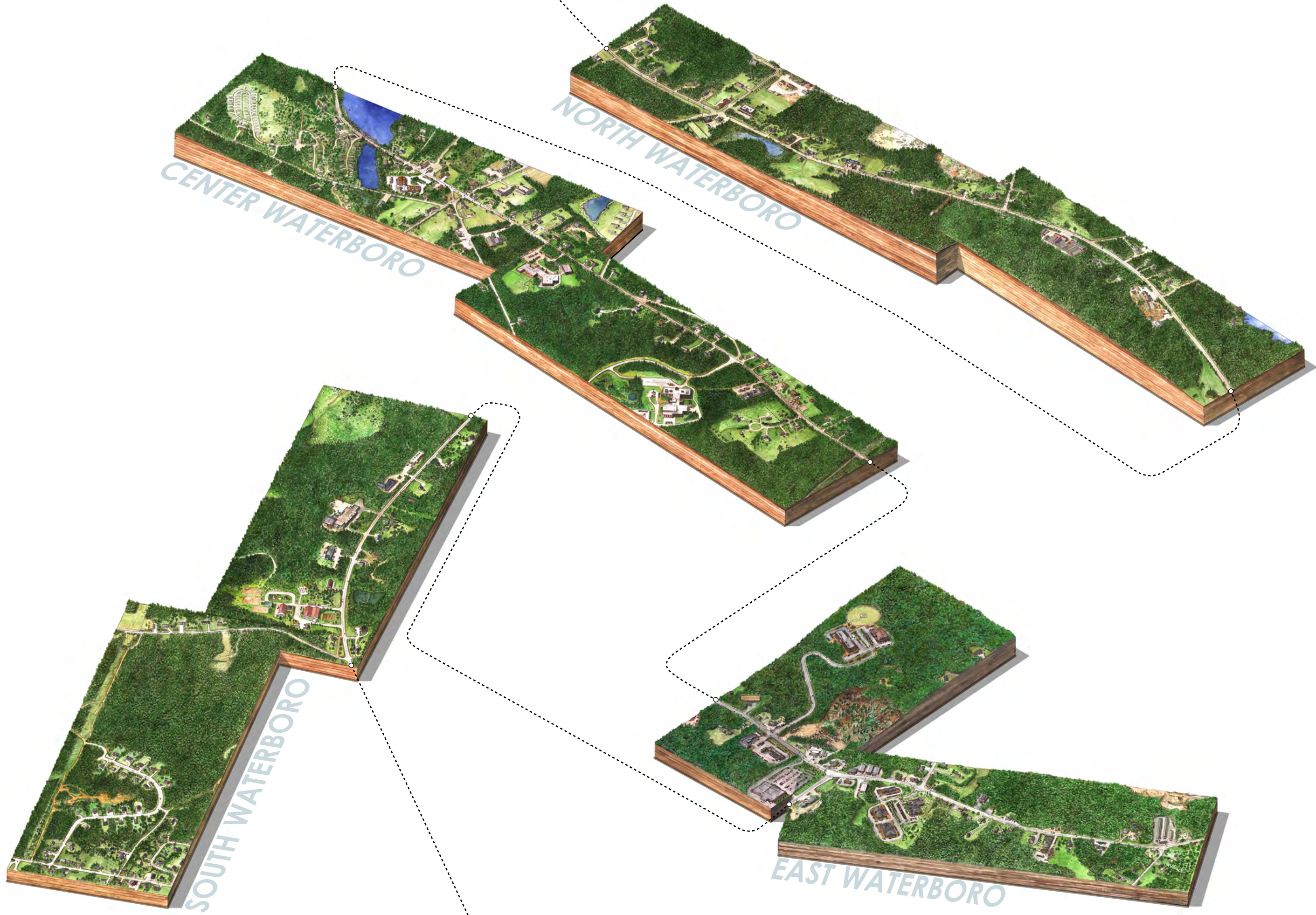


Future Land Use Planning Chapter: Town of Waterboro



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Town of Waterboro
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 Review: 20/20 Master Planning Committee

Drawings and plans produced between 2014-2015

CONVERGING RURALNESS & ECONOMIC DEVELOPMENT

Townpeople and planners often grapple with finding a balance in maintaining rural character, while achieving sustainable economic development that enhances the Town's tax base. By triangulating the planning action strategies of this chapter with the other master plan chapters on infrastructure and village planning, a framework has been drawn from a sustainable body of research and public input.

However, the first challenge at hand is defining and communicating what "ruralness" really means in 2015 and in the future. Zoning and subdivision ordinances often call for maintaining rural character without defining it. Such is the case in the Town of Waterboro. Crafting a definition of "rural character" will call for a dialogue on four priority questions that need public discussion and consensus.

- Do the Town's current zoning requirements influence development patterns while minimizing impacts on natural resources?
- What are local resource and aesthetic priorities?
- How does the public-at-large value open space, wildlife corridors, prime farmland, conservation lands, large forest blocks & wetlands?
- Can a detailed natural resource inventory map and "rural-values" map be merged and created using GIS (geographic information systems)?

The second challenge is the balancing of economic vitality while maintaining Waterboro's semi-rural appearance. Visionary planning discourages economic development on a parcel-by-parcel basis and seeks instead to create larger opportunities that might offer a catalyst projects in the Town's village areas and along State road corridors with appropriate infrastructure. The new master plan chapter on economic development opens the door for new initiatives and very ambitious planning strategies for the long-term.

The intent of this chapter is to help stimulate conversation & motivate reality checks. The visualizations and innovation suggestion will assist townpeople face the possibilities of land use in-fills, opportunities, sacrifices and necessary investments that will contribute to a higher quality of life.

PURPOSE

Successful towns that plan for their future are always asking deep-rooted questions building consensus on issues that will shape their community and seeking out remedies/solutions. This chapter on future land use planning encourages both townspeople and public servants to explore new creative land-use options and to broaden communication channels. Civic engagement of more townspeople will open conversations on more social, business, cultural and business initiatives. The Waterboro Business Summit on November 21, 2014 is a perfect illustration of proactive engagement.

Change has always been an influencer in future land use planning. What is different today is the speed and magnitude of cumulative change. Major changes in community assets, technology, demographics, economics, social values and lifestyles all shape the context of future planning. The four-way intersection of Waterboro's past history, future identity, infrastructure challenges and natural resource assets have been (and will continue to be) core areas for guiding short-term decisions and longer-term capital investments.

Future land-use planning should not be viewed as a playbook or an end game. Smart planning is never that simple. Rather, futuristic planning must be anticipatory. It must incubate and promote new ideas, investments, improvements, and practices that will have a positive impact on the social, economic and physical well-being of the town's future. Part of that preparation means building a more resilient community that recognizes its priorities, mobilizes its assets, and capitalizes on its potential, particularly its resources. For example, nature-based tourism (as mentioned in the Hospitality & Tourism chapter of the master plan) could easily be integrated into immediate economic initiatives for the town.

GUIDING PRINCIPLES

Purposeful planning recognizes that guiding principles help to ground future land use initiatives. Among the key guiding principles are:

- 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. Encourage agricultural innovation and new agri-businesses.
- Improve water, road & 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.

INTENT OF FUTURE LAND USE PLANNING

Visionary planning for the future of Waterboro requires open-minded thinking, problem identification, solution-driven priorities and the will to catalyze innovation for the betterment of the town. Decision-making should look beyond a parcel-by-parcel project-by-project basis. The intent of this chapter takes a tri-fold approach:

1. To foster initial investigations on eight transect locations that will likely experience growth potential within the next ten years.
2. To focus on the need to balance economic vitality, while sustaining and reinforcing the ruralness of recognized natural resources.
3. To recognize that this chapter is not a static document. Opportunities, obstacles, change, and risk are all part of the process.

Additionally, visualizations of existing land uses interwoven with potential catalyst projects will help to define land use alternatives. Such intentions because the path of this future land-use chapter.

VISUALIZATION

Architect Davide Vargas recently wrote "Each drawing is a door. A flight. A gossamer flight from here to there." Such is the case as we begin to investigate future land use patterns in the Town of Waterboro by the use of visioning and visualizations. This chapter introduces the master planning tool of rich visualizations called "transects." The transects depicted on the following pages are geographic cross sections predominantly along Routes 5, 202/4 and West Road. They show the sequencing of current land uses, as well as some recently approved commercial developments and some visions for the future.

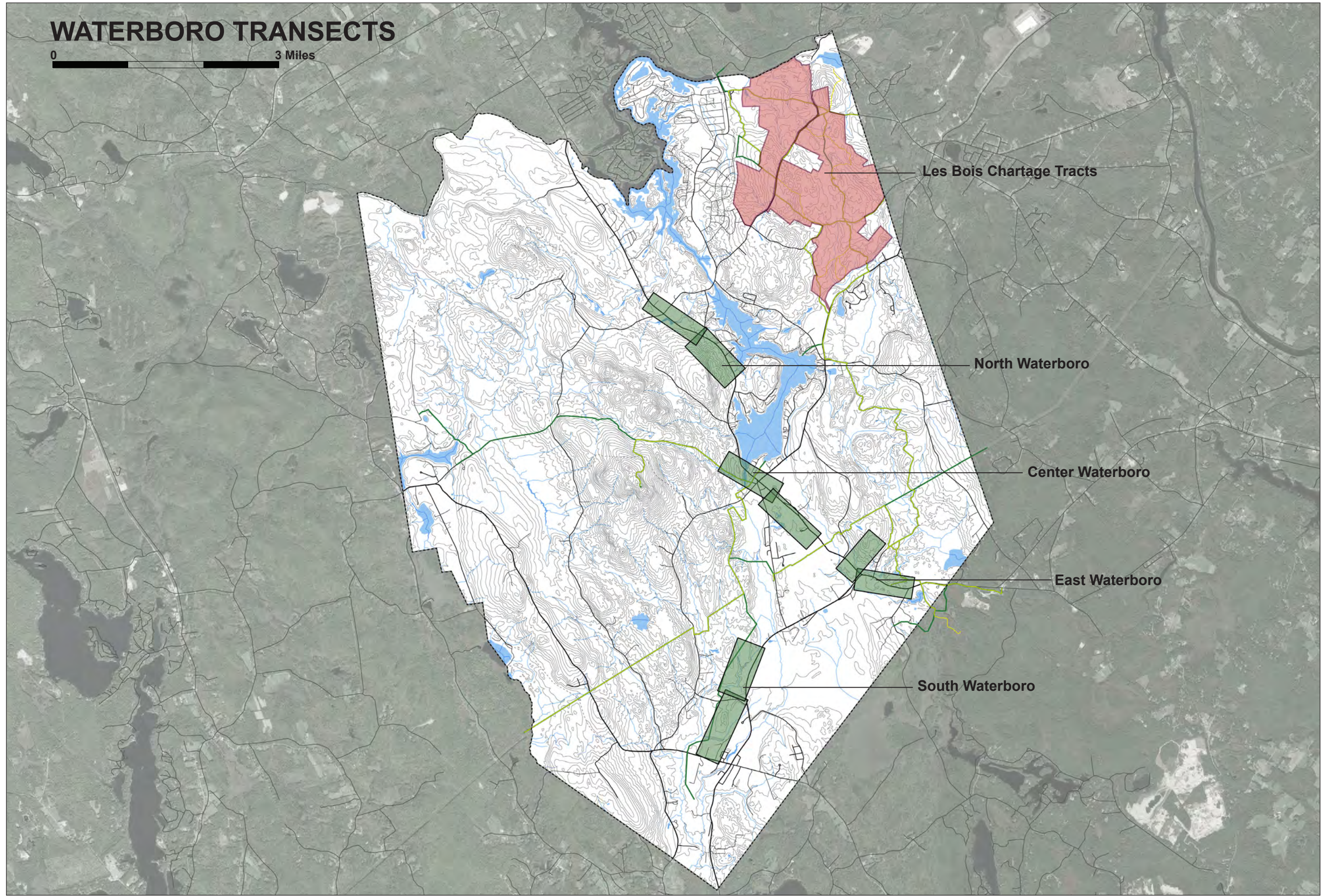
It is important to stress that these visualizations serve a variety of purposes:

- To understanding the cumulative impact of both natural and human environments and to help to create a better mosaic a future alternative uses.
- To help reveal changes that range from rural environments to commercial, mixed-use build-outs.
- To illustrate some of the linear corridor qualities of Waterboro, while creating enough specificity to open creative conversations about future uses.
- To recognize that higher intensity data and scientific field checking will be necessary.

The transect approach also should be viewed with the element of time in mind. The following transects were created in 2014. Public engagement and dialogue will help plan for appropriate future land uses. The 20/20 Master Planning Committee, Town Planner and Economic Development Committee welcome those conversations.

WATERBORO TRANSECTS

0 3 Miles



Les Bois Chartage Tracts

North Waterboro

Center Waterboro

East Waterboro

South Waterboro



North Waterboro

The northern tier of Town represents one of the most extreme illustrations of land use densities ranging from the concentrated Lake Arrowhead community to the truly rural tract of remaining lands of Les Bois Carthage. Chadbourne Ridge Road provides a key linkage from the Town's northeast quadrant and the future build-out of the core of North Waterboro Village area.

With the recognition of the commercial development potential in North Waterboro comes the need to reassess the incremental impacts (both positive & less than positive) that may occur. The two transects to follow help the viewer to visualize natural resources current land use patterns and "what if" scenarios for corridor development. The opportunity for opening a detailed conversation on economic development and intentions for natural resources/ identity is now. Making value- based choices will require understanding the broad interests of the local townspeople. If the valued attributes of North Waterboro are to be maintained, then a shared understanding of the assets of their sector of Town need to examine options and implications for non-action.

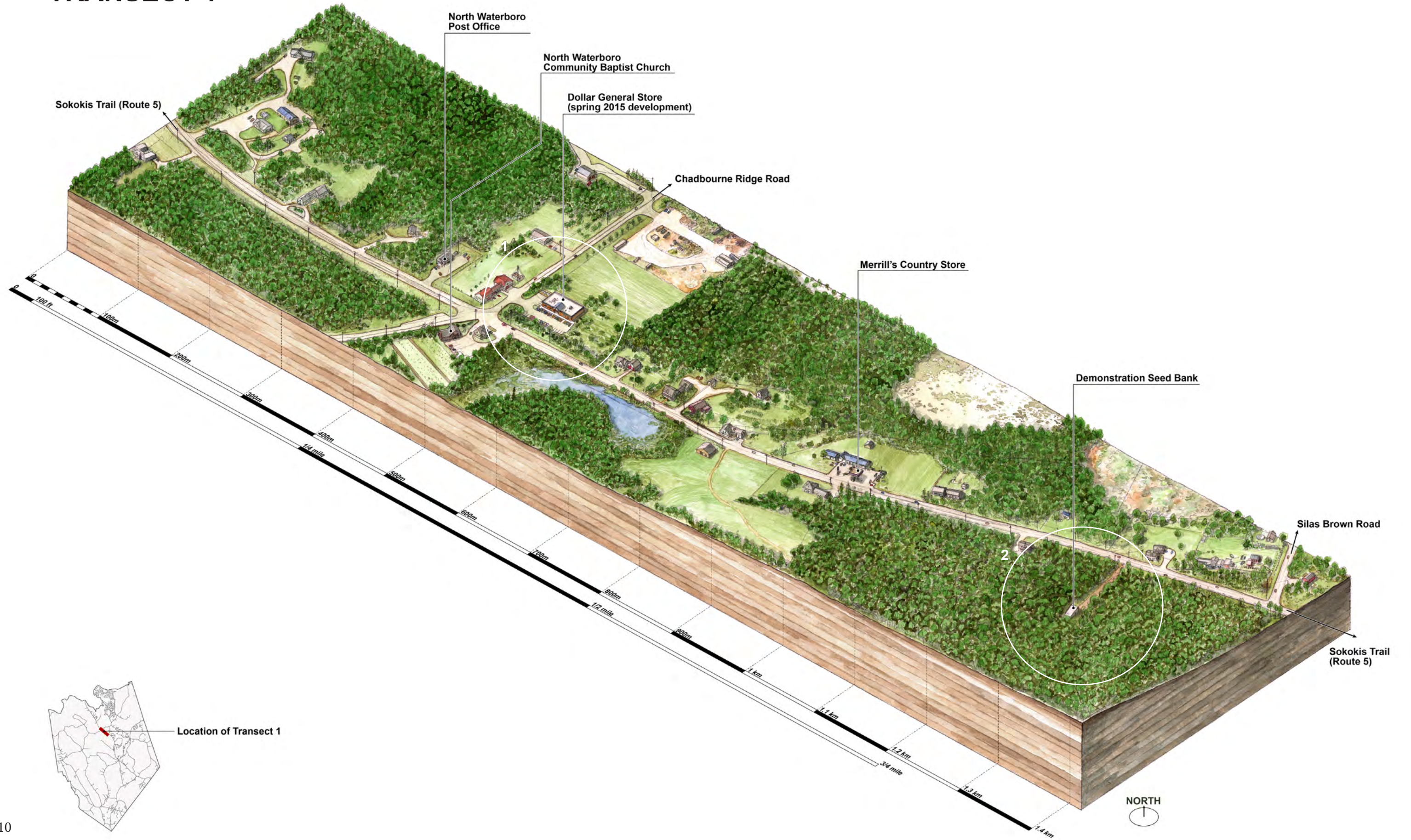
CENTRAL QUESTIONS

Asking the following questions will help to prioritize resources and define how vulnerable certain resources are to non-action:

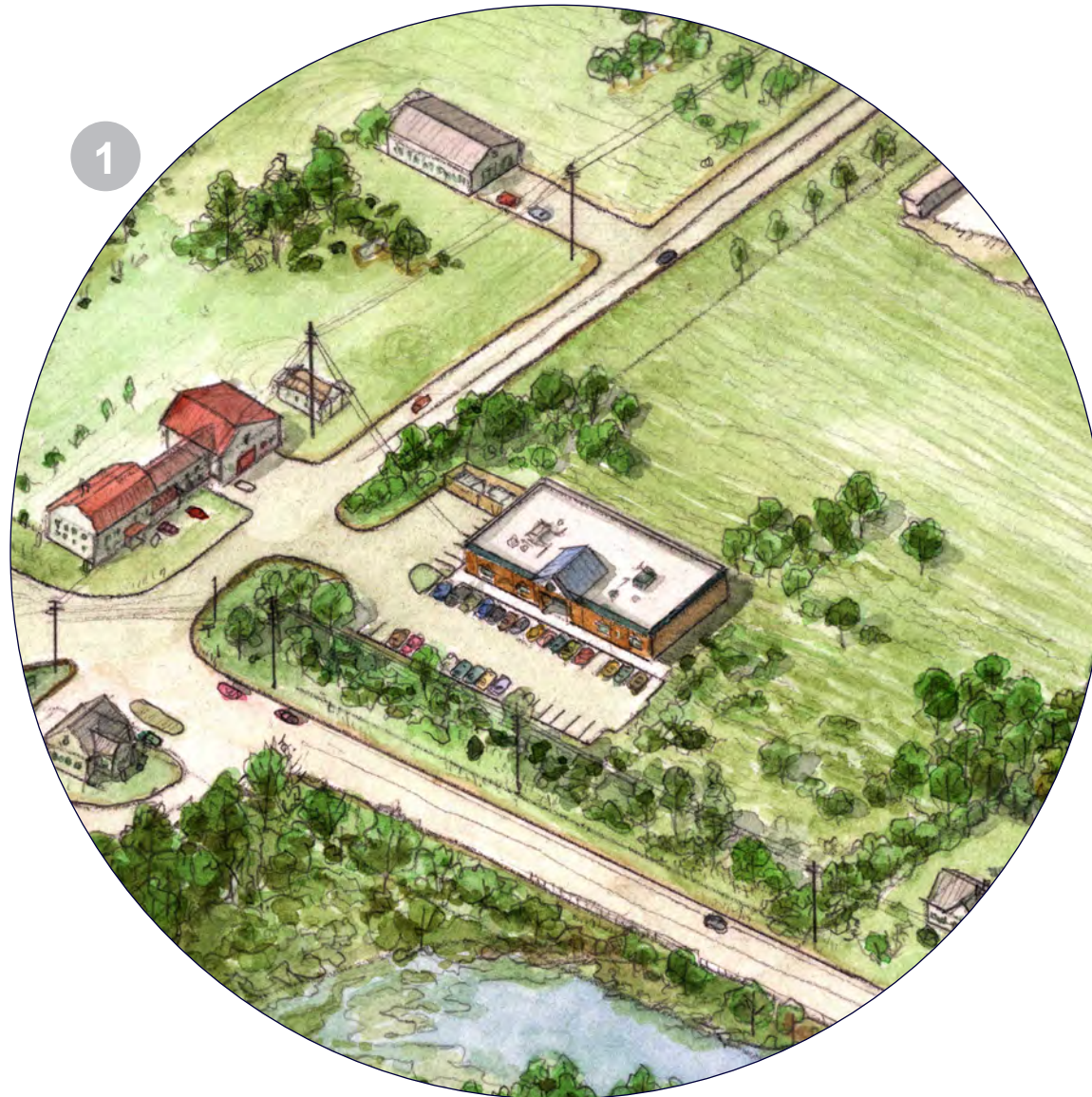
- Do the current land use zones & their requirements adequately address the importance of natural resources, farmland and village visions?
- Where are the primary natural resources located relative to the boundaries of the current village zone?
- Should zoning district requirements and /or boundaries be changed to better address certain natural and human-made resources? For example, does the remaining assemblage of Les Bois Carthage need immediate attention, where it is at risk of further fragmentation?
- What role (in terms of scope & magnitude) should commercial development play along the Route 5 corridor as compared to the village core?
- How can agribusiness, agritourism and innovative land use practices become reality?
- To what extent can the Town create and adopt architectural design and guidelines/ standards.



TRANSECT 1



DOLLAR GENERAL STORE



The site selection process for the Dollar General Store involved a detailed field analysis of the primary arteries, namely the Route 5 and Route 202/4 corridors. Driven by the concentrated population of the Arrowhead Community, land availability, site visibility and a commercial niche, a portion of the corner lot on Chadbourne Ridge Road and Route 5 was chosen.

The significance of this development alerts the Town to proactive in three key issues:

1. North Waterboro has the largest vacant tracts of both private and public land use in the Town.
2. North Waterboro, particularly the potential village core, needs to immediately re-assess the Town's Village standards, in terms of aesthetics, mixed-use allowances, incentive zoning and a vision for continuing development.
3. North Waterboro need to determine its destiny in terms of interest where & hour some rural characteristics can be maintained/preserved while introducing some light commercial & agrarian uses. This balance will require thoughtful changes to the zoning ordinance, particularly the Village zones.

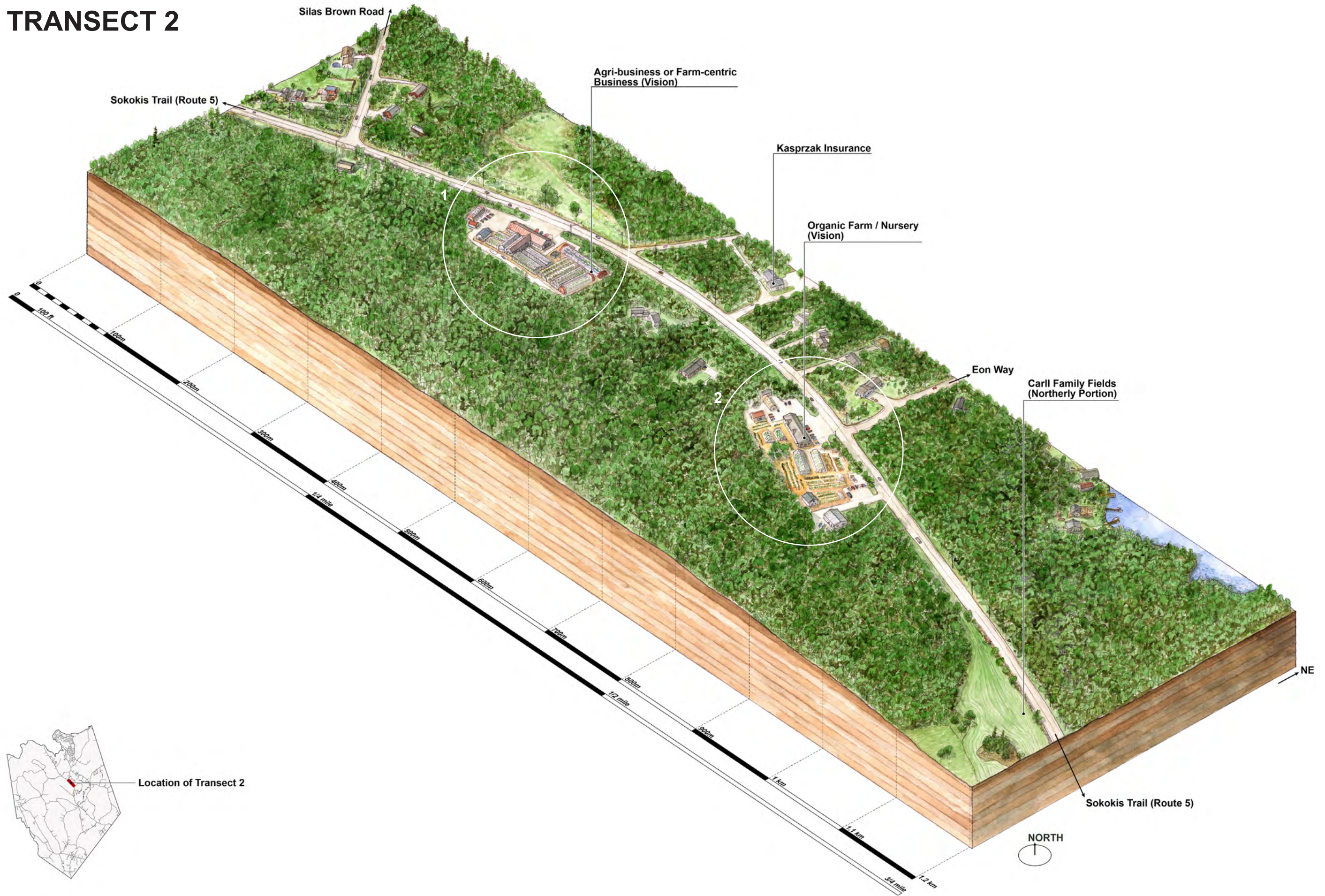
SEED BANK (INNOVATION)



Most of the world's food and medicine come from natural resources, so protecting plant species is critically important to sustainability. In the State of Maine, seed-savers/ seed-distributors are few in number and range in size from Johnny's Selected Seeds (120 acres in Albion) to Groundswell Farm (10 acres in Solon). North Waterboro provides many unique opportunities for the sitting of nonintrusive structures (s) with minimal maintenance and easily blended in the landscaped.

This land use innovation of seeding banking holds great promise and could serve as a longer-term plan to encourage companion businesses in bio-technology. Both growing seed stock that is acclimatized to Northern New England weather and banking heritage varieties of seeds that are adaptable to climate change is a land use concept worth pursuing.

TRANSECT 2



FARMING & SUSTAINABLE AGRICULTURE



The USDA Agriculture Census shows that there are nearly 8200 farms in Maine and that Maine ranks #1 in agricultural sales in New England. However, the trend in North Waterboro is beginning to reveal a diminishment of farmland and farming as an occupation. The question of how to revitalize the importance of preserving and creating new farmland is both a complex and time-sensitive issue in future land use debates. The immediate focus may need to be on incentivized zoning ideas, investment programs and clear messaging of the positive impact of saving farmland in North Waterboro.

Among the many solutions for sustainable farming is the pursuit of maintaining generational family-owned farms. In the face of economic challenges, there is a reason to believe that North Waterboro could build a resilience to maintain some of its rural and farming character. John Piotti, President of the Maine Farmland Trust, recently stated that it is commonplace for Mainers to shop at farmers markets, participate in community-sustainable associations and to seek out local produce at stores and restaurants. Optimistically, the expression of “Live Local... Buy Local” will become more than a marketing phrase.

AGRIBUSINESS & AGRITOURISM



With proper focus and investment, the future for agritourism and agribusinesses is very attractive in North Waterboro. There is an immediate need for the Town to view the North Waterboro landscaped as a perfect model for an innovative interdisciplinary approach to land use planning. By examining the current models of agricultural success (Backyard Tomatoes in Madison, Maine) new incentive zoning can be discussed to determine the needs of townspeople, stakeholders and partners. This optional approach to ultimate build-out of Route 5 corridor should be seen as an alternative driver of geographic visual and economic health of North Waterboro.

Agribusiness touches on farmland preservation, science, govern new and value-added local food availability. The future of the industry may be propelled by taking a partnership approach with the Town’s Economic Development Committee, North Waterboro farmers and agribusiness alliances/investors.

Agritourism is another key component to North Waterboro’s future, as it can blend in with the potentiality of other nature-based tourism activities. Many successful agritourism observations in Maine, NH and Vermont can be replicated in North Waterboro. Niche agriculture markets have already surfaced in York County. Priority attention should be given to exploring the development of farm-oriented lodging (B & B’s) the purchase and/or transfer of development rights and commitments to promoting farmers markets, farm tours, farm stand restaurants that use local products and farm tourism ventures.



Center Waterboro

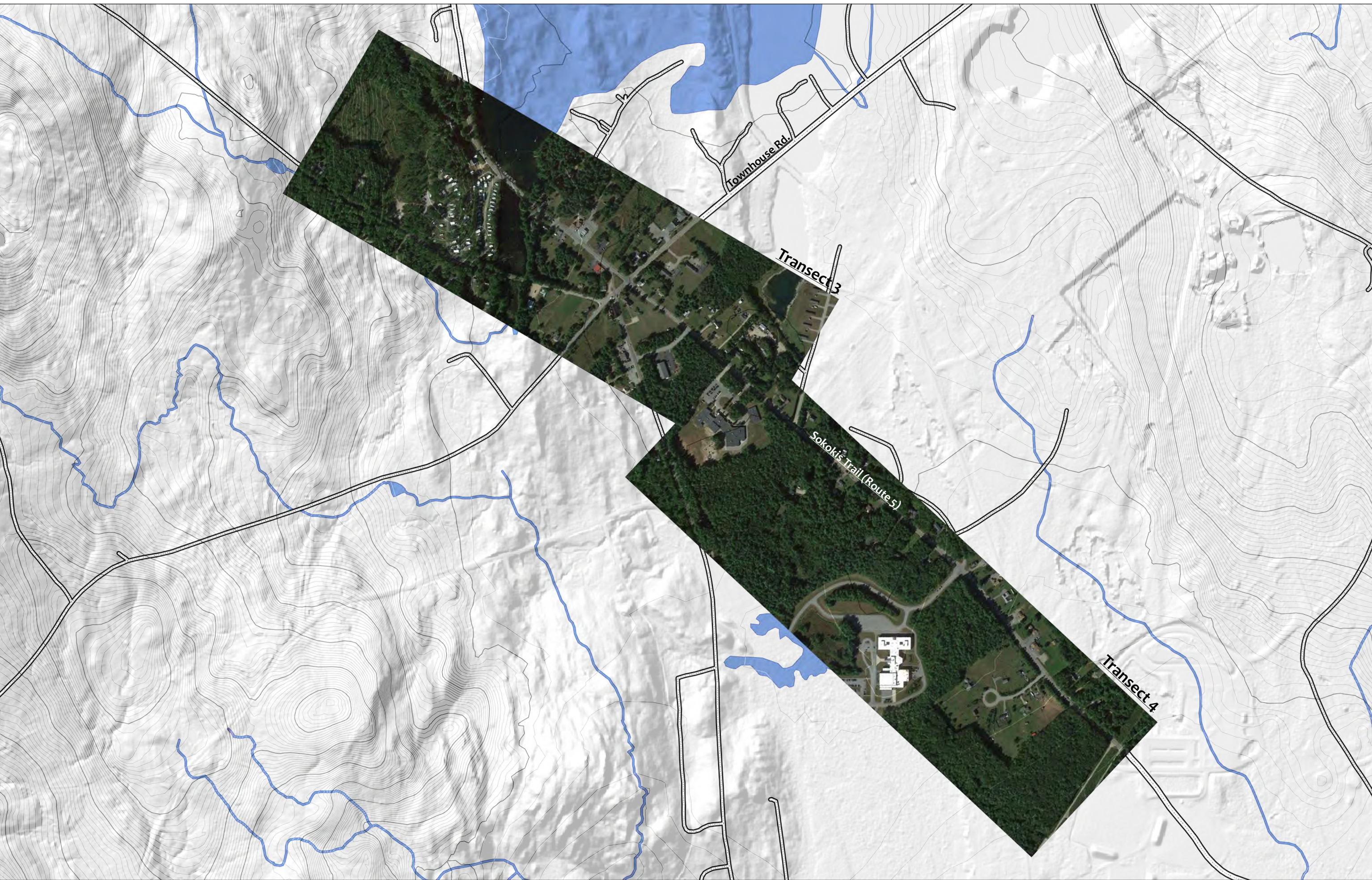
Waterboro Center holds great promise as a rural town center, if it can be master planned and supported by surrounding neighborhoods, local employment opportunities, civic uses and musical/cultural events. Such centers are characterized by compact mixed uses, a community focus (such as a Town Village green), traditional New England architectural design and a pedestrian orientation. Both permanent and seasonal residential development is important to Center Waterboro to support both civic and commercial uses. The absence of linking sidewalks is a conversation that needs to be continued from the State Routes to Schools program and initial priorities established by the State and the town planner.

The long-term viability of Waterboro Center will be dependent on mixed-use expansion and density flexibility of commercial, professional & residential uses. A combination of uses including retail, performing arts, food, entertainment, recreational, professional (particularly medical) and governmental need to be encouraged (and permitted) if this village concept is to work. The area must become a place of necessity, for townspeople, tourists, and prospective investors.

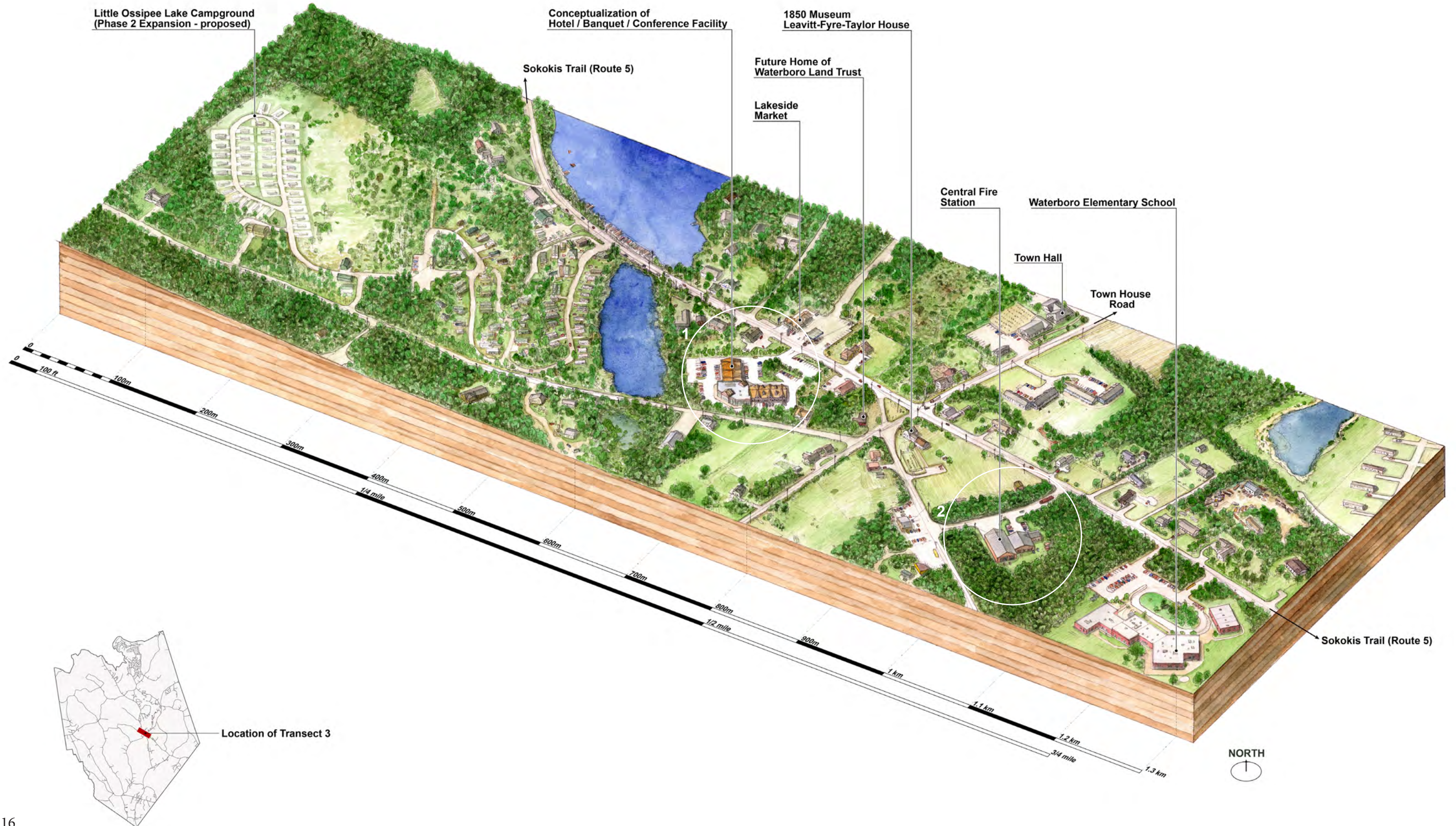
CENTRAL QUESTIONS

Concentrating on the following questions will help to developing an economic vitality to Center Waterboro, as well as, expanding and building new public assets:

- When can a needs assessment and capital investment analysis be performed for central fire station (space expansion) and a Community/Recreational Center (new facility) be performed?
- Should form-based zoning and increased densities be considered in the development of the village core of Center Waterboro?
- Should the dimensional and space requirement of the Village Zone be re-evaluated?
- Who will lead the need to promote the capital improvement & State bonding for the future re-constructing Route 5? What is the timeline?
- When will the Town invest in core asset management technologies, as part of an automated tax mapping system?



TRANSECT 3



HOTEL/BANQUET FACILITY



During 2013-2014 the Town became more acutely aware of the need to encourage the development of a hotel (or some form of alternative lodging). Center Waterboro, particularly in its village core, holds great promise for mixed-use designs that integrate guestrooms, function spaces, food/beverage facilities and gathering places. Given the absence (and market need) for a banquet hall with a function hall as well as the need for a small, boutique hotel in the proper market tier, a special focus should be directed towards a diversified village build-out.

Multiple design scenarios are possible and this transect illustrates a preferred alternative. The physical aspects of this hospitality vision introduce innovative design features, space configurations and increased densities. These notions will require open mindedness. Innovations can be small or large, but all will require creative zoning solutions. Two such initiatives will involve increasing building vertical dimensions, as well as re-evaluating mixed use lot size requirements.

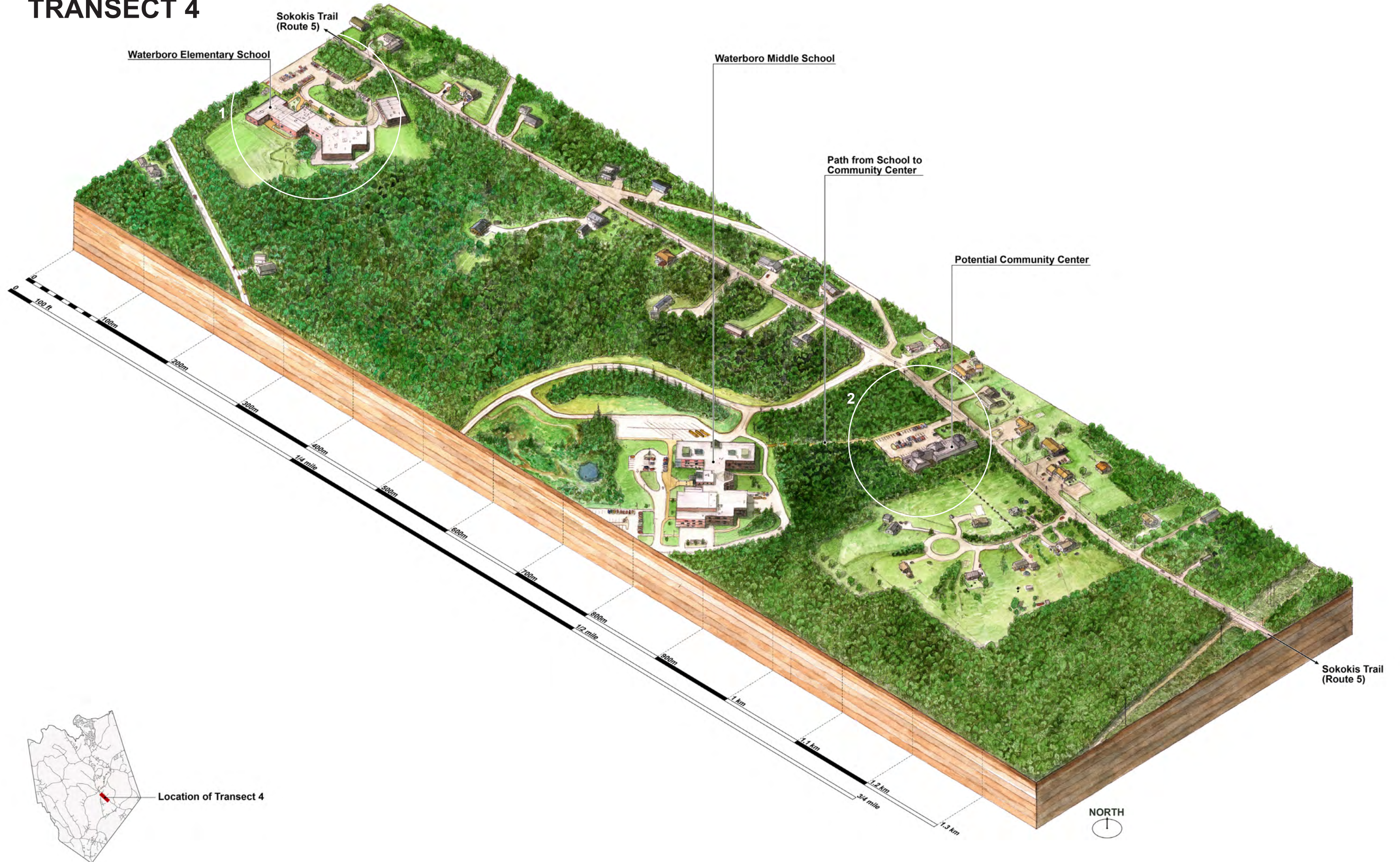
CENTRAL FIRE STATION EXPANSION



As the community grows, so does the need for space planning for critical public services. The current Central Fire Station provides for multiple uses in apparatus/ equipment house, training, staffing, wellness/fitness, office space, communications, as well as emergency management and law enforcement services. The Fire Department recognized this facility need in 2011 and had recommended the expansion as a future capital investment. Fortunately, the current site will accommodate these facility needs.

As fire risk analysis, community demographics, space surveys, number of apparatus, number of administrative/ support staff, sleeping quarters, equipment and other variables are evaluated by the Fire Department, a new expansion footprint & design can be determined. Additionally, this potential expansion represents the importance of performing a comprehensive needs assessment for all public facilities.

TRANSECT 4



ASSET INTERCONNECTIVITY & MANAGEMENT



Municipal primary assets broadly range from school complexes to municipal buildings to physical real estate. Interconnected are the Town's core services of water supply/storage, drainage, road networks, sidewalks, flood protection and digital technologies. Without these core services, the future viability of Waterboro from an economic, environmental, health and technology perspective would be in jeopardy.

The geographic positioning of the elementary and middle schools with adjacent municipal/cultural facilities can and should be a continuing catalyst in the master planning of waterline extensions to the Town Hall and to the service centers at the base of Lake Ossipee. Additionally a scheduled sidewalk construction/maintenance program needs to be implemented, in order to provide pedestrian interconnectivity, as well as to support economic development strategies.

COMMUNITY CENTER



Community centers are community builders. Strengthening the need for a central gathering location for multiple public (and private) sector uses is a large task that has many stakeholders. Community centers create economic opportunities for a myriad of non-profit organizations, local businesses, clubs and other social interaction groups.

Given the increasing facility demands from the Town and the diminishing number of ideal, centralized tracts of buildable land in the core of Center Waterboro, it is an important focus to plan, design & make the capital investment in a Town community center. Such facility developments that are multi-purpose by intentional design may also allow for a partnership/sharing with the Town's Parks & Recreation Department.

A topographic map of East Waterboro, Vermont, showing contour lines and a blue river. A road network is overlaid on the map, with a prominent road running north-south through the center. The title 'East Waterboro' is centered over the map in a large, bold, black serif font.

East Waterboro

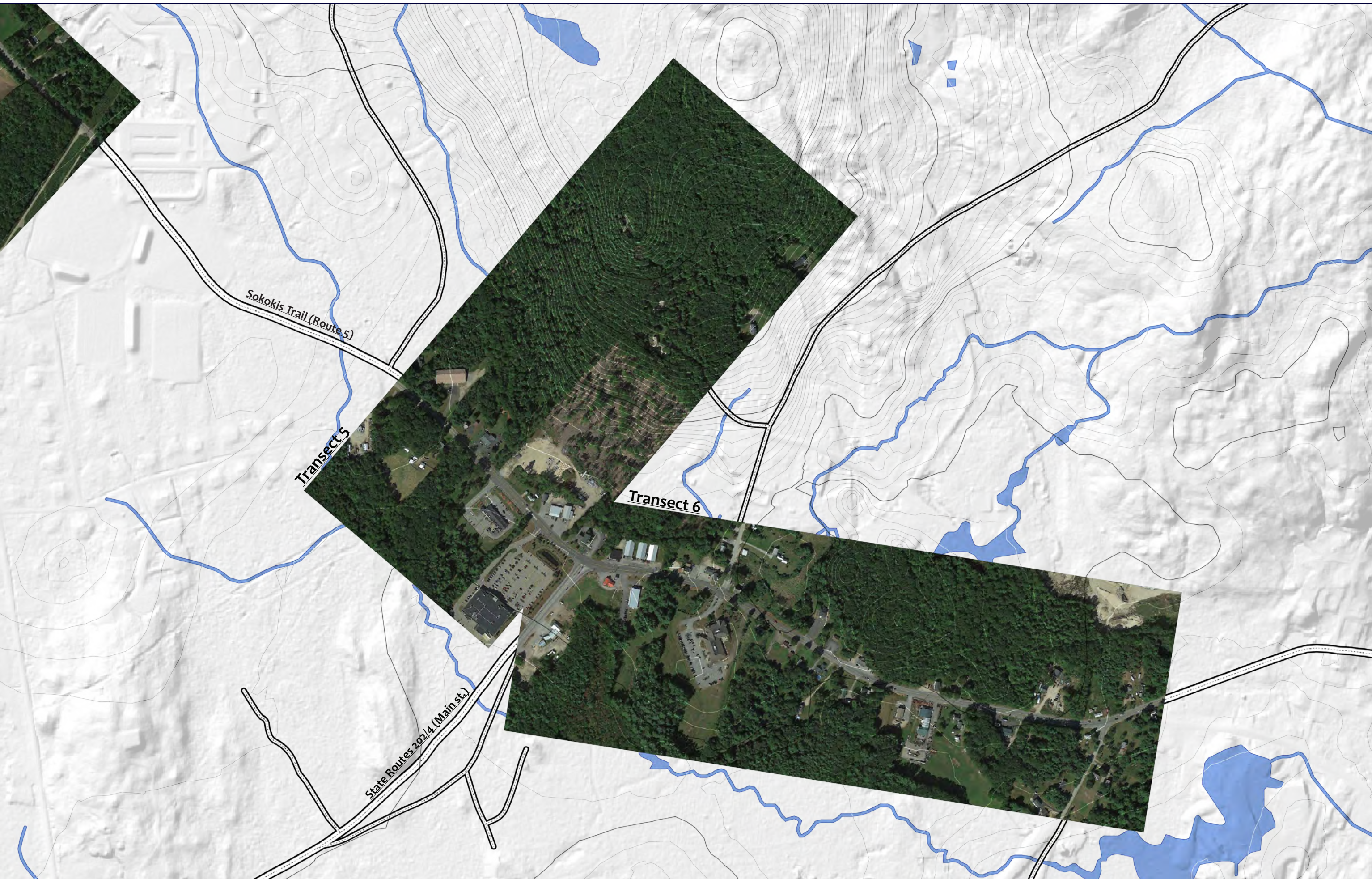
Change usually has three modes: reactive, proactive or interactive. Currently, East Waterboro is at the crossroads of change and more in-fill growth is inevitable. The 20/20 Master Planning Committee suggests that the Town take a proactive approach and invest more time and financial resources to shape needed public-private partnerships.

What makes East Waterboro vacant land so potentially appealing is the combination of visibility, anchor store magnets and reasonably high traffic counts. Field analysis indicates that there is enough buildable land within the opportunity corridors of East Waterboro to more than double the Town's employment base. To encourage this type of economic and physical development will require more consensus, infrastructure (water) enhancements and governmental support. Additionally, more attention needs to be focused in enhancing the areas character as one of the Town's primary gateways. Streetscape designs and architectural aesthetics are beginning to be strongly vocalized by the public. This may seem like a long list of planning initiatives, but all of the above points provide for a springboard for many of the master plan's action strategies.

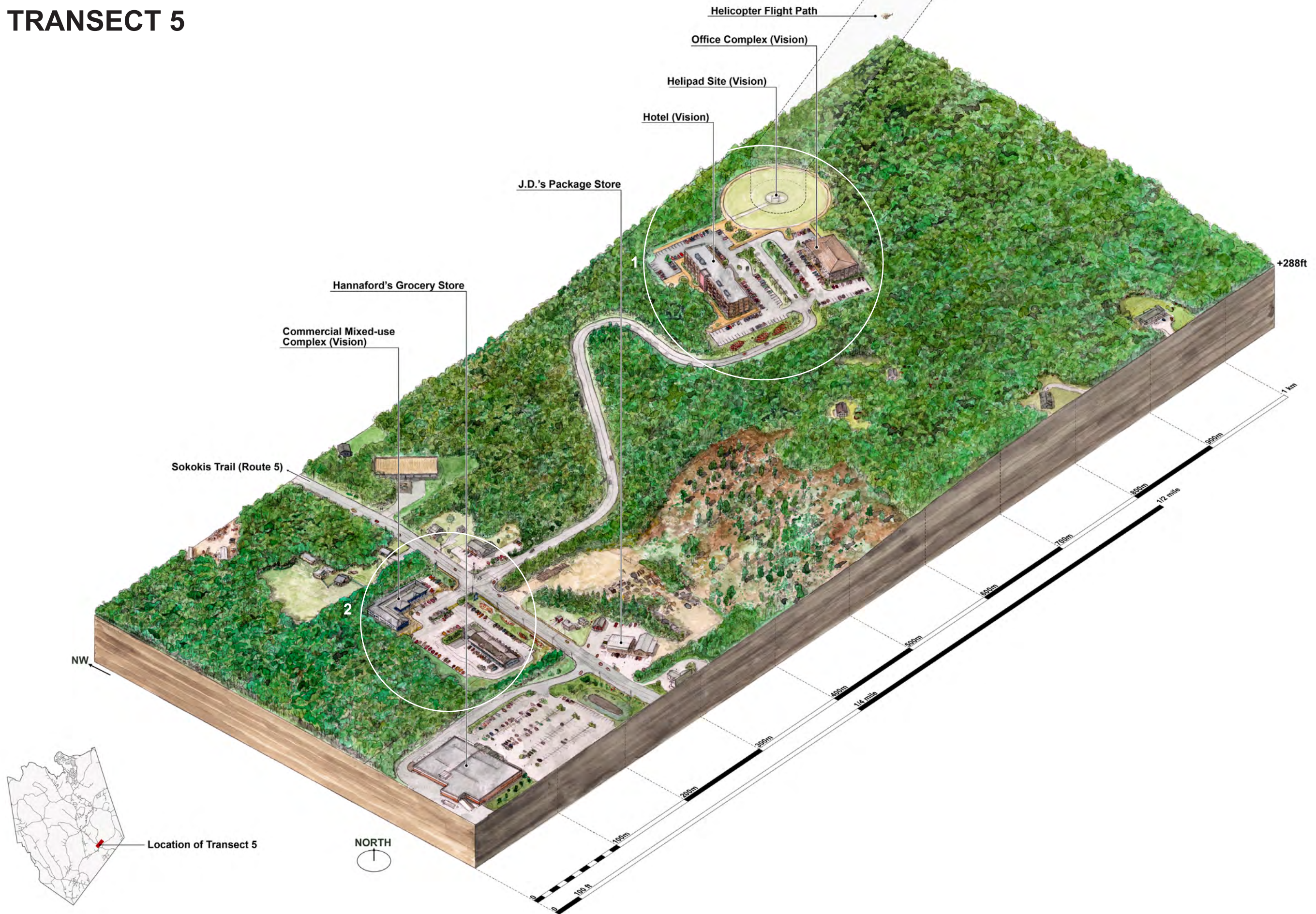
CENTRAL QUESTIONS

As development continues along the East Waterboro corridor and up slope tracts of developable land, a series of time-sensitive questions need to be addressed in future decision-making:

- What types of access management policies and implementation strategies can be created and interfaced with the MDOT?
- What regulatory changes may be necessary in addressing curb cuts?
- What type of "gateway features" can greet visitors at the intersection of Routes 5 & 202? What would it take to give a traveler a sense of arrival and an understanding that the Town of Waterboro takes pride in itself?
- When will a hospitality marketing study be performed to determine market need, preferences, niches & strategy?



TRANSECT 5



BUSINESS PARK



Paramount to the stability of the Town's economic future will be the immediate need to devise a strategy for both retaining and developing more mixed-use commercial properties. East Waterboro has been identified in the infrastructure chapter of the comprehensive plan as a holding significant opportunity for business development while providing a catalytic approach to public water line extensions and the expansion of water areas. Such infrastructure investments will help to steer development efforts and generate more momentum, such as NAPA and Aroma Joes.

It has been recognized that the contiguous properties of Town of Waterboro & private sector owners hold value for business development. The adjacent transect illustrates the conceptualization of a mixed use commercial development with a hotel, office complex and heliport for needed air infrastructure. Many successful business parks serve as incubators for local entrepreneurs and clean industries that seek out locations like Waterboro. This park concept should gain access from Route 5 and make Waterboro a true business destination.

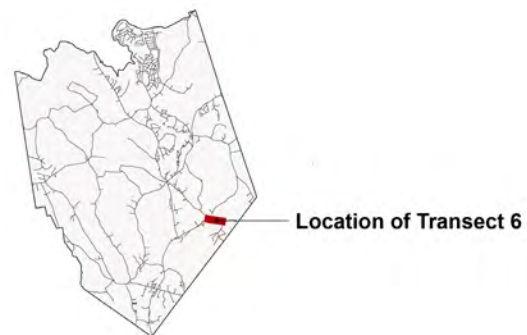
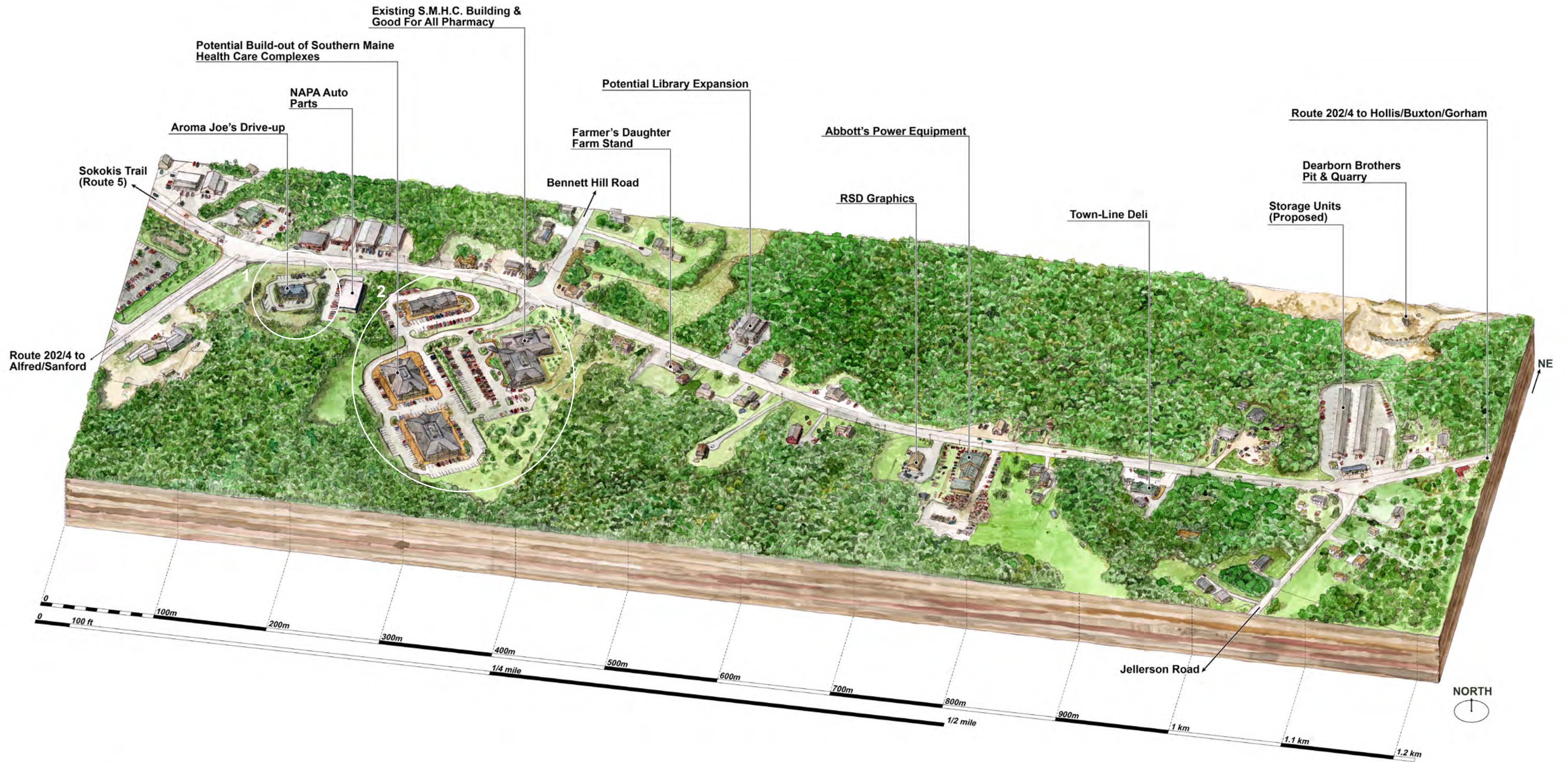
MIXED-USE DEVELOPMENT



Waterboro Crossing illustrates a perfect model of blending of commercial, food, professional services and banking in a free-standing mixed use development. Factors that influence the success of mixed-use projects are traffic flow, market demand/supply, site physical characteristics, infrastructure availability and public issues. East Waterboro continues to have appeal for quality mixed-use development as both vehicle traffic and customer traffic accelerate every year. Additionally, the highest number of site selector/ investor inquiries are focused on East Waterboro.

Several land areas, like Waterboro Crossing, have not reached their full build-out potential. The adjacent transect reveals the siting of a new complimentary mixed use building that may have the potential of attracting customers from outside the immediate trade area. Given the growing possibility of consolidating the town's three post offices in 2017, this geographic area would be a candidate site for a centralized post office.

TRANSECT 6



BUILD-OUT OF INTERSECTION & SURROUNDING AREA



The intersection of Routes 5 & 202 represents the highest daily traffic volumes in the Town of Waterboro with an average of 9,600 vehicles per day. Vehicle speed, signalization, intersection designs, access management and future MDOT improvements/ reconstruction will play a critical role in build out of the over 200 acres of cumulative lands within a mile radius of this intersection. (An illustration of access management is the common entrance way between Aroma Joes and NAPA)

Market analysis in 2015 for the prime vacant land tracts within a half mile of Hannaford will be critically important in determining the demand and supply for alternative uses for each site. This will become an important tool for the Town's Economic Development Committee and Town Planner. In 2013, the Town's 20/20 Master Planning Committee and Town Planner recommended that a tier-targeted hospitality marketing study be performed. Market and economic factors are not static; nor is master planning. All future studies and development build-out needs to be tailored to Waterboro's local needs and its sphere of influence.

HEALTH FACILITY EXPANSION



During the next seven years (2015-2022) the U.S. Bureau of Labor statistics predicts the fastest and largest growth sectors will involve employment in health care, health care support and personal care fields. To manage such expectations suggests that greater focus/support should be directed towards the expansion of the East Waterboro campus of Southern Maine Health Care. The site has been master-planned for three additional buildings, which have yet to be built.

Recognizing that having a health care facility in East Waterboro is a value-added asset, leadership at all levels (both public & private sectors) must encourage more medical uses, research facilities and medical manufacturing. Initiatives to encourage more health care users to the current facility, while embarking upon new medical/ biotechnology frontiers. The Town & Southern Maine Health Care could capitalize further in the health care economy. It will require a smart partnership and incentives to make that planning vision a reality.

A topographic map of South Waterboro, Vermont, showing contour lines and a network of roads. A specific area in the upper left is highlighted in blue and outlined in black. The title 'South Waterboro' is overlaid on the map in a large, bold, black font.

South Waterboro

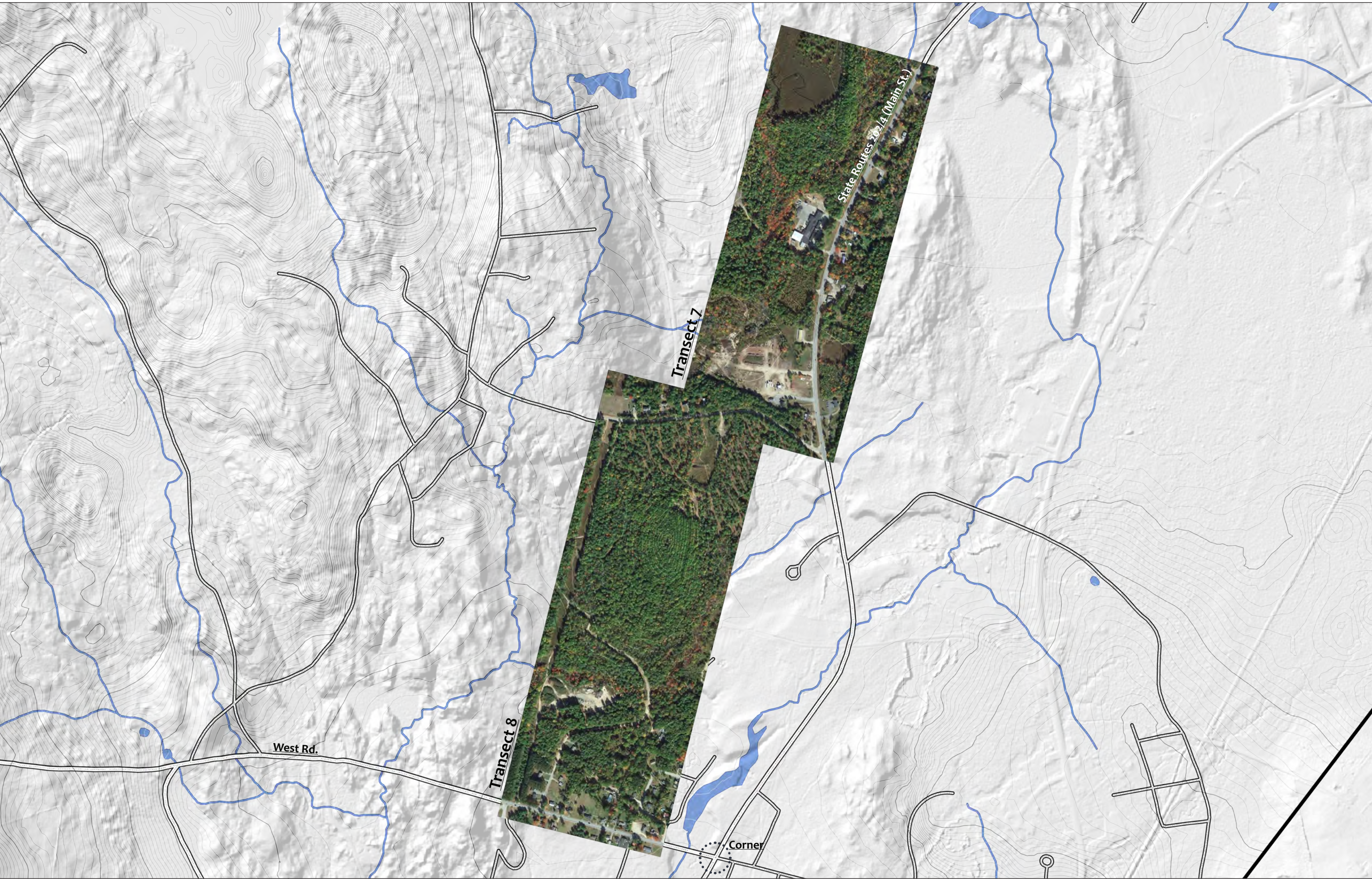
The central core of South Waterboro can best be defined as a village in transition. The growing number of closed, vacant commercial buildings should reflect the immediacy of building a planning framework for a coherent vision for South Waterboro's future. The first step will be to document the aspirations of local business people and resident values for those working and residing in South Waterboro. Key ingredients for resurgence in South Waterboro will be developing a sense of place, more mixed uses, better walkability and a bold vision for desired architectural and aesthetic characteristics.

Innovation, creativity, loyalty and asset recognition are vital to any future development of South Waterboro. Massabesic High School and the Grange Hall may indeed bridge the gap between day dreams and the real implementation of action steps. A partnership of stakeholders (students, the historical community, consumers, businesspeople, investors and the Waterboro Association of Businesses) may help to arrive at consensus and jumpstart the enthusiasm for a walkable, diverse and purposeful village. Again, the sheer size, youth & technological savvy of the students at Massabesic High School are a key market demographic that needs to encase how South Waterboro brands itself.

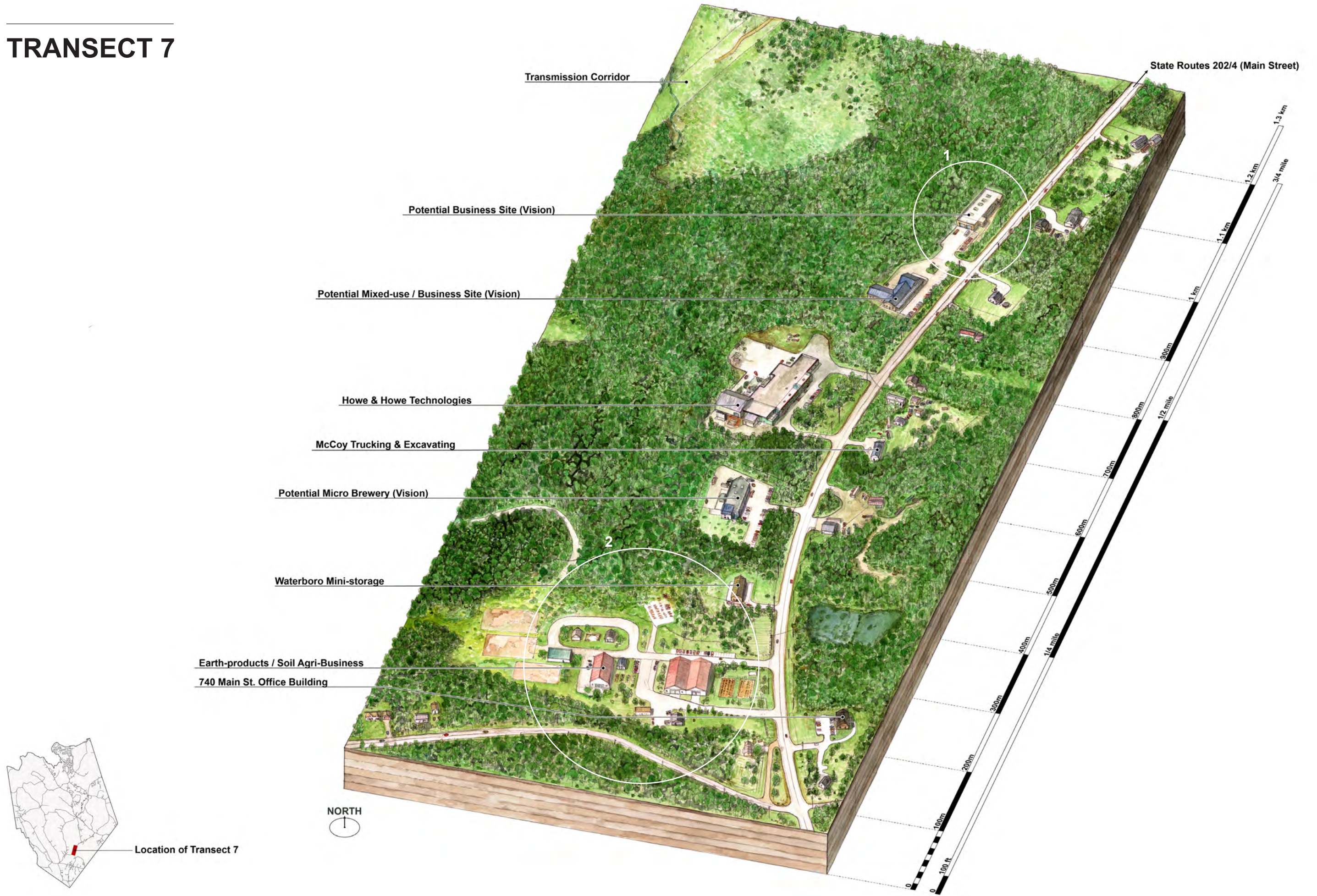
CENTRAL QUESTIONS

As a southern gateway to the Town of Waterboro attention should be directed to the following immediate questions on village transformation, public dialogue, and innovation will help shape the future of South Waterboro:

- Who will ensure that the business community of South Waterboro and student/ administrative leadership from Massabesic High School interface weekly on business/internship futures?
- Can a geothermal development live harmoniously with other existing of future land uses? Does the Economic Development Committee wish to commission a geothermal impact assessment?
- Who will become the catalyst for determining consensus in building a viable village plan for South Waterboro?
- Who will host a second 2015 Business Summit with deliverables focusing on the future village conceptualization of South Waterboro?
- When will a moderated public forum be initiated to discuss new/existing linkages of trail systems, walking paths and abandoned railroad beds?
- What capital investments will be considered for the maintenance/ improvement of existing sidewalks, plus master design of new sidewalks during 2015-2017?



TRANSECT 7



MICRO-BREWERY (INNOVATION)



1 Site selection for a micro-brewery began in South Waterboro during late 2014. Focus has been directed along the Route 202 corridor because of the availability of public water. Most craft brewers use about 6-7 barrels of water for every barrel of beer produced. In addition to the water used in production, waste water effluent that is discharged usually amounts to 70% of their incoming water. Thus, brewery effluent (largely organic) is being researched for alternative uses and disposal techniques.

In the State of Maine, there are over 50 brewing establishments with the Gneiss Brewing Company in Limerick being the closest neighboring operation. The brewing trend opens the door for new economic opportunities in South Waterboro. Enabling this bold vision will require immediate attention to water infrastructure initiatives for 2015.

EARTH PRODUCT BUSINESSES



2 By looking at the current emerging development patterns along Route 202, a variety of timber firewood, soil and earth product businesses hold potential. Given the rich resources that exist and a growing market demand, a consolidated earth product business is beginning to take traction. In 2014, two different entrepreneurs have begun the site selection process.

Critical to new, large-scale up-start business considerations are Town economic development incentives, understanding the “market-footprint” and how to recreate Route 202 as a commercial opportunity corridor before too many more non-commercial uses are built.

TRANSECT 8



RESIDENTIAL PROXIMITY & WALKABILITY



South Waterboro provides opportunity to design & create a sustainable geographic area for creative residential development that links both a potential commercial center to the high school within walking distance of most homes. Strengthening relationships between investors, developers, the school and community will help to revitalize the area. Developing stronger partnerships will build a more sustainable future.

Several tracts of sizeable acreage have residential developments either in the preliminary subdivision stage or are being conceptualized. A conscious effort to build a common vision for blending diversified housing types with appropriate village retail, food, mixed use, institutional and open space gathering spaces must be a high priority for 2015.

TRANSMISSION CORRIDORS & GEOTHERMAL EXPLORATION



Land use planners have long recognized that network utility structures, their services and corridors are critical for the functioning and growth of the Town. Given that a significant number of miles of transmission corridors are already existing, surrounding land uses need to be carefully planned and managed. Part of this planning analysis needs to focus on zoning overlay districts that have potential for linkage and efficient operation of other network utilities. Co-location and co-siting of network utilities should be explored, as well as environmental and aesthetic benefits.

Investigation, identification and assessment of potential sites for geothermal energy should be explored in 2015 that are adjacent to the transmission corridor. Basic hydrological and geological data exists to guide the preliminary surveying for geothermal resources. Additionally, several large tracts in both South & East Waterboro have the infrastructure to directly connect with the transmission corridors.

PLANNING ACTION STRATEGIES

Managing the implementation of future land use planning will require the attention of Town Administration, planners, decision-makers & townspeople on the four components of change (commitment, communication, concerns & consequences). The start-up of the following strategies must be initiated in 2015 and 2016, in order to effectively plan for major economic shifts in 2017.

- Create a well-grounded Master Plan Implementation Task Force that work aggressively with the Economic Development Committee in implementing the action strategies of all the master plan chapters.
- Create new village zoning standards that allow for higher density mixed-use, commercial and residential development in core areas serviced with proper infrastructure.
- Build consensus and determine several key locations for what will be a singular post office serving the entire community. Plan ahead & preserve the new post office location.
- Collaborate with the Maine Farmland Trust and build a momentum for preservation of remaining farmland, as well as agricultural innovation/ agri-businesses.
- Create a detailed strategy plan for municipal asset management, particularly infrastructure (water, roads, recreation, air & fiber technologies).
- Support cottage industries, home-based businesses and incubator business start-ups.
- Invest in tax map automation improvements with geodatabases with a GIS portal.
- Create and adopt in 2015, building and general appearance design standards/ guidelines to improve the aesthetic character of the Town.
- Continue to expand local trail systems to regional systems, as well as making municipal capital investments in the old rail road bed.
- Conduct continual annual traffic counts throughout the Town and post all results on the Road Review Committee's Town website page.
- Create a part-time volunteer position that is entitled Director of Community Engagement & Volunteerism.
- Implement the Old Alfred Road sidewalk project by utilizing the MDOT's 80% cost-sharing monies and committing the Town's 20% matching monies. (Note: engineering and design work, as well as estimates were completed in November 2012).
- Prepare and implement in 2016, a Town readiness test/plan for economic development. Evaluations to be prepared every calendar year by the person in charge of economic development and reported to the Town Administrator.
- Perform codification/updating of all land use and planning ordinances, regulations/ policies/fee schedules in 2015/2016 & thereafter, to be updated by designated Town staff every year.