

IMAGINE AUBURN

CITY OF AUBURN COMPREHENSIVE PLAN

CORE PLAN



ADOPTED DECEMBER 2015



CONTENTS

CORE PLAN

Background & Summary	C1-1
Community Profile & Characteristics.....	C2-1
Community Vision & Values	C3-1
Policy Elements	C4-1

GRAPHS

Graph 1. Top Ten Employers – 2002.....	C2-2
Graph 2. Top Ten Employers – 2011.....	C2-3
Graph 3. Commute Inflows and Outflows.....	C2-5

TABLES

Table 1 – Job Distribution by Employment Category, 1995–2013	C2-4
Table 2 – Gross and Adjusted Net Acres of Vacant and Redevelopable Land and Capacity by Aggregated Residential Zoning Type	C2-6
Table 3 – Gross and Adjusted Net Acres and Capacity of Commercial and Industrial Land Supply (King County, 2012)	C2-7
Table 4 – Gross and Adjusted Net Acres of Vacant and Redevelopable Land by Residential Zoning Type (Pierce County, 2012).....	C2-7
Table 5 – Gross and Adjusted Net Acres and Capacity of Commercial and Industrial Land Supply (Pierce County, 2012)	C2-8
Table 6 – City of Auburn 2006–2030 and 2006–2031 Housing Unit and Employment Allocations (King and Pierce Counties).....	C2-8
Table 7 – Job Distribution by Employment Category, 2010–2040	C2-9
Table 8 – Population and Housing Forecasts, 2010–2035.....	C2-9

CORE PLAN BACKGROUND & SUMMARY



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BACKGROUND & SUMMARY
TABLE OF CONTENTS

Introduction and BackgroundC1-1
Executive Summary..... C1-2
Regional ContextC1-3
User’s GuideC1-4

CORE PLAN

BACKGROUND & SUMMARY

INTRODUCTION AND BACKGROUND

Auburn is in the midst of an exciting stage in its evolution. From the 1850s until the mid-1990s, Auburn transitioned from a railroad and farming community to a small town. Since then, the dynamism brought about by the opportunities and challenges accompanying growth and progress has drastically changed the City. With its annexations during the late 1990s and early 2000s, its overall growth from that time to the present, and its anticipated growth over the next 20 years, Auburn has grown into a mature city of local and regional significance, and continues to grow with an operating budget in excess of a quarter-billion dollars annually. As a result of this ongoing maturation, Auburn has changed from a relatively insulated small town, nestled in the midst of many similar communities surrounding Seattle and Tacoma, into a city with its own complex identity and myriad of dreams and dilemmas. From the time of settlement and for 100 years thereafter, one would find it hard to imagine the Auburn of 2035, with a projected 100,000 residents.

Auburn's transition from a small town to a city of regional significance is far from complete. There is much work ahead of us. While we are fortunate to have many strengths and opportunities to build upon, we also know that we have work to do in many areas. We must prepare for those future challenges that we know we will face, as well as those that will be presented to us along the way. This Comprehensive Plan establishes a commitment to a future Auburn and lays the foundation for how we will navigate the next 20 years. It accomplishes this by expressing the following:

- Describing a *vision* for Auburn.
- Declaring our *commitment* to core values.
- Setting *policies* to achieve the vision.
- Outlining *actions* that adhere to core values.

A variety of sources shaped this Plan, but the single greatest influence was the people who live in, work in, and visit Auburn. The process for developing this Plan included input from more than 1,000 citizens, residents, and business owners who shared their opinions, criticisms, ideas, and concerns regarding where we are today and where we need to be in the future. The following are the key inputs that shaped this Plan:

- In 2014 the City conducted the "Imagine Auburn" visioning exercise, which yielded about 1,000 responses from citizens, residents, visitors, and business owners. This effort alone provided a major source of influence for the Plan.
- Substantial demographic data were analyzed in order to understand the profile of and identify trends in our community. These data provided significant information for formulating ideas and concepts.
- The Auburn Health Impact Assessment and Housing Inventory were focused studies conducted to provide enhanced information in important areas. These studies provided direct input on how to promote a healthy lifestyle in Auburn and how to manage the diverse housing stock in a city that is 124 years old.
- The Washington State Growth Management Act, King and Pierce Countywide planning policies, and the Puget Sound Regional Council VISION 2040 are laws and policies under which the City must plan. While these do not define our vision, they do establish the framework within which we must operate.

The Comprehensive Plan is a guidance document. At its nucleus are the City's collective vision and values, which provide a foundation for future direction. The policies and actions will help the mayor, city council, and staff follow the path to our vision, but we must remember that this path is wide and will likely meander a bit. The world around us is constantly changing, so being flexible and open-minded allows us to better face the future challenges that will confront us.

EXECUTIVE SUMMARY

The Auburn of 2035 will be an exciting, vibrant city where businesses want to locate, where people want to live, and that people want to visit. This document constitutes the plan that City leadership will utilize to achieve positive outcomes.

Reading through the plan may lead to questions about the City’s aspirations and goals. In many ways, Auburn is a “diamond in the rough.” The City’s elected officials, staff members, citizens, and residents overwhelmingly believe that strong leadership with considered planning can lead to Auburn realizing its potential. With two major rivers, access to many parks and trails, a solid business core, a committed government, and a long list of other assets and traits, Auburn has all the right building blocks to achieve great things. We just need to put those building blocks together and commit to carrying out all the things we need to do to get there. We are eager to continue the good work that has already been done, but are even more excited to ascend to a much higher level.

You might also wonder how we got to a point of defining a vision or laying out the plan to get there. While many inputs helped guide this process, the vision and resultant plan starts with the people who live here, spend their time working here, and visit. Their feedback provided great insight into our strengths and weaknesses, perceptions, and concerns, as well as ideas for what Auburn should be in the future. The following list captures many of the thoughts that they shared:

CORE PLAN

1. Citizens, residents, and the business community of Auburn share a tremendous pride in community – this is perhaps the most important building block for successful implementation of the Comprehensive Plan.
2. We are a community that delights in our history, but this sometimes makes it hard to determine a way forward that embraces the new and unknown while honoring the past – we need to overcome this paradox that slows and could continue to slow our progress.
3. Auburn has an extensive inventory of parks, natural areas, and open spaces, as well as arts and recreation opportunities – these are essential components for a healthy community where people want to live, play, and work.

4. Most residents commute to jobs outside of Auburn, while most people who work in Auburn arrive from other locations. We need to explore ways to change this pattern.
5. Auburn has a robust collection of environmental resources. Through a combination of protection, preservation, and education, both people and wildlife can enjoy the healthy natural environment they deserve.
6. We are proud of and find strength in our social, cultural, and ethnic diversity – continuing to further celebrate and leverage our diversity is a necessity.
7. Auburn lacks comprehensive and complete nonmotorized connections to join residential areas with commercial centers, recreational opportunities, and other residential neighborhoods. Addressing this concern will create more opportunities for living a healthy lifestyle, using other modes of transport aside from cars, and building our sense of a connected community.
8. The presence of the Muckleshoot Indian Tribe (“MIT”) offers a great opportunity for a partnership that would mutually enhance our economic, social, and cultural presence within the community and region. We need to continue to build our relationship with MIT to capitalize on these opportunities.
9. Historic downtown Auburn has maintained a main street that many communities have long since lost and are seeking to recreate – we need to continue our work to make downtown Auburn a destination to visit and a pedestrian-friendly, transit-oriented location in which to live.
10. Our physical location between Seattle and Tacoma, along the Sound Transit commuter line and at the intersection of SR-18 and SR-167, provides ideal conditions for ensuring the efficient movement of goods and people. We need to better exploit our locational advantage when working to attract businesses and residents.
11. There is a sentiment that Auburn could be safer – we need to overcome this perception

so that Auburn is a more desirable place in which to live, work, and play.

12. Our local school districts and Green River College have high levels of dedication, commitment, and excellence – we need to strengthen our partnerships with these institutions, which are equally passionate about elevating Auburn to a premier community.
13. Auburn has a diverse mix of housing types; however, that does not mean that housing types are appropriately distributed throughout the City. While we have achieved or exceeded our goals for providing a mix of housing, different housing types need to be better dispersed throughout the City while preserving the existing housing stock.
14. Auburn already has a robust and diverse base of businesses, but further diversification is necessary – we need more businesses that generate revenue and jobs that will lead to local spending.
15. Many of Auburn’s streets are deteriorating due to their age, increased traffic volumes (especially from heavy trucks), or from design and construction standards that previous jurisdictions had in place prior to their annexations into the City – we need to sustain revenue streams and allocate resources in a manner that keeps our streets in good condition.
16. Access to healthy food and activities varies greatly throughout the City – this disparity should be equalized in order to ensure that our entire community has the ability to choose to live a healthy lifestyle.
17. We are passionate about the extensive level of social and human services that exists in Auburn, but we also believe that other communities need to follow our example rather than lean on us to provide for those in need. We struggle with how to provide local support within an overall balanced regional approach.
18. As a 124-year-old city, some buildings and areas of Auburn are tired in appearance and function – we need to find ways to help

energize the appearance and feel of those areas.

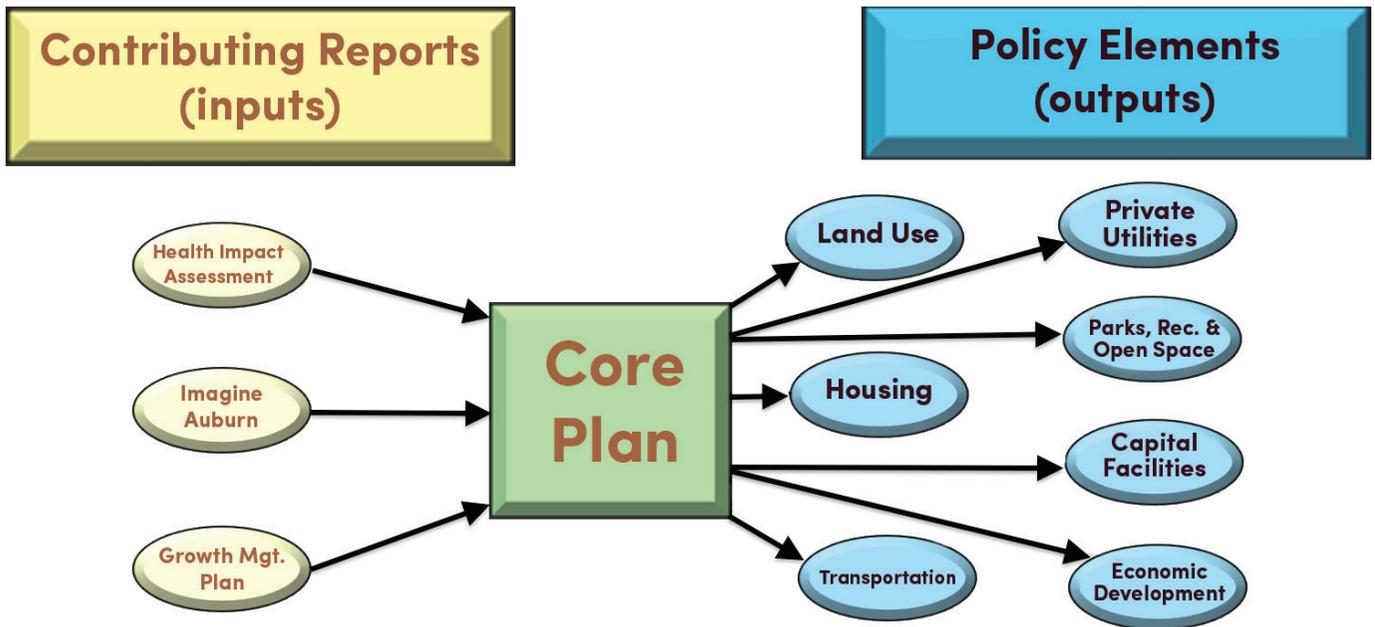
The Comprehensive Plan establishes a vision and series of values that are used to address the above themes, by outlining the goals, policies, and actions necessary to build upon our strengths and overcome our weaknesses.

REGIONAL CONTEXT

Auburn’s Comprehensive Plan advances a sustainable approach to growth and future development. We have incorporated a systems approach to planning and decision-making that is rooted in our stated values. These values seek to create a community with a healthy environment; a strong and diverse economy; a variety of transportation options; and safe, affordable, and healthy housing. And while we define the community we create, we do so within the contexts of our surrounding communities and the larger region.

VISION 2040 provides a broader vision for the Puget Sound region, emphasizing the need to plan, think, and act in a manner consistent with regional goals and objectives. Regional planning begins by establishing population and growth targets that are divided among various cities and counties. The growth targets outlined in Auburn’s Plan are consistent with the VISION 2040 targets, and the land supply is adequate to meet the demand associated with those growth targets.

VISION 2040 also sets forth priorities for many areas that span the entire region and extend beyond a single jurisdiction. These include protecting the environment and ecosystems, providing adequate affordable housing to a variety of income levels and households, conserving water and addressing climate change, implementing sustainable development practices, reducing traffic congestion and protecting air quality, creating great communities, and promoting transit-oriented development. Auburn’s Plan embraces the ideals of VISION 2040 and includes policies, directives, actions, and measures to ensure that we are doing our part to achieve these regional objectives.



USER'S GUIDE

The Comprehensive Plan comprises this Core Plan, a number of Contributing Reports (inputs), and a number of Policy Elements (outputs). The following is an overview of the types of documents included in the plan, how they are used, and their intended audiences:

Comprehensive Plan: The Comprehensive Plan serves as the principal planning and guidance document used by City leadership in its efforts to implement the Community's vision. It is a document intended to be used and consulted by city council and staff when evaluating city decisions, allocating city resources, reviewing Policy Elements, committing to new City endeavors, and making fiscal decisions. Every discussion and action by the City Council should start and end with the following: "Is this action true to our long-term City vision; does it align with our City values; and is it consistent with our adopted policies?"

Contributing Reports: Contributing Reports are "inputs" to the Comprehensive Plan. Contributing Reports provide statutory rules or background analysis and data that are used to help develop vision, values, policies, and priorities. Examples of Contributing Reports include the Buildable Lands Analysis, the Imagine Auburn community visioning report, the Growth Management Act, and the

Health Impact Assessment. These reports are either prepared by City staff to better understand conditions within Auburn, or furnished by other government agencies that provide statewide or regional planning parameters.

Policy Elements: Policy Elements are "outputs" of the Comprehensive Plan. Policy Elements provide guidance in specific areas such as land use, housing, transportation, and parks. These elements establish how the city should manage systems and resources today and into the future. With support from City staff, Policy Elements are developed and adopted by the City Council. Once adopted, Policy Elements become a manual for City staff in their implementation efforts to design and construct capital projects, develop and maintain city programs, draft development regulations, pursue grant money, and carry out other typical tasks. Policy Elements are the principal planning and guidance documents for City staff.

Where conflict or ambiguity exists between a Policy Element and a City regulation, the specific Policy Element will prevail. Where there is conflict or ambiguity between Policy Elements, and the Policy Elements themselves do not provide enough guidance to resolve the conflict or ambiguity, the vision, values, and overarching policies of the Comprehensive Plan will be used to arrive at a final decision.

CORE PLAN COMMUNITY PROFILE & CHARACTERISTICS



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COMMUNITY PROFILE & CHARACTERISTICS

TABLE OF CONTENTS

Population Growth	C2-1
Racial and Ethnic Characteristics	C2-1
Household and Income Characteristics	C2-1
Age Characteristics	C2-1
Resident Labor Force and Employment Characteristics	C2-2
Daily Inflow and Outflow: The Auburn Commute	C2-5
Auburn in the Future – Projections of Growth	C2-6

CORE PLAN

COMMUNITY PROFILE & CHARACTERISTICS

POPULATION GROWTH

As of 2014, Auburn ranked as the 14th-most-populated city within the state of Washington with a population of approximately 76,347. It is located within the two most populous counties in the state (King and Pierce) and is nearly equidistant from the state's two largest cities, Seattle and Tacoma. Proximity to both of these cities, and its central location within the Puget Sound region, has helped Auburn grow at a steady rate. Auburn's growth can be characterized as occurring during three eras. The 57-year settlement era of 1893 to 1950 saw the City grow in size to 6,500 residents. The 40-year absorption era of 1950 to 1990 saw substantial infill development, with the City's population increasing at a rate of about 6,500 residents per decade and growing to 33,000 residents. Since 1990, the City has been in an expansion era that has seen the significant annexations of three areas that have substantial development potential.

RACIAL AND ETHNIC CHARACTERISTICS

Auburn has seen significant demographic changes over the last decade. According to the 2010 US Census, approximately 70.5% of Auburn's population is white/non-Hispanic; data from the 2000 Census reported the white population in Auburn at 79%. In 1990, the white population made up roughly 90% of the total. What this means is that Auburn grew significantly more diverse over that 25-year period. Estimates for 2014 place the overall white population at just under 50,000 (49,238). This means that approximately 68.5% of Auburn's population is white. If this trend continues, Auburn will continue to become increasingly racially diverse.

HOUSEHOLD AND INCOME CHARACTERISTICS

The year 2000 Census indicated that Auburn had 16,108 households, a number that has catapulted since then. The current number of households (based on 2013 figures) has increased to 27,427. This significant increase is due to substantial development activity over the past 15 or so years, as well as significant annexations. Homeownership in Auburn is just under 60 percent, about 3.5 points lower than the Washington state average. The lower percentage of homeownership corresponds to Auburn's other below-Washington averages in per capita income, median household income, and graduation rate, as well as its higher-than-average percentage of persons living under the poverty level. Auburn's median household income is \$55,483, compared with the Washington average of \$59,478, a nearly \$4,000 difference indicating Auburn's relatively lower earning power.

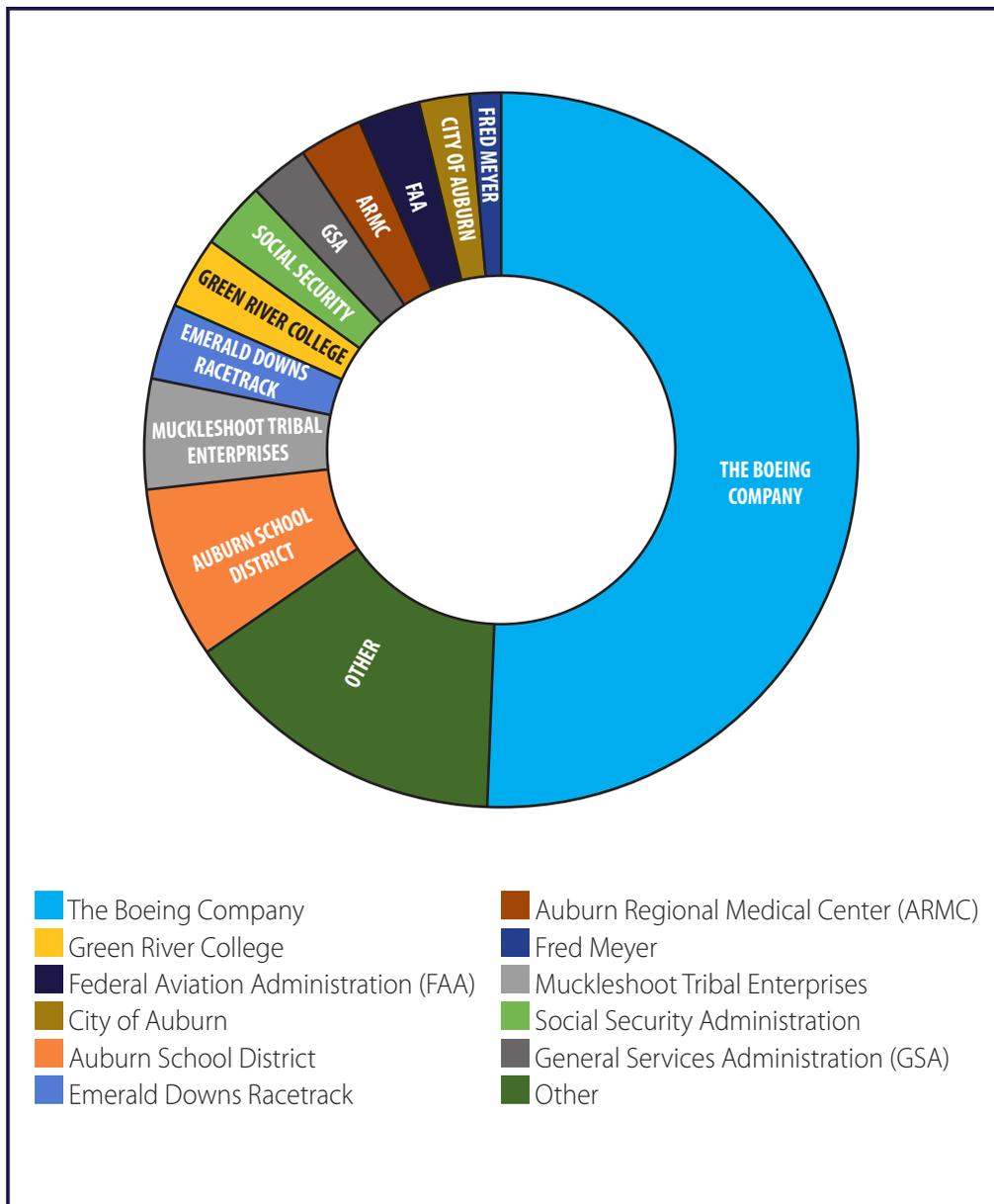
AGE CHARACTERISTICS

Auburn is statistically younger than the state of Washington overall. The median age in Washington is 37 years, while the median age in Auburn is 35.5, up from 34.1 in 2000. While the median age has increased, the youth population remains significant. Of Auburn's total population, 7.4% are under 5 years of age and 25.9% are under the age of 18, and both percentages are significantly higher than state averages. The percentage of people over the age of 65 is 10.2%, similar to the state of Washington figure of 12.3%. Demographic data suggest a need for services and programming that address the needs of children and families, while continuing to focus on the needs of more mature adults and single people of all ages.

RESIDENT LABOR FORCE AND EMPLOYMENT CHARACTERISTICS

Since its population boom during the construction of railroad freight terminals at the start of the 20th century, Auburn has in many respects remained a “blue collar” community. This trend is declining, however, as local economies in Washington diversify. In 1990, one out of four Auburn

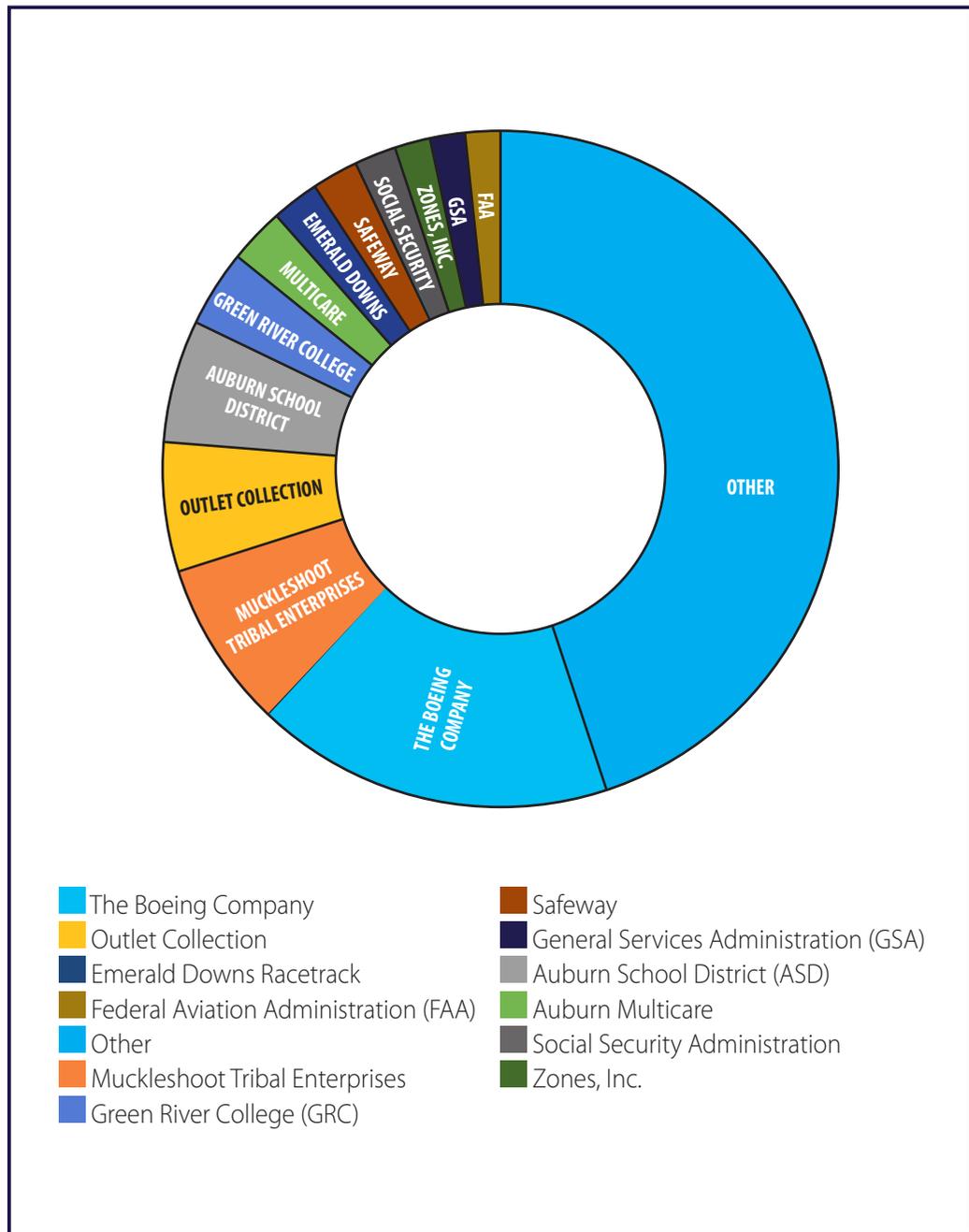
residents worked in the manufacturing industry. Between 1990 and 2000, Auburn lost 1,000, or approximately one-fourth, of these manufacturing jobs. Such a loss of manufacturing jobs has been a nationwide trend as companies relocate to other cities and states based on tax savings, and many other companies increasingly outsource jobs overseas. In this ever-changing landscape,



Graph 1. Top Ten Employers – 2002

jobs continue to migrate into different sectors. This slow shift is evidenced by the reduced impact of the largest employers in Auburn, which no longer dominate the job market because small- and medium-sized companies are creating more jobs. As provided in Auburn's 2011 Comprehensive Annual Financial Report, in 2002 the top ten employers accounted for nearly 85% of total city employment.

In 2011, these same employers, which remained in the top ten, accounted for just 55% of the total employment base. This illustrates that the total number of jobs has significantly increased, and that the number of job providers (employers) has also increased.



Graph 2. Top Ten Employers – 2011

Generally, workers are tasked with finding jobs having the most lucrative compensation. Education and specialized skills typically play large roles in procuring high-paying available jobs. An educated population encourages companies to relocate to Auburn based on the available local workforce. While Auburn's high school graduation rate of 87.5% is fairly close to

the state average of 90%, the college graduation rate is more than 9 points lower than the state average. As mentioned previously, the median and per capita incomes are significantly lower than state averages. These data suggest that there may be an undermatching of skills between regional employer expectations and the available workforce in Auburn.

According to the Puget Sound Regional Council and the US Department of Labor, approximately 41,000 jobs are located in Auburn. This number has grown steadily since 2010, but it is important to note that the number of jobs must be considered with an understanding of the massive manufacturing job losses and very slow national economic recovery since the economic downturn in 2008. Comparing the market sector

distribution and number of jobs for the periods 1995, 2000, 2010, and 2013, Auburn’s job market has experienced some changes over the last 20 years. The Auburn job market also reflects nationwide trends based on the overall health of the economy, the decline of manufacturing, and an increasing reliance on service job categories.

Table 1 – Job Distribution by Employment Category, 1995–2013

	1995	2000	2010	2013
Construction and Resources	1,693	3,051	2,148	2,636
Finance/Insurance/Real Estate	760	567	757	784
Manufacturing	11,530	12,241	7,521	8,680
Retail	3,275	5,152	4,705	5,392
Services	6,241	11,437	10,496	10,700
Trade/Transportation/Utilities	2,716	3,619	5,475	6,626
Government	1,166	1,332	3,457	3,166
Education	1,282	1,344	2,810	2,981
TOTAL	28,663	38,742	37,370	40,964

Some important notes can be made by category:

- Government and education have grown with the increasing population of Auburn, the need to provide increased and better services to residents, and the success of Green River College.
- The number of trade, transportation, and utilities jobs has more than doubled since 1995 as Auburn has grown.
- The construction sector has nearly doubled since 1995. This is due in large part to significant development in Auburn, such as

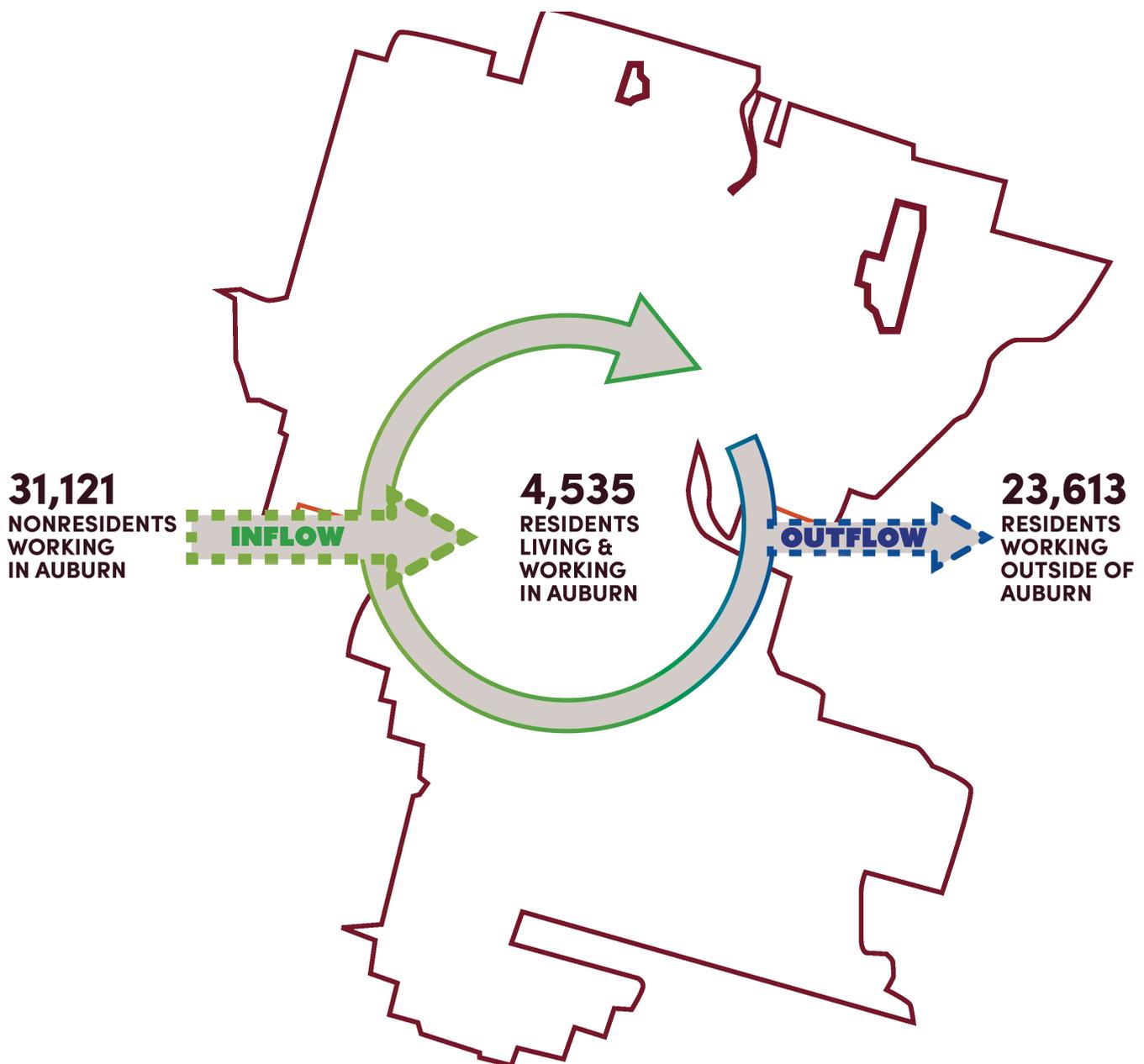
Lakeland Hills. The dip in 2010 reflects the economic downturn that began in 2008.

- The retail and services sectors are significantly more important to Auburn’s current job outlook than they were in 1995. Services has increased largely because of the national trend away from manufacturing and toward service-based jobs.
- Finance, insurance, and real estate employment has held steady over the last 20 years.

DAILY INFLOW AND OUTFLOW: THE AUBURN COMMUTE

In 2013, the average daily commute from Auburn was 29 minutes, an increase since 2000. A more interesting issue than the length of the average commute is the number of people commuting from and to Auburn. Both numbers are far greater than the number of people who live and work in Auburn. The number of Auburn residents

who also work in Auburn has remained virtually unchanged, at just over 4,000 residents, for the past decade. The most promising data from the inflow and outflow indicate that a significant increase in the number of people commuting to Auburn for work. This influx of nonresidents provides another pool of people who engage with the services, features, and resources in the City.



Graph 3. Commute Inflows and Outflows

AUBURN IN THE FUTURE – PROJECTIONS OF GROWTH

The Puget Sound Regional Council, King County, Pierce County, and the City of Auburn need to understand growth projections, patterns, and implications for a 20- to 30-year planning horizon. Based on various models and analyses, available developable land, population data, and expected economic trends, jurisdictions can better understand industrial, commercial, and residential land supply and capacity. This understanding can then be used to extrapolate future available housing units and employment growth.

The primary data tools for planning for future growth are county-prepared buildable lands analyses. These reports establish the parameters by which cities and counties jointly plan for both residential and job growth. As a two-county city, the City of Auburn coordinates with both King and Pierce Counties in determining growth projections, land supply, and the adequacy of urban services

needed to serve future growth. The following description and data are taken from King County and Pierce County Buildable Lands analyses.

2014 King County Buildable Lands Analysis

After deducting for constraints, future rights-of-way, and public-purpose needs, and applying a market factor, the King County Buildable Lands Analysis shows that Auburn has approximately 2,150.5 adjusted net acres of vacant and redevelopable residentially zoned land available for the planning period through 2031. As seen in Table 2, the majority of available land for development is zoned for single-family residential purposes.

Based on the residential land supply analysis and historical densities, an estimate of housing unit capacity was developed. Table 2 identifies the estimated capacity (in housing units) in King County by aggregated zoning type. This estimate shows a capacity of approximately 14,597 housing units in the King County portion of the City through 2031.

Table 2 – Gross and Adjusted Net Acres of Vacant and Redevelopable Land and Capacity by Aggregated Residential Zoning Type

	Gross Acres	Adjusted Net Acres (1)	Net Capacity (Housing units)
Single-Family – Vacant	2,018.0	1,050.1	3,477
Single-Family – Redevelopable	1,507.0	871.1	3,108
Multifamily – Vacant	120	85.4	1,156
Multifamily – Redevelopable	50.0	36.3	460
Multifamily/ Mixed-Use – Vacant	16	12.9	1,822
Multifamily/ Mixed-Use – Redevelopable	117.2	94.7	4,574
TOTAL	3,828.2	2,150.5	14,597

1. "Adjusted Net Acres" represents land available for development after critical areas, anticipated rights-of-way and public purpose needs, and a market factor have been taken into account.

Commercial and industrial square footage availabilities were also estimated. The last column in Table 3 identifies the gross and adjusted net vacant and redevelopable land by commercial

and industrial land use from the King County Buildable Lands Analysis. Employment capacity was developed by applying a floor-area-per-employee ratio.

Table 3 – Gross and Adjusted Net Acres and Capacity of Commercial and Industrial Land Supply (King County, 2012)

	Gross Acres	Adjusted Net Acres (1)	Net Capacity (Employment)
Commercial Vacant/Redevelopable	501.5	412.4	7,094
Mixed-Use Vacant/Redevelopable	133.2	107.6	2,525
Industrial Vacant/Redevelopable	533.0	354.9	9,417
TOTAL	1,167.7	874.9	19,036

1. "Adjusted Net Acres" represents land after critical areas, future anticipated streets, land for public purposes and market factor have been considered.

Pierce County Buildable Lands Analysis

Table 4 identifies the estimated capacity (in housing units) in Pierce County by the zoning type.

This estimate shows a capacity of approximately 922 housing units in the Pierce County portion of the City exists to the year 2030.

Table 4 – Gross and Adjusted Net Acres of Vacant and Redevelopable Land by Residential Zoning Type (Pierce County, 2012)

	Gross Acres	Adjusted Net Acres (1)	Net Capacity (Housing units)
R5, Residential	39.24	30.38	323
TV, Terrace View	3.17	1.34	86
Lakeland Hills South PUD	52.94	N/A	513
TOTAL	95.35	31.72	922

1. "Adjusted Net Acres" represents land available for development after critical areas, anticipated rights-of-way, public-purpose land needs, and a market factor have been taken into account.

CORE PLAN

The Pierce County Buildable Lands analysis establishes an employment growth target of 239 additional jobs in 2030. This estimate was based on

the likely employment generated by the commercial parcels located within Lakeland Hills South PUD and other vacant commercial land along A St. SE.

Table 5 – Gross and Adjusted Net Acres and Capacity of Commercial and Industrial Land Supply (Pierce County, 2012)

	Gross Acres	Adjusted Net Acres (1)	Net Capacity (Employment)
C-1	15.19	14.89	288
Planned Unit Development	3.76	3.69	306
TOTAL	18.79	18.58	595

1. "Adjusted Net Acres" represents land after critical areas, future anticipated streets, land for public purposes and market factor have been considered. Column totals may not equal the sum of row entries due to rounding.

Combined King County and Pierce County Projections and Allocations

Table 6 provides a citywide summary of housing unit and employment allocations. While the calculations and categories used previously to identify market sectors and job counts differ,

Table 7 illustrates the tremendous job growth expected over the next 25 years. The total number of jobs in Auburn is projected to increase by 55% through 2040. The largest total gain will be in the construction sector. Other significant gains are in the FIRE/services, education, and retail/food services sectors.

CORE PLAN

Table 6 – City of Auburn 2006–2030 and 2006–2031 Housing Unit and Employment Allocations (King and Pierce Counties)

	Housing Units	Employment
King County	9,004	18,600
Pierce County	3,634	834
TOTAL	12,638	19,434

Table 7 – Job Distribution by Employment Category, 2010–2040

	2010	2020	2030	2040	2010–2040 Change
Construction and Resources	2,488	4,747	4,704	5,822	134%
FIRE/Services	12,398	15,935	18,734	22,213	79.2%
Manufacturing/Trade/Transportation/Utilities	13,366	13,661	14,512	15,731	17.7%
Retail/Food Services	7,218	9,084	10,396	12,323	70.7%
Government	2,243	1,812	1,841	1,883	-16.1%
Education	2,137	3,143	3,466	3,815	78.5%
TOTAL	39,883	8,023	3,847	2,003	55.5%

Table 8 illustrates that the City will have a housing stock of around 37,000 units by 2030–2031, nearly 10,000 more than in 2010. The addition of 20,000 more people would require this level of increase based on the buildable lands population target, current zoning, and expected

densities. Auburn is more than prepared to accommodate this large influx of new housing. Auburn is also prepared to consider pathways to meet the housing demand with less land by using higher densities and reconsidering zoning implementation and rules.

Table 8 – Population and Housing Forecasts, 2010–2035

	Estimate	Forecast			
	2010	2025	2030	2031	2035
Housing Units	27,827	34,582	36,827	37,276	39,072
Total Households	26,051	33,031	35,351	35,815	37,671
Household Population	69,491	84,126	88,996	89,970	93,866
TOTAL POPULATION	70,159	84,948	89,868	90,852	94,788

CORE PLAN

CORE PLAN COMMUNITY VISION & VALUES



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COMMUNITY VISION & VALUES

TABLE OF CONTENTS

Introduction and Background	C3-1
Character	C3-1
Wellness	C3-2
Service	C3-3
Economy	C3-4
Celebration	C3-5
Environment	C3-5
Sustainability	C3-6

CORE PLAN

COMMUNITY VISION & VALUES

INTRODUCTION AND BACKGROUND

The Auburn of 2035 is a city of connected and cherished places, from a vibrant downtown to quiet open spaces and everything in between, where a community of healthy, diverse, and engaged people live, work, visit, and thrive.

In 2014, substantial time and energy was dedicated to developing a vision for the Auburn of 2035. Discussions occurred in the community through the Imagine Auburn visioning process and also among City Council members. Many themes and messages surfaced about who we are and what we aspire to become. In the words of the City Council, Auburn in 2035 will be a “premier community with vibrant opportunities.” Participants of Imagine Auburn added their ideas about what this meant to them. The vision that emerged is encapsulated in the following seven value statements:

1. **Character:** Developing and preserving attractive and interesting places where people want to be.
2. **Wellness:** Promoting community-wide health and safety wellness.
3. **Service:** Providing transparent government service.
4. **Economy:** Encouraging a diverse and thriving marketplace for consumers and businesses.
5. **Celebration:** Celebrating our diverse cultures, heritage, and community.
6. **Environment:** Stewarding our environment.
7. **Sustainability:** Creating a sustainable future for our community.

The Comprehensive Plan is rooted in these values, and they form a collective vision. But these values do not end with the adoption of this Plan. They form the context for discussing, debating, acting on, prioritizing, and leading our community to the vision we have created in this Plan.

Identifying values and creating a description of what each value looks like, what it means, and how it will happen establishes a basis for evaluating future City policies, regulations, actions, investments, budget priorities, grant-seeking priorities, and other community decisions. In addition, the seven values underscore the entirety of the Comprehensive Plan and its implementation, which includes the development of capital improvement, transportation, and parks, recreation, and open space plans, and the implementation of regulations and standards. These values are the core of how we make choices.



Character

We will create and maintain high-quality neighborhoods, places, and spaces.

What it will look like:

- Active gathering spaces such as parks, plazas, cafes, concert venues, festivals, and markets will be distributed throughout the City. These spaces will be engaging and filled with people interacting irrespective of culture, age, or income level.
- Buildings, landscaping, and outdoor spaces will be attractive, interesting, well designed, and well maintained.
- Buildings will be well maintained and rehabilitated, and new buildings will complement existing historic resources.

- Neighborhoods will be socially and physically connected and include features and development patterns that encourage us to interact.
- The community will have embraced the concept of “One Auburn” while capitalizing on the unique local needs and identities of individual neighborhoods and districts.

What it means:

- Auburn has a reputation for high-quality and engaging spaces, an array of performing arts programs, wonderful public arts, extensive retail and restaurant options, and a variety of community-led activities. Auburn is a destination locale where citizens and residents enjoy spending time, that visitors look forward to returning to, and where merchants want to stay.
- Community programs and physical connections bring the City together.
- Residents and visitors have a wide range of options for getting to and from Auburn, as well as travel alternatives within the City.

How it will happen:

- By implementing investments and branding strategies that recognize and reinforce individual identities for the City and each of its neighborhoods
- By looking for opportunities to keep Auburn attractive, safe, interesting, and fun
- By ensuring that all new construction and re-development projects incorporate amenities that promote human interaction, further connect the community, and create people-centric land uses. At the same time, property rights will be protected through due process, reasonable implementation of regulations, and careful consideration of the impacts on existing development

The City is committed to diversity and togetherness through innovative public space. Public space will support dynamic businesses and events by being walkable and connected. We believe that if we are forward-thinking, embracing of technology, supportive of arts, and advocates for safety, we will have places that are cohesive, accessible, and interesting.



Wellness

We will build and maintain an environment that promotes public safety and healthy lifestyle options.

What it will look like:

- Multiple recreation options and nearby trails, parks, activities, and events will be readily accessible to the entire community.
- A safe and inviting atmosphere for all will be provided throughout Auburn.
- A variety of healthy food options will be physically and economically accessible to all members of the Auburn community.
- Housing stock will be maintained and monitored to limit the presence of declining, unsafe neighborhoods.
- Risk to life and property from hazards will be minimized.
- Public infrastructure will be well maintained.

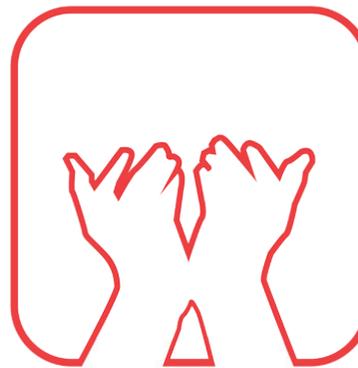
What it means:

- More outdoor private and public amenities should be offered to give people recreation options and safe passage throughout the community.
- Fresh, local, and healthy food options should be available to all members of the community.
- Housing, neighborhoods, and spaces are held to a high standard.
- More community health resources will be available in more places, for more people.
- The public perception and reality will be that Auburn is a safe place.

How it will happen:

- By applying sound environmental design, implementing housing and neighborhood maintenance standards, building and/or financing infrastructure that connects the community, and investing in recreational amenities and safety features
- By promoting and supporting programs at businesses, nonprofits, and public agencies that provide healthy food and lifestyle options
- By proactively planning and preparing the City for unanticipated natural events and by implementing regulatory requirements that mitigate exposure to natural hazards
- By proactively planning and preparing the City to mitigate for and adapt to climate change and its associated effects
- By developing programs that provide technical and/or financial assistance to ensure quality development and improve substandard housing, neighborhoods, and spaces
- By budgeting appropriately to maintain City services that provide direct benefits to public safety, housing, neighborhoods, and community health and wellness
- By connecting healthcare and health resource providers with all populations of the City

Enhanced quality of life through safe, walkable neighborhood design, lighting, and access to parks, grocery stores, schools, medical services, and community centers should be available to all Auburn residents. Implementation of strategic partnerships with the medical community and regional recreation entities should ensure opportunities for a healthy lifestyle for all people, whether youth or senior, rich or poor. As the City evolves and the community changes, police, fire, maintenance, and volunteer services will continue to be essential in ensuring that Auburn grows together.



Service

We will be an efficient, approachable, and responsive City government.

What it will look like:

- In the long-term interest of the City’s taxpayers and ratepayers, the City will construct and operate high-quality infrastructure.
- The City will have a transparent, responsive, and competent government and staff that will be proactive, accessible, and approachable.
- Residents and businesses will have equal access to and be highly engaged with City officials and staff.
- Residents and businesses will be highly engaged through volunteer service.

What it means:

- Infrastructure assets that have long lives, require fiscally sound and environmentally appropriate upkeep, conform to uniform standards, and are in the best interests of taxpayers and ratepayers
- Multiple avenues of communication
- Government processes and services that are available to all segments of the population, through multiple mediums and convenient means

How it will happen:

- By continuing to refine and enforce standards that ensure that infrastructure assets added to the City system are of the highest quality
- By utilizing existing and emerging technologies to better communicate, interact with, and make available the full range of programs and services to all populations

CORE PLAN

- By developing and implementing new, and supporting existing, resident engagement methods including a resident civics academy, community and business roundtables, and enhanced social media communications
- By capitalizing on partnerships with the Muckleshoot Indian Tribe, businesses, developers, nonprofits, faith-based organizations, transit agencies, school districts, Green River College, and other governmental agencies
- By reflecting the City’s ethnic and cultural diversity within City staff through proactive and inclusive hiring practices and retention policies

The City will be judicious with the resources given to it by its residents and businesses, and efficient in managing the budget and resulting services. In order to streamline our business practices, the City will be forward-thinking, resourceful, innovative, responsive, informed, aware, and considerate of long-term goals and results. The City, along with our engaged volunteer, philanthropic, and business communities, will strive to advance social, fiscal, technological, and infrastructural health.



Economy

We will provide a diverse and vibrant local economy with employment, retail, and entertainment opportunities for residents and a growing marketplace for local and regional businesses.

What it will look like:

- There will be a range of retail, industrial, manufacturing, and service businesses that start, grow, and expand in an environment conducive to success and corporate community participation.

- A wide complement of retail, service, and dining options will cater to local needs, attract visitors, and encourage consistent patronage of local businesses.
- There will be a robust marketplace where people can – and want to – live, work, and play in Auburn.

What it means:

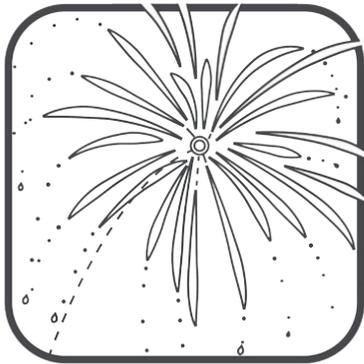
- Businesses will stay and grow in Auburn, while businesses from other cities, regions, and states will be attracted to locate and invest here.
- Investments in the physical amenities and environment that attract people to live here, which includes having attractive, resident-serving businesses.
- People and goods that move safely and efficiently throughout the City.
- Increases in sales tax and property tax revenues for the City through targeted economic development and recruitment efforts.
- Targeted employment recruitment to enhance workforce diversity.

How it will happen:

- By implementing economic development strategies that focus on investments in our community
- By developing and implementing an economic development strategic plan to guide policy-making and financial investment decisions
- By facilitating development and attracting businesses that capitalize on the City’s regional economic amenities, including, but not limited to those of the Muckleshoot Indian Tribe
- By making purposeful and strategic investments in public infrastructure and amenities that further promote the City as an attractive place in which to invest and do business
- By maintaining a City quality of service that provides the business community with certainty, support, and proactive decision-making

The City will promote sustainable and diverse industries through multiple means of moving people and goods, and infrastructure that supports

that movement. The City will also develop policies that encourage the siting of businesses that share mutual benefits, a healthy local and regional marketplace, innovative industries, and environmentally responsible development patterns that foster a balanced, flexible, and resilient economy.



Celebration

We will celebrate diversity and come together to teach, learn, and have fun.

What it will look like:

- Auburn will have a thriving and expanding arts-and-culture community.
- There will be events, amenities, and attractions that draw people to congregate and socialize.
- The community is inclusive and proud of its history and the social, ethnic, economic, and cultural diversity in the people who live, work, and play in Auburn.

What it means:

- People from all parts of Auburn are engaging in both citywide and neighborhood initiatives.
- Auburn's future is shaped by a broader demographic cross section of its citizenry, residents, and business community.
- Event programming ensures opportunities for neighborhoods and cultures to celebrate their identities.

How it will happen:

- By developing physical and social infrastructure that encourages and enables more people to practice and showcase their art

- By finding ways to entice new and expanded participation through strategic event planning
- By utilizing technology to find new audiences and increase the amount and quality of information distributed
- By having a diverse cross section of property owners, business owners, nonprofits, governments (including tribal), faith-based organizations, and others who discuss Auburn's future and take actions to make it their premier community

One of the things that makes Auburn special is our diversity; different people have pride in their cultures, while respecting the differences in others. This variety adds strength and style to our places and spaces. These distinctive places, while often reverential of a specific culture, feel open and inviting because they provide room for everyone



Environment

We will protect the natural environment, preserve open space, and create safe and appropriate access.

What it will look like:

- Residents and visitors will enjoy open spaces and environmentally sensitive areas, while promoting the protection of these areas and appreciating their importance and beauty.
- The built environment will respect the natural landscape in a way that protects ecosystem function.
- Natural resource protection will be supported and celebrated by City leadership and the community.

What it means:

- Accessible open spaces allow people to connect with the natural environment.
- Impacts to natural resources from new development are managed, showing consideration for their sensitivity and importance.
- The City proactively implements fiscally prudent policies and procedures based on best practices and available science to mitigate and adapt to the present and projected future effects of climate change.
- Sensitive environmental sites are designated and managed as community environmental services.

How it will happen:

- By continuing the application of regulatory tools as an important part of environmental protection – in order to ensure that new development, redevelopment, land management, and property use do not degrade the environment
- By identifying particularly sensitive properties for protection through purchase, easement acquisition, or other means
- By seeking out opportunities on public and private property for the restoration or enhancement of existing sensitive areas
- By City leaders and staff placing significant emphasis on policies and financial investments that protect our natural resources
- By continued coordination with the Muckleshoot Indian Tribe for the identification and protection of sensitive areas and natural resources that are important to both the Tribe and the City
- The City will protect and preserve our environmental resources and heritage through responsible and balanced policies and partnerships. Auburn residents will benefit from environmental amenities such as parks and urban trails that enable walking and biking throughout our City. The City’s policies will incorporate best practices and creative means to balance the current challenges of environmentally sensitive areas with property rights.



Sustainability

We will balance natural resource protections, economic prosperity, and cultural vibrancy in order to build a thriving and long-lasting community.

What it will look like:

- Natural resource protections, economic prosperity, and cultural vibrancy will be continuously and conscientiously balanced in City policy and financial decisions.
- The community will be educated, equitable, and prosperous.
- The City and community’s collective actions will consider future residents and the healthy development of Auburn.
- Auburn is a resilient community. Its neighborhoods, infrastructure, and economy thrive and remain healthy in the face of global climate change and its associated effects.
- Cultural diversity will be supported and strengthened through the City’s policies, financial practices, and policy implementation actions.

What it means:

- Citizens, residents, business owners, government, nonprofits, and a development community that promote and implement practices that contribute to an environmentally responsible Auburn.
- City leaders and staff who are committed to implementation of policies that consider both short-term and long-term economic, social, and environmental conditions and effects.

- The City will have developed and implemented action plans that identify and achieve sustainability and climate change goals and objectives.

How it will happen:

- By City leaders adopting sustainability in its broadest meaning as a core value and function of Auburn's delivery of local government services
- By City leaders continually and consciously creating policies, actions, and strategies that reflect the community's values

- By inviting citizens, residents, and businesses to participate in the development and implementation of Auburn's sustainability strategies, and challenging them to embrace sustainability in their individual and collective actions

To ensure a healthy Auburn for future generations, we must consider the long-lasting effects of our actions on community health, economic viability, the environment, and issues of equity. This means embracing change through inclusivity and the balancing of current and future needs.

CORE PLAN POLICY ELEMENTS



CHARACTER • WELLNESS • SERVICE • ECONOMY • CELEBRATION • ENVIRONMENT • SUSTAINABILITY

POLICY ELEMENTS

TABLE OF CONTENTS

Introduction and Background	C4-1
Land Use.....	C4-1
<i>Map 1.2: Districts, Special Planning Areas.....</i>	<i>C4-4</i>
Housing.....	C4-7
Capital Facilities	C4-10
Private Utilities	C4-12
Transportation	C4-14
Economic Development	C4-16
Parks, Recreation & Open Space.....	C4-17
Historic Preservation.....	C4-20

CORE PLAN

POLICY ELEMENTS

INTRODUCTION AND BACKGROUND

Policy elements in the Comprehensive Plan provide a finer level of detail for different subject areas. Policy elements are an extension of the Core Plan and are designed to implement the broad goals, policies, and actions contained herein. Furthermore, the policy elements reflect the vision and values enumerated in the Core Plan. Specific policy elements are the following:

Land Use
Housing
Capital Facilities
Private Utilities
Transportation
Economic Development
Parks, Recreation & Open Space
Historic Preservation

In this section, each policy element is identified and described. The Core Plan provides the foundation upon which each policy element is built. Broad goals that relate to each value, and general policies and actions that will guide us to our vision of Auburn in 2035, are also included.

LAND USE Goals

1. **Character:** Buildings and developments are planned and constructed using innovative architectural and site layout techniques that emphasize social interaction and safety.
2. **Wellness:** Residential, commercial, and recreational areas of the City are joined by a system of trails and paths to lessen reliance upon the use of vehicles.
3. **Service:** Residents are aware of the City's vision, have access to policies and information, and feel that they have a voice in the outcome of future land use proposals.
4. **Economy:** A robust mix of uses and options makes living, working, and shopping in

Auburn desirable.

5. **Celebration:** Neighborhoods and districts have been identified and are distinguishable through the use of signs, marketing materials, and subarea plans.
6. **Environment:** Our rivers, streams, wetlands, habitats, and other natural resources are identified, preserved, and protected for future generations.
7. **Sustainability:** Land use activities and developments incorporate low-impact development, energy efficient buildings, crime prevention through environmental design and other sustainable development practices.

Description

The Land Use Element is the focal element of the Core Plan, and is supported by all other elements of the Plan. It illustrates where the community should or should not develop, the anticipated scale and intensity of development, and how various land uses relate to each other. The Land Use Element lays the foundation for what the community will look like, how it will change and grow, and where different types of land activities will be established.

Auburn's overall existing land use pattern is checkered, somewhat random, and disconnected. Much of this is due to the manner in which Auburn expanded over the last 20 years. The annexation of Lakeland Hills absorbed a community with wide landscaped thoroughfares, contemporary architecture, and a more affluent demographic. The West Hill and Lea Hill annexations brought relatively rural lands with a wide mix of residential densities and rural levels of infrastructure, whose residents feel a stronger attachment to the commercial centers located outside of Auburn. To the southeast, Auburn transitions into

a community with an entirely different character. The area along Auburn Way South passes back and forth between the City of Auburn and the Muckleshoot Reservation. To the southwest and north, Auburn is a mix of autocentric commercial corridors, light industrial/warehousing buildings, and aging single-family homes. Historic downtown Auburn has a more urban appearance with a traditional main street, regional transit center, and vast opportunity to become a vibrant and walkable city center.

The existing land use pattern is also greatly influenced by the presence of major highways, rail lines, physical land forms, and natural features. The Green River, White River, Highway 18, Highway 167, bluffs of West Hill, slopes of Lea Hill, and Burlington Northern and Union Pacific rail lines provide both opportunities and barriers. They serve as landmarks when identifying neighborhoods, obstacles for connecting the community, preservation corridors, and marketing features.

There are eight districts within the City, each of which has its own unique character and identity. Those districts are described below and depicted on the Districts Map (Map 1.2) on page C4-4.

Lea Hill: Lea Hill is bound by the Green River, Highway 18, S. 277th St., and Kent. Much of this area was annexed into Auburn in 2008. It includes Green River College, a relatively small commercial center, a golf course, several schools, and a mix of low-density rural uses intermixed with traditional suburban residential developments. During the Imagine Auburn visioning exercise, Lea Hill residents indicated that they desire more parks and trails, access to more neighborhood-scale businesses, and safer neighborhoods. Lea Hill residents have a stronger connection to Kent and Covington due to a perception and a reality that commercial services are more expansive and convenient at those locations. The Bridges subdivision is an island in the middle of Lea Hill that is within the incorporated city limits of Kent.

West Hill: West Hill is bound by West Valley Highway, 51st Ave S, and permanently protected

agricultural lands. It comprises different scales of residential development and lacks commercial services. West Hill residents have a stronger connection to Federal Way due to the perception that commercial services are more expansive and convenient at that location.

Lakeland Hills: Lakeland Hills is partially within King County and partially within Pierce County. It is bound by West Valley Highway, Kersey Way, the White River, Lake Tapps, and Sumner. The majority of Lakeland Hills consists of a planned unit development with a commercial center and a mix of single-family homes, townhomes, and some apartments. Additional undeveloped areas of Lakeland Hills exist outside the PUD and consist of a mix of traditional residential subdivisions and rural lands. Lakeland Hills residents have a strong association with their own community as well as Bonney Lake and Sumner to the south. Internally, it is a well-connected community where residents have good access to trails and several parks. However, it is not well connected to areas outside of Lakeland Hills. Lakeland Hills has a very limited supply of affordable housing, senior housing, and multifamily housing.

Downtown Auburn: Downtown Auburn is characterized by a traditional main street bisected by major corridors such as M Street, Auburn Way, Auburn Avenue, Division Street, C Street, and the Interurban Trail. It comprises a mix of new and old commercial buildings and uses, several civic buildings and uses, a regional transit center, a regional medical center, and Auburn High School. Downtown Auburn is identified in VISION 2040 as a Regional Growth Center that includes a region-serving transit station. It is a goal of both VISION 2040 and this Plan to promote employment and population growth within downtown. Downtown Auburn offers immense opportunity for a walkable mixed-use center with easy access to Sound Transit. Several public spaces are interspersed throughout downtown and can be used for celebrations, events, and displays.

North Auburn: North Auburn is bound by S. 277th St., West Valley Highway, the Green River, and

the Downtown Urban Center. The primary corridors of Auburn Way North, Harvey Road, and 15th Street NW/NE are primarily autocentric commercial thoroughfares. West Valley Highway, A Street NE/B Street NW, and 37th Street NW/NE are the City's principal warehousing and light industrial corridors. I Street NE serves as an alternative north-south route for a number of residential communities. Significant features in this community include the Auburn Way North auto mall and the Auburn Environmental Park. Interspersed throughout North Auburn are a number of residential communities, most between 40 and 100 years of age, with a few recently developed subdivisions.

South Auburn: South Auburn is bound by the Downtown Urban Center, West Valley Highway, Algona, the White River, Auburn Way South, and M Street SE. The primary corridors of Auburn Way South, 15th Street SW, and A Street SE are primarily autocentric retail and service commercial thoroughfares. West Valley Highway and C Street SW are primarily light industrial and warehousing corridors. Significant features in this community are the Les Gove Community Park campus, the Outlet Collection, Game Farm Park, Boeing, Region 10 headquarters for the federal government's General Services and Social Security Administrations, BNSF's Rail Yard, as well as the interchange of Highway 18 and Highway 167. During Imagine Auburn, feedback focused primarily on the need to address crime and safety.

Plateau: Southeast Auburn begins at the base of the hill where Auburn Way South climbs to the Muckleshoot Casino and extends to the Auburn Values Academy. This area is bound by the White River to the south and the Green River and bluffs to the north. Auburn Way South is the primary corridor through this area, which weaves in and out of the Muckleshoot Indian Reservation. While the properties along Auburn Way South are primarily autocentric commercial uses, the corridor is flanked by a number of residential communities located immediately behind the businesses. During Imagine Auburn, residents expressed concern over the high volume of traffic through

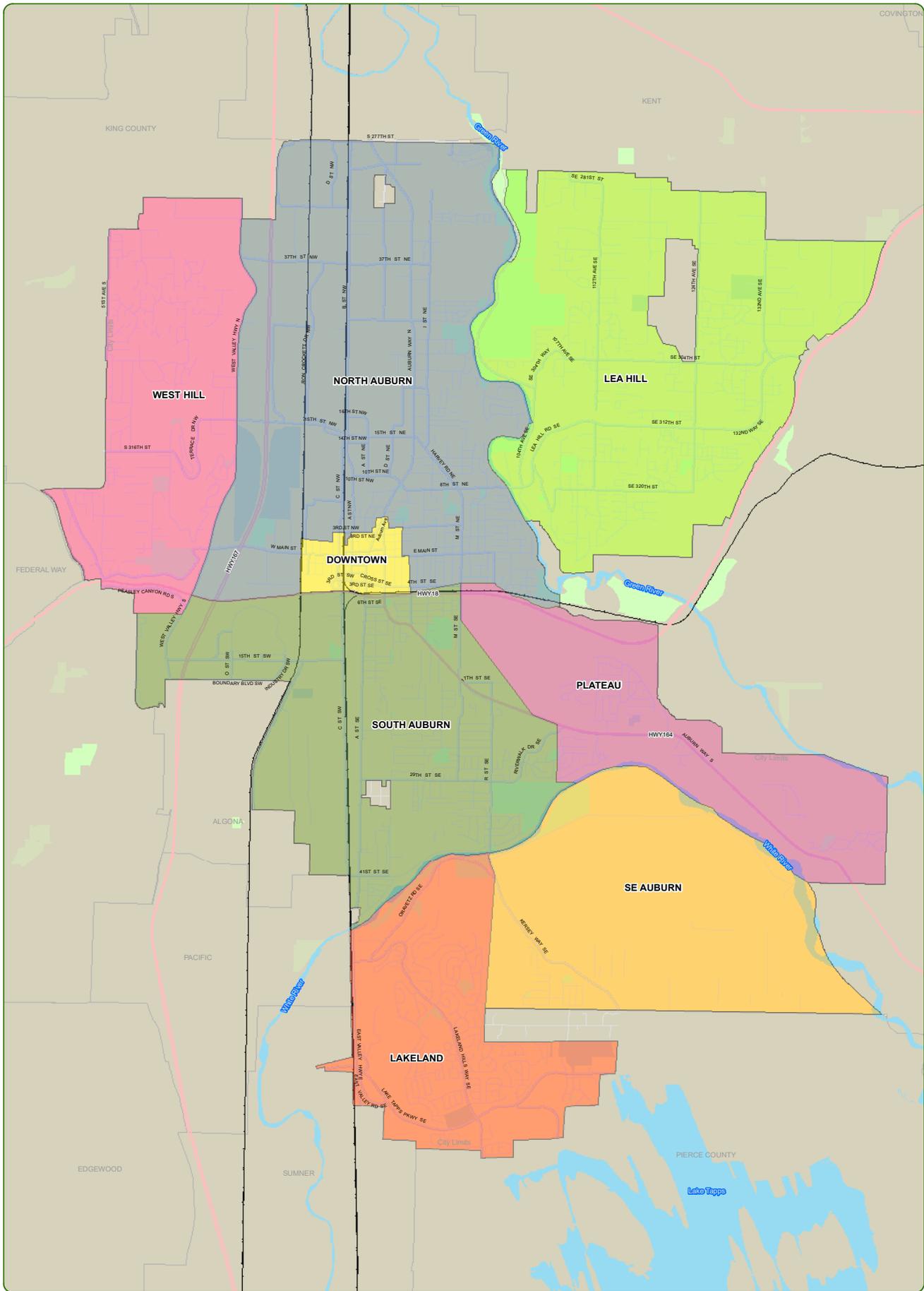
this corridor as visitors travel to the White River Amphitheater just outside of the City. There were additional concerns about traffic during commute hours as people travel south toward Enumclaw. Residents also expressed unease over the appearance of Auburn Way South.

Southeast Auburn: Southeast Auburn is defined on the north by the White River, to the east and south by the City limits, and to the west by Lakeland Hills. Most of Southeast Auburn is characterized by low-density residential development, surface mining activities, and open-space lands with moderate-density residential development to the west of Kersey Way SE.

Categories

Residential: The Residential land use category will include several residential zoning designations ranging from low-density areas with significant environmental constraints or lacking urban infrastructure, to high-density multifamily designations where the goal is to intensify and densify population. Residential land use designations will comprise a diverse arrangement of multiple densities where a pattern of mixed densities is preferred over a single density throughout the zone or neighborhood. This will be accomplished by allowing greater density in exchange for the incorporation of high-quality and innovative architectural designs, greater neighborhood connectivity, compatibility with the natural environment, installation of community amenities, crime prevention through environmental design, and techniques that ensure compatibility with other uses and communities.

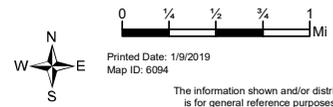
Commercial: The Commercial land use category will include zoning designations that provide a wide range of retail, entertainment, and service uses and activities. Zoning designations within this category will range from autocentric corridors to pedestrian and transit-oriented mixed-use districts. When defining zoning boundaries and developing strategies, attention will be given to the appropriateness of the types of uses and activities, the bulk and scale of developments, compatibility with surrounding activities and the



Districts

Special Planning Areas

(Map 1.2)



Printed Date: 1/9/2019
 Map ID: 6094

The information shown and/or distributed is for general reference purposes only and does not necessarily represent exact geographic or cartographic data. The City of Auburn makes no warranties as to its accuracy.

Map is current through Ordinance No. 6584 & 6698, December 17, 2018

environment, accessibility and connectivity, and consistency with the City's economic development objectives.

Industrial: The Industrial land use category will include zoning designations that provide an opportunity for warehousing, distribution, transportation, light industrial, storage, and manufacturing uses. Despite the traditional perception of how these types of uses look and function, zoning designations and development standards will reinforce that it is equally important for these areas to remain attractive in appearance and be connected by adequate motorized, nonmotorized, and multimodal transportation infrastructure.

Public/Institutional: The Public and Institutional land use category will include zoning designations for open space, public space, and preserved lands. Properties such as parks, environmentally protected areas, significant utility properties and corridors, and institutional uses will be located within the zoning designations of this land use category. Zoning designations will distinguish between active public parks where people are encouraged to congregate; passive areas intended to be left undisturbed, and uses such as schools and fire stations. Due to the nature of the uses and activities allowed within this category, zoning boundaries tend to be drawn around individual properties or a small collection of properties.

Special Planning Areas: Special Planning Areas are districts within the City where a Plan has been developed, adopted, and incorporated into the Comprehensive Plan. A Special Planning Area may function as an overlay that is supplemental to the underlying zoning designation or as a replacement of the underlying land use category and zoning designation. Special Planning Areas serve the purpose of seeking to enhance economic development opportunities, environmental protection, or master-planned developments.

Overlays: Overlays are supplemental to the underlying land use category and zoning designation. Overlays provide supplemental policy

language for urban separators, impression corridors, gateways, and potential annexation areas. Overlays are delineated and assigned in extraordinary circumstances that warrant additional and specialized planning emphasis in a particular area of the City.

Policies

1. Require building design standards for multifamily, mixed-use, and nonresidential structures to ensure unique and high-quality architectural forms, shapes, and materials.
2. Require site design standards for multifamily, mixed-use, commercial, and residential development proposals that provide connectivity between and through sites, adequate public gathering spaces, sustainable development practices, and efficient provision of utilities and streets.
3. Engage in strategic planning of identified corridors and gateways that includes an emphasized level of planning, designing, improving, regulating, and maintaining those areas providing the most visible impression of Auburn.
4. Delineate neighborhoods and districts, and develop strategies for creating greater neighborhood identity that reinforces the concept of "One Auburn."
5. Identify commercial, residential, and recreational destinations that should be joined by paths and trails, with the overall goal of creating a citywide nonmotorized transportation network that is fully connected.
6. Develop downtown Auburn into a safe, walkable community with attractive public plazas and buildings and an engaging streetscape through planning, regulation, and capital improvements.
7. Support and promote efforts that create or expand population and employment opportunities within downtown Auburn.
8. Identify, protect, preserve, and restore Auburn's environment and natural resources.

9. Implement measures to promote buildings that conserve energy and water and reduce greenhouse gas emissions.
10. Develop vehicular gateways that provide access to Auburn into well-signed, attractive, and prominent entry points.
11. Establish sign controls that reduce sign clutter, and strive for a long-term outcome where attractive buildings, thoughtful sign design, and vegetation dominate the landscape rather than poorly placed and designed signs.
12. Establish parking standards that limit the overall number of spaces, allowing for landscaping and site layout to soften the visual impact of large parking lots.
13. Create incentives for good community design by allowing increased height, density, intensity, and other standards.
14. Ensure harmonious transition between land uses and zoning designations through the use of setbacks, vegetation, building orientation, and architectural design.
15. Employ “crime prevention through environmental design” when designing communities and development proposals.
16. Support efforts and programs such as neighborhood watch, national night out, and other activities that bring residents together.

CORE PLAN

Land Use Action Plan	LEAD	PARTNERS
Short Term (2016–2018)		
Update city zoning and development regulations to be consistent with the Core Plan and Land Use Policy Element.	CDPW - Community Development	City Council, Planning Commission, Mayor’s Office, City Attorney
Update the city zoning and development regulations to be consistent with National Pollution Discharge Elimination System requirements.	CDPW - Community Development CDPW - Public Works	City Council, Planning Commission, Mayor’s Office, City Attorney
Implement the recommendations for the Main Street Urban Design Plan.	CDPW - Community Development	Mayor's Office, CDPW - Public Works, Downtown Association, Chamber of Commerce, Business and Property Owners
Prepare and Auburn Way South Corridor Improvement Plan.	CDPW - Community Development CDPW - Public Works	Mayor's Office, State Department of Transportation, Business, MIT, and Property Owners
Identify specific population and employment targets for downtown Auburn and its designation as a Regional Growth Center in VISION 2040.	CDPW - Community Development	City Council, Planning Commission, Mayor’s Office, CDPW - Public Works, City Attorney
Develop a connectivity strategy that lays the foundation for joining commercial, residential and recreational areas.	CDPW - Community Development CDPW - Public Works	Mayor's Office, Parks, Utility Providers
Update the City's Greenhouse Gas Inventory and Climate Action Plan	CDPW - Environmental Services	All City Departments
Develop a Sustainability Element of the Comprehensive Plan	CDPW - Environmental Services	All City Departments
Continue ongoing support to the City's Neighborhoods program and utilize the program to strengthen relationships between neighborhoods and the City.	Mayor’s Office	All City Departments
Moderate Term (2019–2025)		

Identify neighborhoods and develop strategies for promoting awareness.	CDPW - Community Development	Mayor's Office
Develop and implement a citywide greenhouse gas reduction plan	CDPW - Environmental Services	All City Departments
In 2021, update Land Use Policy Element.	CDPW - Community Development	City Council, Planning Commission, Mayor's Office, City Attorney
In 2022, update city zoning regulations to be consistent with update to Land Use Policy Element	CDPW - Community Development	City Council, Planning Commission, Mayor's Office, City Attorney
Long Term (2026–2035)		
In 2028, update Land Use Policy Element.	CDPW - Community Development	City Council, Planing Commission, Mayor's Office, City Attorney
In 2029, update cit zoning regulations to be consistent with update to Land Use Policy Element	CDPW - Community Development	City Council, Planning Commission, Mayor's Office, City Attorney

HOUSING

Goals

Character: Trails, public spaces, and outdoor amenities are available that promote social interaction, safety, and healthy lifestyles.

Wellness: Buildings and properties are managed to provide a healthy environment, and the surrounding landscape is maintained and feels safe.

Service: Social and human services that aid in the provision of housing for those in need are supported by the community and the City.

Economy: Residential communities are well designed and connected to nonmotorized paths and transit service so that residents can afford to shop and work close to home.

Celebration: Residents feel a sense of pride and neighborhood identity while promoting the idea of “One Auburn.”

Environment: Housing is integrated into the natural environment and built to conserve energy and water.

Sustainability: Adequate and dispersed housing is provided to seniors, veterans, the disabled, those with low incomes, and all other individuals and families.

Description

A sustainable community offers a range of housing types by providing opportunities for people to choose and afford to live near jobs, shopping, and services. This type of outcome enables shorter trips, the use of alternative transportation, reduced traffic congestion, improved quality of life, and the economic benefit of residents choosing to spend their income in Auburn. Because we believe there is strength in diversity, it is a priority to support and enable a robust mix of housing types. Dispersed and extensive housing options enable all segments of society to make choices about where they want to live in Auburn rather than feeling forced to reside in other communities.

Creating the opportunity to establish or retain housing stock for seniors and populations who have social, health, and human service needs is particularly important. Housing data demonstrate that Auburn already has a wide range of housing types and housing costs. But as a significant portion of the population ages, there will

CORE PLAN

be increased demand for senior housing. While Auburn already has a wide range of this housing type, it is not dispersed throughout the City. Specifically, very few senior, affordable, or lower-income housing options exist in Lakeland Hills and West Hill, and very few senior options are available on Lea Hill, while senior and low-income options are concentrated in the Valley.

The preservation and renewal of older neighborhoods is an important consideration for retaining a mix of housing types, as is community character and history. Auburn’s housing stock is older, and much of the rental housing stock is in fair to poor condition. While Auburn is not proactively seeking to eliminate affordable housing, some of this housing stock is realistically at or near the end of its life. There must be a conscious effort to understand and identify which properties are at the end of their useful life and which have renovation potential. Perhaps most importantly, the City must ensure that redevelopment and renovation does not result in the wholesale loss of affordable housing stock.

Auburn’s average and median household sizes suggest the need to provide housing for both small and large households. Auburn’s average household size is 2.67, compared with 2.40 and 2.59 in King and Pierce Counties, respectively, while our average family size is 3.22, compared with 3.05 and 3.09 in King and Pierce Counties. At the same time that these average figures are higher than for our neighbors, we also have a higher percentage of single parents with children. These data strengthen the conclusion that less-traditional housing is needed, including accessory dwelling units, cottage housing, townhouses, apartments, and condominiums. Housing data, national trends, and City experience also lead us to conclude that we will likely see increasing demand for larger houses that can accommodate multigenerational families living together.

CORE PLAN

Policies

1. Design and maintain residential

neighborhoods and buildings that support safe and active living that is connected to multimodal transportation options.

2. Support efforts to retain and create more types of housing, with a broader mix of affordability, in all of Auburn’s residential and mixed-use neighborhoods.
3. Promote and provide incentives for mixed-income residential communities.
4. Implement and promote measures that enhance public safety such as neighborhood watch, crime prevention through environmental design, and expanded access to law enforcement resources.
5. Organize actions that influence and create incentives for the retention and maintenance of the existing housing stock and their surrounding environs.
6. Implement strategies that lead to the adequate provision of dispersed affordable housing for moderate-, low-, and very-low-income households and residents in need.
7. Support efforts that are intended to connect human, health, and social services to residents in need.
8. Develop and support programs that help to inform residents of their options, available services, and their right to healthy and affordable housing.
9. Strengthen our partnerships with other agencies and communities to help bolster and steady the supply of housing options and supportive services so that greater equity is achieved in the region.
10. Monitor spatial and quantitative trends in housing supply, affordability, and diversity for Auburn and other King and Pierce County municipalities, and make appropriate policy, regulatory, and programmatic adjustments in response to data findings.
11. Participate in and support efforts to provide solutions for persons experiencing homelessness.

Housing Action Plan	LEAD	PARTNERS
Short Term (2016–2018)		
Develop a monitoring program that defines the tools and metrics that describe housing condition, supply, availability, location, crime rates, and housing type.	CDPW*	Police, King County, Pierce County
Evaluate city zoning regulations to ensure that accessory dwelling units, clustered housing, cottage housing, townhouses, etc. are allowed within appropriate residential and mixed-use zones.	CDPW	City Council, Planning Commission, Mayor's Office, City Attorney
Utilize the existing city rental housing business license program and requirements to educate multifamily property owners about Auburn's goals, policies, and standards, and hold property owners and tenants accountable for adherence to its objectives.	CDPW	CDPW – Business and Budget, Police, Multifamily Property Owners
Continue the City's housing home repair program, and seek ways to expand its use.	Administration Neighborhood Services	CDPW
Moderate Term (2019–2025)		
By neighborhood, inventory housing opportunities for seniors, moderate-income, low-income, very-low-income, and persons with disabilities. Develop conclusions that can be used to identify areas in need of specific housing types.	CDPW	King County, Pierce County
Work with transit agencies to determine the multimodal transportation needs, routes, funding, and capital improvements necessary to serve priority areas.	CDPW – Public Works	Sound Transit, MIT**, Metro, Pierce Transit
Develop a joint Muckleshoot/Auburn housing inventory and needs assessment that is used to establish goals and strategies that combine our resources for mutual benefit.	CDPW, MIT	City Council, Tribal Council, King County, Pierce County
In 2021, update Housing Element based upon findings and data collected in the monitoring program.	CDPW	City Council, Planning Commission, Mayor's Office, City Attorney
In 2022, update city zoning regulations to be consistent with update to Housing Element	CDPW	City Council, Planning Commission, Mayor's Office, City Attorney
Long Term (2026–2035)		
In 2028, update Housing Element based upon findings and data collected in the monitoring program.	CDPW	City Council, Planning Commission, Mayor's Office, City Attorney
In 2029, update city zoning regulations to be consistent with update to Housing Element	CDPW	City Council, Planning Commission, Mayor's Office, City Attorney

* CDPW = Community Development and Public Works.

** MIT = Muckleshoot Indian Tribe.

CAPITAL FACILITIES

Goals

Character: Our capital investments have been strategically deployed and have resulted in a targeted mix of streets, parks, amenities, and trails that serve the majority of communities.

Wellness: Capital facility planning, budgeting, design, and construction incorporate principles and concepts that promote a healthy lifestyle.

Service: Revenue sources and budget allocations have been identified that support the construction, provision, and ongoing high-quality maintenance of capital facilities and public services.

Economy: Our capital facilities are a marketing asset that causes businesses and residents to seek opportunities to locate here.

Celebration: We design, construct, and utilize our parks and streets so that we can gather on holidays, listen to music, attend parades, watch movies, view art, observe nature, and enjoy other community events.

Environment: Capital improvements are designed and constructed in a manner that employs a higher standard than the minimum required under the law.

Sustainability: We have fully implemented a capital investment philosophy that values the long-term outcome over the short-term expense.

Description

Capital facilities are those facilities owned and operated by the City. The Capital Facilities Element is made up of a collection of documents that include the City's 6-Year Capital Facilities Plan, the Comprehensive Water Plan, the Comprehensive Sewer Plan, the Comprehensive Stormwater Drainage Plan, and the Capital Facilities Plans for each school district and the Valley Regional Fire Authority. Additionally, although the Parks, Recreation, and Open Space Element and the Transportation Element are standalone documents, they too are a component of the Capital Facilities Plan because they include both short- and long-term investments in developing and maintaining City-owned facilities.

The provision and sizing of facilities such as

utilities and streets can influence the rate, timing, and ability for growth and development that occurs within the City. Timed provision of facilities also ensures that new development can be assimilated into the existing community without serious disruptions or adverse impacts. This plan establishes policies to allow development only when and where all public facilities are adequate or can be made adequate, and only when and where such development can be adequately served by public facilities and services consistent with adopted level-of-service standards.

Public facilities include public utilities, streets, parks, municipal buildings, fire and police services, technology and communication systems, K-12 school systems, and waste and recycling services.

Policies

1. Development will only be permitted where it is determined that concurrency and level-of-service standards have been met. Levels of service shall be established within, or by way of, each capital facilities document and/or policy element.
2. Lands designated for urban growth shall have urban levels of public facilities prior to, or concurrent with, development. If adequate public facilities do not exist and public funds are not committed, proposed development activities must provide such facilities at their own expense.
3. New connections to the City's sanitary sewer, water, and/or storm drainage systems, shall contribute their fair share toward the construction and/or financing of future or ongoing projects to increase the capacity of those systems.
4. The City will coordinate with other utility purveyors within the City of Auburn to ensure that adequate facilities exist or are planned in underserved areas. Other utility comprehensive plans are not incorporated into the Comprehensive Plan unless a specific City Council action is taken to accept and adopt.
5. The City will coordinate with solid waste providers and King County to ensure the provision of adequate and mandatory waste and recycling service throughout

- Auburn. The City will continue to create, support, and implement efforts that expand recycling and reuse.
6. The City will coordinate with each school district and their capital facility planning efforts. A school district capital facility plan is not incorporated into the Comprehensive Plan unless a specific City Council action is taken to accept or adopt.
 7. The City will coordinate with Valley Regional Fire Authority and their capital facility planning efforts. A fire capital facility plan is not incorporated into the Comprehensive Plan unless a specific City Council action is taken to accept or adopt.
 8. The City will implement the adopted Auburn Airport Master Plan.
 9. The City will seek opportunities to incorporate trails and public spaces as general funding for these allow in its capital facility projects.
 10. Sustainable development practices will be incorporated into capital facility project design and construction. The City will support and implement efforts to promote climate action objectives by using low-impact development techniques, energy and water conservation measures, and reducing greenhouse gas emissions.
 11. The siting, design, construction, and improvement of all public facilities shall be done in full compliance with the Americans with Disabilities Act.

Capital Facilities Action Plan	Lead	Partners
Short Term (2016–2018)		
Implement 6–year Capital Improvement Plans for water, sewer, and storm drainage.	CDPW – Public Works	City Council, Planning Commission, Mayor’s Office, City Attorney, CDPW
Implement 6–year Capital Improvement Plans for Transportation.	CDPW – Public Works	City Council, Planning Commission, Mayor’s Office, City Attorney, CDPW
Incorporate Low Impact Development (LID) into City Codes and Standards by 1/1/17.	CDPW – Public Works	City Council, Planning Commission, Mayor’s Office, City Attorney, CDPW
Moderate Term (2019–2025)		
Implement 7 to 10 year Capital Improvement Plans for water, sewer, and storm drainage.	CDPW – Public Works	City Council, Planning Commission, Mayor’s Office, City Attorney, CDPW
Implement longer term Capital Improvement Plans for Transportation.	CDPW – Public Works	City Council, Planning Commission, Mayor’s Office, City Attorney, CDPW
In 2021, update Capital Facilities Element.	CDPW – Public Works, Parks	City Council, Planning Commission, Mayor’s Office, City Attorney, CDPW
In 2022, update city zoning regulations to be consistent with update to Capital Facilities Element	CDPW – Public Works, Parks	City Council, Planning Commission, Mayor’s Office, City Attorney, CDPW
Long Term (2026–2035)		
Implement 10– to 20–year Capital Improvement Plans for water, sewer, and storm drainage.	CDPW – Public Works	City Council, Planning Commission, Mayor’s Office, City Attorney, CDPW
In 2028, update Capital Facilities Element.	CDPW – Public Works, Parks	City Council, Planning Commission, Mayor’s Office, City Attorney, CDPW
In 2029, update city zoning regulations to be consistent with update to Capital Facilities Element	CDPW – Public Works, Parks	City Council, Planning Commission, Mayor’s Office, City Attorney, CDPW

* CDPW = Community Development and Public Works.

PRIVATE UTILITIES

Goals

Character: Utility corridors serve multipurpose functions such as nonmotorized connectivity and recreational amenities.

Wellness: The extension and provision of utility service extends throughout the entire community who has access to safe and reliable utility service.

Service: Residents and businesses have access to all forms of reliable utility service including communication, water, sewer, and storm systems.

Economy: Through planning, franchise agreements and partnerships, capital improvements are occurring in conjunction with development and redevelopment.

Celebration: Technology and amenities are in place that support community events and enhance awareness and accessibility that results in broader participation.

Environment: Utility users are leaders in the region and have embraced and deployed alternative energy solutions and conservation measures.

Sustainability: New development fully pays for utility extensions and upgrades that are of a quality that is in the best long-term interest of the City and avoid ratepayer subsidies.

Description

The primary responsibility of planning for private utilities rests with the utility providers. Clearly, this planning cannot take place without open lines of communication between the City and the utility providers.

Puget Sound Energy provides electrical and natural gas service to most of the City of Auburn. PSE is an investor-owned private utility, which provides service to approximately 1.2 million customers in a service area that covers 6,000 square miles. With respect to electrical service, PSE builds, operates, and maintains an electrical system consisting of generation, transmission, and distribution facilities.

The Northwest Pipeline Corporation and Enumclaw Gas also have gas lines in the southeastern portion of the City. While the Northwest Pipeline Corporation does not serve any customers within the City, Enumclaw Gas has some residential customers in the area of the Auburn Adventist Academy.

Conventional local telephone service to the City is provided by CenturyLink. CenturyLink offers service to 25 million customers in 14 western states. The facilities in which calls are switched are call central offices. Typically, four main lines head out from each central office – one in each direction. Auburn’s central office is located in downtown Auburn. Long-distance service is provided in the area by several carriers. These providers have underground fiber-optic cables passing through the City of Auburn.

Cellular telecommunications provide mobile telephone. Cellular communication companies offer digital voice, messaging and high-speed wireless data services to customers. Several cellular service providers have customers and facilities in the City of Auburn. Regulation of cellular providers is provided by the Federal Communications Commission.

Cable television service is provided by Comcast through a combination of aerial and underground cables. Several satellite dish companies also provide service within the City but facilities are limited to the satellite dishes affixed to homes. The City is currently negotiating with CenturyLink on a potential cable franchise.

Investor-owned utilities in the state of Washington are regulated by the Washington Utilities and Transportation Commission. State law regulates charges, services, facilities, and practices of utilities. Any changes in policies regarding these aspects of utility provision require WUTC approval.

Private utilities include electricity, telecommunications, natural gas, and non-city-owned sewer, and water.

Policies

1. Private utility companies should strive to provide utility services to all segments of the Auburn population and areas of the community.
2. All new utility and telecommunication lines shall be located underground within all new developments. The City will also work with utility companies to relocate existing distribution, service, and telecommunication lines underground as a part of system upgrades, urban revitalization, and city capital projects whenever it is economically and technologically feasible.
3. The visual impact of private utilities shall be mitigated through undergrounding, colocation, screening, or other mitigation techniques. Views from private property, rights-of-way, and the surrounding community shall be considered when mitigating visual impact.
4. When granting franchise agreements, right-of-way permits, and other city approvals to utility providers, evidence shall be provided that documents Sustainability development practices that will be incorporated into construction activities.

Private Utilities Action Plan	Lead	Partners
Short Term (2016–2018)		
Explore opportunities to enhance the use of franchise fees and taxes.	CDPW* – Public Works, Finance	Mayor’s Office, City Attorney, IT
Review and update the City’s Municipal Code for consistency with any regulatory changes as it relates to franchises.	CDPW – Public Works, City Attorney, Innovation and Technology	Mayor’s Office, City Council, CDPW
Moderate Term (2019–2025)		
In 2021, update Private Utilities Element.		City Council, Planning Commission, Mayor’s Office, City Attorney, CDPW
In 2022, update city zoning regulations to be consistent with update to Private Utilities Element		City Council, Planning Commission, Mayor’s Office, City Attorney, CDPW
Long Term (2026–2035)		
In 2028, update Private Utilities Element.		City Council, Planning Commission, Mayor’s Office, City Attorney, CDPW
In 2029, update city zoning regulations to be consistent with update to Private Utilities Element		City Council, Planning Commission, Mayor’s Office, City Attorney, CDPW

* CDPW = Community Development and Public Works.

TRANSPORTATION

Goals

Character: Investments in developing and maintaining our pedestrian, nonmotorized and street infrastructure have resulted in the creation of a community that is physically connected.

Wellness: Residents, visitors, and workers increase utilization of nonmotorized forms of transportation.

Service: Through partnership with other agencies, public transportation is an available option for navigating the City and connecting to other forms of transportation.

Economy: Street surfaces are in a state of good repair allowing people and goods to navigate into, through, and out of Auburn.

Celebration: As a result of improvements to the transportation infrastructure, combined with modern design techniques, we experience a decreasing frequency and severity of collisions.

Environment: Development of additional nonmotorized infrastructure will result in fewer vehicular trips per capita.

Sustainability: Adequate sustained sources of financing are available for long-term investment in our streets, sidewalks, public landscaping, and nonmotorized corridors.

Description

The transportation system is a vital component of Auburn’s social, economic, and physical structure. The primary purpose of the transportation system is to support the movement of people and goods within the City and connect the City to the broader region. Secondarily, it influences patterns of growth, development, and economic activity by providing access to adjacent land uses. Planning for the development and maintenance of the transportation system is a critical activity promoting the efficient movement of people and goods, ensuring emergency access, and optimizing the role transportation plays in attaining other community objectives.

The Transportation Element, also known as the Transportation Comprehensive Plan, provides policy and technical direction for development of the City’s transportation system through the year 2035. It updates and expands the 2009 Comprehensive Transportation Plan by recognizing network changes since the last plan, evaluating current needs, and identifying standards for future development and infrastructure improvements. The Plan underwent a major update in 2005 and a midterm update in 2009 to incorporate the Lea Hill and West Hill annexation areas into the Plan.

The Comprehensive Transportation Plan is the framework for transportation planning in Auburn. It functions as the overarching guide for changes to the transportation system. The Plan evaluates the existing system by identifying key assets and improvement needs. These findings are then incorporated into a needs assessment, which guides the future of the transportation system.

This Plan is multimodal, addressing multiple forms of transportation in Auburn including the street network, nonmotorized travel, and transit. Evaluating all modes enables the City to address its future transportation needs in a comprehensive and balanced manner.

Policies

1. Level-of-service and concurrency standards will be adopted and utilized when evaluating the transportation impacts and mitigation measures associated with development proposals. New development will pay for all system enhancements necessary to support the development.
2. Engage in coordinated regional transportation planning efforts with King County, Pierce County, Washington State Department of Transportation, Muckleshoot Indian Tribe, Sound Transit, and adjacent jurisdictions.
3. Pursue funding and actions that establish public transportation options to all areas of the City.

4. Incorporate low-impact development concepts and strategies into City-initiated transportation projects and privately initiated subdivision proposals.
5. Create a pedestrian and bicycle network linking neighborhoods, activity centers, and popular destinations, and promote walkable, bikeable connections to transit service.
6. Increase coordination and integration of land-use and transportation planning to reduce traffic congestion and emissions, and protect the natural environment.
7. Provide transportation alternatives that meet the needs of seniors, those who are unable to drive, and others who are transit-dependent by necessity or choice.
8. Inform the community of transportation improvements, capital projects, traffic disruptions, and alternative methods for avoiding delays.
9. Develop information about alternate modes of travel to encourage visitors and residents to walk and bike.

Transportation Action Plan	Lead	Partners
Short Term (2016–2018)		
Develop financial and capital programming standards that establish minimum budget targets for nonmotorized connection improvements.	CDPW* – Public Works	CDPW, Finance, Mayors’ Office
Develop a Neighborhood Connectivity Element of the Comprehensive Plan.	CDPW – Public Works	CDPW
Develop a citywide wayfinding plan with strategies and actions directed at both nonmotorized and vehicle modes.	CDPW	CDPW – Public Works, CDPW – M&O
Implement the short-term actions outlined in the adopted Parking Management Plan	CDPW	
Identify and prioritize vehicular gateways into the City. Design and construct gateway entry points.	CDPW	
Moderate Term (2019–2025)		
Implement the long-term actions outlined in the adopted Parking Management Plan.	CDPW	
In 2021, update the Transportation Element.	CDPW – Public Works	City Council, Planning Commission, Mayor’s Office, City Attorney, CDPW
In 2022, update city zoning regulations to be consistent with update to Transportation Element	CDPW – Public Works	City Council, Planning Commission, Mayor’s Office, City Attorney, CDPW
Long Term (2026–2035)		
In 2028, update Transportation Element.	CDPW – Public Works	City Council, Planning Commission, Mayor’s Office, City Attorney, CDPW
In 2029, update city zoning regulations to be consistent with update to Transportation Element	CDPW – Public Works	City Council, Planning Commission, Mayor’s Office, City Attorney, CDPW

* CDPW = Community Development and Public Works.

CORE PLAN

ECONOMIC DEVELOPMENT

Goals

Character: Our cultural diversity has been leveraged to bind our community, expand our market, and celebrate cultural traditions.

Wellness: We are a safe community with walkable commercial districts, where both the perception and the reality are that crime activity is low and public safety staffing meets or exceeds community expectations.

Service: Our economic development strategies focus on supporting the existing business community and on recruitment of new businesses that diversify tax base and revitalize target areas. Recruitment is facilitated by because businesses desire to locate here.

Economy: We are able to measure and achieve defined targets for manufacturing, service, and retail jobs and revenues.

Celebration: We actively promote our local businesses and have been successful at making our residents more aware of what is available locally as well as attracting visitors from beyond our City.

Environment: Our economy is growing and diversifying because of our efforts to protect our rivers, streams, wetlands, and other environmental resources.

Sustainability: Residents are staying in Auburn to work and shop, and we are widely considered to be a regional dining, shopping, and entertainment destination.

Description

Auburn's economic base drives and shapes the community and region. Auburn's residents and the surrounding region benefit from the jobs and services Auburn's economic base offers. Through the payment of sales, property, and other taxes, the City of Auburn can fund and provide services and public facilities that Auburn residents require.

It is in the City's best interest to maintain and expand our economic base in unison with implementing all of the goals of the Comprehensive Plan. This section of the plan will help to define the City's goals and policies in this vital area.

Policies

1. Attract high-wage employment opportunities and sales tax generating businesses to diversify the City's economic base and generate positive secondary benefits for the community.
2. Assist business organizations in developing and implementing new or improved product development opportunities to increase sales tax revenue collections.
3. Dedicate resources to pursue an expanded economic development program for the City.
4. Develop a stronger and unified City branding strategy along with a more positive perception and sense of community.
5. Create an economic development toolbox comprising programs and incentives to reduce financial, regulatory, and operational constraints for existing or new business growth and expansion.
6. Prioritize the installation of key infrastructure at a few "target investment areas" to facilitate development of these economic centers.

Economic Development Action Plan	Lead	Partners
Short Term (2016–2018)		
Adopt and implement a City 10-year Economic Development Strategic Plan	Mayor’s Office	City Council, CDPW*, Finance
Moderate Term (2019–2025)		
In 2021, update Economic Development Policy Element.	Mayor’s Office	City Council, Planning Commission, City Attorney, CDPW
In 2022, update city zoning regulations to be consistent with update to Economic Development Element	Mayor’s Office	City Council, Planning Commission, City Attorney, CDPW
Long Term (2026–2035)		
In 2028, update Economic Development Element.	Mayor’s Office	City Council, Planning Commission, City Attorney, CDPW
In 2029, update city zoning regulations to be consistent with update to Economic Development Policy Element	Mayor’s Office	City Council, Planning Commission, City Attorney, CDPW

* CDPW = Community Development and Public Works.

PARKS, RECREATION & OPEN SPACE

Goals

Character: A mix of small urban parks, natural areas, sports complexes, and community buildings offers a full range of recreational services.

Wellness: Parks are well advertised, maintained, and are safe locations during all hours.

Service: Parks and park programming are accessible to all segments of the population.

Economy: Our parks and natural spaces are a major reason cited by businesses and residents for choosing to locate here and choosing to stay.

Celebration: A mix of large and small parks is being used for local, neighborhood, citywide, and regional events.

Environment: Parks, open spaces, and natural areas are designated, designed, and maintained in a manner that respects the environment and natural setting.

Sustainability: Park development and maintenance has an identified long-term funding source that ensures that the system grows and improves.

Description

Parks, arts, open space, and recreation facilities are an essential amenity to maintain a high quality of life in the community. As the population of Auburn grows, the demand for parks, recreational programs, arts and culture, and open space will continue to increase. To maintain Auburn’s quality of life, the supply of parks and programs must keep pace with the demand associated with a growing population.

CORE PLAN

Policies

1. Provide and maintain a comprehensive system of parks and recreation programs that serves the needs and desires of the City’s residents.
2. Protect and preserve open space and natural areas that incorporate appropriate opportunities for residents and citizens to view and learn about natural systems and habitats.
3. Provide activities and amenities that allow for community interactions and encourage active and healthy lifestyles.
4. Provide a broad variety of recreational and cultural opportunities to all residents.
5. New development will contribute to the development of new parks at a level commensurate with their share of new facility needs.
6. Provide and support community events, festivals, and programs that offer a variety of opportunities for social interaction and contribute to a sense of community.
7. Diversify the funding sources that support the City Parks, Arts and Recreation Department to include public funding, earned revenues, development impact fees, and outside funding sources.
8. Establish regulations and incentives to incorporate parks and trails into subdivisions and other development projects.
9. Identify and implement measures that reduce emissions and conserve energy and water at all park facilities.
10. Support collaboration between agencies, organizations, and businesses on trails marketing, management, and maintenance in recognition of the value of trails to the community and the economy.

CORE PLAN

Parks, Recreation & Open Space Action Plan	Lead	Partners
Short Term (2016–2018)		
Establish Level-of-service standards for parks, open space, arts, and service programs.	Parks	CDPW*
Establish a formal fee in lieu of program	Parks	CDPW, City Attorney, Mayor’s Office
Acquire additional properties for inclusion in the Auburn Environmental Park and develop a comprehensive management plan.	CDPW – Environmental Services	Parks
Complete and activate the Auburn Youth and Community Center	CDPW – Public Works, Parks	CDPW, Police
Complete the Les Gove Community Campus Plan	Parks	City Council, Mayor’s Office, Police, CDPW

Parks, Recreation & Open Space Action Plan (cont.)	Lead	Partners
Moderate Term (2019–2025)		
Begin identification of acquisition needs based on level of service.	Parks	
Develop criteria and strategies for identifying land that should be preserved as open space and funding mechanisms for acquiring priority lands.	Parks, CDPW – Environmental Services	CDPW
In 2021, update Parks, Recreation, and Open Space Element.	Parks	City Council, Planning Commission, Mayor’s Office, City Attorney, CDPW
In 2022, update city zoning regulations to be consistent with update to Parks, Recreation, and Open Space Element	Parks	City Council, Planning Commission, Mayor’s Office, City Attorney, CDPW
Long Term (2026–2035)		
In 2028, update Parks, Recreation, and Open Space Element.	Parks	City Council, Planning Commission, Mayor’s Office, City Attorney, CDPW
In 2029, update city zoning regulations to be consistent with update to Parks, Recreation, and Open Space Element	Parks	City Council, Planning Commission, Mayor’s Office, City Attorney, CDPW

* CDPW = Community Development and Public Works.

HISTORIC PRESERVATION

Goals

Character: Auburn enhances its uniqueness by emphasizing its history through the recognition and preservation of its past.

Wellness: Through the recognition of and maintaining a connection with its past, Auburn strengthens its identity as it moves into the future.

Service: We protect, preserve, recover, and rehabilitate significant archaeological resources and historic sites commensurate with the importance of the resource.

Economy: The City builds on the advantages of the City's unique historical and cultural resources to promote local investment.

Celebration: Auburn is distinguished by preservation, recognition, and celebration of its local identity and history to visitors and residents.

Environment: Our care for and protection of rivers, streams, wetlands, hillsides and other environmental resources provides an ongoing connection with our natural history and its relationship to the built environment.

Sustainability: The city's historic and cultural resources are valued and treated in a manner which contributes to the vibrancy of the community. Sustainability is promoted as the adaptive re-use of existing structures as opposed to new construction.

Description

Historic preservation is the recognition and valuing of past built environment in an effort to tie a place's history to its population and culture. It is also an essential component to green building in that it reuses structures that are already present as opposed to new construction. Additionally, historic preservation can help a city become more competitive because historic, unique buildings give areas more prominence and interest when compared to the homogeneous pattern of same age development.

Historic community buildings, neighborhoods, and landscapes embody the intentions, assumptions, and lives of those who built or lived or worked in them. They have stories to tell about what the community was and how it became what it is, and that help us understand who we are. Preserving those stories can be an important part of building a healthy community. This section of the Plan will help to define the City's goals and policies in maintaining and celebrating community history by maintaining the buildings and other elements of the community that are linked to it.

Policies

1. The City shall encourage the protection, preservation, recovery and rehabilitation of significant archaeological resources and historic sites. City staff should be adequately trained to recognize significant resources or should have ready access to professionals who do.
2. The City should develop a Historic Preservation Plan to identify and protect City historic resources. The historic site and building inventory should be updated as part of this plan, and made readily accessible to the public. The City should amend existing historic preservation codes and incentives as needed to implement the Historic Preservation Plan.
3. The City shall consider the impacts of new development on historical resources as a part of its environmental review process and require any appropriate mitigating measures. A mitigation fund should be established and maintained for receiving contributions when historic resources are demolished. The fund should be used to further preservation activities within the City.
4. The City should assist appropriate efforts to rehabilitate sites and buildings with unique or significant historic characteristics.

5. Future development in the Downtown area should be sensitive to the character of surrounding buildings and the historical context of the area. Modifications of existing buildings shall consider the appropriate treatment or restoration of historic architectural features.
6. The White River Valley Historical Museum is recognized as the primary repository of historic artifacts which relate to the City's historic and cultural heritage.
7. The City recognizes that the region's history began before the arrival of settlers to the area and should accord the same levels of promotion and protection to Native American sites and artifacts as to those of the more recent past.
8. The City should work with the White River Valley Historical Museum and other interested organizations and agencies to educate the public about the area's cultural and historic heritage through the promotion of walking tours, festivals, online resources, and other means.
9. Development projects proposing modifications to or demolitions of historic buildings or resources shall mitigate such impacts. Archival quality historical documentation shall be required when a building, on an inventory of historic places, cannot be preserved or cannot have significant architectural/historical features retained. Buildings eligible for landmark status shall require the most detailed level of archival documentation and/or measured drawings.

Historic Preservation Action Plan	Lead	Partners
Moderate Term (2019–2025)		
Develop a Historic Preservation Plan including an update to historic site & building inventory..	CDPW - Community Development	City Council, Planning Commission, Mayor's Office, City Attorney, CDPW
Amend existing historic preservation codes & incentives to implement the Historic Preservation Plan.	CDPW - Community Developments	City Council, Planning Commission, Mayor's Office, City Attorney, CDPW

CORE PLAN