AUBURN
Comprehensive Plan
2026



Photo: Falco Focus Drone

Acknowledgements

The City of Auburn's (City, Auburn) Comprehensive Plan (the Plan) is the product of a collaborative planning process guided by the Comprehensive Plan Committee (CPC) and shaped by input from the public. The CPC served as the primary body responsible for reviewing information, discussing community priorities, considering tradeoffs, and helping guide the development of the plan's vision, goals, policies, objectives, and actions. City staff and the consultant team supported this work through technical analysis, facilitation, engagement support, and recommendations throughout the planning process.

Most importantly, the Plan reflects the ideas, concerns, and aspirations shared by Auburn residents, business owners, community partners, board and committee members, regional collaborators, and other participants. Through public meetings, surveys, focus groups, open houses, online activities, and conversations, community members helped identify the values and priorities that informed the plan. Their input provided the foundation for this document.

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Letter to Auburn

Dear Friends and Neighbors,

On behalf of the City of Auburn, we are proud to present the 2026 Comprehensive Plan, a roadmap that will guide our community's growth, investment, and decision-making for the next decade. This Plan is the product of more than 2 years of dedicated work by the Comprehensive Plan Committee, City staff, our consultant team, and, most importantly, the hundreds of Auburn residents, business owners, and community partners who gave their time and voice to shape it.

Auburn stands at an important moment in its history. As we plan for the future, we are balancing opportunities for housing and economic growth with our responsibility to protect Lake Auburn and our other natural resources; strengthening our downtown and commercial centers while preserving the rural and agricultural places that make our City distinct; and investing wisely in the infrastructure and services our residents rely on every day. Without a clear and shared plan, these decisions risk being made incrementally and reactively and addressing problems only after they arise rather than preparing for them thoughtfully. The 2026 Comprehensive Plan instead provides a coordinated, proactive framework that reflects what our community has told use matters most: being resilient, connected, welcoming, and intentional.

The benefits of this Plan extend to every corner of our City. It provides a foundation for updating our zoning ordinances, prioritizing capital improvements, and pursuing State and federal grant funding. It helps ensure that new housing meets the needs of residents at every stage of life and income level, that our transportation network connects people safely and efficiently to jobs and services, and that our parks, schools, and public infrastructure keep pace with a growing community. Perhaps most importantly, it ensures that as Auburn changes, it continues to reflect the priorities of the people who call it home.

This Plan is a living document that will be revisited and adapted as conditions change, but its foundation is firm: a shared vision, built together, for an Auburn where everyone can thrive. The City will track progress, provide regular updates, and seek public input as projects advance. We want to thank every resident, board and committee member, and City employees who contributed to this effort, and we are confident that, together, we will build on Auburn's long history of thoughtful planning to create a stronger, more resilient, and more connected community for generations to come.

Sincerely,

Jeffrey D. Harmon
Mayor

Phillip L. Crowell, Jr.
City Manager


Fish & Chips
Homemade Chicken Fingers


OPEN
HEART
FARM




MAPLE WAY
DENTAL CARE
AUBURN COMMUNITY
CONCERT BAND
PAYROLL
MANAGEMENT







Executive Summary

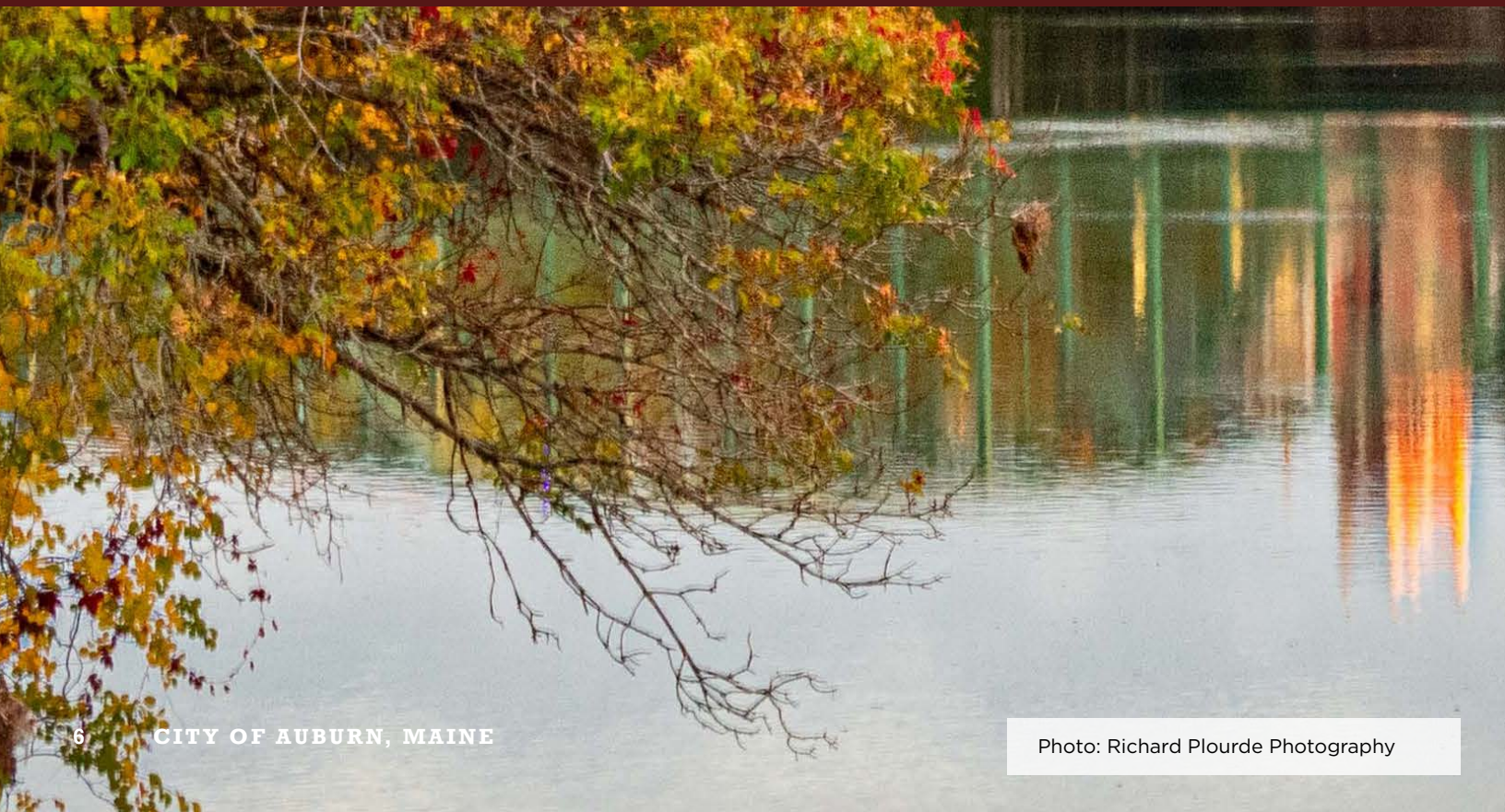


Photo: Richard Plourde Photography

Executive Summary

Auburn is shaped by its people, neighborhoods, businesses, regional connections, and natural resources. Today, the City is navigating population and housing growth, changing household needs, economic investment, workforce constraints, transportation and infrastructure demands, and increasing environmental pressures. These conditions create opportunities, but they also require deliberate choices about where growth should occur, how public resources should be invested, and how community assets should be protected and enhanced. This Plan provides a coordinated, community-driven framework for making those choices over the next decade.

This Plan is a long-range policy document that establishes a shared vision for Auburn. It is not a zoning ordinance, City budget, or approval for a specific project. Instead, it provides the policy foundation for future ordinances, investments, programs, partnerships, and development decisions. It also creates continuity as elected leadership, staff, market conditions, and community needs change.

This Plan builds on more than a century of local planning. In 1919, Auburn was the first community in Maine to develop a comprehensive plan, and the City completed its last full comprehensive plan update in 2010. In 2021, the City undertook a more limited update focused on selected chapters and issues: future land use, recreation and open space, and the agricultural and food economy. The City's 2019 Strategic Plan and additional planning has refined the City's understanding of current conditions. This update brings those efforts together, identifies the community's needs and priorities, and establishes a coordinated direction for the next decade.

Community input is the foundation of that direction. Across surveys, focus groups, open houses, listening sessions, student engagement, online activities, and public meetings, participants consistently called for Auburn to remain affordable, welcoming, safe, and connected while planning intentionally for growth. Key themes included:

- Maintain affordability and expand housing options
- Protect water resources, natural resources, and open spaces
- Improve transportation, walkability, and connectivity
- Strengthen downtown and support local businesses
- Expand parks, recreation, and youth opportunities
- Enhance access to services and support Auburn's residents
- Preserve community design and form while planning for growth

Auburn is growing and attracting investment, but housing production, affordability, and the fit between available homes and changing household needs remain concerns. An aging population and evolving service needs are changing demand for housing, transportation, recreation, education, and public services. Auburn's multi-sector economy and freight, rail, airport, commercial, and industrial

assets create opportunities, while workforce availability and childcare, housing, and transportation access can constrain economic growth. At the same time, aging infrastructure, increased traffic, and pressure on water, agricultural, forest, and other natural resources require coordinated public investment and stewardship.

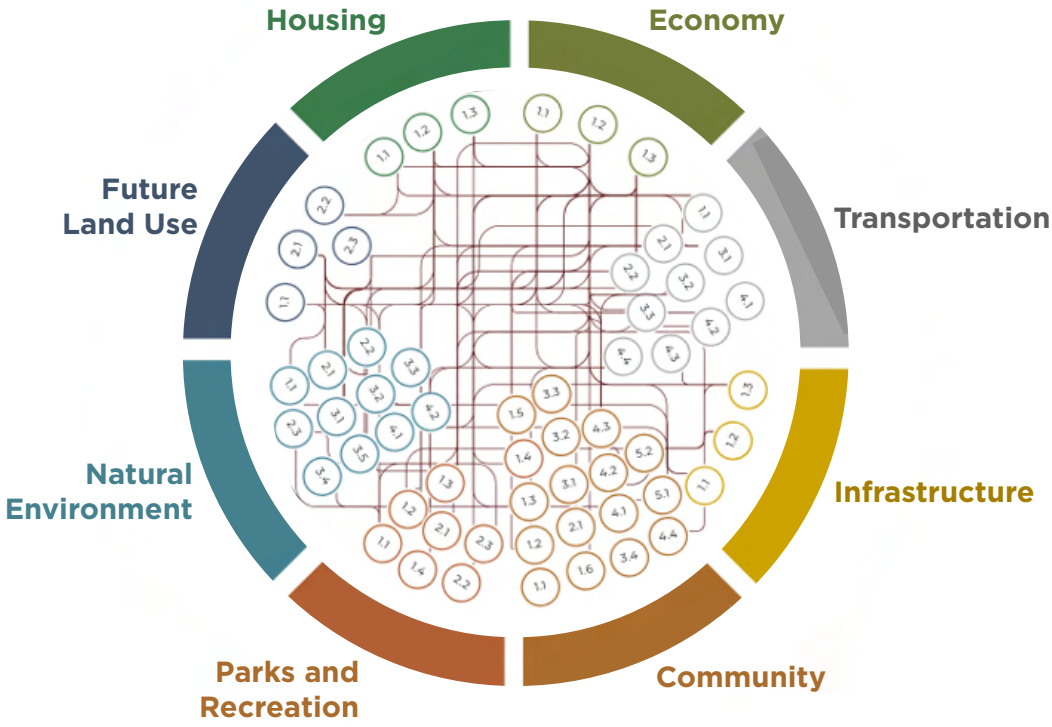
Together, these findings support Auburn's shared vision as a resilient, connected, welcoming, and intentional community where everyone can thrive. The Plan advances that vision by directing higher-intensity growth to places with the infrastructure and capacity to support that growth; supporting transitions between urban and rural areas; and protecting drinking water, working lands, natural systems, and recreational assets.

The CPC guided the planning process by reviewing data and community input, discussing priorities and tradeoffs, and helping shape the vision, goals, Future Land Use Plan, policies, objectives, and actions in this Plan. The Committee's work helped connect varied community perspectives with technical analysis and supported a coordinated set of recommendations for Auburn's future.

Within this framework, goals describe the broad outcomes the community seeks to achieve. Policies establish the City's preferred direction for decisions, regulations, investments, programs, and partnerships. Objectives translate each policy into more specific, measurable priorities, while the actions in the Implementation Plan identify the concrete steps, responsible parties, timing, and resources needed to move those priorities forward. Together, these elements create a line of sight from the community's long-term vision to day-to-day implementation.

Although this Plan organizes each policy and objective is organized under the vision statement goal it most directly supports, the Committee viewed the Plan as an interconnected system rather than a set of separate topic areas. The following figure illustrates these relationships and shows how progress in one area may support, depend on, or reinforce progress in another. For example, expanding housing choice can strengthen the workforce and household stability, but it also depends on land use regulations, infrastructure capacity, transportation access, and nearby services. Likewise, decisions about growth patterns can affect infrastructure costs, environmental conditions, mobility, economic opportunity, and the City's fiscal position.

Figure 1: Interrelated Policies and Objectives



The figure is not intended to show every relationship or a required sequence of work; instead, it highlights the need to coordinate policies and objectives across departments, plans, investments, and partnerships during implementation.

Many of the opportunities and challenges addressed by this Plan extend beyond Auburn's municipal boundaries. Auburn will continue coordinating with neighboring municipalities, regional, State, and federal agencies, nonprofit organizations, service providers, businesses, and community groups. These partnerships can help align plans, reduce duplication, and advance solutions that are more effective at a regional scale.

Implementation will translate the Plan's long-range direction into sustained action. The Implementation Plan provides a practical framework for moving each objective forward by clarifying responsibility, sequencing work, tracking progress, and considering available resources. City leaders and staff will use it alongside the City Council's annual goal-setting process to connect the Plan's priorities with budgeting, capital investment, departmental work, and partnerships. Regular reviews will help the City communicate results, coordinate related initiatives, and adapt the work as conditions change in the future.

The Plan is a living document, and is not designed to live on a shelf. Meaningful progress will require continued leadership from elected officials, coordinated work across City departments and boards, collaboration with regional and community partners, and ongoing public participation. By pairing clear priorities with accountable implementation and regional coordination, Auburn can make steady progress toward implementing the community's vision.

A Vision for Auburn



Photo: Daniel J, Marquis

A Vision for Auburn

The vision statement, guiding principles, and goals provide the foundation for Auburn's Comprehensive Plan. The vision statement describes the community Auburn aims to become over the next decade. The guiding principles define the core values that should shape decisions along the way, while the goals translate the vision into focus areas for policy, investment, and implementation. Together, these elements create a shared framework for future land use, community priorities, and City decision-making.

VISION

Auburn is a resilient, connected, welcoming, and intentional community where everyone can thrive. Abundant and healthy farms, forests, lakes, and rivers surround Auburn's vibrant neighborhoods and its dynamic commercial, industrial, and mixed-use centers.

GUIDING PRINCIPLES

RESILIENT

Auburn adapts quickly to new issues and trends, meeting residents' needs while enduring and evolving in the face of challenges.

CONNECTED

Auburn fosters community connection, engagement, and sense of place through a strong network of neighborhoods, businesses, organizations, service providers, civic institutions, and recreational areas.

WELCOMING

Auburn is a friendly, hard-working city that is inviting and affordable to people at all phases of life. Residents feel safe in the community, know where they can go to connect with others, and know how to access services and businesses.

INTENTIONAL

Auburn is a thoughtful, forward-thinking city that sets strategic goals and plans holistically for future growth and investments. Purposeful land use planning and community investment strengthen and solidify Auburn's position in the region and state, establishing a clear identity for the City.

Photo: Richard Plourde Photography

GOALS



Future Land Use

Promote thoughtful land use planning that balances fiscally prudent and ecologically conscious growth with support for Auburn's existing commercial centers, neighborhoods, and rural areas.



Community

Foster a friendly and welcoming environment where all community members feel safe, engaged, and connected and are supported through strong schools, a thriving arts and culture scene, and a network of local organizations and partners.



Housing

Ensure access to a broad range of housing options that meet the needs of the community across income levels, ages, and life stages to support current and new residents and maintain a strong workforce.



Economy

Support a resilient economy that provides quality jobs, fosters innovation, and strengthens local businesses and industries while providing quality education and training for people of all ages.



Transportation

Develop a safe, efficient, and universally available multimodal transportation network and traffic management solutions that connect people to places throughout the City and region.



Natural Environment

Preserve and enhance the City's natural environment and agricultural tradition to protect water quality, improve food access, promote public health, provide connected wildlife habitats, and respond to the impacts of climate change.



Parks and Recreation

Maintain and expand access to parks, trails, and recreational facilities that support social connection and active lifestyles for people of all ages and abilities.



Infrastructure

Maintain existing infrastructure and plan strategic investments that prepare the City to respond to changing community needs and future challenges.



Introduction



Photo: Richard Plourde Photography

What is a Comprehensive Plan?

A comprehensive plan is a long-term policy document that establishes the City's shared vision for the future and provides a framework for making decisions about growth, development, public investments, and community priorities. A comprehensive plan considers a wide range of topics—including housing, transportation, economic development, natural resources, parks and recreation, public services, and future land use—to help ensure decisions are coordinated and reflect community values.

The comprehensive plan serves as a roadmap for the next 10 years while remaining flexible enough to respond to changing conditions and emerging opportunities. It provides the foundation for future zoning updates, infrastructure investments, capital planning, grant applications, conservation efforts, and other implementation initiatives. Most importantly, it helps ensure that future decisions made by the City, its boards and committees, community partners, and others are guided by a shared vision developed through extensive community engagement.

What it is:

- A broad statement on the City's visions, goals and policies for the future
- A framework to guide decision-making and planning
- A long-range perspective on growth, development
- A reflection of community members' ideas, experiences and concerns
- A living document that can be adapted as the needs of the community change

What it is not:

- A zoning ordinance or land development code
- A City budget
- A specific development plan for a project

Why Plan?

Planning gives Auburn a coordinated way to prepare for growth, change, and investment while protecting the qualities that residents value most. A comprehensive plan helps the City make intentional decisions about where growth should occur, where natural resources and working lands should be protected, how housing and transportation needs should be

addressed, and how public resources should be prioritized over time.

The State requires municipalities to adopt a comprehensive plan that is consistent with the Growth Management Act (GMA) if they wish to adopt or maintain zoning ordinances beyond the State's minimum shoreland zoning requirements. A GMA-consistent plan can also support eligibility for certain State grant and funding programs and may provide preferred status for some programs.

Beyond State requirements, the planning process helps Auburn create a common reference point for elected officials, board and committee members, City staff, residents, businesses, service providers, and partner organizations. As local leadership, market conditions, demographics, environmental conditions, and community needs change, the comprehensive plan provides continuity and direction. It helps the City evaluate competing priorities, coordinate investments, and make decisions that support Auburn's long-term vision.

For Auburn, planning is especially important because the City is balancing multiple priorities at once: accommodating housing and economic growth, strengthening downtown and commercial areas, protecting Lake Auburn and other natural resources, supporting rural and agricultural lands, improving transportation choices, maintaining public services and infrastructure, and preserving the community assets that makes Auburn unique. The plan provides the framework for making those decisions intentionally rather than incrementally or reactively.

How to Use this Plan

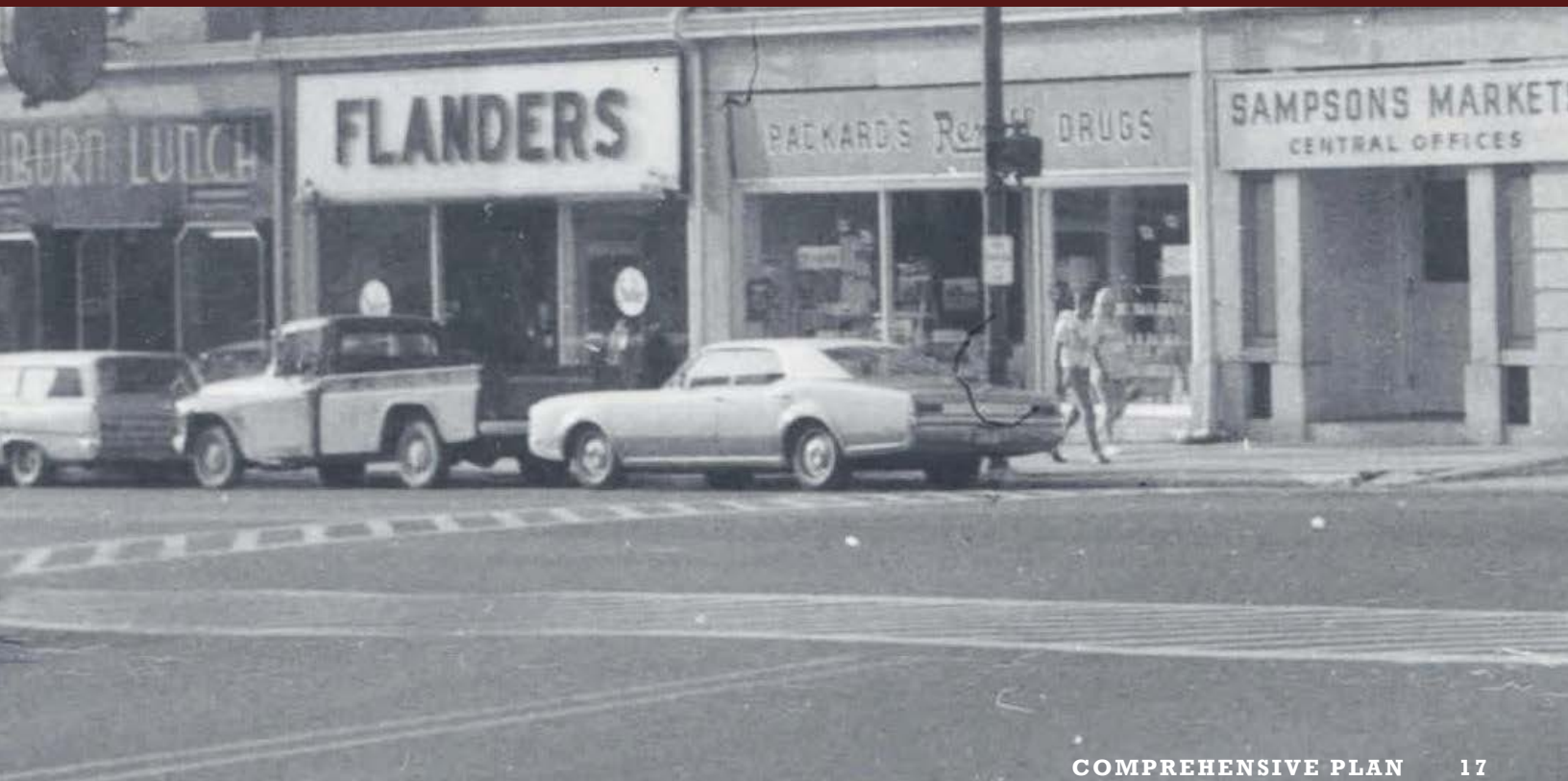
This Plan is a practical guide for City officials, boards and committees, staff, residents, businesses, community organizations, and partner agencies. Readers can use the Plan to understand Auburn's long-term vision, the issues and opportunities shaping the City, and the goals, policies, objectives, and actions that will guide future decisions.

The introductory sections provide context on why the plan matters and how it was developed. The vision, guiding principles, and goals establish the Plan's overall direction. The Future Land Use Plan provides a policy framework for growth, and development patterns. The community goals and implementation sections identify the policies, objectives, actions, responsible parties, and timing needed to move the plan forward.

After adoption, the City should use this Plan as a reference for zoning updates, capital improvement planning, budget decisions, grant applications, development review, departmental work planning, and partnerships. This Plan should also be revisited regularly to track progress, confirm priorities, and adjust implementation as conditions change. In this way, the comprehensive plan is a long-range policy document and a working tool for day-to-day decision-making.



Building on a History of Planning



Building on a History of Planning

Auburn's history has been shaped by its location along the Androscoggin River, its agricultural legacy, and its role as a regional center for industry, commerce, housing, and civic life.

Since time immemorial, the Wabanaki people, including the Maliseet, Micmac, Passamaquoddy, Penobscot, and Abenaki Nations, have inhabited what is now northern New England and Canada, including points along the Androscoggin River. The river provided sources for hunting, fishing, and gathering, and nearby agricultural lands provided sources for food.

The Wabanaki developed trail systems throughout what is now Androscoggin County and Auburn. Food and resources were traded along these trail routes and the river. European settlers began arriving in the 1600s, and over time, the Wabanaki were forced out of their traditional hunting, fishing, and farming lands along the Androscoggin River. Today, Wabinaki Tribal and trust lands are scattered throughout central and northern Maine.[1,2]

Incorporated as a town in 1842 and as a city in 1869, Auburn grew from an agricultural community into an industrial and service center connected to Lewiston, Portland, and broader regional markets.

As Auburn's economy and land use patterns changed over time, the City used planning practices to guide growth, protect important resources, and respond to new community needs. The City's first comprehensive plan, prepared in 1919, began a long tradition of municipal planning that has continued through multiple generations of local leadership, community engagement, and investment. The 1919 plan was the State's first municipal comprehensive plan.

1 Wabanaki Alliance. n.d. "Tribal Lands in Maine." Wabanaki Alliance. Accessed April 6, 2025 https://www.wabanakialliance.com/tribal-lands-in-maine
2 Maine Mill. n.d. "First Nations and the Androscoggin River Valley." Maine Mill. Accessed April 6, 2025 https://mainemill.org/learn/for-teachers/first-nations-and-the-androscoggin-river-valley/

"The plea is, therefore, take this plan for what it proposes itself to be—a scientific and skilled answer to the needs of Auburn, its possibilities; its proper development; its wise and sensible structure into a beautiful city. As its planners have said: 'None offers greater possibilities. It rests with the people of Auburn to build.'"

—City of Auburn 1919 Comprehensive Plan


AUBURN LEWISTON JOURNAL AUBURN

AUBURN-LEWISTON, MAINE, APRIL 14, 1920. DEVOTED TO THE WELFARE OF THE CITY OF AUBURN.

Auburn, Maine---A City with an Appreciation of Utility and Beauty and a Striving for High Ideals

The Full Text of the New City Plan for Auburn—Devoted to Industrial, Social and Community Progress—The Photographs and General Plan as Prepared for the City of Auburn by Myron H. West of the American Park Builders, Chicago, Illinois, 1919.

Recent Planning Initiatives

Rather than starting from scratch, this Plan builds on decades of local planning work and updates that direction based on current conditions and community priorities. The City completed a full comprehensive plan update in 2010 and revisited selected chapters in 2021, including future land use, recreation and open space, and the agricultural and food economy.

In addition to the comprehensive plan updates, several City planning initiatives have provided more detailed direction for municipal decisions and investments. A full list of recent plans can be found in Appendix B.

The 2019 Strategic Plan established priorities for economic growth, quality of life, municipal services, and public investment. These priorities have been further advanced through a series of neighborhood, corridor, housing, infrastructure, and resource-planning initiatives that provide more detailed guidance for municipal decision-making.

Small-area and corridor planning efforts have focused on strengthening neighborhood centers, improving transportation connections, and enhancing public spaces. The New Auburn Master Plan emphasized village-center revitalization, riverfront improvements, walkability, and phased reinvestment. More recent corridor planning, including Washington Street, Minot Avenue, and Court Street studies, explored how land use, transportation, infrastructure, and economic development can work together to support reinvestment and accommodate future growth.

The City, community members, and partner organizations have invested significant effort in planning for and encouraging active farming, forestry, and recreational uses. This focused on ordinances and policies to protect agricultural land and supporting the continued viability of farming and forestry activities. This includes the work of the Mayor's Ad-Hoc Bona Fide Farming, Agricultural, Recreational and Natural Resources Land Use Committee, which outlined recommendations to leading the definition of bona fide agricultural uses in City ordinances.

Housing has also been a significant area of focus. The Auburn Housing Study found that the city will need more than 1,300 additional homes by 2030 and identified the need for a broader range of housing types that better align with resident incomes, household sizes, life stages, and workforce needs. The study also highlighted obstacles to housing development and opportunities to expand housing choice and affordability.

Natural resource and watershed planning efforts have reinforced the connection between land use and long-term infrastructure and water needs. Because Lake Auburn serves as the drinking water source for both Auburn and Lewiston, the City has continued to work with the Auburn Water District, the Lake Auburn Watershed Protection Commission, residents, and other stakeholders to evaluate watershed protections and balance conservation with appropriate development. Related initiatives have addressed watershed management, stormwater and phosphorus control, flood resilience, septic system management, protection of wetlands and wildlife habitat, working lands, and expanded access to natural resources and recreation.

The City's Capital Improvement Plan provides the primary framework for prioritizing investments in infrastructure, facilities, fleet, and equipment and helps translate planning goals into implementation.

Together, these planning initiatives have helped shape Auburn's recent growth and investment decisions. This Plan builds on that foundation by integrating prior recommendations into a unified framework, updating policies and priorities to reflect current conditions, community input, and emerging challenges.

Recent planning efforts in Auburn have occurred during a period of change across the State. Demographic shifts, including an aging population and shrinking household size, combined with increased in-migration, workforce challenges, housing market pressures, and lasting effects of the global pandemic, have reshaped community needs and development patterns. These trends have heightened demand for housing, infrastructure investment, transportation options, and access to services. Collectively, these trends reinforce the need for Auburn to take an integrated approach to address these challenges.

Auburn Today

In recent years, Auburn has experienced steady population growth, strong development activity, and continued public and private investment while preserving many of the natural resources and neighborhoods that define the City. The City faces many of the same opportunities and challenges affecting communities across Maine, including housing affordability, workforce shortages, demographic change, infrastructure needs, and environmental pressures.

Auburn is home to people with a wide range of backgrounds and experiences, including families who have lived in the community for generations, those who have recently chosen Maine as a new home, and residents whose roots extend to countries around the world. These varied backgrounds, experiences, and perspectives contribute to Auburn's social, cultural, and economic fabric.

Since the 2010 update, Auburn's population increased from 23,055 in 2010 to 25,441 people. Over this time, Auburn's median age has increased, in line with regional and State trends, and roughly 20% of Auburn's population is over 65 years old. In addition to the increase in older adults, has also seen an increase in its young adult population, including adults 20 to 34 years old. In line with these demographic shifts, household size in Auburn has decreased, meaning fewer people are living in a home. These shifts are also seen throughout the region and State.

Figure 2: Total City Population, 1840 – 2025[3]

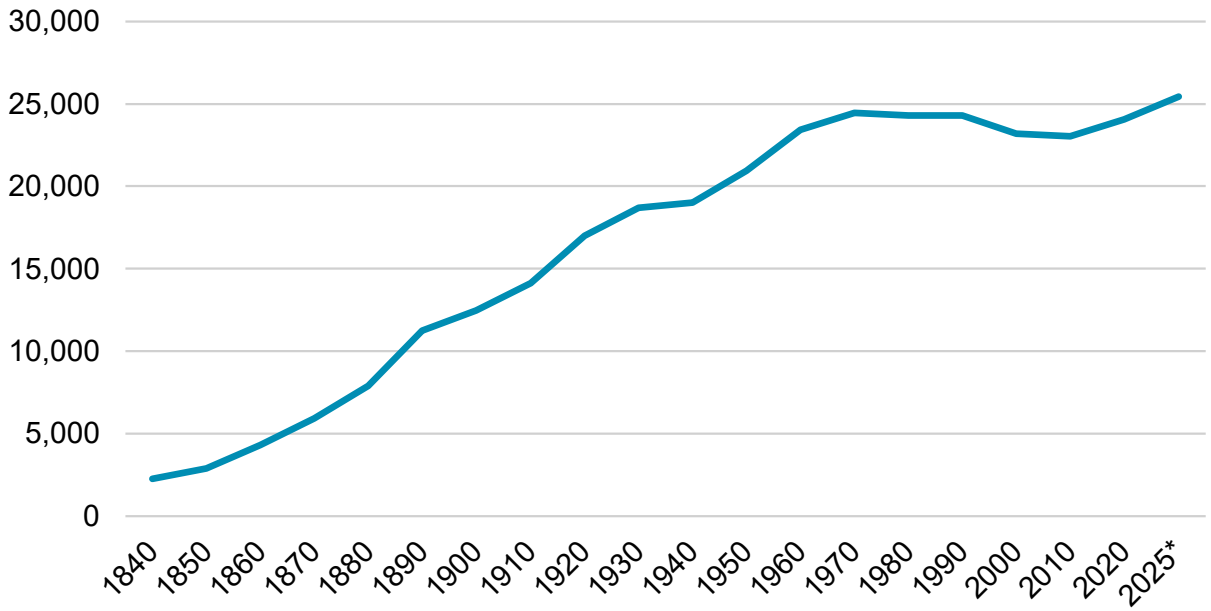




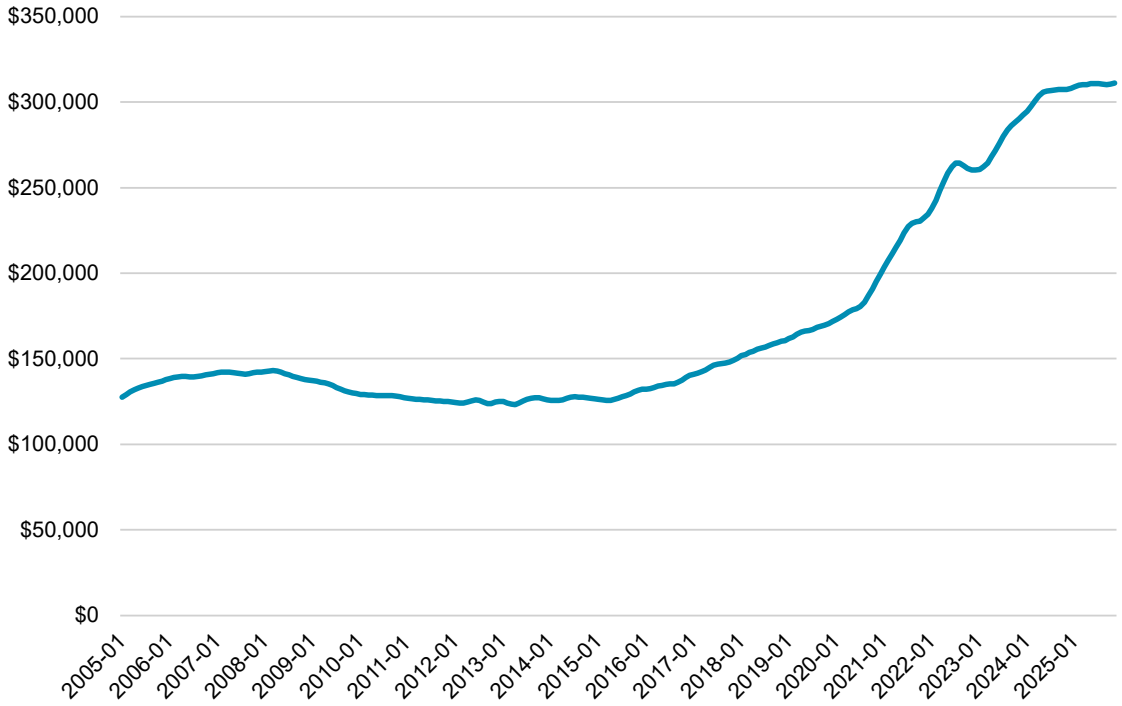
Photo: City of Auburn

3 Source: Decennial U.S. Census, 1840 – 2020, American Community Survey Population Estimates, 2025*

The local economy remains one of Auburn's greatest strengths. Auburn has a varied economic base that supports jobs and regional investment across a variety of sectors. Strategic transportation assets, industrial parks, commercial districts, and redevelopment opportunities have attracted businesses to Auburn. However, the city has experienced workforce recruitment and retention challenges related to rising housing costs and need for childcare and transportation options to support employees.

Housing demand has increased as Auburn has grown and attracted new residents. The City has committed to supporting 1,300 – 1,400 new housing units by 2030 to accommodate new residents and make up for historic underproduction. New residential projects have been approved in recent years, helping respond to demand, but affordability remains a concern for many residents. Between 2010 and 2020, the median home value in Auburn was relatively table. Since 2020, median home values have increased to over $300,000.

Figure 3: Median Home Value[4]



4 Source: MaineHousing

Auburn's transportation network is a major regional asset. The City's roads, airport, rail infrastructure, transit connections, sidewalks, trails, and bicycle facilities connect residents to jobs, services, recreation, and surrounding communities. Continued growth will require ongoing attention to traffic management, safety, ease of access, and multimodal options so people can move efficiently throughout the city and region.

The natural environment remains central to Auburn's essence and long-term vitality. Forests, farms, rivers, streams, wetlands, wildlife habitats, and lakes provide environmental, recreational, and economic benefits while shaping the City's form and built environment. Lake Auburn continues to serve as a critical regional drinking water resource, supported by longstanding conservation and watershed protection efforts.

Parks, trails, recreational facilities, and open spaces contribute to residents' health, well-being, and quality of life. Auburn offers a wide range of recreational opportunities and programs for people of all ages, and demand for these amenities continues to grow. These resources support active lifestyles, strengthen community connections, and enhance Auburn's attractiveness as a place to live and work.

Auburn has made investments in infrastructure and municipal services, including public facilities, utilities, transportation systems, emergency services, and long-range capital planning. This includes the construction of the new Edward Little High School and PAL Center buildings. The City's fiscal stability and commitment to strategic investment position it well to accommodate future growth. However, aging infrastructure, rising maintenance costs, changing service demands, and workforce challenges will require continued planning and investment to maintain the level of service residents expect.

These trends create opportunities to strengthen connections among residents and help ensure people of all ages and backgrounds can participate fully in community life.

Underlying these trends is Auburn's longstanding commitment to intentional land use planning. The City has directed growth toward areas served by infrastructure while protecting rural landscapes, agricultural resources, and environmentally sensitive lands. Recent zoning and development initiatives have encouraged redevelopment, housing production, and investment in commercial centers while preserving established neighborhoods.

Auburn Tomorrow

Looking ahead, Auburn will need to continue balancing growth and redevelopment with environmental stewardship, fiscal endurance, and protection of the natural and cultural assets that make the city unique.

The City will respond to local and State trends by taking a more intentional approach to growth and investment.

This Plan directs new housing, jobs, and redevelopment toward areas already served by infrastructure while strengthening downtown, commercial corridors, and employment centers. At the same time, it recognizes that growth and conservation are not competing priorities. Protecting Lake Auburn, farmland, forests, open space, and other natural resources is treated as essential to Auburn's long-term prosperity and identity.

The Plan also addresses changing demographic and economic conditions by expanding housing choices, improving transportation connections, investing in parks and public facilities, supporting workforce development, and coordinating future infrastructure investments. At the same time, population growth, additional housing, increased commercial activity, and expanded public spaces will increase the need for some City services, including 911, Emergency Medical Services, Fire, and Police services. Proactively planning for adequate City services and infrastructure is critical to continue meeting the community's long-term needs.

This planning process creates a framework to guide the City in addressing these challenges and proactively planning for the Auburn of tomorrow.



The Planning Process

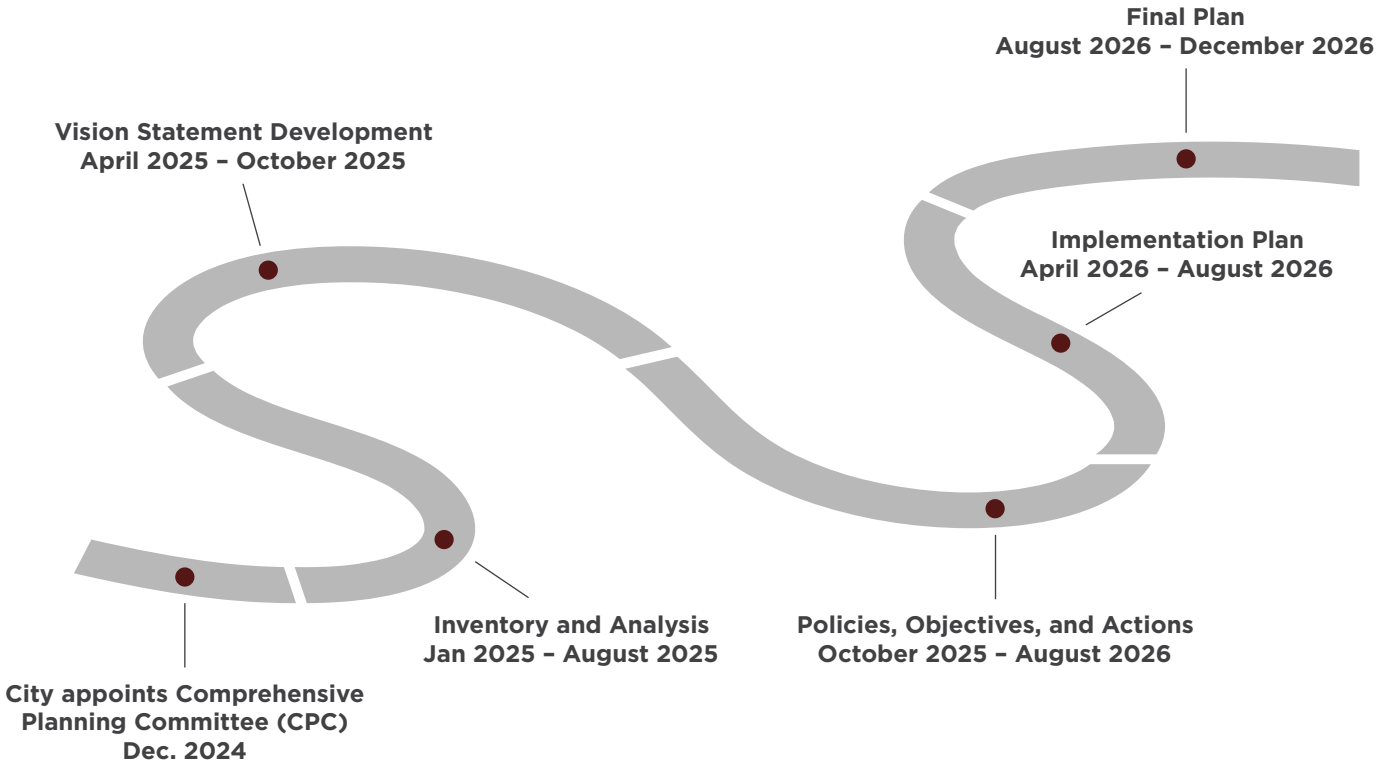


Photo: Carol Lane

The Planning Process

The City began the planning process by appointing the CPC to represent an array of Auburn residents and board and committee members. The CPC, with support from City staff and the consultant team, guided the development of the Plan throughout each phase.

Figure 5: Auburn Timeline



1. Inventory and Analysis

The planning process began with an inventory and analysis of key characteristics and emerging issues across 12 topic areas, including the following:

- Population and Demographics
- Natural and Water Resources
- Agriculture and Forestry
- Land Use
- Parks, Recreation, and Open Space
- Economy
- Housing
- Transportation
- Historic and Cultural Resources
- City Facilities and Public Services
- Climate and Resilience
- Fiscal Capacity and Capital Investment Plan

The Inventory and Analysis built upon findings from recent studies, reports, and plans, such as the 2021 Comprehensive Plan Updated Chapters, HR&A Housing Study, ongoing transportation corridor plans, and the 2019 Strategic Plan. This component of the planning process laid the foundation for community engagement and policy, objective, and action development (see Appendix E: Inventory and Analysis for the full report). To review the document, the CPC formed subcommittees and invited subject matter experts from the community to review the document. 6 subcommittee meetings were held.

2. Community Engagement and Visioning

Community engagement and visioning were central to the planning process. The City used multiple engagement methods to hear from residents, students, businesses, service providers, community organizations, and board and committee members. Engagement activities included surveys, focus groups, open houses, pop-up events, listening sessions, online activities, and public comment opportunities. These activities were designed to make participation available, gather input from a range of perspectives, and identify community values, priorities, concerns, and ideas for Auburn's future.

The visioning process translated this input into a shared long-term direction for the City. The CPC reviewed engagement results, existing conditions, prior planning efforts, and emerging trends to develop the vision statement, guiding principles, and goals. The resulting framework reflects both what community members value today and what Auburn will need to address over the next decade, including growth, affordability, transportation, natural resource protection, parks and recreation, public services, and quality of life.

3. Future Land Use Plan

The Future Land Use Plan was developed to connect Auburn's vision, existing land use patterns, environmental resources, infrastructure capacity, and long-term growth needs. This phase of the process evaluated where future growth could be supported by public water, sewer, transportation access,

public services, and existing development patterns, while also identifying areas where conservation, agriculture, recreation, open space, and drinking water protection should remain the primary priorities.

The resulting framework organizes Auburn into high growth, moderate growth, and low growth areas and defines land use categories that describe the desired form, scale, and general mix of uses in different parts of the City.

4. Policies, Objectives, and Actions

The policies, objectives, and actions were developed to translate Auburn's vision and goals into a practical decision-making and implementation framework. Policies describe the City's preferred direction for public decisions, regulations, investments, partnerships, and programs. Objectives define more specific priorities within each goal area and help organize the work needed to advance the plan. Actions identify concrete steps the City and its partners can take over time to implement the policies and objectives.

This framework was organized around the goals established through the visioning process and refined through community feedback, inventory findings, State requirements, and review by the CPC, City staff, and boards and committees. The CPC provided initial direction for the policies, objectives, and actions during 6 subcommittee meetings. City staff, CPC members, and board and committee members refined the policies, objectives, and actions during focused meetings in February and March 2026.

5. Implementation Plan

The implementation plan identifies how Auburn can move from long-term vision to coordinated action. It organizes Plan recommendations by responsibility, relative timing, and implementation considerations so the City can prioritize work, coordinate across departments and partners, and track progress over time. The implementation plan is intended to support annual budgeting, capital planning, grant applications, ordinance updates, interdepartmental coordination, and future work planning.

Implementation will require ongoing review and adaptation. Some actions may be completed in the near term, while others will depend on future funding, partnerships, staffing capacity, regulatory changes, or additional study. The Plan should be revisited regularly to assess progress, respond to changing conditions, and maintain alignment with community priorities.

6. Final Plan

The final plan brings together the major components of the planning process—the inventory and analysis, community engagement findings, vision statement, future land use framework, policies, objectives, actions, and implementation plan—into one coordinated document. The final plan reflects review and input from the CPC, City staff, community members, and decision-makers.



Community Engagement



Total Engagements



Email Sign Ups
114

Ideas Walls
115

Maps
19

Budgeting Tools
19

Vision Statement Feedback Survey
71

Forms (all other surveys)
22

Future Land Use Open House Events and online responses
541

Community Survey Responses
285

Middle School Survey
143

High School Survey
77

Focus Group
50

Open House Events
36

Photo Contest
11

Drop-In Center Listening Session
22

Farmers Market
114

National Night Out
175

Youth Forum
15

PAL Center Backpack Drive
185

Individuals Providing Public Comment at CPC Meetings
13

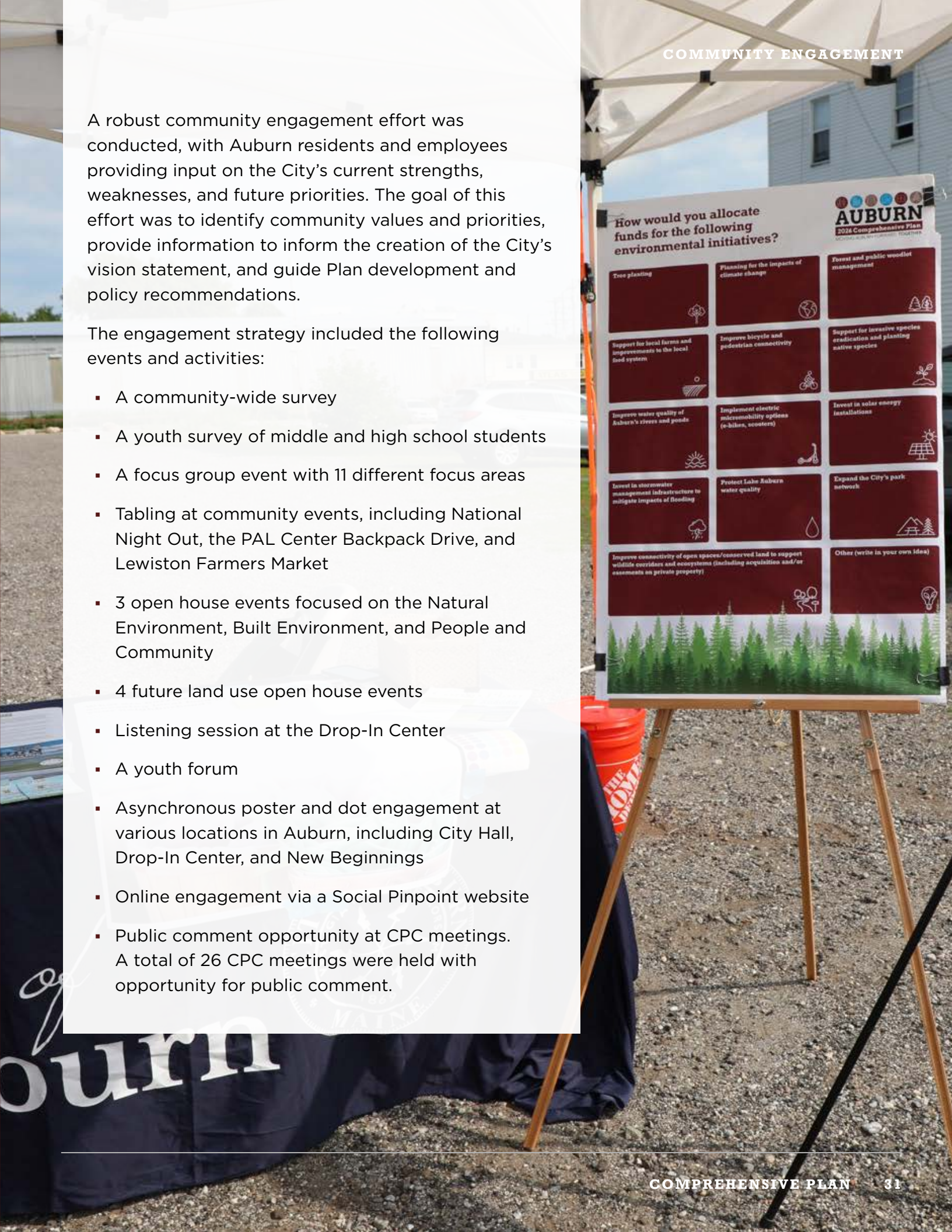


Total Engagements
1,965

A robust community engagement effort was conducted, with Auburn residents and employees providing input on the City's current strengths, weaknesses, and future priorities. The goal of this effort was to identify community values and priorities, provide information to inform the creation of the City's vision statement, and guide Plan development and policy recommendations.

The engagement strategy included the following events and activities:

- A community-wide survey
- A youth survey of middle and high school students
- A focus group event with 11 different focus areas
- Tabling at community events, including National Night Out, the PAL Center Backpack Drive, and Lewiston Farmers Market
- 3 open house events focused on the Natural Environment, Built Environment, and People and Community
- 4 future land use open house events
- Listening session at the Drop-In Center
- A youth forum
- Asynchronous poster and dot engagement at various locations in Auburn, including City Hall, Drop-In Center, and New Beginnings
- Online engagement via a Social Pinpoint website
- Public comment opportunity at CPC meetings. A total of 26 CPC meetings were held with opportunity for public comment.

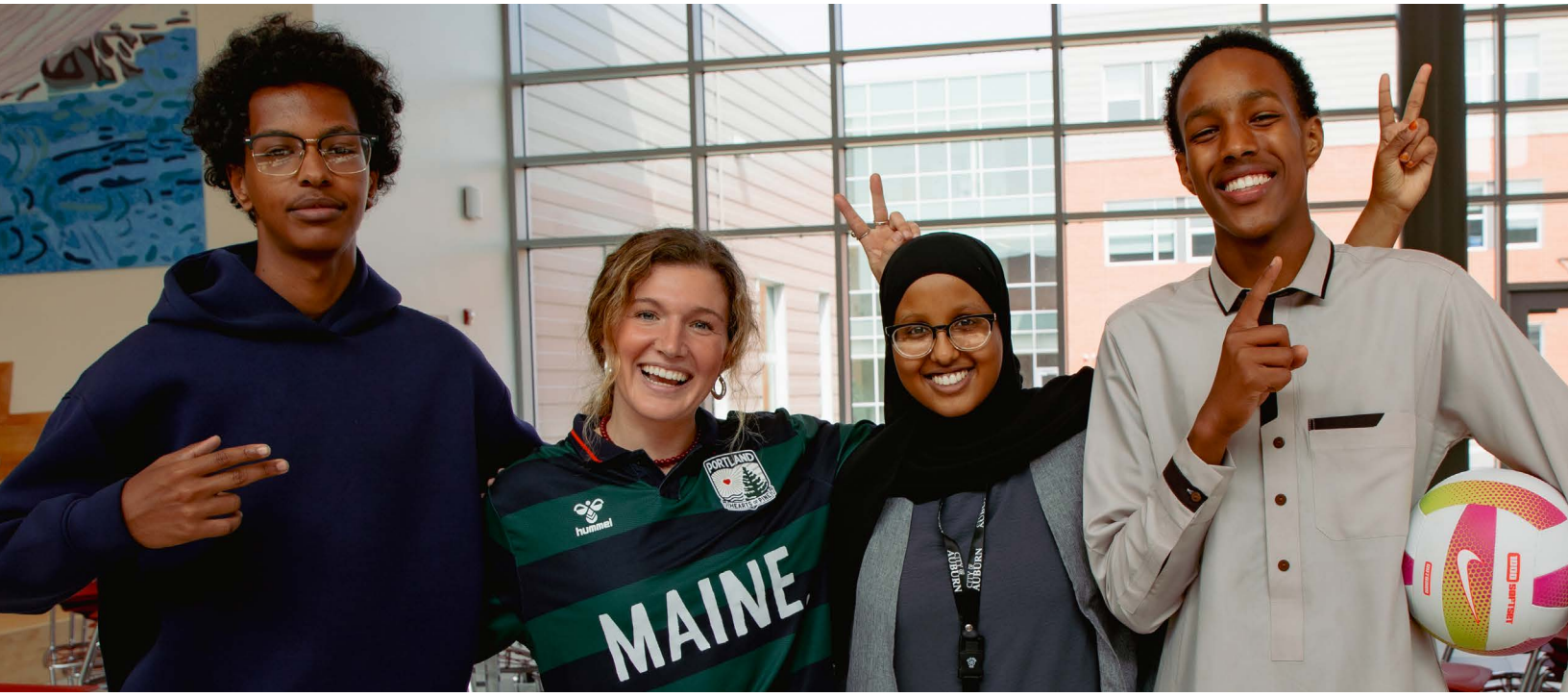


To help inform the community of the project, there were several methods used to engage participants in the process:

- Mailings were sent to Auburn's roughly **11,000** households to share the community survey.
- Roughly **1,500** organizations, businesses, and individuals were invited to participate in the focus group event and updated throughout the project.
- More than **2,100** individuals visited the project website, which provided additional opportunities for community members to learn about the project and participate in engagement activities online.
- Physical posters or social media posts about the events were shared at City Hall, Senior Community Center, Norway Savings Bank Arena, the Auburn Community Facebook Group, Taylor Pond Association website and Facebook, the Lewiston-Auburn Metro Chamber of Commerce Newsletter, the Auburn Public Library, Edward Little High School, and on City social media accounts.
- City staff tabled local community events, provided engagement activities at local organizations, and held listening sessions. Staff tabled at the Lewiston-Auburn Farmers Market, National Night Out, and PAL Center Backpack Drive. Posters with dots to gauge community preferences were placed at City Hall, Drop-In Center, and New Beginnings. A listening session was conducted at the Drop-In Center.
- 4 Absolutely Auburn podcasts were recorded with City staff and CPC Chair and shared at key points in the project.
- Press releases and stories were published in the Sun Journal.

The full engagement summary is attached as an appendix (see Appendix D). Appendix D details each engagement as well as its results, aimed at summarizing feedback received from community members. Across all engagements, several themes emerged, which can be found below. These themes were used in the development of the City's vision statement.

- **Maintain Affordability and Expand Housing Options:** Across engagement efforts, affordability consistently emerged as a top concern, including the cost of living, housing, and taxes. Participants emphasized the need for a wider range of housing types and price points, as well as strategies to address housing shortages and homelessness.
- **Focus Growth While Protecting Natural Resources:** Residents indicated strong support for directing growth to existing developed areas such as downtown and corridors. At the same time, participants emphasized protecting farmland, forests, and water resources, including Lake Auburn, and avoiding sprawl or uncoordinated development patterns.
- **Improve Transportation, Walkability, and Connectivity:** Participants highlighted the need for better sidewalks, bike infrastructure, and expanded public transit. Participants also highlighted safety concerns and the importance of improving connections within Auburn and to surrounding communities to increase access to jobs, education, and services.



- **Strengthen Downtown and Support Local Businesses:** Feedback across engagement efforts emphasized a desire to transform Auburn into more of a destination rather than a pass-through community. Participants identified revitalizing downtown, increasing restaurant and entertainment options, and supporting small businesses as key strategies to improve economic vitality.
- **Expand parks, recreation, and youth opportunities:** Both youth and adult participants consistently identified parks, trails, and recreational amenities as key assets that should be expanded. Youth-specific feedback highlighted a lack of activities and gathering spaces for teens and young adults, along with a desire for more available and engaging recreational opportunities.
- **Enhance access to services that support a variety of community needs:** Many participants noted unmet needs related to housing, mental health, addiction services, and coordination of social services. Participants emphasized improving access to resources, increasing collaboration among providers, and addressing obstacles faced by unhoused and high-need residents.
- **Preserve community design and form while planning for growth:** Residents expressed strong appreciation for Auburn's sense of community and natural setting. At the same time, there was recognition that growth is needed, with a clear preference for development that aligns with community values, maintains neighborhood fabric, and enhances overall quality of life.

Project participants outlined their vision for Auburn in 10 years and changes they would like to see to get there. A representative sample of unedited responses are presented below.

> In ten years, I would hope the city of Auburn is a more desirable place to live and destination to visit because there is more arts, culture and entertainment. I hope there is a thriving downtown with store fronts and restaurants that are all in walking distance. It doesn't feel like this town has a center, or heart, like a lot of other communities have in downtown areas. It would be nice to have a central place to go for shopping, dining, entertaining, etc. Auburn currently just feels like a town to drive through.

> I think the city should focus on quality of life issues such as protection of and access to the environment, quality educational opportunities, neighborhood communities, youth programs, senior programs, walkability/trails, and affordable housing.

> The city would be inviting for all; potential new residents and existing residences. The city should be a safe environment for all, ownership housing should be more affordable, less crime and homelessness.

> We need to renew the city by offering affordable housing & good schools for young families. We need to create vital neighborhoods with restaurants & shops, playgrounds & parks & things to do.

> I envision a community where young, educated families want to raise their kids. A community that remains safe, provides affordable housing and provides an atmosphere of connectedness. I envision a community that has safe, clean air and water as well as adequate vegetated space for people to recreate. The schools thrive and the aging feel a part of the community. People can live and work and play in our town and succeed financially.

> Converting the industrial downtown to an attractive space for folks to gather, work, and live. I would love to see all the old factories either renovated into offices, shops, housing, or removed to eliminate eyesores. It also be great to have a well maintained and contiguous park on both sides of the river from the falls to the foot bridge. Currently, it feels like a patchwork with several sections being sketchy and not attractive to walk with family or friends.



> My vision is to have a community where the unhoused have a roof over their head, have the ability to hold down a job and contribute to the community. I also want to make sure we protect Lake Auburn and avoid the type of development that endanger Lake Auburn. We must continue to be a welcoming city for Asylum seekers who are looking for a safe place for their families.

> I think the city should focus on quality of life issues such as protection of and access to the environment, quality educational opportunities, neighborhood communities, youth programs, senior programs, walkability/trails, and affordable housing.

> Auburn has so many opportunities to redevelop thoughtfully and I love the direction the city is taking with recent projects!! Improved pedestrian access in New Auburn and new housing along Main Street near downtown are both big wins. There is incredible opportunity in Great Falls plaza and the Auburn Mall to build out denser, mixed-use neighborhoods with affordable housing and green space. Would love to see more opportunities for small businesses to establish a physical presence in more neighborhoods without having to contend with parking minimums that only large chain retailers and big box can afford. Center Street and Minot ave both share similar opportunities for infill. A passenger train connection to Portland and Brunswick would be incredible and could be done with existing track!



> We would like to see more active social scene for young adults, cleaned up public parks that the community can feel safe in, an affordable housing market for young families, more shelters for homeless or unhoused, and expanded transportation options between Portland and Auburn or a connection to the Amtrak Train.

> In 10 years, I would like to be a homeowner in a house that is affordable. I want people to be able to thrive in Auburn and not have to venture elsewhere or out of state to cease great opportunities, and to also be able to have access to both entertainment and community resources/services.

> More affordable housing, lower property taxes, lots of access to nature, including more public access to the Androscoggin River and falls.

Future Land Use Plan



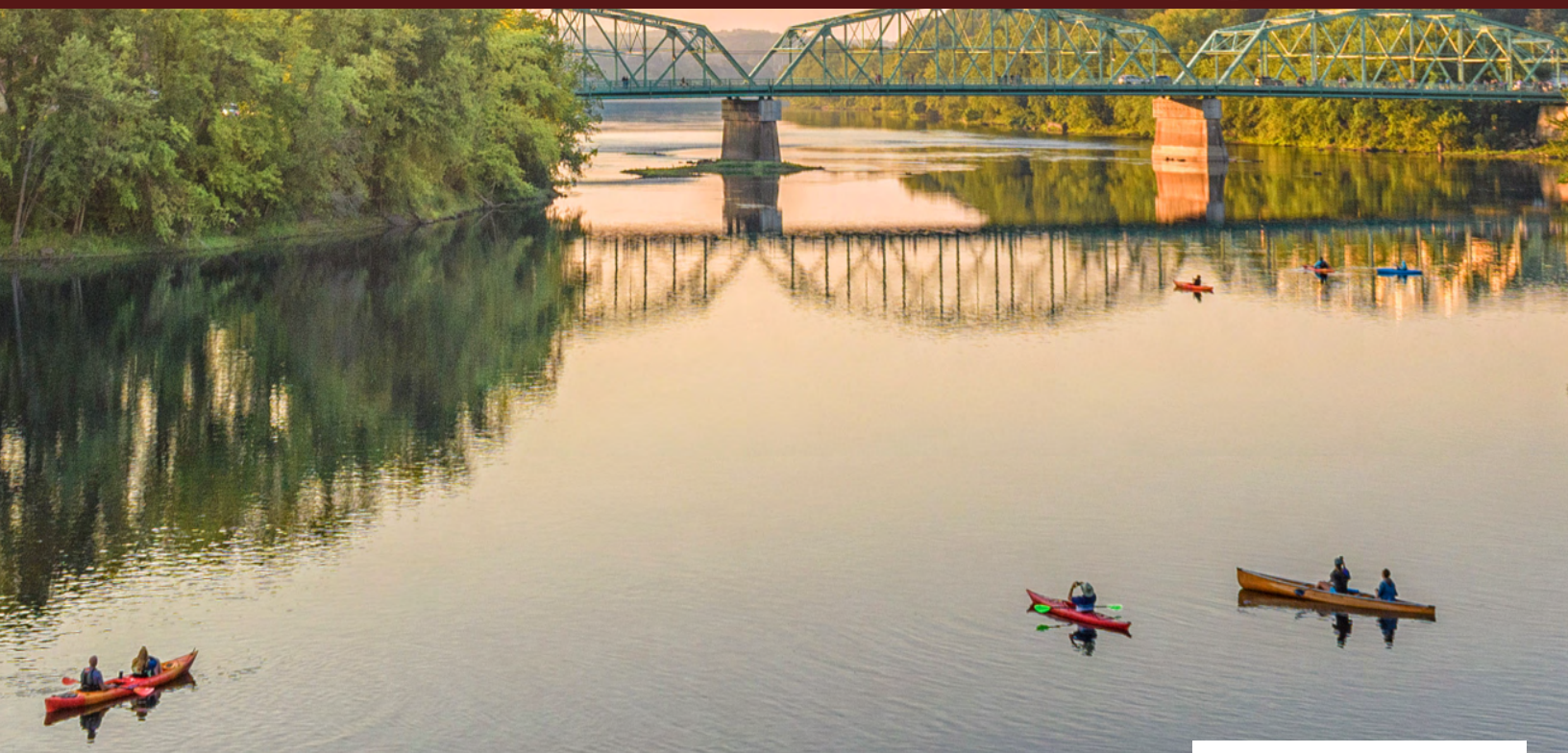


Photo: Richard Plourde

Future Land Use Plan

The Future Land Use Plan translates Auburn's long-term vision into a framework for growth, conservation, infrastructure investment, and policy decisions. It identifies where different types and intensities of development are appropriate and guides zoning updates, capital investments, development review, and infrastructure priorities. Multiple zoning districts may implement one future land use category, with standards tailored to local development patterns, infrastructure capacity, and natural resources.

The Future Land Use Plan aligns with recent development patterns and aims to balance growth with resource protection by directing development to areas with existing or planned infrastructure; supporting downtown, mixed-use centers, corridors, neighborhoods, employment areas, and housing choice; and protecting Lake Auburn, Taylor Pond, working lands, forests, and open space. The City will use the Plan as a guide and update it as growth patterns, infrastructure capacity, housing needs, environmental conditions, and community priorities change.

Recent State Legislation

Recent state housing legislation has increased the importance of proactive planning for housing growth, infrastructure capacity, and land use regulation. During the planning process, the following legislation was passed, which informed CPC discussions when determining growth area boundaries:

- LD 1829: An Act to Build Housing for Maine Families and Attract Workers to Maine Businesses by Amending the Laws Governing Housing Density.
- LD 2173: An Act to Update the Laws Regarding Housing Developments and Accessory Dwelling Units.
- LD 997: An Act to Allow Residential Use Development in Commercial Districts.

Many requirements outlined in recent legislation are tied to areas served by public water and sewer, designated growth areas identified through a comprehensive plan, and commercially zoned districts. As a result, comprehensive plans have become an increasingly important tool for guiding where future housing growth should occur and how communities can align local priorities with state housing policy.

Reduced minimum lot sizes and increased density requirements largely apply in designated growth areas and in places served by public water and sewer. The Future Land Use Plan helps Auburn identify where that growth should be encouraged, where infrastructure can support it, and where natural resources, rural areas, agricultural lands, and drinking water resources need stronger protection.

Together, these acts reinforce the need for Auburn to be clear about where growth should occur and what form it should take. The Future Land Use Plan provides that direction by identifying areas that can support housing and mixed-use development, areas where infrastructure investments may be needed, and areas where conservation, agriculture, open space, and water quality should remain the priority.

Growth Areas

Auburn's Future Land Use Plan organizes the City into high growth, moderate growth, and low growth areas. Under the State's Growth Management Act, comprehensive plans are required to designate growth areas and non-growth areas. If appropriate, municipalities can also outline transition areas, which the CPC has chosen to do for Auburn. For this plan, the CPC chose to label growth area categories in the following way:

- Growth areas were labeled as High Growth Areas to highlight that these areas should see the highest amount of growth in Auburn over the next decade.
- Transition areas were labeled as Moderate Growth Areas to highlight that these areas should see less growth than the High Growth Areas but more than the Low Growth Areas.
- Non-Growth Areas were labeled as Low Growth Areas to highlight that these areas should see the lowest amount of growth over the next decade.

A map outlining the City's growth areas with State-required labels can be found in Appendix C.

High Growth Areas

High growth areas are intended to accommodate the greatest amount of development, density, redevelopment, and infrastructure investment and align to the State's definition of a designated growth area. These areas generally include locations served by public water and sewer, areas with significant transportation access, established commercial and mixed-use centers, downtown, industrial areas, and key corridors where compact growth can support housing, jobs, services, and multimodal access.

Principles for High Growth

- Areas served by water and sewer, and areas with planned water and sewer expansion
- Areas near existing rail
- Areas that have a grid of streets or arterial roads to support traffic flow
- Areas with industrial uses

Moderate Growth Areas

Moderate growth areas serve as a transition between Auburn's higher-intensity centers and its lower-growth rural and natural resource areas and align to the State's definition of a transition area. These areas may accommodate some residential and neighborhood-scale development, but at a lower intensity than high growth areas. Moderate growth areas can help provide housing choice while maintaining compatibility with nearby rural, agricultural, or lower-density places.

Principles for Moderate Growth

- Transition between low and high growth areas

Low Growth Areas

Low growth areas are intended to accommodate the least amount of development and infrastructure expansion and align to the State's definition of a rural or non-growth area. These areas include lands where conservation, agriculture, forestry, recreation, open space, drinking water protection, and rural form are the primary priorities. In Auburn, these areas include much of the Agriculture and Resource Protection (AGRP) District and the Lake Auburn Watershed. Development in low growth areas should remain limited, carefully sited, and designed to protect natural resources, water quality, scenic landscapes, working lands, and long-term environmental health.

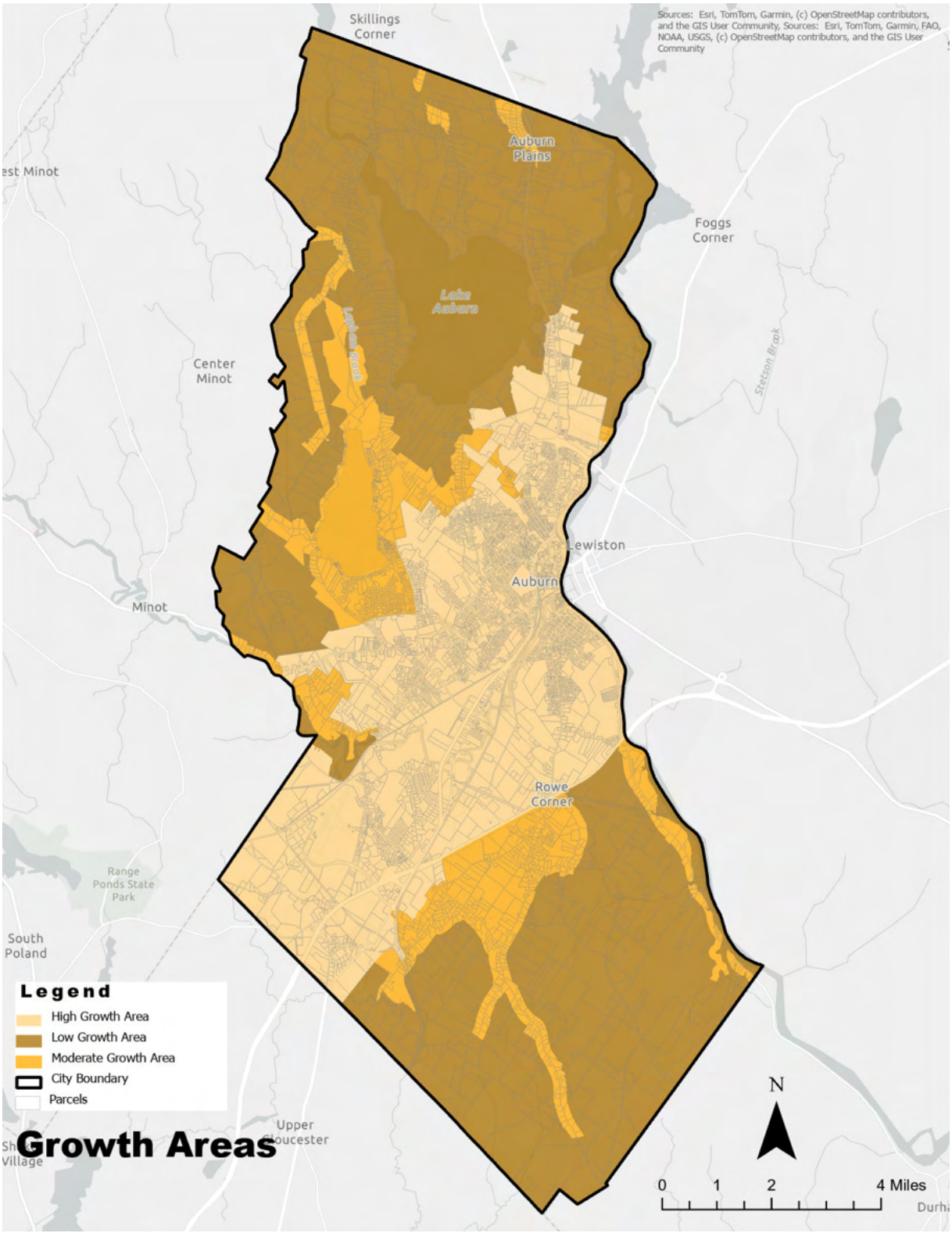
Principles for Low Growth

- AGRP District
- Lake Auburn Watershed Protection Area
- Potential Conflicts Between Principles

The guiding principles for high, moderate, and low growth areas were established by the CPC and were used to evaluate and identify the most appropriate growth area for different parts of Auburn. In some cases, there are conflicts between principles. For example, there are some areas in the AGRP District that have water and sewer or there were areas that are currently in the City's growth area that, based on existing conditions, may be better suited to serve as a transition between the City's high and low density areas. In cases of conflict, the CPC determined a strategy that balanced their guiding principles with current and future land use, environmental concerns, economic growth, and more.



Figure 6: Growth Area Map



Balancing Growth and Development with Natural Resource Protection

Protecting natural resources, agricultural land, and forests are central to Auburn's Future Land Use Plan. The Plan directs housing, jobs, services, and infrastructure to appropriate growth areas while protecting critical natural resources like lakes, rivers, streams, wetlands, vernal pools, floodplains, forests, farms, open spaces, and wildlife habitats. These resources support public health and safety, water quality, recreation, and the distinction between developed centers and rural areas.

Growth area designations do not supersede critical natural resource protections. Shoreland zoning, floodplain management standards, wetland and stormwater requirements, Lake Auburn drinking water protections, conservation easements, and other applicable local, State, and federal regulations continue to apply in high, moderate, and low growth areas. The City will also use site design, development review, zoning, conservation tools, infrastructure planning, and resource-based standards to mitigate impacts to these resources.

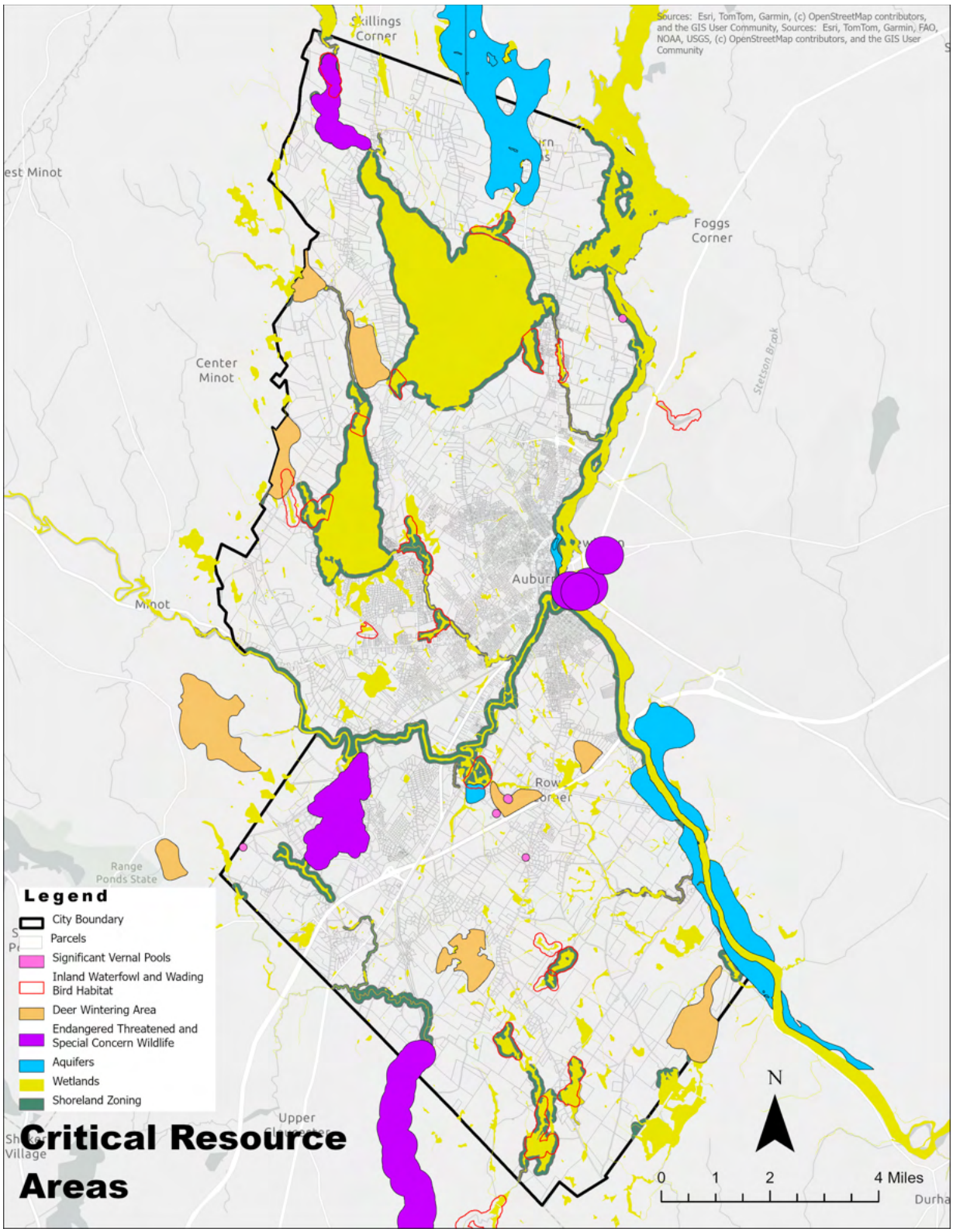
This approach allows Auburn to accommodate needed housing and economic activity while protecting clean water, healthy landscapes, and long-term community resilience. Wetlands, floodplains, farmland, forests, shoreland buffers, and open spaces function as part of the City's infrastructure by absorbing stormwater, reducing runoff and erosion, filtering pollutants, moderating temperatures, supporting wildlife habitat, and reducing risks to homes, businesses, roads, utilities, and public services. Protecting these systems can reduce future costs and improve public health and safety as severe weather, flooding, heat, drought, and other environmental pressures increase.

These areas also provide opportunities for passive and active outdoor recreation. Where appropriate, connections among forests, fields, trails, shorelands, waterways, neighborhoods, schools, downtown, parks, and civic spaces can make access to nature part of daily life for people of all ages and abilities in all areas of Auburn.

Vegetated spaces, including parks, trails, open space, and cemeteries are important amenities that will be considered and planned for in all growth areas. As Auburn grows, the City should continue planning for vegetated spaces as part of the land use framework, not as separate or secondary amenities. This is especially important in areas where new housing, jobs, services, and infrastructure may bring more people into existing neighborhoods, corridors, and mixed-use centers.

In high growth areas, the intent is not to disincentivize vegetated spaces. These amenities can help higher-density areas remain livable, attractive, and connected by providing places to walk, gather, rest, and access nearby natural areas. Parks, trails, open space, and cemeteries will continue to be planned for and incorporated into more dense areas. In moderate and low growth areas, parks, trails, open space, and cemeteries remain important parts of Auburn's broader public space network.

Figure 7: Natural Resources Map



Land Use Categories



Photo: Kathy Mathieu

What Are Land Use Categories?

Land use categories describe the different kinds of places that exist—or could exist—in Auburn based on how land is used, the types of buildings, and how people live, recreate, and get around in different areas. These land use categories align to high, moderate, and low growth areas.

Land use categories include a mix of characteristics like:

- The types of homes in a category (e.g., single-family home, town homes, apartments) and broad scale and spacing
- Whether there are businesses, shops, offices, or industry
- How close together or spread-out buildings are (scale and spacing of buildings)
- What transit options may exist
- Whether there are parks, open spaces, or community facilities

Land use categories establish a high-level vision for an area. Land use categories do not establish zoning. Following adoption of the comprehensive plan, the City will update the zoning ordinance to establish the regulatory requirements to implement the vision of the future land use map. There might be multiple zoning districts that fit into a land use category, and the conditions and context of a certain area will impact zoning decisions.

High Growth Area Categories

1. High Density Core
2. Downtown
3. Mixed-Use Corridor
4. Mixed-Use Neighborhood
5. Compact Residential
6. Industrial

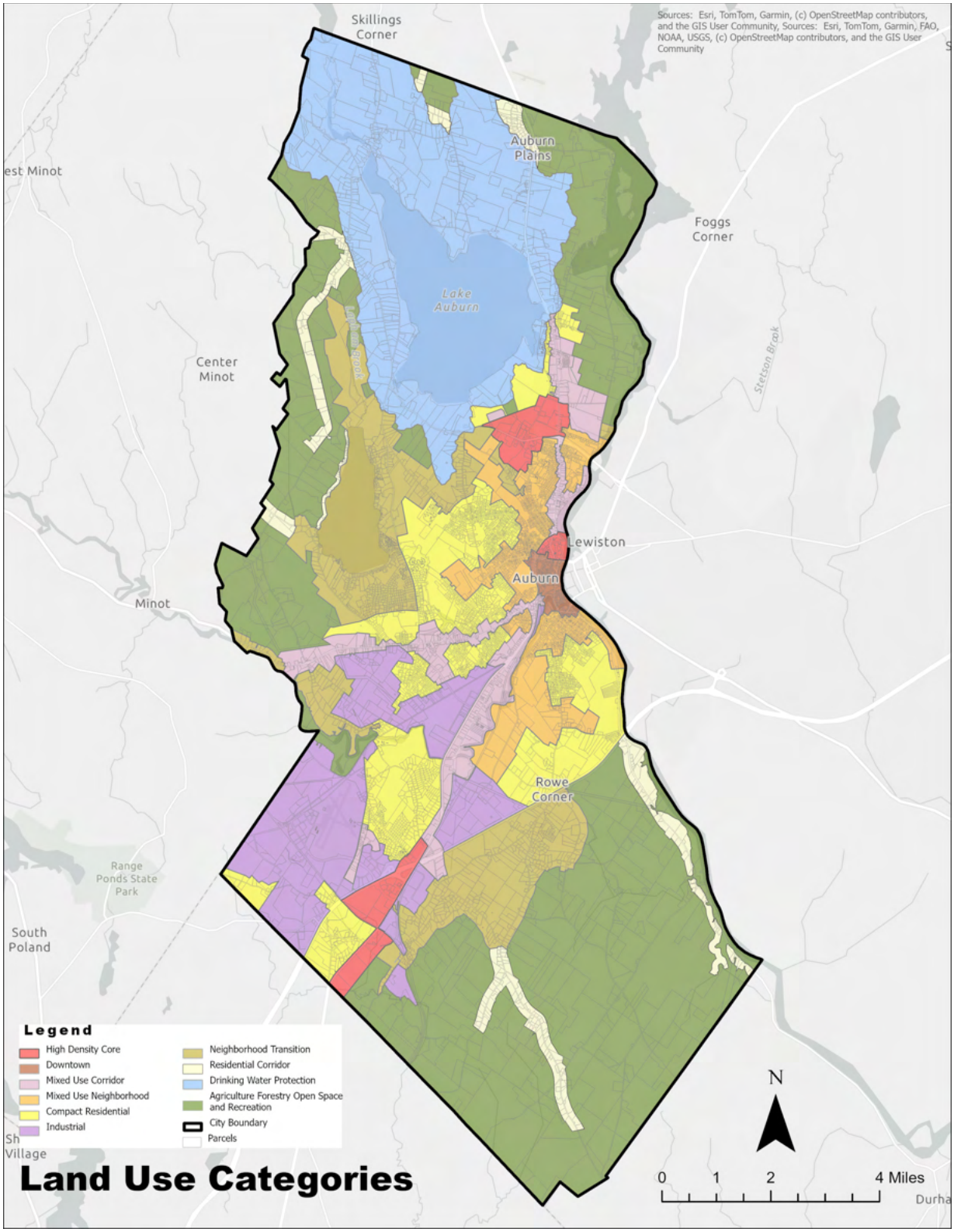
Moderate Growth Area Categories

1. Neighborhood Transition
2. Residential Corridor
3. Industrial Area on Old Danville Road and Morin Brick Road – This area is designated as a moderate growth area. The Industrial land use category description and general guidance apply, but future intensity in this area should be consistent with a moderate growth area.

Low Growth Area Categories

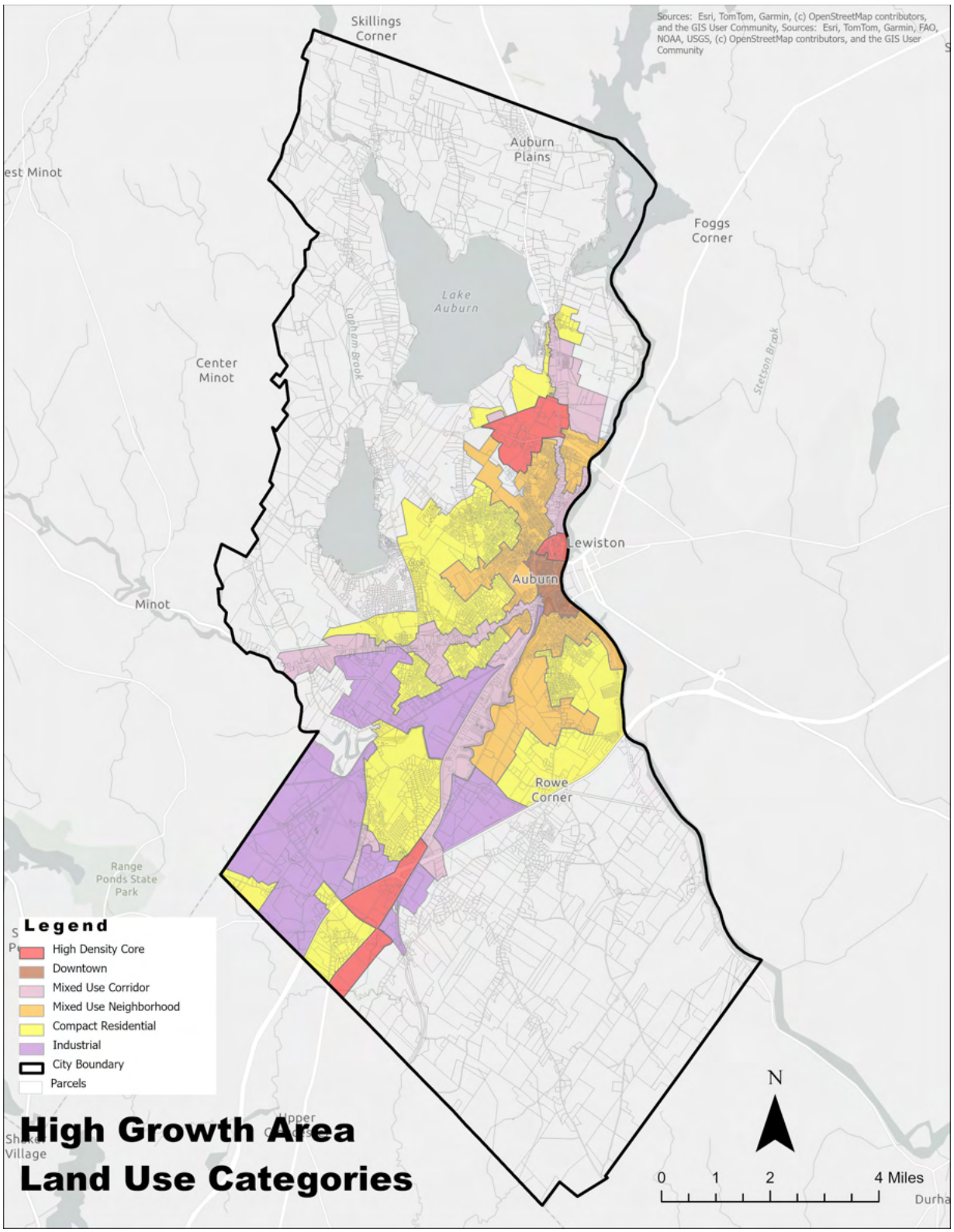
1. Agriculture, Open Space, and Recreation
2. Drinking Water Protection

Figure 8: Land Use Categories



High Growth Area Land Use Categories

Figure 9: High Growth Area Land Use Categories



High Density Core

Description: High Density Core areas are located at Great Falls Plaza, the Auburn Mall area, and surrounding interstate exit 75. These areas support Auburn's highest levels of density and include a variety of housing types and businesses. Redevelopment and infill are prioritized to strengthen economic activity, expand housing options, and support a vibrant, all-day environment.

Land Uses: Typical uses include a mix of commercial and residential activities. Some buildings are stand-alone businesses or multi-family residential. Other buildings may be mixed-use with active ground-floor retail, restaurants, cafés, personal services, arts/cultural venues, small-scale grocery/markets, and community-serving services. Upper floors may include multi-family housing, offices, co-working, hotels, and organizational or civic uses.

Public spaces, including plazas, pocket parks, and civic gathering areas, are encouraged as integral components of redevelopment projects, supporting community life and walkable access to daily needs.

Density and Form: This area is characterized by the highest intensity and scale in the City. Buildings are generally oriented to the street with minimal setbacks and frequent entrances, and site and building design support pedestrian activity (e.g., transparent storefronts and weather protection). Development should form walkable blocks and incorporate high-quality architecture, durable materials, and site design that supports long-term reinvestment, including streetscape elements such as lighting, trees, seating, parklets, and other features that support a sense of place.

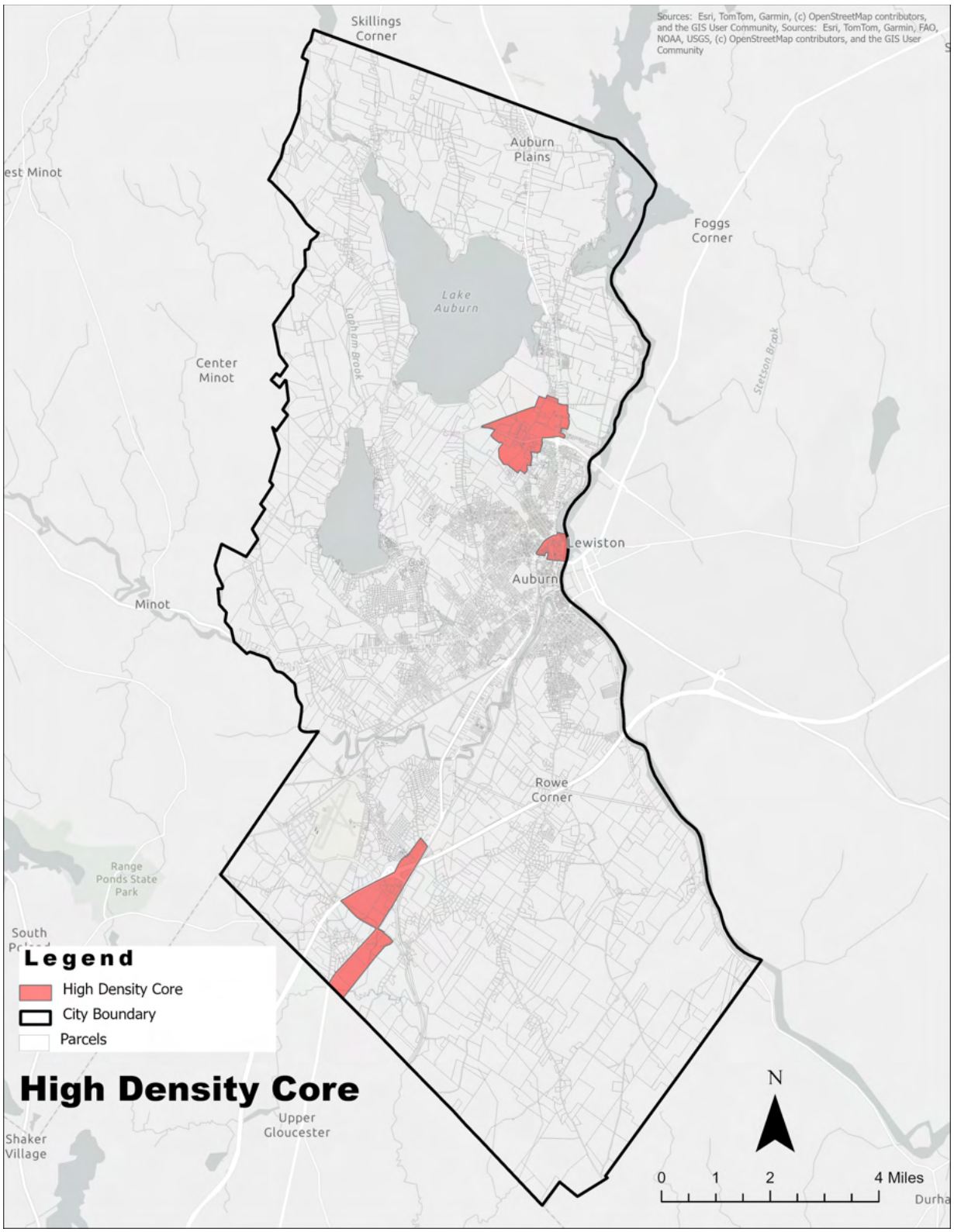
Parking should be shared, structured, or located behind/within buildings where it is feasible to reduce large surface lots and improve the streetscape. Within these cores, streets are designed for safe, convenient walking, bicycling, and transit access, with continuous sidewalks, ADA-compliant crossings, and bicycle facilities. These areas should be well connected to nearby neighborhoods, parks, and the City's broader trail, sidewalk, and transit network to support multi-modal access.

Figure 10: Design Scenario—High Density Core



This illustration shows a mixed-use building (6 residential floors above 1 retail floor) on a 1-acre lot. This is one possible example for the high density core areas, including ground floor commercial, upper story residential, and buildings sited toward the street front. Actual development may vary based on site conditions, zoning standards, infrastructure capacity, natural resource protections, and design review.

Figure 11: High Density Cores



Downtown

Description: Downtown includes areas in Auburn's historic city center. This area has a mix of uses that support the creation and expansion of local businesses, increase housing options, and promote social activity in a compact, historic city center. Transportation options, trails, and paths improve connectivity downtown and provide access to historic and cultural resources, including the Androscoggin River.

Land Uses: Typical uses include retail, restaurants, personal services, offices, civic, and entertainment uses on the ground floor of buildings, along sidewalks, and on street fronts. Upper floors provide access to office spaces and residences, supporting activity throughout the day and creating additional foot traffic throughout the area. This area serves as a center for jobs, commerce, social activity, arts, and entertainment by leveraging its historic form, riverfront setting, and proximity to Lewiston.

Density and Form: This area is characterized by high-density development with an emphasis on preserving historic building heights, scale, and architectural style. Buildings are oriented toward the street with minimal-to-no setbacks. Some buildings share walls, and others are stand-alone. Shared parking is encouraged. This area includes parks and public spaces, access to the Androscoggin River, and public art, creating a desirable urban fabric and public realm.

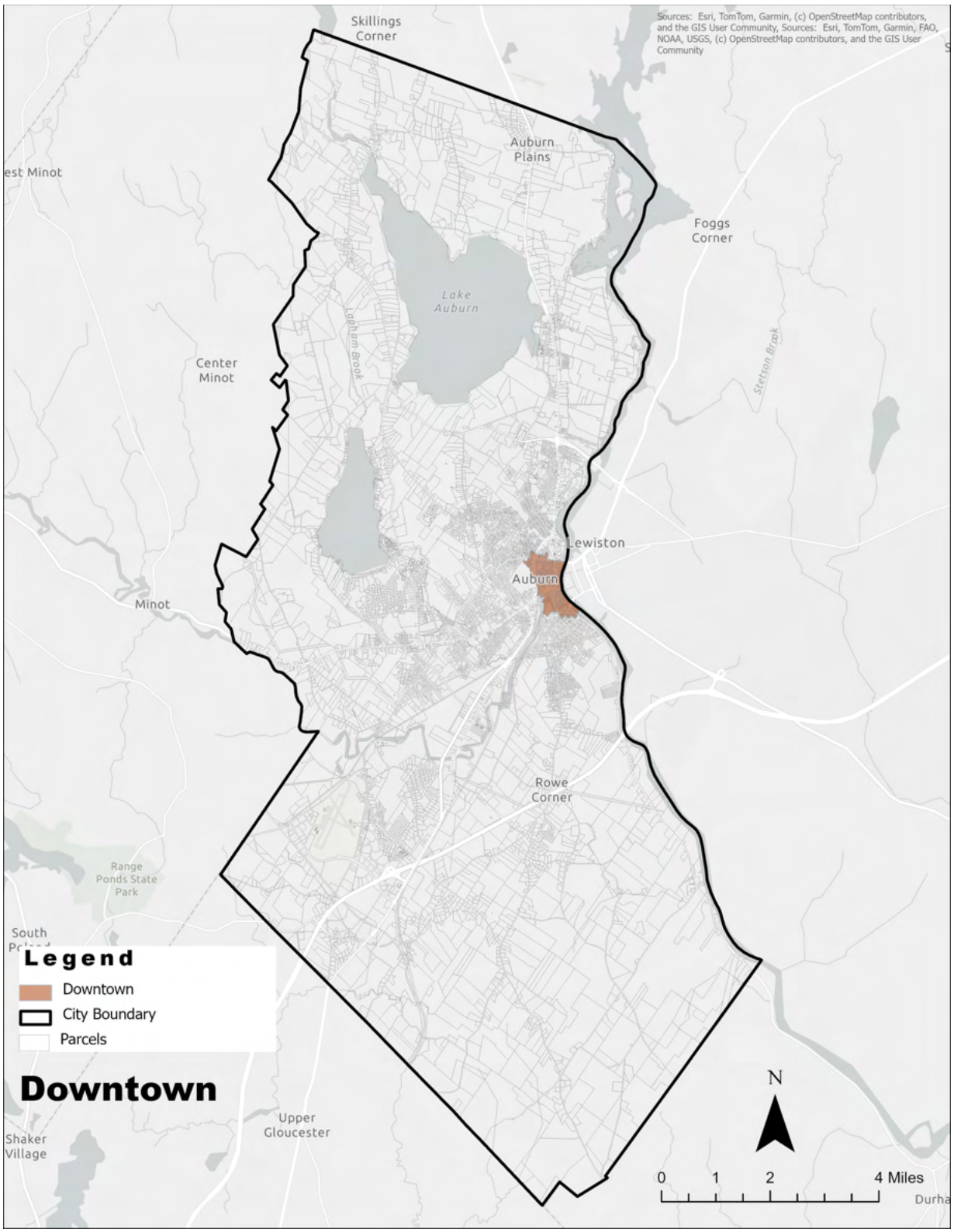
This area is highly walkable and served by public transportation, bike paths, sidewalks, and trail access to support people of all ages and abilities in accessing the area to work, shop, recreate, and live. Streets are designed to prioritize pedestrian and bicycle safety and should reinforce the expectation that downtown is a place to walk, bike, gather, and linger, rather than simply drive through. Streets are designed to prioritize pedestrian and bicycle safety.

Figure 12: Design Scenario—Downtown



This illustration shows a mixed-use building (3 residential floors above 1 retail floor) on a 0.25-acre lot. Actual development may vary based on site conditions, zoning standards, infrastructure capacity, natural resource protections, and design review.

Figure 13: Downtown



Mixed-Use Corridor

Description: The Mixed-Use Corridor areas are primarily along major roadway corridors and function as Auburn's key entry and exit points. These areas provide commercial amenities, including offices, restaurants, retail, and personal services. These areas also have a mix of larger-scale residential uses in mixed-use developments (e.g., commercial and residential in one structure) or in multi-family homes surrounding commercial development.

Land Use: Typical land uses include mixed-use, commercial, and larger-scale residential developments. Some lower-intensity technology, logistics, lite manufacturing, or lite industrial uses may also be supported, subject to review of environmental and public health impacts. This area is intended to absorb commercial growth, helping reduce the spread of commercial uses into residential areas. These corridors provide a primary location for larger-scale commercial activity and mixed-use redevelopment along major roads.

Density and Form: This area is characterized by larger-scale developments, including 1-story and ground-level commercial uses, upper-story office and residential uses, and larger multi-family developments.

Development along these major corridors allows for infill of existing commercial areas, including unused parking areas, and the redevelopment of key gateways into vibrant, mixed-use areas. These corridors have shared parking and include infill of underutilized buildings and parking lots. Shared parking or controlled access helps to limit curb cuts onto major corridors and maintain through-traffic flow through Auburn while accommodating for additional development.

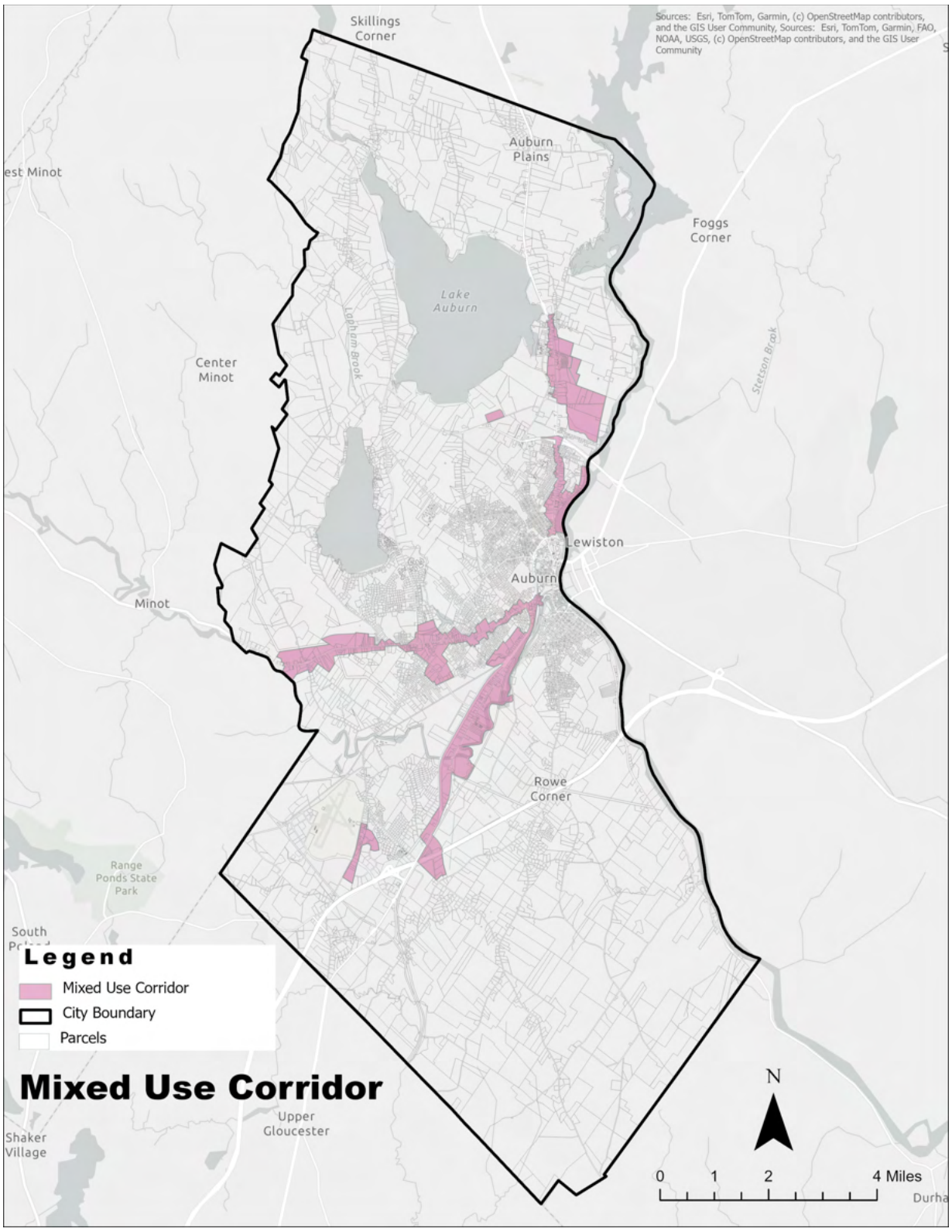
Public transportation and sidewalk and bike networks allow for access to jobs, homes, and recreation amenities. Site design standards, tree-lined streets, buffered sidewalks, and integrated open spaces and parks create an attractive public realm along major corridors.

Figure 14: Design Scenario—Mixed-Use Corridor



This illustration shows a 3-story residential building on a 1-acre lot. This is one possible example of how major corridors could evolve through infill residential development. Commercial uses will remain a prominent feature of major corridors. LD 997 and LD 2173 require municipalities to allow for some residential development in commercial areas. Actual development may vary based on site conditions, zoning standards, infrastructure capacity, natural resource protections, and design review.

Figure 15: Mixed-Use Corridor



Mixed-Use Neighborhood

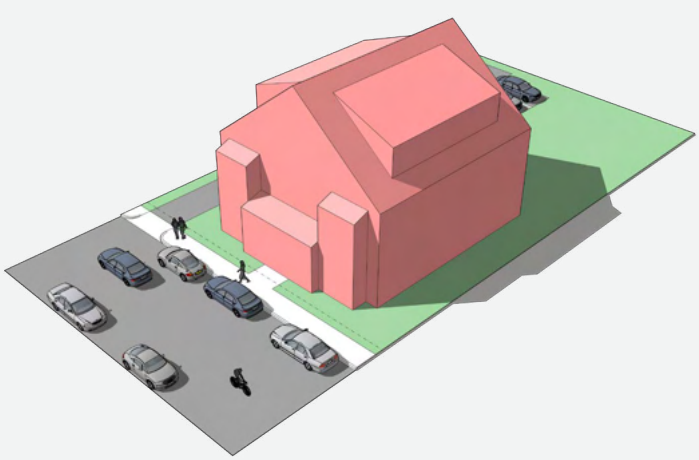
Description: Mixed-Use Neighborhood areas include residential areas with neighborhood-scale commercial development patterns. This area has small lot sizes with a variety of housing types, where people regularly walk, bike, and interact within their neighborhood. These areas support walkability and easy access to daily needs.

Land Use: Typical uses include a mix of housing types, such as townhouses, duplexes, triplexes, multi-family homes, and single-family homes. These areas also support ground-floor and stand-alone retail uses, restaurants, cafés, and personal services.

Density and Form: This area is characterized by homes and businesses on smaller lots. Buildings have limited setbacks from the streets and buildings may have shared walls. Homes may have small yards, and buildings cover most of a lot. This area has a high density, typically supporting multi-family homes, attached housing, and single-family homes on smaller lot sizes. These areas typically have narrower streets and limited space between buildings and the street.

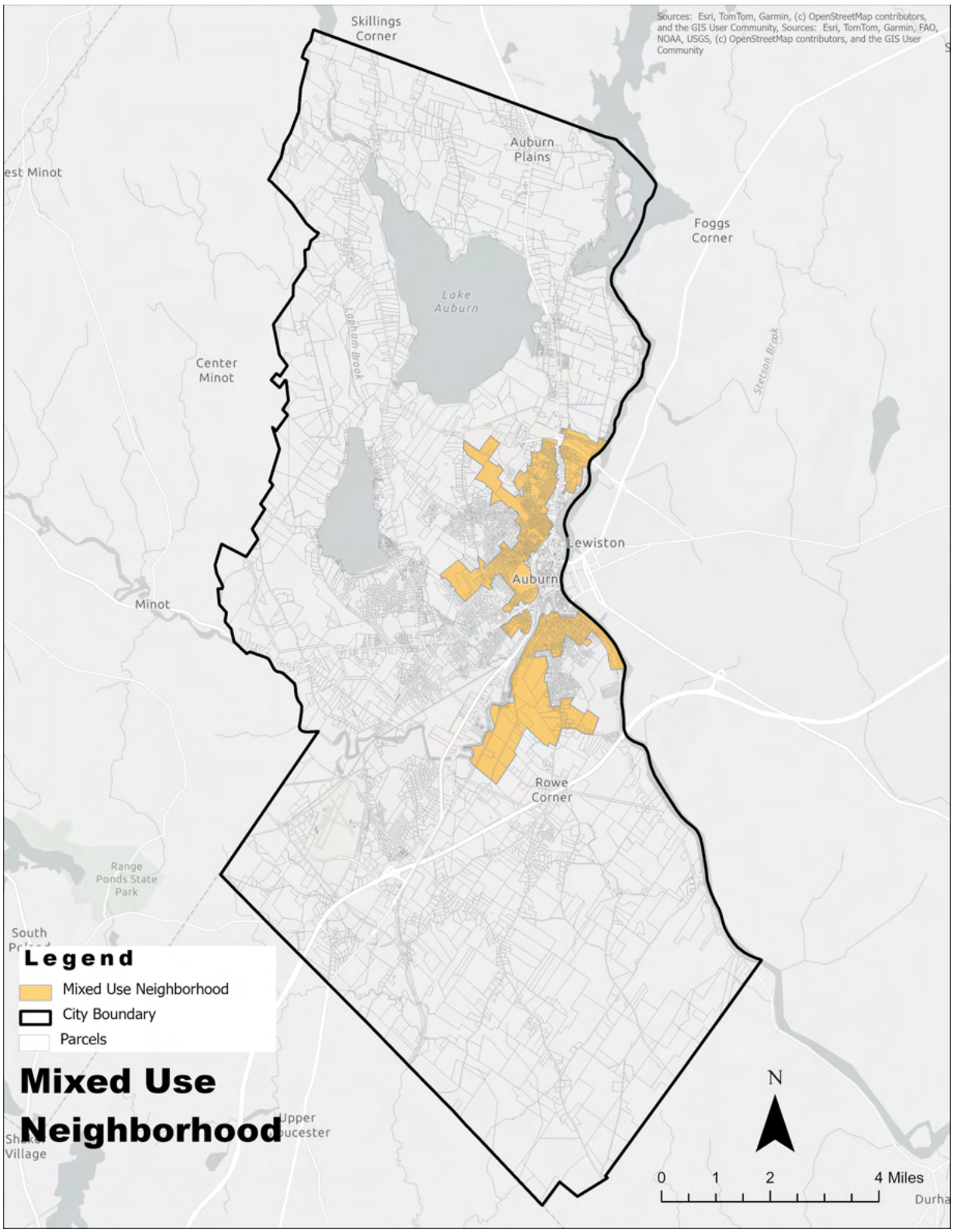
These areas are well integrated into the City's trail, sidewalk, and bike networks, supporting active transportation options. Neighborhood businesses should reflect an appropriate scale, location, and compatibility and may consider providing shared or public parking to avoid overwhelming surrounding residential streets.

Figure 16: Design Scenario—Mixed-Use Neighborhood



This illustration shows a 6-unit apartment building on a 0.25-acre lot. Actual development may vary based on site conditions, zoning standards, infrastructure capacity, natural resource protections, and design review.

Figure 17: Mixed-Use Neighborhood



Compact Residential

Description: Compact Residential areas provide access to a variety of housing types in areas adjacent to mixed-use, industrial, suburban, and rural areas. These areas provide a residential transition surrounding the City's densest mixed-use areas and offer a quiet neighborhood feel with less traffic volume. These neighborhoods support compact growth that places more residents in close proximity to jobs, services, shopping, transit, and community amenities.

Land Use: Typical land uses include 1-to 4-family homes and accessory dwelling units. Limited home-based businesses may be allowed. Neighborhood-serving businesses, such as cafés, corner stores, and personal or professional services concentrated in small squares or nodes may also be allowed.

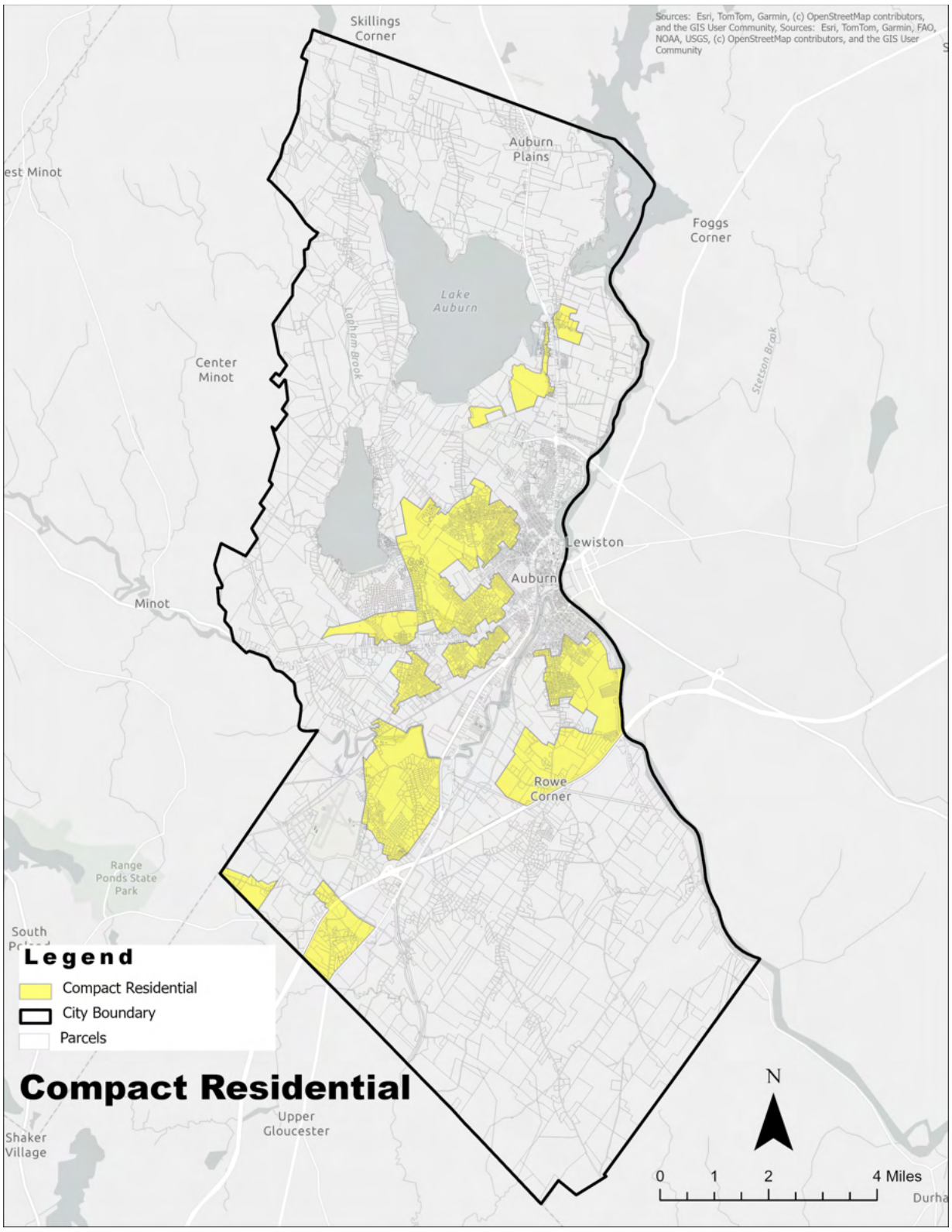
Density and Form: This area is characterized by 1- to 4-family homes on medium to small lot sizes. Homes have moderate setbacks from the street and larger yards than more dense mixed-use neighborhoods. In less developed areas and areas abutting agriculture and resource protection areas, cluster developments are encouraged to allow for housing opportunity while preserving existing open spaces. These areas are well integrated into the City's trail, sidewalk, and bike networks, supporting active transportation options. Open spaces and parks are located throughout neighborhoods.

Figure 18: Design Scenario—Compact Residential



This illustration shows 3 townhomes and 1 ADUs on a 0.25-acre lot. Actual development may vary based on site conditions, zoning standards, infrastructure capacity, natural resource protections, and design review.

Figure 19: Compact Residential



Industrial

Description: Industrial areas include a variety of logistic, manufacturing, production, research, and other industrial uses and supporting uses, including airport, rail, and interstate infrastructure. Certain lighter industrial or manufacturing uses may serve as effective transition or buffer uses between more intensive industry and nearby residential areas.

Land Use: Typical uses include production, manufacturing, research, distribution, agricultural, and other industrial and large-scale commercial uses.

Density and Form: This area is characterized by larger lots with large, low-rise buildings, ample exterior storage and parking, and significant landscaping or open space buffers between adjacent uses. These areas benefit from access to water, sewer, 3-phase power, highways, rail, and public transportation and should be protected from incompatible land uses.

These areas are well integrated into the City's transportation network, including highway, rail, freight, public transit, and trails access, providing residents with convenient access to employment centers.

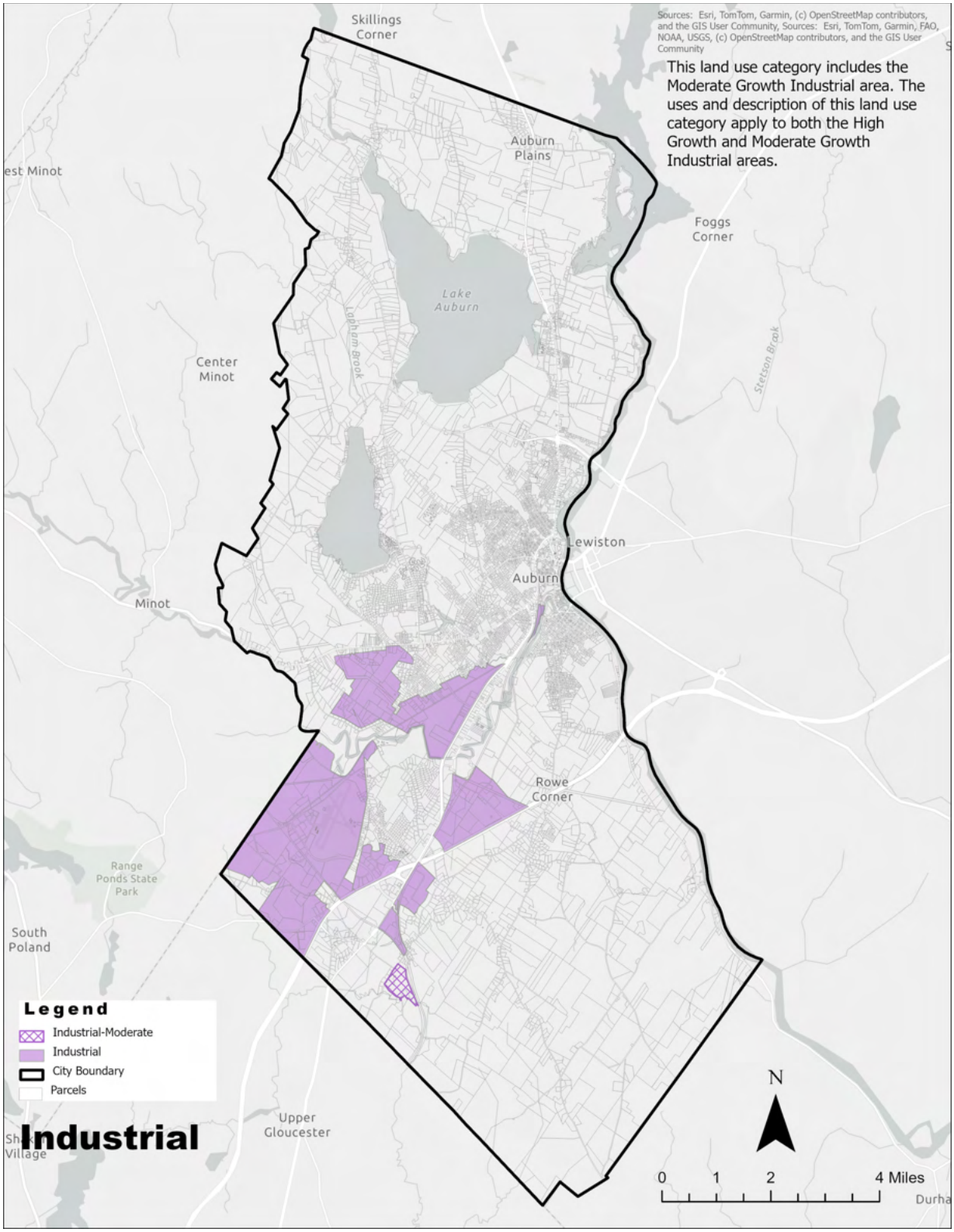
* The Industrial area on Old Danville Road and Morin Brick Road is designated as a moderate growth area. The Industrial land use category description and general guidance apply, the area is shown as an Industrial area in the Industrial Land Use Category Map; however, future intensity in this area should be consistent with a moderate growth area.

Figure 20: Design Scenario—Industrial



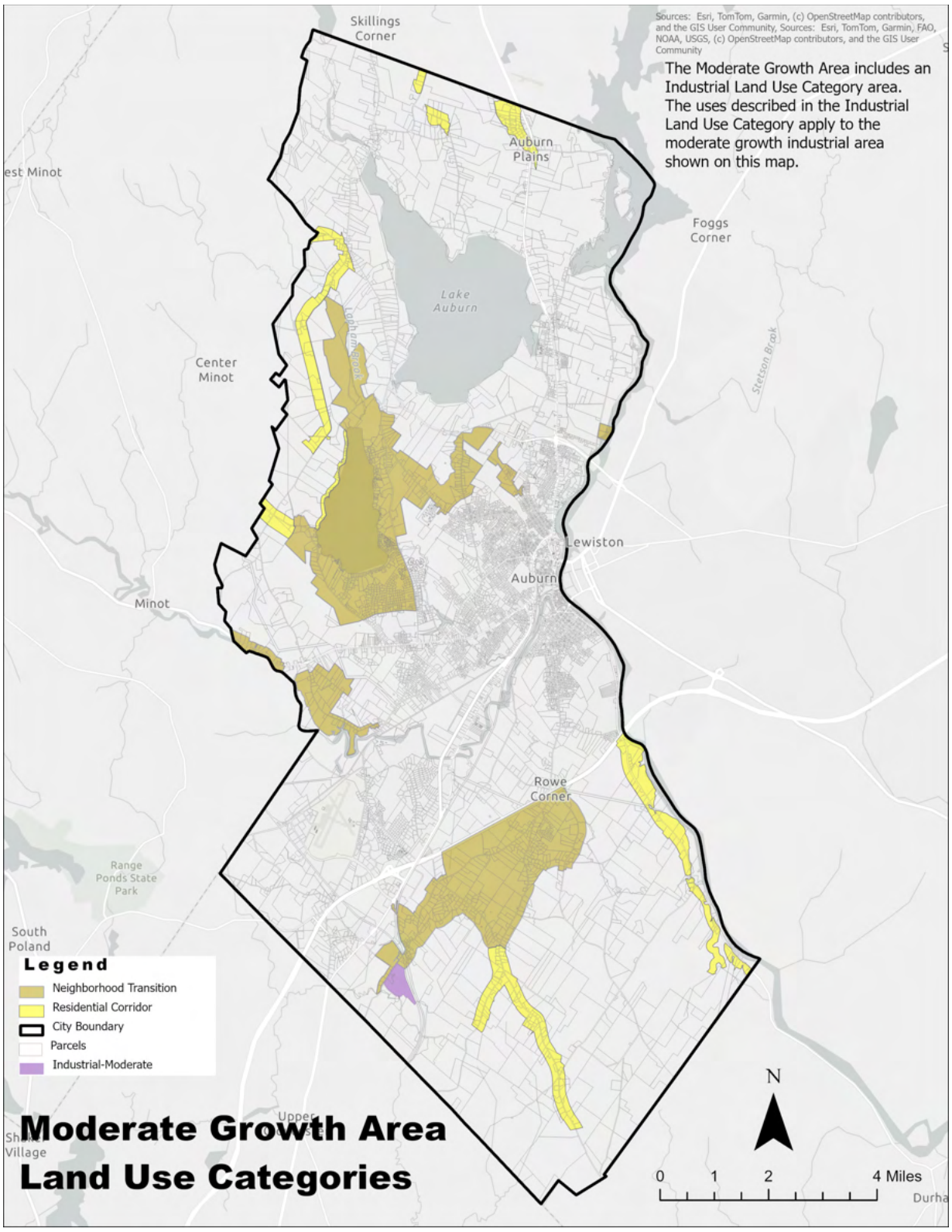
This illustration shows a warehouse building on an 8-acre lot. Actual development may vary based on site conditions, zoning standards, infrastructure capacity, natural resource protections, and design review.

Figure 21: Industrial



Moderate Growth Area Land Use Categories

Figure 22: Moderate Growth Areas



Neighborhood Transition

Description: Neighborhood Transitions area includes moderate density residential uses and some commercial uses. These areas are designed to provide a transition between the dense urban areas in the high growth area boundary and the very-low density agriculture and resource protection area. These areas manage changes in urban intensity by carefully shaping overall form to gradually step down from denser residential areas.

Land Use: Typical uses include single-family, 2-family, and 3-family homes. Limited organizational and commercial uses, including recreation businesses, home-based businesses, and low-intensity, neighborhood-scale businesses are allowed.

Density and Form: This area is characterized by 1- to 3-family homes on small to moderate lot sizes. Buildings are typically more setback from the street and each other than in high growth areas. Businesses follow a consistent density and form in surrounding neighborhoods. Areas that border the high growth zone may be more intense in scale, while areas closer to rural areas, agricultural and resource protection areas are less dense, providing a gradual transition between urban centers and rural areas.

Figure 23: Design Scenario—Neighborhood Transition—Without Water and Sewer



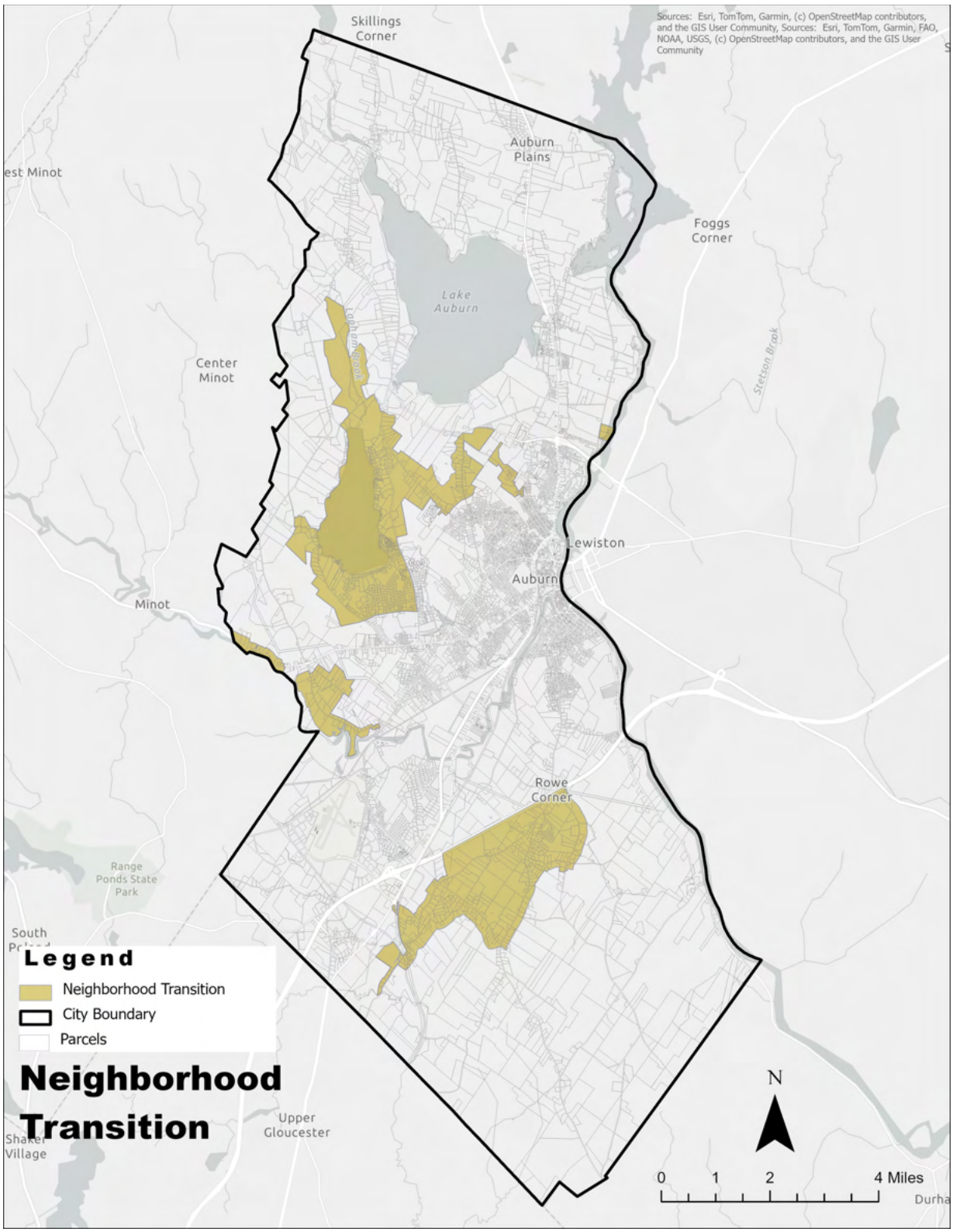
This illustration shows a duplex on a 1-acre lot. This is one possible example for the neighborhood transition areas, including moderate residential development that helps step down from higher-growth areas to rural and lower-density places through smaller-scale buildings and setbacks. Based on LD 2173 and 1829, areas with water and sewer access in the Neighborhood Transition areas can vary in their intensity. The example above does not have water and sewer access. Actual development may vary based on site conditions, zoning standards, infrastructure capacity, natural resource protections, and design review.

Figure 24: Design Scenario—Neighborhood Transition—With Water and Sewer



This illustration shows a cluster-style development with 10 homes on a 1-acre lot. This is one possible example for the neighborhood transition areas, including moderate residential development that helps step down from higher-growth areas to rural and lower-density places through smaller-scale buildings and clustered development. Based on LD 2173 and 1829, areas with water and sewer access in the Neighborhood Transition areas can vary in their intensity. The example above has water and sewer access. Actual development may vary based on site conditions, zoning standards, infrastructure capacity, natural resource protections, and design review.

Figure 25: Neighborhood Transition



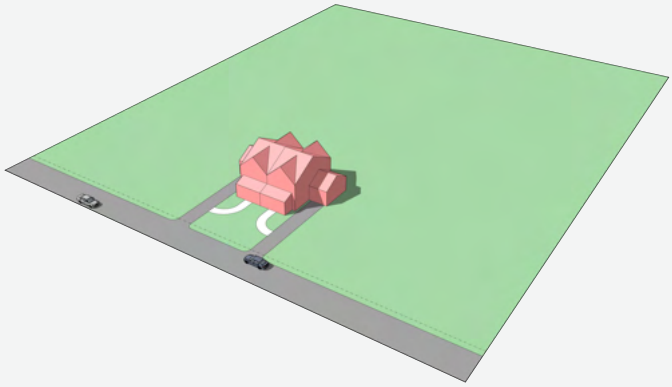
Residential Corridor

Description: Residential Corridor areas provide a limited, carefully designed opportunity for housing along existing road frontages in predominantly agricultural and rural landscapes. These areas are intended to accommodate modest residential growth while maintaining the community's working lands, rural areas, and scenic qualities. Development in these frontage strips should be compact, predictable in form, and sensitively sited to minimize conflicts with agricultural uses and open space protection.

Land Use: Typical uses include single-family homes, duplexes, and ADUs on lots sized to reflect the area's rural servicing constraints. Limited small-scale home occupations are appropriate where they remain compatible with residential form and do not create commercial strip patterns.

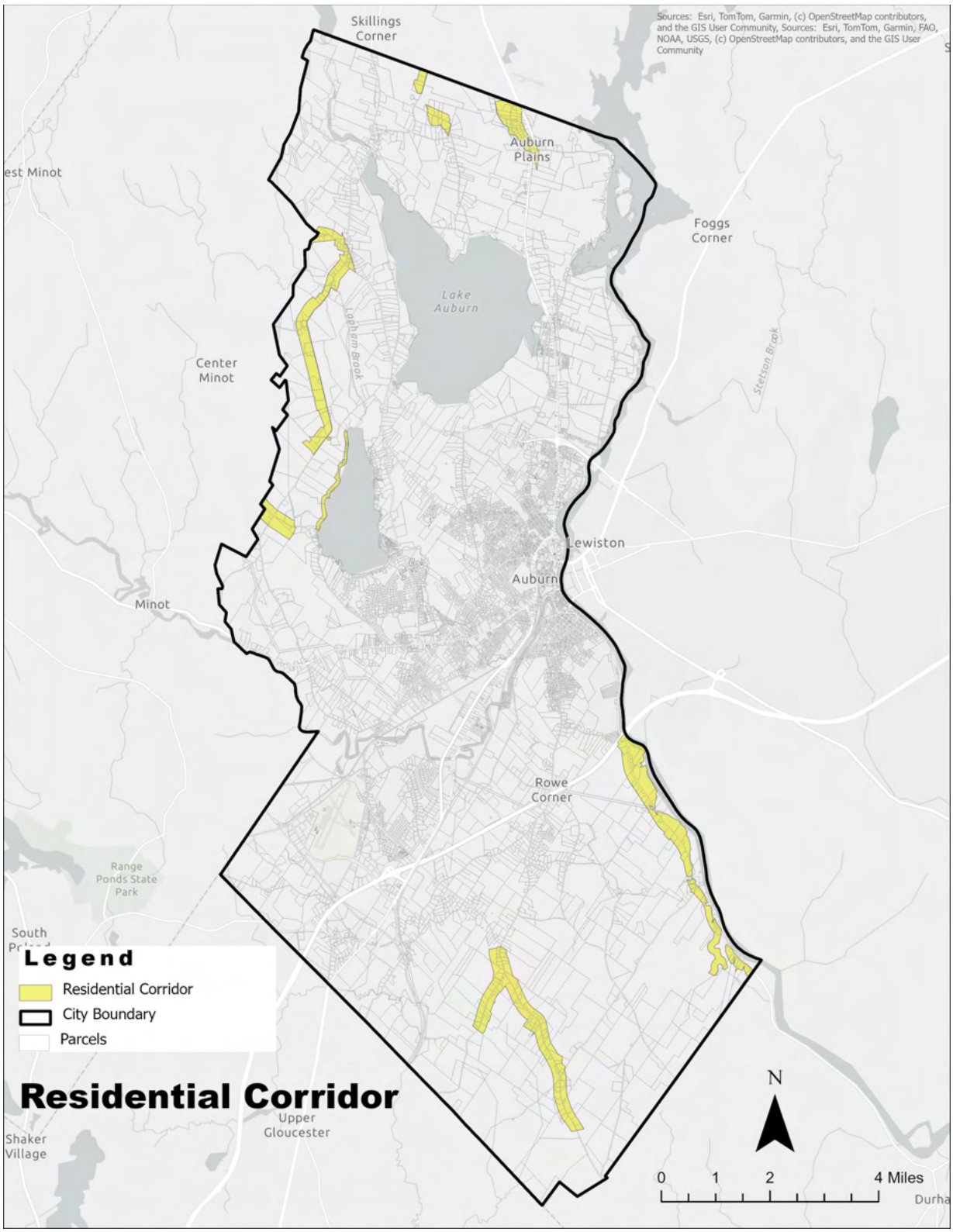
Density and Form: This area is characterized by linear, frontage-oriented development that follows existing public roads, with homes sited to reinforce a rural roadside pattern and protect the open fields and working landscapes behind them. Where feasible, new development should be clustered within the frontage strip to preserve open space, minimize infrastructure extensions, and reduce the overall footprint of development.

Figure 26: Design Scenario—Residential Corridor



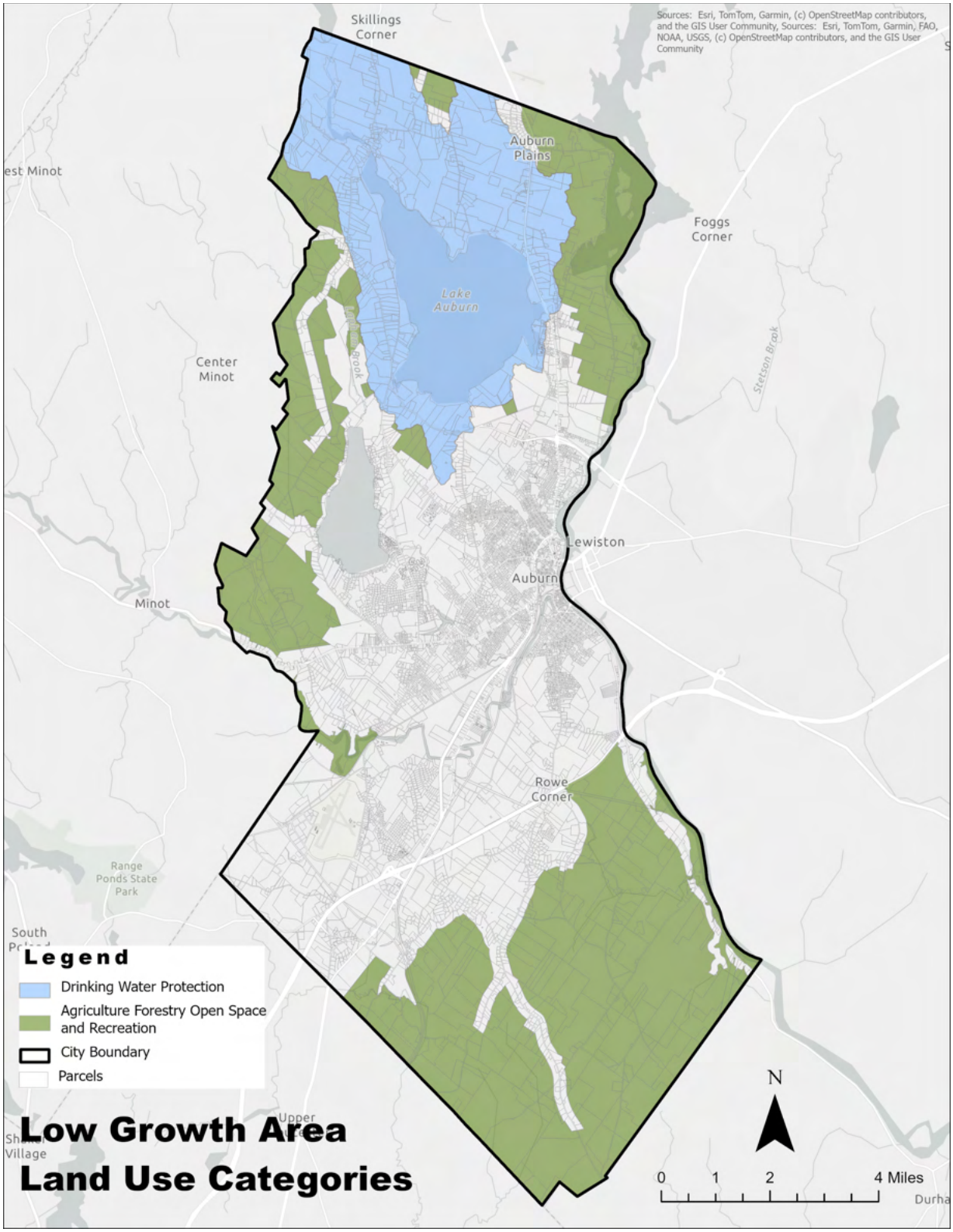
This illustration shows a duplex on a 3-acre lot. Actual development may vary based on site conditions, zoning standards, infrastructure capacity, natural resource protections, and design review.

Figure 27: Residential Corridor



Low Growth Area Land Use Categories

Figure 28: Low Growth Areas



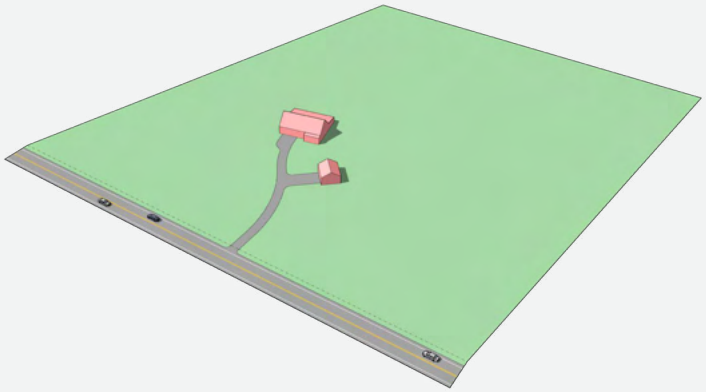
Agriculture, Forestry, Recreation, and Open Space

Description: Agriculture, Forestry, Open Space, and Recreation category encompasses areas intended primarily for agriculture and forestry, and for industrial uses required for the production and / or processing of agricultural, forestry, or other natural resource based products; and for natural resource protection, recreation, and other open space preservation. These areas play a critical role in maintaining the rural character of significant parts of Auburn, supporting agricultural and forest lands, and providing opportunities for outdoor recreation.

Land Uses: Typical uses include agricultural activities and associated businesses, forestry and resource management, and passive and active outdoor recreation. Residential uses are allowed, but are limited and generally secondary uses to agriculture, forestry, natural resource, and recreation uses.

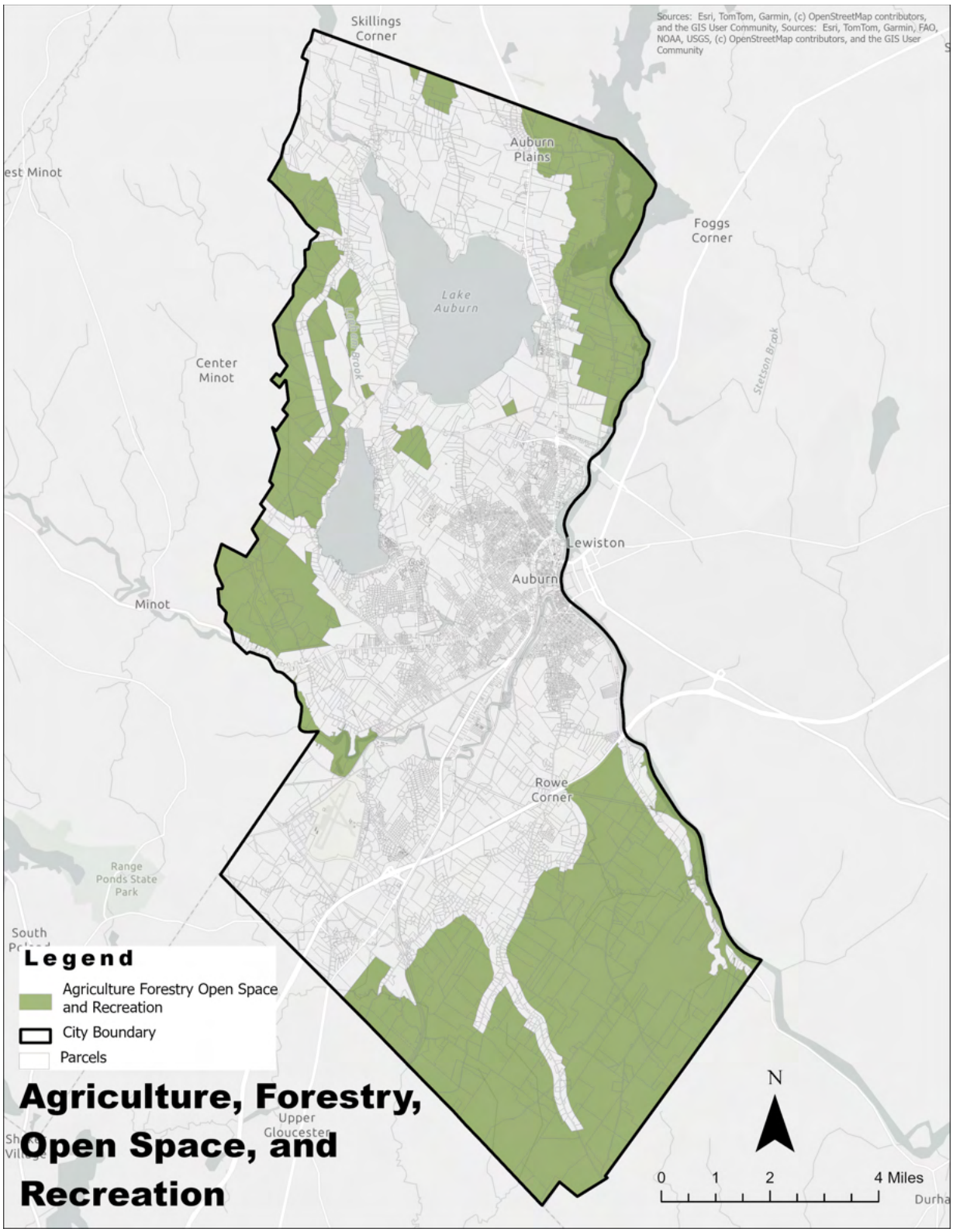
Density and Form: These areas are predominantly open landscapes with farms, fields, forests, and conservation lands, interspersed with agricultural structures and occasional single-family residences associated with agriculture, recreation, or resource-based land uses. These areas are intended to remain largely undeveloped to protect environmental resources, preserve scenic and rural areas, and support Auburn's agricultural, forestry, and recreation economy. Residences are located on large lots and are set back far from the road. Clustered development approaches may be appropriate where they preserve open space, environmental resources, and agricultural soils.

Figure 29: Design Scenario—Agriculture, Forestry, Open Space, and Recreation



This illustration shows a farmhouse and barn on a 10-acre lot. Actual development may vary based on site conditions, zoning standards, infrastructure capacity, natural resource protections, and design review.

Figure 30: Agriculture, Forestry, Open Space, and Recreation



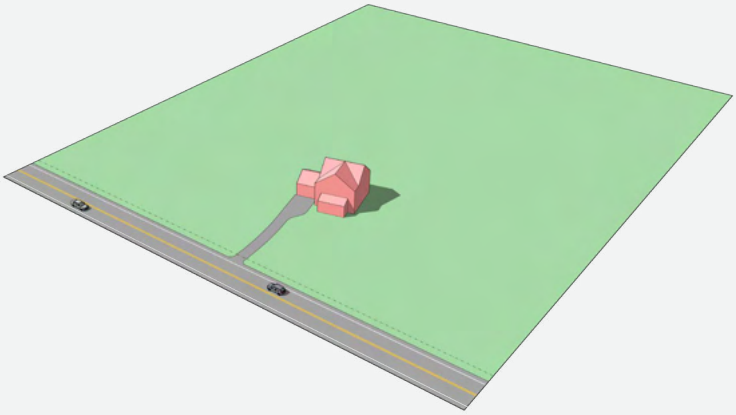
Drinking Water Protection

Description: Drinking Water Protection areas encompass the Lake Auburn watershed, which provides drinking water for Auburn and surrounding communities. Special protections apply, including septic system inspection requirements, phosphorus controls, manure management standards, and ongoing water quality monitoring.

Land Use: Typical land uses include limited, very-low density residential uses, recreational uses, and open space.

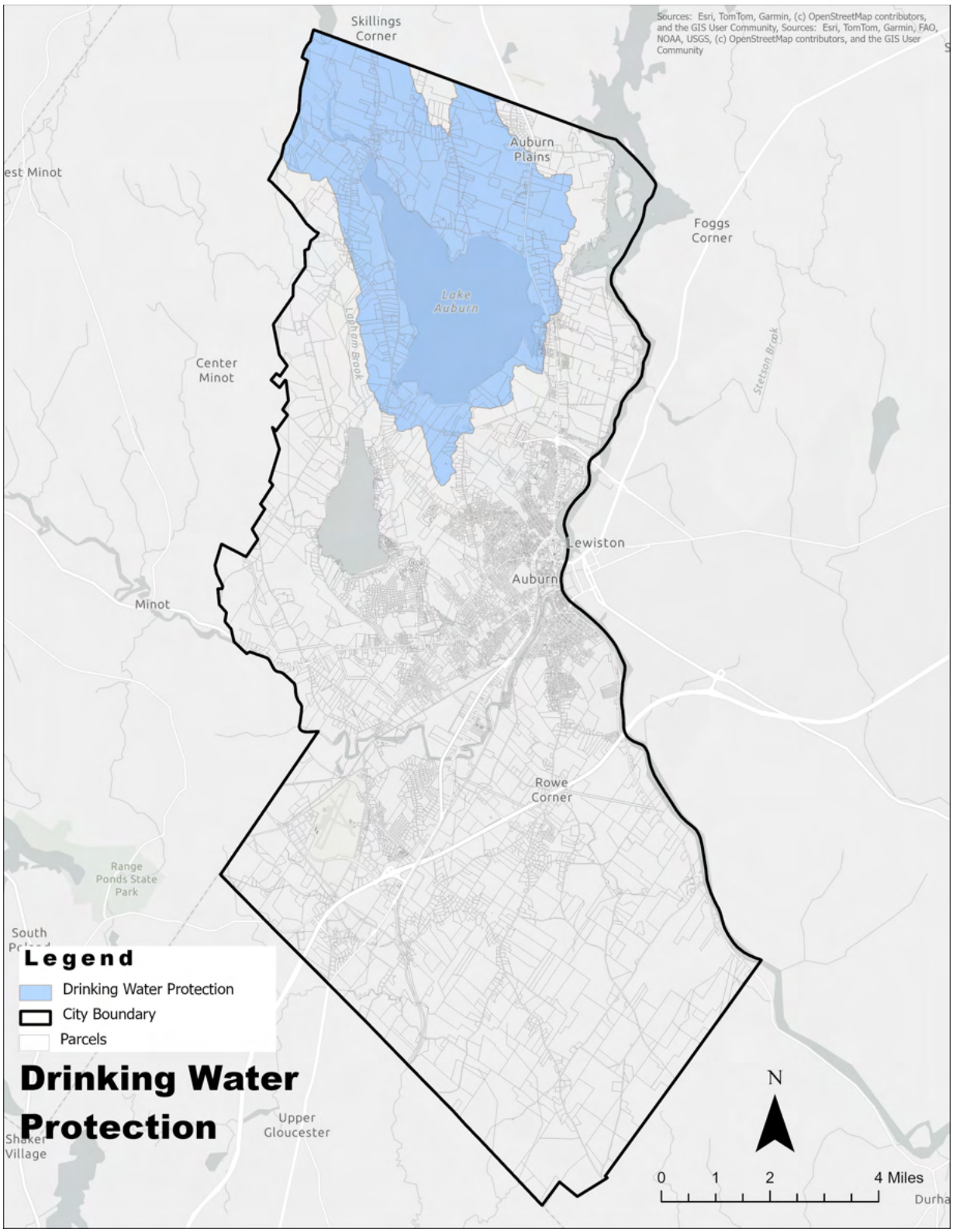
Density and Form: Development levels are tightly regulated, with limits on new dwelling units and restrictions on lot sizes. Density is generally intended to remain at or below existing levels. Open spaces and forests are maintained to protect the City's drinking water source.

Figure 31: Design Scenario—Drinking Water Protection



This illustration shows a single-family home on an 8-acre lot. Actual development may vary based on site conditions, zoning standards, infrastructure capacity, natural resource protections, and design review.

Figure 32: Drinking Water Protection



Land Use Category Illustrations

High Growth Area Visuals

Figure 33: High Density Core



Figure 34: Downtown



Figure 35: Mixed Use Corridor



Figure 36: Mixed Use Neighborhood

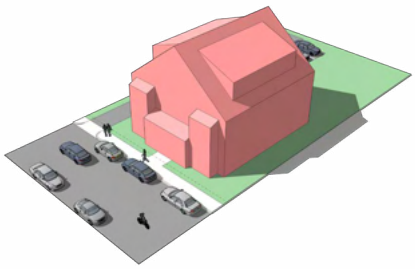


Figure 37: Compact Residential



Figure 38: Industrial



Moderate Growth Area Visuals

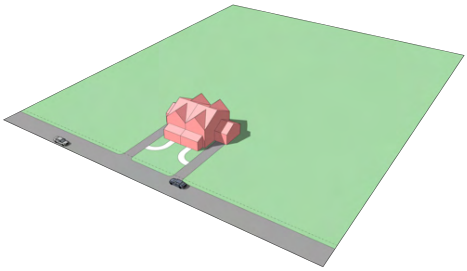
Figure 39: Neighborhood Transition With Water and Sewer



Figure 40: Neighborhood Transition With Water and Sewer



Figure 41: Residential Corridor



Low Growth Area Visuals

Figure 42: Agriculture, Forestry, Recreation, and Open Space

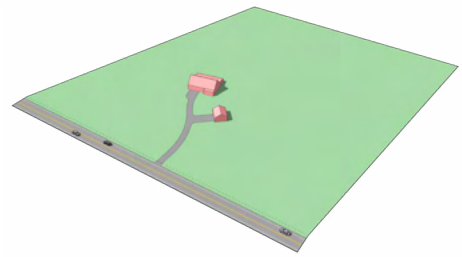
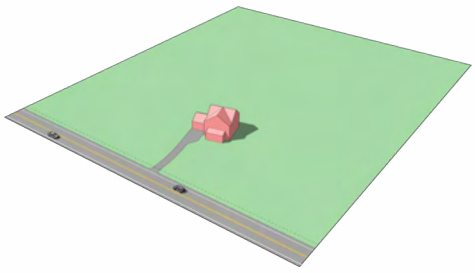


Figure 43: Drinking Water Protection





Goals, Policies, and Objectives



Photo: City of Auburn

Goals, Policies, and Objectives

Framework and Structure

The following sections describe the intent and purpose for each goal with supporting policies and objectives, grounded in community input, existing conditions, and trends as noted in the Inventory and Analysis (see Appendix E).

Although this section is organized by goal area for clarity and ease of use, the Plan is intended to be read as an interconnected system. Decisions about land use affect housing choice, transportation access, infrastructure costs, natural resource protection, economic development, and community health. Similarly, investments in parks, public services, downtown, and neighborhoods can advance multiple goals at once.

This systems-thinking approach helped shape the Plan by recognizing that Auburn's opportunities and challenges do not fit neatly within a single topic area. As a result, policies, objectives, and actions are grouped under the community goal they most directly support, but many are designed to reinforce related goals throughout the Comprehensive Plan.

The framework also reflects the priorities residents, businesses, students, service providers, City officials, board and committee members, and other participants shared throughout the planning process. Community feedback helped identify the issues that matter most to Auburn, including affordability, growth management, natural resource protection, downtown vitality, transportation choices, parks and recreation, access to services, and quality of life. The goals provide the organizing structure for these priorities, while the policies, objectives, and actions provide the path from community vision to implementation.

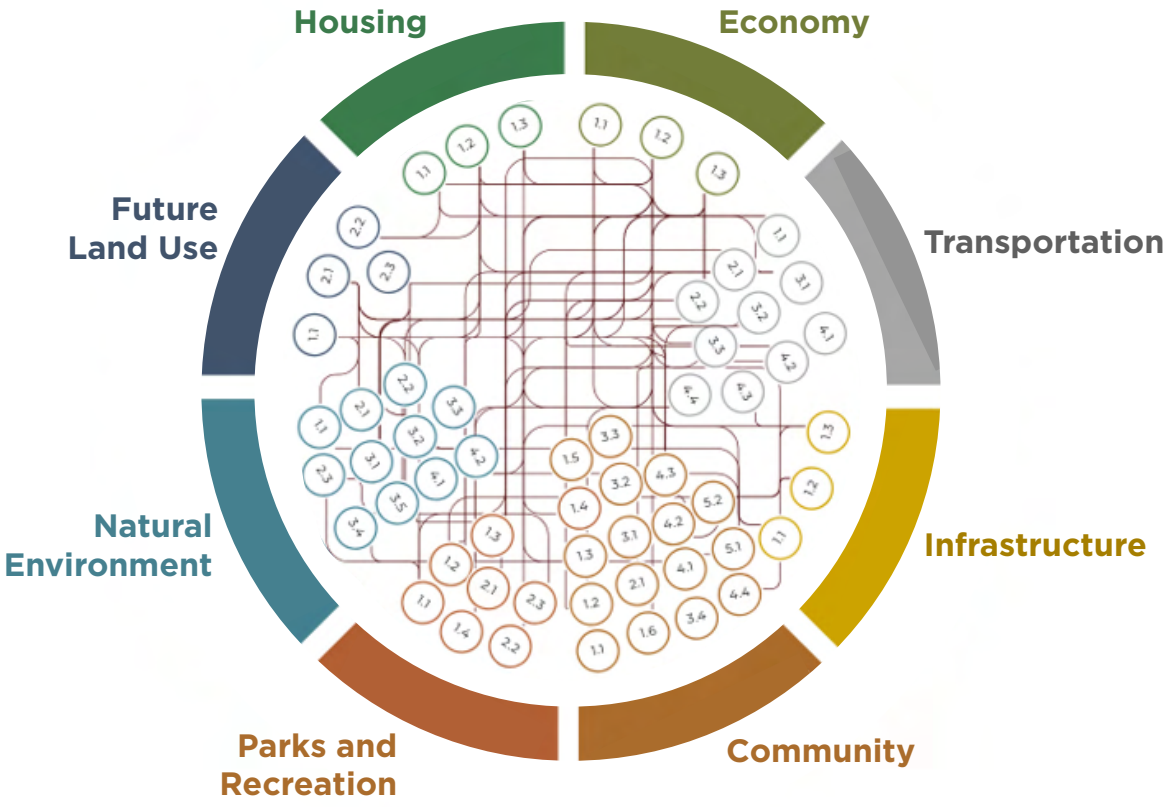
Each of the 8 goals sections outlined in this chapter follow a consistent structure:

1. **Goal statement**
2. **List of policies and objectives for that goal**
3. **How this goal makes Auburn more resilient, connected, welcoming, and intentional**
4. **What we heard from community engagement**
5. **What we learned from existing conditions and trends**
6. **Detailed explanation of each policy and accompanying objectives outlined in bullet point 2**

The goals, policies, objectives, and actions in this Plan translate Auburn's vision, guiding principles, community feedback, and existing conditions into a coordinated framework for decision-making and implementation. The goals identify the broad outcomes Auburn is working toward, based on the community's shared vision for a resilient, connected, welcoming, and intentional city. Policies describe the City's preferred direction for public decisions, regulations, investments, partnerships, and programs. Objectives define

specific priorities to organize the work needed to achieve each goal, based on community priorities and municipal capacity. Actions can be found in the Implementation Plan section of this document and provide specific tasks for the City or other responsible entities to undertake to achieve the stated objectives in this section.

Figure 44: Interrelated Policies and Objectives



This figure lists all objectives under their primary goal area and uses lines to show where related objectives connect across the Comprehensive Plan. The lines are not intended to clearly show every exact relationship or sequence of implementation. Instead, they illustrate that Auburn's plan areas are interconnected and that progress in one area often supports, depends on, or reinforces progress in another. Additional information on related objectives can be found in the Implementation Plan.



Future Land Use

Goal: Promote thoughtful land use planning that balances fiscally prudent and ecologically conscious growth with support for Auburn's existing commercial centers, neighborhoods, and rural areas.

Policy 1	Direct growth to the high-growth area to encourage compact, efficient, and fiscally responsible development.
Objective 1	Ensure land use decisions are coordinated, predictable, and supported by efficient permitting and administration.

Policy 2	Update local ordinances to align with the goals and intent of the Future Land Use Plan, including clearly defining desired scale, intensity, and location of future development, and clearly defining protective measures for natural resources, rural areas, and waterfront areas.*
Objective 1	Promote dense, mixed-use development that strengthens Auburn's economic core and creates a vibrant, walkable environment with a variety of commercial and residential uses in the High Density, High Growth areas as delineated in the Future Land Use Map.
Objective 2	Support moderate growth that provides a smooth transition from urban neighborhoods to rural landscapes in the Moderate Density, Moderate Growth areas as delineated in the Future Land Use Map.
Objective 3	Objective 3: Preserve Auburn's low-density places by protecting agricultural and natural resources and limiting development to maintain rural landscapes and environmental health in the Low Density, Low Growth areas as delineated in the Future Land Use Map.

**Indicates a State Requirement*

This goal makes Auburn more:

Resilient by directing growth to areas that can adapt to changing housing, infrastructure, economic, and environmental needs while protecting the natural resources, rural lands, and public systems that help the City endure and evolve over time.

Connected by strengthening the physical relationships among neighborhoods, downtown, commercial centers, employment areas, parks, trails, and transportation networks so residents can more easily move between the places where they live, work, learn, shop, and gather.

Welcoming by supporting a wider range of housing, services, businesses, public spaces, and neighborhood types that can meet the needs of residents of all different backgrounds, ages, incomes, and life stages.

Intentional by giving the City a clear framework for where growth should occur, where resources should be protected, and how zoning, infrastructure, and investment decisions should align with the Comprehensive Plan.

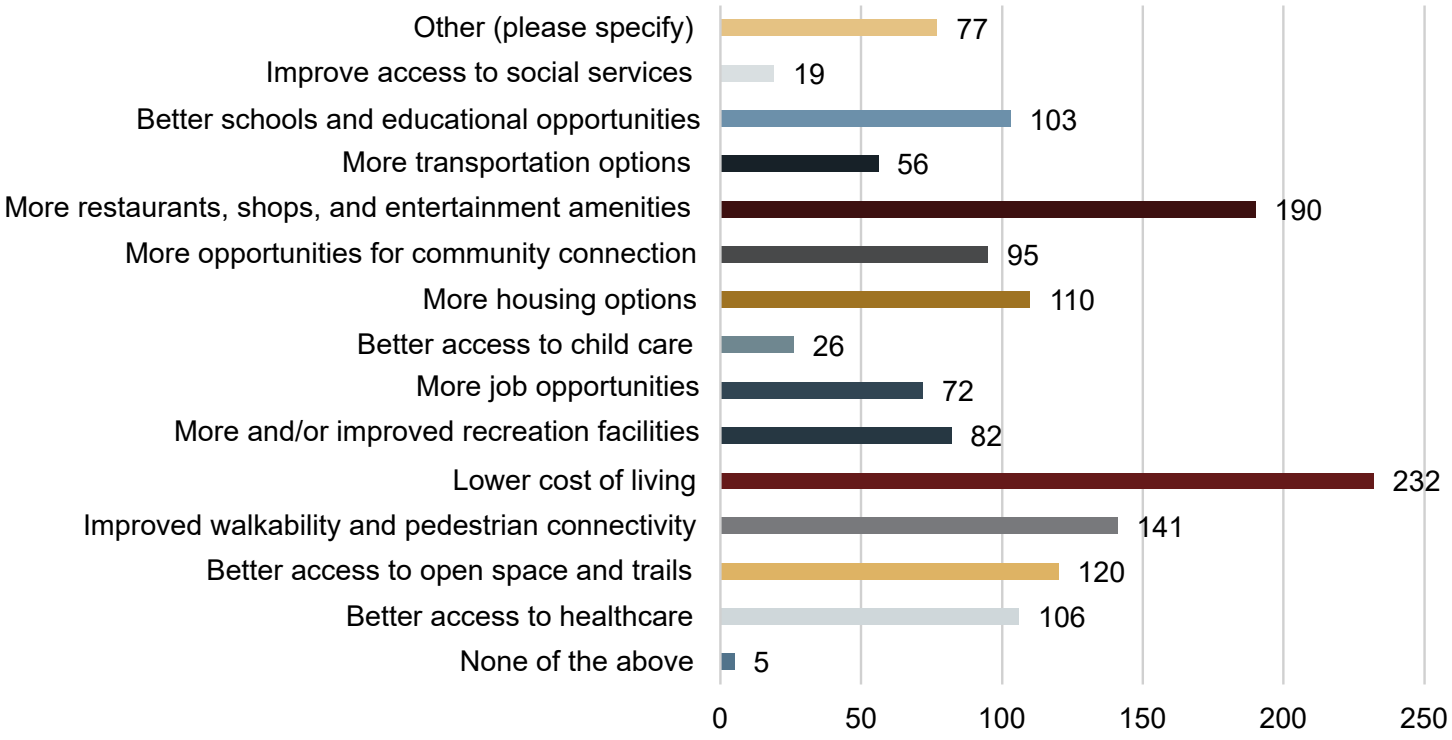
What We Heard and What We Learned

What We Heard

Community members identified cost of living, infrastructure maintenance, housing choice, and natural resource protection as important priorities for Auburn's future. Feedback also emphasized support for revitalized downtown and corridor areas, better transportation connections, and protection of Lake Auburn, Taylor Pond, farmland, forests, open space, and rural areas from development patterns that could increase infrastructure costs or weaken Auburn's natural resource base.

- In future land use engagement, participants supported downtown and key corridors for the most growth and expressed concern about sprawl, infrastructure strain, and loss of rural character.
- Low-growth area feedback favored farms and agriculture-based businesses more than large-lot homes, reinforcing support for rural preservation.

What changes would have the greatest positive impact on your family's quality of life?

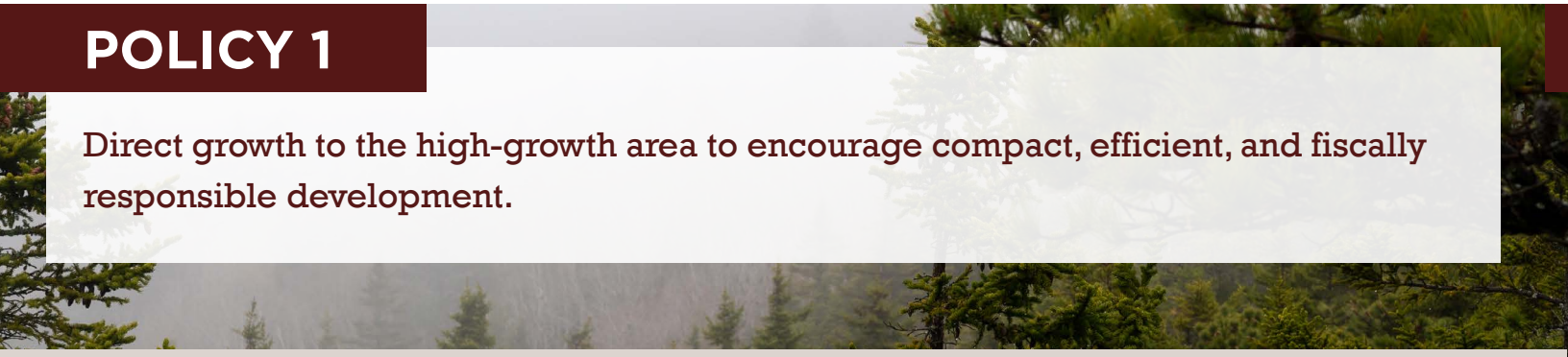


Source: Community Survey

What We Learned

- A large portion of the City's land (roughly 50%) is zoned in the AGRP District, providing opportunity for agriculture, forestry, and recreational growth.
- 65% of parcels in Auburn are within 200 feet of both water and sewer mains.
- Form-based codes apply to approximately 8% of Auburn's land area, reflecting a long-term strategy of promoting walkable, mixed-use environments in urbanized portions of the City.

POLICY 1



Direct growth to the high-growth area to encourage compact, efficient, and fiscally responsible development.

Objective 1: Ensure land use decisions are coordinated, predictable, and supported by efficient permitting and administration.

Compact growth provides a practical framework for balancing Auburn's housing, economic development, infrastructure, and natural resource priorities. Directing a greater share of future development to high-growth areas allows the City to focus growth where public water and sewer, transportation access, established neighborhoods, downtown, mixed-use centers, employment areas, and major corridors can support additional activity. This approach reflects community interest in revitalized centers and corridors, more housing choices, and better access to services while reducing pressure to extend development into rural, agricultural, recreational, conservation, and drinking water protection areas.

A compact development pattern can also support long-term fiscal endurance. Growth in areas already served by roads, utilities, emergency services, schools, parks, and other public systems can strengthen the tax base while limiting the need for costly infrastructure extensions, expanded service areas, and additional long-term maintenance obligations. This is especially important in light of community concerns about cost of living, infrastructure maintenance, and property tax burden.

Coordinated and predictable land use administration is necessary to carry out this direction consistently over time. The Future Land Use Plan should serve as a common reference point for zoning updates, development review, capital planning, and related land use decisions. Clear procedures, objective review criteria, coordinated permitting and code enforcement, trained staff, and consistent documentation help clarify expectations for applicants, residents, staff, boards, and elected officials and help ensure future decisions remain aligned with the Comprehensive Plan.

POLICY 2

Update local ordinances to align with the goals and intent of the Future Land Use Plan, including clearly defining desired scale, intensity, and location of future development, and clearly defining protective measures for natural resources, rural areas, and waterfront areas.*

**Indicates a State Requirement*

Objective 1: Promote dense, mixed-use development that strengthens Auburn's economic core and creates a vibrant, walkable environment with a variety of commercial and residential uses in the High Density, High Growth areas as delineated in the Future Land Use Map.

Objective 2: Support moderate growth that provides a smooth transition from urban neighborhoods to rural landscapes in the Moderate Density, Moderate Growth areas as delineated in the Future Land Use Map.

Objective 3: Preserve Auburn's low-density places by protecting agricultural and natural resources and limiting development to maintain rural landscapes and environmental health in the Low Density, Low Growth areas as delineated in the Future Land Use Map.

Local ordinances are the primary tools for translating the Future Land Use Plan into day-to-day development standards. The Future Land Use Plan establishes the intended pattern of growth, transition, and protection across Auburn, but the City's zoning determines how that direction is applied on individual properties. Aligning zoning with the Future Land Use Plan will help make land use decisions consistent, predictable, and transparent.

Community feedback emphasized the need for balanced development. Zoning and development standards should be tailored to the intended role of each area: higher-intensity mixed-use, residential, commercial, and employment growth in high-growth areas; compatible transition in moderate-growth areas; and conservation-oriented development limits in low-growth areas. This allows Auburn to support growth and reinvestment where it is most appropriate while maintaining protections for natural resources, rural areas, waterfront areas, and drinking water resources. It also provides a clearer basis for future ordinance updates, development review, and public decision-making.



Community

Goal: Foster a friendly and welcoming environment where all community members feel safe, engaged, and connected and are supported through strong schools, a thriving arts and culture scene, and a network of local organizations and partners.

Policy 1 Support access to lifelong learning opportunities.	
Objective 1	Maintain a high school graduation rate of 95%.
Objective 2	Support the City's elementary schools and Auburn Middle School.
Objective 3	Support youth with career and healthy living pathways for life outside of education.
Objective 4	Increase access to early learning opportunities (ages 3 – 5).
Objective 5	Consistently evaluate programming needs for the workforce and work with partners to develop programs that meet these needs.
Objective 6	Consistently evaluate programming needs for older adults and work with partners to develop programs that meet these needs.

Policy 2 Support access to services that meet the needs of the City's most highest-need residents.	
Objective 1	Develop an informed strategic and programmatic plan to address and improve the identified health and well-being priorities of Auburn residents.

Policy 3 Support a safe community through effective, coordinated, and community-focused public safety and emergency services.	
Objective 1	Improve Auburn Fire Department's ISO rating.
Objective 2	Maintain Auburn Police Department and 911 dispatch accreditation.
Objective 3	Achieve accreditation for the Fire Department through the Center for Public Safety Excellence (CPSE).
Objective 4	Achieve accreditation for the Fire Department through the Center for Public Safety Excellence (CPSE).

Policy 4	
Enhance community identity and sense of place.	
Objective 1	Deepen relationships between residents and municipal government.
Objective 2	Develop a citywide survey of historic, archaeological, and prehistoric sites.
Objective 3	Create policies for protecting and enhancing historic resources
Objective 4	Promote a vibrant, welcoming, and universally available arts and culture ecosystem.

Policy 5	
Ensure municipal services are administered efficiently and effectively.	
Objective 1	Actively pursue grants and external funding opportunities to support capital investments and minimize the local tax burden.*
Objective 2	Strengthen the role of City boards and committees in supporting effective delivery of public services and implementation of City policies.

**Indicates a State Requirement*

This goal makes Auburn more:

Resilient by strengthening support systems for residents through quality education, available services, coordinated social support, public safety, youth opportunities, and community organizations that can respond to changing community needs.

Connected by fostering relationships among residents, local organizations, schools, businesses, and municipal government while expanding opportunities for community gatherings, events, recreation, arts, culture, and civic engagement.

Welcoming by promoting participation and a sense of place for people of all ages, backgrounds, life stages, and income levels.

Intentional by investing in programs, partnerships, facilities, and policies that strengthen community connection, improve quality of life, and preserve community assets.

What We Heard and What We Learned

What We Heard

Community members noted the importance of Auburn's strong sense of community, friendly residents, quality schools, local organizations, parks and recreation opportunities, and community events. At the same time, residents expressed a desire for more opportunities for social connection, arts and cultural activities, youth programming, support for high-need populations, adult education and workforce training, and stronger coordination among service providers. Many participants also emphasized the importance of creating a stronger community fabric, supporting public safety, and expanding opportunities for youth to stay and thrive in Auburn.

- Strong community connections remain a defining asset, with 31% respondents citing people and neighbors and 19% respondents citing Auburn's sense of community among the things they value most about living in the City.
- Community members consistently emphasized Auburn's fabric as a friendly, residential, small-town community, while also describing the City as being "in transition" and seeking a more unified sense of connection.

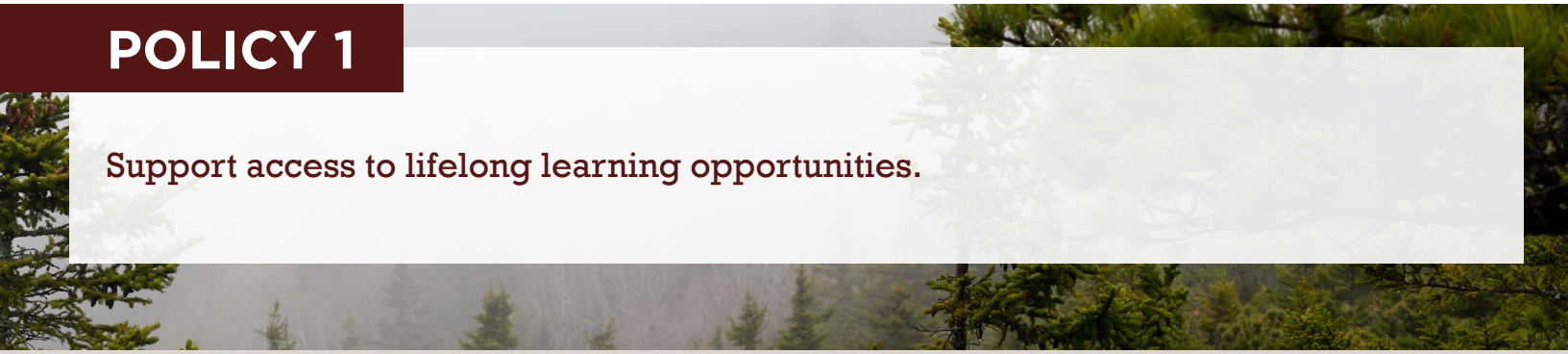
"I love the neighborhoods that exist throughout the City. I enjoy being able to go for walks along the Lake, and places like Mount Apetite. I enjoy being located in a somewhat rural setting, while also having close access to stores and restaurants. I think that the people in office and City staff care about Auburn and its future. I wish the downtown area had more businesses, and I hope the City can help small businesses thrive in our downtown by maintaining a clean and pleasant setting for business development."

Source: Community Survey

What We Learned

- Auburn's population is aging, with median age increasing. There has been growth in Auburn's 55+ aged residents, and residents age 15 – 34.
- There has been an increase in mental health calls and calls to respond to the needs of the City's unhoused population even as criminal activity has generally declined.
- The number of residents with high school or higher education degrees has grown since 2013, but Auburn still lags behind the state in higher education attainment.

POLICY 1



Support access to lifelong learning opportunities.

Objective 1: Maintain a high school graduation rate of 95%.

Objective 2: Support the City's elementary schools and Auburn Middle School.

Objective 3: Support youth with career and healthy living pathways for life outside of education.

Objective 4: Increase access to early learning opportunities (ages 3 – 5).

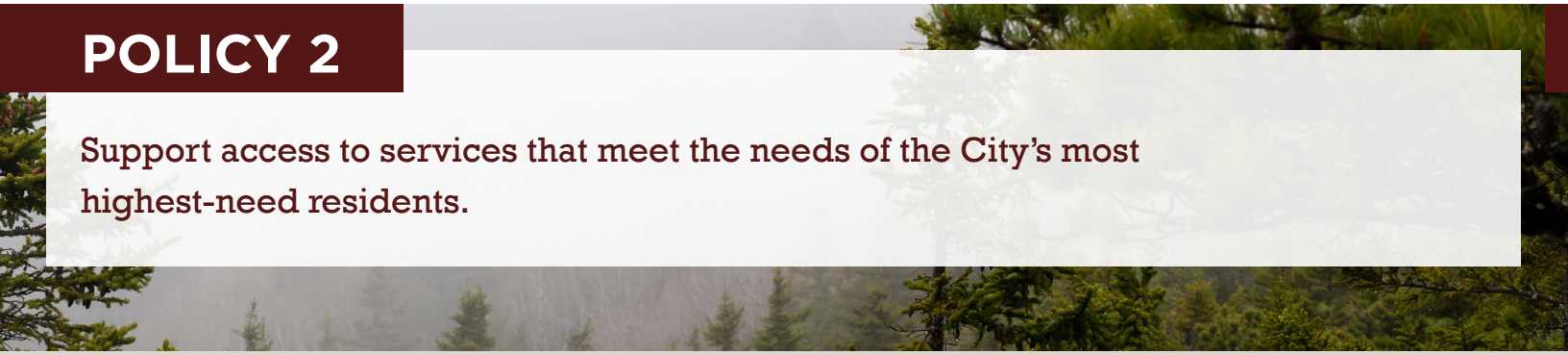
Objective 5: Consistently evaluate programming needs for the workforce and work with partners to develop programs that meet these needs.

Objective 6: Consistently evaluate programming needs for older adults and work with partners to develop programs that meet these needs.

This investment in education represents the City's commitment to its residents and the future of Auburn. In recent years, the City has made significant investments in education, including the new Edward Little High School, a new PAL center, and expanded programming at the library. The City will continue to work closely with the Auburn School Department on capital improvement needs for school facilities and collaborate with Central Maine Community College (CMCC), the Auburn Public Library, community organizations, and other educational institutions to meet the programming needs of the community.

Access to education and learning opportunities is essential to individual success, workforce readiness, and overall community well-being.

Supporting learners at every stage of life helps residents develop skills, expand knowledge, build connections, and encourages civic and community engagement. By fostering strong schools, expanding early learning opportunities, supporting youth as they transition to careers and independent living, and partnering with educational and workforce organizations to address community needs, As needs evolve, including changes in demand for workforce development skills and the unique needs of the community, the City will be prepared to support lifelong learning for all Auburn residents.



POLICY 2

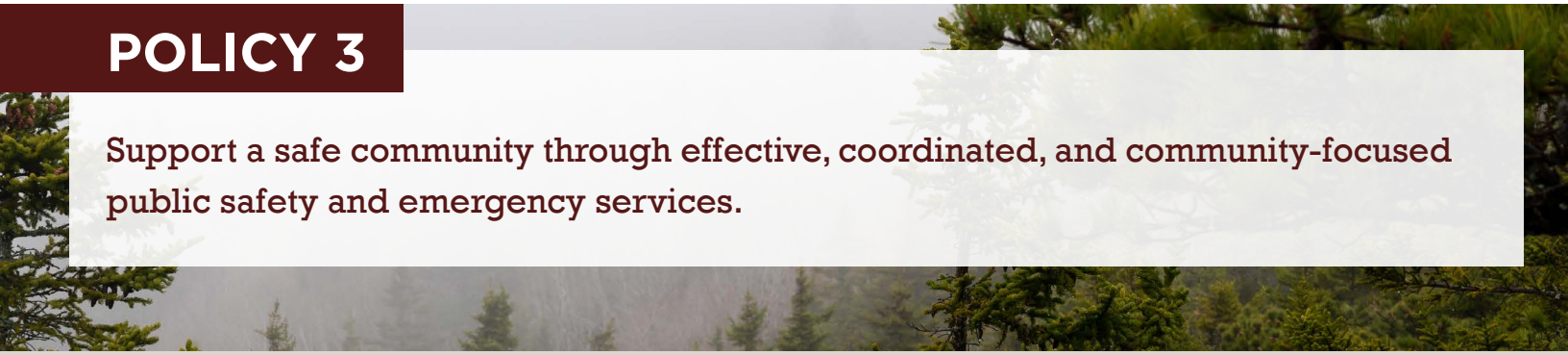
Support access to services that meet the needs of the City's most highest-need residents.

Objective 1: Develop an informed strategic and programmatic plan to address and improve the identified health and well-being priorities of Auburn residents.

As an urban area and service center, Auburn provides access to critical resources, programs, and amenities for City residents and the region. With a range of challenges facing residents related to housing insecurity and homelessness, mental health, social isolation, substance use, cultural and language obstacles, and educational needs, the City has had to adapt to the changing needs of the community.

The 2022 Maine Shared Community Health Needs Assessment (CHNA) identified mental health, substance and alcohol use, social determinants of health, and access to care as top priorities for Androscoggin County. Continuing to partner with community organizations that support health and well-being and aligning municipal recreation and community programs and initiatives with health priorities will be critical components to addressing health and well-being of residents. In addition to direct programming and support services, the land use, housing, economy, transportation, recreation, and other components of this Plan will impact public health. Issues including the availability of transportation options to access services, access to outdoor recreation, neighborhood design, and walkability all impact community health and well-being, which should be considered in decision-making. Together, these factors influence the social, economic, environmental, and physical conditions that shape residents' health, including their ability to access care, remain housed, travel safely, stay active, connect with others, and live in a clean and resilient environment.

POLICY 3



Support a safe community through effective, coordinated, and community-focused public safety and emergency services.

Objective 1: Improve Auburn Fire Department's ISO rating.

Objective 2: Maintain Auburn Police Department and 911 dispatch accreditation.

Objective 3: Achieve accreditation for the Fire Department through the Center for Public Safety Excellence (CPSE).

Objective 4: Use data to understand community safety perceptions and guide efforts to strengthen the sense of safety citywide.

Auburn's Police Department has been a leader in law enforcement in the State as the only department in Maine to maintain Advanced Law Enforcement Accreditation status. In order to maintain accreditation and continue to improve public safety, the City's Police Department will continue to support training, implementation of new technology, and community outreach.

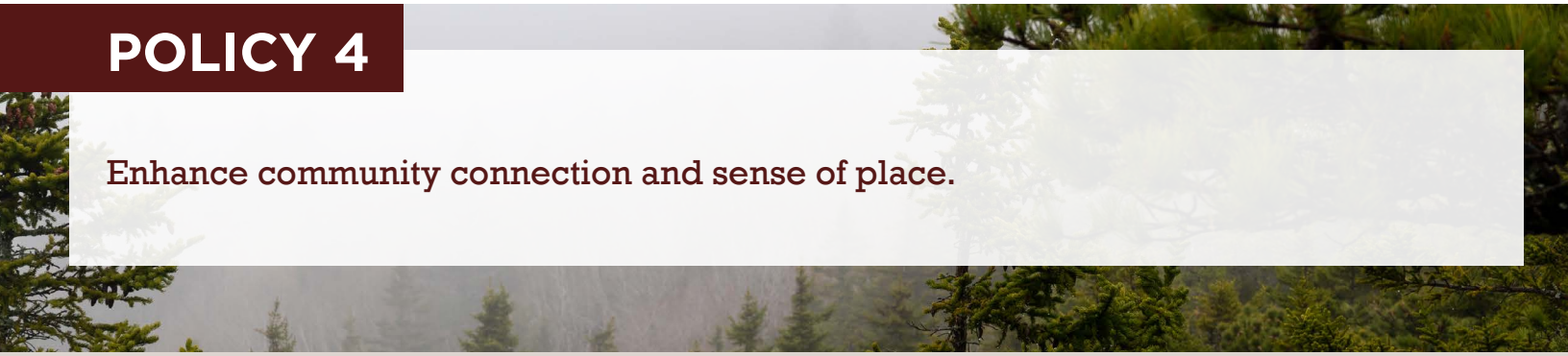
Accreditation is an important measure of the Police Department's capabilities, but is only one measure of the Department's ability to meet community needs. Future planning should also consider workload trends, calls for service, response times, staffing and vacancy levels, overtime, training requirements, traffic safety, crime trends, and other operational factors.

The new public safety facility (currently under construction) will provide expanded work space for the Police and Fire Departments to grow their teams, conduct trainings, and improve ease of access. A new space and amenities within the public safety facility can support staff retention and expand skills to improve service. These investments will support the Fire Department in achieving accreditation and improving its ISO rating, ultimately improving overall public safety in Auburn.

In addition to new technology and staffing challenges, the City's Police and Fire Departments are addressing the changing landscape of public safety, including an increase in Emergency Medical Service (EMS) calls and rise in homelessness and mental health challenges. These issues are often very visible to the public and can impact safety and the perception of safety within the community. In addition to efforts to partner with service provider and expanded training, the City's public safety departments can use community

survey data and other available data (e.g., calls for service, crime trends, crash data, disorder-related calls, and other indicators) to understand community safety perceptions and respond accordingly to build a sense of community and safety through outreach and education.

The City's law enforcement should remain a partner in coordinated community responses but should not become the default long-term solution community needs related to housing, behavioral health, addiction treatment and recovery, and other social services. The Police Department will continue to coordinate with social and behavioral health partners to best support the needs of the community.



POLICY 4

Enhance community connection and sense of place.

Objective 1: Deepen relationships between residents and municipal government.

Objective 2: Develop a citywide survey of historic, archaeological, and prehistoric sites.

Objective 3: Create policies for protecting and enhancing historic resources

Objective 4: Promote a vibrant, welcoming, and available arts and culture ecosystem.

A strong sense of place fosters community pride, strengthens connections among residents, and helps preserve Auburn's character. There are several ways in which a sense of place evolves, including through the physical characteristics of a place and through social and cultural connections. Encouraging meaningful engagement between residents and municipal government builds trust and a sense of responsibility among residents for the future of the City, and among municipal leaders for the residents they serve.

Protecting and celebrating historic and cultural resources represent the role physical spaces and landmarks in creating community fabric. Auburn's historic buildings, downtown fabric, cultural landmarks, archaeological sites, and natural features are all important elements to the City's history and evolution. Protecting and documenting significant historical assets and celebrating Auburn's history through the spaces that have defined it over time are critical to preserving community and connecting residents to the City's past.

A vibrant arts and culture environment also contributes to a community's sense of place, often bridging the past and present by creating opportunities for reflection within the context of current issues and thoughtfulness about the future. Public art, events, and arts venues can create welcoming spaces and shared experiences that bring people together, provide opportunities for self-articulation and education, and celebrate the community's creativity.

These efforts to cultivate a sense of place help reinforce community fabric, honor Auburn's heritage, and ensure that residents of all backgrounds feel connected to and invested in the community's future.

POLICY 5

Ensure municipal services are administered efficiently and effectively.

Objective 1: Actively pursue grants and external funding opportunities to support capital investments and minimize the local tax burden.*

Objective 2: Strengthen the role of City boards and committees in supporting effective delivery of public services and implementation of City policies.

**Indicates a State Requirement*

As costs for labor, materials, and resources continue to rise, the City cannot continue to provide the same level of service with the same budget. Efficient and effective municipal service delivery requires creativity and resourcefulness to help ensure that public resources are used responsibly while maintaining the quality of services residents expect. By actively pursuing grant funding and other external resources, the City can offset operating and capital costs, reducing reliance on local property taxes and minimizing the tax burden on residents.

At the same time, volunteers play an important role in municipal operations, supporting municipal programs and strengthening civic engagement. Members of municipal boards and committees contribute valuable expertise, local knowledge, and public input that help guide decision-making, advance community projects, and support the work of elected officials and staff. Together, strategic use of outside funding and volunteer contributions can help the municipality deliver services in a fiscally conscious and community-centered manner.



Housing

Goal: Ensure access to a broad range of housing options that meet the needs of the community across income levels, ages, and life stages to support current and new residents and maintain a strong workforce.

Policy 1 Ensure a supply of housing in a variety of types and sizes that meet the wide-ranging needs of residents, support right-sized living options, and avoid creating cost burdens for households.	
Objective 1	Adopt and achieve the City's housing goals informed by the Auburn Housing Needs Assessment.
Objective 2	Strengthen the City's regulatory structure to create a predictable, development-ready environment and help ensure that land use controls encourage the development of quality housing for renters and owners. *
Objective 3	Eliminate chronic homelessness, rehouse individuals who become unhoused within 90 days, and prevent those who are susceptible and are unsafe due to violence from becoming unhoused.

**Indicates a State Requirement*

This goal makes Auburn more:

Resilient by increasing the availability of housing options that allow residents to remain in Auburn through changing life stages, economic conditions, and household needs while supporting workforce recruitment, retention, and long-term community stability.

Connected by encouraging housing development in locations that provide access to jobs, schools, transportation, parks, services, and community amenities while supporting mixed-income neighborhoods and strong neighborhood relationships.

Welcoming by creating housing opportunities for people of different income levels, ages, family sizes, and abilities, including first-time homebuyers, older adults, workforce households, families, and those experiencing housing insecurity.

Intentional by aligning housing policies, investments, and development patterns with community needs and infrastructure capacity while directing development to appropriate locations, protecting natural resources, and maintaining rural areas.

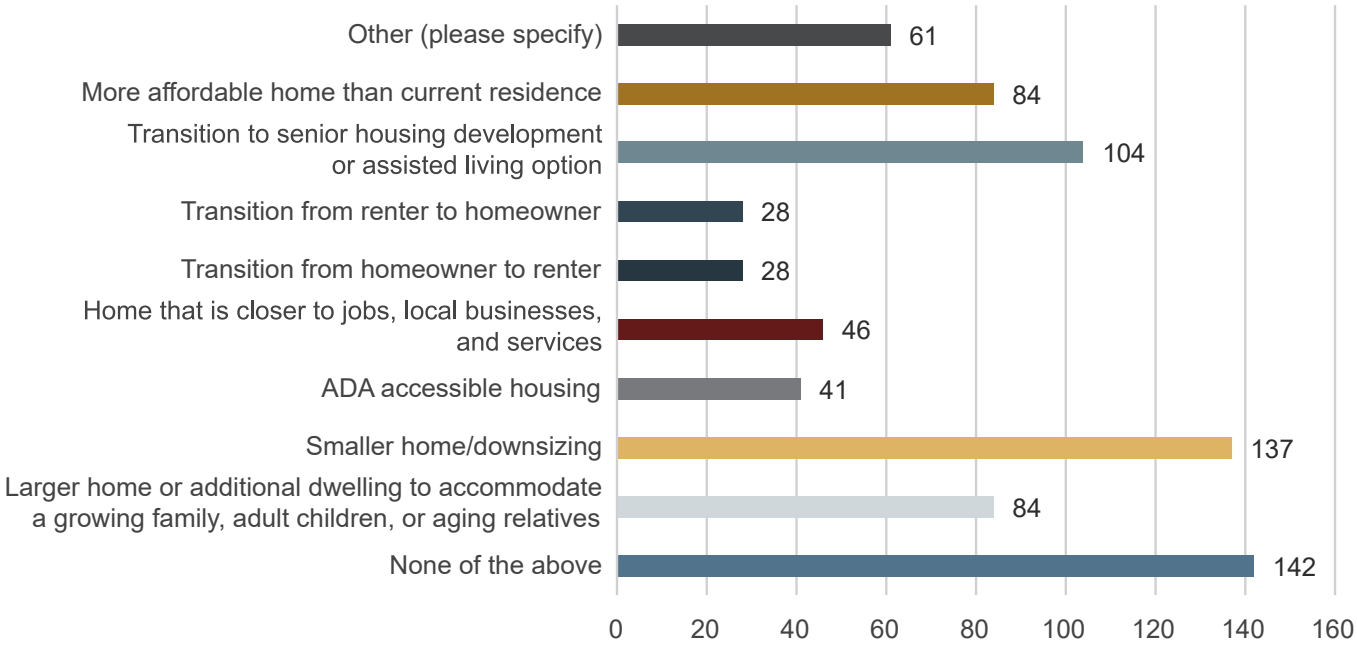
What We Heard and What We Learned

What We Heard

Community members identified housing affordability, housing availability, and housing variety as some of Auburn's most significant challenges and future priorities. Residents expressed a need for housing at a variety of price points and formats and options that allow residents to downsize or age in place. Participants supported directing new housing toward areas with existing infrastructure, redeveloping vacant and underutilized properties, encouraging mixed-use and infill development, and addressing housing insecurity. Housing was consistently identified as a critical factor in supporting economic development, attracting and retaining workers, and maintaining Auburn's status as an attractive place for current and future residents.

- Housing affordability was one of the community's most significant concerns, with 44% of Community Survey respondents identifying a lower cost of living as the change that would most improve their quality of life.
- The need for additional emergency and overnight housing options was a clear priority among unhoused residents, with "more places to stay safely overnight" receiving more votes than any other response in the Drop-In Center engagement activity.
- Housing was the top future investment priority identified by focus group participants, receiving more votes than infrastructure, transportation, parks, and education combined.

How do you see your household's housing needs changing in the next 10 years?



Source: Community Survey

What We Learned

Since 2020, the cost of housing has increasingly become a concern, especially for the City's 4,268 renter households, which make up 41% of total households. In addition, the City continues to face challenges related to housing quality and safety and decline of an aging housing stock. The recently completed Auburn Housing Needs Assessment (October 2024) provides insight into the gap in housing units needed to meet existing demand, the type and cost of housing needed to support current households, and the projected demand for additional housing based on growth estimates.

- Auburn is projected to need approximately 1,300 to 1,400 additional housing units by 2030, yet current production trends leave the City substantially behind that target.
- Auburn has seen an increase of more than 150% in the median home price from 2013 to 2023; in 2023, nearly 72% of households were unable to afford the median home price based on annual household income.
- Household demographics and housing supply are increasingly misaligned: 70% of households contain 1 or 2 people, but only 20% of housing units are studios or 1-bedroom homes.

POLICY 1

Ensure a supply of housing in a variety of types and sizes that meet the wide-ranging needs of residents, support right-sized living options, and avoid creating cost burdens for households.

Objective 1: Adopt and achieve the City's housing goals informed by the Auburn Housing Needs Assessment.

Objective 2: Strengthen the City's regulatory structure to create a predictable, development-ready environment and ensure that land use controls encourage the development of quality housing for renters and owners.*

Objective 3: Eliminate chronic homelessness, rehouse individuals who become unhoused within 90 days, and prevent those who are susceptible and are unsafe due to violence from becoming unhoused.

**Indicates a State Requirement*

Auburn's housing strategy focuses on reducing housing cost burden (defined as a household spending more than 30% of its income on housing) expanding the range of housing options available to residents, and supporting people experiencing homelessness or housing instability. The City's recent housing goals establish a near-term target of adding 1,300-1,400 new housing units by 2030, providing a measurable benchmark for tracking progress and aligning land use, infrastructure, and partnership decisions with community need. As Auburn grows and its demographics continue to change, the City will need housing that reflects different household sizes, income levels, ages, abilities, and life stages. This includes options for young adults entering the housing market, families seeking larger homes, older adults who want to remain in the community, workers who support the local economy, and other residents whose current housing no longer fits their needs.

Reducing cost burden requires more than increasing the number of homes. It requires aligning housing production, land use regulations, infrastructure investment, redevelopment opportunities, and partnerships so households have access to homes that fit their budgets and daily needs. The Auburn Housing Needs Assessment provides an important basis for setting measurable housing goals, tracking progress, and updating priorities as market conditions and community needs change. The City's role is to use this information to guide policy, remove unnecessary municipal obstacles, support redevelopment and infill where appropriate, and coordinate with public, private, nonprofit, regional, and state partners.

A predictable regulatory environment is central to this work. Clear standards, coordinated permitting, and zoning that supports a broader spectrum of housing types can help reduce uncertainty for applicants, residents, staff, boards, and elected officials. These tools support the development of quality rental and ownership opportunities while directing growth to locations with appropriate infrastructure, services, transportation access, and community amenities. Housing policies also connect to economic development, transportation, infrastructure, parks, and public service goals because housing availability affects workforce stability, access to jobs and services, household transportation costs, neighborhood vitality, and long-term fiscal endurance.

The City also recognizes that housing stability is essential to individual well-being and community health. Supporting people who are experiencing homelessness, preventing susceptible people from becoming unhoused, and coordinating treatment, recovery, and supportive services are necessary parts of a complete housing strategy. Auburn cannot address these needs alone, but it can help create the local policy framework, partnerships, service coordination, and land use conditions needed to support interim and permanent housing pathways. Together, these objectives position housing as a core community priority that supports Auburn's resilience, economic strength, public health, and ability to remain a welcoming place for current and future residents.



Economy

Goal: Support a resilient economy that provides quality jobs, fosters innovation, and strengthens local businesses and industries while providing quality education and training for people of all ages.

Policy 1

Maintain and expand a varied economy in Auburn by increasing employment across the City and employment of Auburn residents and increasing the area median income (AMI) and the property tax base.

Objective 1	Utilize targeted business retention strategies, industry cluster analyses, and available financing tools to invest in priority activity areas.
Objective 2	Reduce transportation, housing, childcare, education and training, and zoning obstacles for employers and employees.
Objective 3	Advance regional economic priorities and actively market the City's economic assets.

This goal makes Auburn more:

Resilient by supporting a wide-ranging economic base, strengthening local businesses, attracting new industries, developing a skilled workforce, and creating employment opportunities that can adapt to changing economic conditions.

Connected by linking residents to jobs, education, training opportunities, transportation, local businesses, and regional economic assets while fostering collaboration among employers, educators, workforce organizations, and economic development partners.

Welcoming by creating pathways for people of varying backgrounds to participate in Auburn's economy through education, job training, entrepreneurship, and employment opportunities.

Intentional by aligning economic development efforts with community priorities, infrastructure investments, workforce needs, housing availability, and land use planning to create maintainable and strategic growth.

What We Heard and What We Learned

What We Heard

Community members highlighted economic growth, workforce development, business attraction, and support for local businesses as critical priorities for Auburn's future. Residents expressed a desire for Auburn to become more of a destination community with a stronger downtown, more restaurants, entertainment options, retail opportunities, and community events. Employers and business owners cited workforce shortages, housing affordability, and employee retention as significant challenges affecting growth. Participants also emphasized the importance of education, adult learning, trade programs, entrepreneurship, support for small businesses, redevelopment of key commercial areas, and continued investment in industrial and employment centers.

- Community members identified economic opportunity as a key priority, with 36% of survey respondents selecting more restaurants, shops, and entertainment

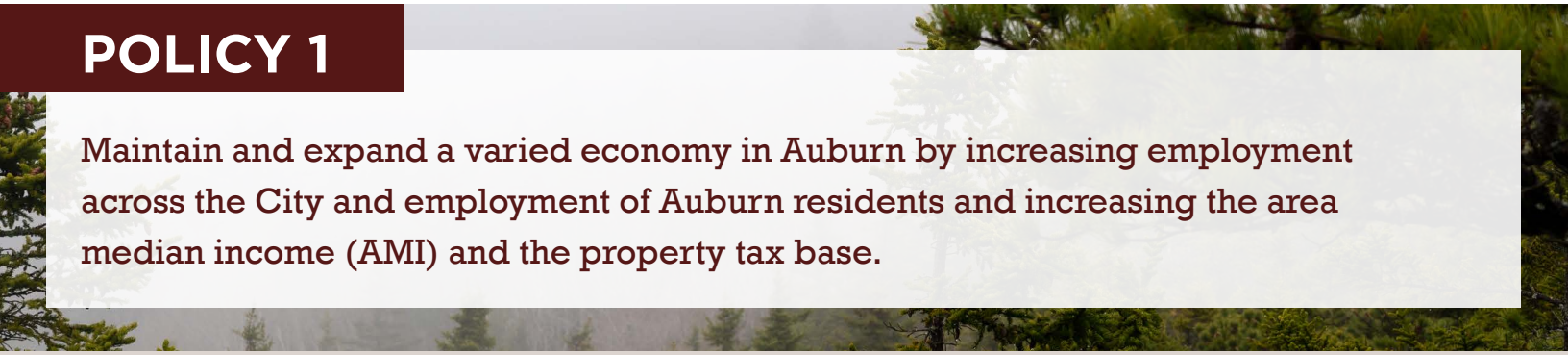
amenities as a change that would improve quality of life.

- Support for local businesses and downtown and commercial corridor revitalization were among the highest-ranked economic development priorities during engagement activities.
- In discussions with business owners, workforce shortages were consistently identified as a challenge affecting restaurants, trades, construction, and other industries.

What We Learned

- The median household income in Auburn has increased in the past decade but remains slightly below both county and state averages.
- From 2013 to 2023, the working-age population (ages 20 to 64) declined both as a percentage of the total population and in total numbers.
- Auburn employment by industry sector indicates that the top 3 sectors account for approximately 45% of Auburn's employment; retail trade leads at 19.5%, followed by healthcare and social assistance (13.6%) and manufacturing (12.1%).

POLICY 1



Maintain and expand a varied economy in Auburn by increasing employment across the City and employment of Auburn residents and increasing the area median income (AMI) and the property tax base.

Objective 1: Utilize targeted business retention strategies, industry cluster analyses, and available financing tools to invest in priority activity areas.

Objective 2: Reduce transportation, housing, childcare, education and training, and zoning obstacles for employers and employees.

Objective 3: Advance regional economic priorities and actively market the City's economic assets.

Auburn's economy is shaped by its position as a regional service center, its access to major transportation corridors, its industrial and commercial land base, and its relationship with Lewiston and the broader Androscoggin County economy. The City supports a wide range of employers, small businesses, industrial users, service providers, educational institutions, and redevelopment opportunities that together provide a foundation for long-term economic strength. Maintaining this variety is important to support quality jobs, expand the local tax base, increase household incomes, and help Auburn remain competitive within the region.

Economic development is closely connected to housing, transportation, childcare, education, training, infrastructure, and land use. Employers need access to workers, and workers need access to housing, transportation, childcare, and career pathways that allow them to participate in the local economy. For this reason, this plan's economic policies focus not only on business attraction and retention, but also on reducing obstacles that affect employers and employees, aligning workforce development with industry needs, and coordinating public investments with areas where growth and redevelopment are most appropriate. To understand current market conditions and obstacles to economic investment and further define economic needs, the City will create an Economic Development Strategic Plan.

Over the next decade, the City will emphasize targeted business retention, industry cluster analysis, financing tools, regional coordination, and strategic marketing of Auburn's economic assets. The City also recognizes the importance of priority activity areas, including downtown, major commercial corridors, industrial areas, the Auburn Mall area, Exit

75, airport and rail-related assets, and other locations where infrastructure, land availability, and market activity can support future investment. Together, these objectives position economic development as a coordinated effort to strengthen Auburn's role in the region while supporting local businesses, residents, and long-term fiscal stability.



Transportation

Goal: Develop a safe, efficient, and universally available multimodal transportation network and traffic management solutions that connect people to places throughout the City and region.

Policy 1	
Provide a network of intercity and intracity public transportation that meets the community's needs.	
Objective 1	Collaborate with partners to regularly evaluate public transportation needs and implement the findings from transportation studies.

Policy 2	
Provide a network of active transportation options that meet the need of users of all ages and abilities.	
Objective 1	Improve connectivity of intercity and intracity active transportation infrastructure.
Objective 2	Generate and share accurate data, maps, and information on active transportation routes.

Policy 3	
Provide, maintain, and improve the City's road network.	
Objective 1	Implement Auburn's Vision Zero Resolve.
Objective 2	Update road and parking standards.
Objective 3	Increase access and efficiency between key areas of the City by maintaining and improving the City's road and sidewalk infrastructure in the most cost-effective manner.

Policy 4	
Strengthen Auburn's position as a regional freight, logistics, and industrial center.	
Objective 1	Improve efficiency, coordination, and funding competitiveness through integrated management of publicly controlled freight and logistics assets.
Objective 2	Protect public investment in airport and rail infrastructure through compatible land use planning, airspace protection, and corridor preservation.

Objective 3	Support plan-driven, right-sized investment in airport, rail, and intermodal infrastructure while streamlining local review for projects consistent with adopted plans.
Objective 4	Recognize and protect Auburn's airport, rail corridors, and intermodal facilities as regional and statewide significant components of Maine's multimodal freight and transportation system.

This goal makes Auburn more:

Resilient by proactively investing in roads, sidewalks, trails, and transit to reduce dependence on any single mode of travel and improve regional mobility.

Connected by providing transportation options that help residents, businesses, and visitors reliably access jobs, education, healthcare, services, and recreation while boosting connections between neighborhoods.

Welcoming by creating transportation options that are safe, available, and functional for people of all ages, abilities, income levels, and travel preferences.

Intentional by coordinating transportation investments with land use planning and environmental goals to improve long-term mobility outcomes.

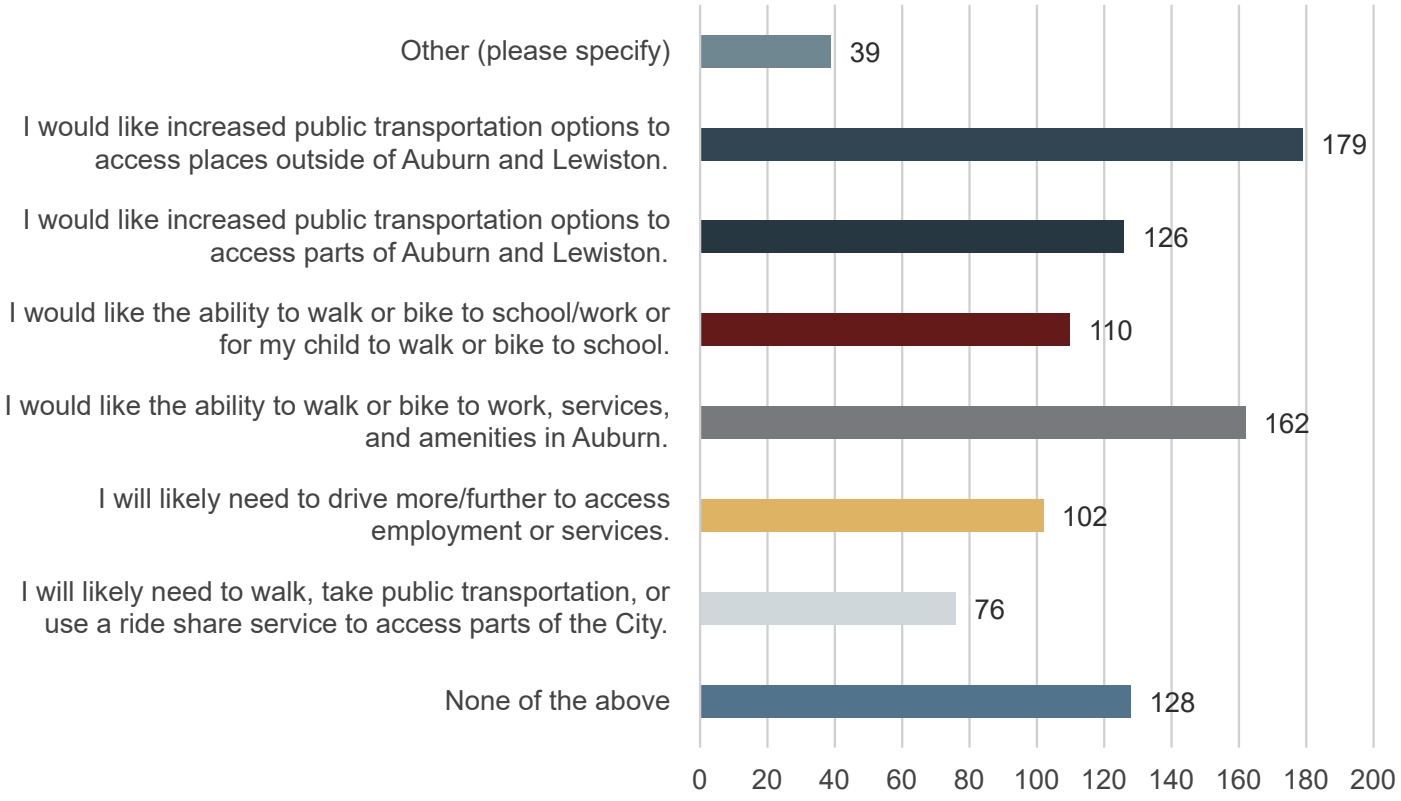
What We Heard and What We Learned

What We Heard

Community members expressed a desire for safer streets, expanded sidewalks, improved bicycle infrastructure, better trail connectivity, and more public transportation options. Traffic congestion, road maintenance, and incomplete bicycle and walking infrastructure were most frequently cited as challenges affecting mobility and access to essential services. Participants emphasized the importance of walkable neighborhoods, improved access to downtown, stronger regional connections, safer pedestrian infrastructure, and investments that make it easier to travel between neighborhoods.

- Residents most wanted to be able to walk or bike to everyday community destinations, with parks/playgrounds and downtown emerging as the top responses.
- Improved access to public transportation and enhanced ability to walk and bike were among the highest-ranked community investment priorities.
- Auburn's location within the region and state was the community's most valued asset according to the Community Survey, selected by 36% of survey participants.

How do you see your (and your family's) transportation needs changing in the next 10 years?



Source: Community Survey

What We Learned

Auburn, located along the Androscoggin River and situated approximately 25 miles from Portland and 35 miles from Augusta, serves as a population, employment, and transportation center for Androscoggin County and the region.

- Auburn's transportation role extends beyond local mobility; the City serves as a regional hub for freight, logistics, air transportation, and commuting.
- Traffic volume in Auburn has broadly increased across road locations from 2020 to 2023.
- In Androscoggin County, there are an estimated 4,130 households without a car, and the estimated annual transportation budget for a family of 4 is the lowest among all Maine counties.

POLICY 1

Provide a network of intercity and intracity public transportation that meets the community's needs.

Objective 1: Collaborate with partners to regularly evaluate public transportation needs and implement the findings from transportation studies.

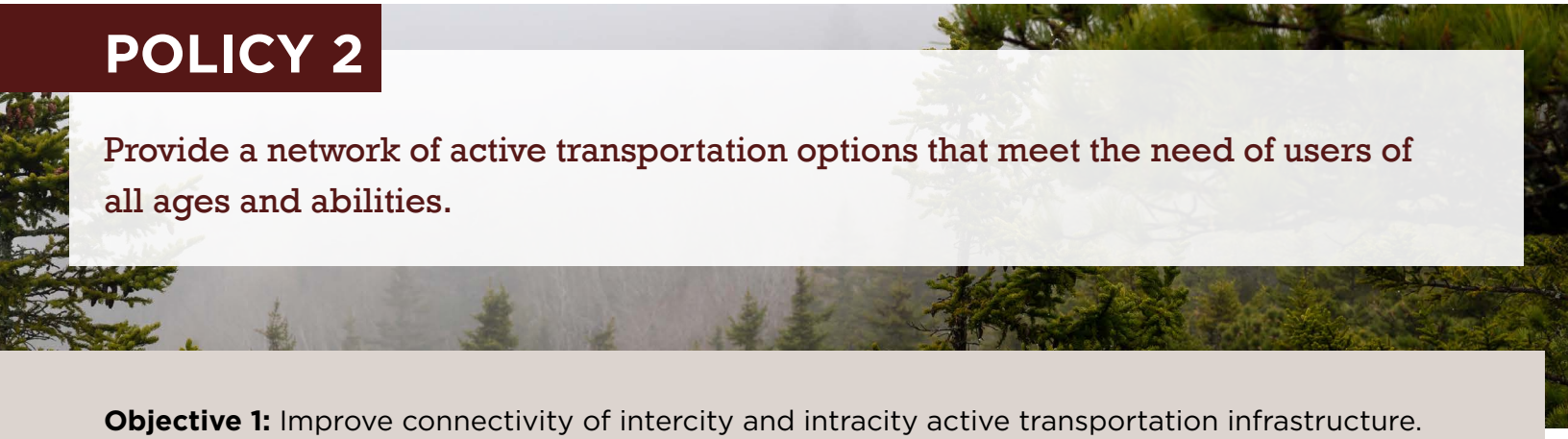
Public transportation plays a vital role in economic activity and quality of life. Many Auburn residents and employees rely on transit, walking, or biking to access jobs, school, healthcare, shopping, and community services, including youth and those who might not have access to a personal vehicle.

Intracity transit options provide important connections for residents and expand mobility options beyond bikeable and walkable areas for those without a personal vehicle. For non-driving residents, public transportation is critical for accessing work, school, and services and allows residents to stay connected to their community. When considering intracity transit, the availability, frequency, cost, and reliability of service should be considered relative to the needs of those who regularly rely on public transportation.

Intercity transportation connects City residents to regional employment centers, educational institutions, and other destinations in the region. It also brings residents from outside the City to jobs, services, and amenities in Auburn, expanding opportunities for residents and making the City a more desirable place to live and work.

Together, the intracity and intercity transit network impacts how land is used and development potential, thus impacting economic opportunity. Transit functions more efficiently in areas of denser development and where appropriate uses are clustered (e.g., office uses near retail centers, housing near services). The existing transit network should be considered in future land use decisions, and likewise, development potential should be factored into decisions about transit expansion or changes to routes. Coordination among City staff and transit partners is essential for effective long-term planning.

POLICY 2



Provide a network of active transportation options that meet the need of users of all ages and abilities.

Objective 1: Improve connectivity of intercity and intracity active transportation infrastructure.

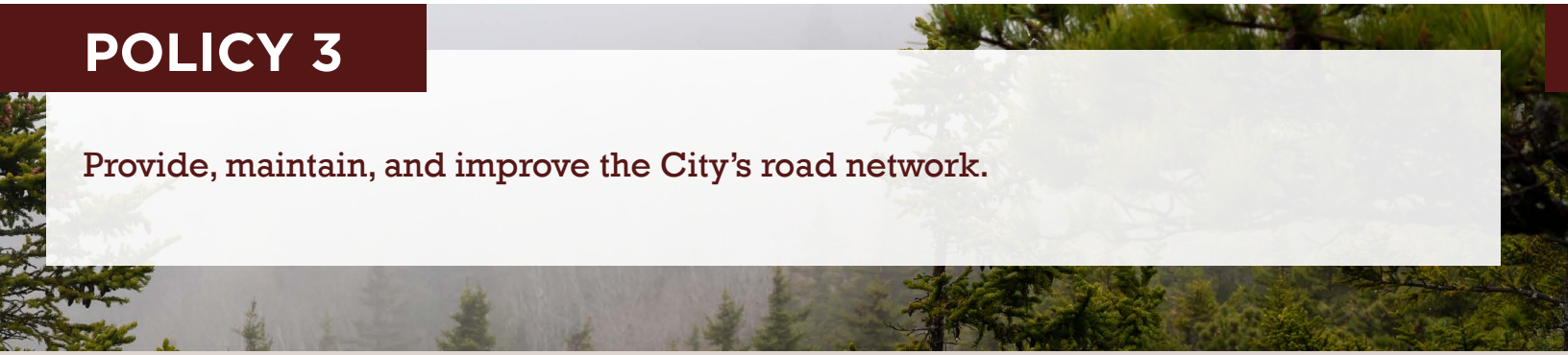
Objective 2: Generate and share accurate data, maps, and information on active transportation routes.

Active transportation refers to any form of human-powered mobility used to get from one place to another. While the most common forms of active transportation are walking and bicycling, the rise of electronic bikes (e-bikes) and scooters has expanded the ways in which people travel and broadened the range of people who can use active transportation.

Expanding the City's active transportation network and improving safety for users have been priorities for Auburn for many years. The City's Pedestrian Safety Mitigation Plan (2019) identified key areas for improvements to address safety concerns and the Auburn Safety Action Plan (2025) provides a roadmap for roadway safety improvements. Off-road trails, including the Riverwalk, provide safe opportunities for mobility and recreation. The proposed expansion of the Riverwalk will increase access to the trail and connect residents to downtown Auburn.

An available and well-connected active transportation network expands mobility options for all users and supports public health, environmental resilience, and quality of life. Safe and convenient options for walking, bicycling, and other forms of active transportation help residents of all ages and abilities travel within the community and connect to destinations beyond it. By improving network connectivity and providing accurate, up-to-date information on routes and facilities, Auburn can expand transportation choices, reduce obstacles to mobility, and encourage more people to incorporate active transportation into their daily lives.

POLICY 3



Provide, maintain, and improve the City's road network.

Objective 1: Implement Auburn's Vision Zero Resolve.

Objective 2: Update road and parking standards.

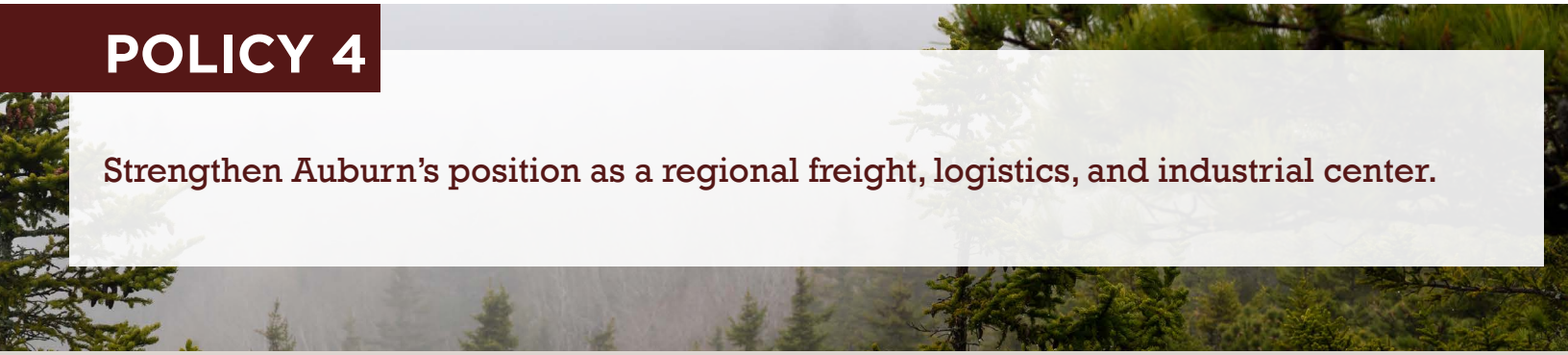
Objective 3: Increase access and efficiency between key areas of the City by maintaining and improving the City's road and sidewalk infrastructure in the most cost-effective manner.

A safe, reliable, and efficient transportation network is essential to Auburn's economic vitality, quality of life, and long-term resilience. Streets, sidewalks, and parking facilities connect residents to jobs, services, schools, and recreational opportunities while supporting the movement of people and goods throughout the City. By advancing the Vision Zero Resolve, the City will be committing to creating safe streets for all users, recognizing that all community members should be able to move around Auburn safely.

The recently completed Auburn Safety Action Plan (2025) was a collaborative effort between the City and the Androscoggin Transportation Resource Center (ATRC) to understand safety challenges for the City's transportation network and identify priority areas for safety improvements for all roadway users. An action plan was developed, incorporating community input and, through an equity lens, understanding that the most high-need and at-risk roadway users are often those with the fewest resources. While efforts have been made to address pedestrian safety, significant improvements are needed to undo roadway reconfigurations from past decades that prioritized automobiles and created unsafe conditions for pedestrians and cyclists.

By updating roadway and parking standards and strategically maintaining and improving infrastructure, Auburn can enhance safety, strengthen connectivity, and make the most effective use of public resources to meet current and future transportation needs. Addressing infrastructure needs and modernizing road and parking standards will support the community's vision for creating a more available and connected City. While most Auburn residents drive, a majority of survey respondents would like to be able to walk to more places, reflecting the impact of walkability on quality of life and sense of community.

POLICY 4



Strengthen Auburn's position as a regional freight, logistics, and industrial center.

Objective 1: Improve efficiency, coordination, and funding competitiveness through integrated management of publicly controlled freight and logistics assets.

Objective 2: Protect public investment in airport and rail infrastructure through compatible land use planning, airspace protection, and corridor preservation.

Objective 3: Support plan-driven, right-sized investment in airport, rail, and intermodal infrastructure while streamlining local review for projects consistent with adopted plans.

Objective 4: Recognize and protect Auburn's airport, rail corridors, and intermodal facilities as regional and statewide significant components of Maine's multimodal freight and transportation system.

Auburn's strategic location and transportation assets position the City as an important hub for freight movement, logistics, and industrial activity within the region and as a critical node to connect to national and international markets. The City's airport, rail corridors, and intermodal facilities are important and underutilized assets that the City can leverage to generate economic growth. Managing land use and safety along rail corridors requires coordination among numerous entities. Collaborating with municipalities and State agencies can help Auburn align investments and decisions with the broader vision for the rail corridors and the region's industrial future.

As the region grows and experiences economic changes, the ability for industry to adapt and respond to the market will depend on the City's investment and prioritization of transportation and logistics asset. By continuing to invest and support airport and rail infrastructure, including protection of airspace, planning for utility infrastructure expansion, and coordinating compatible land uses along rail corridors and near the airport, the City will be in a strong position to support business competitiveness and economic growth.

By coordinating the management of these assets, protecting critical transportation infrastructure and corridors, and investing in improvements and infrastructure expansion that align with long-term future land use and development plans, Auburn can strengthen its role as a logistics and industrial center and enhance the efficiency and resiliency of the broader transportation network.



Natural Environment

Goal: Preserve and enhance the City's natural environment and agricultural tradition to protect water quality, improve food access, promote public health, provide connected wildlife habitats, and respond to the impacts of climate change.

Policy 1	
Protect and improve the water quality and health of all of Auburn's water bodies.	
Objective 1	Meet or exceed state-designated water quality standards for all waterbodies.

Policy 2	
Support the protection of natural resources like wetlands, vernal pools, threatened and endangered species, wildlife habitat blocks, and open space. *	
Objective 1	Ensure that land use ordinances are consistent with applicable state laws regarding natural resource protection.
Objective 2	Encourage public/private partnerships to protect critical and important natural resources.
Objective 3	Generate and share accurate data, maps, and information on natural resources.

Policy 3	
Protect Auburn's agricultural lands and forests.	
Objective 1	Support access to locally grown and sourced food and support the agriculture economy.
Objective 2	Support farming in Auburn.
Objective 3	Improve management of forests on City-owned woodlots.
Objective 4	Improve protection and management of the City's street trees and urban canopy.
Objective 5	Support private property owners in managing and preserving their forest land.

Policy 4	
Address climate resiliency concerns and plan for the impacts of climate change.	
Objective 1	Develop a climate action plan, with a vulnerability assessment and heat-trapping gases inventory
Objective 2	Maintain membership in the Community Resilience Partnership.

This goal makes Auburn more:

Resilient by protecting critical natural resources, strengthening local food systems, preserving forests and farmland, improving water quality, and preparing for the impacts of climate change and extreme weather.

Connected by linking residents to parks, trails, open spaces, waterways, agricultural resources, and natural landscapes while supporting habitat connectivity, ecological health, and recreational access.

Welcoming by providing residents and visitors access to enjoy clean water, open spaces, healthy ecosystems, local food resources, and recreational opportunities that contribute to quality of life, public health, and community well-being.

Intentional by directing growth to appropriate locations and making coordinated investments that balance conservation, recreation, economic development, and climate adaptation.

What We Heard and What We Learned

What We Heard

Community members identified Auburn's natural resources, agricultural history, parks, trails, forests, open spaces, and water resources as some of the City's greatest strengths. Residents frequently highlighted the importance of protecting Lake Auburn, preserving farmland, maintaining wildlife habitat, improving water quality, and conserving open space as the community grows. Participants expressed concern about climate change, invasive species, extreme weather, urban sprawl, and development impacts on natural resources. Many residents supported directing growth toward developed areas while strengthening conservation, environmental stewardship, climate resilience, and local food systems.

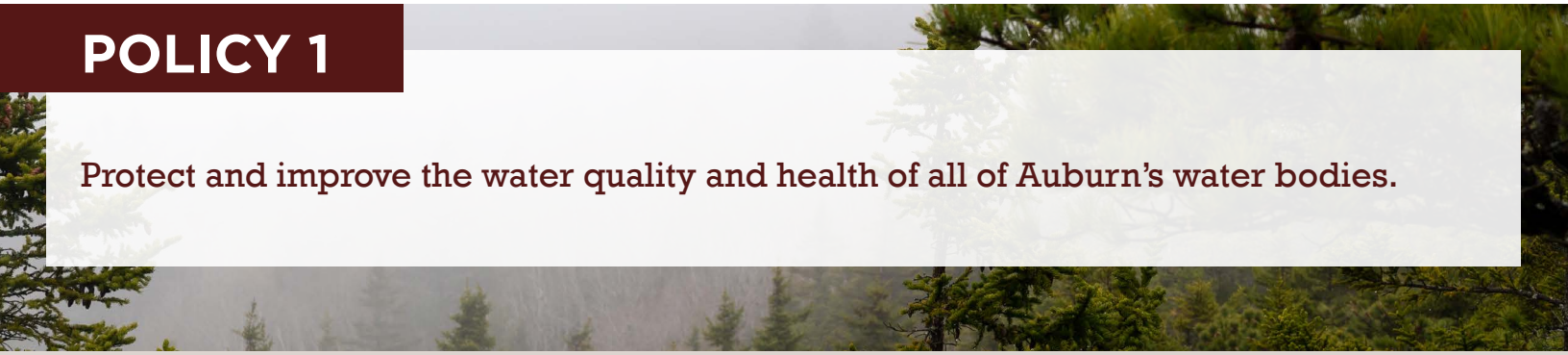
- When asked how to protect water and natural resources, preserving Lake Auburn water quality was the most frequently cited theme.
- For forest protection, participants most often supported directing growth to already developed areas and conserving forests and open space.
- For the Agriculture and Resource Protection Zone, respondents more often favored keeping it as-is than expanding the range of uses.
- Environmental stewardship emerged as the community's top Framework for creating this plan.

What We Learned

Auburn has a wide array of natural and water resources that contribute to the community's rich history, quality of life, economic vitality, and environmental health. These natural resources—freshwater wetlands, rivers, lakes, and forested areas—are important to the City's design and fabric, and environmental protection continues to be a priority for the community.

- The Lake Auburn Watershed covers approximately 15 square miles and serves as a source of drinking water for both Auburn and Lewiston.
- Auburn contains extensive ecological resources, including wetlands, vernal pools, habitat blocks, rare species areas, and approximately 7 mapped deer wintering areas.
- Auburn has about 75 acres of solar development built or approved in the Agriculture and Resource Protection District as of June 2025.
- The number of farms in Androscoggin County declined by 22% and the total acreage of land in farms declined by 23% between 2017 and 2022.
- At the time of the 2019 The Auburn Public Woodlots Forest Management Plan, the City's 7 woodlots combined to total 552 acres, with 475 acres of productive forest land.

POLICY 1



Protect and improve the water quality and health of all of Auburn's water bodies.

Objective 1: Meet or exceed state-designated water quality standards for all waterbodies.

Auburn's lakes, ponds, rivers, streams, wetlands, and watersheds are central to the City's essence and regional role as a steward of important water resources. Water quality generally refers to the physical, chemical, and biological condition of water and whether it can support uses such as drinking water, recreation, agriculture, fisheries, wildlife habitat, and ecological health. This work is especially important because Lake Auburn serves as a drinking water source for Auburn and Lewiston, while the Androscoggin River, Little Androscoggin River, Taylor Pond, and other water resources shape Auburn's ecological conditions, recreational access, and community essence.

Protecting water quality requires coordinated Approaches across disciplines. Development patterns, impervious surfaces, septic systems, road maintenance, agricultural practices, forestry activities, erosion, invasive species, and changing precipitation patterns can all affect runoff, pollutant loading, temperature, habitat, and the overall condition of water bodies.

Regional coordination is essential because water resources and watersheds extend beyond municipal boundaries. The City will continue working with neighboring communities, state agencies, conservation partners, Lake Auburn Watershed Protection Commission (LAWPC), and the Lewiston-Auburn Clean Water Authority (LACWA), whose regional position can support coordinated approaches to protecting Lake Auburn and related watershed resources. In support of these regional considerations, the City will continue to use local ordinances, capital planning, education, and partnerships to support water quality improvements over time.

State-designated water quality standards help define the level of protection needed for different water bodies and guide decisions about stormwater controls, shoreland protection, impaired stream management, phosphorus reduction, watershed monitoring, culvert and dam evaluation, and public education. Consistent monitoring and data sharing will help the City and its partners understand trends, identify emerging issues, and prioritize investments or regulatory updates where they are most needed.

Water quality protection also supports Auburn's broader growth and resilience goals. Directing development to appropriate areas,

maintaining watershed protections, applying low-impact development and stormwater standards, protecting shoreland and riparian areas, and coordinating with regional and state partners can help Auburn accommodate growth while protecting drinking water, reducing flood and erosion risks, supporting wildlife habitat, and maintaining public access to clean and healthy water resources. Together, these objectives position water quality as a core public health, environmental, infrastructure, and community priority for Auburn's future.

POLICY 2

Support the protection of natural resources like wetlands, vernal pools, threatened and endangered species, wildlife habitat blocks, and open space.*

**Indicates a State Requirement*

Objective 1: Ensure that land use ordinances are consistent with applicable state laws regarding natural resource protection.

Objective 2: Encourage public/private partnerships to protect critical and important natural resources.

Objective 3: Generate and share accurate data, maps, and information on natural resources.

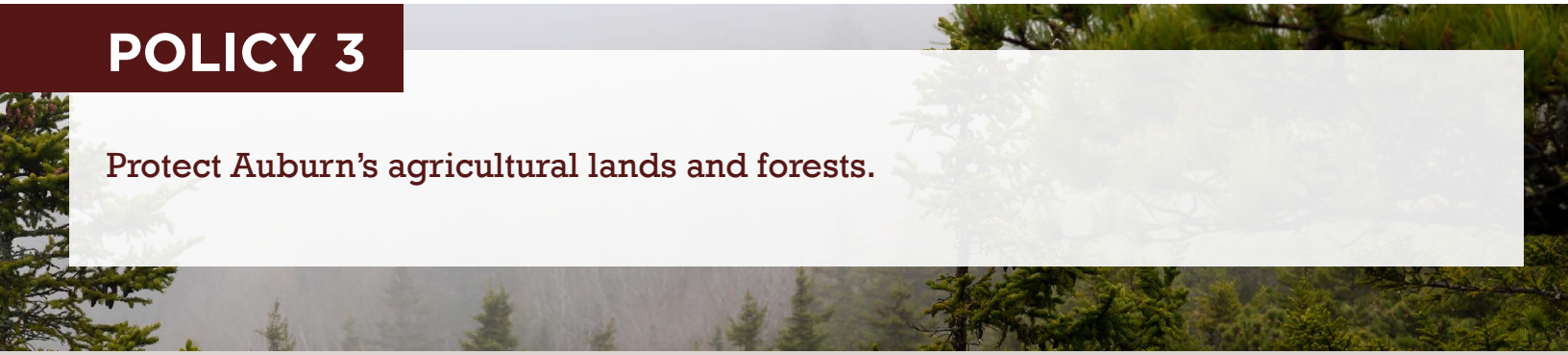
Auburn's wetlands, vernal pools, wildlife habitat blocks, open spaces, shorelands, and other natural resources form an interconnected natural resource system. These resources help manage stormwater, filter pollutants, support biodiversity, reduce flooding and erosion risks, maintain scenic and rural areas, and provide residents with access to nature. They also help define the areas where growth should be limited or carefully managed so development does not undermine the natural systems that support Auburn's quality of life.

Protecting these resources requires a clear understanding of where they are located.. Access to data, maps, and public information can help residents, landowners, developers, staff, boards, and elected officials identify sensitive areas early and make more informed decisions. This information should be paired with local ordinances that remain consistent with applicable state and federal requirements and provide clear expectations for mitigating impacts where development is proposed.

Natural resources extend beyond municipal boundaries, and a regional approach is needed to preserve these resources. Public and private partnerships are also essential to long-term natural resource protection. Conservation organizations, landowners, regional partners, state agencies, and community groups can help identify priority areas and advance projects that would be difficult for the City to complete alone.

By using accurate information, maintaining clear regulatory standards, and working with partners, Auburn can accommodate appropriate growth while protecting the wetlands, habitats, open spaces, and connected natural systems that support ecological conditions, public health, recreation, and community resilience.

POLICY 3



Protect Auburn's agricultural lands and forests.

Objective 1: Support access to locally grown and sourced food and support the agriculture economy.

Objective 2: Support farming in Auburn.

Objective 3: Improve management of forests on City-owned woodlots.

Objective 4: Improve protection and management of the City's street trees and urban canopy.

Objective 5: Support private property owners in managing and preserving their forest land.

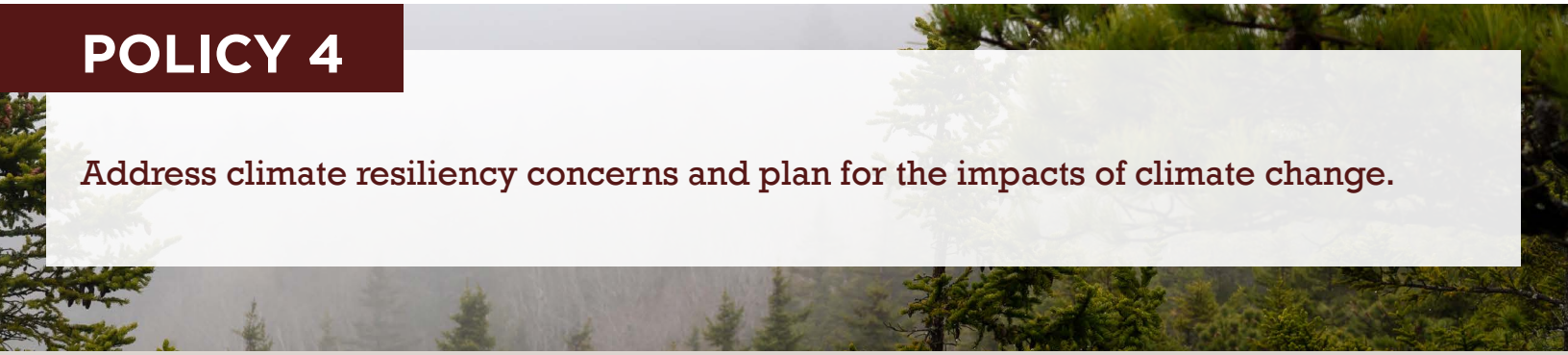
Auburn's agricultural lands and forests are central to the City's history, landscape, economy, and fabric. Long before Auburn developed as a regional service center, farms and forests shaped the City's settlement patterns and rural areas. That legacy remains visible today in the AGRP District, working farms, forested lands, local food systems, open fields, and rural roads that distinguish Auburn from more densely developed communities in the State.

Protecting agricultural land and forests is important because these areas provide more than open space. They support food production, farm businesses, wildlife habitat, scenic landscapes, groundwater recharge, stormwater absorption, carbon storage, and the rural form that many residents identified as a defining feature of Auburn.

Productive soils and large contiguous blocks of farmland and forest are difficult to replace once fragmented or converted to more intensive development. For this reason, land use decisions should continue to recognize agricultural and forest lands as long-term community assets rather than undeveloped land awaiting future conversion.

Supporting farming and forestry activities and strengthening education and outreach can help Auburn balance growth with long-term stewardship of its working lands. Objectives and actions in this plan outline priorities to maintain Auburn's agricultural tradition, protect natural resources, support local food and forestry economies, and preserve the rural landscapes that help make Auburn unique.

POLICY 4



Address climate resiliency concerns and plan for the impacts of climate change.

Objective 1: Develop a climate action plan, with a vulnerability assessment and heat-trapping gases inventory.

Objective 2: Maintain membership in the Community Resilience Partnership.

In recent years, the City has seen increased risks from intense storms, flooding, erosion, heat, drought, and other hazards that can affect residents, businesses, infrastructure, natural resources, and public services.

Planning for resilience will focus on practical risk reduction and readiness. A vulnerability assessment can help the City identify physical and social infrastructure that are most vulnerable. This information can guide capital planning, emergency preparedness, ordinance updates, public facility investments, and maintenance practices so the City can reduce future costs, limit disruptions, and protect public health and safety.

Natural systems are also part of Auburn's resilience framework. Wetlands, floodplains, forests, tree canopy, shoreland buffers, open spaces, and healthy soils can absorb stormwater, reduce runoff, moderate temperatures, limit erosion, protect water quality, and reduce pressure on built infrastructure. Protecting and restoring these systems can provide cost-effective benefits while supporting habitat, recreation, agriculture, and community quality of life.

Maintaining membership in the Community Resilience Partnership gives Auburn access to planning resources, technical support, and potential funding that can help advance priority projects. These efforts should remain tied to the City's capital improvement planning, regional coordination, infrastructure management, public safety planning, and natural resource protection work. Together, these objectives position resilience as a practical governance and investment priority that helps Auburn prepare for future conditions, reduce avoidable risks, and maintain reliable services for residents over time.



Parks and Recreation

Goal: Maintain and expand access to parks, trails, and recreational facilities that support social connection and active lifestyles for people of all ages and abilities.

Policy 1	Provide universally available and connected parks, trails, and open space to meet the needs of all users.
Objective 1	Provide access to usable open space for all new development.
Objective 2	Improve park, trail, and open space stewardship and maintenance.
Objective 3	Maintain and enhance parks, trails, and open space connectivity and stewardship.
Objective 4	Provide points of access to major waterbodies for boating, fishing, swimming, and other means of recreation.

Policy 2	Provide recreation programming for people of all ages and abilities.
Objective 1	Establish a continuous evaluation and improvement framework for Auburn's recreation programming.
Objective 2	Complete and implement the Parks and Recreation Strategic Plan using existing resources.
Objective 3	Improve the City's capacity to deliver well-managed and maintainable sporting events to benefit sports tourism and sporting opportunities for residents and visitors.

This goal makes Auburn more:

Resilient by supporting public health, active lifestyles, and year-round recreation opportunities that enhance quality of life.

Connected by expanding access to parks, trails, open spaces, and recreation programs that bring people together and strengthen community relationships.

Welcoming by providing a wide range recreation opportunities and public spaces available to residents and visitors of all ages, abilities, and backgrounds.

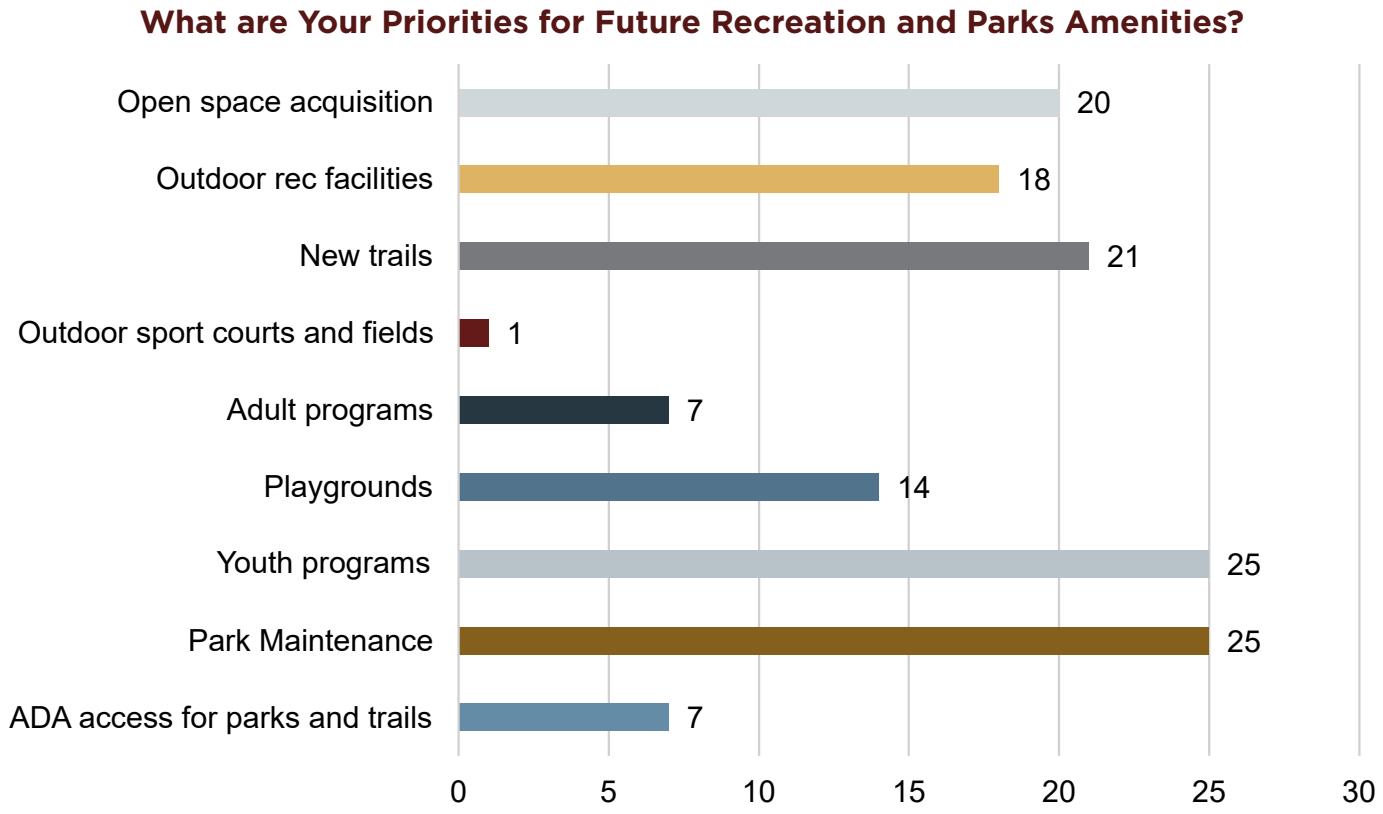
Intentional by investing in parks, trails, facilities, and programs that meet community needs while improving connectivity, availability, and long-term stewardship of recreational assets.

What We Heard and What We Learned

What We Heard

Community members identified parks, trails, lakes, open spaces, and recreational opportunities as some of Auburn's greatest assets. Residents expressed a desire for expanded trail networks, improved park maintenance, additional youth programs, enhanced recreation facilities, and greater access to outdoor recreation. Participants also supported preserving open space, improving ADA ease of access, expanding connections between parks and trails, and investing in recreation amenities that support both residents and visitors.

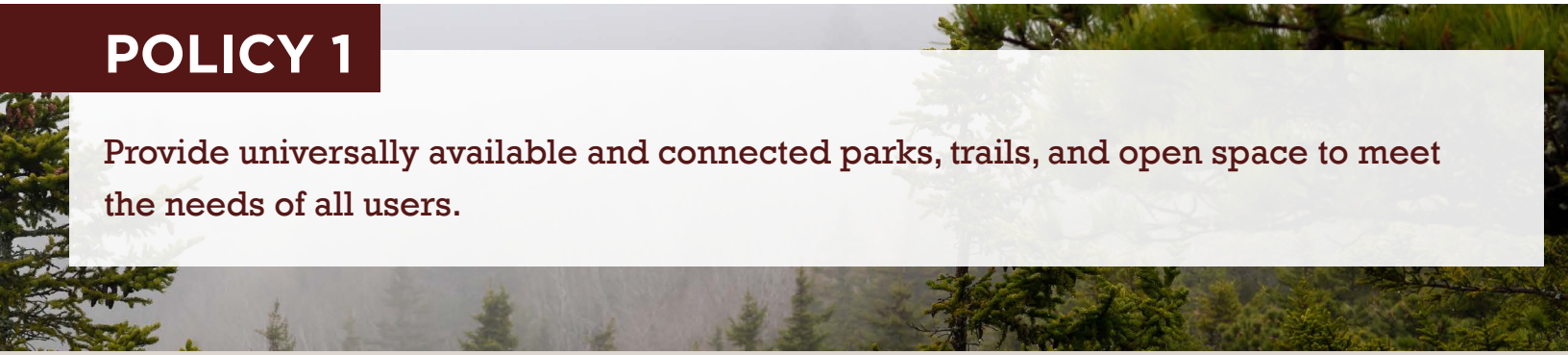
- Parks, trails, lakes, rivers, and open spaces were consistently identified among Auburn's most valued assets across nearly every engagement activity.
- Youth engagement highlighted recreation as one of the strongest community needs, particularly opportunities for teens and young adults.



Source: Budgeting activity at the Natural Resources Open House event, Social Pinpoint

What We Learned

- Auburn's largest recreation space is Mount Apatite Park, a 325-acre wooded area featuring 4 miles of trails for non-motorized activities such as hiking, biking, and snowshoeing.
- The Auburn Recreation Department offered a total of 68 programs in 2024 with a total enrollment of 9,874 people.
- In addition to the 6 municipally owned and operated indoor facilities that support year-round recreation, Auburn offers a variety of non-municipal recreation facilities that contribute to the City's overall access to sports and outdoor activities



POLICY 1

Provide universally available and connected parks, trails, and open space to meet the needs of all users.

Objective 1: Provide access to usable open space for all new development.

Objective 2: Improve park, trail, and open space stewardship and maintenance.

Objective 3: Maintain and enhance parks, trails, and open space connectivity and stewardship.

Objective 4: Provide points of access to major waterbodies for boating, fishing, swimming, and other means of recreation.

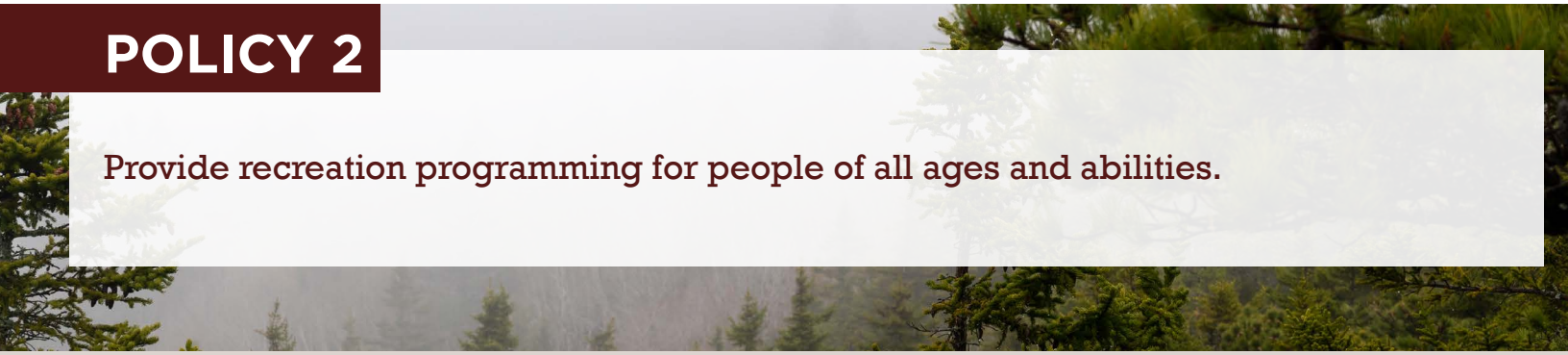
Parks, trails, open spaces, and access to water are essential community assets that support health, recreation, environmental stewardship, and quality of life. A connected and available network of these resources provides opportunities for residents and visitors of all ages and abilities to enjoy the outdoors, build community connections, and experience Auburn's natural landscapes.

Connecting these resources to the City's broader road and sidewalk infrastructure network also supports opportunities for active transportation. As Auburn grows, the City should leverage opportunities brought by new development to preserve and enhance access to open space, creating opportunities to expand park and trail networks and strengthen connections between existing recreational and natural areas. For significant projects, Police Department, Fire Department, and 911 Communications input should be considered to help ensure that emergency access, location identification, lighting, rescue access, trail markings, parking, after-hours use, waterfront safety, and other operational concerns are met.

In addition to City-owned parks, there are several conservation areas owned and maintained by nonprofit organizations, such as the Lake Auburn Watershed Protection Commission (LAWPC), the Auburn Land Trust (ALT), and Friends of Mount Apatite. Continuing to coordinate with these organizations and private entities to support environmental stewardship, maintain land for public use, and expand access is a priority for Auburn residents who value the City's natural assets.

Many of these parks and conservation areas also offer access to water and aquatic recreation, including Lake Auburn, Taylor Pond, and the Androscoggin River. After many decades of degraded water quality in the Androscoggin and Little Androscoggin Rivers, residents have welcomed the opportunity

to fish, canoe, and kayak on the rivers. It is a priority of the City to maintain these resources for public use and to continue to expand points of access for boating, swimming, fishing, and other recreational uses.



POLICY 2

Provide recreation programming for people of all ages and abilities.

Objective 1: Establish a continuous evaluation and improvement framework for Auburn's recreation programming.

Objective 2: Complete and implement the Parks and Recreation Strategic Plan using existing resources.

Objective 3: Improve the City's capacity to deliver well-managed and maintainable sporting events to benefit sports tourism and sporting opportunities for residents and visitors.

Recreation programs play an important role in promoting health, social connection, and quality of life for residents of all ages and abilities. A varied and universally available recreation system helps meet the evolving needs of the community while creating opportunities for active living, lifelong learning, and community engagement.

Auburn residents have access to public fields and several indoor recreation and community facilities. In addition, private and nonprofit-run facilities, including the Norway Savings Bank Arena and several community gardens, provide additional recreation opportunity. Coordination and evaluation of programming across departments, facilities, and external organizations can help reduce redundancy in offerings and fill programming needs while maximizing utilization of recreation facilities. The Parks and Recreation Strategic Plan, once completed, can help align programming and facilities with community needs.

In addition to local programming to support residents, the City can expand opportunities to host regional sporting events and benefit from sports tourism. Auburn's central location and access to several indoor and outdoor fields and the ice arena can be leveraged to expand access to sporting events for residents and visitors while also supporting economic growth.

Through efficient management and coordination of recreation resources, strategic planning to align programming with community needs, and leveraging economic opportunity of existing facilities, Auburn can enhance recreational opportunities for residents, attract visitors, support local economic activity, and help ensure the long-term maintainability of its parks and recreation services.



Infrastructure

Goal: Maintain existing infrastructure and plan strategic investments that prepare the City to respond to changing community needs and future challenges.

Policy 1

Provide public facilities in an efficient, coordinated, and fiscally responsible manner that meets current needs and responds to anticipated growth and demographic change.*

Objective 1	Update the 5-year capital improvement plan to a 10-year capital improvement plan.*
Objective 2	Explore opportunities for infrastructure coordination and joint purchasing programs.*
Objective 3	Prioritize infrastructure investment in high-growth areas designated in the Future Land Use Plan.*

**Indicates a State Requirement*

This goal makes Auburn more:

Resilient by maintaining and upgrading critical infrastructure that supports public safety, economic growth, service delivery, and long-term community needs.

Connected by providing residents, businesses, and institutions with reliable access to transportation, utilities, parks, public facilities, and community services.

Welcoming by offering safe, reliable, and well-maintained public infrastructure that supports quality of life for residents and visitors.

Intentional by aligning infrastructure investments with growth areas, community priorities, long-term planning efforts, and fiscal endurance goals.

What We Heard and What We Learned

What We Heard

Community members supported investing in infrastructure that keeps pace with growth, improves public safety, supports economic development, and enhances quality of life. Participants also emphasized the importance of maintaining existing assets, planning for future infrastructure needs, and coordinating investments with growth areas. Participants highlighted the importance of maintaining and improving the infrastructure and appearance of key entry corridors, like Washington Street, for Auburn's economic future.

- When asked what they would like to change about Auburn, middle and high school students most frequently identified infrastructure improvements, including road maintenance, traffic improvements, and sidewalk maintenance.
- Community members emphasized that infrastructure investments should be

focused in higher density areas and heavily trafficked areas to maximize public investment, support economic development, and avoid costly service expansion into rural areas.

- Participants highlighted the importance of maintaining and improving key entry corridors, including Washington Street, recognizing that the condition, appearance, and functionality of major transportation routes influence community image.

What We Learned

The City maintains a strong capital improvement program and continues to plan for ongoing maintenance for facilities and infrastructure.

- The Auburn Public Works Department oversees the maintenance and plowing of 540 lane miles of roads, as well as 60 miles of sidewalks
- The Public Works Department is the only public works department in Maine that is nationally accredited by the American Public Works Association (APWA).
- The City maintains 52 municipal buildings and facilities, with an average facility age of 56 years, underscoring the importance of long-term capital investment, asset management, and replacement planning.
- The Auburn School Department is comprised of 6 elementary schools, 1 middle school, 1 high school, and 1 alternative school, and serves students in Auburn and surrounding communities.

POLICY 1

Provide public facilities in an efficient, coordinated, and fiscally responsible manner that meets current needs and responds to anticipated growth and demographic change.*

Objective 1: Update the 5-year capital improvement plan to a 10-year capital improvement plan.*

Objective 2: Explore opportunities for infrastructure coordination and joint purchasing programs.*

Objective 3: Prioritize infrastructure investment in high-growth areas designated in the Future Land Use Plan.*

**Indicates a State Requirement*

Public facilities and infrastructure are fundamental to supporting community growth, maintaining quality public services, and helping ensure responsible stewardship of public resources. A 10-year capital improvement plan will help the City plan for necessary long-term infrastructure and facility upgrades and prioritize community needs as identified through this plan. Large capital projects or investments can be deferred as elected officials navigate challenging budget decisions. This can result in a greater cost to taxpayers for the same improvements in future years.

Municipal operating costs continue to increase, and communities are tasked with finding creative solutions to minimize costs for residents. Municipal cost-sharing and joint purchasing programs can help Auburn maximize the value of public investments by reducing costs and improving service delivery. By partnering with neighboring communities, regional organizations, or other agencies, the City could take on new infrastructure projects and share equipment, facilities, specialized staff, and services that would otherwise be cost-prohibitive to provide independently. These collaborative approaches allow municipalities to stretch limited resources, reduce duplication of effort, and maintain high-quality services while strengthening regional coordination and long-term fiscal endurance.

As Auburn evolves, investments in roads, utilities, public buildings, and other municipal assets should be planned and coordinated with the City's Future Land Use Plan to direct infrastructure investments in alignment with areas designated for high growth. Investing in infrastructure and facilities in high-growth and denser areas will help to minimize cost per capita for long-term maintenance.

Regional Coordination

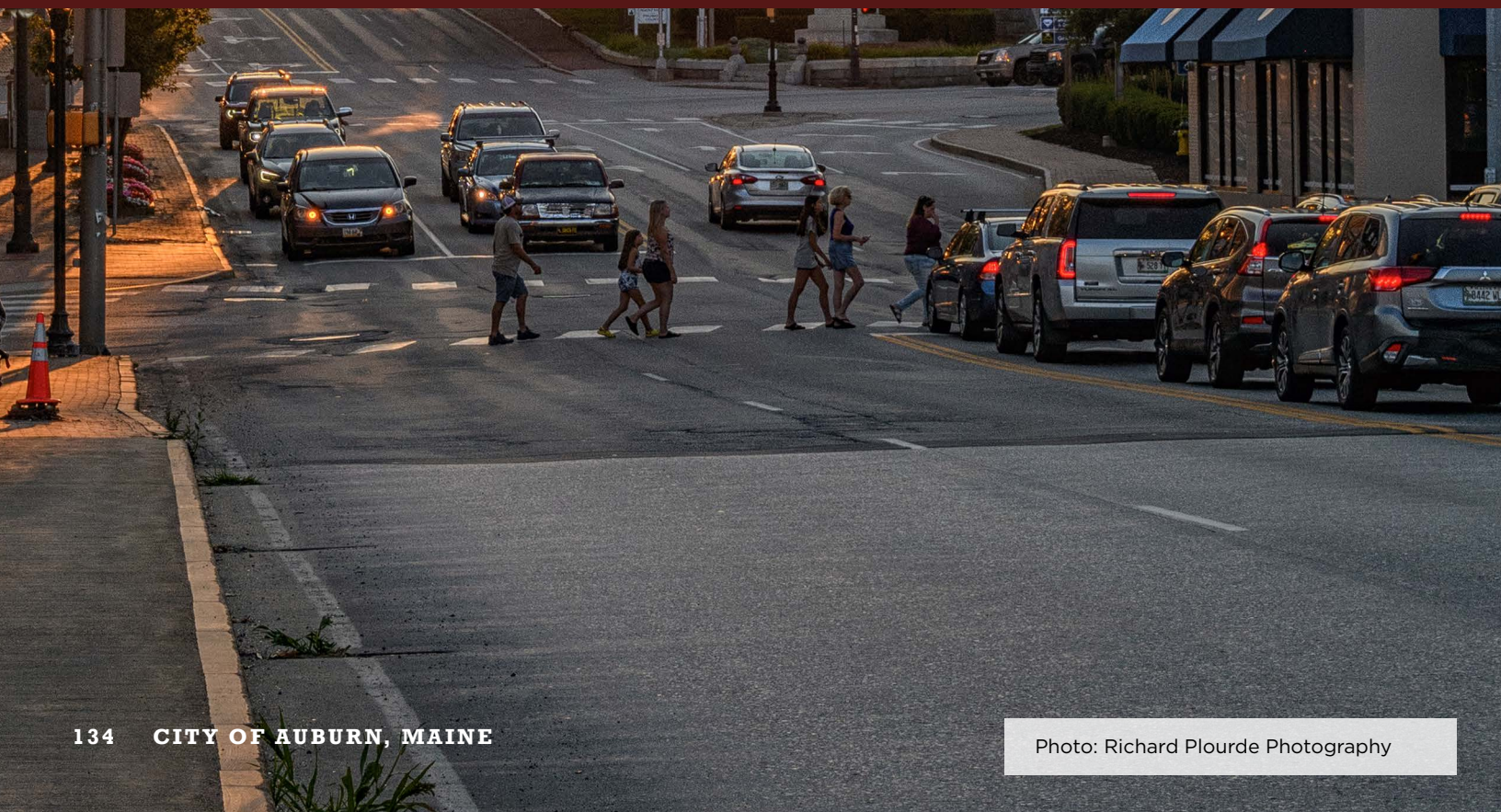


Photo: Richard Plourde Photography

Regional Coordination

Regional Connections

As a regional hub for services, employment, and housing, Auburn plays an important role in addressing regional priorities. The City is a gateway to places across Southern, Western, and Central Maine, and roughly half of the State's population lives within a one-hour drive of Auburn. Home to a wide range of recreational, cultural, educational, and commercial amenities, Auburn is both a destination and a regional service center. Auburn is an affordable community for residents working in nearby cities, offers quality education, and supports a strong agricultural industry.

The City recognizes that many municipal challenges—including public safety, infrastructure maintenance, transportation, economic development, water and wastewater management, and public health—extend beyond municipal boundaries and may be most efficiently and cost-effectively addressed through regional collaboration.

Interlocal agreements offer Auburn and its neighboring communities, particularly the City of Lewiston and surrounding towns, an opportunity to share services, facilities, equipment, and personnel in ways that reduce duplication, lower per-capita costs, and improve service quality for residents. Regional coordination can also strengthen the City's position in pursuing state and federal funding, support coordinated land use and transportation planning, and build resilience in emergency response and public works capacity.

The City should establish a standing process to identify, evaluate, and pursue regional cooperation opportunities, including: conducting a periodic inventory of existing interlocal agreements and service-sharing arrangements to assess performance and identify gaps; convening regular dialogue with the City of Lewiston and other regional partners to explore shared service delivery in areas such as public safety dispatch, fire and EMS mutual aid, public works and equipment sharing, recreation programming, and administrative or technology services; evaluating the feasibility of joint purchasing and shared capital investments for high-cost infrastructure and equipment; and pursuing formal studies, where warranted, to determine the fiscal and operational benefits of expanded regional partnerships. The City should designate responsibility for this ongoing effort within its administration and report progress to the City Council and the public at regular intervals throughout the planning period.

Transportation

The City will continue to work with the Lewiston Auburn Transportation Committee (LATC), and ATRC to address regional transportation challenges. LATC provides a public bus system, Citylink, serving the Lewiston-Auburn area. Coordination with each of these agencies and the City of Lewiston is crucial to improve service, signage and information on bus routes and schedules.

The City will also continue to coordinate with regional rail and air travel partners, including the Auburn-Lewiston Municipal Airport (KLEW) and CSX Transportation, St. Lawrence & Atlantic Railroad, and Lewiston and Auburn Railroad Company to help ensure

infrastructure needs are met. The City will continue to collaborate with Maine Department of Transportation (DOT) to complete 2 corridor studies for Washington Street and Minot Avenue and to implement recommendations to improve safe and efficient travel along both corridors.

In addition to public transportation, the airport and railways, regional connection, and expansion of trail networks will require coordination between municipalities, regional trail and conservation organizations, and State agencies. Maintaining and promoting trails can support connectivity between neighboring communities and provide additional opportunities for recreation.

Water Quality Protection

The City will continue to partner with conservation organizations, the State, and municipal partners in monitoring and improving water quality. Understanding land use activities have significant impacts on water quality, the City will work with the City of Lewiston, and the Lake Auburn Watershed Protection Commission (LAWPC), to administer water quality improvement programs and studies. Additionally, the City will coordinate with partners to help ensure landowners and farmers have access to resources on best management practices to reduce pollution within the Lake Auburn Watershed, including the Androscoggin River and the Little Androscoggin River. The City will also coordinate with the State to evaluate and replace culverts consistent with Stream Smart Programs as well as incorporate stormwater runoff performance standards into the City ordinances in alignment with the Maine Stormwater Management Law.

Resiliency

Resiliency planning requires regional coordination and support. The City participates in the Maine Community Resilience Partnership, which provides Auburn the opportunity to seek funding for resilience investments, including the opportunity to partner with other communities to seek funding where appropriate.

Additionally, collaborating with surrounding communities to share resources related to climate planning, education, outreach materials, and resources can benefit the region and support municipalities and residents in implementing more responsible practices.

Conservation agencies and regional organizations have supported efforts to conserve open space, protect environmental health, and implement resiliency initiatives. The City will continue to work with the Androscoggin Land Trust and State agencies to support regional and local resilience initiatives.

Economic Growth

With downtown Lewiston directly across the river from Auburn, the 2 downtown areas are the heart of one economic region. As such, the 2 cities maintain an ongoing partnership and communication on community and economic development initiatives. The City also benefits from tourism to the Western Mountain Region and Lakes Region in Maine, with visitors traveling from all parts of the country. Auburn's growing technology and innovation sector, including the Forest Bioproducts Advanced Manufacturing Tech Hub, and the presence of the Auburn/Lewiston Municipal Airport

further strengthen the City's role as a regional employment, business, and transportation center. The City will:

- Collaborate with partners to enhance existing transportation options for the City's workforce as well as engage with surrounding employers to advance economic development priorities.
- Collaborate with higher education institutions to identify and meet workforce needs.
- Engage with businesses and employers to enhance business retention.
- Continue to collaborate with the State to advance economic growth.

Housing

Housing affordability and availability is a regional and statewide issue. The City cannot address housing needs without strong collaboration across the county and State and with external nonprofit and private sector partners. One major priority is eliminating chronic homelessness and rehousing individuals. In support of this priority, the City plans to engage with regional and state housing coalitions. Additionally, the City plans to collaborate with housing coalitions and the State to create development ready areas throughout the City, including addressing ordinance and zoning issues that can limit high-quality development. The Auburn Housing Needs Assessment will support these priorities as the City coordinates with the Auburn Housing Authority, the State, and other municipalities.

Implementation Plan Overview



Photo: Richard Plourde Photography

Implementation Plan Overview

Capital Improvement Plan

The City has an established Capital Improvement Plan (CIP) that plays a critical role in maintaining infrastructure, delivering municipal services, and planning for long-term fiscal stability. This Plan builds on that foundation by providing a policy and land use framework to guide how and where capital investments should be prioritized. Long-range capital planning is a key theme carried through the plan's policies and actions, including a recommendation to expand the City's capital improvement planning horizon from 5 to 10 years. Aligning CIP with the goals and future land use strategy in this Plan will help ensure that public investments support Auburn's vision for balanced growth, neighborhood stability, and resource protection.

Integrating the Comprehensive Plan with the CIP will allow the City to intentionally direct infrastructure investments to areas identified for growth, reinvestment, and preservation. Coordinating these efforts will help Auburn avoid inefficient or reactive spending patterns and instead plan proactively for growth and change. Additionally, this alignment should allow the City to better manage development patterns, reduce the need for costly emergency repairs, and promote alignment between infrastructure investments and desired community outcomes.

The CIP should be used as an implementation tool for this Plan, with projects evaluated not only based on condition and need, but also on consistency with this Plan's goals and policies.

As part of the annual CIP update process, City staff should review proposed capital projects to determine how they support identified priorities, including housing development, economic vitality, transportation connectivity, and natural resource protection. Projects that advance these priorities should be elevated during capital planning and budgeting discussions.

The City should also use the CIP to identify opportunities to leverage external funding sources, including state and federal grants, particularly for projects that align with regional priorities such as housing, climate resilience, and infrastructure modernization. Aligning the CIP with the this Plan will strengthen Auburn's ability to compete for funding by demonstrating a clear, long-term strategy for investment.

Implementation Approach

Implementation Framework

This Plan reflects Auburn's shared vision for balancing growth, protecting natural resources, strengthening neighborhoods, and enhancing quality of life. Successful implementation will require sustained coordination among City leadership, staff, boards and committees, and community partners. This section outlines how Auburn will move from vision to action while helping ensure this Plan remains a practical, adaptable tool for decision-making over time.

Implementation should be integrated into the City's annual budgeting and capital planning processes. Each year, City staff, along with City boards and committees, should evaluate which actions to prioritize based on available

funding, staffing capacity, community needs, and emerging opportunities such as grants or partnerships. This prioritization process should be closely tied to land use and growth management decisions, including aligning capital investments with areas identified as appropriate for growth. Tracking these metrics will help the City evaluate whether growth patterns align with community preferences expressed through the future land use engagement and broader outreach efforts.

Monitoring Progress

The City should conduct an annual review of implementation progress, ideally coordinated with the budget cycle. This review should summarize completed actions, identify challenges or obstacles, and recommend adjustments to priorities based on changing conditions. The annual review should also align with the City Manager's and City Council's annual goal-setting process to create the City Manager's Annual Workplan, creating a direct connection between Plan implementation and the City's strategic priorities. This will allow the City to better monitor progress, maintain accountability, and advance priority actions. Ultimately, the City should present the findings of the annual review to City Council. Performance metrics listed in the implementation plan will provide clear guidance to support reporting and tracking on actions over the planning period.

In addition to annual monitoring, Auburn should conduct a more comprehensive evaluation of the Plan every 3 to 5 years. This evaluation should assess whether policies, land use designations, and priorities continue to reflect community needs and values, particularly as development trends, economic conditions, legislation, or demographic patterns evolve. The City might consider formal amendments to the Plan as needed to respond to significant changes or emerging opportunities.

The implementation matrix included in this Plan serves as a roadmap for achieving Auburn's goals. It organizes actions by focus area, identifies responsible parties, and provides guidance on timelines, cost considerations, and potential partners. This tool is intended to support coordinated decision-making across departments and inform resource allocation.

Adaptability and Engagement

As with any long-term plan, flexibility will be essential. External factors such as funding availability, regional economic conditions, development pressures, and community priorities might influence the pace and sequencing of implementation. The City should use the matrix as a guide while remaining responsive to new information to help ensure that actions continue to reflect Auburn's goals of balanced growth, environmental stewardship, and community well-being.

Auburn's engagement process demonstrated the importance of ongoing public involvement. The City should continue engaging residents and stakeholders when advancing major initiatives, including zoning updates, capital investments, and future land use decisions, to ensure implementation remains aligned with community priorities.

Implementation Plan Components

Actions

This column identifies the specific steps the City will take to implement an objective. They translate the Comprehensive Plan's goals, policies, and objectives into practical work that can be assigned, prioritized, tracked, and completed over time.

Related Objective

This column identifies connections between an action and objectives in other goal areas. These connections show where implementation may support multiple priorities, require coordination across departments or partners, or depend on progress in another part of the plan.

Responsible Group

This column identifies the City departments expected to lead, coordinate, or support implementation of each action. Only City departments are listed in this column to clarify internal responsibility. Many actions may also involve collaboration with boards, committees, community organizations, regional partners, state agencies, or private entities, even if those partners are not listed here.

Anticipated Timeline

Short-Term (0 to 3 years)	Immediate actions to build momentum or address urgent needs
Medium-Term (3 to 6 years)	Actions requiring coordination, planning, or phased implementation
Long-Term (6 to 10 years)	Actions tied to longer investment cycles or major capital improvements
Ongoing	Actions, monitoring, or programs that are occurring today or will be ongoing once started

Performance Metric

This column evaluates whether an action has been successfully implemented and is achieving its intended outcome. Metrics might include completed projects, adopted policies, service improvements, participation levels, funding secured, or other quantifiable indicators. All actions include annual or as-needed reports to City Council to monitor performance.

Funding Source

This column identifies broadly available private, federal, state, local, philanthropic, or other grant and financing opportunities that could help support implementation. Not every action will have an identified funding source, and listed sources should be reviewed as opportunities change over time. The funding sources listed are not exhaustive of all grant or financing opportunities, and additional or new funding sources may become available throughout the planning lifecycle.

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Implementation Plan

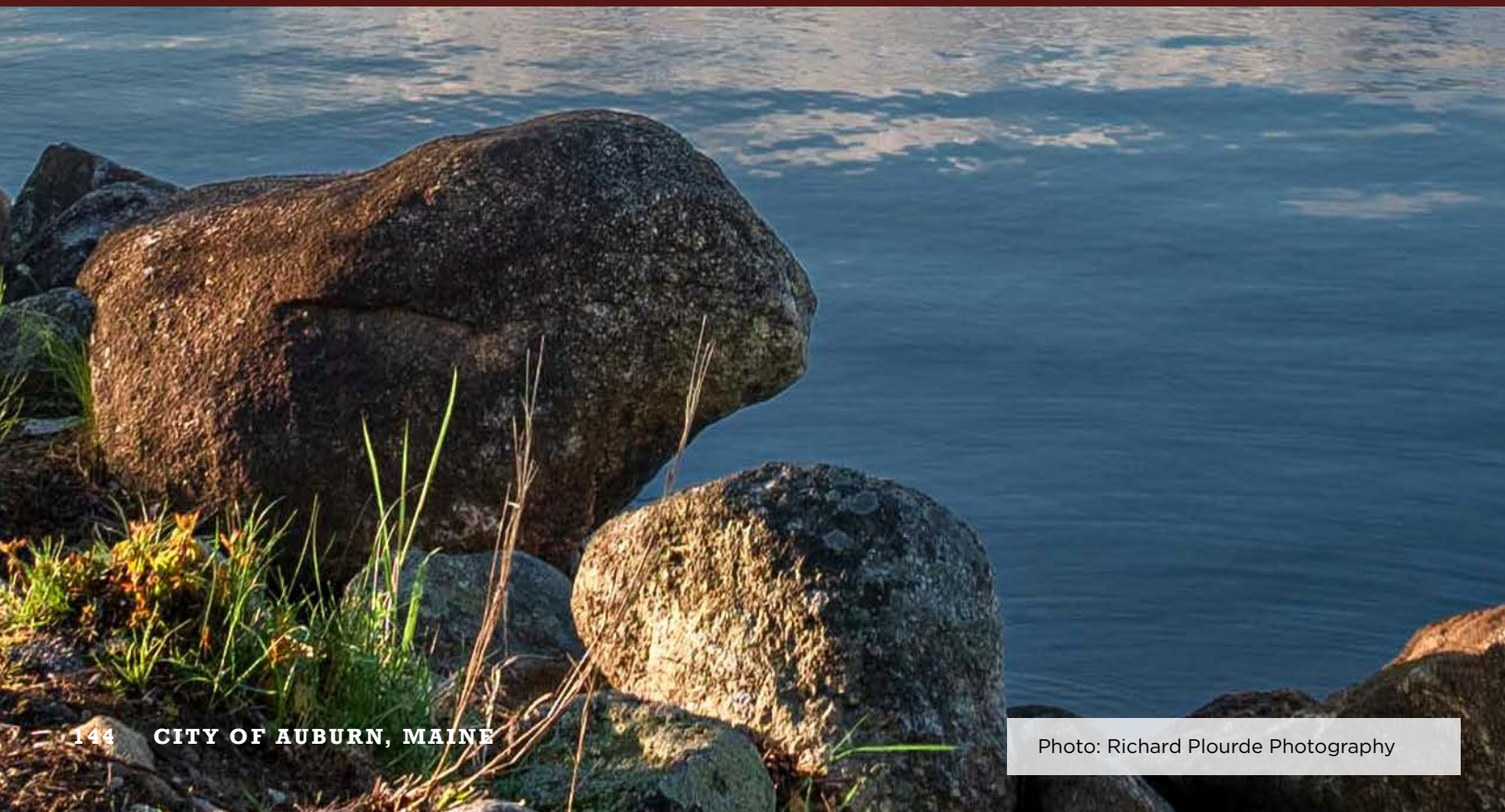


Photo: Richard Plourde Photography

Future Land Use

Community Goal: *Promote thoughtful land use planning that balances fiscally prudent and ecologically conscious growth with support for Auburn's existing commercial centers, neighborhoods, and rural areas.*

Policy #1, Objectives, and Actions to Implement Objectives

Policy 1: Direct growth to the high-growth area to encourage compact, efficient, and fiscally responsible development.

Objective 1: Ensure land use decisions are coordinated, predictable, and supported by efficient permitting and administration.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
FLU 1.1.1	Prioritize municipal capital investments in the 10-year CIP that support redevelopment, infill, and multimodal transportation access within high-growth areas.*	FLU 2.1, I1.1	City Manager, Public Services Department	Ongoing	A minimum of 75% of new municipal growth-related capital investments directed into high-growth areas identified in the Future Land Use Plan. Annual update to City Council.*	Planning Partnership Initiative Planning | Maine Department of Transportation **https://www.maine.gov/dot/programs-services/planning**
FLU 1.1.2	Coordinate with partners, including neighboring communities and regional organizations, on land use issues with cross-boundary impacts.*		Planning and Permitting Department	Ongoing	Documented and maintained coordination. Annual update to City Council, including a report on achievements and ongoing issues.	
FLU 1.1.3	Provide and budget for permitting, planning, and code enforcement staff with the tools, training, required certifications, and support necessary to efficiently and effectively create and enforce land use regulations.*	H 1.2	Planning and Permitting Department, Planning and Permitting Department (Code Enforcement)	Ongoing	Completion and maintenance of required staff certifications and continuing education. Documentation of annual training activities, technology or process improvements implemented, and periodic internal review confirming staff capacity to administer and enforce land use regulations. Annual update to City Council.	
FLU 1.1.4	Evaluate and refine planning and permitting procedures to be applied consistently using objective criteria in planning board decision making. Provide education, training, and guidance on development processes for planning board members.*	H 1.2	Planning and Permitting Department, Planning and Permitting Department (Code Enforcement)	Ongoing	Completion of a periodic review of permitting and development review procedures, including identification of opportunities to streamline reviews in high-growth areas. Publication or update of applicant guidance materials outlining change development and permitting processes. Annual update to City Council.	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
FLU 1.1.5	Annually evaluate the Future Land Use Map and category descriptions for consideration of zoning updates. Apply different zoning districts within a single land use category where appropriate to reflect transitions across a land use category.	FLU 2.2	Planning and Permitting Department, Planning and Permitting Department (Code Enforcement)	Ongoing	Utilization of the adopted Future Land Use Map and category descriptions as the primary reference for zoning ordinance amendments and land use policy updates. Documentation in staff reports and ordinance amendments demonstrating consistency between proposed zoning changes and the Future Land Use Plan. Update to City Council as necessary.	
FLU 1.1.6	Establish an annual report to City Council to track new development approvals by location, type, form, and intensity to evaluate consistency with the Future Land Use Plan.*	FLU 2.1	Planning and Permitting Department, Planning and Permitting Department (Code Enforcement)	Ongoing	Annual development report created and provided to City Council. The report should include data on land use approvals, issued permits, projects under construction and completed, and data in line with actions throughout the Future Land Use objectives and actions. Annual update to City Council.	
FLU 1.1.7	Evaluate the Comprehensive Plan every 3 years to amend and align the Future Land Use map with current trends, regulations, and best available data and practices. Amendments must follow state law to amend a comprehensive plan.	NE 2.1	Planning and Permitting Department	Ongoing	Evaluated Comprehensive Plan. Recommended and adopted amendments that align with current trends, regulations, and best available data and practices where feasible. Update to City Council as necessary.	

Policy #2, Objectives, and Actions to Implement Objectives

Policy 2: Update local ordinances to align with the goals and intent of the Future Land Use Plan, including clearly defining desired scale, intensity, and location of future development, and clearly defining protective measures for natural resources, rural areas, and waterfront areas.*

Objective 1: Promote dense, mixed-use development that strengthens Auburn's economic core and creates a vibrant, walkable environment with a variety of commercial and residential uses in the High Density, High Growth areas as delineated in the Future Land Use Map.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
FLU 2.1.1	Establish minimum development or density expectations in High Density Core areas to discourage underutilization of prime redevelopment sites.	FLU 1.1	Planning and Permitting Department	Ongoing	Adoption of minimum intensity or form standards (e.g., minimum height, floor area, or density thresholds) for High Density Core districts. Annual update to City Council.	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
FLU 2.1.2	Evaluate necessary updates to form-based code standards and zoning standards among Downtown, High Density Cores, and Mixed-Use Corridors to reflect varying contexts, desired scale, and public realm relationships.	H1.2	Planning and Permitting Department	Ongoing	Updated form-based code to further promote development in line with land use categories. Annual update to City Council.	Downtown Revitalization Program: CDBG https://www.maine.gov/decd/community-development/cdbg-program/application-process
FLU 2.1.3	Amend ordinances to encourage mixed-use development and buildings that integrate residential, commercial, civic, and open space elements within new and existing developments and buildings. Ensure mixed-use development and mixed-use buildings reflect appropriate scale(s). Review and update interconnected ordinances, such as traffic and waste management, to maintain consistency with the City's land use framework.	H1.2	Planning and Permitting Department	Ongoing	Completion of a policy and ordinance audit identifying opportunities to support mixed use development. Adoption of ordinance amendments permitting residential and commercial uses within the same development, subject to form and compatibility standards. Annual update to City Council.	
FLU 2.1.4	Amend ordinances to allow for flexible building forms and design standards that accommodate changing market conditions over time (e.g., adaptive reuse, ground-floor uses with flexible upper-floor uses).	H1.2	Planning and Permitting Department	Ongoing	Reviewed ordinances. Recommended and adopted ordinance amendments that allow for flexible building forms, where feasible. Annual update to City Council.	
FLU 2.1.5	Coordinate land use planning with economic development efforts to brand and market key growth nodes (e.g., Great Falls Plaza, Auburn Mall area, Exit 75).	E1.3	Planning and Permitting Department, Economic Development Department	Short-Term	Marketing and branding established for priority development areas by December 2027. Annual update to City Council.	
FLU 2.1.6	Amend off-street parking regulations to allow creative parking solutions to encourage development in high-growth areas (e.g., incentivize shared parking solutions, create a parking district to fund structured parking garages, or implement flexible parking requirements). With any parking amendments, assess impacts on Public Works operations, including snow plowing, snow removal, and automated trash collection.	T3.2	Planning and Permitting Department	Short-Term	Reviewed ordinances. Recommended and adopted ordinance amendments that allow creative parking solutions, where feasible. Annual update to City Council.	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
FLU 2.1.7	Amend ordinances to reduce obstacles to development and redevelopment, such as setback, parking, lot coverage, density, or lot size requirements, where appropriate.	E1.2, T3.2	Planning and Permitting Department	Ongoing	Reviewed ordinances. Recommended and adopted ordinance amendments that reduce development-related regulatory obstacles, where feasible. Annual update to City Council.	
FLU 2.1.8	Assess protections for natural resources and habitats, like wetlands, vernal pools, and shoreland areas, and determine if additional protections are needed to prevent development in environmentally sensitive areas, including in high-growth areas.	H1.2	Planning and Permitting Department	Medium-Term	Completed review of existing local, state, and federal protections for wetlands, vernal pools, shoreland areas, and other environmentally sensitive resources, including those located within high-growth areas. Ordinances and policies updated as needed to improve environmental protection. Annual update to City Council.	
FLU 2.1.9	Coordinate zoning ordinances, form-based codes, and design standards with ongoing and future transportation studies to ensure land use standards and street design support desired development patterns.	FLU1.1, NE1.1, NE2.1	Planning and Permitting Department	Ongoing	Completed coordinated land use recommendations following corridor or transportation studies. Adoption of ordinance or design standard updates aligned with study findings. Annual update to City Council.	
FLU 2.1.10	Establish site design standards for Mixed-Use Corridor and Mixed-Use Residential areas to improve mobility and to create safe routes for pedestrians, cyclists, and vehicles.	E1.2, H1.2, T1.1	Planning and Permitting Department	Short-Term	Reviewed ordinances. Recommended and adopted ordinance amendments that establish site design standards related to access and circulation, where feasible. Annual update to City Council.	
FLU 2.1.11	Establish and maintain a list of underutilized properties and large parking areas and create a plan for future redevelopment for each property and parking area.	T2.1	Planning and Permitting Department, Economic Development Department, Business and Community Development Department.	Short-Term	Data on redevelopment projects along designated corridors and documentation of reuse of underutilized parcels or parking areas included in the annual development update to City Council.	
FLU 2.1.12	Amend ordinances to establish buffer and transition standards between industrial, commercial, and residential land uses and between high growth and moderate growth areas.	FLU1.1	Planning and Permitting Department	Short-Term	Reviewed ordinances. Recommended and adopted ordinance amendments that establish buffer standards, where feasible. Annual update to City Council.	

Objective 2: Support moderate growth that provides a smooth transition from urban neighborhoods to rural landscapes in the Moderate Density, Moderate Growth areas as delineated in the Future Land Use Map.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
FLU 2.2.1	Develop ordinances that encourage cluster and/or conservation subdivisions in transition areas between low- and moderate-density areas to preserve open space while accommodating housing.	FLU1.1, H1.1, H1.2	Planning and Permitting Department	Medium-Term	Reviewed ordinances. Recommended and adopted ordinance amendments that encourage cluster or conservation subdivisions, where feasible. Annual update to City Council.	
FLU 2.2.2	Amend zoning ordinances to allow neighborhood-serving commercial uses in residential areas where they are compatible with residential context, form, and scale.	FLU1.1, FLU2.1	Planning and Permitting Department	Short-Term	Reviewed ordinances. Recommended and adopted ordinance amendments that allow limited neighborhood-serving commercial uses where feasible. Annual update to City Council.	

Objective 3: Preserve Auburn's low-density places by protecting agricultural and natural resources and limiting development to maintain rural landscapes and environmental health in the Low Density, Low Growth areas as delineated in the Future Land Use Map.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
FLU 2.3.1	Maintain low-density development standards in Agriculture, Recreation, and Open Space areas, while allowing limited residential development that supports agriculture, forestry, recreation, and open space land uses.		Planning and Permitting Department	Ongoing	Data on development approvals in Agriculture, Recreation, and Open Space areas included in the annual development report to City Council.	
FLU 2.3.2	Conduct regular engagement with the agriculture community to ensure that zoning standards do not unintentionally restrict modern farming practices.	NE3.1, NE3.2	Planning and Permitting Department, AG Working Group	Ongoing	At least one documented agricultural stakeholder engagement activity per year, with issues and outcomes summarized for staff and Planning Board review. Annual update to City Council.	

Community

Community Goal: *Foster a friendly and welcoming environment where all community members feel safe, engaged, and connected and are supported through strong schools, a thriving arts and culture scene, and a network of local organizations and partners.*

Policy #1, Objectives, and Actions to Implement Objectives

Policy 1: Support access to life-long learning opportunities

Objective 1: Maintain a high school graduation rate of 95%.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
C 1.1.1	Maintain the 4 different diploma pathways and ensure high school credit recovery opportunities are available for all high school students.	C1.3	Auburn School Department	Ongoing	4 diploma pathways and credit recovery opportunities are maintained. Annual update to City Council.	
C 1.1.2	Maintain classroom-based consistent staff support, including homeroom teachers, counselors, and assistant principals, over the course of a student's 4 years in high school.	C1.3	Auburn School Department	Ongoing	Each student is assigned classroom-based support. Annual update to City Council.	
C 1.1.3	Maintain supported and coordinated transitions from middle school to high school.	C1.2	Auburn School Department	Ongoing	Annual meeting between Auburn Middle School and Edward Little High School administrative staff. Annual update to City Council.	
C 1.1.4	Maintain consistent coordination with secondary and district administrators to evaluate each student's diploma progress.		Auburn School Department	Ongoing	3 annual meetings with secondary and district administrators. Annual update to City Council.	
C 1.1.5	Maintain and improve intervention strategies and support teams for students who are susceptible to non-completion.		Auburn School Department	Ongoing	Intervention strategies identified and utilized. Annual update to City Council.	
C 1.1.6	Maintain comprehensive quantitative and qualitative data on each student. Consistently utilize data to guide coordination, decision making, and policy development.	C1.2, C5.2	Auburn School Department	Ongoing	Data includes, but is not limited to, attendance, behavior, grades, test scores, and relevant family context(s). Annual update to City Council.	
C 1.1.7	Maintain resources, tools and support networks to foster safe learning environments for students of all abilities.	C1.2	Auburn School Department	Ongoing	Resources for students of all abilities are available and utilized. Annual update to City Council.	

Objective 2: Support the City's elementary schools and Auburn Middle School.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
C 1.2.1	Engage families in planning processes to understand their needs and priorities related to student learning, wellbeing, and school experience.	C1.2, C1.3	Auburn School Department	Ongoing	Documented engagement with families. Annual update to City Council.	
C 1.2.2	Maintain and expand after-school summer, and enrichment programming that aligns with identified student needs.	C1.2, C1.3	Auburn School Department	Ongoing	Maintained and expanded programming for students. Annual update to City Council.	
C 1.2.3	Evaluate traffic flow, drop-off/pick-up safety, sidewalks, and crosswalk improvements around school sites (including Edward Little High School). Integrate this work with the Active Transportation Plan and the Minot Avenue and Court Street studies.	T1.1, T2.1, T3.1	Auburn School Department	Medium-Term	Completed evaluation of transportation around school sites and incorporation with the Active Transportation Plan. Annual update to City Council.	
C 1.2.4	Consider ways to utilize school facilities to serve a wider range of community and neighborhood functions.	PR2.3, C2.1, C4.1	Auburn School Department	Ongoing	Increased utilization of school facilities for community and neighborhood functions. Annual update to City Council.	

Objective 3: Ensure residents have access to foundational life skills to support long-term well-being.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
C 1.3.1	Consider partnering with organizations and other City departments to provide additional pathway resources for students who need assistance navigating behavioral health services, financial knowledge and health care, and housing challenges. Ensure funding is available to meet additional pathway resource offerings.	E1.2, C1.1, C1.2	Auburn School Department, General Assistance and Public Health Departments	Medium – Long-Term	Documented guidance counseling resources and expanded partnerships to include additional pathway resources. Annual update to City Council.	
C 1.3.2	Maintain and increase, through partnerships, articulated pathways for post-secondary and workforce opportunities.	C1.5, E1.2	Auburn School Department	Ongoing	Articulated agreements with colleges and universities and partnerships with local businesses. Annual update to City Council.	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
C 1.3.3	Collaborate with partners to develop and offer practical life-skills programming, such as financial literacy, career planning, digital safety, and health management, to ensure residents have access to tools that support everyday decision-making.		Parks and Recreation Department, Business and Community Development Department	Medium – Long-Term	Documented program plans and offerings of life-skills programming. Annual update to City Council	

Objective 4: Increase access to early learning opportunities (ages 3 – 5).

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
C 1.4.1	Support the Lewiston Regional Technical Center's (LRTC's) Education and Development of Children Program ("LRTC preschool") in continuing and expanding programming.		Auburn School Department	Ongoing	Documented and maintained partnership with LRTC and expanded programming hours. Annual update to City Council.	
C 1.4.2	Maintain and expand Auburn School Department's free, public pre-K program.	E1.2	Auburn School Department	Ongoing	Maintained and expanded Pre-K programming during each school year. Annual update to City Council.	

Objective 5: Consistently evaluate programming needs for the workforce and work with partners to develop programs that meet these needs.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
C 1.5.1	Collaborate with local partners to conduct a needs assessment using employer surveys, labor market data, and feedback from adult learners.		Business and Community Development Department, Economic Development Department, Auburn School Department	Short-Term	Completion of needs assessment. Annual update to City Council.	
C 1.5.2	Identify workforce gaps and necessary training programs based on assessment findings.	E1.2	Business and Community Development Department, Economic Development Department, Auburn School Department	Medium-Term	Publication of a skills gap summary. Annual update to City Council.	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
C 1.5.3	Collaborate with partners to maintain and expand adult workforce training programs that: 1) Address identified industry needs (e.g., trades, healthcare, technology, transportation); and 2) Prepare residents for available jobs in the local economy, including English language instruction to ensure all residents have basic skills to find employment.	E1.2, C1.4	Business and Community Development Department, Economic Development Department, Auburn School Department	Long-Term	Development, support, and expansion of workforce training. Annual update to City Council.	
C 1.5.4	Maintain a positive and collaborative relationship with Central Maine Community College (CMCC) to ensure that development and investment in CMCC is coordinated with the City.	E1.2	City Manager	Ongoing	Documented relationship with CMCC. Update to City Council as necessary.	

Objective 6: Consistently evaluate programming needs for older adults and work with partners to develop programs that meet these needs.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
C 1.6.1	Collaborate with local partners to conduct a needs assessment using surveys, focus groups, and input from older adult serving organizations.	C1.5, C2.1	Parks and Recreation Department, Business and Community Development Department	Short-Term	Completion of assessment with participation from older adults and community partners. Annual update to City Council.	
C 1.6.2	Collaborate with local partners to analyze feedback to determine priority programming needs (e.g., social connection, mobility, digital literacy and digital safety, chronic disease management).	C2.1	Parks and Recreation Department, Business and Community Development Department	Medium-Term	Publication of a prioritized needs summary. Annual update to City Council.	
C 1.6.3	Collaborate with partners to develop or expand programs directly addressing identified needs (e.g., tech literacy classes, fall prevention workshops, transportation support, caregiver education).	E1.2, C2.1	Parks and Recreation Department, Business and Community Development Department	Long-Term	Launched or expanded new or revised programs. Annual update to City Council.	

Policy #2, Objectives, and Actions to Implement Objectives

Policy 2: Support access to services that meet the needs of the City's highest-need residents.

Objective 1: Develop an informed strategic and programmatic plan to address and improve the identified health and well-being priorities of Auburn residents.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
C 2.1.1	Compile a local needs assessment every 3 years, informed by local data which may include: General Assistance data, Community Development public survey data, the Maine Shared Community Health Needs Assessment (Maine Shared CHNA); Maine Integrated Youth Health Survey (MIYHS) data; Police and Fire Department data related to overdoses, illicit substance use, alcohol use disorder, and mental health calls for service; consultations with local partners, service providers, and people with lived experience; and collected input through surveys, focus groups, or informational interviews by the City of Auburn or identified local and regional partners. Extract a short list of the 3-5 top health and well-being priorities. Identify the drivers, root causes, and population groups impacted most for each priority.		Business and Community Development Department, Police Department and 911 Dispatch, Fire Department	Short-Term; Ongoing	Completion of a prioritized list of top 3–5 health and well-being needs. Creation of a summary analysis identifying root causes and priority populations for 100% of the listed priority areas. Annual update to City Council.	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
C 2.1.2	Map which of the priorities are already being addressed by current programs, and where the gaps are.	E1.2, C5.2	Business and Community Development Department	Short-Term; Ongoing	Development of a completed program–priority alignment map covering all priority areas, including identification of at least 1 programmatic gap per unmet need. Annual update to City Council.	
C 2.1.3	Gather supplemental data (internal outcome data, local public health reports, qualitative community feedback) to deepen understanding of identified needs.	C4.1	Business and Community Development Department	Short-Term; Ongoing	Completed supplemental data packet including at least 3 data sources (e.g., internal outcomes, public health data, community input). Annual update to City Council.	
C 2.1.4	Create an implementation plan with milestones, roles, timelines, and required resources.	C1.5, C1.6,	Business and Community Development Department	Medium-Term; Ongoing	Created implementation plan. Annual update to City Council.	
C 2.1.5	Implement the plan through phased expansion of evidence-based interventions, long-term partner commitments, layering of funding streams, and annual progress reviews to ensure sustained improvement in priority health outcomes.	C5.1, C5.2	Business and Community Development Department	Long-Term; Ongoing	CHNA priority areas demonstrating improvement in key health outcomes over indicated timeline (long term). Annual update to City Council.	
C 2.1.6	Formalize a quarterly meeting of new and existing service providers in the region to reduce duplication, enhance awareness of services being provided, increase cross-agency referrals and collaborations, and respond to new or changing trends.	C4.1	Business and Community Development Department	Short-Term	Formation of quarterly meeting.	
C 2.1.7	Report on trends, data, and implementation status annually to City Council.	C5.1	Business and Community Development Department	Ongoing	Annual Report to City Council.	

Policy #3, Objectives, and Actions to Implement Objectives

Policy 3: Support a safe community through effective, coordinated, and community-focused public safety and emergency services.

Objective 1: Improve Auburn Fire Department's ISO rating.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
C 3.1.1	Work with L/A 911 to establish a redundant dispatch circuit.	C3.2	Fire Department	Short-Term	Established redundant dispatch circuit. Annual update to City Council.	
C 3.1.2	Partner with Auburn Water and Sewerage District (AWSD) to increase hydrant system testing and inspection frequency.		Fire Department	Medium-Term	Increased hydrant system testing and inspection frequency. Annual update to City Council.	
C 3.1.3	Integrate annual Pre-Fire Planning inspections into Fire Prevention work for all non-residential structures.	C3.3	Fire Department	Short-Term	Integrated Pre-Fire Planning inspections into Fire Prevention. Annual update to City Council.	
C 3.1.4	Establish minimum officer certification requirements and require 12 hours per year of continuing education.	C3.3	Fire Department	Short-Term	Established certification and continuing education requirements. Annual update to City Council.	
C 3.1.5	Mandate 18 hours per year of structural fire training for each employee in accordance with NFPA 1001.	C3.1, C3.3	Fire Department	Medium-Term	Mandated structural fire training. Annual update to City Council.	
C 3.1.6	Achieve NFPA 1710 apparatus staffing standard levels.	C3.1, C3.3	Fire Department	Long-Term	Achieved staffing standard levels. Annual update to City Council.	
C 3.1.7	Build a Fire Department substation near the airport to support ISO standards for having a fire engine within 1.5 miles of developed areas of the jurisdiction.	C3.1, C3.3, I1.2	Fire Department	Long-Term	Completed Fire Department substation. Annual update to City Council.	

Objective 2: Maintain Auburn Police Department and 911 dispatch accreditation

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
C 3.2.1	Maintain continuous compliance with all applicable accreditation standards, conduct internal audits to identify and correct any compliance gaps, and provide ongoing training to supervisors and command staff on accreditation responsibilities.	E1.2	Police Department and 911 Dispatch	Short-Term	Documented accreditation compliance, internal audits, and staff training. Annual update to City Council.	
C 3.2.2	Complete reaccreditation cycles for both police and 911 dispatch with no conditions or deficiencies.		Police Department and 911 Dispatch	Medium-Term	Completed reaccreditation cycles. Annual update to City Council.	
C 3.2.3	Utilize accreditation data and assessments to inform policy development, training priorities, and operational decisions to maintain uninterrupted accreditation status across all review cycles.	C3.4	Police Department and 911 Dispatch	Long-Term	Achieved uninterrupted accreditation status. Annual update to City Council.	
C 3.2.4	Maintain and strengthen collaborative support models within the emergency response system to ensure coordinated, appropriate assistance for residents.	C3.1, C3.4	Police Department and 911 Dispatch, Fire Department, Business and Community Development Department	Ongoing	Maintained and in-creased efficiency of the emergency response model. Annual update to City Council.	

Objective 3: Achieve accreditation for the Fire Department through the CPSE

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
C 3.3.1	As a registered agency with the Commission on Fire Accreditation International (CFAI), complete required training for the designated accreditation manager.		Fire Department	Short-Term	Fire Department is a registered agency. Completed training for accreditation manager. Annual update to City Council.	
C 3.3.2	As an applicant agency with CFAI, complete a community risk assessment, community-driven strategic plan, and self-assessment manual.	C3.4	Fire Department	Medium-Term	Fire Department is an applicant agency. Completed risk assessment, strategic plan, and self-assessment manual. Annual update to City Council.	
C 3.3.3	As a candidate agency with CFAI, complete on-site visit and assessment and present accreditation report before the CFAI. Renew accreditation every 5 years.		Fire Department	Long-Term	Fire Department is a candidate agency. Completed onsite visit, assessment, and presentation. Renewed accreditation every 5 years. Annual update to City Council.	

Objective 4: Use data to understand community safety perceptions and guide efforts to strengthen the sense of safety citywide.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
C 3.4.1	Design and conduct a public safety survey that captures community perceptions of safety, trust in public safety agencies, and priority concerns.	C3.1	Communications and Community Engagement Department, Police Department, 911 Dispatch, Fire Department	Short-Term	Completed survey, with demographic representation reflective of the community. Annual update to City Council.	
C 3.4.2	Prioritize the top safety concerns identified in the survey and develop a list of recommended strategies for each.		Police Department, 911 Dispatch, Fire Department	Medium-Term	Prioritized concerns and developed strategies. Annual update to City Council.	
C 3.4.3	Integrate survey findings into long-term planning efforts.	C2.1, I1.3	Police Department, 911 Dispatch, Fire Department, Business and Community Development Department	Long-Term	Incorporation of survey-driven priorities in annual plans and/or budget proposals. Annual update to City Council.	

Policy #4, Objectives, and Actions to Implement Objectives

Policy 4: Enhance community connection and sense of place.

Objective 1: Deepen relationships between residents and municipal government.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
C 4.1.1	Implement strong, available feedback mechanisms to ensure residents directly inform city decisions.	C5.2	City Manager, Communications and Community Engagement Department	Short-Term	Improved and streamlined feedback mechanisms for residents. Update to City Council as necessary.	
C 4.1.2	Increase city staff presence in the community through ongoing outreach and attendance at local events and check-ins at local gatherings.	C5.2	All Departments	Ongoing	Increased staff presence in the community. Annual update to City Council.	
C 4.1.3	Partner with local organizations to organize recurring place-based events (e.g. block parties, cultural festivals, neighborhood walks) to activate public spaces and build shared connection.	C4.4, C5.2	City Manager, Communications and Community Engagement Department	Ongoing	Increased place-based events. Annual update to City Council.	
C 4.1.4	Convene a working group to develop a Multilingual Resources Plan that evaluates options for providing City documents, meetings, and public resources in alternative formats and languages, and recommends strategies to improve multilingual communication.	E1.2, C1.5, C4.4	Communications and Community Engagement Department	Medium-Term	Developed Multilingual Resources Plan by City working group. Update to City Council as necessary.	
C 4.1.5	Develop a Civic Engagement Handbook that details best practices for public meetings and other forms of civic engagement (including participation on City boards and committees) to reduce obstacles to civic engagement. Explore opportunities to recruit members to City boards and committees that are demographically representative of the City's residents.	C4.4, C5.2	Communications and Community Engagement Department	Short-Term	Completed Civic Engagement Handbook. Update to City Council as necessary.	
C 4.1.6	Increase participation on City boards and committees by actively recruiting members whose perspectives and experiences reflect the demographics of the City.		City Manager	Short-Term, Ongoing	Members of City boards and commit-tees are representative of City demographics. Annual update to City Council.	

Objective 2: Develop a citywide survey of historic, archaeological, and prehistoric sites.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
C 4.2.1	Collaborate with partners and the Maine Historic Preservation Commission to conduct a survey of Auburn's historic and archaeological resources.*	C4.4	Planning and Permitting Department	Short-Term	Completed survey. Annual update to City Council.	Grants | Maine Historic Preservation Commission **https://www.maine.gov/mhpc/programs/grants**
C 4.2.2	Collaborate with partners to develop informational materials on Auburn's historic and archaeological resources based on the survey.	C4.4	Communications and Community Engagement Department	Medium-Term	Published informational resource (digital or print) and outreach to residents. Annual update to City Council.	
C 4.2.3	Consider establishing a Historic Preservation committee to explore historic district designations and opt in historic building designations.	E1.3	City Manager	Medium-Term	Documentation of findings and recommended next steps for Historic Preservation Committee, formation of committee if deemed necessary. Annual update to City Council.	

Objective 3: Create policies for protecting and enhancing historic resources, where feasible.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
C 4.3.1	Require Planning Board review of maps and information provided by the Maine Historic Preservation Commission during the development review process to protect historic and archeological resources to the greatest extent practicable.*	FLU1.1	Planning and Permitting Department	Ongoing	Documented ordinance requirement for maps and information on historic and/or archaeological resources. Annual update to City Council.	
C 4.3.2	For known historic archeological sites and areas sensitive to prehistoric archeology, require developers and property owners to take appropriate measures to protect these resources.*	FLU1.1, C4.2	Planning and Permitting Department	Ongoing	Required documentation of protective measures in development proposals located in known or sensitive archaeological areas.	
C 4.3.3	Utilize the survey of Auburn's historic and archaeological resources to develop policies and actions for historic resources, including the establishment of a historic district(s) and increased historical markers.	FLU1.1, H1.1, C4.2	Planning and Permitting Department	Long-Term	Completed policies and actions with implementation plan. Annual update to City Council.	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
C 4.3.4	Amend ordinances to allow adaptive reuse and redevelopment of historic structures and structures of community significance, including school buildings.	FLU1.1, H1.1, E1.2	City Manager, Planning and Permitting Department, Business and Community Development Department, Economic Development Department	Short-Term	Completed or planned adaptative reuse projects, both public and private. Annual update to City Council.	Tax Incentives | Maine Historic Preservation Commission **https://www.maine.gov/mhpc/programs/tax-incentives**

Objective 4: Promote a vibrant, welcoming, and universally available arts and culture ecosystem

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
C 4.4.1	Establish a Public Art Working Group.	C5.2	Communications and Community Engagement Department	Short-Term	Established working group with representation from arts organizations, businesses, and multiple neighborhoods. Annual update to City Council.	
C 4.4.2	Conduct a community engagement effort to identify existing and needed arts and culture institutions and areas of community importance.	C4.1, C4.2,	Communications and Community Engagement Department	Short-Term	Completed community engagement effort. Annual update to City Council.	Creative Communities Grant | Maine Office of Community Affairs **https://www.maine.gov/moca/funding/creative-communities-grant**
C 4.4.3	Enhance collaboration with local arts and cultural organizations and businesses to identify ongoing needs, develop strategies for areas where the City could provide support, avoid overlaps in scheduling, and ensure adequate use of facilities.	E1.2, E1.3, C4.1	Communications and Community Engagement Department	Ongoing	Improved communication and collaboration. Annual update to City Council.	
C 4.4.4	Evaluate the feasibility of a percent-for-art program, public art requirements, or fee-in-lieu payments for projects in key areas (e.g., downtown, village centers, commercial corridors) to maintain and grow the creation of public art throughout the City.	E1.3, T3.3, C5.2	Planning and Permitting Department	Medium-Term	Reviewed ordinances. Recommended and adopted ordinance amendments that support creation of public art where feasible. Annual update to City Council.	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
C 4.4.5	Promote Downtown Auburn as the focal point for arts and entertainment and community events.		Communications and Community Engagement Department	Ongoing	Maintained and expanded City events in Downtown. Annual update to City Council.	
C 4.4.6	Collaborate with local artists, cultural groups, and community organizations to expand varied, welcoming arts and cultural experiences that reflect the full range of cultures, traditions, and creative articulation.		Communications and Community Engagement Department	Short-Term	Established collaboration and partnerships and expanded number and variety of arts and cultural events that reflect varied cultural traditions. Annual update to City Council.	GRANTS FOR ARTS PROJECTS | National Endowment for the Arts **https://www.arts.gov/grants/grants-for-arts-projects**
C 4.4.7	Market Auburn as a hub for arts and culture by promoting local artists, events, public art, and partnerships through coordinated branding and outreach.	E1.3	Communications and Community Engagement Department	Ongoing	Documented and maintained engagement with arts-related and event outreach. Annual update to City Council.	
C 4.4.8	Incorporate ease of access into events and venues by ensuring handicap access, age-friendly, walkability, and space for parking, and lowering financial obstacles.	E1.2, T3.1, T3.2	Communications and Community Engagement Department	Short-Term, Ongoing	Documented ease of access considerations for City events. Annual update to City Council.	
C 4.4.9	Partner with residents, neighborhood groups, and local organizations to implement beautification initiatives such as landscaping, clean-ups, public art, and improved maintenance of shared spaces.	PR1.3	Communications and Community Engagement Department	Medium-Term	Completed beautification initiatives with community partners and neighborhoods. Annual update to City Council.	

Policy #5, Objectives, and Actions to Implement Objectives

Policy 5: Ensure municipal services are administered efficiently and effectively.

Objective 1: Actively pursue grants and external funding opportunities to support capital investments and minimize the local tax burden.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
C 5.1.1	Maintain an inventory of active and potential grant programs (state, federal, and other sources).		City Manager	Ongoing	Updated grant inventory and incorporation in CIP and budgeting process. Annual update to City Council.	
C 5.1.2	Align CIP project development with grant readiness, including cost estimates, schedules, and required matching funds, to improve competitiveness for external funding.	I1.1	City Manager	Ongoing	Identified percentage of CIP projects with cost estimates, schedules, and match requirements. Annual update to City Council.	
C 5.1.3	Identify projects suitable for alternative funding mechanisms. Report on grant applications submitted, awarded, and leveraged and the estimated local tax savings achieved.	I1.2	City Manager	Ongoing	Identified projects and alternative funding mechanisms. Annual update to City Council.	
C 5.1.4	In line with the budget process, assess municipal services to identify opportunities for regional service delivery.*	C5.2	City Manager	Ongoing	Assessment and coordination on regional service delivery. Annual update to City Council.	

Objective 2: Strengthen the role of City boards and committees in supporting effective delivery of public services and implementation of City policies.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
C 5.2.1	Regularly assess the effectiveness of boards and committees in supporting City services objectives and identify opportunities for consolidation, restructuring, or enhanced support.	C1.2, C3.1, C4.1	City Manager, Department Staff	Ongoing	Conducted assessment(s). Annual update to City Council.	
C 5.2.2	Provide consistent opportunities for boards and committees to provide input and feedback, as stated in the City Charter(s) and ordinances, into capital planning, policy development, and service delivery decisions, including defined points of engagement in budget and planning processes.	FLU1.1, C5.2, I1.1	City Manager	Medium-Term	Documented process depicting when and how boards provide input into CIP, budget, or policy development. Annual update to City Council.	

Housing

Community Goal: *Ensure access to a broad range of housing options that meet the needs of the community across income levels, ages, and life stages to support current and new residents and maintain a strong workforce.*

Policy #1, Objectives, and Actions to Implement Objectives

Policy 1: Ensure a supply of housing in a variety of types and sizes that meet the wide-ranging needs of residents, support right sized living options, and avoid creating cost burdens for households.

Objective 1: Adopt and achieve the City's housing goals informed by the Auburn Housing Needs Assessment.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
H 1.1.1	Adopt the housing goals informed by the Auburn Housing Needs Assessment.		City Manager	Short-Term	Housing goals adopted by City Council.	
H 1.1.2	Collaborate with partners to leverage City-owned land for low- and moderate-income housing in appropriate areas.	H1.2, H1.3, E1.2	City Manager, Business and Community Development Department	Ongoing	Documented and maintained partner-ships to utilize City-owned land for housing. Annual update to City Council.	Housing Assistance Program: CDBG **https://www.maine.gov/decd/community-development/cdbg-program/application-process** Public Infrastructure Grant Program: CDBG **https://www.maine.gov/decd/community-development/cdbg-program/application-process**
H 1.1.3	Amend zoning ordinances to: 1) Align with City's housing goals, 2) Increase the availability of housing, and* 3) Incentivize a variety of housing types across income ranges, as appropriate (e.g., density bonuses, TIFs).*	FLU1.1, H1.2, E1.2	Planning and Permitting Department	Short-Term	Reviewed ordinances. Recommended and adopted ordinance amendments that allow identified housing needs (amount and type of housing) where feasible. Annual update to City Council.	Housing Opportunity Program | Department of Economic and Community Development **https://www.maine.gov/decd/housingopportunityprogram**
H 1.1.4	Evaluate the Comprehensive Plan every 3 years for impediments to housing development, including obstacles to infill development and redevelopment that is appropriate in size, scale, and context to existing development. Determine if amendments are needed to remove obstacles.	FLU2.1, H1.2, E1.2	Planning and Permitting Department	Ongoing	Comprehensive plan reviewed. Recommended and adopted amendments that remove obstacles to identified housing need(s) where feasible. Update to City Council as necessary.	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
H 1.1.5	Evaluate and remove municipal obstacles to the construction of low- and very-low-income housing with the goal of 1 in 10 new units meeting the state's definition of affordable housing.*	FLU1.1, E1.2, H1.3	Planning and Permitting Department, Business and Community Development Department	Ongoing	Reviewed ordinances. Recommended and adopted ordinance amendments that remove obstacles to low- and very-low-income housing where feasible. Continued tracking of affordable housing development in the City. Annual update to City Council.	Supportive Housing Program https://www.mainehousing.org/programs-services/housing-development/developmentdetails/supportive-housing-program
H 1.1.6	Align housing policies with zoning ordinances to ensure development standards support long-term housing goals.	FLU1.1, H1.2	Planning and Permitting Department	Short-Term	Completion of a housing–land use policy crosswalk. Documentation showing incorporation of development standards that support a variety of housing types across price points. Annual update to City Council.	
H 1.1.7	Collaborate with partners to develop a digital and print housing navigator to help older adults and people with varied physical or cognitive capacities exploring housing alternatives.	E1.2	Business and Community Development Department	Short-Term	Established digital and print housing navigator for residents looking to move. Annual update to City Council.	
H 1.1.8	Maintain an inventory of vacant properties in accordance with the City's vacant buildings ordinance and develop strategies, e.g. land banking, to bring vacant buildings online.	H1.2	Planning and Permitting Department (Code Enforcement)	Ongoing	Maintained inventory of vacant buildings and tracking of revitalized vacant buildings and properties. Annual update to City Council.	
H 1.1.9	Allow, and revise requirements as needed, for mobile home parks and mobile homes in the growth area pursuant to state laws 30-A M.R.S.A. §4358(3)(M) and 30-A M.R.S.A. §4358(2).*	E1.2	Planning and Permitting Department	Ongoing	Reviewed ordinances. Recommended and adopted ordinance amendments that allow mobile home parks and mobile homes where feasible. Annual update to City Council.	
H 1.1.10	Coordinate with local, regional, and state housing coalitions to support housing initiatives in Auburn.*	FLU1.1, E1.2	Planning and Permitting Department, Business and Community Development Department	Ongoing	Documented coordination, including meetings and identification of priority projects. Annual update to City Council.	
H 1.1.11	Implement and regularly update the 5-year Consolidated Plan(s) and annual Community Development Action Plans.		Business and Community Development Department	Ongoing	Implemented and updated Consolidated Plan(s). Annual update to City Council.	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
H 1.1.12	Utilize Affordable Housing TIF districts that reinvests captured tax increment into both capital projects and community programming, including housing development, rehabilitation, tenant stabilization services, and other initiatives that support long-term housing affordability.	H1.3, E1.2	Business and Community Development Department	Medium – Long-Term	Utilization of Affordable Housing TIF districts and tracking of development(s) funded by the TIF. Annual update to City Council.	
H 1.1.13	Track the implementation of the housing goals adopted by City Council. Evaluate and update the Auburn Housing Needs Assessment every 5 years to track the City's progress to its housing goals and align goals with current and future trends and best available data. Adopt new goals based on updated assessment.		Public Services Department	Ongoing	Evaluated and updated Auburn Housing Needs Assessment with consistent tracking of goal(s) progress. Update to City Council, and adoption of goals by City Council, as necessary.	

Objective 2: Strengthen the City's regulatory structure to create a predictable, development-ready environment and ensure that land use controls encourage the development of quality housing for renters and owners.*

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
H 1.2.1	Evaluate the City's alignment with state building codes and formally document any intentional deviations, including the rational and supporting justification for each, to ensure transparency and regulatory consistency.		Planning and Permitting Department (Code Enforcement)	Short-Term, Ongoing	Alignment with state building codes recorded and justification for intentional deviations. Annual update to City Council.	
H 1.2.2	Amend ordinances to lower regulatory obstacles and promote a more efficient, consistent, and predictable development process, where appropriate.	FLU1.1, E1.2	Planning and Permitting Department	Ongoing	Reviewed ordinances. Recommended and adopted ordinance amendments that promote an efficient development process where feasible. Annual update to City Council.	
H 1.2.3	Actively market the City to attract investment and encourage high-quality residential projects.	E1.3	City Manager, Economic Development Department, Business and Community Development	Ongoing	Consistent outreach to developers and published up-to-date information on the City's website. Update to City Council as necessary.	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
H 1.2.4	Support state-level legislative changes that support housing development goals.	FLU1.1, H1.1	City Manager	Ongoing	Documented legislative updates. Annual update to City Council.	
H 1.2.5	Provide clear, available resources, information, and support for new homeowners on the City's website, including guidance on permitting, property maintenance (for new and old buildings), standards, trash and recycling, parking rules, seasonal requirements, and key City contacts.	E1.2	Communications and Community Engagement Department, Public Services Department	Short-Term	New Homeowner re-sources on City website. Update to City Council as necessary.	
H 1.2.6	Collaborate with partners to evaluate alternative ownership models to lower the barrier to entry for homeownership and maintain housing affordability (e.g. limited equity housing cooperative).	E1.2	Planning and Permitting Department, Business and Community Development Department	Medium-Term	Evaluation of alternative ownership models and implementation, if feasible. Annual update to City Council.	

Objective 3: Eliminate chronic homelessness, rehouse individuals who become unhoused within 90 days, and prevent those who are susceptible and are unsafe due to violence from becoming unhoused.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
H 1.3.1	In compliance with State statute (MRSA §4357-B (2025)), conduct a land use study to determine districts to allow a homeless shelter(s) in the City.		Planning and Permitting Department	Short-Term	Reviewed ordinances. Recommended and adopted ordinance amendments that do not prohibit homeless shelter(s) in all zoning districts, where feasible. Annual update to City Council.	Research and National Technical Assistance (RNTA) | U.S. Economic Development Administration https://www.eda.gov/rnta
H 1.3.2	Coordinate with service providers to connect unhoused individuals and those susceptible to becoming unhoused with interim and permanent housing opportunities and housing assistance programs.		Business and Community Development Department	Ongoing	Documented and maintained coordination and support for service providers. Annual update to City Council.	Housing Opportunity Program | Department of Economic and Community Development https://www.maine.gov/decd/housingopportunityprogram
H 1.3.3	Open a Home for Good Facility and support the application for an additional Home for Good Facility in the L-A Metro Area.	E1.2	City Manager, Business and Community Development Department	Medium-Term	Completed Home for Good Facility and completed process for additional facility. Annual update to City Council.	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
H 1.3.4	Strengthen regional coordination of homeless services in the L-A Metro Area by conducting a comprehensive review to identify service overlaps and gaps, eliminate redundancies, and develop strategies to ensure all unmet service needs are addressed.	FLU1.1	Business and Community Development Department	Medium-Term	Completed gap analysis of homeless services in the L-A Metro Area. Annual update to City Council.	Housing Opportunity Program | Department of Economic and Community Development **https://www.maine.gov/decd/housingopportunityprogram**

Economy

Community Goal: *Support a resilient economy that provides quality jobs, fosters innovation, and strengthens local businesses and industries while providing quality education and training for people of all ages.*

Policy #1, Objectives, and Actions to Implement Objectives

Policy 1: Maintain and expand a varied economy in Auburn by increasing employment across the City and employment of Auburn residents and increasing the area median income (AMI) and the property tax base.

Objective 1: Utilize targeted business retention strategies, industry cluster analyses, and available financing tools to invest in priority activity areas.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
E 1.1.1	Implement a targeted business and industry retention strategy that seeks to understand operational needs, identify expansion opportunities, and address challenges of specific clusters.		Economic Development Department	Ongoing	Targeted business and industry strategies. Annual update to City Council.	
E 1.1.2	Review and evaluate existing business needs to identify and strengthen key industry clusters and proactively recruit complementary businesses that align with existing workforce, supply chain, and market strengths.	E1.2	Economic Development Department	Ongoing	Retention and recruitment of businesses. Annual update to City Council.	
E 1.1.3	Conduct an annual survey of targeted businesses within major industry clusters to monitor year-to-year economic shifts, workforce changes, expansion plans, and operational challenges.		Economic Development Department	Short-Term, Ongoing	Completed annual survey. Annual update to City Council.	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
E 1.1.4	Leverage mechanisms that can be used to finance infrastructure and economic development initiatives in identified high-growth areas.*	FLU2.1, I1.3	City Manager, Economic Development Department, Business and Community Development Department	Ongoing	Leveraged financial mechanisms. Annual update to City Council.	Catalyst Program | Northern Border Regional Commission https://www.nbrc.gov/Catalyst
E 1.1.5	Refine Auburn's Forest Bioproducts Advanced Manufacturing Tech Hub Overlay to attract innovation-oriented businesses, support technology and advanced manufacturing growth, and guide strategic infrastructure and investment planning within designated priority areas.	E1.3	City Manager, Economic Development Department, Planning and Permitting Department	Short-Term	Formalized overlay district with codified clear standards and provisions in the ordinance. Annual update to City Council.	
E 1.1.6	Attract and retain a wide range of small and medium-size businesses, focusing on the High Density Cores as shown in the Future Land Use Map. Connect small business owners and entrepreneurs with existing resources to help kickstart and maintain businesses and innovation in the City.	E1.3 FLU2.1	Economic Development Department	Ongoing	Documented targeted small and medium business strategies. Annual update to City Council.	Funding Opportunity: FY 2023 EDA Public Works and Economic Adjustment Assistance Programs https://sfgrants.eda.gov/s/funding-program/a2j3d0000000KneAAE/fy-2023-eda-public-works-and-economic-adjustment-assistance-programs
E 1.1.7	Fund dedicated staff in planning and economic development departments to support economic development initiatives and coordinate development activities.*	E1.3	City Manager	Ongoing	Annual funding of dedicated staff is included in budget process. Annual update to City Council.	Economic Development Program: CDBG https://www.maine.gov/decd/community-development/cdbg-program/application-process
E 1.1.8	Develop a citywide Economic Development Strategic Plan that identifies priority areas, evaluates market conditions, outlines short-, medium-, and long-term economic initiatives, and aligns with Auburn's land use, housing, and transportation goals.		City Manager, Economic Development Department	Short-Term	Completed and adopted Economic Development Strategic Plan. Annual update to City Council.	Funding Opportunity: FY 2023 EDA Public Works and Economic Adjustment Assistance Programs https://sfgrants.eda.gov/s/funding-program/a2j3d0000000KneAAE/fy-2023-eda-public-works-and-economic-adjustment-assistance-programs

Objective 2: Reduce transportation, housing, childcare, education and training, and zoning obstacles for employers and employees.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
E 1.2.1	Collaborate with partners to improve and promote existing transportation options that provide door-to-door transportation opportunities for the City's workforce.	T1.1	Economic Development Department	Ongoing	Annual ridership and usage of on-call transportation option. Annual update to City Council.	
E 1.2.2	Develop and maintain linkages and connectivity between commercial activity centers and other areas of the City to promote functionality and business development. Encourage complimentary or co-locations between workers, supply chains, service needs, and other goods and services.	FLU1.2, T2.1, T3.3	Planning and Permitting Department, Economic Development Department	Medium-Term, Ongoing	Documented improvements in road-way, transit, or trail connections between and to commercial areas, increased commercial development near complimentary services and housing. Update to City Council as necessary.	
E 1.2.3	Conduct a home-to-jobs ratio analysis every 5 years to assess the balance between available housing and employment opportunities, identify mismatches, and inform future housing and economic development planning.	H1.1	Planning and Permitting Department, Economic Development Department	Medium-Term	Maintenance of ongoing system to track new jobs created and new homes built and regular comparison of these trends. Annual update to City Council.	
E 1.2.4	Amend ordinances to lower regulatory obstacles that limit the development of housing options available to the workforce.	FLU1.1, H1.2	Planning and Permitting Department	Ongoing	Reviewed ordinances. Recommended and adopted ordinance amendments that remove obstacles to housing for the workforce, where feasible. Annual update to City Council.	
E 1.2.5	Review ordinances to allow, where feasible and appropriate, childcare as a use-by-right and explore options for increasing daycare operations.	C1.5	Planning and Permitting Department	Medium-Term	Reviewed ordinances. Recommended and adopted ordinance amendments that allow childcare as a use-by-right where feasible. Annual update to City Council.	
E 1.2.6	Maintain and expand before- and after-school childcare programming at the elementary schools.	E1.2	Auburn School Department	Ongoing	Maintained and expanded childcare programming. Annual update to City Council.	Pre-Kindergarten Expansion Grants (2021-2026) | Department of Education **https://www.maine.gov/doe/learning/earlychildhood/pkexpansiongrant/2021**

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
E 1.2.7	Continue collaboration with local and regional higher education institutions to align curricula with regional industry needs, establish specialized programming to meet emerging trends, and advertise apprenticeship programs.	E1.1, E1.2	Auburn School Department, Economic Development Department	Ongoing	Maintained curricula alignment through collaboration with industries and Auburn School Department. Annual update to City Council.	
E 1.2.8	Review ordinances to reflect the community's economic vision. Implement the desired scale, design, intensity, and location of future economic development.*	FLU1.1, E1.1, E1.3	Planning and Permitting Department	Ongoing	Reviewed ordinances. Recommended and adopted ordinance amendments that align with the Future Land Use Map where feasible. Annual update to City Council.	
E 1.2.9	Monitor trends and regularly update the comprehensive plan to maintain alignment with current and anticipated economic conditions. Amendments must follow state law to amend a comprehensive plan.	FLU1.1, E1.3	City Manager	Ongoing	Comprehensive plan reviewed. Recommended and adopted amendments that align with economic conditions where feasible. Annual update to City Council.	

Objective 3: Advance regional economic priorities and actively market the City's economic assets.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
E 1.3.1	Engage employers, regional partners, and surrounding municipalities through regular meetings to share resources, coordinate on economic development priorities, and strengthen the City's role as a regional service center and regional economic development center.*	FLU1.1, E1.2	City Manager, Economic Development Department	Ongoing	Coordinated economic development priori-ties. Annual update to City Council.	
E 1.3.2	Utilize the City's existing marketing resources and consider new opportunities and strategies to market Auburn's economic and residential assets, including the High-Density Cores in the Future Land Use Map.	E1.1, FLU2.1	Economic Development Department, Communications and Community Engagement Department	Ongoing	Published up-to-date information on the City's website.	
E 1.3.3	Support legislative changes that encourage and attract state and federal resources to support the City as a regional service center and regional economic development center.	H1.2	City Manager	Ongoing	Documented legislative updates. Annual update to City Council.	

Transportation

Community Goal: *Develop a safe, efficient, and universally available multimodal transportation network and traffic management solutions that connect people to places throughout the City and region.*

Policy #1, Objectives, and Actions to Implement Objectives

Policy 1: Provide a network of intercity and intracity public transportation that meets the community's needs.

Objective 1: Collaborate with partners to regularly evaluate public transportation needs and implement findings from transportation studies.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
T 1.1.1	Coordinate with public transit providers to annually collect and review ridership, service coverage, and performance data for local and regional transit services serving Auburn. Use ridership and performance data to identify service gaps and inform adjustments to transit routes, bus stop availability and amenities (especially at high-use bus stops), schedules, inter- and intra-city technological incorporation (transit apps), and complementary services.	E1.2, T2.1	Public Services Department	Ongoing	Documented coordination, including meetings, with public transit providers. Annual update to City Council.	
T 1.1.2	Review and prioritize the recommendations of the 2020 Androscoggin Transportation Re-source Center (ATRC) Area Transit Study to identify near, mid-, and long-term implementation actions that align with Auburn's transportation and land use goals.	T2.1	Public Services Department, Engineering Department	Ongoing	Prioritized list of ATRC Transit Study recommendations included in the CIP and City budget. Annual update to City Council.	
T 1.1.3	Partner with transit providers to pursue funding and technical assistance for implementing priority recommendations from the 2020 ATRC Area Transit Study.	FLU1.1, T2.1	Public Services Department	Ongoing	Documented and maintained partner-ship for funding opportunities. Annual update to City Council.	
T 1.1.4	Implement the recommendations from completed and approved transportation and land use studies, where feasible.		Public Services Department, Engineering Department	Long-Term	Implemented and tracked transportation and land use studies. Annual update to City Council.	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
T 1.1.5	Prioritize development near existing transportation infrastructure, including public transit, bike lanes, sidewalks, and trail networks. Consider incentive programs for developments that reduce Vehicle Miles Traveled (VMT) for residents.	FLU2.1, T2.1, R1.3	Public Services Department, Engineering Department, Planning and Permitting Department, Business and Community Development Department	Long-Term, Ongoing	Documented development near existing transportation infrastructure and documented consideration of incentives for developments that reduce VMT. Annual update to City Council.	
T 1.1.6	Annually review City roads with average daily traffic below 20,000 (AADT), consistent with Maine DOT guidance, to identify candidates for road diets.	T3.2	Public Services Department, Engineering Department, Planning and Permitting Department	Short-Term, Ongoing	Annual update to City Council on AADT review and road diet recommendations.	

Policy #2, Objectives, and Actions to Implement Objectives

Policy 2: Provide a network of active transportation options that meet the need of users of all ages and abilities.

Objective 1: Improve connectivity of intercity and intracity active transportation infrastructure.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
T 2.1.1	Develop intracity and intercity active transportation plans that inventory existing routes (including trail networks for non-vehicular commuters) and out-line strategies to maintain and create a safe, connected, all season active transportation network within Auburn and to surrounding communities.	T1.1, E1.2	Public Services Department, Engineering Department, Planning and Permitting Department	Medium – Long-Term	Completed studies and plans and tracking of improved and new trails. Annual update to City Council.	
T 2.1.2	Develop and implement strategies to ensure residents can safely and conveniently access Auburn's active transportation network without needing to drive. This may include expanding sidewalk and bike lane connections to trailheads, improving wayfinding signage, coordinating with transit providers to add stops near major access points, and identifying opportunities for neighborhood-level access improvements.	E1.2, T2.2, T3.3, R1.1, R1.3	Public Services Department, Engineering Department, Planning and Permitting Department	Medium – Long-Term	Documented strategies and implementation actions that improve non-vehicular access to trailheads. Annual update to City Council.	Active Transportation Initiative | MaineDOT https://www.maine.gov/dot/programs-services/planning

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
T 2.1.3	Implement ATRC's Bridging the Gaps Plan, where feasible.	T1.1	Public Services Department, Engineering Department	Ongoing	Identified implementation actions from Bridging the Gaps Plan. Annual update to City Council.	
T 2.1.4	Coordinate and connect the implementation of the Washington Street corridor improvements with the development of the Casco Bay Trail, part of the East Coast Greenway.	T1.1, T3.2, T3.3	Public Services Department	Short – Medium-Term	Progress toward formal approval and funding of the Washington Street corridor improvements, including the Casco Bay Trail segment of the East Coast Greenway. Annual update to City Council.	Downtown Revitalization Program: CDBG **https://www.maine.gov/decd/community-development/cdbg-program/application-process**
T 2.1.5	Acquire easements from the southern terminus of the Washington Street corridor to the northern terminus of the Berlin Subdivision interim trail to support the development of the Casco Bay Trail.	R1.1, R1.3	City Manager, Public Services Department	Long-Term	Easements acquired. Annual update to City Council.	
T 2.1.6	Complete the Androscoggin Riverwalk Trail Expansion.	R1.3	Public Services Department, Engineering Department, Public Works Department	Medium – Long-Term	Completed expansion of the Androscoggin River Walk. Annual update to City Council.	
T 2.1.7	Annually review the City's Safe Streets for All (SS4A) study and identify actions related to walking and bicycling that support connectivity.	T1.1, T3.1	Public Services Department	Ongoing	Identified SS4A related active transportation action(s). Annual update to City Council.	
T 2.1.8	Conduct an audit of the existing trail network(s) and identify improvements for ADA accommodations. Incorporate ADA improvements in trail maintenance and expansion plans.	T2.2, R1.3	Public Services Department, Public Works Department, Engineering Department	Ongoing	Documented ADA ease of access considerations for all new or substantially upgraded active transportation projects. Annual update to City Council.	State and Local Grant Funding - LWCF (U.S. National Park Service) **https://www.nps.gov/subjects/lwcf/stateside.htm**
T 2.1.9	Develop and adopt a Complete Streets policy, criteria, and standards for public rights of way that apply to both City initiated projects and private development. Revisit Complete Streets: A Guide to Best Management + Design Practice to affirm current best practices.	FLU1.1	Public Services Department, Planning and Permit-ting Department, Engineering Department	Short-Term	Reviewed ordinances. Recommended and adopted ordinance amendments that reference Complete Streets principles, where feasible. Annual update to City Council.	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
T 2.1.10	Evaluate and update Traffic Impact Analysis (TIA) requirements in the ordinance to include consideration of all transportation modes and safety impacts with Complete Streets principles as part of project review, where appropriate.	T3.1	Public Services Department, Planning and Permit-ting Department, Engineering Department	Ongoing	Reviewed ordinances. Recommended and adopted ordinance amendments that revise TIA standards to explicitly address multimodal safety and Complete Streets impacts, where feasible. Annual update to City Council.	
T 2.1.11	Amend ordinances to require new developments to consider and provide for active transportation access, both internal to the site and surrounding network connectivity.	FLU1.1, T3.3, R1.1	Planning and Permitting Department	Short-Term	Reviewed ordinances. Recommended and adopted ordinance amendments that require internal and interconnected pedestrian and bike access and mobility, where feasible. Annual update to City Council.	

Objective 2: Generate and share accurate data, maps, and information on active transportation routes.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
T 2.2.1	Develop and maintain a citywide, virtual and physical map(s) and physical wayfinding signage of all publicly available trails, sidewalks, bike lanes, and shared use paths in the City. Update the map on a regular basis to reflect improvements.	T2.1, R1.1	Public Services Department, Planning and Permitting Department, Parks and Recreation Department	Medium-Term	Completed and consistently updated citywide active transportation map. Annual update to City Council.	ATIIP - Bicycle and Pedestrian Program - Environment - FHWA **https://www.fhwa.dot.gov/environment/bicycle_pedestrian/atiip/index.cfm**

Policy #3, Objectives, and Actions to Implement Objectives

Policy 3: Provide, maintain, and improve the City's road network

Objective 1: Implement Auburn's Vision Zero Resolve.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
T 3.1.1	Implement Auburn's Safety Action Plan to achieve the City's Vision Zero goal by 2040.		Public Services Department, Engineering Department, Police Department	Ongoing	Prioritized and implemented initiatives from the 2025 Safety Action Plan; tracking of reduction in pedestrian crashes and fatalities. Annual update to City Council.	
T 3.1.2	Implement enhanced pedestrian safety infrastructure (e.g. raised crosswalks, curb extensions, and refuge islands) at high risk locations. Obtain a list from Maine DOT on locations of bicycle and pedestrian fatalities and crashes in the City and implement improvements at these locations.	T2.2, T3.2	Public Services Department, Engineering Department, Police Department	Medium – Long-Term	Installed or upgraded pedestrian safety infrastructure. Annual update to City Council.	
T 3.1.3	Amend ordinances to prioritize pedestrian safety, ease of access, and year round usability, including provisions for enhanced maintenance of brick, uneven, or ice prone materials and alternatives to sidewalks constructed entirely of brick.	T2.1, T3.2, T3.3, C2.1	Public Services Department, Planning and Permitting Department, Engineering Department, Police Department	Ongoing	Adopted sidewalk material and maintenance standards. Annual update to City Council.	
T 3.1.4	Daylight intersections and crosswalks by establishing minimum setbacks for on street parking and evaluating street tree placement where safety concerns are identified.	T3.2	Public Services Department, Engineering Department, Public Works Department, Police Department	Medium-Term	Incorporated daylighting standards at priority locations. Annual update to City Council.	
T 3.1.5	Add specificity to waiver criteria and review processes in Chapter 60 and Chapter 46 of the ordinance related to safe streets elements, including sidewalks and bicycle, pedestrian, and vehicular infrastructure.	H1.2, T2.1, T3.2	Planning and Permitting Department, Police Department	Ongoing	Adopted waiver criteria and applied procedures during the development review process. Annual update to City Council.	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
T 3.1.6	Develop and implement a comprehensive parking education and signage initiative that clearly communicates where public parking is permitted, time-limits, seasonal restrictions, and when/where residents must move their vehicles during parking bans or maintenance periods.		Public Works, Communications and Community Engagement Department, Police Department	Short-Term	Implemented parking education and signage initiative. Annual update to City Council.	

Objective 2: Update road and parking standards.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
T 3.2.1	Work with regional partners, Maine DOT, and other state agencies to support updates to state level street design policies and requirements that allow greater flexibility in street design.	T1.1	City Manager, Public Services Department, Engineering Department	Medium-Term	Documented legislative updates. Annual update to City Council.	
T 3.2.2	Amend ordinances to reduce the number of curb cuts and encourage shared parking facilities or shared use of existing surface parking, particularly in commercial and mixed use areas.	FLU2.1	Planning and Permitting Department	Ongoing	Reviewed ordinances. Recommended and adopted ordinance amendments that address curb cuts and shared parking where feasible. Annual update to City Council.	
T 3.2.3	Develop greater specificity of design elements and land uses that are appropriate for different roadway types.		Engineering Department, Public Works Department	Medium-Term	Updated design standards or policy documents. Annual update to City Council.	
T 3.2.4	Review and revise ordinance standards for subdivisions and public and private roads to encourage growth patterns that make effective use of existing infrastructure and provide for strategic street and transit connections.*	FLU1.1, FLU2.1, H1.1, T1.1, T2.1, T3.1	Planning and Permitting Department	Short-Term	Reviewed ordinances. Recommended and adopted ordinance amendments that address subdivision and roadway standards where feasible. Annual update to City Council.	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
T 3.2.5	Maintain and update local ordinances as necessary to address or avoid conflicts with state transportation policies and regulations, including the Sensible Transportation Policy Act (23 M.R.S.A. §73), state access management regulations (23 M.R.S.A. §704), and state traffic permitting requirements for large developments (23 M.R.S.A. §704 A).*	FLU1.1, T1.1	Planning and Permitting Department	Ongoing	Reviewed ordinances. Recommended and adopted ordinance amendments that maintain compliance with state transportation policies and regulations where feasible. Annual update to City Council.	

Objective 3: Increase access and efficiency between key areas of the City by maintaining and improving the City's road and sidewalk infrastructure in the most cost-effective manner.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
T 3.3.1	Plan for maintenance of the City's existing road network and coordinate with state and regional partners to maintain state-aid highways.*	T1.1	Engineering Department	Ongoing	Maintained road network and continued coordination with state and regional partners. Annual update to City Council.	
T 3.3.2	Initiate and actively participate in regional and state transportation efforts.* Actively support at the state and regional levels for legislation, funding programs, and policy updates that support Auburn's transportation goals.	T2.1, T3.1	Public Services Department, Engineering Department	Ongoing	Documented participation in regional and state transportation efforts. Documented legislative updates. Annual update to City Council.	
T 3.3.3	Maximize participation in regional, state, and federal transportation funding programs and continue coordination with Maine DOT to fund and implement transportation projects that improve access and efficiency and optimize the City's state and state aid highway networks.*		Public Services Department, Engineering Department	Ongoing	Documented participation in funding programs and coordination with Maine DOT. Annual update to City Council.	
T 3.3.4	Optimize traffic signal coordination, Intelligent Transportation Systems (ITS), and access management strategies along major commuter corridors, including Washington Street, Minot Avenue, and Route 4.	T1.1, T3.2	Engineering Department	Ongoing	Completed signal timing reviews or ITS improvements for major commuter corridors. Annual update to City Council.	Formula Grants for Rural Areas (Section 5311) | FTA **https://www.transit.dot.gov/rural-formula-grants-5311**

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
T 3.3.5	Conduct a comprehensive road condition assessment every 3 to 5 years. Utilize the results to prioritize roadway and sidewalk maintenance, repair, and rehabilitation projects for City owned roads.	T3.2	Engineering Department, Public Works Department	Ongoing	Completed road condition assessment(s). Update to City Council every 3 to 5 years.	
T 3.3.6	Prioritize improvements and maintenance activities that improve bicycle and pedestrian safety, including increased sidewalks and bike lanes, side-walk repairs, vegetation management, traffic signal maintenance, crosswalks and bicycle pavement markings, snow removal, wayfinding signage, and enforcement of ordinances related to blocked sidewalks, bike lanes, and crosswalks.	T2.1	City Manager, Engineering Department, Public Works Department	Ongoing	Completed bicycle and pedestrian safety related improvements and maintenance activities funded through the CIP or operating budget. Annual update to City Council.	The Rural Surface Transportation Grant Program | US Department of Transportation **https://www.transportation.gov/grants/rural-surface-transportation-grant-program#:~:text=The%20Rural%20Surface%20Transportation%20Grant%20Program%20supports%20projects%20that%20improve,and%20improve%20quality%20of%20life.** Transportation Alternatives - Environment - FHWA **https://www.fhwa.dot.gov/environment/transportation_alternatives/**
T 3.3.7	Coordinate land use activities (e.g., ordinance updates) with transportation planning efforts to maximize the efficiency and maintenance of the existing road network and reduce vehicle miles traveled (VMT).*	T1.1	Public Services Department, Engineering Department, Planning and Permitting Department	Ongoing	Documented and maintained coordination between Departments during ordinance revisions and development review. Annual update to City Council.	
T 3.3.8	Develop and maintain an inventory of paper streets and public easements.	T2.2	Planning and Permitting Department	Medium-Term	Completed inventory of paper streets and public easements. Annual update to City Council.	

Policy #4, Objectives, and Actions to Implement Objectives

Policy 4: Strengthen Auburn's position as a regional freight, logistics, and industrial center.

Objective 1: Improve efficiency, coordination, and funding competitiveness through integrated management of publicly controlled freight and logistics assets.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
T 4.1.1	Explore opportunities to better coordinate planning, management, and engagement related to publicly and jointly controlled assets in southwest Auburn, including the Freight Intermodal Facility, Lewiston and Auburn Railroad Company, and Auburn-Lewiston Municipal Airport.	T4.4, FLU1.1	City Manager	Ongoing	Documented and maintained coordination with joint partners. Annual update to City Council.	
T 4.1.2	Pursue operational efficiencies, shared services, and streamlined engagement processes with private sector rail, freight, and logistics partners operating within Auburn.	T4.3, T4.4	City Manager	Ongoing	Documented shared service arrangements, coordination protocols, or streamlined engagement processes. Annual update to City Council.	
T 4.1.3	Ensure Auburn's freight and logistics priorities remain aligned with state and federal plans to strengthen competitiveness for Maine DOT, the Maine Port Authority, FAA, FRA, and discretionary federal funding programs.	T4.4	City Manager	Ongoing	Aligned freight and logistics priorities. Annual update to City Council.	
T 4.1.4	Support incorporation of Auburn multimodal projects in regional capital programs, state capital programs, and grant applications.	T4.3	City Manager	Ongoing	Incorporation of multimodal projects, where feasible. Annual update to City Council.	
T 4.1.5	Encourage aviation-supportive commercial and industrial uses in appropriate areas near the airport.	T4.2, E1.1, E1.3	City Manager	Medium-Term	Evaluated and adopted aviation supportive land use policies or zoning provisions, where feasible. Annual update to City Council.	
T 4.1.6	Support reactivation and expanded use of the City-owned Freight Intermodal Facility for inbound and outbound box movement, containerized freight, bulk materials, and transload operations.	T4.2, E1.3	City Manager	Ongoing	Increased utilization opportunities identified or pursued for the Freight Intermodal Facility. Annual update to City Council.	
T 4.1.7	Identify, preserve, and market rail-available industrial development sites along Auburn's active rail corridors.	FLU1.1, E1.3, T4.2, T4.4	City Manager	Ongoing	Completed and maintained inventory of rail available industrial sites. Annual update to City Council.	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
T 4.1.8	Amend zoning ordinances to encourage site design standards that accommodate rail sidings, transload facilities, and logistics operations.	FLU1.1, E1.3, T4.4	City Manager, Planning and Permitting Department	Short-Term	Reviewed ordinances. Recommended and adopted rail-supportive ordinance amendments where feasible. Annual update to City Council.	
T 4.1.9	Integrate airport and rail assets into Auburn's broader economic development, workforce, and supply-chain resilience strategies.	E1.3, T4.3	City Manager, Economic Development Department	Ongoing	Airport and rail assets are referenced in adopted economic development or workforce strategies. Annual update to City Council.	

Objective 2: Protect public investment in airport and rail infrastructure through compatible land use planning, airspace protection, and corridor preservation.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
T 4.2.1	Adopt and maintain airport overlay zoning and airspace protection standards consistent with FAA Grant Assurance 21 to prevent incompatible land uses and obstructions near runway approaches.		City Manager, Planning and Permitting Department	Short-Term	Reviewed ordinances. Recommended and adopted ordinance amendments that strengthen the airport overlay zoning and airspace protection standards where feasible. Annual update to City Council.	
T 4.2.2	Amend zoning ordinances to require proximity and aviation activity as part of applicable development review processes.	FLU1.1, T4.3	City Manager, Planning and Permitting Department	Short-Term	Reviewed ordinances. Recommended and adopted ordinance amendments that require airport proximity disclosure where feasible. Annual update to City Council.	
T 4.2.3	Preserve active and potential rail-served corridors and industrial parcels, where feasible, to prevent encroachment that could limit future freight use.	T4.4	City Manager	Ongoing	Identified and protected rail corridors and rail served parcels, where feasible. Annual update to City Council.	

Objective 3: Support plan-driven, right-sized investment in airport, rail, and intermodal infrastructure while streamlining local review for projects consistent with adopted plans.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
T 4.3.1	Implement the FAA-approved Airport Layout Plan (ALP), where feasible, using phased, demand-driven development consistent with FAA and Maine DOT guidance.		City Manager, City Manager	Long-Term	Airport projects implemented or advanced consistent with the adopted ALP. Annual update to City Council.	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
T 4.3.2	Establish streamlined local review pathways for airport, rail, and intermodal projects, where feasible, that are consistent with adopted plans and applicable zoning standards.	FLU1.1,	City Manager, Planning and Permitting Department	Long-Term	Adopted streamlined review procedures. Annual update to City Council.	
T 4.3.3	Coordinate early among City departments, the airport, rail operators, and Maine DOT to improve predictability and re-duce project delivery risk.	T4.2, I1.2	City Manager	Ongoing	Documented coordination among stake-holders. Annual update to City Council.	

Objective 4: Recognize and protect Auburn's airport, rail corridors, and intermodal facilities as regional and statewide significant components of Maine's multimodal freight and transportation system.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
T 4.4.1	Recognize the Auburn-Lewiston Municipal Airport (KLEW) as regionally significant transportation infrastructure within the Maine State Aviation System and the National Plan of Integrated Airport Systems (NPI-AS).		City Manager	Short-Term	Airport significance is recognized by the Maine State Aviation System and NPIAS. Annual update to City Council.	
T 4.4.2	Acknowledge Auburn's strategic location along CSX Transportation, St. Lawrence & Atlantic Railroad, and Lewiston and Auburn Railroad Company corridors.	T4.2	City Manager, Planning and Permitting Department, Business and Community Development Department	Ongoing	Rail corridors are referenced and mapped. Corridors are marketed in economic development initiatives. Annual update to City Council.	
T 4.4.3	Align local land use, transportation, and economic development policies with the Maine State Aviation System Plan, Maine State Rail Plan, and Maine Integrated Freight Strategy.	FLU1.1, E1.3, T1.1, T4.2	City Manager, Planning and Permitting Department, Economic Development Department	Ongoing	Alignment with local policies and state freight and aviation plans. Annual update to City Council.	
T 4.4.4	Support preservation of airport and rail corridors to maintain long-term freight mobility, emergency response capability, and economic competitiveness.	E1.3, T4.2	City Manager	Ongoing	Preservation of airport and rail corridors. Annual update to City Council.	

Natural Environment

Community Goal: *Preserve and enhance the City's natural environment and agricultural tradition to protect water quality, improve food access, promote public health, provide connected wildlife habitats, and respond to the impacts of climate change.*

Policy #1, Objectives, and Actions to Implement Objectives

Policy 1: Protect and improve the water quality and health of all of Auburn's water bodies.

Objective 1: Meet or exceed state-designated water quality standards for all waterbodies.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
NE 1.1.1	Amend zoning ordinances to limit development in current undeveloped areas along the Androscoggin River.	FLU1.1, FLU2.3,	Planning and Permitting Department	Short-Term	Reviewed ordinances. Recommended and adopted ordinance amendments that limit new development in undeveloped areas along the Androscoggin River, where feasible. Annual update to City Council.	Home | MNRCP **https://www.mnrcp.org/**
NE 1.1.2	Support state agencies and legislature for an improved classification of the Androscoggin River.		City Manager	Ongoing	Documented legislative updates. Annual update to City Council.	
NE 1.1.3	Maintain the Lake Auburn Watershed Overlay District and limit new development in the Lake Auburn watershed.	NE2.1	Planning and Permitting Department	Ongoing	Tracking of limited new development. Annual update to City Council.	319 Grant Program, Maine Department of Environmental Protection **https://www.maine.gov/dep/water/grants/319.html**
NE 1.1.4	Assist property owners with Lake Auburn Watershed Protection Commission's Septic System Inspection Program to ensure compliance with municipal septic inspection ordinances.	NE2.1	Planning and Permitting Department, Planning and Permitting Department (Code Enforcement)	Ongoing	Compliance with municipal septic inspection ordinances. Annual update to City Council.	Small Community Grant Program, Maine Department of Environmental Protection **https://www.maine.gov/dep/water/grants/scgp.html**
NE 1.1.5	Coordinate with state agencies, regional watershed organizations, and local partners to conduct consistent water quality monitoring, share data, and evaluate trends to inform management decisions and regulatory compliance.	NE2.3	City Manager	Ongoing	Documented coordination with partners. Annual update to City Council.	Home | MNRCP **https://www.mnrcp.org/**

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
NE 1.1.6	Partner with organizations to purchase land and/or conservation easements along waterbodies.	NE2.2	City Manager	Ongoing	Documented collaboration with organizations. Annual update to City Council.	
NE 1.1.7	Where applicable, develop an urban impaired stream watershed management or mitigation plan that will promote continued development or redevelopment without further stream degradation.*	FLU2.3	Public Services Department	Ongoing	Completed urban impaired stream water-shed management or mitigation plan. Annual update to City Council.	Enhancing Water Resources Projects | Bureau of Reclamation **https://www.usbr.gov/watersmart/ewrp/index.html**
NE 1.1.8	Continue the evaluation of dams and culverts. Create an inventory and analysis of dam and culvert ownership, licensing, condition, flood mitigation, and impacts on water quality and fish passage.	NE2.3	Public Works, City Manager, Public Services Department, Planning and Permitting Department, Engineering Department	Ongoing	Completion and publication of a comprehensive dam and culvert inventory and analysis. Annual update to City Council.	Hazard Mitigation Assistance Grants | FEMA.gov **https://www.fema.gov/grants/mitigation**
NE 1.1.9	Use the dam and culvert inventory to evaluate relicensing efforts and outline strategies to prepare for dam removals as needed.	FLU1.1, NE2.1	Public Works, City Manager, Public Services Department, Planning and Permitting Department, Engineering Department	Ongoing	Documented progress of relicensing evaluations, grant applications, or negotiations with dam owners. Annual update to City Council.	
NE 1.1.10	Identify areas where public wellhead and aquifer recharge area protection mechanisms may be needed and implement mechanisms to protect these areas.*	NE2.1	Public Works Department, Public Services Department, Engineering Department, Planning and Permitting Department	Short-Term	Public wellhead and aquifer recharge areas identified and evaluated to assess if additional protections are needed. If so, ordinances are updated to add additional protections to these areas. Annual update to City Council.	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
NE 1.1.11	Amend ordinances to incorporate stormwater runoff performance standards and low impact development (LID) standards consistent with:* ▪ Maine Stormwater Management Law and Maine Stormwater Regulations (Title 38 M.R.S.A. §420-D and 06-096 CMR 500 and 502) ▪ Maine Department of Environmental Protection's allocations for allowable levels of phosphorus in lake/pond watersheds ▪ Maine Pollution Discharge Elimination System Stormwater Program	NE2.1	Planning and Permitting Department	Ongoing	Reviewed ordinances. Recommended and adopted ordinance amendments that incorporate stormwater runoff standards and updated LID requirements where feasible. Annual update to City Council.	
NE 1.1.12	Collaborate with partners on clean-up programs, steward-ship activities, and the dispersion of educational materials on water quality to landowners.*		Communications and Community Engagement Department	Short-Term	Published up-to-date information on the City's website and outreach to residents. Update to City Council as necessary.	
NE 1.1.13	Collaborate with partners to provide materials on aquatic invasive species and to evaluate, remove, and further prevent invasive species in waterbodies and watersheds.*		Communications and Community Engagement Department	Ongoing	Published up-to-date information on the City's website and outreach to residents. Update to City Council as necessary.	Invasive Aquatic Plants Cost Share Grants, Maine Department of Environmental Protection **https://www.maine.gov/dep/water/grants/invasive/index.html**
NE 1.1.14	Establish policies and construction and road maintenance requirements that protect rivers, streams, and other water bodies in high-growth areas while promoting more intensive development in those areas.*	FLU1.1, FLU2.1, NE2.1	Public Services Department, Planning and Permitting Department, Engineering Department	Ongoing	Reviewed ordinances. Recommended and adopted ordinance amendments that establish construction requirements in designated high-growth areas to protect rivers, streams, and other water bodies where feasible. Annual update to City Council.	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
NE 1.1.15	Minimize pollution discharges through the maintenance of existing public sewer systems and wastewater treatment facilities and educate private property owners on septic system maintenance.*		Public Services Department, Planning and Permitting Department, Public Works Department, Engineering Department	Ongoing	Completed annual inspections of municipal wastewater and sewer infrastructure with documented maintenance actions. Annual update to City Council.	State Municipal Wastewater Grant Program, Maine Department of Environmental Protection **https://www.maine.gov/dep/water/grants/smwgp/index.html** Public Infrastructure Grant Program: CDBG **https://www.maine.gov/decd/community-development/cdbg-program/application-process**
NE 1.1.16	Collaborate with partners to promote practices that reduce pollutant loading from activities associated with agricultural/farming practices and harvesting of trees, impervious surfaces, lawns, driveways, access roads, and septic systems.*		Planning and Permitting Department (Code Enforcement), Communications and Community Engagement Department, Public Works Department	Ongoing	Published up-to-date information on the City's website and outreach to residents. Update to City Council as necessary.	
NE 1.1.17	Provide local contact information for water quality best management practices.*		Communications and Community Engagement Department	Ongoing	Published up-to-date information on the City's website and outreach to residents. Update to City Council as necessary.	

Policy #2, Objectives, and Actions to Implement Objectives

Policy 2: Advocate for the protection of natural resources like wetlands, vernal pools, threatened and endangered species, wildlife habitat blocks, and open space.*

Objective 1: Ensure that land use ordinances are consistent with applicable state laws regarding natural resource protection.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
NE 2.1.1	Review ordinances for compliance with state laws regarding natural resource protection for wetlands, vernal pools, threatened and endangered species, wildlife habitat blocks, and open space.	NE1.1	Planning and Permitting Department	Short-Term	Reviewed ordinances. Recommended and adopted ordinance amendments that, at a minimum, comply with state laws. Annual update to City Council.	
NE 2.1.2	Require developers to identify critical natural resources using pertinent Beginning with Habitat (BwH) maps that may be on-site and to take appropriate measures to protect those resources.*	FLU2.3	Planning and Permitting Department	Short-Term	Reviewed ordinances. Recommended and adopted ordinance amendments that further protect critical natural resources and waterbodies. Annual update to City Council.	
NE 2.1.3	Maintain and regularly review regulations governing new gravel mining near critical natural resources and waterbodies to ensure ongoing protection.	NE1.1	Planning and Permitting Department	Ongoing	Review of regulations for gravel mining and inspection of gravel pit compliance. Annual update to City Council.	
NE 2.1.4	Participate in regional planning, management, and regulatory efforts around shared critical and important natural resources.*	FLU1.1	Planning and Permitting Department	Ongoing	Participation in regional meetings, working groups, or joint planning sessions. Annual update to City Council.	

Objective 2: Encourage public/private partnerships to protect critical and important natural resources.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
NE 2.2.1	Partner with conservation organizations to purchase land or easements from willing sellers.*		City Manager	Ongoing	Collaboration with organizations and documented strategies for land conservation. Annual update to City Council.	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
NE 2.2.2	Partner with conservation groups, fishery organizations, and state agencies to support projects that improve aquatic habitat, enhance fish passage, and restore native fish populations, like natural bottom culverts consistent with Stream Smart Programs.	NE1.1, E1.3	City Manager	Ongoing	Demonstrated collaboration through participation in partner-led habitat or fish restoration projects. Annual update to City Council.	National Fish Pas-sage Program - National Wildlife Federation Nature-based Funding Database https://fundingnaturebasedsolutions.nwf.org/programs/national-fish-passage-program/#:~:text=The%20National%20Fish%20Passage%20Program,by%20removing%20or%20bypassing%20barriers.

Objective 3: Generate publicly available data, maps, and information on natural resources.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
NE 2.3.1	Collaborate with partners to provide publicly available and updated databases on: 1) Natural resources like wetlands, vernal pools, threatened and endangered species, and wildlife habitat blocks 2) Open space current use tax programs 3) Applicable local, state, or federal regulations*	NE1.1,	Planning and Permitting Department, Assessing Department, Communications and Community Engagement Department	Ongoing	Published up-to-date information on the City's website and outreach to residents. Update to City Council as necessary.	

Policy #3, Objectives, and Actions to Implement Objectives

Policy 3: Protect Auburn's agricultural lands and forests.

Objective 1: Support access to locally grown and sourced food and support the agriculture economy.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
NE 3.1.1	Include agriculture, commercial forestry operations, and land conservation in local or regional economic development plans. Consider collaboration with partners to track economic impact of agricultural businesses.*	E1.3, NE3.2	Planning and Permitting Department, Economic Development Department, Business and Community Development Department	Ongoing	Incorporation of agriculture, commercial forestry operations, and land conservation in economic development plans. Annual update to City Council.	Agriculture, Food System and Forest Products Infrastructure Investment Fund: Maine DACF https://www.maine.gov/dacf/ard/grants/affp-infrastructure-fund.shtml
NE 3.1.2	Collaborate with farmer's market leaders, community partners, and the City of Lewiston to support a multi-season (indoor/outdoor) local farmer's market.	NE3.2	City Manager, Public Services Department, Planning and Permitting Department	Ongoing	Documented support for a multi-season farmers market. Annual update to City Council.	
NE 3.1.3	Implement the Local Foods Action Plan, where feasible.		Public Services Department	Ongoing	Attendance at Local Food Action Plan partnership meetings and continued implementation. Annual update to City Council.	
NE 3.1.4	Connect food producers, consumers, and processors with existing resources on food production, processing, and sales locations.	E1.1	Communications and Community Engagement Department	Short-Term	Published up-to-date information on the City's website. Update to City Council as necessary.	

Objective 2: Support farming in Auburn.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
NE 3.2.1	Consult with Androscoggin Valley SWCD when developing any land use regulations pertaining to agricultural management practices.*	NE1.1, NE2.1, FLU2.3	Planning and Permitting Department	Ongoing	Documented collaboration with Androscoggin Valley SWCD. Annual update to City Council.	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
NE 3.2.2	Evaluate subdivision and site design standards and work with developers to protect forested lands and prime farmland soil as open space to the greatest extent practicable.*	FLU2.3	Planning and Permitting Department	Ongoing	Reviewed ordinances. Recommended and adopted ordinance amendments that protect forested lands and prime farmland soils where feasible. Annual update to City Council.	Maine Farms for the Future - Maine DACF **https://www.maine.gov/dacf/ard/grants/farms-for-future/index.shtml**
NE 3.2.3	Encourage owners of productive farmland to enroll in applicable current use taxation program(s).* Consider a voluntary municipal support program to allow for tax incentives and increased investment.	E1.3, NE3.1, C5.1	Assessing Department, Planning and Permitting Department, Communications and Community Engagement Department	Ongoing	Documented outreach to farmers. Annual update to City Council.	Ecological Conditions Incentives Program: Stream Smart - Maine Audubon **https://maineaudubon.org/projects/road-crossings/stream-smart/**
NE 3.2.4	Allow land use activities that support productive agriculture and natural resource operations, such as roadside/wayside stands, community gardens, agrotourism businesses, active / permitted working farms, and pick-your-own operations.* Limit other types of commercial development to protect farm and forestry operations in the AGRP zone.*	FLU1.1, NE3.1, NE3.3, NE3.5	Planning and Permitting Department	Ongoing	Reviewed ordinances. Recommended and adopted ordinance amendments that expand or clarify permitted agricultural accessory uses where feasible. Annual update to City Council.	Maine Farms for the Future - Maine DACF **https://www.maine.gov/dacf/ard/grants/farms-for-future/index.shtml** Resilient Food Systems Infrastructure Program: Agricultural Resource Development Division: Maine DACF **https://www.maine.gov/dacf/ard/grants/resilient-food-systems-infrastructure.shtml**
NE 3.2.5	Develop a resource page on the City website to assist current and new farm owners with their business, understanding land use, and connecting with partners.		Communications and Community Engagement Department, Planning and Permitting Department	Medium-Term	Completed guide for current and new farmers. Update to City Council as necessary.	Agricultural Marketing Loan Fund: Agricultural Resource Development Division: Maine DACF **https://www.maine.gov/dacf/ard/grants/agricultural_marketing.shtml**

Objective 3: Improve management of forests on City-owned land.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
NE 3.3.1	Evaluate the City's 2019 Forest Management Plan. Develop a plan to implement forest management strategies and harvest activities on City-owned woodlots.		City Manager, Planning and Permitting Department	Medium-Term	Developed action plan to implement or modify recommendations in the 2019 Forest Management Plan. Annual update to City Council.	Urban Forests | US Forest Service https://www.fs.usda.gov/managing-land/urban-forests

Objective 4: Improve protection and management of the City's street trees and urban canopy.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
NE 3.4.1	Maintain the City's street tree inventory and public-facing dashboard. The City is responsible for replacing removed street trees; however, it should actively pursue grants, partnerships, and other alternative funding sources to offset replacement costs.	NE3.3, C5.1	City Manager, Public Works Department	Ongoing	Updated street tree inventory and online dashboard. Identified funding opportunities. Annual update to City Council.	Grant Applications: Grants: Project Canopy: Help Trees help you. https://www.maine.gov/dacf/mfs/policy_management/project_canopy/grants/grant_applications.html

Objective 5: Support private property owners in managing and preserving their forest land.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
NE 3.5.1	Consult with the Maine Forest Service district forester when developing any land use regulations pertaining to forest management practices as required by 12 M.R.S.A. §8869.*	FLU1.1, FLU2.3	Planning and Permitting Department	Ongoing	Maine Forest Service is contacted prior to developing or amending land use regulations. Annual update to City Council.	
NE 3.5.2	Permit land use activities that support productive forestry operations, such as firewood stands, sawmills, log buying yards, and tree farms to improve the economic vitality of forestry operations.*	FLU1.1, E1.3	Planning and Permitting Department	Short-Term	Reviewed ordinances. Recommended and adopted ordinance amendments that support productive forestry operations where feasible. Annual update to City Council.	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
NE 3.5.3	Publish information in applicable current use taxation program(s) to encourage owners of productive forest land to enroll.	NE2.3	Assessing Department, Communication and Community Engagement Department	Ongoing	Published up-to-date information on the City's website and outreach to residents.	
NE 3.5.4	Collaborate with partners to provide educational materials for private property owners on invasive species management and options to mitigate or remove invasive species in forested areas. *		Communication and Community Engagement Department	Ongoing	Published up-to-date information on the City's website and outreach to residents.	Ecological Conditions Incentives Program: Stream Smart - Maine Audubon **https://maineaudubon.org/projects/road-crossings/stream-smart/**

Policy #4, Objectives, and Actions to Implement Objectives

Policy 4: Address climate resiliency concerns and plan for the impacts of climate change.

Objective 1: Develop and implement a climate action plan, with a vulnerability assessment and heat-trapping gases inventory.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
NE 4.1.1	Utilize Community Resilience Partnership grants to conduct a climate change action plan that includes infrastructure and community risk assessments.	NE4.2	City Manager	Short-Term	Completed vulnerability assessment and climate action plan. Annual update to City Council.	Track 2: Grants and Technical Assistance Opportunities | Maine Office of Community Affairs https://www.maine.gov/moca/programs/community-resilience-partnership/grants-technical-assistance
NE 4.1.2	Implement mitigation and adaptation recommendations, where feasible, from the climate action plan.		City Manager	Medium – Long-Term	Implemented recommendations from the climate action plan. Annual update to City Council.	
NE 4.1.3	Expand energy efficient and renewable energy infrastructure to reduce overall energy use and byproducts, where feasible.		City Manager	Ongoing	Expanded energy efficient and renewable energy infrastructure, where feasible. Annual update to City Council.	

Objective 2: Maintain membership in the Community Resilience Partnership

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
NE 4.2.1	Review and update the Community Resilience Partnership Community Actions and prioritize their implementation.	NE4.2	City Manager	Ongoing	Updated and prioritized list of actions. Annual update to City Council.	
NE 4.2.2	Leverage grants through the Community Resilience Partnership to implement resilience initiatives.	NE2.1, C5.1, I1.3	City Manager	Ongoing	Annual submission of Community Resilience Partnership grant application. Annual update to City Council.	Community Action Grant | Maine Office of Community Affairs https://www.maine.gov/moca/funding/community-action-grant

Parks and Recreation

Community Goal: *Maintain and expand access to parks, trails, and recreational facilities that support social connection and active lifestyles for people of all ages and abilities.*

Policy #1, Objectives, and Actions to Implement Objectives

Policy 1: Provide universally available and connected parks, trails, and open space to meet the needs of all users.

Objective 1: Provide access to useable open space for all new development.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
PR 1.1.1	Amend the ordinances to require an open space fee-in-lieu structure for subdivisions where on-site open space is infeasible. Direct all collected fees to a designated Parks and Recreation capital fund.	FLU1.1	Planning and Permitting Department, Parks and Recreation Department	Ongoing	Reviewed ordinances. Recommended and adopt-ed ordinance amendments that require an open space fee-in-lieu, where feasible. Parks and Recreation fund created. Annual update to City Council.	
PR 1.1.2	Prepare an annual report summarizing fee-in-lieu revenue, expenditures, project allocations, and recommended investment priorities.	R1.1, NE2.3	Planning and Permitting Department, Parks and Recreation Department	Medium-Term	Annual update to City Council and Parks and Recreation Advisory Board.	

Objective 2: Improve park, trail, and open space stewardship and maintenance.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
PR 1.2.1	Utilize the fee-in-lieu funds from the open space fee-in-lieu to fund the Parks, Trails, and Open Space Master Plan.	PR1.3, PR1.4	Parks and Recreation Department	Medium-Term	Completed Parks, Trails, and Open Space Master Plan. Annual update to City Council.	Recreational Trails Program: Bureau of Parks and Lands: Maine DACF **https://www.maine.gov/dacf/parks/grants/recreational_trails_program.shtml**

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
PR 1.2.2	Identify and prioritize recommendations from the Parks, Trails, and Open Space Master Plan for implementation. Connect the Parks, Trails, and Open Space Master Plan with the intercity and intracity trail plans.	PR1.1, PR1.3, T2.1	Parks and Recreation Department	Medium-Term	Implementation actions are evaluated during CIP process. Annual update to City Council.	Maine Trails Program: Grant Program: Bureau of Parks and Lands: Maine DACF https://www.maine.gov/dacf/parks/grants/maine-trails-program.shtml
PR 1.2.3	Develop and adopt park level-of-service (LOS) and maintenance standards for all park and recreation assets, including fields, courts, playgrounds, trails, and waterfront facilities, to guide capital investment.	PR2.1, I1.2	Parks and Recreation Department, Public Works Department	Medium-Term	LOS and maintenance standards for 100% of park assets. Integrate LOS standards into CIP scoring criteria. Annual update to City Council.	
PR 1.2.4	Conduct an annual parks and recreation system evaluation, including SWOT analysis, participation data, maintenance condition reporting, and progress tracking to establish a list of maintenance needs, recreation amenities and needs, and open space conservation areas.*	T2.2, PR2.1	Parks and Recreation Department, Public Works Department	Ongoing	Completed SWOT analysis and recommended improvements. Annual update to City Council.	
PR 1.2.5	Establish and maintain an inventory and capital replacement schedule for parks, trails, and open space facilities and places. Integrate schedule into the CIP.	PR2.1	Parks and Recreation Department, Public Works Department	Short-Term	Incorporated asset re-placement priorities into CIP. Annual update to City Council.	
PR 1.2.6	Compile a comprehensive inventory of City-held subdivision easements, map them, and establish metrics to monitor ease of access, condition, and use.	PR1.1, H1.2	Planning and Permitting Department, Public Works Department	Medium-Term	Completed inventory. Annual update to City Council.	
PR 1.2.7	Partner with organizations to purchase land and/or conservation easements for recreation.	FLU1.1, FLU2.3	City Manager	Ongoing	Documented and maintained collaboration with organizations. Annual update to City Council.	

Objective 3: Maintain and enhance parks, trails, and open space connectivity and stewardship.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
PR 1.3.1	Collaborate with partners to provide educational resources for landowners allowing public recreational access to their property. At a minimum, this will include information on Maine's landowner liability law regarding recreational or harvesting use, Title 14, M.R.S.A. §159-A.*	PR1.2, NE2.1, NE3.5	Communications and Community Engagement Department, Parks and Recreation Department	Short-Term	Published up-to-date in-formation on the City's website and outreach to residents. Update to City Council as necessary.	
PR 1.3.2	Collaborate with partners to conduct meetings with local and regional organizations, property owners, and neighboring municipalities to identify strategies and available land to connect the City's publicly available open spaces and regional open space networks.*	PR1.2	City Manager	Ongoing	Documented and maintained collaboration. Annual update to City Council.	
PR 1.3.3	Collaborate with partners to redevelop existing parks and develop underutilized spaces in high-density residential areas into parklets, vegetated spaces, or community gardens.	FLU2.1, T2.1	Parks and Recreation Department, Business and Community Development Department, Planning and Permitting Department	Medium-Term	Redevelopment of existing parks and development of new parklets, vegetated spaces, and community gardens. Annual update to City Council.	
PR 1.3.4	Collaborate with partners to expand awareness and participation in volunteer programs supporting year-round park, trails, and open space maintenance.		Parks and Recreation Department	Ongoing	Documented partnerships and projects with local organizations. Annual update to City Council.	

Objective 4: Provide points of access to major waterbodies for boating, fishing, swimming, and other means of recreation. .

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
PR 1.4.1	Identify and assess potential locations for new or expanded public boat launches and waterfront access points across Auburn's major waterbodies. Incorporate long-term maintenance, safety planning, and operational resilience into waterfront access projects.	NE1.1	City Manager, Parks and Recreation Department, Public Works, Engineering Department	Ongoing	Identified and assessed public boat launch(es) and waterfront across point(s). Annual update to City Council.	Boating Facilities Fund: Bureau of Parks and Lands: Maine DACF https://www.maine.gov/dacf/parks/grants/boating_facilities_fund.html

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
PR 1.4.2	Implement the recreation plans specified in Gulf Island's FERC Hydropower License for increased pond access and a boat launch.	PR2.1	Planning and Permitting Department, Public Works	Medium-Term	Implemented recreation plans. Annual update to City Council.	
PR 1.4.3	Support the Androscoggin River and Little Androscoggin River as a recreational and intrinsic asset by increasing activities and programming along the Riverwalk, improved trail and park maintenance and connectivity, increased signage, adequate lighting, and promotion of the rivers.	NE1.1, E1.3, PR1.2, PR1.3, PR2.3	City Manager, Communications and Community Development Department, Public Works, Public Services	Ongoing	Documented support for the Androscoggin and Little Androscoggin Rivers through programming, improved maintenance, signage, lighting, and promotion. Annual update to City Council.	

Policy #2, Objectives, and Actions to Implement Objectives

Policy 2: Provide recreation programming for people of all ages and abilities.

Objective 1: Establish a continuous evaluation and improvement framework for Auburn's recreation programming.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
PR 2.1.1	Regularly conduct a community needs assessment for recreation programming.		Parks and Recreation Department	Ongoing	Determined regularity of conducting the community needs assessment. Completion of the community needs assessment. Annual update to City Council.	
PR 2.1.2	Integrate the community needs assessment for recreation programming with the Parks and Recreation Strategic Plan to accomplish identified program enhancements.	PR2.2	Parks and Recreation Department	Medium-Term	Integrated community needs assessment with Parks and Recreation Strategic Plan. Annual update to City Council.	
PR 2.1.3	Develop a standardized set of evaluation metrics and data collection methods to measure the economic benefits of Auburn's recreation system.	PR2.3, E1.3	Parks and Recreation Department, Economic Development Department	Medium-Term	Measured economic benefits of recreation system. Annual update to City Council.	
PR 2.1.4	Assess Auburn's program fees and costs against peer municipalities to ensure pricing remains competitive, balanced, and aligned with community affordability.	PR2.1	Parks and Recreation Department	Ongoing	Completed assessment. Annual update to City Council.	

Objective 2: Complete and implement the Parks and Recreation Strategic Plan using existing resources.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
PR 2.2.1	Complete the Parks and Recreation Strategic Plan.	PR2.1, PR2.3	Parks and Recreation Department	Short-Term	Completed Parks and Recreation Strategic Plan. Annual update to City Council.	
PR 2.2.2	Integrate the Parks and Recreation Strategic Plan with the Parks, Trails, and Open Space Master Plan and coordinate strategies with other City-wide plans, including in transportation, housing, and the economy.	FLU1.1, E1.3, T2.1, PR2.1	Parks and Recreation Department	Medium-Term	Aligned Parks and Recreation Strategic Plan and Parks, Trails, and Open Space Master Plan and other City-wide plans. Annual update to City Council.	
PR 2.2.3	Utilize the Parks and Recreation Strategic Plan to determine program enhancements. Implement program enhancements, where feasible.	PR2.1	Parks and Recreation Department, Public Works	Long-Term	Implemented Parks and Recreation Strategic Plan. Annual update to City Council.	
PR 2.2.4	Regularly update the Parks and Recreation Strategic Plan to align with the community needs assessment(s).		Parks and Recreation Department	Long-Term	Determined regularity of strategic plan update and align community needs assessment(s) with update(s). Update to City Council as necessary.	

Objective 3: Improve the City's capacity to deliver well-managed and maintainable sporting events to benefit sports tourism and sporting opportunities for residents and visitors.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
PR 2.3.1	Complete an inventory and breakdown of uses for all rentable sports facilities in the City.	NE2.3,	Parks and Recreation Department	Short-Term	Completed Parks and Recreation Strategic Plan. Annual update to City Council.	
PR 2.3.2	Assess opportunities to enhance and expand indoor and outdoor sport facilities.	E1.3	Parks and Recreation Department	Medium-Term	Identified opportunities for improved and/or expanded sport facilities. Annual update to City Council.	
PR 2.3.3	Coordinate with the School Department to ensure public access to school facilities outside of school related functions.	C4.1	City Manager, Parks and Recreation, Public Works	Ongoing	Documented and maintained coordination to provide access to facilities for events outside of school re-lated functions. Annual update to City Council.	

Infrastructure

Community Goal: *Maintain existing infrastructure and plan strategic investments that prepare the City to respond to changing community needs and future challenges.*

Policy #1, Objectives, and Actions to Implement Objectives

Policy 1: Provide public facilities in an efficient, coordinated, and fiscally responsible manner that meets current needs and responds to anticipated growth and demographic change.

Objective 1: Update the 5-year capital improvement plan to a 10-year capital improvement plan.*

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
I 1.1.1	Expand the City's capital improvement plan from a 5-year to 10-year planning horizon, maintaining a detailed first 5 years and a programmatic outlook for 6 to 10 years to improve long-range coordination and fiscal planning.	I1.1	City Manager	Short-Term	Adopted 10-year CIP. Annual update to City Council.	
I 1.1.2	Integrate all major infrastructure categories into the 10 year CIP, including transportation, water, sewer, stormwater, public facilities, parks, trails, roads (including road safety improvements), and major equipment across all capital investments.	FLU1.1, NE1.1, T1.1, I1.1	City Manager, Department Staff	Short-Term	Included all major infrastructure categories in the adopted CIP. Annual update to City Council.	
I 1.1.3	Annually review the CIP with the City Council and align with the budget cycle to evaluate progress, adjust priorities, and reaffirm alignment with comprehensive plan objectives.	I1.1	City Manager	Ongoing	Completed annual CIP review. Annual update to City Council.	
I 1.1.4	Establish measurable performance indicators for the CIP and create a transparent tracking dashboard.	I1.1	City Manager	Medium-Term	Established performance indicators and tracking dashboard. Annual update to City Council.	
I 1.1.5	Build flexibility into the CIP for emergencies or contingency scenarios to respond to legislative changes and unforeseen events.	I1.1	City Manager	Ongoing	Contingency reserve or deferred project category in CIP. Annual update to City Council.	
I 1.1.6	Incorporate climate resiliency investments into the CIP. Track and leverage funding programs to overlap resiliency opportunities with other CIP needs.	NE4.1, I1.1	City Manager	Ongoing	Documented number and value of CIP projects that include resiliency components. Annual update to City Council.	

Objective 2: Explore opportunities for infrastructure coordination and joint purchasing programs.*

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
I 1.2.1	In line with the budget process, assess infrastructure functions to identify opportunities for regional coordination or joint purchasing.		City Manager	Ongoing	Completed assessment of infrastructure functions during budget cycle. Annual update to City Council.	
I 1.2.2	Collaborate with regional partners, service districts, and councils of governments to evaluate shared infrastructure investments, equipment purchases, or coordinated capital timing where possible.	T4.3	City Manager, Department Staff	Ongoing	Documented findings and recommendations. Incorporated feasible opportunities into the CIP and annual budget discussions. Annual update to City Council.	

Objective 3: Prioritize infrastructure investment in high-growth areas designated in the Future Land Use Plan.*

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
I 1.3.1	Establish formal CIP project scoring criteria that prioritize infrastructure investments in designated growth areas identified in the Future Land Use map.	FLU1.1, FLU2.1, T4.3,	City Manager	Short-Term	Adopted CIP scoring framework. Annual update to City Council.	
I 1.3.2	Ensure capacity of utility services (natural gas, electricity, broadband, etc.) and collaborate with partners to improve and expand sewer and water service in the high growth area.	H1.1, FLU2.1, C5.2	Planning and Permitting Department, Economic Development Department	Ongoing	Coordination with utility service providers and water and sewer district(s). Annual update to City Council.	Public Infrastructure Grant Program: CDBG https://www.maine.gov/decd/community-development/cdbg-program/application-process
I 1.3.3	Provide adequate educational, emergency service, municipal service, community-wide, and public works buildings and facilities.	C4.1	City Manager, Public Works Department, Police Department, Fire Department, 911 Communications	Ongoing	City-owned buildings and facilities meet established service capacity and condition standards. Annual update to City Council.	
I 1.3.4	Maintain collaboration with AWSD and LACWA to evaluate water and wastewater treatment capacity (both dry and wet weather capacity) and growth-related impacts to rate payers.*	NE1.1	Public Services Department	Ongoing	Documented and maintained collaboration. Annual update to City Council.	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
I 1.3.5	Track and report the percentage of capital investments located in high-growth areas, with a target of 75% of new public facilities being placed in high-growth areas.* Consider infrastructure gaps, including the need for public restrooms, during development of the Capital Improvement Plan (CIP).	FLU2.1, C5.2	Public Services Department	Long-Term	At least 75% of new growth-related capital investment value located in designated high-growth areas, with consideration of infrastructure gaps for future CIP consideration(s). Annual update to City Council.	
I 1.3.6	Identify infill and redevelopment potential and relocation of public utilities, including drainage and stormwater infrastructure. Identify City-owned vacant lots and determine redevelopment opportunities.	FLU2.1, E1.2, H1.1, H1.2	Public Services Department	Ongoing	Evaluated infill or redevelopment areas and initiated utility relocation or upgrade projects. Annual update to City Council.	
I 1.3.7	Improve code enforcement capacity to track, monitor, and enforce vegetation maintenance requirements approved through the site review and development approval process.	FLU1.1, C5.2, PR1.3	Public Services Department, Planning and Permitting Department (Code Enforcement)	Short-Term	Established tracking process for approved vegetation maintenance conditions and documented enforcement actions. Annual update to City Council.	Community Enterprise Grant: CDBG https://www.maine.gov/decd/community-development/cdbg-program/application-process
I 1.3.8	Periodically evaluate the impact of community growth and changing service demands on police, fire, and communications staffing, facilities, equipment, technology, training, and operational capacity.	C3.4	City Manager, Police Department, Fire Department	Ongoing	Identified needs are incorporated into the City's annual budget and CIP. Annual update to City Council.	



Appendices



Photo: Jewels Lapointe

Appendix A: Glossary

Accessory dwelling unit (ADU): A self contained dwelling unit located within, attached, or detached from a single-family dwelling unit located on the same parcel of land as a primary dwelling unit.

Active Recreation: Recreational activities that typically require dedicated facilities, equipment, or organized spaces to support physical activity and active participation.

Active Transportation: Any human-powered or self-propelled form of travel, primarily walking and bicycling, but also rolling in a wheelchair, skateboarding, or using low-speed electric micromobility like e-bikes—used to get from one destination to another

ADA accessible: The Americans with Disabilities Act (ADA) Standards—along with the Title II and Title III regulations—state what is required for a building or facility to be physically accessible to people with disabilities.

Adaptive reuse: The renovation and reuse of preexisting structures for new purposes.

Affordable Housing (State of Maine Definition): Rental housing that a household whose income does not exceed 80% of the median income for the area as defined by the United States Department of Housing and Urban Development under the United States Housing Act of 1937, Public Law 75-412, 50 Stat. 888, Section 8, as amended, can afford without spending more than 30% of the household's monthly income on housing costs. With respect to housing that is owned, housing that a household whose income does not exceed 120% of the median income for the area as defined by the United States Department of Housing and Urban Development under the United States Housing Act of 1937, Public Law 75-412, 50 Stat. 888, Section 8, as amended, can afford without spending more than 30% of the household's monthly income on housing costs.

Agriculture: The cultivation, breeding, care, or management of plants or animals for commercial purposes—whether for sale or lease—including forage and sod, grain and seed crops, dairy livestock and products, poultry and their products, livestock in general, fruits and vegetables, and ornamental plants.

Agriculture and Resource Protection (AGRP): Rural Auburn has a unique Agricultural and Resource Protection (AGRP) District, which has been in place since the early 1960's and contains over 50% of the City's land area, or over 20,000 acres. The AGRP regulations have limited development and promoted food, agricultural, timber, and natural resource production, and associated uses.

Amenities: An amenity refers to a feature or service within a city that enhances residents' comfort, convenience, or enjoyment. These can include natural elements like lakes or trails, public services such as recreational centers or nonprofit groups, and commercial offerings like restaurants or entertainment spots.

Area median income (AMI): Area Median Income (AMI) represents the middle point of a region's income range and is updated each year by the U.S. Department of Housing and Urban Development (HUD). It is used as a standard to categorize household income levels and determine eligibility for housing assistance programs.

Capital improvement plan (CIP): A CIP lays out the financing, location, and timing for capital improvement projects over several years. A CIP typically consists of one or more capital improvement projects, which are financed through a capital budget. CIPs are important tools for local governments, allowing them to plan strategically for community growth and transformation.

Climate resiliency: The ability of a community, business, or the natural environment to prepare for, withstand, respond to, and recover from a hazardous event.

Class GPA waters: Class GPA is the sole classification both of great ponds and of natural lakes and ponds less than 10 acres in size. Class GPA waters must be of such quality that they are suitable for the designated uses of drinking water after disinfection, recreation in and on the water, fishing, agriculture, industrial process and cooling water supply, hydroelectric power generation, and navigation; they should also be suitable as a habitat for fish and other aquatic life. The habitat must be characterized as natural.

Cluster development: Cluster developments allow for a reduction in the minimum lot size and building footprint requirements (without an increase in the overall number of units in a development) to conserve a portion of the property as common open space for recreation and/or the preservation of environmentally sensitive areas. These neighborhoods essentially "cluster" homes into smaller lots on a smaller overall portion of a lot to preserve open space or natural resources.

Complete Streets: Complete streets is a transportation policy and design approach that ensures public roads are planned and built for all users. This includes people walking, biking, riding public transit, and driving, across all ages and abilities.

Conservation easement: A legally enforceable restriction on the future uses of a property granted in the form of a deed to a governmental entity or qualified conservation land trust. Conservation easements can be designed to keep a property in an essentially wild state or to allow limited residential uses, farming, and forestry. Some conservation easements grant public access on or over private lands.

Conservation land: Property owned in fee that is protected for the primary purposes of retaining or protecting natural, scenic, or open space values; assuring its availability for agricultural, forest, recreational or open space use; and protecting natural resources such as maintaining or enhancing air or water quality.

Critical habitat: Critical habitat is defined as specific areas within the geographic range occupied by a species at the time it was listed, containing essential physical or biological features necessary for the conservation of endangered and threatened species.

Current use taxation (tax) program: The State of Maine has four current tax use programs that offer property owners a reduction in their property's assessed value. Properties used for farmland, open space, tree growth, and working waterfront are eligible to enroll in one of the 4 current tax use programs.

Duplex: A structure containing 2 dwelling units, each of which has direct access to the outside.

Dwelling unit: A room or group of rooms designed and equipped exclusively for use as permanent, seasonal, or temporary living quarters for only one family at a time, and containing cooking, sleeping, and toilet facilities. The term shall include mobile homes and rental units that contain cooking, sleeping, and toilet facilities regardless of the time period rented. Recreational vehicles are not residential dwelling units.

Feasibility: Capable of being done or carried out.

Farmland of statewide importance: Farmland of statewide importance in Maine includes prime farmland, unique farmland, and farmland of local importance.

Floodplain: A floodplain is a flat or nearly flat area adjacent to rivers, lakes, and streams that is subject to periodic flooding.

Form-based code: Form-based codes regulate the built environment with a focus on the design and feel of the built environment rather than the use of the land. Form-based codes tend to focus on the size and design of a building instead of how the building is used.

Growth area: The Growth Management Act defines growth areas as "an area that is designated in a municipality's or multi-municipal region's comprehensive plan as suitable for orderly residential, commercial or industrial development, or any combinations of those types of development, and into which most development projected over 10 years is directed."

Housing-cost burdened: A household can be considered housing cost burdened if they spend more than 30% of their income on housing, leaving the rest of their income for food, transportation, health care, savings, and entertainment, among other things. Households that pay above 30% of their income on housing are considered cost burdened and those paying above 50% are considered severely cost burdened.

Impervious surface: An impervious surface is a hard or compacted man-made cover, like asphalt, concrete, roofs, or packed gravel, that prevents rainwater and snowmelt from soaking into the ground. Instead of filtering through soil, the water becomes surface runoff, flowing rapidly into storm drains and local waterways.

Infill development: Building within unused and underutilized lands within existing development patterns, typically but not exclusively in urban areas.

Invasive species: A plant or animal that is not indigenous, non-native, to an ecosystem that causes harm to the environment, economy, or human, animal, and/or plant health.

Labor force participation rate: The percentage of the population aged 16 years and older who are currently employed or unemployed and seeking work. This percentage represents the relative amount of labor resources available in the City, as well as the percentage of the population that is not actively seeking employment.

Livable: The sum of various elements that add up to a community's quality of life, including the built and natural environments, social stability and equity, economic prosperity, educational and cultural opportunity.

Limited growth area: The Growth Management Act defines limited growth or transition areas as "an area that is designated in a municipality's or multi-municipal region's comprehensive plan as suitable for a share of projected residential, commercial or industrial development but that is neither intended to accept the amount or density of development appropriate for a growth area nor intended to provide the level of protection for rural resources afforded in a rural area or critical rural area."

Low-impact development (LID): A site design approach that uses planning, development, and stormwater management practices to minimize impervious surfaces, reduce runoff, and lessen environmental impacts from development.

Maine Department of Environmental Protection (DEP) Shoreland Zoning Act: Maine DEP's Shoreland Zoning Act requires municipalities to adopt and enforce local ordinances that regulate land use activities in the shoreland zone. Shoreland zones include any land area within 250 feet of the normal high-water line of a pond or river, upland edge of a coastal wetland, upland edge of defined freshwater wetlands, and all areas within 75 feet of the normal high-water line of certain streams.

Mixed-use development: Developments that provide more than 1 use or purpose within a shared building or development area. Mixed-use projects may include any combination of housing, office, retail, medical, recreational, commercial, or industrial components.

Multi-family development: A building designed or intended to be used or used exclusively for residential occupancy by 3 or more families living independently of one another and containing 3 or more dwelling units.

Multimodal: Multimodal planning refers to planning that considers various modes of transportation (walking, cycling, automobile, public transit, rail, truck, air, etc.) and connections between those modes.

Natural resources/areas: Any land or water area—public or private—that maintains or has regained its natural qualities, even if not entirely untouched, and that supports endangered, threatened, or rare species, native ecosystems, or features of geological, hydrological, scenic, historical, or scientific importance that offer educational or community value.

Non-growth area: The Growth Management Act defines non-growth or rural areas as "a geographic area that is identified and designated in a municipality's or multi-municipal region's comprehensive plan as an area that is deserving of some level of regulatory protection from unrestricted development for purposes that may include, but are not limited to, supporting agriculture, forestry, mining, open space, erosion mitigation, water retention, wildlife habitat, fisheries habitat and scenic lands, and away from which most development projected over 10 years is diverted."

Open space: Open space includes all unbuilt areas, whether publicly or privately owned, protected, or unprotected. Open space lands include forests and grasslands, farms and ranches, streams and rivers, and parks. They provide ecosystem services, support agricultural and forest production, and offer opportunities for recreation.

Parking requirements/minimums: A form of land use regulation that prescribes a specific amount of parking to be provided by the developer of any new development. Parking requirements can include both minimums and maximum requirements.

Passive recreation: Recreational activities that do not require prepared facilities like sports fields or pavilions.

Prime farmland: Prime farmland is a designation assigned by U.S. Department of Agriculture defining land that has the best combination of physical and chemical characteristics for producing food, feed, forage, fiber, and oilseed crops and is also available for these land uses.

Public-private collaboration: A partnership between the public sector and the private sector for the purpose of delivering a project or service.

Redevelopment: The action or process of developing something again or differently.

Resilient: The ability to withstand or recover quickly after an event.

Revaluation: Revaluation refers to the adjustment of the value of a property to reflect its current market value or fair value, rather than its historical cost or book value.

Rural area: The Growth Management Act defines non-growth or rural areas as "a geographic area that is identified and designated in a municipality's or multi-municipal region's comprehensive plan as an area that is deserving of some level of regulatory protection from unrestricted development for purposes that may include, but are not limited to, supporting agriculture, forestry, mining, open space, erosion mitigation, water retention, wildlife habitat, fisheries habitat and scenic lands, and away from which most development projected over 10 years is diverted."

Services: Services encompass a wide range of activities, businesses, and industries found within a community. These could include healthcare, financial, or professional services, educational institutions, restaurants, transportation, personal services like hair salons and massage therapists, or household services such as lawn care or electricians.

Service center: The Maine State Legislature identifies service centers as the communities where people work, shop, obtain medical care, or enjoy cultural experiences. Service centers are defined as areas with all or some of the following characteristics: over 500 jobs, high retail sales per capita, a high percentage of service sector jobs, and/or a high percentage of federally assisted housing units.

Shoreland zoning: Shoreland zoning is a specific zoning type, required by the State of Maine, which covers all land within 250 horizontal feet of great ponds, rivers, wetlands, and certain streams. Shoreline zones are required to be regulated by specific ordinances in each municipality.

Short-term rental (STR): A residential dwelling that is rented on a temporary basis, typically for a period of less than 30 consecutive days. Unlike long-term rentals, which typically involve lease agreements of 6 months or more, STRs cater to vacationers, business travelers, and temporary residents seeking flexible lodging options.

Single-family home: A building designed or intended to be used exclusively for residential occupancy by 1 family only and containing only 1 dwelling unit, or 1 dwelling unit with an accessory apartment, including a manufactured housing unit with no horizontal dimension smaller than 24 feet.

Sustainability: Sustainability refers to the ability to meet the needs of the present without compromising the ability of future generations to meet their own needs. Sustainability can refer to fiscal, economic, development, and environmental actions.

Tax increment financing (TIF): Municipal tax increment financing (TIF) is a flexible finance tool used by municipalities, plantations, and unorganized territories to leverage new property taxes generated by a specific project or projects within a defined geographic district. Any portion of the new taxes may be used to finance public or private projects for a defined statutorily allowable period. The municipality or plantation defines the district size, determines the amount of new taxes to be captured, and identifies allowable public and private projects along with the term, with the whole proposal requiring local approval.

Townhouse: A 1-family dwelling unit, with a private entrance, that is part of a structure whose dwelling units area attached horizontally in a linear arrangement, with a totally exposed front and rear wall to be used for access, light, and ventilation.

Transit-oriented development: Transit-oriented development (TOD) is an urban planning strategy that focuses on creating compact, walkable communities centered around public transportation hubs to promote responsible living and reduce reliance on cars.

Triplex: A building containing 3 individual dwellings. Accessory dwelling units are not included in this definition.

Vitality: A community's collective capacity to respond to change with an enhanced level of participation (a process) with aspirations for a healthy and productive community (an outcome or vision of success).

Vision Zero: Vision Zero is a strategy and public health approach to eliminate all traffic fatalities and severe injuries, while increasing safe mobility for all.

Walkability: Walkability refers to the measure of how friendly an area is to walk, encompassing factors such as the presence of sidewalks, pedestrian crossings, and proximity to essential services. It is also defined as the ability to safely walk to services and amenities within a reasonable distance, typically a walk of 30 minutes or less.

Appendix B: Related Plans, Studies, and Policies

City Plans, Studies, and Policies

- 2010 Comprehensive Plan
- 2021 Comprehensive Plan Updated Chapters
- 2019 Strategic Plan
- New Auburn Master Plan
- New Auburn Village Center Plan
- Addressing Homelessness in Auburn Maine
- Joint Land Use Study – Mount Apatite/ Maine Army National Guard Facility
- Barker Mill Dam License Renewal Planning
- Lewiston Falls Hydropower License Renewal Plan
- Auburn Consolidated Plans
- Annual CDBG action plans
- 5-year CIP
- Communications and Community Engagement Plan
- Washington Street Corridor Study
- Minot Avenue Corridor Study
- Court Street Study
- HR&A Housing Study
- Pedestrian Safety Mitigation Plan
- Equity Policy
- Auburn Public Woodlots Forest Management Plan
- Athletic Facilities Needs Assessment
- Auburn Indoor Sports and Recreation Complex Feasibility Report
- 2009 Center Street Traffic Management Study
- 2007 Park Avenue Corridor Study
- 2011 Portland to Lewiston/Auburn and Montreal Intercity Passenger Rail Feasibility Study
- New Auburn Walkable Audit Report
- Evaluation of Improvement Potential for Lake Auburn
- Report of the Mayor's Ad-Hoc Bona Fide Farming, Agricultural, Recreational and Natural Resources Land Use Committee

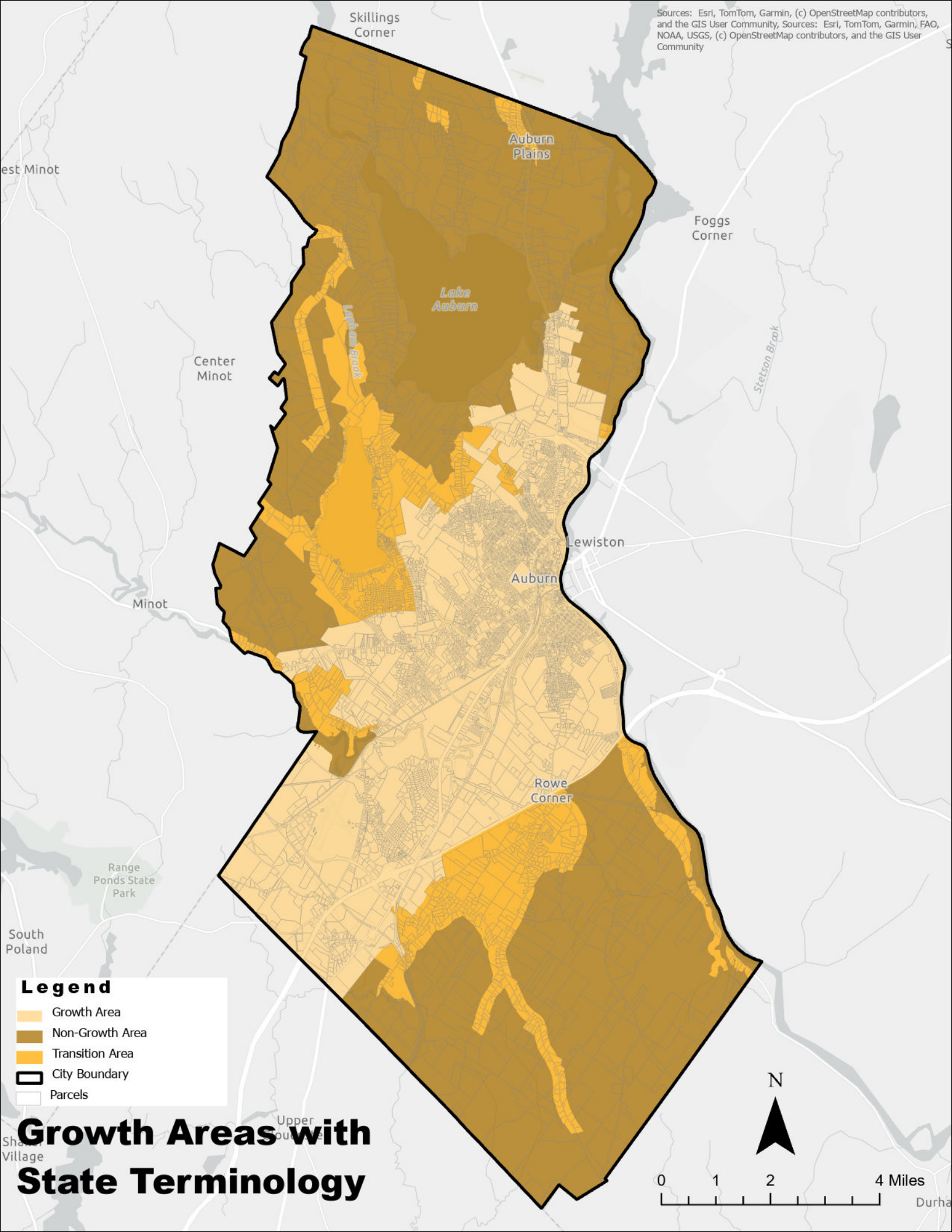
Regional Plans

- Local Food Action Plan
- Androscoggin River Watershed Comprehensive Plan
- ATRC Complete Streets: A Guide to Best Management and Design Practice
- Androscoggin County - 2024 Hazard Mitigation Plan

State Plans

- Maine Won't Wait Climate Action Plan
- Maine State Comprehensive Outdoor Recreation Plan
- Maine Economic Development Strategy
- Maine Housing Needs Production Study

Appendix C: Growth Areas Map



Growth Areas with State Terminology

Appendix D: Community Engagement Summary

Appendix E: Inventory and Analysis