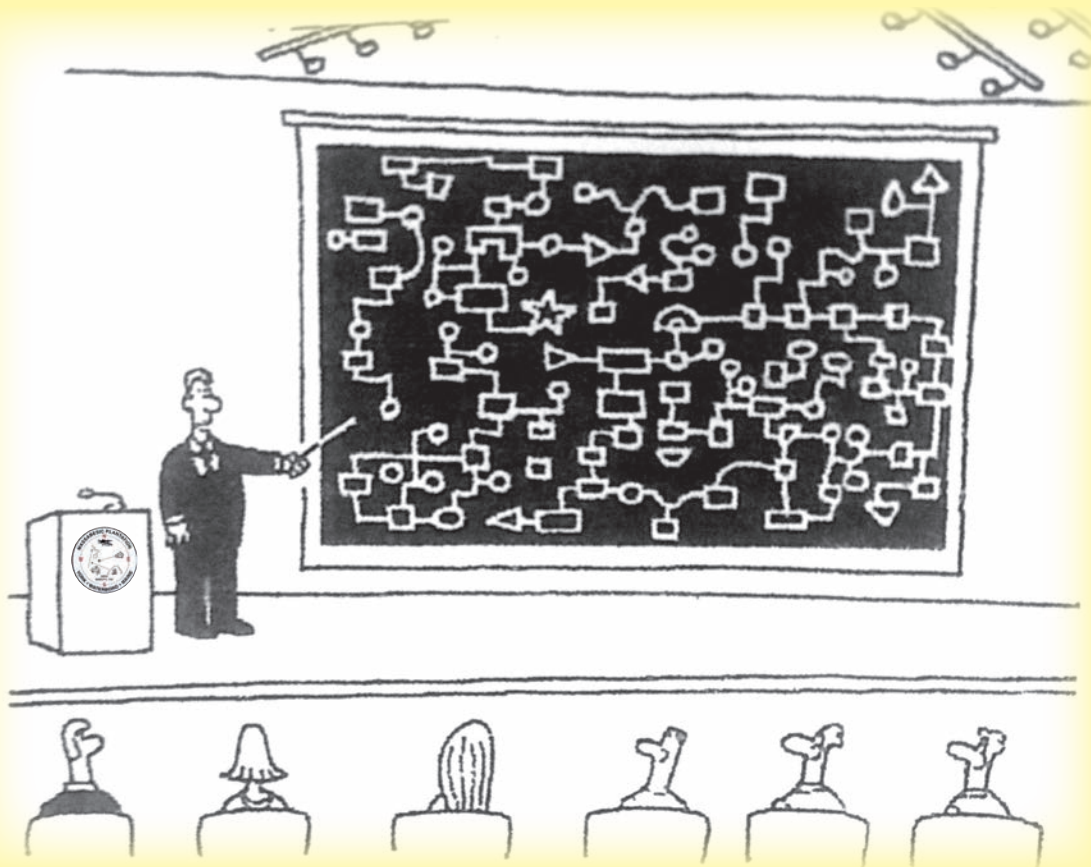


**TOWN OF WATERBORO
20/20 Master Planning Committee**

**Comprehensive Plan
EXECUTIVE SUMMARY**



“This is our plan for the next 1,000 years”

SPRING 2015

Introduction/Background Information/ Plan Format

In the spring of 2010, the Waterboro Board of Selectmen formed the 20/20 Master Planning Committee and charged the committee with developing a Comprehensive Plan. People who served on the committee (with dates that they participated in parentheses) were:

Committee Members

Todd Abbott (6/10-6/15)
Dave Barker (11/11-6/15)
Sandra Binette (11/10-4/11)
Judi Carll (11/12-6/15)
Andy Cote (10/12-1/15)
Stephen Eveld (6/10-6/14)
Dianne Holden (6/10-6/15)
Roger Macomber (6/10-6/15)
Tim Neill (8/12-6/15)
Robert Powers (6/10-6/15)
Mesha Quinn (8/13-10/13)
Jack Seery (6/10-6/11)
Kent Whitten (6/10-2/12)

Selectmen & Staff

Jon Gale, BoS (3/15-6/15)
Dave Woodsome, BoS (9/11-3/15)
Tom Ursia, Town Planner (6/10-6/15)

The committee started meeting in June of 2010, and immediately generated the following Vision Statement which subsequently served as a guideline for all of the committee's actions:

To provide a series of action plans to achieve and shape the future growth of Waterboro through a proactive, inclusive community effort by reaching a balance between economic development, environmental sustainability and community livability, in order to provide a legacy for our future generations.

As another early task, the committee reviewed the Town's prior Comprehensive Plans and the State's guidelines for Comprehensive Plans and then held a series of Visioning Sessions in which the committee obtained information regarding how Waterboro citizens felt about the Town.

Before it started work on specific areas that it deemed should be addressed, the committee decided that each area that it addressed would be presented in a "stand alone chapter" format rather than in the traditional "notebook" style format. The committee agreed that most chapters would include specific action planning strategies in order to make the documents useful tools for the Town. The committee also decided that after the Comprehensive Plan is accepted by the Town, each "Chapter" would be produced in digital format and would be posted on the Town's website. The committee further decided that copies of each "Chapter" would be placed in the Waterboro Public Library and copies would be available in the town planner's office.

Listed on the succeeding pages is a synopsis of each "Chapter." Please note that at the end of several of the synopses the 20/20 Master Planning Committee has included "Postscripts" which outline actions that have been taken since the respective Chapters were completed.

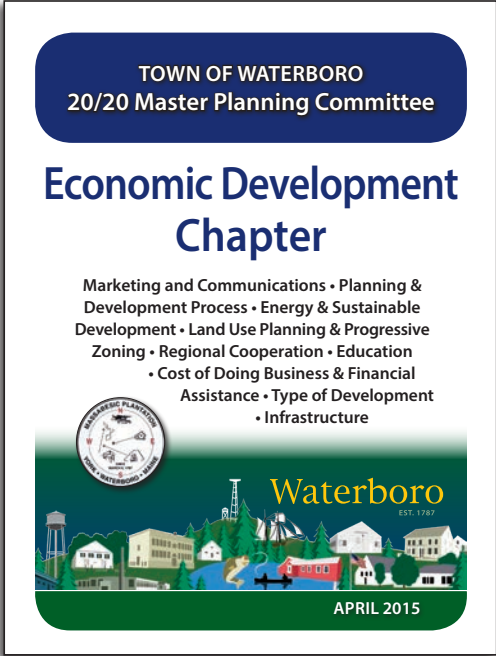
ECONOMIC DEVELOPMENT CHAPTER

The 20/20 Master Planning Committee solicited Waterboro’s recently reactivated Economic Development Committee to assist in generating the **ECONOMIC DEVELOPMENT CHAPTER**. The 20/20 Master Planning Committee thanks the Economic Development Committee for their thoroughness, diligence, and foresight which resulted in a chapter that reviews economic development factors in Waterboro’s past and provides detailed guidelines for the Town’s future economic growth.

The Economic Development Committee revised its Mission Statement which served as a guideline for the committee as it developed a comprehensive document titled **WATERBORO’S ECONOMIC DEVELOPMENT VISION FOR THE FUTURE**. The **VISION** document addresses nine specific economically related areas as follows:

1. Marketing and Communications
2. Planning & Development Process
3. Energy & Sustainable Development
4. Land Use & Sustainable Development
5. Regional Cooperation
6. Education
7. Cost of Doing Business and Financial Assistance
8. Type of Development
9. Infrastructure

Incorporated into the above nine areas are over fifty specific action planning strategies. The Economic Development Committee also proudly generated eleven Short Term Workplan Priorities for FY 2015-16 and seven Long Term Workplan Priorities for FY 2017-20.



A highlight of the Economic Development Committee's efforts was the organizing and hosting of a Business Summit which was attended by over fifty local business owners and operators and other interested people. The Business Summit focused on the following 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.

A summary report of the Business Summit is included as an appendix in this **CHAPTER**. The Business Summit helped the 20/20 Master Planning Committee and the Economic Development Committee in their subsequent deliberations about future economic development in Waterboro.

Economic Development Chapter Postscripts

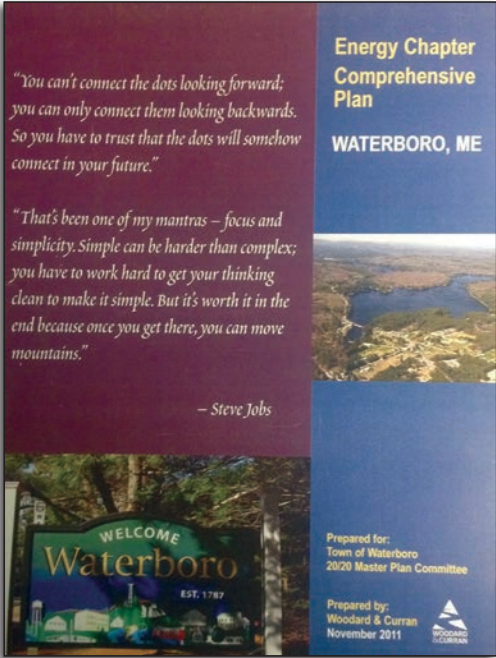
- The Economic Development Committee has been reactivated and is very proactive
- The Economic Development Committee hosted a well attended Business Summit in November, 2014
- Waterboro joined the Biddeford/Saco Chamber of Commerce & Industry
- Waterboro has committed to placing an ad in the Biddeford/Saco Chamber of Commerce & Industry's *Community Resources Directory and Visitor Guide*
- The Economic Development Committee hosted a joint meeting of Water District and Town officials to start constructive dialogue about water issues

ENERGY CHAPTER

The 20/20 Master Planning Committee engaged Woodward & Curran in developing the **ENERGY CHAPTER**.

The main goals of the **ENERGY CHAPTER** are to:

- Support the Town of Waterboro as it seeks to better understand the environmental and economic development implications of the energy discussion including potential renewable energy opportunities.
- Understand municipal energy usage and what opportunities exist to reduce it.
- Educate residents and businesses about energy conservation opportunities.
- Provide resources for resident and municipal use that will serve to guide additional thinking and decision making in the future.



The **ENERGY CHAPTER** includes an *Overview of Energy Considerations, Energy Management Plan Benefits*, as well as regional and state *Existing Conditions*.

The **ENERGY CHAPTER** also identifies and describes *12 Energy Strategies* that are tailored specifically for Waterboro. The 20/20 Master Planning Committee endorses these strategies and their corresponding guidelines and recommends that the Town continue working on implementing them. The twelve strategies and guidelines are outlined on the following page.

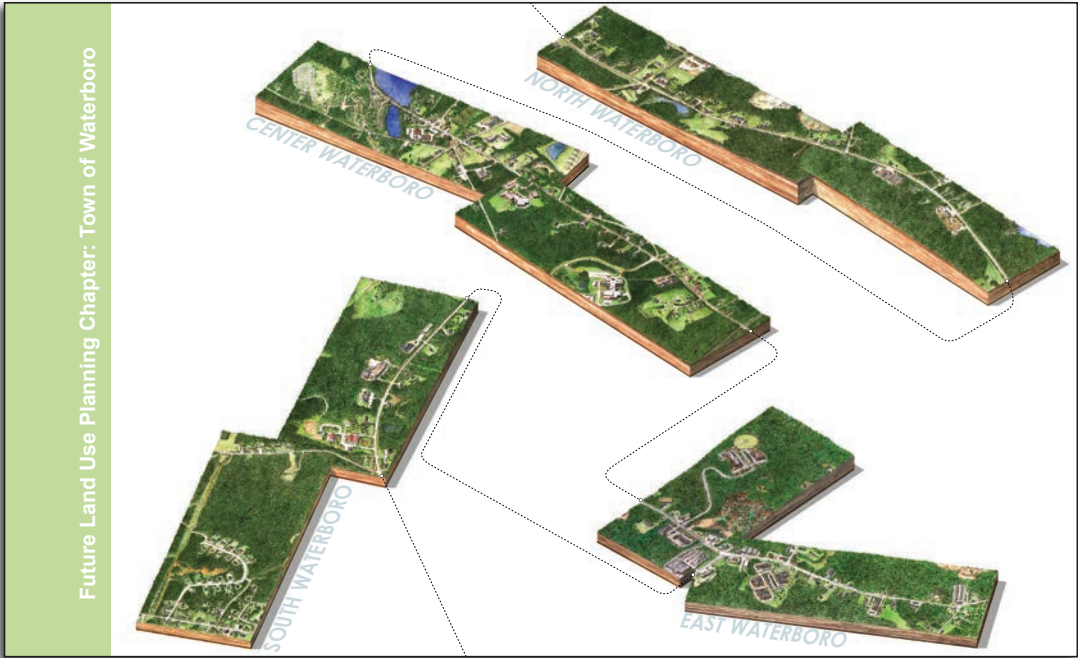
Energy Chapter Postscripts

- The Board of Selectmen has placed an Article on the FY 15-16 town meeting warrant to insulate the Town Hall roof
- Students and staff at Massabesic Middle School have been involved in successful recycling and energy conservation related activities

Action Item Summary List

Action	For More Info (Page #)
1. Organize a Town governing body headed by a designated Energy Coordinator to lead Energy Initiatives.	
Certified Building Energy and Sustainability Technician.	3-1
Communicate the Town's energy objectives, plans and successes.	3-1
Coordinate with the School's New Energy Efficiency Coordinator.	3-2
Provide education on energy conservation and renewable energy choices and opportunities.	3-2
Develop mechanisms to monitor funding opportunities.	3-2
2. Increase Energy Awareness in the Town.	
Start with Town buildings.	3-3
Create energy guidelines for Town building use.	3-3
Sponsor an Energy Conservation Award.	3-3
Host "green" public events.	3-3
Select and utilize a computer-based tool to inventory and track greenhouse gas emissions and energy use.	3-3
3. Explore the potential for using or generating renewable or alternative energy.	
Consider a demonstration scale solar energy project.	3-4
Invite Efficiency Maine to speak to the Town about Energy Grant Opportunities.	3-5
Invite Ogden Geothermal to speak to the Town about the implementation of geothermal projects.	3-5
Explore outreach to developers to implement large scale wind.	3-5
4. Increase the energy efficiency of town lighting.	
Assess the status of non-building street lights.	3-7
Phase out conventional street lights and replace with more energy efficient fixtures.	3-7
5. Implement energy efficiencies resulting from energy audits to reduce energy expenditures.	
Implement low and no cost energy projects on Municipal buildings.	3-8
Focus on building envelope.	3-9
Develop funds for improvements that require capital.	3-9
6. Utilize the schools and its students to build and implement green programs.	
Involve students in volunteer activities town-wide.	3-10
Consider offering an energy internship at the Town or coordinate an internship with local businesses.	3-10
7. Examine opportunities to optimize energy purchasing practices. Find cheaper energy.	
Partner with surrounding communities for bulk energy purchases.	3-11
Examine electric and fuel oil supply agreements.	3-11
8. Foster the creation of village areas and encourage energy efficiency development and conservation efforts.	
Work with the Maine Downtown Center to launch a Green Village program in Waterboro.	3-12
Ensure that this Energy Chapter is consistent with the new Village planning chapter of the Comprehensive Plan.	3-12
Adopt regulatory requirements that will foster the appropriate location and design standards for renewable energy projects.	3-12
Incorporate LEED building standards into new downtown development codes.	3-12
Incorporate other site plan considerations.	3-12
Develop Town infrastructure to support a downtown area.	3-12
9. Support the individual homeowners in becoming more energy efficient.	
Provide education targeted toward homeowners.	3-13
Continue to help homeowners obtain PACE loans.	3-13
Communicate town strategies that could be adopted at the individual homeowner level.	3-13
Monitor other funding opportunities specifically focused toward homeowners.	3-13
10. Support businesses in becoming more energy efficient.	
Provide education targeted toward businesses.	3-14
Communicate town strategies that could be adopted at the individual business owner level.	3-14
11. Develop relationships with people, organizations & programs that can help the Town of Waterboro.	
Maintain and utilize a directory of energy resources.	3-16
Consider how the local ATV club could utilize their network.	3-16
12. Track and leverage various funding sources for energy efficiency and conservation projects.	
Maintain a directory of funding sources.	3-20

FUTURE LAND USE PLANNING CHAPTER



Translating complex land use challenges for the Town of Waterboro into future opportunities requires creative thinking and the realization of cumulative impacts. The **FUTURE LAND USE PLANNING CHAPTER** encourages townspeople and its public servants to explore new land use options and to broaden communication channels between the public, quasi-public and private sectors. As this **CHAPTER** was conceived by the Town Planner, it was soon realized that significant changes in developmental economics, aesthetic values and changing land use were rapidly being recognized. Thus, this **CHAPTER** incorporates a thoughtful approach to visualizing eight significant areas of anticipated change in the near future.

This **FUTURE LAND USE PLANNING CHAPTER** introduces the master planning tool of rich visualizations called “*transects*.” The selected transects along Route 5, Routes 4/202 and the West Road corridors represent geographic areas that will likely experience growth potential over the next ten years. Keen attention should immediately be directed to balancing the economic vitality of these corridors, while sustaining the beauty of adjacent natural resources.

The 20/20 Master Planning Committee and the Town Planner have long recognized that purposeful planning requires guiding principles to help ground future land use initiatives. This **FUTURE LAND USE PLANNING CHAPTER** has set forth six key guiding principles that speak to:

- Ensure the highest respect and consideration for public and private land ownership and property rights.
- Recognize that Waterboro's villages, natural resources and trail systems are unique and valued assets.
- Encourage the conservation of farmland and food security and thus encourage agricultural innovation and new agri-businesses.
- Improve water, road and fiber infrastructure as critical components to a functional economy.
- Ensure that the Town's economic future and its natural resources are considered equally.
- Enhance the resourcefulness of the business/financial/volunteer communities and make a stronger commitment to shared communication.

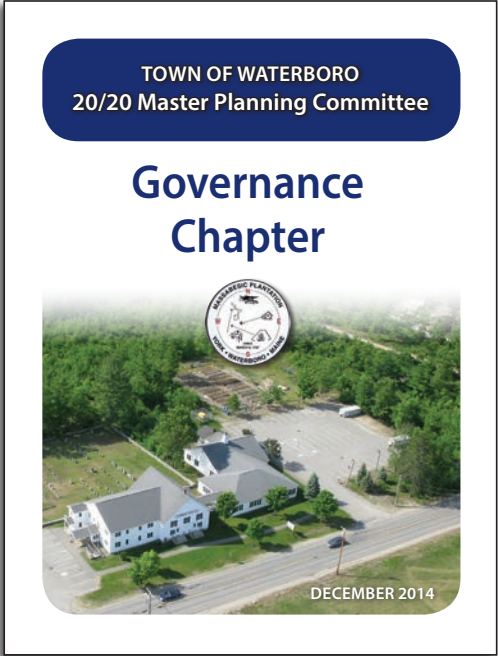
The intent of the **FUTURE LAND USE PLANNING CHAPTER** is to help stimulate more detailed conversations by exploring new initiatives and improving outdated zoning ordinances. Much more public dialogue is necessary on defining the extent of ruralness that the Town is willing to save. The visualizations, visions and innovations in this **CHAPTER** will assist townspeople recognizing changes in rural character, economic opportunities, sacrifices and the many necessary capital investments necessary to maintain and/or improve the quality of life.

GOVERNANCE CHAPTER

The **GOVERNANCE CHAPTER** primarily represents the Board of Selectmen’s and the Town Administrator’s response to the 20/20 Master Planning Committee’s request that they delineate organizationally and operationally how they envision that the needs of Waterboro’s citizens can be most efficiently and effectively met now that the Town has a recently revised Town Charter and a new Town Administrator. The 20/20 Master Planning Committee provided the Board of Selectmen and the Town Administrator with six “bullet points” that the committee requested that they address in their document.

The Board of Selectmen and the Town Administrator’s document includes a narrative which describes their perceptions, visions, and beliefs as well as an organizational chart (reproduced on the following page) which visualizes how the Town now operates.

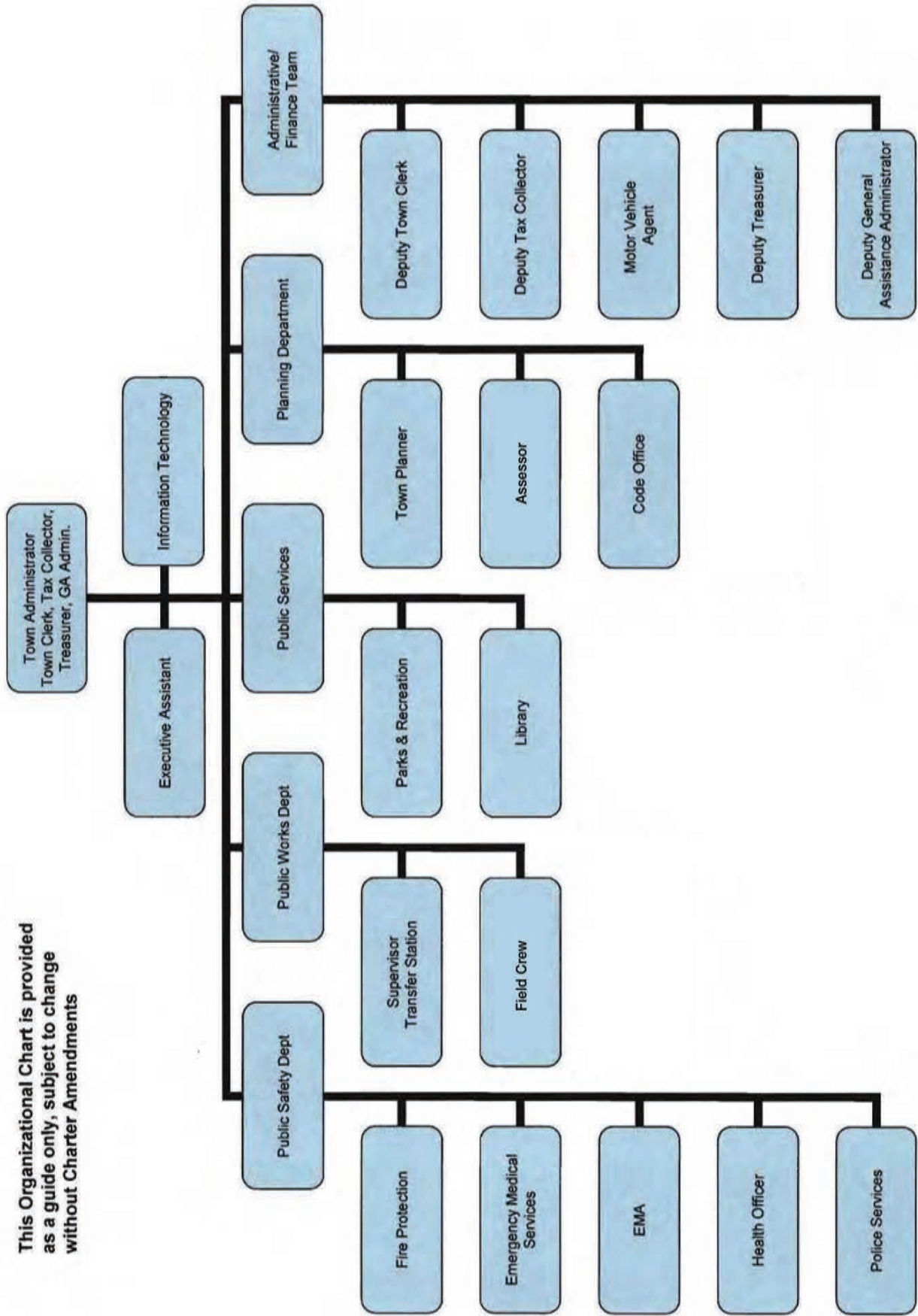
The 20/20 Master Planning Committee endorses the procedures that the Board of Selectmen and the Town Administrator outlined and the 20/20 Master Planning Committee further recommends that the Town implement five specific action planning strategies which deal with improving accountability and communications, increasing citizen participation in their Town, and generating more cooperation among different entities in Town.



Governance Chapter Postscripts

- Under the leadership of the Board of Selectmen, discussions have started about implementing recommendations advocated in the Comprehensive Plan

This Organizational Chart is provided as a guide only, subject to change without Charter Amendments



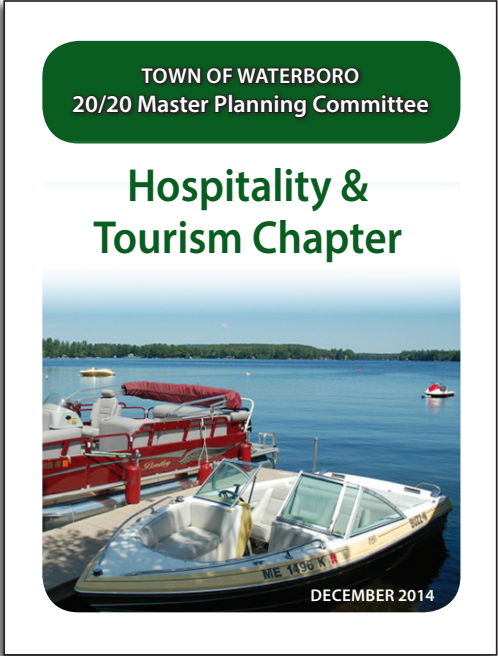
HOSPITALITY & TOURISM CHAPTER

As a result of doing research for the **HOSPITALITY & TOURISM CHAPTER** the 20/20 Master Planning Committee determined that there is a great deal of local interest in establishing various hospitality and tourism related industries in Waterboro. The committee repeatedly heard Waterboro citizens express the desire to have some type of facilities in Town which could accommodate a variety of functions. Citizens also informed the committee that there is a great need for some type of hotel/motel/lodging facility.

The **CHAPTER** summarizes recent regional and global hospitality trends and recommends three Action Planning Strategies related to promoting the hospitality industry in Waterboro.

The **CHAPTER** also focuses on tourism and concludes that there is tremendous potential for Waterboro in the tourism industry because of the Town's natural resources, its unique geographical features, its proximity to the already well established coastal attractions, its location mid-way between the ocean and the mountains and inland lakes areas, and its easy accessibility via Routes 202/4 and 5.

The tourism component of the **CHAPTER** consists of: a general overview of tourism; tourism sustainability; nature-based tourism; and tourism highlights and recent trends. The 20/20 Master Planning Committee recommends seven Action Planning Strategies related to researching, implementing, promoting, and marketing the tourism industry in Waterboro.



Hospitality & Tourism Chapter Postscripts

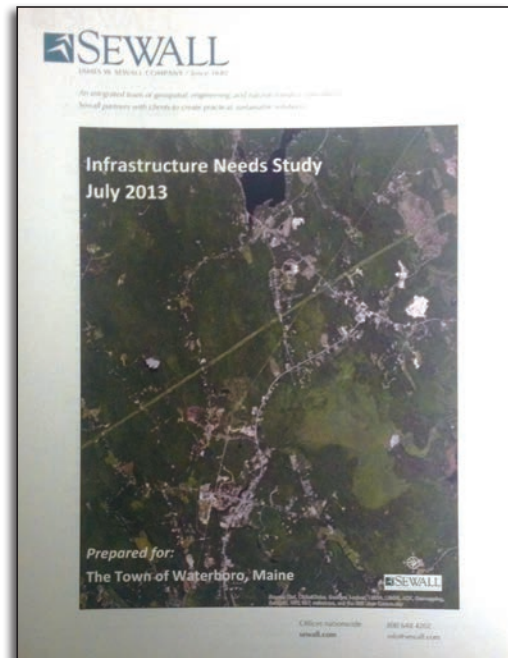
- Waterboro has committed to placing an ad in the Biddeford/Saco Chamber of Commerce & Industry's *Community Resources Directory and Visitor Guide*

INFRASTRUCTURE CHAPTER

The **INFRASTRUCTURE CHAPTER** focuses on two major areas: 1) Waterboro's infrastructure needs with emphasis on waste water collection and treatment over the next 20 years; and 2) the identification of parcels suitable for the development of business parks / industrial parks. The 20 /20 Master Planning Committee contracted with the James W. Sewall Company in developing this highly technical chapter. One of the end results was the development of a series of Town wide planimetric maps which form the basis of a digital geographic information system (GIS) for the Town. Another end product is the development of a component of the Town's website which enables Waterboro citizens and staff to access a wide array of very accurate and technical data.

As in most of the 20 / 20 Master Planning Committee's work, the **INFRASTRUCTURE CHAPTER** includes short term and long term action planning strategies.

Consolidated below are the 20/20 Master Planning Committee's summaries of the Sewall Company's (short range: 2013-14) findings and recommendations along with the committee's recommendations for Action Planning Strategies.



MALONE PROPERTY

Sewall: Negotiate and sign a purchase option agreement on Lot 44-2-1 (Malone property) to allow direct access to Route 5 from Town owned property on Bennett Hill Road.

20/20 Committee Action Planning Strategy:

The 20/20 committee believes it is critical that the Town Administrator, Town Planner, Planning Board, and Code Enforcement Officer immediately discuss together future land use in Waterboro in general and property adjacent to Town owned property near the Bennett Hill Road in particular. The committee believes that it is very important for the Town to ensure that it has access to this property from Route 5.

BENNETT HILL ROAD BUSINESS/INDUSTRIAL PARK SITE

Sewall: 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.

20/20 Committee Action Planning Strategy:

The 20/20 Master Planning Committee endorses this aspect of the Sewall Company's findings and has sent a letter to the Board of Selectmen and the Town Administrator supporting investigating making the site into a business/industrial park. The committee also agrees with the Sewall Company and believes that a few other sites in Waterboro could serve as industrial/business park sites.

PROTECT LITTLE OSSIPEE POND

Sewall: Prepare and adopt a comprehensive plan to protect Little Ossipee Pond from manmade degradation.

20/20 Committee Action Planning Strategy:

The committee agrees with the Sewall Company and endorses the need for a comprehensive plan to protect Little Ossipee Pond from manmade degradation and encourages the Town Planner and/or in conjunction with the Town administrator to monitor any potential grant opportunities.

EXTEND PUBLIC WATER FROM ROUTE 5 TO THE POTENTIAL INDUSTRIAL/BUSINESS PARK SITE NEAR BENNETT HILL ROAD

Sewall: Conduct a search for funding to extend public water from Route 5 into the proposed business park site.

20/20 Committee Action Planning Strategy:

The committee agrees with the Sewall Company that public water should be extended to any potential industrial/business park site located on Town-owned land. The committee encourages the Town Planner, Town Administrator, and the Water District Superintendent to conduct a search for potential funding for engineering and construction of watermain extensions.

TOWN COLLABORATION WITH WATERBORO WATER DISTRICT REGARDING PROVIDING AN ADEQUATE SUPPLY OF CONTAMINATION FREE WATER

Sewall: Initiate a series of meetings with the Waterboro Water District to answer one overriding question: **should the Town collaborate with the Water District on a multi decade effort to carve out a wellhead protection area for the 750 gpm well behind the Town Office?** The effort would consist of buying up any properties in the wellhead protection area that went up for sale, purchasing conservation easements from those property owners who chose not to sell outright, and generally trying to eliminate any threat of contamination to the wellhead over the next two decades. There is no guarantee that you would be successful, but a natural asset such as this deserves serious discussion. The alternative is to declare this site un-protectable and agree that the Water District should move on and look for wells in more remote areas of Town. This is a key decision point that impacts many other things.

and

Work collaboratively with the Water District to commit to the engineered designs for high priority, shovel ready water line extensions, as well as engineered water tank site selection and demarcation.

20/20 Committee Action Planning Strategy:

The committee agrees with the Sewall Company that providing an adequate supply of contamination free water is a major challenge for the Town but the challenge can be met if a collaborative approach is utilized. The committee thus recommends that a series of winter 2013-14 meetings be conducted to identify adequate sources of contamination free water along with required corresponding waterline extensions, tank site selection, and demarcation. The committee recommends that participant in these meetings include the Water District, Board of Selectmen, Town Administrator, Town Planner, Planning Board, Economic Development Committee, and the Code Enforcement Officer. The committee further recommends that a strategic comprehensive report be issued by December, 2014.

Also consolidated on the following page are the 20/20 Master Planning Committee's summaries of the Sewall Company's long range (inext few years) findings and recommendations regarding waste collection and treatment along with the committee's Action Planning Strategy.

COLLECTION AND TREATMENT SYSTEMS

Sewall: Identify parcels of land 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.

and

Consider signing a purchase option agreement for the selected property, or a conservation easement which would allow only the treatment of waste water but otherwise would leave the land in a wild, undeveloped condition.

20/20 Committee Action Planning Strategy:

Although the committee believes that the Town will certainly be faced with future waste collection and treatment issues, the committee believes that water supply and delivery is the Town's current #1 priority and that future waste collection and treatment issues should be addressed in the next Comprehensive Plan.

Infrastructure Chapter Postscripts

- The public waterline has been extended on Route 5 to the Elementary School
- The Water District has hired a firm to formulate a plan for future development of water sources, storage facilities and delivery
- Dialogue has started between representatives of the Water District, the Board of Selectmen, and the Economic Development Committee as well as the Town Administrator, the Town Planner, and the Public Works Director involving water needs and resources. The focus of the dialogue is increasing water sources and facilities, expanding the existing service areas, and providing adequate water for existing and future businesses. The dialogue will obviously also deal with financial, legal and jurisdictional issues.

OPEN SPACE & NATURAL RESOURCES CHAPTER

The **OPEN SPACE & NATURAL RESOURCES CHAPTER** explains how Waterboro's prominent geographical features, easy to reach location, unique natural resources, and numerous open spaces endears the Town to local residents and visitors.

The **CHAPTER** describes several of Waterboro's historic places and events, popular historic points of interest, and its well developed, heavily used and well maintained multi-functional system of trails.

The 20/20 Master Planning Committee commends local organizations like the Waterborough Historical Society, the Elder Gray Meeting House Cemetery Association, the Friends of the Old Corner Church, the Waterboro Land Trust, the Ossipee Lake Association, the Lake Arrowhead Conservation Council, the Waterboro Conservation Commission, and others for their successful efforts in helping preserve so many of Waterboro's past and present treasures for the future.

Since open spaces are often eyed as desirable sites for development, the 20/20 Master Planning Committee recommends that the Town re-examine and promote the use of cluster zoning and mixed use zoning. Such zoning practices could serve as vehicles for preserving existing open spaces and the Town's rural character. In addition, they could provide innovative options for logically managing the Town's inevitable growth.

The **OPEN SPACE & NATURAL RESOURCES CHAPTER** also addresses the need for the Town to be proactive in judiciously managing the many attributes that make Waterboro such a special place. The 20/20 Master Planning Committee thus offers three action planning strategies that deal with protecting, managing, and enhancing Waterboro's lakes, ponds, and streams. Another related action planning strategy recommends that the Town needs to improve its communications with the Nature Conservancy regarding the recreational and conservation use of the Waterboro Pine Barrens.



The **OPEN SPACE & NATURAL RESOURCES CHAPTER** recognizes the extent, utilization, and importance of Waterboro's comprehensive system of multi-use trails. The 20/20 Master Planning Committee also recognizes the economic value of maintaining and expanding these assets. The committee further recognizes the need for the Town to authorize the use of Town roads in order to ensure trail connectivity and access when no other options are available.

The **OPEN SPACE & NATURAL RESOURCES CHAPTER** includes several maps which are intended to visually depict a variety of Waterboro's attributes.

Open Space & Natural Resources Chapter Postscripts

- The Waterboro Land Trust has received over 76 acres from the Carpenter Estate. This property will remain as open space for public use
- Grants of over \$160,000.00 have been received to expand Waterboro's multi-use trails

POPULATION AND SCHOOL ENROLLMENT CHAPTER

The **POPULATION AND SCHOOL ENROLLMENT CHAPTER** is different from most of the other chapters in the Comprehensive Plan in that it does not include any action planning strategies. It is instead an historical and forecasted population and school enrollment analysis.

The Population component of the **POPULATION AND SCHOOL ENROLLMENT CHAPTER** was generated by

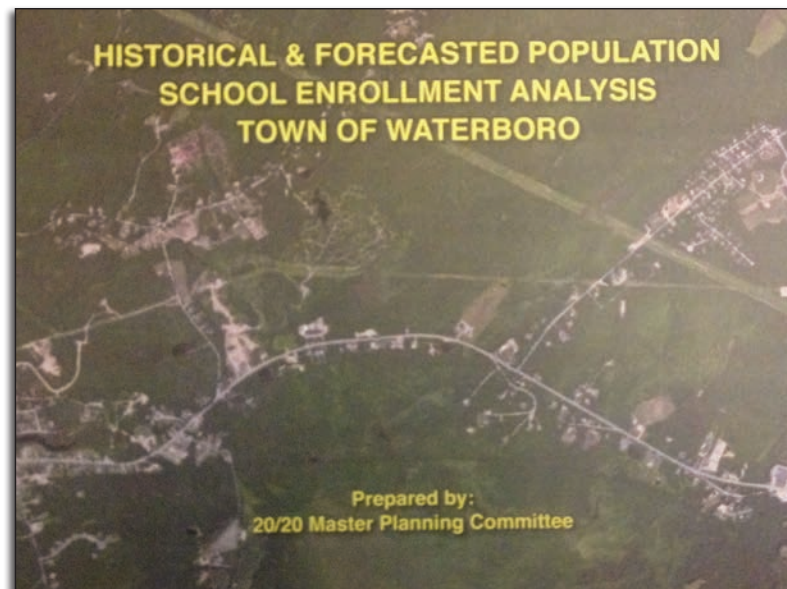
researching annual copies of the *Maine Register*, Census Reports, the book *Reflections of Waterboro*, and information provided by the Waterboro Historical Society as well as information provided by Southern Maine Regional Planning Commission. The school enrollment component of the **CHAPTER** was obtained from researching SAD #57/RSU #57 Annual Reports, Budget Booklets, Annual October and April State Enrollment Data and data on the State of Maine Department of Education Website. The projected data in this Chapter was developed by the 20/20 Master Planning Committee in collaboration with Planning Decisions, Inc.

The first 8 pages of the **POPULATION AND SCHOOL ENROLLMENT CHAPTER** consists of 15 tables of data and corresponding descriptive narrative. The last few pages summarize the population data for Waterboro in a pictorial timeline format. The projected school enrollment data is depicted in a separate but similar pictorial timeline.

The 20/20 Master Planning Committee projects that Waterboro's population will continue to increase through 2030 but both Waterboro's and RSU #57's school enrollment will continue to decrease through the 2025-26 school year because of regional aging trends and economic factors.

Population and School Enrollment Chapter Postscripts

- Waterboro's population is increasing slowly and is getting older while RSU #57 school enrollment continues to decline.



RECREATION FACILITIES CHAPTER

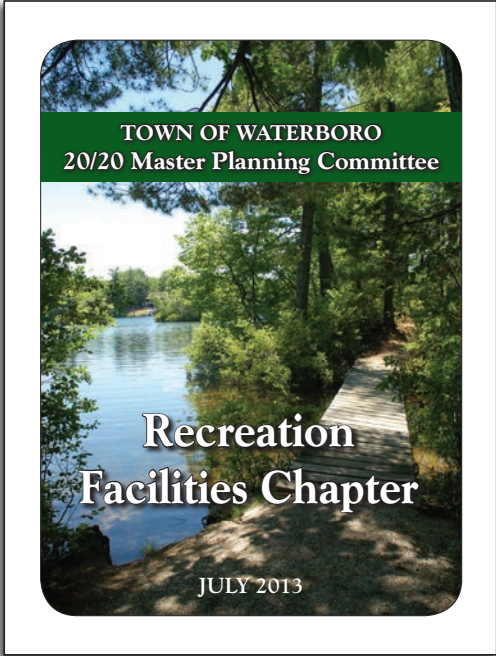
The **RECREATION FACILITIES CHAPTER** centers around data generated from utilizing the Rural Active Living Town-Wide Assessment Tool (RALA) which was developed by Dr. David Hartley of the University of Southern Maine’s Rural Health Center. The assessment instrument was made available to the 20/20 Master Planning Committee by Partners for Healthier Communities of the former Goodall Hospital’s Healthy Maine Partnership.

After reflecting on the RALA Town-Wide Assessment results, the 20/20 Master Planning Committee, in cooperation with Waterboro’s Parks and Recreation Department Director who worked with the committee, concludes that there are quite a few indoor facilities in Waterboro that are available for organized youth sports teams but most of these facilities are school facilities and Waterboro access to them is very hard to schedule because they are so heavily utilized by the schools.

The 20/20 Master Planning Committee concludes that there are quite a few outdoor recreational facilities in Waterboro, most notably snowmobile/ATV trails and facilities associated with the Town’s many lakes, ponds and streams. The committee unfortunately concludes that there are no indoor public recreational facilities available to Waterboro adults, especially senior citizens.

The 20/20 Master Planning Committee, based on data generated from the RALA Town-Wide Assessment Tool, in-input from citizens generated from the committee’s visioning sessions, and in-input gained from the Villages Listening Sessions, recommends 3 categories of action planning strategies:

- 5 short-range, relatively inexpensive or easy to implement action planning strategies.
- 4 longer-range, moderately expensive or difficult to implement action planning strategies.
- 1 long- range, far reaching, comprehensive, innovative, major capital action planning strategy.



Recreation Facilities Chapter Postscripts

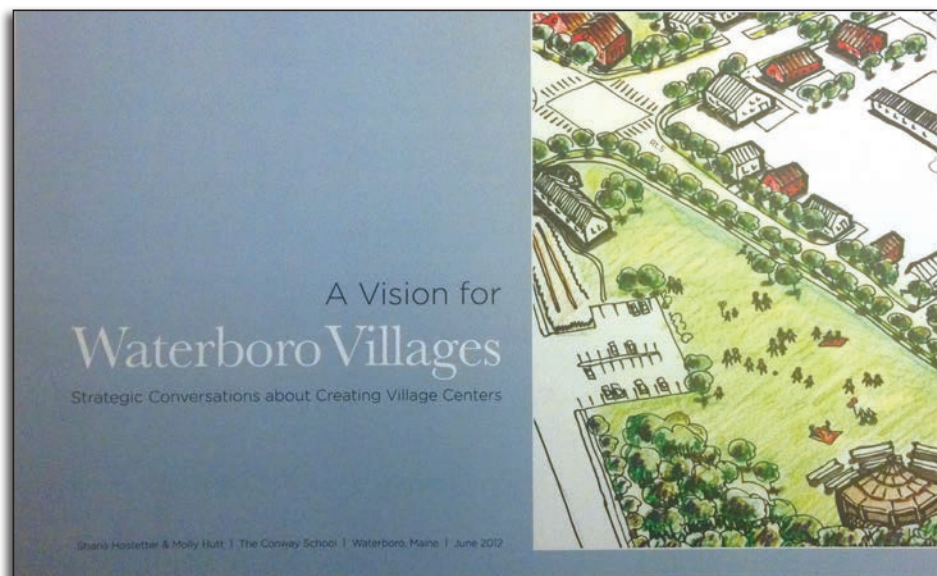
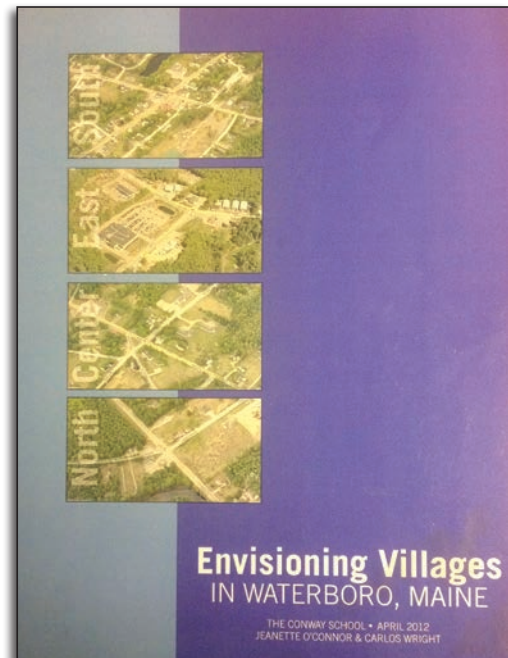
- A skating rink has been established near the Leavitt/Frye/Taylor House
- A stage has been constructed at Friendship Park
- The outfield fence and warning track at Friendship Park have been replaced
- The Parks and Recreation Department has hired a part time administrative assistant
- The Parks and Recreation Department has scheduled two Summer Family Fun Nights at Friendship Park

VILLAGE PLANNING CHAPTER

The **VILLAGE PLANNING CHAPTER** consists of two formal documents that the 20/20 Master Planning Committee developed with major assistance from the Conway School – *Envisioning Villages in Waterboro, Maine* and *A Vision for Waterboro Villages*. These two documents focus on the four sections of Town that are pretty much defined by their locations on Routes 202, 4, and 5 and have historically served as hubs of the community. The 20/20 Master Planning committee refers to these Village areas as North Waterboro, Waterboro Center, East Waterboro, and South Waterboro.

After the “Villages” documents were developed, the 20/20 Master Planning Committee held a series of Listening Sessions to gain in-put from Waterboro citizens concerning the data that it gathered, the format in which it is presented, and, most importantly, the actions that are recommended (note particularly the Action Plan Strategies sections near the end of each document). The 20/20 Master Planning Committee is grateful for all the citizens who participated in these sessions and it especially thanks Biddeford Savings Bank for supporting the importance of village planning and public participation.

Input in 14 specific areas was generated at the Listening Sessions. These public input areas are summarized on the following pages along with the 20/20 Master Planning Committee’s resulting Action Planning Strategies.



Public Input: Try to avoid “short term infrastructure” fixes on Route 5 & Routes 4/202, which might impact the Town’s long term chances of having the State do a quality job of primary arterial reconstruction.

Action Planning Strategy: Maintain a positive and connected relationship with the MDOT. Be vigilant of State work plans, bond issues and capital investment priorities for Routes 5 and 4/202.

Public Input: Continue and refine trail systems which will contribute to economic development.

Action Planning Strategy: Converse and work with the Ossipee Mountain ATV Club, Ossipee Mountaineers Snowmobile Club, Goodall Hospital’s Rural Active Living Assessment and the Waterboro Land Trust on existing and proposed trail systems. Establish collaboration and share plans on new development proposals. Make every effort possible to ensure land use compatibility and preservation / expansion of the Town’s trail system.

Public Input: Parking everywhere in Town is an issue that needs to be addressed and specifically off road parking should be provided near Gobeil Park at Ossipee Lake.

Action Planning Strategy: Encourage the Administration to create a task force group whose primary task will be to analyze current/future issues and the research/resolution of creating designated public parking areas.

Public Input: Explore a different location for the proposed bandstand in Waterboro Center.

Action Planning Strategy: Establish a public forum with the Waterboro Historical Society, the Town Planner and interested musicians to recommend a future location to the Board of Selectmen. (Utilize the Conway School study as a starting point.) Select a bandstand site, initiate fund raising in 2014 and bandstand construction in 2015.

Public Input: Consider and discuss alternative zoning options for LesBois Carthage holdings.

Action Planning Strategy: Rationalize land use scenarios and build consensus to one preferred future land use scenario. Select a singular negotiator/strategist to discover the future intentions of the Carthage tract. Evaluate the interest level of the LesBois Carthage in “transfer development rights” and/or incentive options.

Public Input: Several ordinances need to be reviewed and many need to be revised. Pursue the possible benefits to “incentive zoning” and develop recommendations for “mixed use planning.”

Action Planning Strategy: The Planning Board shall form a work group, to include the Town Planner and Code Enforcement Officer to examine “BPs” (best practices) of incentive zoning, as a precursor to smart economic development. Review land use ordinances and start with a modern update of village planning standards and guidelines.

Public Input: Need for year-round indoor recreation facilities.

Action Planning Strategy: Examine the possibility of a private sector and/or public sector recreational facility. Define specific site location(s) that are consistent with public sector infrastructure projects.

Public Input: Address the issue of alleged “contaminated areas” in Town.

Action Planning Strategy: The Code Enforcement Officer shall research and compile one central data bank of past records, field information and historical/scientific knowledge of past and/or present “contaminated areas.”

Public Input: Pursue the concept of creating public investment possibilities for development purposes.

Action Planning Strategy: The Administration may wish to direct specific mandates to the future Economic Development Committee relative to a set of public policy factors and what type of development initiatives would grant the highest return on investment.

Public Input: Preserve and expand tree growth.

Action Planning Strategy: Initiate conversations with local foresters and horticulturists on the state and health of the Town’s overall tree growth. Additionally, encourage diversification of strong species in roadside plantings and more attention to tree landscaping/maintenance in new commercial projects.

Public Input: Explore the concept of providing year-round indoor greenhouses.

Action Planning Strategy: Examine the “Backyard Farms” of Maine’s business/greenhouse model and determine if there are any facsimile opportunities for public and private partnerships in our Town.

Public Input: Explore the concept of providing senior community housing.

Action Planning Strategy: Organize a meeting of successful senior community housing groups/investors/developers to better understand policy issues and learn of benefits/challenges/opportunities related to senior housing issues.

Public Input: Monitor and advocate for maintaining and possibly expanding Goodall Professional Park.

Action Planning Strategy: Give immediate attention to organizing a meeting of the minds between the CEO of the Goodall Hospital and Town Hall Administration/staff to explore future development plans and the importance of having and keeping medical facilities in Town.

Public Input: Expand the East Waterboro Village area because it is apparent that it is the area in Town that is most likely to be developed most rapidly.

Action Planning Strategy: Develop an immediate and thoughtful dialogue between local business people, municipal officials, and the Economic Development Committee regarding East Waterboro as a focused area of commercial expansion. Clarity on sites for business/industrial/corporate park development, plus a re-examination of the Town's zoning ordinance, particularly in terms of business development, needs to become a high priority of the Planning Board.

Village Planning Chapter Postscripts

- A Community Garden has been established near Town Hall
- A skating rink has been established near the Leavitt/Frye/Taylor House
- A stage has been constructed at Friendship Park
- The Walk In Clinic closed for a few months but subsequently reopened with expanded hours
- The East and North Waterboro area have experienced substantial interest from commercial developers

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- Lakeside Market
- Ossipee Mountaineers Snowmobile Club
- Waterboro Reporter
- RSD Graphics
- Massabesic Lions Club
- East Waterboro Free Baptist Church
- Lakeside Community Church
- Waterboro Fire Department
- Waterborough Historical Society