



Agenda

Comprehensive Planning Committee

June 23, 2026, at 6:00 PM - 9:00 PM

Council Chambers, Second Floor, Auburn Hall

- 1. ROLL CALL:** Committee members and staff
- 2. MINUTES:** Minutes from June 10th will be approved at the July 8th meeting.
- 3. PUBLIC COMMENT**
- 4. FUTURE LAND USE MAP – BOUNDARIES:** The Committee will review and approve the boundaries of each of the land use categories to ensure the boundaries align with current and future land uses and the land use category descriptions.
- 5. POLICIES DISCUSSION:** The Committee will discuss the policies section of the Comprehensive Plan.
- 6. NEXT MEETING:** July 8th, 2026
- 7. ADJOURNMENT**



Auburn Comprehensive Plan

Land Use Categories

Introduction

Land use categories describe the different kinds of places that exist – or could exist – in a community based on how land is used, the types of buildings, and how people live, recreate, and get around in different areas.

Land use categories include a mix of characteristics like:

1. The types of homes in a category (e.g., single-family home, townhomes, apartments) and broad scale and spacing
2. Whether there are businesses, shops, offices, or industry
3. How close together or spread-out buildings are (scale and spacing of buildings)
4. What transit options may exist
5. 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 Plan, the City will update the zoning ordinance to establish the regulatory requirements to implement the vision of the future land use map.

Zoning tools include a mix of overlay districts, lot and bulk requirements (e.g., building setbacks, height, units per lot, density), site development requirements (e.g., landscaping, parking, circulation) and natural resource protection, like shoreland zoning. There may be multiple zoning districts that fit into a land use category, and the conditions and context of a certain area will impact zoning decisions.

The draft land use categories below were developed by consolidation of committee feedback.

High Growth Area Categories

1. High Density Cores
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

Low Growth Area Categories

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

High Growth Area Land Use Categories

High Density Cores

Description: High Density Cores 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 institutional 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.

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.

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, light manufacturing, or light 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 one-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.

Mixed-Use Neighborhood

Description: The Mixed-Use Neighborhood area includes 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.

Compact Residential

Description: The 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 one to four 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 one to four 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. Open spaces and parks are located throughout neighborhoods, and neighborhoods are well integrated into the City's trail network.

Industrial

Description: The 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, 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, three-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.

Moderate Density Area Land Use Categories

Neighborhood Transition

Description: The Neighborhood Transition 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, two-family, and three-family homes. Limited institutional 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 one- to three-family homes on small to moderate lot sizes. Buildings are typically set back from the road and from one another. Businesses follow a consistent density and form to surrounding neighborhoods. Areas along borders with 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.

Residential Corridors

Description: The 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 character 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 land conversion.

Low Density Area Land Use Categories

Agriculture, Recreation, and Open Space

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

Drinking Water Protection

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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.



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Low Density Area Land Use Categories

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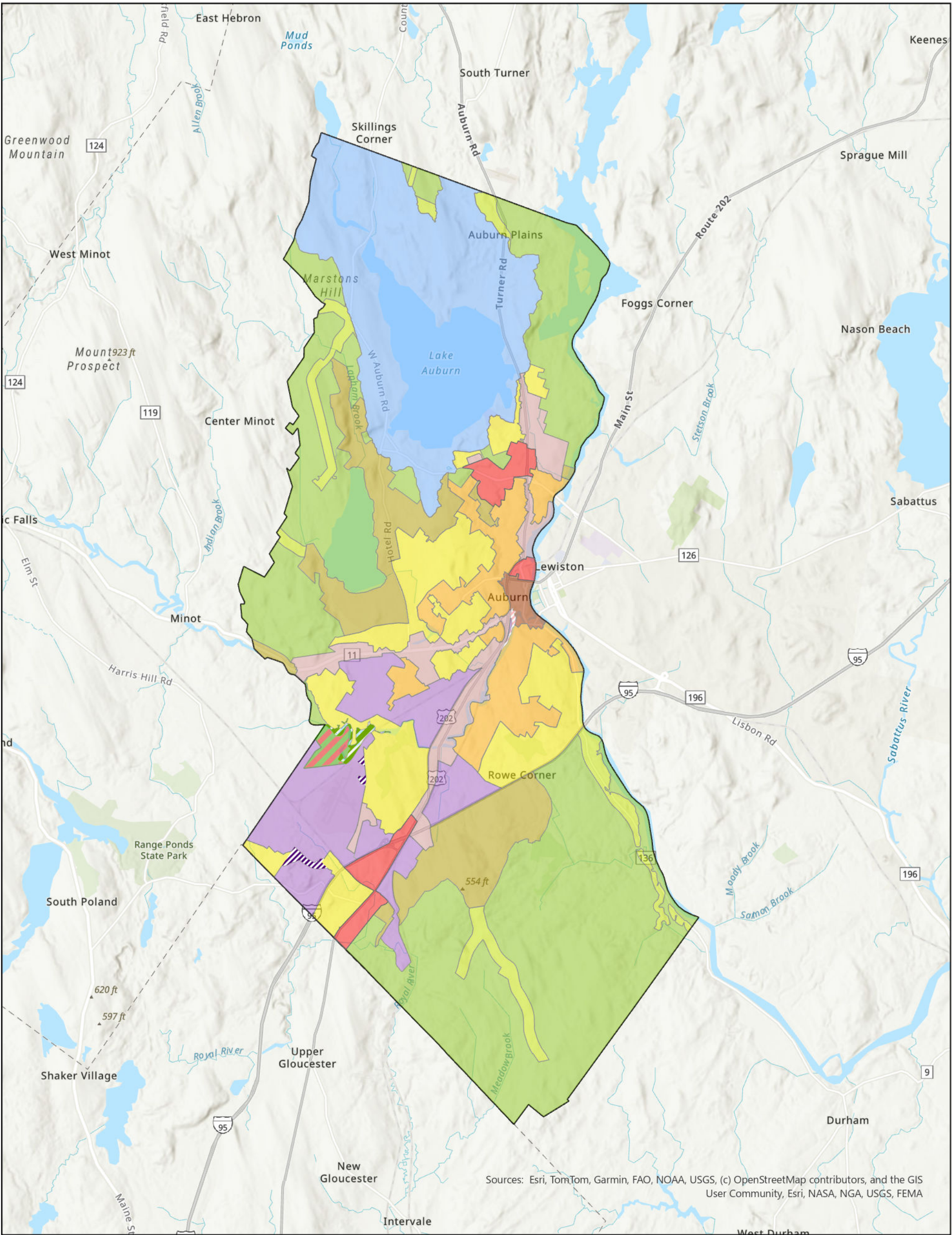
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Land Use Categories without Parcels

Legend

- | | | | |
|------------------------|-------------------------|---------------------------|----------------------------|
| High Density Cores | Compact Residential | Drinking Water Protection | City Boundary |
| Downtown | Industrial | Agriculture Forestry | Edit to Mixed Use Corridor |
| Mixed Use Corridor | Undetermined | Open Space and Recreation | Edit to Industrial |
| Mixed Use Neighborhood | Neighborhood Transition | | Edit to Ag Category |
| | Residential Corridor | | |

RE: Field Farm Dairy

Overview

Field Farm Dairy includes map / lot 155-005 (1.95 acres) 167-002 (117.64 acres), and 167-004 (58.09 acres).

From the City of Auburn's Assessing Division, 167-004 (the parcel south of West Hardscrabble Road) is currently in the Farmland Special Land Use Tax Program, which means the vacant enrolled acreage is assessed at a fixed per acre rate and would not be affected by any zoning changes. The 10-acre house site is assessed as a residential lot, and even if the zoning changed to high density / high growth with an industrial land use category, it would still be assessed as residential use within an industrial zone, resulting in no change to its value under the current land schedules.

George Field also owns a 1.95-acre parcel (155-005) (also south of West Hardscrabble Road) that is not enrolled in the Farmland Special Land Use Program. Because it is not enrolled, its value would increase substantially if the area were rezoned. However, Mr. Field can avoid this impact by combining the parcel with his already-enrolled farmland parcel, which would protect it from zoning-related value changes. To combine the parcels, Mr. Field would need a new deed drawn up. The Assessing Division recommends having one deed describing both parcels to avoid future transfer or sales confusion and includes the parcel-merge request form.

Similarly, 112 acres of parcel 167-002 (north of West Hardscrabble Road) is also enrolled in the Farmland Special Land Use Tax Program and would not be affected by any zoning changes. Within parcel 167-002, there are 5 acres classified as "wet" and being assessed at AGRP pricing. These 5 acres most likely would not be affected by a zoning change, as it is a part of the parcel enrolled in the Farmland Special Land Use Tax Program, is wet, and have no road frontage.

Please note that the City is undergoing a revaluation effective April 1, 2027, and updated land schedules at that time will likely affect the figures.

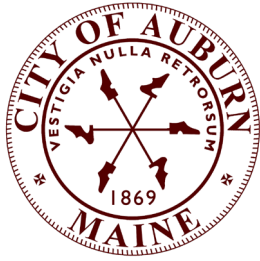
Recommendation

City of Auburn staff recommend changing parcels 155-005 and 167-004 from a Low Density / Low Growth area with the Agriculture, Forestry, Open Space, and Recreation land use category to a High Density / High Growth with an Industrial land use category.

Staff would like the committee to discuss what portions, if any, of parcel 167-002 could be changed from a Low Density / Low Growth area with the Agriculture, Forestry, Open Space, and Recreation land use category to a High Density / High Growth with an Industrial land use category. The options with parcel 167-002 are:

1. Leave it as is (Agriculture, Forestry, Open Space, and Recreation).
2. Change a portion of the parcel *not* in a floodplain and/or wetland(s) to Industrial.

3. Change the entire parcel to Industrial.



City of Auburn, Maine

Transportation Systems

Jonathan P. LaBonte, Director

80 Airport Drive | Auburn, Maine 04210

www.auburnmaine.gov | 207.333.6601

TO: Lauren Caffé
FROM: Jonathan P LaBonte
RE: Future Land Use Map – West Hardscrabble Road Considerations
DATE: June 16, 2026

Purpose

This memo outlines a balanced land-use framework for the area north of the Lewiston and Auburn Railroad Company's Rangeley Branch rail corridor and west of the Lewiston and Auburn Railroad Company's main line along the Little Androscoggin River. The analysis is specific to the land currently zoned Agriculture and Resource Protection, as some land is currently zoned Industrial (MB Bark facility).

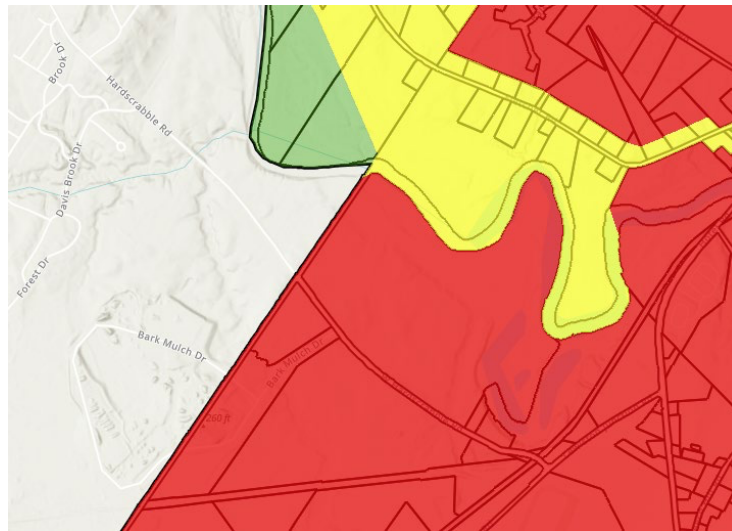


Figure 1. Growth Area Map from Draft Comprehensive Plan as of March 7, 2026

The goal is to recognize the continued value of the existing dairy farm, operated by George Field and his family, while identifying long-term planning considerations should the land ever transition out of agricultural production.

The approach recommended emphasizes two complementary strategies:

1. Protecting rail-adjacent land for future employment and industrial development
2. Advancing recreation and conservation opportunities along the Little Androscoggin River corridor.

Together, these strategies allow the City to simultaneously support economic development, preserve agricultural compatibility near the airport, and expand public access to one of Auburn's most important natural resources.

Existing Agricultural Use and Airport Land Use Compatibility

The dairy operation north of the Rangeley Branch represents an important local agricultural enterprise that contributes to Auburn's rural economy and landscape. Agricultural use in this location also serves a practical planning function: it remains one of the most compatible land uses beneath the approach to Runway 17 at the Auburn-Lewiston Municipal Airport, helping prevent residential encroachment and minimizing land-use conflicts associated with airport operations.

For these reasons, the continuation of productive agricultural use should be viewed positively and supported whenever possible. At the same time, prudent long-range planning requires considering how the area could evolve if the farm were ever to cease operations.

Strategic Importance of the Rangeley Branch Corridor

Should the property ever transition out of agriculture, the land north of the Rangeley Branch would represent one of the most strategically located economic development sites in Auburn.

The property directly abuts:

- The Rangeley Branch rail corridor
- The Auburn freight intermodal facility
- Major regional transportation connections serving the New England market

These assets represent more than three decades of public investment in rail and intermodal infrastructure intended to support transportation, distribution, and logistics (TDL) activity in the region. In today's dollars, the city-owned freight intermodal and the Lewiston and Auburn Railroad Company Rangeley Branch total over \$20 million in infrastructure investment.

Preserving the land adjacent to this infrastructure for employment uses would allow Auburn to capture the full value of that investment by enabling:

- Rail-served manufacturing
- Distribution and logistics facilities
- Cold storage and food processing
- Bulk material handling
- Advanced manufacturing operations

Locating these uses adjacent to existing rail infrastructure strengthens supply-chain resilience, reduces truck miles traveled on local roads, and expands the municipal tax base through higher-value employment land. Rail-served industrial land is rare and infrastructure-dependent. Once converted to non-industrial uses, it is extremely difficult to restore. Protecting this geography for future employment opportunities therefore represents sound long-term planning.

Recreation Opportunities Along the Little Androscoggin River

Importantly, planning for economic use of the rail-adjacent land does not limit Auburn's ability to expand recreation and conservation opportunities in the area. Substantial opportunities already exist along the Little Androscoggin River corridor, extending from West Hardscrabble Road downstream to its confluence with the Androscoggin River in New Auburn Village.

Previous planning work and Planning Board conditions of approval has identified and secured multiple locations where river access, open space connections, and trail corridors could be expanded. These include public parcels, easements, and conservation areas along the river corridor such as those shown in the Little Androscoggin planning materials shared in previous work sessions with Auburn's Conservation Commission. Below are highlights of some of those areas, and more details could be provided as needed.



Figure 2: Lewiston and Auburn Railroad Company land between Hotel Road and Little Androscoggin River



Figure 3: 30' public access easement secured during Planning Board approval for Clubhouse Lane



Figure 4: River access easement and conservation easement off Fairway Drive secured during Planning Board approval for subdivision

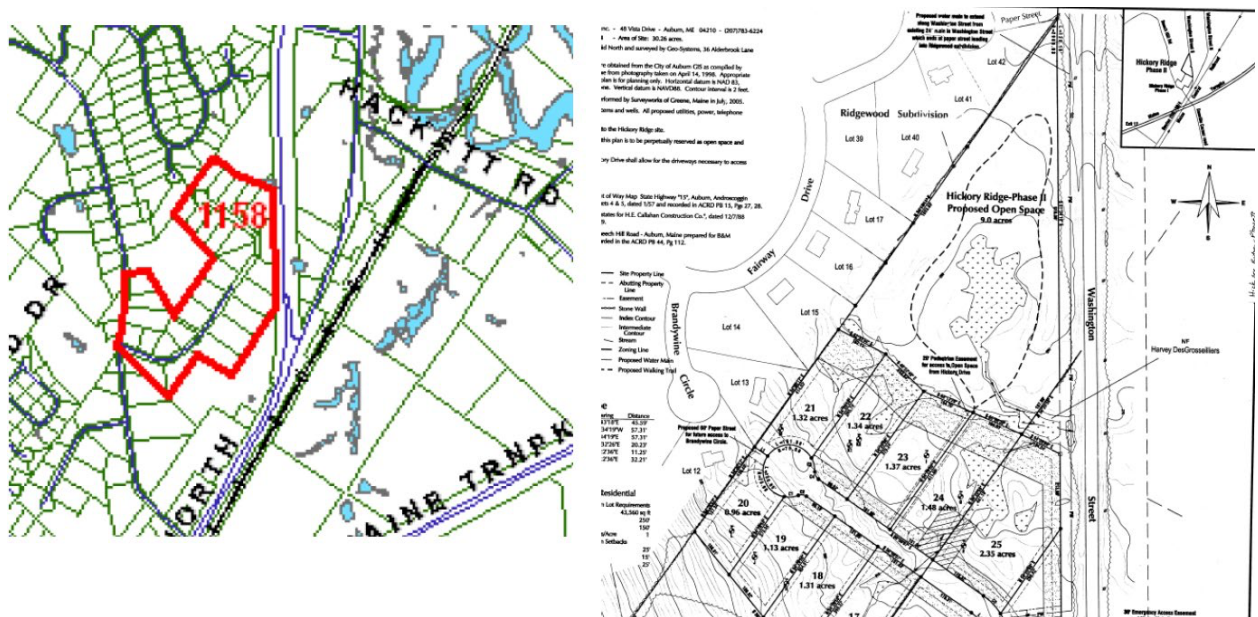


Figure 5: Open space and access easements secured during Planning Board approval for Hickory Drive

In addition, the ongoing Washington Street Corridor project offers connectivity planning that would link the above areas to the Riverwalk Extension Project (funded via Congressionally Directed Spending). The relicensing of the Lower Barker Dam provided for further recreation and wayfinding enhancements that have not yet been enforced but would complete the connectivity to the city's Anniversary Park.

This illustrates how the river corridor could function as a broader greenway linking upstream natural areas with the urban riverwalk network in New Auburn. However, because these recreation and conservation opportunities occur directly along the river itself, they can be advanced without requiring the conversion of rail-adjacent employment land.

Complementary Land Use Strategy

The geography of this area naturally supports a dual-purpose planning approach:

River Corridor

Land immediately adjacent to the Little Androscoggin River is well suited for:

- River access points
- Paddling and fishing access
- Conservation land
- Walking and biking trails
- Greenway connections
- Habitat protection

Rail Corridor

Land adjacent to the Rangeley Branch rail line is best suited for:

- Rail-served industry
- Transportation, distribution, and logistics uses
- Manufacturing and processing
- Industrial employment clusters linked to the intermodal facility

This separation allows Auburn to maximize both recreation and economic development opportunities without forcing a choice between them. Maintaining the current agricultural use remains appropriate and beneficial. However, should that use ever change, protecting rail-adjacent land for employment development while focusing recreation investments along the river corridor provides a balanced and forward-looking strategy that supports both economic vitality and community access to open space.

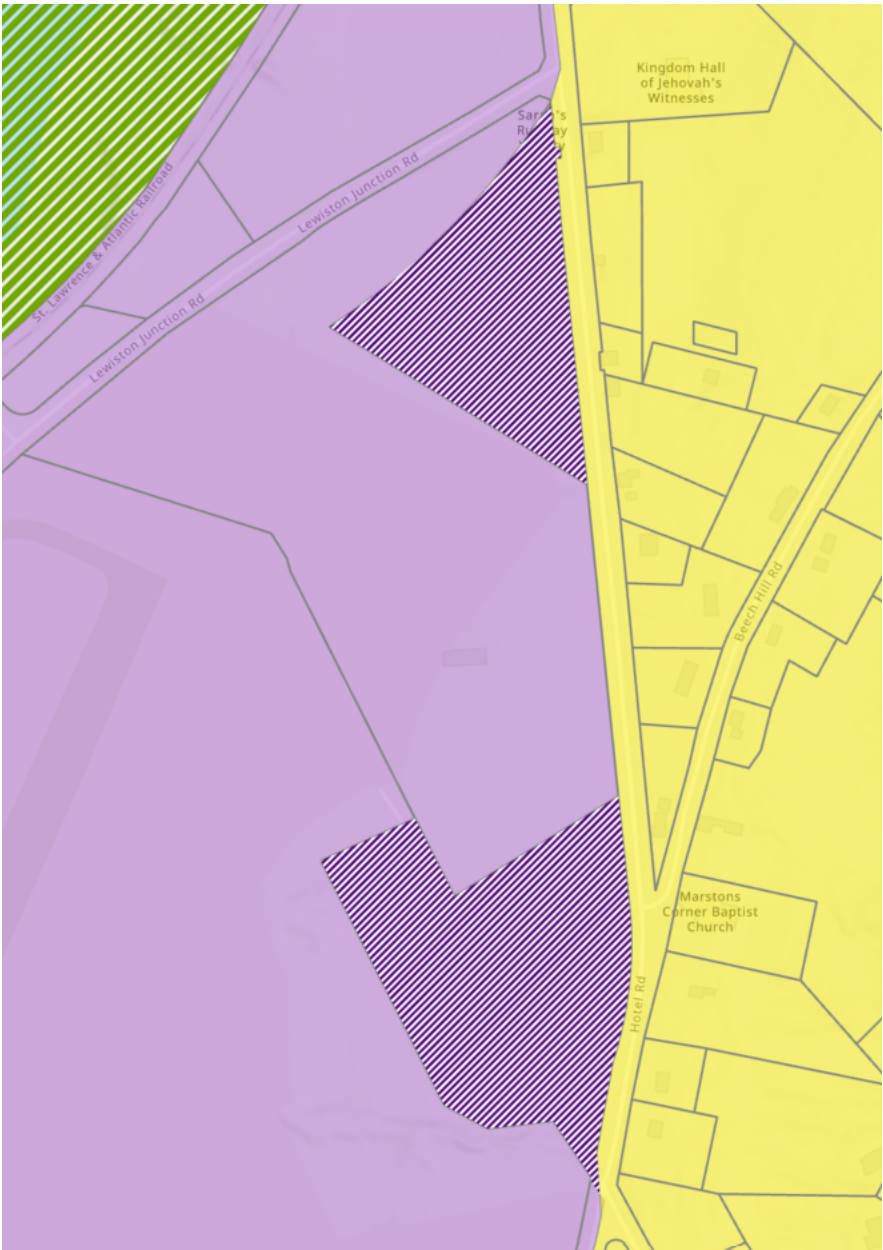
RE: Proposed Map Changes Near the Auburn-Lewiston Municipal Airport

Jonathan LaBonte, Transportation Systems Director for the City, advises the Auburn Comprehensive Plan Committee that placing new or denser residential uses in the Foster Road and Constellation Drive areas would conflict with long-standing aviation needs, federal land-use obligations, existing aviation easements, and nearby industrial operations like the Christian Hill quarry. Increased residential density in this area could become difficult to reverse and would likely lead to noise, safety, and operational conflicts with normal airport activity, as well as hinder future aviation development. More compatible land uses, such as industrial, are more likely to support Auburn's economic development goals while also protecting the Airport's role as public infrastructure, a business development asset, an emergency response platform, and a recipient of significant federal aviation investment.

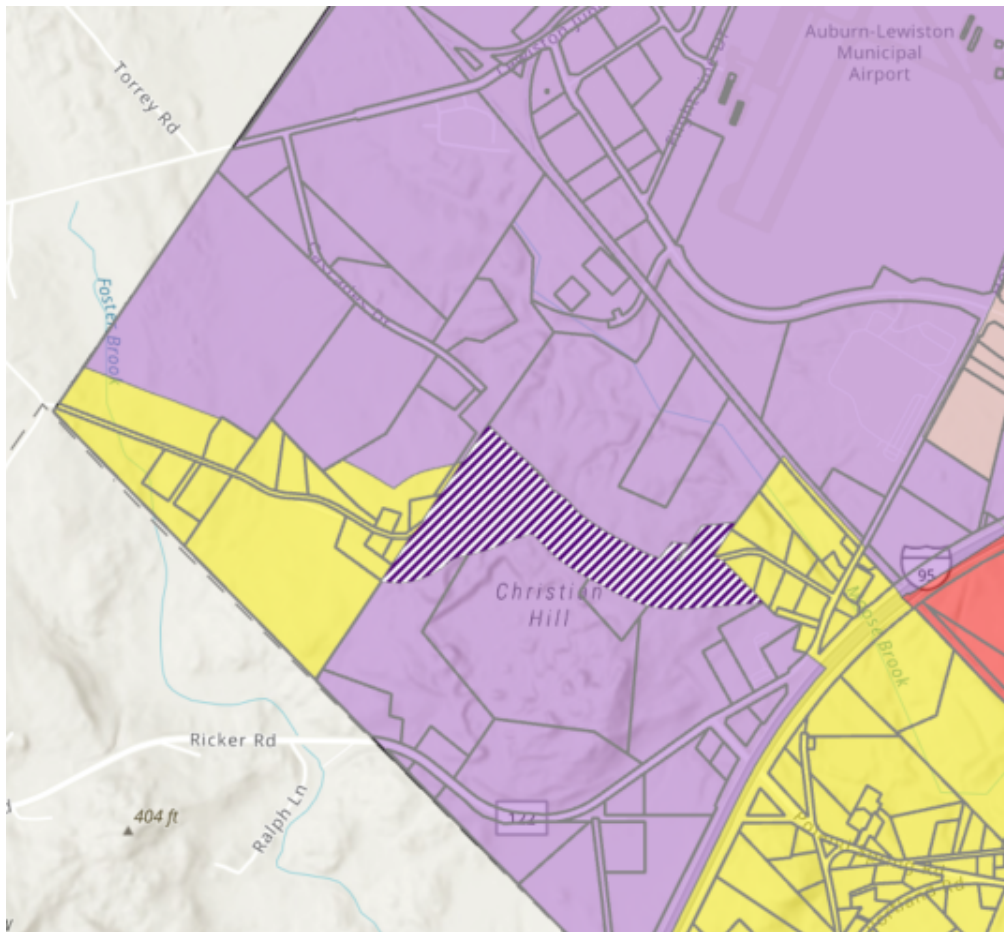
The proposed map amendments seek to prioritize land uses more compatible with airport operations.

Compact Residential to Industrial

Proposed edit to make areas that are currently Compact Residential into Industrial.



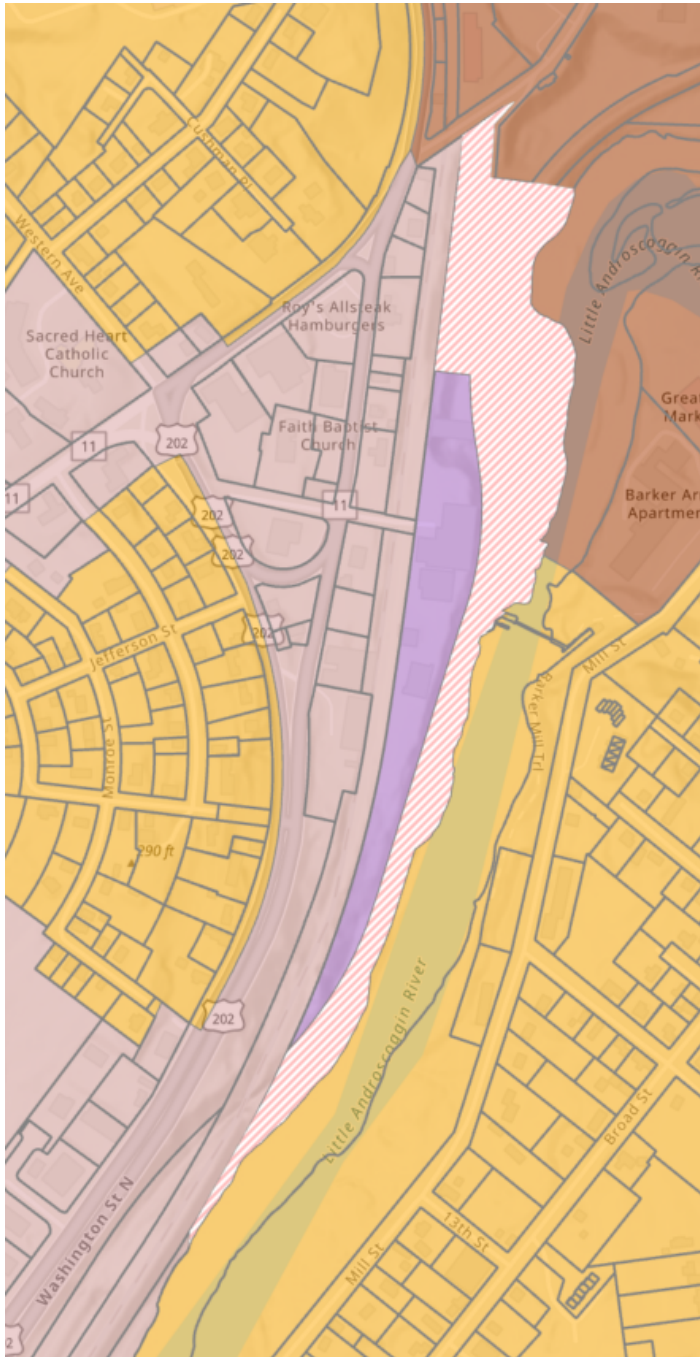
Area along Hotel Road



Area along Foster Road

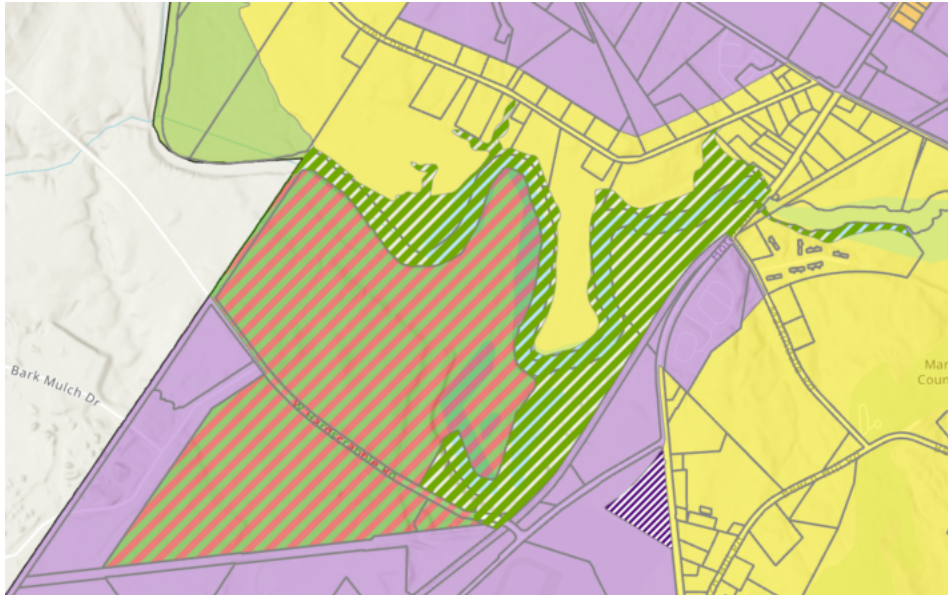
Industrial to Mixed Use Corridor

Proposed edit to keep Maine Oxy lot as industrial and change the rest of the area to Mixed Use Corridor



Undetermined to Agriculture, Forestry, Open Space, and Recreation

Proposed edit to make parcels that were previously included in the field farm discussion, but are not owned by the Fields, into the Agriculture, Forestry, Open Space, and Recreation land use category.



Future Land Use

Structure of Future Land Use

Policy 1 focuses on process and administration in the high growth area, and Policy 2 focuses on different growth areas (high, medium, and low) based on how the committee has discussed the vision for these areas. This section overlaps considerably with other sections. The intent of focusing on each of the growth areas was to ensure this section can stand alone and is not a complete repeat of other sections.

Goal

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

Policies

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

a. Objectives

- i. Ensure land use decisions are coordinated, predictable, and supported by efficient permitting and administration.
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. *

a. Objectives

- i. Promote dense, mixed-use development that strengthens Auburn's economic core and creates a vibrant, walkable urban environment in the High Density, High Growth areas as delineated in the Future Land Use Map.
 - ii. 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.
 - iii. 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.

Housing

Structure of Housing

This section draws heavily from the Housing Needs Assessment and includes additional priority actions recommended by staff.

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.

Policies

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

a. Objectives

- i. Adopt and achieve the City's housing goals informed by the Auburn Housing Needs Assessment.
- ii. 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.
*
- iii. Eliminate chronic homelessness and rehouse individuals who become unhoused within 90 days.

Economy

Structure of Economy

The Economy section lays out how Auburn plans to build a resilient, diverse economy by supporting local businesses, raising incomes, expanding the tax base, and removing barriers that hold employers and workers back. The section was structured around what the current economic development director is doing and plans to do, addresses feedback and challenges from manufacturers and other employers, and recognizes the City's position as a regional service and economic center.

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.

Policies

1. Maintain and expand a diverse 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.

a. Objectives

- i. Utilize targeted business retention, industry cluster analyses, and available financing tools to invest in priority activity areas.
- ii. Reduce transportation, housing, childcare, education and training, and zoning barriers for employers and employees.
- iii. Advance regional economic priorities and actively market the City's economic assets.

Natural Environment

Structure of Natural Environment

For Policy 1, there was extensive discussion during both the comprehensive plan subcommittee meetings and staff conversations about whether Auburn's various water bodies should be separated into individual policy areas. For example, whether Lake Auburn should be addressed separately from the Androscoggin River. Because many of the recommended actions overlap across water bodies, the decision was made to group them under a single policy and objective, with specific action items tailored to Lake Auburn, the Androscoggin River, and other waterbodies as needed.

Policy 2 looks at natural resources identified by the state of Maine. Policy 3 focuses on agricultural land and forests, including food, farming, and street trees. Policy 4 relies heavily on a vulnerability assessment and climate action plan, which the Cities of Lewiston and Auburn recently completed a joint grant application for.

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.

Policies

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

a. Objectives

- i. Meet or exceed state-designated water quality standards for all waterbodies.
2. Advocate for the protection of natural resources like wetlands, vernal pools, threatened and endangered species, wildlife habitat blocks, and open space. *

a. Objectives

- i. Ensure that land use ordinances are consistent with applicable state laws regarding natural resource protection.
 - ii. Encourage public/private partnerships to protect critical and important natural resources.
 - iii. Generate and share accurate data, maps, and information on natural resources.
3. Protect Auburn's agricultural lands and forests.

a. Objectives

- i. Support access to locally grown and sourced food and support the agriculture economy.
 - ii. Support farming in Auburn.
 - iii. Improve management of forests on City-owned woodlots.
 - iv. Improve protection and management of the City's street trees and urban canopy.
 - v. Support private property owners in managing and preserving their forest land.
4. Address climate resiliency concerns and plan for the impacts of climate change.

a. Objectives

- i. Develop a climate action plan, with a vulnerability assessment and greenhouse gas inventory.
- ii. Maintain membership in the Community Resilience Partnership.

Transportation

Structure of Transportation

Policy 1 focuses on public transportation, with emphasis on working with partners to implement public transportation initiatives, an approach the city has been taking at present. Policy 2 looks at active transportation (anything without a car or public transportation). This includes trails where people might be using trails to get from point A to point B, rather than just for recreation. Policy 2 will overlap a bit with the Parks and Recreation section on parks, trails, and open space. Policy 3 discusses road maintenance and safety. Policy 4 looks at Auburn's intermodal, rail, and airport facilities.

Goal

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

Policies

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

a. Objectives

- i. Collaborate with partners to regularly evaluate public transportation needs and implement the findings from transportation studies, where feasible.
2. Provide a network of active transportation options that meet the need of users of all ages and abilities.

a. Objectives

- i. Improve connectivity of intercity and intracity active transportation infrastructure.
 - ii. Generate and share accurate data, maps, and information on active transportation routes.
3. Provide, maintain, and improve the City's road network.

a. Objectives

- i. Implement Auburn's Vision Zero Resolve.
 - ii. Update road and parking standards.

- iii. 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.

Parks and Recreation

Structure of Parks and Recreation

Policy 1 focuses on the physical spaces: parks, trails, and open spaces. Policy 2 addresses Parks and Recreation programming, including collecting data on programming gaps and opportunities and integrating future work with the Parks and Recreation Strategic Plan being completed this year.

Goal

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

Policies

1. Provide publicly accessible and connected parks, trails, and open space to meet public needs.

a. Objectives

- i. Modify the ordinance to require an open space fee-in-lieu, with funds acquired from the fee-in-lieu set aside primarily for the master plan and ordinance updates.
 - ii. Create and implement a Parks, Trails, and Open Space Master Plan and regularly evaluate park performance and maintenance needs.
 - iii. Improve parks, trails, and open space connectivity through landowner communication, regional collaboration, inventory of parks, open spaces, and trails assets, and the development of a well-connected trail network within City boundaries and with adjacent municipalities.
 - iv. Provide points of access to major waterbodies for boating, fishing, swimming, and other means of recreation.
2. Provide recreation programming for people of all ages and abilities.

a. Objectives

- i. Establish a continuous evaluation and improvement framework for Auburn's recreation programming.
- ii. Complete and implement the Parks and Recreation Strategic Plan using existing resources.
- iii. Improve the City's capacity to deliver well-managed and sustainable sporting events to benefit sports tourism and sporting opportunities for residents and visitors.

Community

Structure of Community

Policy 1 is focused on learning that can take place over a person's lifetime. It includes high school, elementary, and middle schools, youth pathways outside of education, adult programming and workforce needs, and programming for older adults. Policy 2 uses continuous data to inform decision-making for the cities' most vulnerable residents. Policy 3 discusses Police, 911, and Fire. Policy 4 is about arts, culture, historic resources, and events within the City.

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 organizations and partners.

Policies

1. Support access to life-long learning opportunities.

a. Objectives

- i. Maintain a high school graduation rate of 95%.
 - ii. Support the City's elementary schools and Auburn Middle School.
 - iii. Support youth with pathways for life outside of education.
 - iv. Increase access to early learning opportunities (ages 3 – 5).
 - v. Consistently evaluate programming needs for the workforce and work with partners to develop programs that meet these needs.
 - vi. Consistently evaluate programming needs for older adults and work with partners to develop programs that meet these needs.
2. Support access to services that meet the needs of the City's most vulnerable residents.

a. Objectives

- i. Develop an informed strategic and programmatic plan to address the identified health and well-being priorities of Auburn residents
3. Support a safe community through coordinated emergency services.

a. Objectives

- i. Improve Auburn Fire Department's ISO rating.
- ii. Maintain Auburn Police Department and 911 dispatch accreditation.

- iii. Achieve accreditation for the Fire Department through the Center for Public Safety Excellence (CPSE).
 - iv. Conduct an annual public safety survey to assess community safety perceptions.
- 4. Enhance community identity and sense of place.

a. Objectives

- i. Deep relationships between residents and municipal government.
- ii. Develop a citywide survey of historic, archaeological, and prehistoric sites.
- iii. Create policies for protecting and enhancing historic resources, where feasible.
- iv. Establish an Arts and Culture City Committee, implement the citywide public art policy, and offer diverse and accessible events.

Infrastructure

Structure of Infrastructure

The infrastructure section looks at the physical, built environment, and is directed in large part by state requirements.

Goal

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

Policies

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

a. Objectives

- i. Update the five-year capital improvement plan to a 10-year capital improvement plan. *
- ii. Explore opportunities for infrastructure coordination and joint purchasing programs. *
- iii. Prioritize infrastructure investment in high-growth areas designated in the Future Land Use Plan. *



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Future Land Use

Table FLU1.1: Goal, Policies, and Objectives

Future Land Use
Goal: Promote thoughtful land use planning that balances fiscally and environmentally sustainable growth with support for Auburn's existing commercial centers, neighborhoods, and rural areas.
Policy: Direct growth to the high-growth area to encourage compact, efficient, and fiscally responsible development.
Objectives: 1. Ensure land use decisions are coordinated, predictable, and supported by efficient permitting and administration.

Table FLU1.2: Actions to Implement Objectives

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
Objective 1: Ensure land use decisions are coordinated, predictable, and supported by efficient permitting and administration.						
FLU 1.1.1	Prioritize municipal capital investments in the 10-year CIP that support redevelopment, infill, and multimodal access within high-growth areas. *		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. *	
FLU 1.1.2	Coordinate with partners, including neighboring communities and regional organizations, on land use		Planning and Permitting Department	Ongoing	Continued coordination. Annual update to City Council, including a report on	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
	issues with cross-boundary impacts. *				achievements and ongoing issues.	
FLU 1.1.3	Provide 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. *		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 as efficient and clear as possible and to be applied consistently using objective criteria in planning board decision-making. Provide education, training, and guidance on development processes for planning board members. *		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.	
FLU 1.1.5	Utilize the Future Land Use Map and category descriptions as the primary policy framework for zoning updates. Apply different zoning		Planning and Permitting Department, Planning and Permitting	Ongoing	Utilization of the adopted Future Land Use Map and category descriptions as the primary reference for zoning	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
	districts within a single land use category where appropriate to reflect transitions across a land use category.		Department (Code Enforcement)		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 on new development approvals by location, type, form, and intensity to evaluate consistency with the Future Land Use Plan. *		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	Regularly evaluate the comprehensive plan 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.		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.	

Table 1.2: Table FLU1.1: Goal, Policies, and Objectives

Future Land Use
Goal: Promote thoughtful land use planning that balances fiscally and environmentally sustainable growth with support for Auburn's existing commercial centers, neighborhoods, and rural areas.
Policy: 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. *
Objectives: 1. Promote dense, mixed-use development that strengthens Auburn's economic core and creates a vibrant, walkable urban environment in the High Density, High Growth areas as delineated in the Future Land Use Map. 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. 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.

Commented [AT1]: Jane: Table 1.2: Promote dense, mixed-use development that strengthens Auburn's economic core and creates a vibrant, walkable urban environment in the High Density, High Growth areas as delineated in the Future Land Use Map. I'm fine with this statement - but I'm not sure it aligns with some of the "Land Use Categories" we've been discussing (and will continue to discuss tonight) that are in High Growth but where mixed-use is not promoted.

Table FLU 1.2: Actions to Implement Objectives

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
Objective 1: Promote dense, mixed-use development that strengthens Auburn's economic core and creates a vibrant, walkable urban environment in the High Density, High Growth areas as delineated in the Future Land Use Map.						
FLU 2.1.1	Establish minimum development or density expectations in High Density Core areas to discourage underutilization of prime redevelopment sites.		Planning and Permitting Department	Short Term	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.	

LC response: I agree with you here, and perhaps better language would be "... walkable environment with a variety of commercial and residential areas..." or something!

Commented [ZW2]: Jane: I don't know where this belongs - but an aspect of this "vibrant urban environment" relates to a comment we heard from Mr. Beal at one of our meetings, about in-town neighborhoods that are increasingly rundown. (His example was Laurel Hill.) Along with "redevelopment" is there a way to incentivize owners maintaining and sprucing up intown properties, particularly those in neighborhoods of historical interest?

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.		Planning and Permitting Department	Short Term	Refinement of form-based code ordinances to further promote development in line with land use categories. Annual update to City Council.	
FLU 2.1.3	Evaluate policies and standards to support the construction of mixed-use development that integrates residential, commercial, civic, and open space elements within new and existing developments. Review and update interconnected ordinances, such as traffic and waste management, to maintain consistency with the City's land use framework.		Planning and Permitting Department	Short Term	Completion of a policy and ordinance review 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	Allow for flexible building forms that accommodate changing market conditions over time (e.g., adaptive reuse, ground-floor uses with flexible upper floor uses).		Planning and Permitting Department	Short Term	Refinement of zoning standards allowing adaptable building configurations (e.g., flexible ground-floor uses, adaptive reuse provisions). Include data on development approvals utilizing these flexible standards in the annual development report to City Council.	

Commented [ZW3]: Denis: Some of the form based codes seem overly restrictive or prescriptive in dimensional requirements, setbacks and building form. Is this helping or hampering Auburn's growth?

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
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).		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	Implement 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.		Planning and Permitting Department	Short Term	Adoption of zoning or site design standards requiring or incentivizing shared parking, structured parking, or multimodal access. Annual tracking of applicable projects demonstrating compliance are included in the annual development report to City Council.	
FLU 2.1.7	Amend zoning standards to reduce barriers to redevelopment, such as setback, parking, lot coverage, density, or lot size requirements, where appropriate.		Planning and Permitting Department	Short Term	Identification of redevelopment-related regulatory barriers and adoption of zoning ordinance amendments addressing these barriers. Annual tracking of redevelopment and infill projects approved under revised standards. Annual update to City Council.	

Commented [ZW4]: FLU2.1.6 Bilal: Eliminate on-site parking requirements in all mixed-use zones and utilize bedroom count as the basis for calculating parking for housing units in residential areas

Commented [LC5]: We could adjust this language ("amend") to align with other actions about zoning that is not so forward.

Commented [AT6]: Bruce: Concern that this opens up the opportunity to amend zoning in any way, and does not believe that this is the intent of the comprehensive plan.

Commented [AT6R2]: Dana - ask that as we go through this document - would be helpful to get a primer for each section as we discuss this. Give context as to what the thoughts and desire of each section are. As was reading through this, thought there was a lot of good things and is a document that hasn't been seen before - does this achieve the desired goals - would like to have more background into how this was developed

Commented [AT6R3]: John: Staff can put this together to show how goals are being achieved.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
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.		Planning and Permitting Department	Short Term	Completion of a 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.		Planning and Permitting Department	Ongoing	Completion of 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 related to access and circulation for Mixed-Use and Residential Corridors to create safe, efficient, and accessible routes for pedestrians, cyclists, and vehicles and to improve walkability.		Planning and Permitting Department	Short Term	Adoption of access management and corridor design standards. Annual summary of corridor development approvals demonstrating compliance included in the annual development report to City Council.	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
FLU 2.1.11	Incentivize the redevelopment of underutilized properties and large parking areas along corridors in line with economic development strategies.		Planning and Permitting 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 report to City Council.	
FLU 2.1.12	Prioritize buffering to reduce conflicts between industrial uses and residential uses, where feasible.		Planning and Permitting Department	Ongoing	Continued buffering of industrial and residential uses. Update to City Council as necessary.	
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.						
FLU 2.2.1	Develop ordinances that encourage clustered development and flexible site design in transition areas between low- and moderate-density areas to preserve open space while accommodating housing.		Planning and Permitting Department	Short Term	Adoption of clustering or conservation subdivision provisions. Data on subdivision approvals utilizing clustering or flexible site design provisions and acres of open space conserved included in the annual development update to City Council.	
FLU 2.2.2	Allow limited neighborhood-serving commercial uses in residential areas where they are compatible		Planning and Permitting Department	Short Term	Adoption of ordinance amendments permitting defined neighborhood-serving uses in residential districts. Data on approvals	

Commented [ZW7]: Jane: There was a lot of discussion of this issue during the deliberations over mixed use versus compact residential. I think this puts it very well - and leaves the determination of what's appropriate to Planning Board, with community input.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
	with residential context, form, and scale.				demonstrating use of adopted compatibility standards included in the annual development report to City Council.	
FLU 2.2.3	Promote site design standards to support buffer and transition areas between industrial areas, mixed-use corridors, and residential neighborhoods.		Planning and Permitting Department	Medium Term	Adoption of buffer and transition standards. Data on development approvals incorporating required buffers or transitions included in the annual development report 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.						
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		Planning and Permitting Department, AG Working Group	Ongoing	At least one documented agricultural stakeholder engagement activity per year, with issues and outcomes	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
	unintentionally restrict modern farming practices.				summarized for staff and Planning Board review. Annual update to City Council.	
FLU 2.3.3	Maintain enhanced land use controls, development limitations, and monitoring in Drinking Water Protection areas to safeguard drinking water quality.		Planning and Permitting Department	Ongoing	Data on development reviewed within Drinking Water Protection areas and documentation of compliance with overlay standards included in the annual development report to City Council.	

Housing

Table H1.1: Goal, Policies, and Objectives

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: Ensure an adequate and sustainable supply of housing in a variety of types and sizes that meet the diverse needs of residents, support right-sized living options, and avoid creating cost burdens for households.
Objectives: 1. Adopt and achieve the City's housing goals informed by the Auburn Housing Needs Assessment. 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. * 3. Eliminate chronic homelessness and rehouse individuals who become unhoused within 90 days.

Table H1.2: Actions to Implement Objectives

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
Objective 1: Adopt and achieve the City's housing goals informed by the Auburn Housing Needs Assessment.						
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	Explore opportunities with partners to leverage City-owned land for low- and moderate-income housing in appropriate areas.		City Manager, Business and Community Development Department	Ongoing	Continued partnerships to utilize City-owned land for housing. Annual update to City Council.	
H 1.1.3	Update zoning and land use policies to:		Planning and Permitting Department	Short Term	Reviewed ordinances. Recommended and adopted ordinance	

Commented [ZW9]: Denis: Past tense?

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
	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). *				amendments that allow identified housing needs (amount and type of housing) where feasible. Annual update to City Council.	
H 1.1.4	Regularly evaluate the comprehensive plan for impediments to housing development, including barriers to infill development and redevelopment that is appropriate in size, scale, and context to existing development. Determine if amendments are needed to remove barriers.		Planning and Permitting Department	Ongoing	Comprehensive plan reviewed. Recommended and adopted amendments that remove barriers to identified housing need(s) where feasible. Update to City Council as necessary.	
H 1.1.5	Evaluate and remove municipal barriers to the construction of low- and very-low-income housing with the goal of one in 10 new units meeting the state's definition of affordable housing. *		Planning and Permitting Department, Business and Community Development Department	Ongoing	Reviewed ordinances. Recommended and adopted ordinance amendments that remove barriers to low- and very-low-income housing where feasible. Continued tracking of affordable housing development in the City. Annual update to City Council.	
H 1.1.6	Coordinate housing policies with land use updates to ensure redevelopment standards support long-term housing goals.		Planning and Permitting Department	Short Term	Completion of a housing-land use policy crosswalk. Documentation showing	

Commented [ZW10]: Jane: re: "redevelopment" - Could this mean BOTH "tear down and build something new" AND "rehab/restore" and old building?

Commented [ZW12]: Denis: Past tense?

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
					incorporation of standards that support a variety of housing types across price points. Annual update to City Council.	
H 1.1.7	Collaborate with partners, including senior and disability agencies, to develop a housing navigator to help seniors and people with disabilities interested in moving from their home in exploring housing alternatives.		Business and Community Development Department	Short Term	Established 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 to bring vacant buildings online.		Planning and Permitting Department (Code Enforcement)	Ongoing	Continued inventory of vacant buildings. Annual update to City Council.	
H 1.1.9	Continue to 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). *		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. *		Planning and Permitting Department, Business and Community	Ongoing	Continued coordination, including meetings and identification of priority projects.	

Commented [ZW13]: Denis: Again - why past tense?

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
			Development Department		Annual update to City Council.	
H 1.1.11	Implement and regularly update the five-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.	
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.		Business and Community Development Department	Ongoing	Utilization of Affordable Housing TIF districts. Annual update to City Council.	
H 1.1.13	Regularly review and update the Auburn Housing Needs Assessment 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	Reviewed and updated Auburn Housing Needs Assessment. 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. *						
H 1.2.1	Evaluate the City's alignment with state building codes and formally document any intentional deviations, including the rationale and supporting justification for each, to ensure transparency and regulatory consistency.		Planning and Permitting Department (Code Enforcement)	Short Term	Alignment with state building codes. Annual update to City Council.	

Commented [ZW15]: Denis: Maine Uniform Building Code is mandatory. What does this mean?

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
H 1.2.2	Review local policies and ordinances to identify regulatory barriers and recommend updates that promote a more efficient, consistent, and predictable development process.		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 developers to attract investment and encourage high-quality residential and commercial projects.		City Manager, Economic Development Department, Business and Community Development	Ongoing	Consistent outreach to developers and published up-to-date information on City of Auburn website. Update to City Council as necessary.	
H 1.2.4	Advocate for state-level legislative changes that support housing and development goals.		City Manager	Ongoing	Documented legislative updates and advocacy. Annual update to City Council.	
Objective 3: Eliminate chronic homelessness and rehouse individuals who become unhoused within 90 days.						
H 1.3.1	In compliance with State statute (MRSA §4357-B (2025)), determine zoning 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.	
H 1.3.2	Coordinate with housing service providers to connect unhoused individuals with		Business and Community	Ongoing	Continued coordination and support for housing	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
	interim and permanent housing opportunities.		Development Department		service providers. Annual update to City Council.	
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.		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.	
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.		Business and Community Development Department	Medium Term	Completed gap analysis of homeless services in the L-A Metro Area. Annual update to City Council.	

Economy

Table E1.1: Goal, Policies, and Objectives

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: Maintain and expand a diverse 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.
Objectives: 1. Utilize targeted business retention, industry-cluster analyses, and available financing tools to invest in priority activity areas. 2. Reduce transportation, housing, childcare, education and training, and zoning barriers for employers and employees. 3. Advance regional economic priorities and actively market the City's economic assets.

Table E1.2: Actions to Implement Objectives

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
Objective 1: Utilize targeted business retention, industry-cluster analyses, and available financing tools to invest in priority activity areas.						
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	Continued targeted business and industry strategies. Annual update to City Council.	
E 1.1.2	Use insights from targeted business and industry retention work to identify and strengthen key industry clusters and proactively recruit complementary businesses that align with existing workforce,		Economic Development Department	Ongoing	Continued retention and recruitment of businesses. Annual update to City Council.	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
	supply-chain, and market strengths.					
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	Ongoing	Completed annual survey. Annual update to City Council.	
E 1.1.4	Leverage mechanisms that can be used to finance infrastructure and economic development initiatives in identified high-growth areas. *		City Manager, Economic Development Department, Business and Community Development Department	Ongoing	Leveraged financial mechanisms. Annual update to City Council.	
E 1.1.5	Strengthen 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.		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.		Economic Development Department	Ongoing	Continued targeted small and medium business strategies. Annual update to City Council.	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
E 1.1.7	Fund dedicated staff in planning and economic development departments to support economic development initiatives and coordinate development activities. *		City Manager	Ongoing	Annual funding of dedicated staff included in budget process. Annual update to City Council.	
Objective 2: Reduce transportation, housing, childcare, education and training, and zoning barriers for employers and employees.						
E 1.2.1	Collaborate with partners to promote existing transportation options that provide door-to-door transportation opportunities for the City's workforce.		Economic Development Department	Ongoing	Promotion of transportation options. Annual update to City Council.	
E 1.2.2	Develop 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.		Planning and Permitting Department, Economic Development Department	Ongoing	Increased accessibility of commercial activity to the City. Update to City Council as necessary.	
E 1.2.3	Conduct a home-to-jobs ratio analysis to assess the balance between available housing and employment opportunities, identify mismatches, and inform future housing and economic development planning.		Planning and Permitting Department, Economic Development Department	Ongoing	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	Review ordinances to identify and remove, where feasible and appropriate, regulatory barriers that limit the development of housing options accessible to the workforce.		Planning and Permitting Department	Ongoing	Reviewed ordinances. Recommended and adopted ordinance amendments that remove barriers to	

Commented [ZW16]: Jane: p. 20: E 1.2.3 What is a "Home to jobs ratio analysis"?

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
					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.		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.		Auburn School Department	Ongoing	Continued and expanded childcare programming. Annual update to City Council.	
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.		Auburn School Department, Economic Development Department	Ongoing	Continued 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. *		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.	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
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.		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.						
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. *		City Manager, Economic Development Department	Ongoing	Coordinated economic development priorities. 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.		Economic Development Department, Communications and Community Engagement Department	Ongoing	Published up-to-date information on City of Auburn website.	
E 1.3.3	Advocate for legislative changes that encourage and attract state and federal resources to support the City as a regional service and economic development center.		City Manager	Ongoing	Documented legislative updates and advocacy. Annual update to City Council.	

Commented [ZW17]: Jane: I'm struck that in these two statements you refer to Auburn first as a "regional service center" and then as a "regional service and economic development center." The latter seems to be more in line with the idea of innovation mentioned in the lead Goal. Maybe this is just minor word-smithing, but maybe it's reflective of a larger issue?

Natural Environment

Table NE1.1: Goal, Policy #1, and Objectives

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

Table NE1.2: Actions to Implement Objectives

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
Objective 1: Meet or exceed state-designated water quality standards for all waterbodies.						
NE 1.1.1	Limit new residential, commercial, and industrial development in undeveloped portions along the Androscoggin River by enforcing zoning requirements and maintaining low-growth zoning designation(s).		Planning and Permitting Department	Ongoing	Low-growth designations maintained. Annual update to City Council.	
NE 1.1.2	Advocate with state agencies and legislature for an improved classification of the Androscoggin River.		City Manager	Ongoing	Documented legislative updates and advocacy. Annual update to City Council.	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
NE 1.1.3	Maintain the Lake Auburn Watershed Overlay District and continue to limit new development in the Lake Auburn watershed.		Planning and Permitting Department	Ongoing	Continued tracking of new development. Annual update to City Council.	
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.		Planning and Permitting Department, Planning and Permitting Department (Code Enforcement)	Ongoing	Compliance with municipal septic inspection ordinances. Annual update to City Council.	
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.		City Manager	Ongoing	Continued coordination with partners. Annual update to City Council.	
NE 1.1.6	Partner with organizations to purchase land and/or conservation easements along waterbodies.		City Manager	Ongoing	Continued 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. *		Public Services Department	Ongoing	Completed urban impaired stream watershed management or mitigation plan. Annual update to City Council.	
NE 1.1.8	Continue the evaluation of dams and culverts. Create an inventory and analysis of dam and culvert ownership,		Public Works, City Manager, Public Services Department,	Ongoing	Completion and publication of a comprehensive dam and culvert inventory	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	licensing, condition, flood mitigation, and impacts on water quality and fish passage.		Planning and Permitting Department, Engineering Department		and analysis. Annual update to City Council.	
NE 1.1.9	Use the dam and culvert inventory to evaluate relicensing efforts and outline strategies to prepare for dam removals as needed.		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. *		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 updated to add additional protections to these areas. Annual update to City Council.	
NE 1.1.11	Amend ordinances to incorporate stormwater runoff performance standards and low impact development (LID) standards consistent with: * o Maine Stormwater Management Law and Maine Stormwater Regulations (Title 38 M.R.S.A. §420-D and		Planning and Permitting Department	Ongoing	Reviewed ordinances. Recommended and adopted ordinance amendments that incorporate stormwater runoff standards and updated LID requirements where feasible. Annual	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	06-096 CMR 500 and 502) - o Maine Department of Environmental Protection's allocations for allowable levels of phosphorus in lake/pond watersheds - o Maine Pollution Discharge Elimination System Stormwater Program				update to City Council.	
NE 1.1.12	Collaborate with partners on clean-up programs, stewardship 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 City of Auburn 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 City of Auburn website and outreach to residents. Update to City Council as necessary.	
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. *		Public Services Department, Planning and Permitting Department, Engineering Department	Ongoing	Reviewed ordinances. Recommended and adopted ordinance amendments that establish construction requirements in designated	

Commented [ZW18]: Jane: NE 1.1.13 re: aquatic invasives – is there anything about terrestrial invasives? [yes, NE 3.5.4] This is really just a note to myself, but it was a question that arose as I was reading.

Commented [ZW19]: Jane: I applaud this - and also will be looking for where invasive species might come up elsewhere - since they are a major problem on both private and public property (and not just relative to bodies of water).

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
					high-growth areas to protect rivers, streams, and other water bodies where feasible. Annual update to City Council.	
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.	
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 City of Auburn 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 City of Auburn website and outreach to residents. Update to City Council as necessary.	

Table NE2.1: Goal, Policy #2, and Objectives

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

Table NE2.2: Actions to Implement Objectives

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
Objective 1: Ensure that land use ordinances are consistent with applicable state laws regarding natural resource protection.						
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.		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. *		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.	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
NE 2.1.3	Maintain and regularly review regulations governing new gravel mining near critical natural resources and waterbodies to ensure ongoing protection.		Planning and Permitting Department	Ongoing	Continued 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. *		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.						
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.	
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.		City Manager	Ongoing	Demonstrated collaboration through participation in partner-led habitat or fish restoration projects. Annual update to City Council.	
Objective 3: Generate publicly accessible data, maps, and information on natural resources.						
NE 2.3.1	Collaborate with partners to provide publicly accessible and updated databases on:		Planning and Permitting Department, Assessing	Ongoing	Published up-to-date information on City of Auburn website and outreach to	

Commented [ZW20]: Jane: NE 2.2.1 conservation easements – how would these be identified, justified, financed? [Also PR 1.2.7] Don't need to worry about that now??

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	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 *		Department, Communications and Community Engagement Department		residents. Update to City Council as necessary.	

Table NE3.1: Goal, Policy #3, and Objectives

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

Table NE3.2: Actions to Implement Objectives

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
Objective 1: Support access to locally grown and sourced food and support the agriculture economy.						
NE 3.1.1	Include agriculture, commercial forestry operations, and land conservation in local or regional economic development plans. *		Planning and Permitting Department, Economic Development Department, Business and Community Development Department	Ongoing	Continued inclusion of agriculture, commercial forestry operations, and land conservation. Annual update to City Council.	
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 farmers market.		City Manager, Public Services Department, Planning and Permitting Department	Ongoing	Continued support for a multi-season farmers market. Annual update to City Council.	

Commented [ZW21]: Jane: Maybe this will show up elsewhere, but I think there was some discussion of beginning to keep track of the economic impact/contributions of Ag and Natural Resource related enterprises.

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
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.		Communications and Community Engagement Department	Short Term	Published up-to-date information on City of Auburn website. Update to City Council as necessary.	
Objective 2: Support farming in Auburn.						
NE 3.2.1	Consult with Androscoggin Valley Soil and Water Conservation District when developing any land use regulations pertaining to agricultural management practices. *		Planning and Permitting Department	Ongoing	Continued collaboration with Androscoggin Valley Soil and Water Conservation District. Annual update to City Council.	
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 in the AGRP zone. *		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.	
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.		Assessing Department, Planning and Permitting Department, Communications and Community Engagement Department	Ongoing	Continued outreach to farmers. Annual update to City Council.	

Commented [ZW23]: Jane: This puzzled me on first reading, since I thought subdivisions weren't allowed in AGRP zoned areas.

Commented [ZW22]: Jane: NE 3.2.2 I find this a bit confusing – my understanding is that you would not permit subdivisions in AGRP zone.

Commented [ZW24]: Jane: NE 3.2.3 Consider a voluntary municipal support program to allow for tax incentives and increased investment. Isn't there already a tax incentive in AGRP?

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
NE 3.2.4	Allow land use activities that support productive agriculture and natural resource operations, such as roadside/wayside stands, community gardens, greenhouses, 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. *		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.	
Objective 3: Improve management of forests on City-owned land.						
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.	
Objective 4: Improve protection and management of the City's street trees and urban canopy.						
NE 3.4.1	Maintain the City's street tree inventory and public-facing dashboard. Identify funding opportunities to replace removed street trees.		City Manager, Public Works Department	Ongoing	Updated street tree inventory and online dashboard. Identified funding opportunities. Annual update to City Council.	
Objective 5: Support private property owners in managing and preserving their forest land.						
NE 3.5.1	Consult with the Maine Forest Service district forester when developing any land use regulations pertaining to forest management practices as		Planning and Permitting Department	Ongoing	Maine Forest Service is contacted prior to developing or amending land use regulations. Annual update to City Council.	

Commented [LC25]: Dana: The current ordinance requires the city manager to keep a tally of removed street trees and add replacements for them to the budget. It's fine to look for other funding sources, but ultimately the city is on the hook for their replacement.

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	required by 12 M.R.S.A. §8869. *					
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. *		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.	
NE 3.5.3	Publish information in applicable current use taxation program(s) to encourage owners of productive forest land to enroll.		Assessing Department, Communication and Community Engagement Department	Ongoing	Published up-to-date information on City of Auburn 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 City of Auburn website and outreach to residents.	

Commented [ZW26]: Jane: this addresses my note/concern above. (3.2.2)

Table NE4.1: Goal, Policy #4, and Objectives

Natural Resources	
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:	Address climate resiliency concerns and plan for the impacts of climate change.
Objectives:	- Develop a climate action plan, with a vulnerability assessment and greenhouse gas inventory. - Maintain membership in the Community Resilience Partnership.

Commented [ZW27]: Table NE4.1 Bilal: Adopt clear and objective ordinances that require new development to prepare for extreme weather events and be resilient to future flood risk

Commented [ZW27R2]: Bilal: Short, Planning

Commented [ZW28]: Jane: There are points of connection here that might be drawn out - or might have implications for other sections of the policy document. For example, what might we want to be asking of developers working on new housing (EV charging stations, on-site solar both come to mind). And of course there are connections to transportation/next section.

Table NE4.2: Actions to Implement Objectives

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
Objective 1: Develop and implement a climate action plan, with a vulnerability assessment and greenhouse gas inventory.						
NE 4.1.1	Utilize Community Resilience Partnership grants to conduct a climate change action plan that includes infrastructure and social vulnerability assessments.		City Manager	Short Term	Completed vulnerability assessment and climate action plan. Annual update to City Council.	
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	(Denis) Where cost effective, continue to expand energy efficient and renewable energy infrastructure to reduce overall energy use and emissions.		City Manager	Ongoing	Continued expansion of energy efficient and renewable energy infrastructure. Measures undertaken should have a payback of no longer than ten years. (Denis)	
Objective 2: Maintain membership in the Community Resilience Partnership.						

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No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
NE 4.2.1	Review and update the Community Resilience Partnership Community Actions and prioritize their implementation.		City Manager	Ongoing	Updated and prioritized list of actions. Annual update to City Council.	
NE 4.2.2	Leverage grants through the partnership to implement sustainability initiatives.		City Manager	Ongoing	Annual submission of Community Resilience Partnership grant application. Annual update to City Council.	

Transportation

Table T1.1: Goal, Policy #1, and Objectives

Transportation	
Goal:	Develop a safe, efficient, and accessible multimodal transportation network and traffic management solutions that connect people to places throughout the City and region.
Policy:	Provide a network of intercity and intracity public transportation that meets the community's needs.
Objectives:	1. Collaborate with partners to regularly evaluate public transportation needs and implement the findings from transportation studies, where feasible.

Commented [ZW29]: Jane: Given that this is about multi-modal and recreational as well as commuting/shopping transportation, there's a tie-in here to the housing section; why not find a way to encourage developers to either link up with or even better contribute to the building and maintenance of these trails? perhaps contributing something to an ongoing fund that will ensure maintenance.

Table T1.2: Actions to Implement Objectives

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
Objective 1: Collaborate with partners to regularly evaluate public transportation needs and implement findings from transportation studies, where feasible.						
T 1.1.1	Coordinate with public transit providers to 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, schedules, or complementary services.		Public Services Department	Ongoing	Continued 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 Resource Center (ATRC) Area		Public Services Department, Engineering Department	Ongoing	Prioritized list of ATRC Transit Study recommendations included in the CIP and City budget.	

Commented [ZW30]: Table T1.2 Bilal: Responsible Group: Transportation System Director. Is this a department or one person?

Commented [ZW31]: T1.1.1 Bilal: Coordinate with CityLink on bus stop amenities, with a priority on accessibility, amenities, and quality service, especially at high-use stops.

Commented [ZW31R2]: Bilal: Provide incentives, such as reduced parking requirements, when developments enhance transit (e.g. with employee ride programs or provide other financial support for the transit system) based on the level of transit support that is provided

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	Transit Study to identify near-, mid-, and long-term implementation actions that align with Auburn's transportation and land use goals.				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.		Public Services Department	Ongoing	Continued partnership for funding opportunities. Annual update to City Council.	
T 1.1.4	Complete the 2026 Minot Avenue Transportation Study and the 2026 Court Street Transportation Study. Implement the findings, where feasible, from these studies.		Public Services Department, Engineering Department	Long Term	Completed Minot Avenue and Court Street Transportation Studies with implementation plan. Annual update to City Council.	
T 1.1.5	Complete the Mall Area Transportation and Land Use Plan. Implement the findings, where feasible, from this plan.		Public Services Department, Engineering Department, Planning and Permitting Department, Business and Community Development Department	Long Term	Completed Mall Area Transportation and Land Use Plan with implementation plan. Annual update to City Council.	

Commented [ZW30]: Table T1.2 Bilal: Responsible Group: Transportation System Director. Is this a department or one person?

Table T2.1: Goal, Policy #2, and Objectives

Transportation
Goal: Develop a safe, efficient, and accessible multimodal transportation network and traffic management solutions that connect people to places throughout the City and region.
Policy: Provide a network of active transportation options that meet the need of users of all ages and abilities.
Objectives: 1. Improve connectivity of intercity and intracity active transportation infrastructure. 2. Generate and share accurate data, maps, and information on active transportation routes.

Table T2.2: Actions to Implement Objectives

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
Objective 1: Improve connectivity of intercity and intracity active transportation infrastructure.						
T 2.1.1	Develop intracity and intercity trail plans that inventory existing routes and identify gaps and barriers to connect Auburn's trail network within the City and with surrounding communities.		Public Services Department, Engineering Department, Planning and Permitting Department	Medium Term	Completed studies and plans. Annual update to City Council.	
T 2.1.2	Complete an Active Transportation plan that inventories and assesses existing conditions in all-seasons and creates a strategic plan for developing, improving, and maintaining safe, connected, and accessible infrastructure for human-powered travel.			Medium Term		
T 2.1.3	Implement ATRC's Bridging the Gaps Plan, where feasible.		Public Services Department,	Ongoing	Identified implementation	

Commented [ZW32]: Jane: It's a little bit jarring to encounter "trails" here - since I thought the focus was on vehicle transportation. I certainly endorse the policy focus on trails, but are these recreational? Or do you want to specifically highlight non-vehicular concerns? (Just needs to be clearer, or perhaps reorganized). As I read in I realize that this IS about "multi-modal" transportation, but maybe make clear in the goal statement that this also is about recreational and non-vehicular commuting pathways?

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
			Engineering Department		actions from Bridging the Gaps Plan. Annual update to City Council.	
T 2.1.4	Advocate for the implementation of the Washington Street corridor improvements to include the Casco Bay Trail, part of the East Coast Greenway.		Public Services Department	Ongoing	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.	
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.		City Manager, Public Services Department	Long Term	Easements acquired. Annual update to City Council.	
T 2.1.6	Complete the Androscoggin Riverwalk Trail Expansion.		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 for inclusion in the City's work program, budget, or capital improvement plan.		Public Services Department	Ongoing	Identified SS4A-related active transportation action(s). Annual update to City Council.	

Commented [ZW33]: T 2.1.7 Bilal: Change language to provide clearer action...identify action related to walking and bicycling that support connectivity and increase the amount of sidewalks/bike lanes year over year.

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
T 2.1.8	Evaluate opportunities to improve ADA access to trails in trail maintenance and expansion plans, where feasible.		Public Services Department, Public Works Department, Engineering Department	Ongoing	Documented ADA accessibility considerations for all new or substantially upgraded active transportation projects. Annual update to City Council.	
T 2.1.9	Develop and adopt Complete Streets 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.		Public Services Department, Planning and Permitting Department, Engineering Department	Short Term	Reviewed ordinances. Recommended and adopted ordinance amendments that reference Complete Streets principles where feasible. Annual update to City Council.	
T 2.1.10	Evaluate and update Traffic Impact Analysis (TIA) requirements in the ordinance to include consideration of all transportation modes, safety impacts, and Complete Streets principles as part of project review.		Public Services Department, Planning and Permitting 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.	
Objective 2: Generate and share accurate data, maps, and information on active transportation routes.						
T 2.2.1	Develop and maintain a citywide, virtual and physical		Public Services Department,	Medium Term	Completed and consistently updated	

Commented [ZW34]: T 2.1.9 Bilal: 2.1.X REQUIRE Development plans to consider and provide for walk and bike access and mobility

Commented [ZW34R2]: Bilal: BOTH internal site connectivity and connectivity to surrounding networks

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	map(s) of all publicly accessible trails, sidewalks, bike lanes, and shared-use paths in the City. Update the map on a regular basis to reflect improvements.		Planning and Permitting Department, Parks and Recreation Department		citywide active transportation map. Annual update to City Council.	

Commented [ZW35]: Jane: These should also have URL patches at various sites throughout the city - so that if you're out on your bike or walking you can access the map

Table T3.1: Goal, Policy #3, and Objectives

Transportation
Goal: Develop a safe, efficient, and accessible multimodal transportation network and traffic management solutions that connect people to places throughout the City and region.
Policy: Provide, maintain, and improve the City's road network.
Objectives: 1. Implement Auburn's Vision Zero Resolve. 2. Update road and parking standards. 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.

Table T3.2: Actions to Implement Objectives

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
Objective 1: Implement Auburn's Vision Zero Resolve.						
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	Ongoing	Prioritized and implemented initiatives from the 2025 Safety Action Plan. Annual update to City Council.	
T 3.1.2	Implement enhanced pedestrian safety infrastructure at high-risk locations.		Public Services Department, Engineering Department	Ongoing	Installed or upgraded pedestrian safety infrastructure. Annual update to City Council.	
T 3.1.3	Ensure that Chapter 46 of the ordinance includes sidewalk material options that prioritize		Public Services Department, Planning and	Medium Term	Adopted sidewalk material and maintenance	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	pedestrian safety, accessibility, and year-round usability, including provisions for enhanced maintenance of brick, uneven, or ice-prone materials and alternatives to sidewalks constructed entirely of brick.		Permitting Department, Engineering Department		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.		Public Services Department, Engineering Department, Public Works 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.		Planning and Permitting Department	Ongoing	Adopted waiver criteria and applied procedures during the development review process. Annual update to City Council.	
Objective 2: Update road and parking standards.						
T 3.2.1	Work with regional partners, MaineDOT, and other state agencies to advocate for updates to state-level road design policies and requirements that allow greater flexibility in street design.		City Manager, Public Services Department, Engineering Department	Ongoing	Documented legislative updates and advocacy. Annual update to City Council.	
T 3.2.2	Develop incentives and regulatory tools 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.		Planning and Permitting Department	Ongoing	Reviewed ordinances. Recommended and adopted ordinance amendments that address curb cuts and shared parking where feasible.	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
					Annual update to City Council.	
T 3.2.3	Improve code enforcement capacity to track, monitor, and enforce vegetation maintenance requirements approved through the site review and development approval process.		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.	
T 3.2.4	Develop and maintain an inventory of paper streets and public easements.		Planning and Permitting Department	Medium Term	Completed inventory of paper streets and public easements. Annual update to City Council.	
T 3.2.5	Develop greater specificity in the types of roadway, sidewalk, and multimodal treatments appropriate for different street types.		Engineering Department, Public Works Department	Medium Term	Updated design standards or policy documents. Annual update to City Council.	
T 3.2.6	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. *		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.	
T 3.2.7	Maintain and update local ordinances as necessary to address or avoid conflicts with state transportation policies and regulations, including the		Planning and Permitting Department	Ongoing	Reviewed ordinances. Recommended and adopted ordinance amendments that	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	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). *				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.						
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. *		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. *		Public Services Department, Engineering Department	Ongoing	Continued participation in regional and state transportation efforts. Annual update to City Council.	
T 3.3.3	Maximize participation in regional, state, and federal transportation funding programs and continue coordination with MaineDOT 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	Continued participation in funding programs and coordination with MaineDOT. Annual update to City Council.	
T 3.3.4	Optimize traffic signal coordination, Intelligent Transportation Systems (ITS),		Engineering Department	Ongoing	Completed signal timing reviews or ITS improvements for major commuter	

Commented [ZW36]: T3.2 O3 Bilal: 3.3.X Ensure all City buildings, facilities, public streets, and sidewalks meet and exceed minimum requirements for accessibility when renovated or reconstructed.

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	and access management strategies along major commuter corridors, including Washington Street, Minot Avenue, and Route 4.				corridors. Annual update to City Council.	
T 3.3.5	Conduct a comprehensive road condition assessment every three to five years. Utilize the results to prioritize roadway and sidewalk maintenance, repair, and rehabilitation projects for City-owned roads.		Engineering Department, Public Works Department	Ongoing	Completed road condition assessment(s). Update to City Council every three to five years.	
T 3.3.6	Identify maintenance activities that improve bicycle and pedestrian safety, including sidewalk 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.		City Manager, Engineering Department, Public Works Department	Ongoing	Completed bicycle and pedestrian safety-related maintenance activities funded through the CIP or operating budget. Annual update to City Council.	
T 3.3.7	Implement the recommendations from the Washington Street Corridor Study, where feasible.		Public Services Department, Engineering Department, Planning and Permitting Department	Long Term	Priority actions from the Washington Street Study identified and implemented. Annual update to City Council.	
T 3.3.8	Coordinate land use activities (e.g., ordinance updates) with transportation planning efforts to maximize the efficiency and maintenance of the existing		Public Services Department, Engineering Department, Planning and	Ongoing	Continued coordination between Departments during ordinance revisions and development review. Annual	

Commented [ZW37]: Jane: isn't this already mentioned above?

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	road network and reduce vehicle miles traveled (VMT). *		Permitting Department		update to City Council.	

Table T4.1: Goal, Policy #4, and Objectives

Transportation						
Goal: Develop a safe, efficient, and accessible multimodal transportation network and traffic management solutions that connect people to places throughout the City and region.						
Policy: Strengthen Auburn's position as a regional freight, logistics, and industrial center.						
Objectives: 1. Improve efficiency, coordination, and funding competitiveness through integrated management of publicly controlled freight and logistics assets. 2. Protect public investment in airport and rail infrastructure through compatible land use planning, airspace protection, and corridor preservation. 3. Support plan-driven, right-sized investment in airport, rail, and intermodal infrastructure while streamlining local review for projects consistent with adopted plans. 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.						

Table T4.2: Actions to Implement Objectives

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
Objective 1: Improve efficiency, coordination, and funding competitiveness through integrated management of publicly controlled freight and logistics assets.						
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.		Transportation Systems Director	Ongoing	Continued 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		Transportation Systems Director	Ongoing	Documented shared service arrangements, coordination protocols, or	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	partners operating within Auburn.				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 MaineDOT, the Maine Port Authority, FAA, FRA, and discretionary federal funding programs.		Transportation Systems Director	Ongoing	Aligned freight and logistics priorities. Annual update to City Council.	
T 4.1.4	Support inclusion of Auburn multimodal projects in regional capital programs, state capital programs, and grant applications.		Transportation Systems Director	Ongoing	Inclusion 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.		Transportation Systems Director	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.		Transportation Systems Director	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-accessible industrial development sites along Auburn's active rail corridors.		Transportation Systems Director	Ongoing	Completed and maintained inventory of rail-accessible industrial sites.	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
					Annual update to City Council.	
T 4.1.8	Encourage zoning and site design standards that accommodate rail sidings, transload facilities, and logistics operations.		Transportation Systems Director, 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.		Transportation Systems Director, 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.						
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.		Transportation Systems Director, 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	Require disclosure of airport proximity and aviation activity as part of applicable development review processes.		Transportation Systems Director, Planning and	Short Term	Reviewed ordinances. Recommended and adopted ordinance	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
			Permitting Department		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.		Transportation Systems Director	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.						
T 4.3.1	Support implementation of the FAA-approved Airport Layout Plan (ALP), where feasible, using phased, demand-driven development consistent with FAA and MaineDOT guidance.		City Manager, Transportation Systems Director	Long Term	Airport projects implemented or advanced consistent with the adopted ALP. Annual update to City Council.	
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.		Transportation Systems Director, 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 MaineDOT to improve predictability and reduce project delivery risk.		Transportation Systems Director	Ongoing	Continued coordination among stakeholders. 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.						
T 4.4.1	Recognize the Auburn-Lewiston Municipal Airport (KLEW) as regionally significant transportation infrastructure		Transportation Systems Director	Short Term	Airport significance is recognized by the Maine State Aviation System and NPIAS.	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	within the Maine State Aviation System and the National Plan of Integrated Airport Systems (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.		Transportation Systems Director, 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.		Transportation Systems Director, 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.		Transportation Systems Director	Ongoing	Continued preservation of airport and rail corridors. Annual update to City Council.	

Parks and Recreation

Table R1.1: Goal, Policy #1, and Objectives

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.
Policy: Provide publicly accessible and connected parks, trails, and open space to meet public needs.
Objectives: 1. Modify the ordinance to require an open space fee-in-lieu, with funds acquired from the fee-in-lieu set aside primarily for the master plan and ordinance updates. 2. Create and implement a Parks, Trails, and Open Space Master Plan and regularly evaluate park performance and maintenance needs. 3. Improve parks, trails, and open space connectivity through landowner communication, regional collaboration, inventory of parks, open spaces, and trails assets, and the development of a well-connected trail network within City boundaries and with adjacent municipalities. 4. Provide points of access to major waterbodies for boating, fishing, swimming, and other means of recreation.

Table R1.2: Actions to Implement Objectives

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
Objective 1: Modify the ordinance to require an open space fee-in-lieu, with funds acquired from the fee-in-lieu set aside primarily for the master plan and ordinance updates.						
PR 1.1.1	Amend Chapter 34 and Chapter 60 of the ordinances to require an open space fee-in-lieu structure for subdivisions. Direct all collected fees to a designated Parks and Recreation capital fund.		Planning and Permitting Department, Parks and Recreation Department	Short Term	Reviewed ordinances. Recommended and adopted 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		Planning and Permitting Department, Parks	Medium Term	Annual update to City Council and Parks and	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	allocations, and recommended investment priorities.		and Recreation Department		Recreation Advisory Board.	
Objective 2: Create and implement a Parks, Trails, and Open Space Master Plan and regularly evaluate park performance and maintenance needs.						
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.		Parks and Recreation Department	Medium Term	Completed Parks, Trails, and Open Space Master Plan. Annual update to City Council.	
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.		Parks and Recreation Department	Medium Term	Implementation actions are evaluated during CIP process. Annual update to City Council.	
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.		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. *		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		Parks and Recreation Department, Public Works Department	Short Term	Incorporated asset replacement priorities into CIP. Annual update to City Council.	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	facilities and places. Integrate schedule into the CIP.					
PR 1.2.6	Compile a comprehensive inventory of City-held subdivision easements, map them, and establish metrics to monitor accessibility, condition, and use.		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.		City Manager	Ongoing	Continued collaboration with organizations. Annual update to City Council.	
Objective 3: Maintain and enhance parks, trails, and open space connectivity and stewardship through landowner communication and regional collaboration.						
PR 1.3.1	Collaborate with partners to provide educational materials regarding benefits and protections 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. *		Communications and Community Engagement Department, Parks and Recreation Department	Short Term	Published up-to-date information on City of Auburn 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 accessible open spaces and		City Manager	Ongoing	Continued collaboration. Annual update to City Council.	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	regional open space networks. *					
PR 1.3.3	Collaborate with partners to redevelop existing parks and develop underutilized spaces in high-density residential areas into parklets, green spaces, or community gardens.		Parks and Recreation Department, Business and Community Development Department, Planning and Permitting Department	Medium Term	Redevelopment of existing parks and development of new parklets, green 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. *						
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 sustainability into waterfront access projects.		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.	
PR 1.4.2	Implement the recreation plans specified in Gulf Island's FERC Hydropower License for		Planning and Permitting Department, Public Works	Medium Term	Implemented recreation plans. Annual update to City Council.	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	increased pond access and a boat launch.					
PR 1.4.3	Continue to advocate for 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.		City Manager, Communications and Community Development Department, Public Works, Public Services	Ongoing	Continued	

Commented [LC39]: Need to add in perform metric - my bad!

Commented [ZW38]: Jane: This whole section is terrific, and I appreciate the detail and specificity of the recommendations. There's also a link here to the homelessness crisis - since major problems of trash/waste - along with anxiety about meeting erratic strangers - can impact the trail and outdoor area situation. I don't know what would follow from this, but it might be worth a cross-reference?

Table R2.1: Goal, Policy #2, and Objectives

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

Table R2.2: Actions to Implement Objectives

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
Objective 1: Establish a continuous evaluation and improvement framework for Auburn's recreation programming.						
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.		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.		Parks and Recreation Department, Economic Development Department	Medium Term	Measured economic benefits of recreation system. Annual update to City Council.	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
PR 2.1.4	Assess Auburn's program fees and costs against peer municipalities to ensure pricing remains competitive, equitable, and aligned with community affordability.		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.						
PR 2.2.1	Complete the Parks and Recreation Strategic Plan.		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. Connect strategies with other City-wide plans, including in transportation, housing, and the economy.		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.		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. Update to City Council as necessary.	
Objective 3: Improve the City's capacity to deliver well-managed and sustainable sporting events to benefit sports tourism and sporting opportunities for residents and visitors.						
PR 2.3.1	Complete an inventory and breakdown of uses for all		Parks and Recreation Department	Short Term	Completed Parks and Recreation Strategic Plan.	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	rentable sports facilities in the City.				Annual update to City Council.	
PR 2.3.2	Assess opportunities to enhance and expand indoor and outdoor sport facilities.		Parks and Recreation Department	Medium Term	Identified opportunities for improved and/or expanded sport facilities. Annual update to City Council.	
PR 2.3.3	Continue to coordinate with the School Department to ensure public access to school facilities outside of school related functions.		City Manager, Parks and Recreation, Public Works	Ongoing	Continued coordination to provide access to facilities for events outside of school related functions. Annual update to City Council.	

Community

Table C1.1: Goal, Policy #1, and Objectives

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

Commented [ZW40]: Jane: it's not immediately clear to me what this means... I THINK it means offer recreational and activity options beyond formal education??? Clearer way to put this?

Table C1.2: Actions to Implement Objectives

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
Objective 1: Maintain a high school graduation rate of 95%.						
C 1.1.1	Maintain the four different diploma pathways and ensure high school credit recovery opportunities are available for all high school students.		Auburn School Department	Ongoing	Four 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		Auburn School Department	Ongoing	Each student is assigned classroom-based support. Annual update to City Council.	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	student's four years in high school.					
C 1.1.3	Maintain supported and coordinated transitions from middle school to high school.		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	Three 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 at risk of 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.		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.	
Objective 2: Continue to support the City's elementary schools and Auburn Middle School.						
C 1.2.1	Engage families in planning processes to understand their needs and priorities related to student learning, well-being, and school experience.		Auburn School Department	Ongoing	Continued engagement with families. Annual update to City Council.	

Commented [ZW41]: C1.2.1 Bilal: Support and maintain neighborhood-based schools, close to where people live, and consider ways to utilize school facilities to serve a wider range of community, neighborhood functions

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
C 1.2.2	Explore capital planning opportunities to efficiently deliver identified improvements.		Auburn School Department	Ongoing	Identified and implemented education strategies in capital planning. Annual update to City Council.	
C 1.2.3	Maintain and expand after-school summer, and enrichment programming that aligns with identified student needs.		Auburn School Department	Ongoing	Maintained and expanded programming for students. Annual update to City Council.	
C 1.2.4	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.		Auburn School Department	Medium Term	Completed evaluation of transportation around school sites and integration with the Active Transportation Plan. Annual update to City Council.	
Objective 3: Support youth with pathways for life outside of education.						
C 1.3.1	Maintain robust and tailored guidance for students on post-graduation pathways. Consider partnering with organizations and other City departments to provide additional pathway resources for students who need assistance navigating mental and behavioral health services, financial knowledge and health care, and housing challenges.		Auburn School Department, General Assistance and Public Health Departments	Medium Term	Continued guidance counseling resources. 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.		Auburn School Department	Ongoing	Articulated agreements with colleges and universities and	

Commented [ZW42]: C1.2.4 Bilal: Is this Plan accessible to the Committee?

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
					partnerships with local businesses. Annual update to City Council.	
Objective 4: Increase access to early learning opportunities (ages 3 – 5).						
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	Continued 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.		Auburn School Department	Ongoing	Maintained and expanded Pre-K programming during each school year. Annual update to City Council.	
C 1.4.3	Implement the state mandate transferring responsibility for special education services for children ages 3 – 5 from the Maine Department of Education's Child Development Services to the City's public school system.		Auburn School Department	Short Term	Eligible 3- to 5-year-old children received special education services. 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.						
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.	

Commented [ZW43]: C1.2 O5 Bilal: 1.5.X Maintain a positive and collaborative relationship with State partners to ensure that development an investment in CMCC is coordinated with the City

Commented [ZW43R2]: Bilal: "It is an important institution for workforce development; the City should promote continued growth of the college, more opportunities for student housing, more business near campus etc."

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
C 1.5.2	Identify workforce gaps and necessary training programs based on assessment findings.		Business and Community Development Department, Economic Development Department, Auburn School Department	Medium Term	Publication of a skills gap summary. Annual update to City Council.	
C 1.5.3	Collaborate with partners to maintain and expand adult workforce training programs that address identified needs (e.g., trades, healthcare, technology, transportation).		Business and Community Development Department, Economic Development Department, Auburn School Department	Long Term	Development or expansion of workforce training. Annual update to City Council.	
Objective 6: Consistently evaluate programming needs for older adults and work with partners to develop programs that meet these needs.						
C 1.6.1	Collaborate with local partners to conduct a needs assessment using surveys, focus groups, and input from senior-serving organizations.		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, chronic disease management).		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		Parks and Recreation Department,	Long Term	Launched or expanded new or revised programs.	

Commented [ZW44]: C1.5.3 Bilal: Support organizations that provide workforce training support to prepare residents for available jobs in the local economy, including English language instruction, in order to ensure all residents have basic skills to find employment.

Commented [ZW44R2]: Bilal: Short term- Auburn Public Library, MEIRS

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	needs (e.g., tech literacy classes, fall prevention workshops, transportation support, caregiver education).		Business and Community Development Department		Annual update to City Council.	

Table C2.1: Goal, Policy #2, and Objectives

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 organizations and partners.
Policy: Support access to services that meet the needs of the City's most vulnerable residents.
Objectives: 1. Develop an informed strategic and programmatic plan to address the identified health and well-being priorities of Auburn residents.

Table C2.2: Actions to Implement Objectives

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
Objective 1: Develop an informed strategic and programmatic plan to address identified health and well-being priorities of Auburn residents.						
C 2.1.1	Compile a local needs assessment every three 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		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 Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	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.					
C 2.1.2	Map which of the priorities are already being addressed by current programs, and where the gaps are.		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 one 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.		Business and Community Development Department	Short Term; Ongoing	Completed supplemental data packet including at least three 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.		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,		Business and Community Development Department	Long Term; Ongoing	CHNA priority areas demonstrating improvement in key health outcomes over	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	layering of funding streams, and annual progress reviews to ensure sustained improvement in priority health outcomes.				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.		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.		Business and Community Development Department	Ongoing	Annual Report to City Council.	

Table C3.1: Goal, Policy #3, and Objectives

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 organizations and partners.
Policy: Support a safe community through coordinated emergency services
Objectives: 1. Improve Auburn Fire Department's ISO rating. 2. Maintain Auburn Police Department and 911 dispatch accreditation. 3. Achieve accreditation for the Fire Department through the Center for Public Safety Excellence (CPSE). 4. Conduct an annual public safety survey to assess community safety perceptions.

Table C3.2: Actions to Implement Objectives

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
Objective 1: Improve Auburn Fire Department's ISO rating.						
C 3.1.1	Work with L/A 911 to establish a redundant dispatch circuit.		Fire Department	Short Term	Established redundant dispatch circuit. Annual update to City Council.	
C 3.1.2	Partner with Auburn Water 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.		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		Fire Department	Short Term	Established certification and	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	require 12 hours per year of continuing education.				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.		Fire Department	Medium Term	Mandated structural fire training. Annual update to City Council.	
C 3.1.6	Achieve NFPA 1710 apparatus staffing standard levels.		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.		Fire Department	Long Term	Completed Fire Department substation. Annual update to City Council.	
Objective 2: Maintain Auburn Police Department and 911 dispatch accreditation						
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.		Police Department and 911 Dispatch	Short Term	Continued 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		Police Department and 911 Dispatch	Long Term	Achieved uninterrupted accreditation status.	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	maintain uninterrupted accreditation status across all review cycles.				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.		Police Department and 911 Dispatch, Fire Department, Business and Community Development Department	Ongoing	Maintained and increased efficiency of the emergency response model. Annual update to City Council.	
Objective 3: Achieve accreditation for the Fire Department through the CPSE.						
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.		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 five years.		Fire Department	Long Term	Fire Department is a candidate agency. Completed on-site visit, assessment, and presentation. Renewed accreditation every five years. Annual update to City Council.	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
Objective 4: Conduct a public safety survey to assess community safety perceptions.						
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.		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.		Police Department, 911 Dispatch, Fire Department, Business and Community Development Department	Long Term	Inclusion of survey-driven priorities in annual plans and/or budget proposals. Annual update to City Council.	

Table C4.1: Goal, Policy #4, and Objectives

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 organizations and partners.
Policy: Enhance community identity and sense of place.
Objectives: 1. Deep relationships between residents and municipal government. 2. Develop a citywide survey of historic, archaeological, and prehistoric sites. 3. Create policies for protecting and enhancing historic resources, where feasible. 4. Establish an Arts and Culture City Committee, implement the citywide public art policy, and offer diverse and accessible events.

Commented [ZW45]: Jane: presumably this should be deepen? (or strengthen? cultivate?)

Table C4.2: Actions to Implement Objectives

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
Objective 1: Deepen relationships between residents and municipal government.						
C 4.1.1	Implement strong, accessible feedback mechanisms to ensure residents directly inform city decisions.		City Manager, Communications and Community Engagement Department	Ongoing	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.		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 identity.		City Manager, Communications and Community Engagement Department	Ongoing	Continued and increased place-based events. Annual update to City Council.	
Objective 2: Develop a citywide survey of historic, archaeological, and prehistoric sites.						

Commented [ZW46]: C4.2 O1 Bilal: 4.1.X. Increase diversity—including youth, people of color, and other underrepresented groups—on decision-making boards to ensure residents are better represented by elected and appointed officials

Commented [ZW46R2]: Bilal: 4.1.X2 Increase gender, racial, and ethnic diversity in the City's hiring practices.

Commented [ZW49]: C4.1.3 Bilal: Develop a Civic Engagement Handbook to identify best practices for public meetings and other forms of outreach that increase understanding of cultural, racial, and socio-economic diversity and reduce barriers to engagement experienced by residents

Commented [ZW47]: C4.3.1 Bilal: Create and implement a Language Access Plan to ensure city documents, meetings, and other resources are available in alternative formats and languages

Commented [ZW48]: Jane: This is a great idea - and to some extent New Auburn/Ward 5 has been exemplary in this regard - but I don't know to what extent the ongoing activities feel welcoming to the ever-shifting variety of people who live in this ward.

No.	Actions	Related Objectives	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. *		Planning and Permitting Department	Short Term	Completed survey. Annual update to City Council.	
C 4.2.2	Collaborate with partners to develop informational materials on Auburn's historic and archaeological resources based on the survey.		Communications and Community Engagement Department	Medium Term	Published informational resource (digital or print) and outreach to residents. Annual update to City Council.	
Objective 3: Create policies for protecting and enhancing historic resources, where feasible.						
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. *		Planning and Permitting Department	Ongoing	Continued 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. *		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		Planning and Permitting Department	Long Term	Completed policies and actions with implementation plan. Annual update to City Council.	

Commented [ZW50]: Jane: This actually relates to something I noted above, in relation to Steve Beal's comment at one of our meetings about Laurel Hill. What could the city do to recognize, celebrate, and spruce up the Laurel Hill neighborhood? The Holman Day house doesn't even have a plaque. And St. Louis' church is part of Franco History in this region, slowly falling apart...

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	district(s) and increased historical markers.					
C 4.3.4	Encourage and support the adaptive reuse and redevelopment of historic structures and structures of community significance, including school buildings.		City Manager, Planning and Permitting Department, Business and Community Development Department, Economic Development Department	Ongoing	Completed or planned adaptive reuse projects, both public and private. Annual update to City Council.	
Objective 4: Establish an Arts and Culture City Committee, implement the citywide public art policy, and offer diverse and accessible events.						
C 4.4.1	Develop a charter and recruit members to the Arts and Culture City Committee.		Communications and Community Engagement Department	Short Term	Established committee 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.		Communications and Community Engagement Department	Short Term	Completed community engagement effort. Annual update to City Council.	
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		Communications and Community Engagement Department	Ongoing	Improved communication and collaboration. Annual update to City Council.	

Commented [ZW51]: Jane: YES, relates to what I wrote above. (C 4.2.1)

Commented [ZW52]: Jane: all of these are terrific ideas!! lewiston is being completely transformed in part by the murals and street-corner paintings, and by the MILL Museum...

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	support, avoid overlaps in scheduling, and ensure adequate use of facilities.					
C 4.4.4	Develop goals for the Arts and Culture Committee to implement the public art policy.		Communications and Community Engagement Department	Medium Term	Implementation of public art policy. Annual update to City Council.	
C 4.4.5	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.		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.	
C 4.4.6	Continue to 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 4.4.7	Collaborate with local artists, cultural groups, and community organizations to expand diverse, inclusive arts and cultural experiences that reflect the full range of cultures, traditions, and creative expression.		Communications and Community Engagement Department	Short Term	Established collaboration and partnerships and expanded number and variety of arts and cultural events that reflect diverse cultural traditions. Annual update to City Council.	
C 4.4.8	Continue to market Auburn as a hub for arts and culture by promoting local artists, events, public art, and partnerships		Communications and Community Engagement Department	Ongoing	Continued engagement with arts-related and event outreach.	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	through coordinated branding and outreach.				Annual update to City Council.	
C 4.4.9	Incorporate accessibility into events and venues by ensuring handicap accessibility, age-friendly, walkability, and space for parking, and lowering financial barriers.		Communications and Community Engagement Department	Ongoing	Continued accessibility considerations for City events. Annual update to City Council.	
C 4.4.10	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.		Communications and Community Engagement Department	Medium Term		

Commented [LC53]: need to add perform metric here

Table C5.1: Goal, Policy #5, and Objectives

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

Table C5.2: Actions to Implement Objectives

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
Objective 1: Actively pursue grants and external funding opportunities to support capital investments and minimize the local tax burden.						
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 inclusion 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.		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		City Manager	Ongoing	Identified projects and alternative funding mechanisms. Annual update to City Council.	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	the estimated local tax savings achieved.					
C 5.1.4	In line with the budget process, assess municipal services to identify opportunities for regional service delivery. *		City Manager	Ongoing	Continued 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.						
C 5.2.1	Consistently assess the effectiveness of boards and committees in supporting City services objectives and identify opportunities for consolidation, restructuring, or enhanced support.		City Manager, Department Staff	Ongoing	Conducted assessment(s). Annual update to City Council.	
C 5.2.2	Establish clear pathways for board and committee input into capital planning, policy development, and service delivery decisions, including defined points of engagement in budget and planning processes.		City Manager	Medium Term	Documented process depicting when and how boards provide input into CIP, budget, or policy development. Annual update to City Council.	

Commented [ZW54]: C5.2.2 Bilal: "As laid out in City Charter, ordinances etc."

Infrastructure

Table I1.1: Goal, Policy #1, and Objectives

Infrastructure
Goal: Maintain existing infrastructure and plan strategic investments that prepare the City to respond to changing community needs and challenges.
Policy: Provide public facilities in an efficient, coordinated, and fiscally responsible manner that meets current needs and responds to anticipated growth and demographic change. *
Objectives: 1. Update the five-year capital improvement plan to a 10-year capital improvement plan. * 2. Explore opportunities for infrastructure coordination and joint purchasing programs. * 3. Prioritize infrastructure investment in high-growth areas designated in the Future Land Use Plan. *

Commented [ZW55]: Jane: obvious connections here to a Climate Action Plan. Perhaps embed that link in the statement of the goal:...prepare the City to respond to changing community **and environmental** needs and challenges

Table I1.2: Actions to Implement Objectives

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
Objective 1: Update the five-year capital improvement plan to a 10-year capital improvement plan. *						
I 1.1.1	Expand the City's capital improvement plan from a five-year to 10-year planning horizon, maintaining a detailed first five years and a programmatic outlook for six to 10 years to improve long-range coordination and fiscal planning.		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, and major equipment across all		City Manager, Department Staff	Short Term	Included all major infrastructure categories in the adopted CIP. Annual update to City Council.	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	capital expenses and investments.					
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.		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.		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.		City Manager	Ongoing	Contingency reserve or deferred project category in CIP. Annual update to City Council.	
I 1.1.6	Incorporate resiliency investments into the CIP. Track and leverage funding programs to overlap resiliency opportunities with other CIP needs.		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. *						
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.	

Commented [ZW56]: I1.1.4 Bilal: Update the Capital Improvement Planning process to prioritize specific street safety improvements annually, providing a clear understanding for elected officials, staff, and the public on the extent and location of those priorities.

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
I 1.2.2	Engage regional partners, service districts, and councils of governments to evaluate shared infrastructure investments, equipment purchases, or coordinated capital timing where possible.		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. *						
I 1.3.1	Establish formal CIP project scoring criteria that prioritize infrastructure investments in designated growth areas identified in the Future Land Use Plan.		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.		Planning and Permitting Department, Economic Development Department	Ongoing	Improved and expanded water and sewer service. Annual update to City Council.	
I 1.3.3	Provide adequate educational, emergency service, municipal service, community-wide, and public works buildings and facilities.		City Manager, Public Works Department	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. *		Public Services Department	Ongoing	Continued collaboration. Annual update to City Council.	

Commented [ZW57]: I1.2 O3 Bilal: Create a plan for the location and management of public restrooms, particularly within the downtown, high growth areas in public spaces

No.	Actions	Related Objectives	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. *		Public Services Department	Long Term	At least 75% of new growth-related capital investment value located in designated high-growth areas. Annual update to City Council.	
I 1.3.6	Unlock infill and redevelopment potential, at an appropriate scale, through incentive programs and assessment and relocation of public utilities, including drainage and stormwater infrastructure. Identify City-owned vacant lots and determine redevelopment opportunities.		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	Establish performance standards to minimize noise, lighting, and off-site traffic impacts.		Planning and Permitting Department	Medium Term	Adoption of performance standards addressing noise, lighting, and traffic. Documentation showing inclusion of compliance materials in applicable development applications included in the annual development report to City Council.	