

Land Use Chapter Goals

Goal #	Master Plan Chapter	Chapter Goal	Goal	Related Chapters	Local Government Leadership	Local Government Partners	Timeframe	Priority	Resources Required
1	Land Use	1	Allow and encourage compact, well-organized development within commercial and retail areas of town.	ED, H, T	TP	EDC, TM	Ongoing	High	Staff Time
2	Land Use	1	Focus new development and zoning changes along key commercial corridors.	ED, H, T	TP	EDC, TM, PB	Ongoing	High	Staff Time
3	Land Use	1	Continue the Drury Square initiatives to develop a walkable mixed-use downtown.	ED, H, T, OS, NCH, F	TP	EDC, TM, DPW	Ongoing	High	Budget (\$), Staff Time
4	Land Use	1	Develop Pinehurst Ave/Oxford St N from the Worcester line to Auburn Street and I-290 into a gateway, amend zoning to reflect the current nature of the area, allowing low impact commerce and mixed use development	ED, H, T	TP	EDC, TM, DPW, PB	2-5 years	Med.	Staff Time
5	Land Use	1	Undertake a series of planning initiatives for key commercial and mixed-use nodes to establish desired visions and outcomes for each location and craft zoning to implement those desired outcomes.	ED, H, T	TP	EDC, TM, DPW, PB	4-6 years	Med.	Budget (\$), Staff Time
6	Land Use	2	Promote a broader mix of uses in areas where it will build upon and enhance the current use of land.	ED, H, T, OS, NCH, F	TP	EDC, TM	Ongoing	High	Staff Time
7	Land Use	2	Identify areas of town that can support increased residential density and actively encourage denser development and redevelopment in those areas to balance needs for multiple housing options.	H, T	TP	TM	2-3 years	High	Staff Time
8	Land Use	2	Adopt zoning that explicitly guides denser developments in allowable areas.	H, T	TP	TM, PB, EDC	3-4 years	Med.	Staff Time

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9	Land Use	2	Encourage mixed-use developments that are appropriately scaled, in character with each of the unique areas, and minimize impacts on adjacent uses.	ED, H, T	TP	EDC, TM	Ongoing	Med.	Staff Time
10	Land Use	2	Adopt mixed-use zoning to create a sequence of development nodes and transition areas along specific roadway corridors.	ED, H, T	TP	EDC, TM	2-3 years	Med.	Staff Time
11	Land Use	2	Develop design guidelines for Drury Square.	ED, H	TP	EDC, TM, CMRPC	1-2 years	High	Staff Time
12	Land Use	3	Promote sustainable land use practices. Protect the natural landscape and resources throughout town and address the impacts of stormwater.	OS, NCH	TP	DPW, TM	Ongoing	High	Budget (\$), Staff Time
13	Land Use	3	Ensure natural resource protection districts continue to serve as effective measures for protecting the town's critical water supplies and natural habitats.	OS, NCH, F	DPW	TP, TM	Ongoing	High	Staff Time
14	Land Use	3	Update Stormwater bylaws and adopt robust Stormwater regulations and develop a stormwater management program.	ED, H, T, OS, NCH, F	DPW	TP, TM, DDIS	1-2 years	High	Staff Time
15	Land Use	3	Develop Low Impact Design/Development guidelines and encourage this method of reducing stormwater runoff in all new development.	ED, H, T, OS, NCH, F	DPW	TP, TM	3-4 years	Med.	Staff Time
16	Land Use	3	Identify and direct the appropriate streetscape character for each neighborhood and development patterns in town	OS, NCH	DPW	TP, TM	Ongoing	Med.	Budget (\$), Staff Time

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17	Land Use	4	Actively work to update and modernize the zoning bylaw.	ED, H, T, OS, NCH, F	TP	TM, EDC	Ongoing	High	Staff Time
18	Land Use	4	Work to update the Auburn zoning map. Consider simplifying and consolidating the number of zoning districts in the town's Zoning Bylaw.	ED, H, T, OS, NCH, F	TP	TM, EDC, PB	Ongoing	High	Staff Time
19	Land Use	4	Create a predictable process to adjust regulations and restrictions based on feedback from the community, Planning Department Staff, Planning Board Members, and project applicants.	ED, H, T, OS, NCH, F	TP	TM, EDC, PB	1-2 years	Med.	Staff Time
20	Land Use	4	Amend the zoning bylaw, regulations, and update the Zoning Map as necessary to create additional mixed-use zoning districts	ED, H, T, OS, NCH, F	TP	TM, EDC, PB	3-4 years	High	Staff Time
21	Land Use	4	Look into changing the zoning at the Yankee Drummer/Lowes site, a long vacant prime location, consider mixed use zoning as an option.	ED, H	TP	TM, EDC, PB	1-3 years	High	Staff Time
22	Land Use	4	Review the current Zoning Bylaw and compare the current regulations to the desired vision and goals of the Master Plan. Ensure recommendations that are tied back to zoning changes are identified, prioritized, and completed.	ED, H	TP	TM, EDC, PB	Ongoing	High	Staff Time
23	Land Use	4	Where a parcel split between two or more zoning districts, work to change zoning to one district.	ED, H	TP	TM, EDC, PB	Ongoing	Med.	Staff Time
24	Land Use	4	Consider more consistent zoning along US-20 and MA-12 corridors.	ED	TP	TM, EDC, PB	2-3 years	High	Staff Time

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Goal #	Master Plan Chapter	Chapter Goal	Goal	Related Chapters	Local Government Leadership	Local Government Partners	Timeframe	Priority	Resources Required
25	Land Use	5	Work towards modernizing the residential zoning districts bylaw and the subdivision rules and regulations.	H	TP	TM, PB, EDC	Ongoing	Med.	Staff Time
26	Land Use	5	Update the Planning Board Subdivision Rules and Regulations; last updated in 2013.	H	TP	TM, PB	1-2 years	High	Staff Time
27	Land Use	5	Amend the allowed lot size for some residential districts to allow great density and bring many parcels into conformity.	H	TP	TM, PB	3-4 years	Med.	Staff Time
28	Land Use	5	Change the height restrictions currently in place for select zoning districts.	ED, H	TP	TM, EDC, PB	3-4 years	High	Staff Time
29	Land Use	5	Review existing lot size requirements and dimensional regulations for Residential Districts to determine if they are consistent with the vision and goals of the Master Plan and desires of Auburn's residents.	H	TP	TM, PB, EDC	3-4 years	Med.	Staff Time
30	Land Use	5	Determine whether consolidating the number of residential zoning districts fits the long term strategy of housing diversity and affordability.	H	TP	TM, PB	3-4 years	Med.	Staff Time

Facilities Chapter Goals

Goal #	Master Plan Chapter	Chapter Goal	Goal	Related Chapters	Local Government	Local Government	Timeframe	Priority	Resources Required
1	Facilities	1	Continue to provide a high-quality range of services and public utilities, including the ongoing modernization or replacement of aging facilities.	-	TM	DPW, BOS, SD	Ongoing	High	Budget (\$), Staff Time
2	Facilities	1	Continue to update the Facility Improvement Plan and allocate sufficient resources to fund the Plan in order to maintain adequately the town's inventory of municipal buildings to prolong their life.	-	TM	DPW, BOS, SD	1-5 years	High	Staff Time
3	Facilities	1	Develop a long-term building replacement program to ensure that new municipal buildings are constructed to replace facilities that can no longer meet the needs of the town.	LU, ED	TM	DPW, BOS, SD	3-7 years	Med.	Staff Time
4	Facilities	1	Continue to prioritize the update, repair, and renovate the town's public buildings and schools as needed.	-	DPW	TM, BOS, SD	Ongoing	High	Budget (\$), Staff Time
5	Facilities	1	Work with local internet and cell service providers to proactively seek out new technology to expand access and infrastructure across Auburn.	LU, ED, H	TM	DPW, BOS, SD, IT	Ongoing	High	Staff Time
6	Facilities	1	Continue to upgrade and replace aging pipes for sewer systems, including evaluating possible expansion to residents that are not currently served by town sewer infrastructure .	LU, ED, H	DPW	TM	Ongoing	High	Budget (\$), Staff Time
7	Facilities	1	Conduct a study on the feasibility of updating and modernizing or replacing the Public Library.	LU	TM	L TP, BOS	1-2 years	Med.	Budget (\$)

Facilities Chapter Goals

Goal #	Master Plan Chapter	Chapter Goal	Goal	Related Chapters	Local Government	Local Government	Timeframe	Priority	Resources Required
8	Facilities	2	Care for residents of all ages including providing opportunities for recreation and community gathering for all age groups.	LU, ED, H, OSR, NCH	TM	DPW	Ongoing	High	Budget (\$), Staff Time
9	Facilities	2	Support and increase disaster and resiliency planning and mitigation	H, ED	AFD	APD, TM, EOPSS, EOEEA	Ongoing	Med.	Staff Time
10	Facilities	2	Prepare an ADA Transition Plan to identify barriers for the use of Town facilities by those with disabilities, develop a program and schedule to eliminate systematically such barriers.	H, ED	DPW	TM, TP, BI, CMRPC	2-3 years	Med.	Staff Time
11	Facilities	2	Prepare and implement a long-term maintenance plan for existing fields and, if needed, identify locations and types for additional athletic fields and other recreational facilities.	OS, NCH	DPW	TM, TP	2-3 years	Med.	Staff Time
12	Facilities	3	Continue roadway maintenance and roadway replacement and upgrades as necessary.	ED, H, T	DPW	TM, DOT	Ongoing	High	Budget (\$), Staff Time
13	Facilities	3	Develop and allocate resources to fund a long-term infrastructure replacement program to replace aging infrastructure.	ED, H, T	DPW	TM, DOT	2-3 years	High	Budget (\$), Staff Time
14	Facilities	3	Continue to allocate funding into the Roadway Improvement Program to augment Chapter 90 funds from the State.	ED, H, T	DPW	TM, DOT	Ongoing	High	Budget (\$), Staff Time
15	Facilities	3	Conduct a corridor study of MA-12/Southbridge Street.	ED, H, T	DPW	TM, DOT, CMRPC	2-3 years	Med.	Staff Time
16	Facilities	4	Continue high level of staff support in order to maintain and build upon current level of services provided by the town.	ED, H, T	DPW	TM	2-3 years	Med.	Budget (\$), Staff Time

Facilities Chapter Goals

Goal #	Master Plan Chapter	Chapter Goal	Goal	Related Chapters	Local Government	Local Government	Timeframe	Priority	Resources Required
17	Facilities	4	Allocate resources to provide municipal departments with staffing levels and capital equipment needed to meet state and federal mandates and to provide high quality services and programs to Auburn citizens and taxpayers.	ED, H, T	DPW	TM, DOT	Ongoing	Med.	Budget (\$), Staff Time
18	Facilities	4	Continue to invest in technology upgrades across all departments.	-	IT	TM	Ongoing	Med.	Budget (\$), Staff Time
19	Facilities	5	Increase energy efficiency in all town facilities.	-	EM	TM	Ongoing	Med.	Staff Time
20	Facilities	5	Transition away from strictly gasoline powered vehicles and equipment to fuel efficient and electric vehicles.	-	EM	TM	3-5 years	Med.	Budget (\$), Staff Time
21	Facilities	5	Investigate alternative energy installations, where feasible, for municipal facilities.	-	EM	TM, DPW	2-3 years	Med.	Staff Time
22	Facilities	5	Conduct an alternative energy study of town facilities and where feasible install energy efficient upgrades and equipment.	-	EM	TM	2-3 years	Med.	Budget (\$), Staff Time
23	Facilities	6	Promote water quality and water resource management.	H, ED, NCH	WD	TM, BOH, DPW	Ongoing	High	Staff Time
24	Facilities	6	Encourage the use of low-flow devices, water collection, and recycling.	H, ED, NCH	WD	TM, BOH, SD, DPW	Ongoing	Med.	Staff Time
25	Facilities	6	Educate residents and property owners about the importance of water conservation.	H, ED, NCH	WD	TM, BOH, SD	Ongoing	Med.	Staff Time
26	Facilities	6	Develop robust stormwater regulations.	H, ED, NCH	SC	TM	1-2 years	High	Staff Time
27	Facilities	6	Encourage use of rainwater irrigation systems.	H, ED, NCH	DDIS	WD	Ongoing	Med.	Staff Time

Facilities Chapter Goals

Goal #	Master Plan Chapter	Chapter Goal	Goal	Related Chapters	Local Government	Local Government	Timeframe	Priority	Resources Required
28	Facilities	7	Improve the sustainability of town operations during emergency situations and prepare for the effects of climate related events.	-	TM	AFD, APD, DPW	Ongoing	High	Staff Time
29	Facilities	7	Update and maintain the towns Comprehensive Emergency Management Plan.	-	EMD	AFF, APD, DPW, TM	1-2 years	High	Staff Time
30	Facilities	7	Undertake strategies identified in Auburn's 2018 Natural Hazard Mitigation Plan and update the plan every five years.	T	EMD	AFF, APD, DPW, TM	Ongoing	Med.	Staff Time
31	Facilities	7	Pursue grants through the Massachusetts Municipal Vulnerability Preparedness (MVP) program to combat the effects of climate change.	H, T, ED	TP	DPW, TM	Ongoing	Med.	Staff Time

Housing and Population Chapter Goals

Goal #	Master Plan Chapter	Chapter Goal	Goal	Related Chapters	Local Government Leadership	Local Government Partners	Timeframe	Priority	Resources Required
1	Housing	1	Limit the construction of large tract subdivisions and encourage smaller clusters of housing with an emphasis on open space preservation.	OS, LU	TP	TM	Ongoing	High	Staff Time
2	Housing	1	Consider lowering minimum parcel size in certain residential districts.	OS, LU	TP	TM, PB	3-4 years	Med.	Staff Time
3	Housing	1	Consider allowing smaller sized lots where there is adequate public water and sewer.	OS, LU	TP	TM, PB, DPW, AWD	3-4 years	Med.	Staff Time
4	Housing	1	Consider zoning changes for less restrictive height requirements in parts of town to allow for higher density housing projects.	LU	TP	TM, PB, EDC	3-4 years	High	Staff Time
5	Housing	1	Allow Mixed Use Development in certain areas of town with commercial business on the first floor with residences above.	LU, ED	TP	EDC, TM, PB	2-3 years	High	Staff Time
6	Housing	1	Adopt bylaws for cluster housing, tiny-homes and accessory-use apartments.	LU, OS	TP	TM, PB	3-4 years	Med.	Staff Time
7	Housing	1	Participate in the abandoned housing initiative (ahi).	LU	TP	EDC, TM	2-3 years	Med.	Staff Time
8	Housing	1	Continue working towards a small-scale walkable mixed-use downtown area at Drury Square.	LU, ED, T	TP	EDC, TM, DPW	Ongoing	High	Staff Time
9	Housing	2	Consider adopting the Community Preservation Act (CPA).	LU, EDC, OS	TM	TP, EDC	5-6 years	Low	Staff Time
10	Housing	2	Educate the town about the Community Preservation Act and the benefits provided if adopted.	LU, EDC, OS	TM	TP, EDC	5-6 years	Low	Staff Time
11	Housing	2	Consider establishing a Housing Trust to fund housing initiatives to develop affordable housing.	LU, EDC	TM	TP, EDC	5-6 years	Low	Staff Time

Housing and Population Chapter Goals

Goal #	Master Plan Chapter	Chapter Goal	Goal	Related Chapters	Local Government Leadership	Local Government Partners	Timeframe	Priority	Resources Required
12	Housing	3	Continue progress to meet Affordable Housing / 40B requirements.	LU	TP	TM	Ongoing	High	Staff Time
13	Housing	3	Collaborate with the Auburn Housing Authority to expand current stock of housing.	LU	TM	TP, EDC	3-4 years	Low	Staff Time
14	Housing	3	Work with the developer to complete Mary B Stone and Julia Bancroft redevelopment projects into senior housing.	LU	EDC	TM, TP	Ongoing	High	Staff Time
15	Housing	3	Actively seek developers interested in building affordable housing, consider tax credits as an enticement to developers.	LU	TM	TP, EDC	Ongoing	Med.	Staff Time
16	Housing	3	Adopt a 40R Smart Growth Overlay District.	LU	TP	TM, EDC	6-8 years	Low	Staff Time
17	Housing	3	Determine the supply and demand for senior housing, both market rate and affordable housing, and plan for the housing stock to meet the needs of the aging population.	LU	TP	TM, EDC	6-8 years	Med.	Staff Time
18	Housing	3	Explore Inclusionary Zoning, an affordable housing tool that links the production of affordable housing to the production of market-rate housing.	LU	TP	TM, EDC	4-6 years	Low	Staff Time
19	Housing	4	Develop options for senior and age in place housing.	LU	TP	TM, EDC	4-6 years	Med.	Staff Time

Housing and Population Chapter Goals

Goal #	Master Plan Chapter	Chapter Goal	Goal	Related Chapters	Local Government Leadership	Local Government Partners	Timeframe	Priority	Resources Required
20	Housing	4	Encourage the use of the Massachusetts Local Initiative Program, which works with developers seeking to build single or multi-family homes, condominiums or apartments where a certain percentage of the units are proposed to be affordable and work with town officials to obtain approval.	LU	TP	TM, EDC	4-6 years	Med.	Staff Time
21	Housing	4	Consider tax increment financing for developers constructing senior housing.	LU	BOS	TM, TP, EDC	Ongoing	Low	Staff Time
22	Housing	4	Develop marketing tools to actively promote prime locations for development.	LU	EDC	TM, TP	Ongoing	Med.	Staff Time
23	Housing	5	Maintain and build upon current stock of quality of housing.	LU	TP	TM	Ongoing	High	Staff Time
24	Housing	5	Establish a long-term program to improve streetscapes: add sidewalks to improve connectivity. Encourage Complete Streets throughout town.	LU, T, OS	DPW	TM, TP	Ongoing	High	Budget (\$), Staff Time
25	Housing	5	Establish a housing rehabilitation program, thereby incentivizing property owners to adequately maintain and rehabilitate housing.	LU	TM	TP, EDC	6-8 years	Low	Budget (\$), Staff Time
26	Housing	6	Expand upon types of allowable housing stock.	LU	TP	TM	3-5 years	Med.	Staff Time
27	Housing	6	Consider amending zoning bylaw to allow cluster housing in certain areas of town.	LU, OS	TP	TM, PB	3-5 years	Med.	Staff Time

Housing and Population Chapter Goals

Goal #	Master Plan Chapter	Chapter Goal	Goal	Related Chapters	Local Government Leadership	Local Government Partners	Timeframe	Priority	Resources Required
28	Housing	6	Amend zoning to allow houses on non-conforming lots that have adequate public water, sewer, and access.	LU, F	TP	BI, PB	3-4 years	Med.	Staff Time
29	Housing	6	Change zoning to allow mixed-use development in certain areas of town, such as the Lowes/Yankee Drummer site.	LU, EDC	TP	TM, EDC, PB	2-3 years	High	Staff Time

Economic Development Chapter Goals

Goal #	Master Plan Chapter	Chapter Goal	Goal	Related Chapters	Local Government Leadership	Local Government Partners	Timeframe	Priority	Resources Required
1	Economic Development	1	Encourage a strong, diversified tax and employee base.	LU, T	EDC	TM, TP	Ongoing	High	Staff Time
2	Economic Development	1	Actively market the Lowe's/Yankee Drummer Inn site, this is a prime site, located on Southbridge Street/MA-12 and adjacent to the Mass Pike interchange. Consider rezoning to make the site more marketable.	LU, H	EDC	TM, TP, PB	Ongoing	High	Staff Time
3	Economic Development	1	As a gateway into Auburn from Worcester, allow small-scale commercial and mixed use along Pinehurst/Oxford Street N to Auburn Street. There are a number of smaller service and retail businesses as well as several multi-family dwellings currently existing in this area already.	LU, H	TP	EDC, TM, PB	2-3 years	Med.	Staff Time
4	Economic Development	1	Work with the Auburn Mall, striving towards maximum occupancy as the market evolves.	LU	EDC	TP, TM	Ongoing	High	Staff Time
5	Economic Development	2	Continue development of Drury Square as a mixed-use walkable district.	LU	EDC	TP, TM	Ongoing	High	Budget (\$), Staff Time
6	Economic Development	2	Develop wayfinding elements in Drury Square.	T	EDC	TP, TM	1-2 years	High	Budget (\$), Staff Time
7	Economic Development	2	Revitalize Goddard Park, consider a walking trail around Auburn Pond.	OS, T, NCH	DPW	TM, EDC, TP	2-3 years	High	Budget (\$), Staff Time
8	Economic Development	2	Develop a fund (small loan program) for facade improvements and site landscaping.	LU	EDC	TM, TP	3-4 years	Med.	Budget (\$), Staff Time

Economic Development Chapter Goals

Goal #	Master Plan Chapter	Chapter Goal	Goal	Related Chapters	Local Government Leadership	Local Government Partners	Timeframe	Priority	Resources Required
9	Economic Development	2	Develop walkable Drury Square and link the Auburn Mall with trails and bike paths to the district, install wayfinding signage.	LU, OS, T	DPW	TM, TP, EDC	3-4 years	High	Budget (\$), Staff Time
10	Economic Development	2	Clean Ramshorn Brook to make more attractive and inviting.	LU, OS, NCH	DPW	TM, TP, EDC	4-5 years	Med.	Budget (\$), Staff Time
11	Economic Development	3	Provide incentives and opportunities for small businesses and other desirable business.	LU	TM	EDC, TP	1-2 years	High	Budget (\$), Staff Time
12	Economic Development	3	Allow multiple businesses on the same lot in the same building.	LU	TP	EDC, TM, PB	2-3 years	High	Staff Time
13	Economic Development	3	Consider Tax Increment Financing (TIF) in select situations to attract select business	LU	TM	BOS	Ongoing	Med.	Budget (\$), Staff Time
14	Economic Development	3	Consider amending the zoning bylaws to allow development along the two railroad branches.	LUI, T	TP	EDC, TM, PB	3-4 years	Med.	Staff Time
15	Economic Development	3	Consider zoning to allow truck terminals in certain areas of town to bolster railroad usage.	LU, T	TP	EDC, TM, PB	4-6 years	Low	Staff Time
16	Economic Development	3	Continue progress towards a single tax rate.	-	TM	BOS	Ongoing	High	Budget (\$), Staff Time
17	Economic Development	3	Encourage the build out and redevelopment for modern office space.	LU	TP	EDC	3-4 years	Med.	Staff Time
18	Economic Development	3	Increase ranking as a BioReady community to attract biotech business.	LU	TP	EDC, TM	3-4 years	High	Staff Time

Open Space & Recreation Chapter Goals

Goal #	Master Plan Chapter	Chapter Goal	Goal	Related Chapters	Local Government Leadership	Local Government Partners	Timeframe	Priority	Resources Required
1	Open Space	1	Expand and improve existing open space and recreational resources and facilities to meet the town's anticipated recreational needs for the benefit of all segments of Auburn's population	F, NCH, LU	DPW	TM, SD, DCR	Ongoing	High	Budget(\$), Staff Time
2	Open Space	1	Establish greenway corridors to connect and guide users to the Town's open space and recreation resources. Construct wayfinding systems to better identify and delineate these routes. Encourage and invest in multi-modal transit infrastructure to provide greater accessibility to destinations near or at open space and recreation resource areas.	LU, NCH, F, T	DPW	TP, DCR, DOT	3-5 years	High	Budget(\$), Staff Time
3	Open Space	1	Expand the Pakachoag Hiking Trail.	LU, NCH	DPW	TP, TM, DCR	6-8 years	Med.	Budget(\$), Staff Time
4	Open Space	1	Establish a community garden.	NCH, F	DPW	SD, TM, TP	4-6 years	Low	Budget(\$), Staff Time
5	Open Space	1	Continue to maintain parks/facilities or refurbish parks/facilities.	LU, F	DPW	TM, SD	Ongoing	High	Budget(\$), Staff Time
6	Open Space	1	Continue to combat invasive species in the town's waterways.	LU, NCH	DPW	TM, CC, DCR	Ongoing	High	Budget(\$), Staff Time
7	Open Space	1	Pursue and if feasible develop public access for swimming.	LU, NCH, F	TM	TP, DPW, SD	6-8 years	Low	Budget(\$), Staff Time
8	Open Space	1	Develop water-based recreation such as a canoe/kayak launch at Eddy Pond or Auburn Pond or other waterbody.	LU, NCH, F	DPW	TP, TM, SD, DCR	3-4 years	Med.	Budget(\$), Staff Time
9	Open Space	1	Continue to support the Recreation Department operations and programs.	F	DPW	SD, TM	Ongoing	High	Budget(\$), Staff Time

Open Space & Recreation Chapter Goals

Goal #	Master Plan Chapter	Chapter Goal	Goal	Related Chapters	Local Government Leadership	Local Government Partners	Timeframe	Priority	Resources Required
10	Open Space	1	Investigate the feasibility of a disc golf course at the town owned Southold Road property	LU, NCH, F	DPW	TM, TP, DCR	3-5 years	Med.	Staff Time
11	Open Space	2	Protect open space and sensitive environmental areas and acquire undeveloped open space land for conservation.	NCH, LU	TP	TM, DPW, DCR, Mass Audubon	Ongoing	High	Staff Time
12	Open Space	2	Consider adopting the Community Preservation Act with a portion of the funds marked for Open Space and Recreation.	NCH, LU	TM	TP, EDC	5-6 years	Low	Staff Time
13	Open Space	2	Update the 1999 Parks Dept. Strategic Plan.	NCH, F	DPW	TM, TP	2-3 years	Med.	Staff Time
14	Open Space	2	Update Auburn's 2014 Open Space and Recreation Plan when current plan expires in 2021.	NCH, F, LU	TP	DPW, TM	2-3 years	High	Staff Time
15	Open Space	2	Establish a municipal conservation agent.	NCH, LU	TM	DDIS	3-4 years	Med.	Budget(\$), Staff Time
16	Open Space	3	Increase public awareness of open space preservation and conservation and the many benefits attributed to these resources.	NCH, LU	TM	DPW, SD, DCR	Ongoing	High	Staff Time
17	Open Space	3	Work with area land trusts to develop information on conservation and estate planning for large landholders, the tax implications of preserving open space for all, and the importance of preserving sensitive environmental areas for the purpose of educating school age children.	NCH, LU	TM	DPW, SD, DCR, Mass Audubon	3-4 years	Med.	Staff Time

Open Space & Recreation Chapter Goals

Goal #	Master Plan Chapter	Chapter Goal	Goal	Related Chapters	Local Government Leadership	Local Government Partners	Timeframe	Priority	Resources Required
18	Open Space	3	Work with the town's public library and school district to disseminate information regarding natural resource preservation and conservation.	NCH	TM	L, SD	2-3 years	Med.	Staff Time
19	Open Space	3	Provide information to new residents regarding the towns' recreational resources.	NCH, F	TM	TC, L	2-3 years	Med.	Budget(\$), Staff Time
20	Open Space	4	Promote awareness of Auburn's recreation opportunities and open space resources, from its farm lands to its conservation areas and trails, to encourage the continued preservation of the community's natural landscape.	NCH, F	DPW	TM	1-2 years	High	Budget(\$), Staff Time
21	Open Space	4	Provide and promote additional programs, activities, and events at town-owned facilities. Encourage more of such actions on privately-owned land.	NCH, F	DPW	TM, SD	Ongoing	High	Budget(\$), Staff Time
22	Open Space	4	Establish a Trails Committee tasked with working to expand current trails network.	NCH, F, LU	TM	DPW, TP, DCR	2-3 years	Med.	Staff Time
23	Open Space	4	Collaborate with the John H. Chafee Blackstone River Valley National Historic Corridor. Develop programs and tourism in Auburn as it relates to the National Corridor.	NCH, LU	TP	TM, DPW, EDC, NPS	1-2 years	Med.	Staff Time
24	Open Space	4	Provide and promote additional programs, activities, and events at town-owned facilities. Encourage more of such actions on privately owned land.	F	DPW	SD	Ongoing	High	Staff Time

Open Space & Recreation Chapter Goals

Goal #	Master Plan Chapter	Chapter Goal	Goal	Related Chapters	Local Government Leadership	Local Government Partners	Timeframe	Priority	Resources Required
25	Open Space	5	Enhance the recreational and outdoor space at Drury Square.	NCH, ED, LU, F	TP	DPW, TM, EDC	3-5 years	High	Budget(\$), Staff Time
26	Open Space	5	Revitalize and promote Goddard Park as a central historic location.	NCH, ED, LU, F	DPW	TP, EDC, TM, DCM	3-5 years	High	Budget(\$), Staff Time
27	Open Space	5	Develop a walking trail around Auburn Pond. Clean the shoreline of trash and vegetative debris, address any invasive aquatic species in the pond.	NCH, ED, LU, F	DPW	TP, EDC, TM	3-5 years	Med.	Budget(\$), Staff Time
28	Open Space	5	Clean Ramshorn Brook of trash and debris to make a more inviting waterbody	NCH, ED, LU, F	DPW	TM, CC, DCR	3-5 years	Med.	Budget(\$), Staff Time

Transportation Chapter Goals

Goal #	Master Plan Chapter	Chapter Goal	Goal	Related Chapters	Local Government Leadership	Local Government Partners	Timeframe	Priority	Resources Required
1	Transportation	1	Maintain and enhance the condition of Auburn's Transportation Network.	H, ED	DPW	TM, DOT	Ongoing	High	Budget (\$), Staff Time
2	Transportation	1	Evaluate the accessibility of Auburn for all residents.	F, H, ED	DPW	TM, DOT	2-3 Years	Med.	Staff Time
3	Transportation	1	Develop an ADA self-evaluation and transition plan.	F, H, ED	DPW	TM, TP, BI, DOT, CMRPC	2-3 Years	Med.	Staff Time
4	Transportation	1	Maintain the Auburn roadway survey program for roadway maintenance and funding needs.	ED, H	DPW	TM	Ongoing	High	Staff Time
5	Transportation	1	Adjust roadway funding to maintain the condition of the network.	ED, H	DPW	TM, DOT	Ongoing	High	Budget (\$), Staff Time
6	Transportation	1	Conduct annual review of the Road Inventory File to ensure it is current and up to date.	ED, H	DPW	TM	1 year	High	Staff Time
7	Transportation	1	Establish a survey program for sidewalks and ADA ramps (Complete Streets Tier 2).	ED, H	DPW	TM, CMRPC, DOT	1-2 years	Med.	Staff Time
8	Transportation	1	Adjust funding to maintain the condition of the sidewalk and ADA ramp network.	ED, H	DPW	TM, DOT	1-2 years	Med.	Budget (\$)
9	Transportation	1	Establish a survey program for town-owned bridges.	ED, H	DPW	TM	2-3 Years	Med.	Staff Time
10	Transportation	1	Adjust funding to maintain the condition of town owned bridges.	ED, H	DPW	TM, DOT	3-5 years	Med.	Budget (\$)
11	Transportation	1	Address/improve roadside amenities, drainage components, shoulders and sidewalks with all roadway improvement projects.	ED, H	DPW	TM, DOT	Ongoing	High	Budget (\$), Staff Time
12	Transportation	1	Develop an asset management plan.	-	DPW	TM	2-3 Years	Med.	Staff Time
13	Transportation	1	Advocate with MassDOT to increase maintenance on all State-owned and maintained roads that pass-through Auburn.	ED, H	DPW	TM, DOT	Ongoing	High	Staff Time

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Goal #	Master Plan Chapter	Chapter Goal	Goal	Related Chapters	Local Government Leadership	Local Government Partners	Timeframe	Priority	Resources Required
14	Transportation	2	Maintain and enhance the safety of Auburn's transportation network.	ED, H	DPW	TM, APD, SP	Ongoing	High	Budget (\$), Staff Time
15	Transportation	2	Provide a network of adequately maintained sidewalks and safe crossing areas within walking distance of neighborhoods throughout Auburn.	ED, H, OSR	DPW	TM	Ongoing	High	Budget (\$), Staff Time
16	Transportation	2	Establish a Safe Routes To Schools Program.	ED, H, OSR	DPW	TM, SD	2-3 Years	Med.	Staff Time
17	Transportation	2	Study areas of Auburn with current and potential safety issues	ED, H	DPW	APD	2-3 Years	Med.	Staff Time
18	Transportation	2	Plan and implement studied safety enhancements.	ED, H	DPW	APD	3-4 years	Med.	Budget (\$), Staff Time
19	Transportation	2	Complete a study of vehicle crash locations to identify areas of improvement.	ED, H	DPW	APD	3-4 years	Med.	Staff Time
20	Transportation	2	Collaborate with the Auburn Police Department to conduct an in-depth collision analysis of high vehicle crash locations throughout Auburn including, but not limited to, Route 20 and Auburn Street.	ED, H	DPW	APD	2-3 Years	Med.	Staff Time
21	Transportation	2	Implement corrective actions through the town, based on the results of the collision analysis.	ED, H	DPW	APD	3-4 years	Med.	Budget (\$), Staff Time
22	Transportation	2	Complete a study of trailer truck rollovers in Auburn to identify locations of high risk.	ED	DPW	APD, DOT	3-4 years	Med.	Staff Time
23	Transportation	2	Implement corrective actions through Auburn based on the results of the trailer truck study.	ED	DPW	APD, DOT	3-4 years	Med.	Budget (\$), Staff Time
24	Transportation	2	Work with MassDOT to add signs at interchanges to alerting truck drivers to potential hazards.	ED	DPW	APD, DOT	4-5 years	Med.	Staff Time

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Goal #	Master Plan Chapter	Chapter Goal	Goal	Related Chapters	Local Government Leadership	Local Government Partners	Timeframe	Priority	Resources Required
25	Transportation	2	Implement railroad crossing upgrades and improvements where needed.	ED	DPW	APD, DOT	4-5 years	Med.	Budget (\$), Staff Time
26	Transportation	3	Improve local and regional connectivity and traffic flow	ED, H	DPW	DOT, CMRPC	Ongoing	High	Budget (\$), Staff Time
27	Transportation	3	Maintain and improve the ability to get off and on the interstate highway system safely within Auburn.	ED, H	DPW	DOT	Ongoing	High	Budget (\$), Staff Time
28	Transportation	3	Monitor and improve former location of Interstate 90 tollbooths.	ED, H	DPW	DOT	Ongoing	Med.	Staff Time
29	Transportation	3	Complete a Route 20 engineering study for the segment of highway between Route 12 and the Worcester city line to address mobility and collision analysis.	ED, H	DPW	DOT, CMRPC	3-4 years	High	Staff Time
30	Transportation	3	Optimize traffic flow within Auburn's commercial areas to maintain economic vitality and minimize cut-through traffic in neighborhoods.	ED, H	DPW	DOT, CMRPC	3-4 years	High	Staff Time
31	Transportation	3	Review the existing parking bylaw and update as needed.	ED	TP	DPW, BI	2-3 years	Med.	Staff Time
32	Transportation	3	Conduct corridor study of US-20/Washington Street between the City of Worcester/Auburn line and Millbury Street, specifically exploring feasibility of expanding from two-lane to four-lane roadway.	ED, LU	TP	DPW, TM, CMRPC	2-3 Years	High	Staff Time
33	Transportation	4	Enhance Drury Square and the vicinity of Auburn Mall as focal points for both the community and region	ED	TP	DPW, EDC	3-4 years	High	Staff Time
34	Transportation	4	Increase the walkability of the area.	ED, H	TP	DPW, EDC	3-4 years	High	Staff Time

Transportation Chapter Goals

Goal #	Master Plan Chapter	Chapter Goal	Goal	Related Chapters	Local Government Leadership	Local Government Partners	Timeframe	Priority	Resources Required
35	Transportation	4	Implement Complete Streets, for the area of Drury Square.	ED, H	DPW	TP, CMRPC	3-4 years	High	Budget (\$), Staff Time
36	Transportation	4	Implement Complete Streets, for the area of the Auburn Mall.	ED	DPW	TP, CMRPC	5-6 years	Med.	Budget (\$), Staff Time
37	Transportation	5	Improve multimodal transportation access to provide better local and regional connectivity.	ED, H	DPW	TP, DOT, WRTA	Ongoing	High	Budget (\$), Staff Time
38	Transportation	5	Add signage to the Midstate Drive Park and Ride facility to increase usage.	ED	DPW	DOT	1-2 years	Med.	Budget (\$)
39	Transportation	5	Work with MassDOT and state administration to investigate the feasibility of extending the commuter rail to Auburn.	ED, H	DPW	TM, TP, DOT, CMRPC	10+years	Med.	Budget (\$), Staff Time
40	Transportation	5	Work with Auburn Mall property management to help handle anticipated increase of paratransit usage at the new Reliant Medical Group facility.	ED	DPW	TM, TP, WRTA	5-6 years	Med.	Staff Time
41	Transportation	5	Work with the WRTA to improve accommodations, such as signage, shelters, and seating at existing bus stops	ED, H	DPW	TM, TP, WRTA	5-6 years	Med.	Staff Time
42	Transportation	5	Work with the WRTA to determine the feasibility of a transit 'mini-hub' at the Auburn Mall.	ED	DPW	TM, TP, WRTA	5-6 years	Med.	Staff Time
43	Transportation	5	Work with the WRTA to increase the frequency and coverage of transit services.	ED, H	DPW	TM, TP, WRTA	5-6 years	Med.	Staff Time
44	Transportation	5	Provide a network of adequately maintained sidewalks, bicycle storage facilities, and safe crossing areas throughout town.	ED, H	DPW	TP	5-6 years	Med.	Budget (\$), Staff Time

Transportation Chapter Goals

Goal #	Master Plan Chapter	Chapter Goal	Goal	Related Chapters	Local Government Leadership	Local Government Partners	Timeframe	Priority	Resources Required
45	Transportation	5	Complete MassDOT Complete Streets Tier 2 Prioritization Plan.	ED, H	DPW	TP, DOT, CMRPC	2-3 Years	Med.	Staff Time
46	Transportation	5	Adopt the goals and objectives of both the CMMPO Regional Bicycle Plan and Pedestrian Plan.	ED, H, OSR	DPW	TP, CMMPO	3-4 years	Med.	Staff Time
47	Transportation	5	Develop an expanded walking trail network in Auburn.	OSR	DPW	TP, DCR	5-6 years	Med.	Budget (\$), Staff Time
48	Transportation	5	Enhance Auburn Pond with wayfinding signage to help increase usage.	ED, OSR	DPW	TP, EDC	7-8 years	Med.	Budget (\$), Staff Time
49	Transportation	5	Update traffic rules and regulations by adopting Preferred Truck Routes for heavy trucks.	ED	DPW	APD, DOT, CMRPC	2-3 years	Med.	Staff Time

Natural, Cultural & Historic Resources Chapter Goals

Goal #	Master Plan Chapter	Chapter Goal	Goal	Related Chapters	Government Leadership	Government Partners	Timeframe	Priority	Resources Required
1	Natural, Cultural, & Historic	1	Protect and enhance the quality of Auburn's surface and groundwater resources.	LU, H, ED, OS	CC	DPW, WD, DEP, DOT	Ongoing	High	Staff Time
2	Natural, Cultural, & Historic	1	Address water quality at Leesville Pond and other waterbodies throughout Town.	LU, H, ED, OS	DPW	TM, DEP	2-3 years	High	Budget (\$), Staff Time
3	Natural, Cultural, & Historic	1	Update the Aquifer Zoning Bylaw	LU, OS	TP	DPW, WD	2-3 years	High	Staff Time
4	Natural, Cultural, & Historic	1	Increase level of protection to wells, aquifer and watersheds.	LU, H, ED, OS	DPW	TP, WD, DEP	1-2 years	High	Staff Time
5	Natural, Cultural, & Historic	1	Stormwater Committee to work to develop stormwater regulations.	LU, H, ED, OS	SWC	DPW, TP, WD, DDIS, DEP	1-2 years	High	Staff Time
6	Natural, Cultural, & Historic	1	Develop Low Impact Design (LID) guidelines for new development and redevelopment.	LU, H, ED, OS	TP	DPW	3-5 years	Med.	Staff Time
7	Natural, Cultural, & Historic	2	Protect forests, wetlands, fields, and ponds from the harmful impacts of invasive species.	LU, OS	DPW	CC, WD, TP, DCR	Ongoing	High	Staff Time
8	Natural, Cultural, & Historic	2	Establish a clear set of policies and procedures for communicating regularly with property owners enrolled in the state's three current-use Chapter 61 programs to enhance the possibility of permanent conservation solutions.	LU, OS	TM	TP, DCR	1-2 years	Med.	Staff Time
9	Natural, Cultural, & Historic	2	Seek additional funding to preserve and maintain the Town's conservation lands.	LU, OS	TM	DPW, TP, DCR	3-4 years	Med.	Budget (\$), Staff Time
10	Natural, Cultural, & Historic	2	Provide education to municipal staff about the identification, management and removal of invasive plant species.	LU, OS	TM	DPW, DCR	2-3 years	Med.	Staff Time

Natural, Cultural & Historic Resources Chapter Goals

Goal #	Master Plan Chapter	Chapter Goal	Goal	Related Chapters	Government Leadership	Government Partners	Timeframe	Priority	Resources Required
11	Natural, Cultural, & Historic	2	Prohibit the planting of any species listed on the most recent version of the Massachusetts Invasive Plants Advisory Group.	LU, OS	TM	DPW, DAR	2-3 years	Med.	Staff Time
12	Natural, Cultural, & Historic	2	Create a recommended list of plant and tree species for developers and business owners to plant during construction and upkeep of their properties with the intent to limit non-native species and reduce the risk of invasive species.	LU, OS	TM	TP, DPW, DCR	2-3 years	Med.	Staff Time
13	Natural, Cultural, & Historic	3	Protect and document Auburn's historic and cultural resources.	OS	TM	TP, DPW	3-4 years	Med.	Staff Time
14	Natural, Cultural, & Historic	3	Develop a historic and cultural asset map that highlights resources around Auburn.	LU	TP	TM, MHC	3-4 years	Low	Staff Time
15	Natural, Cultural, & Historic	3	Develop marketing tools for historical areas (Goddard sites) to drive awareness and boost tourism, thus capturing economic benefits of visitors.	ED	EDC	TM, TP, DCM	3-4 years	Med.	Staff Time
16	Natural, Cultural, & Historic	3	Use the community's historic spaces and resources as venues for community events and arts programs.	F	TM	DPW, DCM	3-4 years	Med.	Staff Time
17	Natural, Cultural, & Historic	3	Support efforts to preserve and digitize historic artifacts and documents.	F	TM	TC	4-6 years	Med.	Staff Time
18	Natural, Cultural, & Historic	4	Preserve, protect, and manage Auburn's natural resources.	F, OS	TM	DPW, TP, DEP, Mass Audubon	Ongoing	High	Budget (\$), Staff Time
19	Natural, Cultural, & Historic	4	Acquire or otherwise protect priority open space parcels from development.	OS	TM	TP	Ongoing	Med.	Budget (\$), Staff Time

Natural, Cultural & Historic Resources Chapter Goals

Goal #	Master Plan Chapter	Chapter Goal	Goal	Related Chapters	Government Leadership	Government Partners	Timeframe	Priority	Resources Required
20	Natural, Cultural, & Historic	4	Seek additional funding to preserve and maintain the Town's conservation lands.	OS	TM	TP, DPW, DEP	Ongoing	Low	Budget (\$), Staff Time
21	Natural, Cultural, & Historic	4	Create and fund a conservation agent.	OS, LU	TM	DDIS	3-4 years	Med.	Budget (\$), Staff Time
22	Natural, Cultural, & Historic	4	Work with properties owners that have identified brownfields. Ensure remediation of sites are completed when appropriate.	ED, LU	TM	TP, DDIS, DPW, DEP	6-8 years	Low	Budget (\$), Staff Time

Abbreviation	Chapter
LU	Land Use
F	Facilities
H	Housing
ED	Economic Development
OS	Open Space
T	Transportation
NCH	Natural, Cultural, & Historic

Government Leadership & Partners	
Abbreviation	Entity
AFD	Auburn Fire Department
APD	Auburn Police Department
BI	Building Inspector
BOS	Board of Selectmen
CC	Conservation Commission
CMMPO	Central Mass. Metropolitan Planning Organization
CMRPC	Central Mass. Regional Planning Commission
DAR	Mass. Department of Agricultural Resources
DCR	Mass. Department of Conservation & Recreation
DDIS	Department of Development & Inspectional Services
DEP	Mass. Department of Environmental Protection
DOT	Mass. Department of Transportation
DPW	Department of Public Works
EDC	Economic Development Coordinator
EOEEA	Executive Office of Energy & Environmental Affairs
EOPSS	Executive Office of Public Safety & Security
L	Auburn Public Library
MHC	Massachusetts Historical Commission
NPS	National Park Service
PB	Planning Board
SD	Auburn School Department
SWC	Stormwater Committee
TM	Town Manager
TP	Town Planner
WD	Water District
WRTA	Worcester Regional Transit Authority