

TOWN OF WATERBORO
20/20 Master Planning Committee

Economic Development Chapter

- Marketing and Communications • Planning & Development Process • Energy & Sustainable Development • Land Use Planning & Progressive Zoning • Regional Cooperation • Education
 - Cost of Doing Business & Financial Assistance • Type of Development • Infrastructure



APRIL 2015

Town of Waterboro

Economic Development Chapter

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ECONOMIC DEVELOPMENT CHAPTER

INTRODUCTION

One of the first things that the 20/20 Master Planning Committee did when it started revising Waterboro's Comprehensive Plan was conduct a series of Visioning Sessions in which Waterboro residents provided the Committee with broad based insights about how people feel about the Town. The Visioning Sessions overwhelmingly conveyed the message that citizens wanted Waterboro to retain its rural character while at the same time expand its tax base by adding new businesses. Citizens clearly expressed the desire that Waterboro provide an economic atmosphere that would support the continued operations and expansion of existing businesses in Town. Citizens also wanted various services to be provided locally so that citizens would not have to drive out of Town for so many things. Data from the Visioning Sessions also indicated that citizens desired to see retail businesses located in fairly close proximity to each other. In addition, identifying appropriate locations for new business/industrial parks was strongly advocated. All amenities that were suggested in the Visioning Sessions are specifically addressed in other Chapters of the Comprehensive Plan Revision.

The 20/20 Master Planning Committee encouraged the Town Administrator and the Board of Selectmen to reactivate an Economic Development Committee and the 20/20 Master Planning Committee is very pleased that a vibrant Economic Development Committee now exists. The 20/20 Master Planning Committee subsequently requested that the Economic Development Committee take a lead role in generating an **Economic Development Chapter** and the 20/20 Master Planning Committee thanks the Economic Development Committee for their efforts.

One of the first things that the Economic Development Committee did was organize and host a Business Summit on November 21, 2014 in which it engaged local business owners and operators and others in discussing future business growth in Waterboro. The Summit was well attended by more than fifty area business people and interested persons.

The Business Summit focused on five areas:

1. What we love about Waterboro
2. Waterboro currently
3. Why do economic development
4. A vision for Waterboro's business future
5. How to encourage economic development

The Business Summit was facilitated by Craig Freshley of Good Group Decisions which is located in Brunswick, Maine. The Economic Development Committee has included the Waterboro Business Summit Meeting Report as “**Appendix A**” to this **Economic Development Chapter**.

The **Economic Development Chapter** consists of nine areas that Waterboro Economic Development Committee generated in an attempt to provide specific action planning strategies for helping Waterboro implement long-term economic development decisions as the Town provides opportunities for residents and businesses to prosper in a community that prides itself on being a great place to live, work, do business, play and vacation. A **Mission Statement** that served as a guideline for the **Economic Development Chapter** as it developed these nine areas is as follows:

Mission Statement

The Economic Development Committee is an advisory committee to the Waterboro Board of Selectmen and Town Administrator whose purpose is to explore, promote and recommend strategies and policies, which encourage new businesses to start and to retain existing businesses to expand and stay in Waterboro through responsible business growth while providing a business friendly environment.

Strategies and policies will be in keeping with the Waterboro Comprehensive Plan and recommend changes that will be focused on diversifying the local tax base, creating local jobs, providing citizens and visitors with local services and improving the overall quality of life in Waterboro.

The nine areas and corresponding action planning strategies that the Waterboro Economic Development Committee developed are outlined in the document “**Waterboro's Economic Development Vision for the Future**” on the following pages:

Waterboro's Economic Development Vision for the Future

Contents

Marketing and Communications

Planning & Development Process

Energy & Sustainable Development

Land Use & Progressive Zoning

Regional Cooperation

Education

Cost of Doing Business and Financial Assistance

Type of Development

Infrastructure

Marketing & Communications

The Town of Waterboro will expand and enhance its marketing capabilities both internally and externally as a unique place to live, work and do business. The Town of Waterboro will support building new business relationships with economic developers, local stakeholders/businesses and global investors through the use of state-of-the-art digital marketing.

Action Planning Strategies

1. Expand the relationship of the Waterboro Association of Businesses and its interface with Town officials, particularly in economic development. *Town Administrator and the officers of the Waterboro Association of Businesses.*
2. Survey the entire Waterboro business community on present/future needs. Probe into the various avenues of marketing mix and what types of social media best serve the economic development community. *Economic Development Committee and Waterboro Association of Businesses.*
3. Restructure the community for a new digital age and implement marketing trends that make Waterboro's digital footprint both distinguishable and competitive. *Town Planner, Economic Development Committee and Information Technology Manager.*
4. Market the notion of business enterprise planning as an asset to both the public and private sectors. *Town Planner and Planning Board.*
5. Correlate the hospitality and tourism action planning strategies of the Comprehensive Plan with the policies/visions of the Town Administration and the Economic Development Committee. *Town Planner.*
6. Determine Waterboro's right "market niche" in the chaotic world of social media and how to establish better targeted messaging and engine optimization. *Town Planner and Information Technology Manager.*

Planning & the Development Process

The Town of Waterboro should endorse a pro-business culture with a focused approach to permit processing both in the site planning and building-related permits. The commercial review process calls for concurrent staff review in the most expeditious ways.

Action Planning Strategies

1. Continue to provide clarity and responsiveness to both existing and new businesses early in the process and throughout the process, regarding planning, zoning and building ordinances/procedures. *Planning Board, Town Planner and Code Enforcement Officer.*
2. Establish a more expansive digital storage of development applications, particularly for historical chronologies, surveys and all other documentations. Examine the probability of introducing more digital permit processing and management. Establish permit tracking software and performance bond logging systems. *Planning Board Secretary and Town Planner.*
3. Invest in automating the Town's tax maps for geographic information system (GIS). Convert existing tax map data by making spatial adjustments, corrections and geo-referencing to all linear geometry. *Town Assessor, Town Planner and the Town's GIS webmaster/consultant.*
4. Expand level of pro-activeness during the planning review meeting in complicated projects where applicants may be unfamiliar with the process. *Town Planner.*
5. Review and fix conflicting ordinances, regulations and policies as they relate to building, road standards, design and waiver consistency. *Collaborative effort by the Road Review Committee, Planning Board, Code Enforcement Officer and Town Planner.*
6. Establish an annual meeting with existing and prospective developers interested in building and/or investing in the Town to gain feedback on improving the process. *Hosted by Town Planner and Code Enforcement Officer.*

Energy & Sustainable Development

The Town of Waterboro will actively search for and recruit businesses that can benefit from our natural resources. This development should be both sustainable and environmentally friendly.

Action Planning Strategies

1. Work to develop local ordinances and policies that reflect a commitment to move forward with energy based businesses. *Planning Department and Economic Development Committee.*
2. Encourage the use of energy efficient building practices. *Planning Board and Code Enforcement Officer.*
3. Use the Town's Energy Audit and Energy Plan Chapter by Woodard & Curran, as a springboard for new grants and incentives to support upgrading current buildings, both municipal and commercial. *Collaboration of the Town Administrator, Economic Development Committee and Town Planner.*
4. Promote current businesses within Waterboro which provide energy efficient planning and implementation. *Waterboro Economic Development Committee and Waterboro Association of Businesses.*
5. Research the abundant water, mineral and wind resources available using the Sewall Co. study and GIS work. Use this study to identify potential parcels of property for cutting edge technologies, such as geothermal. *Town Planner.*

Land Use Planning & Progressive Zoning

The Town of Waterboro will continue to complete the update of the Town's Comprehensive Plan to encourage a sustainable, diversified economic base and a mixed-use business community. At the same time, future land use planning will always be mindful of the Town's rural/village aesthetics, open space, trail systems, residential neighborhoods and demands on infrastructure systems.

Action Planning Strategies

1. Recognize that there is value in paying equal attention to the **retention of existing businesses**, as well as the recruitment/courting of new sustainable businesses. *Waterboro Association of Businesses, Economic Development Committee and Town Planner.*
2. Support the action planning strategies set forth in the new comprehensive plan with particular attention to water, air and road infrastructure. *Collaboration of the Planning Board, Town Planner, Economic Development Committee, Waterboro Water District and Public Works Director.*
3. Recognize the urgent need to examine and update the current Town zoning ordinance, for purposes of progressive planning, clarifications and modification of outdated standards. *Planning Board, Town Planner and Code Enforcement Officer.*
4. Pursue and implement land use policies and ordinances that support further development along State Route 202/4 and Route 5 corridors. *Economic Development Committee and the Planning Board using the Future Land Use chapter of the Comprehensive Plan.*
5. Establish a GIS data bank of all vacant business and commercial properties in Town. *Economic Development Committee and Information Technology Manager.*
6. Create a new “Business Enterprise Zone” to promote business park developments in primary growth areas of Town. *Town Planner and Planning Board.*
7. Recognize that the Town’s natural resources, inclusive of trail systems, are an integral asset and vital to economic development planning. *Town Administrator, Planning Board, Economic Development Committee, Waterboro Land Trust, Ossipee Mountaineers Snowmobile Club and the Ossipee Mountain ATVers.*

Regional Cooperation

The Town of Waterboro will work to expand and enhance its regional economic developing and marketing. It will develop working relationships with other York County towns to promote and support regional efforts.

Action Planning Strategies

1. Expand Waterboro's participation with Southern Maine Planning & Development Commission specifically with an eye towards Economic Development. *Town Staff and Economic Development Committee.*
2. Participate in those York County Highway Corridor Strategy groups that potentially impact Waterboro. *Town Administrator should monitor and co-ordinate this effort.*
3. Participate in infrastructure planning, watershed/storm water planning, affordable housing planning and communications planning (among others) on a regional basis to support economic development. *Town Administrator should monitor and co-ordinate this effort.*
4. Although more in line with Public Safety, Waterboro must actively participate in County and Regional EMT, Fire and Law Enforcement activities. *Town Administrator should monitor and co-ordinate this effort.*

Education

Quality early childhood through post high-school life-long education programs in RSU #57 are valued by Waterboro citizens and are essential to maintaining and developing Waterboro's quality of life and economic development.

The Waterboro Economic Development believes that quality education programs are, to a huge degree, essential components of Waterboro's current and future economic development efforts. The Waterboro Economic Development Committee is therefore committed to assisting Waterboro by working to implement six specific educationally oriented Action Planning Strategies by:

1. Meeting annually with RSU #57 school administrators to articulate the needs of the business community and to create opportunities for student oriented career programs.
2. Working with Massabesic High School guidance personnel to develop opportunities such as mentoring programs, career fairs, career day events and classroom speakers.
3. Facilitating a business visitation program for educators to build awareness of future business needs.
4. Funding sources to support teacher training in career development curriculums.
5. Working with the Waterboro Public Library to maintain a list of educational opportunities for life-long learning within the region.
6. Developing scholarship programs to assist educators in onsite job shadowing.

Cost of Doing Business and Financial Assistance

Waterboro recognizes that the cost of doing business impacts the ability of businesses to grow and succeed. Therefore Waterboro will do its best to keep the cost of doing business reasonable.

Action Planning Strategies

1. Promote Waterboro's Planning and Economic Development services, letting businesses know that resources are available to help with planning, permitting and zoning processes, which often saves businesses money. Continually look for ways to refine construction packages, checklists and resource materials to clearly outline the process and permits required to ensure those documents are available and distributed to applicants. *Town Planner, Code Enforcement Officer with input from the Economic Development Committee.*

2. Promote Waterboro's relatively low property tax rate compared to other communities in the region and work to maintain this competitive advantage by providing services that can be balanced by its growing tax base. *Town Administrator with input from the Economic Development Committee.*
3. Actively engage in discussions that impact the regulatory cost of doing business at the local, county, state and federal levels. *Town Planner, Town Administrator, Public Works Director and Code Enforcement Officer with input from the Economic Development Committee.*
4. Explore the feasibility of creating a local micro loan program, including the identification of funding sources. *Economic Development Committee, in collaboration with local regional Chambers of Commerce and Southern Maine Regional Planning and Development Commission.*

Type of Development

The Town of Waterboro would encourage development of all sizes and uses that are an appropriate fit within the current zoning and land use policies. Development is essential to enhance the overall tax base, employment opportunities and local economy.

Action Planning Strategies

1. Support development consistent with the Comprehensive Plan.
Economic Development Committee and Planning Department.
2. Create opportunities for Tourism based businesses. Waterboro has plentiful natural qualities which make it ideal for hospitality, lodging and recreational businesses to thrive. The Town, through the EDC, will complete a hospitality marketing study to be completed in 2014. *Economic Development Committee and Waterboro Association of Businesses.*
3. Work to encourage health care/medical facilities growth of their facilities and encourage new development in the surrounding area with the need for

services of the employees. *Economic Development Committee and Planning Department.*

4. Move forward with the development of a business park either private, or municipal, or both. Waterboro has land available on the Bennett Hill Road for a business park identified in the Sewall Company report, which would be enhanced by the purchase of land off Route 5. *Board of Selectmen, Town Administrator and Economic Development Committee.*
5. Work with developers in East Waterboro to move forward with conceptual plans and offer any assistance that may be necessary to facilitate these projects. Multiple building sites are ready for development and are very attractive for new retail development. *Planning Department.*
6. Co-operate with companies in Waterboro, to encourage a technology/research/ design zone. Encourage businesses to locate on the Route 202/5 corridors with its available land, public water and 3 phase power. *Economic Development Committee and Waterboro Association of Businesses.*
7. Work to encourage the development for multi-family/elderly housing facilities within Waterboro. Zoning changes would need to be encouraged to allow for size and height requirements. *Economic Development Committee and Planning Department.*

Infrastructure

Waterboro will plan for future infrastructure needs and prioritize improvements to be implemented within a reasonable timeframe that supports economic development and growth.

Action Planning Strategies

1. Work with businesses and residents to build support for infrastructure improvements along the RT 5 and RT 202/4 corridor, including infrastructure barriers to economic development. *Town Administrator, Economic Development Committee, Waterboro Association of Businesses and State Legislators.*

2. Coordinate with regional and or state agencies to articulate the importance of improving Waterboro's infrastructure and environment to promote regional economic development and quality of life. *Town, Economic Development Committee and Waterboro Association of Businesses.*
3. Identify opportunities to provide state of the art communications as part of infrastructure planning to support existing and future businesses, including, but not limited to, cell phone, broadband and wireless coverage. *Town Administrator and Economic Development Committee.*
4. Conduct a preliminary engineering investigation of the Town owned site on Bennett Hill Road to refine the estimated cost of developing the site into a business/ industrial park. The investigation should include a detailed topographic survey with one foot contours of the entire site, a Phase 1 Environmental Site Assessment (ESA), an intensive soil survey, wetland mapping, critical resource mapping, test pits, borings, timber inventory, and mapping of any contaminated areas. *Town Administrator.*
 - Extend Phase III power to the proposed industrial development site off Bennett Hill Road. *Town Administrator, in collaboration with Central Maine Power.*
 - Conduct a search for funding to extend public water from Route 5 into the proposed business park site and, will work collaboratively to commit to the engineered designs for high priority, shovel ready water line extensions, as well as engineered water tank site selection and demarcation to provide an adequate supply of contamination free water to the town. *Town Administrator and Town Planner, in collaboration with the Waterboro Water District.*
5. Identify parcels of land, within the 2014-2015 timeframe, that may be suitable for a subsurface system or storage lagoons and land application of treated wastewater effluent based on overall acreage, topography, soil composition and overburden, distance from collection system, and remoteness from populated areas or ATV trails. *Town Administrator, Town Planner and Board of Selectmen.*

- The Town also should consider signing a purchase option agreement for the selected property, or a conservation easement which would allow only the treatment of wastewater but otherwise would leave the land in a wild, undeveloped condition.
6. Identify high priority areas which have major drainage and erosion issues that need immediate attention. *Public Works Director.*

Waterboro's Past Influences Waterboro's Future

Historically it is a generally accepted fact that Waterboro's early economy revolved around agriculture and the timber industry, but in researching Waterboro's past, the Economic Development Committee discovered that Waterboro's economic heritage was actually pretty diversified and its citizens were often very creative and imaginative. In "**Appendix B**", the Economic Development Committee paraphrases from the Waterborough Historical Society's **Reflections of Waterborough** several examples of Waterboro's past economic endeavors.

Understanding Waterboro's past helped the Economic Development Committee generate its beliefs and strategies for Waterboro's economic future. The Economic Development Committee was particularly impressed with the creativity, imagination and courage of the small group of Waterboro citizens in the early 1960's who made "*The Waterboro Industrial Building Corporation*" become a true legacy in Waterboro.

"*The Waterboro Industrial Building Corporation*" initiative helped the Economic Development Committee conclude that positive economic development will continue in Waterboro as the Town moves forward by taking advantage of its many assets while it works to overcome some of its challenges. The Economic Development Committee enumerates some of Waterboro's current assets and challenges in the following Tables:

Waterboro Economic Development

Assets

- 3-Phase power along major routes
 - “Industrial strength”
 - Route 202 and some of Route 5
- Private industrial site on 202 N
 - Next to and behind Howe and Howe
- Extensive ATV and snowmobile trails
 - 50+ miles of maintained trails
- Natural resources including Little Ossipee, Ossipee Mtn., and nature conservancy land
 - Ossipee Lake is a “Class A” lake
- Geographical Location
 - Centrally located and close to mountains and beaches
 - Close to cities
- RSU 57 High School and Adult Education located in Waterboro
 - Facilities are in town
- Commercial and Medical vacancies available in town
- 24/7 fire protection
- Diversified/skilled work force
- Home to Southern Maine Health Care facilities
- Growth potential
 - Visioning sessions support growth potential
- Rural character with strong community ties
- Town GIS program
- Comprehensive Plan completed in 2015
- Affordable taxes
- Business association in place
- Economic Development Committee in place
- Four banking institutions in town
- Water aquifers
- Construction materials
 - Gravel available
- Young community
- People living in Waterboro are hardworking, wholesome and of great quality
- Public Water available

Waterboro Economic Development

Challenges

- Need for full time key Planning & Code Enforcement positions
 - Need to increase Town Hall hours to 5 days a week
- Need for review and codification of all Town ordinances, policies and regulations
 - Update site plan review process
 - Process for a new business coming into town
- High water table in certain areas
- Implementation of a town beautification program
- Need positive movement towards purchase of proposed industrial park land adjacent to town owned land as defined by Sewell Co. report.
- More involvement by Waterboro Association of Businesses
- Need for Economic Development Director/Grant Writer
- Need for more town financial resources for economic development
- Incentive program for business
- Better communication between town committees and boards
- Need for hybrid committee to oversee the implementation of the new comprehensive plan
- Municipal infrastructure is in need
 - High speed broadband network
 - Public Sewer
- Insufficient supply of public water, and, need for a new wellhead and standpipe
 - Better communication with Waterboro Water District
- Reluctance to invest
- School system
 - Costs for having the school in town is a challenge (ie: Fire Dept. etc)
 - Negative perspective of RSU 57 education
- Need to build more private/public partnerships

After analyzing the assets and challenges, the Economic Development Committee generated the following list of Short Term and Long Term Workplan Priorities:

Waterboro Economic Development Committee

Short-Term Workplan Priorities: FY 2015 – FY 2016

- Clarify and recognize that the EDC is the lead Town committee to identify strategies, help retain existing businesses and solicit new, diversified businesses.
- Create a funded position for Economic Development Director that serves the EDC and the research/marketing/strategy priorities of the EDC and the Town administration.
- Create and adopt a common branding that exemplifies the Town’s assets and will increase national and international recognition.
- Enhance the Town’s web platform and establish a social media plan to promote businesses and new economic development.
- Produce a “Doing Business in Waterboro” brochure to assist businesses with timelines, points of contact, process and permit processing.
- Visit a minimum of one new business start-up in Maine or New Hampshire that unveils their strategic positioning, reasons for site selection and the weaknesses/strengths of the municipality where the business chose to locate. (1st. case study)
- Media coverage to show community that the EDC is productive.
- Meet with private owner of land located on Rte. 202/4 to discuss and view his plans for commercial lots and find out how the EDC can help.
- Committee to prioritize the nine sections of the vision plan and use as their action plan.
- Meet with Waterboro Water District and other entities that play significant roles in infrastructure.
- Enhance and improve communications with the Waterboro Association of Businesses.

Waterboro Economic Development Committee

Long-Term Workplan Priorities: FY 2017 – FY 2020

- Create a full-time position for Economic Development Director that serves the Economic Development Committee, to include the research/marketing/strategic positioning of the Town's economic development future.
- Re-establish the Waterboro Business Expo in collaboration with the Waterboro Association of Businesses.
- Expand the Town's relationship with the Maine Real Estate and Development Association, the Maine Innkeepers Association and the Maine International Trade Center and the Maine Bureau of Tourism.
- Perform a feasibility study on available sites for incubator business construction and market demand.
- Expand number of visitations in Maine, New Hampshire and Vermont to discover strengths/weaknesses of new business start-ups and reasons for site selection.
- Conduct a second Waterboro Business Summit for broad business input.
- Assist and collaborate with the Planning Board and the Implementation Committee of the 2015 Comprehensive Plan with a prioritization schedule for updating the entire Waterboro Zoning Ordinance with an emphasis on incentive, mixed use zoning.

Conclusions

And

Recommendations

Economic Development

Conclusions and Recommendations

The 20/20 Master Planning Committee thanks the Waterboro Economic Development Committee for generating most of the content in this **Economic Development Chapter**. The 20/20 Master Planning Committee endorses the Economic Development Committee's Short Term and Long Term Workplan Priorities as well as all of their Action Planning Strategies. Because the Economic Development Committee recommended over fifty Action Planning Strategies in their **Economic Development Vision for the Future** document, the 20/20 Master Planning Committee recommends that the Economic Development Committee and other appropriate entities prioritize the strategies and develop implementation plans that can be phased in over a long term and short term basis. To this end, the 20/20 Master Planning Committee strongly encourages the Economic Development Committee and the Waterboro Association of Businesses to work together on common goals.

The 20/20 Master Planning Committee offers some "general observations" and / or "beliefs" about each of the nine areas that the Economic Development Committee addressed in this **Chapter** as follows:

Marketing & Social Media

The 20/20 Master Planning Committee believes that Waterboro's future marketing and social media economic development strategies should be researched, developed and implemented by a broad based committee that should consist of some "tech savvy" citizens as well as the usual stake holders.

Planning & the Development Process

The 20/20 Master Planning Committee believes that timely and sincere communication, cooperation, and coordination among the various planning and development entities is a priority area that the Town needs to refine if economic development is to flourish.

Energy & Sustainable Development

As a practical matter, the 20/20 Master Planning Committee believes that energy conservation efforts should be considered in every economic development endeavor.

Land Use Planning & Progressive Zoning

The 20/20 Master Planning Committee believes that however Waterboro implements land use planning and corresponding zoning issues, preserving Waterboro's natural resources must always be a major consideration.

Regional Cooperation

The 20/20 Master Planning Committee considers the concept of Waterboro cooperating with regional neighbors essential and applauds the Economic Development Committee's decision to join the Biddeford/Saco Chamber of Commerce. The 20/20 Master Planning Committee cites Waterboro's long standing participation in RSU #57 as a very real example of how regional cooperation can benefit the Town.

Education

The 20/20 Master Planning Committee understands what an important role education plays in every aspect of people's lives and it understands how dependent every aspect of society is on the products that educational systems provide.

Cost of Doing Business and Financial Assistance

The 20/20 Master Planning Committee is fully aware of the fact that businesses can not function anywhere unless they make money and the Committee believes that if a positive economic atmosphere exists in Waterboro businesses will succeed and citizens will benefit.

Type of Development

Although the 20/20 Master Planning Committee encourages economic development in a general sense, it strongly encourages Waterboro's decision makers and policy makers to balance potential economic benefits with the need to preserve on a long range basis the Town's natural resources and the health and safety of its citizens.

Infrastructure

It is obvious to the 20/20 Master Planning Committee that Waterboro's infrastructure has played and will play in the future a huge role in every aspect of life in Waterboro. The influence that Waterboro's infrastructure has played and will play in the future on Waterboro's economic development is almost immeasurably important. The 20/20 Master Planning Committee thus believes that

the action planning strategies suggested in the **Infrastructure Chapter** and in this section of the **Economic Development Chapter** be comprehensively addressed in short term and long term contexts. The most important thing that the Town needs to do, in terms of investment improvements, would be to promote economic growth and to deal with infrastructure issues.

Appendix “A”

Waterboro Business Summit Meeting Report

November 21, 2014

Waterboro Business Summit
Meeting Report
November 21, 2014



Good Group Decisions

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This report is organized by topic, not necessarily the order in which things were discussed.

About the Meeting

Attendance

- Diane Gray, Maine Real Estate Network
- Andy Cote, Planning Board
- Robert Powers, 20/20 Master Planning Committee
- Robert Gobeil, Parks & Rec
- Meaghan Woodsome Marketing and Communications
- Cory Woodsome, Woody's Sports Grille
- Jim Carll, Carll Family Farm
- Judi Carll, Waterborough Historical
- Doug Bond, The Maine Real Estate Network/Xcam Aerial Solutions, Inc.
- Denise Bond, TMREN/Southern Maine Lakeside Rentals LLC
- Randy Bruckhart, Cornerstone Country Market/Waterboro Laundry
- Michael Allen, J.D.'s Package Store
- Dennis Abbott, Waterboro Board of Selectman
- Doug Foglio, Foglio Inc
- Leo Binette, Lakeside Market, Inc.
- Andrew C. Woodsome, Jr.
- Dwayne Prescott, State Representative
- Dianne Holden, The Maine Real Estate Network
- Donald Holden, EDC member
- Tim Neill, Planning Board
- Deb Wentworth, Debra J. Wentworth CPA
- Lisa Hughes, Gorham Savings Bank
- Jon Gale, Town
- Ed and Suellen Doggett, Town and Education
- Kate Howard, resident
- Mike DeAngelis, Town/res.
- Tom Baran, York County Sheriff's Office
- William King, York County Sheriff's Office
- Gary Lamb, Town Administrator
- Craig A. Pendleton, Biddeford/Saco Chamber of Commerce
- Debbie Litalien, Saco Valley Credit Union
- Mike Campbell, Kaspizak Insurance
- Tom Ursia, Town of Waterboro
- Faith Smith, SIS Bank
- Julie Albert, GWI
- Danny Bouzianis, Waterboro Crossing
- Laurie Warchol, Biddeford Savings
- Susan Roccay, Biddeford Savings

- Tim Folley, Resident
- Angela McGarrigle, Good for All Pharmacy
- Victor Wright, The Heritage Co.
- Kerry DeAngelis, KL Design/Reporter
- Mark Kelley, Kelley Picture Framing
- John Sylvester, Alfred Selectman
- John Davis, RSU 57
- John “Jack” Melanson, Massabesic High School
- Joyce Segee, Saco River Health Services
- Todd Abbott, RSD Graphics, Inc.

Objectives

- Establish shared understanding of Waterboro’s economic strengths and weaknesses
- Consensus on a vision for and build enthusiasm for Waterboro’s business future
- Identify specific steps to achieve the vision
- Gather input for the economic development chapter of the Master Plan

Welcome and Opening Remarks

Tom Ursia, Waterboro Town Planner, welcomed participants with the following opening remarks:

- Thanks for being here, this is a superb turnout
- Special thanks to Town Administration, the Board of Selectmen and the Economic Development Committee
- Congrats to Leo and Sandi Binette of Lakeside Market, who recently were awarded Entrepreneur of the Year (in the medium-sized business category) by York County Community College’s Center for Entrepreneurship
- Thanks to Massabesic High School student Jack Melanson for attending today - it is very important to have youth at the table
- Thanks to Craig and Kerri for being here to help facilitate
- This is a critical turning point in the community for economic development

Agenda and Ground Rules

Facilitator Craig Freshley reviewed the planned agenda (see Appendix) and explained a few ground rules, things to keep in mind for an effective and efficient meeting. The following comments were captured:

- At Good Group Decisions we believe in the value of civic engagement and good group process.
- The success of every meeting depends not just on the leader or facilitator - we are in a partnership.
- Ground rules:
 - **For Waterboro as a whole** - Today we are thinking about serving the community over the long run
 - **All views heard - recognized before speaking** - I am treating everyone equally and will call on people that we haven't heard as much from
 - **Understanding first** - Town leaders and decision makers will have an opportunity to learn from you and will make decision afterwards - this is about gathering input. Be open to ideas, hear what your neighbors have to say.
 - **Positive forward outlook** - Let's not be stuck in the past - we will tell stories and draw from experiences, but to help us make decisions going forward.
 - **Minimize distractions** - cell phones, side conversations
 - **Neutral facilitation** - We are neutral facilitators, not economic development specialists; we are not here to give advice, only to provide the process.

What We Love About Waterboro

As participants introduced themselves, Craig invited everyone to name one thing they love about Waterboro. The following summary of themes emerged:

- | | |
|---|--|
| <ul style="list-style-type: none"> • Community <ul style="list-style-type: none"> ○ People ○ Families ○ People call it home • Natural Resources, Recreation, Wildlife | <ul style="list-style-type: none"> • Growth Potential • Rural Character • Business Community • Unique – it has character • Heritage |
|---|--|

Waterboro Currently

Tom Ursia made some brief remarks about Waterboro's current economic development situation, then other participants contributed comments, and Craig summarized the themes.

Summary

- Potential and promise
 - Recent business and financial institutions moved into town
 - Economy is picking up

- Town office and “way we do business” is now more business friendly and conducive to economic development
- Vacancies available, ripe for development
- Hub location and traffic that comes through
- Other
 - Recent renovations turned down
 - Few social services

Tom Ursia’s Remarks

- Aroma Joe’s is coming to town
 - Construction to start in December
 - Modeled on facility in Alfred
- Dollar General has been approved
 - Construction start date undecided
- Anticipated expansion of little Ossipee Campground, by 48 spaces
 - Construction to begin in 2015
 - Not yet approved
- On the drawing board
 - Microbrewery
 - Some limitations such as public infrastructure and water
 - Possibly Route 202 as a site
 - Mobile home park
 - Two sites being evaluated
 - Significantly sized funeral home
- Compliments to the Planning Board for considering design guidelines
 - Not *regulations*, but *guidelines*
 - Aesthetics is something that happens one way or another

Discussion

- Several new small businesses have moved into town
 - Some were established elsewhere and moved here for the business climate
- Clinic is reopening - that makes a big impact
- Gravel operations
- Not a lot of new houses constructed, still a lot of foreclosures in areas
- Uptick in some businesses
- We are on the right path
- Renovations to this building [Historical Society]
- You can get what you need in town
 - You used to have to drive 30 minutes to buy things
 - That has changed in the last 40 years

- Specific sites and locations for new business have been identified in town - poised and ready to go
- Structure and presence of staff at Town Office has positioned us to work with economic development opportunities - better than 5 or 10 years ago
 - We've added staff to better accommodate that
 - Also a more accommodating attitude
- Gary Lamb noted that we have a new charter, organized so selectmen don't have to make so many weekly decisions - this is more business friendly
- Waterboro is a hub, a central point; people come through town in many directions, but the town is sitting here waiting to become its own destination
- Major growth of Snowmobile/ATV club
 - People come from out of state to enjoy recreation here
 - ATV club has received grants to upgrade trails and develop a connection from Lebanon to Hollis
- Jack Melanson noted that passionate people from different areas could work together better. For example, recent library and sports complex renovations were turned down. They were strong opportunities that would have helped students and helped improve spirit, as well as would benefit businesses coming to town.
- Very little social services and agencies here. We could tap into this to earn money and improve the area.
- We used to have no financial institutions and couldn't attract any. Now we have several. The regional business community has now demonstrated that this is a place where things can happen - we can meet expectations.
- Vacant medical and office space, Massabesic Lions facility
- There could be more interaction between the town and the Lake Arrowhead community - could be working better together
- Tom Ursia noted that we need to pay attention to infrastructure in the future - roads, water. Some business may not be able to come here because there is not enough water in the public system.
- Social services could be improved, and this is true for Maine in general. Could do needs assessment and then provide those services here. For example, in-home support, support for developmental disabilities. Right now some people need to leave Waterboro for those services and there is room for improvement
- Food pantry is about to be kicked out of its current location
- Connectability
 - There is potential for recreational opportunities
 - Forests
 - Connections to Sanford's idea of the Tall Pines Theme Park
 - There have been many requests for proposals to explore building of such facilities
 - Potential could be huge - 1.8 million visitors a year
 - Economic development could spill over into Waterboro
- Lake safety and environment
 - Invasive plants
 - Speed of boats, and lack of rule enforcement

- We hear concerns from summer residents - the perception is that the town can't or won't do anything about it
- Qualified applicants for jobs - is the local workforce broad enough and skilled enough?
- People who are committed to having a business here have been successful
 - I have seen many businesses come and go
 - Those businesses who are willing to do slow and steady growth, rather than fast, are strong
 - This helps strengthen the community character

Why Do Economic Development

As a full group we discussed why would we want economic development in Waterboro, and what might be gained via economic development. We also named some potential challenges for economic development.

Summary

Why do economic development?

- Results
 - Local jobs and opportunity
 - Keep money local and strengthen local businesses
 - More local services for local people
 - More of a destination – seasonal and permanent
 - Keep control of property taxes
- Process
 - Ability to proactively plan and control development
 - Plan for and provide infrastructure
 - Businesses like predictability
 - Preserve heritage and natural resources
 - Insurance for the future

Discussion

- It would keep people here
 - If no economic improvement, tough to have youth be able to feel successful
- Brings a sense of community
 - People won't have to leave to get what they need
- Helps keep infrastructure
- Strengthen other businesses

- If there's going to be growth, would rather have it here than in other towns
- Brings more revenue
- Brings young people back
- The state is growing and changing
- When I came here, it took me a while to find all the connections and nuances
 - Map that out sooner so it would help others who come here
- Take pressure off our tax rate
- Tax diversity
- Local services available to people in town so they don't have to go to Portland
- Local jobs
- More people involved in community activities
- Protecting heritage and special places
- Waterboro is a town supported by property taxes and we need help paying for schools and services
- Important to bring in sustainable and green businesses to help lower overhead on taxes and to help pay for schools
- If we do economic development, we get benefits, but in addition, we have control over what comes to town - we have a process
- Craig Pendleton noted that the time is right; there is an economic explosion all around Waterboro. Other towns are promoting airports, business parks, redevelopment of mills, and new housing units. This is tied to what could come here.
 - If you don't do economic development planning, stuff will happen to you as a result of this other activity
- Insurance for the future
 - A town with resources is a healthier town and a better educated town
 - Insure that our heritage continues
- Snowball effect - more people bring more people
- Become a community of "first choice" rather than a community of "last resort"
- Development with a plan is very important
 - We should welcome growth AND help strengthen business we currently have
- We have an opportunity to be leaders in the state - show other communities best practices
- Shipping into Maine costs double compared to what goes out. We are a consuming area not a producing area. What can we do to produce and sell out rather than shipping in?
 - Lakes, wildlife, fishing and trails
- Having a plan in place is helpful so businesses don't have to start from scratch
- A reminder that there are two types of development
 - One is that we bring big businesses and people move here
 - This means that people will be coming from other communities
 - Maine has a relatively stagnant population
 - We are an older state and fewer babies are being born
 - The other type is "destination development" that doesn't rely on population growth

- The population growth type of development is tougher than the destination type
- We have a good fiber technology in our community for telecommunications
- Secondary homes are purchased for the small town feel. The taxes are not a major negative for the out-of-state purchasers. The rural character is more highly valued
- Economic development challenges
 - High speed internet is critical to every municipality in York County
 - Three-ring binder is the backbone
 - The shoots of the binder didn't get to everybody
 - Three-ring binder needs to get to every community
 - This would help keep young people here if they could communicate planet-wide
 - Businesses call us and ask, "Where is the 3-ring binder?" They want a location with direct access to that infrastructure.
 - It is critical to get professionals to live here. for instance, Vice Presidents of large corporations. This would bring income base and committee participation.
 - For this we need high speed internet
 - A Vice President who does live here currently has lot of difficulty when the internet is down
 - Same issues with businesses
 - Ice storms cause big outages
 - Craig Pendleton noted that Biddeford-Saco has 2 million feet of space in their mill district and the high speed internet investments were already made. The North Dam Mill has triple access to internet - GWI, RoadRunner, and Time Warner, because redundancy is required.
 - Natural gas access
 - For manufacturing and households
 - Gary Lamb noted that the water system is growing but we have not yet started a public sewer system - we need this
 - Balance: Welcome the development AND preserve natural resources
 - Tom Ursia noted that we need better collaboration and better communication of our message about what's available here
 - We are now a member of the Biddeford Saco Chamber of Commerce
 - This is resulting in more cross communication between coastal and inland communities
 - Fiscal conservatism
 - Our citizens are conservative and cautious about spending money
 - It will be a hard sell if we have a million-dollar project
 - This is also a positive in some ways
 - We need a consistent mission statement among the businesses - a uniform goal
 - Opposing forces fighting each other does not work
 - Businesses, families, young and old need to work together
 - Educational system
 - People perceive it as not top-notch
 - Might prevent people from moving to town

- We need a vocational/community college closer
 - We lack electricians, plumbers, heating and AC techs, diesel mechanics
 - We need vocational education for rural southwestern Maine
 - All the internship opportunities are in Portland or Scarborough
 - Social services could be part of this education
- Three phase power is not accessible enough
- Sewer system is needed for industry but not needed in South Waterboro
- Lack of clearly defined town center
 - We argue about villages
 - Our high school mixes with other towns
- How to support current businesses if we are bringing new ones to town
 - We don't want to drive anyone out of business
 - It takes people a long time to build customer loyalty
- Affordable housing

A Vision for Waterboro's Business Future

In small groups we discussed three questions about Waterboro's business future:

- What should Waterboro be known for to potential visitors, new residents and new businesses?
- In ten years, what types of business do we most want in Waterboro
- Over the next ten years, where should development be encouraged?

Small groups wrote ideas on paper and we organized them on the wall, discussed as a full group and came to some emerging conclusions.

All Ideas

- Reputation
 - Family oriented, well educated, healthy economic
 - Friendliness
 - Welcoming rural community
 - Business friendly people
 - Welcoming, stable, clean
 - Strong, integrated community
 - Great school system (measurable assessment) comparative to statewide numbers, etc.
 - Education, athletics, "small town" recreation
 - Recreation

- Bass fishing
- Recreation community with modern conveniences
- Emerging economic center blended with rural simplicity and natural resource recreation
- Nature tourism, small business innovators

- Business Types
 - Hospitality (hotel)
 - Lodging, function hall, restaurant
 - Services to accommodate visitors, hotels, restaurants, medical services, campgrounds
 - More retail, hotel/motel, office supply, retail shops
 - Resource type business, tourist
 - Entrepreneurs
 - Large and small businesses in “proper” location
 - Higher paying jobs
 - Office and retail with a mix of manufacturing
 - Small town façade (design standards), environmentally clean high-tech manufacturing, specialty retail
 - Retail and service businesses that meet community needs
 - More “fun” places to “hang” (such as a gym)
 - Agri-businesses
 - All
 - A balance of businesses - some professional businesses, some small hands-on tech businesses, some industrial businesses

- Where
 - Major corridors
 - Route 202/Route 5 corridor between So. Waterboro and Hannaford area
 - Route 5 & Route 202
 - Route 5
 - Route 202/4 and 5 corridor
 - Major highways, respecting natural unique aspects of the town
 - Route 202/5
 - East and South Waterboro
 - Centralized area (sense of place)
 - Area for industrial development
 - Everywhere
 - Natural resources - lakes, mountains, trails, easy commute to resources, Route 5 and 202

Emerging Conclusions

Reputation

Ideally, we are known as a welcoming, friendly, rural community that provides easy access to extraordinary natural resources and recreation opportunities. It's a great place to live, for young and old, with lots of local businesses and outstanding schools.

Types of Businesses

We want a healthy (considers social, environmental, and economic impact) deliberate balance of manufacturing and service businesses, and we want more of both.

A hotel and hospitality related businesses would facilitate people coming here to appreciate our natural resources and spend money locally. Manufacturing and trades businesses would provide high paying jobs and make the community attractive to professionals.

In addition to attracting new businesses, we want to grow and support small, local businesses including home-based businesses.

Discussion

Reputation

- Strong integrated community means a sense of the place as home - all your needs are met, strong and rich in multiple elements
 - About people and about place
- Modern conveniences even though we have a small cozy town feel
 - We can offer what other places offer
- Sustainable business practices
- Clean businesses - manufacturing sometimes was not so clean in the past
- Recreation - within our borders, and a staging area for recreation elsewhere: Portland, ocean, trails, hiking, biking, skiing
- A great location, close to lots of things
- More diversity of age and race
 - Recruit high end professionals from different places and cultures all over the world
 - This is a Maine-wide problem
 - The pay rate is not here in Maine

Business Types

- Resources for the community
 - Financial, health - meeting people's needs so you don't have to travel
- Agriculture and food movement related businesses
- Service and hospitality based jobs are needed but might not pay enough to support families
 - Let's not put all our eggs in that basket as part of our strategy
- Hands-on manufacturing is not going to be lucrative
- Focus on high-tech manufacturing - for people in engineering to have something to come back to
- Hospitality is an economic driver - opportunities for banquets, conferences, etc.
 - Currently we are turning down opportunities for events because we have nowhere to house guests
 - 10,000 people used to come for Old Home Days
 - Fishing derbies also were huge
 - People would stay for three days and would be spending money in town
 - Food, beverages, recreation
 - Shopping in retail
 - Poland Spring brings in executives from all over the world - they could be staying here, eating here, and shopping here
 - They go to Portland
 - We are missing the boat!
 - People go home and tell their friends
 - Acknowledge that the hospitality jobs are lower paying, but some people would like those kinds of jobs and there are people who can fill them
 - The kids that would like to stay here are saying there's no place to work here
- We do need hospitality and lodging - we can't ignore this, but we don't want to build our whole community on that. We should also bring in a major commercial employer - like Pratt & Whitney or Poland Spring
- We all want higher paying jobs but we have natural recreation activities and no way to accommodate the people who come to visit. If we start with hospitality jobs, then we can build on that
- Don't see Waterboro as a major industrial area long-term
- We don't have the infrastructure for big industry - clean tech or whatever
- Keep a balance - professional, hands on tech, places for families to come home, would help the sheriff's office
- It's not that kids don't have a place to work, it's that they don't want to - I see 19 and 20 year olds with no work experience
- Student aspirations vary
 - Some are looking to take over or work in family business
 - Some want to go to a city
 - Many want to work in the medical field
- The word "All" covers it

- IF we come up with a sewer district to serve manufacturing, this will bring decent paying jobs
- Waterboro used to have manufacturing - lumber, box shops, feed stores, mill, finishing plant. Now we know what pollution is and we are much more educated about it. We could have manufacturing where people could make a living.
- Focus on one or two things to create a spark. Like Hannaford did; banks and others came along. Focus on a hotel/restaurant or an office building.
 - Go out on a limb, for example, waive real estate tax for 15 years, since we are not collecting tax from vacant land base anyway right now
 - High speed internet and natural gas can help create that spark - but they take time. A tax incentive can be done immediately.
- Consider social and environmental impact along with financial bottom line
- There should be a plan to get the businesses you want here, but we shouldn't work to NOT accept businesses - this ruins the American ideal
- Renovations on Family Dollar were good - it's a smaller version of Wal-Mart that's good for our town, but at the same time it forced the antique shop to move - that was a symbolic business here.
- Have a deliberate strategy to develop a diverse mix of businesses
 - That is different than being "open to all"
 - An attitude of deliberately going after a mixed portfolio
- Create a business inventory of skills in our community and market/promote to others what we can do here
 - People aren't aware of all the high tech people here
- As for long term tax breaks, I chose to open a business here and I've been paying my taxes
- We must do the planning. We were lucky that our spark was Hannaford. It could have been very different. For the last 20 years we have just "let it happen".
- Businesses that cater to young people
 - We have a lot of youth and young families. We are inherently going to get traffic from them. We should take advantage of it.
- Reflecting on old maps from Las Vegas, the business development there was haphazard and it cost them billions to redo everything when they put infrastructure
- Recreational feeling will not jive with big manufacturing, big exhaust stacks sticking in the air - we should think about this as we look forward
- Solar, wind, and geothermal business
- A gym would be awesome. Kids want things to do and people should focus on their health. Especially if it was open late at night - for basketball, working out.
- We need to develop our natural resources now. We could benefit from them more - we could make more of them. We have the mountain, lake, and trails, but the trails don't go anywhere. We need to have something to attract people to
- Caution that Ossipee Lake might not be able to sustain more people
- We need to be think about how to support local based businesses
- Instead of building things here, we could fix things here
- Could be hundreds of home based businesses

Where

- Have a centralized place
 - The “Golden Triangle” - Old Alfred Road, 5 and 202
 - We don’t have a sense of downtown and we need one to foster a sense of community
- Develop natural resources and connections to them
- Everywhere
 - Other than high rise buildings
 - Includes home offices
 - Not “anything anywhere” but “something everywhere”
- An area designated for industrial development - access to a major highway but not visible
 - Perhaps in area by the transfer station
 - Group things together, not spread all over town
- Does zoning prevent any type of development?
- How many people in this room work at home?
 - About a quarter of people in the room

How to Encourage Economic Development

Based on our vision ideas so far, we discuss how to encourage the type of economic development we want and how to promote our desired image of Waterboro.

Summary

- Town attention
 - Town promotion of businesses and grant writing assistance
 - Regional cooperation
 - Industrial park and infrastructure
 - Consider already developed recommendations
 - Economic development incentives such as tax breaks
- More active business association
 - More cooperation with the Town
 - More welcoming of new businesses
- Other Ideas (could be led by Town or others)
 - Events
 - Consistent branding and promotion
 - Social media
 - More voter education and engagement

- Passionate people work together
- Needs assessment

Discussion

- Explore all current and future forms of social media
- Tom Ursia suggested that we get the technical message out to the precise business we want to come to the community
 - Perhaps via regionalization, greater interaction with sister communities
 - Learn from other communities
 - Great opportunities on our back step
- Support the local business
 - Want to prevent seeing closed shops downtown
 - Teamwork and business partnerships
- Promote local business on the town government website
- Strengthen WAB (Waterboro Association of Businesses)
- Needs assessment - ask people what they want, then attract businesses to fill the gaps
 - This helps get buy-in
- Get testimonials about Waterboro
 - Show off success stories, such as The Heritage Company's dome restoration on the State House in Augusta
- Bring people into town through events
 - Mountain bike rally
 - Triathlon
 - Like the Old Home Days or Fishing Derby we used to have
- Expand event portfolio by partnering with Alfred and Limerick
- Run ads in the newspaper
 - Like, "Looking to open a restaurant or hotel? Come talk to us."
 - Think of ourselves as a business and we are attracting "customers" (other businesses)
 - Economic development committee take lead
- Town take the lead on a business park
 - Purchase land for a business park
 - Plan for sewerage
 - Plan for leasing
 - Provide building incentives
 - There is town land available
 - Malone property
 - We should purchase a right of way from Rt 5 to the land
 - Humphrey brothers tract
- Brand ourselves and have a consistent message when we are attracting businesses and individuals - create a guide that we would use in all communication

- Hire an advertising agency or professional expertise. Someone who can get us further than just by asking town staff and committees to take this on.
- Help with grantwriting for organizations who put on events
 - Maybe businesspeople and banks could assist with providing a town grantwriter who would be:
 - Readily available
 - Aware of grant opportunities
- What can we do NOW? Simple things like signs
 - “Welcome to Waterboro”
 - “We’re business-friendly”
 - On all major corridors coming into town
- “Open for business” signs are consistent with the Governor’s approach and consistency helps
- WAB and new Economic Development Committee take a position and provide guidance to the planning board when projects are coming to town
 - Especially controversial projects
 - Existing businesses could step forward and say “We support this project” rather than leaving an applicant on his/her own to defend business in front of planning board
 - These hearings are typically quite critical
 - We have to make businesses feel good about coming here - and not give them a bad experience up in front of the planning board
- Tap into the resources at University of Southern Maine - there are some top notch professors
- Use the recommendations from the 2020 planning committee
 - We could utilize some of the hard work done by existing committees
 - Research has already been shared with the Selectmen and the Planner
 - Recommendations are highly researched, very specific, and professionally based
- Waterboro voters will get a chance to vote on the comprehensive plan
- Comprehensive plan committee did an extensive and expensive feasibility study on sewage options - we are not starting from scratch
- Town Hall is not open enough for economic development needs
- We need to spend some taxpayer money to do this - staff, sewer - we need to be willing to put resources there
- How can we alert business leaders to come to meetings?
 - Meetings published on website
 - Could Town contact the WAB and ask for help?
 - The Planning Board can’t solicit a person to come to a meeting to advocate for a position
- The Association could get involved more
- Kerry DeAngelis offered to circulate meeting agendas to the full membership
- The idea was also raised to send alert to WAB about what topics were upcoming at planning board meetings
- Could use better communication in general going forward

- We have to identify our strengths. Biddeford, Freeport, and Kittery have all picked something and focused on it, and they are close to the highway. We have to pick something that doesn't require immediate access to the highway, not UPS for example.
- Consider the costs of occupancy for hospitality businesses, or office parks. If there is no tax break, no gas or sewer, if I have to arrange for all that in Waterboro, what is going to attract me there?
- Reach out to hospitality industry - they might have a misconception that a small town is hard to do business in. In a recent New Hampshire example, we were having a hard time working with one town, and a neighboring town heard about it and made a call to say, "consider us". We went with the neighboring town. What can we offer to entice people?
 - Market the town attributes
 - Reverse commute
 - People who live in Portland coming to Waterboro to work
 - Saves time, boosts employee morale, and more productive business
- Are part time town workers getting health insurance?
 - 32 hours is considered full time
 - We are considering a new structure
- How much more will it cost to have the office open Monday-Friday?
 - Want to make sure we are not throwing money out the window
- Tax dollars are important so we have to do a better job informing the community about costs. For example, the sports complex that was just turned down would have cost each household only \$24 per year.

Closing Comments

Each person had an opportunity to make a brief closing comment, such as a reflection about the meeting or a particular hope or concern going forward.

- Thanks for coming - attendance of 53 beat the bar!
- A reminder that you can have planning board agendas automatically sent by email
- Thanks to Craig and Kerri
- Thanks for letting me attend. Many things that came up here also come up in Biddeford-Saco. There is encouraging and discouraging news. The greatest frustration is having positive energy and then hitting hurdles.
- Connection between communities is a necessity
- Thanks for educating me about all the things available here
- Great energy, very productive
- Thanks for facilitating. I learned a lot. My sense of community has been broadened.
- Thanks to Craig Pendleton for attending - he is a great resource
- Sometimes the simple answers are the easiest to achieve
 - The reasons we come to places are because people reach out and ask
 - We need to reach out and take a chance

- Great info today, hope it doesn't end here
 - Make it happen at the government and community levels
- I worry about where the town will go, for young families, the bottom line should be measured in terms of social, environmental, and financial
- Great meeting. I love living in Waterboro and I hope we continue to generate ideas.
- Thank everyone for listening to my opinions, even with my "underdeveloped" brain. If anyone here needs help with youth leadership issues, please let me know.
- Great turnout! Would like to see this at all our local events and fairs.
- Very productive. Thanks for organizing. Let's make sure we continue this process on our own, whatever part we play.
- Great job today. And a reminder that everything we have talked about today is covered in the comprehensive plan.
- Communication is number one
- Great morning
- I am glad we are moving forward
- Thanks to the Town Administration for supporting the discussion to invest in this. This was important and needed to happen. When 53 people take time to come here, it's important to see how you are all vested.
- Look at the entire region. It's rich for opportunity. Remember the difference between "investment" and "spending money".
- Thanks for the program today. Please continue to remember to think long term about our youth and their opportunities and their desire to come back.
- Can we stay engaged with the planning board by using the town website AND the email list from today when opportunities come along?
- Appreciated the opportunity to be here and meet new faces - look forward to seeing the results
- Great to see involvement
- Thanks for support of the Historical Society - this is a great building
- A good morning. Hope it continues. We need more passionate people to give their time.
- Kudos to the town for putting this on. I hope we can stay true to what makes us special even if it flies in the face of easy answers or conventional wisdom.
- Thanks to Leo and the economic development committee for putting this together
- Great event! Now go forward and be productive!
- Great discussions and lots of takeaways - appreciated being part of it
- Thanks for having me here
- Please get involved - there are vacancies on town committees
- This is one of the largest gatherings we have pulled together - hopefully the info will be used
- Love having people enjoy our recreational trails. The town should look into expanding on the system; more interconnecting businesses. Also, be aware of losing rural character and nature as we develop. Include the trails along with people as development occurs.
- Valuable info to take back

- It is difficult being an entrepreneur and a small business owner. Any support from community -- commiserating or encouraging -- is thrilling. I enjoyed the day.
- In three years I'd like to see the town
 - Own and set aside land for a business park
 - Have a midsize B&B or hotel
 - Have a systematic town beatification plan
- Thanks for the invite to the Sheriff's office. It's great to hear about the vision, since of course public safety is impacted by all of this.
- Nice to be here, thanks
- It was great the way you tricked people into having a nice dialogue
- Good ideas for betterment of Waterboro

After closing comments, Danny Bouzianis proposed a contest for high school students to submit ideas about spurring economic development in Waterboro and promoting Waterboro. Danny offered to contribute a \$500 prize towards such a contest.

Tom Ursia closed the meeting with the following remarks:

- I heard two big themes today - connectivity and continuity
 - It's amazing that all these minds are in the same room sharing ideas
 - We need to follow up
 - We will get the contact list out to everybody
- The Planning Board will be closing up this portion of the master plan, which will be incorporated into the comprehensive plan
- Economic Develop Committee will do the "front end" of the economic development chapter of master plan
- Thanks to Craig - it was critical to have help in pulling all the pieces together

Appendix: Planned Agenda

Waterboro Business Summit

Agenda

November 21, 2014, 8:30 - 12:30

Waterboro Grange Hall, 31 West Road, South Waterboro

Objectives

- Establish shared understanding of Waterboro's economic strengths and weaknesses
- Consensus on a vision for and build enthusiasm for Waterboro's business future
- Identify specific steps to achieve the vision
- Gather input for the economic development chapter of the Master Plan

Agenda

8:15 **Gather and refreshments**

8:30 **Opening**

Welcome – Tom Ursia, Waterboro Town Planner
About the Meeting – Craig Freshley, Facilitator
Introductions

8:45 **Waterboro Currently**

We will start our conversation by taking stock of Waterboro's current situation. What are our strengths and weaknesses? We will first hear a brief presentation from Tom Ursia, then there will be a chance for others to make comments and ask clarifying questions.

9:15 **Why Economic Development?**

In a facilitated full-group conversation we will discuss economic development in general. For example,

- Why would we want economic development in Waterboro?
- What might be gained via economic development?
- What are our current economic development challenges?

We will discuss and perhaps come to some initial conclusions.

- 10:00 **Break**
- 10:15 **A Vision for Waterboro's Business Future**
In a dynamic, interactive, visual exercise we will brainstorm ideas for the kind of economic development we want for Waterboro. In ten years, what types of business do we want in Waterboro? What should Waterboro be known for to potential visitors, new residents and new businesses? What's the primary message we send? We will collect ideas, map our conversation as we go, and see what conclusions emerge.
- 11:45 **Making it Happen**
Based on our vision ideas so far, how should we encourage the type of economic development we want? How can we promote our desired image of Waterboro? We will discuss and come to some initial conclusions.
- 12:15 **Closing Comments**
Each person will have an opportunity to make a brief closing comment, perhaps a reflection about the meeting or perhaps a particular hope or concern going forward.
- 12:30 **Adjourn**

Appendix “B”

Economic Diversity

Then & Now

ECONOMIC DIVERSITY THEN & NOW

Making A Living In Waterborough - *Historical Reflections in Time....*

Since its earliest days, Waterboro has seen a diverse economic base and that desire for diversity continues today. The following narrative shows the historic/early industrial success and the role that a major natural disaster played in changing the business landscape of Waterboro. Through the efforts of the public and private sectors, the EDC hopes to advance Waterboro as a regionally recognized community where businesses are welcomed and encouraged to stay.

Lumbering: For many years lumbering was a large part of the income for many people in Waterboro. Most farmers and large landowners depended on this industry to supplement their yearly income. A few of the main sawmills were the Johnson Lumber Co. in No. Waterboro, Deering Lumber Co. in East Waterboro and the Smith Lumber Co. in So. Waterboro. So. Waterboro was also home to a box shop next to the railroad tracks. Bartlett Pond in East Waterboro was a place where many logs were left in the water to be sawed at a later time.

In the 1860's saw mills were sawing record numbers of pine and spruce for homes and shook for assembling boxes. Saw mills, which previously used the streams for their waterpower, now were using their waste and cut-offs for steam power.

The box shop was lost to the 1947 fire over the next few decades, the three remaining sawmills went out of business. The next phase was well known sawyers such as Forrest Abbott, Sr. and Clarence 'Bud' Woodsome, Sr. who set up portable sawmills. Today, many people have hobby portable sawmills. The only automatic mill in operation today is Woodsome Lumber in No. Waterboro, owned by Clarence 'Bud' Woodsome, Jr., who is carrying on his father's tradition.

Waterboro Box and Milling Co.: Charles B. Marble, Sr., a farm boy from New York, graduated from Harvard and while working in New York City in 1910-12, saw an advertisement from a distressed town in Maine. It offered significant tax benefits to anyone establishing a factory in So. Waterboro. He traveled to Maine and met George Smith, a sawmill owner. They became partners in founding the Waterboro Box and Milling Co. It was located next to the railroad with its own spur to the loading dock for the factory.

Their basic product was 'shooks' which are knocked-down boxes that are reassembled at their destination, thus saving huge shipping expense. They employed between forty to sixty employees, including lumber-jacks operating a portable sawmill. The original office is located on Main St. next to the Bible Chapel Church in a building currently used by the telephone

company. The company was very successful. The factory was destroyed in the 1947 fire, putting all those wage earners out of work and would not be rebuilt.

Agriculture & Farming: The primary job for the settlers that first came to Waterboro , was to provide their family with a home and food. Waterboro, which was organized in 1787, was often settled by veterans of the Revolutionary War and everything was obtained from the earth such as wood, vegetables, wild animals and bird. Most early land grants were 50 to 200 acres. Basic skills such a shoeing a horse or making a scythe had to be acquired. Early houses were very poor, cold and unpainted. Bartering became a way of life. It's amazing to travel the roads and lanes of Waterboro and find miles and miles of stonewalls which were built by hand, using oxen or horses. Cow's milk had to be saved and turned into butter and cheese. Dry fruit hung in kitchens and attics. Root vegetables were preserved in cool cellars. Pears and beans were planted, as well as corn and barley that they ground into grain.

By 1830, substantial houses and barns were being built. The Deering Farm on Deering's Ridge Road in. East Waterboro was one of the largest farms in the area. They also had a shoe shop, ice house and blacksmith shop. The population was growing, land was not as productive and people began moving west. Agriculture was becoming mechanized. Dairy and poultry farming was being done on a large scale and providing a fair living for the farmers. The Industrial Revolution was changing lives everywhere.

In 1868 the railroad came into Waterboro so produce could be easily shipped to the large cities of Portland, Biddeford and Saco. The population was about 1,800. In 1925 it was reported that there were 141 farms in Waterboro. With the stock market crash of 1929, the town's population dropped to 914. The Grange began promoting credit programs for farmers and the Extension Agent offered assistance with paperwork needed to secure bank loans. Farming as a major source of income was ending all over Waterboro.

A Leavitt Enterprise: The Leavitt family moved to Waterboro from Alfred in the 1840's and built the house presently known as the Taylor/Frey/Leavitt House in Waterboro Center. There were few opportunities for farm women to make any money. They had a store opposite the house at the corner of Old Alfred Road and Ossipee Hill Road. They bought cloth and piece work from clothiers in Boston, having the local women sew and press the coats, pants, etc. then ship them back to Boston for 'ready made'. Between the years of 1860 and 1866 there were at least 397 women involved in sewing and pressing. The women were paid or given credit at the store. Records from 1854 to 1866 can be viewed at the house, that is presently a Museum.

The Roberts Pickle Factory (1842-1947): There were several generations of Roberts on Roberts Ridge Road who were farming, selling cider vinegar, lumbering and supplying horses from Kansas and Idaho to local people. Around 1842, they began raising cucumbers, which were salted in large vats then packed into wooden barrels and kegs. They were delivered by horse and buckboard to stores in Biddeford, Sanford and Portland. In 1890 the business was ran under the name of Quality Farm. Around 1900 the business was run in the old pickle house in Waterboro for eight years, then for six years out of a factory in Portland; then it returned to the Ridge in Waterboro once more. Soon it was packing in glass containers, as well as barrels and kegs.

As the business grew, contracts with local farmers were arranged and many acres would be planted for the factory. At the peak of the season nearly ten tons of cucumbers were brought in each day to be sorted by size and placed in brine. One entire field near the factory was filled each year with the curing barrels each topped with its curious crown of planks and stones that prevented the swollen cukes from overflowing the barrels. Various kinds of pickles were made, including sour, dills, sweet mix and sweet mustard. They also added sweet mustard and dill relish to their line of products. In an average year over 200 tons of cucumbers were processed and sold to stores and restaurants in Maine and New Hampshire. The factory was completely destroyed during the 1947 fire.

The Goodall Worsted Mill and The Waterboro Allied Kid Leather: The Sanford Worsted Mill was built soon after the First World War to make fabrics that were needed after the war. Situated close to the railroad tracks in So. Waterboro, it was convenient for sending materials and finished goods to Sanford. As many as seventy-five spinners were employed. Closing in 1928, the building remained vacant for ten years.

In 1938, the building was revamped and it became the Waterboro Allied Kid. Many residents of Waterboro worked at the factory. Rough hides were worked into finished leather that was transported to Boston and other Massachusetts cities. On the 30th. Day of November, 1962, a spark in the 'daubing' room created an explosion which demolished the room and killed an employee. The business closed in 1981. At its peak of operation, 115 people had worked there.

In 1988 a spectacular fire destroyed the empty building and scorched several houses on May Street. Only the skeleton of the shipping and tacking room and the water tower remained standing. The building on was never rebuilt.

The Waterboro Industrial Building Corporation: The Waterboro Industrial Building Corporation was formed in 1961, with its purpose, to establish businesses in Waterboro. Membership was limited to twenty members of Waterboro and a Board of Trustees of seven members was elected annually by this membership. John Hanscom served as the Corporation's President.

The Corporation sought money and contacted the Maine Industrial Building Authority. They agreed to finance a building up to 80% of the cost as a loan of \$133,940.65. The remaining 20%, or \$18,000., would come from the sale of shares offered to the public.

It was decided to build on Route 202 due to the excellent access to major highways. The building was completed and R&L Trophy was the first tenant. Since that time, other businesses in the building have been: Heritage Co., GTE Sylvania, On Time Machining, Architectural Skylight Company and currently, Howe & Howe.

When the GTE Sylvania leased the building in 1965 for the production of electronic components, they employed 65 workers. In 1985 they purchased the building and continued their manufacturing operation, finding in Waterboro and the vicinity, a good supply of skilled workers.

With the sale of the building, the Waterboro Industrial Building Corporation was able to pay off the loan to the Maine Industrial Authority, as well as reimburse all the stockholders for the stocks they had purchased.

The infamous Fire of 1947 destroyed much of Waterboro's manufacturing, lumber, retail and hospitality industries. When the smoke cleared, three-quarters of Waterboro's land area had burned, including the town center and 90% of the cottages on Little Ossipee Lake, but it couldn't break the Town's spirit. Today, Waterboro boasts over 150 businesses representing a variety of sectors from in-home services to national franchises to light manufacturing.

Waterboro Businesses

Snip-its In Time – 1700's to 2000

Agriculture & Farming:

1800+/- - Lumbering & agriculture continued to fuel Waterboro's economic expansion.

1925 – 141 farms reported in Waterboro

1900's: First half saw decline in the Town's agriculture market and the by-passing of the railroad for highways.

Goodall Worsted Mill: 1918-1928 – Employed as many as 75 spinners plus other jobs to make fabrics needed after WWI

GTE Sylvania: 1965-1988 – Employed 65 workers from the Waterboro area. It was a development plant and made equipment for the Sylvania lighting division.

Leavitt Entetprise: Between 1860 & 1866 at least 397 Waterboro area women were involved in sewing and pressing coats and pants that were shipped to Boston.

Mills:

1795: Waterpower grist mill at outlet of Little Ossipee Pond; later, it was expanded by 1869, to include four sawmills and one planer. Also, a sawmill on Buffoms Brook in the Thyngs Mills area.

1856 Map of Thyngs Mills: grist mill, shingle mill, orchard, cider house and corn house.

1800's: Johnson shingle mill, which later produced shook and pine for home construction in No. Waterboro.

1900's: Woodsome Lumber Co. in No. Waterboro

Miscellaneous Businesses:

Noteworthy: Post Civil War period: So. Waterboro was established as a commercial center with a railroad link to regional markets and soon became home to a variety of businesses.

1800's: Stagecoaches ran through Waterboro. The drivers changed and fed their horses at Porter Gilman's stable in Waterboro Center.

1856 Map: Ossipee Mills: listed a sawmill, general store, post office, blacksmith, carpenters and a town farm.

1865: 1st. No. Waterboro Post Office in Luther Chase's home, who also had a cobbler shop.

1868: Railroad opened. East=Westcott Station and Waterboro Station in So. Waterboro.

1872 Map of No. Waterboro listed 2 Wheelwrights and 1 Blacksmith Shop.

1877: East & Center Waterboro: 3 general stores, blacksmith shop, 2 lumber mills, livery stables and icehouses on Bartlett Pond owned by The Boston Ice Company.

1878: Chase's General Store in No. Waterboro.

1900: 1,169 residents, including farmers, loggers, carpenters, neighborhood store owners, merchants, blacksmith shops and sawmill owners.

1925 +/-: Walter J. Downs, doctor, pharmacist, store owner in So. Waterboro.

1930-1950's: Harold Thornton's barber shop in So. Waterboro.

1950's: E.A. Scribner Insurance, Merton Bean's Garage, Swett Oil Co., Farmer's Exchange, Van Foglio, Plumber, Roscoe Varney Insurance, Waterboro Superette, Robert's Store, Frank Laskey's Garage, Place's General Store & Jim's Flying "A".

1970-1980's: Single family home building, changing Waterboro from a self-sufficient community to a bedroom community servicing the labor markets in the region's urban job centers.

Ossipee Manufacturing Co.: 1861: owned by J. W. Holland for making woolen blankets and other woolen goods. 1872: Employed 25 people and manufactured 18,000 pairs of blankets a year. The mill burnt in 1874, not to be rebuilt.

Pickle Factory: 1842-1947

Professional People & Buildings:

1800+/-: 1st. Physician: Thomas Chase 1st. Ordained Minister: Rev. Pelatiah Tingley

1815: 1st. Lawyer: Grove Catlin

1981-present: Lions Medical Center, So. Waterboro (formerly old elementary/high school)

Dentist Wayne LaRiviere was first office to open.

Tourism & Hospitality:

1780: Samuel Dam Tavern one mile south of Old Corner (for lumbermen & teamsters who were transporting timber to the seacoast for shipment to England)

1900: Summer months saw tourist trade with rented rooms.

1800+/-: Old Tavern House at Waterboro Center (capturing business form the Boston/Portland stage line serving Waterboro and points north.

Mid-1800's: The Ossipee House hotel built on the eastern slope of Ossipee Mountain and closed in 1905+/- . In 1915+/- it was taken down and the wood was reused to build Sunnyside Cottages on Little Ossipee Lake. The blacksmith shop for the hotel was moved to the Swett property on Townhouse Road.

1900's: Little Ossipee Lake became a valuable asset with the establishing of Chadbourne's Overnight Cabins, Sunnyside Cottages, Camp Laughing Loon and Blackburn's Campground.

1930's: East Waterboro: overnight cabins behind Knight's Store.

Other hotels, stage coach houses and/or taverns in Waterboro: Union Hotel and Enterprise Hotel in So. Waterboro. Lakeside Hotel in Waterboro Center. Furlong/Maddox Tavern on Old Portland Road.

Waterboro Allied Kid Leather: 1938-1981 – Employed many people in the Waterboro area. Rough hides were worked into finished leather that was trucked to the Boston area.

Waterboro Box & Milling Co: 1912-1947 – 40-60 workers – Produced 'shooks' which were wooden knocked-down boxes that are reassembled at their destination.

Waterboro Industrial Building Corporation: 1961-1985 – Limited membership of twenty residents of Waterboro worked with the Maine Industrial Building Authority to build a commercial building. MIBA financed 80% (\$133,940.65) of the cost and WIBC sold shares to the public to raise the additional 20% (\$18,000.) Tenants included R&L Trophy, Heritage Co. and GTE Sylvania. With the sale of the building to GTE Sylvania in 1985, the WIBC paid off the loan to MIBA, as well as reimbursed all of the stockholders for the stocks they had purchased.

Thirty years later, our 2015 Economic Vision Plan includes plans to attract businesses that are diverse in size, products and services, and workforce skill. There are many economic and business strategies that hold promise for the Town of Waterboro, provided proper investments are effectuated in the Town's infrastructure and hospitality gaps. The Vision for the Town's Future speaks to nine critical components. Key to the success of these strategies will be the need to forge new and strong partnerships with health care institutions, local banks, educators, youth service programs and private/public sector innovators. Additionally, the merging of the recommendations in this chapter with those set forth in the Hospitality and Tourism chapter is immensely important to the branding of a defined Town image.