Chapter IV

Economic Base

CHAPTER IV
ECONOMIC BASE

The cornerstone of a community's economic structure is based on its residents and the manner by which they receive and distribute their income. This, in turn, determines how the local government functions and manages its income. The local economic base is impacted by, not only factors within the community and among its residents, but also statewide and nationwide trends. A strong local employment base will serve to enhance the residential opportunities afforded by this community and will serve to stimulate new growth which increases the demand for housing and municipal services. Growth, both residentially and commercially, will enhance the local tax base and permit improvements to the quality of services provided by the municipality. A healthy economy is based on growth, both in availability of jobs, housing, and commercial development. Growth in each area fuels prosperity in other areas. A depressed economy is characterized by a high unemployment rate, low wages, minimized employment opportunities, poor community services, and a lack of commercial development. This all results in a low standard of living.

The ultimate goal of any economic plan is to enhance and sustain positive growth. The data presented in this chapter was obtained from sources including the 1980 United States Census, the Maine Bureau of Taxation, the Southern Maine Regional Planning Commission, and the Waterboro Community Attitudes Survey, which polled a limited sample of Waterboro residents. This chapter, through its study of the economic characteristics of Waterboro, its surrounding areas, and general County and State trends, establishes certain goals and objectives which should be considered by this municipality in order to enhance the economic base of Waterboro. The conclusion of this chapter presents a series of recommendations addressing the findings of this analysis, such that Waterboro in future years can enjoy a strong economic base.

Goals and Objectives

Throughout each chapter in this Comprehensive Plan, various goals have been set in order to insure that the Town of Waterboro enjoys a prosperous future. With respect to the economic base, the primary goal is to enhance commercial growth in an organized manner and to provide local employment opportunities. The achievement of these two facets of this goal will enhance the economy in several other areas and serve to broaden the tax base, and insure Waterboro's prosperity.

Economic Characteristics

Local and regional trends have impacted the current economy of Waterboro. Several factors have played a key role in this; namely, the recent development of Lake Arrowhead Estates has provided for an abundance of housing opportunities in this area. Typically, the residents of these new homes are persons who work in outlying areas. The influx of new residents into Waterboro has caused a shift in the type of commercial ventures encountered in the Town. The influx of people who reside in the Town, but work in other places, has caused a shift in the characterization of commercial facilities towards focusing on personal services. Also, as a result of the increase in housing starts in the community, several residential construction firms and contractors have become successful. However, this type of employment opportunity tends to be at the lower end of the income schedule and is very dependent on housing construction. Therefore, employment opportunities in these areas can tend to fluctuate.

Income Patterns

According to the 1980 United States Census, Waterboro's 1979 median family income level was at $16,971.00, with the per capita income level being $5,272.00. As the table below indicates, this is roughly in keeping with the general income levels in the surrounding areas. The median family income for York County is slightly higher than that of Waterboro, with the median family income for the entire State of Maine being somewhat less than Waterboro's. The per capita income for York County is slightly higher, as is the case with the State of Maine.

Table IV-1

COMPARATIVE MEDIAN FAMILY AND HOUSEHOLD INCOME AND PER CAPITA INCOME LEVELS 1979

CITY/TOWN	1979 PER CAPITA INCOME	MEDIAN HOUSEHOLD INCOME	MEDIAN FAMILY INCOME
Waterboro	**$5,272**	**$15,872**	**$16,971**
Alfred	5,715	15,473	16,884
Biddeford	5,717	14,064	17,110
Hollis	5,766	16,955	17,870
Kittery	7,548	17,175	19,403
Limerick	5,683	14,299	16,056
Limington	4,780	14,110	15,023
Lyman	5,413	16,867	17,469
Newfield	5,571	12,500	14,937
Saco	6,143	15,614	18,236
Sanford	5,416	13,400	16,546
York County	6,212	15,377	17,715
State of Maine	5,768	13,816	16,167

SOURCE: U. S. Census, 1980; Tables 69, 74, 85

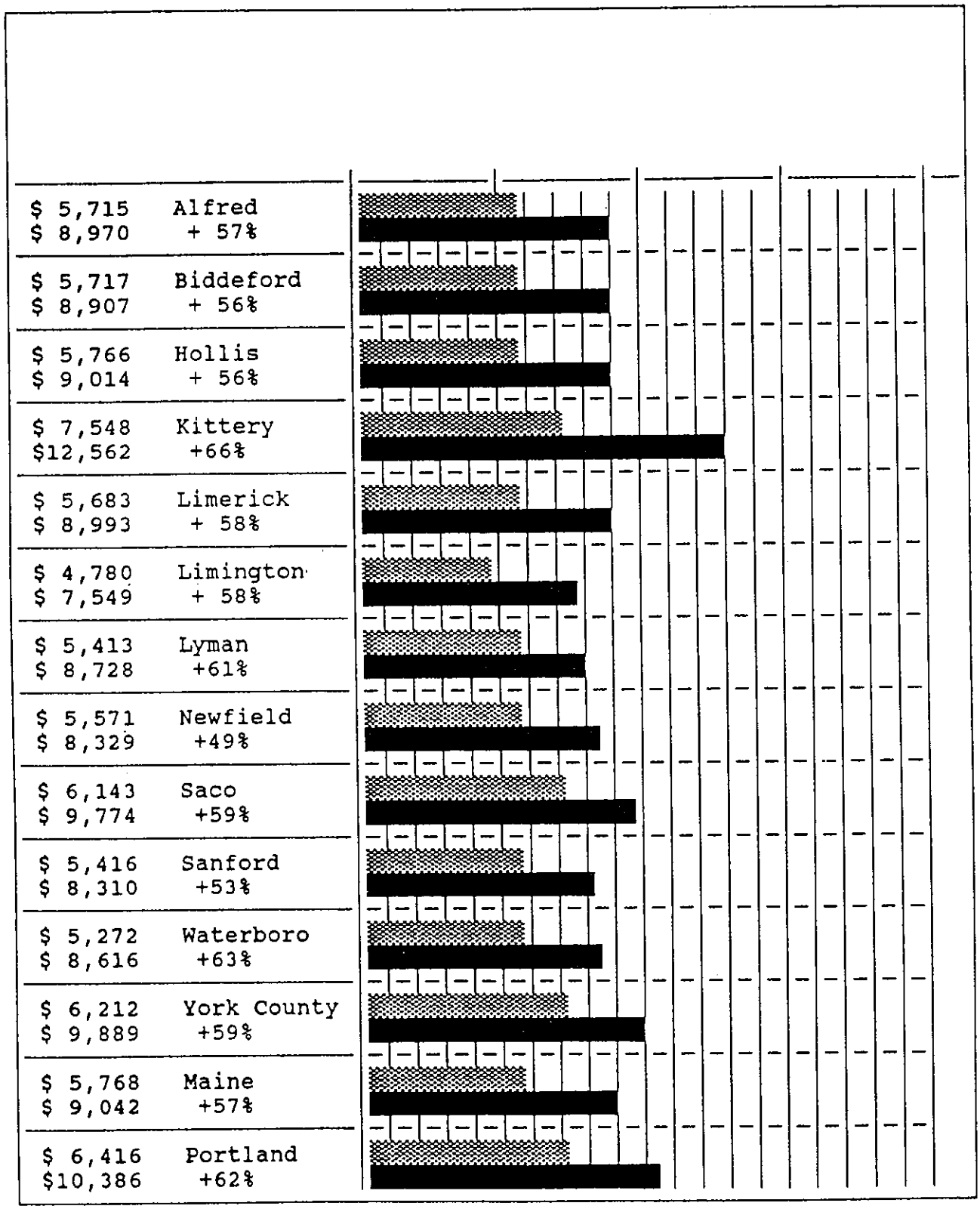
As the above table indicates, the Town of Waterboro is within the average income levels for both the region and State.

The following bar chart presents the comparison of per capita income for selected towns in the region, as well as the County and State levels for the years 1979 vs. 1985. As the bar chart indicates, the Town of Waterboro has sustained a 63% increase in per capita income over this period. This is slightly higher than the average for the County and the State itself, as well as the City of Portland. In fact, with respect to various municipalities analyzed, the Town of Waterboro is second only to the Town of Kittery in percent increase over that period.

As the chart indicates, Waterboro has sustained a healthy increase in per capita income over this period and has held its own with neighboring municipalities.

Chart IV-1

Comparison of Per Capita Income
1979 vs. 1985



The following table shows the distribution of income in 1979 for the Town of Waterboro, York County and the State. As this chart indicates, the greatest percentage of families in Waterboro (14.2%) had a 1979 income between $17,500.00 and $19,999.00; whereas, only 9.8% of the families in York County had this income, and on a Statewide basis only 6.6% of the families fell into this category. It should be noted that the largest percentage of families in York County fell into the $15,000.00 to $17,499.00 range, with the most predominant income in the overall State of Maine being in the range of $10,000.00 to $12,499.00.

Table IV-2

INCOME DISTRIBUTION
WATERBORO, YORK COUNTY, AND MAINE
1979

1979 INCOME	WATERBORO HOUSEHOLD TOTAL	WATERBORO HOUSEHOLD %	WATERBORO FAMILY TOTAL	WATERBORO FAMILY %	YORK COUNTY % OF HOUSEHOLDS	YORK COUNTY % OF FAMILIES	MAINE % OF HOUSEHOLDS	MAINE % OF FAMILIES
$ 0 - $ 2,500	19	2.0	13	1.6	3.3	2.0	3.9	2.3
$ 2,500 - $ 4,999	70	7.5	29	3.6	8.8	3.2	10.5	3.7
$ 5,000 - $ 7,499	59	6.3	34	4.3	8.5	6.4	10.3	6.3
$ 7,500 - $ 9,999	70	7.5	56	7.0	8.8	7.6	10.2	7.0
$10,000 - $12,499	110	11.7	91	11.4	9.8	9.6	10.5	8.0
$12,500 - $14,999	99	10.6	88	11.0	9.4	10.0	8.8	7.2
$15,000 - $17,499	120	12.8	111	13.9	9.2	10.3	8.9	7.5
$17,500 - $19,999	122	13.0	113	14.2	8.2	9.8	7.5	6.6
$20,000 - $22,499	68	7.3	64	8.0	8.4	9.9	7.1	6.3
$22,500 - $24,999	44	4.7	44	5.5	6.0	7.1	5.0	4.5
$25,000 - $27,499	51	5.4	48	6.0	5.2	6.5	4.3	3.9
$27,500 - $29,999	30	3.2	30	3.8	3.5	4.3	2.9	2.6
$30,000 - $34,999	35	3.7	35	4.4	4.7	5.7	4.2	3.8
$35,000 - $39,999	20	2.1	20	2.5	2.3	2.7	2.3	2.1
$40,000 - $49,999	10	1.1	10	1.3	2.0	2.5	1.9	1.8
$50,000 - $74,999	11	1.2	11	1.4	1.3	1.6	1.3	1.2
$75,000 or more	0	0	0	0	0.6	0.6	0.5	0.5
TOTAL	938		797					

SOURCE: U. S. Census, 1980
Tables 68 and 73

The following table is a summation of those categories delineated on the preceding table. As this summation indicates, the highest percentage of families in Waterboro (41.7%) fell within the income group of $15,000.00 to $24,999.00 in the year 1979; whereas, York County's highest percentage of families (38.8%) had incomes of less than $15,000.00 per year, as was the case with 45.3% of the families in the State of Maine.

Table IV-3

DISTRIBUTION OF FAMILY INCOME LEVELS
WATERBORO, YORK COUNTY, AND MAINE
1979

INCOME GROUP	WATERBORO	YORK COUNTY	MAINE
0 - 14,999	39.0%	38.8%	45.3%
15,000 - 24,999	41.7%	37.2%	33.4%
25,000 - 39,999	16.7%	19.3%	16.7%
40,000 or more	2.6%	4.6%	4.6%

SOURCE: U. S. Census, 1980
Tables 68 and 73

Poverty Level

As the following table indicates, in 1979 9.4% of the persons in Waterboro had incomes below the poverty level. This compares to York County's figure of 9.6% and is slightly less than the Statewide percentage of 12.5%. The table below shows the percent of persons below poverty level for selected communities in the region.

Table IV-4

NUMBER AND PERCENT BELOW POVERTY LEVEL
SELECTED COMMUNITIES
1979

CITY/TOWN	NUMBER	PERCENT
Waterboro	**277**	**9.4**
Alfred	151	8.0
Biddeford	1,803	9.2
Hollis	469	16.2
Kittery	523	5.6
Limerick	132	9.7
Limington	349	15.8
Lyman	212	8.5
Newfield	87	13.5
Saco	1,483	11.5
Sanford	2,313	12.8
York County	13,398	9.6
State of Maine	140,996	12.5

SOURCE: U. S. Census, 1980
Tables 1, 93

The following table compares the age distribution for persons with incomes below poverty level for the Town of Waterboro, York County and the State. The table also identifies the percentage of the persons within each age group who have incomes below poverty level. As the table indicates, those persons within the age group below 55 comprise 81.6% of the persons within poverty status in Waterboro. As the table further shows, this is the general trend in York County and in the State. However, it is important to note that population statistics indicate that 84.4% of the persons in Waterboro fall into this age category; therefore, the high percentage of persons at poverty status below the age of 55 can be attributed to the fact that simply there are more persons in that age category. The more significant comparisons lie in the percentage of persons in each age group who are classified as below poverty status. For the Town of Waterboro, 12% of the persons aged 65 and over are classified at poverty status. This compares quite closely with York County's 11.8% and the overall State's 15.3%. It is no surprise that the elderly are those hit hardest by poverty.

Table IV-5

POVERTY STATUS BY AGE GROUPS
WATERBORO, YORK COUNTY, AND MAINE
1979

AGE GROUP	WATERBORO % OF POVERTY PERSONS	WATERBORO % OF AGE GROUP	YORK COUNTY % OF POVERTY PERSONS	YORK COUNTY % OF AGE GROUP	MAINE % OF POVERTY PERSONS	MAINE % OF AGE GROUP
Under 55	81.6	9.1	75.6	9.4	77.1	12.4
55 - 59	3.6	8.6	4.9	9.0	3.7	9.4
60 - 64	4.3	11.9	3.8	7.9	3.9	10.7
65 and over	10.5	12.0	15.7	11.8	15.3	15.3

SOURCE: U. S. Census, 1980
Tables 10-18, 93

Commuting Patterns

In 1979, almost three-quarters of the employed persons residing in Waterboro worked outside of the Town. This figure is somewhat high in comparison to the adjacent municipalities and is also higher than the State and County data.

Table IV-6

PLACE OF WORK DESTINATION BY NUMBER AND PERCENT OF PERSONS LIVING IN SELECTED COMMUNITIES 1979

	WORK IN RESIDENCE		OUTSIDE RESIDENCE		NOT REPORTED	
	#	%	#	%		
Waterboro	**200**	**17.4**	**861**	**74.9**	**88**	**7.7**
Alfred	117	15.6	594	79.0	41	5.4
Biddeford	4,289	49.4	3,900	44.9	499	5.7
Hollis	165	14.8	905	80.9	48	4.3
Kittery	1,703	38.2	1,868	41.9	887	19.9
Limerick	204	38.6	265	50.1	60	11.3
Limington	142	17.9	615	77.6	36	4.5
Lyman	66	6.2	893	84.6	97	9.2
Saco	2,261	38.3	3,387	57.4	251	4.3
Sanford	4,421	59.2	2,384	31.9	661	8.8
York County	19,875	33.5	34,724	58.6	4,666	7.9
State of Maine	203,302	44.4	225,016	49.1	29,978	6.5

SOURCE: U. S. Census, 1980
Workers 16 Years Old and Over
Table 39

In order to provide more up-to-date commuting data, the Community Attitudes Survey polled residents of Waterboro on their commuting habits. The results of this limited sector study are below:

Table IV-7

PLACE OF WORK DESTINATION
BY NUMBER OF PERSONS
LIVING IN WATERBORO (Limited Survey)
1989

Workplace	Number
Waterboro	**68**
Portland	49
Retired	47
Biddeford/Saco/Old Orchard Beach	38
Sanford	37
Kittery/Portsmouth, NH	17
South Portland	16
Berwick	12
Kennebunk	12
Massachusetts/New Hampshire	12
Alfred	8
Gorham	6
Hollis/Bar Mills	6
Westbrook	6
Springvale	4
Scarborough	3
lebanon/Rochester, NH	2
Lyman	2
Arundel	1
Augusta	1
Brunswick	1
Buxton	1
Falmouth	1
Limerick/Limington	1
Porter	1
Shapleigh	1
Wells	1

SOURCE: 1989 Waterboro Community Attitudes Survey

As Table IV-7 indicates, of the persons responding to the survey, the majority of residents work in the Waterboro area, Portland is ranked second, with the Biddeford/Saco and Sanford job centers falling closely behind. It is interesting to note that, of the persons polled, the third highest number of persons responding classified themselves as retired. This would most likely be attributed to the fact that a typical respondent to an optional attitudes survey such as this one would be someone who could take the time to prepare and submit a response.

Employment

The following table provides a summation of the distribution of employment opportunities for those residents of Waterboro, for the County, and for the State. As the chart indicates, 31.7% of those persons employed in 1979 fell under the occupational category of Operations, Fabricators and Laborers, with the majority of these persons working as machine operators, assemblers and inspectors. This is a typically blue collar employment sector and is most likely due in large part to the employment opportunities at the Portsmouth Naval Shipyard in Kittery, as well as industrial employment opportunities in the Portland, Sanford and Biddeford/Saco job centers. These figures are somewhat higher than the percentages for this same occupational category for the County, and even higher for the State. As is the case with the nationwide trends, the farming, forestry and fishing occupations held the lowest percent of employees.

Table IV-8

NUMBER AND PERCENT EMPLOYED BY OCCUPATIONAL CATEGORY
WATERBORO, YORK COUNTY, AND MAINE
1979

	WATERBORO		YORK COUNTY		MAINE	
	NO.	PERCENT	NO.	PERCENT	NO.	PERCENT
Managerial & Professional Specialty Occupations:						
Executive, Administrative & Managerial	88	7.2	4,522	7.6	38,540	8.4
Professional Specialty Occupations	113	9.3	6,380	10.7	55,107	12.0
Technical, Sales and Administrative Support:						
Technicians & Related Support Occupations	28	2.3	1,585	2.7	11,681	2.5
Sales Occupations	82	6.7	4,872	8.2	42,068	9.1
Administrative Support Occupations, including clerical	144	11.8	7,526	12.7	65,276	14.2
Service Occupations:						
Private Household Occupations	7	0.6	318	0.5	3,069	0.7
Protective Service Occupations	18	1.5	708	1.2	6,041	1.3
Service, Except Household & Protective	86	7.0	5,707	9.6	51,194	11.1
Farming, Forestry & Fishing Occupations	23	1.9	1,154	1.94	17,428	3.8
Precision Production, Craft & Repair Occupations	244	20.0	11,030	18.6	66,891	14.6
Operations, Fabricators & Laborers:						
Machine Operators, Assemblers & Inspectors	260	21.3	10,454	17.6	57,933	12.6
Transportation & Material Moving Operations	67	5.5	2,516	4.2	21,768	4.7
Handlers, Equipment Cleaners, Helpers, Laborers	60	4.9	2,667	4.5	22,526	4.9
TOTAL:	1220		59,439		459,522	

SOURCE: 1980 U.S. Census, Table 66
Employed Persons 16 Years of Age and Over

The following table categorizes employment by economic sector for Waterboro, the County, and the State. In 1979, the largest percentage of workers (24.3) residing in Waterboro were employed in the manufacturing of durable goods. This corresponds to the County figure of 23%. Throughout the State, however, the largest percentage of persons were employed within the retail trade, with manufacturing of non-durable goods falling at a close second. Under the construction, transportation and business & repair services sectors, Waterboro had a higher percent of employment than both York County and the State.

Table IV-9

NUMBER AND PERCENT OF EMPLOYMENT BY ECONOMIC SECTOR
WATERBORO, YORK COUNTY, MAINE
1979

	WATERBORO		YORK COUNTY		MAINE	
	NO.	PERCENT	NO.	PERCENT	NO.	PERCENT
Agriculture, Forestry, Fisheries, Mining	15	1.2	1,088	1.8	15,521	3.4
Construction	85	7.0	3,700	6.2	25,926	5.6
Manufacturing: Non-durable Goods	188	15.4	8.623	14.5	73,105	15.9
Durable Goods	297	24.3	13,650	23.0	52,253	11.4
Transportation	60	4.9	1,892	3.2	16,695	3.6
Communications & Other Public Utilities	20	1.6	1,158	1.9	10,149	2.2
Wholesale Trade	40	3.3	1,702	2.9	16,665	3.6
Retail Trade	147	12.0	8,896	15.0	73,645	16.0
Finance, Insurance & Real Estate	41	3.4	2,698	4.5	20,247	4.4
Business & Repair Services	47	3.9	1,489	2.5	12,237	2.7
Personal, Entertainment & Recreation Services	27	2.2	2,190	3.7	17,650	3.8
Professional & Related Services:						
Health Services	59	4.8	3,804	6.4	39,346	8.6
Educational Services	100	8.2	4,693	7.9	44,181	9.6
Other Professionals	41	3.4	1,856	3.1	17,027	3.7
Pubic Administration	53	4.3	2,000	3.4	24,875	5.4
TOTAL	1,220		59,439		459,522	

SOURCE: 1980 U. S. Census, Table 65
Employed Persons 16 Years of Age & Over

In order to provide an update on the employment characteristics of Waterboro residents, the 1989 Waterboro Community Attitudes Survey was analyzed. The following table compares the results of the Waterboro Community Attitudes Survey with respect to employment by economic sector.

Table IV-10

NUMBER EMPLOYED BY OCCUPATIONAL CATEGORY FOR WATERBORO (Limited Survey) 1989

Occupation	Number
Agriculture/Forest/Fishing/Mining	12
Construction	20
Manufacturing	20
Transportation	11
Communications, Utilities	12
Wholesale	2
Retail	21
Finance/Real Estate/Insurance	13
Business & Repair Services	22
Personal/Entertainment/Recreation	10
Professional & Related Services:	
Health	28
Education	33
Other Professionals	75
Government	11
Retired	47
Self Employed	17
No Response	126

SOURCE: 1989 Waterboro Community Attitudes Survey

As the data from the 1989 Community Attitudes Survey indicates, the majority of the respondents were employed in the area of professional and related services, with the business and repair services being the second major employment category. The retail, construction and manufacturing categories also scored high. Again, as was noted in the section on commuting patterns, 47 of the persons responding to the survey classified themselves as retired. The Community Attitudes Survey also asked residents to assess the job opportunities in Waterboro. One hundred eighty-six (186) of those persons responding evaluated job opportunities as fair to very poor; the majority of the respondents (93) identified this category as poor. Twelve (12) persons rated employment opportunities as very good to good, and 45 persons made no evaluation. From this data, it can be seen that residents would like to see greater employment opportunities in Waterboro.

MUNICIPAL VALUATION:

The following table identifies the latest full value tax rates for Waterboro and selected York County communities. The communities are ranked in order of increasing tax rate for the County. As the table indicates, Waterboro ranks 18th highest out of 29 York County communities.

Table IV-11

COMPARISONS OF FULL VALUE TAX RATES FOR SELECTED COMMUNITIES 1988

	1990 State Valuation ($ Millions)	1988 Municipal Assessment ($)	1988 Full Value Tax Rate * ($/1000)	Rank in County**
Alfred	92.20	972,150	10.54	21
Biddeford	955.05	12,980,652	13.60	26
Hollis	118.00	1,087,766	9.22	15
Kittery	608.90	7,657,153	12.57	24
Limerick	82.40	686,589	8.33	7
Limington	78.00	713,970	9.15	14
Lyman	134.60	1,222,830	9.08	13
Newfield	78.10	559,865	7.17	3
Saco	734.40	10,052,331	13.69	28
Sanford	789.50	10,628,601	13.46	25
Waterboro	187.80	1,820,212	9.69	18
York County (avg.)	10,341.65	108,456,544	10.49	--
Maine (avg.)	55,826.15	704,054,341	12.61	--

* 1988 Full Value Tax Rate:
1988 Tax Assessment, 1990 State Valuation (1000)

** Lowest Tax Rate = 1
Highest Tax Rate = 29

SOURCE: Maine Bureau of Taxation, Property Tax Division
1990 State Valuation
1988 Municipal Valuation Return, Part I

A comparison of the State valuations and full value tax rates for Waterboro during the years 1983-1990 is shown in the table below:

Table IV-12

ANNUAL COMPARISONS OF STATE VALUATIONS, PERCENT CHANGE IN VALUATION, TAX ASSESSMENTS, PERCENT CHANGE IN ASSESSMENT AND FULL VALUE TAX RATES FOR WATERBORO

Year	State Valuation (Millions $)	Percent Change In Valuation (%)	Tax Assessment ($) *	Percent Change In Assessment (%)	Full Value Tax Rate ($/1000)
1983	72.00	---	943,082	---	13.10
1984	73.80	2.50	1,012,143	7.3	13.72
1985	78.40	6.23	973,433	-<3.8>	12.42
1986	86.25	10.01	1,092,147	12.2	12.66
1987	93.95	9.05	1,116,864	2.3	11.89
1988	117.35	24.91	1,158,944	3.8	9.88
1989	148.60	26.63	1,443,988	24.6	9.72

* Tax assessment is based on municipal tax assessments made in two years prior to valuation date.

SOURCE: Maine Bureau of Taxation, Property Tax Division "State Valuation Comparison" - Waterboro

As the above table shows, Waterboro has sustained an annual increase in State valuations over the last several years, with the largest percentage increases occurring in the last two years. Tax assessments saw a drop in 1985 (i.e. 1983 assessments) with an increase back to more normal levels in 1986 (1984). The next two years saw a moderate increase in levels until 1989 (1987) and 1990 (1988) when assessments made more significant increases. These increases, however, were still somewhat less than the percentage increases in State valuation during this period. Waterboro has sustained a consistent decrease in the full value tax rate over the last several years.

A summation of the elements comprising the 1990 State valuation of property in Waterboro is provided below:

Table IV-13

BREAKDOWN OF 1988 MUNICIPAL VALUATION FOR WATERBORO (i.e. 1990 STATE VALUATION ANALYSIS)

TOTAL MUNICIPAL VALUATION		=	$187,800,000
Land Valuation:	% Land Valuation		
Utilities	4.0%	=	2,580,583
C.M.P.	0.3%	=	209,114
Tree Growth	0.8%	=	500,875
Commercial	1.9%	=	1,256,769
Residential	76.0%	=	49,449,331
Bog & Waste	1.3%	=	850,000
Undeveloped	15.7%	=	10,200,000
Total Land Valuation:		=	$ 65,046,672
Building Valuation:	% Building Valuation		
Residential	96%	=	116,681,093
Commercial	4%	=	4,636,329
Total Building Valuation:			$121,317,422
Personal Valuation: Total Personal Valuation		=	$ 1,507,633
Adjustments: Total Adjustments		=	$ - <75,860>
			$187,795,867

SOURCE: State Bureau of Taxation, Property Tax Division
1990 State Valuation Analysis, 1988 Municipal Valuation

As the above summation indicates, the vast majority of the land valuation and building valuation lies in the residential category. The combined residential valuation comprises 88% of the 1990 State valuation for Waterboro, whereas commercial enterprises generate only 3% of the valuation. This identifies Waterboro's trend toward a "bedroom community."

SHOPPING PATTERNS

In order to assess the retail opportunities in Waterboro, residents were polled as to their shopping habits. The 1989 Community Attitudes Survey asked residents where they shop for clothing, food, gifts, hardware, essentials and entertainment. The results of this limited questionnaire are as follows:

Table IV-14

SHOPPING PATTERNS BY
ITEM PURCHASED AND DESTINATION
BY WATERBORO RESIDENTS (Limited Survey)
1989

Clothing	**#**
Portland	93
Sanford	46
South Portland	41
Biddeford/Saco/Old Orchard Beach	17
Kittery/Portsmouth, NH	7
Massachusetts/New Hampshire	2
North Conway	1
Waterboro	1
Food	
Sanford	127
Biddeford/Saco/Old Orchard Beach	42
Waterboro	21
Portland	9
South Portland	7
Gorham	2
Kittery/Portsmouth, NH	2
Scarborough	1
Essentials	
Sanford	66
Waterboro	37
Biddeford/Saco/Old Orchard Beach	30
Portland	18
South Portland	10
Limerick/Limington	4
Gorham	1
Kittery/Portsmouth, NH	1

Gifts

Portland	79
South Portland	46
Sanford	38
Biddeford/Saco/Old Orchard Beach	14
Kittery/Portsmouth, NH	5
Waterboro	5
Kennebunk	1
Massachusetts/New Hampshire	1
North Conway	1

Hardware

Waterboro	134
Sanford	30
Biddeford/Saco/Old Orchard Beach	12
Portland	10
South Portland	2
Scarborough	2
Augusta	1
Buxton	1
Kittery/Portsmouth, NH	1
Limerick/Limington	1

Entertainment

Portland	82
Sanford	25
Biddeford/Saco/Old Orchard Beach	20
Waterboro	15
South Portland	7
Alfred	2
Hollis/Bar Mills	2
Limerick/Limington	1

As Table IV-14 indicates, those persons responding to the questionnaire shop predominately in the Portland area for clothing, gifts and entertainment; the Sanford area captures the greatest market for food and essentials, with Waterboro attracting the majority of hardware shoppers. In rating the availability of shopping opportunities, 163 questionnaire respondents evaluated shopping in the fair to very poor range, with 69 persons indicating very good to good opportunities (11 persons made no rating).

COMMERCIAL ESTABLISHMENTS

In order to assess the commercial opportunities in Waterboro, the following list of businesses was compiled. Sources include the Waterboro Planning Office and the 1989/1990 Maine Register. The following list is divided into four major categories: services, trade, manufacturing, and cultural entertainment and recreation. Within each category are various sub-classifications. The largest number of businesses fall under the service category, with contractors comprising the largest sub-category. Those establishments associated with general building construction seem to be in abundance. This factor can be associated with the recent growth in housing in the Town. As housing starts drop and residents settle in, this business sector will see a general decline and there will be an increased need for personal and maintenance services.

Trade establishments offer limited shopping opportunities for residents. As was shown in the shopping patterns section of this chapter, Waterboro loses the majority of its shoppers to Portland and Sanford. Residents do, however, shop for hardware in Town. This accounts for the existence of three major hardware stores.

Manufacturing firms in Town offer some employment opportunities, but no major large scale employers currently exist. Manufacturing/industrial establishments provide local employment opportunities and increased tax revenues, with little impact on municipal services.

Cultural, entertainment and recreational establishments provide limited opportunities for residents. Of those persons surveyed, most found entertainment in the Portland area, with Waterboro ranking fourth behind Sanford and Biddeford/Saco/Old Orchard Beach, respectively. Waterboro's recreational areas tend to cater more to the seasonal tourist trade, rather than to its year-round residents. Of those polled in the 1989 Community Attitudes Survey, the majority of the persons asked the question, "What new or expanded Town sponsored recreation programs would you support?" responded with desires for youth and teen-age recreational programs. When asked what new facilities they would like to see, the majority responded with wishes for expanded beach/picnic areas for residents only.

Accountants - Public

DeWitt George, West Rd.
Doggett, Ed, Federal St.

Automobile Body Repairers

Cognato, Anthony, Route 202
Down East Auto Body, Rte. 202
Ollies Auto Body, Rte. 5, N. Waterboro
Post Office Auto Sales & Repairs, Rte. 202
Village Design, Rte. 202 (Downeast Auto)
S. Waterboro

Automobile Repairing & Service Station

Amicus Transmission Rebuilders, Rte. 202
S. Waterboro
Earl's Getty Sta., E. Waterboro
Jim's Getty Sta., Old Alfred Rd.,
Waterboro Center
Laskey's Garage, Route 202
Merrill's, Rte. 5, N. Waterboro
Moody's Corner, Rte. 5 & Rte. 202
Tom's Garage, Rte. 202

Beauty Shops

Barbara's Beauty Shop, Rte. 202
S. Waterboro
East Village Hair Styling, Rte. 5 & Rte. 202
Golden Shears, Goodwins Mills Rd. & Rte. 202

Bridal Shops

Theresa's Bridal Shop, Rte. 5, E. Waterboro

Caterers

Marybeth's Catering Service, 918 Upland Cir.

Chimney Sweeping

Black Hat Chimney Sweeps, West Rd.

Consultants-Business & Financial

Equity Plus Financial Service, Rte. 5, E. Waterboro

Contractors - Building

Builder & Roofing, E. Waterboro
C & K Builders, Brookside Dr., E. Waterboro
Cole Associates, 412 Crescent Dr.
Colonial Contractors, New Dam Road,
(Arrowhead), N. Waterboro
Cragin, Ernest, P. O. Box 12, Ossipee Lake
Greenwood Builders, Inc., West Rd.
Kasprzak Landbank, Inc., Rte. 5, N. Waterboro
Lincoln Log Homes of Maine, Goodwins Mill
Rd., S. Waterboro
Maine Custom Homes, Rte. 5,
Waterboro Center
Northwood Builders, Lake Sherburne,
Ross Corner
Ryder Construction Co., Ridgeway Circle
(Arrowhead), N. Waterboro
Tebbetts, Paul
Woodward, Elmer, E. Waterboro

Contractors - Electrical

Atkinson Electric, Rte. 202, P.O. Box 307

Contractors - Excavating & Grading

Abbott, Robert, Excavating, McLucas Rd.
Bean, Glen, Excavating, Rte. 202,
P. O. Box 22
Big Rock Excavating, Town
House Rd., E. Waterboro
Doggett & Sons, Inc., Federal St.
Foglio, Douglas, Excavating, Rte. 202
Lappin, Dick, Excavating, Chadbourne
Ridge Rd., N. Waterboro
Leighton Excavation & Septic Systems,
Pearl Street
Thornton Excavation, Rte. 202,
S. Waterboro

Contractors-Flooring

Menards Floor Covering Service, Ross
Corner Rd., N. Waterboro

Contractors-Foundations

Edgerly, M.R. Foundations, Rte. 5,
N. Waterboro

Contractors - Mason

Anastosopoulous, Peter, Garland Hill,
N. Waterboro
Tebbett's, Paul, Rte. 202

Contractors - Painters

BullsEye Sign Painting, Rte. 5,
N. Waterboro
Daniels Painting
Holbrook's Painting, Deering Ridge Rd.,
E. Waterboro
Nadeau, Bernard, Painting, Old Alfred Rd
E. Waterboro
Painting and Paper Hangers,
Old Alfred Rd.

Contractors - Plumbing & Heating

Appalachian Burner Service, Rte. 202, E. Waterboro
Emmons, Mike, Plumbing, Rte. 202, S. Waterboro
Pennell, Gary
Williams Swett, Heating Service & Installation, Goodwins Mills Rd., S. Waterboro

Contractors - Roofing

Heritage Co., Ossipee Hill Road

Contractors-Wallpaper

Small Print Wallpapering Co., Jellerson Rd., E. Waterboro

Dentists

LaRiviere, Wayne, Rte. 202

Detectives & Private Investigators

Myers, Alton W., North Star-Polaris, Inc., P.O. Box 339

Hearing Aids

Fay, Robert Hearing Aids, P. O. Box 28, E. Waterboro
Southern Maine Hearing Aids, Ossipee Hill Rd., Waterboro Center

Hospitals & Dispensaries

Massabesic Medical Center, The, S. Waterboro

Insurance

Daley, Jack, Insurance Co., Rte. 202, E. Waterboro

Laundries & Dry Cleaners

Chick's Laundromat, Rte. 202
Clothing Cleaning Service, Rte. 202

Movers

Pettengills & Son Moving Co., Rte. 202

Optometrists

Sleight, William E., Rte. 202

Physicians & Surgeons

Massabesic Health Resources, P.A. Rte. 202, S. Waterboro
Roper, Maile, Rte. 202
Wallingford, Craig, Rte. 202

Psychologists

Frost, Richard W., Bagley Road, E. Waterboro

Schools - Nursery & Day Care

Lakewood Nursery School, E. Waterboro

Security & Guard Service

North Star Security, Town House Road

Septic Tanks & Systems

Canning, Colin & Sons, Town House Rd.
G & F Septic Cleaning, E. Shore Rd.
Mr. B's Septic Tank Pumping

Storage

Waterboro Storage, Rte. 202, S. Waterboro

Truck Rental

Rent-A-Wreck, Ryder Truck Rental-One-Way, Inc., Downeast Auto, Rte. 202, S. Waterboro

Upholsterers

Larry's Upholstery Shop, Federal St., S. Waterboro

Veterinarians

Alfred/Waterboro Veterinary Hospital, Dr. Dennis Brewster, Rte. 202

Waste Removers

D & E Rubbish Removers, Rte. 5, HCR 72, Box 2491
Stone, Byron, Rubbish Removal

Well Drillers & Borers

High Pine Well Drilling, Silas Brown Rd.
In a Wood Well Drilling, West Rd.
Yankee Well Drilling, Rte. 5, N.Waterboro

Miscellaneous

Baynes Construction, Old Portland Rd., (Arrowhead), N. Waterboro
Chase Construction, Rosemont Ave., (Arrowhead), N. Waterboro
Chasse, Joe, Aspen Way, (Beaver Ridge), E. Waterboro
Durgin, Eugene, Roberts Ridge Road, E. Waterboro
Glaudes Construction, Camp Rd., Ossipee Lake, N. Waterboro
Laskey, Danny, Goodwin Mills Rd., S. Waterboro
Mainley Business Services, Silas Brown Rd., N. Waterboro
Searles, S., Construction
Woodsome's Construction, Clark's Bridge Rd., N. Waterboro

Agricultural Equipment

Abbott's Power Equipment, Rte. 5

Agricultural Supplies

Woodsome's Feeds, Rte. 202 & Rte. 5

Antiques - Dealers & Restorers

McConkey, Lillian G.
Roberge, Ernest, Rte. 5, N. Waterboro
Sher-Van's, West Road, P. O. Box 162
Village Smithies Antiques, Rte. 202, P. O. Box 14

Auctioneers

Porter, Vance D., West Rd., P.O.Box 162
Roberge, Ernest A. Sr., Rte. 5, N. Waterboro

Automobile Accessories & Supplies

Chick's Auto Parts, Rte. 202
Rt. 5 Auto, Rte. 5, N. Waterboro

Building Materials & Supplies

Lake Region Discount, Waterboro Doors & Windows, Rte. 202, S. Waterboro
Millwork Specialties, Inc., Rte. 5, P. O. Box 335
Woodsome Lumber, Rte. 5, N. Waterboro

Clothing - Men's & Women's - Retail

Crafty Clothes Horse, Rte. 202
Crossroads Casual, Rte. 202, (Brookfield Place), S. Waterboro

Contractors' Supplies & Equipment

North Star Polaris, Inc., P.O. Box 339

Drug Stores

Economy Drug, Rte. 202, (Brookfield Place), S. Waterboro

Fish Dealers

Land Lock Lobster, Town House Rd.

Fuel Oil Dealers

Swett Oil Co., Rte. 202, P. O. Box 225

Furniture Dealers - Used

Sher-Van's, West Rd.

General Stores

Graves General Store, Rte. 5, E.Waterboro
Merrill's Country Store, Rte. 5
Milk Room, The, Rte. 202
Waterboro Superette, Rte. 202

Gift Shops

East Village Barn, Rte. 5 & Rte. 202
Rug Hooking, Rte. 202
Waterboro Thrift & Gift, Rte. 202
Whip-o-will, Rte. 5
Whitehouse, Eleanor, Handcrafts & Collectables

Hardware Dealers-Retail

Waterboro Ace Hardware, 1 Brookfield Plaza
Waterboro Hardware, 96 Main St.
Waterboro Trustworthy, Rte. 202

Home & Office Improvements

A-E-Dionne, West Rd., Box 173

Housing

C & K Apartments, Rte. 5 & Rte. 202, E. Waterboro
Janson Real Estate, Rte. 202, (Janson Prop.), E. Waterboro
Kasprzak Landbank, Inc., Rte. 5, N. Waterboro
Ossipee Hill Associates, Ossipee Modular Homes, Rte. 202, (Janson Prop.), E. Waterboro
Ro-Be's Realty, Chadbourne Ridge Rd., N. Waterboro

Industrial Equipment & Supplies

National Pump, Lakewood Dr., E. Waterboro

Janitors' Supplies

Amway Distributor, Rte. 202
Rawleigh Products, Rte. 202, P.O. Box 13

Lawn & Garden Equip & Supplies

Abbott, F. M., Rte. 202, E. Waterboro

Marine Sales

Down East Marine Sales, Rte. 202 & Rte. 5, E. Waterboro

Mobile Home Dealers

Roy's Mobile Home & Camper Service, S. Waterboro

Motels

Leisure Motel, Rte. 5
Sunnyside Cottages, Rte. 5, E. Waterboro

Potters

Token Pottery, 659 A West Rd.

Restaurants & Taverns

Brunetti's Restaurant, Rte. 5, Little Ossipee Lake
Country Time Takeout, Rte. 5, E. Waterboro
Lee's Dairy Curl, Rte. 5
Merrill's, N. Waterboro
Moody's Corner, Rte. 5 & Rte. 202
Peppercorn Restaurant
Roger's Restaurant
Tony's Sub Shop
Willey's Ossipee Lake Pizza, Rte. 5

Sporting Goods - Retail & Wholesale

Pazolt, Robert, N. Waterboro

Toys & Games

Friendly Home Parties, Star Hill Rd.
House of Lloyds Toys & Gifts

Variety Stores

Hammonds Variety & Redemption Center, Rte. 202, S. Waterboro
Heath's East Variety, Rte. 5 & Rte. 202, E. Waterboro
Moody's Corner Variety, Rte. 5

Video Equipment & Supplies

Fantasy Video, Rte. 202, E. Waterboro
Fun Tyme Video, Rte. 5, E. Waterboro
Radio Shack, Rte. 202 (Brookfield Place), S. Waterboro
Sight N Sound Entertainment Co., Silas Brown Rd., N. Waterboro

Miscellaneous

Atlantic Media Products, Inc., Rte. 202, (Janson Prop.), E. Waterboro
Country Estate, Old Alfred Road, E. Waterboro
Dino Store, Rte. 5, N. Waterboro
Flag Store, Rte. 5., N. Waterboro
Giles Apple Orchard, West Rd., S. Waterboro
Ken's Flea Market, Rte. 5, E. Waterboro
North East Hide & Fur Corp., May St., S. Waterboro
Right Stitch, The, Rte. 202 (Hammond), S. Waterboro
Waterboro Emporium, West Rd., S. Waterboro
Waterboro IGA, Rte. 202 (Brookfield Place), S. Waterboro
Waterboro Trading Post, Ricker Lane, S. Waterboro

MANUFACTURING

Fish Product Mfrs.

Morton's Downeast Foods, Inc., Grist Mill Rd., P. O. Box 430

Furniture Makers

Waterboro Cabinet Shop, S. Waterboro

Machinists

BRB Machine, Ossipee Hill Rd., S. Waterboro
J & L Machining, Rte. 202
TK Machining

Machinery Mfrs.

On-Time Machining, Rte.202, RR2, Box 886

Mobile Home Mfrs.

Metal Fabricators, Inc., Main St.

Sheet Metal Mfrs.

Thornton Sheet Metal
Woodsome's Sheet Metal, Clarks Bridge Rd., N. Waterboro

Wood Workers

Distinctive Wood Creations, Rte. 202
Pine Craft Shop, Rte. 5
Sylco Mfg. Commercial & Residential Cabinetry, Rte. 5 & Rte. 202
Tebbett's, Paul, Carpentry, Rte. 202, P. O. Box 25
Waterboro Cabinet Shop, Rte. 202, P. O. Box 91

Miscellaneous

Arbor Tech., Rte. 5, E. Waterboro
Century Mfg. Corp., Rte. 202
Technical Industries Corp., Rte. 5 & Rte. 202 (Janson Prop.), E.Waterboro
Technical Solutions, Inc., Ossipee Hill Rd.
Welco Automation, Inc., Rte. 202, E. Waterboro

CULTURAL, ENTERTAINMENT, RECREATION

Campgrounds - Private

Blackburn's Campground, Rte. 5, Ossipee Lake

Race Tracks

North Waterboro Scramble Race Track, P. O. Box 205

ECONOMIC ASSETS & LIABILITIES

The following is a brief summary of Waterboro's economic assets and liabilities. The municipal economy is directly related to these factors. By capitalizing on its assets and focusing on limiting those liabilities over which Waterboro has control, the local economy can be strengthened.

A. ECONOMIC ASSETS

1. Historic Character: North Waterboro, Waterboro Center and East Waterboro all provide historic areas:

   - Potential attractive unique retail districts.
   - Historic districts can enhance values of commercial and residential properties.

2. Tourist Attractions: Ossipee Lake, Lake Sherbourne, Northwest Pond, and Middle Branch Pond all provide seasonal tourist attractions as part of the Lakes District:

   - Recreational opportunities for camping, hiking, boating, swimming, fishing.
   - Attract seasonal residents and consumers.
   - Attract businesses geared to recreation and seasonal services.
   - Attract new residents who desire proximity to recreational and seasonal areas.
   - Tourists provide income for local merchants.
   - Tourism increases local cash flow, with few burdens on municipal services (i.e. no impact on schools).

3. Scenic Quality: Areas associated with the major lakes in Waterboro, as well as Ossipee Mountain, Deering Ridge and West Ridge, all provide scenic opportunities.

   - Potential for attracting new residents, tourists and consumers.
   - Enhances property values in properly developed areas.

4. Regional Market Location: Waterboro is situated at the crossroads of Route 202/4 and Route 5 which are significant travel corridors.

   - On major inland east-west commuting route.
     - Route 202/4 is a commuter route to Portland, Biddeford/Saco and Sanford.
   - On commuting routes to major seasonal recreational areas.
     - Route 5 is a commuter route to Fryeburg and the White Mountains.
   - Within a 35-minute commute from Greater Portland.
   - Within a 45-minute commute from Portsmouth, New Hampshire.

5. Cost Factors: Waterboro has experienced a significant increase in housing construction over the last few years.

   - Rising housing costs in urban areas are causing more and more growth in rural areas, such as Waterboro, where first-time home buyers can afford housing.
   - An increase in population provides more tax dollars.
   - Waterboro has a moderate tax rate as compared with the County and State averages and is in keeping with the surrounding towns which are similar in nature.

6. Quality of Life: Waterboro is growing and attracting more and more families as residents.

   - The setting is rural, with room to grow.
   - Scenic natural areas enhance the lifestyle.
   - The area provides affordable country living within a reasonable commute from several job centers.
   - The regional high school is located in Town.

7. Infrastructure: The provision of a water supply system in South Waterboro and its potential expansion will provide benefits in that area.

   - Increased water quality
   - Enhanced residential and commercial growth

8. Employment Opportunities: As Waterboro's population increases, employment opportunities become an issue:

   - The available work force grows, especially younger people.
   - There is an increased need for services (thus creating more jobs).
   - As commuting costs rise, more people desire employment closer to home.
   - The Community Attitudes Survey has shown that there is a desire by the citizens to have more job opportunities in Town.

9. Local Government: Waterboro's municipal government is a key factor in the strength of its economy.

   - The government is in a desirable (and rather unique) situation in that they have no major outstanding long-term debts.

B. ECONOMIC LIABILITIES

1. Historic Character:

   - Some historic structures have been inappropriately altered and have lost their character.
   - Structures in these districts have been poorly maintained.
   - Low reinvestment made in older/historic regions.

2. Tourist Attractions: Most of Waterboro's seasonal population rent or own their housing, thus they do not bring in dollars to restaurants, inns, motels, etc.

   - Create seasonal strains on municipal services (fire, police, ambulance, traffic).
   - Create fluctuating income to local merchants.
   - Unless managed properly, can seriously impact natural resources in area.
   - Can isolate year-round residents from recreational areas.
   - Lack of commuting tourist accommodations (i.e. motels, bed and breakfasts, etc.).

3. Scenic Quality:

- Poorly maintained homes and businesses.
- Strip commercial development along commuting routes.
- Lack of buffering between conflicting uses.
- Intense development along lake frontage.

4. Regional Market Location:

- No defined destination in Waterboro.
- Not close enough to White Mountains and ski areas to capture tourist market.
- Most residents work and shop outside of Waterboro.
- Higher transport costs for industrial users due to distance from major shipping centers, lack of rail access and distance to airports.

5. Cost Factors:

- A rising residential population causes an increased demand and more burden on local services which, in turn, causes a higher cost of living.
- A higher tax rate can hinder commercial growth and employment opportunities, as well.

6. Quality of Life:

- Somewhat geographically isolated.
- No formed "downtown" area.
- Fragmented community areas.
- No defined image.
- Limited services to outlying areas.
- Geographically expansive with limited roadway network.
- Recreational/tourist areas are becoming tapped out.
- Lack of well-defined commercial areas.

7. Infrastructure:

- No sewer system.
- Limited water supply system.
- Limited road network.
- Large tracts of undeveloped land are not easily accessible and lack utilities.

8. Employment Opportunities:

   - Lack of significant local employers.
   - Service and retail establishments tend to provide "under employment", (i.e. wages are on the low end of the scale).
   - No defined job centers.

9. Local Government:

   - Needs well-formulated plan to centralize development in key areas to stimulate commercial growth and employment opportunities.
   - Needs rigid plan to prevent degradation of existing significant natural areas.
   - Needs to gear up for future residential demands on services.

CONCLUSIONS AND RECOMMENDATIONS

As one analyzes the economic nature of the Town of Waterboro, it becomes evident that Waterboro is an emerging bedroom community. The most recent municipal valuation shows that there is a marked imbalance between residential and commercial values, with residential land and buildings comprising the vast majority of the valuation in the Town.

An evaluation of the 1980 U. S. Census data shows that in 1979 the income levels were quite similar to those of surrounding communities and in line with County values. It should be noted that, although the 1980 Census data is currently 11 years old, it is the most comprehensive data source available at this time in order to formulate comparisons between other municipalities and to target County and Statewide trends.

In the last several years, Waterboro has sustained a healthy increase in per capita income and has grown at levels higher than the majority of the surrounding communities. The 1990 full value tax rates are in the moderate to high end of the scale for communities in York County. This rate, however, has been on a steady decline over the last several years.

Analysis of the business establishments in Waterboro shows that the majority of firms are service related. This again relates back to the transition to a bedroom community. Housing starts have increased over the last few years and, as a result, several firms associated with building construction, (i.e. foundation contractors, building contractors, excavators, electricians and plumbers) have all enjoyed an increase in work opportunities.

Manufacturing, however, has somewhat limited opportunities and a large number of persons are employed outside of the Town of Waterboro in the major job centers of Portland, Sanford and Biddeford/Saco.

The Community Attitudes Survey polled a limited sector of the population to assess their working and shopping habits, as well as their opinions and goals for Waterboro in the future. This limited analysis showed that a large number of persons work and shop in areas outside of Waterboro. Participants also cited the desire for more employment opportunities within the Town, and also provisions for improved recreational facilities and programs for the residents.

It becomes clear as Waterboro grows as a bedroom community that municipal opportunities for its residents must increase accordingly. As the school age population grows, increased strains will be placed on the educational system. As the population in general grows, there will be increased needs for services, such as fire, police and ambulance services. As the housing construction market levels off, there will be a shift from prominence of those firms involved in new home construction to more personal service establishments which cater to the day-to-day needs of the residents, as well as maintenance type services.

As one looks toward the future of Waterboro, there are several key factors which will play a significant role in the economic success of this Town. One major factor is commercial growth. This facet of the economy needs to be enhanced. Currently, commercial enterprises provide only a small portion of the local economy. It would seem prudent to stimulate commercial growth which would provide enhanced employment opportunities and increased tax revenues with only minor impacts on municipal services. Currently, Waterboro is limited in its commercial opportunities in that there are no established commercial/industrial regions which would attract large-scale employers. Waterboro, in itself, is somewhat isolated from the major transportation centers and any firm looking to establish its presence in Waterboro would have to consider the added transportation costs associated with its location. Currently, the job centers in Sanford, Biddeford/Saco, and Portland are stiff competition for a venture such as this. However, as these job centers grow and land/building costs rise for commercial facilities, Waterboro could prove to be a viable option for some firms.

Planning for this needs to begin now in order to establish adequate areas to support such uses. These areas would need to be designated in regions which would have easy access to transportation facilities. However, they would need to be insulated from the main commuter routes in order to avoid traffic congestion problems and to enhance the aesthetic quality of these main view corridors. The utility infrastructure would need to be updated and expanded to attract more commercial firms.

With the increase in housing developments in Waterboro and the regional trend toward more rural housing areas, Waterboro needs to institute a firm plan for controlling the level of development and key scenic and/or recreation areas. Sensitive natural areas should be further restricted in order to preserve those significant aspects of the Town.

In order to enhance Waterboro's marketability, both commercially and residentially, a plan should be devised in order to enhance the municipality's identity. This can be done in two ways. One is to focus on providing specific individual identities for the various small villages within the Town. This can be done by cultivating the historic aspects of each area, as well as designating certain types of activities within the area (i.e. commercial region, residential, etc.). The second option is to look toward a unification of the Town. Currently, Waterboro is characterized by several isolated villages with no common theme or central "downtown" area. In either instance, Waterboro needs to formulate a well defined identity which will attract more businesses and residents.

Specifically, the recommendations are as follows:

1. Institute a retail/commercial space analysis for the year 2000 which outlines specific areas suitable for this type of development. These areas need to be reserved and enhanced for the future.

2. Set aside specific zoning requirements to establish commercial and industrial zones in areas suitable to support these uses.

3. Market clean industrial establishments and commercial assembly employers which will create jobs and economic opportunities for Waterboro residents.

4. Further explore potentials for securing CBDG funds for rehabilitation of mixed use buildings, particularly in the South Waterboro area and for current infrastructure improvements.

5. Continue the expansion of the water distribution system; plan for capacities which may be required as further commercial areas develop.

6. Institute analysis and design for upgrades of roadway systems to areas slated for increased commercial and industrial development.

7. Discourage strip development on the main commuting routes through the Town. Development patterns should be encouraged for sites which are buffered from the main commuter routes and which provide centralized access areas to control traffic flow.

8. Encourage establishment of visual identities, either unique for each village, or promoting a central theme.

9. Impose restrictions to protect water and recreation resources, particularly in the Lake Arrowhead area and other developments focused around key natural areas. Institute a policy for maintenance and quality control in these sensitive natural areas.

10. Institute visual resource protection measures which preserve critical view corridors and important landscape components, (i.e. Ossipee Lake, Ossipee Hill, Lake Arrowhead). Enhancement and preservation of these key features will provide a sound basis for seasonal tourist and recreational opportunities in the Town.