

Housing

Table H1.1: Goal, Policies, and Objectives

Housing
<p>Goal: Ensure access to a broad range of housing options that meet the needs of the community across income levels, ages, and life stages to support current and new residents and maintain a strong workforce.</p>
<p>Policy: Ensure an adequate and sustainable supply of housing in a variety of types and sizes that meet the diverse needs of residents, support right-sized living options, and avoid creating cost burdens for households.</p>
<p>Objectives:</p> <ol style="list-style-type: none"> 1. Adopt and achieve the City’s housing goals informed by the Auburn Housing Needs Assessment. 2. Strengthen the City’s regulatory structure to create a predictable, development-ready environment and ensure that land use controls encourage the development of quality housing for renters and owners. * 3. Eliminate chronic homelessness and rehouse individuals who become unhoused within 90 days.

Table H1.2: Actions to Implement Objectives

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
Objective 1: Adopt and achieve the City’s housing goals informed by the Auburn Housing Needs Assessment.						
H 1.1.1	Adopt the housing goals informed by the Auburn Housing Needs Assessment.		City Manager	Short Term	Housing goals adopted by City Council.	
H 1.1.2	Explore opportunities with partners to leverage City-owned land for low- and moderate-income housing in appropriate areas.		City Manager, Business and Community Development Department	Ongoing	Continued partnerships to utilize City-owned land for housing. Annual update to City Council.	
H 1.1.3	Update zoning and land use policies to:		Planning and Permitting Department	Short Term	Reviewed ordinances. Recommended and adopted ordinance	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
	1) Align with City’s housing goals, 2) Increase the availability of housing, and * 3) Incentivize a variety of housing types across income ranges, as appropriate (e.g., density bonuses, TIFs). *				amendments that allow identified housing needs (amount and type of housing) where feasible. Annual update to City Council.	
H 1.1.4	Regularly evaluate the comprehensive plan for impediments to housing development, including barriers to infill development and redevelopment that is appropriate in size, scale, and context to existing development. Determine if amendments are needed to remove barriers.		Planning and Permitting Department	Ongoing	Comprehensive plan reviewed. Recommended and adopted amendments that remove barriers to identified housing need(s) where feasible. Update to City Council as necessary.	
H 1.1.5	Evaluate and remove municipal barriers to the construction of low- and very-low-income housing with the goal of one in 10 new units meeting the state’s definition of affordable housing. *		Planning and Permitting Department, Business and Community Development Department	Ongoing	Reviewed ordinances. Recommended and adopted ordinance amendments that remove barriers to low- and very-low-income housing where feasible. Continued tracking of affordable housing development in the City. Annual update to City Council.	
H 1.1.6	Coordinate housing policies with land use updates to ensure redevelopment standards support long-term housing goals.		Planning and Permitting Department	Short Term	Completion of a housing–land use policy crosswalk. Documentation showing	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
					incorporation of standards that support a variety of housing types across price points. Annual update to City Council.	
H 1.1.7	Collaborate with partners, including senior and disability agencies, to develop a housing navigator to help seniors and people with disabilities interested in moving from their home in exploring housing alternatives.		Business and Community Development Department	Short Term	Established housing navigator for residents looking to move. Annual update to City Council.	
H 1.1.8	Maintain an inventory of vacant properties in accordance with the City's vacant buildings ordinance and develop strategies to bring vacant buildings online.		Planning and Permitting Department (Code Enforcement)	Ongoing	Continued inventory of vacant buildings. Annual update to City Council.	
H 1.1.9	Continue to allow, and revise requirements as needed, for mobile home parks and mobile homes in the growth area pursuant to state laws 30-A M.R.S.A. §4358(3)(M) and 30-A M.R.S.A. §4358(2). *		Planning and Permitting Department	Ongoing	Reviewed ordinances. Recommended and adopted ordinance amendments that allow mobile home parks and mobile homes where feasible. Annual update to City Council.	
H 1.1.10	Coordinate with local, regional, and state housing coalitions to support housing initiatives in Auburn. *		Planning and Permitting Department, Business and Community	Ongoing	Continued coordination, including meetings and identification of priority projects.	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
			Development Department		Annual update to City Council.	
H 1.1.11	Implement and regularly update the five-year Consolidated Plan(s) and annual Community Development Action Plans.		Business and Community Development Department	Ongoing	Implemented and updated Consolidated Plan(s). Annual update to City Council.	
H 1.1.12	Utilize Affordable Housing TIF districts that reinvests captured tax increment into both capital projects and community programming, including housing development, rehabilitation, tenant stabilization services, and other initiatives that support long-term housing affordability.		Business and Community Development Department	Ongoing	Utilization of Affordable Housing TIF districts. Annual update to City Council.	
H 1.1.13	Regularly review and update the Auburn Housing Needs Assessment to track the City's progress to its housing goals and align goals with current and future trends and best available data. Adopt new goals based on updated assessment.		Public Services Department	Ongoing	Reviewed and updated Auburn Housing Needs Assessment. Update to City Council, and adoption of goals by City Council, as necessary.	
Objective 2: Strengthen the City's regulatory structure to create a predictable, development-ready environment and ensure that land use controls encourage the development of quality housing for renters and owners. *						
H 1.2.1	Evaluate the City's alignment with state building codes and formally document any intentional deviations, including the rationale and supporting justification for each, to ensure transparency and regulatory consistency.		Planning and Permitting Department (Code Enforcement)	Short Term	Alignment with state building codes. Annual update to City Council.	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
H 1.2.2	Review local policies and ordinances to identify regulatory barriers and recommend updates that promote a more efficient, consistent, and predictable development process.		Planning and Permitting Department	Ongoing	Reviewed ordinances. Recommended and adopted ordinance amendments that promote an efficient development process where feasible. Annual update to City Council.	
H 1.2.3	Actively market the City to developers to attract investment and encourage high-quality residential and commercial projects.		City Manager, Economic Development Department, Business and Community Development	Ongoing	Consistent outreach to developers and published up-to-date information on City of Auburn website. Update to City Council as necessary.	
H 1.2.4	Advocate for state-level legislative changes that support housing and development goals.		City Manager	Ongoing	Documented legislative updates and advocacy. Annual update to City Council.	
Objective 3: Eliminate chronic homelessness and rehouse individuals who become unhoused within 90 days.						
H 1.3.1	In compliance with State statute (MRSA §4357-B (2025)), determine zoning districts to allow a homeless shelter(s) in the City.		Planning and Permitting Department	Short Term	Reviewed ordinances. Recommended and adopted ordinance amendments that do not prohibit homeless shelter(s) in all zoning districts, where feasible. Annual update to City Council.	
H 1.3.2	Coordinate with housing service providers to connect unhoused individuals with		Business and Community	Ongoing	Continued coordination and support for housing	

No.	Actions	Related Objective	Responsible Group	Timeline	Performance Metric	Funding Source
	interim and permanent housing opportunities.		Development Department		service providers. Annual update to City Council.	
H 1.3.3	Open a Home for Good Facility and support the application for an additional Home for Good Facility in the L-A Metro Area.		City Manager, Business and Community Development Department	Medium Term	Completed Home for Good Facility and completed process for additional facility. Annual update to City Council.	
H 1.3.4	Strengthen regional coordination of homeless services in the L-A Metro Area by conducting a comprehensive review to identify service overlaps and gaps, eliminate redundancies, and develop strategies to ensure all unmet service needs are addressed.		Business and Community Development Department	Medium Term	Completed gap analysis of homeless services in the L-A Metro Area. Annual update to City Council.	

Community

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

Community
<p>Goal: Foster a friendly and welcoming environment where all community members feel safe, engaged, and connected and are supported through strong schools, a thriving arts and culture scene, and a network of organizations and partners.</p>
<p>Policy: Support access to life-long learning opportunities.</p>
<p>Objectives:</p> <ol style="list-style-type: none"> 1. Maintain a high school graduation rate of 95%. 2. Support the City’s elementary schools and Auburn Middle School. 3. Support youth with pathways for life outside of education. 4. Increase access to early learning opportunities (ages 3 – 5). 5. Consistently evaluate programming needs for the workforce and work with partners to develop programs that meet these needs. 6. Consistently evaluate programming needs for older adults and work with partners to develop programs that meet these needs.

Table C1.2: Actions to Implement Objectives

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
Objective 1: Maintain a high school graduation rate of 95%.						
C 1.1.1	Maintain the four different diploma pathways and ensure high school credit recovery opportunities are available for all high school students.		Auburn School Department	Ongoing	Four diploma pathways and credit recovery opportunities are maintained. Annual update to City Council.	
C 1.1.2	Maintain classroom-based consistent staff support, including homeroom teachers, counselors, and assistant principals, over the course of a		Auburn School Department	Ongoing	Each student is assigned classroom-based support. Annual update to City Council.	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	student's four years in high school.					
C 1.1.3	Maintain supported and coordinated transitions from middle school to high school.		Auburn School Department	Ongoing	Annual meeting between Auburn Middle School and Edward Little High School administrative staff. Annual update to City Council.	
C 1.1.4	Maintain consistent coordination with secondary and district administrators to evaluate each student's diploma progress.		Auburn School Department	Ongoing	Three annual meetings with secondary and district administrators. Annual update to City Council.	
C 1.1.5	Maintain and improve intervention strategies and support teams for students who are at risk of non-completion.		Auburn School Department	Ongoing	Intervention strategies identified and utilized. Annual update to City Council.	
C 1.1.6	Maintain comprehensive quantitative and qualitative data on each student. Consistently utilize data to guide coordination, decision-making, and policy development.		Auburn School Department	Ongoing	Data includes, but is not limited to, attendance, behavior, grades, test scores, and relevant family context(s). Annual update to City Council.	
Objective 2: Continue to support the City's elementary schools and Auburn Middle School.						
C 1.2.1	Engage families in planning processes to understand their needs and priorities related to student learning, well-being, and school experience.		Auburn School Department	Ongoing	Continued engagement with families. Annual update to City Council.	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
C 1.2.2	Explore capital planning opportunities to efficiently deliver identified improvements.		Auburn School Department	Ongoing	Identified and implemented education strategies in capital planning. Annual update to City Council.	
C 1.2.3	Maintain and expand after-school summer, and enrichment programming that aligns with identified student needs.		Auburn School Department	Ongoing	Maintained and expanded programming for students. Annual update to City Council.	
C 1.2.4	Evaluate traffic flow, drop-off/pick-up safety, sidewalks, and crosswalk improvements around school sites (including Edward Little High School). Integrate this work with the Active Transportation Plan.		Auburn School Department	Medium Term	Completed evaluation of transportation around school sites and integration with the Active Transportation Plan. Annual update to City Council.	
Objective 3: Support youth with pathways for life outside of education.						
C 1.3.1	Maintain robust and tailored guidance for students on post-graduation pathways. Consider partnering with organizations and other City departments to provide additional pathway resources for students who need assistance navigating mental and behavioral health services, financial knowledge and health care, and housing challenges.		Auburn School Department, General Assistance and Public Health Departments	Medium Term	Continued guidance counseling resources. Expanded partnerships to include additional pathway resources. Annual update to City Council.	
C 1.3.2	Maintain and increase, through partnerships, articulated pathways for post-secondary and workforce opportunities.		Auburn School Department	Ongoing	Articulated agreements with colleges and universities and	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
					partnerships with local businesses. Annual update to City Council.	
Objective 4: Increase access to early learning opportunities (ages 3 – 5).						
C 1.4.1	Support the Lewiston Regional Technical Center's (LRTC's) Education and Development of Children Program ("LRTC preschool") in continuing and expanding programming.		Auburn School Department	Ongoing	Continued partnership with LRTC and expanded programming hours. Annual update to City Council.	
C 1.4.2	Maintain and expand Auburn School Department's free, public pre-K program.		Auburn School Department	Ongoing	Maintained and expanded Pre-K programming during each school year. Annual update to City Council.	
C 1.4.3	Implement the state mandate transferring responsibility for special education services for children ages 3 – 5 from the Maine Department of Education's Child Development Services to the City's public school system.		Auburn School Department	Short Term	Eligible 3- to 5-year-old children received special education services. Annual update to City Council.	
Objective 5: Consistently evaluate programming needs for the workforce and work with partners to develop programs that meet these needs.						
C 1.5.1	Collaborate with local partners to conduct a needs assessment using employer surveys, labor market data, and feedback from adult learners.		Business and Community Development Department, Economic Development Department, Auburn School Department	Short Term	Completion of needs assessment. Annual update to City Council.	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
C 1.5.2	Identify workforce gaps and necessary training programs based on assessment findings.		Business and Community Development Department, Economic Development Department, Auburn School Department	Medium Term	Publication of a skills gap summary. Annual update to City Council.	
C 1.5.3	Collaborate with partners to maintain and expand adult workforce training programs that address identified needs (e.g., trades, healthcare, technology, transportation).		Business and Community Development Department, Economic Development Department, Auburn School Department	Long Term	Development or expansion of workforce training. Annual update to City Council.	
Objective 6: Consistently evaluate programming needs for older adults and work with partners to develop programs that meet these needs.						
C 1.6.1	Collaborate with local partners to conduct a needs assessment using surveys, focus groups, and input from senior-serving organizations.		Parks and Recreation Department, Business and Community Development Department	Short Term	Completion of assessment with participation from older adults and community partners. Annual update to City Council.	
C 1.6.2	Collaborate with local partners to analyze feedback to determine priority programming needs (e.g., social connection, mobility, digital literacy, chronic disease management).		Parks and Recreation Department, Business and Community Development Department	Medium Term	Publication of a prioritized needs summary. Annual update to City Council.	
C 1.6.3	Collaborate with partners to develop or expand programs directly addressing identified needs (e.g., tech literacy		Parks and Recreation Department, Business and	Long Term	Launched or expanded new or revised programs.	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	classes, fall prevention workshops, transportation support, caregiver education).		Community Development Department		Annual update to City Council.	

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

Community
Goal: Foster a friendly and welcoming environment where all community members feel safe, engaged, and connected and are supported through strong schools, a thriving arts and culture scene, and a network of organizations and partners.
Policy: Support access to services that meet the needs of the City's most vulnerable residents.
Objectives: 1. Develop an informed strategic and programmatic plan to address the identified health and well-being priorities of Auburn residents.

Table C2.2: Actions to Implement Objectives

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
Objective 1: Develop an informed strategic and programmatic plan to address identified health and well-being priorities of Auburn residents.						
C 2.1.1	Compile a local needs assessment every three years, informed by local data which may include: General Assistance data, Community Development public survey data, the Maine Shared Community Health Needs Assessment (Maine Shared CHNA); Maine Integrated Youth Health Survey (MIYHS) data; Police and Fire Department data related to overdoses, illicit substance use, alcohol use disorder, and mental health calls for service; consultations with local partners, service providers, and people with lived experience; and collected input through surveys, focus groups, or informational interviews by		Business and Community Development Department, Police Department and 911 Dispatch, Fire Department	Short Term; Ongoing	Completion of a prioritized list of top 3–5 health and well-being needs. Creation of a summary analysis identifying root causes and priority populations for 100% of the listed priority areas. Annual update to City Council.	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	<p>the City of Auburn or identified local and regional partners.</p> <p>Extract a short list of the 3-5 top health and well-being priorities. Identify the drivers, root causes, and population groups impacted most for each priority.</p>					
C 2.1.2	Map which of the priorities are already being addressed by current programs, and where the gaps are.		Business and Community Development Department	Short Term; Ongoing	Development of a completed program–priority alignment map covering all priority areas, including identification of at least one programmatic gap per unmet need. Annual update to City Council.	
C 2.1.3	Gather supplemental data (internal outcome data, local public health reports, qualitative community feedback) to deepen understanding of identified needs.		Business and Community Development Department	Short Term; Ongoing	Completed supplemental data packet including at least three data sources (e.g., internal outcomes, public health data, community input). Annual update to City Council.	
C 2.1.4	Create an implementation plan with milestones, roles, timelines, and required resources.		Business and Community Development Department	Medium Term; Ongoing	Created implementation plan. Annual update to City Council.	
C 2.1.5	Implement the plan through phased expansion of evidence-based interventions, long-term partner commitments,		Business and Community Development Department	Long Term; Ongoing	CHNA priority areas demonstrating improvement in key health outcomes over	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	layering of funding streams, and annual progress reviews to ensure sustained improvement in priority health outcomes.				indicated timeline (long term). Annual update to City Council.	
C 2.1.6	Formalize a quarterly meeting of new and existing service providers in the region to reduce duplication, enhance awareness of services being provided, increase cross-agency referrals and collaborations, and respond to new or changing trends.		Business and Community Development Department	Short Term	Formation of quarterly meeting.	
C 2.1.7	Report on trends, data, and implementation status annually to City Council.		Business and Community Development Department	Ongoing	Annual Report to City Council.	

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

Community
<p>Goal: Foster a friendly and welcoming environment where all community members feel safe, engaged, and connected and are supported through strong schools, a thriving arts and culture scene, and a network of organizations and partners.</p>
<p>Policy: Support a safe community through coordinated emergency services</p>
<p>Objectives:</p> <ol style="list-style-type: none"> 1. Improve Auburn Fire Department’s ISO rating. 2. Maintain Auburn Police Department and 911 dispatch accreditation. 3. Achieve accreditation for the Fire Department through the Center for Public Safety Excellence (CPSE). 4. Conduct an annual public safety survey to assess community safety perceptions.

Table C3.2: Actions to Implement Objectives

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
Objective 1: Improve Auburn Fire Department’s ISO rating.						
C 3.1.1	Work with L/A 911 to establish a redundant dispatch circuit.		Fire Department	Short Term	Established redundant dispatch circuit. Annual update to City Council.	
C 3.1.2	Partner with Auburn Water to increase hydrant system testing and inspection frequency.		Fire Department	Medium Term	Increased hydrant system testing and inspection frequency. Annual update to City Council.	
C 3.1.3	Integrate annual Pre-Fire Planning inspections into Fire Prevention work for all non-residential structures.		Fire Department	Short Term	Integrated Pre-Fire Planning inspections into Fire Prevention. Annual update to City Council.	
C 3.1.4	Establish minimum officer certification requirements and		Fire Department	Short Term	Established certification and	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	require 12 hours per year of continuing education.				continuing education requirements. Annual update to City Council.	
C 3.1.5	Mandate 18 hours per year of structural fire training for each employee in accordance with NFPA 1001.		Fire Department	Medium Term	Mandated structural fire training. Annual update to City Council.	
C 3.1.6	Achieve NFPA 1710 apparatus staffing standard levels.		Fire Department	Long Term	Achieved staffing standard levels. Annual update to City Council.	
C 3.1.7	Build a Fire Department substation near the airport to support ISO standards for having a fire engine within 1.5 miles of developed areas of the jurisdiction.		Fire Department	Long Term	Completed Fire Department substation. Annual update to City Council.	
Objective 2: Maintain Auburn Police Department and 911 dispatch accreditation						
C 3.2.1	Maintain continuous compliance with all applicable accreditation standards, conduct internal audits to identify and correct any compliance gaps, and provide ongoing training to supervisors and command staff on accreditation responsibilities.		Police Department and 911 Dispatch	Short Term	Continued accreditation compliance, internal audits, and staff training. Annual update to City Council.	
C 3.2.2	Complete reaccreditation cycles for both police and 911 dispatch with no conditions or deficiencies.		Police Department and 911 Dispatch	Medium Term	Completed reaccreditation cycles. Annual update to City Council.	
C 3.2.3	Utilize accreditation data and assessments to inform policy development, training priorities, and operational decisions to		Police Department and 911 Dispatch	Long Term	Achieved uninterrupted accreditation status.	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	maintain uninterrupted accreditation status across all review cycles.				Annual update to City Council.	
C 3.2.4	Maintain and strengthen collaborative support models within the emergency response system to ensure coordinated, appropriate assistance for residents.		Police Department and 911 Dispatch, Fire Department, Business and Community Development Department	Ongoing	Maintained and increased efficiency of the emergency response model. Annual update to City Council.	
Objective 3: Achieve accreditation for the Fire Department through the CPSE.						
C 3.3.1	As a registered agency with the Commission on Fire Accreditation International (CFAI), complete required training for the designated accreditation manager.		Fire Department	Short Term	Fire Department is a registered agency. Completed training for accreditation manager. Annual update to City Council.	
C 3.3.2	As an applicant agency with CFAI, complete a community risk assessment, community-driven strategic plan, and self-assessment manual.		Fire Department	Medium Term	Fire Department is an applicant agency. Completed risk assessment, strategic plan, and self-assessment manual. Annual update to City Council.	
C 3.3.3	As a candidate agency with CFAI, complete on-site visit and assessment and present accreditation report before the CFAI. Renew accreditation every five years.		Fire Department	Long Term	Fire Department is a candidate agency. Completed on-site visit, assessment, and presentation. Renewed accreditation every five years. Annual update to City Council.	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
Objective 4: Conduct a public safety survey to assess community safety perceptions.						
C 3.4.1	Design and conduct a public safety survey that captures community perceptions of safety, trust in public safety agencies, and priority concerns.		Communications and Community Engagement Department, Police Department, 911 Dispatch, Fire Department	Short Term	Completed survey, with demographic representation reflective of the community. Annual update to City Council.	
C 3.4.2	Prioritize the top safety concerns identified in the survey and develop a list of recommended strategies for each.		Police Department, 911 Dispatch, Fire Department	Medium Term	Prioritized concerns and developed strategies. Annual update to City Council.	
C 3.4.3	Integrate survey findings into long-term planning efforts.		Police Department, 911 Dispatch, Fire Department, Business and Community Development Department	Long Term	Inclusion of survey-driven priorities in annual plans and/or budget proposals. Annual update to City Council.	

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

Community
Goal: Foster a friendly and welcoming environment where all community members feel safe, engaged, and connected and are supported through strong schools, a thriving arts and culture scene, and a network of organizations and partners.
Policy: Enhance community identity and sense of place.
Objectives: <ol style="list-style-type: none"> 1. Deep relationships between residents and municipal government. 2. Develop a citywide survey of historic, archaeological, and prehistoric sites. 3. Create policies for protecting and enhancing historic resources, where feasible. 4. Establish an Arts and Culture City Committee, implement the citywide public art policy, and offer diverse and accessible events.

Table C4.2: Actions to Implement Objectives

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
Objective 1: Deepen relationships between residents and municipal government.						
C 4.1.1	Implement strong, accessible feedback mechanisms to ensure residents directly inform city decisions.		City Manager, Communications and Community Engagement Department	Ongoing	Improved and streamlined feedback mechanisms for residents. Update to City Council as necessary.	
C 4.1.2	Increase city staff presence in the community through ongoing outreach and attendance at local events and check-ins at local gatherings.		All Departments	Ongoing	Increased staff presence in the community. Annual update to City Council.	
C 4.1.3	Partner with local organizations to organize recurring place-based events (e.g. block parties, cultural festivals, neighborhood walks) to activate public spaces and build shared identity.		City Manager, Communications and Community Engagement Department	Ongoing	Continued and increased place-based events. Annual update to City Council.	
Objective 2: Develop a citywide survey of historic, archaeological, and prehistoric sites.						

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
C 4.2.1	Collaborate with partners and the Maine Historic Preservation Commission to conduct a survey of Auburn's historic and archaeological resources. *		Planning and Permitting Department	Short Term	Completed survey. Annual update to City Council.	
C 4.2.2	Collaborate with partners to develop informational materials on Auburn's historic and archaeological resources based on the survey.		Communications and Community Engagement Department	Medium Term	Published informational resource (digital or print) and outreach to residents. Annual update to City Council.	
Objective 3: Create policies for protecting and enhancing historic resources, where feasible.						
C 4.3.1	Require Planning Board review of maps and information provided by the Maine Historic Preservation Commission during the development review process to protect historic and archeological resources to the greatest extent practicable. *		Planning and Permitting Department	Ongoing	Continued ordinance requirement for maps and information on historic and/or archaeological resources. Annual update to City Council.	
C 4.3.2	For known historic archeological sites and areas sensitive to prehistoric archeology, require developers and property owners to take appropriate measures to protect these resources. *		Planning and Permitting Department	Ongoing	Required documentation of protective measures in development proposals located in known or sensitive archaeological areas.	
C 4.3.3	Utilize the survey of Auburn's historic and archaeological resources to develop policies and actions for historic resources, including the establishment of a historic		Planning and Permitting Department	Long Term	Completed policies and actions with implementation plan. Annual update to City Council.	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	district(s) and increased historical markers.					
C 4.3.4	Encourage and support the adaptive reuse and redevelopment of historic structures and structures of community significance, including school buildings.		City Manager, Planning and Permitting Department, Business and Community Development Department, Economic Development Department	Ongoing	Completed or planned adaptive reuse projects, both public and private. Annual update to City Council.	
Objective 4: Establish an Arts and Culture City Committee, implement the citywide public art policy, and offer diverse and accessible events.						
C 4.4.1	Develop a charter and recruit members to the Arts and Culture City Committee.		Communications and Community Engagement Department	Short Term	Established committee with representation from arts organizations, businesses, and multiple neighborhoods. Annual update to City Council.	
C 4.4.2	Conduct a community engagement effort to identify existing and needed arts and culture institutions and areas of community importance.		Communications and Community Engagement Department	Short Term	Completed community engagement effort. Annual update to City Council.	
C 4.4.3	Enhance collaboration with local arts and cultural organizations and businesses to identify ongoing needs, develop strategies for areas where the City could provide		Communications and Community Engagement Department	Ongoing	Improved communication and collaboration. Annual update to City Council.	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	support, avoid overlaps in scheduling, and ensure adequate use of facilities.					
C 4.4.4	Develop set of goals for the Arts and Culture Committee to implement the public art policy.		Communications and Community Engagement Department	Medium Term	Implementation of public art policy. Annual update to City Council.	
C 4.4.5	Evaluate the feasibility of a percent-for-art program, public art requirements, or fee-in-lieu payments for projects in key areas (e.g., downtown, village centers, commercial corridors) to maintain and grow the creation of public art throughout the City.		Planning and Permitting Department	Medium Term	Reviewed ordinances. Recommended and adopted ordinance amendments that support creation of public art where feasible. Annual update to City Council.	
C 4.4.6	Continue to promote Downtown Auburn as the focal point for arts and entertainment and community events.		Communications and Community Engagement Department	Ongoing	Maintained and expanded City events in Downtown. Annual update to City Council.	
C 4.4.7	Collaborate with local artists, cultural groups, and community organizations to expand diverse, inclusive arts and cultural experiences that reflect the full range of cultures, traditions, and creative expression.		Communications and Community Engagement Department	Short Term	Established collaboration and partnerships and expanded number and variety of arts and cultural events that reflect diverse cultural traditions. Annual update to City Council.	
C 4.4.8	Continue to market Auburn as a hub for arts and culture by promoting local artists, events, public art, and partnerships		Communications and Community Engagement Department	Ongoing	Continued engagement with arts-related and event outreach.	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	through coordinated branding and outreach.				Annual update to City Council.	
C 4.4.9	Incorporate accessibility into events and venues by ensuring handicap accessibility, age-friendly, walkability, and space for parking, and lowering financial barriers.		Communications and Community Engagement Department	Ongoing	Continued accessibility considerations for City events. Annual update to City Council.	
C 4.4.10	Partner with residents, neighborhood groups, and local organizations to implement beautification initiatives such as landscaping, clean-ups, public art, and improved maintenance of shared spaces.		Communications and Community Engagement Department	Medium Term		

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

Community
Goal: Foster a friendly and welcoming environment where all community members feel safe, engaged, and connected and are supported through strong schools, a thriving arts and culture scene, and a network of organizations and partners.
Policy: Ensure municipal services are administered efficiently and effectively.
Objectives: <ol style="list-style-type: none"> 1. Actively pursue grants and external funding opportunities to support capital investments and minimize the local tax burden. * 2. Strengthen the role of City boards and committees in supporting effective delivery of public services and implementation of City policies.

Table C5.2: Actions to Implement Objectives

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
Objective 1: Actively pursue grants and external funding opportunities to support capital investments and minimize the local tax burden. *						
C 5.1.1	Maintain an inventory of active and potential grant programs (state, federal, and other sources).		City Manager	Ongoing	Updated grant inventory and inclusion in CIP and budgeting process. Annual update to City Council.	
C 5.1.2	Align CIP project development with grant readiness, including cost estimates, schedules, and required matching funds, to improve competitiveness for external funding.		City Manager	Ongoing	Identified percentage of CIP projects with cost estimates, schedules, and match requirements. Annual update to City Council.	
C 5.1.3	Identify projects suitable for alternative funding mechanisms. Report on grant applications submitted, awarded, and leveraged and		City Manager	Ongoing	Identified projects and alternative funding mechanisms. Annual update to City Council.	

No.	Actions	Related Objectives	Responsible Group	Timeline	Performance Metric	Funding Source
	the estimated local tax savings achieved.					
C 5.1.4	In line with the budget process, assess municipal services to identify opportunities for regional service delivery. *		City Manager	Ongoing	Continued coordination on regional service delivery. Annual update to City Council.	
Objective 2: Strengthen the role of City boards and committees in supporting effective delivery of public services and implementation of City policies.						
C 5.2.1	Consistently assess the effectiveness of boards and committees in supporting City services objectives and identify opportunities for consolidation, restructuring, or enhanced support.		City Manager, Department Staff	Ongoing	Conducted assessment(s). Annual update to City Council.	
C 5.2.2	Establish clear pathways for board and committee input into capital planning, policy development, and service delivery decisions, including defined points of engagement in budget and planning processes.		City Manager	Medium Term	Documented process depicting when and how boards provide input into CIP, budget, or policy development. Annual update to City Council.	