

**Town of Anywhere, Maine
Capital Plan
July 1, 2003**

Capital Improvement Element

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Introduction

The Capital Improvement Element establishes a direct link between the town's capital investments, fiscal capacity and the comprehensive plan. The capital improvements element is a policy and guidance statement that provides the background, analysis, and direction needed for the town to make capital investment decisions and establish mechanisms to provide sufficient and continuous funding for projects to support Anywhere, Maine's public facility needs.

The capital improvement element summarizes Anywhere, Maine's "themes for action" and "strategies" as they relate to the needed infrastructure and community services. The capital improvements element outlines a series of Standards and Guidelines for infrastructure investments, assesses current conditions and needs, and establishes priorities for the town to fiscally meet the infrastructure demands. Areas covered by the capital improvements element include: transportation; water; open space; parks, trails and recreation; wastewater; drainage; and police and fire protection.

In order to support the themes for action and strategies, the town should maintain an up-to-date, five-year Capital Improvements Program (CIP). A five-year CIP is a needed planning tool to provide guidance and some predictability for future years' budgeting. The CIP prioritizes each of the capital improvement projects based on the findings and recommendations in the capital improvement element, and should be updated every three years to reflect completed projects and emerging needs.

Background

Anywhere, Maine has traditionally made large investments in the community infrastructure, such as the wastewater treatment plant, the fire station and the downtown improvement district. Recently, Anywhere, Maine has budgeted fewer and fewer capital improvement funds in proportion to the town's total budget. The town should reverse this trend in order to respond to its capital needs. While the town has established a capital fund (The Capital Reserve Fund), which receives 1% of the town's sales tax revenue to fund capital improvements, this is inadequate to solely keep pace with projected capital improvements. The capital fund could also be used to retire bonds obtained for capital projects, as well as for matching grants. The capital fund should not be used for improvements to water and sewer facilities. These facilities should be funded from the Sewer and Water Enterprise Funds.

What is a Capital Improvement Project?

As used in the capital improvement element and program, a capital improvement project is a major, nonrecurring expenditure that includes one or more of the following:

- Acquisition of land for a public purpose;
- Construction of a new facility (e.g., a public building, water lines, playfields, ice skating arena, etc.) or an addition to, or extension of, such a facility;
- A nonrecurring rehabilitation (i.e., something which is infrequent and would not be considered annual or other recurrent maintenance) or repairs of all or part of a building, its grounds, or a facility, or of equipment, provided that the cost is \$5,000 or more and the improvement will have a useful life of 10 years or more; (otherwise the project would be considered to be a recurring expenditure);
- Purchase of major equipment (i.e., items with a cost—individually or in total—of \$5,000 or more, which have a useful life of five years or more);
- Any planning, feasibility, engineering, or design study related to an individual capital improvement project or to a program that is implemented through individual capital improvements.

What Can Capital Improvement Funds Be Used For?

Capital improvement funds are earmarked for such projects as road improvements, bridge repair or replacement, or new police vehicles. Town funds, or bonds can also be used for the purchase of public open space, enhancement of park facilities, or other public amenities, such as Town Hall (i.e., the Star, Hook and Ladder Building).

Capital Facilities Needs Assessment

Identified infrastructure needs and deficiencies are based on the recommendations of each town department manager. Generally, capital improvement requests are submitted to the Town Manager annually for review and recommendation. Once all recommendations are received from each department and staff, the Town Manager develops a recommended five-year capital improvements program including revenues and projected appropriations for review by the Board of Selectmen. The Board of Selectmen approve capital expenditures annually based on the recommendations of the Town Manager and department managers. The requests are prioritized based on perceived need, budget availability, and related planning documents.

Existing Fiscal Conditions

Introduction

This section describes the fiscal implications of providing the public facilities and infrastructure required to meet the needs of both future and existing development.

The Town of Anywhere, Maine's overall budget is divided into several categories of funds. Each fund is considered a separate accounting entity with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures or expenses, as appropriate.

Generally, expenditures in all funds are expected to increase over the next five years due to inflation, expanding population and the operation of services and infrastructure necessary to serve that population. These increased expenditures are expected to be funded with user and impact fees, either directly, or to make debt service payments on

bonds that will need to be issued by the town to fund infrastructure improvements. Services and programs not funded in this manner would require an increase in property taxes or an allocation of increasing tax revenue.

The financial condition of the town can be described as stable due to a growing population and tax base, which partially offsets increasing service and facility costs. The town currently has no long-term debt, except that the town has a loan for \$190,000 from the Maine Municipal Bond Bank.

Most current town debt obligations are funded with user fees and tax dollars. It appears the town should have no difficulty satisfying its debt obligations. The only outstanding long-term debt is a 1999 loan for \$190,000 from the Maine Municipal Bond Bank for additional water rights. While this does not constitute debt in a statutory sense, it is an obligation by the town. The debt will be paid by revenues from water and tap fees and is considered a debt of the Water Fund.

The town currently earmarks most of its existing revenue sources for either operating costs and debt service, or capital expenses. Those revenues earmarked for capital expenses are generally those restricted to capital projects by legislative mandate, those of a nonrecurring nature such as grants or bond proceeds and a portion of the sales and use tax revenues. The funds are grouped in the following manner:

Governmental Funds

Governmental funds are used to account for most governmental functions, and consist of the General Fund, Special Revenue Funds, and Capital Projects Funds. The general fund is the general operating fund of the town, and it accounts for all of the town's financial resources except those required to be accounted for in another fund. Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. The town's Special Revenue Funds include the Piers, Rivers, Harbor Fund, the Downtown Revitalization Fund and the Business Expansion Fund. The departmental Capital Reserve Fund serves as the town's capital improvement fund. The town also creates special Capital Projects Funds that are used to account for grants and other transfers in for special projects such as the Mountain House renovation and tennis court improvements. The town's General Fund and other governmental funds budgets stand at approximately \$720,000.

Proprietary Funds

Proprietary funds are used to account for certain services provided by the Town of Anywhere, Maine that are funded primarily by fees for services. The Proprietary funds consist of the Enterprise Funds and the Fiduciary Funds. The Enterprise Funds are used to account for: (a) operations that are financed and operated in a manner similar to private business enterprises where the intent of the town is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges, or (b) where the governing body had decided that periodic

termination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes. The town has two Enterprise Funds: the Water and Wastewater Funds. The Water and Wastewater Enterprise Funds account for the provision of basic utility service to Anywhere, Maine residents. The utility funds are financed and operated in a manner similar to a private business enterprise where operating and capital costs are financed or recovered primarily through user charges. Enterprise funds do not impact general fund revenues and expenditures (This will be discussed in greater detail later in the plan). The town has adjusted fees in an attempt to relieve subsidies from sales or property taxes that have historically been applied to the funds. However, the fees have not been set high enough to allow the funds to develop reserves to cover long-term growth and replacement needs. A sinking fund has been established in which reserves could be placed; however, that fund has never been activated because of a lack of excess revenues.

Fiduciary Funds are used to account for assets held by the town in a trustee capacity or as an agent for individuals, private organizations, other governments and/or other funds. The town's only Fiduciary Fund is the Firefighter's Pension Fund, which is a non-expendable trust fund.

Sources of Revenue

Specific revenue sources are described in the following sections.

Property Tax

Property tax is levied upon the assessed value of real and personal property. Overall, the Property tax in Anywhere, Maine is .0123 mils per thousand. Property tax revenues have grown slightly over the last 4 years from \$393,190 in 1999 to \$425,198 in 2002. This represents an average increase of approximately 2.0% per year. In the last 5-years, the annual property tax revenue has averaged \$4,316,331. This falls well below the state property tax numbers, which have risen by approximately 6.5% annually.

Anywhere, Maine's annual budget relies heavily on sales and use tax revenue. In 2002, property taxes accounted for nearly 75% of all general fund revenues.

User Fees and Charges

The proprietary water and sewer funds are supported by user fees (also referred to as Enterprise Funds). Improvements funded with user fees are usually less costly improvements for which bond funding is not cost-effective. On-going renewal and replacement activities are also generally funded with pay-as-you-go user revenues whenever possible.

The Town of Anywhere, Maine has been effective in limiting water and sewer rate increases. The last potable water rates increase was in 1999. The water rate was increased

to \$14.20 per month for 10,000 gallons per month. A graduated rate is applied for every 1000 gallons over the allocated amount.

The town currently collects about \$178,000 from its water customers, which is inadequate to pay for operational expenses in the water fund. In the past, grants, sale tax and ad valorem taxes have made up the difference.

Anywhere, Maine has spent little to acquire water rights to support the town's needs in the past. However, in 1999 Anywhere, Maine obtained a loan from the Maine Municipal Bond Bank for \$190,000 to pay for additional water rights.

Sewer rates were last increased in 1998, when they were set at \$21.80 monthly per EQR (Equivalent Quantity Residential) for town connections. There is strong concern that the portion of this charge that is earmarked for sewer main depreciation and repair is inadequate. Rates may need to be increased in coming years and impact fees or other funding mechanisms may need to be established to support new and expanded water and sewer lines, and replace old lines.

Intergovernmental Revenues

Intergovernmental revenues are important part of the town's revenue sources. The revenue sources are made up of transportation funds from the state (i.e., road and bridge tax and highway users tax), as well as a tobacco tax and motor vehicle registrations from the state and grants. Intergovernmental revenues have increased slightly in the last four years, growing from \$757,245 in 1998, to \$765,000 in 2002. The town has been very successful in obtaining grants to help supplement the budget for needed capital improvements or planning efforts.

Capital Improvement Funding Mechanisms

Bond Funding

The town has relied on bonds and other forms of borrowing to fund all significant infrastructure requirements. By borrowing, the town may spread the costs of an improvement over its useful life, which also ensures that those using the improvement share in its costs. The town may contract indebtedness by borrowing money or issuing the bonds of the municipality for any public purpose of the municipality, including but not limited to the following purposes: supplying water, gas, heating and cooling, and electricity; purchasing land; and purchasing, constructing, extending, and improving public streets, buildings, facilities, and equipment; and for the purpose of supplying a temporary deficiency in the revenue for defraying the current expenses of the municipality. The total amount of indebtedness for all such purposes shall not at any time

exceed three percent of the actual value, as determined by the assessor, of the taxable property in the municipality except such debt as may be incurred in supplying water.

The following summarizes the types of bonds and financing tools the town has utilized in the past.

General Obligation Bonds

The town has no outstanding general obligation bond issues. Based on the existing valuation (approximately \$xxx million), the town could bond for \$xxx in general obligation bonds. However, annual payments should not exceed 10% of the towns revenues. All general obligation bonds must obtain voter approval.

In the future, without another alternative flexible revenue source for infrastructure or without additional dedicated revenue sources, general obligation bonds must again be brought to the electorate for approval of transportation system, law enforcement, and other improvements.

Revenue Bonds

The town has relied on user fee and other revenue supported bonds to provide infrastructure whenever pay-as-you-go revenues are not sufficient or appropriate and whenever user fees or dedicated revenue is available. For example, revenue bonds were issued in 1997 to finance the Downtown Improvement District and in 1998 for the water and sewer revenue refunding and improvement bond. Both revenue bonds have been retired.

Revenue bonds do require voter approval. The Board of Selectmen may issue revenue bonds for proprietary funds such as water and sewer or sale tax revenue bonds for other public improvements. Although there are specific limits imposed by statute, it is difficult to determine how much the town could bond for since various refunding and revenue funded bonds are not considered debt for the purpose of calculating the debt limitation. However, the annual bond payments should not exceed 10% of the revenues generated by any fund and should not impact the services and annual costs of operation.

In the future, revenue bonds will and should continue to be used to fund water and sewer infrastructure needs. Revenue bonds should also be explored for other specific infrastructure needs where the users of the infrastructure can be identified and reasonable fees can be established.

In 1998, Anywhere, Maine entered into a long-term contract with the neighboring Town of RHR to process the latter's wastewater through the town's facility. The contract requires both parties to contribute in annually determined amounts to Capital Reserve and Emergency Repairs Reserve (i.e., a sinking fund). Expenditure of the funds is subject to

the approval of both towns' governing boards, a Joint Wastewater Commission, or both. For 1997, 1998, and 1999, no contributions were made to the reserves.

Capital Leases

The town currently has no capital lease obligations. Leases are not subject to voter approval even if the lease obligates the town to a multi-year obligation that is irrevocable by future Board of Selectmen. The town has used lease purchases as a means of acquiring needed equipment including fire apparatus, police vehicles, road equipment, etc. The town is also in the process of lease purchasing important wetlands.

Grants and Loans

Grants and loans are another source of capital improvement dollars. There are state agencies that offer low- or no-interest loans to aid municipalities in funding capital projects. In most cases, these loans are not considered long-term debt, but rather behave similarly to capital leases, and require annual payments. In January 1999, Anywhere, Maine obtained one of these loans from the Maine Municipal Bond Bank for \$190,000 to purchase additional water rights.

Tax Incremental Financing District

Tax Incremental Financing Districts are another method to fund capital improvement projects. In most cases, special districts are established to a payoff a bond for a particular improvement project. Those property owners within the designated district pay additional taxes for specified period of time for an improvement. Special districts could also be established to provide upfront funds for a capital project.

Existing Capital Facilities and Services

Water Supply and Facilities

Anywhere, Maine's water is supplied exclusively by surface water from the RHR reservoir. The water flows into the treatment plant through two filters, each of which can handle 275 gallons per minute. This equates to a total capacity of 792,000 gallons per day. The water is placed into a "wet well" and then gravity fed into the storage tank. The storage tank has a capacity of 1 million gallons. However, 1/4 of the storage tank is above the "wet well", meaning only 3/4 of the storage tank can be filled by gravity, leaving a 750,000 gallon capacity. The daily demand ranges from 100,000 to 300,00 gallons per day. The treatment plant was constructed in 1965 and is in good condition, with the exception of a few minor structural needs.

Projected Needs

Generally speaking the water distribution system is in good condition. However, due to varying sized waterlines, there are areas in town that have high water pressure, and areas that have low water pressure. There is a need to replace all the 4" water lines with 6" water lines. This will provide the town with consistent water pressure and will add storage capacity to the system. Roughly 50% of the water lines are 4" lines. The treatment plant has the need for a few minor structural improvements including fixing the leaking wet well, expanding the walkway at the entrance to make it safer to pedestrians, and some minor concrete work on the exterior.

Additionally, a pump is needed to fill the storage tank, which would provide an additional 250,000 gallons to the storage tank.

Wastewater Facilities

The Anywhere, Maine wastewater treatment plant, which serves Anywhere, Maine, is inadequately serving the existing population and is going to need major upgrades. The plant is currently in compliance with state regulations; however, without some major upgrades it will not be long before the plant is out of compliance.

Currently, the plant treats a daily flow that has been reported to range between 200,000_900,000 gallons per day (gpd). The permitted capacity, set by the Maine Department of Human Services is 580,000 gpd. The treatment plant is in violation of the permit if it exceeds the capacity on a monthly basis. The daily flow is impacted by inflow and infiltration into the system due to old sewer lines and high water levels due to runoff. The system also serves many transient users, such as tourists, which increase the daily flow.

The plant currently has a design capacity, the peak flow the plant can handle at any one time, of 200 Equivalent Quantity of Residences (EQR). The current design capacity is significantly lower than recent years due to more stringent standards regarding the treatment of sludge and ammonia. The state has decreased the sludge and ammonia levels the plant can discharge and hold at any one time. The plant is currently handling approximately 800 EQR, or four times its capacity.

Projected Needs

Major improvements to both the collection system and the treatment plant are needed. Sewer transmission line replacement is needed to reduce inflow and infiltration.

Additionally, line replacement could significantly decrease the average daily flow into the plant.

A digester is needed to break down the sludge, and decrease the EQR. Currently, sludge is collected and removed from the plant by ground transportation, which adds a significant cost to plant operations.

Long-term needs (10-15 years) include an entirely new treatment plant in order to adhere to the higher water quality standards established by the state and to adequately serve the increasing population.

Transportation

The transportation system in Anywhere, Maine is comprised of three components: streets, bridges and pedestrian facilities. For the most part, the streets in Anywhere, Maine are built on a traditional grid pattern. The principal north-south streets are Main, Bridge and Summer Streets, which could be classified as collectors or arterials. All of the east-west streets are local streets. Most of the roads in town are paved, and have been moderately maintained. Grading has led to drainage problems along the streets, and in some cases has exposed bedrock. The paved roads are in poor condition, due to a lack of proper road base under the asphalt. Significant cracks, holes and weak spots exist along Main, Bridge and Summer Streets. Loop Drive was recently resurfaced with asphalt and is in good condition. Green Road enters the town from the south and is a significant contributor to downtown traffic. Green Road is unimproved and contains limited drainage diversion devices resulting in drainage and sedimentation problems in town.

There are a total of thirteen bridges in the town that provide connections over the Anywhere River. The town has replaced or repaired several of the older bridges over the past several years. A new bridge is needed on Bridge Street to provide an additional route in and out of downtown, and a number of bridges are still in need of minor repair.

The third component of the transportation system is pedestrian walkways. Most all of the streets in Anywhere, Maine have sidewalks, with the exception of the streets in the extreme rural area. Where sidewalks exist, they are in generally in good condition. Many of the sidewalks are constructed of pavement, and have been properly maintained.

Projected Needs

The town will need to construct a main street bridge, as well as the Western Street Bridge, 11th Street Bridge, and Rose Street Bridge Walkways and curb and gutter in the downtown area need to be repaired and expanded to serve tourist destinations. Road and drainage improvements are needed on nearly all town streets in accordance with the

transportation plan. Estimates are currently being developed for the Capital Improvements Program.

Fire Protection and Emergency Response

Prior to 1997, fire protection in Anywhere consisted of several volunteer fire company's. However, in 1998 the Town created a Village Fire Company to help consolidate and fund the volunteer fire company's. The Village company included both Fire and Emergency services.

The Anywhere, Maine Fire Department consists of 30 active volunteers, including the Fire Chief. Equipment consists of two engines (one of which is an aerial device containing a 50' ladder), two "scat" trucks, which are all-purpose trucks (one is used as back-up and is not currently in service), two support vehicles with rescue materials, and a hazardous materials van. Generally, all equipment is in good working order. The department is funded by the municipality and by the special emergency service district.

Projected Needs

The most significant need identified is for additional bays on the Anywhere, Maine station to house both fire equipment and EMS equipment. Fire trucks are currently parked outside in order to allow space inside for an ambulance. There may be a need in the near future to add crew quarters to the Anywhere, Maine station, so an EMS crew can be stationed in Anywhere, Maine. All equipment is owned by the Town and the Town is responsible for all necessary upgrades.

Town of Anywhere, Maine Staff

The Town of Anywhere, Maine employs a relatively small staff. It includes a Town Manager, Town Clerk, Public Works Manager with twelve staff, Treasurer, Building Inspector, code enforcement officer, planner, assessor, and 25 other part time employees.

Projected Needs

As the town continues to grow, there may be need for new staff and additional office space. Population projections would indicate that immediate needs include a GIS system to track permits and infrastructure. No immediate need for additional staff is anticipated. Contract employees may be an appropriate alternative to assist with special project needs.

Police Protection

The Anywhere, Maine Police Department employs three full time officers, consisting of two officers and the chief of police. In 2002, the department handled 1,583 case reports, and was on track to handle roughly the same number in 2003 (440 case reports through the third quarter).

Projected Needs

The most pressing need identified by the Chief of Police was for a weatherproof, temperature controlled storage facility for criminal evidence. Evidence is currently stored in a metal trailer, which is not adequate for evidence associated with such cases as homicides.

School Facilities

Anywhere, Maine is in MSAD # 99. The town has one elementary school, with a current enrollment of 180 students, which has remained stable for past several years. The student-to-teacher ratio is 18:1. The high school for the area is located in Anywhere.

Projected Needs

None at this time.

Parks and Recreation

The Public Works Department is responsible for the five public parks and the area surrounding the Anywhere, Maine Lake, which includes the sheep viewing area and the warming hut.

Projected Needs

The parks are generally in good shape; however, there will need to be some minor maintenance and replacement costs to improve the turf and irrigation in some of the parks. Additionally, public restroom facilities in a few of the parks are needed.

The warming hut near the sheep viewing area, is in need of repair. The plumbing in the restrooms is outdated, making it difficult to find replacement parts, and the facility as a whole is in poor condition. In addition, the town has embarked on a lake trail project which will require a reasonable financial commitment for construction and long-term maintenance.

Capital Facilities Standards and Guidelines

In order to reasonably and responsibly identify and prioritize capital improvements, the town has established the following capital improvement standards and guidelines. The standards and guidelines establish the policy for prioritizing capital improvement expenditures and outline a fiscally responsible plan for recovering the infrastructure costs associated with new development. They also establish priorities for using infrastructure

capacity wisely and as an incentive for furthering community goals. The standards and guidelines are provided as basis for judging expenditures and implementing the Anywhere, Maine Comprehensive Plan.

Overall Capital Improvements Standards and Guidelines

Standard 1

Anywhere, Maine will strive to provide sufficient infrastructure within its service area to meet the standards set forth within the comprehensive plan, by preserving existing infrastructure and promoting new infrastructure when required due to growth and development.

Guideline 1A

The Capital Improvement Plan (CIP) will be reviewed annually to include the resources and improvements required to meet present and future infrastructure deficiencies and future infrastructure needs.

Guideline 1B

Capital projects will be evaluated using the following criteria:

- Does the project preserve the health and safety of the public by eliminating public hazards?
- Does the project promote efficient development?
- Does the project have a limited impact on the town's operating budget?
- Does the project protect prior infrastructure investments?
- Is the project consistent with the Town's plans?
- Does the project eliminate existing deficiencies?
- Does the project help maintain existing or adopted service standards?
- Are funds available to complete the project without significantly impacting the town's ability to complete other vital projects?

Guideline 1C

Develop master plans for drainage and parks improvements by 2005.

Guideline 1D

The needs for which the town is "fiscally responsible" shall be included within the capital improvements program, either concurrent with the impact of new development or as needed to satisfy an existing deficiency.

Guideline 1E

Funds shall be allocated for the replacement and renewal of infrastructure in an amount that will maximize the life of the infrastructure and minimize the operating costs of the infrastructure.

Guideline 1F

Bond funding alternatives will be evaluated for all projects in order to ensure that future residents share in the construction costs.

Guideline 1G

Total debt service expenses shall not exceed twenty (10) percent of the annual budget.

Guideline 1H

Future development should bear a proportionate share of the cost of providing infrastructure required to maintain existing or adopted levels of service. Impact fees, developer dedications, or contributions should be required in an amount equal to the cost of the infrastructure required to serve the development.

Guideline 1I

Capacity of existing or planned facilities should be monitored through the development review process to ensure that the town is not required to construct improvements beyond its fiscal capacity through the adoption of adequate public facility or concurrency requirements.

Guideline 1J

Land use decisions should be based on the planned availability of resources to provide sufficient improvements to maintain existing or adopted service standards. The land development code will provide a basis for evaluating proposed developments and assessing whether the planned or existing infrastructure is sufficient to serve the proposed development.

Guideline 1K

Development should be deferred in those areas without sufficient public facilities to meet the existing or adopted service standard if the funding alternatives are not approved by the electorate, or if another developer is unwilling to pay the costs of extending or improving such services.

Standard 2

In addition to meeting the basic health and safety needs of the citizens of Anywhere, Maine, the Town will strive to enhance its key community elements and improve its quality of life by providing ample public open space and recreational amenities, upgrading the community's appearance through enhancements to the community's gateways and streetscapes, facilitating pedestrian and bicycle transportation, and preserving the unique historic elements of the community. .

Guideline 2A

The Comprehensive Plan will be reviewed annually and a strategic capital improvement program will be updated and funded to help support the gateway, trail, pedestrian, streetscape, and other facilities priorities identified in the plan.

Guideline 2B

Future development should bear a proportionate share of the cost of acquiring and maintaining open space, parks and trails. Impact fees, developer dedications, or contributions should be required in an amount equal to the acquisition cost and maintenance of open space, parks and trails to serve the new residents.

Guideline 2C

Where necessary, the town may bond for improvements to gateways and streetscapes, to install trails, and to build the 7th Street Bridge, as well as for open space acquisition in order to distribute costs fairly to existing and future residents and businesses who would benefit from such improvements.

Guideline 2D

The town should develop a gateway and parking enhancement plan. The costs of implementing the plan should be funded through the creation of a new commercial corridor and downtown improvement district. The town should pass on a majority of the costs of the gateway improvements to the businesses in the community who would benefit most.

Guideline 2E

The town should dedicate 25% of capital reserve funds toward providing matching funds for grants that would support implementing elements of the comprehensive plan. The town should seek grants to help support all elements of the comprehensive plan before funding improvements through bonds and general fund revenues.