



City of Auburn, Maine

Office of Planning & Permitting

David Hediger, Director

60 Court Street | Auburn, Maine

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207.333.6601

Agenda

Comprehensive Planning Committee

March 25, 2025 at 6:PM

Council Chambers Second Floor Auburn Hall

1. **ROLL CALL:** Committee Members, City Staff and Consultants
2. **MINUTES:** Minutes from February 25, 2025
3. **PUBLIC COMMENT**
4. **DRAFT PROJECT SCHEDULE:** Review and Comments, (Copy Attached)
5. **DRAFT ENGAGEMENT PLAN:** Review and Comments (Copy Attached)
6. **DRAFT SOCIAL PINPOINT WEBSITE:** Review and Comments (Here is the link: <https://engageberrydunn.mysocialpinpoint.com/plan-auburn> shortened link: <https://tinyurl.com/plan-auburn>)
7. **OTHER DOCUMENTS**
 - a. Strategic Plan – accomplishments to date
 - b. List of Inventory Chapters
 - c. Subcommittee options
8. **NEW MEETING DATE:** April 2025
9. **ADJOURMENT**



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Draft Minutes
Comprehensive Planning Committee
February 25, 2025 at 6:PM
Council Chambers Second Floor Auburn Hall

1. INTRODUCTIONS: Committee Members, City Staff and Consultants

The meeting began with introductions from committee members, staff, and consultants. Each person shared their name, background, and experience relevant to the committee's work.

Committee Members in attendance included: Becky Conrad, Rex Rhodes, Riley Bergeron, Jane Coslow, Paul Jacques, Dana Staples, John Cleveland, Jeff Harmon, Rick Whiting, Denis Bergeron, Bruce Rioux, Matt Duval, Kelly Butler, Virginia Keel, Timothy Cowen. (*Adam Lee and Heidi Bertels were absent*)

Staff Members in attendance included: Denis D'Auteuil, Phil Crowell, Eric Cousens, David Hediger and Natalie Thomsen.

Consultant members from Berry Dunn in attendance included: Kevin Price, Keri Ouelette and Alison Tobey.

0:11:00

2. MINUTES: Review Minutes from December 17, 2024 and January 28, 2025

Motion to approve Minutes from December 17th Meeting: Dana Staples

Second: Paul Jacques **Vote:** Unanimous in favor

Motion to approve Minutes from January 28th Meeting: Dana Staples

Second: Paul Jacques **Vote:** Unanimous in favor

0:12:07

3. PUBLIC COMMENT

Harrison - Moved to Auburn last year and is interested in seeing some development in the Great Falls plaza and downtown area to make it more walkable and bring in more businesses. Lives in Ward 2.

0:14:25

4. MEETING PROTOCOLS AND RULES: Refer to guidance provided by City Clerk.

Chairman Cleveland reiterates that the committee will follow the recommended procedures and protocols as presented by the City Clerk from the first meeting in December.

0:16:02

5. CONSULTANT DISCUSSION: Project Schedule and Consultant Work Program

Consultants give a presentation about Berry Dunn and the services and timeline to be expected working on the Auburn plan. They discussed strategies for engaging with the community during the process and highlighted other communities that they have worked with in the same capacity.

A general timeline for project would include: Inventory Chapters (March-June 2025), Visioning (March – August 2025), Action Plan Development (September 2025 – March 2026), Final Plan Development (March – June 2026).

The committee asks about being able to connect with community members from all backgrounds, ages, languages, etc. Berry Dunn explained that they have translation tools for online content but also explained that the committee and staff will be connecting with community organizations, other boards and committees and businesses to engage a large spectrum of the population.

0:40:29

6. STAFF UPDATE: Long- Range Planning Position and Comp. Plan Role

Eric Cousens shares that the city has received more than a dozen applications for the Long-Range Planner and now with the new Planning Director in place, they will begin reviewing and interviewing candidates in the coming weeks.

0:42:53

7. COMMITTEE DISCUSSION: Questions and Comments

Chariman Cleveland says he will aim to have meeting agendas to the committee a week before the meetings so they can review and be prepared for discussion.

Berry Dunn will work with staff to develop a community engagement plan that will be discussed at the next meeting and will begin drafting inventory chapters based on State provided data.

Dana Staples asks if the committee is starting from scratch for this comp plan or whether we look back at the previous comp plan and start working from that plan and where it left off. Phil Crowell references the 2021 Strategic Plan and says that is a good document that shows what has been accomplished from the previous Comp Plan and what had been accomplished as of 2021. Mayor Harmon points out that we should not feel constrained by the tasks and recommendations from the previous Comp Plan or the Strategic Plan.

Berry Dunn will work with the city GIS map layers to utilize information the city already has in place and will look to build layers specific to some of the goals for this comprehensive plan.

0:54:20

8. **UPCOMING ITEMS:** Discuss date and anticipated tasks for the next meeting

The committee should start thinking about the groups, boards, committees and businesses they know within Auburn so they can begin to compile a list with contact information.

9. **ADJOURNMENT** 55:27

City of Auburn Comprehensive Plan

Comprehensive Plan Committee Meeting Schedule

City of Auburn Comprehensive Plan Committee Meeting Schedule	
Date	Tentative Agenda
March, 2025	Review project schedule, engagement plan, and draft social pinpoint website
April, 2025	Review and discuss community survey questions, engagement materials, and project branding. Finalize engagement approach and dates.
May, 2025	Introduce initial Inventory and Analysis data. Discuss subcommittee approach to reviewing Inventory and Analysis. Discuss engagement results and activities to date. Discuss additional engagement materials and needs.
June, 2025	Review Inventory and Analysis Sections. Discuss engagement results and activities to date. Discuss additional engagement materials and needs.
July, 2025	Review Inventory and Analysis Sections. Discuss engagement results and activities to date. Discuss additional engagement materials and needs. Introduce vision statements and example structures. Introduce potential approaches to future land use scenarios.
August, 2025	Committee workshop to develop a vision statement. Discuss potential structures for the comprehensive plan. Discuss direction for three future land use scenarios.
September 2025,	Finalize vision statements. Review future land use scenarios for Future Land Use Workshop. Review and finalize approach for Future Land Use Workshop.
October, 2025	Review feedback on future land use scenarios and finalize structure for future land use map. Introduce draft policies and actions. Discuss subcommittee approach to soliciting feedback on draft policies and actions.
November, 2025	Review draft policies and actions. Finalize future land use map.
December, 2025	Review draft policies and actions. Confirm structure for final comprehensive plan.
January, 2026	Review draft policies and actions.
February, 2026	Final review of draft policies and actions. Review of implementation plan. Discuss approach to soliciting feedback on draft comprehensive plan.
March, 2026	Review implementation plan. Review draft comprehensive plan.
April, 2026	Review design draft of comprehensive plan.
May, 2026	Review feedback on the design draft of comprehensive plan from boards, committees, and the public. Finalize design draft of comprehensive plan.
June, 2026	Final review of draft comprehensive plan prior to posting for public hearing.
July, 2026	City Council Presentation and Public Hearing for adoption of the plan.

City of Auburn Comprehensive Plan

Project Schedule

Task Name	Duration	Start	Finish	Resource Names
City of Auburn Comprehensive Plan	371 days	Fri 2/28/25	Fri 7/31/26	
Phase 0: Ongoing Project Management	371 days	Fri 2/28/25	Fri 7/31/26	
Deliverable 1	22 days	Fri 2/28/25	Mon 3/31/25	
Task 0.1: Conduct an initial project planning meeting.	1 day	Fri 2/28/25	Fri 2/28/25	BerryDunn,City of Auburn Staff
Task 0.2: Develop a project work plan, schedule, and engagement plan.	9 days	Mon 3/3/25	Thu 3/13/25	BerryDunn
Task 0.3: Review project work plan, schedule, and engagement plan with Project Management Team.	1 day	Fri 3/14/25	Fri 3/14/25	City of Auburn Staff
Task 0.4: Review Schedule and Engagement Plan with Comprehensive Plan Committee.	7 days	Mon 3/17/25	Tue 3/25/25	BerryDunn,City of Auburn Staff,Comprehensive Plan Committee
Task 0.4: Update and finalize project work plan, schedule, and engagement plan.	3 days	Wed 3/26/25	Fri 3/28/25	BerryDunn
<i>Deliverable 1. Project Work Plan, Schedule, and Engagement Plan</i>	0 days	Mon 3/31/25	Mon 3/31/25	
Deliverable 2	370 days	Mon 3/3/25	Fri 7/31/26	
Task 0.5: Develop Biweekly Project Status Updates.	370 days	Mon 3/3/25	Fri 7/31/26	BerryDunn,City of Auburn Staff
Task 0.6: Attend Committee and Board meetings.	370 days	Mon 3/3/25	Fri 7/31/26	BerryDunn
<i>Deliverable 2: Biweekly Project Status Updates</i>	0 days			
Phase 1: Inventory and Analysis	118 days	Mon 3/3/25	Wed 8/13/25	
Deliverable 3	118 days	Mon 3/3/25	Wed 8/13/25	
Task 1.1: Request and review existing data and documentation.	5 days	Mon 3/3/25	Fri 3/7/25	BerryDunn
Task 1.2: Provide data and documentation.	15 days	Mon 3/3/25	Fri 3/21/25	City of Auburn Staff
Task 1.3: Review information provided by the City and related planning documents.	5 days	Mon 3/24/25	Fri 3/28/25	BerryDunn
Task 1.4: Conduct meetings with City departments	3 days	Wed 3/26/25	Fri 3/28/25	BerryDunn,City of Auburn Staff
Task 1.5: Develop a StoryMap to summarize the Inventory and Analysis.	75 days	Tue 4/22/25	Mon 8/4/25	BerryDunn
Task 1.6: Develop an Inventory and Analysis.	52 days	Mon 3/3/25	Tue 5/13/25	BerryDunn

City of Auburn Comprehensive Plan

Project Schedule

Task Name	Duration	Start	Finish	Resource Names
Task 1.7: Provide Inventory and Analysis Document	1 day	Wed 5/14/25	Thu 5/15/25	BerryDunn
Task 1.8: Review the Inventory and Analysis.	51 days	Thu 5/15/25	Tue 7/22/25	City of Auburn Staff, Comprehensive Plan Committee
Task 1.9: Subcommittee meetings to review Inventory and Analysis	17 days	Mon 6/2/25	Tue 6/24/25	Comprehensive Plan Committee
Task 1.10: Present inventory and analysis findings to Planning Board and City Council	15 days	Wed 7/23/25	Tue 8/12/25	BerryDunn, City of Auburn Staff, City Council, Planning Board
Task 1.11: Update and finalize Inventory and Analysis	15 days	Wed 7/23/25	Tue 8/12/25	BerryDunn
<i>Deliverable 3: Inventory and Analysis</i>	0 days	Wed 8/13/25	Wed 8/13/25	
Phase 2: Community Visioning	128 days	Mon 3/3/25	Wed 8/27/25	
Deliverable 4	128 days	Mon 3/3/25	Wed 8/27/25	
Task 2.1: Develop a Social Pinpoint website.	17 days	Mon 3/3/25	Tue 3/25/25	BerryDunn, City of Auburn Staff, Comprehensive Plan Committee
Task 2.2: Develop a community visioning survey.	19 days	Wed 3/26/25	Mon 4/21/25	City of Auburn Staff, BerryDunn
Task 2.3: Review community visioning survey.	1 day	Tue 4/22/25	Tue 4/22/25	City of Auburn Staff, Comprehensive Plan Committee
Task 2.4: Develop materials for engagement activities.	19 days	Wed 3/26/25	Mon 4/21/25	BerryDunn, City of Auburn Staff
Task 2.5: Review engagement materials.	1 day	Tue 4/22/25	Tue 4/22/25	City of Auburn Staff, Comprehensive Plan Committee
Task 2.6: Faciliate engagement activities.	128 days	Mon 3/3/25	Wed 8/27/25	BerryDunn, City of Auburn Staff, Comprehensive Plan Committee
Task 2.7: Develop focus group outlines.	19 days	Wed 3/26/25	Mon 4/21/25	BerryDunn
Task 2.8: Review focus group outlines.	1 day	Tue 4/22/25	Tue 4/22/25	City of Auburn Staff
Task 2.9: Conduct virtual meetings or focus groups.	20 days	Wed 4/23/25	Tue 5/20/25	BerryDunn, City of Auburn Staff, Comprehensive Plan Committee

City of Auburn Comprehensive Plan

Project Schedule

Task Name	Duration	Start	Finish	Resource Names
Task 2.10: Develop materials for visioning events.	9 days	Wed 4/23/26	Mon 5/5/25	BerryDunn,City of Auburn Staff,Comprehensive Plan Committee
Task 2.11: Facilitate in-person visioning events.	57 days	Mon 5/5/25	Tue 7/22/25	BerryDunn,City of Auburn Staff,Comprehensive Plan Committee
Task 2.12: Summarize community feedback and identify key issues.	20 days	Wed 7/23/25	Tue 8/19/25	BerryDunn
Task 2.13: Facilitate a visioning workshop with the Comprehensive Plan Committee.	1 day	Tue 8/26/25	Tue 8/26/25	BerryDunn,City of Auburn Staff,Comprehensive Plan Committee
Task 2.14: Present community engagement results and vision statement to Planning Board and City Council	15 days	Wed 8/27/25	Tue 9/16/25	BerryDunn,City of Auburn Staff,City Council,Planning Board
<i>Deliverable 4: Public Engagement Facilitation and Vision Statement</i>	0 days	Wed 8/27/25	Wed 8/27/25	
Phase 3: Action Plan Development	150 days	Wed 8/27/25	Wed 3/25/26	
Deliverable 5	130 days	Wed 8/27/25	Wed 2/25/26	
Task 3.1: Review community input and current zoning/land use to develop future land use scenarios.	19 days	Wed 8/27/25	Mon 9/22/25	Comprehensive Plan Committee,BerryDunn, City of Auburn Staff
Task 3.2: Develop future land use scenarios.	15 days	Wed 8/27/25	Tue 9/16/25	BerryDunn
Task 3.3: Review future land use scenarios.	6 days	Tue 9/16/25	Tue 9/23/25	City of Auburn Staff,Comprehensive Plan Committee
Task 3.4: Develop future land use scenario engagement materials.	15 days	Wed 8/27/25	Tue 9/16/25	BerryDunn
Task 3.5: Review future land use scenario engagement materials.	6 days	Tue 9/16/25	Tue 9/23/25	City of Auburn Staff,Comprehensive Plan Committee
Task 3.6: Conduct future land use workshop.	20 days	Wed 9/24/25	Tue 10/21/25	BerryDunn,City of Auburn Staff,Comprehensive Plan Committee
Task 3.7: Develop Future Land Use Map.	20 days	Wed 10/22/25	Tue 11/18/25	BerryDunn
Task 3.8: Develop Policies and Actions.	20 days	Wed 10/22/25	Tue 11/18/25	BerryDunn
Task 3.9: Review Policies, Actions, and Future Land Use Map.	71 days	Tue 11/18/25	Tue 2/24/26	City of Auburn Staff,Comprehensive Plan Committee

City of Auburn Comprehensive Plan

Project Schedule

Task Name	Duration	Start	Finish	Resource Names
Task 3.10: Present future land use map, policies, and actions to the Planning Board and City Council	16 days	Tue 2/24/26	Tue 3/17/26	BerryDunn, City Council, City of Auburn Staff, Planning Board
<i>Deliverable 5: Policies, Actions, and Future Land Use Map</i>	0 days	Wed 2/25/26	Wed 2/25/26	
Deliverable 6	40 days	Wed 1/28/26	Wed 3/25/26	
Task 3.10: Develop an Implementation Action Plan.	5 days	Wed 1/28/26	Tue 2/3/26	BerryDunn
Task 3.11: Review Implementation Action Plan.	35 days	Wed 2/4/26	Tue 3/24/26	City of Auburn Staff
Task 3.12: Review Implementation Action Plan.	25 days	Wed 2/18/26	Tue 3/24/26	Comprehensive Plan Committee
<i>Deliverable 6: Implementation Action Plan</i>	0 days	Wed 3/25/26	Wed 3/25/26	
Phase 4: Final Plan Development	183 days	Wed 11/19/25	Fri 7/31/26	
Deliverable 7	183 days	Wed 11/19/25	Fri 7/31/26	
Task 4.1: Prepare supporting materials.	30 days	Wed 11/19/25	Tue 12/30/25	BerryDunn
Task 4.2: Develop a draft Comprehensive Plan Update.	40 days	Wed 1/21/26	Tue 3/17/26	BerryDunn
Task 4.3: Review draft Comprehensive Plan Update.	10 days	Wed 3/4/26	Tue 3/17/26	City of Auburn Staff
Task 4.4: Review draft Comprehensive Plan Update.	6 days	Tue 3/17/26	Tue 3/24/26	Comprehensive Plan Committee
Task 4.5: Create design draft of Comprehensive Plan.	15 days	Wed 3/25/26	Tue 4/14/26	BerryDunn
Task 4.6: Review design draft of the Comprehensive Plan Update.	5 days	Wed 4/15/26	Tue 4/21/26	City of Auburn Staff
Task 4.7: Review design draft of the Comprehensive Plan Update.	40 days	Wed 4/22/26	Tue 6/16/26	Comprehensive Plan Committee
Task 4.8: Review design draft of the Comprehensive Plan Update.	20 days	Wed 4/22/26	Tue 5/19/26	Planning Board, BerryDunn, City of Auburn Staff
Task 4.9: Workshop to review the design draft of the Comprehensive Plan Update.	20 days	Wed 4/22/26	Tue 5/19/26	City Council, BerryDunn, City of Auburn Staff
Task 4.10: Final review of Comprehensive Plan Update.	20 days	Wed 5/20/26	Tue 6/16/26	Comprehensive Plan Committee
Task 4.11: Post materials for public hearing.	3 days	Wed 6/17/26	Fri 6/19/26	City of Auburn Staff
Task 4.12: Public hearing on Comprehensive Plan	22 days	Mon 6/22/26	Tue 7/21/26	BerryDunn, City Council, City of Auburn Staff, Comprehensive Plan Committee

City of Auburn Comprehensive Plan
Project Schedule

Task Name	Duration	Start	Finish	Resource Names
Task 4.13: Support City in submitting Comprehensive Plan to the State.	8 days	Wed 7/22/26	Fri 7/31/26	BerryDunn
<i>Deliverable 7: Comprehensive Plan Update</i>	0 days	Wed 7/22/26	Wed 7/22/26	

City of Auburn Comprehensive Plan
Project Schedule

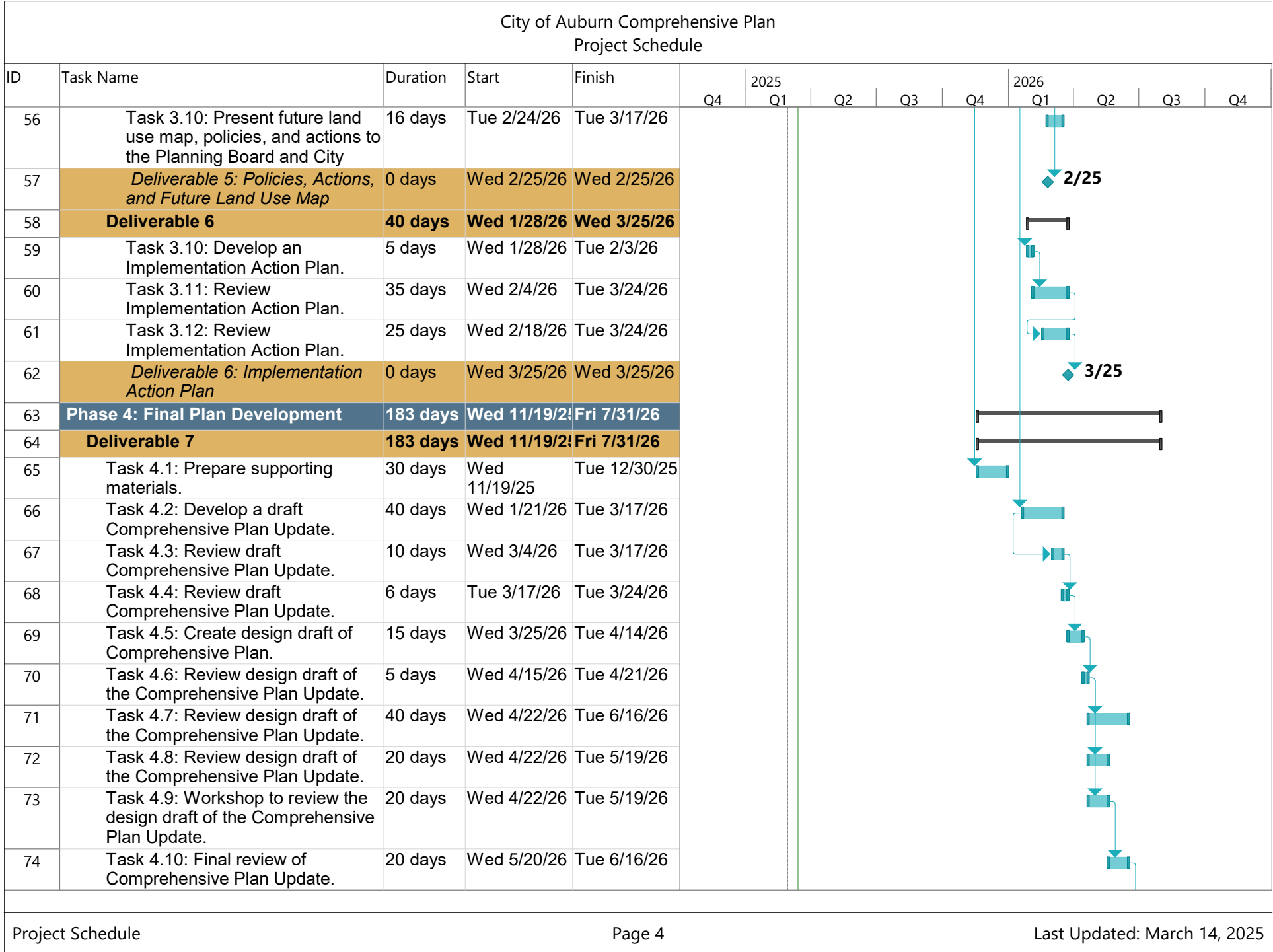
ID	Task Name	Duration	Start	Finish	Q4	2025 Q1	Q2	Q3	Q4	2026 Q1	Q2	Q3	Q4
1	City of Auburn Comprehensive Plan	371 days	Fri 2/28/25	Fri 7/31/26									
2	Phase 0: Ongoing Project Manager	371 days	Fri 2/28/25	Fri 7/31/26									
3	Deliverable 1	22 days	Fri 2/28/25	Mon 3/31/25									
4	Task 0.1: Conduct an initial project planning meeting.	1 day	Fri 2/28/25	Fri 2/28/25									
5	Task 0.2: Develop a project work plan, schedule, and engagement	9 days	Mon 3/3/25	Thu 3/13/25									
6	Task 0.3: Review project work plan, schedule, and engagement plan with Project Management	1 day	Fri 3/14/25	Fri 3/14/25									
7	Task 0.4: Review Schedule and Engagement Plan with Comprehensive Plan	7 days	Mon 3/17/25	Tue 3/25/25									
8	Task 0.4: Update and finalize project work plan, schedule, and engagement plan.	3 days	Wed 3/26/25	Fri 3/28/25									
9	<i>Deliverable 1. Project Work Plan, Schedule, and</i>	0 days	Mon 3/31/25	Mon 3/31/25									
10	Deliverable 2	370 days	Mon 3/3/25	Fri 7/31/26									
11	Task 0.5: Develop Biweekly Project Status Updates.	370 days	Mon 3/3/25	Fri 7/31/26									
12	Task 0.6: Attend Committee and Board meetings.	370 days	Mon 3/3/25	Fri 7/31/26									
13	<i>Deliverable 2: Biweekly Project Status Updates</i>	0 days											
14	Phase 1: Inventory and Analysis	118 days	Mon 3/3/25	Wed 8/13/25									
15	Deliverable 3	118 days	Mon 3/3/25	Wed 8/13/25									
16	Task 1.1: Request and review existing data and	5 days	Mon 3/3/25	Fri 3/7/25									
17	Task 1.2: Provide data and documentation.	15 days	Mon 3/3/25	Fri 3/21/25									
18	Task 1.3: Review information provided by the City and related planning documents.	5 days	Mon 3/24/25	Fri 3/28/25									
19	Task 1.4: Conduct meetings with City departments	3 days	Wed 3/26/25	Fri 3/28/25									

City of Auburn Comprehensive Plan
Project Schedule

ID	Task Name	Duration	Start	Finish	Q4	2025 Q1	Q2	Q3	Q4	2026 Q1	Q2	Q3	Q4
20	Task 1.5: Develop a StoryMap to summarize the Inventory and	75 days	Tue 4/22/25	Mon 8/4/25									
21	Task 1.6: Develop an Inventory and Analysis.	51 days	Mon 3/3/25	Mon 5/12/25									
22	Task 1.7: Provide inventory and Analysis Document	1 day	Tue 5/13/25	Tue 5/13/25									
23	Task 1.8: Review the Inventory and Analysis.	51 days	Tue 5/13/25	Tue 7/22/25									
24	Task 1.9: Subcommittee meetings to review Inventory	17 days	Mon 6/2/25	Tue 6/24/25									
25	Task 1.10: Present inventory and analysis findings to Planning Board and City Council	15 days	Wed 7/23/25	Tue 8/12/25									
26	Task 1.11: Update and finalize Inventory and Analysis	15 days	Wed 7/23/25	Tue 8/12/25									
27	<i>Deliverable 3: Inventory and Analysis</i>	0 days	Wed 8/13/25	Wed 8/13/25									
28	Phase 2: Community Visioning	142 days	Mon 3/3/25	Tue 9/16/25									
29	Deliverable 4	142 days	Mon 3/3/25	Tue 9/16/25									
30	Task 2.1: Develop a Social Pinpoint website.	17 days	Mon 3/3/25	Tue 3/25/25									
31	Task 2.2: Develop a community visioning survey.	19 days	Wed 3/26/25	Mon 4/21/25									
32	Task 2.3: Review community visioning survey.	1 day	Tue 4/22/25	Tue 4/22/25									
33	Task 2.4: Develop materials for engagement activities.	19 days	Wed 3/26/25	Mon 4/21/25									
34	Task 2.5: Review engagement materials.	1 day	Tue 4/22/25	Tue 4/22/25									
35	Task 2.6: Faciliate engagement activities.	128 days	Mon 3/3/25	Wed 8/27/25									
36	Task 2.7: Develop focus group outlines.	19 days	Wed 3/26/25	Mon 4/21/25									
37	Task 2.8: Review focus group outlines	1 day	Tue 4/22/25	Tue 4/22/25									
38	Task 2.9: Conduct virtual meetings or focus groups.	20 days	Wed 4/23/25	Tue 5/20/25									

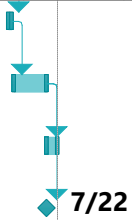
City of Auburn Comprehensive Plan
Project Schedule

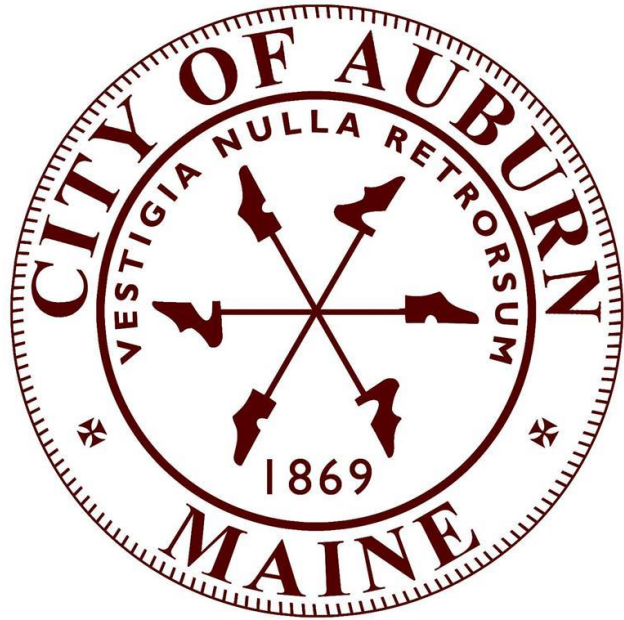
ID	Task Name	Duration	Start	Finish	Q4	2025 Q1	Q2	Q3	Q4	2026 Q1	Q2	Q3	Q4
39	Task 2.10: Develop materials for visioning events.	10 days	Tue 4/22/25	Mon 5/5/25									
40	Task 2.11: Facilitate in-person visioning events.	57 days	Mon 5/5/25	Tue 7/22/25									
41	Task 2.12: Summarize community feedback and identify	20 days	Wed 7/23/25	Tue 8/19/25									
42	Task 2.13: Facilitate a visioning workshop with the Comprehensive Plan	1 day	Tue 8/26/25	Tue 8/26/25									
43	Task 2.14: Present community engagement results and vision statement to Planning Board and City Council	15 days	Wed 8/27/25	Tue 9/16/25									
44	<i>Deliverable 4: Public Engagement Facilitation and</i>	0 days	Wed 8/27/25	Wed 8/27/25									
45	Phase 3: Action Plan Development	150 days	Wed 8/27/25	Wed 3/25/26									
46	Deliverable 5	145 days	Wed 8/27/25	Tue 3/17/26									
47	Task 3.1: Review community input and current zoning/land use to develop future land use	19 days	Wed 8/27/25	Mon 9/22/25									
48	Task 3.2: Develop future land use scenarios.	15 days	Wed 8/27/25	Tue 9/16/25									
49	Task 3.3: Review future land use scenarios.	6 days	Tue 9/16/25	Tue 9/23/25									
50	Task 3.4: Develop future land use scenario engagement	15 days	Wed 8/27/25	Tue 9/16/25									
51	Task 3.5: Review future land use scenario engagement materials.	6 days	Tue 9/16/25	Tue 9/23/25									
52	Task 3.6: Conduct future land use workshop.	20 days	Wed 9/24/25	Tue 10/21/25									
53	Task 3.7: Develop Future Land Use Map.	20 days	Wed 10/22/25	Tue 11/18/25									
54	Task 3.8: Develop Policies and Actions.	20 days	Wed 10/22/25	Tue 11/18/25									
55	Task 3.9: Review Policies, Actions, and Future Land Use	71 days	Tue 11/18/25	Tue 2/24/26									



City of Auburn Comprehensive Plan
Project Schedule

ID	Task Name	Duration	Start	Finish										
					Q4	2025 Q1	Q2	Q3	Q4	2026 Q1	Q2	Q3	Q4	
75	Task 4.11: Post materials for public hearing.	3 days	Wed 6/17/26	Fri 6/19/26										
76	Task 4.12: Public hearing on Comprehensive Plan	22 days	Mon 6/22/26	Tue 7/21/26										
77	Task 4.13: Support City in submitting Comprehensive Plan to	8 days	Wed 7/22/26	Fri 7/31/26										
78	<i>Deliverable 7: Comprehensive Plan Update</i>	0 days	Wed 7/22/26	Wed 7/22/26										





City of Auburn Comprehensive Plan

Community Engagement Plan

Berry, Dunn, McNeil & Parker, LLC (BerryDunn)

2211 Congress Street

Portland, ME 04102

Kevin Price, Principal

kprice@berrydunn.com

Alison Tobey, Project Manager

Alison.tobey@berrydunn.com

Submitted on:

March 17, 2025

Introduction

This communication plan outlines the purpose and goals for community engagement, target audiences, tools and techniques for engaging the Auburn community, and key messages to frame discussions around the Comprehensive Plan.

Introduction

Purpose

The City of Auburn is updating its Comprehensive Plan to guide the City's future growth and development and establish a roadmap for implementation. The City recognizes the importance of a thoughtful and engaged community in establishing a vision for Auburn's future and developing a successful Comprehensive Plan that will guide the City in achieving that vision. Representative public participation helps ensure that the plan accurately reflects the values and priorities of the community.

Community engagement during the planning process will build upon past City outreach and engagement efforts and will provide opportunities for expression of current challenges and priorities. This process will provide opportunities for community members to have more thorough discussions around potential solutions to address these issues in a way that is aligned with the community's values and long-term vision.

The purpose of this document is to clearly establish goals and methods for community outreach throughout this project. This document will outline engagement strategies to be implemented during this project, establish expectations for how information about the project will be shared with the public, and clarify roles and responsibilities for City staff, the consultant team, the Comprehensive Plan Committee, and the public.

This document is meant to be a guide. The City and Comprehensive Plan Committee will continue to evaluate the engagement process throughout the project and will adjust the outreach approach as needed to meet the City and Committee's objectives.

Introduction

Goals and Objectives

The City has a goal of engaging with 1,000 Auburn community members.

Engagements will be tracked at in-person events and on digital platforms. The engagement approach will incorporate a variety of outreach methods to be approachable, accessible, and transparent to all.

To help meet this goal, the community engagement strategy is designed to:

- Promote thoughtful dialogue among community members and maintain civil conversation on critical issues Auburn faces
- Provide a variety of opportunities and tools for engagement to be transparent and accessible for all populations
- Generate buy-in for the planning process by providing meaningful engagement opportunities to inform, consult, involve, collaborate with, and empower stakeholders
- Build awareness of the Comprehensive Plan process and understanding of long-range planning best practices
- Involve historically underrepresented populations and provide opportunities for their voices to be heard

Introduction

Community Engagement Framework

Community engagement will be centered around communication tools and techniques that will be used to either inform, involve, or collaborate with the community.

Inform

Provide objective information to assist in understanding the project and the planning process and potential paths forward to consider; and to gather initial feedback on goals and priorities.

Involve

Work with residents, community members, and local organizations to help ensure that concerns are consistently understood and considered.

Collaborate

Partner with stakeholders in the development of plan recommendations and strategies and in decision-making in the planning process.

Introduction

Tools and Techniques

Community engagement will be centered around communication tools and techniques that will be used to either inform, involve, or collaborate with the community.

Inform

- Social Pinpoint website
- City websites
- Email and text
- City Council and board/committee updates
- Mailings/printed materials
- Community events
- ArcGIS StoryMaps
- Targeted outreach
- Electronic boards

Involve

- Social Pinpoint website
- Visioning workshops
- Focus group meetings
- Meeting-in-a-Box
- Community events
- Future land use workshop
- Surveys
- Targeted outreach

Collaborate

- Social Pinpoint website
- Visioning workshops
- Future land use workshop
- Comprehensive Plan Committee meetings
- Comprehensive Plan Committee Subcommittee meetings and outreach

Community Partners and Target Audiences

The Comprehensive Plan will be informed by the Auburn community. To help ensure that all community members are aware of the project and can provide input, this engagement plan outlines target audiences and community partners to engage with throughout the process.

Community Partners and Target Audiences

As part of the Comprehensive Planning process, the City would like to engage all Auburn residents in the conversation. This planning process provides an opportunity for residents to share their thoughts and have a voice in guiding Auburn's future.

Residents engage with the City in a variety of ways; however, there are some target audiences who may need tailored outreach or messaging to engage in the process. These include groups like children, young adults, non-native English speakers, and others who may not typically be represented in municipal planning processes.

By identifying community partners and target audiences, the Comprehensive Plan Committee, City, and consulting team can pinpoint potential barriers for each audience, develop strategies to engage different audiences, and create relevant messaging to support their involvement.

Target Audiences

- Auburn residents
 - Additional strategies may be required to engage young adults, non-native English speakers, residents without internet access, children and families, and older adults.
- Local businesses and employees
- Community organizations, groups, and partners
- Schools
- City Council, Boards, and Committees
- Social service providers
- Regional organizations that serve Auburn
- Visitors

Tools and Approaches

Engagement opportunities and communications will incorporate a variety of outreach methods to be transparent, approachable, and accessible for all.

Tools and Approaches

Communication Channels

Communication channels will serve as platforms to disseminate project information. Communications will be shared through a variety of outreach methods to be transparent, approachable, and accessible for all. A list of communication channels is summarized below:

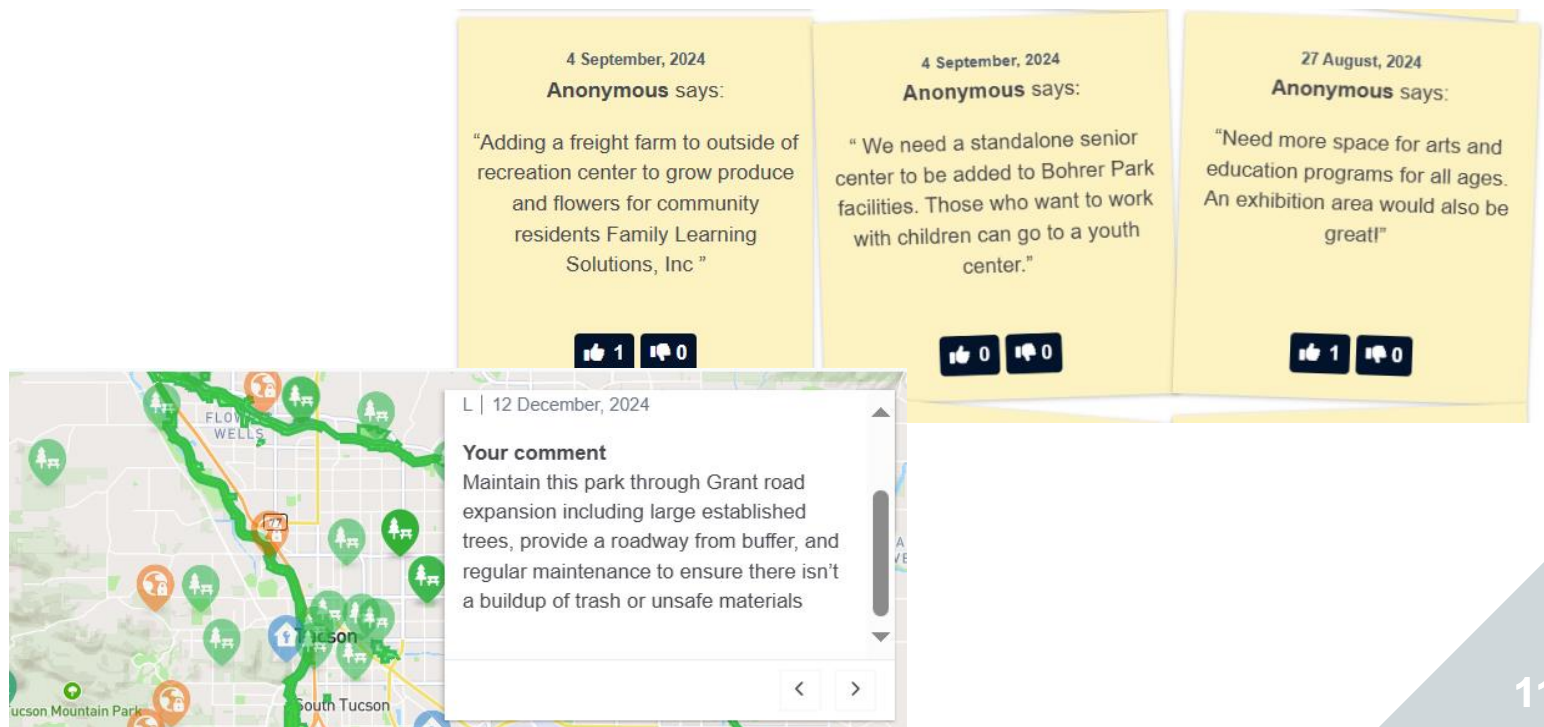
- Social Pinpoint website
- City Facebook, Instagram, LinkedIn and X (formerly Twitter) accounts
- City of Auburn website
- Economic development website (goauburn.gov)
- AccessAuburn (GIS/Mapping portal)
- YouTube
- Electronic signs
- Email updates and text messages
- Absolutely Auburn! podcast
- Printed materials (e.g., post cards, fliers, magnets, business cards)
- Press releases
- Communication through community organizations' existing channels

Tools and Approaches

Social Pinpoint

The Social Pinpoint site will serve as an engagement portal to gather community feedback in addition to sharing project information. The project team will use a variety of tools to gather general feedback on the future of the City and gather specific input on key discussion topics and feedback on policy ideas and recommended strategies. Social Pinpoint will also be used to support parallel engagement activities (i.e., asking a question on Social Pinpoint and then asking the same question at a pop-up event) for consistency in data and equity in access to engagement opportunities. Tools available through the engagement portal include:

- **Interactive map** – allows users to add a comment tagged to a location in the City. This can be used to gather initial feedback on priorities and values.
- **Vision board** – allows users to add open comments, “like” or “dislike” other comments, and respond to comments. The vision board is an online open forum for discussion on the future of Auburn. It allows users to interact and engage in conversation. This will be monitored for inappropriate content by BerryDunn.



Tools and Approaches

Social Pinpoint

- **Forum questions** – allows users to respond to a specific question and see and react to other respondents' comments. This tool will be used to gather more detailed feedback on a particular issue.
- **Participatory budgeting** – allows users to prioritize initiatives or categories by ranking options or allocating a set amount of money toward priorities.

What projects would you like to fund?


Imagine you have been given \$100 to spend on the following items. Allocate funding to help us prioritize maintenance & improvements.

Your remaining budget:


\$ 1 0 0

MINIMUM SPEND \$100

Sort by ▾



Signage (informational, interpretive)



Accessibility Improvements

\$0 ▴ ▾

\$100



Bridgton December Question of the Month

What would you like to see stay the same in Bridgton five years from now? What would you like to see changed?

Tools and Approaches

Focus Groups

Targeted focus groups allow for community stakeholder groups to provide feedback and input. These meetings are intended to reach leaders in the community with different perspectives, including small businesses, large employers, social service providers, environmental groups, and regional organizations. Representatives from these community organizations work on issues that directly impact the Auburn community. Focus groups provide the opportunity to understand specific needs, challenges, and priorities of these community groups.

Meeting-in-a-Box

Meeting-in-a-Box is a community engagement tool designed for community groups or friends to gather and share their ideas for the future of the City. This method of engagement allows participants to have discussions at a time and place that is convenient for them and where they feel comfortable sharing their thoughts and experiences in a safe and welcoming environment. A Meeting-in-a-Box contains resources that community members will need to host their own discussions.

The Meeting-in-a-Box can be used in a variety of ways at different points in the project. The tool can be used to ask questions that dig deeper into issues identified during the community survey, define policy direction, engage students in schools, and include City Boards and Committees.

Tools and Approaches

Community Survey

The community survey will provide an opportunity for all residents and community members to provide input on their needs, priorities, and vision for the future of Auburn. Survey questions can ask respondents to provide input on current strengths and challenges, identify future needs, identify priority areas for the Comprehensive Plan, and outline priorities for future investment.

In-person workshops

In-person workshops allow community members to engage with the project to inform the vision statement and future land use map development. These events can be an informal, open-house style event or build on initial input from the community survey, online engagement, focus groups, and the Inventory and Analysis to dive deeper into the community's vision for the future and initial direction for policies and actions.

Additionally, the future land use workshop will allow for targeted input and discussion around future land use and provide direction for how different areas of Auburn should look and feel.

In-person workshops will be supplemented with digital engagement options to provide feedback on the same issues for community members who may not be able to attend an in-person event.

Tools and Approaches

Community events and pop-up activities

Project activities, including the community survey, Social Pinpoint site, and in-person activities, can be shared at community events (e.g., City special events, farmers markets, recreation and school events) selected in partnership with the City and Comprehensive Plan Committee. This outreach will help to reach people where they are, lowering the barrier for participation and gathering feedback from community members who might not otherwise participate.

Community events and pop-up activities are also a helpful tool to inform the public about the project. These events are good ways to share project information, printed materials, and QR code to the Social Pinpoint site. Even if there are not interactive components at these events, they are a good way to reach individuals who may not otherwise be aware of the project.

Key Messages

Similar to target audiences, identifying key messaging will help to facilitate conversations throughout the Auburn community. Key messages help to improve clarity and consistency of project communications, focus discussions around key project milestones, improve transparency, and build and maintain strong engagement throughout the process. Key messages also help to maintain clear and consistent communication across all engagement and communication platforms

Key Messages

Messages	Channel/Tool	Audience
What is a Comprehensive Plan? Inform viewers on the planning process and drive people to the project website. This could include information on what a Comprehensive Plan is, why the Town is planning, and how community members can be involved.	<ul style="list-style-type: none"> • Social media • Social Pinpoint • City websites • Absolutely Auburn! • Press release • Engagement events 	<ul style="list-style-type: none"> • Residents • Community organizations • Local businesses • Schools • Regional organizations • City Council, Boards, and Committees
How to get involved? Share information on surveys, community events, and workshops and encourage community participation.	<ul style="list-style-type: none"> • Social media • Social Pinpoint • City websites • Engagement events • Email/text 	<ul style="list-style-type: none"> • Residents • Community organizations • Local businesses • Schools • Regional organizations • City Council, Boards, and Committees
What have we heard so far? Share common themes and topic areas that the community has been sharing and provide information on how individuals can give feedback.	<ul style="list-style-type: none"> • Social media • Social Pinpoint • City websites • Absolutely Auburn! • Board, committee, council meetings 	<ul style="list-style-type: none"> • Residents • Community organizations • Local businesses • Schools • Regional organizations • City Council, Boards, and Committees
Direction for policies, actions, and future land use map. Share policies, actions, future land use scenarios, and supporting background information and provide information on how individuals can give feedback on proposed policies.	<ul style="list-style-type: none"> • Social media • Social Pinpoint • City websites • Absolutely Auburn! • Board, committee, council meetings 	<ul style="list-style-type: none"> • Residents • Community organizations • Local businesses • Schools • Regional organizations • City Council, Boards, and Committees

Engagement Schedule

Most engagement activities will be conducted during the early phases of the project, from March through August, to allow public discussion and input to be collected, compiled, and reviewed to guide the subsequent phases of the planning process. The project website will continue to be updated throughout the project, and additional opportunities for public review and comment on project progress will be provided at later stages of the planning process.

Engagement Timeline

Date	Event
February 2025 – July 2026	Comprehensive Plan Committee meetings
February 2025 – July 2026	Board, committee, and community group meetings
March 2025	Project website engagement portal launched
March 2025 – July 2026	Online engagement activities
April 2025 – May 2025	Community survey
April 2025 – August 2025	Meeting-in-a-Box
April 2025 – August 2025	Inventory and Analysis ArgGIS StoryMap
May 2025 – July 2025	Review Inventory and Analysis with Comprehensive Plan Committee
May 2025 – June 2025	Subcommittee meetings to review Inventory and Analysis
May 2025 – June 2025	Focus group meetings
May 2025 – July 2025	In-Person Workshops
May 2025 – August 2025	Community events and pop-up activities
June – July 2025	Present Inventory and Analysis findings to Planning Board and City Council
August 2025	Summarize community engagement results
August 2025	Comprehensive Plan Committee Vision Statement Development Workshop
August 2025 - September 2025	Present community engagement results and vision statement to Planning Board and City Council
August 2025 – October 2025	Develop future land use scenarios with Comprehensive Plan Committee
October 2025	Future Land Use Workshop
November 2025 – February 2026	Review draft policies, actions and future land use map with Comprehensive Plan Committee
February 2026 – March 2026	Review draft policies, actions and future land use map with Planning Board and City Council
March 2026	Review draft implementation plan with Comprehensive Plan Committee
March 2026 – June 2026	Review draft Comprehensive Plan with Comprehensive Plan Committee
May 2026 – June 2026	Review draft Comprehensive Plan with Planning Board and City Council
June 2026 – July 2026	Present final Comprehensive Plan to City Council

City of Auburn
Comprehensive Plan Project

Inventory and Analysis

The Inventory and Analysis establishes where Auburn is today. Data collection and analysis is the first step in the comprehensive planning process. This document will provide background information, analysis of trends, and recent planning projects which helps identify strengths, challenges, opportunities, and limitations in Auburn's current environment. This document will be used to help inform community priorities, vision, policies, actions, and future land use map. The sections covered in the Inventory and Analysis are listed below:

1. Population and Demographics
2. Water and Natural Resources
3. Agriculture and Forestry
4. Existing Land Use
5. Parks, Recreation, and Open Space
6. Economy
7. Housing
8. Transportation
9. Historic and Cultural Resources
10. City Facilities and Public Services
11. Fiscal Capacity and Capital Investment Plan

City of Auburn Comprehensive Plan

Inventory and Analysis Chapters and Suggested Subcommittee Groupings

No.	Inventory Chapters
1	Population and Demographics
2	Water and Natural Resources
3	Agriculture and Forestry
4	Existing Land Use
5	Parks, Recreation, and Open Space
6	Economy
7	Housing
8	Transportation
9	Historic and Cultural Resources
10	City Facilities and Public Services
11	Fiscal Capacity and Capital Investment Plan

Suggested grouping: three subcommittees

	Inventory Chapter	Subcommittee
People and City Services	Population and Demographics	Subcommittee #1
	City Facilities and Public Services	Subcommittee #1
	Fiscal Capacity and Capital Investment Plan	Subcommittee #1
Natural Environment	Water and Natural Resources	Subcommittee #2
	Agriculture and Forestry	Subcommittee #2
	Existing Land Use	Subcommittee #2
	Parks, Recreation, and Open Space	Subcommittee #2
Built Environment	Economy	Subcommittee #3
	Housing	Subcommittee #3
	Transportation	Subcommittee #3
	Historic and Cultural Resources	Subcommittee #3

Suggested grouping: four subcommittees

No.	Inventory Chapter	Subcommittee
People and City Services	Population and Demographics	Subcommittee #1
	City Facilities and Public Services	Subcommittee #1
	Fiscal Capacity and Capital Investment Plan	Subcommittee #1
Natural Environment	Water and Natural Resources	Subcommittee #2
	Agriculture and Forestry	Subcommittee #2
Land Use, Recreation and Transportation	Existing Land Use	Subcommittee #3
	Parks, Recreation, and Open Space	Subcommittee #3
	Transportation	Subcommittee #3
Economy, Housing, and Culture	Economy	Subcommittee #4
	Housing	Subcommittee #4
	Historic and Cultural Resources	Subcommittee #4

Activity	Primary Responsibility	Comprehensive Plan Implementation Update	2017 Updates	2024 Status Update
Ongoing Activities				
Regional water supply – continue to work to provide public water on a regional basis	Auburn Water District	Many Ongoing Efforts – Poland Extension, Industrial Extensions, Line replacements. AWD/LWD have multiple Interlocal Agreements for sharing of water intake, UV plant, chemical treatment facilities, water quality laboratory, SCADA technicians, Hazmat Team, ect.-all in support of water supply.	In 2013, Auburn Water & Lewiston Water executed an agreement to share a joint Treatment Plant Manager Position. Currently, we are working with facilitator Mary Sylvester to merge our water supply operations staff, such that we will share a total of 11 positions (5 – plant operations, 3 – water quality laboratory, 2 – instrumentation & electrical, 1 – education & outreach). Separately, Auburn Water is pursuing a contract operations agreement with the newly formed New Gloucester Water District to oversee and operate their system.	Study has been completed on cost and feasibility of extending water services down in South Auburn, particularly down Vickery Road and on Riverside Drive. Density increases in this area should support this.
Water supply – protect Lake Auburn water quality	AWD & LAWPC	Lake Water Quality Diagnostic Study and City effort to review regulations for updates with TRC and Consultant RFP in there process of drafting. Ongoing Lake and Water Quality Diagnostic Study. LAWPC funded police patrols, swimming violations, USDA gull harassment. 2010 Lake Auburn Watershed Master plan	Awaiting results of Phase 2 Lake Auburn Diagnostic Study (expected mid-April). AWD is securing \$1 million bond to fund potential Lake Remediation Treatment in 2014. Lewiston would be an equal partner, contributing another \$ 1million to cover a total expected cost of \$2 million. Staff has been collaborating with Bates College, IF&W, and the Volunteer Lake Monitoring Program. USDA Gull Harassment Program continues, along with LAWPC funded police patrols.	Significant Process. Much progress made in zoning text and map changes to protect the water quality. 1.) New Phosphorous Ordinance passed requiring that a phosphorous plan be implemented for any new structure of at least 200 SQ FT (professionally engineered at at least 600 SQ FT). 2.) Adopted updated SSWW system design in to the ordinance mandatory for new and replacement systems in the Lake Auburn Watershed, 3.) Increased the lot size in the RR district in the Lake Auburn Watershed Overlay District from 1 acre with 250 FT of road Frontage to 3 acres with 325 FT of road frontage. 4.) Banned any new house in the AGRP zone in the LA Watershed. 5.) Banned new "non-hobby farms". 6.) Assembled a Lake Auburn Stakeholders Group to further refine and modify these progress markers and ordinacnes.
Rivers – support land conservation	City Council & Conservation Organizations	FERC Dam Licensing and land conservation efforts. Working with property owner along Little Androscoggin as part of settlement agreement.		Working on grant to remove Littlefield Dam.
Rivers – improve and restore fish populations	City Council & MDIF&W	Alewife stocking program. Fishing Regulations. Shoreland zoning and floodplain protection as well as creating public access to existing resources.	alewife stocking program. Fishing Regulations. Shoreland zoning and floodplain protection as well as creating public access to existing resources. ECD: Ongoing participation in hydropower relicensings. Lower Barker currentl and Upper Barker beginning in in 2018. Lewiston Falls 2021-2026, Gulf Island/ Deer Rips 2031-2036.	Ongoing. Working on public access along the Androscoggin near Great falls behind the Center Street/ Turner Street area after approvla of Auburn Self-Storage, adding public access path along the Little Androscoggin by wrking with Rolly's to do a Land exchange and construct a new garage.
Population – continue to provide a range of housing opportunities	City Manager	Zoning updates to allow additional housing.	Zoning updates to allow additional housing.	Significant progress. Increased implemtation of Form-Based Code across much of the city core incouding the Court Street, part of New Auburn along South Main Stret, the Hotel Road neighborhoods area, and near Stetson road (Area A1 C D 2023)
Municipal services – expand joint services	City Manager & Council	Joint Purchasing and Joint Agencies		
Economic development – use TIFs and financial incentives to attract investments	City Manager & Council	Ongoing discussions with Council and updates to policy. Report on LA TIFs coming soon	ECD: Continue to use TIF where necessary to facilitate new development projects. Continue and increase infrastructure planning for TIF districts.	TIF District created for the contruction of 555 Stable Ridge Apartment, (Brickyard Circle?) 186 Main Street, and Mount Auburn Ave Apartments (?)
Economic development – assure that there are adequate re-training programs for adults	City Manager & School Superintendent	Library Programs, School Department		
Lake Auburn – provide financial assistance for septic replacement	Community Development Department	CDBG financing is available for malfunctioning disposal systems/subject to income and credit approval. Update 3-2014 8 systems replaced	ECD: Update 12/2017 - 8 systems replaced - Financing available through the CDBG/HOME Rehab Programs for income eligible households In 2017 we scanned all historic HHE 200 forms within the watershed and will be connecting them to parcel records to allow access and mapping analysis.	Lake Aubrun Stakeholders Group is being established to review septic standards and possible distance should someone need to replace their septic system. Members from this Group include members from SNRB, Lake Auburn Watershed Protection Commision, Natural Recourse and AG products Working Group, Auburn Water and Protect Lake Auburn. Will have regular committees and subcommittees.
Stormwater – conform to Phase II federal requirements	Community Services Department	Ongoing. Annual Permit submitted documenting progress, outreach and maintenance	Annual permit compliance ongoing. We continue to meet or exceed plan goals.	Annual permit compliance ongoing. We continue to meet or exceed plan goals.
Lake Auburn – improve erosion control	LAWPC	waiting on recommendations of Lake Auburn Diagnostic Study. Implemented erosion stabilization projects in 2012 with MDWP grant. \$200,000 in 2013 budget for possible additional remediation.	Staff completed 3 major erosion control projects in 2013. Currently working the Androscoggin Valley Soil & Water Conservation District on a priority Work Plan for 2014 Projects. LAWPC set aside \$200,000 in 2014 specifically for erosion control projects.	Require phosphorous, erosion, sedimentation control plan for any structure of at least 200 square feet extra in the Lake Auburn Watershed and the Taylor Pond Watershed. Ensure BMPs are enacted for any construction, brush cutting, or earth moving. Now new housing development will be permitted int he AGRP zone in the Lake Auburn Watershed. Auburn continues to enact Shoreland zoning ordinances. Lake Auburn Stakeholders group established to

Lake Auburn – promote watershed management outside of Auburn	LAWPC	LAWPC hired full time Education & Outreach Manager for this purpose. Waiting on recommendations of Lake Auburn Diagnostic Study. Plan to reach out to Minot, Turner, Hebron & Buckfield.	Staff met with the Little Wilson Pond Association in 2013 and continues to explore additional partnerships. LAWPC Water Quality Monitoring activities were extended to Little Wilson Pond and Mud Pond in 2013, both of which are located in the Town of Turner. Education & Outreach Coordinator continues to reach out to private landowners.	Lake Auburn Stakeholders Group formed. Part of groups' function is to discern the enforcement responsibilities of AWSD including power to enforce watershed protections in other towns in the Lake Auburn Watershed. Auburn has made significant progress on out Lake Auburn Protections which will make it more feasible to enforce restrictions in
Recreation – support network of trails in rural areas	Parks & Recreation Department & Snowmobile Clubs	New trails for snowmobilers and pedestrians cross country skiers. Maintenance of existing trails.	ECD: Explore City and County wide snowmobile plan with Clubs and Parks and Rec, including business and neighborhood access. Recreation: Fall under Parks/Public Works for maintenance. In Summer 2018 New England Mountain Bike Association was awarded a grant to build new trails at Mount Apatite. These trails will be utilized for both summer and winter users.	Recreation: Continued work with Friends of Mt. Apatite for trail building and repair. Annual funding has been put in Public Works Operating Budget to assist with cost. City purchases LACC (Lake Auburn Community Center) in 2023 with plans to continue trail grooming and building around Lake Auburn.
Open Space – support participation in current use assessment programs	Planning and Permitting Department	AG/RP zone provides tax savings for large lots and controls growth.	AG/RP zone provides tax savings for large lots and controls growth. Assessing also provides information on other current use programs.	Several presentations made on available tax programs to incentivise farmland and open space and tree growth.
Rivers – protect/improve water quality	Planning and Permitting Department & Community Services Department	Shoreland zoning.	Shoreland zoning, ECD: participation in hydropower relicensing processes. Shoreland Zoning now has some additional options pursuant to State Law; consider new State options for Auburn.	Ongoing.
Lake Auburn – minimize pollution from changes to existing development and new development	Planning and Permitting Department & LAWPC	2013 objective of new LAWPC Education & Outreach Manager to reach out to existing developments for voluntary education & cooperation. AWD/LAWPC staff will continue to monitor Lake and support City permitting staff (i.e. phosphorus plan and septic design reviews)	Phosphorus and watershed overlay zones used to control impacts.	Significant Progress. Phosphorous control plan required for any construction of at least 200 SF, no new housing in Lake Auburn Watershed Overlay District and reduced development potential in Watershed as a whole per 2023 ordinance changes
Water supply – require applicants to document sufficient water supply	Planning Board & Staff	Ongoing. Development and permit review. AWD typically provides capacity comment on any proposed connection to public water as part of permit review process.	Ongoing. Development and permit review. AWD typically provides capacity comment on any proposed connection to public water as part of permit review process.	Ongoing. Development and permit review. AWD typically provides capacity comment on any proposed connection to public water as part of permit review process.
Public works – upgrade aging roadways using most durable materials	Public Works Director	The Engineering Department continues to use the CIP to fund both total reconstruction and pavement maintenance projects yearly.	We continue to use the CIP as well as MPI and ATRC funds to rehabilitate or aging roadway system. ECD: Participate in coordinated review of CIP projects.	We continue to use the CIP as well as the MPI and ATRC funds to rehabilitate our aging roadway system.
Short Term Activities				
Land Use Ordinance Amendments (Short Term)				
Lake Auburn – review/revise LAO District septic requirements	Planning Board & LAWPC	RFP being developed to analyze existing requirements and provide a options to Technical Review Committee. TRC to make recommendations for updates in 2013. Suggest holding till results of Lake Auburn Diagnostic Study presented on Feb 13.		Ongoing- New septic ordinance adopted 11/23. The change specifies appropriate soil type and septic design as well as placement. Lake Auburn Stakeholder's Group is working out the inspection and funding program to replace and test existing systems.
Lake Auburn and Taylor Pond – adopt LID standards for changes to existing development and new development	Planning Board & Staff	RFP being developed to analyze existing requirements and provide a options to Technical Review Committee. TRC to make recommendations for updates in 2013. Suggest holding till results of Lake Auburn Diagnostic Study presented on Feb 13.	LAWPC is awaiting results of Phase 2 Lake Auburn Diagnostic Study - expected April 2014.	Ongoing: Lake Auburn Study completed. Phosphorous control standards apply to new construction 200 SQ Ft and over, for the addition of 1500 SQ FT impervious surfaces, and for tree cutting, earth moving, and brush cutting, Shoreland zoning standards apply on the shores of Lake Auburn and Taylor Pond.
Lake Auburn and Taylor Pond – update Phosphorous Control Ordinance	Planning Board & Staff	RFP being developed to analyze existing requirements and provide a options to Technical Review Committee. TRC to make recommendations for updates in 2013. AWD met with Taylor Pond Assoc in Fall 2012 to discuss. TPA appears supportive of updating ordinance.	Comprehensive review proposed as part of 2015 budget. ECD: Not Funded	Completed
Lake Auburn and Taylor Pond – maintain Ag/Rural zoning in watersheds	Planning Board & Staff	Ongoing. Comp Plan reduced potential for new residential strips in watershed of Lake Auburn. AWD/LAWPC 100% supportive of effort.	Same note - AWD/LAWPC 100% supportive of the effort. ECD: AG Study started Fall of 2017.	Completed while reducing development potential in the AGRP zone and strip residential zones in the Lake Auburn Watershed.
Taylor Pond – revise sewer connection requirements	Planning Board & Staff	Note: ASD has long-standing impact fee requirement related to original construction of public sewer in 1970's. Fee could be financial deterrent for connecting. Needs to be addressed/discussed TYP home \$1,550.00/ Taylor Pond \$6,700.00		
Taylor Pond – expand wetlands protection	Planning Board & Staff	Shoreland Zoning added resource protection to wetland areas.	Shoreland Zoning added resource protection to wetland areas.	Phosphorous Control Plan added in all areas of Taylor Pond Watershed Overlay

Androscoggin River – maintain Ag/Rural zoning in undeveloped portions of watershed	Planning Board & Staff	Ongoing.	Ongoing. ECD: AG Study started Fall of 2017.	AGRP zone still applies.
Little Androscoggin River – include undeveloped floodplains in RP District	Planning Board & Staff	Martindale area added. More to be done in future.	New Auburn Plan recommends some changes. Comprehensive review in coming years. ECD: Has not been a high priority.	
Streams – include significant streams in Shoreland Overlay District/Stream Protection District	Planning Board & Staff	Done with Shoreland Zoning Updates.	ECD: Shoreland zoning and stormwater standards are up to date and current with State. Consider new options under shoreland zoning.	
Floodplains – prohibit filling in mapped floodways	Planning Board & Staff	Current with State Standards. Updates to follow State Guidelines if they are revised.	Current with State Standards. Updates to follow State Guidelines if they are revised. ECD: Up to date and current with State.	
Aquifer protection – require applicants for development review to provide information on significant aquifers where appropriate	Planning Board & Staff	Ongoing. Development Review and Permitting.	Ongoing. Development Review and Permitting.	Ongoing. Development Review and Permitting.
Wetlands – update development review standards for wetlands	Planning Board & Staff	Shoreland Zoning added resource protection to wetland areas. Development Review and Permitting to ensure compliance.	Shoreland Zoning added resource protection to wetland areas. Development Review and Permitting to ensure compliance. ECD: Up to date and current with State. Consider new options under shoreland zoning.	
Wetlands – update Shoreland Zoning requirements with respect to state identified wetlands and significant habitats	Planning Board & Staff	Done with Shoreland Zoning Updates.	ECD: Up to date and current with State. Consider new options under shoreland zoning.	
Habitat – create incentives for the use of cluster/conservation development	Planning Board & Staff	Planned Unit Development Ordinance does this. Attempt to update further was denied by Council.	Planned Unit Development Ordinance does this. Attempt to update further was denied by Council in 2012/13. ECD: Updates approved in 2017 for clustering specifically at major recreational sites. Consider other conservation tools such as steep slope and or tree protection.	
Water supply – regulate the impact of development on groundwater	Planning Board & Staff	Ongoing. Development Review and Permitting. Awd might be able to provide support/assistance regarding SAP- Source Water Assessment Program.	Ongoing. Development Review and Permitting. Awd might be able to provide support/assistance regarding SAP- Source Water Assessment Program.	
Public facilities – update treatment of municipal facilities in zoning districts	Planning Board & Staff	Currently very flexible. Could review for changes but has not been an issue. Reuse is challenging when City abandons use	Currently very flexible. Could review for changes but has not been an issue. Reuse is challenging when City abandons use. ECD: but 2017 adaptive reuse ordinance may help.	New PAL Center approved, new Engine 2 Fire Station, and new public safety building underway. New High school has also been completed.
Public works – revise standards for private roads	Planning Board & Staff	Currently match public road standards. Controversial in past discussions and developments. Should make policy clear and if it is approved as private, it shall remain private. Current Council has made thoughtful and financially responsible decisions on this.	Currently match public road standards. Controversial in past discussions and developments. Should make policy clear and if it is approved as private, it shall remain private. Current Council has made thoughtful and financially responsible decisions on this. ECD: Revisit private vs public roads issue to control costs if desired by new Council. A significant opportunity exists to develop a new system of private streets and/or access easement (driveways) that would allow infill development of existing lots that do not have adequate public street frontage. Consider back lots with frontage R-O-Ws. Could increase tax base w/o creating new roads.	
Transportation – require applicants to consider transportation demand management	Planning Board & Staff	Ordinance Update needed after options are available. Park and Rides.	Ordinance Update needed after options are available. Park and Rides. ECD: Probably not ripe for consideration unless there was a new major shiftwork employer.	Ongoing- Transportation is topic of focus in planning reviews.
Housing – revise requirements to allow development of a wide-range of housing outside of the built-up area	Planning Board & Staff	PUD Ordinance and flexible 2-Family allowances.	PUD Ordinance ECD: updated in 2017 and flexible 2-Family allowances. ECD: Should consider allowing additional units in underutilized space in existing structures in urban area (attached barns/carriage houses, oversized homes/units, etc.) Look for relevant recommendations from Ag Study.	Ongoing: adoption of FormBased Code and ordinance review for compliance with LD 2003 underway.
Land Use – revise the zoning ordinance and districts in accordance with the Future Land Use Plan	Planning Board & Staff	Ongoing. Examples S. Witham Road Zoning Map , Blanchard Road Zoning Map, Shoreland zoning update, Accessory Structures/windmills in GB zoning, Slaughter Houses in AG/RP, Residential Accessory Structures, Composting Facilities in AG/RP zone, Center, Dartmouth Blackmer, Alpha Streets Zoning Map, 314 Center Street Zoning Map, Chickens in Residential zones, Hotels in ID zone, Recreational PUD Considered but tabled, Constellation Drive Zoning Map.	Downtown zoning and TIF Districts amended, Amendment to address location of homes in split zoned lots in progress, Blanchard Rd Zoning Map Amendment, Flood map updates completed, Income requirements of AG zones for home construction likely to be petitioned soon. ECD: 2017-Ag study in progress, Form Based Code adopted, Recreational PUD Adopted, Updates along Center Street as proposed for development, LDCR to UR zoning at Taylor pond where sewer is available, Consider expanding Form Based Code areas. See what changes are proposed by Ag Study.	Ongoing: adoption of FormBased Code and ordinance review for compliance with LD 2003 underway.
Lake Auburn – require septic inspection/repair upon property transfer	Planning Board & Staff & LAWPC	AWD note- system already exists in some ocean communities with sensitive, productive clam flats. AWD/LAWPC to support city staff.	AWD note- system already exists in some ocean communities with sensitive, productive clam flats. AWD/LAWPC to support city staff. ECD: No funding mechanism.	Ongoing-Currently working with Lake Auburn Stakeholder's Group Committees to work on inspection program

Water supply – update stormwater management requirements including <u>Phosphorous Control Ordinance</u>	Planning Board & Staff & LAWPC	In the works. LAWPC has recommendation from 2010 Lake Auburn Watershed Management Plan to do so.	LAWPC has recommendation from 2010 Lake Auburn Watershed Management Plan to do so.	Completed
Housing – assure that codes allow owners to improve properties in older neighborhoods	Planning Board & Staff	Flexible setbacks on small lots -should consider front setback changes and others in high density areas to preserve and add to density where desired.	Flexible setbacks on small lots -should consider front setback changes and others in high density areas to preserve and add to density where desired. ECD: Should Consider front setback flexibility in older neighborhoods with established set back lines and allow flexibility for additional units within underutilized spaces.	
Housing – revise requirements to allow development of a wide-range of housing outside of the built-up area	Planning Board & Staff		ECD: RPud updated and AG study in progress. Expanding allowances for clustered multifamily housing in suburban areas was considered in 2014 and failed. Could take another look at this if there is Council Interest.	Ongoing: adoption of FormBased Code and ordinance review for compliance with LD 2003 underway.
Housing – revise provisions for mobile home parks	Planning Board & Staff			
Economic development – establish Traditional Downtown Business District	Planning Board & Staff	Coming in 2013	ECD: FBC Adopted.	Completed
Economic development – maintain the Great Falls District	Planning Board & Staff		ECD: Consider a Master Planning Process for the Great Falls Plaza area and include property owners in discussions. Current approved plan not	
Economic development – use Ag/Rural designation to reserve areas for future <u>commercial/industrial development</u>	Planning Board & Staff	Ongoing.	Ongoing. Ag Study underway. ECD: Expand Economic Developmentactivities to include Agriculture.	
Economic development – provide for the creative reuse of land/buildings in commercial/industrial centers	Planning Board & Staff	Ongoing.	Ongoing. ECD: Consider expanding the Adaptive Reuse of Structures of Community Significance to include Historic structures.	
Land Use – revise the zoning ordinance and districts in accordance with the Future Land Use Plan	Planning Board & Staff	Ongoing. Examples S. Witham Road Zoning Map , Blanchard Road Zoning Map, Shoreland zoning update, Accessory Structures/windmills in GB zoning, Slaughter Houses in AG/RP, Residential Accessory Structures, Composting Facilities in AG/RP zone, Center, Dartmouth Blackmer, Alpha Streets Zoning Map, 314 Center Street Zoning Map, Chickens in Residential zones, Hotels in ID zone, Recreational PUD Considered but tabled, Constellation Drive Zoning Map. Some done.	Downtown zoning and TIF Distrits amended, Amendment to address location of homes in split zoned lots in progress, Blanchard Rd Zoning Map Amendment, Flood map updates completed, Income requirements of AG zones for home construction likely to be petitioned soon, ECD: 2017-Ag study in progress, Form Based Code adopted, Recreational PUD Adopted, Updates along Center Street as proposed for development, LDCR to UR zoning at Taylor pond where sewer is available, Review Future Land Use plan and establish target areas to implement recommended changes.	Ongoing: Significant Progress made with the updted 2021 Comp. Plan and implementation of Form-Based Code
Studies and Planning (Short Term)				
Water supply – develop water conservation plan	Auburn Water District	Guidelines exist for production/consumption. AWD has 6 million gallon per day (MGD) production capacity, 2012 only ran about 2.5 to 3.0 MGD	AWD's average daily production in 2013 was 2.69 million gallons per day (MGD). We are not even at 50% of our maximum daily capacity of 6 MGD. 10 years ago AWD's average daily prouction was 3.20 MGD	
Emergency services – conduct feasibility study of public safety services and facilities including regional <u>considerations</u>	City Manager & Council			
Housing – establish a housing advocacy <u>committee</u>	City Manager & Council		ECD: Re-engage multi-family landlords for 2nd annual roundtable.	Completed
Public works – undertake comprehensive review of pedestrian access	Community Services Department	The City is currently working with ATRC's Bike and Pedestrian Committee to update the long range facilities plan, Bridging the Gaps	We continue to rely on the Bike and Pedestrian Committee to update the long range facilities plan, Bridging the Gaps. Bike and Pedestrian Committee is now called the Complete Streets Committee. Develop comprehensive bike and ped plan that connect neighborhoods to	
Economic development – develop a labor- <u>to-business marketing plan</u>	Economic Development Department	Should be School Dept.		
Economic development – develop a skilled labor force education plan	Economic Development Department & Community Development Department	Library has some programs and School Dept. is better suited. Consider changing responsible party.		
Transportation – undertake comprehensive review of pedestrian and bicycle access including regional considerations	Planning and Permitting Department & Community Services Department	The City is currently working with ATRC's Bike and Pedestrian Committee to update the long range facilities plan, Bridging the Gaps.	Bike and Pedestrian Committee working on Complete Streets BMPs. ECD: Complete Streets policy ordinance adopted. Bike Ped updates as part of reconstruction projects are now a high priority which was not always the case. Work with Complete Street Committee, Androscoggin Land Trust and City Staff to develop regional bike and ped plan. Review the Androscoggin Greenway Plan	

Transportation – establish neighborhood bike routes	Planning and Permitting Department & Community Services Department	As City reconstruction projects take place each area is reviewed to incorporate the appropriate sidewalks and bicycle facilities.	The City passed the complete streets policy which ensures that re review each project and incorporate this type of work where appropriate. ECD: South Main, Broad and Hampshire are good examples of our commitment to this. Revisit and update the Bike Ped plan to connect Downtown to surrounding neighborhoods. Include signage, striping and outreach campaign.	
Schools – develop a child-centered facility plan	School Superintendent			
Capital Projects and Investments (Short Term)				
Sewers – eliminate inflow/infiltration contributions of natural water	Auburn Sewerage District	City/ASD in 14th year of 15 year CSO elimination plan. ASD hired consultant to conduct Inflow/Infiltration assessment in 2012 (smoke testingZ). Identified "defects" subject to capital improvements plan in 2013 and beyond	ASD has \$250,000 budgeted in 2014 for removal of Inflow & Infiltration sources that were identified in 2012 smoke testing work. Will need to focus on private roof drains and sump pumps. ASD purchased portable flow monitoring units to focus on specific areas within the collection system	
Lake Auburn – continue capital improvements	Auburn Water District (AWD)	On-going. Waiting on recommendations of lake Auburn Diagnostic Study. Initial presentation Feb 13.	AWD is pursuing a \$1 million bond issuance in 2014 to be prepared to treat Lake Auburn, if necessary. AWD is also pursuing engineering services to explore the feasibility of a primary or backup groundwater supply, which could also serve as a redundant intake.	
Water supply – assure that system can provide adequate supplies of "process water"	AWD	AWD has rated capacity of 6 million gallons per day (MGD). In 2012 AWD supplied only 2.5 to 3.0 MGD. City could double water demand. AWD infrastructure can handle 1.0 ZMGD increase around airport, industrial park, turnpike exit.	AWD's average daily production in 2013 was 2.69 million gallons per day (MGD). We are not even at 50% of our maximum daily capacity of 6 MGD. 10 years ago AWD's average daily prouction was 3.20 MGD. AWD continues to work with City Planning Staff if an industrial customer is researching potential land.	
Stormwater & sewers – fund and implement CSO removal projects	City Manager & Council	ASD Note: CSO separation is theoretically complete. Still investigating for isolated areas that may require construction. <u>Remaining problem area-</u> private roof drains and sump pumps.	\$2.6 million is required over calendar years 2015-2019. 2014 was the target date of the original 15-year Clean Water Act CSO Master Plan. Maine DEP has granted a 5-year extension. ASD needs to submit a Final 5-year Work Plan by the end of 2014 to outline how the CSO Program will be completed. To date, \$17.8 million has been spent to-date on what was initially estimated to be \$19.2 million in projects. The revised total project cost is now \$20.41 million. Resolution of the CSO program could avoid major capacity upgrades (est. at \$30 to \$40 million) at the LAWPCA treatment plant	
Sewers – use TIFs and other funding to extend sewer system	City Manager & Council	ASD could provide engineering & technical guidance, as necessary.	ASD remains available to provide engineering & technical guidance, as necessary.	
Sewers – support CSO Program	City Manager & Council	ASD is working to identify remaining CSO issues. May require joint ASD/city funding depending on infrastructure.	The City & ASD need to partner to outline funding & responsibilities necessary to complete the remaining \$2.6 million in anticipated CSO projects over calendar years 2015-2019. Failure to obtain targeted CSO reductions could lead to very expensive (\$30 to \$40 million)	
Recreation – continue to provide public access to Taylor Pond	City Manager & Council		Recreation: No update	Recreation: No Update
Economic development – ensure the capacity of utility services and expand as necessary	City Manager & Council	Auburn Industrial Park. More in the future with TIF Discussions.	ECD: Consider a sewerability study of future development areas.	
Transportation – improve Minot Ave. traffic management	Community Services Department	Maine DOT completed improvements to the Minot Ave/Hotel Road Intersection and the Minot Ave. Rotary in 2012.	Signage project at the Rotary was completed in 2013.	Restriping plan to be implemented in 2024.
Transportation – improve Minot Ave. rotary	Community Services Department	Maine DOT completed improvements to the Minot Ave. Rotary in 2012 were reduced in scope due to opposition.	Signage project at the Rotary was completed in 2013. ECD: Consider Heads Up pedestrian safety recommendations in the Rotary area.	Restriping plan to be implemented in 2024.
Transportation – install traffic directional signage	Community Services Department	Maine DOT will be installing overhead directional signage at the Minot Ave. Rotary prior to June 2013.	Signage project at the Rotary was completed in 2013.	
Transportation – extend Main Street streetscape improvements	Community Services Department	Streetscape improvements have been extended to the bridge over the Little Androscoggin.	ECD: New Auburn Village Center projects scheduled to be constructed in 2018/2019 will include these amenities. Incorporate other elements into the Main St. streetscape improvements such as updated art wall, park improvements and additional along Main St. needed according to the	
Transportation – install traffic signage to discourage use of local streets by through traffic	Community Services Department	Signs continue to be installed when requested and approved by the police department.	Ongoing, when warrants are met.	
Transportation – promote rail industry growth	Community Services Department			
Transportation – improve Center Street/Turner Road traffic management	Community Services Department & AVCOG	The City is currently working with MDOT and neighborhood groups to have improvements constructed.		

Lake Auburn – develop recreational opportunities	Lake Auburn Watershed Protection Commission (LAWPC)	LAWPC is exploring options/funding. LAWPC funded 2007 Lake Auburn Bike and Pedestrian Plan-Southern Link. New Education & Outreach Manager will explore further opportunities-interactive school	LAWPC anticipates going through a facilitated, public-input process in 2014 to review its proposed Forestry Management Plan (FMP). Updates to the FMP will examine how land is managed to maintain excellent water quality, while also supporting continued recreational	Ongoing- Redesign of Route 4 boat launch and new playground at the entrance of the lake. WPlanning ongoing for recreational path around the lake.
Recreation – fund improvement of existing park and recreation facilities	Recreation Director	Study under way.	ECD: Previous Study (2013) was never fully completed. Update previous inventory report analyze and make recommendations. Could tie into Sport Tourism Study. Recreation: Study was provided to the Huddle Up Sports Tourism Group in 2017. Funding was provided to improve; Hasty, Ingersoll (Truf), Senior Center (Parks Garage), new Ice Arena NSBA, Pettengill Softball Field, Chesnut Field, Tot Lot.	Recreation: PAL Building breaking ground Spring 2024, Three city playgrounds were replaced in 2023 (Lake Grove Park, two Pettengill Park playgrounds) through CIP funding. Continued upgrades to Lake Grove Park being funded through City CIP.
Recreation – improve existing access points to rivers	Recreation Director	Grant Applications pending for Greenway access in New Auburn.	ECD: New Auburn Village Plan is working towards new ADA access to River. Work to expand Riverwalk both in Auburn and in Lewiston. Recreation: No Update	Recreation: No Update
Schools – provide suitable high school facility	School Superintendent	HS Committee working on plans.	ECD: Participate in inter-departmental review of new High School.	
Other Actions (Short Term)				
Lake Auburn – designate “Responsible Management Entity” for septic system	City Manager & Council	LAWPC could provide assistance for tracking or monitoring activity.	Same - LAWPC could provide assistance for tracking or monitoring activity.	Ongoing- Lake Auburn Stakeholders Group is working on septic system management and inspection to recommend as city policy..
Municipal services – hire a grants coordinator	City Manager & Council			
Economic development – implement the ADAPT Plan and include New Auburn in Downtown TIF District	City Manager & Council	In the works for 2013 discussion.	ECD: ADAPT Pland should be re-evaluated. Consider Downtown Master Plan that would replace the 20 year old ADAPT plan. Possibly revisit Joint LA Downtown Plan stalled in 2009.	
Community development – manage “cut through” traffic in residential neighborhoods	Community Services Department & Police Department	Signs continue to be installed when requested and approved by the police department.	Ongoing, when warrants are met. ECD: Work with neighborhoods to submit Neighborhood Challenge Grants to fix problem areas. PD: Ongoing challenge - a proposal is being developed for Chestnut Street in front of the PAL Center which will eliminate neighborhood cut through traffic	
Emergency management – identify facilities that can be used as emergency housing	Director of Emergency Management		PD: City manager recently brought together the emergency management team to discuss shelters and warming centers. Future discussion are planned.	
Emergency management – address large-scale emergency response needs	Director of Emergency Management		PD: Auburn now has an IMAT Team - several table top and full exercises have occurred. With the recent retirement of DC Ray Lussier the team will need to regroup on who the point person will be.	
Lake Auburn – establish an owner/resident educational program	LAWPC	On-going. LAWPC hired new Education & Outreach manager in January to begin implementation.	Effort continues to evolve. New Education & Outreach Coordinator is beginning her 2nd year. She has been working on a bi-annual newsletter, redesigned the website, hosted neighborhood technical meetings such as the well-received Septic Social, and is working to reach out to landowners on an individual basis	
Recreation – develop riverfront access campaign	Parks & Recreation Department		ECD: Effort worth pursuing as part of the "Sports Tourism" study. Recreation Dept. should work with Economic and Community Development to develop new river facilities such as Boat ramp opportunity in East Auburn Area funded by Brookfield and in Downtown with the Riverwalk. Recreation: No update	Recreation: Addition of the Kayak rental unit at Anniversary Park.
Recreation – connect recreational facilities along river to facilities in other communities	Parks & Recreation Department & Conservation Organizations & City Council	Ongoing Planning. Current focus on developing connections within Auburn.	Recreation: New Auburn Project	Recreation: Anniversary Park is New Auburn is a new area to host events for the City. Home of the Holiday Celebration Tree Lighting
Economic development – promote downtown Auburn and New Auburn as business locations	Planning and Permitting Department & Economic Development Department	New Auburn Transportation and Land Use study RFP out to bid in February 2013.	ECD: New Auburn Village Center Plan is moving forward and will create new development sites within the next 2 years. A property inventory can provide valuable information on future business sites.	
Recreation – coordinate efforts to provide network of publicly accessible open space	Planning and Permitting Department & LAWPC		ECD: Consider future recreational opportunities in Auburn. Utilize Sports Tourism Study to create inventory of existing and potential recreational opportunities. Consider bike route around Lake Auburn, connected system of outdoor trails. Consider Brookfield funded southern access to Gulf Island Pond and Androscoggin Riverlands State Park.	Recreation: No Update

Taylor Pond – establish a property owner information program	Planning and Permitting Department & Taylor Pond Association	Participate in Taylor Pond Annual meetings and newsletters.	Participate in Taylor Pond Annual meetings and newsletters.	
Emergency services & public works – use alternative fuels in emergency service vehicles where feasible	Police & Fire Chiefs		PD: Alternative fuels for fire apparatus have not gained any traction in the industry to date. However, cleaner burning engines for fire apparatus have become a standard in the industry. Police have started purchasing the Ford Interceptors which are rated the top fuel efficient police vehicle. Researching propane fuel for cruisers it was discovered that most conversion kits are approximately \$5,500. Further research on this is needed.	
Public works – conduct citywide recycling campaign	Public Works Department	The Public Works Department is waiting on direction from the City Council if we should remain on single stream recycling. In Oct/Nov 2011 the City Council was presented with management's recommendation to move to single stream and this was opposed by the recycling committee. The Council requested presentations from MMWAC and other interested organizations before they made a final decision.	Ongoing, a recommendation has been made by the recycling committee to go to an automated system. A large educational push would accompany the new program if this direction is followed. A study was conducted in 2015 by the Solid Waste and Recycling Committee on the various alternatives available. The results were presented to the City Council in 2015 and to the Transportation and Environment Council Subcommittee in 2016. In both cases the desire of the Council was to remain with the current system.	
Schools – improve the quality of the City's school system	School Committee			
Taylor Pond – control invasive species	To Be Determined	Access is limited. State Law requires boats to be cleaned. Pike are in Taylor pond as an invasive.		
Activity	Primary Responsibility			
Longer Term Activities				
Land Use Ordinance Amendments (Longer Term)				
Aquifer protection – map and protect significant aquifers	Planning Board & Staff			Aquifers are mapped by the state.
Wetlands – develop flexible wetland standards for urban areas	Planning Board & Staff	State limitations will need to be explored.	ECD: State Regulated and out of local control	ECD: State Regulated and out of local control
Habitat – protect identified deer wintering areas	Planning Board & Staff	Shoreland zoning accomplished much of this. State mapping in progress.	Shoreland zoning accomplished much of this. State mapping in progress.	State has deer wintering areas mapped
Historic – incorporate Historic Resources List and Map into Zoning Ordinance	Planning Board & Staff		ECD: Substantially mapped for wayfinding signs but not included in zoning. Better mapping of Historic Assets would be helpful.	
Historic – update historic resource standards and submission requirements	Planning Board & Staff		Update historic inventory and create new standards for preservation. Work with Adaptive Re-use Ordinance.	
Archeological – update archeological resource standards and submission	Planning Board & Staff			
Studies and Planning (Longer Term)				
Transportation – pursue the construction of a new Turnpike interchange	City Manager & Council	Not likely in short term.	ECD: Some preliminary planning/reconsideration occurred during 2017.	
Transportation – study the viability and feasibility of New Auburn connector	Community Services Department		ECD: New Auburn Village Center now being implemented. Corridor plan for Main, Mill and Broad Streets is underway and should be completed in early 2018.	
Transportation – study impacts of increased traffic from western communities	Community Services Department	Rt 4 Corridor study desired if funding is made available through legislative process.	ECD: Western Maine Transportation has completed a regional transportation plan that should be evaluated for impacts to Auburn.	
Transportation – study feasibility of Downtown New Auburn one-way loop	Community Services Department	The City in partnership with ATRC will be issuing an RFP for a New Auburn Village Center Study in 2/2013.	This one way loop concept was replaced in 2014 by a Riverway Road Master Plan for New Auburn. The Riverway Road should be completed in 2019.	
Transportation – support study of realigning the Exit 75 interchange	Community Services Department		ECD: Improvements completed.	
Transportation – assess improvements to the Washington-Southbound/Rodman intersection	Community Services Department & AVCOG			
Historic – identify, survey, and map additional significant historic resources	Planning and Permitting Department	We have downtown maps but other areas are not mapped.	We have downtown maps but other areas are not mapped. ECD: Better mapping of Historic Assets would be helpful.	
Historic – develop City Historic Resources List	Planning and Permitting Department			
Archeological – develop City Archeological Resource List	Planning and Permitting Department			

Transportation – develop program to work with large employers to explore <u>transportation demand management</u>	Planning and Permitting Department			
Transportation – develop standards for appropriate development along Riverside Drive	Planning and Permitting Department			
Community development – support development of neighborhood plans and their adoption as part of the Comprehensive Plan	Planning and Permitting Department		ECD: United New Auburn Association is well functioning organization. Other neighborhoods close to Downtown should be worked with to develop Small Area Plans nad neighborhood cohesion and place based identities. Continue to seek Neighborhood Challenge Grant applications.	
Housing – develop program to allow transition of urban single family neighborhoods	Planning and Permitting Department			Implementing Form-Based Code and established LD-2003 Ad Hoc Committee to update zoning ordinance in these neighborhoods to allow for more units in accordance with state law.
Transportation – study the establishment of passenger air and rail service at the Intermodal facility	Planning and Permitting Department & Economic Development Department		ECD: A State Passenger Rail Feasibility Study is underway. Arpt: Commercial Air Service is a very far fetched idea. A study commissioned in 2011 required a catchment area that included Jackman Greenville and Skowhegan to justify any service aircraft larger than a 6 seater. The community is not eligible for federal funds for air service development through Essential Air Service Program and neither city has shown any interest for paying a subsidy to an airline to operate here.	
Transportation – assess the potential for expansion of passenger rail service	Planning and Permitting Department & Economic Development Department			
Transportation – establish streetscape and site design criteria for the major road corridors	Planning and Permitting Department & Planning Board		ECD: Still an unmet need. ECD should take the lead in developing Corridor Plans and design criteria. Ask if Council wishes to commit resources to target Washington Street North as a first corridor to work on.	
Stormwater – develop watershed management plans for impaired water bodies	Planning Board & Staff			
Wetlands – explore creation of wetlands mitigation program	Planning Board & Staff		ECD: Partnered with LAEGC and private developers for mitigation projects.	
Habitat – identify and protect unfragmented habitat blocks and wildlife corridors	Planning Board & Staff	State Mapping received from IF&W December 2012	ECD: Shoreland Zoning and utilize state mapping	
Emergency services – assess providing contract police services to other communities	Police Chief		PD: There has been no interest in this opportunity. Poland was contacted over a year ago and the county proposal was for much less cost. Prior to moving forward, the city should verify that the county is allocating all costs to their contracted services.	
Public works – assess potential recycling programs	Public Works Department	The Public Works Department is waiting on direction from the City Council if we should remain on single stream recycling. In Oct/Nov 2011 the City Council was presented with management's recommendation to move to single stream and this was opposed by the recycling committee. The Council requested presentations from MMWAC and other interested organizations before they made a final decision.	Ongoing, a recommendation has been made by the recycling committee to go to an automated system. A large educational push would accompany the new program if this direction is followed. A study was conducted in 2015 by the Solid Waste and Recycling Committee on the various alternatives available. The results were presented to the City Council in 2015 and to the Transportation and Environment Council Subcommittee in 2016. In both cases the desire of the Council was to remain with the current system.	
Recreation – assess viability of developing a consolidated sports field complex	Recreation Director		ECD: Should be reconsidered as part of sports tourism effort and new high school. Recreation: Huddle Up Sports Tourism Study 2017	Recreation: Study completed, no update. Sport Facility Management Feasibility Study completed.
Capital Projects and Investments (Longer Term)				
Sewers – upgrade older central sewer lines	Auburn Sewerage District	on-going as part of CSO elimination program. ASD evaluating replacement vs. relining, or in place rehabilitation. ASD buying sewer inspection camera in 2013	ASD will be re-lining 3,500 linear feet of older sewer lines in 2014. ASD will be examining a rate adjustment in summer/fall of this year to help boost CIP spending to replace/repair/rehab the aging sewer collection system. Rates were last adjusted in 2009.	
Sewers – use cost-effective technology and treatment processes at LAWPCA	Auburn Sewerage District	New anaerobic digester facility is expected to come on line in April/May 2013. Will be first of its kind in Maine for municipal wastewater treatment. Will produce power from methane gas to help control long-term operational costs.	In 2013, LAWPCA brought online the first, and only, municipal anaerobic digester in the State. The Digester has led to a 40% reduction in biosolids. The co-gen units are expected to produce about 1.5 million kwhrs of electricity in 2014 from the captured methane gas. This will result in an electrical savings of approximately \$120,000.	

Sewers – use bonding or other strategies to extend sewers to New Auburn industrial areas	City Manager & Council	ASD note- can provide engineering guidance or technical support to ensure logical expansion of system.	Same note - ASD can provide engineering guidance or technical support to ensure logical expansion of system. ECD: Some discussion about whether industrial or residential development was appropriate occurred. This should be pursued when a project is proposed.	
Economic development – implement the New Auburn Village Center concept	City Manager & Council & Economic Development Department	The City in partnership with ATRC will be issuing an RFP for a New Auburn Village Center Study in 2/2013.	ECD: The New Auburn Village Center Plan will be moving into construction of the plan starting in 2018.	
Transportation – improve pedestrian and bicycle access along the Route 4 corridor	Community Services Department	Widened shoulders are being installed on Turner Street so that it may be used as a bypass for bicyclists in order to avoid Route 4.		
Transportation – improve Turner Street from Mt. Auburn Avenue to Center Street	Community Services Department	The City is currently reconstructing Turner Street with a completion date for construction in 2013.	Turner Street reconstructed with wider shoulders in 2013.	
Transportation – improve Turner Street between Union Street and Mt. Auburn Avenue	Community Services Department	Turner Street was paved in 2009 and sidewalk improvements are scheduled for the summer of 2013.	Turner Street reconstructed with wider shoulders in 2013.	
Transportation – establish Elm Street as primary route between Main Street and Minot Avenue	Community Services Department		ECD: Project is in the design phase.	
Transportation – redesign the Pleasant Street/Turner Street connection	Community Services Department		ECD: Could be included in a Great Falls Master Plan.	
Transportation – require sidewalks in designated growth areas	Community Services Department		The complete streets policy addresses this concern. ECD: An updated Downtown Bike and Ped plan should address this with a sidewalk inventory and improvement plan.	
Transportation – provide paved shoulders for pedestrians and bicyclists outside of growth areas	Community Services Department	As the City undergoes construction projects each area is reviewed to determine if paved shoulders are needed and where needed, are constructed.	The complete streets policy addresses this concern.	
Transportation – implement the 2006 Airport Master Plan Update	Community Services Department		ARPT: the 2006 Airport Master Plan is being implemented and there is an update to the Master Plan scheduled for FY2022	
Transportation – expand fixed-route bus service and other transit service as necessary	Community Services Department & ARTC			
Recreation – develop additional public access points along the rivers	Parks & Recreation Department	Ongoing. New Auburn Connector Trail and Boat Launch Discussions with Next Era Energy.	ECD: Ongoing. New Auburn Connector Trail and Boat Launch Discussions with Next Era Energy still an option if there is local support. Recreation: Ongoing. New Auburn Connector Trail and Boat Launch Discussions with Next Era Energy still an option if there is local support.	Recreation: Boat Launch done and kayak rentals
Transportation – support creative parking solutions for downtown neighborhoods	Planning and Permitting Department	Pleasant and Main Street angled parking, Other parking lots for winter relief.	Recreation: Ongoing. New Auburn Connector Trail and Boat Launch Discussions with Next Era Energy still an option if there is local support.	
Transportation – develop greenbelt between Pettengill park and West Pitch Park	Planning and Permitting Department		ECD: Hampshire Street project is improving this connection. A concept plan has been discussed with Parks and the Police Department as part of a PAL project. This project would be a good candidate for a Transportation Alternative grant (would be due in August 2018)	
Transportation – develop greenbelt from West Pitch Park to New Auburn	Planning and Permitting Department		Acquisition of property on Newbury, Broad and Second Streets. ECD: Properties acquired and focus has been in New Auburn. Newbury Street connection could be improved and pedestrian bridge over Little Andro is a long term goal. More can be done to create a better connection between Bonnie Park and New Auburn.	
Public works – develop southern staging area	Public Works Department		The Maine DOT has allowed on a yearly basis the Department to store sand and salt in their salt barn on Poland Spring Road.	This is still happening. We have a good working relationship with DOT.
Other Actions (Longer Term)				
Historic – incorporate City Historic Resources List into assessing data base	Assessor	2/4/2013 - Historical Buildings entered into Patriot - Assessing Database as Account Type - Historical	2/4/2013 - Historical Buildings entered into Patriot - Assessing Database as Account Type - Historical ECD: Create an updated inventory and mapping of Historic Assets.	
Cultural – develop marketing program for local cultural amenities	Chamber of Commerce		ECD: L/A Arts is now operating w/o a Director. Prospect of diminished services. Art and culture should be an important component of	
Population – market Auburn as a desirable place to live	Chamber of Commerce		ECD: Fund and develop comprehensive Marketing Plan for Auburn. Utilize new Promotional Booth in area events and conferences. Chamber may not be the right organization for an Auburn Specific plan.	

Transportation – establish western connector route	Community Services Department	Rt4 Study being proposed to MTA and Legislators late 2012 and early 2013.	Engineering funded for Route 4.	
Transportation – discourage through traffic on local streets when they are improved or reconstructed	Community Services Department	Signs continue to be installed when requested and approved by the police department.	Signs continue to be installed when requested and approved by the police department. ECD: Include new traffic calming measures while working with local residents and neighborhoods. Establish and meet goals of making Auburn more walkable.	
Habitat – establish voluntary protection-advisory program	Conservation Commission & ALT & Conservation Organizations	Note- Please consider as an interested party	Same note- Please consider LAWPC as an interested party	
Habitat – create a wildlife corridor improvement program	Conservation Commission & ALT & Conservation Organizations	Note- Please consider as an interested party	Same note- Please consider LAWPC as an interested party	
Recreation – develop program to connect urban residents with rural recreation	Park & Recreation Department		Recreation: Partnering with YMCA, PAL, and Summer Camp to establish programs and trips to Urban Recreational Areas	Recreation: Improvements made to Lake Grove Park.
Recreation – develop trail maintenance program for City-owned trails	Parks & Recreation Department & ALT & Conservation Organizations	Note- LAWPC might want to partner/adopt City's program for LAWPC trails.	ECD: Work with AWSO and Androscoggin Land Trust to develop public/private partnership on trail planning and maintenance. Recreation: Same note- LAWPC might want to partner/adopt City's program for LAWPC trails.	Recreation: Partnering with Friends of Mt. Apatite for annual work at Mt. Apatite. Partnering with Perkins Ridge Snow Groomers for annual work on trail system at LACC
Androscoggin River – develop land/trail management plans	Planning and Permitting Department		ECD: Council may want to pursue recreational trail plan along Little Androscoggin. Work with ALT to develop public/private partnership on trail planning and maintenance.	
Habitat – require documentation of forestry practices	Planning and Permitting Department	Note- Please consider LAWPC as an interested party for land within Lake Auburn Overlay District	Same note- Please consider LAWPC as an interested party for land within Lake Auburn Overlay District	
Habitat – establish community education program	Planning and Permitting Department & Auburn Public Library	Note- LAWPC might be able to provide assistance w/ new Education & Outreach manager.	Same note- LAWPC might be able to provide assistance w/ new Education & Outreach manager.	