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BARTRAM & COCHRAN

Real Estate & Development Consultants

**SANFORD CENTER/MOUSAM WATERFRONT
MARKET PLAN**

October 3, 2005

Submitted by

BARTRAM & COCHRAN

in association with

SHADLEY ASSOCIATES

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October 3, 2005

Mr. Mark Green, Town Manager
Town of Sanford, Maine
919 Main St.
Sanford, ME 04073

RE: Sanford Center/Mousam Waterfront Market Plan

Dear Mark:

Bartram & Cochran, in association with Shadley Associates, is pleased to present this Market Plan to the Town of Sanford for the Sanford Center/Mousam Waterfront.

INTRODUCTION

The Sanford Center/Mousam Waterfront Market is a designated area that includes:

- ◆ The Mousam River
- ◆ Number One Pond
- ◆ Downtown Sanford
- ◆ About 1,000,000 square feet of Mill space in different buildings
- ◆ Goodall Hospital
- ◆ The Cottage Street Gateway
- ◆ The Municipal Complex/Town Hall and
- ◆ A number of Residential Neighborhoods.

The purpose of the Sanford Center/Mousam Waterfront Market Plan is to create a vision that will lead to improvements in the aesthetics of the area, its livability and encourage private investment. Sanford is clearly a location that will be the focus of much future private development. That is why the vision that has been created in this process is so important. It will undeniably help set the future direction for both public and private investment, enabling the Town, through this "blueprint" to better fashion its own destiny.

GENERAL APPROACH

Our approach to developing the Sanford Center/Mousam Waterfront Market Plan followed our traditional method of blending demographic, financial and other market-based analysis with qualitative information obtained from information interviews with key public and private sector groups and individuals. In advance of the information interviews (as background for our discussions), we reviewed the Sanford Comprehensive Plan and the 1995 Downtown Sanford Marketing Plan

Information interviews were then held (in two sessions) focusing on the major zones of the target area in terms of their Positives, Negatives, Opportunities and Priorities. These zones included:

- ◆ The Mousam River
- ◆ Number One Pond
- ◆ Downtown
- ◆ The Mills
- ◆ Goodall Hospital
- ◆ The Cottage Street Gateway
- ◆ Municipal Complex/ Town Hall
- ◆ Residential Neighborhoods

Attendees at the information interviews represented the following constituencies:

- ◆ Sanford Town Council
- ◆ Sanford School Department
- ◆ Sanford Planning Board
- ◆ Sanford Recreation & Parks Department
- ◆ Sanford Economic Affairs
- ◆ Sanford Planning & Community Development
- ◆ Sanford Town Manager
- ◆ Sanford Town Engineer
- ◆ Sanford Housing Authority
- ◆ Sanford Chamber of Commerce
- ◆ Sanford Business and Real Estate Community
- ◆ Sanford Residents
- ◆ Journal Tribune

A complete list of attendees is shown in Appendix A. While attendees at the first session were generally from the public sector, those at the second session represented the private sector.

Results from these information interview sessions are shown in aggregate in Appendix B.

Our team also toured the entire designated area, marking up the base plan, making notes and photographing key areas in order to evaluate the infrastructure and make recommendations for improvements. Integral to this process were interactive discussions before and after the tour with Town Planner James Gulnac to obtain insights and share observations as well as to get reactions to some preliminary conclusions. This tour allowed us to get a hands-on feel for the entire area, in general, and for the priority project areas in particular. Positive attributes were confirmed; negatives and concerns were able to be put into better context and opportunities could be viewed within larger surroundings. Discussions were also held with Jeff Geaumont, Town Assessor, to get additional information and background on the Mill related properties and with Lawrence Furbish at the Sanford-Springvale Historical Society for information on historic buildings. There are five area properties on the National Register of Historic Places:

- ◆ Thomas Goodall House, 232 Main Street, Sanford,
- ◆ U.S. Post Office, 28 School Street, Sanford,
- ◆ Emery Homestead, 1 & 3 Lebanon Street, Sanford,
- ◆ Smith-Emery House, 253 Main Street, Springvale and
- ◆ Sanford Naval Air Station Administration Building Control Tower at the Sanford Municipal Airport

Additionally, we had one-on-one information interviews with a number of key people with neighborhood perspectives (Kay Callahan, Chris LaRoche, Deborah Miles and Dave Morin) and school perspectives (Lafayette School Principal Virginia Crowley and St. Thomas Consolidated School Principal, Norman Provost). Finally we had a one-on-one information interview with Peter O'Donnell, the Business Development Specialist for Southern Maine from the Maine Department of Economic and Community Development.

During this process we also were in communication with the Town Manager (and he thereafter with his planning team) regarding preliminary recommendations for the five priority projects; preliminary concept sketches for these projects identifying key components to be further developed; and, finally, a number of concepts and recommendations that were in the process of being developed regarding the Town's image and neighborhood issues.

EXECUTIVE SUMMARY

Blending our analysis of the Sanford Comprehensive Plan, the Downtown Sanford Marketing Plan and other demographic, financial and market-based information with our information interviews with people from the public and private sectors provided the following key conclusions.

Sanford is a tale of two cities. One is the social service center for the region burdened by crime, drugs and inadequate employment opportunities, while the other is the fastest growing area in York County, a magnet for big box retail growth and well positioned for

future success. This dichotomy is perhaps best explained by characterizing the first description as “where Sanford has been,” and the second by “where Sanford is going.” Fortunately, where the town is going is much more significant than where it has been. While this dichotomy still exists to a great degree, it need not be a weight on the town’s shoulders going forward. By implementing the recommendations contained within this Market Plan for Sanford Center and the Mousam Waterfront--using the marketing techniques described--Sanford should be able to achieve the vision outlined, improve its aesthetics and livability and encourage desirable private investment and development.

Our Market Plan vision includes (in priority order):

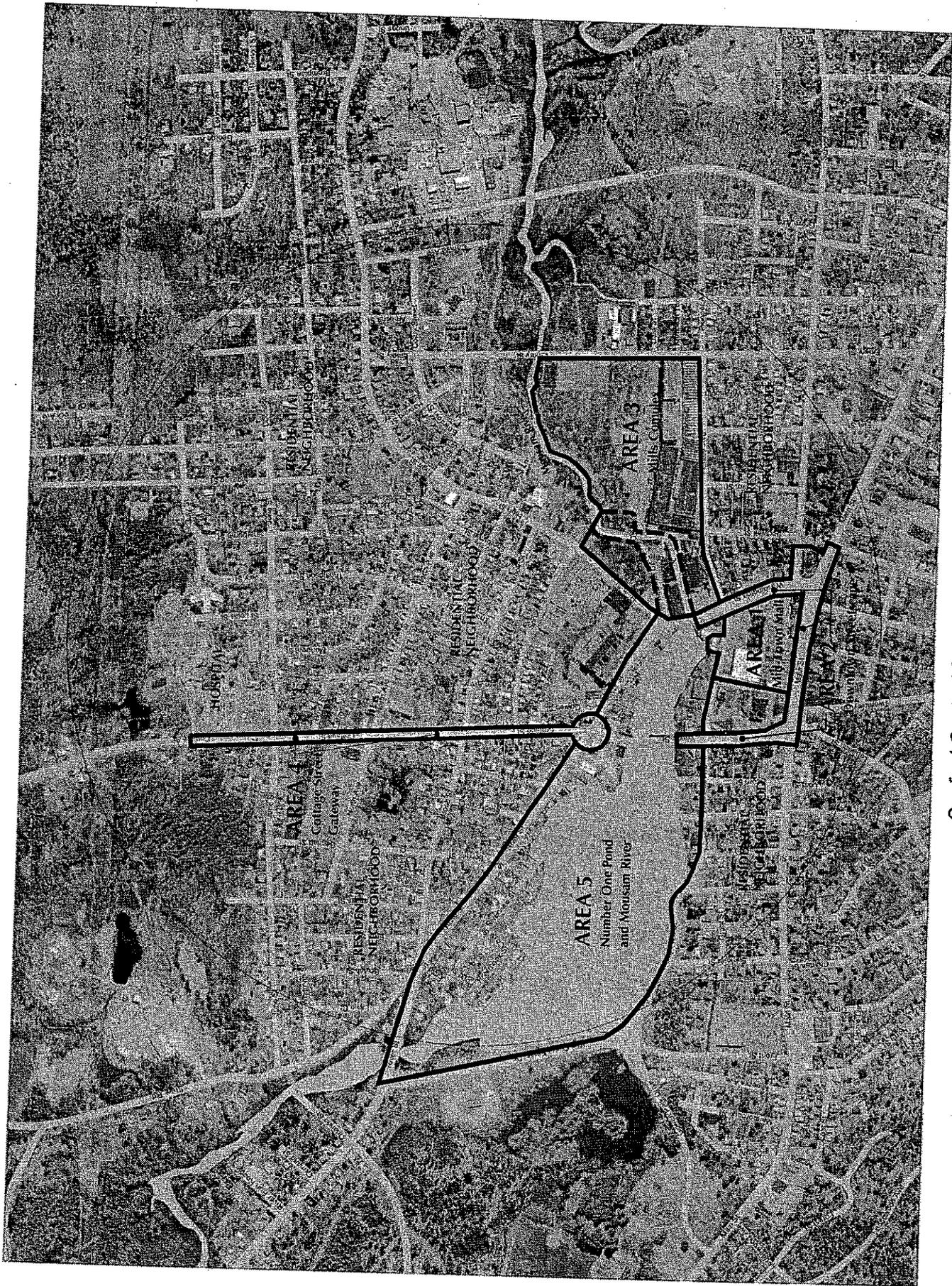
- ◆ Redeveloping Mid-Town Mall (Area 1) to become “Blue Ribbon Square”
- ◆ Complementing redevelopment of Mid-Town Mall with streetscape / landscaping improvements to Downtown (Area 2)
- ◆ Resuscitating and renovating the Mills—tying this to Downtown, the Pond and the River; and including parking (Area 3)
- ◆ Beautifying and improving the Cottage St. Gateway to Sanford (Area 4)
- ◆ Re-energizing the Number One Pond leveraging its natural beauty—cleaning up the waterfall area, taking down the nearby “bad” mill, opening up the view to the pond and creating a walkway around the pond (Area 5)

A plan identifying each of these areas is shown on the next page.

By definition, the priority projects are defined in specific areas: the Downtown, at the Mills, along Cottage Street and at and around the Number One Pond. But in reality there is a great deal of cross-pollination potential:

- ◆ Downtown can have connections to the Pond and to the Mills when properly designed and configured
- ◆ Cottage Street relates to the Pond and leads to Downtown
- ◆ The Mills have a close relationship to the Pond and potentially to Downtown
- ◆ The Pond is a natural focal point with connections to all the other surrounding priority projects and the neighborhoods

Each of the above elements can cross-pollinate the others and contribute to a synergy for the Town. In fact, attracting people into this combined set of elements will allow a visitor to possibly walk along the pond, grab a cup of coffee, do some shopping at a boutique store, look at some art and then perhaps have lunch. By creating a number of



Sanford Center/Mousam Waterfront Market Plan



AREA 4
Cottage Street
Gateway

RESIDENTIAL
NEIGHBORHOOD

AREA 5
Number One Pond
and Mousam River

AREA 3
Mills Complex

AREA 1
Mills Complex

RESIDENTIAL
NEIGHBORHOOD

RESIDENTIAL
NEIGHBORHOOD

RESIDENTIAL
NEIGHBORHOOD

RESIDENTIAL
NEIGHBORHOOD

AREA 2
Mills Complex

RESIDENTIAL
NEIGHBORHOOD

things to do (at least three on a given trip) people are more likely to grab a bite to eat and thus stay for a longer period in this immediate area—translating into their spending more money and enhancing the local economy!

Also, while the neighborhoods are critically important to the future of Sanford, their improvement will necessarily be the result of a number of different solutions as opposed to one focused project at any specific location. For example, we are recommending “Community Policing” as a way to improve safety in the neighborhoods and reduce crime while at the same time helping to establish an improved sense of community and better Town-Resident relations. In the sections that follow we will also discuss in greater detail the five priority projects, as well as other ideas.

Also to be addressed in more detail later in this report is the fact that the Town needs an upgraded image, logo and brand, as well as attitude. We are recommending playing off the Mousam River that is like “a blue ribbon through the middle of town” to create a new (upgraded) image for marketing the Town as “**Sanford, Maine, a Blue Ribbon Community—to live, work and play.**” Of course, while the visual symbolism of “blue ribbon” is the river, the marketing message is that this is a first-class, top rated city. It should also be noted that we considered using *Sanford-Springvale* in this phrase but determined it would be confusing, and therefore not productive, when trying to market the area to outside interests.

An Implementation Action Plan is included in Appendix G.

Finally, if the Town of Sanford wishes, Bartram & Cochran is available to implement this Market Plan. In the next phase we would create a marketing plan identifying specific target businesses (by name) to attract to Sanford, create a marketing brochure for this effort and begin a marketing / business attraction campaign. Simultaneously we can work on attracting developers and investors to town to get newly identified projects off the ground. We can also provide advice and counsel and oversight on the implementation of the other aspects of the Action Plan. If the Town of Sanford desires, we can also act as your interface with developers and others in negotiating on properties and other transactions, subject of course to your review and approval. This Market Plan is an exciting next step in the Town’s future direction and we would welcome being a part of that effort.

Additionally, Bartram & Cochran’s sub-consultant, Shadley Associates, PC, is available to aid in the implementation of some of the proposed site improvements. Specifically, if the Town wishes to move forward with some of the Early Action Projects (described later in the report), Shadley Associates can provide professional landscape architectural services for design and implementation of the downtown streetscapes and riverfront trails. Shadley Associates can also aid in permitting and the public process to gain input, interest and support for specific projects.

PRIORITY PROJECTS

The descriptions of the five project areas have associated site development costs. What is included in the cost ranges is described for each area. The following possible costs have NOT been included in the estimates: parcel acquisitions, legal or other consultant work, earthwork, work in the water or on bridges, and roadway work unless specifically identified. Work (rehabilitation or demolition) on existing buildings, construction of new buildings and site demolition are included only where specifically noted. All costs are based on 2005 dollars and include a 20% design contingency.

Downtown

Redeveloping Mid-Town Mall into Blue Ribbon Square (Area 1) Downtown Streetscape / Landscaping Improvements (Area 2)

Background and Future Direction

Sanford's Downtown along Main Street and Washington Street and principally including the Mid-Town Mall is a fairly typical, if not quintessential New England downtown. Not too wide, reasonably quaint, with churches, stores and nearby residences, the downtown is easily identified as the commercial center of town. High traffic flow through the area is a definite plus. This is differentiated from the more contemporary retail centers as you move away from the center of town where big box stores have emerged. Such a differentiation is typical in most communities where big box retail has been developed away from the traditional downtown and a different view is needed to re-energize the downtown. This new view of downtown for Sanford is one that is not in competition with the big box retailers but rather a more unique/boutique/niche store orientation.

Bringing more mixed uses--retail, restaurants, entertainment, arts and cultural venues--to the downtown will also help to promote a daytime and nightlife orientation. Landscaping/streetscaping needs to happen to enliven the area. Also, while the downtown is safe and walkable, a more welcoming, pedestrian orientation is needed from Main Street through the Mid-Town Mall to the Pond. Along with other changes to the current architectural presence of the Mid-Town Mall (with its outdated urban renewal aesthetic from a bygone era), a more dynamic orientation can be achieved that attracts people to the area by its very visual presence. Along with streetscape improvements this should help to increase the number of people milling about (and reduce the amount of teenagers roaming). It should also be noted that to accomplish the architectural transformation to the Mid-Town Mall that will be described later in this section will require a public-private partnership between the Town and the owners of the Mid-Town Mall. Alternative developers may also be required subject to the receptiveness of the current owners.

Based on

- ◆ the general Sanford area's demographics (Appendix C.) and market-based data, including underserved and opportunity areas--in relation to York County and the State of Maine--from Appendix D. and Appendix E.,
- ◆ our analysis of the information interviews we conducted,
- ◆ what is needed to provide this area with a more dynamic presence and
- ◆ our experience on other projects in Maine,

the following types of niche retail and other enterprises are recommended as part of a business attraction campaign for Sanford Center (Downtown, including Mid-Town Mall):

- ◆ Niche Bookstore
- ◆ Brewpub/Martini Bar/Wine Bar
- ◆ Restaurants including tapas, specialty cuisines and other unique foods
- ◆ Specialty Coffee Shops
- ◆ Bakeries
- ◆ Nightclub/Dance Club/Jazz Club/Music Club to help create nightlife in Downtown
- ◆ Art Galleries
- ◆ Gourmet Food Store
- ◆ Women's Clothes/Shoes with unique items
- ◆ Children's Clothes/Shoes with handmade and imported items.
- ◆ Housewares/Kitchen Supplies
- ◆ Oriental Carpets
- ◆ Boutique Ice Cream Parlor
- ◆ Plants and Florist Shop

Physical transformation of the Mid-Town Mall into Blue Ribbon Square and the Downtown Streetscapes are described below.

Area 1 – Mid-Town Mall (see site plan on next page—with Main Street at top of page and Number One Pond at Bottom of page—and rendering, from Riverside Ave. looking southward on following page)

Existing Conditions

The area between Main Street and Riverside Drive and from Winter Street to Washington Street is known as the Mid-Town Mall. This area includes a large parking lot that is owned by the Town and two large big-box retail structures that separate the Downtown/Main Street from the waterfront. The architecture is outdated and the parking lot needs repairs. The scale of the large Mall buildings is inconsistent with the flavor of the downtown.

Goal

The goal for this area is to provide physical and visual connections between the downtown and the waterfront, to open up economic development opportunities and to capitalize on the Town's waterfront location.

Proposed Site Improvements

The orientation of buildings and circulation through this block should be perpendicular to water and not parallel (blocking the water from the downtown). An outdoor "Lifestyle" Mall ("Blue Ribbon Square") should be created that is in keeping with the small town New England character. Buildings should front public streets with parking behind, and should be scaled for the pedestrian. This will provide the opportunity for a new grand pedestrian connection from Main Street to waterfront that will extend the walk-able character to include the whole block from Main Street to water's edge and from Washington Street to Winter Street. It will also provide development opportunities as new buildings are proposed along Washington and St. Ignatius Streets, with interior parking and a pedestrian green space that slopes down to the pond, and provides an additional gathering area in the heart of the downtown.

Site Construction Costs for Area 1: \$2,750,000 to \$3,000,000

Includes site work for this area, including eight gateway piers at each of the entrances from the town streets into the new central space, new road and parking lots including pavement and curbing, pedestrian sidewalks in front of retail stores, concrete walkways through the green space and plazas, site furnishings such as benches and trash receptacles, landscaping, site lighting and Pond Park - West. It does not include removal of existing buildings and site conditions for new buildings, or utility, irrigation and drainage work other than new site lights, site demolition or earthwork.

Construction Costs for Area 1 New Buildings: \$12 to \$21 million

A transformed Mid-Town Mall (into "Blue Ribbon Square") as described would be mostly two stories with some three-story portions and total about 160,000 to 170,000 SF of space. Base construction costs are estimated in the \$12 to \$21 million range, depending on the caliber of the build out. Demolition and site preparation cannot be estimated at this time due to lack of sufficient data on the specifics of the site.

Area 2 – Downtown Streetscape (see rendering, from Main St. looking northward, on next page)

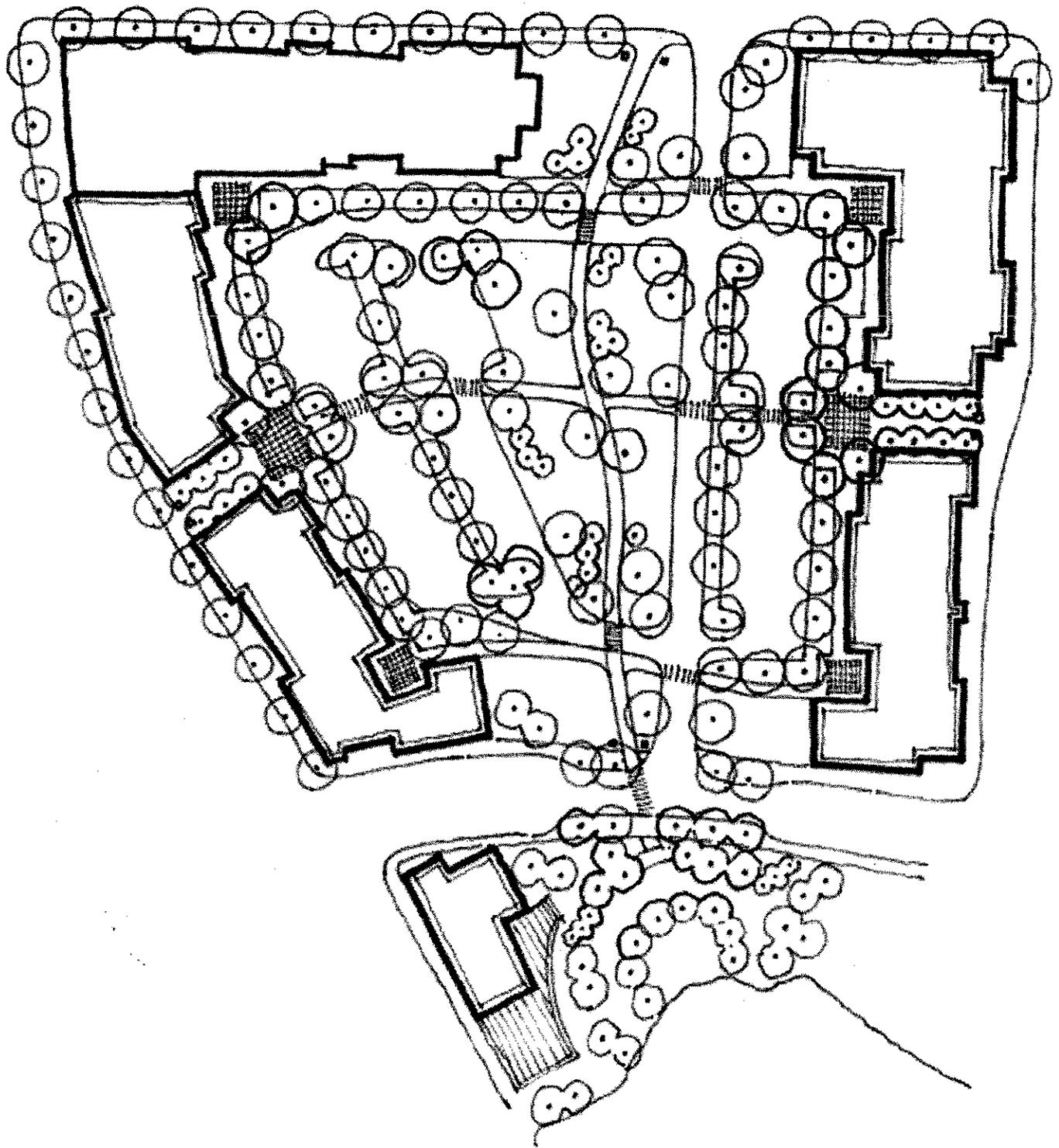
Existing Conditions

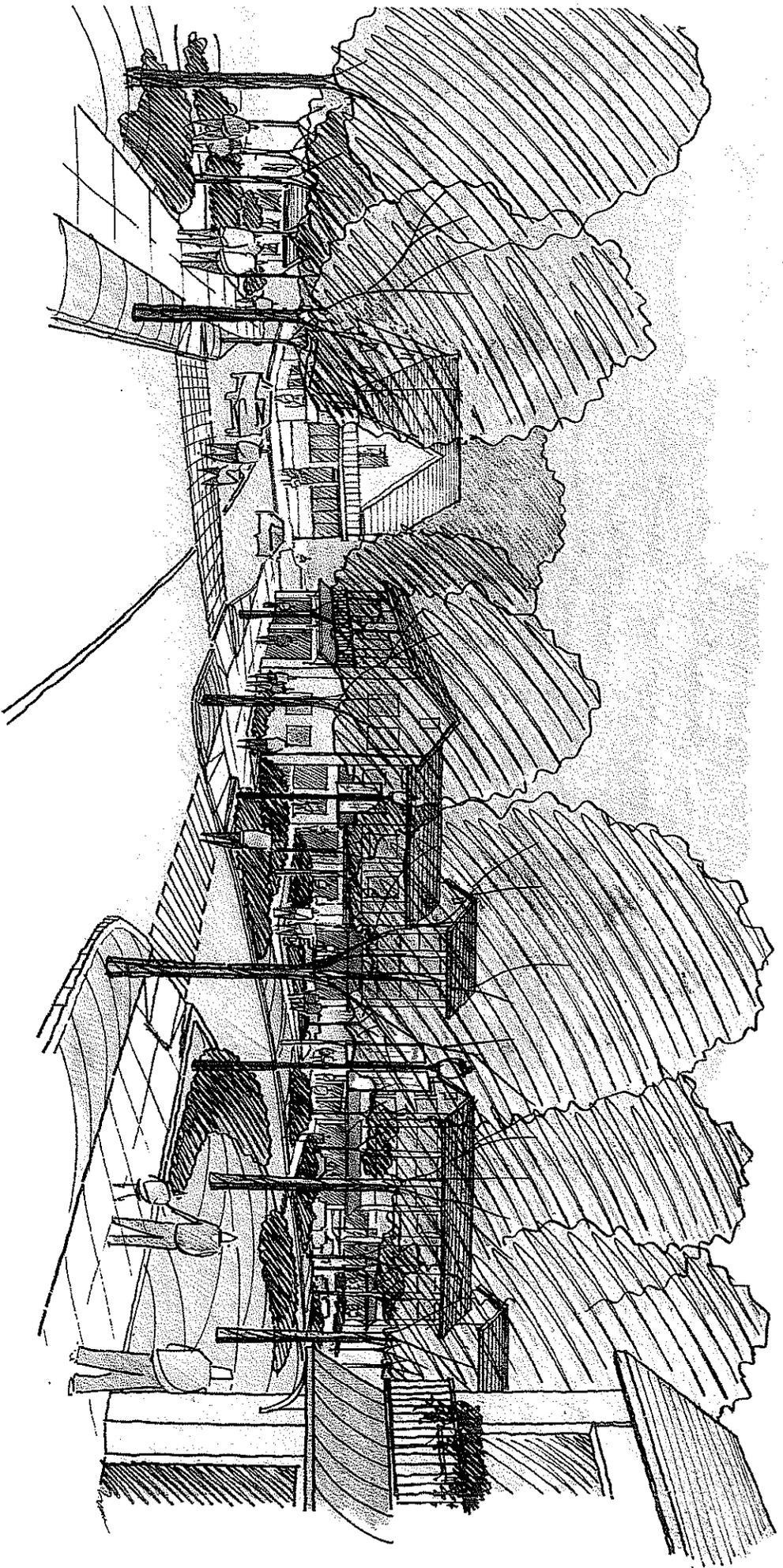
Sanford has an active downtown with high traffic flows and room for growth. There are several attractive and historic buildings. Many are one- and two-story buildings that have canopies and/or detailed entrances that add to the small town feel of the streetscape. There is a strong sense of community found in the downtown presence of churches and community services. The area is a comfortable scale, walk-able and safe. Main Street does not currently have a strong connection to the Mousam River or Number One Pond waterfront. Additionally, the streetscape treatment along Main Street does not continue down Winter or Washington Streets towards the waterfront.

There is adequate, but not abundant parking in the downtown area and some problems with the flow of traffic through and along Main Street. The streetscape has been developed with fairly consistent lighting, generic but consistent banners and street trees. However, this treatment is not continuous and, in some places, in poor condition. Curbing is missing, deteriorating or lacking a reasonable reveal that protects the pedestrians, and handicapped curb ramps are not provided at every street crossing. Some trees are in poor health and/or need pruning and fertilizing. Several fire hydrants are located within the roadway. In some locations the sidewalk elevation is lower than the finish floor elevations of adjacent buildings creating non-ADA-compliant access. There are a few building entrances that have been paved with brick or other specialty paving or have attractive planters or other amenities. These treatments should be repeated along other parts of the street.

Goal

The goal for this area is to expand a cohesive streetscape for all of downtown including Main Street (from Bodwell Street to Winter Street), Washington Street and Winter Street down to the waterfront area in order to define and improve the appearance of Sanford Downtown.





SANFORD CENTER / MOUSAM WATERFRONT MARKET PLAN

Sanford, Maine—A Blue Ribbon Community

BLUE RIBBON SQUARE

BARTRAM & COCHRAN
Shadley Associates, PC

Proposed Site Improvements

The banners through town should be replaced with specially-designed, unique banners (i.e. "Sanford, Maine – A Blue Ribbon Community"). New sidewalks should include brick banding along the back of the curb with new concrete in the main sidewalk travelway. Granite curb should be raised, added or replaced throughout the project site. Sidewalks should be re-graded to raise grade of curb to full 6" minimum and to meet raised building entrances flush (if possible). There should be new handicapped curb ramps at all corners that meet latest ADA regulations. The major pedestrian crosswalks should be constructed of flush unit pavers with flush curbing, to signify their importance. All other crosswalks should be thermoplastic striping.

Any damaged light poles should be repaired and all new lights should match the existing historic-style light (i.e. bands on all lights to match) and footings should be flush with surrounding grades. Existing trees to remain should be pruned and fertilized. Existing trees in poor condition should be replaced, and new trees should be planted to eliminate gaps in the street tree rhythm. The goal is to establish continuous street tree planting in the downtown area.

Fire hydrants in the street should be relocated into the sidewalk zone and their locations coordinated with a parking plan. There should be a "family" of benches, trash receptacles and newspaper stands for entire streetscape zone, whose materials and appearance are coordinated.

Site Costs for Area 2: \$3,250,000 to \$3,600,000

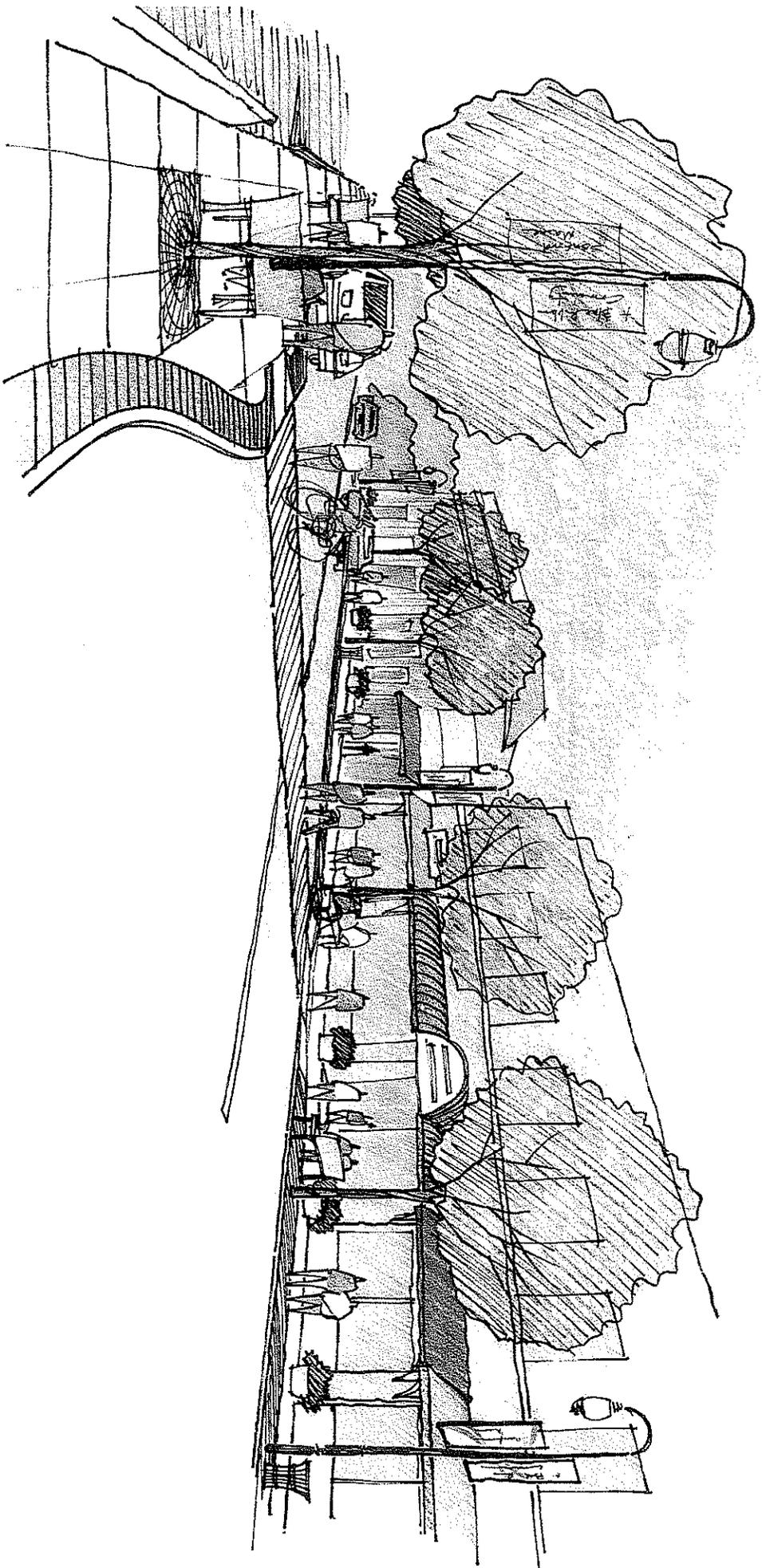
Site costs include new curbing, sidewalks with clay brick banding along the curb and scored concrete throughout, new historic street lights on Winter and Washington, street trees with grates, benches, trash receptacles, some flower pots with loam and planting, curb ramps, bumpouts, and bicycle parking posts.

The cost estimate does not include work in the roadway, drainage and utilities, any desired building façade improvements, site demolition or earthwork.

Resuscitating and Renovating the Mills (Area 3)

Background and Future Direction

Simultaneously, the Mills symbolize Sanford's rich history as well as the opportunity to improve its future. But until that resuscitation and renovation occurs the Mills represent only unmet goals and reminders of lost industries that are never to return. Renovating the Mills will provide not only opportunities for economic growth and jobs but also another focal point for mixed use and residential development—which, in concert with the nearby Downtown and Pond create a substantial draw for residents of Sanford and surrounding towns along with others traveling through the area.



SANFORD CENTER / MOUSAM WATERFRONT MARKET PLAN

Sanford, Maine—A Blue Ribbon Community

DOWNTOWN STREETSCAPE

BARTRAM & COCHRAN
Shadley Associates, PC

Ranging from completely empty to almost fully utilized, the Mills have great potential for utilizing the space more effectively, creating parking (that can also service the downtown) and leveraging the water and waterside assets that already exist. Environmental issues are already being addressed in most cases. Some external changes and spiffing up are needed but the basic infrastructure offers a variety of reuse opportunities. This is not to underplay the resources needed on the inside of the Mills to create an environment for the new mixed uses. However, it is the very infrastructure itself that has the character and warmth that make mill reuse so magical—high ceilings, wooden floors, large beams, brick walls, large windows and other historically significant features that make for an interesting interior and wonderful backdrop for businesses and residences alike. Additionally, a mill renovation project has a special allure that will simultaneously enhance the marketing of Downtown businesses when the two areas are marketed in tandem.

Based on

- ◆ the general Sanford area's demographics (Appendix C.) and market-based data, including underserved and opportunity areas--in relation to York County and the State of Maine--from Appendix D. and Appendix E.,
- ◆ our analysis of the information interviews we conducted,
- ◆ what is needed to provide this area with a more dynamic presence and
- ◆ our Mill project experience in Maine,

the following uses are recommended for the Mills:

- ◆ Residential, including apartments and condos, particularly on upper floors; this would also create a built in base of customers for the retail and other uses in the Mills as well as a client base for Downtown. This also introduces a 24/7 dimension to the Mills.
- ◆ Boutique Retail, including Maine-made products such as specialty food (gourmet) items, specialty coffees, furniture, outdoor products, jewelry and other items
- ◆ Cultural and Arts/Crafts, including teaching, workshops, and shows for dance, music, sculpture and painting; making and selling of crafts, pottery, metalworking and related items
- ◆ Antiques, to play off the historical nature of the Mill setting
- ◆ Restaurants/Brewpub/Martini Bar/Wine Bar
- ◆ Nightclub/Dance Club/Jazz Club/Music Club to bring an up-tempo dynamic to the Mills and create nightlife
- ◆ Water-based recreation purveyors to take advantage of the waterside location, including canoeing, kayaking, fishing and other water sports

- ◆ Office Space, ranging from incubator type spaces to large, contemporary spaces for high-tech firms, architects, graphic designers, advertising agencies and other users interested in having a unique space that supports their company image
- ◆ Light Manufacturing/Assembly would be appropriate for portions of the Mills
- ◆ Movie Theater, specializing in arts and foreign films not competitive with first-run cinemas
- ◆ Fitness and Health Center
- ◆ Sports Equipment

It should also be noted that some of these uses may overlap with Downtown development. Ultimately, market forces will determine where a particular use will end up, and, in some cases, the answer may be both the Mills and Downtown.

Historical aspects of the Mills are also very important to interweave with the anticipated uses and marketing of the project. It is these historical aspects that lend genuineness to the project. Any historical features that can be preserved should be. Locating a textile museum at the Mills would be an example of how to leverage this heritage. A name for the Mills in aggregate is also important and should have a unique concept associated with it. One possible naming concept would be “The Mills on the Mousam River” which would play off their natural relationship to the adjoining water.

In essence, renovating the Mills will be the very symbol of the transformation of Sanford from an ex-mill town to a “blue ribbon community.” This can be the heart and soul of the attitude adjustment that needs to take place—moving people’s mindset away from Sanford as the “social service center for the region” instead to the place where things are happening and people want to live, work and play. Perhaps most significantly with the current assessed value (as of December, 2004) of the mill buildings and related land at \$4.6 million versus a replacement cost value of \$54.6 million (see Appendix F.) there is an enormous untapped resource that can bring jobs, people and increased tax base to the Town.

Renovating the Mills should be viewed as a public-private partnership with the Town providing TIF’s and other possible incentives as well as acting as a catalyst for seeking planning, transportation-related and other grant monies for the projects. Additionally, existing owners should be the first contacts for discussions on the revitalization efforts. However, depending on their enthusiasm and financial resources, it may then be necessary, in certain circumstances, to seek additional developers interested in either acquiring some of the properties or becoming equity partners in the renovation projects that will yield new ventures with higher and better uses.

Physical transformation of the Mills is described below.

Area 3 – The Mills Complex (see rendering, from Mousam Channel looking southward, on next page)

Existing Conditions

The existing mills along the Mousam River and Number One Pond are a symbol and remnant of the industrial history of Sanford. All land is privately owned, but there is ample space for parking, new uses for the mills, new buildings, and riverfront activities. This area is within walking distance from Main Street and has direct waterfront access.

There is a need for public road access through the site for new and existing buildings to have street frontage. The buildings need repair and/or restoration, however, the historic character has great potential. The entire site is un-finished and has the image of abandoned or un-safe space.

Goal

The goal for this area is to upgrade the image of the entire mill area, maximizing the image of the historic character and connections to community, and providing a major economic development opportunity. The Mills Complex should be an extension of the downtown waterfront district, usable by the public and knitted into the community fabric, not a private island.

Proposed Site Improvements

Vehicular Circulation and Parking

There should be a clear, simple and logical entrance to the Mills Complex from the north-east. A public street should pass through the Mills Complex from Washington/High Street to Emery Street (we called it “New Mill Road”). New parking should be provided and associated with new and existing businesses/residences and a future Mills Museum along the east side. It should be located in such a way as to create distinct and separate spaces between the public way and private uses (such as residences). A new parking garage should be located along Pioneer Avenue that utilizes the grade change to maintain a low building height relationship to adjacent residential neighborhood, while having direct access into the heart of the Mills Complex.

Pedestrian Circulation and Access to Mills Complex

Pedestrian access to this area should be clearly defined from Main Street and should relate to the Mousam River. Utilizing the character of the Mills, a gateway into the complex should be developed along Washington that is inviting to all (i.e. does not look like private development). A pedestrian walkway from the downtown should

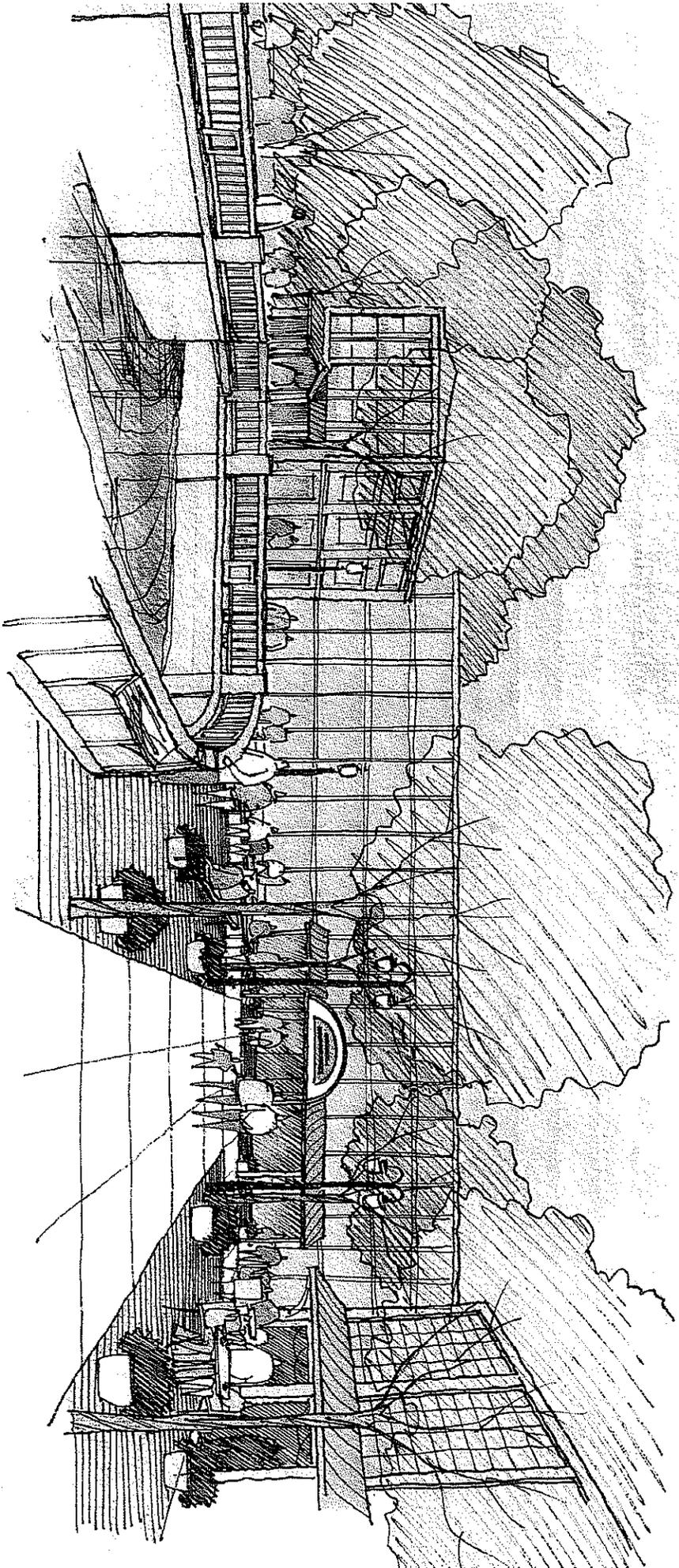
flow into the Mills Complex and have easy access to the museum, retail, residences and the river including a canoe launch. The existing brick building at the river's edge should remain and could potentially be used for a canoe/kayaking shop, public facilities, information center, or an interpretive opportunity. Sidewalks along the through-street should connect to adjacent residential neighborhoods and a possible interpretive trail associated with the Mills Museum. The new interpretive trail should be centrally located along the Mousam channel with views between the existing buildings back toward Washington Street. This outdoor space should be developed to include a renovated old pedestrian bridge, the grand old birch tree and connections to lower level shops, the museum entrance, and the river access point. Finally, circulation between existing mill buildings should be upgraded for safety and clarity.

Architecture

The mill buildings should be environmentally prepared for renewal, restored and upgraded as necessary and should relate to the overall character of the Mills Complex. The wooden structure along Pioneer Ave. should be removed and replaced with a new parking garage. This garage could range from four stories (312 parking spaces) to six stories (470 parking spaces). The Wasco Mill should be the location for the Mill Museum (temporary location may be elsewhere) and include a welcoming component with information, gift-shop, etc. at the small north-end addition. This addition would also function as a pivot point between the interior museum and the outdoor interpretive path along the Mill Channel and connection to the river-access point/canoe launch. While one of the existing smoke stacks may need to be removed for safety purposes, the second smoke stack should remain as an icon, landmark and signature of the character of the Mills Complex.

Infrastructure

Within the Mills Complex, all overhead wires should be buried and utility poles removed. The entire site should be equipped with new and upgraded utilities including cable/TV lines for modern businesses and residences. Fire and emergency access to all parts of Mills Complex should be provided. The existing channel facade between the mill buildings should be reinforced and upgraded, the overhead crossings should be removed and replaced with new "transparent" bridges at higher elevation (if desired). The pedestrian bridge should be restored and the vehicular bridge should be upgraded to modern standards adequate for the expected heavy vehicular traffic and attractive for pedestrian access. The historic balustrade along the channel should be re-built. All water resource areas should be identified and mapped to accurately define buildable areas and any potential building/site needs. The size of the southern culvert under Emery Street should be increased for storm water conveyance and safe, clear canoe access to the nearby lake.



SANFORD CENTER / MOUSAM WATERFRONT MARKET PLAN

Sanford, Maine—A Blue Ribbon Community

THE MILLS ON THE MOUSAM RIVER

BARTRAM & COCHRAN
Shadley Associates, PC

Site Costs for Area 3: \$8,000,000 to \$8,750,000

Includes: New Mill Road with utilities (bury overhead wires and provide new drainage, water, sewer, electrical, gas, telephone and cable; estimated utility and drainage costs: \$2,150,000, included above), pedestrian entry walk (from Washington Street to canal), Canal Park (as shown on perspective), sidewalks along Pioneer Avenue and Emery Street (Mill side of street only), and walkway along Mousam River.

It does not include any costs related to existing or new buildings or parking structures, structural costs related to the waterway/channel, site demolition or earthwork and site costs other than those listed above.

Construction / Renovation Costs

Parking garage costs would be in the range of \$2.3 million to \$7.1 million for the base garage, depending on the number of stories and the design. Mill renovation expenses would be in the \$45 to \$55 per square foot range including interior demolition and site work other than the site work defined previously. For 500,000 square feet of mill space, assuming less than half the available space is fully refurbished, this would total in the \$22.5 to \$27.5 million range.

Beautifying and Improving the Cottage St. Gateway to Sanford (Area 4)

Background and Future Direction

A gateway, wherever it is located, sets the tone for what is to come, creating an image or feeling about the upcoming destination. It is important to establish this concept in order to pre-sell the people arriving on what they will be finding once they get there. In this case, the Cottage Street Gateway will be leading directly to Downtown (via Winter Street), adjoin the Number One Pond and be nearby the Mills. Thus, it is a critical path from the east to establishing what people expect when they get to Sanford.

Furthermore, the Downtown Streetscape will be bending its way around Main Street into Winter Street and thus integrating this theme (in a complementary manner) with the Gateway concept. It is therefore very important to create a gateway that is part of the revised image for "**Sanford, Maine, a Blue Ribbon Community—to live, work and play.**"

Physically transforming the Gateway is described below.

Area 4 – Cottage Street Gateway (see rendering, at River St. looking toward Pond on next page)

Existing Conditions

Cottage Street is a major vehicular corridor into Sanford from Biddeford. The existing grades generally slope towards the waterfront district of Sanford. From the hospital to North Avenue, the streetscape is benign. West of North Avenue to Number One Pond the buildings along this stretch of road have several problems: the varying conditions of the architecture distract the driver from the road, some block the view of the waterfront, and some interfere with vehicular sightlines (particularly at the intersection with River Street). As a major throughway for trucks, the road is heavily traveled (often at high speeds), and directional signage is poor.

Experientially, the gateway into the waterfront district is marked at the break in the grades (top of slope) at the intersection with North Avenue. However, the sense of 'arrival' is experienced at the intersection with River Street. Currently, due to the poor road alignment and sightlines as well as this being a major decision-making moment, the importance of this intersection as a gateway is not realized.

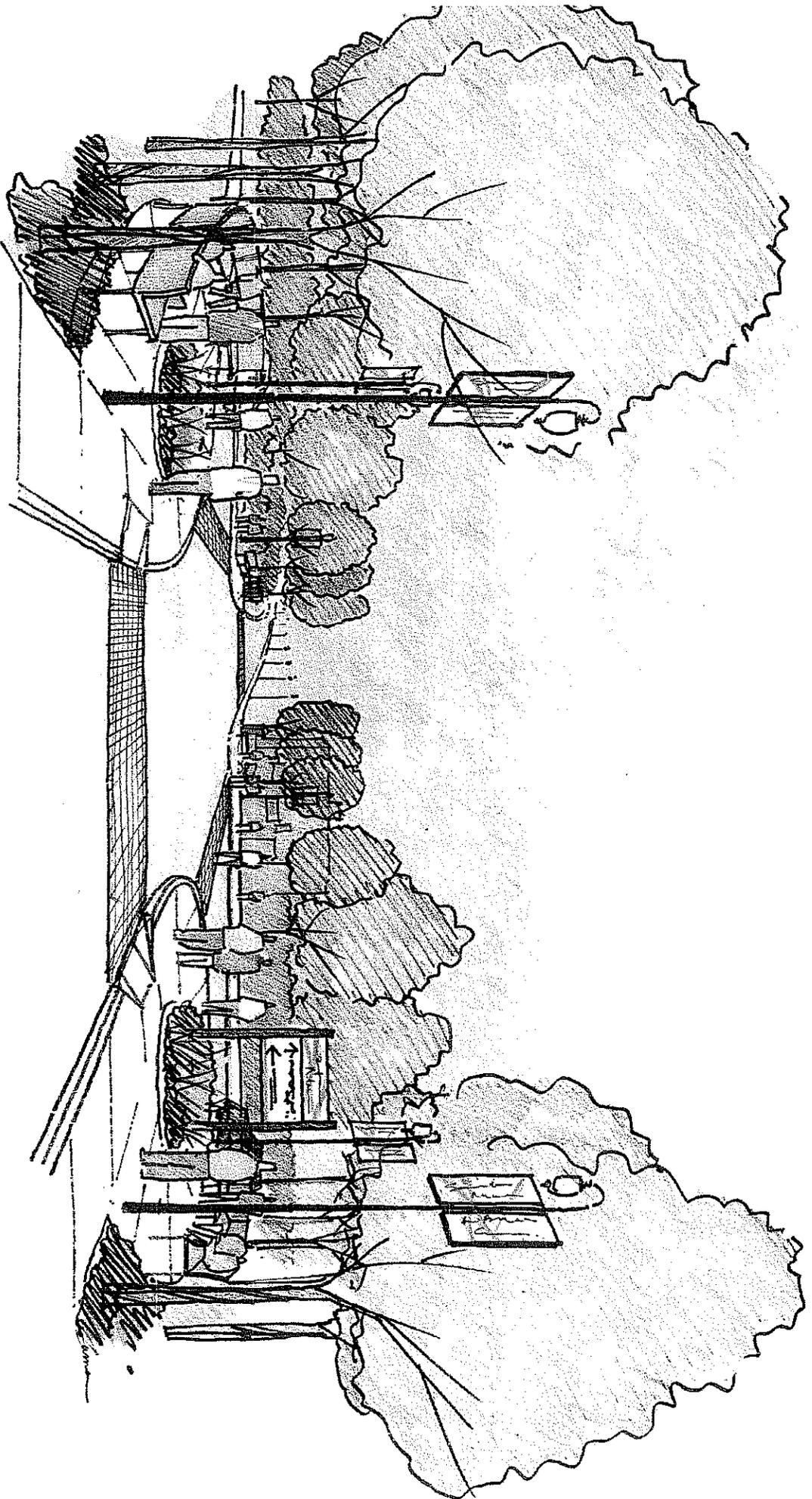
Goal

The goal for this corridor is to provide a welcoming character and clearly defined route to the waterfront district, as well as creating a sense of arrival into the heart of Sanford.

Proposed Site Improvements

The hospital has some of the character of a gateway into Sanford in a larger context and some type of signage could be created at this point. At North Avenue the grade of the road tilts towards the river and opens up the first views to the waterfront community. This is the best location to announce arrival with a sign for "Sanford, Maine – A Blue Ribbon Community". The streetscape should be upgraded from this point west towards the pond. This may also inspire a much needed upgrade to the adjacent residences and a connection from those neighborhoods to the water's edge.

At River Street, Cottage Street should be re-aligned to allow for better vehicular movements and sightlines. This will require the Town to acquire the adjacent properties for approximately 150' in each direction of the intersection. The intersection should then be developed with major pedestrian crossings and open space. Directional signage is needed for wayfinding to all important points within the waterfront community. It is also an opportunity to upgrade the streetscape at this important intersection and make a physical connection for the public to the pond. As Cottage Street becomes Winter Street and crosses the pond, a gateway character should be developed to highlight this wonderful heart of the community, including small overlooks, with pillars, lights and banners.



SANFORD CENTER / MOUSAM WATERFRONT MARKET PLAN

Sanford, Maine—A Blue Ribbon Community

COTTAGE STREET GATEWAY

BARTRAM & COCHRAN
Shadley Associates, PC

Site Costs for Area 4: \$2,800,000 to \$3,000,000

Site costs include new concrete sidewalks, granite curb, lights, curb ramps, striped crosswalks down Cottage Street and unit-paver crosswalks at the Cottage/ River Street intersection, gateway signage at North Street. The Cottage/River Street intersection includes directional signage, realigned street curbing with the necessary associated vehicular pavement, new traffic signals and controls, sidewalks to match Main Street (a band of pavers, concrete pavement, lights, trees, tree grates, site furnishings, all four corners for 150 feet in each direction).

Estimate does not include work on existing or proposed buildings, drainage or utility work other than that noted above, site demolition or earthwork, or parcel acquisition.

Re-energizing the Number One Pond Leveraging Its Natural Beauty (Area 5)

Background and Future Direction

Along with the Mousam River, the Number One Pond is an aesthetically impressive body of water...a strategically located "blue ribbon" through the center of town. A majestic waterfall enhances this image and overall the pond's strong visual image creates a sense of strength and grandeur to the travelers passing by it on their way into town from the east. More than physical beauty, the pond provides recreational opportunities year-round including boating, kayaking, (ice) fishing and water skiing. Having this resource so conveniently located makes it ideal for a lunchtime stroll or picnic...a respite from life's everyday hectic routine. Adjacent, easily accessible land that is town-owned provides opportunities for pond-related events.

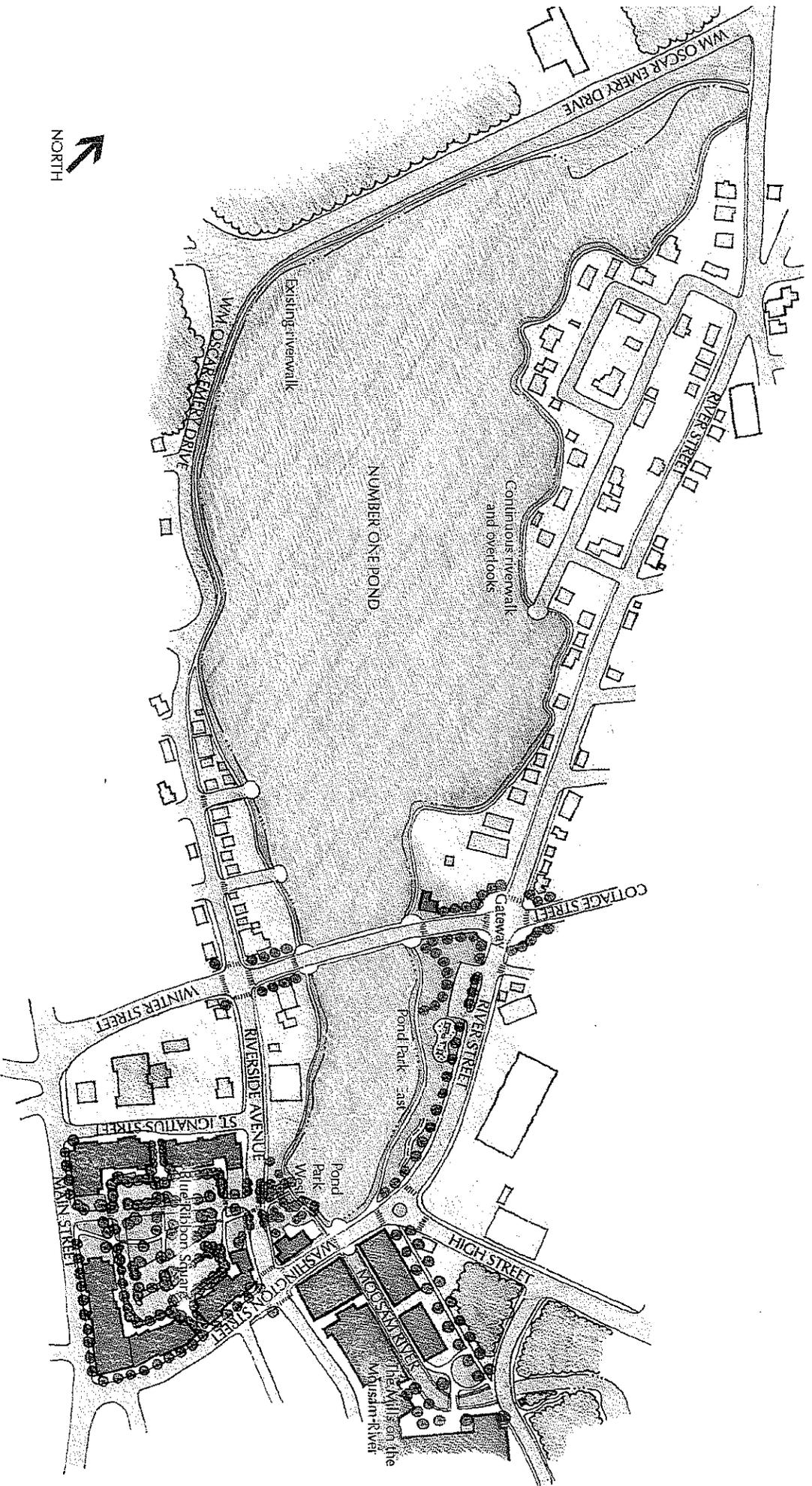
To fully leverage this natural resource, some dredging and clean-up is needed and the view of the falls needs to be improved. A "path" needs to be defined to allow walkers, runners, cyclists and others to circumnavigate the pond easily and enjoyably. A year-round set of events--to highlight the pond and tie it to a revitalized Mid-Town Mall and new Downtown Streetscape--needs to be created. It is critical this event list be year-round in order to establish the pond as a focal point for drawing people to the area on a continuing basis to feed the anticipated retail and entertainment businesses projected for Downtown and the nearby Mills.

Physical transformation of the Pond is described below.

Area 5 – Re-energizing the Number One Pond (see rendering on next page)

Existing conditions

Along with the Mousam River, Number One Pond is a jewel for the Sanford community. There is close access from downtown, a direct and strategic relationship with the Mills, and it provides a resource for many recreational needs. The dam and waterfall is visually exciting and the surrounding natural environment is an asset to the quality of life within the town.



SANFORD CENTER / MOUSAM WATERFRONT MARKET PLAN

Sanford, Maine—A Blue Ribbon Community

NUMBER ONE POND

BARTRAM & COCHRAN
Shadley Associates, PC

While the views of the pond and waterfall are expansive and beautiful, they are only available at a few points for public enjoyment. Much of the water's edge is on privately owned land and not accessible to the public. Also, there are several areas where the vegetation has overgrown, reducing the use opportunities and quality of the views.

Goal

The goal for this area is to maximize the opportunities for the greatest number of people to experience Number One Pond by providing a continuous pedestrian loop and public open spaces around the pond and along the river.

Proposed Site Improvements

The corner of Riverside Ave. and Washington Street should be activated with a restaurant or brew pub, including outdoor seating and connections to the pedestrian mall and water's edge. From this point, the sidewalk through the residential neighborhood along Riverside Avenue north to the existing park should be upgraded with new concrete pavement, granite curb and crosswalks. A 'gateway' along Winter Street should be created at the pond crossing with new streetscape, banners, signage, lighting, etc. From the north-western edge of the park, along River Street to Cottage Street the sidewalk through the residential neighborhood should be upgraded with new concrete pavement, granite curb and crosswalks. Additionally, a river's edge walkway should be developed along the entire length of the Number One Pond.

At the intersection of Cottage and River Streets, the pedestrian loop around the pond should be separated to the south for a pedestrian path along the water's edge as well as along the street. This will require the Town to acquire the parcels between water's edge and River Street from Cottage Street to Washington Street. The businesses in this area should be relocated, the buildings removed, debris and overgrowth along this stretch of water should be removed to allow continuous public access to water's edge. The remainder of this area should be developed as a waterfront park with parking, and outdoor amphitheater, a playground for adjacent residences, and a Children's Garden. Finally, a deck overlook at the falls will allow pedestrians to view the falls from the park. River Street from Cottage to Washington should receive new streetscape with trees, lights and banners.

At Washington Street, the existing overlook should be mirrored to the other side at the Mills for a view through mill buildings. The old pedestrian bridges connecting the buildings should be removed and a new "transparent," higher crossing should be built that does not obstruct views. The overlook should cantilever over and hide the existing piping along Washington Street. On the north-east corner of the existing mills, a prominent pedestrian gateway should mark the entrance to the Mills Complex and the continuation of the pedestrian walkway along Mousam River and to the proposed canoe launch.

Site Costs for Area 5: \$3,800,000 to \$4,200,000

Includes: Streetscape on Cottage Street (from River Street to pond) treated like Main Street, streetscape over bridge, gateway overlooks at pond including pavement, railings, piers, signage, sidewalks along River Street and Riverside Avenue connecting to existing park, River Street streetscape from Cottage to Washington (same treatment as Main Street), walkway along water's edge from Cottage to Washington, Pond Park – East (playground, parking, Children's Garden, landscaping) and overlook at Mills (to mirror existing on Washington Street).

It does not include site demolition or earthwork, shoreline stabilization, work on existing or proposed buildings, parcel acquisition, site remediation or cleanup, major drainage or utility projects, or work in the water.

IMAGE, LOGO AND BRAND

We are recommending playing off the Mousam River that is like “a blue ribbon through the middle of town” to create a new (upgraded) image for marketing the Town as **“Sanford, Maine, a Blue Ribbon Community—to live, work and play.”**

Of course, while the visual symbolism of “blue ribbon” is the river, the marketing message is that this is a first-class, top rated city. It should also be noted that we considered using *Sanford-Springvale* in this phrase but determined it would be confusing, and therefore not productive, when trying to market the area to outside interests. Adopting and marketing this image should take place as soon as possible, leveraging completion of the Sanford Center/Mousam Waterfront Market Plan.

A logo for the Town to use in marketing itself as **“Sanford, Maine, a Blue Ribbon Community—to live, work and play”** would be a silhouette of the Mousam River and Number One Pond—in blue—behind the words Sanford, Maine and below that the words, a Blue Ribbon Community—to live, work and play.

This more upscale image is not only how you want the Town to be viewed from the outside but it also needs to be how the Town begins to consider itself from the inside looking out. An attitude adjustment is needed and must be reinforced through a banner program, Town events and the beginning of changes that people can see to Downtown, the Mills, the Cottage Street Gateway and the Number One Pond. In aggregate this can create the new brand for Sanford as a quality, growing, thriving community where people want to be. Sanford's brand will be the improved lifestyle that will be apparent in the transformed Downtown (including “Blue Ribbon Square”), the revitalized Mills and the more people-friendly Number One Pond.

OTHER INFRASTRUCTURE / DESIGN ISSUES

Additional Suggested Improvements beyond the Five Areas—the Neighborhood Residential Areas

The residential areas surrounding the waterfront are vital to the success and health of the community. Strong, clear, and safe connections from the neighborhoods to the heart of Sanford will boost the success of any redevelopment and increase the positive image of the Town as a whole. Improvements to the site and to connections will also increase support from the community for other improvements in the waterfront district and define a new identity to which residences will want to relate. In order to achieve this goal major arteries and streets interior to the neighborhoods should be upgraded with repaved or repaired roads, new concrete sidewalks and granite curbs. Handicapped ramps and crosswalks should be consistently provided throughout the Town. Where sidewalk width allows, street trees should be added. In general, improvements to public sidewalks and connections between the residential areas and between the residences and downtown will improve the overall appearance, attractiveness and livability of Sanford.

Additionally, it is our strong recommendation that Community Policing be implemented in the neighborhoods as a way to improve safety in the neighborhoods and reduce crime, while at the same time helping to establish an improved sense of community and better Town-Resident relations. "Satellite police stations" in neighborhoods can be set up as a small "office" in a store where the cop on the beat can be found if needed when not out walking the neighborhood. A small, otherwise empty storefront can make a great interim satellite office, also.

Another recommendation is to support the children's literacy program (where parents read to children everyday), called "**This Community Reads**" and install banners in the neighborhoods and near the schools that highlight the program as well as include the new image slogan "**Sanford, Maine, a Blue Ribbon Community—to live, work and play.**"

POSSIBLE EARLY ACTION PROJECTS

To show progress and achieve early successes, consider the following possibilities:

- ◆ Design, fabricate and install new banners on light poles, with a variety of potential messages (Welcome to Sanford, This Community Reads, Sanford Waterfront District, Blue Ribbon Square and other possibilities), but all with the slogan "**Sanford, Maine, a Blue Ribbon Community—to live, work and play.**" This should be supported by not only the Town, but also by businesses (through the Chamber of Commerce) and neighborhood groups. Sponsor names should also appear on the banners (in smaller letters).
- ◆ Choose one important street and complete a streetscape improvement project.

- ◆ Continue work on a continuous pedestrian trail network around Number One Pond.
- ◆ Acquire and demolish one or more buildings to signify to the community the Town's serious intent on the redevelopment plan.

APPENDIX A.

APPENDIX A.

Sanford Center / Mousam Waterfront Market Plan

August 3, 2005

Meeting Attendees

Kendra Williams, Goodall Hospital
Jack Turcotte, School Department
Maura Herlihy, Town Council
Townhouse Properties
Bill Keefer, Sanford Housing Authority
Gary Morse, Planning Board
Brad Littlefield, Town Council
Joe Herlihy, Planning Board
Charlie Andreson, Town Engineer
Thea Murphy, Business Owner
Marcel Blouin, Recreation & Parks Dept.
Bob Carr, Sanford Resident
Les Stevens, Economic Affairs
Jim Gulnac, Planning & Community Dev.
Tammy Wells, Journal Tribune
Mark Green, Town Manager

Michael Gallo, Gallo Construction Co.
Barry Weyland, Century 21
Darlene Stromstad, Goodall Hospital
Jonathan Mapes, H. A. Mapes, Inc.
Art Stevens, Coastal Enterprises, Inc.
Gary Miller, Miller Ford and
Chamber of Commerce Director
Pat Fagan, Distinctive Homes of Maine
David Nickerson, Rubb Bldg. Systems
Mark Mickeriz, SIS Bank
Patrick Gregorien, Hissong Dev. Corp.
Mark Patterson, Patco Construction
Carl Beal, Civil Consultants and
Chamber of Commerce Director

APPENDIX B.

**APPENDIX B.
SANFORD CENTER / MOUSAM WATERFRONT
MARKET PLAN**

Group Information Interview Results

	<u>POSITIVES</u>	<u>NEGATIVES / CONCERNS</u>	<u>OPPORTUNITIES</u>	<u>HIGHEST PRIORITY</u>	<u>COMMENTS</u>
Mousam River	<p>Recreation focus Respite for lunch or stroll Pretty <i>Blue ribbon through middle of town</i> Still passable for kayaks/canoes Clean and pollution-free 1/3 of shoreline is town-owned Located in heart of downtown A lot of nature there; eagles, etc.</p>	<p>Access Needs to be bushwhacked Overgrown Aesthetics Needs flow improvement Pollution Weeds Bad reputation as filthy Sediment / trash flow in</p>	<p>A lot of undeveloped land Nearby blighted land could be acquired for redevelopment Walk-bike path Bird watching Trail along river (being investigated) Adjacent commercial development Greenbelt opportunities - walkway</p>	<p>Re-energize the river leveraging its natural beauty Open up High St. for river view Walkway along river</p>	
Number One Pond	<p>Adjacent town-owned land Visually striking Aesthetic focus Strategic location Water height controllable Easily accessible Winter skating / ice fishing Boating/fishing High year-round usage Water skiing Dam is visually exciting Point of community pride Southwest side is attractive</p>	<p>Needs dredging DEP regulations Bad flow rate Needs access to go all around Visually blighted areas Pollution Weeds Bad reputation as filthy Sediment / trash flow in Problem with what's been thrown in and on bottom Heavy chemicals settled down</p>	<p>Beautiful view site has potential Falls Some surrounding businesses should be relocated within town to open up water views across from mill building Jog/bike loop around pond Rallying point Mulligan's pub blocks water view but good site for microbrew pub or green space with brewpub across street Adjacent restaurant would attract people to pond</p>	<p><i>Re-energize the pond leveraging its natural beauty: Clean up waterfall area Take down nearby "bad" mill Open up view to Pond Walkway around pond</i></p>	<p>Surrounding areas are partly privately owned and partly public owned</p>

POSITIVES

Downtown

High traffic good for business
 Active year-round but busier in summer
 Room for growth
 Fact that it exists
 Some attractive/historical buildings
 Main Street feel--visual presence
 Community feel--such as presence of churches
 High occupancy
 Fully mixed use
 Walkable size--comfortable
 Safe
 Only downtown in region other than Springvale
 Parking easier in summer
 Park--with skating
 Core of older and younger dedicated people for advocacy
 Affordable commercial rents in the \$8-12/SF range + electric

NEGATIVES/ CONCERNS

Traffic
 Traffic patterns
 Signage
 Lack of niche retail
 A lot of service businesses reason for early closing
 Lack of restaurants/night life
 Need to re-create highest rental base
 Architectural flavor of Mid-Town Mall from urban renewal
 Town vehicles at gas station
 Dirt lot on Washington Street
 Holes in streetscape
 Need verticality
 Parking in places is spotty
 Gangs of kids roaming at night
 Need more mixed uses (for night activities)
 Some buildings need sprucing up
 Poor traffic flow--but need on-street parking
 Litter
 Bad sidewalks
 Setbacks wrong for trees
 Need grass between sidewalks and street
 Lack of social / cultural destinations
 High-rise residential building has a lot of people sitting around doing nothing
 Poverty more visible than most other areas

OPPORTUNITIES

Streetscapes on Main St. and Washington St.
 Mid-Town Mall RFP
 create jobs
 improve aesthetics
 solve parking issues
 Relocation of Police HQ
 Teen Center
 Niche retail to stop people from having to go to Portland, etc.
 Restaurants
 Brewpubs
 Architectural / design review for new buildings
 More diverse zones needed
 Jazz clubs
 Wine bars
 Movie theaters
 Restaurants that are opened late
 Boutique stores (that are not competing with Wal-Mart)
 Need to zone off Main St. from social service agencies
 Landscaping / trees
 Bury overhead power lines

HIGHEST PRIORITY

Redevelop Mid-Town Mall

COMMENTS

Town needs upgraded image, logo, brand
 Town currently owns parking at Mid-Town Mall
 Town needs (positive) attitude adjustment
 To complement redevelopment of Mid-Town Mall downtown needs streetscape / landscaping improvements

POSITIVES

Mills

Symbol of Sanford history (for restoration)
 Good selling point
 Nostalgic
 Range from 100% empty to 90% full
 High potential for redevelopment for non-industrial use
 Ample parking and land (toward river) for use by mills and riverfront uses
 Most have been maintained
 All privately owned (this is a positive if funding is sufficient)
 Environmental issues are currently being addressed at 3 out of 4 major mills making them more marketable
 Located within walking distance of large population
 Within walking distance to downtown so good for residential reuse
 Structural analysis through VRAP
 Useable infrastructure
 Historical significance
 Affordable cost/SF today

NEGATIVES / CONCERNS

Environmental issues hot spots
 Need street frontage
 Some have parking issues
 Perception issues-old ugly buildings
 Ugly add-ons
 Cost of conversion/repairs and lack of capital for this
 Only geared to out of town, large businesses, today
 More stringent stormwater regulations as of 10/05
 Can be more expensive to renovate old than build new
 Distance from turnpike
 Crime zone
 Nearby residential unattractive
 Transportation needed to get some workers there
 Cheap space but no elevators
 Symbols of decline
 Need to fix-up an entire mill not piecemeal it

OPPORTUNITIES

Open space is "vertical land" for adaptive reuse
 Need public way to go by them to the east
 Some buildings need to be acquired/demolished
 Mixed use conversion potential
 Retail
 Residential / Condos including for hospital employees
 Commercial (services) uses
 Office space
 Fitness center
 Bowling
 (Textile) Museum
 Recreation/festivals on adjoining land
 Made in Sanford goods
 Dining
 Night Life
 Irish pub
 Microbrewery
 Developable adjacent land
 Can one mill be demolished for parking--could the Town step in to do this as part of a joint renovation effort
 Parking area could service all mills
 Opportunity to create positive reputation
 If area cleaned up, middle to upper income residents could be attracted
 Police/Fire could be located there
 SIS looking at possible location
 Sanford owns a building in Springvale that could be sold with the funds used to redevelop mills

HIGHEST PRIORITY

Mill resuscitation and renovation Tie to Downtown/Pond/River
Mill parking
 Need to improve image of Sanford as mill town--like Lewiston used to be

COMMENTS

Negative take on Sanford as "mill town mentality"
 not a good place for new businesses
 Realtors try to direct clients elsewhere both commercial and residential
 Mills will do themselves if surrounding issues are addressed

COMMENTS

HIGHEST PRIORITY

OPPORTUNITIES

NEGATIVES / CONCERNS

POSITIVES

Hospital

Good place to work
Addition going up is aesthetically pleasing
New medical office space 50,000 SF
Moving in positive direction--in parallel with Town
Facility expanding
Regional approach to service
Great partner with Town
Integral part of community
Largest private employer
Partnering with other organizations in town--development catalyst
Committed to mills and downtown--accelerating
Provides help on industrial hygiene
Does not act like hospital on a hill
Provides eldercare services on site
Grant money used for services
Walkable (or by bus) to/from downtown
Lots of activity
Perception improving
Good service
Great healthcare resources for retired community

Bad experience over time requires PR to overcome it (in process)
Needs better ER, although busy
Bigger hospitals get more support
Some bad architecture (but being replaced)
Lack of civic involvement in past
Proprietary--hard to interact with
Negative persona

Considering nursing homes / healthcare in mills / downtown
Employment opportunities create housing opportunities
Already aggressive building and expansion plan
Expanding regional aspect that brings more people to town as customers for other businesses
Hospital will grow as region grows
Hospital could invest in Town with endowment
Need high-end apartments for new (and summer) employees

POSITIVES

Cottage St. Gateway into Community

North Ave. east is pleasing
Major entry point from Bliddeford
Purple houses good landmarks
Shaw's ridge start of gateway but no infrastructure there
Positive for hospital nearby with majestic location on hill

NEGATIVES/ CONCERNS

North Ave. west needs improving
Purple houses maintenance issue concentrated parking of cars and lack of proper maintenance there
Infrastructure needs work
2 big unsightly tenements toward river
Ugly
Major thruway for trucks speed issues
pedestrian design issues
Was not designed as a mobility corridor
Inadequate landscaping, greenery June St. to River St.

OPPORTUNITIES

12 apostles in mixed conditions need some renovation
Area at North Ave. (brownfield) has redevelopment potential
Potential for beautiful entry if "opened up"
Road needs to be designed to handle heavy traffic
Small scale village shops
Residential service area
Local grocer-facelift and tie into neighborhood development
Traffic good for retail
Buy properties at all four corners at River St., tear down for 250' out and replace with green space and gateway signage, plus fountain and cobblestone walkways; security cameras

HIGHEST PRIORITY

Beautify and improve this key gateway entrance to Sanford

COMMENTS

Municipal Complex/ Town Hall

Historical
Looks nice--like a Town Hall
Accessible
Friendly, inviting
Highly visible landmark
Anchor for neighborhood
Size allows consolidation of departments
Centrally located

Public building built with private funds

Re-create public-private partnership that originally existed to build the building
Auditorium could be day-night entertainment center
or small concert area (225 people) to also bring people downtown
Excess space potential

POSITIVES

Residential Neighborhoods

Some are well-kept, very nice
Lafayette School is an anchor for the neighborhood
Some are beautiful but neglected
Private housing with Section 8 tenants provides some control over conditions
(re: absentee landlords)
Some sewer/water updates
Housing is affordable (price-wise)
Some neighborhood groups exist
Housing agencies accessible to neighborhoods
Nice Victorian houses have survived—many document Sanford's history during mill era

NEGATIVES / CONCERNS

Density
#s of cars parked in various areas
Neighborhoods have lost identities
Some areas have gone downhill
People have aged
Absentee landlords or don't care
Blight
Aged infrastructure
sidewalks, lights, water, sewer, overhead power lines
Negative perception of Island Ave. area—in part due to crimes
Malaise of residents
Transient population
Substance abuse
Some are dumy
Streets are too narrow
Traffic
Zoning has created sterile environments

OPPORTUNITIES

Lafayette School in 5 (to 10) years could be another use
Potential for grants
Renovations could be catalysts for more renovations
Potentially walkable areas
Values going up engenders renovation
Add commercial uses
Ice rink/roller skating
Could set tone for rest of town
Make available 1st home opportunity owner-occupied to replace absentee landlord
economic and social opportunity
Need greater diversity of uses like a convenience store in a residential neighborhood
Bond some money to create grants or low interest loans for façade fix-ups for 12 apostles
Consider design guidelines on exterior colors to avoid offensive color selection
Rebuild intersection with Rt. 202
facades
sidewalks
greenery
this will encourage additional improvements

HIGHEST PRIORITY

Enforcement of regulations
Get things done that have been discussed
Grant \$'s for fix-ups

COMMENTS

While the neighborhoods are critically important to the future of Sanford, their improvement will necessarily be the result of a number of different solutions as opposed to one focused project at any specific location

POSITIVES

NEGATIVES/
CONCERNS

OPPORTUNITIES

HIGHEST
PRIORITY

COMMENTS

Overall

Town's role is to improve infrastructure / maybe construct a park

Show we care and then private investment will come

Marry public projects with private development

Degree of social service agencies is disproportionate to size of population

Stores on Main St. often are related to this same group of people receiving assistance

Lack of employment opportunities

Hard to attract people to Sanford if it is perceived as a poor place to live

Bad employment opportunities lead to higher unemployment and therefore more housing assistance required and the related number of social service agencies

Equals a downward spiral

Nice areas of town are not that visible

Need to better promote quality of school system to attract higher level population

Social service impacts affect how retailers / franchisers view the area when examining demographics

Need attitude--Sanford is a place to come to

APPENDIX C.



U.S. Census Bureau American FactFinder

FACT SHEET

Sanford town, York County, Maine

Census 2000 Demographic Profile Highlights:

General Characteristics - show more >>

	Number	Percent	U.S.		
Total population	20,806	100.0	100%		
Male	10,051	48.3	49.1%	map	brief
Female	10,755	51.7	50.9%	map	brief
Median age (years)	36.6	(X)	35.3	map	brief
Under 5 years	1,316	6.3	6.8%	map	
18 years and over	15,258	73.3	74.3%		
65 years and over	3,001	14.4	12.4%	map	brief
One race					
White	20,554	98.8	97.6%		
Black or African American	19,907	95.7	75.1%	map	brief
American Indian and Alaska Native	91	0.4	12.3%	map	brief
Asian	65	0.3	0.9%	map	brief
Native Hawaiian and Other Pacific Islander	431	2.1	3.6%	map	brief
Some other race	4	0.0	0.1%	map	brief
Two or more races	56	0.3	5.5%	map	
Hispanic or Latino (of any race)	252	1.2	2.4%	map	brief
Household population	199	1.0	12.5%	map	brief
Group quarters population	20,519	98.6	97.2%	map	brief
Average household size	287	1.4	2.8%	map	
Average family size	2.48	(X)	2.59	map	brief
Total housing units	3.01	(X)	3.14	map	
Occupied housing units	8,807	100.0	100.0%	map	
Owner-occupied housing units	8,270	93.9	91.0%		brief
Renter-occupied housing units	5,253	63.5	66.2%	map	
Vacant housing units	3,017	36.5	33.8%	map	brief
	537	6.1	9.0%	map	

Social Characteristics - show more >>

	Number	Percent	U.S.		
Population 25 years and over	13,551	100.0			
High school graduate or higher	10,523	77.7	80.4%	map	brief
Bachelor's degree or higher	1,579	11.7	24.4%	map	
Civilian veterans (civilian population 18 years and over)	2,762	18.1	12.7%	map	brief
Disability status (population 21 to 64 years)	2,658	23.1	19.2%	map	brief
Foreign born	820	3.9	11.1%	map	brief
Male, Now married (population 15 years and over)	4,223	54.3	56.7%		brief
Female, Now married (population 15 years and over)	4,296	50.2	52.1%		brief
Speak a language other than English at home (population 5 years and over)	2,472	12.7	17.9%	map	brief

Economic Characteristics - show more >>

	Number	Percent	U.S.		
In labor force (population 16 years and over)	10,129	63.4	63.9%		brief
Mean travel time to work in minutes (population 16 years and over)	23.0	(X)	25.5	map	brief
Median household income (dollars)	34,668	(X)	41,994	map	
Median family income (dollars)	43,021	(X)	50,046	map	
Per capita income (dollars)	16,951	(X)	21,587	map	
Families below poverty level	601	11.1	9.2%	map	brief
Individuals below poverty level	2,628	12.8	12.4%	map	

Housing Characteristics - show more >>

	Number	Percent	U.S.		
Single-family owner-occupied homes	4,062	100.0			brief
Median value (dollars)	91,600	(X)	119,600	map	brief
Median of selected monthly owner costs	(X)	(X)			brief

With a mortgage	905	(X)	1,088	map
Not mortgaged	312	(X)	295	

(X) Not applicable.

Source: U.S. Census Bureau, Summary File 1 (SF 1) and Summary File 3 (SF 3)

APPENDIX D.



NAICS Detail:

Table 1: Geography selected at the 2-digit NAICS code level

Go

Maine

Table 1. Selected Statistics by Economic Sector: 2002

2002 Population: 1,294,464

[NOTE. Data based on the 2002 Economic Census. For information on confidentiality protection, sampling error, nonsampling error, and definition Survey Methodology. Data in this table represent those available when this report was created; data may not be available for all NAICS industries and geographies. Data in this table may be subject to employment- and/or sales-size minimums that vary by industry.]

NAICS code	Industry description	Number of establishments	Sales, shipments, receipts, or revenue (\$1,000)	Annual payroll (\$1,000)	Number of employees
21	Mining	33	D	D	c
42	Wholesale trade	1,669	10,371,084	715,028	19,434
44-45	Retail trade	7,050	16,053,515	1,568,308	80,251
51	Information	739	N	424,162	11,785
53	Real estate & rental & leasing	1,541	761,069	152,878	6,036
54	Professional, scientific, & technical services	3,275	2,252,787	862,952	21,917
56	Administrative & support & waste management & remediation service	1,783	1,626,235	652,158	27,854
61	Educational services	274	112,910	44,227	2,188
62	Health care & social assistance	4,403	6,237,132	2,719,483	93,921
71	Arts, entertainment, & recreation	826	392,456	110,413	6,380
72	Accommodation & food services	3,726	2,045,841	606,880	44,966
81	Other services (except public administration)	2,683	1,058,318	283,128	13,898

Source: U.S. Bureau of the Census, 2002 Economic Census

D: Withheld to avoid disclosing data for individual companies; data are included in higher level totals.

N: Not available or not comparable.

Q: Revenue not collected at this level.

r: Revised.

S: Withheld because estimate did not meet publication standards.

s: Sampling error exceeds 40 percent.

X: Not applicable.

Z: Less than half the unit shown.



NAICS Detail:

Table 1: Geography selected at the 2-digit NAICS code level

Go

York County, ME

Table 1. Selected Statistics by Economic Sector: 2002

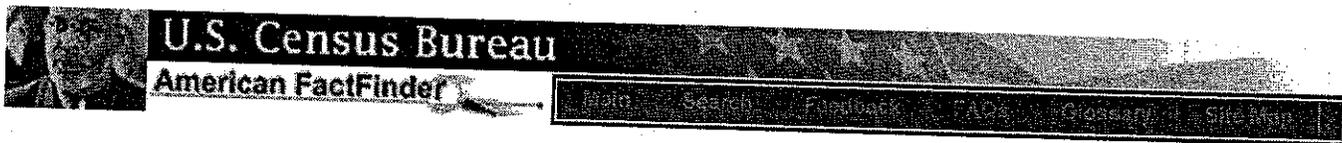
2002 Population: 195,487

[NOTE. Data based on the 2002 Economic Census. For information on confidentiality protection, sampling error, nonsampling error, and definition of Survey Methodology. Data in this table represent those available when this report was created; data may not be available for all NAICS industries and geographies. Data in this table may be subject to employment- and/or sales-size minimums that vary by industry.]

NAICS code	Industry description	Number of establishments	Sales, shipments, receipts, or revenue (\$1,000)	Annual payroll (\$1,000)	Number of employees
42	Wholesale trade	191	592,649	49,515	1,336
44-45	Retail trade	958	1,805,030	193,432	9,325
51	Information	80	N	34,089	1,081
53	Real estate & rental & leasing	224	89,095	16,880	688
54	Professional, scientific, & technical services	401	D	D	g
56	Administrative & support & waste management & remediation service	236	103,546	33,196	1,547
61	Educational services	27	5,746	2,176	133
62	Health care & social assistance	511	601,543	260,247	9,052
71	Arts, entertainment, & recreation	112	48,355	14,370	693
72	Accommodation & food services	727	389,675	108,784	6,769
81	Other services (except public administration)	331	103,540	27,136	1,393

Source: U.S. Bureau of the Census, 2002 Economic Census

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NAICS Detail:

Table 1: Geography selected at the 2-digit NAICS code level

Go

Sanford town, ME

Table 1. Selected Statistics by Economic Sector: 2002

2002 Population: 21,550

[NOTE. Data based on the 2002 Economic Census. For information on confidentiality protection, sampling error, nonsampling error, and deficit Survey Methodology. Data in this table represent those available when this report was created; data may not be available for all NAICS industries. Data in this table may be subject to employment- and/or sales-size minimums that vary by industry.]

NAICS code	Industry description	Number of establishments	Sales, shipments, receipts, or revenue (\$1,000)	Annual payroll (\$1,000)	Number of employees
42	Wholesale trade	17	28,907	7,033	188
44-45	Retail trade	113	316,323	29,816	1,401
51	Information	7	N	727	33
53	Real estate & rental & leasing	29	14,342	2,679	101
54	Professional, scientific, & technical services	37	16,080	5,901	185
56	Administrative & support & waste management & remediation service	16	5,865	2,627	116
61	Educational services	4	D	D	a
62	Health care & social assistance	85	114,703	48,181	1,824
71	Arts, entertainment, & recreation	8	D	D	b
72	Accommodation & food services	55	33,511	9,091	879
81	Other services (except public administration)	42	14,518	3,688	263

Source: U.S. Bureau of the Census, 2002 Economic Census

D: Withheld to avoid disclosing data for individual companies; data are included in higher level totals.

N: Not available or not comparable.

Q: Revenue not collected at this level.

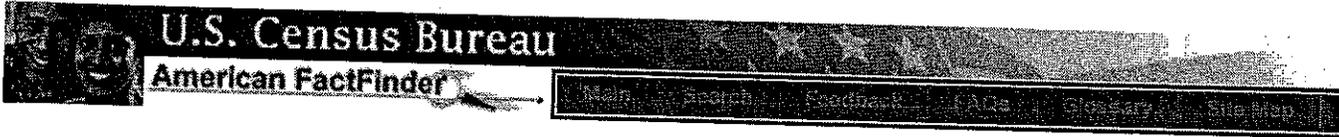
r: Revised.

S: Withheld because estimate did not meet publication standards.

s: Sampling error exceeds 40 percent.

X: Not applicable.

Z: Less than half the unit shown.



NAICS Detail:

Table 2: Geography selected at the 2- and 3-digit NAICS code levels Go

Sanford town, ME

Table 2. Selected Statistics by Economic Sector and Sub-Sector: 2002
2002 Population: 21,550

[NOTE: Data based on the 2002 Economic Census. For information on confidentiality protection, sampling error, nonsampling error, and definition of geographies. Data in this table may subject to employment- and/or sales-size minimums that vary by industry.]

NAICS code	Industry description	Number of establishments	Sales, shipments, receipts, or revenue (\$1,000)	Annual payroll (\$1,000)	Number of employees
42	Wholesale trade	17			
423	Durable goods merchant wholesalers	11	28,907	7,033	188
424	Nondurable goods merchant wholesalers	6	D	D	b
44-45	Retail trade	113			
441	Motor vehicle & parts dealers	16	316,323	29,816	1,401
442	Furniture & home furnishings stores	5	64,470	5,755	192
443	Electronics & appliance stores	6	4,036	506	19
444	Building material & garden equipment & supplies dealers	6	4,525	743	36
445	Food & beverage stores	12	20,452	2,437	100
446	Health & personal care stores	16	68,638	6,529	396
447	Gasoline stations	6	13,092	878	52
448	Clothing & clothing accessories stores	17	21,727	1,524	94
451	Sporting goods, hobby, book, & music stores	8	3,165	481	30
452	General merchandise stores	3	D	D	a
453	Miscellaneous store retailers	4	D	D	e
454	Nonstore retailers	11	D	D	b
51	Information	9	59,228	4,866	130
53	Real estate & rental & leasing	7	N	727	33
531	Real estate	29	14,342	2,679	101
532	Rental & leasing services	22	9,501	1,545	54
54	Professional, scientific, & technical services	7	4,841	1,134	47
541	Professional, scientific, & technical services	37	16,080	5,901	185
56	Administrative & support & waste management & remediation service	37	16,080	5,901	185
561	Administrative & support services	16	5,865	2,627	116
61	Educational services	14	D	D	c
611	Educational services	4	D	D	a
62	Health care & social assistance	4	D	D	a
621	Ambulatory health care services	85	114,703	48,181	1,824
623	Nursing & residential care facilities	51	30,207	12,725	323
624	Social assistance	13	D	D	e
71	Arts, entertainment, & recreation	20	D	D	f
72	Accommodation & food services	8	D	D	b
721	Accommodation	55	33,511	9,091	879
722	Food services & drinking places	6	1,191	214	20
81	Other services (except public administration)	49	32,320	8,877	859
		42	14,518	3,688	263

NAICS code	Industry description	Number of establishments	Sales, shipments, receipts, or revenue (\$1,000)	Annual payroll (\$1,000)	Number of employees
811	Repair & maintenance	23	8,006	1,755	88
812	Personal & laundry services	6	2,278	551	29

Source: U.S. Bureau of the Census, 2002 Economic Census

- D: Withheld to avoid disclosing data for individual companies; data are included in higher level totals.
- N: Not available or not comparable.
- Q: Revenue not collected at this level.
- r: Revised.
- S: Withheld because estimate did not meet publication standards.
- s: Sampling error exceeds 40 percent.
- X: Not applicable.
- Z: Less than half the unit shown.

APPENDIX E.

Maine Retail Sales Quarterly Report

ANNUAL REVIEW 2004

IN THIS ISSUE

* <i>INTRODUCTION</i>	<i>1</i>
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* <i>DEFINITIONS:</i>	<i>See the "Definitions" file on this Web Page</i>

INTRODUCTION

This report contains data on taxable Maine retail sales, as derived from State sales tax collections. The data shown represent sales, not the amount of tax collected.

Consumer retail sales is the sum of the six store-type groups (building supply, general merchandise, etc.). Total retail sales is the sum of consumer retail sales and "business operating," a special category not published in these pages. It includes such things as utility sales and heating oil sold to commercial and industrial establishments. Thus, consumer retail sales provides a more accurate representation of what most of us think of as retail sales.

When interpreting the tables in this report, the reader should keep in mind that food intended for home consumption is not taxed. The food store data typically represent about 25% of actual total sales in food stores.

If you have questions about this report, or wish more detailed sales data which is not published, please call Donna Bradstreet at (207-287-5649) at the Maine State Planning Office in Augusta Maine

We would appreciate any suggestions you may have for making this publication more responsive to your needs.

MAINE TAXABLE SALES
ANNUAL REVIEW 2004

SUMMARY TABLE 1

ECONOMIC SUMMARY AREA / DISTRICT	PERCENT CHANGE FROM 2003 TO 2004									
	Consumer Sales	Total Sales	Bldg. Supply	Food Stores	General Mdse.	Other Retail	Auto Stores	Rest.& Lodging	Restau- rants	Restau- Lodging
STATE TOTAL.....	4.5%	5.3%	15.7%	4.2%	3.5%	4.4%	1.4%	4.7%	4.8%	4.1%
KITTERY.....	4.1%	5.2%	7.4%	5.1%	7.0%	-0.5%	-5.8%	5.0%	6.5%	2.8%
KENNEBUNK.....	4.5%	4.3%	10.8%	6.1%	-3.5%	1.3%	5.9%	2.9%	9.1%	-7.3%
BIDDEFORD.....	10.8%	10.5%	8.0%	5.4%	22.4%	7.6%	15.2%	4.3%	4.1%	4.6%
SANFORD.....	9.5%	9.8%	15.4%	10.7%	5.8%	5.8%	5.1%	14.8%	15.6%	4.2%
FRYEBURG.....	7.5%	7.6%	35.8%	11.0%	11.4%	5.9%	-6.0%	7.6%	11.4%	1.6%
YORK DIST.....	7.4%	7.8%	11.2%	7.0%	9.7%	1.9%	8.8%	5.3%	7.5%	1.4%
PORTLAND.....	-0.3%	1.1%	9.9%	5.3%	3.1%	8.1%	-2.1%	4.2%	4.2%	-4.0%
PORTLAND SUBURBAN.....	6.3%	7.6%	8.2%	9.3%	4.3%	10.4%	2.8%	5.4%	5.5%	5.2%
SEBAGO LAKE.....	6.7%	6.6%	24.8%	4.4%	-1.7%	-6.4%	7.0%	8.2%	10.3%	1.8%
CUMBERLAND DIST.....	2.2%	3.4%	11.9%	6.3%	3.0%	7.9%	-0.2%	4.9%	5.2%	3.9%
LEWISTON-AUBURN.....	6.2%	5.3%	13.6%	2.0%	4.0%	2.8%	4.3%	8.7%	8.5%	10.9%
LEWISTON-AUB. SUBURBAN.....	3.1%	3.8%	11.6%	2.2%	-0.9%	10.6%	-2.7%	6.2%	0.0%	0.0%
PARIS.....	6.4%	7.2%	19.6%	4.1%	3.7%	2.4%	3.5%	5.8%	5.7%	6.7%
RUMFORD.....	5.7%	2.2%	29.7%	0.1%	3.7%	-1.5%	12.2%	-0.5%	-8.5%	19.0%
LIVERMORE FALLS.....	7.2%	7.4%	10.5%	-0.9%	-20.0%	14.0%	13.6%	9.2%	0.0%	0.0%
FARMINGTON.....	5.9%	6.6%	23.4%	-1.6%	4.5%	12.0%	2.5%	3.1%	4.1%	-6.1%
RANGELY.....	6.3%	9.4%	32.5%	9.3%	-3.7%	-5.4%	-3.7%	-2.2%	-2.8%	-1.4%
ANDROSCOGGIN DIST.....	6.0%	5.6%	17.0%	1.8%	3.8%	3.4%	3.6%	5.1%	4.7%	7.2%
AUGUSTA.....	2.3%	2.6%	1.3%	0.1%	4.4%	-1.7%	1.3%	7.3%	8.0%	1.3%
WATERVILLE.....	4.6%	4.7%	17.2%	7.1%	1.7%	-1.8%	-0.8%	0.8%	1.7%	-4.2%
SKOWHEGAN.....	4.6%	2.3%	20.3%	6.8%	2.3%	0.9%	-0.6%	2.8%	0.0%	0.0%
PITTSFIELD.....	1.6%	1.6%	-10.9%	1.9%	4.1%	4.5%	-0.8%	5.2%	0.0%	0.0%
JACKMAN.....	-4.7%	-2.9%	-16.6%	6.4%	7.8%	-5.8%	2.5%	-4.1%	0.0%	0.0%
KENNEBEC DIST.....	3.1%	3.1%	9.2%	3.5%	3.4%	-1.4%	0.6%	4.0%	4.9%	-1.8%
BRUNSWICK.....	6.5%	6.5%	45.9%	3.9%	-1.4%	-0.4%	-1.6%	2.9%	5.0%	-5.5%
DAMARISCOTTA.....	3.5%	3.4%	12.3%	8.9%	0.5%	10.4%	-3.4%	0.6%	1.2%	-0.6%
ROCKLAND.....	10.9%	13.3%	43.5%	6.8%	2.5%	10.3%	-1.7%	5.6%	7.2%	-2.7%
CAMDEN.....	-0.1%	0.9%	4.8%	1.7%	-7.1%	5.7%	-2.2%	-2.6%	-1.2%	-4.6%
BELFAST.....	5.0%	4.9%	19.7%	6.4%	-8.7%	10.2%	-3.1%	-8.8%	-11.2%	1.4%
MID COAST DIST.....	5.9%	6.5%	29.6%	5.7%	-0.8%	5.4%	-2.3%	0.4%	1.7%	-3.0%
ELLSWORTH.....	4.1%	3.7%	6.1%	0.5%	5.4%	7.8%	2.7%	3.0%	4.3%	-2.7%
BLUE HILL.....	6.6%	8.8%	8.9%	3.1%	-9.2%	6.1%	27.5%	0.8%	4.2%	-3.9%
BAR HARBOR.....	8.0%	7.6%	17.5%	4.6%	-0.3%	0.8%	-20.4%	15.2%	4.1%	25.3%
JONESPORT.....	7.3%	5.9%	19.9%	-2.5%	-6.0%	7.6%	12.7%	-1.1%	-2.4%	4.8%
MACHIAS.....	7.0%	7.6%	20.1%	4.2%	0.8%	6.8%	-2.0%	7.3%	8.1%	2.5%
EASTPORT.....	1.9%	1.7%	-8.7%	21.4%	128.7%	2.0%	5.6%	-16.3%	-18.9%	-0.2%
CALAIS.....	4.7%	8.7%	1.3%	0.9%	6.3%	31.1%	-2.0%	1.4%	2.4%	-1.5%
EASTERN MAINE DIST.....	5.6%	5.9%	9.7%	2.3%	5.0%	5.7%	0.4%	9.3%	3.2%	18.6%
WINTERPORT.....	12.5%	13.3%	48.7%	-3.4%	10.8%	31.1%	-7.1%	-1.5%	-0.3%	-10.4%
BANGOR.....	4.1%	3.8%	9.3%	2.2%	8.1%	-6.6%	1.6%	5.5%	5.4%	5.7%
BANGOR SUBURBAN.....	8.2%	11.4%	24.9%	7.9%	-7.2%	-0.2%	5.0%	1.4%	1.4%	1.4%
DOVER-FOXCROFT.....	4.3%	5.3%	15.8%	0.3%	6.9%	4.5%	-0.9%	5.0%	5.6%	3.4%
LINCOLN.....	-5.1%	-5.1%	10.1%	3.4%	-1.7%	-6.1%	-13.8%	4.9%	4.7%	6.4%
MILLINOCKET.....	4.3%	15.8%	10.2%	-2.5%	3.2%	-18.7%	22.5%	1.9%	1.6%	2.5%
PENOBSCOT DIST.....	4.3%	4.9%	14.0%	2.7%	7.0%	-5.1%	1.3%	4.8%	4.8%	4.6%
HOULTON.....	5.3%	6.8%	2.0%	3.6%	8.3%	47.7%	-1.7%	-1.0%	0.2%	-7.4%
PATTEN.....	7.9%	10.9%	26.2%	-2.8%	109.9%	13.0%	-19.0%	-3.3%	-2.7%	-5.4%
PRESQUE ISLE.....	2.6%	4.9%	9.4%	0.1%	-0.6%	10.3%	2.5%	4.0%	5.1%	-2.3%
MADAWASKA.....	-4.6%	-0.8%	-8.5%	-5.0%	2.4%	1.5%	-5.7%	-0.5%	0.9%	-21.5%
FORT KENT.....	4.5%	15.7%	10.6%	10.4%	9.5%	1.4%	-3.1%	13.7%	16.3%	0.8%
NORTHERN MAINE DIST.....	3.0%	6.2%	6.6%	0.8%	2.2%	13.2%	0.3%	3.3%	4.6%	-3.8%

MAINE TAXABLE SALES
ANNUAL REVIEW 2004

SUMMARY TABLE 2

ECONOMIC SUMMARY AREA / DISTRICT	ANNUAL AVERAGE PERCENT CHANGE FROM 2000 THRU 2004									
	Consumer Sales	Total Sales	Bldg. Supply	Food Stores	General Mdse.	Other Retail	Auto Stores	Rest.& Lodging	Restau- rants	Lodging
STATE TOTAL.....	3.9%	3.7%	9.1%	-0.4%	4.4%	2.9%	3.7%	3.6%	3.8%	4.5%
KITTERY.....	1.5%	1.8%	7.6%	2.8%	-2.5%	0.1%	3.3%	3.3%	3.2%	5.2%
KENNEBUNK.....	4.1%	4.2%	11.2%	-0.9%	-8.0%	2.2%	7.4%	2.6%	4.5%	0.4%
BIDDEFORD.....	6.9%	6.7%	17.7%	-0.9%	4.4%	7.2%	8.3%	3.8%	3.3%	7.9%
SANFORD.....	5.6%	5.6%	10.1%	4.1%	2.5%	3.7%	5.4%	7.5%	9.2%	8.6%
FRYEBURG.....	5.3%	4.5%	18.9%	1.2%	0.1%	3.6%	4.1%	1.8%	1.5%	7.7%
YORK DIST.....	4.4%	4.4%	12.9%	1.3%	0.1%	1.9%	7.0%	3.6%	4.1%	5.0%
PORTLAND.....	2.8%	2.3%	4.4%	1.2%	7.0%	0.8%	2.2%	4.7%	5.1%	5.8%
PORTLAND SUBURBAN.....	4.3%	4.1%	6.9%	2.6%	4.3%	2.1%	7.2%	4.0%	4.6%	2.5%
SEBAGO LAKE.....	5.0%	5.1%	10.4%	-1.1%	3.1%	3.1%	8.3%	5.0%	5.2%	7.4%
CUMBERLAND DIST.....	3.5%	3.1%	5.8%	1.1%	5.8%	1.5%	3.8%	4.6%	5.0%	5.2%
LEWISTON-AUBURN.....	4.4%	3.8%	7.7%	-1.6%	5.6%	2.5%	4.1%	4.3%	4.2%	7.0%
LEWISTON-AUB. SUBURBAN.....	4.4%	4.5%	6.2%	0.9%	-1.7%	8.2%	4.4%	7.2%	0.0%	0.0%
PARIS.....	4.9%	4.7%	12.7%	-0.8%	5.5%	3.4%	2.5%	4.1%	3.9%	7.0%
RUMFORD.....	4.3%	2.5%	10.1%	2.0%	19.5%	-5.8%	4.0%	-0.9%	0.1%	-2.3%
LIVERMORE FALLS.....	-0.4%	-1.0%	13.4%	-3.4%	-38.0%	7.4%	4.0%	4.5%	0.0%	0.0%
FARMINGTON.....	4.9%	4.7%	14.9%	-2.9%	7.4%	4.1%	2.4%	4.6%	4.9%	1.1%
RANGELY.....	5.8%	6.6%	17.4%	3.1%	-7.0%	0.7%	3.1%	3.1%	3.8%	2.1%
ANDROSCOGGIN DIST.....	4.5%	3.9%	9.6%	-0.9%	5.9%	2.2%	3.7%	3.5%	3.9%	2.0%
AUGUSTA.....	3.6%	3.1%	3.3%	-3.6%	4.9%	4.8%	4.2%	6.4%	6.9%	4.1%
WATERVILLE.....	5.4%	5.1%	15.1%	-0.6%	0.8%	2.8%	6.7%	3.8%	3.1%	7.7%
SKOWHEGAN.....	2.7%	2.2%	8.0%	-1.1%	3.7%	4.5%	1.2%	2.6%	0.0%	0.0%
PITTSFIELD.....	7.0%	6.1%	2.7%	1.8%	13.6%	-3.2%	2.1%	-0.5%	0.0%	0.0%
JACKMAN.....	0.9%	2.6%	7.0%	-8.0%	33.5%	-11.1%	-3.4%	-0.7%	0.0%	0.0%
KENNEBEC DIST.....	4.2%	3.8%	8.7%	-2.2%	4.4%	3.7%	4.3%	4.4%	4.5%	4.4%
BRUNSWICK.....	4.0%	3.6%	13.7%	-1.6%	3.0%	6.5%	2.3%	1.5%	1.8%	2.3%
DAMARISCOTTA.....	1.4%	1.4%	9.2%	0.5%	-4.9%	5.4%	-2.1%	1.2%	1.3%	3.0%
ROCKLAND.....	4.7%	6.0%	16.5%	-0.6%	2.1%	1.5%	1.6%	4.9%	5.2%	7.0%
CAMDEN.....	1.7%	1.9%	11.7%	-0.6%	0.4%	-1.7%	5.7%	0.3%	0.8%	-0.2%
BELFAST.....	3.4%	3.2%	11.1%	0.3%	-13.7%	9.7%	2.1%	3.1%	2.1%	6.5%
MID COAST DIST.....	3.2%	3.4%	12.7%	-0.6%	0.6%	4.1%	1.0%	1.7%	2.0%	2.4%
ELLSWORTH.....	4.1%	4.1%	10.1%	-0.5%	2.8%	3.2%	4.1%	4.1%	4.1%	2.5%
BLUE HILL.....	2.6%	3.2%	5.5%	-0.1%	-0.3%	4.9%	5.1%	-0.1%	-0.6%	3.5%
BAR HARBOR.....	3.8%	3.6%	8.2%	0.6%	1.4%	3.0%	-2.1%	4.8%	3.3%	8.2%
JONESPORT.....	0.2%	0.4%	5.2%	-3.3%	-2.5%	7.3%	0.4%	-6.2%	-7.5%	5.1%
MACHIAS.....	5.3%	5.5%	9.7%	0.9%	9.8%	1.0%	7.5%	3.8%	3.7%	3.9%
EASTPORT.....	-0.8%	-0.7%	1.9%	-1.8%	27.9%	1.7%	-7.2%	0.2%	0.6%	-6.2%
CALAIS.....	2.5%	3.7%	5.1%	-1.1%	2.7%	7.3%	3.8%	0.4%	-0.6%	2.7%
EASTERN MAINE DIST.....	3.5%	3.7%	8.4%	-0.5%	2.8%	3.5%	3.0%	3.7%	2.7%	6.9%
WINTERPORT.....	3.9%	3.2%	15.4%	2.6%	10.3%	2.7%	-4.7%	0.7%	1.4%	1.3%
BANGOR.....	4.1%	3.6%	5.0%	-1.7%	5.5%	3.5%	4.5%	3.3%	3.4%	2.5%
BANGOR SUBURBAN.....	5.6%	6.1%	9.5%	1.1%	-9.0%	7.1%	6.9%	7.4%	6.4%	15.0%
DOVER-FOXCROFT.....	2.8%	3.0%	10.2%	-0.8%	-4.6%	3.5%	4.0%	2.6%	1.9%	7.2%
LINCOLN.....	2.1%	1.9%	6.9%	-1.4%	5.0%	-1.7%	1.3%	0.5%	-0.6%	10.3%
MILLINOCKET.....	-4.0%	-3.5%	2.9%	-4.4%	-23.5%	0.9%	-0.7%	-1.4%	-1.7%	9.4%
PENOBSCOT DIST.....	3.9%	3.6%	6.7%	-1.0%	4.1%	3.6%	4.5%	3.2%	3.2%	4.4%
HOULTON.....	3.6%	4.5%	5.6%	2.7%	7.3%	13.8%	-0.9%	-1.4%	-1.9%	4.7%
PATTEN.....	8.3%	8.9%	20.8%	-0.7%	21.4%	8.8%	8.5%	0.8%	0.1%	6.4%
PRESQUE ISLE.....	3.1%	4.0%	4.4%	-3.0%	5.4%	0.2%	3.8%	3.3%	3.3%	2.4%
MADAWASKA.....	-2.1%	-1.0%	-0.8%	-5.2%	5.4%	0.5%	-6.1%	-1.1%	-1.0%	-3.1%
FORT KENT.....	1.4%	3.8%	7.0%	2.7%	5.5%	9.6%	-4.2%	5.3%	5.7%	6.5%
NORTHERN MAINE DIST.....	2.8%	3.8%	5.4%	-1.6%	5.9%	3.3%	1.3%	2.1%	2.0%	3.4%

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Consumer Retail Sales

ECONOMIC SUMMARY AREA / DISTRICT	ANNUAL TOTALS					ANNUAL PERCENT CHANGE	
	2000	2001	2002	2003	2004	2000-2004	2003-2004
	STATE TOTAL.....	12,165,700	12,413,335	12,977,160	13,589,216	14,200,882	3.9%
KITTERY.....	525,942	521,256	538,896	536,685	558,517	1.5%	4.1%
KENNEBUNK.....	175,815	179,343	190,919	197,757	206,669	4.1%	4.5%
BIDDEFORD.....	435,937	482,145	497,243	513,935	569,371	6.9%	10.8%
SANFORD.....	256,809	262,922	271,349	291,964	319,819	5.6%	9.5%
FRYEBURG.....	43,673	43,685	48,704	50,049	53,783	5.3%	7.5%
YORK DIST.....	1,438,175	1,489,352	1,547,111	1,590,389	1,708,159	4.4%	7.4%
PORTLAND.....	1,879,674	1,873,295	1,976,315	2,107,837	2,101,649	2.8%	-0.3%
PORTLAND SUBURBAN.....	802,560	825,366	860,856	893,189	949,466	4.3%	6.3%
SEBAGO LAKE.....	321,239	328,599	355,467	366,158	390,786	5.0%	6.7%
CUMBERLAND DIST.....	3,003,474	3,027,260	3,192,638	3,367,184	3,441,901	3.5%	2.2%
LEWISTON-AUBURN.....	719,136	729,798	761,942	805,562	855,283	4.4%	6.2%
LEWISTON-AUB. SUBURBAN.....	72,768	78,466	81,286	83,870	86,467	4.4%	3.1%
PARIS.....	171,004	182,245	188,434	194,315	206,684	4.9%	6.4%
RUMFORD.....	104,447	98,445	105,586	116,815	123,499	4.3%	5.7%
LIVERMORE FALLS.....	39,092	38,081	38,043	35,949	38,539	-0.4%	7.2%
FARMINGTON.....	128,582	128,921	136,671	147,240	155,967	4.9%	5.9%
RANGELY.....	57,404	61,153	63,238	67,781	72,061	5.8%	6.3%
ANDROSCOGGIN DIST.....	1,292,431	1,317,109	1,375,200	1,451,531	1,538,500	4.5%	6.0%
AUGUSTA.....	740,289	771,612	794,672	834,647	854,111	3.6%	2.3%
WATERVILLE.....	429,722	448,793	488,231	506,518	529,792	5.4%	4.6%
SKOWHEGAN.....	168,260	169,056	167,531	179,098	187,356	2.7%	4.6%
PITTSFIELD.....	55,236	57,972	64,155	71,146	72,305	7.0%	1.6%
JACKMAN.....	24,624	26,541	26,278	26,750	25,490	0.9%	-4.7%
KENNEBEC DIST.....	1,418,131	1,473,974	1,540,867	1,618,160	1,669,054	4.2%	3.1%
BRUNSWICK.....	489,126	505,676	510,125	536,539	571,182	4.0%	6.5%
DAMARISCOTTA.....	299,305	301,732	306,075	305,766	316,535	1.4%	3.5%
ROCKLAND.....	249,508	251,655	256,037	270,167	299,511	4.7%	10.9%
CAMDEN.....	129,951	135,293	139,080	138,936	138,831	1.7%	-0.1%
BELFAST.....	139,785	144,104	146,330	152,269	159,871	3.4%	5.0%
MID COAST DIST.....	1,307,675	1,338,460	1,357,648	1,403,678	1,485,931	3.2%	5.9%
ELLSWORTH.....	314,875	333,539	352,460	355,509	369,996	4.1%	4.1%
BLUE HILL.....	54,581	54,170	55,512	56,741	60,467	2.6%	6.6%
BAR HARBOR.....	189,915	195,986	212,985	204,102	220,425	3.8%	8.0%
JONESPORT.....	35,125	33,398	32,145	32,968	35,369	0.2%	7.3%
MACHIAS.....	35,386	35,508	37,482	40,679	43,543	5.3%	7.0%
EASTPORT.....	15,397	14,467	14,347	14,652	14,936	-0.8%	1.9%
CALAIS.....	81,402	80,575	83,181	85,891	89,955	2.5%	4.7%
EASTERN MAINE DIST.....	726,680	747,643	788,113	790,540	834,690	3.5%	5.6%
WINTERPORT.....	26,984	25,827	25,862	27,970	31,459	3.9%	12.5%
BANGOR.....	1,144,241	1,164,580	1,225,528	1,293,255	1,346,104	4.1%	4.1%
BANGOR SUBURBAN.....	214,090	222,484	233,219	245,665	265,774	5.6%	8.2%
DOVER-FOXCROFT.....	121,541	120,466	124,846	130,183	135,814	2.8%	4.3%
LINCOLN.....	77,068	73,393	81,107	88,377	83,900	2.1%	-5.1%
MILLINOCKET.....	49,711	47,150	43,907	40,407	42,154	-4.0%	4.3%
PENOBSCOT DIST.....	1,633,635	1,653,899	1,734,468	1,825,856	1,905,205	3.9%	4.3%
HOULTON.....	81,837	78,005	85,346	89,638	94,366	3.6%	5.3%
PATTEN.....	16,811	17,444	19,819	21,417	23,114	8.3%	7.9%
PRESQUE ISLE.....	268,339	270,992	284,839	295,430	303,148	3.1%	2.6%
MADAWASKA.....	36,867	35,012	34,958	35,516	33,866	-2.1%	-4.6%
FORT KENT.....	46,962	44,159	47,673	47,593	49,738	1.4%	4.5%
NORTHERN MAINE DIST.....	450,815	445,611	472,635	489,594	504,232	2.8%	3.0%
OUT OF STATE.....	894,683	920,028	968,481	1,052,284	1,113,210	5.6%	5.8%

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Total Retail Sales

ECONOMIC SUMMARY AREA / DISTRICT	ANNUAL TOTALS					ANNUAL PERCENT CHANGE	
	2000	2001	2002	2003	2004	2000-2004	2003-2004
STATE TOTAL.....	13,939,682	14,169,119	14,619,785	15,289,113	16,096,203	3.7%	5.3%
KITTERY.....	538,012	532,541	549,565	550,013	578,523	1.8%	5.2%
KENNEBUNK.....	181,127	185,102	197,163	204,863	213,681	4.2%	4.3%
BIDDEFORD.....	463,534	510,872	525,683	543,000	600,197	6.7%	10.5%
SANFORD.....	282,126	287,604	293,842	319,375	350,717	5.6%	9.8%
FRYEBURG.....	48,145	47,637	51,119	53,238	57,304	4.5%	7.6%
YORK DIST.....	1,512,943	1,563,757	1,617,372	1,670,489	1,800,421	4.4%	7.8%
PORTLAND.....	2,197,808	2,195,668	2,255,524	2,380,324	2,406,324	2.3%	1.1%
PORTLAND SUBURBAN.....	908,914	926,900	955,656	992,915	1,068,277	4.1%	7.6%
SEBAGO LAKE.....	343,617	353,311	382,069	392,820	418,918	5.1%	6.6%
CUMBERLAND DIST.....	3,450,340	3,475,879	3,593,248	3,766,058	3,893,518	3.1%	3.4%
LEWISTON-AUBURN.....	817,260	830,148	852,748	900,573	948,550	3.8%	5.3%
LEWISTON-AUB. SUBURBAN.....	86,364	92,566	95,930	99,162	102,891	4.5%	3.8%
PARIS.....	181,711	190,880	199,239	203,320	218,022	4.7%	7.2%
RUMFORD.....	130,565	126,552	130,952	140,919	144,005	2.5%	2.2%
LIVERMORE FALLS.....	53,193	50,430	49,353	47,655	51,186	-1.0%	7.4%
FARMINGTON.....	143,905	142,452	150,723	161,901	172,619	4.7%	6.6%
RANGELY.....	60,387	64,730	66,129	71,147	77,835	6.6%	9.4%
ANDROSCOGGIN DIST.....	1,473,383	1,497,756	1,545,073	1,624,676	1,715,108	3.9%	5.6%
AUGUSTA.....	805,606	832,178	846,941	888,637	911,817	3.1%	2.6%
WATERVILLE.....	475,925	489,476	532,625	554,989	580,918	5.1%	4.7%
SKOWHEGAN.....	190,481	189,402	189,623	203,054	207,822	2.2%	2.3%
PITTSFIELD.....	61,900	65,197	72,622	77,193	78,400	6.1%	1.6%
JACKMAN.....	25,651	27,731	27,386	29,328	28,467	2.6%	-2.9%
KENNEBEC DIST.....	1,559,564	1,603,982	1,669,197	1,753,201	1,807,423	3.8%	3.1%
BRUNSWICK.....	524,390	538,410	534,901	566,446	603,400	3.6%	6.5%
DAMARISCOTTA.....	313,705	316,241	320,114	320,844	331,594	1.4%	3.4%
ROCKLAND.....	275,982	279,793	283,279	308,101	348,969	6.0%	13.3%
CAMDEN.....	142,769	148,322	151,678	152,371	153,730	1.9%	0.9%
BELFAST.....	147,422	151,438	153,174	159,700	167,449	3.2%	4.9%
MID COAST DIST.....	1,404,269	1,434,204	1,443,145	1,507,463	1,605,142	3.4%	6.5%
ELLSWORTH.....	333,081	356,554	373,099	377,790	391,814	4.1%	3.7%
BLUE HILL.....	58,115	57,755	58,773	60,568	65,888	3.2%	8.8%
BAR HARBOR.....	195,985	201,841	218,500	209,932	225,953	3.6%	7.6%
JONESPORT.....	37,870	36,242	35,332	36,408	38,548	0.4%	5.9%
MACHIAS.....	37,419	37,638	39,527	43,043	46,327	5.5%	7.6%
EASTPORT.....	16,087	15,288	14,955	15,394	15,662	-0.7%	1.7%
CALAIS.....	89,462	87,823	91,618	95,167	103,479	3.7%	8.7%
EASTERN MAINE DIST.....	768,019	793,140	831,805	838,302	887,671	3.7%	5.9%
WINTERPORT.....	30,636	29,497	29,441	30,699	34,791	3.2%	13.3%
BANGOR.....	1,300,292	1,296,936	1,364,873	1,444,699	1,499,734	3.6%	3.8%
BANGOR SUBURBAN.....	244,695	252,718	262,386	278,302	310,089	6.1%	11.4%
DOVER-FOXCROFT.....	131,512	130,845	135,187	140,676	148,094	3.0%	5.3%
LINCOLN.....	83,431	78,891	87,178	94,955	90,115	1.9%	-5.1%
MILLINOCKET.....	59,148	58,306	51,470	44,381	51,379	-3.5%	15.8%
PENOBSCOT DIST.....	1,849,715	1,847,194	1,930,534	2,033,711	2,134,202	3.6%	4.9%
HOULTON.....	90,705	87,435	94,203	101,349	108,199	4.5%	6.8%
PATTEN.....	18,161	19,113	21,125	23,052	25,554	8.9%	10.9%
PRESQUE ISLE.....	303,120	311,313	322,419	338,220	354,751	4.0%	4.9%
MADAWASKA.....	45,798	43,875	43,434	44,305	43,934	-1.0%	-0.8%
FORT KENT.....	60,299	56,306	59,933	60,568	70,068	3.8%	15.7%
NORTHERN MAINE DIST.....	518,084	518,042	541,113	567,495	602,506	3.8%	6.2%
OUT OF STATE.....	1,403,367	1,435,164	1,448,297	1,527,719	1,650,213	4.1%	8.0%

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Building Supply Sales

ECONOMIC SUMMARY AREA / DISTRICT	ANNUAL TOTALS					ANNUAL PERCENT CHANGE	
	2000	2001	2002	2003	2004	2000-2004	2003-2004
STATE TOTAL.....	1,664,894	1,746,892	1,863,715	2,035,734	2,354,879	9.1%	15.7%
KITTERY.....	31,113	32,591	35,914	38,773	41,642	7.6%	7.4%
KENNEBUNK.....	22,298	20,686	27,092	30,783	34,093	11.2%	10.8%
BIDDEFORD.....	54,497	85,617	89,685	96,984	104,751	17.7%	8.0%
SANFORD.....	48,602	49,765	54,083	61,914	71,467	10.1%	15.4%
FRYEBURG.....	5,638	5,957	7,035	8,292	11,262	18.9%	35.8%
YORK DIST.....	162,147	194,616	213,809	236,746	263,214	12.9%	11.2%
PORTLAND.....	257,324	243,420	256,636	277,812	305,393	4.4%	9.9%
PORTLAND SUBURBAN.....	63,847	66,327	66,877	77,054	83,404	6.9%	8.2%
SEBAGO LAKE.....	55,277	54,924	65,542	65,691	82,012	10.4%	24.8%
CUMBERLAND DIST.....	376,447	364,671	389,055	420,558	470,810	5.8%	11.9%
LEWISTON-AUBURN.....	127,603	134,906	137,495	151,266	171,830	7.7%	13.6%
LEWISTON-AUB. SUBURBAN.....	12,895	14,268	14,096	14,686	16,386	6.2%	11.6%
PARIS.....	23,148	27,222	30,081	31,268	37,391	12.7%	19.6%
RUMFORD.....	14,073	13,930	14,585	15,938	20,677	10.1%	29.7%
LIVERMORE FALLS.....	4,943	5,886	6,410	7,394	8,170	13.4%	10.5%
FARMINGTON.....	12,280	12,786	14,060	17,357	21,412	14.9%	23.4%
RANGELY.....	10,976	12,089	13,007	15,735	20,857	17.4%	32.5%
ANDROSCOGGIN DIST.....	205,918	221,087	229,734	253,644	296,723	9.6%	17.0%
AUGUSTA.....	87,994	92,996	94,524	98,824	100,145	3.3%	1.3%
WATERVILLE.....	74,028	76,960	97,197	110,780	129,841	15.1%	17.2%
SKOWHEGAN.....	22,987	24,139	22,905	25,963	31,235	8.0%	20.3%
PITTSFIELD.....	7,077	8,693	7,548	8,832	7,867	2.7%	-10.9%
JACKMAN.....	5,145	6,480	6,365	8,090	6,749	7.0%	-16.6%
KENNEBEC DIST.....	197,232	209,267	228,539	252,490	275,836	8.7%	9.2%
BRUNSWICK.....	64,230	64,543	65,813	73,621	107,383	13.7%	45.9%
DAMARISCOTTA.....	45,680	52,031	54,442	57,757	64,846	9.2%	12.3%
ROCKLAND.....	41,161	41,015	48,227	52,794	75,747	16.5%	43.5%
CAMDEN.....	12,447	16,603	18,058	18,491	19,371	11.7%	4.8%
BELFAST.....	36,639	38,302	37,584	46,584	55,750	11.1%	19.7%
MID COAST DIST.....	200,157	212,494	224,123	249,246	323,097	12.7%	29.6%
ELLSWORTH.....	47,020	60,918	68,723	65,128	69,077	10.1%	6.1%
BLUE HILL.....	12,744	13,690	13,950	14,513	15,808	5.5%	8.9%
BAR HARBOR.....	17,822	18,987	19,578	20,791	24,421	8.2%	17.5%
JONESPORT.....	8,208	7,820	7,893	8,400	10,068	5.2%	19.9%
MACHIAS.....	7,467	7,427	7,978	9,000	10,809	9.7%	20.1%
EASTPORT.....	1,406	1,506	1,520	1,658	1,514	1.9%	-8.7%
CALAIS.....	6,532	6,532	7,060	7,876	7,975	5.1%	1.3%
EASTERN MAINE DIST.....	101,199	116,880	126,701	127,365	139,672	8.4%	9.7%
WINTERPORT.....	5,464	6,642	5,819	6,520	9,693	15.4%	48.7%
BANGOR.....	147,349	143,204	149,878	164,187	179,415	5.0%	9.3%
BANGOR SUBURBAN.....	43,700	45,779	48,634	50,384	62,913	9.5%	24.9%
DOVER-FOXCROFT.....	19,182	20,646	22,065	24,418	28,268	10.2%	15.8%
LINCOLN.....	6,739	6,745	7,642	8,002	8,813	6.9%	10.1%
MILLINOCKET.....	4,947	4,864	4,346	5,038	5,552	2.9%	10.2%
PENOBSCOT DIST.....	227,382	227,881	238,384	258,549	294,654	6.7%	14.0%
HOULTON.....	8,813	7,933	9,861	10,726	10,945	5.6%	2.0%
PATTEN.....	4,255	4,921	6,529	7,174	9,054	20.8%	26.2%
PRESQUE ISLE.....	25,612	26,643	27,163	27,815	30,435	4.4%	9.4%
MADAWASKA.....	12,365	12,554	12,452	13,087	11,973	-0.8%	-8.5%
FORT KENT.....	6,522	5,830	6,214	7,726	8,543	7.0%	10.6%
NORTHERN MAINE DIST.....	57,568	57,881	62,218	66,528	70,950	5.4%	6.6%
OUT OF STATE.....	136,846	142,115	151,152	170,609	219,922	12.6%	28.9%

MAINE TAXABLE SALES
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Food Store Sales

ECONOMIC SUMMARY AREA / DISTRICT	ANNUAL TOTALS					ANNUAL PERCENT CHANGE	
	2000	2001	2002	2003	2004	2000-2004	2003-2004
STATE TOTAL.....	1,330,256	1,185,002	1,219,175	1,254,663	1,307,618	-0.4%	4.2%
KITTERY.....	36,162	33,932	36,245	38,480	40,447	2.8%	5.1%
KENNEBUNK.....	11,600	10,372	10,284	10,532	11,176	-0.9%	6.1%
BIDDEFORD.....	71,635	65,822	65,364	65,605	69,137	-0.9%	5.4%
SANFORD.....	41,841	37,787	41,120	44,351	49,076	4.1%	10.7%
FRYEBURG.....	7,350	6,968	7,139	6,954	7,722	1.2%	11.0%
YORK DIST.....	168,587	154,881	160,151	165,923	177,558	1.3%	7.0%
PORTLAND.....	143,745	129,421	134,730	142,972	150,594	1.2%	5.3%
PORTLAND SUBURBAN.....	73,385	64,234	69,779	74,448	81,338	2.6%	9.3%
SEBAGO LAKE.....	53,793	47,242	47,101	49,384	51,553	-1.1%	4.4%
CUMBERLAND DIST.....	270,922	240,897	251,610	266,804	283,486	1.1%	6.3%
LEWISTON-AUBURN.....	80,135	70,327	70,296	73,615	75,057	-1.6%	2.0%
LEWISTON-AUB. SUBURBAN.....	15,900	15,660	15,970	16,145	16,492	0.9%	2.2%
PARIS.....	20,929	17,597	18,846	19,501	20,306	-0.8%	4.1%
RUMFORD.....	17,718	16,524	16,469	19,190	19,201	2.0%	0.1%
LIVERMORE FALLS.....	11,353	9,856	10,163	9,980	9,892	-3.4%	-0.9%
FARMINGTON.....	19,919	17,272	18,043	17,977	17,692	-2.9%	-1.6%
RANGELY.....	6,577	6,211	6,281	6,801	7,432	3.1%	9.3%
ANDROSCOGGIN DIST.....	172,530	153,446	156,067	163,209	166,072	-0.9%	1.8%
AUGUSTA.....	94,783	90,513	87,787	81,787	81,847	-3.6%	0.1%
WATERVILLE.....	58,012	50,795	52,314	52,844	56,613	-0.6%	7.1%
SKOWHEGAN.....	27,606	23,712	24,250	24,736	26,430	-1.1%	6.8%
PITTSFIELD.....	6,765	5,721	6,797	7,123	7,261	1.8%	1.9%
JACKMAN.....	5,909	5,401	5,458	3,979	4,233	-8.0%	6.4%
KENNEBEC DIST.....	193,076	176,141	176,606	170,470	176,384	-2.2%	3.5%
BRUNSWICK.....	66,160	56,399	57,447	59,756	62,075	-1.6%	3.9%
DAMARISCOTTA.....	35,163	31,098	32,544	32,980	35,931	0.5%	8.9%
ROCKLAND.....	35,364	30,793	30,050	32,289	34,490	-0.6%	6.8%
CAMDEN.....	12,919	12,064	12,085	12,422	12,632	-0.6%	1.7%
BELFAST.....	23,758	20,609	21,938	22,605	24,043	0.3%	6.4%
MID COAST DIST.....	173,363	150,963	154,064	160,052	169,170	-0.6%	5.7%
ELLSWORTH.....	41,765	37,136	39,193	40,716	40,924	-0.5%	0.5%
BLUE HILL.....	12,236	11,039	11,362	11,801	12,171	-0.1%	3.1%
BAR HARBOR.....	15,592	14,899	15,549	15,270	15,978	0.6%	4.6%
JONESPORT.....	9,892	8,790	8,445	8,874	8,650	-3.3%	-2.5%
MACHIAS.....	8,886	8,032	8,244	8,842	9,213	0.9%	4.2%
EASTPORT.....	4,308	3,539	3,650	3,303	4,011	-1.8%	21.4%
CALAIS.....	10,084	8,567	8,980	9,566	9,651	-1.1%	0.9%
EASTERN MAINE DIST.....	102,764	92,001	95,422	98,372	100,599	-0.5%	2.3%
WINTERPORT.....	4,591	4,288	4,600	5,279	5,097	2.6%	-3.4%
BANGOR.....	89,062	77,362	82,004	81,244	83,052	-1.7%	2.2%
BANGOR SUBURBAN.....	33,888	30,864	31,269	32,794	35,395	1.1%	7.9%
DOVER-FOXCROFT.....	27,560	24,543	25,569	26,622	26,701	-0.8%	0.3%
LINCOLN.....	10,399	8,652	9,038	9,515	9,839	-1.4%	3.4%
MILLINOCKET.....	11,240	9,869	9,880	9,628	9,388	-4.4%	-2.5%
PENOBSCOT DIST.....	176,739	155,578	162,360	165,082	169,472	-1.0%	2.7%
HOULTON.....	11,255	9,748	11,112	12,081	12,513	2.7%	3.6%
PATTEN.....	5,506	4,870	5,114	5,510	5,357	-0.7%	-2.8%
PRESQUE ISLE.....	37,772	31,571	32,315	33,365	33,409	-3.0%	0.1%
MADAWASKA.....	6,312	5,082	5,122	5,367	5,100	-5.2%	-5.0%
FORT KENT.....	4,129	3,882	4,084	4,155	4,589	2.7%	10.4%
NORTHERN MAINE DIST.....	64,974	55,152	57,747	60,479	60,968	-1.6%	0.8%
OUT OF STATE.....	7,301	5,942	5,148	4,273	3,910	-14.5%	-8.5%

MAINE TAXABLE SALES
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General Merchandise

ECONOMIC SUMMARY AREA / DISTRICT	ANNUAL TOTALS					ANNUAL PERCENT CHANGE	
	2000	2001	2002	2003	2004	2000-2004	2003-2004
STATE TOTAL.....	2,535,876	2,612,551	2,808,493	2,908,972	3,010,493	4.4%	3.5%
KITTERY.....	143,148	130,944	125,799	121,049	129,566	-2.5%	7.0%
KENNEBUNK.....	10,422	9,239	11,891	8,423	8,128	-6.0%	-3.5%
BIDDEFORD.....	54,810	54,103	54,433	53,301	65,217	4.4%	22.4%
SANFORD.....	60,111	61,978	60,372	62,762	66,428	2.5%	5.8%
FRYEBURG.....	1,658	1,526	1,563	1,496	1,666	0.1%	11.4%
YORK DIST.....	270,149	257,789	254,058	247,031	271,005	0.1%	9.7%
PORTLAND.....	435,620	459,556	518,615	553,404	570,290	7.0%	3.1%
PORTLAND SUBURBAN.....	213,949	228,008	237,044	242,682	253,232	4.3%	4.3%
SEBAGO LAKE.....	73,514	77,862	87,226	84,560	83,105	3.1%	-1.7%
CUMBERLAND DIST.....	723,082	765,426	842,885	880,646	906,627	5.8%	3.0%
LEWISTON-AUBURN.....	167,874	175,173	192,183	200,635	208,648	5.6%	4.0%
LEWISTON-AUB. SUBURBAN.....	3,626	3,732	3,678	3,411	3,382	-1.7%	-0.9%
PARIS.....	55,401	56,468	62,623	66,141	68,563	5.5%	3.7%
RUMFORD.....	12,672	11,998	20,185	24,930	25,847	19.5%	3.7%
LIVERMORE FALLS.....	6,743	6,199	5,028	1,246	998	-38.0%	-20.0%
FARMINGTON.....	36,761	37,930	40,646	46,867	48,978	7.4%	4.5%
RANGELY.....	938	791	759	730	703	-7.0%	-3.7%
ANDROSCOGGIN DIST.....	284,015	292,290	325,102	343,961	357,118	5.9%	3.8%
AUGUSTA.....	166,877	174,602	182,357	193,577	202,103	4.9%	4.4%
WATERVILLE.....	101,507	104,898	105,265	103,000	104,718	0.8%	1.7%
SKOWHEGAN.....	36,803	37,462	39,824	41,561	42,516	3.7%	2.3%
PITTSFIELD.....	23,580	25,352	31,757	37,799	39,336	13.6%	4.1%
JACKMAN.....	815	1,155	1,752	2,405	2,592	33.5%	7.8%
KENNEBEC DIST.....	329,582	343,469	360,956	378,342	391,264	4.4%	3.4%
BRUNSWICK.....	104,061	110,144	116,679	118,900	117,242	3.0%	-1.4%
DAMARISCOTTA.....	25,457	24,658	24,410	20,722	20,828	-4.9%	0.5%
ROCKLAND.....	61,254	62,916	63,871	64,969	66,619	2.1%	2.5%
CAMDEN.....	12,782	13,313	13,591	13,959	12,967	0.4%	-7.1%
BELFAST.....	20,058	19,523	18,185	12,159	11,101	-13.7%	-8.7%
MID COAST DIST.....	223,612	230,553	236,737	230,709	228,756	0.6%	-0.8%
ELLSWORTH.....	76,773	77,111	79,144	81,250	85,597	2.8%	5.4%
BLUE HILL.....	2,082	1,795	1,948	2,261	2,054	-0.3%	-9.2%
BAR HARBOR.....	7,373	7,377	7,571	7,818	7,799	1.4%	-0.3%
JONESPORT.....	3,181	2,913	3,027	3,057	2,873	-2.5%	-6.0%
MACHIAS.....	3,263	3,956	3,981	4,700	4,739	9.8%	0.8%
EASTPORT.....	312	293	306	365	835	27.9%	128.7%
CALAIS.....	42,608	43,044	42,712	44,503	47,317	2.7%	6.3%
EASTERN MAINE DIST.....	135,591	136,488	138,690	143,954	151,214	2.8%	5.0%
WINTERPORT.....	1,281	1,690	1,696	1,712	1,896	10.3%	10.8%
BANGOR.....	304,031	313,378	342,404	348,970	377,340	5.5%	8.1%
BANGOR SUBURBAN.....	18,399	16,792	13,068	13,619	12,634	-9.0%	-7.2%
DOVER-FOXCROFT.....	16,542	16,442	16,353	12,806	13,688	-4.6%	6.9%
LINCOLN.....	17,316	17,700	20,054	21,457	21,085	5.0%	-1.7%
MILLINOCKET.....	8,498	7,099	6,057	2,821	2,912	-23.5%	3.2%
PENOBSCOT DIST.....	366,066	373,101	399,632	401,384	429,555	4.1%	7.0%
HOULTON.....	24,710	24,885	26,464	30,185	32,704	7.3%	8.3%
PATTEN.....	245	243	211	253	532	21.4%	109.9%
PRESQUE ISLE.....	75,214	82,175	88,673	93,344	92,793	5.4%	-0.6%
MADAWASKA.....	1,702	1,665	1,692	2,054	2,103	5.4%	2.4%
FORT KENT.....	5,007	5,237	5,480	5,655	6,192	5.5%	9.5%
NORTHERN MAINE DIST.....	106,878	114,204	122,519	131,492	134,324	5.9%	2.2%
OUT OF STATE.....	96,901	99,231	127,916	151,453	140,630	9.8%	-7.1%

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'Other' Retail Sales

ECONOMIC SUMMARY AREA / DISTRICT	ANNUAL TOTALS					ANNUAL PERCENT CHANGE	
	2000	2001	2002	2003	2004	2000-2004	2003-2004
STATE TOTAL.....	1,429,986	1,409,147	1,450,874	1,536,647	1,604,352	2.9%	4.4%
KITTERY.....	94,804	94,757	96,085	95,794	95,303	0.1%	-0.5%
KENNEBUNK.....	24,821	26,074	26,376	26,880	27,029	2.2%	1.3%
BIDDEFORD.....	21,393	22,416	24,065	26,251	28,243	7.2%	7.6%
SANFORD.....	17,339	16,056	17,423	18,937	20,041	3.7%	5.8%
FRYEBURG.....	5,592	5,436	5,561	6,092	6,450	3.6%	5.9%
YORK DIST.....	163,949	164,739	169,511	173,753	177,066	1.9%	1.9%
PORTLAND.....	255,829	218,064	227,331	244,000	263,667	0.8%	8.1%
PORTLAND SUBURBAN.....	207,647	208,183	205,533	204,557	225,731	2.1%	10.4%
SEBAGO LAKE.....	30,184	30,306	31,766	36,422	34,106	3.1%	-6.4%
CUMBERLAND DIST.....	493,660	456,553	464,631	484,979	523,504	1.5%	7.9%
LEWISTON-AUBURN.....	68,506	68,737	69,955	73,416	75,496	2.5%	2.8%
LEWISTON-AUB. SUBURBAN.....	4,854	5,535	6,072	8,008	6,642	8.2%	10.6%
PARIS.....	9,833	9,836	10,129	10,973	11,241	3.4%	2.4%
RUMFORD.....	12,987	12,304	11,029	10,390	10,231	-5.8%	-1.5%
LIVERMORE FALLS.....	3,720	4,005	4,073	4,350	4,958	7.4%	14.0%
FARMINGTON.....	11,416	11,585	12,476	11,981	13,418	4.1%	12.0%
RANGELY.....	8,811	9,640	9,542	9,568	9,055	0.7%	-5.4%
ANDROSCOGGIN DIST.....	120,125	121,842	123,276	126,686	131,041	2.2%	3.4%
AUGUSTA.....	55,108	59,257	61,668	67,723	66,583	4.8%	-1.7%
WATERVILLE.....	42,274	44,365	45,017	47,990	47,123	2.8%	-1.8%
SKOWHEGAN.....	8,693	8,881	9,018	10,251	10,347	4.5%	0.9%
PITTSFIELD.....	3,217	2,772	2,697	2,703	2,825	-3.2%	4.5%
JACKMAN.....	637	496	564	422	397	-11.1%	-5.8%
KENNEBEC DIST.....	109,928	115,771	118,963	129,089	127,275	3.7%	-1.4%
BRUNSWICK.....	44,864	50,917	54,993	57,859	57,653	6.5%	-0.4%
DAMARISCOTTA.....	29,102	29,502	30,220	32,488	35,861	5.4%	10.4%
ROCKLAND.....	20,432	21,038	18,530	19,629	21,644	1.5%	10.3%
CAMDEN.....	29,324	29,146	26,829	25,949	27,430	-1.7%	5.7%
BELFAST.....	9,945	11,071	12,296	13,095	14,424	9.7%	10.2%
MID COAST DIST.....	133,666	141,675	142,868	149,020	157,012	4.1%	5.4%
ELLSWORTH.....	24,802	24,464	26,374	26,090	28,137	3.2%	7.8%
BLUE HILL.....	7,586	7,936	8,306	8,676	9,202	4.9%	6.1%
BAR HARBOR.....	28,021	28,952	31,548	31,350	31,599	3.0%	0.8%
JONESPORT.....	1,670	1,704	1,721	2,060	2,217	7.3%	7.6%
MACHIAS.....	3,541	3,212	3,342	3,451	3,686	1.0%	6.8%
EASTPORT.....	1,148	1,123	1,270	1,203	1,228	1.7%	2.0%
CALAIS.....	3,658	3,518	3,665	3,700	4,849	7.3%	31.1%
EASTERN MAINE DIST.....	70,426	70,908	76,227	76,531	80,919	3.5%	5.7%
WINTERPORT.....	3,293	2,690	2,803	2,798	3,669	2.7%	31.1%
BANGOR.....	107,924	112,264	119,275	132,619	123,833	3.5%	-6.6%
BANGOR SUBURBAN.....	11,565	12,907	13,621	15,217	15,191	7.1%	-0.2%
DOVER-FOXCROFT.....	9,366	9,076	9,526	10,286	10,751	3.5%	4.5%
LINCOLN.....	3,367	3,425	3,617	3,352	3,149	-1.7%	-6.1%
MILLINOCKET.....	3,643	4,143	4,392	4,640	3,774	0.9%	-18.7%
PENOBSCOT DIST.....	139,156	144,505	153,234	168,913	160,366	3.6%	-5.1%
HOULTON.....	3,762	3,578	3,671	4,275	6,315	13.8%	47.7%
PATTEN.....	1,759	1,876	2,176	2,179	2,463	8.8%	13.0%
PRESQUE ISLE.....	22,198	21,199	21,566	20,251	22,337	0.2%	10.3%
MADAWASKA.....	3,561	3,590	3,486	3,574	3,626	0.5%	1.5%
FORT KENT.....	2,737	3,085	3,520	3,892	3,947	9.6%	1.4%
NORTHERN MAINE DIST.....	34,016	33,328	34,419	34,170	38,688	3.3%	13.2%
OUT OF STATE.....	165,060	160,027	167,747	193,505	208,483	6.0%	7.7%

MAINE TAXABLE SALES
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Automotive Sales

ECONOMIC SUMMARY AREA / DISTRICT	ANNUAL TOTALS					ANNUAL PERCENT CHANGE	
	2000	2001	2002	2003	2004	2000-2004	2003-2004
STATE TOTAL.....	3,248,452	3,446,345	3,526,779	3,699,363	3,751,847	3.7%	1.4%
KITTERY.....	23,393	27,266	28,399	28,275	26,632	3.3%	-5.8%
KENNEBUNK.....	36,063	39,684	40,646	45,368	48,053	7.4%	5.9%
BIDDEFORD.....	142,727	154,194	164,456	170,421	196,342	8.3%	15.2%
SANFORD.....	58,104	62,453	64,131	68,139	71,632	5.4%	5.1%
FRYEBURG.....	15,311	15,835	19,006	19,111	17,967	4.1%	-6.0%
YORK DIST.....	275,599	299,431	316,638	331,313	360,625	7.0%	8.8%
PORTLAND.....	466,374	492,787	491,466	520,085	508,986	2.2%	-2.1%
PORTLAND SUBURBAN.....	135,690	146,783	163,021	174,558	179,389	7.2%	2.8%
SEBAGO LAKE.....	50,328	57,013	59,559	64,686	69,211	8.3%	7.0%
CUMBERLAND DIST.....	652,392	696,582	714,045	759,330	757,586	3.8%	-0.2%
LEWISTON-AUBURN.....	183,158	186,864	192,771	206,506	215,392	4.1%	4.3%
LEWISTON-AUB. SUBURBAN.....	25,413	28,825	30,327	31,068	30,241	4.4%	-2.7%
PARIS.....	45,943	54,534	48,907	48,928	50,657	2.5%	3.5%
RUMFORD.....	10,673	11,640	10,765	11,145	12,506	4.0%	12.2%
LIVERMORE FALLS.....	7,731	7,565	7,713	7,945	9,027	4.0%	13.6%
FARMINGTON.....	33,404	33,930	35,255	35,866	36,748	2.4%	2.5%
RANGELY.....	9,463	10,600	10,814	11,088	10,683	3.1%	-3.7%
ANDROSCOGGIN DIST.....	315,784	333,958	336,550	352,546	365,253	3.7%	3.6%
AUGUSTA.....	258,511	272,715	281,947	300,684	304,687	4.2%	1.3%
WATERVILLE.....	96,015	111,112	118,111	125,318	124,369	6.7%	-0.8%
SKOWHEGAN.....	52,710	55,015	51,114	55,599	55,260	1.2%	-0.6%
PITTSFIELD.....	6,589	7,725	7,676	7,231	7,171	2.1%	-0.8%
JACKMAN.....	2,608	2,883	2,306	2,211	2,266	-3.4%	2.5%
KENNEBEC DIST.....	416,432	449,450	461,153	491,043	493,753	4.3%	0.6%
BRUNSWICK.....	123,241	137,542	128,095	137,251	135,059	2.3%	-1.6%
DAMARISCOTTA.....	98,479	98,955	95,078	93,526	90,357	-2.1%	-3.4%
ROCKLAND.....	64,915	68,740	66,738	70,224	69,059	1.6%	-1.7%
CAMDEN.....	13,783	14,093	16,781	17,627	17,233	5.7%	-2.2%
BELFAST.....	28,571	31,594	32,863	32,027	31,032	2.1%	-3.1%
MID COAST DIST.....	328,988	350,924	339,555	350,656	342,739	1.0%	-2.3%
ELLSWORTH.....	89,036	95,722	99,518	101,845	104,553	4.1%	2.7%
BLUE HILL.....	6,244	6,302	6,277	5,966	7,607	5.1%	27.5%
BAR HARBOR.....	19,013	21,969	27,867	21,907	17,434	-2.1%	-20.4%
JONESPORT.....	8,848	8,573	7,829	7,972	8,983	0.4%	12.7%
MACHIAS.....	5,232	5,790	6,845	7,128	6,983	7.5%	-2.0%
EASTPORT.....	3,553	2,593	2,147	2,495	2,635	-7.2%	5.6%
CALAIS.....	9,123	9,996	11,600	10,811	10,595	3.8%	-2.0%
EASTERN MAINE DIST.....	141,048	150,944	162,083	158,122	158,791	3.0%	0.4%
WINTERPORT.....	7,776	6,216	6,494	6,888	6,402	-4.7%	-7.1%
BANGOR.....	328,740	351,039	355,895	385,931	392,275	4.5%	1.6%
BANGOR SUBURBAN.....	90,958	98,723	107,532	113,236	118,937	6.9%	5.0%
DOVER-FOXCROFT.....	35,212	35,392	36,558	41,606	41,245	4.0%	-0.9%
LINCOLN.....	32,032	29,987	33,626	39,043	33,664	1.3%	-13.8%
MILLINOCKET.....	11,644	10,355	9,397	9,226	11,306	-0.7%	22.5%
PENOBSCOT DIST.....	506,362	531,712	549,502	595,930	603,829	4.5%	1.3%
HOULTON.....	22,774	22,353	24,583	22,347	21,962	-0.9%	-1.7%
PATTEN.....	1,430	1,924	2,126	2,445	1,980	8.5%	-19.0%
PRESQUE ISLE.....	75,960	76,557	82,208	86,099	88,250	3.8%	2.5%
MADAWASKA.....	7,205	6,222	6,661	5,937	5,597	-6.1%	-5.7%
FORT KENT.....	22,394	19,902	21,891	19,485	18,873	-4.2%	-3.1%
NORTHERN MAINE DIST.....	129,762	126,958	137,469	136,313	136,662	1.3%	0.3%
OUT OF STATE.....	482,085	506,387	509,784	524,111	532,609	2.5%	1.6%

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Restaurant & Lodging

ECONOMIC SUMMARY AREA / DISTRICT	ANNUAL TOTALS					ANNUAL PERCENT CHANGE	
	2000	2001	2002	2003	2004	2000-2004	2003-2004
STATE TOTAL.....	1,956,237	2,013,398	2,108,124	2,153,837	2,253,991	3.6%	4.7%
KITTERY.....	197,321	201,766	216,453	214,313	224,926	3.3%	5.0%
KENNEBUNK.....	70,611	73,289	74,629	75,970	78,190	2.6%	2.9%
BIDDEFORD.....	90,875	99,994	99,241	101,373	105,682	3.8%	4.3%
SANFORD.....	30,813	34,862	34,221	35,863	41,176	7.5%	14.8%
FRYEBURG.....	8,124	7,966	8,400	8,104	8,717	1.8%	7.6%
YORK DIST.....	397,745	417,896	432,944	435,624	458,691	3.6%	5.3%
PORTLAND.....	320,784	330,047	347,536	369,564	385,016	4.7%	4.2%
PORTLAND SUBURBAN.....	108,043	111,832	118,604	119,889	126,371	4.0%	5.4%
SEBAGO LAKE.....	58,145	61,251	64,273	65,414	70,799	5.0%	8.2%
CUMBERLAND DIST.....	486,972	503,130	530,413	554,867	582,186	4.6%	4.9%
LEWISTON-AUBURN.....	91,861	93,790	99,242	100,124	108,861	4.3%	8.7%
LEWISTON-AUB. SUBURBAN.....	10,080	10,446	11,144	12,551	13,324	7.2%	6.2%
PARIS.....	15,749	16,588	17,849	17,504	18,526	4.1%	5.8%
RUMFORD.....	36,325	32,050	32,553	35,223	35,037	-0.9%	-0.5%
LIVERMORE FALLS.....	4,603	4,571	4,656	5,033	5,495	4.5%	9.2%
FARMINGTON.....	14,803	15,419	16,191	17,192	17,720	4.6%	3.1%
RANGELY.....	20,639	21,822	22,835	23,859	23,331	3.1%	-2.2%
ANDROSCOGGIN DIST.....	194,060	194,685	204,470	211,485	222,293	3.5%	5.1%
AUGUSTA.....	77,016	81,529	86,389	92,052	98,746	6.4%	7.3%
WATERVILLE.....	57,887	60,663	70,326	66,586	67,128	3.8%	0.8%
SKOWHEGAN.....	19,461	19,848	20,421	20,987	21,570	2.6%	2.8%
PITTSFIELD.....	8,008	7,710	7,680	7,458	7,845	-0.5%	5.2%
JACKMAN.....	9,511	10,125	9,835	9,643	9,253	-0.7%	-4.1%
KENNEBEC DIST.....	171,882	179,876	194,651	196,726	204,541	4.4%	4.0%
BRUNSWICK.....	86,570	86,131	87,098	89,153	91,770	1.5%	2.9%
DAMARISCOTTA.....	65,425	65,488	69,382	68,294	68,714	1.2%	0.6%
ROCKLAND.....	26,383	27,154	28,621	30,262	31,952	4.9%	5.6%
CAMDEN.....	48,697	50,073	51,736	50,488	49,199	0.3%	-2.6%
BELFAST.....	20,814	23,006	23,464	25,800	23,520	3.1%	-8.8%
MID COAST DIST.....	247,889	251,852	260,301	263,996	265,156	1.7%	0.4%
ELLSWORTH.....	35,480	38,189	39,509	40,481	41,708	4.1%	3.0%
BLUE HILL.....	13,690	13,409	13,689	13,524	13,626	-0.1%	0.8%
BAR HARBOR.....	102,094	103,803	110,872	106,966	123,195	4.8%	15.2%
JONESPORT.....	3,326	3,597	3,230	2,605	2,576	-6.2%	-1.1%
MACHIAS.....	6,998	7,092	7,092	7,558	8,112	3.8%	7.3%
EASTPORT.....	4,669	5,413	5,454	5,627	4,711	0.2%	-16.3%
CALAIS.....	9,397	8,919	9,164	9,435	9,567	0.4%	1.4%
EASTERN MAINE DIST.....	175,653	180,422	188,990	186,196	203,495	3.7%	9.3%
WINTERPORT.....	4,579	4,301	4,451	4,773	4,703	0.7%	-1.5%
BANGOR.....	167,135	167,334	176,073	180,303	190,189	3.3%	5.5%
BANGOR SUBURBAN.....	15,581	17,419	19,096	20,415	20,703	7.4%	1.4%
DOVER-FOXCROFT.....	13,680	14,367	14,775	14,445	15,162	2.6%	5.0%
LINCOLN.....	7,216	6,884	7,130	7,008	7,350	0.5%	4.9%
MILLINOCKET.....	9,739	10,819	9,834	9,053	9,223	-1.4%	1.9%
PENOBSCOT DIST.....	217,930	221,123	231,357	235,997	247,330	3.2%	4.8%
HOULTON.....	10,523	9,508	9,655	10,024	9,927	-1.4%	-1.0%
PATTEN.....	3,615	3,611	3,664	3,856	3,728	0.8%	-3.3%
PRESQUE ISLE.....	31,584	32,847	32,915	34,556	35,925	3.3%	4.0%
MADAWASKA.....	5,722	5,899	5,545	5,497	5,468	-1.1%	-0.5%
FORT KENT.....	6,173	6,223	6,485	6,680	7,595	5.3%	13.7%
NORTHERN MAINE DIST.....	57,616	58,088	58,263	60,613	62,641	2.1%	3.3%
OUT OF STATE.....	6,491	6,325	6,734	8,333	7,657	4.2%	-8.1%

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Restaurant Sales

ECONOMIC SUMMARY AREA / DISTRICT	ANNUAL TOTALS					ANNUAL PERCENT CHANGE	
	2000	2001	2002	2003	2004	2000-2004	2003-2004
STATE TOTAL.....	1,477,657	1,525,714	1,596,306	1,637,371	1,716,220	3.8%	4.8%
KITTERY.....	118,296	121,261	128,171	125,806	133,925	3.2%	6.5%
KENNEBUNK.....	43,447	44,792	46,240	47,510	51,820	4.5%	9.1%
BIDDEFORD.....	61,087	67,485	67,396	66,810	69,531	3.3%	4.1%
SANFORD.....	27,064	32,310	31,641	33,276	38,481	9.2%	15.6%
FRYEBURG.....	5,184	4,943	5,139	4,945	5,507	1.5%	11.4%
YORK DIST.....	255,078	270,790	278,586	278,346	299,263	4.1%	7.5%
PORTLAND.....	261,982	271,958	286,448	306,330	319,276	5.1%	4.2%
PORTLAND SUBURBAN.....	83,261	86,538	92,578	94,481	99,652	4.6%	5.5%
SEBAGO LAKE.....	44,739	46,952	48,993	49,705	54,804	5.2%	10.3%
CUMBERLAND DIST.....	389,982	405,448	428,019	450,517	473,732	5.0%	5.2%
LEWISTON-AUBURN.....	85,242	87,187	92,465	92,476	100,376	4.2%	8.5%
LEWISTON-AUB. SUBURBAN.....			Not Disclosable				
PARIS.....	13,374	13,982	15,234	14,772	15,613	3.9%	5.7%
RUMFORD.....	22,732	20,151	20,818	24,957	22,824	0.1%	-8.5%
LIVERMORE FALLS.....			Not Disclosable				
FARMINGTON.....	13,238	13,831	14,560	15,375	16,013	4.9%	4.1%
RANGELY.....	11,103	12,295	12,700	13,263	12,889	3.8%	-2.8%
ANDROSCOGGIN DIST.....	157,917	159,883	168,843	175,648	183,880	3.9%	4.7%
AUGUSTA.....	67,396	71,255	75,542	81,531	88,089	6.9%	8.0%
WATERVILLE.....	51,192	53,174	61,882	56,866	57,820	3.1%	1.7%
SKOWHEGAN.....			Not Disclosable				
PITTSFIELD.....			Not Disclosable				
JACKMAN.....	4,410	4,749	4,675	4,321	4,105		
KENNEBEC DIST.....	148,161	154,266	167,639	168,584	176,901	4.5%	4.9%
BRUNSWICK.....	70,281	69,746	70,444	71,833	75,411	1.8%	5.0%
DAMARISCOTTA.....	43,324	43,664	46,072	45,019	45,575	1.3%	1.2%
ROCKLAND.....	22,114	22,402	24,002	25,286	27,112	5.2%	7.2%
CAMDEN.....	29,053	30,062	30,515	30,406	30,036	0.8%	-1.2%
BELFAST.....	17,057	18,363	18,857	20,876	18,528	2.1%	-11.2%
MID COAST DIST.....	181,829	184,238	189,889	193,420	196,662	2.0%	1.7%
ELLSWORTH.....	29,333	31,960	32,091	33,077	34,502	4.1%	4.3%
BLUE HILL.....	8,308	7,879	8,049	7,795	8,121	-0.6%	4.2%
BAR HARBOR.....	46,993	48,124	52,334	51,323	53,450	3.3%	4.1%
JONESPORT.....	2,836	3,125	2,725	2,131	2,079	-7.5%	-2.4%
MACHIAS.....	6,106	6,154	6,204	6,535	7,064	3.7%	8.1%
EASTPORT.....	3,823	4,694	4,695	4,836	3,922	0.6%	-18.9%
CALAIS.....	7,291	6,860	6,948	6,955	7,124	-0.6%	2.4%
EASTERN MAINE DIST.....	104,688	108,795	113,046	112,651	116,261	2.7%	3.2%
WINTERPORT.....	3,991	3,727	3,895	4,236	4,221	1.4%	-0.3%
BANGOR.....	142,240	143,245	150,864	154,477	162,889	3.4%	5.4%
BANGOR SUBURBAN.....	13,600	14,654	15,702	17,157	17,401	6.4%	1.4%
DOVER-FOXCROFT.....	10,128	10,707	10,618	10,357	10,935	1.9%	5.6%
LINCOLN.....	6,796	6,295	6,508	6,336	6,635	-0.6%	4.7%
MILLINOCKET.....	7,070	7,679	7,242	6,501	6,608	-1.7%	1.6%
PENOBSCOT DIST.....	183,825	186,306	194,830	199,063	208,688	3.2%	4.8%
HOULTON.....	9,213	8,218	8,233	8,515	8,530	-1.9%	0.2%
PATTEN.....	2,906	2,826	2,865	2,999	2,917	0.1%	-2.7%
PRESQUE ISLE.....	26,988	27,999	27,864	29,272	30,764	3.3%	5.1%
MADAWASKA.....	5,414	5,577	5,225	5,148	5,193	-1.0%	0.9%
FORT KENT.....	5,166	5,053	5,339	5,538	6,443	5.7%	16.3%
NORTHERN MAINE DIST.....	49,686	49,673	49,525	51,472	53,847	2.0%	4.6%
OUT OF STATE.....	6,491	6,316	5,930	7,671	6,986	1.9%	-8.9%

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Lodging Sales

ECONOMIC SUMMARY AREA / DISTRICT	ANNUAL TOTALS					ANNUAL PERCENT CHANGE	
	2000	2001	2002	2003	2004	2000-2004	2003-2004
STATE TOTAL.....	450,596	487,683	511,818	516,466	537,771	4.5%	4.1%
KITTERY.....	74,413	80,505	88,283	88,508	91,002	5.2%	2.8%
KENNEBUNK.....	25,910	28,497	28,390	28,460	26,371	0.4%	-7.3%
BIDDEFORD.....	26,671	32,509	31,845	34,563	36,151	7.9%	4.6%
SANFORD.....	1,936	2,572	2,580	2,587	2,695	8.6%	4.2%
FRYEBURG.....	2,384	3,023	3,262	3,160	3,210	7.7%	1.6%
YORK DIST.....	131,315	147,105	154,358	157,278	159,428	5.0%	1.4%
PORTLAND.....	52,420	58,089	61,088	63,233	65,740	5.8%	4.0%
PORTLAND SUBURBAN.....	24,189	25,294	26,026	25,408	26,720	2.5%	5.2%
SEBAGO LAKE.....	12,029	14,299	15,280	15,710	15,995	7.4%	1.8%
CUMBERLAND DIST.....	88,637	97,683	102,394	104,351	108,455	5.2%	3.9%
LEWISTON-AUBURN.....	6,464	6,603	6,778	7,648	8,486	7.0%	10.9%
LEWISTON-AUB. SUBURBAN.....			Not Disclosable				
PARIS.....	2,221	2,606	2,615	2,732	2,913	7.0%	6.7%
RUMFORD.....	13,409	11,899	11,736	10,266	12,213	-2.3%	19.0%
LIVERMORE FALLS.....			Not Disclosable				
FARMINGTON.....	1,631	1,587	1,630	1,817	1,707	1.1%	-6.1%
RANGELY.....	9,608	9,526	10,135	10,596	10,443	2.1%	-1.4%
ANDROSCOGGIN DIST.....	35,532	34,803	35,627	35,837	38,414	2.0%	7.2%
AUGUSTA.....	9,079	10,275	10,847	10,521	10,657	4.1%	1.3%
WATERVILLE.....	6,915	7,490	8,445	9,720	9,308	7.7%	-4.2%
SKOWHEGAN.....			Not Disclosable				
PITTSFIELD.....			Not Disclosable				
JACKMAN.....	5,005	5,377	5,159	5,322	5,148		
KENNEBEC DIST.....	23,240	25,610	27,013	28,143	27,640	4.4%	-1.8%
BRUNSWICK.....	14,934	16,385	16,655	17,320	16,360	2.3%	-5.5%
DAMARISCOTTA.....	20,530	21,824	23,310	23,274	23,139	3.0%	-0.8%
ROCKLAND.....	3,695	4,751	4,619	4,977	4,840	7.0%	-2.7%
CAMDEN.....	19,338	20,011	21,221	20,081	19,163	-0.2%	-4.6%
BELFAST.....	3,882	4,642	4,608	4,924	4,992	6.5%	1.4%
MID COAST DIST.....	62,380	67,614	70,413	70,576	68,494	2.4%	-3.0%
ELLSWORTH.....	6,525	6,229	7,418	7,405	7,207	2.5%	-2.7%
BLUE HILL.....	4,797	5,530	5,620	5,729	5,505	3.5%	-3.9%
BAR HARBOR.....	50,882	55,679	58,538	55,644	69,745	8.2%	25.3%
JONESPORT.....	408	472	506	474	497	5.1%	4.8%
MACHIAS.....	901	938	888	1,023	1,049	3.9%	2.5%
EASTPORT.....	1,018	720	760	791	789	-6.2%	-0.2%
CALAIS.....	2,200	2,060	2,216	2,480	2,443	2.7%	-1.5%
EASTERN MAINE DIST.....	66,730	71,627	75,945	73,545	87,234	6.9%	18.6%
WINTERPORT.....	457	574	555	538	481	1.3%	-10.4%
BANGOR.....	24,722	24,089	25,209	25,826	27,301	2.5%	5.7%
BANGOR SUBURBAN.....	1,891	2,766	3,393	3,258	3,303	15.0%	1.4%
DOVER-FOXCROFT.....	3,198	3,660	4,157	4,088	4,227	7.2%	3.4%
LINCOLN.....	483	589	622	672	715	10.3%	6.4%
MILLINOCKET.....	1,825	3,140	2,592	2,552	2,616	9.4%	2.5%
PENOBSCOT DIST.....	32,576	34,817	36,528	36,934	38,642	4.4%	4.6%
HOULTON.....	1,164	1,290	1,422	1,509	1,397	4.7%	-7.4%
PATTEN.....	632	785	799	857	811	6.4%	-5.4%
PRESQUE ISLE.....	4,698	4,848	5,051	5,284	5,161	2.4%	-2.3%
MADAWASKA.....	311	321	320	349	274	-3.1%	-21.5%
FORT KENT.....	895	1,171	1,146	1,143	1,151	6.5%	0.8%
NORTHERN MAINE DIST.....	7,700	8,415	8,738	9,141	8,794	3.4%	-3.8%
OUT OF STATE.....	2,486	8	804	662	671	-27.9%	1.4%

Note: Store-type Group definitions are on the last page.

DEFINITIONS OF ECONOMIC SUMMARY AREAS (ESA's) AND DISTRICTS

SOUTHERN MAINE ECONOMIC SUMMARY DISTRICT

KITTERY ESA

Cape Neddick
Eliot
Highpine
Kittery
Moody
Ogunquit
South Berwick
Webhannet
Wells
York

KENNEBUNK ESA

Arundel
Cape Porpoise
Kennebunk
Kennebunkport

BIDDEFORD ESA

Bar Mills
Biddeford
Buxton
Dayton
Hollis
Limington
Ocean Park
Old Orchard Beach
Saco

SANFORD ESA

Acton
Alfred
Berwick
E Lebanon
Emery Mills
Goodwins Mills
Lebanon
Limerick
Lyman
Maplewood
Newfield
North Berwick
Sanford
Shapleigh
South Lebanon
Springvale
Waterboro
West Lebanon

FRYEBURG ESA

Baldwin
Brownfield
Cornish
Denmark
Fryeburg
Hiram
Kezar Falls
Lovell
Parsonfield
Porter
Stoneham
Stow
Sweden

CUMBERLAND ECONOMIC SUMMARY DISTRICT

PORTLAND ESA

Cliff Isl
Cumberland Mills
Great Diamond Isl
Long Island
Peaks Island
Portland
South Portland
Westbrook

PORTLAND SUBURBAN

Bustins Isl
Cape Elizabeth
Chebeague Isl
Cousins Isl
Cumberland
Falmouth
Freeport
Gorham
North Yarmouth
Pine Point
Pownal
Prouts Neck
Scarborough
Yarmouth

SEBAGO LAKE ESA

Bolster Mill
Bridgton
Casco
Convene
Crescent Lake
Douglas Hill
Dry Mills
E Sebago
Gray
Harrison
Hillside
Naples
North Sebago
Raymond
Sebago
Sebago Lake
Standish
Steep Falls
Windham

ANDROSCOGGIN ECONOMIC SUMMARY DISTRICT

LEWISTON-AUBURN ESA

Auburn
Danville
Lewiston
Lisbon

LEWISTON-AUB SUBURBAN

Curtis Corner
Durham
Greene
Intervale
Leads
Mechanic Falls
Minot
New Gloucester
Poland
Sabbathday Lake
Sabbattus
Turner
Upper Gloucester
Wales
Webster

PARIS ESA

Albany Twp
Bryant Pond
Buckfield
Greenwood
Hartford
Hebron
Locke Mills
Norway
Otisfield
Oxford
Paris
Sumner
Waterford
Welchville
West Paris
Woodstock

RUMFORD ESA

Andover
Bethel
Byron
Carthage
Dixfield
Frye
Gilead
Hanover
Mexico
Milton Plt
Newry
Peru
Ridlonville
Riley
Roxbury
Rumford
Upton

FARMINGTON ESA

Allens Mill
Avon
Chesterville
Dryden
E Dixfield
Farmington
Industry
New Sharon
New Vineyard
Phillips
Strong
Temple
Weld
Wilton

LIVERMORE ESA

Canton
Chisholm
E Livermore
Fayette
Jay
Livermore
Livermore Falls

RANGELEY ESA

Adamstown
Bald Mtn
Carrab. Valley
Coburn Gore
Coplin Plt
Dallas
Eustis
Freeman Twp
Grants
Kennebago Lake
Kingfield
Lincoln Plt
Madrid
Magalloway Plt
Oquossoc
Pleasant Isl
Rangeley
Rangeley Plt
Salem Twp
Sandy River Plt
Stratton
Wilsons Mills

KENNEBEC ECONOMIC SUMMARY DISTRICT**AUGUSTA ESA**

Augusta
 Chelsea
 Coopers Mills
 Famingdale
 Gardiner
 Hallowell
 Hibberts Gore
 Kents Hill
 Litchfield
 Manchester
 Monmouth
 Mount Vernon
 Pittston
 Randolph
 Readfield
 Richmond
 Somerville
 Vienna
 Wayne
 West Gardiner
 Whitefield
 Windsor
 Winthrop

WATERVILLE ESA

Albion
 Belgrade
 Benton
 China
 Clinton
 Fairfield
 Freedom
 Hinckley
 Oakland
 Palermo
 Rome
 Shawmut
 Sidney
 Smithfield
 Thomdike
 Troy
 Unity
 Unity Twp
 Vassalboro
 Waterville
 Weeks Mills
 Winslow

SKOWHEGAN ESA

Anson
 Athens
 Canaan
 Comville
 Embden
 Harmony
 Lakewood
 Madison
 Mercer
 New Portland
 Norridgewock
 Skowhegan
 Solon
 Starks

PITTSFIELD ESA

Burnham
 Cambridge
 Detroit
 Hartland
 Palmyra
 Pittsfield
 Ripley
 St. Albans

JACKMAN ESA

Bingham
 Brighton Plt
 Caratunk
 Concord Twp
 Dennistown
 Highland Plt
 Holeb
 Jackman
 Lake Moxie
 Lexington Twp
 Long Pond Twp
 Moose River
 Moscow
 Ogontz
 Pleasant Rd.
 Rockwood
 The Forks Plt
 Wyman Dam
 W. Forks Plt

MID COAST ECONOMIC SUMMARY DISTRICT**BRUNSWICK ESA**

Arrowsic
 Bailey Island
 Bath
 Birch Island
 Bowdoin
 Bowdoinham
 Brunswick
 Cedar Grove
 Cundys Hbr
 Dresden
 Five Islands
 Georgetown
 Harpswell
 Macmahan
 Merepoint
 Ors Island
 Pejeboscot
 Perkins Twp
 Phippsburg
 Popham Beach
 Robinhood
 Sebasco Estates
 Small Pt Bea
 Topsham
 West Bath
 West Point
 Woolwich

DAMARISCOTTA ESA

Alna
 Bayville
 Boothbay
 Boothbay Hbr
 Bremen
 Bristol
 Capitol Isl
 Chamberlain
 Christmas Cove
 Damariscotta
 Damariscotta Mills
 Edgecomb
 Head Tide
 Jefferson
 Loudville
 Medomak
 Monhegan Plt
 New Harbor
 Newagen
 Newcastle
 Nobleboro
 Ocean Point
 Pemaquid
 Round Pond
 Sheepscot
 South Bristol
 Southport
 Squirrel Island
 Trevett
 Waldoboro
 Walpole
 Westport
 Winslow Mills
 Wiscasset

ROCKLAND ESA

Clark Isl
 Cribhaven
 Cushing
 Friendship
 Lawry
 Long Cove
 Matinicus Pit
 North Haven
 Owls Head
 Pleasant Pt
 Port Clyde
 Rockland
 So Thomaston
 Sprucehead
 St. George
 Tenants Harbor
 Thomaston
 Union
 Vinalhaven
 Warren
 Washington

CAMDEN ESA

Appleton
 Burketville
 Camden
 Dark Harbor
 Glen Cove
 Hope
 Isleboro
 Lincolnville
 Pripset
 Rockport

BELFAST ESA

Bayside
 Belfast
 Belmont
 Brooks
 Jackson
 Knox
 Liberty
 Monroe
 Montville
 Morrill
 Northport
 Seasmont
 Swansville
 Waldo

EASTERN MAINE ECONOMIC SUMMARY DISTRICT

ELLSWORTH ESA	BLUE HILL ESA	BAR HARBOR ESA	JONESPORT ESA	MACHIAS ESA	CALAIS ESA
Amherst	Blue Hill	Atlantic	Addison	Bucks Harbor	Alexander
Ashville	Brooklyn	Bar Harbor	Beals	Cutler	Baileyville
Aurora	Brooksville	Bass Harbor	Beddington	E Machias	Baring Pit
Birch Harbor	Cape Rosier	Bernard	Centerville	Jacksonville	Brookton
Bucksport	Castine	Cranberry Isl	Cherryfield	Larrabee	Calais
Corea	Deer Isle	Frenchboro	Columbia	Machias	Charlotte
Dedham	Harborside	Hall Quarry	Columbia Falls	Machiasport	Codyville Pit
Eastbrook	Isle Au Haut	Hulls Cove	Deblois	Marshfield	Cooper
Ellsworth	Little Deer Isl	Isleford	Harrington	Northfield	Crawford
Franklin	Lookout	Long Island Pit	Jonesboro	Roque Bluffs	Forest Sta
Gouldsboro	Oceanville	Manset	Jonesport	Starboard	Grand Lake Sta
Great Pond	Penobscot	Mintum	Milbridge	Wesley	Grove
Green Lake	Sargentville	Mount Desert	Steuben	Whiting	Lambert Lake
Hancock	Sedgwick	Northeast Harbor	Unionville	Whitneyville	Meddybemps
Lamoine	Stonington	Otter Creek			Milltown
Mariaville	Sunset	Salisbury Cove		EASTPORT ESA	No. 21 Pit
Orland		Seal Cove		Ayers	Princeton
Osborn Pit		Seal Harbor		Dennysville	Red Beach
Otis		Southwest Hbr		Eastport	Robbinston
Prospect Harbor		Swans Isl		Edmunds Twp	Talmadge
Sorrento		Tremont		Lubec	Topsfield
Sullivan				No. 14 Pit	Vanceboro
Sury				Pembroke	Waite
Trenton				Perry	Woodland (04694)
Verona				Trescott Twp	
Waltham					
Winter Harbor					

PENOBSCOT ECONOMIC SUMMARY DISTRICT

WINTERPORT ESA	BANGOR ESA	BANGOR SUB. ESA	DOVER-FOX. ESA	LINCOLN ESA	MILLINOCKET ESA
Frankfort	Bangor	Alton	Abbott	Burlington	E Millinocket
Prospect	Brewer	Argyle Twp	Atkinson	Carroll Pit	Grindstone
Sandy Point	Great Works	Bradley	Barnard Pit	Chester	Medway
Searsport	Indian Isl Sta	Cardville	Beaver Cove	Drew Pit	Millinocket
Stockton Springs	Old Town	Camel	Blanchard	Edinburg	West Seboeis
Winterport	Orono	Clifton	Bowerbank	Enfield	Woodville
	Stillwater	Corinna	Bradford	Grand Falls	
	Veazie	Corinth	Brownville	Howland	
		Costigan	Charleston	Kingman Twp	
		Dixmont	Chesuncook Twp	Lee	
		E Eddington	Derby	Lincoln	
		Eddington	Dexter	Lowell	
		Etna	Dover-Foxcroft	Mattawamkeag	
		Exeter	Elliotsville	Maxfield	
		Glenburn	Garland	Passadumkeag	
		Greenbush	Greenville	Saponac	
		Greenfield	Guilford	Sebeis Pit	
		Hampden	Kingsbury	Springfield	
		Hampden Hights	Lagrange	Webster Pit	
		Hermon	Lakeview Pit	Winn	
		Holden	Medford		
		Hudson	Milo		
		Kenduskeag	Monson		
		Levant	Northeast Carry Twp		
		Milford	Onawa		
		Newburgh	Orneville Twp		
		Newport	Parkman		
		Olamon	Sangerville		
		Orrington	Sebec		
		Plymouth	Sebec Lake		
		Stetson	Sebec Sta		
			Shirley		
			Shirley Mills		
			Wellington		
			Williamsburg Pit		
			Willimantic		

NORTHERN MAINE ECONOMIC SUMMARY DISTRICT

HOULTON ESA

Amity
Bancroft
Cary Pit
Danforth
Eaton
Forest City
Glenwood
Hammond Pit
Haynesville
Hodgdon
Houlton
Linneus
Littleton
Ludlow
Macwahoc Pit
Molunkus Twp
Monticello
New Limerick
Orient
Reed Pit
Selden
Weston
Wytopitlock

PATTEN ESA

Benedicta
Crystal
Dyer Brook
Hersey
Island Falls
Merrill
Monarda
Moro Pit
Mount Chase
Oakfield
Patten
Sherman
Shin Pond
Silver Ridge Twp
Smyrna
Smyrna Mills
Stacyville

PRESQUE ISLE ESA

Ashland
Blaine
Bridgewater
Caribou
Castel Hill
Caswell Pit
Chapman
Clayton Lake
Connor Twp
Crouseville
E Pit
Easton
Ft Fairfield
Garfield Pit
Limestone
Loring AFB
Mapleton
Mars Hill
Masardis
Nashville Pit
Oxbow Pit
Perham
Portage Lake
Prentiss Pit
Presque Isle
Robinston
Sheridan
Stockholm
Wade
Washburn
Westfield
Westmanland Pit
Woodland

MADAWASKA ESA

Cyr Pit
Grand Isle
Hamlin
Keegan
Lille
Madawaska
St. David
Van Buren

FORT KENT ESA

Allagash
Eagle Lake
Estcourt Sta
Frenchville
Ft Kent
Guerette
New Canada Pit
Plaisted
Quimby
Sinclair
Soldier Pond
St. Agatha
St. Francis
St. John Pit
Upper Frenchville
Wallagrass Pt
Winterville Pit

DEFINITIONS OF STORE-TYPE GROUPS

Note: In Maine's sales tax system, codings are by store type, not product. Thus, each store is coded into one of the store-type groups below depending on its predominant product; i.e., furniture sold by a furniture store will be included in General Merchandise sales while furniture sold by a hardware store will be included in Building Supply sales.

1. Consumer Retail Sales Total taxable retail sales to consumers
2. Total Retail Sales Includes Consumer Retail Sales plus special types of sales and rentals to businesses where the tax is paid directly by the buyer (such as commercial or industrial heating oil purchases)
3. Building Supply Durable Equipment Sales, Contractors' Sales, Hardware Stores and Lumber Yards.
4. Food Stores All food stores from large supermarkets to small corner food stores. The values here are snacks and non-food items only, since food intended for home consumption is not taxed.
5. General Merchandise In this sales group are stores carrying product lines generally carried in large department stores. It includes clothing, furniture, shoes, radio-t.v., household durable goods, home furnishings, etc.
6. Other Retail This group includes a wide selection of taxable sales not covered elsewhere. Examples are dry goods stores, drug stores, jewelry stores, sporting goods stores, antique dealers, morticians, book stores, photo supply stores, gift shops, etc.
7. Auto This sales group includes all transportation related retail outlets. Included are auto dealers, auto parts, aircraft dealers, motorboat dealers, automobile rental, etc.
8. Restaurant/Lodging All stores selling prepared food for immediate consumption. The Lodging group includes only rentals tax.

APPENDIX F.

MILL BUILDINGS AND LAND
(from Sanford GIS 8-22-05)

Map-Lot #	Address	Owner (as of 9/03/04)	Acreage	Assessed Value	SF	Replacement Cost	Stories
J29-18	13 River St.	Gateway Properties	6.8	\$828,100	226,446	\$10,391,610	3.5
J29-18A	12 High St.	Red Brick Properties	0.42	\$196,800	33,406	\$1,419,547	2
J29-17	61 Washington St.	59 Wash. St. Realty	0.73	\$417,500	61,457	\$2,473,655	2
J29-17D	0 Pioneer Av.	Northern Props. LLC	0.1	\$7,600	N/A	N/A	N/A
J29-19A	3 Aerofab Dr.	Northern Props. LLC	0.63	\$169,700	42,265	\$1,550,955	2
J29-24	0 Pioneer Ave.	Medea USA Ltd.	0.77	\$142,300	18,149	\$822,504	1
J30-45	22 Pioneer Ave.	Wasco Products	3.98	\$697,400	254,409	\$9,492,672	1
J30-44	72 Emery St.	Sanford Mill	7.2	\$952,000	278,108	\$11,598,270	3.5
J30-46	10 International Dr.	Medea USA Ltd.	2.17	\$720,600	309,375	\$12,622,870	3.5
J30-44A	0 Emery St.	Sanford Mill	0.53	\$5,300	N/A	N/A	N/A
J29-25	0 Pioneer Ave.	Medea USA Ltd.	0.07	\$4,500	N/A	N/A	N/A
I30-6	0 Emery St.	Sanford Mill	4.5	\$10,900	N/A	N/A	N/A
I30-6A	0 Emery St.	Genest, David/Mike	2.11	\$93,800	N/A	N/A	N/A
J29-17A	3 Weaver Dr.	Surplus. Bus. Assets	1.44	\$302,900	96,000	\$3,913,100	3.5
J29-19	0 High St.	Sharenow, Eric/Jane	0.44	<u>\$82,300</u>	<u>8,960</u>	<u>\$295,233</u>	1
Total				\$4,631,700	1,328,575	\$54,580,416	

APPENDIX G.

**SANFORD CENTER / MOUSAM WATERFRONT
ACTION PLAN**

<u>AREA</u>	<u>PROJECT DESCRIPTION</u>	<u>ACTION STEPS</u>	<u>PRIORITY</u>	<u>PHASE</u>	<u>TIMELINE (years)</u>	<u>DEVELOPMENT RESPONSIBILITY</u>	<u>FUNDING SOURCES</u>	<u>COST ESTIMATE* (Millions)</u>
1	<i>Redeveloping Mid-Town Mall into Blue Ribbon Square</i>	<ul style="list-style-type: none"> > Initiate discussions with owners of Mall on creation of public-private partnership to combine current building areas and parking area into transformed Blue Ribbon Sq. > Change orientation of buildings and circulation to be perpendicular to water > Create outdoor "lifestyle mall" in keeping with small town, New England character > Implement new grand pedestrian connection from Main St. to waterfront--the downtown to the water > Extend the walkable character to include the whole block from Main St. to water's edge and from Wash. St. to Winter St. > Upgrade streetscape along Washington St. and Corner of Winter/Main St. to be similar to Main St. > Bury overhead utilities > As part of overall business attraction campaign bring new niche retail and mixed uses to Blue Ribbon Sq. 	1	1 to 2	1 to 5	Town of Sanford Existing owners Potential developers	Town of Sanford Maine DECD US EDA	\$2.75 - 3.0 site buildings \$12 - 21
2	<i>Downtown Streetscape/Landscaping Improvements</i>	<ul style="list-style-type: none"> > Introduce cohesive character to all of Main St., Wash. St. and Winter St. > Create and install new banners unique to the area such as Welcome to Sanford Maine, a Blue Ribbon Community--to live, work and play > Install new sidewalks to include brick and concrete paving > Install new granite curbs throughout > Re-grade sidewalks to raise grade of curbs > Add new handicapped curb ramps > Repair any damaged light poles and bring differences in styles into line with historic poles; make footings flush with surrounding grades > Prune, fertilize or replace existing trees; add new trees at gaps > Provide pedestrian crosswalks at all intersections; use pavers complimentary to sidewalk materials > Relocate hydrants out of street and into sidewalk zone > Provide family of benches, trash receptacles and newspaper stands > As part of overall business attraction campaign bring new niche retail and mixed uses to Downtown 	1	1	1 to 2	Town of Sanford Chamber of Commerce Local Property Owners	Town of Sanford Maine DECD Chamber of Commerce Local Property Owners	\$3.25 - 3.6

<u>AREA</u>	<u>PROJECT DESCRIPTION</u>	<u>ACTION STEPS</u>	<u>PRIORITY</u>	<u>PHASE</u>	<u>TIMELINE (years)</u>	<u>DEVELOPMENT RESPONSIBILITY</u>	<u>FUNDING SOURCES</u>	<u>COST ESTIMATE* (Millions)</u>
3	Mill Resuscitation and Renovation Tie to Downtown/Pond/River Mill parking	<ul style="list-style-type: none"> > Initiate discussions with existing mill owners on public-private partnership to renovate Mills > If enthusiasm or resources of existing owners is lacking, seek other developers to acquire properties or become equity partners > Working with Mill owners/developers seek planning, transportation-related and other grant monies > Upgrade image of Mills including development standards and interweave with community <p>Vehicular Circulation and Parking</p> <ul style="list-style-type: none"> > Create clear, simple and logical entrance to Mills from northeast > Establish public street through Mills complex from northeast > Create distinct parking to the east for new/existing uses > Build new parking garage on Pioneer Ave. that utilizes grade change to maintain low building height relationship to neighborhood <p>Pedestrian Circulation and Access</p> <ul style="list-style-type: none"> > Clearly define from Main St. and relate to river > Create inviting gateway into complex > Design pedestrian walkway from water's edge to flow into Mills complex with access to canoe launch from existing historical brick building > Have sidewalks along through street connect to adjacent neighborhoods and interpretive trail > Locate interpretive trail centrally along the Mousam channel with views between buildings back to Wash. St. and on old renovated pedestrian bridge around grand old birch tree with connections to lower level shops, museum entrance and river access point > Upgrade circulation between buildings for clarity, safety <p>Architecture</p> <ul style="list-style-type: none"> > Restore Mill buildings with upgrades (and environmental cleanup) that are consistent with new image > Demolish wooden structure on Pioneer Avenue and replace with new parking garage > Locate museum in centrally located I-shaped mill with a welcoming component for info / gift shop at the small north-end addition 	1	1 to 2	1 to 5	Mill Owners Prospective developers Town of Sanford	Mill Owners Maine DEC US EDA Local Banks Town of Sanford	\$8 - 8.75 \$2.3 - 7.1 \$22.5 - 27.5
								site garage renovation

<u>AREA</u>	<u>PROJECT DESCRIPTION</u>	<u>ACTION STEPS</u>	<u>PRIORITY</u>	<u>PHASE</u>	<u>TIMELINE (years)</u>	<u>DEVELOPMENT RESPONSIBILITY</u>	<u>FUNDING SOURCES</u>	<u>COST ESTIMATE* (Millions)</u>
		<ul style="list-style-type: none"> > North-end addition would also serve as the pivot point between interior museum and outdoor interpretive path along the Mill channel and the river access connection > Try to leave at least one (if not both) of the existing smokestacks as iconic landmarks 						
		<p>Infrastructure</p> <ul style="list-style-type: none"> > Bury overhead wires and remove utility poles > Bring in new, upgraded utilities including cable/TV > Provide for fire and emergency access > Reinforce and upgrade channel façade between mill buildings > Rebuild pedestrian bridge > Upgrade vehicular bridge > Rebuild historic balustrade along channel > Identify and map water resources to define building / site requirements > Increase size of southern culvert under Emery St. for stormwater conveyance and canoe access 						
		<p>Other</p> <ul style="list-style-type: none"> > As part of overall business attraction campaign bring new niche retail and mixed uses to the Mills including cultural/arts, entertainment, residential, recreational and office space 						
4	Beautify and Improve Cottage St. Gateway entrance to Sanford	<ul style="list-style-type: none"> > At North Avenue place Gateway arrival signs > Upgrade streetscape from North Ave. to Pond > Add directional signage at River Street > Upgrade River Street streetscape at Cottage St. > Create gateway character at Winter Street at Pond with streetscape, banners, signage lighting, etc. 	2	1 to 2	as higher priority projects unfold	Town of Sanford Chamber of Commerce	Town of Sanford Chamber of Commerce Maine DECD	\$2.8 - 3.0
5	Re-energize Number One Pond	<ul style="list-style-type: none"> > Activate corner of Riverside Ave. / Washington St. with brewpub or restaurant > Upgrade sidewalk through residential neighborhood along Riverside Ave., north to existing park > Acquire public rights to parcels between water's edge and River St. from Winter St./Cottage St. to Wash. St. > Relocate businesses, remove buildings, debris and overgrowth along this stretch of water to allow continuous access and parklet at River St. / Wash. St. including a Children's Garden 	3	2 to 3	3 to 6	Town of Sanford	Town of Sanford Maine DECD US EDA	\$3.8 - 4.2

<u>AREA</u>	<u>PROJECT DESCRIPTION</u>	<u>ACTION STEPS</u>	<u>PRIORITY</u>	<u>PHASE</u>	<u>TIMELINE (years)</u>	<u>DEVELOPMENT RESPONSIBILITY</u>	<u>FUNDING SOURCES</u>	<u>COST ESTIMATE* (Millions)</u>
		<ul style="list-style-type: none"> > Bury overhead lines > Mirror overlook along Washington St. at waterfall to opposite side at Mills for view through Mill buildings; remove old pedestrian bridges connecting buildings and build new "transparent" higher crossings that do not obstruct views > Continue pedestrian walkway along water into Mill complex with access to river and proposed canoe launch 	1	1	ASAP	Town of Sanford	Town of Sanford	Part of Marketing Campaign to attract new businesses
	<i>Upgraded Image, Logo, Brand</i>	<ul style="list-style-type: none"> > Adopt new image for the Town: <i>Sanford, Maine, a Blue Ribbon Community—to live, work and play</i> > Establish related logo showing silhouette of Mousam River and Number One Pond in blue behind Town's name and image as shown above > Through implementation of recommendations in all five areas above, establish enhanced lifestyle as Sanford's "brand" 	2	1	1 or 2	Town of Sanford	Town of Sanford Federal funding for law enforcement Property owners might contribute space	To be determined based on implementation
	<i>Other Recommendations</i>	<ul style="list-style-type: none"> > Community policing will improve safety in the neighborhoods, reduce crime and improve sense of community 						

* The following possible costs have NOT been included in the estimates: parcel acquisitions, legal or other consultant work, earthwork, work in the water or on bridges, and roadway work unless specifically identified. Work (rehabilitation or demolition) on existing buildings, construction of new buildings and site demolition are included only where specifically noted. All costs are based on 2005 dollars and include a 20% design contingency

LEGEND

- Priority 1 = Most important
- Priority 2 = Very important
- Priority 3 = Important
- Phase 1 = Year 1 and 2
- Phase 2 = Year 3-5
- Phase 3 = Year 6+