



Agenda

Comprehensive Planning Committee

July 8, 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, 2026
- 3. PUBLIC COMMENT**
- 4. POLICIES DISCUSSION:** The Committee will discuss the policies section of the Comprehensive Plan.
- 5. NEXT MEETING:** July 28th, 2026
- 6. ADJOURNMENT**



Comprehensive Planning Committee - DRAFT Minutes

June 10, 2026, at 6:00 PM – 9:00 PM

Council Chambers, Second Floor, Auburn Hall

1. ROLL CALL: Committee members and staff

Denis Bergeron, Riley Bergeron, John Cleveland, Becky Conrad, Mathieu Duvall, Jeff Harmon, Bilal Hussein, Paul Jacques, Adam Lee, Bruce Rioux, Rex Rhodes, Dana Staples and Rick Whiting

Absent: Kelly Butler, Tim Cowan and Jane Costlow

Consultant members present from BerryDunn: Ali Tobey

Staff members present: DeCarlo Brown (Planning Director), Lauren Caffé (Long Range Planner), Phil Crowell (City Manager, arrived at 7:18 pm) and Denis D'auteuil (Assistant City Manager)

2. MINUTES: Minutes from May 19th and May 26th

Motion was made by Mathieu Duvall and seconded by Paul Jacques to approve the May 19, 2026, minutes as written. Vote: 13-0. Motion Carries

Minutes from the May 26, 2026, meeting were reviewed. Two spelling corrections were noted, and the attendance record was amended to clarify that Bilal was present, as he had been mistakenly listed as both present and absent. With these amendments, the minutes were approved as amended. Motion was made by Rick Whiting and seconded by Paul Jacques to approve the May 26, 2026, minutes as written. Vote: 13-0. Motion Carries.

3. PUBLIC COMMENT: None

4. FUTURE LAND USE MAP – DESCRIPTIONS:

The committee voted to strike language referencing specific building story limits (fewer than four stories) from the High Density Core and Mixed-Use



Neighborhood descriptions to ensure consistency across documents. Motion made by John Cleveland, the vote was 13-0. Motion carries.

- 5. 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.

The committee addressed several land use map adjustments and changes.

Mixed-Use Neighborhood Changes:

- Approved reclassifying lots west of South Main Street to Mixed-Use Neighborhood. Motion made by Mathieu Duvall, seconded by Bilal Hussein. Vote: 13-0. Motion carries.
- Added additional lots bordered by Vickery and South Main to the Mixed-Use Neighborhood designation. Motion made by Mathieu Duvall. Vote: 8-5. Motion carries. Denis Bergeron, Riley Bergeron, John Cleveland, Mathieu Duvall and Jeff Harmon were opposed.
- Converted an area previously marked as Mixed-Use Corridor to Mixed-Use Neighborhood on the west side of the river. Motion made by Dana Staples, seconded by Paul Jacques. Vote: 13-0. Motion carries.
- Adjusted isolated parcels on the east side of the river to Mixed-Use Neighborhood. Motion made by Mathieu Duvall, seconded by Dana Staples. Vote: 13-0. Motion carries.
- Changed parcels near Carol Lane and Washington Street to Mixed-Use Neighborhood (north) and Compact Residential (south). Motion made by Mathieu Duvall, seconded by Dana Staples. Vote: 13-0. Motion carries.

Industrial Zone Changes:

- Amended the Industrial description to permit trail access within landscaping and open space buffers. Motion made by Denis Bergeron, seconded by Mathieu Duvall. Vote: 13-0. Motion carries.
- Reclassified land from the end of Hutchinson Street to the end of the Main Oxy lot to Industrial. Motion made by Jeff Harmon, seconded by Denis Bergeron. Vote: 13-0. Motion carries.
- Converted a lot on Poland Road to Industrial. Motion made by Denis Bergeron, seconded by Dana Staples. Vote: 13-0. Motion carries.



- Combined parcels near Foster Road into the Industrial category. Motion made by Mathieu Duvall, seconded by Adam Lee. Vote: 13-0. Motion carries.

Residential and Other Adjustments:

- Approved changing three lots to Mixed-Use Corridor near the new fire station site. Motion made by Jeff Harmon, seconded by Mathieu Duvall. Vote: 13-0. Motion carries.
- The committee decided to table reclassifying an area north of Foster Road until the next meeting.
- Reclassified a specific area to Compact Residential. Motion made by Jeff Harmon, seconded by Dana Staples. Vote: 13-0. Motion carries.
- A proposal was introduced by Paul Jacques to extend an existing residential corridor strip along Penley Corner Road to include Rudy Wing's half-acre lot near Foxridge Golf Course and a driving range. Vote: 5-8. Motion fails. Riley Bergeron, Bilal Hussein, Paul Jacques, Adam Lee and Dana Staples were in favor.
- Extended the Rural Residential strip zone. Motion made by Jeff Harmon, seconded by Riley Bergeron. Vote: 13-0. Motion carries.

6. POLICIES DISCUSSION: The Committee will discuss the policies section of the Comprehensive Plan.

The committee discussed the comprehensive plan's structure, length, implementation timeline, and how annual reporting and updates should work. Members expressed interest in clearer summaries for each policy section, stronger inclusion of resilience and equity concepts, and better guidance to future policymakers. Staff agreed to compile all member comments into a shared document for review before the June 23 meeting, where the committee will begin detailed discussion of each policy area.

7. NEXT MEETING: June 23th, 2026

8. ADJOURNMENT

The meeting adjourned at 8:58 pm.

CITY OF AUBURN | Standard Operating Procedure

Subject: EQUITY POLICY	Effective Date: 07/01/2021	Distribution: All personnel
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PURPOSE

Auburn embraces its growing diverse population and recognizes it as a tremendous asset. This policy defines expectations for consideration of racial and social equity, and in particular, meaningful community involvement when planning, developing, and implementing policies, practices, and initiatives.

It provides a framework to advance equity in alignment with our strategic plan. This policy informs all other policies and applies to all publicly delivered services in the City of Auburn and Auburn Public Schools.

DEFINITIONS

Equity: A condition where ALL cultures and identities are fully acknowledged, valued, celebrated, and empowered with a goal of a community characterized by resilience, courage, joy, and wellness.

Equity Tools: Information and processes used to identify who is affected by a decision, policy, or practice; how they are affected; and to guide recommendations to encourage positive impacts and/or mitigate negative impacts.

Publicly Delivered: The services provided by the city or public schools either directly (through the public sector) or through financing the provision of services.

Social Equity: The absence of institutional and structural barriers experienced by people, based on other societal factors such as age, sex, sexual orientation, gender identity, religion, national origin, marital status, disability, socio-economic status, neighborhood of residence, that impede opportunities and results.

AREAS OF FOCUS TO PROMOTE EQUITY

Through intentional action, the City, and our community systems - including education, employment, health care, housing, law enforcement, businesses and beyond - are dedicated to addressing systems of inequity while working together to build resilient and accessible communities where people of all cultures and identities can thrive.

This is achieved when policymaking, service delivery, distribution of resources and opportunities are accessible to all, and where community members acknowledge the challenges and needs of the people within Auburn.

We acknowledge that without an intentional focus on equity, we will continue to deepen inequality, injustice, and harm. Additional areas of focus may emerge based on changing factors and that assessment and prioritization are necessary to guide and inform collective actions to support a thriving community and promote equity with a goal of achieving the following:

- i. Housing policies that encourage all who want to live in Auburn to be able to do so, and the provision of a full spectrum of housing opportunities across the city, most notably those in mixed-use areas

that are accessible to multiple modes of transport.

- ii. Workforce development pathways that provide all residents with the opportunity to develop knowledge and skills to participate in a diverse economy and earn sufficient income to support themselves and their families.
- iii. An early childhood education system that ensures all children enter kindergarten at their optimal developmental level with equitable opportunity for success.
- iv. Education that promotes a responsive, caring, and inclusive culture where all feel valued, supported, and hopeful, and that every child is reached, challenged, and prepared for success in school and life.
- v. Community and public safety that include services such as fire, emergency medical services, police, health, emergency management and code enforcement that are responsive to all residents so that everyone feels safe to live, work, learn, and play in any neighborhood of Auburn.
- vi. Neighborhoods that support all communities and individuals through strong social networks, trust among neighbors, and the ability to work together to achieve common goals that improve the quality of life for everyone in the neighborhood.
- vii. A vibrant food system where healthy, accessible, and affordable food is valued as a basic human necessity.
- viii. A parks and recreation system that is equitable and inclusive by providing quality facilities, programs, and services to all communities; balancing the distribution of parks, programs, and facilities; and providing accessible and affordable facilities and programs.
- ix. A transportation system that supports the economic growth, health, and prosperity goals of Auburn and provides accessible mobility solutions that are based on the principles associated with sustainability, diversity, and community health.
- x. Digital access for all residents.

PROCESS

The City of Auburn has a pivotal role in achieving these goals and creating a sense of welcoming and belonging for everyone. We work together to create an equitable environment for all.

Equity in the City of Auburn requires a steadfast commitment to one another. The cornerstone of safeguarding equal opportunity is the ability to access resources, municipal services, and educational programs regardless of identity, wealth, or social standing. Equity is fair and inclusive for all members of our community, ensuring that equal opportunity exists, and voices are heard and valued. These four goals are measurable, progress can be tracked and evaluated throughout the process, informing current and future efforts.

AUBURN'S **EQUITY** GOALS

GOAL 1

Have a workforce broadly reflective of the community

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Review recruitment, development and retention practices to ensure barriers to employment are identified and addressed

Expand on internship opportunities

Promote Auburn

GOAL 2

Identify and address barriers within organizational systems

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Develop and implement action plans to address identified barriers

Apply equity lens to identify barriers in policies, plans, practices, programs and services

GOAL 3

Attract and retain a talented workforce skilled at working in an inclusive and respectful manner with one another and with the community

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Develop and implement respectful workplace policy

Implement Education and Training Plan

GOAL 4

Create processes, policies, programs and services that meet the diverse needs of those we serve

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Actively solicit perspectives and ideas from staff

Include a citizen engagement process

Apply equity lens



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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 transportation 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	Documented and maintained coordination. Annual update to City Council, including a report	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
	issues with cross-boundary impacts. *				on achievements and ongoing issues.	
FLU 1.1.3	Provide and budget for permitting, planning, and code enforcement staff with the tools, training, required certifications, and support necessary to efficiently and effectively create and enforce land use regulations. *		Planning and Permitting Department, Planning and Permitting Department (Code Enforcement)	Ongoing	Completion and maintenance of required staff certifications and continuing education. Documentation of annual training activities, technology or process improvements implemented, and periodic internal review confirming staff capacity to administer and enforce land use regulations. Annual update to City Council.	
FLU 1.1.4	Evaluate and refine planning and permitting procedures to be applied consistently using objective criteria in planning board decision-making. Provide education, training, and guidance on development processes for planning board members. *		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	Annually evaluate the Future Land Use Map and category descriptions for consideration of zoning updates. Apply different zoning districts within		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
	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 to track 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	Evaluate the Comprehensive Plan every 3 years to amend and align the Future Land Use map with current trends, regulations, and best available data and practices. Amendments must follow state law to amend a comprehensive plan.		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 environment with a variety of commercial and residential uses 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.						

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 environment with a variety of commercial and residential uses 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	Ongoing	Adoption of minimum intensity or form standards (e.g., minimum height, floor area, or density thresholds) for High Density Core districts. Annual update to City Council.	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
FLU 2.1.2	Evaluate necessary updates to form-based code standards and zoning standards among Downtown, High Density Cores, and Mixed-Use Corridors to reflect varying contexts, desired scale, and public realm relationships.		Planning and Permitting Department	Ongoing	Updated form-based code to further promote development in line with land use categories. Annual update to City Council.	
FLU 2.1.3	Amend ordinances to encourage mixed-use development and buildings that integrate residential, commercial, civic, and open space elements within new and existing developments and buildings. Ensure mixed-use development and mixed-use buildings reflect appropriate scale(s). Review and update interconnected ordinances, such as traffic and waste management, to maintain consistency with the City's land use framework.		Planning and Permitting Department	Ongoing	Completion of a policy and ordinance audit identifying opportunities to support mixed-use development. Adoption of ordinance amendments permitting residential and commercial uses within the same development, subject to form and compatibility standards. Annual update to City Council.	
FLU 2.1.4	Amend ordinances to allow for flexible building forms and design standards that accommodate changing market conditions over time (e.g., adaptive reuse, ground-floor uses with flexible upper-floor uses).		Planning and Permitting Department	Ongoing	Reviewed ordinances. Recommended and adopted ordinance amendments that allow for flexible building forms, where feasible. Annual update to City Council.	

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	Amend off-street parking regulations to allow creative parking solutions to encourage development in high-growth areas (e.g., incentivize shared parking solutions, create a parking district to fund structured parking garages, or implement flexible parking requirements). With any parking amendments, assess impacts on Public Works operations, including snow plowing, snow removal, and automated trash collection.		Planning and Permitting Department	Short Term	Reviewed ordinances. Recommended and adopted ordinance amendments that allow creative parking solutions, where feasible. Annual update to City Council.	
FLU 2.1.7	<u>Develop and implement a comprehensive parking education and signage initiative that clearly communicates where public parking is permitted, time-limits, seasonal restrictions, and when/where residents must move their vehicles during parking bans or maintenance periods.</u>		<u>Public Works, Communications and Community Engagement Department</u>	<u>Short Term</u>	<u>Implemented parking education and signage initiative. Annual update to City Council.</u>	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
FLU 2.1.8	Amend ordinances to reduce barriers to <u>development and redevelopment</u> , such as setback, parking, lot coverage, density, or lot size requirements, where appropriate.		Planning and Permitting Department	Ongoing	Reviewed ordinances. Recommended and adopted ordinance amendments that reduce development-related regulatory barriers, where feasible. Annual update to City Council.	
FLU 2.1.9	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	Medium Term	Completed review of existing local, state, and federal protections for wetlands, vernal pools, shoreland areas, and other environmentally sensitive resources, including those located within high-growth areas. Ordinances and policies updated as needed to improve environmental protection. Annual update to City Council.	
FLU 2.1.10	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	Completed coordinated land use recommendations following corridor or transportation studies. Adoption of ordinance or design standard updates aligned with study findings. Annual update to City Council.	

Commented [AT1]: Jane: Are there ways in comp plan to pay attention to neighborhoods that are historic or worth saving but how to incentivize or make possible their upkeep -
 LC: can use some words interchangeably
 Jane: As we think about creation of new/different housing thinking about preserving and maintaining intown neighborhoods like Laurel Hill
 Note for comp plan narrative: include this in the narrative - could have a light duty
 Jeff: Don't just limit to redevelopment - broaden?
 Adam: Want to incorporate all sorts of things in here DeCarlo - places an incentive to redevelop existing sites - changing language does change the meaning that it gives for staff direction
 Becky: seems it goes back to beginning of our process and things we've referenced with final product - guiding principles for our future state and have some responsibility to plan this
 Matt - issue is barred if we step back one level - in objective
 LC action: Fold into policy and actions - work between 2.1.3 and 2.1.4 to discuss development standards to reduce barriers

Commented [LC1R2]: I added 'development'

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
FLU 2.1.11	Establish site design standards for Mixed-Use Corridor and Mixed-Use Residential areas to improve mobility and to create safe routes for pedestrians, cyclists, and vehicles.		Planning and Permitting Department	Short Term	Reviewed ordinances. Recommended and adopted ordinance amendments that establish site design standards related to access and circulation, where feasible. Annual update to City Council.	
FLU 2.1.12	Establish and maintain a list of underutilized properties and large parking areas and create a plan for future redevelopment for each property and parking area.		Planning and Permitting Department, Economic Development Department, Business and Community Development Department.	Short Term	Data on redevelopment projects along designated corridors and documentation of reuse of underutilized parcels or parking areas included in the annual development update to City Council.	
FLU 2.1.13	Amend ordinances to establish buffer and transition standards between industrial, commercial, and residential land uses and between high growth and moderate growth areas.		Planning and Permitting Department	Short Term	Reviewed ordinances. Recommended and adopted ordinance amendments that establish buffer standards, where feasible. Annual update to City Council.	
Objective 2: Support moderate growth that provides a smooth transition from urban neighborhoods to rural landscapes in the Moderate Density, Moderate Growth areas as delineated in the Future Land Use Map.						
FLU 2.2.1	Develop ordinances that encourage cluster and/or conservation subdivisions in transition areas between low- and moderate-density		Planning and Permitting Department	Medium Term	Reviewed ordinances. Recommended and adopted ordinance amendments that encourage cluster or conservation subdivisions,	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
	areas to preserve open space while accommodating housing.				where feasible. Annual update to City Council.	
FLU 2.2.2	Amend zoning ordinances to allow neighborhood-serving commercial uses in residential areas where they are compatible with residential context, form, and scale.		Planning and Permitting Department	Short Term	Reviewed ordinances. Recommended and adopted ordinance amendments that allow limited neighborhood-serving commercial uses where feasible. Annual update to City Council.	
Objective 3: Preserve Auburn's low-density places by protecting agricultural and natural resources and limiting development to maintain rural landscapes and environmental health in the Low Density, Low Growth areas as delineated in the Future Land Use Map.						
FLU 2.3.1	Maintain low-density development standards in Agriculture, Recreation, and Open Space areas, while allowing limited residential development that supports agriculture, forestry, recreation, and open space land uses.		Planning and Permitting Department	Ongoing	Data on development approvals in Agriculture, Recreation, and Open Space areas included in the annual development report to City Council.	
FLU 2.3.2	Conduct regular engagement with the agriculture community to ensure that zoning standards do not unintentionally restrict modern farming practices.		Planning and Permitting Department, AG Working Group	Ongoing	At least one documented agricultural stakeholder engagement activity per year, with issues and outcomes summarized for staff and Planning Board review. Annual update to City Council.	

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 <u>a</u> 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. <u>Eliminate chronic homelessness, rehouse individuals who become unhoused within 90 days, prevent those who are at risk and are unsafe due to violence from becoming unhoused, and support treatment and recovery strategies and programming.</u>

Deleted: an adequate and sustainable

Deleted: 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	Collaborate with partners to leverage City-owned land for low- and moderate-income housing in appropriate areas.		City Manager, Business and Community Development Department	Ongoing	Documented and maintained partnerships to utilize City-owned land for housing. Annual update to City Council.	
H 1.1.3	Amend zoning ordinances to:		Planning and Permitting Department	Short Term	Reviewed ordinances. Recommended and	

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). *				adopted ordinance amendments that allow identified housing needs (amount and type of housing) where feasible. Annual update to City Council.	
H 1.1.4	Evaluate the Comprehensive Plan every 3 years 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 1 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	Align housing policies with zoning ordinances to ensure development standards support long-term housing goals.		Planning and Permitting Department	Short Term	Completion of a housing-land use policy crosswalk. Documentation	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
					showing incorporation of development standards that support a variety of housing types across price points. Annual update to City Council.	
H 1.1.7	Collaborate with partners, including senior and disability agencies, to develop a digital and print housing navigator to help older adults and people with disabilities exploring housing alternatives.		Business and Community Development Department	Short Term	Established digital and print housing navigator for residents looking to move. Annual update to City Council.	
H 1.1.8	Maintain an inventory of vacant properties in accordance with the City's vacant buildings ordinance and develop strategies, e.g. land banking, to bring vacant buildings online.		Planning and Permitting Department (Code Enforcement)	Ongoing	Maintained inventory of vacant buildings and tracking of revitalized vacant buildings and properties. Annual update to City Council.	
H 1.1.9	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		Planning and Permitting Department,	Ongoing	Documented coordination, including meetings	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
	support housing initiatives in Auburn. *		Business and Community Development Department		and identification of priority projects. 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	Medium – Long Term	Utilization of Affordable Housing TIF districts and tracking of development(s) funded by the TIF. Annual update to City Council.	
H 1.1.13	Track the implementation of the housing goals adopted by City Council. Evaluate and update the Auburn Housing Needs Assessment every 5 years to track the City's progress to its housing goals and align goals with current and future trends and best available data. Adopt new goals based on updated assessment.		Public Services Department	Ongoing	Evaluated and updated Auburn Housing Needs Assessment with consistent tracking of goal(s) progress. Update to City Council, and adoption of goals by City Council, as necessary.	
Objective 2: Strengthen the City's regulatory structure to create a predictable, development-ready environment and ensure that land use controls encourage the development of quality housing for renters and owners. *						
H 1.2.1	Evaluate the City's alignment with state building codes and formally document any intentional deviations, including the rational and supporting justification for each, to ensure		Planning and Permitting Department (Code Enforcement)	Short Term, Ongoing	Alignment with state building codes recorded and justification for intentional deviations. Annual	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
	transparency and regulatory consistency.				update to City Council.	
H 1.2.2	Amend ordinances to lower regulatory barriers and promote a more efficient, consistent, and predictable development process, where appropriate.		Planning and Permitting Department	Ongoing	Reviewed ordinances. Recommended and adopted ordinance amendments that promote an efficient development process where feasible. Annual update to City Council.	
H 1.2.3	Actively market the City to attract investment and encourage high-quality residential projects.		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 development goals.		City Manager	Ongoing	Documented legislative updates and advocacy. Annual update to City Council.	
H 1.2.5	<u>Provide clear, accessible resources, information, and support for new homeowners on the City's website, including guidance on permitting, property maintenance (for new and old buildings), standards, trash and recycling, parking rules, seasonal requirements, and key City contacts.</u>		<u>Communications and Community Engagement Department, Public Services Department</u>	<u>Short Term</u>	<u>New Homeowner resources on City website. Update to City Council as necessary.</u>	
H 1.2.6	<u>Collaborate with partners to evaluate alternative ownership models to lower the barrier to</u>		<u>Planning and Permitting Department,</u>	<u>Medium Term</u>	<u>Evaluation of alternative ownership models and</u>	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
	entry for homeownership and maintain housing affordability (e.g. limited equity housing cooperative).		Business and Community Development Department		implementation, if feasible. Annual update to City Council.	
Objective 3: Eliminate chronic homelessness, rehouse individuals who become unhoused within 90 days, prevent those who are at risk and are unsafe due to violence from becoming unhoused, and support treatment and recovery strategies and programming.						
H 1.3.1	In compliance with State statute (MRSA §4357-B (2025)), conduct a land use study to determine districts to allow a homeless shelter(s) in the City.		Planning and Permitting Department	Short Term	Reviewed ordinances. Recommended and adopted ordinance amendments that do not prohibit homeless shelter(s) in all zoning districts, where feasible. Annual update to City Council.	
H 1.3.2	Coordinate with service providers to connect unhoused individuals and those at risk of becoming unhoused with interim and permanent housing opportunities and housing assistance programs.		Business and Community Development Department	Ongoing	Documented and maintained coordination and support for service providers. Annual update to City Council.	
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 utilizing the "Addressing Homelessness in Auburn, Maine: A Comprehensive Framework and Approach to Address Issues Through		Business and Community Development Department	Medium Term	Completed gap analysis of homeless services in the L-A Metro Area. Annual update to City Council.	

Commented [LC2]: H 1.2.5 and H 1.2.6 are recommendations from planning staff

Commented [LC3]: From homelessness committee:

- 1)"eliminate and **prevent** chronic homelessness.."
- 2)Does this objective include people who are at risk of becoming unhoused? Would adding prevention next to eliminate cover this?
- 3)Need to define unhoused - look to mckinney viento program definition
- 4)Perhaps the objective reads: eliminate chronic homelessness, rehouse individuals who become unhoused within 90 days, and prevent those who are at risk and who are unsafe due to violence from becoming unhoused."

Commented [LC4]: look to homelessness committee report

Commented [LC4R2]: The "Addressing Homelessness in Auburn, ME" framework from Feb. 2025 uses 4 pillars: intervention, prevention, treatment, and recovery. I amended this action item to include prevention, treatment, and recovery. H 1.3.4 can get to future treatment and recovery options based on a gap analysis that identifies needs. It also looks to include findings from the Feb. 2025 framework/report from the Ad Hoc Committee on Homelessness.

Commented [LC5]: And those at risk of becoming unhoused

Commented [LC5R2]: Amended this action item on 6/29.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
	Prevention, Intervention, Treatment, and Recovery” report and conducting a comprehensive review to identify service overlaps and gaps, eliminate redundancies, and develop prevention, intervention, treatment, and recovery strategies to ensure all unmet service needs are addressed.					

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 strategies, 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 strategies, 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	Targeted business and industry strategies. Annual update to City Council.	
E 1.1.2	Review and evaluate existing business needs to identify and strengthen key industry clusters and proactively recruit complementary businesses that align with existing workforce,		Economic Development Department	Ongoing	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	Short Term, 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	Refine Auburn's Forest Bioproducts Advanced Manufacturing Tech Hub Overlay to attract innovation-oriented businesses, support technology and advanced manufacturing growth, and guide strategic infrastructure and investment planning within designated priority areas.		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	Documented 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 is 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 improve and promote existing transportation options that provide door-to-door transportation opportunities for the City's workforce.		Economic Development Department	Ongoing	Annual ridership and usage of on-call transportation option. Annual update to City Council.	
E 1.2.2	Develop and maintain linkages and connectivity between commercial activity centers and other areas of the City to promote functionality and business development. Encourage complimentary or co-locations between workers, supply chains, service needs, and other goods and services.		Planning and Permitting Department, Economic Development Department	Medium Term, Ongoing	Documented improvements in roadway, transit, or trail connections between and to commercial areas, increased commercial development near complimentary services and housing. Update to City Council as necessary.	
E 1.2.3	Conduct a home-to-jobs ratio analysis every 5 years to assess the balance between available housing and employment opportunities, identify mismatches, and inform future housing and economic development planning.		Planning and Permitting Department, Economic Development Department	Medium Term	Maintenance of ongoing system to track new jobs created and new homes built and regular comparison of these trends. Annual update to City Council.	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
E 1.2.4	Amend ordinances to lower 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 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	Maintained 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	Maintained curricula alignment through collaboration with industries and Auburn School Department. Annual update to City Council.	
E 1.2.8	Review ordinances to reflect the community's economic vision. Implement the desired scale, design, intensity, and		Planning and Permitting Department	Ongoing	Reviewed ordinances. Recommended and adopted ordinance	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
	location of future economic development. *				amendments that align with the Future Land Use Map where feasible. Annual update to City Council.	
E 1.2.9	Monitor trends and regularly update the comprehensive plan to maintain alignment with current and anticipated economic conditions. Amendments must follow state law to amend a comprehensive plan.		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 and regional economic development 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		City Manager	Ongoing	Documented legislative updates	

Deleted: and

Commented [LC6]: Adam: would prefer to not combine them. there are legislative differences. auburn is both, so separate them out.

Commented [LC6R2]: Note to lauren: ensure they're both listed.

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
	attract state and federal resources to support the City as a regional service center and regional economic development center.				and advocacy. Annual update to City Council.	

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	Amend zoning ordinances to limit development in current undeveloped areas along the Androscoggin River.		Planning and Permitting Department	Short Term	Reviewed ordinances. Recommended and adopted ordinance amendments that limit new development in undeveloped areas along the Androscoggin River, where feasible. Annual update to City Council.	
NE 1.1.2	Advocate with state agencies and legislature for an		City Manager	Ongoing	Documented legislative updates and advocacy.	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	improved classification of the Androscoggin River.				Annual update to City Council.	
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	Tracking of limited 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	Documented 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	Documented collaboration with organizations. Annual update to City Council.	
NE 1.1.7	Where applicable, develop an urban impaired stream watershed management or mitigation plan that will promote continued development or redevelopment without further stream degradation. *		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		Public Works, City Manager, Public	Ongoing	Completion and publication of a	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	inventory and analysis of dam and culvert ownership, licensing, condition, flood mitigation, and impacts on water quality and fish passage.		Services Department, Planning and Permitting Department, Engineering Department		comprehensive dam and culvert inventory 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 are 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		Planning and Permitting Department	Ongoing	Reviewed ordinances. Recommended and adopted ordinance amendments that incorporate stormwater runoff standards and updated LID	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	Maine Stormwater Regulations (Title 38 M.R.S.A. §420-D and 06-096 CMR 500 and 502) ○ Maine Department of Environmental Protection's allocations for allowable levels of phosphorus in lake/pond watersheds ○ Maine Pollution Discharge Elimination System Stormwater Program				requirements where feasible. Annual 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.	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
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 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	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
					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	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: 1) Natural resources like wetlands, vernal pools,		Planning and Permitting Department, Assessing Department,	Ongoing	Published up-to-date information on City of Auburn website and outreach to residents. Update to	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	threatened and endangered species, and wildlife habitat blocks 2) Open space current use tax programs 3) Applicable local, state, or federal regulations *		Communications and Community Engagement Department		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	Inclusion of agriculture, commercial forestry operations, and land conservation in economic development plans. 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 farmer's market.		City Manager, Public Services Department, Planning and Permitting Department	Ongoing	Documented support for a multi-season farmers market. Annual update to City Council.	

Commented [AT7]: Could be a good thing for the City to monitor economic benefits of resource related enterprises. Should this be a goal? Ability to track is a challenge
Lauren is reaching out to local food action plan to see if they're doing that

Commented [LC7R2]: I reached out to LA Food Plan folks to see!

Commented [LC7R3]: There is currently no tracking related to this. Does the committee want to specify this in NE 3.1.1?

Commented [ZW8]: 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	Documented 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. *		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	Documented outreach to farmers. Annual update to City Council.	

Commented [ZW9]: Jane: This puzzled me on first reading, since I thought subdivisions weren't allowed in AGRP zoned areas.

Commented [LC9R2]: NE 3.2.2 covers the following State requirements:

"Through local land use ordinances, require subdivision or non-residential property developers to look for and identify critical natural resources that may be on site and to take appropriate measures to protect those resources, including but not limited to, modification of the proposed site design, construction timing, and/or extent of excavation."

"Amend land use ordinances to require commercial or subdivision developments in critical rural areas, if applicable, maintain areas with prime farmland soils as open space to the greatest extent practicable."

We have to include the intent of both of these required items, and over time, they were consolidated into NE 3.2.2.

We can restructure/rephrase/remove AGRP reference if desired, so long as the intent of the items above are met!

Commented [LC9R3]: I removed AGRP since this could be relevant across the city, including the RR and LDCR areas.

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.	
NE 3.2.5	<u>Develop a resource page on the City website to assist current and new farm owners with their business, understanding land use, and connecting with partners.</u>		<u>Communications and Community Engagement Department, Planning and Permitting Department</u>	<u>Medium Term</u>	<u>Completed guide for current and new farmers. Update to City Council as necessary.</u>	
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	<u>Maintain the City's street tree inventory and public-facing dashboard. The City is responsible for replacing removed street trees; however, it should actively</u>		City Manager, Public Works Department	Ongoing	Updated street tree inventory and online dashboard. Identified funding opportunities. Annual update to City Council.	

Commented [LC10]: I added this action item to accommodate conversations with the SNRB.

Commented [LC11]: 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.

Commented [LC11R2]: You are right! Planning was looking at this last week. I added in a line to the action item about this.

Commented [LC11R3]: Jane: city is facing dire situation with emerald ash borer. is there planning for this? how will cover taking those trees down and replacing them. Dana: deficit city manager needs to budget for but not all the trees in one year. Phil: city is working on a nursery / with the arborist / with Dave Griswold.

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	<u>pursue grants, partnerships, and other alternative funding sources to offset replacement costs.</u>					
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 required by 12 M.R.S.A. §8869. *		Planning and Permitting Department	Ongoing	Maine Forest Service is contacted prior to developing or amending land use regulations. Annual update to City Council.	
NE 3.5.2	Permit land use activities that support productive forestry operations, such as firewood stands, sawmills, log buying yards, and tree farms to improve the economic vitality of forestry operations. *		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.	

Deleted: Maintain the City's street tree inventory and public-facing dashboard. Identify funding opportunities to replace removed street trees.

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: 1. Develop a climate action plan, with a vulnerability assessment and greenhouse gas inventory. 2. Maintain membership in the Community Resilience Partnership.	

Commented [ZW12]: 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	Continue to expand energy efficient and renewable energy infrastructure to reduce overall energy use and emissions, where feasible.		City Manager	Ongoing	Expanded energy efficient and renewable energy infrastructure, where feasible. Annual update to City Council.	
Objective 2: Maintain membership in the Community Resilience Partnership.						
NE 4.2.1	Review and update the Community Resilience Partnership Community Actions		City Manager	Ongoing	Updated and prioritized list of actions. Annual update to City Council.	

Commented [LC12R2]: Yes - climate resiliency / sustainability inherently connects to all sections of the plan. We will make this clear in the narrative.

Commented [LC13]: Denis: Measures undertaken should have a payback of no longer than ten years.

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	and prioritize their implementation.					
NE 4.2.2	Leverage grants through the Community Resilience 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.

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.						
T 1.1.1	Coordinate with public transit providers to annually collect and review ridership, service coverage, and performance data for local and regional transit services serving Auburn. Use ridership and performance data to identify service gaps and inform adjustments to transit routes, schedules, or complementary services.		Public Services Department	Ongoing	Documented coordination, including meetings, with public transit providers. Annual update to City Council.	
T 1.1.2	Review and prioritize the recommendations of the 2020 Androscoggin Transportation 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 [ZW14]: 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.

Commented [LC14R2]: Yes! Planning is thinking about this now. I will see how we can integrate an action step for this. It seems like policy 2 might be the best fit

Commented [LC14R3]: This may be taken care of with fee-in-lieu funds for maintenance. Let's talk on 7.8 about this.

Commented [LC15]: Table T1.2 Bilal: Responsible Group: Transportation System Director. Is this a department or one person?

Commented [LC15R2]: This is a person currently. Great q! There's not a transportation systems department, per se. It is housed under public services. After speaking with some departments, the City Manager's office seems like the best responsible group. In places that have transportation systems director, I changed it to City Manager

Commented [ZW16]: 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 [ZW16R2]: 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

Commented [LC16R3]: Lets talk at the meeting on 7.8 about this

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	Documented and maintained 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 and track the findings and recommendations from these studies, where feasible.		Public Services Department, Engineering Department	Long Term	Completed Minot Avenue and Court Street Transportation Studies with implementation plan and tracking. Annual update to City Council.	
T 1.1.5	Complete the Mall Area Transportation and Land Use Plan. Implement and track the findings and recommendations from this plan, where feasible.		Public Services Department, Engineering Department, Planning and Permitting Department, Business and Community Development Department	Medium – Long Term	Completed Mall Area Transportation and Land Use Plan with implementation plan. Annual update to City Council.	
I 1.1.6	Prioritize development near existing transportation infrastructure, including public		Public Services Department, Engineering Department,	Long Term, Ongoing	Documented development near existing transportation	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	transit, bike lanes, sidewalks, and trail networks.		Planning and Permitting Department, Business and Community Development Department		infrastructure. Annual update to City Council.	

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	<u>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, for non-vehicular commuters and recreational users.</u>		Public Services Department, Engineering Department, Planning and Permitting Department	Medium – Long Term	Completed studies and plans and tracking of improved and new trails. Annual update to City Council.	
T 2.1.2	<u>Develop and implement strategies to ensure residents can safely and conveniently access Auburn's trail network without needing to drive. This may include expanding sidewalk and bike lane connections to trailheads, improving wayfinding signage, coordinating with transit</u>		<u>Public Services Department, Engineering Department, Planning and Permitting Department</u>	<u>Medium – Long Term</u>	<u>Documented strategies and implementation actions that improve non-vehicular access to trailheads. Annual update to City Council.</u>	

Commented [ZW17]: 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?

Commented [LC17R2]: Great q! We put this in the active transportation section here because it can include people moving from point A to point B ("non vehicular commuting pathways"), but also for recreation. We will cross list this with the parks and rec section. I can add some language in this action item about this!

Commented [LC18]: This action will help ensure people can access the trails without having to drive to them

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	providers to add stops near major trail access points, and identifying opportunities for neighborhood-level trail access improvements.					
T 2.1.3	Develop 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 - Long Term		
T 2.1.4	Implement ATRC's Bridging the Gaps Plan, where feasible.		Public Services Department, Engineering Department	Ongoing	Identified implementation actions from Bridging the Gaps Plan. Annual update to City Council.	
T 2.1.5	Coordinate and connect the implementation of the Washington Street corridor improvements with the development of the Casco Bay Trail, part of the East Coast Greenway.		Public Services Department	Short – Medium Term	Progress toward formal approval and funding of the Washington Street corridor improvements, including the Casco Bay Trail segment of the East Coast Greenway. Annual update to City Council.	
T 2.1.6	Acquire easements from the southern terminus of the Washington Street corridor to the northern terminus of the Berlin Subdivision interim trail		City Manager, Public Services Department	Long Term	Easements acquired. Annual update to City Council.	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	to support the development of the Casco Bay Trail.					
T 2.1.7	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 2.1.8	Annually review the City's Safe Streets for All (SS4A) study and identify actions related to walking and bicycling that support connectivity and increase the amount of sidewalks and bike lanes 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.	
T 2.1.9	Conduct an audit of the existing trail network(s) and identify improvements for ADA accommodations. Incorporate ADA improvements in trail maintenance and expansion plans.		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 2.1.10	Develop and adopt a Complete Streets policy, criteria, and standards for public rights-of-way that apply to both City-initiated projects and private development. Revisit Complete Streets: A Guide to Best Management +		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.	

Commented [LC19]: 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.

Commented [LC19R2]: Lets talk at the meeting on 7.8 about this

Commented [ZW20]: 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.

Commented [LC20R2]: Included this language into action item T 2.1.7

Commented [ZW21]: T 2.1.9 Bilal: 2.1.X REQUIRE Development plans to consider and provide for walk and bike access and mobility

Commented [ZW21R2]: Bilal: BOTH internal site connectivity and connectivity to surrounding networks

Commented [LC21R3]: I added this as an action item. T 2.1.12

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	Design Practice to affirm current best practices.					
T 2.1.11	Evaluate and update Traffic Impact Analysis (TIA) requirements in the ordinance to include consideration of all transportation modes and safety impacts with Complete Streets principles as part of project review, where appropriate.		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.	
<u>T 2.1.12</u>	<u>Amend ordinances to require new developments to consider and provide for pedestrian and bike access and mobility, both internal to the site and surrounding network connectivity.</u>		<u>Planning and Permitting Department</u>	<u>Short Term</u>	<u>Reviewed ordinances. Recommended and adopted ordinance amendments that require internal and interconnected pedestrian and bike access and mobility, where feasible. Annual update to City Council.</u>	
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 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.		Public Services Department, Planning and Permitting Department, Parks and Recreation Department	Medium Term	Completed and consistently updated citywide active transportation map. Annual update to City Council.	

Commented [ZW22]: 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

Commented [LC22R2]: Noted!

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; tracking of reduction in pedestrian crashes and fatalities. Annual update to City Council.	
T 3.1.2	Implement enhanced pedestrian safety infrastructure (e.g. raised crosswalks, curb extensions, and refuge islands) at high-risk locations. Obtain a		Public Services Department, Engineering Department	Medium – Long Term	Installed or upgraded pedestrian safety infrastructure. Annual update to City Council.	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	list from Maine DOT on locations of bicycle and pedestrian fatalities and crashes in the City and implement improvements at these locations.					
T 3.1.3	Amend ordinances to prioritize 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.		Public Services Department, Planning and Permitting Department, Engineering Department	Ongoing	Adopted sidewalk material and maintenance standards. Annual update to City Council.	
T 3.1.4	Daylight intersections and crosswalks by establishing minimum setbacks for on-street parking and evaluating street tree placement where safety concerns are identified.		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, Maine DOT, and other state agencies to advocate for updates to state-level street design policies and requirements that allow greater flexibility in street design.		City Manager, Public Services Department, Engineering Department	Medium Term	Documented legislative updates and advocacy. Annual update to City Council.	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
T 3.2.2	Amend ordinances to reduce the number of curb cuts and encourage shared parking facilities or shared use of existing surface parking, particularly in commercial and mixed-use areas.		Planning and Permitting Department	Ongoing	Reviewed ordinances. Recommended and adopted ordinance amendments that address curb cuts and shared parking where feasible. Annual update to City Council.	
T 3.2.3	Develop greater specificity of design elements and land uses that are appropriate for different roadway types.		Engineering Department, Public Works Department	Medium Term	Updated design standards or policy documents. Annual update to City Council.	
T 3.2.4	Review and revise ordinance standards for subdivisions and public and private roads to encourage growth patterns that make effective use of existing infrastructure and provide for strategic street and transit connections. *		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 3.2.5	Maintain and update local ordinances as necessary to address or avoid conflicts with state transportation policies and regulations, including the Sensible Transportation Policy Act (23 M.R.S.A. §73), state access management regulations (23 M.R.S.A. §704), and state traffic permitting requirements for large		Planning and Permitting Department	Ongoing	Reviewed ordinances. Recommended and adopted ordinance amendments that maintain compliance with state transportation policies and regulations where feasible. Annual	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	developments (23 M.R.S.A. §704-A). *				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. * <u>Actively advocate at the state and regional levels for legislation, funding programs, and policy updates that support Auburn's transportation goals.</u>		Public Services Department, Engineering Department	Ongoing	Documented participation in regional and state transportation efforts. Documented legislative updates and advocacy. Annual update to City Council.	
T 3.3.3	Maximize participation in regional, state, and federal transportation funding programs and continue coordination with Maine DOT to fund and implement transportation projects that improve access and efficiency and optimize the City's state and state-aid highway networks. *		Public Services Department, Engineering Department	Ongoing	Documented participation in funding programs and coordination with Maine DOT. Annual update to City Council.	
T 3.3.4	Optimize traffic signal coordination, Intelligent Transportation Systems (ITS), and access management strategies along major commuter corridors, including		Engineering Department	Ongoing	Completed signal timing reviews or ITS improvements for major commuter corridors. Annual update to City Council.	

Commented [ZW23]: 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.

Commented [LC23R2]: This action seems more pertinent to the infrastructure section. I added a new action: I 1.3.7

Commented [LC24]: This action-type (legislative work) is present in other sections (housing and economy). I added it here for consistency.

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	Washington Street, Minot Avenue, and Route 4.					
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	Prioritize 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 road network and reduce vehicle miles traveled (VMT). *		Public Services Department, Engineering Department, Planning and Permitting Department	Ongoing	Documented and maintained coordination between Departments during ordinance revisions and development review. Annual update to City Council.	

Commented [ZW25]: Jane: isn't this already mentioned above?

Commented [LC25R2]: Somewhat. This action is for the vehicle travel whereas T 2.1.4 - T 2.1.5 is for the active transportation parts of the Washington street study that would connect to the East Coast Greenway.

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
T 3.3.9	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.	

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.		City Manager	Ongoing	Documented and maintained coordination with joint partners. Annual update to City Council.	
T 4.1.2	Pursue operational efficiencies, shared services, and streamlined engagement processes with private-sector rail, freight, and logistics		City Manager	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 Maine DOT, the Maine Port Authority, FAA, FRA, and discretionary federal funding programs.		City Manager	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.		City Manager	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.		City Manager	Medium Term	Evaluated and adopted aviation-supportive land use policies or zoning provisions, where feasible. Annual update to City Council.	
T 4.1.6	Support reactivation and expanded use of the City-owned Freight Intermodal Facility for inbound and outbound box movement, containerized freight, bulk materials, and transload operations.		City Manager	Ongoing	Increased utilization opportunities identified or pursued for the Freight Intermodal Facility. Annual update to City Council.	
T 4.1.7	Identify, preserve, and market rail-accessible industrial development sites along Auburn's active rail corridors.		City Manager	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	Amend zoning ordinances to encourage site design standards that accommodate rail sidings, transload facilities, and logistics operations.		City Manager, Planning and Permitting Department	Short Term	Reviewed ordinances. Recommended and adopted rail-supportive ordinance amendments where feasible. Annual update to City Council.	
T 4.1.9	Integrate airport and rail assets into Auburn's broader economic development, workforce, and supply-chain resilience strategies.		City Manager, Economic Development Department	Ongoing	Airport and rail assets are referenced in adopted economic development or workforce strategies. Annual update to City Council.	
Objective 2: Protect public investment in airport and rail infrastructure through compatible land use planning, airspace protection, and corridor preservation.						
T 4.2.1	Adopt and maintain airport overlay zoning and airspace protection standards consistent with FAA Grant Assurance 21 to prevent incompatible land uses and obstructions near runway approaches.		City Manager, Planning and Permitting Department	Short Term	Reviewed ordinances. Recommended and adopted ordinance amendments that strengthen the airport overlay zoning and airspace protection standards where feasible. Annual update to City Council.	
T 4.2.2	Amend zoning ordinances to require proximity and aviation activity as part of applicable development review processes.		City Manager, Planning and Permitting Department	Short Term	Reviewed ordinances. Recommended and adopted ordinance	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
					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.		City Manager	Ongoing	Identified and protected rail corridors and rail-served parcels, where feasible. Annual update to City Council.	
Objective 3: Support plan-driven, right-sized investment in airport, rail, and intermodal infrastructure while streamlining local review for projects consistent with adopted plans.						
T 4.3.1	Implement the FAA-approved Airport Layout Plan (ALP), where feasible, using phased, demand-driven development consistent with FAA and Maine DOT guidance.		City Manager, City Manager	Long Term	Airport projects implemented or advanced consistent with the adopted ALP. Annual update to City Council.	
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.		City Manager, Planning and Permitting Department	Long Term	Adopted streamlined review procedures. Annual update to City Council.	
T 4.3.3	Coordinate early among City departments, the airport, rail operators, and Maine DOT to improve predictability and reduce project delivery risk.		City Manager	Ongoing	Documented 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		City Manager	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.		City Manager, Planning and Permitting Department, Business and Community Development Department	Ongoing	Rail corridors are referenced and mapped. Corridors are marketed in economic development initiatives. Annual update to City Council.	
T 4.4.3	Align local land use, transportation, and economic development policies with the Maine State Aviation System Plan, Maine State Rail Plan, and Maine Integrated Freight Strategy.		City Manager, Planning and Permitting Department, Economic Development Department	Ongoing	Alignment with local policies and state freight and aviation plans. Annual update to City Council.	
T 4.4.4	Support preservation of airport and rail corridors to maintain long-term freight mobility, emergency response capability, and economic competitiveness.		City Manager	Ongoing	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 the needs of all users.
Objectives: 1. Provide access to useable open space for all new development. 2. Improve park, trail, and open space stewardship and maintenance. 3. Maintain and enhance parks, trails, and open space connectivity and stewardship. 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: Provide access to useable open space for all new development.						
PR 1.1.1	Amend the ordinances to require an open space fee-in-lieu structure for subdivisions where onsite open space is infeasible. Direct all collected fees to a designated Parks and Recreation capital fund.		Planning and Permitting Department, Parks and Recreation Department	Ongoing	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 Recreation Advisory Board.	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	allocations, and recommended investment priorities.		and Recreation Department			
Objective 2: Improve park, trail, and open space stewardship and maintenance.						
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	Documented and maintained collaboration with organizations. Annual update to City Council.	
Objective 3: Maintain and enhance parks, trails, and open space connectivity and stewardship.						
PR 1.3.1	Collaborate with partners to provide educational resources for landowners allowing public recreational access to their property. At a minimum, this will include information on Maine's landowner liability law regarding recreational or harvesting use, Title 14, M.R.S.A. §159-A. *		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 regional open space networks. *		City Manager	Ongoing	Documented and maintained collaboration. Annual update to City Council.	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
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 increased pond access and a boat launch.		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
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	Documented advocacy for the Androscoggin and Little Androscoggin Rivers through programming, improved maintenance, signage, lighting, and promotion. Annual update to City Council.	

Commented [ZW26]: 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?

Commented [LC26R2]: Great point. Definitely worth a cross reference with housing and with the community section, policy 3 and 4

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 and coordinate 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 and align community needs assessment(s) with update(s). Update to City Council as necessary.	
Objective 3: Improve the City's capacity to deliver well-managed and sustainable sporting events to benefit sports tourism and sporting opportunities for residents and visitors.						

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
PR 2.3.1	Complete an inventory and breakdown of uses for all rentable sports facilities in the City.		Parks and Recreation Department	Short Term	Completed Parks and Recreation Strategic Plan. Annual update to City Council.	
PR 2.3.2	Assess opportunities to enhance and expand indoor and outdoor sport facilities.		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	Documented and maintained 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 [ZW27]: 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?

Commented [LC27R2]: It means to offer classes or programs to teach current students about basic life skills (like finances) so that when they leave school (whether they graduate or not), they are able to transition from school to life.

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.	
C 1.1.7	<u>Maintain resources, tools and support networks to foster safe learning environments for students with disabilities.</u>		<u>Auburn School Department</u>	<u>Ongoing</u>	<u>Resources for students with disabilities are accessible and utilized. Annual update to City Council.</u>	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
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, wellbeing, and school experience.		Auburn School Department	Ongoing	Documented engagement with families. Annual update to City Council.	
C 1.2.2	Maintain and expand after-school summer, and enrichment programming that aligns with identified student needs.		Auburn School Department	Ongoing	Maintained and expanded programming for students. Annual update to City Council.	
C 1.2.3	Evaluate traffic flow, drop-off/pick-up safety, sidewalks, and crosswalk improvements around school sites (including Edward Little High School). Integrate this work with the Active Transportation Plan and the Minot Avenue and Court Street studies.		Auburn School Department	Medium Term	Completed evaluation of transportation around school sites and integration with the Active Transportation Plan. Annual update to City Council.	
C 1.2.4	<u>Support neighborhood-based schools and consider ways to utilize school facilities to serve a wider range of community and neighborhood functions.</u>		<u>Auburn School Department</u>	<u>Ongoing</u>	<u>Increased utilization of school facilities for community and neighborhood functions. Annual update to City Council.</u>	
Objective 3: Support youth with pathways for life outside of education.						
C 1.3.1	Consider partnering with organizations and other City departments to provide additional pathway resources for students who need assistance navigating behavioral health services, financial knowledge and health		Auburn School Department, General Assistance and Public Health Departments	Medium Term	Documented guidance counseling resources and expanded partnerships to include additional pathway resources.	

Commented [ZW28]: 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

Commented [LC28R2]: I added this action item: C 1.2.4

Commented [ZW29]: C1.2.4 Bilal: Is this Plan accessible to the Committee?

Commented [LC29R2]: We have not conducted one yet! This is an action item in the transportation section.

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	care, and housing challenges. Ensure funding is available to meet additional pathway resource offerings.				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 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	Documented and maintained partnership with LRTC and expanded programming hours. Annual update to City Council.	
C 1.4.2	Maintain and expand Auburn School Department's free, public pre-K program.		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.						

Commented [ZW30]: 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 [ZW30R2]: 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."

Commented [LC30R3]: I added this action item: C 1.5.4.

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
C 1.5.1	Collaborate with local partners to conduct a needs assessment using employer surveys, labor market data, and feedback from adult learners.		Business and Community Development Department, Economic Development Department, Auburn School Department	Short Term	Completion of needs assessment. Annual update to City Council.	
C 1.5.2	Identify workforce gaps and necessary training programs based on assessment findings.		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: 1) Address identified industry needs (e.g., trades, healthcare, technology, transportation); and 2) Prepare residents for available jobs in the local economy, including English language instruction to ensure all residents have basic skills to find employment.		Business and Community Development Department, Economic Development Department, Auburn School Department	Long Term	Development, support, and expansion of workforce training. Annual update to City Council.	
C 1.5.4	Maintain a positive and collaborative relationship with State partners to ensure that development and investment in Central Maine Community		City Manager	Ongoing	Documented relationship with State partners and Central Maine Community College.	

Commented [ZW31]: 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 [ZW31R2]: Bilal: Short term- Auburn Public Library, MEIRS

Commented [LC31R3]: For Responsible Groups, we only included city departments and not partners. Partners will be a large part of implementation, but the responsible group is the department.

Commented [LC31R4]: I changed the action language to reflect the edit above! See C 1.5.3

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	College is coordinated with the City.					
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 older adult-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 and digital safety, 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 needs (e.g., tech literacy classes, fall prevention workshops, transportation support, caregiver education).		Parks and Recreation Department, Business and Community Development Department	Long Term	Launched or expanded new or revised programs. 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 and improve 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 and improve the identified health and well-being priorities of Auburn residents.						
C 2.1.1	Compile a local needs assessment every 3 years, informed by local data which may include: General Assistance data, Community Development public survey data, the Maine Shared Community Health Needs Assessment (Maine Shared CHNA); Maine Integrated Youth Health Survey (MIYHS) data; Police and Fire Department data related to overdoses, illicit substance use, alcohol use disorder, and mental health calls for service; consultations with local partners, service providers, and people with lived experience; and collected input through surveys, focus groups, or informational interviews by		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. Use data to understand community safety perceptions and guide efforts to strengthen the sense of safety citywide.

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 and Sewerage District (AWSD) to increase hydrant system testing and inspection frequency.		Fire Department	Medium Term	Increased hydrant system testing and inspection frequency. Annual update to City Council.	
C 3.1.3	Integrate annual Pre-Fire Planning inspections into Fire Prevention work for all non-residential structures.		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	Documented accreditation compliance, internal audits, and staff training. Annual update to City Council.	
C 3.2.2	Complete reaccreditation cycles for both police and 911 dispatch with no conditions or deficiencies.		Police Department and 911 Dispatch	Medium Term	Completed reaccreditation cycles. Annual update to City Council.	
C 3.2.3	Utilize accreditation data and assessments to inform policy development, training priorities, and operational decisions to		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: Use data to understand community safety perceptions and guide efforts to strengthen the sense of safety citywide.						
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. Deepen 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. Promote a vibrant, inclusive, and accessible arts and culture ecosystem.

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	Short Term	Improved and streamlined feedback mechanisms for residents. Update to City Council as necessary.	
C 4.1.2	Increase city staff presence in the community through ongoing outreach and attendance at local events and check-ins at local gatherings.		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	Increased place-based events. Annual update to City Council.	

Commented [ZW32]: 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 [ZW32R2]: Bilal: 4.1.X2 Increase gender, racial, and ethnic diversity in the City's hiring practices.

Commented [LC32R3]: Let's discuss this at the 7.8 meeting

Commented [ZW33]: 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 [LC33R2]: I added this action item: C 4.1.4

Commented [ZW34]: 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.

Commented [LC34R2]: Noted

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
C 4.1.4	Create and implement a Language Access Plan to ensure city documents, meetings, and other resources are available in alternative formats and languages.		Communications and Community Engagement Department	Short Term	Completed Language Access Plan. Update to City Council as necessary.	
C 4.1.5	Develop a Civic Engagement Handbook that details best practices for public meetings and other forms of civic engagement to reduce barriers to civic engagement experienced by residents.		Communications and Community Engagement Department	Short Term	Completed Civic Engagement Handbook. Update to City Council as necessary.	
Objective 2: Develop a citywide survey of historic, archaeological, and prehistoric sites.						
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	Documented ordinance requirement for maps and information on historic and/or archaeological resources. Annual	

Commented [LC35]: This is a recommendation from planning staff and a homelessness committee member

Commented [ZW36]: 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...

Commented [LC36R2]: A survey of resources will then help make a plan for recognizing historic structures (like information materials, plaques, etc). And objective 3 would help get to this as well.

Commented [LC37]: Rick: New action item, establish a light historic building committee ... look to bangor.

Commented [LC37R2]: Lets discuss this at the 7.8 meeting. Does the comp plan committee want to establish a historic preservation committee?

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
					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 district(s) and increased historical markers.		Planning and Permitting Department	Long Term	Completed policies and actions with implementation plan. Annual update to City Council.	
C 4.3.4	Amend ordinances to allow 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	Short Term	Completed or planned adaptive reuse projects, both public and private. Annual update to City Council.	
Objective 4: Promote a vibrant, inclusive, and accessible arts and culture ecosystem.						
C 4.4.1	Establish a Public Art Working Group.		Communications and Community Engagement Department	Short Term	Established working group with representation from arts organizations, businesses, and multiple neighborhoods.	

Commented [LC38]: Jane: YES, relates to what I wrote above. (C 4.2.1)

Commented [LC38R2]: Noted!

Commented [LC39]: 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...

Commented [LC39R2]: Noted!

Deleted: Develop a charter and recruit members to the Arts and Culture City Committee.

Commented [LC40]: I checked in with Liz, our communications director, and the art policy has been implemented. One item on the list is to have a Public Art Working Group. I adjusted the language here to reflect that intent.

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
					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 support, avoid overlaps in scheduling, and ensure adequate use of facilities.		Communications and Community Engagement Department	Ongoing	Improved communication and collaboration. Annual update to City Council.	
~~C 4.4.4~~	~~Develop set of 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.~~	

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Commented [LC41]: This action item is redundant because the public art policy has been implemented.

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
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 through coordinated branding and outreach.		Communications and Community Engagement Department	Ongoing	Documented and maintained engagement with arts-related and event 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	Short Term, Ongoing	Documented accessibility considerations for City events. Annual update to City Council.	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
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	Completed beautification initiatives with community partners and neighborhoods. Annual update to City Council.	

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	Assessment and coordination on regional service delivery. Annual update to City Council.	
Objective 2: Strengthen the role of City boards and committees in supporting effective delivery of public services and implementation of City policies.						
C 5.2.1	Regularly assess the effectiveness of boards and committees in supporting City services objectives and identify opportunities for consolidation, restructuring, or enhanced support.		City Manager, Department Staff	Ongoing	Conducted assessment(s). Annual update to City Council.	
C 5.2.2	Provide consistent opportunities for boards and committees to provide input and feedback, as stated in the City Charter(s) and ordinances, into capital planning, policy development, and service delivery decisions, including defined points of engagement in budget and planning processes.		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 [ZW42]: C5.2.2 Bilal: "As laid out in City Charter, ordinances etc."

Commented [LC42R2]: Added this in! on C 5.2.2

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 5-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 [ZW43]: 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

Commented [LC43R2]: This goal is from the vision statement that was approved last fall. We can include climate change in the narrative (and of all the narratives for each section, really)

Table I1.2: Actions to Implement Objectives

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
Objective 1: Update the 5-year capital improvement plan to a 10-year capital improvement plan. *						
I 1.1.1	Expand the City's capital improvement plan from a 5-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 climate 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 [ZW44]: 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.

Commented [LC44R2]: Let's discuss this at the 7.8 meeting

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
I 1.2.2	Collaborate with regional partners, service districts, and councils of governments to evaluate shared infrastructure investments, equipment purchases, or coordinated capital timing where possible.		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	Coordination with utility service providers and water and sewer district(s). 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 AWSO 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	Documented and maintained collaboration. Annual update to City Council.	

Commented [ZW45]: 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

Commented [LC45R2]: Lets discuss this at the 7.8 meeting

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	Identify infill and redevelopment potential 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.~~	
I 1.3.7	<u>Ensure all City buildings, facilities, public streets, and sidewalks meet and exceed minimum requirements for accessibility when renovated or reconstructed.</u>		<u>Public Services Department, Planning and Permitting Department, Engineering Department</u>	<u>Ongoing</u>	<u>Met and exceeded minimum requirements for accessibility for renovations or reconstructions of City buildings. Annual update to City Council.</u>	

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Commented [LC46]: I deleted this because it is redundant

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
I 1.3.8	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.	