative.	0 to 2 years	OPED, ACC	Minimum
N17. Develop a home ownership program.	2 to 5 years	OPED	Minimum
N18. Improve incentives to re-convert homes to single family.	2 to 5 years	OPED, ACC	Minimum to moderate
N19. Educate about and enforce sidewalk maintenance standards.	Immediately	OPED, ACC, DPW	Minimum
N20. Implement traffic calming in residential areas where speed is excessive.	Beyond 5 years	OPED, ACC, DPW	Significant
N21. Undertake certain, priority action items from the 2002 Five Points Neighborhood Plan that will allow the area to achieve its vision.	0 to 2 years	OPED, ACC, DPW	Moderate to Significant
N22. Undertake certain, priority action items from the 2002 Owasco-Osborne Neighborhood Plan that will allow the area to achieve its vision.	0 to 2 years	OPED, ACC, DPW	Moderate to Significant
N23. Undertake certain, priority action items from the 2003 Dunn and McCarthy Neighborhood Plan that will allow the area to achieve its vision.	0 to 2 years	OPED, ACC, DPW	Moderate to Significant
N24. Consider rules to allow in-law apartments. ²¹	0 to 2 years	OPED, ACC	Moderate



Shaping Business Growth Across Auburn

Goal 1. Encourage sustainable development principles in the creation of new commercial parcels and buildings as well as in the renovation of existing commercial parcels and buildings.



Strategy	Timeframe	Partner(s)	Resources
B1. Require low impact development practices for all large-scale developments in Auburn.	2 to 5 years	OPED, ACC, PLAN, ZBA	Moderate
B2. Require "town-center" and walkable designs for new business development including, where appropriate, mixed uses.	2 to 5 years	OPED, ACC, PLAN, ZBA	Moderate
B3. Revamp minimum parking requirements and require rear building parking. ^{Z1}	0 to 2 years	OPED, ACC, PLAN, ZBA	Moderate
B4. Provide a green development checklist in the code to make sure everyone is on the same page.	0 to 2 years	OPED, ACC, PLAN, ZBA	Minimum
B5. Identify important vacant and industrial sites around the city and encourage their reintegration into Auburn's economy.	0 to 2 years	OPED, ACC	Minimum
B6. Establish systems to monitor potential pollution beyond the boundaries of vacant industrial land.	2 to 5 years	OPED, ENG	Moderate to significant
B7. Institute Dark Sky standards for all non-residential lighting throughout the city including publicly- and utility-owned fixtures.	0 to 2 years	OPED, ACC, ENG, DPW	Minimum
B8. Eliminate front yard setback requirements in all commercial districts. Establish build-to lines in the densest districts.	0 to 2 years	OPED, ACC	Minimum
B9. Embrace and implement recommendations outlined in the city's recently completed energy master plan.	0 to 2 years	OPED, ACC, ENG, DPW	Minimum to significant
B10. Continue infrastructure improvements at Technology Park to support new and existing businesses.	2 to 5 years	OPED, ACC, ENG, DPW	Significant



Goal 2. Improve commercial signs so they reflect the character of the city and the character of particular neighborhoods.

Strategy	Timeframe	Partner(s)	Resources
B11. Support the creation of a Finger Lakes Radio Passenger State in Auburn.	Beyond 5 years	OPED, ACC, ENG, DPW	Significant
B12. Signs shall reflect the desired character of the neighborhood in which they are erected. ^{Z1}	0 to 2 years	OPED, ACC, PLAN, ZBA	Moderate
B13. Discourage pole signs throughout the City, except for the C-3 Highway Commercial areas. ^{Z1}	0 to 2 years	OPED, ACC, PLAN, ZBA	Moderate
B14. Eliminate changeable signs throughout the city except for movie or other performance venues. ^{Z1}	0 to 2 years	OPED, ACC, PLAN, ZBA	Moderate
B15. Set a stricter set of standards for variances to the sign ordinance.	0 to 2 years	OPED, ACC, PLAN, ZBA	Minimum
B16. Prohibit billboards within city limits.	0 to 2 years	OPED, ACC, PLAN, ZBA	Minimum
B17. Encourage protection of historic signs	0 to 2 years	OPED, ACC	Minimum
B18. Allow painted signs on building walls.	0 to 2 years	OPED, ACC, PLAN, ZBA	Minimum
B19. Revise home occupation rules to focus on impact and not use.	0 to 2 years	OPED, ACC, PLAN, ZBA	Minimum

Goal 3. Develop a plan for universal broadband access

Strategy	Timeframe	Partner(s)	Resources
B20. Research and create a plan for wireless broadband access throughout the city.	2 to 5 years	OPED, ACC	Moderate

Goal 4. Encourage the arts and culture sector as an integral part of Auburn's economy

Strategy	Timeframe	Partner(s)	Resources
B21. Support existing and future arts and cultural institutions and events.	Ongoing	OPED, ACC, HCSC, BID, CCAC, CCOT, CHAM	Minimum



Creating a welcoming community

Goal 1. Create a more welcoming environment for visitors and improve the experience of arriving in Auburn.



Strategy	Timeframe	Partner(s)	Resources
G1. Upgrade important gateways into the city.	0 to 2 years	OPED, ACC, DPW, ENG	Moderate to significant
G2. Upgrade gateway signs into downtown.	Immediately	OPED, ACC, DPW	Minimum

Goal 2. Develop a comprehensive system for directing people into and around Auburn.

Strategy	Timeframe	Partner(s)	Resources
G3. Craft a wayfinding plan to get people around Auburn, especially downtown.	Immediately	CCOT, OPED	Moderate
G4. Coordinate signage with adjoining communities to move visitors to downtown Auburn and around the city.	Immediately	CCOT, OPED	Minimum

Goal 3. Improve corridors in and around Auburn.

Strategy	Timeframe	Partner(s)	Resources
G5. Improve the travel corridors of Auburn.	0 to 2 years	OPED, ACC, PLAN, ZBA	Moderate
G6. Use banners to identify different districts.	0 to 2 years	OPED, ACC, CCAC, DPW	Minimum



Re-engaging the Owasco River

Goal 1. Reconnect people to the river.

Strategy	Timeframe	Partner(s)	Resources
R1. Create a greenway along the Owasco River.	2 to 5 years	OPED, ACC, DPW, ENG	Moderate to significant
R2. Create Wadsworth Park on the river.	Ongoing	OPED, ACC, DPW	Significant ¹⁶
R3. Ensure that public access along the river is protected over time. ^{Z1}	Immediately	OPED, ACC, PLAN, ZBA	Minimum

Goal 2. Leverage the Owasco River as an economic asset for the community.

Strategy	Timeframe	Partner(s)	Resources
R4. Rezone certain areas along the river to allow private residential or mixed-use development, while protect public access to and along the river. ^{Z1}	0 to 2 years	OPED, ACC	Moderate
R5. Develop and promote options for enlarging the downtown park along Loop Road.	Beyond 5 years	OPED	Moderate
R6. Find ways to open the river to more boat navigation.	Beyond 5 years	OPED, DPW	Moderate

Goal 3. Improve and maintain the integrity of the Owasco River as an environmental resource.

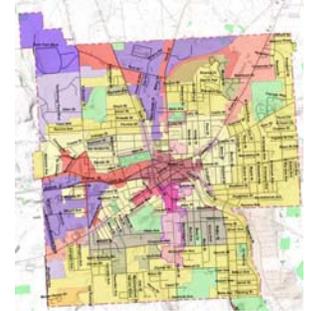
Strategy	Timeframe	Partner(s)	Resources
R7. Review and improve city ordinances with regards to stormwater runoff	0 to 2 years	OPED, ACC	Moderate
R8. Undertake a public education campaign to keep the water in the Owasco River clean	Immediately	OPED	Moderate
R9. Reactivate the river's hydropower capacity.	Beyond 5 years	OPED, DPW	Moderate to significant

¹⁶ Preliminary plan options for Wadsworth Park have been developed as part of this comprehensive plan. An initial cost estimate for the park is \$1.1 million.



Simplifying and Improving Development

Goal 1. Review and revise zoning rules so that make it easier for private developers to undertake projects that fit with Auburn's urban, historic, cultural and environmental vision.



Strategy	Timeframe	Partner(s)	Resources
S1. Require all applicants before the planning board, zoning board or city council describe, as part of their application, ways in which their project meets the vision and goals set out in the comprehensive plan.	Immediately	OPED, ACC, PLAN, ZBA	Minimum
S2. Streamline and clarify the land use codes. ^{z1}	0 to 2 years	OPED, ACC	Moderate
S3. Revise and unify definitions. ^{z1}	0 to 2 years	OPED, ACC	Moderate

Goal 2. Improve operations of the planning and zoning boards.

Strategy	Timeframe	Partner(s)	Resources
S4. Link criteria for the parameters listed in the site plan review to standards elsewhere in the code or provide standards.	0 to 2 years	OPED, ACC, PLAN, ZBA	Minimum
S5. Require more than four hours of training per year for planning and zoning board members.	0 to 2 years	OPED, ACC, PLAN, ZBA	Minimum
S6. Make variances rare.	Immediate	OPED, PLAN, ZBA	Minimum
S7. Institute systems to make sure planning and zoning boards have a complete and defensible record of decisions.	Immediate	OPED, PLAN, ZBA	Minimum
S8. Review the comprehensive plan.	Ongoing	OPED, ACC	Minimum



Goal 3. Adopt policies that promote arts and culture as economic development.

Strategy	Timeframe	Partner(s)	Resources
S9. Secure resources for the protection of historic and cultural resources.	0 to 2 years	HCSC, OPED, ACC	Moderate

Goal 4. Make municipal operations more environmentally and economically sustainable.

Strategy	Timeframe	Partner(s)	Resources
S10. Upgrade municipal facilities, equipment and operations including making them more environmentally friendly by incorporating sustainable technology and design into the construction of new municipal buildings and the renovation of old ones.	0 to 2 years	DPW, ACC	Minimum to significant
S11. Review and upgrade operations and purchases to improve sustainability.	0 to 2 years	FIN, ACC	Minimum to significant