

Policies:	Strategies:	Implementation:
<p><b>FISCAL CAPACITY:</b></p> <p>Winthrop in recent years has achieved a solid financial standing with little debt and sound financial management practices in place. In general, revenues have been reasonably stable in the last decade. The Town Manager and Town Council are committed to achieving a balanced municipal budget in an innovative and sustainable manner.</p> <p><b>State Goal: To plan for, finance and develop an efficient system of public facilities and services to accommodate anticipated growth and economic development.</b></p>		
Policies:	Strategies:	Implementation:
<p>1. To fund and finance existing and future facilities and services in a cost-effective manner.</p>	<p>1.1: Formalize, review, and update the Town's Capital Improvement Plan on an annual basis, incorporate improvements into the annual budget, and expand its scope to 10 years into the future.</p> <p>1.2: Resurrect the town's capital reserves and start populating those accounts with surplus funds from each year's budget in excess of the fund balance policy to reduce the reliance on financing for capital improvements.</p> <p>1.3: Continue to manage debt service by replacing retired debt with new debt in an effort to stabilize the portion of the mil rate that funds interest and sinking.</p> <p>1.5: Support legislative initiatives to increase state financial support to towns and schools.</p>	<p>Finance Director, Town Manager, Department Directors, Town Council. Short term.</p> <p>Finance Director, Town Manager, Town Council. Short term.</p> <p>Finance Director, Town Manager, Town Council. Short term.</p> <p>Town Manager, School Superintendent, Town Council, School Board. Ongoing.</p> <p>Town Manager, Town Council,</p>

Policies:	Strategies:	Implementation:
	<p>1.6: Seek new, compatible, and diverse forms of industrial and commercial development to be situated in appropriate locations.</p> <p>1.7: Establish a comprehensive road improvement and maintenance plan, with input from a Roads Committee. The road plan would be included in the CIP and would establish a budget amount for road improvements, to be funded annually through appropriations or periodically through bonding, as necessary.</p>	<p>Planning Board, Town Planner, CEO. Long term.</p> <p>Town Manager, Town Council, Finance Director, Director of Public Works. Short term</p>
<p>2. To explore grants available to assist in the funding of capital investments within the community.</p>	<p>2.1: Task the Town Manager and Town Planner with exploring grant opportunities and applying for as many as is feasible.</p> <p>2.2: Consider retaining a grant writer to apply for grants if it would be beneficial to the Town Planner.</p> <p>2.3: Capitalize a Capital Improvement Reserve Account with estimate of annual depreciation of existing buildings.</p> <p>2.4: Explore educational budget alternatives and ways to reduce the per student cost.</p> <p>2.5: Maintain a working knowledge and listing of grants and deadlines for financing special projects.</p>	<p>Town Manager, Town Planner, Town Council. Short term.</p> <p>Town Manager, Town Council, Town Planner. Long term.</p> <p>Town Manager, Town Council, Finance Director. Mid-term.</p> <p>Town Manager, School Board, School Superintendent, Town Council. Mid-term.</p> <p>Town Manager, Town Planner, Town Council. Ongoing.</p>

Policies:	Strategies:	Implementation:
	2.6: Continue to work toward the improvements and suggestions made in the Winthrop Bicycle-Pedestrian Plan, as well as other viable avenues for improving biking and walking paths throughout town. Continue to seek grants to fund this work.	Town Manager, Town Council, Town Planner. Ongoing.
3. To reduce Maine's tax burden by staying within LD 1 spending limitations.	3.1: Explore opportunities to work with neighboring communities to plan for and finance shared or adjacent capital investments to increase cost savings and efficiencies.	Town Manager, Finance Director, Town Council. Short term.
4. Explore options to encourage and manage appropriate development outside municipal tax dollars.	4.1: Explore opportunities to provide financial support other than tax dollars to fund projects that would be beneficial to the community at large.	Town Manager, Town Council, Planning Board. Ongoing.
	4.2: Encourage planning and grant writing activities.	Town Manager, Town Council, Planning Board, Town Planner. Ongoing.