

**JOINT LEWISTON CITY COUNCIL AND PLANNING BOARD
WORKSHOP AGENDA**

CITY COUNCIL CHAMBERS, CITY HALL

TUESDAY, JUNE 27, 2017

7:00 p.m. Joint Workshop

Pledge of Allegiance to the Flag.
Moment of Silence.

1. Discussion of Issues Involving Student Housing/Lodging Houses – 45 minutes
2. Comprehensive Plan Implementation – 45 minutes

JOINT LEWISTON CITY COUNCIL
PLANNING BOARD
WORKSHOP AGENDA
TUESDAY, June 27, 2017
7:00 PM

1. Discussion of Issues Involving Student Housing/Lodging Houses -- 45 minutes.

In February, the Council enacted a moratorium on issuing any permits or licenses for lodging houses or dwellings with more than three unrelated persons to allow time to investigate and prepare amendments to various sections of our code with respect to lodging houses. Staff has been reviewing a variety of approaches toward issues that have affected the Davis and White Street neighborhoods and other residential areas near Bates College. We would like to review these alternatives and seek preliminary guidance from the Council and Planning Board prior to drafting specific language and holding public meetings.

2. Comprehensive Plan Implementation – 45 minutes.

Following the adoption of the City's new comprehensive plan, our efforts must now turn toward its implementation. Funding is available for consulting assistance in beginning this task. We will be seeking guidance as to the implementation tasks that should be given priority in the use of these funds.



CITY OF LEWISTON

Department of Planning & Code Enforcement

TO: Mayor
City Council
Planning Board
FROM: David Hediger, City Planner
DATE: July 22, 2017
RE: Student Housing/Lodging Houses

On February 21, 2017, the City Council enacted a moratorium on the issuance of any permits and/or licenses for lodging houses or dwellings with more than three unrelated persons. The reason for the moratorium was to provide the city time to investigate and prepare amendments to various sections of our code with respect to lodging houses. The impetus for the moratorium involved complaints regarding the number of college students living in dwelling units and the adverse impacts created by noise, overcrowding, increased parking demand, etc. While this activity has occurred for many years in neighborhoods around Bates College, it appears that more single-family dwellings are accommodating students, including, but not limited to, the Davis and White Street neighborhoods. There is a concern that city's current provisions may not be protecting the residential character of certain neighborhoods or protecting against unhealthy or unsafe conditions.

The following is a summary of what has been discussed amongst Planning/Code Enforcement, Fire, Police, and Administration with guidance being sought from the City Council and Planning Board before drafting any language or holding public meetings:

1. Overlay zones whereby specific neighborhoods can be targeted for special ordinances.
 - o This may include developing a student housing definition that allows for certain types of occupancy within specific neighborhoods. Within the greater vicinity of Bates College, we are looking at existing housing types and lodging establishments and their proximity to Bates to determine if a provision should be adopted that may allow some type of student/lodging housing. However, to avoid any legal entanglements regarding discrimination, it will be necessary to develop evidence to demonstrate that targeting students living off campus has a rational relationship to the concerns addressed by the ordinance and that the concerns are real (i.e. noise, overcrowding, increased parking demand, etc.).
2. Establishing residential parking on specific streets/neighborhoods.
 - o We would create a resident parking sticker program on specific streets, requiring proof of residency by registering and insuring your vehicle in Maine and providing proof of residency (i.e. utility bill, apartment lease, etc).

ted to an address). The thought at this time is that the resident parking ordinance would only be enforced overnight: “No overnight parking without a permit.” This would allow businesses, staff, guests, etc., to park on the street during the day. While Davis and White Streets have been the areas with the greatest apparent concern, other streets may be considered. We also need to be mindful of moving any existing parking issues to a street where they do not exist.

3. Adopt disorderly property ordinance.

- LPD adopted a policy in June 2014, but not an ordinance. The current policy does not have any prescribed fine or penalties assigned to tenants or the landlord. An ordinance with stiffer penalties may provide greater incentive for compliance.

4. Update definitions of lodging, family, dwelling unit, and housing.

- Lodging definitions currently found in state, local licensing and zoning ordinances, and fire codes all differ slightly. Changes to local definitions for greater consistency should be considered. In doing so, we need to decide whether to define “family,” which may be challenging. Staff is currently looking at the NFPA Life Safety Code for guidance, being a nationally accepted and recognized code, to differentiate between a single-family dwellings and lodging house. NFPA and Lewiston Fire regulates one- and two-family dwellings as lodging houses if each dwelling unit is occupied by members of a single family and more than three outsiders, at which time a sprinkler and alarm system are required. The 2009 Life Safety Code, Chapter 24, notes the following examples in differentiating between a single-family dwelling and a lodging house:

- *An individual or a couple (two people) who rent a house from a landlord and then sublease space for up to three individuals should be considered a family renting to a maximum of three outsiders, and the house should be regulated as a single-family dwelling.*
- *A house rented from a landlord by an individual or a couple (two people) in which space is subleased to 4 or more individuals, but not more than 16, should be considered and regulated as a lodging or rooming house.*
- *A residential building that is occupied by 4 or more individuals, but not more than 16, each renting from a landlord, without separate cooking facilities, should be considered and regulated as a lodging or rooming house.*

The reasoning behind this classification guideline is that outsiders do not tend to keep each other as informed as family members do with regard to conditions within the building. In addition, when occupying their rooms, they more often keep their room doors closed than do family members. The lack of communication and reduced openness and awareness justify

the additional alarm system, vertical opening, and corridor wall and door requirements that apply to lodging or rooming houses.

While more consideration is needed, staff is leaning toward a zoning definition in-line with the NFPA definition whereby a dwelling unit shall be occupied by members of a single family and not more than three outsiders.

5. Limiting the number of vehicles allowed to park at each residence.
 - Currently, approximately 2 spaces per dwelling unit or 1 space per three lodgers are the current standards. Increasing the parking for lodging houses may prevent single- and –two family dwellings from being converted. However, this would also impact traditional lodging houses, where the residents tend not to have as many vehicles and, therefore, a lesser parking demand.
6. Minimum distance requirements between student housing residences.
 - Consider capping total permissible conversions in each neighborhood. This may limit the proximity and reduce the density of student housing in a specific neighborhood. However, this may also spread student lodging into other neighborhoods currently not impacted.
7. Establish occupancy requirements.
 - This is currently limited to multi-family's per NFPA 101. Consideration may be given to expanding this to include single- and –two family dwellings. However, enforcement and administration of such a provision city wide will likely be challenging given ongoing tenant changes and changes in property ownership.
8. Requiring colleges to maintain records of off-campus student renters.
 - This is currently done by Bates. While not required by the city, Bates has been very cooperative in assisting staff in identifying properties where students live off campus.

At this time, staff is recommending that our efforts be focused on items 1 thru 4 noted above. With guidance from the City Council and Planning Board, staff will continue to research and draft language. We also plan to schedule neighborhood meetings in advance of any public hearings with the Board or Council to share proposed language and policies in effort to learn more and incorporate the concerns of property owners.

Planning/Code Enforcement, Fire, and Police have also met several times with representative from Bates College to discuss off-campus student housing concerns and learn more about Bates' policies and practices. In turn, staff has shared our thoughts and concerns as to how to improve conditions in residential neighborhoods where student living and behavior have become a problem. Bates has been very cooperative and has expressed a desire to assist with a solution.

Given the time necessary to draft language, meet with property owners, and schedule meetings with the Board and Council, an extension of the current moratorium, which is set to expire on August 13, 2017, will be needed. Given the Council's summer schedule, such an extension will be scheduled for action at the July 18th meeting.

CITY OF LEWISTON

MORATORIUM ON LODGING HOUSES IN THE NEIGHBORHOOD CONSERVATION “B” DISTRICT

WHEREAS, the City Council of the City of Lewiston finds that lodging houses, as defined in the Code of Ordinances, Chapter 22, Article I and Appendix A, Zoning and Land Use Code as “lodging house”(s), located in the Neighborhood Conservation “B” (NCB) zoning district have had an adverse impact on the intended uses of properties in the area and have adversely impacted residents’ quality of living and the ability of property owners to improve and increase the values of their properties; and

WHEREAS, property owners in proximity to Bates College have been converting dwelling units into lodging houses to providing housing for students; and

WHEREAS, the number of students living in dwelling units is creating an adverse impact with respect to noise, overcrowding, increased parking demand, large gatherings, trash, public urination, and other nuisances; and

WHEREAS, the City Council finds that a concentration of lodging houses and dwellings providing student housing in proximity to Bates College creates unique public safety issues and excessive demand on the City’s ability to provide public safety services; and

WHEREAS, it has come to the City Council’s attention that the existing provisions of Lewiston’s Code of Ordinances and the Lewiston Zoning and Land Use Code relating to the licensing and allowance of lodging houses and the number of unrelated occupants in a dwelling unit in the NCB district and other zoning districts are not working effectively to prevent the problems described above and are inadequate to protect against the risk of serious public harm occurring as a result of improperly located lodging houses and dwellings housing students; and

WHEREAS, the City intends to review and amend its existing regulations governing lodging houses and the number of unrelated occupants in a dwelling during the time this moratorium is in effect; and

WHEREAS, these circumstances create the need for a moratorium on the issuance of any permits and/or licenses for lodging houses or dwellings with more than three unrelated persons;

NOW, THEREFORE, be it ordained by the City Council of the City of Lewiston, Maine, in City Council assembled that, based on the foregoing findings, the following moratorium provisions are hereby adopted:

1. Applicability

During the time this moratorium is in effect, no official, officer, board, body, agency, agent or employee of the City of Lewiston shall accept, process, or act upon any application for any approval required under any ordinance of the City of Lewiston to establish a lodging house in the Neighborhood Conservation "B" (NCB) district.

2. Definitions

As used in this Ordinance, the following terms have the following meanings:

Dwelling unit means a room or group of rooms, containing at least three hundred (300) square feet of living area, designed and equipped exclusively for use as living quarters for one (1) family, including provisions for living, sleeping, cooking, and eating. The term shall not include hotel or motel rooms or suites, rooming house rooms, or similar accommodations

Lodging house means a building or group of attached or detached buildings containing lodging and/or dwelling units for occupancy for daily or weekly periods by persons not within the second degree of kindred to the person conducting the lodging house with or without board, in which common kitchen or living facilities may or may not be provided. The term "lodging house" shall not be meant to include the dormitories of charitable, educational or philanthropic institutions or associations, or any house where lodgings are let to less than five lodgers. A boarding house shall be considered a type of lodging house.

Lodging house means a building or group of attached or detached buildings containing three (3) or more lodging units for occupancy for weekly or longer periods of time with or without board, for compensation, in which common kitchen or living facilities may or may not be provided, as distinguished from hotels and tourist homes in which rentals are generally for daily or weekly periods and occupancy is by transients. Lodging units shall not meet the definition of a dwelling unit and for the purposes of computing density and parking requirements; two (2) lodging units shall equal one (1) multi-family dwelling unit. A boarding house shall be considered a type of lodging house.

Neighborhood Conservation "B" (NCB) district consists of areas to promote the stability and improvement of older multifamily residential neighborhoods by requiring the development of new buildings or the replacement, reuse or conversion of existing buildings to conform to the type and density of housing existing within the immediate neighborhood as shown on the official zoning map. The standards of the district allow multifamily housing while encouraging the upgrading of this housing stock.

Official zoning map means a map prepared by the City of Lewiston planning board and adopted by the city council outlining each district established or modified by the municipality.

Terms not defined in this Ordinance shall have the same meanings as they have in the Code of Ordinances and the Zoning and Land Use Code Ordinance.

3. Establishment of Lodging Houses are prohibited

No person or organization shall develop or operate a new lodging house or expand a lodging house within the NCB district within the City of Lewiston on or after the effective date of this ordinance and during the period in which this ordinance remains in effect. No new application for a license or permit to develop or operate a new lodging house within the NCB district within the City of Lewiston shall be processed or approved by any official, officer, board, body, agency, agent or employee of the City of Lewiston while this moratorium ordinance remains in effect.

4. Enforcement, Violation, and Penalties

This ordinance shall be enforced by the Code Enforcement Officer of the City of Lewiston. Development, expansion, operation, or relocation of a new lodging house within the NCB district in the City of Lewiston in violation of this ordinance shall constitute a land use violation pursuant to 30-A MRSA sec. 4452. If a lodging house is established in violation of this ordinance, each day such use continues to exist constitutes a separate violation.

5. Effective Date

Upon its enactment, this Ordinance takes effect retroactively on February 14, 2017 and shall remain in effect for a period of 180 days after the effective date, until August 13, 2017, unless earlier extended, repealed, or modified by the Lewiston City Council

6. Applicability

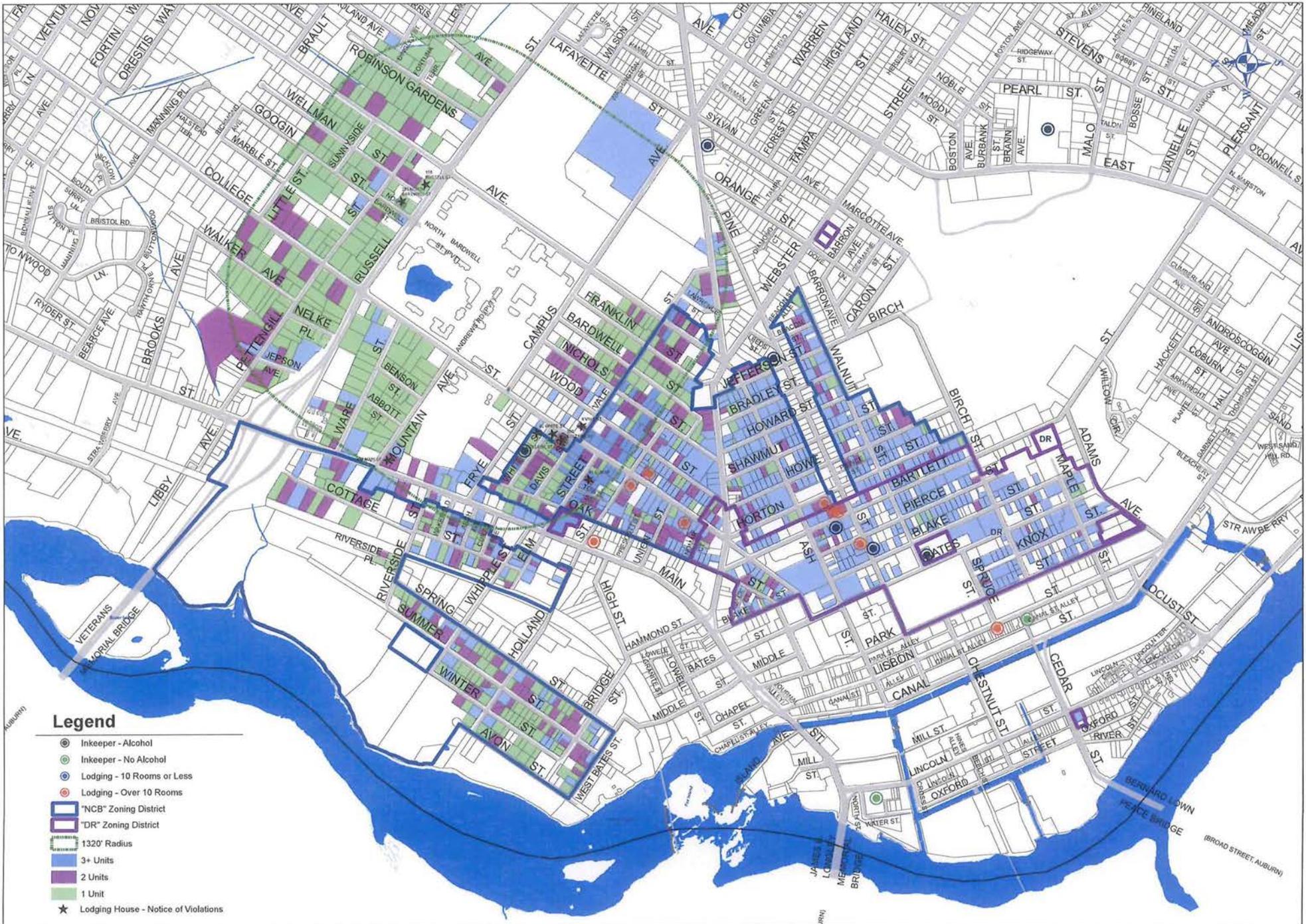
Notwithstanding the provisions of 1 M.R.S.A. § 302, this Ordinance shall apply to any proposal to establish a lodging house, whether or not an application or proceeding to establish said use would be deemed a pending proceeding under 1 M.R.S.A. § 302.

7. Severability

Should any section or provision of this Ordinance be declared by any court to be invalid, such a decision shall not invalidate any other section or provision.

Adopted by the City Council: February 21, 2017 (to be effective February 14, 2017)

Ordinance Expires: August 13, 2017





**City of Lewiston Maine
City Council Resolve
June 3, 2014**



Resolve, Indicating Support for the Lewiston Police Department's Standard Operating Procedure on Response to "Disorderly" Properties.

Whereas, for some time now, the City has been evaluating steps that can be taken to improve the health, safety, and welfare of individuals residing in multi-family properties, especially those within the City's downtown neighborhoods; and

Whereas, as a result, a number of actions have been taken including stepped up code enforcement, aggressive action against abandoned and dilapidated properties, and revised loan programs to assist property owners in making improvements; and

Whereas, as a part of these efforts, the City investigated and proposed establishing a Disorderly Property Ordinance that would provide the Police Department with an additional tool to work with property owners to address the recurrence of disorderly conduct in or associated with specific buildings that disturb the peace and tranquility of others; and

Whereas, in discussions with representatives of area landlords, it became apparent that some property owners were concerned that such an ordinance and the penalties associated with it could be used to punish landlords rather than to work together with them to resolve problems; and

Whereas, as a result, the Police Department and City Administration suggested that a voluntary disorderly property program be implemented without fines and penalties, a suggestion that was supported by landlord representatives; and

Whereas, the Lewiston Police Department has now drafted a standard operating procedure outlining its response to disorderly properties;

Now, therefore, be It Resolved by the City Council of the City of Lewiston that

The City Council supports the Lewiston Police Department's Standard Operating Procedure on Response to "Disorderly" Properties as attached hereto and recognizes that its implementation will assist in improving the quality of life of residents, particularly those who live in our densest residential neighborhoods.

RESPONSE TO “DISORDERLY” PROPERTIES



*Lewiston Police Department
Lewiston, Maine*



**STANDARD OPERATING
PROCEDURES**



RESPONSE TO “DISORDERLY” PROPERTIES

[I. PURPOSE](#) [II. POLICY](#) [III. DEFINITIONS](#) [IV. PROCEDURE](#) [V. ENFORCEMENT](#)

I. PURPOSE

The purpose of this Standard Operating Procedure is to protect the health, safety, and welfare of the residents of the City of Lewiston by reducing the recurrence of disorderly conduct in dwellings that disturbs the peace and tranquility of others.

II. POLICY

The mission of the Lewiston Police Department is to promote an atmosphere of partnership with the community toward the common goal of protecting life and property while enhancing the overall quality of life through mutual trust, respect, and the fair, equitable enforcement of laws while carefully safeguarding the dignity of all. The City has a substantial and compelling interest in protecting neighborhoods affected by conduct that unlawfully disturbs the peace and/or constitutes a nuisance because such conduct adversely affects the health, safety, and welfare of citizens and diminishes the quality of life in neighborhoods where it occurs. Such disorderly conduct and its impact should be abated. This written policy outlining a response to “Disorderly” Property is required because other prohibitions and penalties under state law and the City’s code of ordinances have not adequately eliminated or controlled chronic, disorderly or nuisance activity in the City. The enactment of this policy as a standard operating procedure is intended to alleviate the deleterious impact of chronic, unlawful or nuisance activity in dwelling places and neighborhoods by authorizing early and constructive intervention by the Lewiston Police Department.

RESPONSE TO “DISORDERLY” PROPERTIES

III. DEFINITIONS

A. “Disorderly Conduct”

“Disorderly Conduct” is any conduct that would have a tendency to unreasonably disturb the health, safety, or peaceful enjoyment of the community, the neighborhood or an ordinary individual in the vicinity, including but not limited to: loud music; boisterous parties; sounds emanating from within a structure which are annoying outside the building; loud noise or fights within a building or in its vicinity involving owners or tenants of a building or their invitees (excluding incidents involving domestic violence); owners, tenants or invitees being intoxicated in shared areas within the building such as hallways, stairways, or on public ways in the vicinity of the building; the arrest and conviction of owners, tenants or invitees for activities which constitute either a crime or civil infraction under either state or local law; other *similar activities* in a building or in areas outside of but in the vicinity of a building; or other conduct proscribed pursuant to 17-A M.R.S. § 501-A.

Similar Activities include, but are not limited to:

- Drug related criminal activity;
- Prostitution;
- Violations of conditions of bail, parole, or probation;
- Alcohol abuse which threatens the health, safety, or right to peaceful enjoyment of the premise by other residents/tenants; and
- Tenant(s) fleeing to avoid prosecution, custody, or confinement after conviction of a crime.

B. “Disorderly Property”

A "disorderly property" is any property on which there is located a building that houses one or more dwelling units or any bed and breakfast establishment, hotel, motel, lodging or rooming house or other structure that provides residential accommodations at which property the police have found, on five (5) or more occasions in any thirty (30) day period or fifteen (15) or more occasions in the preceding year, that the owner, a tenant, or a tenants' co-habitees, guests or invitees, or other occupants have engaged in disorderly conduct.

- For the purpose of this policy, disorderly behavior violations as defined will be documented by a specific address such as apartment number, single family home address, or boarding house room number within a given building. Penalties and documentation will be associated with the specific address of buildings outlined/defined in the “disorderly property” definition in this ordinance.

RESPONSE TO “DISORDERLY” PROPERTIES

The Police Chief or his/her designee shall have the sole discretion in determining whether conduct is disorderly and whether a building constitutes a “disorderly property”.

IV. PROCEDURE

A. Administration

1. The Police Department shall document and monitor the recurrence of disorderly conduct at residential buildings or structures in the City as defined under the “disorderly property” definition of this policy.
2. Whenever there have been five (5) or more occurrences of disorderly conduct at a residential property in any thirty (30) day period or fifteen (15) or more occurrences of disorderly conduct in the preceding year, the police department may notify an owner of such property of the circumstances of the disorderly conduct and the identity(ies) of its perpetrators, if known.

B. Official Notice

1. Whenever the Police Chief or designee has declared a building to be a disorderly property, this shall cause an owner of the property to be notified of such declaration and of the events which form the basis for that designation. The notice shall request the owner or the owner’s representative to meet with the Police Chief or his designee(s) within five (5) business days from the date of the notification to identify ways in which the problems which have been identified will be eliminated.

C. Meeting

1. At the time of the disorderly property meeting, the owner shall be requested to provide to the city the following documentation:
 - a. A copy of the names of all tenants or other persons authorized to reside or presently residing in the building(s) on the property and the units they occupy;
 - b. Contracts with any property manager or other person responsible for the orderly operation of the property;

In addition, the owner will be asked to take effective measures to address the disorderly property to be implemented within one (1) week of said meeting unless another date is agreed upon by the City and the owner.



CITY OF LEWISTON

Department of Planning & Code Enforcement

**TO: City Council
Mayor
Planning Board**

FROM: David Hediger, City Planner

DATE: June 22, 2017

RE: Legacy Lewiston – Comprehensive Plan Implementation

The new comprehensive plan was adopted by the City Council in January 2017. In anticipation of adoption, \$100,000 has been dedicated for implementation of the plan. At this time, staff is looking for guidance as to where efforts should be focused.

Attached is the implementation matrix from the plan that summarizes the action items recommended throughout the plan, noting the responsible parties for each and a recommend timeline for completion of each action, as follows:

- Immediate: Actions which should be taken within the next 6 months, or concurrent with the adoption of the Comprehensive Plan.
- Short-term: Actions that should be taken within the next 1-2 years.
- Medium-term: Actions that should be taken within 2-5 years
- Long-term: Actions that should be taken within 5-15 years.
- Ongoing: Actions that are already underway or that should be done continuously or periodically over the next 15 years or more.

There are many items listed, some of which are more readily attainable than others. However, all of them involve time and effort, for which current staffing levels do not provide the opportunity to be proactive with implementation. The Board and Council are encouraged to review the matrix in effort to provide staff direction on where efforts should be focused.

However, staff is recommending concentrating on the following items with a timeframe of “ongoing” and “short-term” with the responsible party being Planning and Code Enforcement:

1. Prioritize Economic Vitality: Encourage infill and redevelopment within the downtown, existing service areas, and designated growth areas.
2. Strengthen Neighborhoods & Expand Housing Choice: Adopt a form-based code that includes a simple set of architectural standards to allow for a wide variety of building types and housing options.
3. Strengthen Neighborhoods & Expand Housing Choice: Revisit the City's parking and open space standards to facilitate investment in the Downtown.
4. Promote Transportation Choice & Mobility: Update the zoning regulations to consider relaxing the off-street parking required for new development; reduce the amount of land dedicated to parking spaces; and encourage redevelopment of existing parking lots.
5. Changing Perceptions & Regulatory Barriers: Hire a consultant to produce a form-based code for Lewiston that includes building, lot, and architectural standards.

The items listed above may be placed into two categories: zoning district revisions and parking standards.

Zoning District Revisions:

Prior to and during the drafting of the plan, there had been discussion with the Planning Board of how we might provide more flexibility with new development and redevelopment of lots, specifically in the greater downtown area. There has also been discussion about how to achieve a goal of the Riverfront Masterplan of insisting on quality with respect to development and using design guidelines to shape new development and rehabilitation. Whether the city chooses design guidelines, form based codes, or specific performance standards, there is certainly room for improvement to guide and direct the type of development the community desires while streamlining the process. Staff is of the opinion that not all zoning districts need to be revisited. However, two areas identified in the comprehensive plan that we may want to consider include G-4 Retrofit Growth Sector (i.e. large portions of our existing commercially zoned arterials) and G-5 In Fill Growth Section (i.e. the greater downtown area including tree streets, Lisbon Street, and the riverfront).

- G-4 Retrofit Growth Sector: Retrofit Growth Sectors are areas that are mostly developed but still contain underutilized parcels. They were developed in a conventional, auto-oriented suburban pattern. This sector would allow for a change in the pattern of development in suburban areas. New development, redevelopment, or the reuse of existing land and buildings should be encouraged to better meet the local goal of achieving more walkable and bikeable corridors and neighborhoods. This area includes the City's current Highway Business and Office/Residential zones, portions of which should be changed to character-based districts.
- G-5 Infill Growth Sector: Infill Growth Sectors are areas that are mostly or fully built-out in the City's historic development pattern but that still have vacant or underutilized land. Additional growth and development in these areas is desirable due to the presence of existing infrastructure. The plan envisions that most residential and non-residential development over the next ten years will occur in this growth sector. This sector includes the City's current Centreville, Riverfront, Downtown Residential, and some of the Institutional Office, and Urban Enterprise zones as well as the Neighborhood Conservation A and Neighborhood Conservation B zones located within the downtown core. All of these should be rezoned as character-based districts to more easily enable context-appropriate investment in the City center.

Staff recommends considering these two sectors, possibly limiting the zoning changes to specific areas within the sector(s). Rather than wholesale changes to existing districts and sectors, there may be value in selecting specific areas that are likely to see development activity.

Parking Standards:

For some time, staff has discussed relaxing off-street parking requirements in effort to facilitate development, avoid overbuilding parking, and, in part, to allow the market to determine its own demand for parking. Revisions to our parking standards have been discussed for many years amongst staff. Staff last presented changes to the Planning Board and Council late 2014. The current provisions are not uncommon to other communities and are likely based upon Institute of

Transportation Engineers (ITE) traffic manuals. These provisions are modeled to require that a minimum of 85% of the vehicles associated with a use at any one time must be accommodated with off street parking. Lewiston's provisions are often more onerous than necessary, especially in the more urban/developed sections of the community. The current minimum parking requirements increase the density of both parking spaces and cars. More cars create more traffic congestion, which in turn incites the need for more local remedies such as street widening, additional turning lanes, traffic signal improvements, etc. It also places costs on property owners as they rarely charge motorists for parking, although there are exceptions where some provide private lots and/or garages. This results in the cost of parking spaces included as an additional cost of development.

Staff believes establishing more realistic parking standards will help assist in the redevelopment of Lewiston's urban residential and nonresidential districts by reducing site costs for property owners and developers. Instead of investing in a vacant lot for parking, that lot could be used for additional future development or open space. It could be an incentive for property owners to invest in new construction or the rehabilitation of existing structures versus additional site costs. Other benefits of relaxed parking provisions include supporting walking, cycling, and transit use; reduced stormwater management costs and water pollution; and the maintenance or creation of a more interesting and attractive urban environment.

Related to this is the need to revisit city's fee structure and policy with respect to metered parking and parking garages. Most of the on-street parking downtown, while within walking distance of a parking garage, is free or costs less than parking in a garage. Revisions to off-street parking standards will likely lead to greater usage of city parking facilities.

Staff is asking the Board and Council to review the implementation matrix, staff recommendations, and provide guidance as to the tasks that should be given priority in the use of these dedicated funds.

Lewiston Comprehensive Plan Implementation Matrix

TRANSFORMATION:	
Prioritize Economic Vitality (pages 164-171)	
Market Shifts	The Fix
Invest Wisely	Encourage infill and redevelopment within the downtown, existing service areas, and designated growth areas.
Emphasize the Heart of Lewiston	Develop a Master Plan, marketing strategy, and branding strategy for the Downtown.
Rethink Lewiston's Suburban Gateways	Develop Master Plan for suburban gateways and neighborhood centers.
Capture a Greater Share of Major Retailers & Employers	Develop master plans, marketing strategies, and branding strategies for the I-95 interchange and the Industrial Village that emphasize both Lewiston's location and technological resources.
Make Lewiston a Hub for Artisan Industry	Prepare incentives packages and branding material that showcase existing industry.
Build Lewiston's Creative Economy	Define and promote a creative brand for Lewiston so residents, current and prospective employers, creative workers and visitors understand the City's unique and authentic identity.
Partner with Educational Institutions to Build a Skilled Labor Force	Create a Skilled Labor Education Plan that will in turn create program(s) to ensure a skilled labor force in Lewiston for future businesses.
Strive to Become Self-Sufficient	Conduct interviews of local businesses to find out what inputs they need that could be provided locally and make this list available to entrepreneurs.
Reform the City's General Assistance Policy	Revisit the General Assistance policy to include a section that discusses ways to encourage those getting assistance to become independent from the system.
Small Business	The Fix
Support Local Incubators	Engage in conversations with local arts and economic development groups to create a plan and strategy for a local incubator space.
Start an Annual Incubation Conference	Attract an incubation conference to provide temporary space for local entrepreneurs to refine their ideas through the advice and feedback of others.
Open a Co-Working Office	Seek out local business-minded entrepreneurs to start and manage a shared working space in downtown Lewiston.
Promote Grassroots Initiatives	Initiate an annual summit to encourage grassroots initiatives and tactical urbanism projects.
Policies & Programs	The Fix
Initiate a Downtown Development Revolving Fund	Explore the creation of a Downtown Development Revolving Fund to help finance capital investments, programs and services.
Create a Business Improvement District	Create a Business Improvement District (BID) to provided enhanced community services and management across the entire downtown and Riverfront Island.
Set up a Tax Increment Financing District for the Downtown	Establish a TIF district in the Mill, Riverfront and Centreville districts to support local businesses.
Pursue Revitalization Loans	Collaborate with state and regional organizations and programs that focus on social investing and small business investment.
Expand Reach of Lewiston-Auburn Economic Growth Council	Encourage the LAEGC to provide support for housing clients to ensure a well-rounded future economy for both Lewiston and Auburn.

TIMEFRAME	RESPONSIBLE PARTY								
	Economic & Community Development Department	LAEGC	Planning and Code Enforcement Department	City Administration	City Council	Chamber of Commerce	Recreation Division	Lewiston Public Library	Other
Ongoing	E&CD		PC&E						
Short-term	E&CD		PC&E						
Short-term	E&CD		PC&E						
Short-term	E&CD		PC&E						
Short-term	E&CD		PC&E						
Short-term	E&CD								
Short-term	E&CD								
Short-term	E&CD								
Medium-term									General Assistance
Immediate	E&CD	GC							Androscoggin Valley Council of Governments
Medium-term	E&CD	GC							
Medium-term	E&CD								
Medium-term	E&CD		PC&E						
Short-term	E&CD								
Short-term	E&CD								
Short-term	E&CD		PC&E						
Ongoing	E&CD	GC							Androscoggin Valley Council of Governments
Medium-term	E&CD								

Lewiston Comprehensive Plan Implementation Matrix

TRANSFORMATION:	
Strengthen Neighborhoods & Expand Housing Choice (pages 172-181)	
Policy	The Fix
Focus Housing within Growth Areas	Draft a new housing policy statement and seek approval from City Council.
Improve the Quality of Affordable Housing	Adopt a form-based code that includes a simple set of architectural standards to allow for a wide variety of building types and housing options.
	Continue to provide and enhance incentive programs for new infill mixed-income housing downtown, encouraging a mix of quality subsidized, affordable, and market-rate units.
Promote Construction of Mixed Income Housing	Create a housing policy that encourages new developments over a certain size to offer units at market-rate.
Enforcement	The Fix
Ramp Up Code Enforcement and Take a Firmer Stance on Fines	Make enforcement of existing regulations a priority. Strictly enforce fines and penalties for landlords and building owners. Hire additional code enforcement and planning staff.
Implement Vacancy Licensing	Create a vacant property licensing process and fee structure.
Implement a Rental Registration Program for Multifamily Structures	Create a rental registration program and fee structure for multifamily dwellings.
Hold Property Owners Accountable	Create a publicly accessible database or interactive map of land ownership, vacancy and building to hold private owners responsible.
Hold Tenants Accountable	Create tenant education program to ensure that tenants know how to carry out preventative measures and are aware of the effects of not doing so.
	Create a tenant database to assist landlords in the screening process and hold private owners responsible.
Programs	The Fix
Establish a Land Bank	Create a Land Bank program and policy.
Consider Setting up a Development District & Plan	Create a Development District Plan.
Implement Dollar Home Program	Hire additional Economic Development staff to help roll out and manage similar programs.
Assist Landlords in Upgrading their Properties	Work with private landlords to help them take advantage of available funds to invest in their properties. Create new and/or expand and explore options of existing funding programs.
Partner with Local & Regional Housing Organizations	The City should maintain and strengthen partnerships with local and regional housing organizations.
Lifestyle	The Fix
Promote Live-In Property Managers	Continue to encourage and recommend that buildings over a certain number of units have on-site property owners, landlords, or property managers.
Accessory Units	Modify zoning to allow for accessory dwelling units.
Support the Growing Senior Population	Support local non-profit groups and seek out innovative new strategies to keep seniors in their homes.

TIMEFRAME	RESPONSIBLE PARTY								
	Economic & Community Development Department	Planning & Code Enforcement	City Administration	City Council	Chamber of Commerce	Recreation Division	Lewiston Public Library	Other	
Short-term	E&CD								
Short-term	E&CD	P&CE							
Ongoing	E&CD	P&CE							
Short-term		P&CE							
Ongoing		P&CE						Fire Department	
Short-term				CC					
Medium-term		P&CE							
Medium-term		P&CE							
Medium-term		P&CE						Healthy Androscoggin, Lewiston Housing Authority, Community Organizations and Agencies	
Medium-term		P&CE						Healthy Androscoggin, Lewiston Housing Authority, Community Organizations and Agencies	
Medium-term	E&CD	P&CE		CC				Planning Board	
Medium-term	E&CD	P&CE						Lewiston Housing Authority	
Medium-term				CC				Community Organizations and Agencies, Landowners	
Medium-term	E&CD	P&CE						Landlords, Lewiston Housing Authority, Community Organizations and Agencies	
Ongoing	E&CD	P&CE						Lewiston Housing Authority, Community Organizations and Agencies	
Ongoing				CC					
Short-term		P&CE							
Short-term	E&CD							Social Services Department	

Lewiston Comprehensive Plan Implementation Matrix

TRANSFORMATION:	
Strengthen Neighborhoods & Expand Housing Choice (pages 172-181)	
Identity	The Fix
Bring a Graduated Care Facility to Downtown Lewiston	Actively seek the development of a graduated care facility in downtown Lewiston. Develop regulation and programs to encourage this type of development.
Promote Microhousing	Revise minimum unit size limits to allow for smaller inclusive units.
Better Define Lewiston's Neighborhoods	Convene an event centered around defining Lewiston's neighborhoods.
Address Parking & Open Space Standards for Downtown Housing	Revisit the City's parking and open space standards to facilitate investment in the Downtown.
Provide More Employee Housing	Explore the creation of Employer Housing Assistance Programs in partnership with regional hospitals or other major employers to help stimulate new housing construction in the downtown.
Communications	The Fix
Initiate a PR Campaign	Create a PR Campaign for the Housing section of this Comprehensive Plan.
Improve Housing Policy Communications	Create a poster or other effective medium to clearly explain the City's current demolition policies to the public.
Safety	The Fix
Address Lead Poisoning	Continue lead paint abatement programs in coordination with federal and state agencies. Educate the public about lead in drinking water and actions consumers can take to reduce their exposure to lead.
Crowdsourcing	The Fix
Adopt-A-Lot Program	Create an Adopt-A-Lot program to help clean up vacant lots.
Regional Coordination	The Fix
	Establish a housing committee composed of individuals and stakeholders knowledgeable about the local housing market and housing conditions and charge this committee with developing housing-related policies and programs that meet the needs of local and regional residents seeking both quality market-rate and affordable housing. Seek partnerships with Auburn and regional service providers to implement the recommendations of the Lewiston/Auburn Alliance for Services to the Homeless (LAASH) 10-year Plan to Prevent and End Homelessness. The City should provide leadership among regional partners to identify funding and design programs necessary to end homelessness in Androscoggin County.

TIMEFRAME	RESPONSIBLE PARTY							
	Economic & Community Development Department	Planning & Code Enforcement	City Administration	City Council	Chamber of Commerce	Recreation Division	Lewiston Public Library	Other
Medium-term	E&CD	P&CE						
Short-term		P&CE						
Short-term	E&CD							
Short-term		P&CE						
Medium-term	E&CD							
RESPONSIBLE PARTY								
Immediate	E&CD	P&CE						Landlords, Community Organizations, Residents
Immediate	E&CD	P&CE						
RESPONSIBLE PARTY								
Ongoing	E&CD	P&CE						Healthy Androscoggin, Public Works
Ongoing	E&CD	P&CE						Healthy Androscoggin, Public Works
RESPONSIBLE PARTY								
Short-term	E&CD							
RESPONSIBLE PARTY								
Short-term	E&CD	P&CE						Committee could include: local, regional and state housing organizations, lenders, property owners and renters/residents)
Short-term	E&CD	P&CE						Committee could include: local, regional and state housing organizations, lenders, property owners and renters/residents)

Lewiston Comprehensive Plan Implementation Matrix

TRANSFORMATION:
Celebrate History, Arts & Culture (pages 182-190)

History	The Fix
Preserve the Tax Base Through Historic Preservation	The City should consider a moratorium of one or two year on demolition of buildings of historic significance and/or buildings with the potential to be rehabilitated, so long as they are not creating a health and safety hazard while steps are taken to generate investment.
Organize a Steeple Tour	Create a route & brochures and update existing brochures for a self-guided or regularly scheduled walking tour of important landmarks in Lewiston.
Provide Stronger Protection for Mills	Complete district nomination form for the Mill System District.
Strengthen Demolition Delay	Adopt a tougher stance on Demolition Delay and a more strict interpretation of the evaluation criteria.
Simplify and Improve Historic Preservation Regulations	Simplify and improve Article XV of the Zoning Code.
	Automatically add buildings to the local historic register if they are on the National Register.
Improve the Effectiveness and Predictability of Design Review	Hire consultant to work with the Historic Preservation Review Board on developing Architectural Standards.
Protect Archaeological Resources	Amend land use ordinances to provide stronger protections to the City's historic archaeological sites.
Restore the Canal System	Make restoration of the canals a top priority.
Bates Mill 5	Support the efforts to stabilize and reuse the building or redevelopment of the site.
Actively Seek out Microdevelopers	Attract microdevelopers through tax incentives.
Hold and Market an Annual Auction of Foreclosed Properties	Work with local groups to organize an Annual Auction of Foreclosed Properties.
Use Municipally-Backed Loans to Fund Historic Rehabilitation	Draft a municipal lending ordinance to allow low-interest loans for historic preservation and building rehabilitation.
Adopt a Restoration Tax Abatement Program	Establish a Restoration Tax Abatement Program.
Rehabilitation Tax Credit Program	Establish a local Rehabilitation Tax Credit Program.
Historical & Architectural Preservation Tax Credit	Consider offering a property tax incentive program to help owners of historically designated properties.

TIMEFRAME	RESPONSIBLE PARTY									
	Economic & Community Development Department	Historic Preservation Review Board	Planning & Code Enforcement	City Administration	City Council	Chamber of Commerce	Recreation Division	Lewiston Public Library	Other	
Immediate	E&CD	HPRB	P&CE							
Medium-term	E&CD	HPRB								
Immediate		HPRB	P&CE							
Short-term		HPRB			CC					
Medium-term		HPRB							Planning Board	
Medium-term									Planning Board	
Medium-term		HPRB	P&CE							
Medium-term			P&CE							
Long-term					CC				Planning Board	
Immediate				CA	CC					
Medium-term	E&CD									
Medium-term	E&CD									
Medium-term	E&CD									
Medium-term	E&CD									
Medium-term	E&CD									
Medium-term	E&CD									

Lewiston Comprehensive Plan Implementation Matrix

TRANSFORMATION:	
Celebrate History, Arts & Culture (pages 182-190)	
Culture & The Arts	The Fix
Cooperate and Coordinate Arts and Culture Efforts	Continue to coordinate cultural organizations and initiate annual or more frequent coordination meetings between arts organizations.
Set Up A Clearinghouse for all Arts Related Information	Continue to support a third-party entity as the place to access and find Arts and Culture information. Provide third-party information on community events.
Market Lewiston's Arts & Culture	Partner with other local organizations to market Lewiston's Arts & Culture.
Leverage Social Media to Bring the Community Together	Utilize social media to connect with the community.
Embrace the Creative Economy	Adopt a Creative Economy Policy that unites elected officials and departments around an economic mission statement that recognizes the importance of the creative economy as Lewiston's next major economic driver. Decisions at all levels of government should support alternative and aggressive approaches to attracting and supporting the creative economy.
Encourage Housing & Workspace to Support the Creative Economy	Support the renovation of existing buildings to house and support the creative workforce with housing, lofts, studio and office space at a reasonable price point.
Market Lewiston as a Desirable Place to Live & Work	Assist in the promotion and marketing of arts and cultural offerings targeted toward potential new businesses and residents.
Increase Programming in City Parks	Provide more scheduled activities to ensure participation in city parks at more convenient times of the day and week, and throughout the year.
Celebrate Lewiston's Numerous Ethnic Cultures	Increase the number of ethnic and cultural celebration events to break down stereotypes and barriers. Consider the creation of a cultural calendar listing area events.
Seek Outside/Alternative Funding for the Arts	Build public/private partnerships with local arts non-profits to seek federal and state grants.
Make Riverfront Island Lewiston's Cultural District	Support and fund the recommendations in the Riverfront Island Master Plan to make Riverfront Island Lewiston-Auburn's Cultural District.
Support Museum L-A's Move to the Camden Yarns Mill	Assist in expediting approvals for renovations of the Camden Yarns Mill.
Promote Arts in Education	Provide art education opportunities from pre-K through adult education.
Regional Coordination	The Fix
	Lewiston should expand its partnership with Auburn and its regional neighbors to promote and enhance cultural opportunities around the county and encourage arts and cultural events and activities.

TIMEFRAME	RESPONSIBLE PARTY									
	Economic & Community Development Department	Historic Preservation Review Board	Planning Board	City Administration	City Council	Chamber of Commerce	Recreation Division	Lewiston Public Library	Other	
Ongoing					CC	CoC	RD	LPL	Local arts and cultural organizations	
Ongoing						CoC	RD	LPL		
Immediate						CoC	RD	LPL		
Short-term/Ongoing					CC	CoC	RD	LPL	LAEGC	
Immediate				CA		CoC	RD	LPL	Local Media Outlets	
Medium-term	E&CD			CA	CC					
Ongoing	E&CD			CA	CC				Planning & Code Enforcement	
Medium-term				CA	CC	CoC	RD	LPL	LAEGC	
Short-term							RD	LPL		
Short-term						CoC		LPL	Local arts and cultural organizations	
Medium-term						CoC		LPL	LA Arts	
Medium-term	E&CD								Local arts and cultural organizations	
Medium-term	E&CD			CA	CC					
Short-term	E&CD			CA	CC					
Ongoing									School Board	
RESPONSIBLE PARTY										
Ongoing					CC	CoC	RD	LPL		

Lewiston Comprehensive Plan Implementation Matrix

TRANSFORMATION:	
Promote Transportation Choice & Mobility (pages 192-203)	
Connections	The Fix
Consider Two-way Street Network	Appropriate funding in the Lewiston Capital Improvement Program for two-way street studies and conversions, focusing on possible conversions downtown.
Improve Connections Between Bates College and Downtown	Appropriate funding in the Lewiston Capital Improvement Program for preliminary engineering of a cycle track between Bates College and Downtown Lewiston.
Civilize the Bridges	Appropriate funding in the Lewiston Capital Improvement Program for preliminary engineering of existing bridges for enhanced pedestrian and bike facilities.
Improve Bicycle & Pedestrian Connections	Develop and adopt design criteria, standards and guidelines in accordance with the City's Complete Street Policy. Continue to work with the Androscoggin Transportation Resource Center (ATRC) to develop the regional trail and bicycle network.
Connectivity	The Fix
Improve Vehicular Connectivity	Ensure that all streets are connected to other streets. Avoid the construction of dead ends or cul-de-sacs.
Improve Bike & Pedestrian Connectivity	Increase number of routes through the community for pedestrians and bicyclists.
Infrastructure	The Fix
Re-envision Gateway Approaches	Appropriate funding for corridor planning and form-based zoning to inform and enable the redevelopment over time of both the thoroughfares and abutting properties. Review and revise access management measures to limit the number of curb cuts along Gateway Roads and promote the development of shared drives and parking areas.
Improve Neighborhood Streets & Intersections	Hire urban design/engineering consultant to prepare complete street & intersection improvement plan.
Showcase Canals	Secure funding for redesigning Canal Street and Oxford/Cross Street as shared streets or "woonerfs".
Provide More Bike Parking & Storage	Fund and install racks and bike storage in proximity to schools, municipal buildings, or other popular destinations.
Encourage End of Trip Facilities	Encourage end-of-trip facilities and create employer incentivization programs such as tax-free employer subsidy for riding to work.
Parking	The Fix
Relax Parking Requirements	Update the zoning regulations to consider relaxing the off-street parking required for new development.
Unbundle Parking	Provide incentives for developers to unbundle parking.
Facilitate & Simplify Shared Parking	Create a public-private partnership to facilitate sharing between private and public parking spaces to maximize efficiency.
Improve Parking Management & Pricing	Conduct a parking utilization study to understand how the parking resources are being used and identify opportunities for different management strategies.
Redevelop Parking Lots	Reduce the amount of land dedicated to parking spaces and encourage redevelopment of existing parking lots.

TIMEFRAME	RESPONSIBLE PARTY								
	Economic & Community Development Department	Public Works	Planning & Code Enforcement	City Council	Chamber of Commerce	Recreation Division	Police Department	Other	
Medium/Long-term		PW	P&CE	CC					Bicycle and Pedestrian Committee
Medium-term		PW		CC					
Medium-term		PW		CC					Bicycle and Pedestrian Committee
Short-term		PW	P&CE						Bicycle and Pedestrian Committee
Ongoing		PW	P&CE						Bicycle and Pedestrian Committee
	RESPONSIBLE PARTY								
Ongoing		PW	P&CE						
Ongoing		PW	P&CE						Bicycle and Pedestrian Committee
	RESPONSIBLE PARTY								
Medium/Long-term		PW	P&CE						
Medium/Long-term		PW	P&CE						
Short-term		PW	P&CE	CC					
Medium-term		PW	P&CE						
Short-term									Local Non-Profits, Business Owners, Private Sector
Short-term									Business Owners
	RESPONSIBLE PARTY								
Short-term			P&CE						
Medium-term			P&CE						Private Sector
Short-term	E&CD								
Short-term		PW					LPD		
Medium-term	E&CD		P&CE						

Lewiston Comprehensive Plan Implementation Matrix

TRANSFORMATION:	
Promote Transportation Choice & Mobility (pages 192-203)	
Transit	The Fix
Improve citylink Bus System	Appropriate funds in the ATRC Transportation Improvement Program for the citylink bus system.
Improve Inter-City Public Transit	Pursue Concord Trailways and others to provide bus service to L/A with a station in Downtown Lewiston.
	Pursue Amtrak and other providers of passenger rail service with a station in Lewiston.
Regional Coordination	The Fix
Regional Traffic and Transit Services	Continue to work with the Androscoggin Transportation Resource Center (ATRC) to promote regional and long-range traffic studies and ensure that Lewiston streets can continue to adequately support local and commuter traffic while safely accommodating all modes of transportation.
Rail	Stay involved in conversations with regional and state agencies and area railroad companies to upgrade rail lines and extend the current high-speed line.
Transit	Continue to work with the Androscoggin Transportation Resource Center (ATRC) and regional transit providers such as the Lewiston Auburn Transportation Committee (LATC) to implement the recommendations of the ATRC's long-range plan.
Bikeways	The Fix
	Provided a diversified system of bikeways and locally calibrated solutions to the City-wide bike system. Make cycling more convenient, safe and enjoyable.
Walkability	The Fix
	Consider the pedestrian environment and the constituent elements of walkability (Distance, Destination, Design) when undertaking streetscape improvements and new development.

TIMEFRAME	RESPONSIBLE PARTY							
	Economic & Community Development Department	Public Works	Planning & Code Enforcement	City Council	Chamber of Commerce	Recreation Division	Police Department	Other
Medium-term	E&CD	PW						ATRC
Medium-term	E&CD							
Medium-term	E&CD							
Ongoing	E&CD							ATRC, LAEGC
Ongoing	E&CD							ATRC, LAEGC
Ongoing	E&CD							ATRC
Ongoing	E&CD	PW	P&CE					Bicycle & Pedestrian Committee
Ongoing		PW	P&CE					

Lewiston Comprehensive Plan Implementation Matrix

TRANSFORMATION:	
Feature All Things Green & Healthful (pages 204-209)	
Moving	The Fix
Make Lewiston More Walkable, Bikeable & Hikeable	Work with local organizations to produce a walking, hiking and biking map of sufficiently high quality to help market the City.
Improve Park Facilities	Increase access to existing trail network by improving signage, expanding parking facilities, and providing water and restroom facilities.
Support Healthful Events	Continue to sponsor and help organize healthful events for the entire community.
Start an Open Streets Event	Support an Open Streets event in Lewiston.
Expand Recreational Opportunities Along The River	Make improvements to waterside facilities and access points.
Lewiston Fitness Challenge	Initiate the Lewiston Fitness Challenge.
Policy	The Fix
Update Shoreland Zoning Standards	Amend shoreline zoning standards and additional resource protection provisions.
Reduce Cut and Fill	Improve standards to preserve the existing topography during the development phase.
Keeping it Green	The Fix
Preserve Tree Canopy	Preserve trees to the maximum extent practical during the site plan review process.
Preserve, Install & Maintain Street Trees	Preserve street trees during the site plan review process. Install and maintain street trees along all of the City's neighborhood streets.
Create Pocket Parks	Seek opportunities to create small pocket parks during the land development process and in areas of the downtown where landowners are amenable.
Food	The Fix
Improve Access to Fresh Foods	Encourage existing retailers to sell fresh food or allow mobile farm stands. Support the efforts of organizations trying to increase food system expansion and diversity.
Find a Permanent Home for the Farmers' Market	Locate farmers' market in a permanent and sustainable location.
Families	The Fix
Collaborate Around Healthy Schools	Partner with the schools, parent teacher associations, and wellness teams to make Lewiston's schools healthy and safe.
Provide Many Health Services in One Location	Build partnerships around the establishment of a multi-vendor health center in downtown Lewiston.
Crowdsourcing	The Fix
Reprogram Yards into Home Gardens	Transform side and rear yards into home gardens or participate in one of Lewiston's community gardens. The City should explore what sales and licensing impediments exist with respect to home grown food.
Regional Coordination	The Fix
Protect Lake Auburn Watershed	Work with Lake Auburn Watershed Protection Commission (LAWPC) and surrounding communities to protect and preserve the Lake Auburn Watershed.

TIMEFRAME	RESPONSIBLE PARTY								
	Economic & Community Development Department	Public Works	Planning & Code Enforcement	City Administration	City Council	Chamber of Commerce	Recreation Division	Police Department	Other
Short-term		PW					RD		Androscoggin Land Trust
Medium-term		PW	P&CE						
Short-term/Ongoing				CA		CoC			Area Health & Fitness
Short-term		PW					RD	LPD	
Long-term		PW	P&CE				RD		Androscoggin Land Trust, Healthy Androscoggin
Immediate					CC				L/A Health Committee, Healthy Androscoggin, Area Health Providers
Medium-term			P&CE						
Medium-term			P&CE						
Short-term			P&CE						
Short-term		PW	P&CE						Forestry Board
Medium-term			P&CE		CC				
Short-term	E&CD								Good Food Council of Lewiston- Auburn
Short-term	E&CD		P&CE						Lots to Gardens
Medium-term									Lewiston School Department
Medium-term									Healthy Androscoggin, Local Health Care Providers
Ongoing									Potential Community Initiative
Short-term	E&CD		P&CE						
Ongoing		PW (Water Division)			CC				

Lewiston Comprehensive Plan Implementation Matrix

TRANSFORMATION:
Unite As One Community With One Voice (pages 210-212)

The Fix

Know That It Takes Time	Hold events that can help break down barriers and allow people to more quickly feel compassion, understanding, and interest in people who are different from themselves.
Engage Immigrants in Teaching Roles	Work with local education programs to encourage minorities and immigrants when seeking new teachers.
Create a Documentary on Lewiston's Immigrant History	Seek funding and award a grant to a local artist to make a documentary on Lewiston's recent immigrants. Local education programs.
Provide Academic Support for All Ages	Encourage partnerships with organizations providing academic support.
Volunteer as Cultural Exchange Ambassadors	Develop a Cultural Exchange Ambassadors Program, hold informational gatherings, spread awareness throughout the community and encourage both locals and immigrants to join.
Continue to Promote Empowerment Through Citizenship	Help immigrants achieve citizenship and thus a better-represented public during voting periods.
Immigrants' Day	Continue to support and endorse an annual Immigrants' Day celebration that features the ethnic foods and activities of both present and past immigrants.

TIMEFRAME	RESPONSIBLE PARTY									
	Economic & Community Development Department	Historic Preservation Review Board	Planning & Code Enforcement	City Administration	City Council	Local Non-Profit Organizations	Recreation Division	Lewiston Public Library	Other	
Short-term						LNPO				
Medium-term									Lewiston School Department, Lots-to-Gardens/St. Mary's Nutrition Center	
Long-term						LNPO				
Short-term	E&CD								Lewiston School Department and other educational institutions	
Short-term						LNPO				
Medium/Long-term						LNPO			Adult Education	
Immediate							RD	LPL	Lewiston Youth Advisory Committee	

Lewiston Comprehensive Plan Implementation Matrix

TRANSFORMATION:

Provide Reliable Services & Municipal Transparency (pages 214-221)

Open Governance	The Fix
Creating an Open Governance Plan	Create an Open Governance Plan to encourage a transparent municipal government.
Expand and Market the Community Report Card	Develop and market the Community Report Card. Set aside budget for annual assessment.
Use the Planapalooza Process Regularly	Employ the Planapalooza process for all important or controversial City-led decisions.
Improve the Public Notice Practices	Send weekly or biweekly email blasts and regular press releases to all local media outlets that describe all unfolding City business.
Improve the User-Interface on the City's Website	Create a Citizen Dashboard.
Expand Remote Public Access	Strengthen and expand relationships with local videographers and the local cable channel.
Publish Municipal Budget and Salaries	Publish all municipal budgets online.
Provide Reliable Services	The Fix
Coordinate with Service Providers	Maintain a Five-Year Capital Improvements Plan for the City of Lewiston and coordinate with other service providers in the planning area for developing their respective investment plans and programs.
Provide High-Quality, Safe, Cost-Efficient Water Service	Review and update, as necessary, the City's Water Master Plan to reinforce development patterns, types, and intensities depicted on the Growth and Conservation Map. Also review the City's Capital Improvements Plan and Annual Operating Budget to reflect recommendations in the Comprehensive Plan or updated Water Master Plan.
	Contact the Auburn City Council and Auburn Water District to discuss opportunities for system redundancy and/or the potential for service provision efficiencies between the two water systems.
	Continue to monitor water quality, exploring the ability to increase and expand upon current testing and ensuring that best management practices are implemented to ensure the highest possible water quality.
	Educate, using various resources, assistance, and forms of outreach.
Protect the City's Water Supply	Explore funding opportunities to purchase additional land for permanent conservation or implement rules and requirements for future development that minimize negative impacts to the drinking water supply.
Provide High-Quality, Cost-Efficient Sewer Service	Review and update, as necessary, the Authority's Sewer Master Plan to reinforce development patterns, types, and intensities depicted on the Growth and Conservation Map. Also review the Authority's Capital Improvements Plan and Annual Operating Budget to reflect recommendations in the Comprehensive Plan or updated Sewer Master Plan.
Support a Great School System	Coordinate regularly on items related to growth, development, and the needs of the school district.
Improve Stormwater Management	Implement plans, programs, policies, and projects to meet the City's requirements under the Municipal Separate Storm Sewer Systems (MS4) Phase II permit and Clean Water Act Master Plan.

TIMEFRAME	RESPONSIBLE PARTY								
	Economic & Community Development Department	Public Works	Planning & Code Enforcement	City Administration	City Council	Chamber of Commerce	Recreation Division	Other	
Short-term					CC				
Short-term					CC				Department Heads
Ongoing	E&CD			CA	CC				
Immediate				CA					Department Heads, Management Information Services
Immediate									Management Information Services
Immediate				CA					
Immediate									Finance Department
Short-term				CA	CC				
Short-term/Ongoing		PW (Water Division)		CA	CC				
Immediate		PW (Water Division)		CA	CC				
Ongoing		PW (Water Division)		CA	CC				
Short-term/Ongoing		PW (Water Division)		CA	CC				
Long-term			P&CE		CC				Lake Auburn Watershed Protection Commission
Short-term/Ongoing					CC (Lewiston and Auburn)				Lewiston-Auburn Water Pollution Control Authority
Short-term/Ongoing					CC				School Committee
Short-term/Ongoing		PW (Stormwater Utility)			CC				

Lewiston Comprehensive Plan Implementation Matrix

TRANSFORMATION:
Provide Reliable Services & Municipal Transparency (pages 214-221)

Provide Reliable Services (cont)	The Fix
Encourage Underground Utilities	Encourage or require developers to place all utilities underground.
	Consider a phased plan to buy all existing overhead utility lines, and coordinate with private utility companies and the City to buy lines during street projects when possible.
Expand Parks & Recreation Facilities	Identify ways to "do more with less" for maintaining and expanding the City's parks and recreation facilities. Financial investments by the City should focus on finding partners and/or leveraging resources to expand services.
Improve Solid Waste Collection & Disposal	Renew energy in the City's recycling program to increase the percentage of residential waste diverted from the landfill under the recycling program from 20% to 30% by 2030.
Conduct Space-Needs Study for City Offices & Facilities	Complete a space-needs study to anticipate where, when, and why new buildings or facilities may be needed to serve future development between 2020 and 2030.
Expand Library Services	Invest in the Lewiston Public Library to expand the scope and variety of services available to local residents.
Maintain Police Protection	Continue to increase police resources and their presence in the community to permanently reduce from year-to-year annual crime statistics reported for Lewiston.
Maintain the City's ISO Rating	Update the City's Station Location Analysis Study completed in 2001 to evaluate the development types, patterns, and intensities depicted in the official Growth and Conservation Map, and recommend improvements to maintain or improve the International Organization for Standardization rating in the primary growth area.
Capital Project Investments	Modify slightly the current CIP planning process to reinforce the "statement of consistency with the City's Comprehensive Plan" as an important consideration for funding and scheduling future year capital improvements.
Focus on Kennedy Park	Add water fountains and features. Fully restore bandstand. Continue support and implementation of Kennedy Park Masterplan.
Upgrade Simard-Payne Park	Build formal walkway along the water's edge. Add temporary seasonal concession and/or vendor structures. Continue to support/implement Riverfront Masterplan. Add amenities.

TIMEFRAME	RESPONSIBLE PARTY							
	Economic & Community Development Department	Public Works	Planning & Code Enforcement	City Administration	City Council	Chamber of Commerce	Recreation Division	Other
Short-term		PW						Private utility companies
Medium-/Long-term		PW						Private utility companies
Immediate		PW	P&CE		CC		RD	Lewiston School Department
Short-term/Ongoing		PW (Solid Waste Division)			CC			Lewiston School Department
Medium-term		PW		CA	CC			
Medium-term					CC			Lewiston Public Library
Short-term/Ongoing					CC			Police Department
Short-term					CC			Fire Department
Short-term			P&CE	CA				Other City Departments submitting capital projects for the next CIP
Immediate		PW			CC		RD	
Short-term		PW			CC		RD	
Ongoing		PW			CC		RD	Neighborhood Organizations, Arts and culture groups
Long-term		PW	P&CE				RD	
Short-term		PW	P&CE				RD	
Ongoing		PW	P&CE				RD	
Short-term		PW	P&CE				RD	

Lewiston Comprehensive Plan Implementation Matrix

Changing Perceptions & Regulatory Barriers (pages 224-228)

Changing Perceptions	The Fix
Getting the Word Out: What is the Real Lewiston?	Hire a marketing and branding team to create a fresh image and begin pushing for a more positive view of Lewiston targeted to those outside the community.
First Impressions	Build community gateways at the most trafficked entrances to the City.
Self-Help	Encourage the formation of interest-based community groups by providing free meeting space.
Regulatory Barriers	The Fix
Simplify the Code	Hire a consultant to produce a form-based code for Lewiston that includes building, lot and architectural standards.

Protect Lewiston's Natural Resources

	The Fix
	Create or amend land use ordinances requiring private land developers to identify critical natural resources on site and take appropriate measures to protect them; require planning review of information regarding critical natural resources.
	Pursue public/private partnerships to protect critical and important natural resources such as through purchase of land or easements from willing sellers.
	Distribute or make available to those living in or near critical or important natural resources information about current use tax programs and applicable local, state or federal regulations.
	Consider amending local land use ordinances, as applicable, to incorporate low-impact development standards.
	Where applicable, develop an urban impaired stream watershed management or mitigation plan that will promote continued development or redevelopment without further stream degradation.
	Ensure that land use ordinances are consistent with applicable state laws regarding critical natural resources.

TIMEFRAME	RESPONSIBLE PARTY								
	Economic & Community Development Department	Public Works	Planning & Code Enforcement	City Administration	City Council	Chamber of Commerce	Recreation Division		Other
Immediate	E&CD					CoC			Lewiston-Auburn Economic Growth Council
Long-term	E&CD								
Immediate	E&CD				CC	CoC			Lewiston-Auburn Economic Growth Council
TIMEFRAME	RESPONSIBLE PARTY								
	Economic & Community Development Department	Historic Preservation Review Board	Planning & Code Enforcement	City Administration	City Council	Local Non-Profit Organizations	Recreation Division	Lewiston Public Library	Other
Short-term	E&CD		P&CE	CA	CC				Planning Board
Medium-term			P&CE						
Medium-term	E&CD								
Medium-term						LNPO			
Short-term			P&CE						
Medium-term			P&CE		CC				Public Works
Short-term			P&CE		CC				



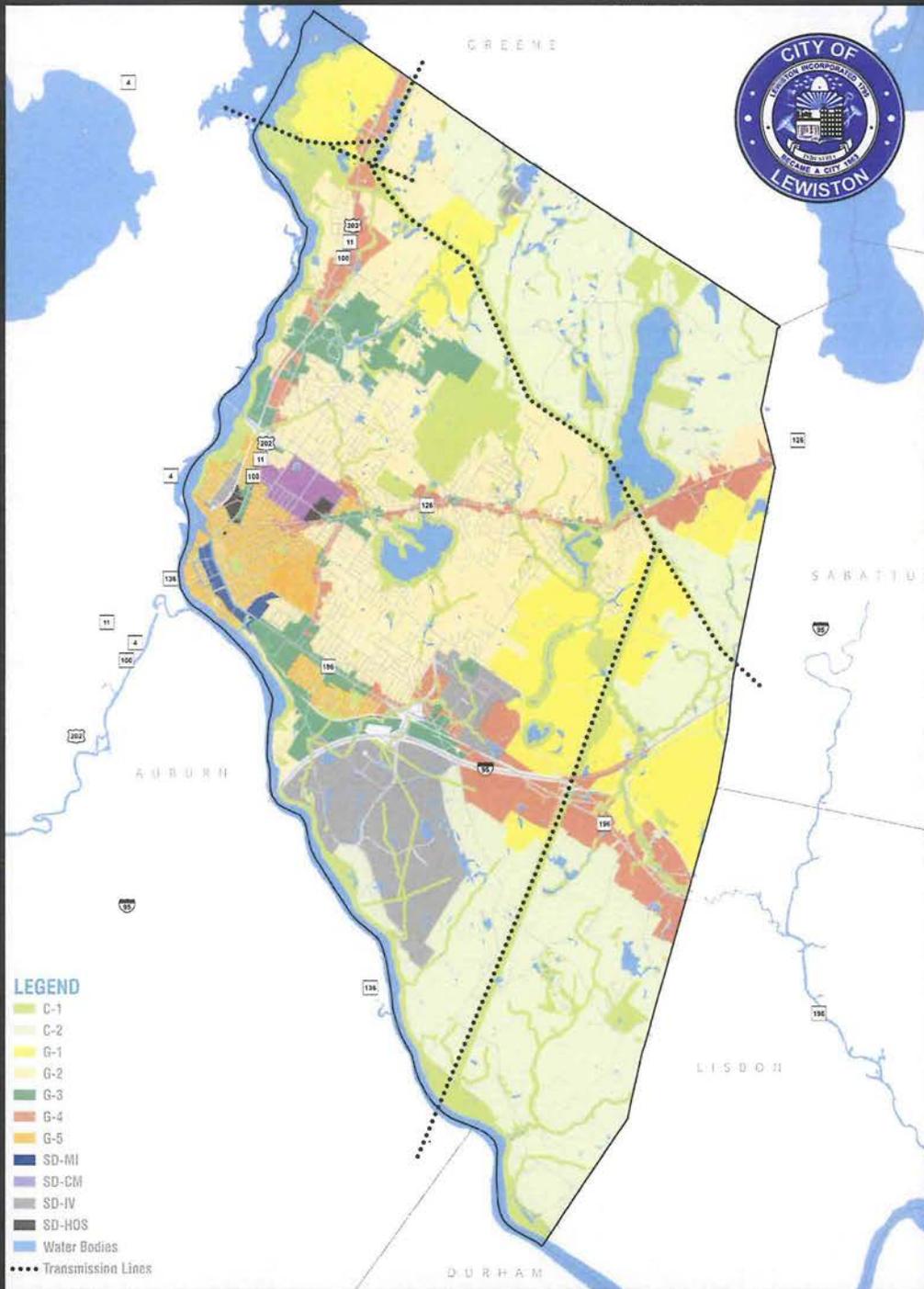
Legacy Lewiston Comprehensive Plan: Conservation & Growth Map

The Conservation and Growth Map sets up a city-wide framework for investing in areas supported by existing infrastructure, retrofitting suburban corridors, and protecting open space. The Map will guide near term revisions to the City's zoning ordinance to assure that the City's land use regulations are consistent with the vision set forth in this Plan. By organizing the City according to conservation and growth sectors, intentional and informed decisions can be made about how to most efficiently spend municipal dollars on infrastructure improvements that will support the Comprehensive Plan.

The Conservation & Growth Map graphically illustrates how the City's land use policies apply to the physical landscape of the community and where and how growth and development should and should not be accommodated over the next decade. The Map is not a zoning map. It is intended to show, in a general sense, the desired pattern and location of future development. The boundaries shown are imperfect and intended only to reflect the general pattern of desired future development. A more detailed zoning map will need to be generated with significant public involvement as a part of a larger zoning ordinance update to achieve a more fine-grained assignment of zoning classifications in the form of Character Districts rather than the conventional classification of land based on uses, building type or density designations.

To view the Comprehensive Plan, please visit www.lewistonmaine.gov/comprehensiveplan

Legacy Lewiston
Lewiston Comprehensive Plan



LEGEND

- C-1
- C-2
- G-1
- G-2
- G-3
- G-4
- G-5
- SD-MI
- SD-CM
- SD-IV
- SD-HOS
- Water Bodies
- Transmission Lines

C-1 Critical Natural Resource Sector

These areas protected from development in perpetuity include areas under environmental protection by law or regulation as well as land acquired for conservation through purchase, or by easement, with efforts to protect in perpetuity when the opportunity is presented. These include surface waterbodies, protected wetlands, floodplains, protected habitat, riparian corridors, purchased open space, conservation easements, wildlife transportation corridors, and areas residual to Conservation Subdivisions as well as transmission line corridors and cemeteries. This sector includes the City's current Resource Conservation Zone as well as the lands subject to the protections listed above.

C-2 Rural Sector

These are areas that should be, but are not yet, protected from development. These areas deserve regulatory protection from unrestricted development for purposes such as supporting agriculture, forestry, open space, wildlife habitat, fisheries habitat, scenic lands, and conservation cluster development. They also include steep slopes, important wetlands, and additional buffers. In this area, projected development should be diverted to growth sectors. This sector includes lands that are deemed unbuildable or inappropriate for development for the reasons listed above as well as the City's current Rural Agricultural Zone, with expected modifications to the existing standards to better preserve the rural character of the City's edge.

G-1 Restricted Growth Sector

The Restricted Growth Sector includes areas with limited development that have value as open space or where the City desires to see little development but which are subject to development under their current zoning. The G-1 area identifies significant tracts of rural land, in many cases land currently zoned for low-density residential development, and prioritizes it for conservation. Clustered developments with standards for significant open space protection, an interconnected street network, and a mix of housing types are encouraged. This sector includes the City's current Low Density Residential zone which is anticipated to remain in its current form as a conventional use-based district, with minor adjustments made to existing standards.

G-2 Controlled Growth Sector

Controlled Growth Sectors are areas that are developed with low- to medium-density neighborhoods that should remain "in situ." Typically conventional suburban development patterns of primarily detached single-family houses with limited multifamily and commercial opportunities define this area. This sector includes some of the City's current Suburban Residential and Medium Density Residential zones as well as the Neighborhood Conservation A zone. All of these zones are anticipated to remain as conventional use-based districts.

G-3 Intended Growth Sector

Intended Growth Sector areas are largely underdeveloped but are intended for growth and substantial mixed-use development by virtue of proximity to existing or planned infrastructure, a regional thoroughfare, and/or transit. Complete neighborhoods that include both existing and new residential housing as well as some mixed-use development are appropriate. This area includes the City's current Community Business zone as well as new centers for walkable neighborhood development, portions of which should be rezoned as character-based districts.

G-4 Retrofit Growth Sector

Retrofit Growth Sectors are areas that are mostly developed but still contain underutilized parcels. They were developed in a conventional, auto-oriented suburban pattern. This sector would allow for change in the pattern of development in suburban areas. New development, redevelopment, or the reuse of existing land and buildings should be encouraged to either meet the local goal of achieving more walkable and bikeable corridors and neighborhoods. This area includes the City's current Highway Business and Office/Residential zones, portions of which should be changed to character-based districts.

G-5 Infill Growth Sector

Infill Growth Sectors are areas that are mostly or fully built-out in the City's historic development pattern but that still have vacant or underutilized land. Additional growth and development in these areas is desirable due to the presence of existing infrastructure. The plan envisions that most residential and non-residential development over the next ten years will occur in this growth sector. This sector includes the City's current Centerville, Riverfront, Downtown Residential, and some of the Institutional Office, Urban Enterprise zones as well as the Neighborhood Conservation A and Neighborhood Conservation B zones located within the downtown core. All of these should be rezoned as character-based districts to more easily enable context-appropriate investment in the City center.

SD-MI Mill Special District

The Mill Special District includes areas historically developed with large industrial brick buildings along the river and canals. Because of the unique size and configuration of these structures and the importance of a careful and careful approach to site planning and the incorporation of appropriately scaled and designed new structures, this district requires a unique set of standards. This sector includes the City's current Mill zone, which would be rezoned as a form-based Special District.

SD-CM Campus Special District

Bates College, because of its function and design, requires a unique set of standards to accommodate large detached buildings, buildings that face onto internal greens, and other aspects seen in a campus environment. This Special District is assigned to Bates College. It includes the City's current Institutional Office zone, which would be rezoned as a form-based Special District.

SD-IV Industrial Village Special District

The Industrial Village Special District comprises land adjacent to the I-95 interchange currently zoned for conventional industrial development. This particular industrial land is envisioned as a self-sustaining industrial village with a mix of industrial, office, retail, and other supporting development acting as a sustainable, closed-loop eco-village where businesses interact with each other for productivity. This district requires a unique set of standards that accommodates trucks, large building footprints, and other unique requirements of large industrial enterprises. This sector includes the City's current Industrial zone, which would be rezoned as a form-based Special District.

SD-HOS Hospital Special District

The Hospital Special District is assigned to the Central Maine Medical Center and St. Mary's Regional Medical Center. Because of large building sizes, extensive parking, and other hospital characteristics, a unique set of standards are needed for these areas including minimizing surface parking lots visible from public thoroughfares. This sector includes the City's current Institutional office and Centerville zone, which would be rezoned as a form-based Special District.