

Capital Planning 101

Best Practices for Building Stronger Communities

Jessica Ferry & Jamie Farnum

Massachusetts Division of Local Services

Financial Management Resource Bureau



About Us

Division of Local Services

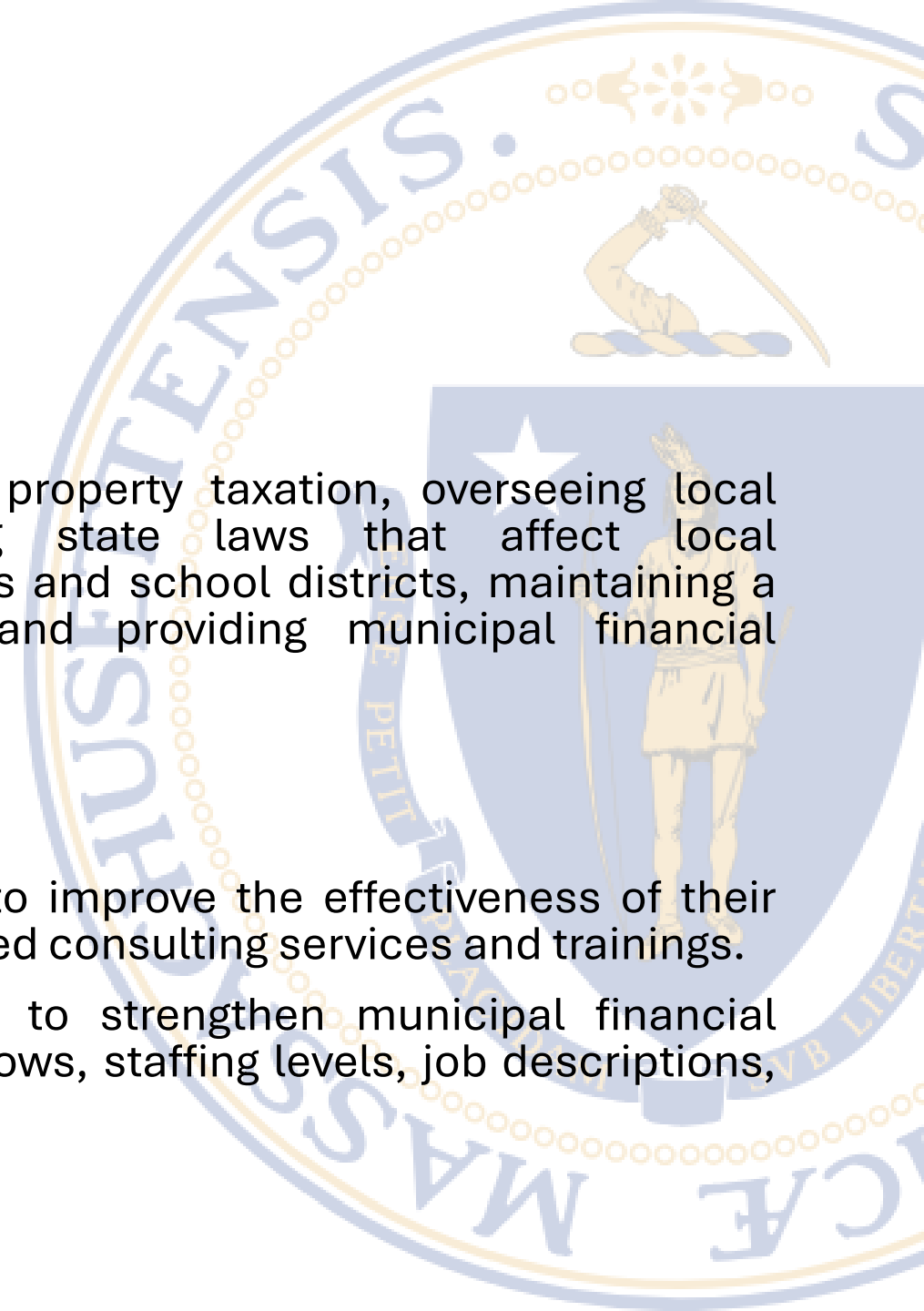
Supporting a Commonwealth of Communities

Responsible for ensuring fairness and equity in local property taxation, overseeing local accounting and treasury management, interpreting state laws that affect local governance, distributing monthly local aid to cities, towns and school districts, maintaining a comprehensive municipal finance data warehouse, and providing municipal financial management consulting services and training.

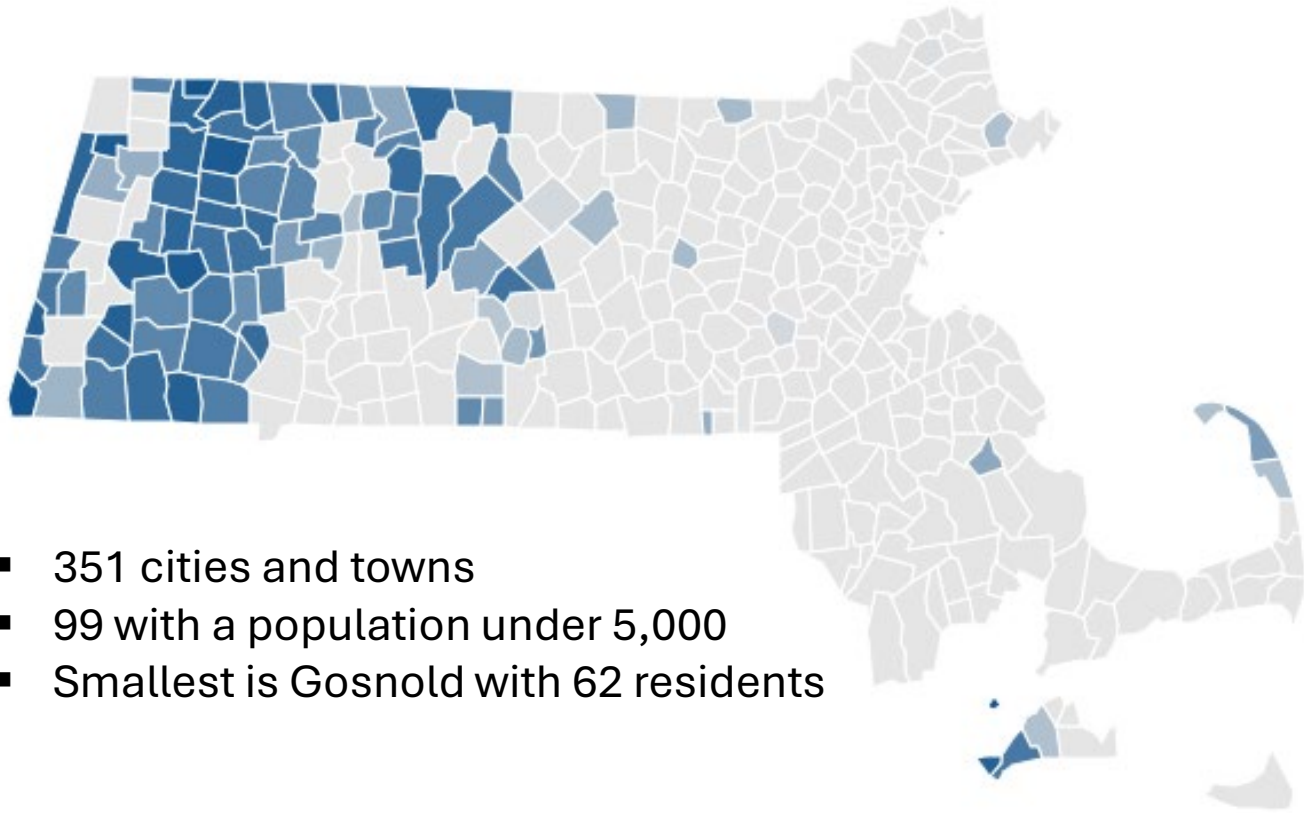
Financial Management Resource Bureau

Work with cities and towns across the Commonwealth to improve the effectiveness of their financial management operations by providing project-based consulting services and trainings.

Our assistance highlights strategies and opportunities to strengthen municipal financial operations by analyzing data, policies, procedures, workflows, staffing levels, job descriptions, and shared-service opportunities.



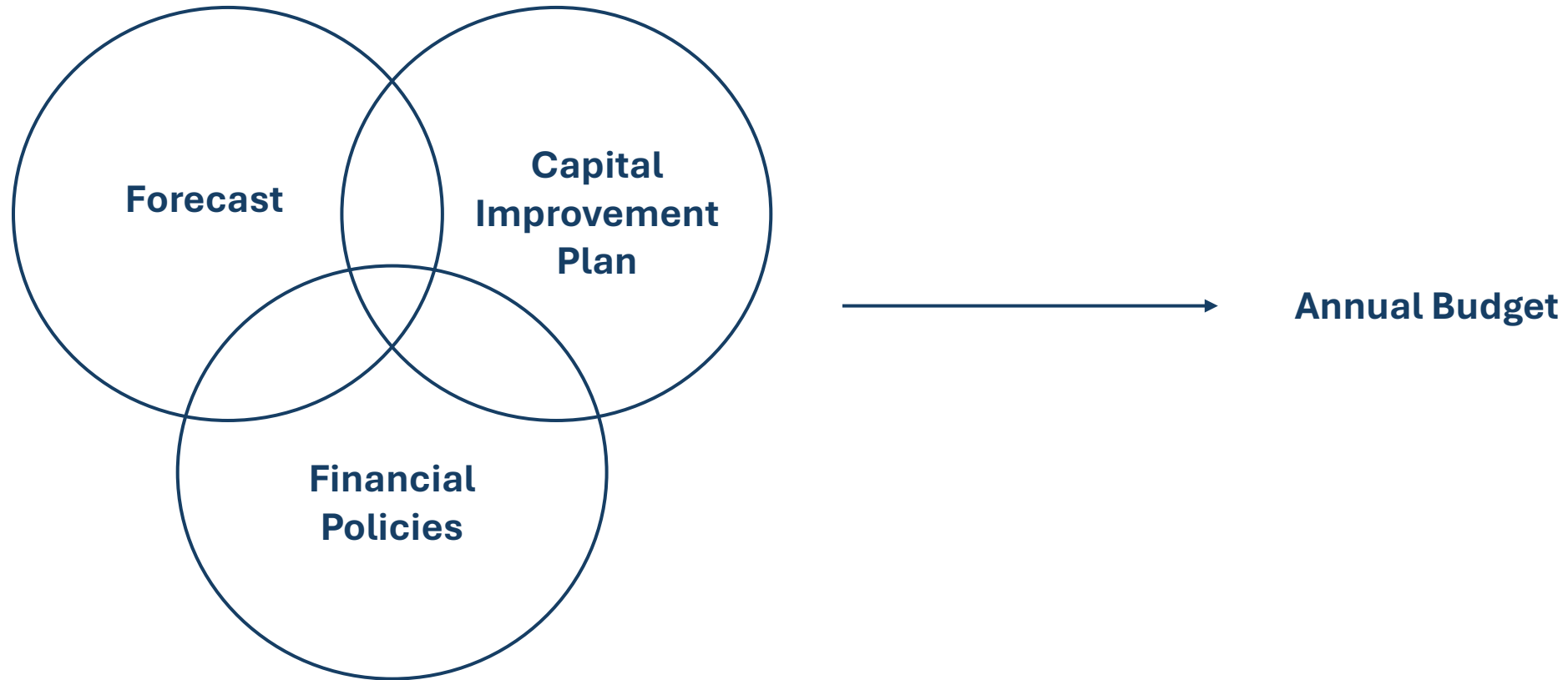
About Us



- 351 cities and towns
- 99 with a population under 5,000
- Smallest is Gosnold with 62 residents



Long-Term Financial Planning Strategy



Capital Plan Overview

Multi-Year Capital Improvement Plan

- Goal: coordinate community planning, financial capacity and physical development
- Five-year rolling blueprint that helps municipalities decide on a timeline and cost schedule for projects
- Who is responsible for and involved in the process?
 - Ordinance/Bylaw
 - Capital Planning Committee
- Definition of a capital project
 - Cost threshold, useful life, beyond the scope of normal operating expenses
- Financial Policies
 - Annual Budget, Capital, Debt, Forecasting, Reserves

Capital Budget

- Comprehensive annual spending plan for funding of capital projects
- Includes instructions, worksheets and guidelines for formal capital project requests



Asset Inventory

Identify who is responsible for updating the asset inventory

Assemble Information

- Accountant's fixed asset records
- Departmental records and expertise
- Insurance carrier information on buildings, vehicles, and other equipment

Details to Include

- Year acquired/built
- Date of last improvement
- Current condition
- Original purchase price, estimated replacement cost
- Estimated useful life



Prioritizing Projects

Capital Scorecard

- Urgent – Public health and safety, required by law or critical infrastructure failure
- High – Maintenance or replacement necessary for existing operational services
- Moderate – New asset that improves productivity or services
- Low – Enhances social, cultural, historic or aesthetic value

Consider any potential recurring costs associated with new capital investments

- Annual maintenance needs or subscription costs

Evaluate opportunities for regionalization or shared services

- Cost sharing benefits
- Financial incentives through grants



Funding Strategy

Cash Capital

- General fund operating budget

Reserves

- Stabilization: Policy for building it and using it
- Undesignated fund balance: One-time annual funds based on prior year revenue and expenses

Debt

- Debt service targets
- Building debt in the levy vs. excluding it

Enterprise Funds

- User charges allow for self-supporting operation; capital needs should be included in developing the fee structure

Other

- Sources of funds that do not arise from the tax levy or utility fees including state and federal grants, private donations/trust funds, legislative earmarks, etc.



Related Financial Policies

Annual Budget Policy

- Establishes guidelines for developing, documenting, adopting, monitoring, and reporting the Town's annual budget

Capital Planning Policy

- Identifies who is involved in the process, delineates responsibilities

Capital Project Definition	<ul style="list-style-type: none">▪ Costs [\$25,000] or more, <u>and</u>▪ Has (or extends) useful life of [five years]
Funding Targets	<ul style="list-style-type: none">▪ Overall capital spending: [range %] of the total operating revenue<ul style="list-style-type: none">○ Non-debt, "cash capital" spending: [range %] of GF revenue○ Annual within levy capital debt service: [range %] of GF revenue
Debt Usage	<ul style="list-style-type: none">▪ Short-term debt: Useful life < 10 years▪ Long-term debt: Useful life > 10 years and cost > \$100,000



Related Financial Policies

Debt Management Policy

- Defines the parameters and provisions governing debt management

Long-term debt criteria	Nonrecurring purposes with cost of \$100,000+ and useful life 10+ years	
Debt service targets	<ul style="list-style-type: none"> ▪ Total debt service: [range %] of the total revenue <ul style="list-style-type: none"> ○ Within levy: [range %] of general fund revenue ○ Appropriation to either budget for debt service or to capital reserve ○ Additional target parameters for Regional School District Debt 	
Debt structure	<ul style="list-style-type: none"> ▪ Retire at least 50% of the principal within 10 years ▪ Limit bond maturities to 10 years, except for major buildings, land, and other purposes ▪ Long term debt payback will not exceed the expected useful life of the project or equipment 	

Financial Forecast Policy

- Establishes guidelines for creating projections of revenues and expenditures as part of the annual budget process and multiyear fiscal planning

Financial Reserves Policy

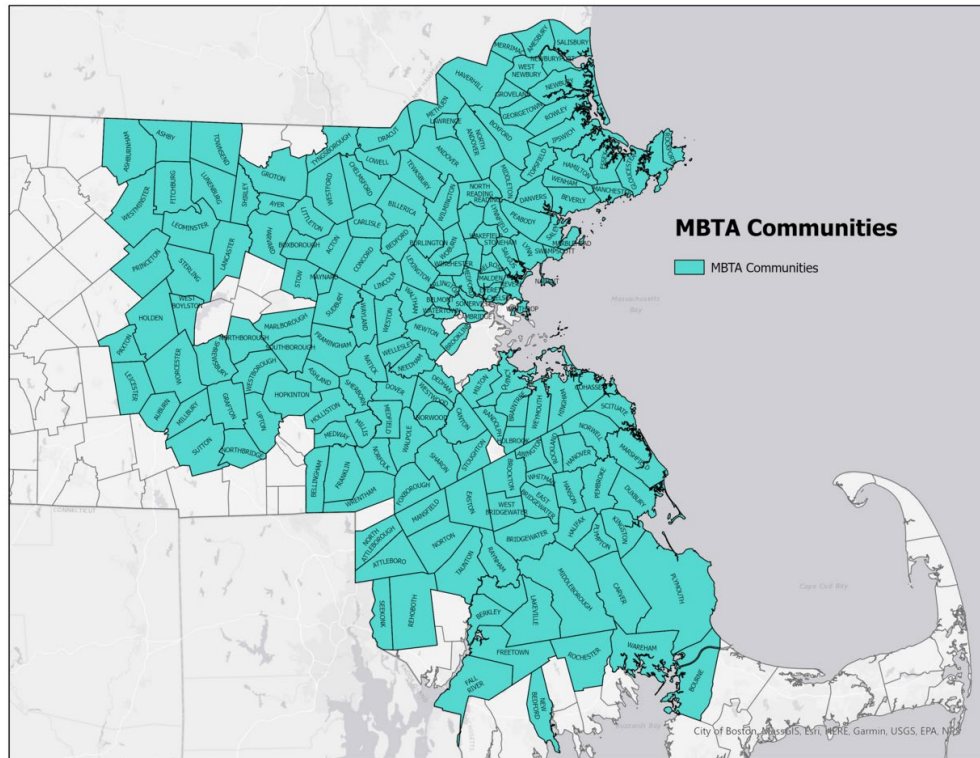
- Establishes prudent practices for appropriating to and expending reserve funds

Unreserved Undesignated Fund Balance	[range %] Prior year general fund budget	<ul style="list-style-type: none"> ▪ One-time costs only, including cash capital ▪ Replace reductions in state aid ▪ Build stabilization funds to achieve target levels
General Stabilization Fund	[range %] Current year GF budget	<ul style="list-style-type: none"> ▪ Emergencies and unexpected events ▪ Nonrecurring expenditures
Capital Stabilization Fund	[range %] Current year GF budget	<ul style="list-style-type: none"> ▪ Cash capital expenditures ▪ Funding source for debt service
Enterprise Fund	[target %]	<ul style="list-style-type: none"> ▪ Rate Stabilization ▪ Capital improvements



Case Studies – Housing

MBTA Communities Act



Cloverleaf Development

Town of Truro

PLACE
ace Classifieds

CAPE COD TIMES

News | Sports | Things To Do | Lifestyle | Opinion | Advertise | Obituaries | eNewspaper | Legals

LOCAL

Truro moves forward with 'cloverleaf' project

Mary Ann Bragg mbragg@capecodonline.com

May 28, 2018 | Updated May 29, 2018, 7:18 a.m. ET



TRURO — With 4 acres of land once owned by the state now in their hands, Truro officials hope to make the right moves to create 30 to 40 new rental apartments to keep younger families and seniors in town. But many what ifs remain as the town prepares a request for proposals for a developer.

“Will people in Truro get the first shot at the rentals?” said Select Board member Jan Worthington, echoing one concern for the housing development planned off Highland Road that has so far been funded by a state donation of land and at least one state grant. At a recent Select Board meeting, other issues raised included qualifying income levels for renters and what the town should include in the bid package to attract appealing development proposals.



AMERICAN FLOOD COALITION

Flood adaptation insights from Western North Carolina and beyond

Vermont Capital Planning Forum

April 9 2026

Anne Baker, Chief Program Officer

Brian McWalters, Technical Associate Director





Who we are

A nonpartisan coalition committed to driving transformational adaptation



Local

- **Understanding local challenges** and connecting leaders to solutions and partners
- **Scaling innovative flood solutions** and elevating local insights
- **Creating and expanding access to resources** to empower local leaders

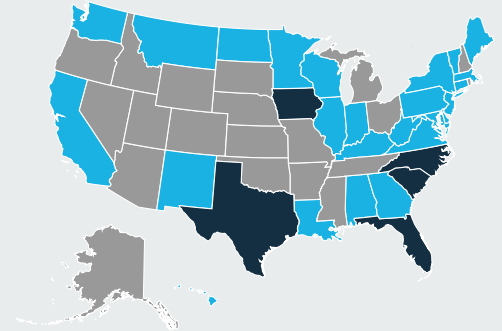
State

- **Policy research** to inform legislative solutions
- **Tailored options** to find the right solution for each geography
- **State-level case studies** and best practices to guide implementation

Federal

- **Fixing federal data:** Drive smarter investments with forward-looking data.
- **Protecting communities:** Untangle federal programs to ensure taxpayer dollars move faster and further.
- **Empowering state and local leadership:** Unlock proactive strategies to drive federal investment and statewide solutions.
- **Bolstering national security:** Ensure military readiness 365 days a year.

- **500+ Coalition Members** across 23 states
- **Cohort of State Resilience Leaders** across 20 states
- **54 Federal Champions**



States where we have engaged in most depth are shown in dark blue



In Western NC, turning disaster impacts of Helene into policy solutions



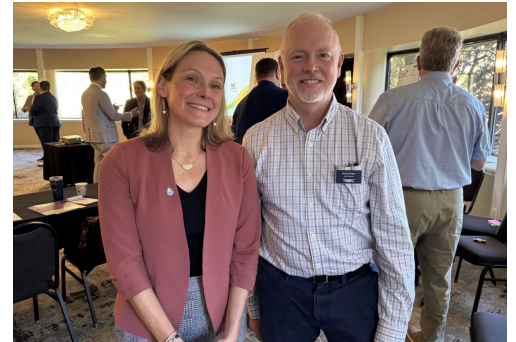
We are a brotherhood. We're the heart and soul of Western North Carolina and we need to face this problem together. That's a large part of what AFC, our state and federal elected officials are doing with the partnership."

— **Mayor Peter O'Leary**
Mayor, Chimney Rock Village, NC





In Western NC, turning disaster impacts of Helene into policy solutions





AFCA secured \$20M grant funding for communities impacted by Helene



New grants boost Helene recovery efforts

WRITTEN BY [CORY VAILLANCOURT](#) THURSDAY, AUGUST 14, 2025

Building back stronger: Partnership to get \$20 million more for flood resiliency

By Sarah White sarah@themountaineer.com Aug 16, 2025 0

*“Obviously Helene was a larger storm, but our recovery has been faster because of the lessons we learned. And that is with the help of the Flood Coalition. We are completely united through the AFC from west to east, and that has served us well. **We’ve been able to get into rooms that we never would be able to - FEMA headquarters, the White House - because of the Coalition.**”*

- Canton Mayor Zeb Smathers





NC Disaster relief and flood mitigation grants



Hendersonville – Wash Creek Stormwater Improvement (\$2M)



Clyde Fire Department
Land Development for Relocation (\$1M)



Hot Springs – Spring Creek
Bridge Design and Stream Bank Stabilization (\$1M)

Project types:

- Stormwater improvements
- Hardening, elevation, or relocation of public infrastructure or critical facilities
- Transportation infrastructure resilience projects such as culvert or bridge retrofits or replacements
- Flood notification systems
- Planning and design work





North Carolina Flood Resiliency Blueprint

Providing local governments, the state, and partners with data, tools, and processes to guide investments in flood resiliency

Goals

- Increase community resilience to flooding
- Serve as the backbone of State flood planning
- Reduce cost and complexity for local governments in the planning and implementation of flood risk reduction projects



NORTH CAROLINA
Flood Resiliency
BLUEPRINT





How AFC is approaching FEMA reform concepts: empower states and simplify access to FEMA support

Problem

FEMA decides how most of its disaster preparedness funds are spent and the system favors communities with more resources



Communities struggle to foot the bill for recovery and resilience needs, then wait on reimbursement from FEMA, which can take years



Disaster survivors must navigate a complex system of disaster assistance programs, with differing requirements, timelines, and applications



Proposed solution

Give states more flexibility to direct how FEMA pre-disaster dollars are spent

Make a portion of approved FEMA dollars **available to communities immediately** after a disaster

Develop a **universal application** to apply for disaster assistance



AMERICAN FLOOD COALITION

AFC's State Flood Resilience Framework





Why a *state-level* Framework?

States are *the* cornerstone for coordinating the large-scale reduction of flood risk.

States receive and allocate major federal and state funding streams.

States can facilitate watershed planning and management that span jurisdictional boundaries.

Robust state policy and guidelines on flooding can be leveraged by local communities.



Components of State Flood Resilience Framework

1. Leadership & Accountability

Who is in charge?

2. Data & Risk Assessment

What's at risk?

3. Strategic Planning

What should we prioritize?

4. Funding & Financing

How do we pay for it?

5. Statewide Standards

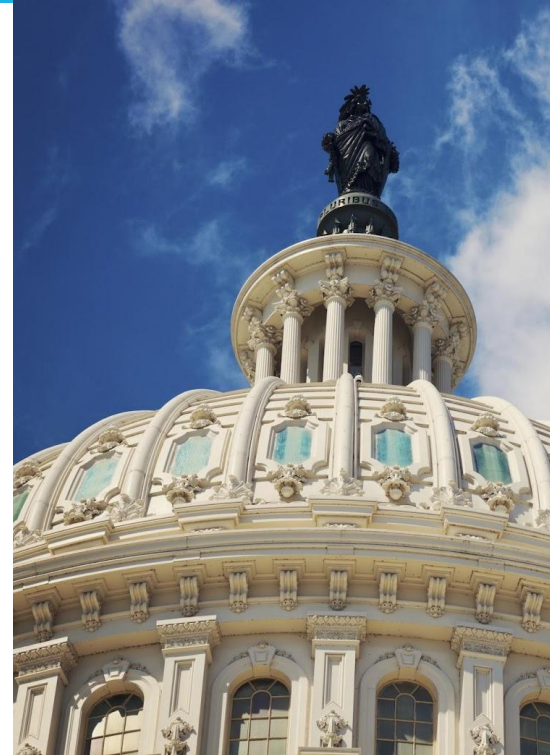
How can we institutionalize change?



1. Leadership & Accountability

Who's in charge?

1. States should have an empowered and **accountable leader**, supported by permanent staff.
2. The state leader should be responsible for **establishing and driving statewide risk reduction priorities and investments** across agencies.
3. States **address flood risk at the watershed level** by coordinating across jurisdictions and alleviating the technical burden on local governments.





2. Data Management & Risk Assessment

What's at risk?

1. States should **model and assess flood risk**.
2. Data and models should **cover the entire state** and be centralized and publicly accessible.
3. Modeling and risk assessments should be **standardized**.





3. Strategic Planning

What should we prioritize?

1. States should develop a **statewide strategy to reduce flood risk**.
2. States should establish a **consistent and fair methodology**.
3. States should **use flood-risk data** in planning and programs.





4. Funding & Financing

How do we pay for it?

1. States should develop a **implement a framework to guide investments in flood risk reduction.**
2. States should establish **dedicated and recurring funding.**
3. States should apply a **flood risk lens across state-funded infrastructure investments** and relevant programs.





5. Statewide Standards

How can we secure long-term change?

1. States should **establish and enforce minimum design standards and codes.**
2. States should **steer growth and development towards areas with low flood risk, while considering downstream impacts.**
3. States should **set incentives or direct requirements that align local practices with a true picture of flood risk.**





AFC resource: Adaptation For All Guide



- **26 approaches** broken down by cost, benefits, and implementation considerations
- Case studies from **smaller communities**
- **Communities of any size** can evaluate how approaches can fit into their flood adaptation strategies



AFC resource: Adaptation For All Guide case studies



Dog River Park
Northfield, VTt



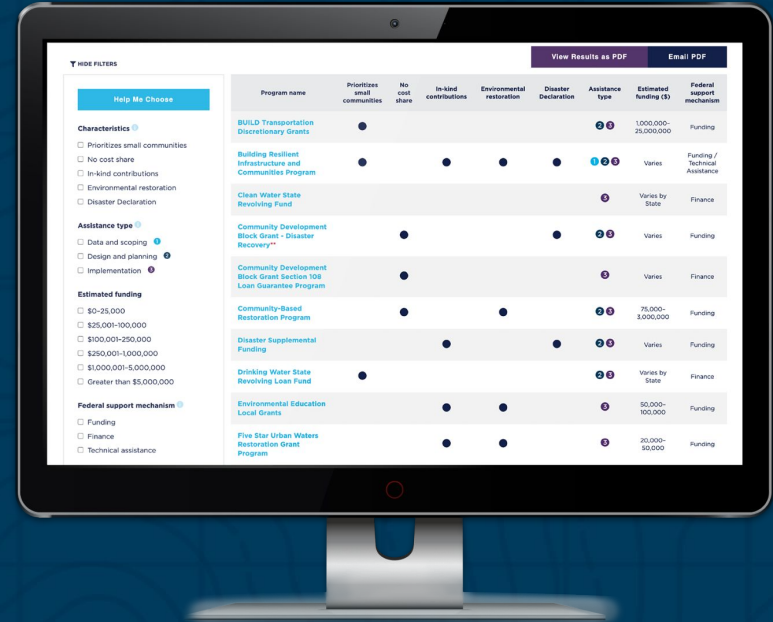
Culvert improvements
Ausable River
Watershed, NY

AFC resource: Flood Funding Finder

The American Flood Coalition created an online, interactive website to help communities identify and prioritize federal funding opportunities for flood resilience projects

With Flood Funding Finder, you will:

- Find funding fast:** Search, filter, and prioritize 25 federal opportunities for flood resilience
- Access anywhere:** Use a free, online, mobile-friendly resource
- Stay informed:** Know application deadlines and key information
- Learn from success:** See case examples of successfully-funded flood resilience projects
- Make informed choices:** Read quick summaries of federal programs



FloodCoalition.Org/FundingFinder



Thank you!

Contact us at:
Anne@FloodCoalition.org

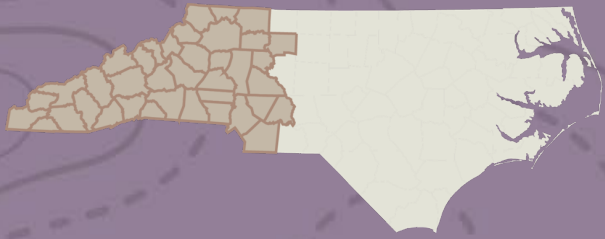


Anne Baker
Chief Program Officer



Brian McWalters
Technical Associate
Director



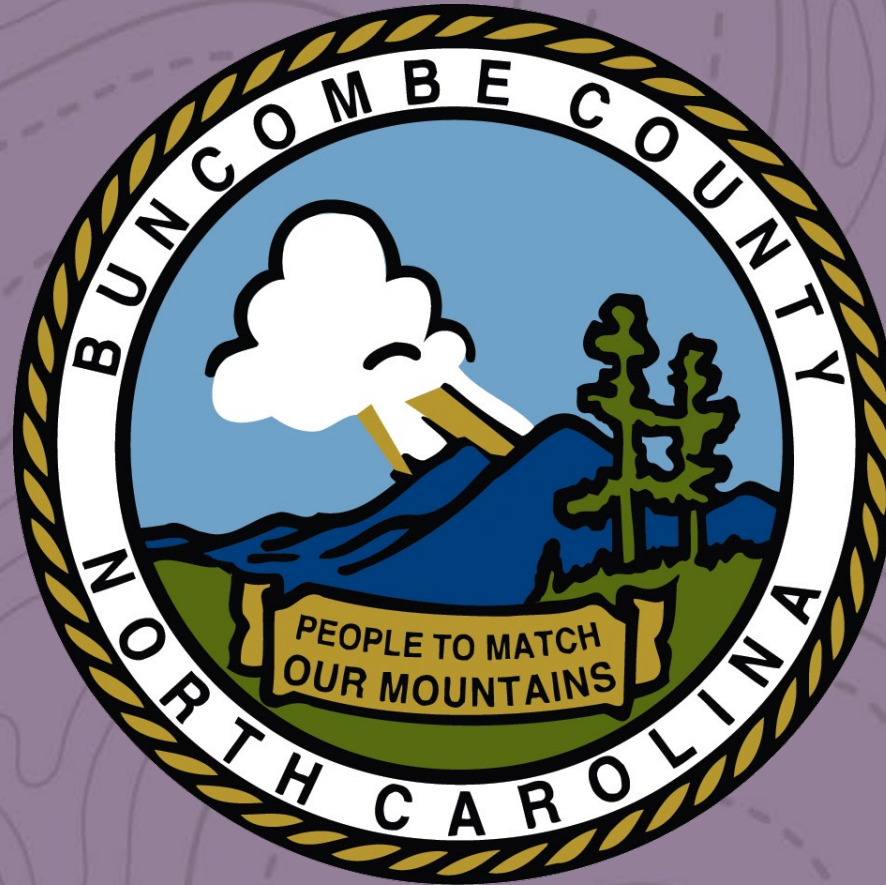


WNC

Recovery & Resilience
Partnership

Drew Ball

County Commissioner,
Buncombe County, NC





MISSION

To promote a healthy, safe, well-educated community with a sustainable quality of life.

279,210

POPULATION

154,504

UNINCORPORATED POPULATION

42.4

MEDIAN AGE



\$71,525

MEDIAN HOUSEHOLD INCOME

\$328,900

MEDIAN HOME PRICE

\$1,267

MEDIAN RENT

VISION

Buncombe County is a caring community in harmony with its environment where residents can succeed, thrive and realize their potential.

MUNICIPALITIES

- City Of Asheville
- Town of Biltmore Forest
- Town of Black Mountain
- Town of Montreat
- Town of Woodfin
- Town of Weaverville

UNINCORPORATED CENTERS

- Alexander
- Arden
- Barnardsville
- Candler
- Fairview
- Leicester
- Swannanoa



659.95
SQ MILES

GOVERNMENT PROFILE

GOVERNMENT

Board of Commissioners

ANNUAL BUDGET

\$433,096,618

EMPLOYEES

1,741

KEY SERVICES

- Agriculture & Land Resources
- Air Quality
- Economic Development
- Election Services
- Emergency Services
- Health & Human Services
- Justice Services
- Parks & Recreation

- Permits & Inspections
- Planning & Development
- Public Libraries
- Public Safety Communications
- Register of Deeds
- Sheriff
- Solid Waste
- Sustainability

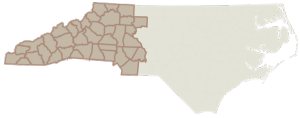
STRATEGIC FOCUS AREA

- Community Health
- Economic Development
- Education

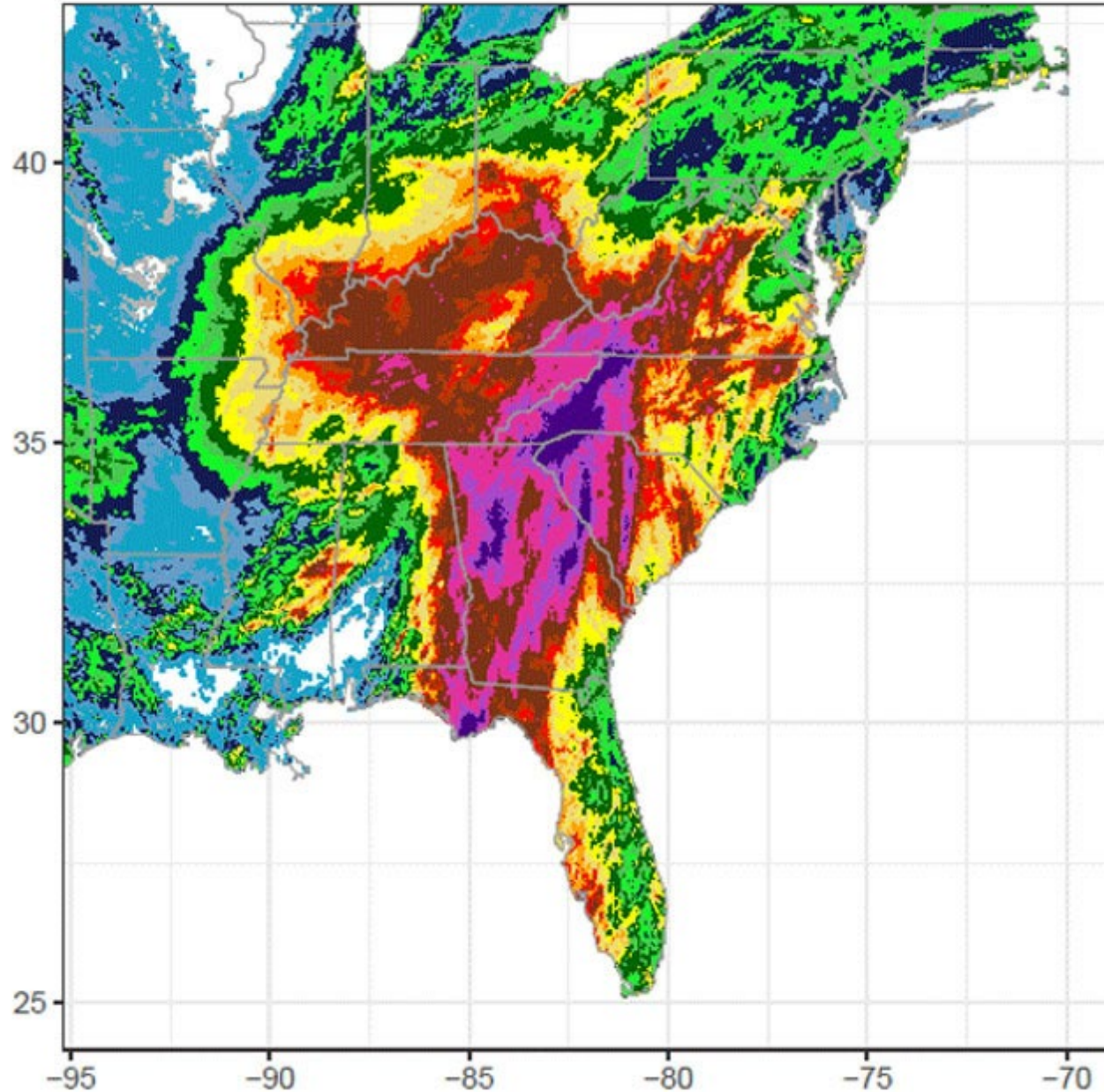
- Energy & Environment
- Growth & Development
- Public Safety

BUNCOMBE COUNTY

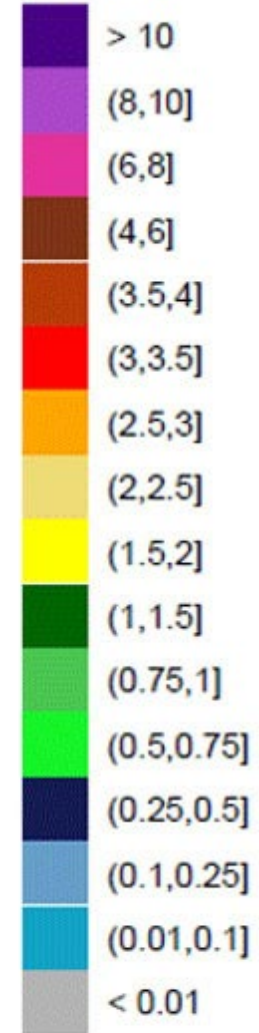


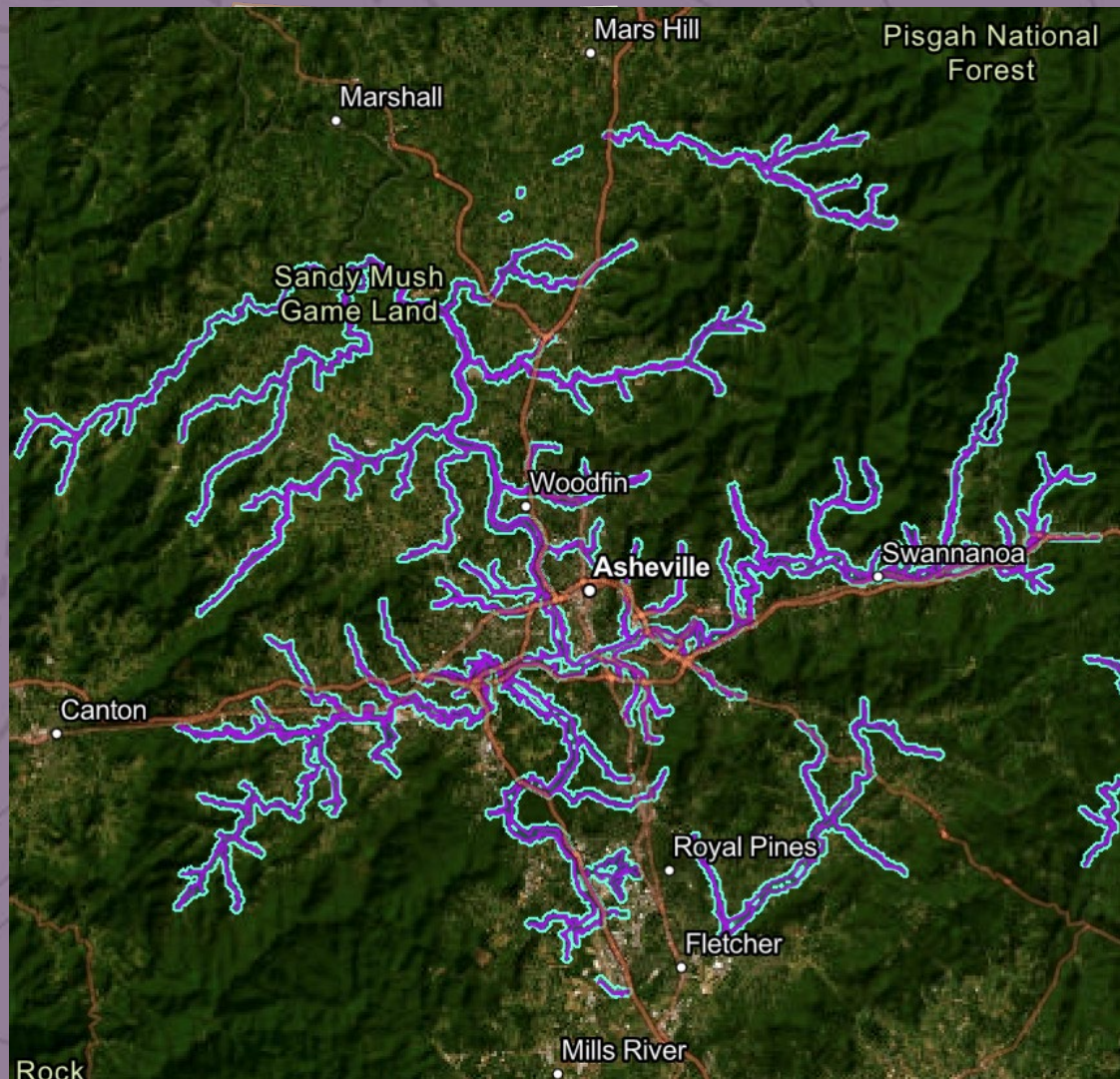


Storm total 2024-09-25 to 2024-09-29 (4 km)



5-day rainfall
(inches)





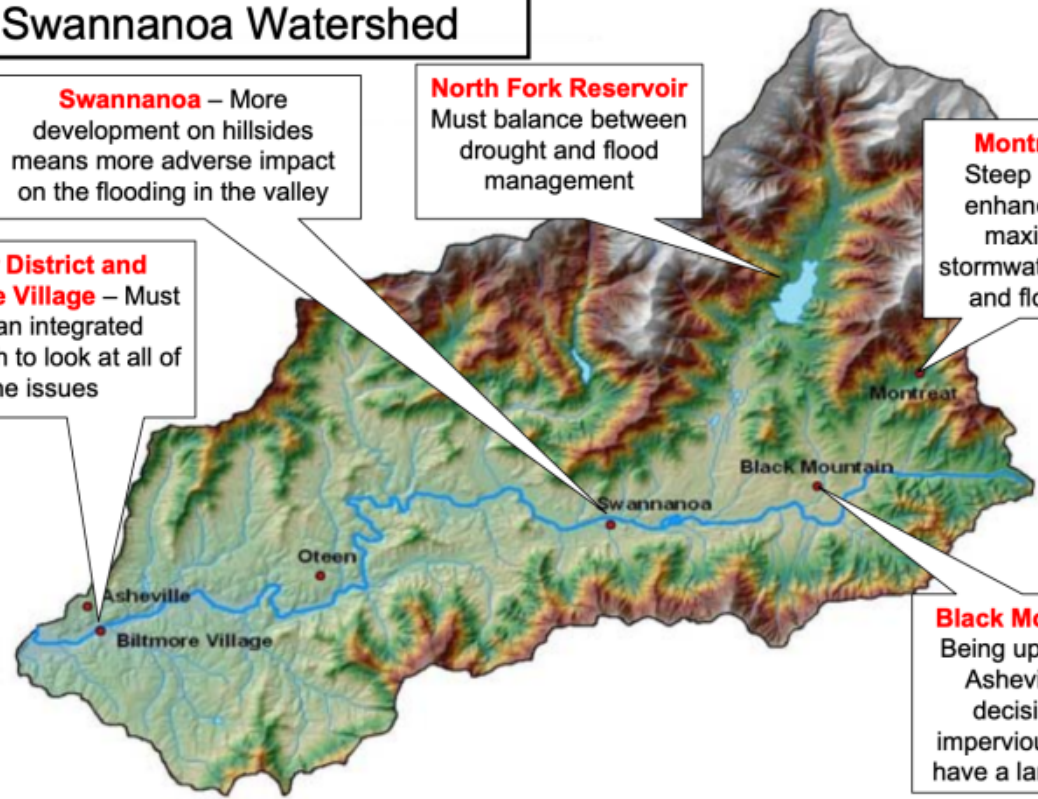
The Swannanoa Watershed

Swannanoa – More development on hillsides means more adverse impact on the flooding in the valley

North Fork Reservoir
Must balance between drought and flood management

Montreat – Steep slopes enhance and maximize stormwater runoff and flooding

River District and Biltmore Village – Must take an integrated approach to look at all of the issues



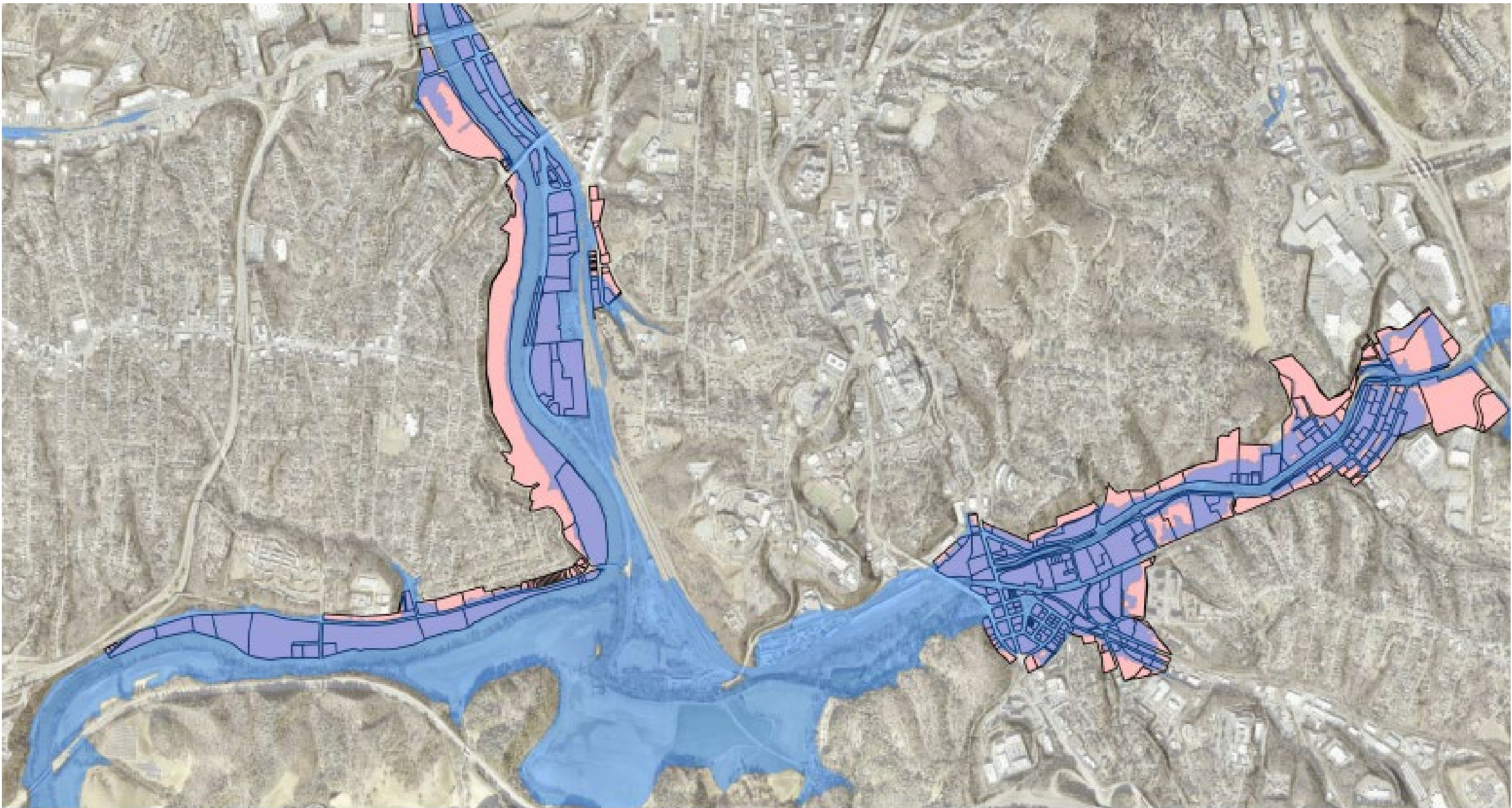
Black Mountain – Being upstream of Asheville, any decisions on impervious surface have a large impact



Asheville – Buncombe Flood Damage Reduction Task Force



We are all connected by the watershed and need to “share in the pain” and the solution. For this reason, we need a regional approach.



GIS Image of the rivers showing the flooding infrastructure along the banks.





Record Flooding Forecast in Asheville, NC

Friday, September 27, 2024
12:45 AM EDT

Life Threatening Flooding Possible

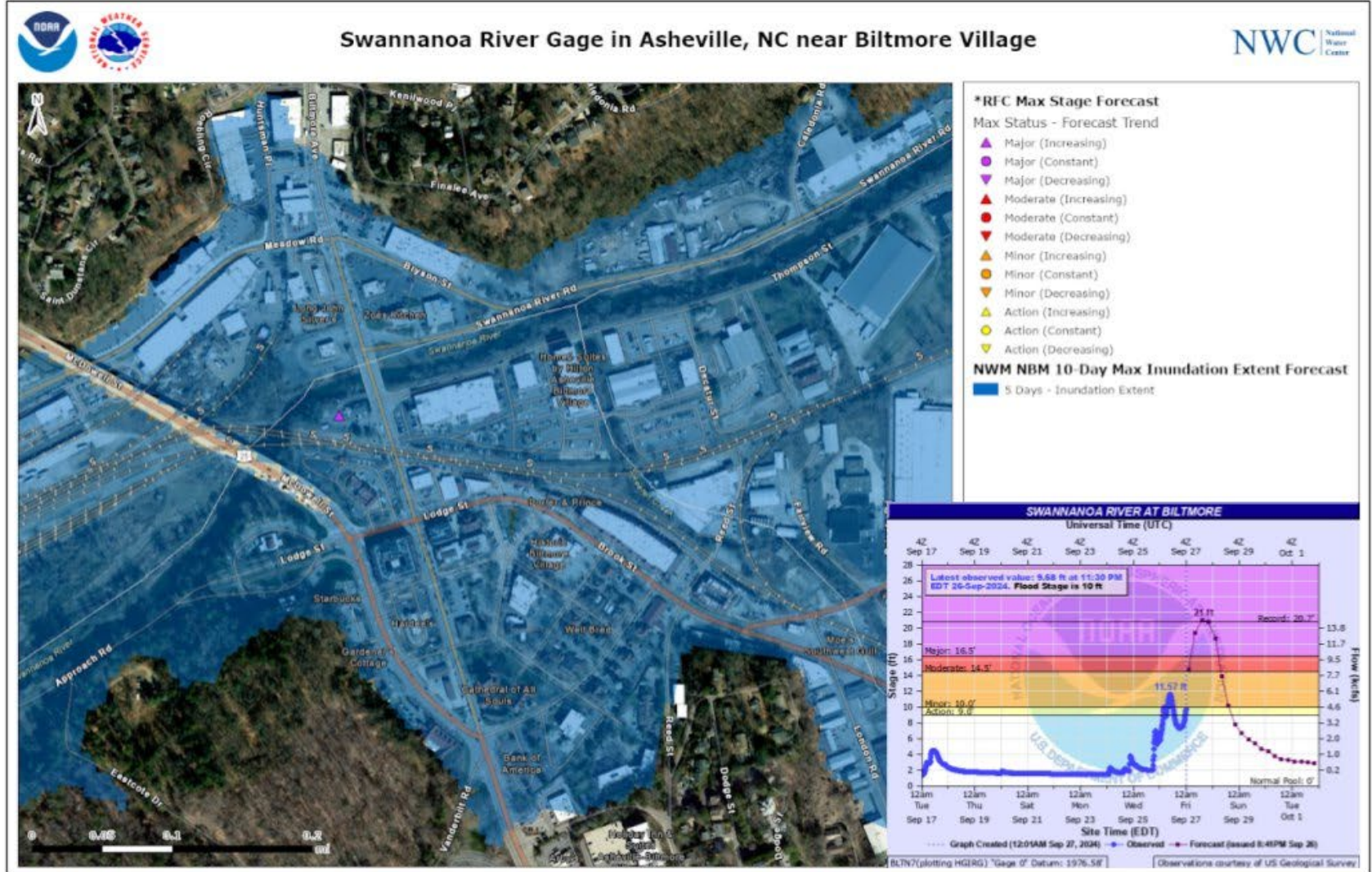
Key Messages

- Record flooding is forecast along the Swannanoa River
- Life threatening flooding may be possible
- Flood inundation mapping suggests widespread flooding in the Biltmore Village area of Asheville (shown in blue in the image on the right)
- To escape rising water, take the shortest path to higher ground.



Timing

- Flooding is ongoing and expected to crest Friday evening at record stage

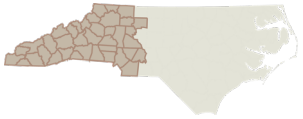


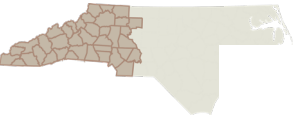




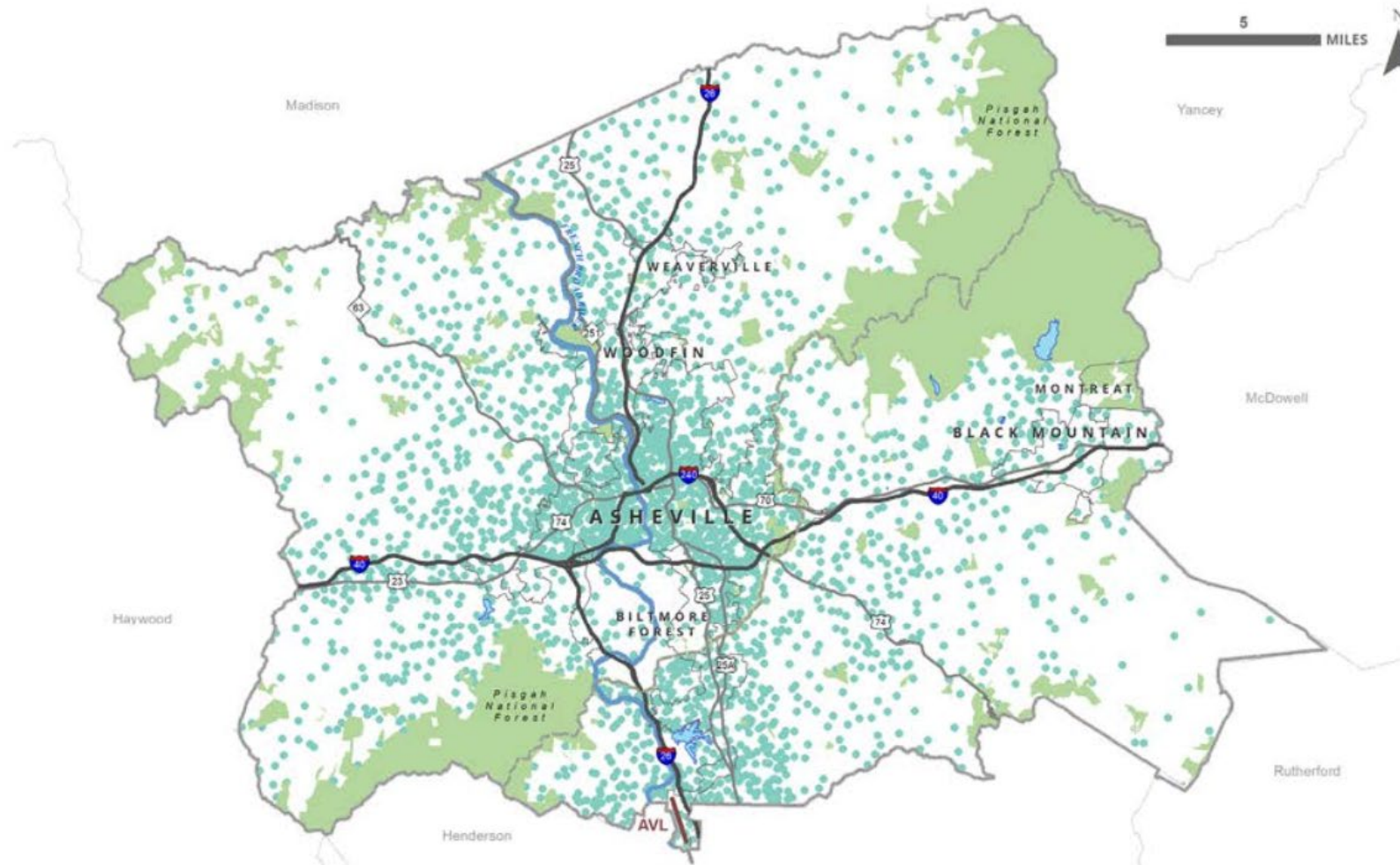






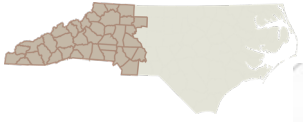


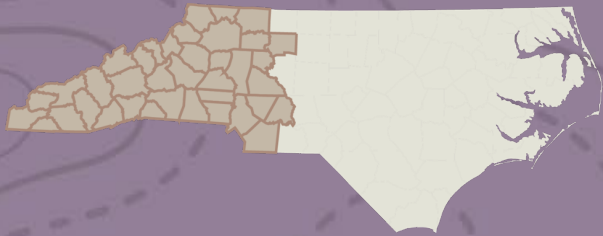
Population Density, 2020



Population, 2020

1 Dot = 100





Buncombe County After-Action Report

Tropical Storm Helene 2024





Buncombe County Helene Recovery Plan

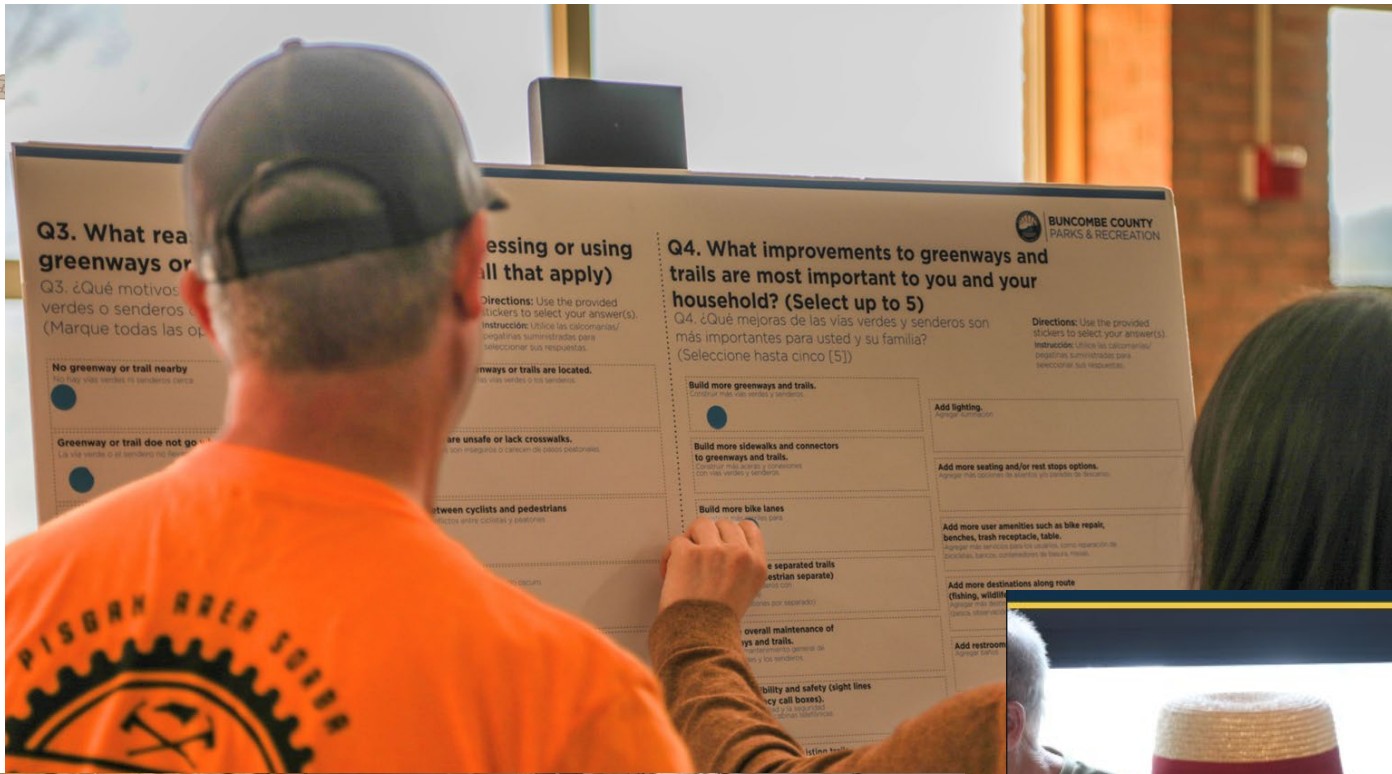
November 2025



Buncombe County Helene Recovery Plan

November 2025





Community Engagement Public Meeting.



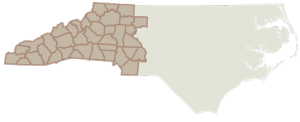
Community members have coffee with a planner to share their vision for recovery.

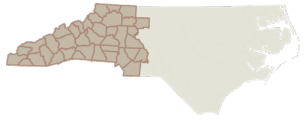


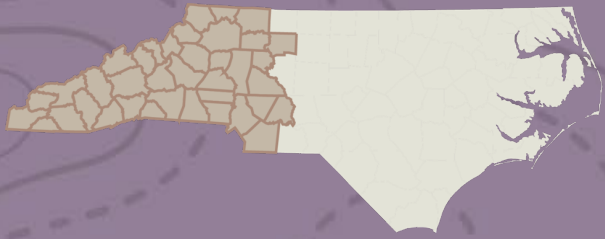


Machinery processes logs into mulch.









WNC

Recovery & Resilience
Partnership



**Regional
Partnerships
matter.**

**Thank you for the
opportunity to be
here today!**



Learning from UVM's Infrastructure Data Leaders

Fifth Annual Vermont Capital Planning Forum

Kendall Fortney • Paige Brochu • Beverley Wemple

University of Vermont | April 9, 2026 | 1:15–2:00 PM

Order of Operations

Beverley Wemple, Water Resources Institute

Paige Brochu, Spatial Analysis Lab

Kendall Fortney, Vermont Research Open Source Program Office

Q&A

From Water Data to Water Solutions

Beverly Wemple

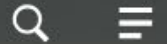
Professor of Geography & Geosciences

Director, Water Resources Institute

UVM Institutional Lead, Cooperative Institute for Research to Operations in Hydrology



Water Resources Institute



Water Resources Institute

We strive to advance knowledge, develop innovative solutions, and drive collective action towards a sustainable, just, and resilient water future.

Explore

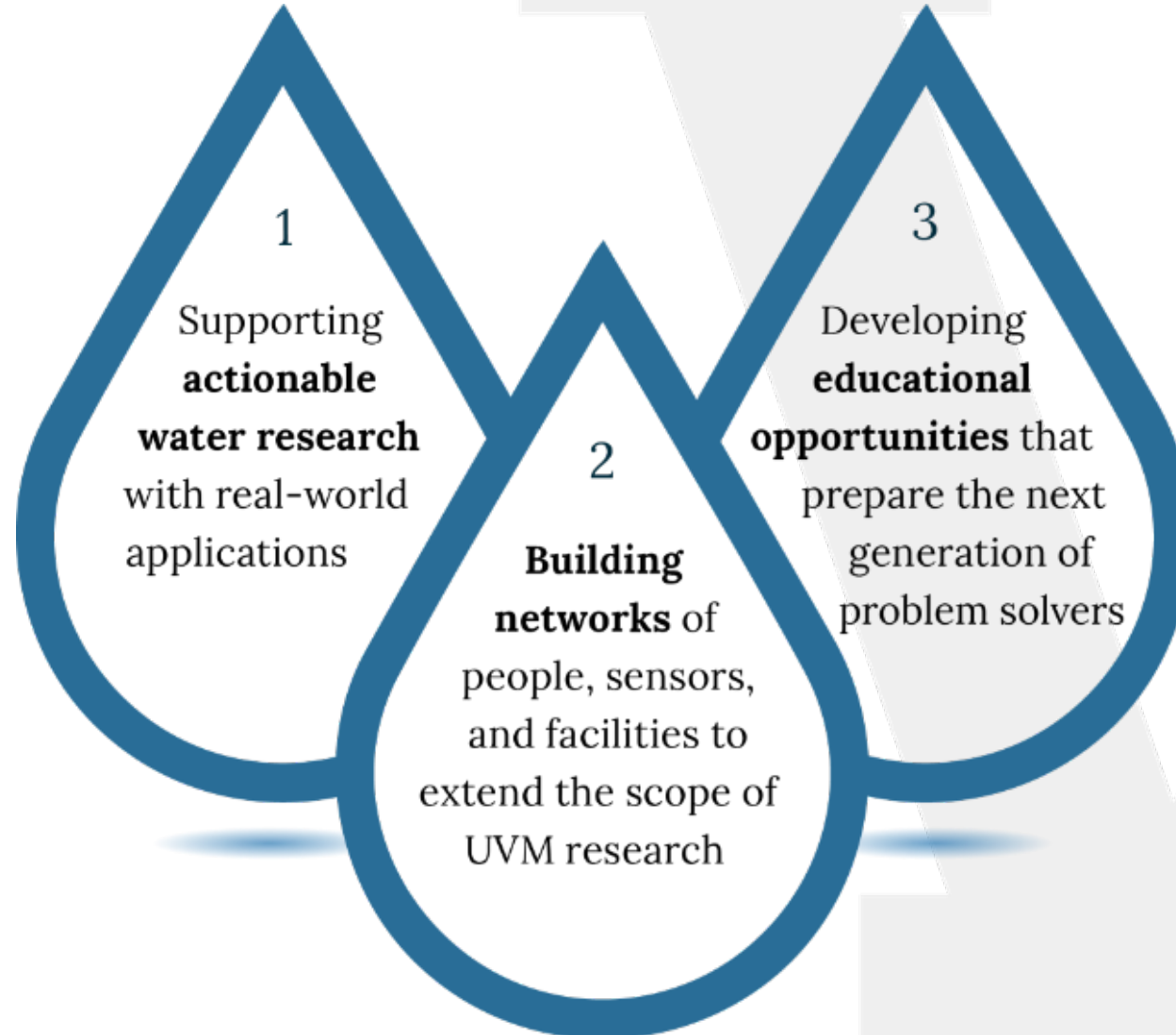


WATER RESOURCES INSTITUTE

www.uvm.edu/water



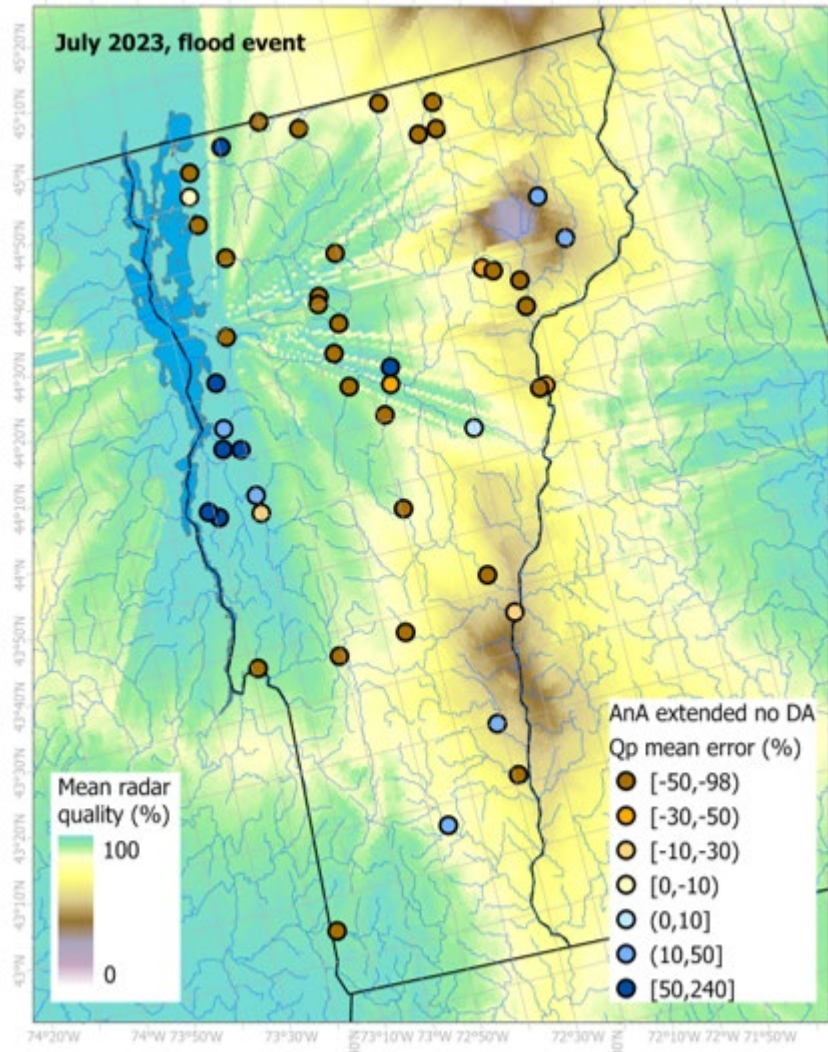
WRI Strategies for Impact



Flood warning challenges in VT and mountain settings

1

Quality of model inputs and rapid evolution of storms impact forecasting skill



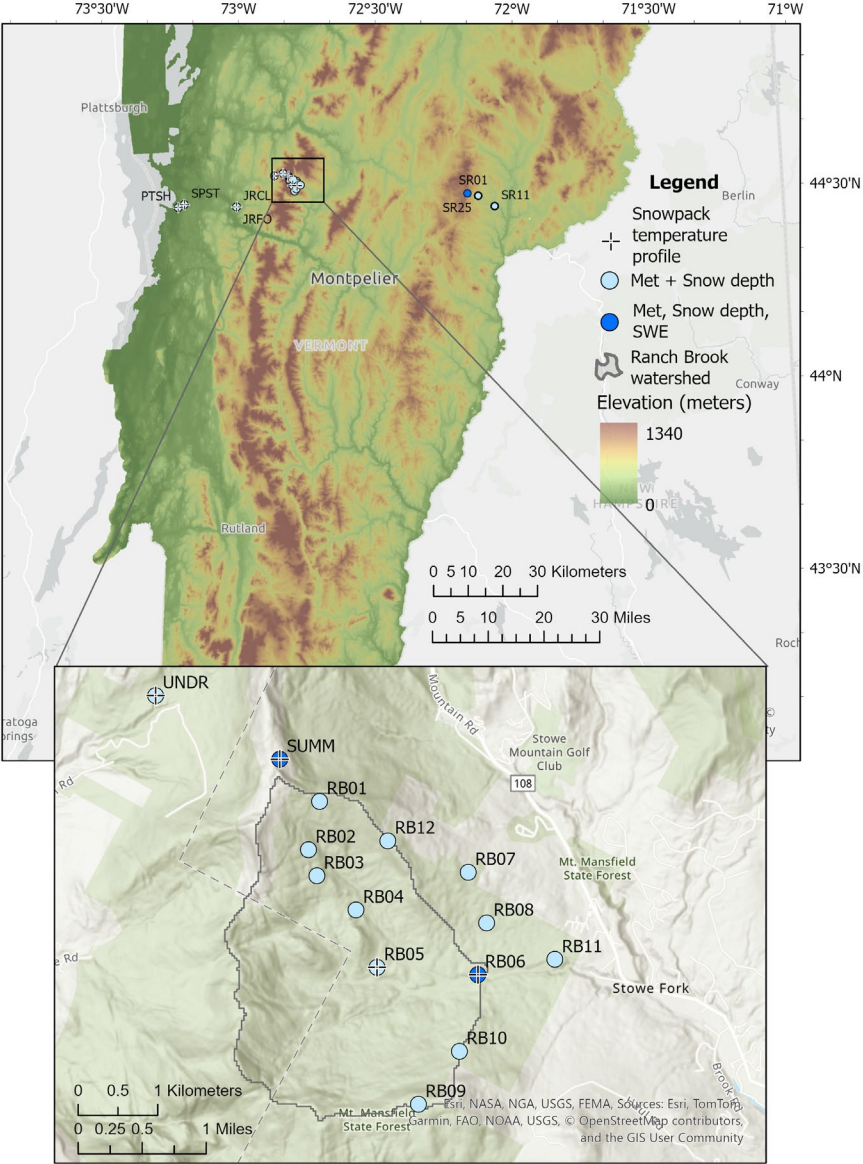
... and inundation zone predictions

2

Erosional damages not captured in existing impact assessments



Meeting the challenge: new data networks



Summit-to-Shore
University of Vermont x CRREL

University of Vermont x CRREL Research Initiative

SUMMIT-TO-SHORE

Snow Observatory Network

Monitoring snowpack characteristics and meteorological variables across Vermont's elevational gradients from valley floors to mountain peaks

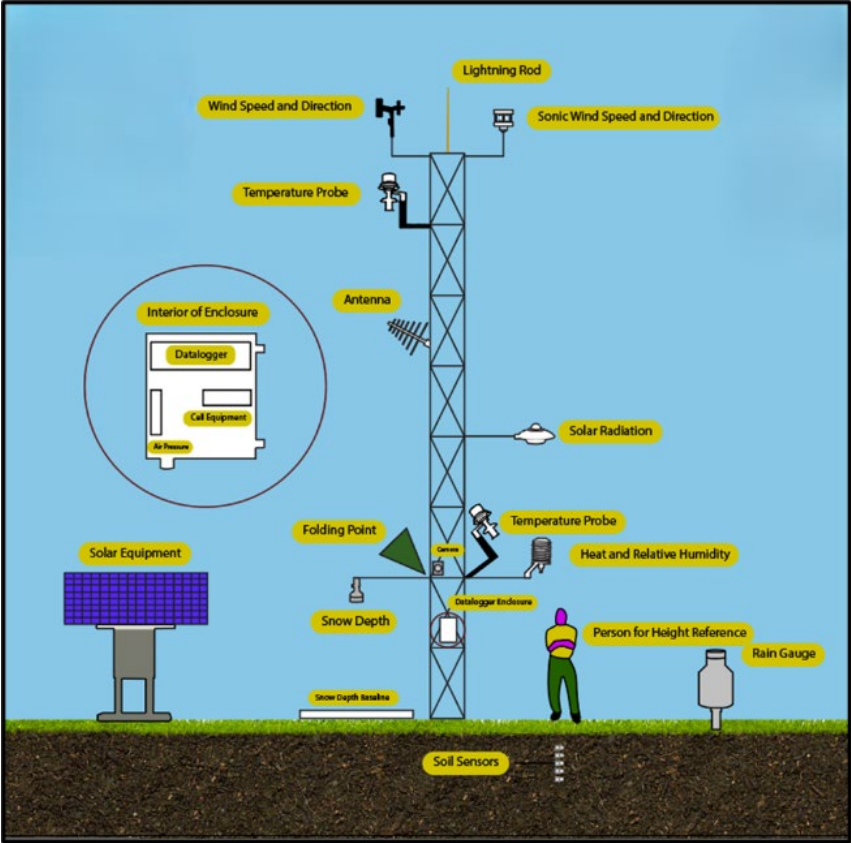
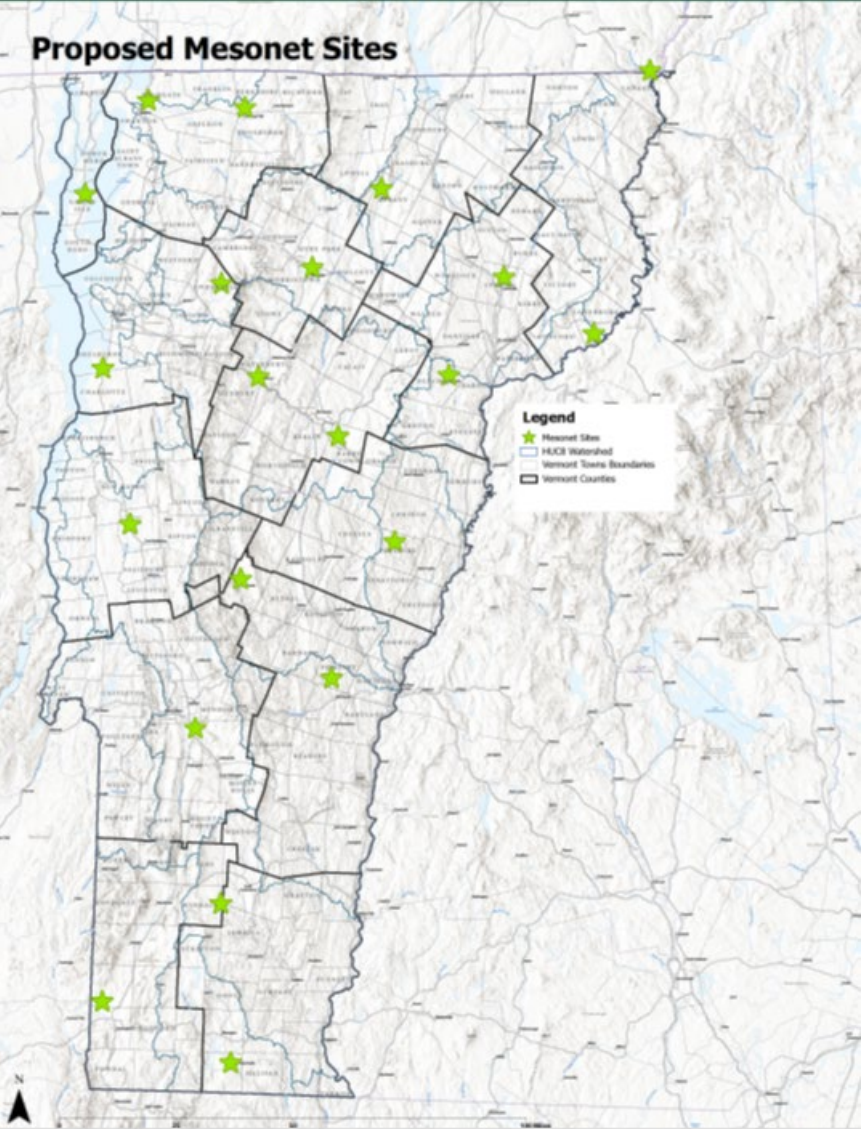
22 monitoring stations from 45m (Potash Brook) to 1170m (Ranch Brook) elevation. Including 12 dedicated sites on Mount Mansfield. High-resolution data supports computational snowpack models in understudied low-elevation montane environments. Powered by University of Vermont research excellence.

[Explore Live Data](#) [Download Data](#)

<https://crrels2s.w3.uvm.edu/>

Project lead: Arne Bomblies, Civil & Environmental Engineering
 Sponsor: USACE Cold Regions Research and Engineering Lab

Meeting the challenge: new data networks



UVM's Water Resources Institute invites you to the

Vermont Mesonet Ribbon Cutting

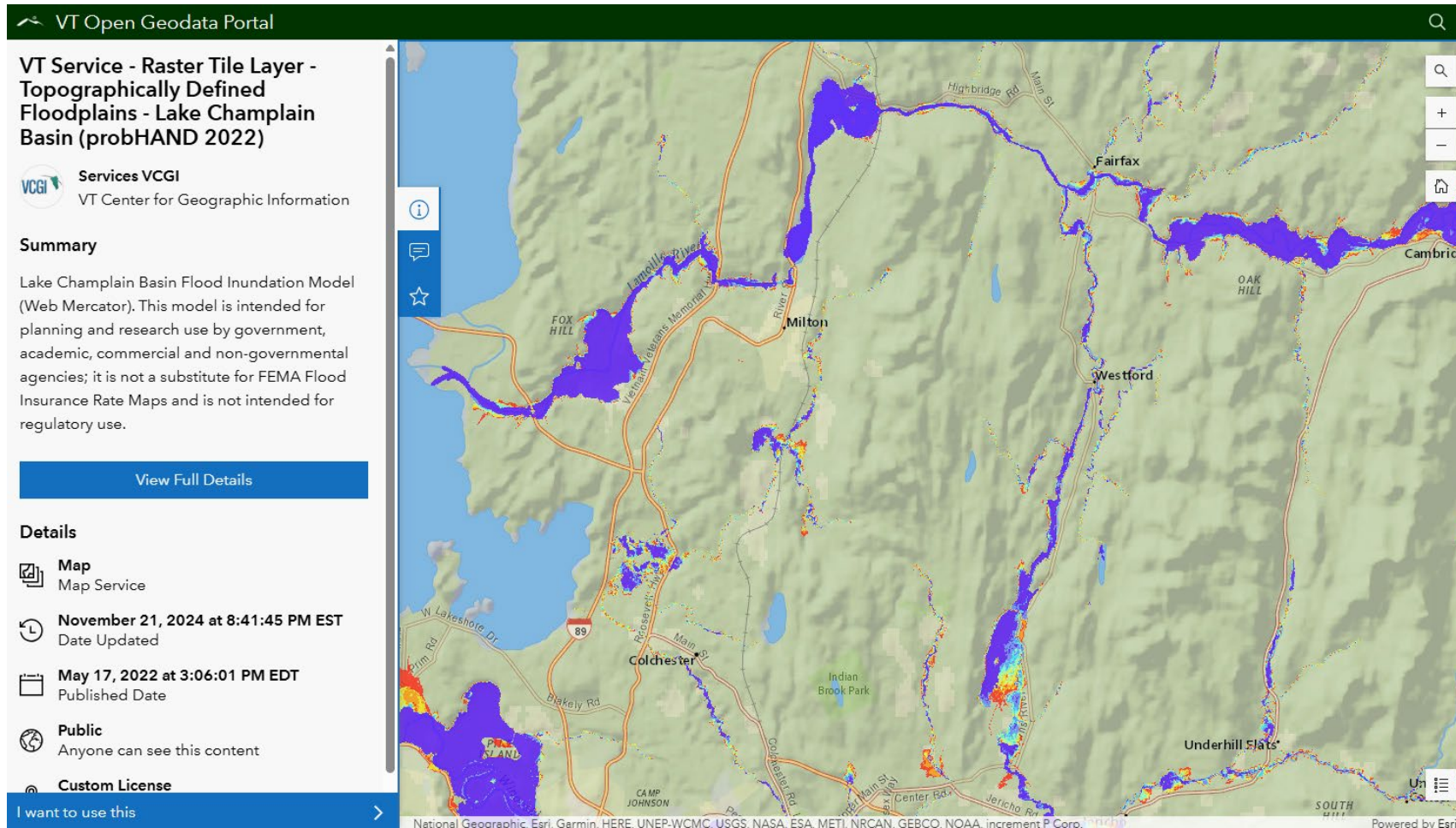
Tuesday, May 5
1:00 pm
at Caledonia County Fairgrounds

Join us in celebrating the first step in Vermont's statewide weather monitoring network

RSVP to joshua.benes@uvm.edu

Project lead: Joshua Beneš, Water Resources Institute
Sponsor: Leahy Institute for Rural Partnerships

Meeting the challenge: new map products



Additional products:

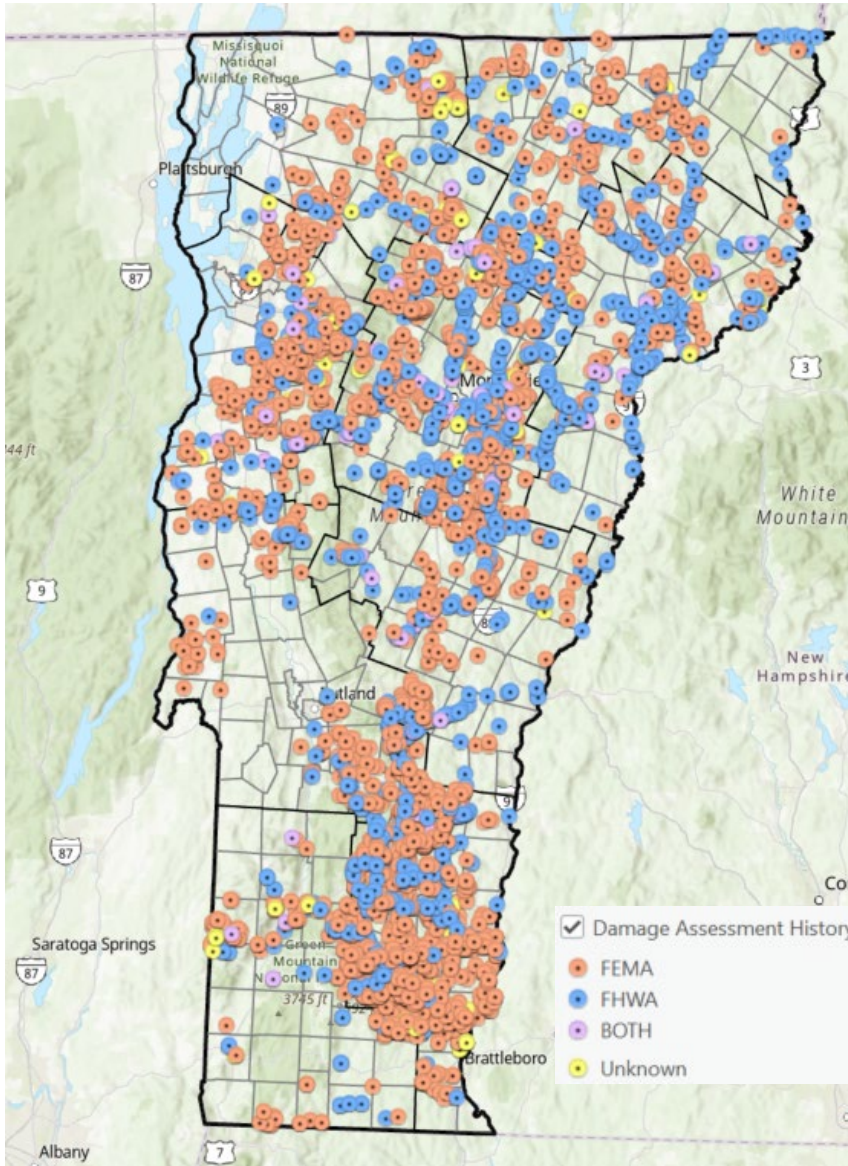
Fluvial Erosion Hazards
(Sponsors: CIROH and USGS)

Alluvial Fans *
(Sponsor: Leahy Institute)

Project lead: Rebecca Diehl, Geography & Geosciences | Sponsor: Lake Champlain Basin Program

Key collaborator: Kristen Underwood*, Civil & Environmental Engineering

New Project: Cost - Benefit Analysis of MRGP for Flood Resilience



- 1 Damage Dataset Compilation
- 2 Damage Recovery Cost Review
- 3 MRGP Compliance Costs

Participating towns:

1. Brattleboro
2. Corinth
3. Hardwick
4. Richmond
5. Stamford
6. Starksboro
7. Wallingford
8. Washington
9. West Windsor
10. Wolcott

Seeking 10 more

Project lead: Elizabeth Doran, Civil & Environmental Engineering
TAC: Otis Elms-Moore (MARC), Chris Dubin (CCRPC), Rita Seto (TRORC), Chad McGann (DEC)
Sponsors: Vermont Agency of Transportation, Vermont Water Resources & Lake Studies Center

Research dissemination to communities

Research seminars and panels

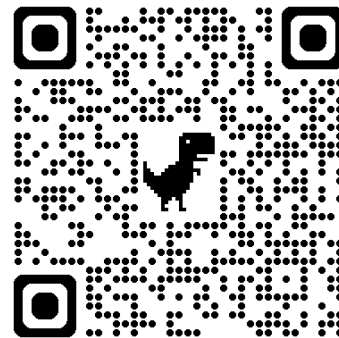


Community talks & walks

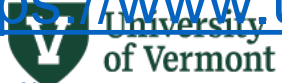


**MAKE A
SPLASH
ON THE WATER SIDE.**

Join us for a series of seminars and walks where UVM scientists translate their water research into tangible action and learning for rural communities. Learn firsthand how their work, from monitoring local landscapes to innovative research, helps Vermont become more resilient against a changing climate. These Saturday events are your opportunity to connect with the experts, ask questions, and see UVM science in action.



<https://www.uvm.edu/water/events>



<https://www.youtube.com/@WaterResourcesInstitute/playlists>

UAS Response to Vermont Flooding

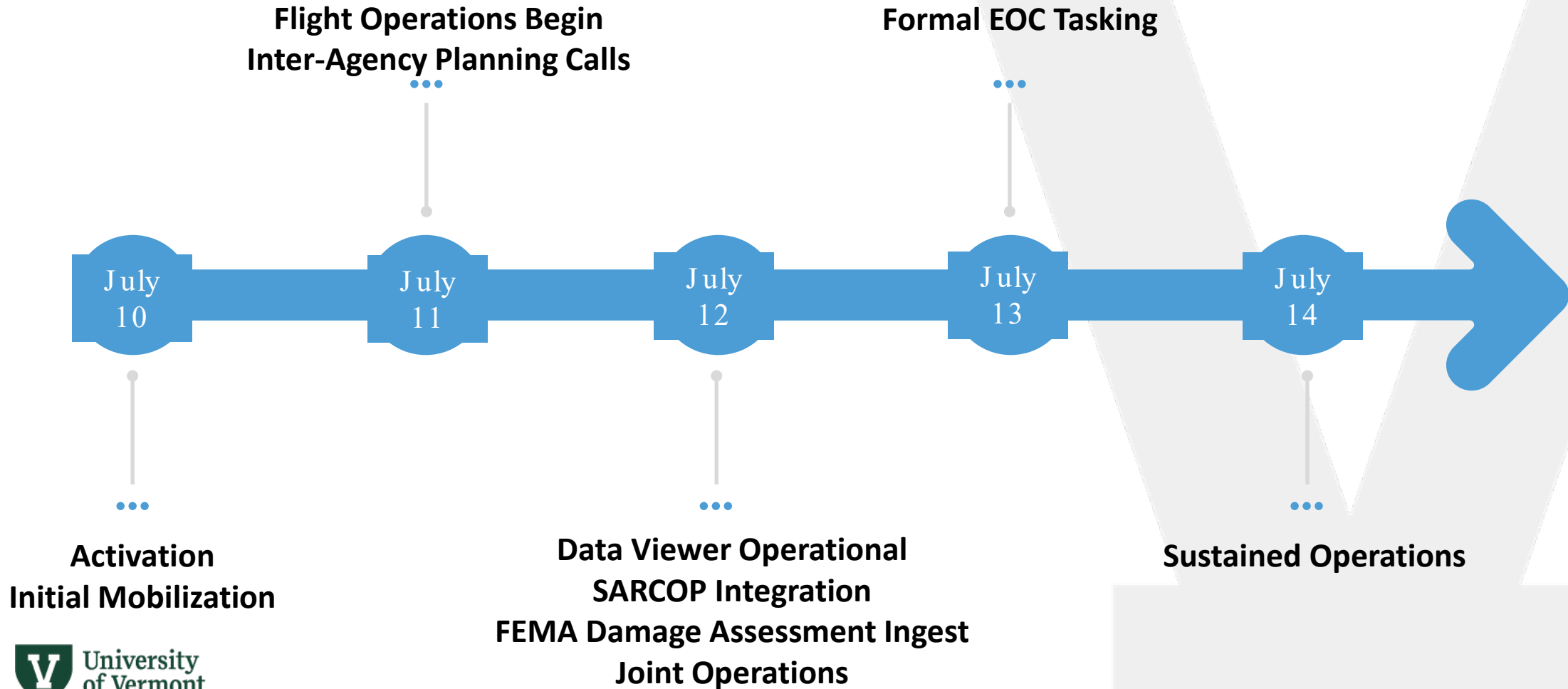
An aerial photograph showing a town in Vermont that has been severely flooded. The water is a murky brown color and has inundated most of the streets and lower-level areas. Numerous multi-story brick and stone buildings are visible, some with their lower floors completely underwater. A large, modern-looking building with a flat roof and solar panels is prominent in the center. In the foreground, a river flows through a dense forest, with a metal truss bridge crossing it. The background consists of rolling green hills under a clear blue sky with a few wispy clouds.

Spatial Analysis Lab





Timeline



Joint Ops

1100: Notification

1230: Teams On Site

1300: Plan In Place

1330: Flights Begin

1330: Flights End

2330: Data Products

3
Teams

12
Missions

180
GB of
Data




Details

Layers

Info

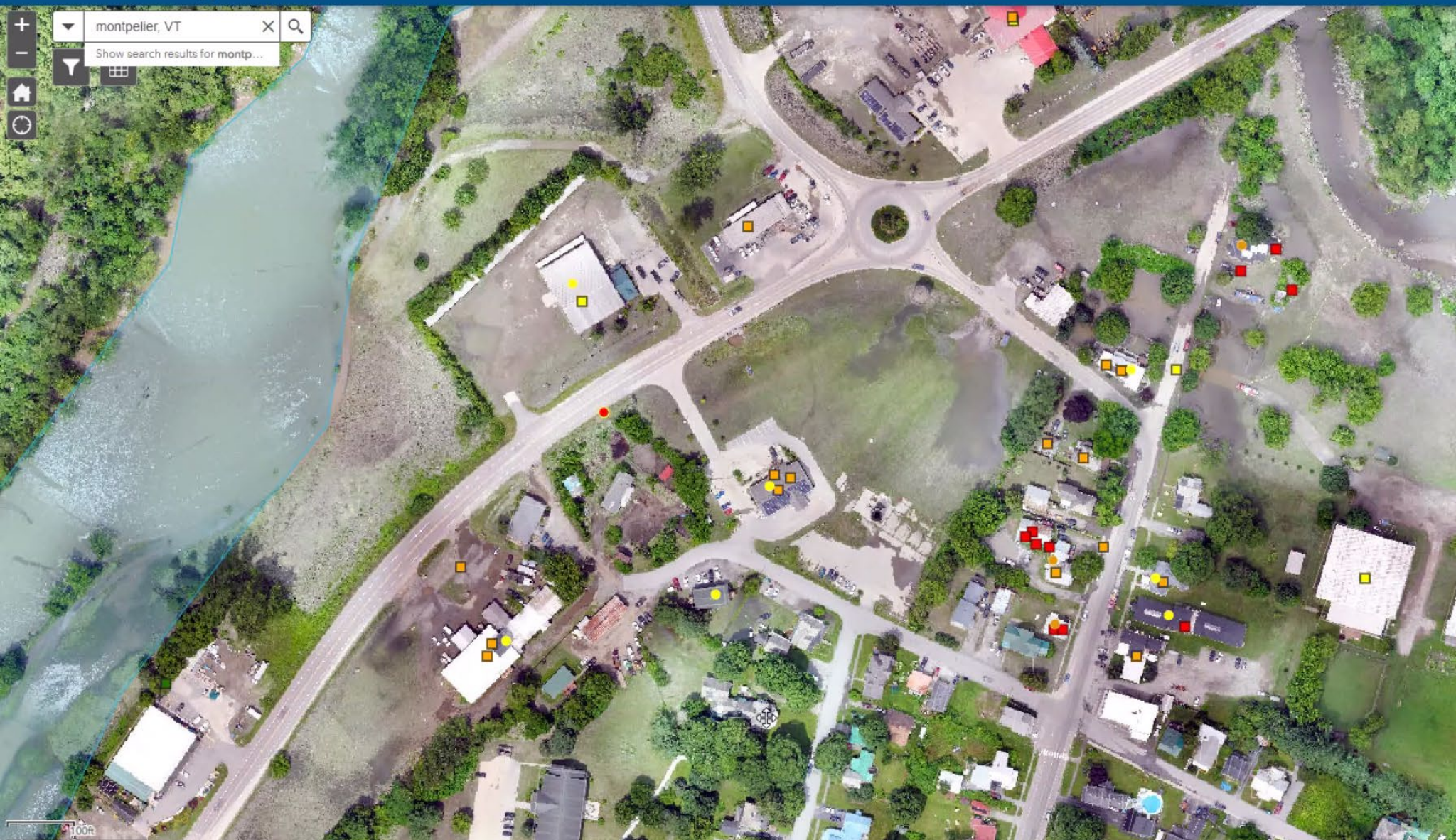
UVM SAL 2023 Vermont Flood Photos 02 4 - Point layer



Zoom

- UVM SAL 2023 Vermont Flood Photos - Montpelier
- UVM SAL 2023 Vermont Flood Photos - Montpelier
- UVM SAL 2023 Vermont Flood Photos - Montpelier





Layer Lists

GSDA Layers

Layers

- POST for Vermont Flooding using ICEYE R3 - 23cf4
- Quick Photo Upload- FEMA Crowdsourcing
- GSDA AOI- View Only
- GSDA Assessment Status Grids - Priority View
- GSDA Assessment Status Grids - Editable - Assessor View
- GSDA Assessment Status Grids - View Only - Assessor View
- GSDA Assessment Points - Editable
- ImageEvents_2023_view - Aerial Oblique Photo Points
- ImageEvents_2023_view - Aerial Nadir

Reference & Imagery

- 12July2023
- UAS Orthoimagery Barre High School 12July2023
- UAS Orthoimagery Barre East Corridor 12July2023
- UAS Orthoimagery Barre Downtown North 12July2023
- UAS Orthoimagery Barre Downtown South 12July2023
- IMG_VCGI_PLANET20230711_CACHE_v2
- UAS Orthoimagery Montpelier Downtown 11July2023PM
- UAS Orthoimagery Waterbury Crossroads 11July2023AM
- CAP_Ortho_footprint
- CAP Orthos: filter for incident

FEMA Damage Assessment & SARCOP Integration

Response to Act 250 Reforms from 2024

NORTH DANVILLE

Spatial Analysis Lab



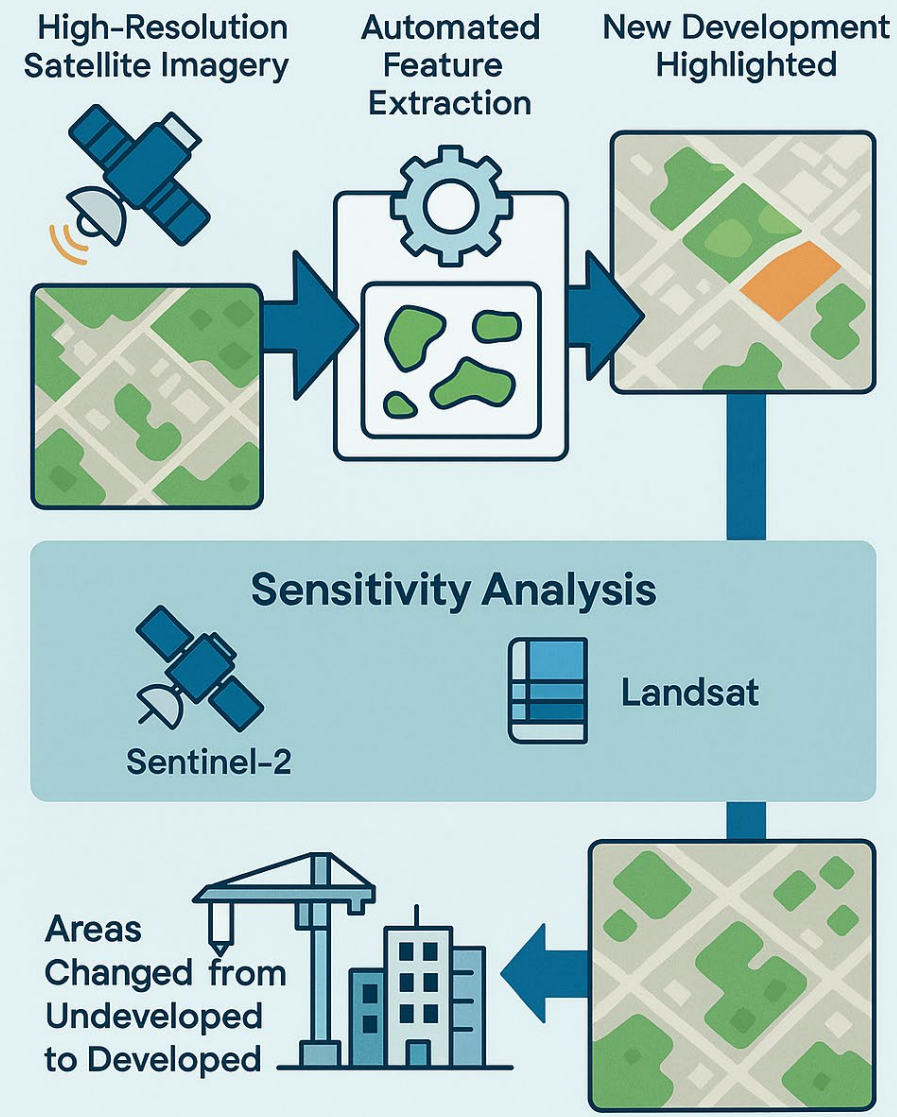
Goal: Identify New Development Using Automated Approaches



- Enhanced 911 Board
- Department of Housing and Community Development
- Department of Taxes



ASSESSING LANDSCAPE CHANGE



July 2024

July 2025



Potential New Development

Vermont Research Open Source Program Office (VERSO)



Kendall Fortney, Director

VERSO was founded in 2022 to build a sustainable open-source ecosystem at UVM. We operate at the intersection of academic research, government, and Vermont's civic technology community.



VERSO & ORCA: How We Work

Open Research Community Accelerator (ORCA)

ORCA is our student internship engine. Student teams work on semester-long + projects with real deliverables for partners across Vermont.

Student-led teams of 3–5 paid interns in software, data analyst, team leads, and geospatial specialist roles funded by grants. Onboarding is grounded in NASA Open Science, open source practices and the Turing Way.

Our Network

Agency of Commerce & Community Development (ACCD) • Vermont Center for Geographic Information (VCGI) • Agency of Natural Resources (ANR) • Windham Regional Commission • Vermont Rural Water Association • Vermont Housing Finance Agency • City of Burlington

Relevant VERSO Projects

- **Vermont Zoning Atlas** - Interactive geospatial tool mapping zoning code distributions statewide, supporting land use planning and housing analysis.
- **Wastewater Infrastructure Mapping** - Comprehensive assessment of wastewater systems across Vermont municipalities, identifying infrastructure gaps and needs.
- **VRWA Certification Platform** - Modern system replacing a legacy database for the Vermont Rural Water Association, managing course registrations, attendance, credit tracking, and certificates.
- **Vermont Data Dashboard (via Vermont Data Collaborative)** - Public-facing platform aggregating community indicators to support data-driven local decision-making.

ORCA By the Numbers

Student-powered open-source infrastructure, built in public

48+

Students Hired

45+

Open Projects

8,850+

Hours Worked

Projects span GIS, data pipelines, web apps, and civic data tools

Vermont Zoning Atlas

What It Is

A statewide GIS dataset mapping every zoning district in Vermont including what types of housing are permitted, minimum lot sizes, and public hearing requirements.

Why It Matters

The housing shortage is deeply impacting Vermont. Before VTZA, there was no comprehensive map of these rules.

How We Built It

ORCA student teams digitized zoning regulations by reviewing zoning laws across all Vermont municipalities and following the National Zoning Atlas to align with existing GIS infrastructure.

Single-Family Housing

Single-family homes are widely permitted across Vermont. The vast majority of Vermont's zoned land allows single-family housing by right, reflecting the state's traditional settlement patterns. However, many districts require large lot sizes (1+ acres) that increase land costs and limit development in village centers and near existing infrastructure.

~90%

of districts permit single-family homes

~60%

require lots of 1 acre or larger

Multi-Family Housing: Four Units and Above

Apartments are heavily restricted. Four-or-more-unit buildings (apartments) face the most significant zoning barriers. Many towns prohibit multi-family housing entirely or allow it only in limited commercial/mixed-use zones, often far from services and transit.

~35%

of districts permit 4+ family by right

~25%

require public hearings

~40%

prohibit multi-family housing

Wastewater Infrastructure Mapping

The Problem

Wastewater capacity is a fundamental constraint on Vermont's ability to grow housing. We wanted to help expand a reliable statewide dataset of what systems exist and where they are.

Our Approach

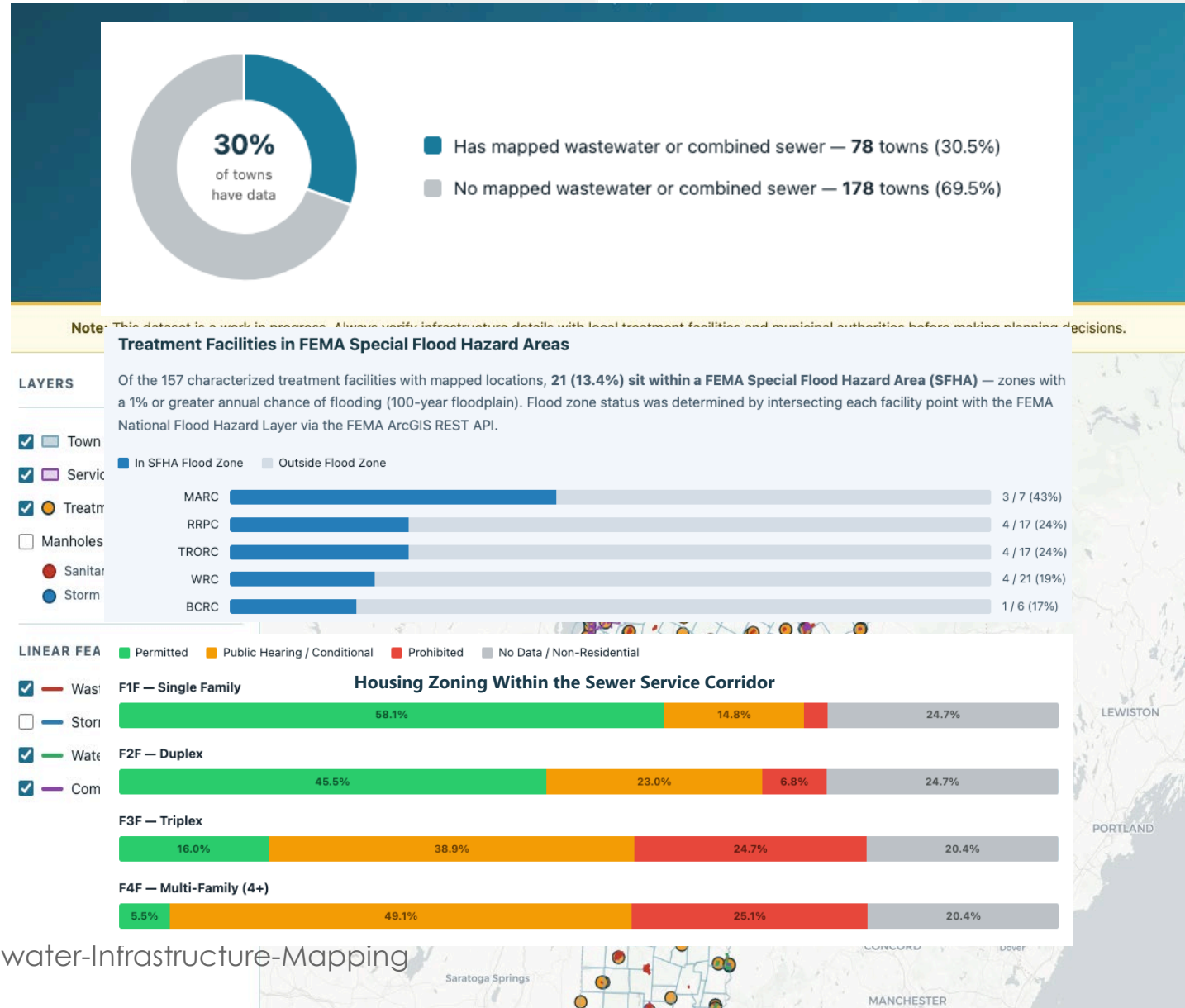
Started May 2024. ORCA teams worked with ANR, DEC, and VCGI to compile and standardize wastewater system data into a unified GIS dataset with 6 map layers.

Partners

Research Sponsor: Chris Company, Windham Regional Commission • Faculty Researcher: John Lens • Vermont Agency of Natural Resources (ANR)



URL: github.com/VERSO-UVM/Wastewater-Infrastructure-Mapping



What We've Learned

*Data itself
does not solve
problems,
connecting
data does...*

Data quality is a systems problem

The hardest part of every project wasn't just collection — it was reconciling inconsistent definitions, formats, and coverage across jurisdictions. “Accurate” and “usable” are not the same thing.

Open infrastructure compounds

Each dataset we publish becomes a foundation for the next project. VTZA enabled the Livability Map which helped create the Wastewater Project. Public investment in open data pays forward.

Students can do real work

ORCA students aren't doing classwork problems. They're building datasets and tools that we hope governmental agencies at all level rely on. The internship model works when the project is real, the partner is engaged, and the stakes are genuine.

Partnerships are the hard part

Technical work is tractable. Aligning stakeholders, navigating data sharing and governance, and sustaining momentum across agency timelines is the actual challenge.

Thank You

Questions & Discussion

Kendall Fortney | kendall.fortney@uvm.edu

VERSO: uvm.edu/verso • GitHub: github.com/VERSO-UVM

Vermont Zoning Atlas: verso-uvm.github.io/Vermont-Zoning-Atlas

Vermont Wastewater Map: verso-uvm.github.io/Wastewater - Infrastructure - Mapping/

Pulling it all together

To learn more, email:

Emma.spett@uvm.edu



Vermont Data Collaborative

Questions?





Municipal Climate Planning Guides & Pilot Program

Vermont Capital Planning Forum

April 9th, 2026

State of Vermont Municipal Climate Planning Guides

Two-year project to develop a set of guides for Vermont municipalities to support climate action in line with state requirements and opportunities.

Guides for municipal climate action

Social Resilience Process Guide

Municipal Plan Climate Guide

Capital Program Climate Guide

Pilot program support

- **Peer-to-peer:** Cohort model for knowledge sharing and collaborative support with participating municipalities
- **Planning support from RPCs:** One pilot community will test a guide with significant TA support from an RPC (Note: all communities receive some support from RPCs)
- **Planning support from VLCT:** One pilot community will test a guide with significant TA support from VLCT.
- **Planning support from consultant** : One pilot community that would hire a consultant will test a guide with TA support from consultant partner
- **Ad-hoc coaching:** RPCs and consultant partner are available to provide 1:1 coaching to a community who is implementing a guide

Pilot Communities

Bristol



Williamstown



Pawlet



Wallingford



Essex Junction



Lyndon



Capital Program Climate Guide

Supports communities with **integrating climate change considerations into their Capital Program and Budget**. Provides a framework for thinking about how climate hazards impact maintenance or replacement timelines; design considerations for resilience and carbon reduction goals; and implications for capital, operations, and maintenance costs.

- Mirrors scaling up, scaling down, and regional approach as a framework for each step in the process
- Aligns with the Vermont League of Cities & Towns capital planning technical assistance

Capital Program Climate Guide

Setting climate based asset management standards

1

Keep an Inventory (and update it regularly)

2

Risk Assessment

3

Energy Assessment

Plan ahead to mainstream risk and climate pollution reduction

4

Set performance goals and measures

5

Adaptation Pathways

5

GHG Reduction Opportunities

Implement Climate Action in Municipal Budget

7

Funding maintenance

8

Governance

Table 1A is a summary of Vermont Climate Budgeting Framework. This framework is adapted from C40's Mainstreaming for Climate Adaptation Report to expand and include decarbonization.

Capital Planning Municipal Asset Climate Appendix

MUNICIPAL ASSET	CLIMATE CONSIDERATIONS	CLIMATE-BASED ASSESSMENT	CLIMATE-BASED PROJECT PRIORITIZATION	CLIMATE-SMART CAPITAL INVESTMENTS	GUIDANCE AND RESOURCES
<p>Road Infrastructure</p> <ul style="list-style-type: none"> → Paved streets and roads → Dirt roads → Sidewalks → Bike paths <hr/> <p><i>Note: To the extent applicable, also consider bus stops, traffic lights, crosswalks and other infrastructure that support walking, biking, and public transit in your community</i></p>	<p>Pavement and dirt roads will see heavier wear and damage from freeze-thaw cycles, storms, flooding, and erosion.</p> <p>Culverts and drainage systems will need larger capacity to deal with larger storms and heavier rain events.</p> <p>“Complete street” features (like sidewalks, bike paths, crosswalks, etc.) are key for increasing accessibility and community resilience, and for reducing a community’s greenhouse gas emissions.</p> <p>Green infrastructure (like street trees and bioswales) incorporated into street designs can help manage the effects of climate change (e.g., higher temperatures, storms, and flooding) and support community resilience.</p> <p>Proactively upgrading infrastructure to be resilient to climate impacts will reduce long-term costs.</p>	<p>Inventory: Create and maintain an inventory of road infrastructure.</p> <ul style="list-style-type: none"> - Track current conditions - Note level of vulnerability to climate hazards - Track damage from specific weather events - Track maintenance and upgrades <p>Assess vulnerability: Assess which road infrastructure assets will be increasingly vulnerable to climate hazards.</p> <ul style="list-style-type: none"> - Flooding - Erosion - Storm damage - Impacts from heat <p>Consider both the level of exposure (e.g., high / medium / low) and level of potential impact (e.g., significant / moderate / low) when evaluating vulnerability.</p> <p>Define performance standards: Define performance standards (e.g., poor, fair, good, excellent) for your community’s road infrastructure. Standards for road infrastructure may pertain to:</p> <ul style="list-style-type: none"> - <i>Quality</i> (i.e., quality of the road surface) - <i>Resilience</i> (i.e., ability to withstand climate hazards) - <i>Accessibility</i> (i.e., supports 	<p>Prioritize: Identify road infrastructure projects that are top priority in the short-term (e.g., next two years) and mid-term (e.g., next five years).</p> <p>Consider:</p> <ul style="list-style-type: none"> - Which road infrastructure has already seen the most repeat damage from weather events? - Which road infrastructure will become increasingly vulnerable to climate hazards in the coming decade? - Which areas will most greatly impact community members who already face greater vulnerability (e.g., residents who are lower income, older, food insecure, etc.)? - Where is there opportunity to integrate complete street features or green infrastructure in upcoming road upgrades? Where could those features have the biggest impact in town? <hr/> <p><i>Note: Verify that these capital priorities align with goals and needs outlined in your Local Hazard Mitigation Plan (LHMP), Enhanced Energy Plan, and/or Municipal Plan. Your LHMP identifies transportation assets that</i></p>	<p>Stay on top of maintenance: Plan for higher maintenance costs for road / street infrastructure in capital budgets.</p> <p>Upgrade drainage and stormwater capacity: Upgrade culverts and drainage systems that are currently under capacity; Ensure that all new infrastructure is designed to handle future storm events.</p> <p>Integrate complete street features: Install sidewalks, bike lanes, crosswalks, and other complete street features as part of transportation infrastructure projects (substantial upgrades or redesigns).</p> <p>Integrate green infrastructure: Install green infrastructure as part of transportation infrastructure projects to help manage stormwater, reduce flooding, and keep streetscapes cooler.</p> <p>Make room for water: It may be necessary to relocate, raise, or redesign roads, sidewalks, or bike paths to avoid areas with frequent flooding.</p>	<p>State standards:</p> <ul style="list-style-type: none"> • Adopt and use Vermont’s Municipal Road and Bridge Standards (link) • Adopt and use Vermont’s Complete Streets Guidance (link) <p>Tools:</p> <ul style="list-style-type: none"> • Vermont Transportation Resilience Planning Tool (link) • Vermont Reducing Repeat Damage Tool (link) • Vermont Municipal Climate Change Vulnerability Indicators Tool (link) • Vermont Drainage Infrastructure Resource Tool (link) <p>Technical assistance & funding:</p> <ul style="list-style-type: none"> • Vermont Local Roads Technical Assistance Program (link) • Vermont Better Connections Program (link) • Vermont Better Roads Grant Program (link) • VTrans Grants in Aid Program (link) • Vermont State Infrastructure Bank Program (link) • Vermont Bond Bank Pooled Loan Program (link) • Federal Aid for Town Highways

April 9, 2026

Vermont Bond Bank 2026 Capital Planning Forum

Interactive Discussion on Climate Program Capital Guide & VLCT Resources

Kathleen Ramsay, Municipal Operations Specialist

Vermont League of Cities and Towns



VLCT Capital Budgeting Resources

vlct.org > Assistance > Municipal Operations Support > Finance > Capital Planning > Tools & Tips for Capital Planning, <https://www.vlct.org/resource/tools-capital-budgeting-tips>



The screenshot shows the VLCT website interface. At the top left is the logo for the Vermont League of Cities & Towns, featuring a stylized building icon. To the right of the logo is the text 'Vermont League of Cities & Towns'. In the top right corner, there is a navigation menu with the following items: 'About', 'Contact', 'Store', 'News', 'ADVOCACY', 'ASSISTANCE', 'INSURANCE', and 'TRAINING'. Below the logo, there is a purple button with the text 'DOWNLOAD AND PRINT' and a link 'PDF/Print Page'. The main content area has a breadcrumb trail 'Home' followed by the title 'Tools & Tips for Capital Budgeting' in a large, bold, blue font. Below the title is the text 'Tip 1: Asset Management = Cost Savings'.

VLCT Resources



Capital Improvement Plan Development Process

Timeline Template

High-Level Phases

Phase	Lead	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Project kickoff & scope	SB / Staff	X								
Data gathering & asset inventory	Staff		X	X						
Department capital needs submissions	All depts			X						
Cost refinement & prioritization criteria	SB / Staff				X					
Draft 5-year schedule & funding concepts	Staff					X				
Public review & second draft	SB / Staff						X			
Budget alignment & final revisions	Staff / SB							X		
Formal adoption & integration w/ budget	SB / Treasurer								X	
Minor year-end adjustments	Staff									X

Gantt -Style CIP Development Timeline

VLCT Resources

- Checklist for Capital Improvement Plan Development
- Getting Started with Capital Planning – A Step-by-Step Guide



New Tools!

MAY 2026 – Data Gathering and Asset Inventory

Staff / Working Team

- Compile existing documents:
 - Road & culvert inventories; VTrans bridge ratings
 - Lists of town vehicles/equipment with age and condition
 - Prior capital plans (if any)

From TIF to CHIP

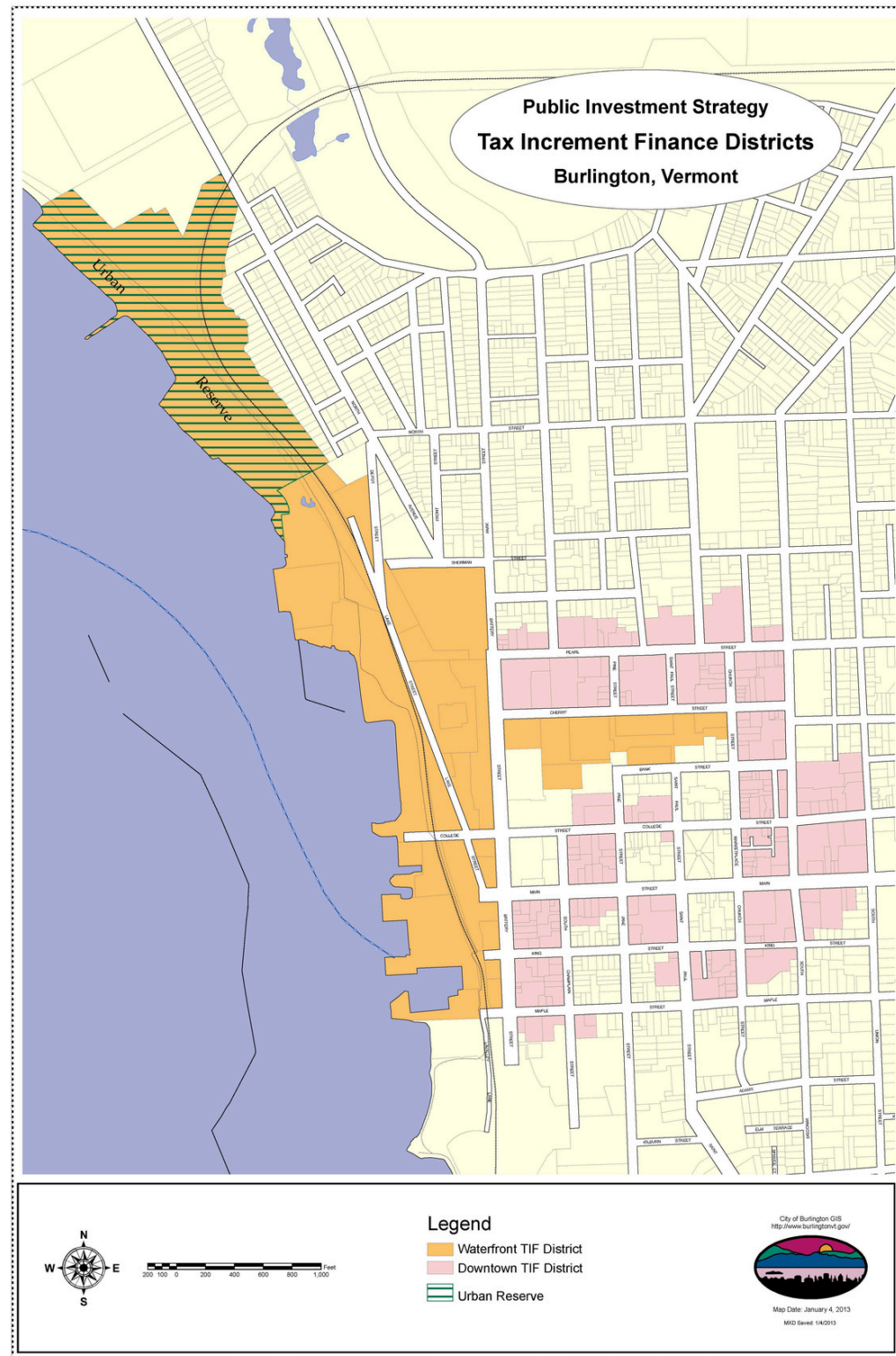
How Burlington is Using Tax Increment Financing to Unlock Housing

Gummi Jonsson, Real Estate Development Manager
City of Burlington



Burlington's Experience with Tax Increment Financing

The City of Burlington has been using TIF since 1996 to deliver infrastructure and unlock development



Burlington Waterfront TIF - 10 Years Later



Waterfront - Circa 1990 (above)



WATERFRONT - Circa 2000 (above)

Two active districts: Downtown and Waterfront. Long track record of infrastructure-led growth



The Impact of TIF in Burlington: Downtown District Example

Burlington's Downtown TIF District illustrates the scale and long-term impact of TIF as a tool

What Downtown TIF Delivered

- Great Streets Main Street reconstruction
- Stormwater and ravine sewer upgrades
- Streetscape and public realm improvements
- Parking and access upgrades

Catalyst for Development

- College Street Apartments (79 units)
- CHT VFW (38 affordable units + community space)
- Pipeline: Gateway Block, Cherry Street, Cathedral site
- Construction and long-term job creation
- Supported hundreds of construction jobs and ongoing permanent employment

Measured Impact

- ~\$170M to ~\$300M+ taxable value since 2011
- ~\$130M+ growth in tax base

Infrastructure Financing

- ~\$30M+ TIF-backed infrastructure investment
- Increment revenues support debt service

Future Upside

- Potential \$100M+ additional value from pipeline projects. District-scale tool covering over 100 parcels across downtown

No Increase in Base Tax Rates

- Funded through new value created, grants and private development

TIF enabled district-scale transformation, but requires long timelines and complex structuring



From TIF to CHIP: Why We Needed a New Tool

Lessons from TIF shaped a more flexible, housing-focused infrastructure financing tool

What We Learned from TIF

- Effective for large, defined districts
- Requires long timelines, voters' approvals and municipal bonding
- Complex structuring and administration
- Best suited for large, district-scale infrastructure projects

Limitations for Housing

- Individual sites often too small
- Timing mismatch with financing
- Challenging for phased delivery

What CHIP Unlocks

- Project-level infrastructure financing
- Faster alignment with development timelines

Flexible Structure

- No district creation required
- Can be developer-led and financed
- Reimbursement tied to delivery

Designed for Housing

- Supports housing-first infrastructure
- Works for infill and phased projects
- Enables stalled projects to move forward

TIF is a great tool for districts. CHIP is a great tool for projects



Burlington Downtown TIF District — Before & After



CHIP in Practice: South End Coordinated Redevelopment (SECORD) Phase 1

A real-world example of CHIP enabling housing delivery through targeted infrastructure financing

Project Overview

- 204 residential units (33% affordable)
- 7,500 SF ground floor commercial
- ~\$99M total development cost
- Target start: Summer 2026

Infrastructure Challenge

- New public streets
- Stormwater + wastewater upgrades
- Utility extensions
- Significant upfront cost before vertical development

CHIP Structure

- Developer finances infrastructure
- Reimbursement through tax increment
- 85–100% municipal increment eligible

Why CHIP Works Here

- Aligns with phased development
- No need for full TIF district
- Directly links infrastructure investment to housing delivery

Key Outcome

- Unlocks housing that would not proceed without CHIP
- Creates scalable model for future sites

SECORD demonstrates how CHIP translates infrastructure investment directly into housing delivery



Lessons Learned So Far

Key insights from implementing CHIP at the City of Burlington

Structure and Strategy

- Define eligible infrastructure early — this drives everything
- Align scope, financing, and reimbursement approach upfront
- Be clear about what each funding source is paying for

Process and Timing

- Coordinate CHIP with financing timelines
- Understand OTV and valuation timing
- Engage VEPC early in the process

Municipal Role - This is a Team Sport

- Requires cross-department coordination
- DPW, DPI, Finance, Legal all involved
- Clear documentation and tracking is critical

Key Considerations

- Reimbursement structure
- Debt carried by developer vs municipality
- Administrative capacity required

What Works Well

- Strong public-private alignment
- Clear infrastructure scope and phasing
- Early clarity on financial structure

Big Takeaway

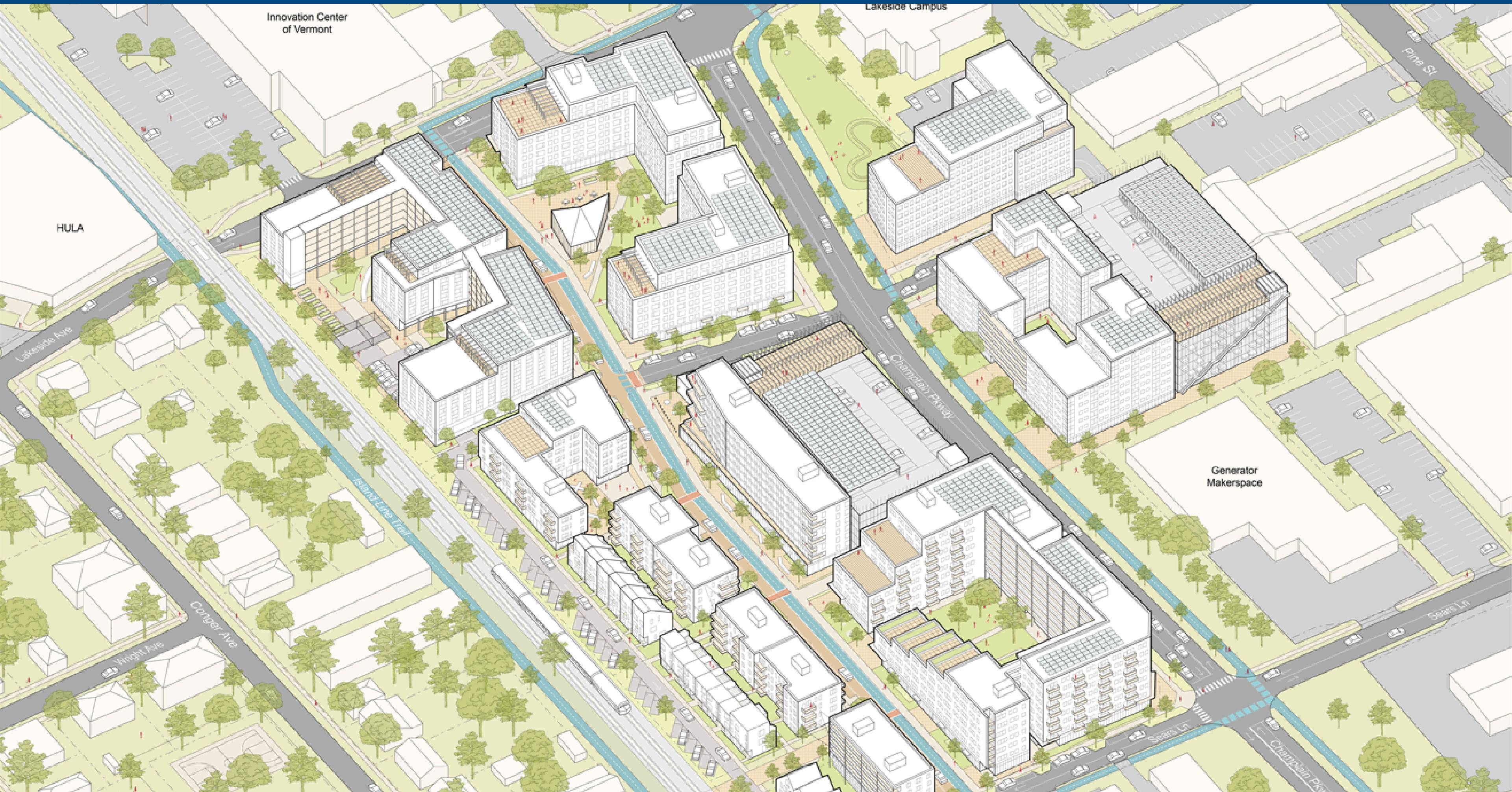
- CHIP is powerful but requires upfront coordination, careful planning and modelling
- The first application benefits from an experienced consultant team
- Best suited for projects with clear infrastructure needs and public benefit



At its core, SECORD is about turning underutilized land — like a surface parking lot...



...into much needed housing and vibrant, active places





Questions?
gjonsson@burlingtonvt.gov

CHIP: Up To \$2 Billion For Housing in Vermont

*Jessica Hartleben, Executive Director
Vermont Economic Progress Council*

Vermont Economic Progress Council (VEPC)

An independent board of Vermont citizens, nine appointed by the Governor and two appointed by the General Assembly. There are also two non-voting representatives from each region, one designated by the regional development corporation and one by the regional planning commission.

There are also three non-voting members for CHIP applications designated by VHFA, VHCB, and DHCD.

Approval body for the Vermont Employment Growth Incentive (VEGI) program, the Tax Increment Financing (TIF) program, and the Community and Housing Infrastructure Program (CHIP).

Community and Housing Infrastructure Program (CHIP)

A statewide tax increment financing tool designed to help Vermont communities unlock housing opportunities by investing in critical infrastructure without raising taxes.

\$2 billion can be invested between now and 2035, one of the largest investments in infrastructure in Vermont history.

Created with the passage of S.127 (Act 69) in 2025.

The CHIP program launched January 30, 2026. Applications will be accepted on a rolling basis.

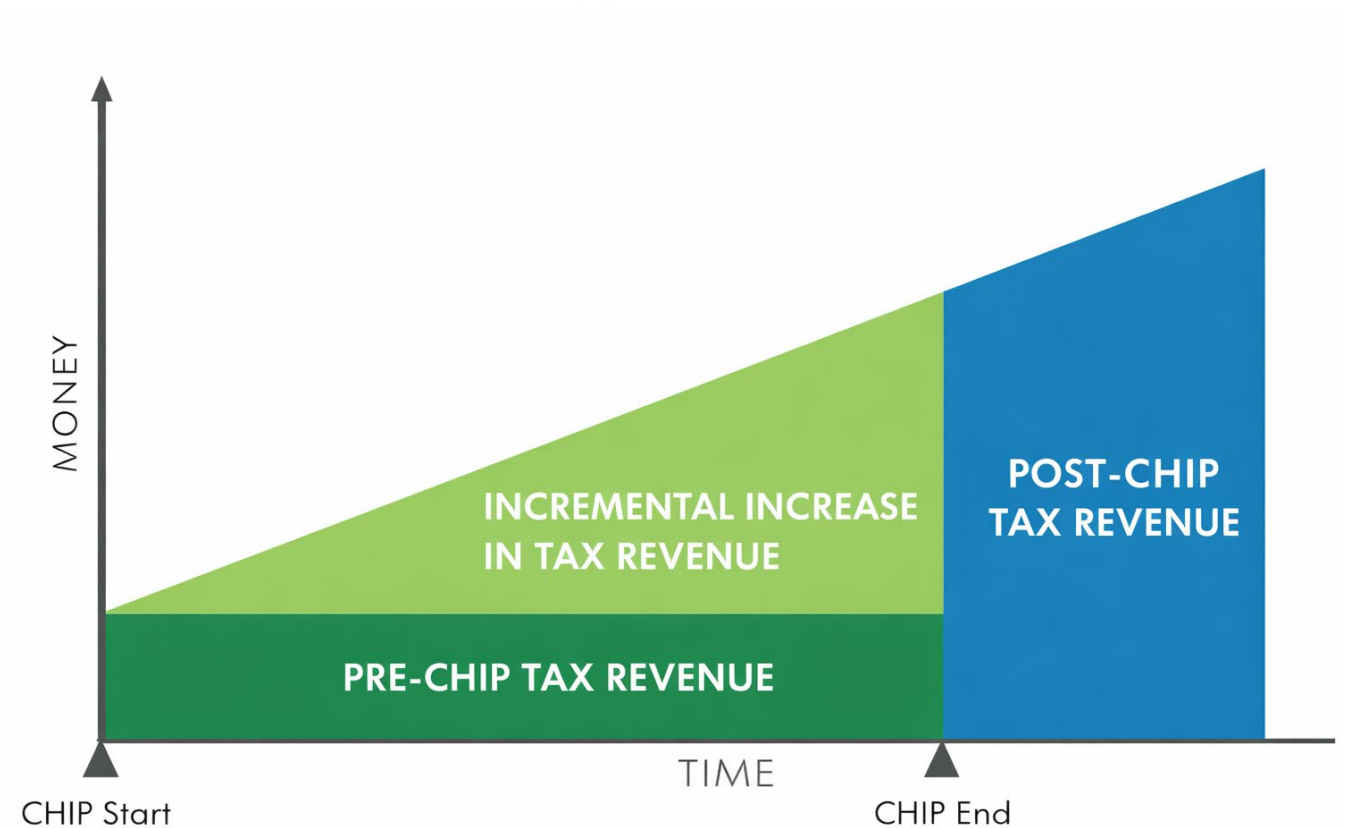
Additional Information

- accd.vermont.gov/economic-development/vepc/chip
- ACCD.CHIP@vermont.gov

What is CHIP

CHIP is a tax increment financing tool that enables municipalities to finance essential infrastructure improvements that support new housing development.

- Existing tax revenues go to the taxing authorities (dark green)
- New tax revenue (CHIP increment) is used to repay debt (light green)
- Once debt is repaid, all tax revenue goes to taxing authorities (blue)



CHIP Increment

Housing Type	State Tax Retained	Municipal Tax Retained	Units Required	Area Median Income (AMI) Limit	"But For" Test
Affordable: Rental (Total annual cost ≤ 30% of gross income)	Up to 85%	85% to 100%	At least 15% of units must be affordable	≤ 80% AMI	Not required
Affordable: Owner-Occupied (Total annual cost ≤ 30% of gross income)	Up to 85%	85% to 100%	At least 15% of units must be affordable	≤ 120% AMI	Not required
Moderate-Income	Up to 85%	85% to 100%	At least 25% of units must be affordable	≤ 150% AMI	Required
Market Rate	Up to 75%	85% to 100%	N/A – No requirement	No cap	Required

What Infrastructure Can CHIP Finance

Eligible Infrastructure Improvements Included:

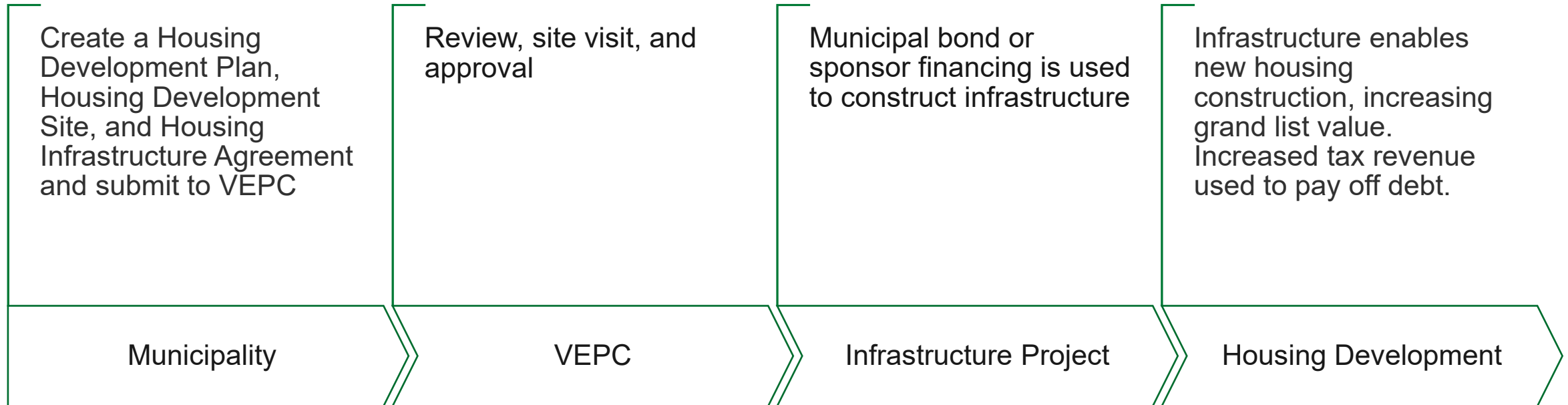
- Water, Wastewater and Stormwater
- Transportation and Streetscapes
- Utilities and Energy
- Site Preparation
- Related Costs

NOT ELIGIBLE:

- x Annual municipal operating costs
- x Public transportation operating costs
- x Annual maintenance or repair costs
- x Purchase of vehicles
- x Interior furnishings

How CHIP Works

CHIP was established under 24 V.S.A. Chapter 53, Subchapter 7 to “encourage the development of new primary residences for households of low and moderate income across both rural and urban areas of all Vermont counties that would not be created but for the infrastructure improvements funded by the Program.”



Why CHIP Matters

Infrastructure is one of the biggest barriers to housing development in Vermont. CHIP provides a scalable, municipality-driven solution to this challenge by providing communities access to a financial tool that can:

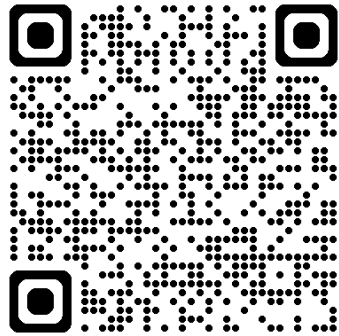
- Grow grand lists
- Improve or replace infrastructure to support new housing
- Expand access to transportation, enhance streetscapes, and pedestrian experiences
- Develop the types of housing based on community plan and vision
- Remediate contaminated properties and mitigate flood-prone areas
- Support economic growth and increase employment base

Using CHIP for Community Goals

- Define the community "**why?**": identify the community's housing needs and the present infrastructure barriers that inhibit housing growth
- Engage with potential policy decision makers, developers, and sponsors early in the process to ensure alignment with community needs and community benefits
- Due diligence through rigorous pre-implementation planning. Every project and site location is unique.
- Each CHIP project must demonstrate a probability of financial success. The municipality can require the developer or sponsor to provide evidence using the tools below that the CHIP will generate sufficient tax increment to repay both the CHIP contribution to the project for the infrastructure improvements and the related costs:
 - feasibility analysis
 - cash flow analysis
 - leverage analysis
 - project cost analysis

Scan Here to Learn More

1) Visit the CHIP website to access: the CHIP Guidelines, CHIP Interest Form, and CHIP Application Portal/User Guide



2) Subscribe to the Dep. of Economic Development's monthly newsletter:



Questions?

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VEPC Executive Director

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Ellie Beckett

VEPC Program Manager

Ellie.Beckett@vermont.gov

Farida Ibrahim

CHIP Management Specialist

Farida.Ibrahim@vermont.gov

April 9, 2026

Making the Community and Housing Infrastructure Program Work for Everyone

Bonnie Waninger, Project & Funding Specialist, bwaninger@vlct.org

Vermont League of Cities and Towns



The Municipal Grand List

What is the grand list?

- The total value of all taxable property in that community.
- A tool to raise revenue to pay for town expenses.

How does the grand list grow?

- New construction, property improvements, rising property values, new businesses and equipment, reduced exemptions or removals

Why is grand list growth important?

- More revenue potential, stability for budgets, economic health, fairness



What CHIP Does

CHIP helps towns grow the grand list pie bigger.

It is a scalable, municipality-driven solution that allows towns, cities, and villages to:

- Invest in eligible infrastructure improvements that directly support the creation of housing and growth of the grand list
- Access long-term financing without raising local property taxes
- Capture a portion of new property tax revenues from future development
- Develop the types of housing most needed in their community
- Support economic growth and workforce needs



CHIP IN VT

VLCT's 3-Year Assistance Program



Helps your municipality to:

- Understand how CHIP works and whether it's a good fit
- Identify infrastructure investments that could unlock housing development
- Plan projects that are financially and operationally sustainable
- Prepare strong CHIP applications
- Navigate financing, compliance, and long-term program responsibilities
- Learn from peers and statewide experts



CHIP IN VT

What VLCT members receive:

- **Education and Training** – webinars covering CHIP fundamentals and advanced topics
- **Office Hours** – regular drop-in sessions to ask question and get guidance
- **Tools and Resources** – growing online library of templates, guides, and planning materials to support implementation and compliance
- **Hands-On Support** – targeted assistance, peer learning, and small group support to move projects and applications forwards



CHIP IN VT

Who should participate?

CHIP in VT is designed for municipal leaders and staff involved in housing, infrastructure, planning, or finance, including:

- Selectboard or council members
- Town managers and administrators
- Treasurers and finance staff
- Listers and assessors
- Clerks
- Planning and zoning official



Getting CHIP Ready

CHIP is a NEW municipal financing authority.

All successful public-private development projects require community buy-in.

1. READ THE CHIP GUIDELINES!

- Then read them again, and again...

2. Get organized.

- Develop a CHIP participation policy.
- Revisit municipal policies for RFPs, purchasing, conflict of interest, debt service, unassigned funds, etc.
- Ask water and wastewater systems about the capacity of the systems.
- Read the CHIP Guidelines, again!



Getting CHIP Ready

3. Develop buy-in early.

- Update plans and bylaws to be housing friendly.
- Identity the types of housing your community wants and needs, and priority areas where it should be located.
- Engage enthusiasts and skeptics.

4. Build relationships.

- Meet and develop relationships with local developers and builders.
- Help them understand that CHIP will require public transparency and support.



Getting CHIP Ready

5. Educate voters.

- Tax increment financing can be confusing. Make simple, easy resources available to help voters understand how CHIP works and what it can and cannot do.

6. Ask for Help.

- Use VLCT and VEPC resources!
- Ask if your Regional Planning Commission or Regional Development Corporation has capacity to help.
- Add consultant capacity when you need it.

7. READ THE CHIP GUIDELINES!



Municipal CHIP Policy Overview

Your local guidebook for when and how you will use CHIP

- **Purpose and guiding principles** – why use CHIP and for what outcomes?
- **Eligibility requirements** – conditions projects must meet
- **Participation criteria** – expectation for developers
- **Municipal participation** – how much increment, who takes debt, safeguards
- **Municipal application and review process** – submission, fees, timeframes
- **Tax increment financing assistance structure** – other requirements



CHIP Policy Framework

Create a clear, consistent framework for evaluating projects

- **Housing benefit** – number of homes, affordability, unit mix
- **Infrastructure need** – eligibility, necessity, proportionality
- **Location** – priority for centers or Act 250 Tier status?
- **Financial responsibility** – minimum private investment, conservative increment projections, phasing and risk management
- **Your priorities** – local jobs and job training, strategic redevelopment, municipal cost recovery, green infrastructure, mixed-use development, support for local businesses



CHIP IN VT

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- Northern Borders Regional Commission, \$500,000 (70%)
- State of Vermont Agency of Administration, \$200,000 (28%)
- Vermont League of Cities and Towns, \$10,000 (2%)



Have Questions?

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Visit

<https://www.vlct.org/CHIP>

