



**Report to the Connecticut General Assembly
Committees on
Planning & Development**

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and

Finance, Revenue & Bonding

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and

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October 1, 2018

**Regional Service Grant
Annual Progress Report**
(CGS Section 4-66r – 2018 Supplement)

**Naugatuck Valley Council of Governments
State Fiscal Year 2018
July 1, 2017 through June 30, 2018**

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1 Summary and Report Approach

Program Funding and Composition

The Naugatuck Valley Council of Governments (NVCOG) is a regional planning organization (RPO) for the 19-town planning region centered on the City of Waterbury. The primary planning functions of the NVCOG are transportation, land use, environmental, and emergency management for the Naugatuck Valley planning region. The NVCOG provides a range of regional shared services to its municipal members and other municipalities under our Municipal Shared Services Program. For State Fiscal Year 2018 (July 1, 2017 through June 30, 2018), the NVCOG received and expended \$220,060 in state-provided Regional Service Grant funds. These funds were insufficient to support the planning functions and services that the NVCOG provides to its member municipalities. The value of the services and technical assistance the NVCOG provides is far above and beyond the actual cost of providing those services. To fulfill its mission, the NVCOG supplements and leverages RSG funds by allocating planning assistance funds provided by the US Department of Transportation to regional planning activities. Local membership dues are also used to support NVCOG efforts.

In accordance with Connecticut General Statutes Section 4-66r (2018 Supplemental), regional councils of governments need to prepare and submit an annual report to the Secretary of the Office of Policy and Management and to the joint standing committees of the General Assembly having cognizance of matters relating to municipalities. The Annual Report needs to include the following:

- (1) Summary of the expenditure of such grant funds (Section 4 of this report),*
- (2) Description of any regional program, project or initiative currently provided or planned by the council (Section 5 of this report),*
- (3) Review of the performance of any existing regional program, project or initiative relative to its initial goals and objectives (Section 5 of this report),*
- (4) Analysis of the existing services provided by member municipalities or by the state that, in the opinion of the council, could be more effectively or efficiently provided on a regional basis (Section 6 of this report), and*
- (5) Recommendations for legislative action concerning potential impediments to the regionalization of services (Section 7 of this report).*

This Annual Report describes the activities and accomplishments of the NVCOG during SFY 2018, as well as, ongoing planning tasks and actions planned for the coming year. The Annual Report relates to the revised RSG work program and spending plan submitted to OPM in December 2017. The SFY 2018 work program lists fourteen primary tasks, ranging from activities funded exclusively by the state-provided Regional Service Grant and those supported by the US Department of Transportation metropolitan planning program. Major accomplishments during SFY 2018 were:

- Work Program Task 1: Regional Policy Coordination Program (Section 5.3):
 - Program administration
 - Policy board oversight
 - Policy compliance

- Work Program Task 2: Municipal Shared Services Program (Section 5.2):
 - Policy compliance
 - Regional Wastewater Treatment Consolidation project
 - Municipal Shared Planner program (Oxford and Seymour)
 - Household Hazardous Waste program
 - Naugatuck Valley Rail Summit
 - Municipal Health Insurance

- Work Program Task 5 & 7: Regional Environmental Program (Section 5.4):
 - Revised MS4 Permit Assistance
 - Naugatuck River Greenway (NRG) project development and administration, and NRG website
 - Naugatuck River Greenway Steering Committee (NRGSC) administration
 - Multi-use trail development technical assistance
 - Water Planning Council, Water Planning Council Advisory Group (WPCAG) and the WPCAG Drought and Land Use Advisory Groups meetings and participation
 - Western CT Water Utility Coordinating Committee (WUCC) meetings and participation
 - Sustainable CT program and climate resiliency planning

- Work Program Task 3: Regional GIS Program (Section 5.5):
 - GIS technical assistance to member municipalities
 - Local Update of Census Addresses (LUCA) in advance of the 2020 Census
 - Mobility Project Reporter online crowdsourcing application to solicit public opinion on transportation projects
 - Regional map viewer to show data on a regional scale
 - Regional Trails Database

- Work Program Task 8: Plans of Conservation and Development (Section 5.6):
 - Ansonia POCD – prepared and assisted city in public outreach and adoption
 - Oxford POCD – prepared maps
 - Woodbury POCD – facilitator of public workshops
 - Regional POCD – initiated work on consolidating the CNV and Valley plans

- Work Program Task 8: Land Use and Regional Planning Program (Section 5.7):
 - Regional Planning Commission – quarterly meetings
 - Regional referrals
 - Regional Profile

- Work Program Task 12: NVCOG Website (Section 5.8):
 - Maintained and updated content and information to provide a medium for public education

- Work Program Task 14: Transportation Planning Program (Section 5.9):
 - LOTCIP
 - CNVMPO, GBVMPO, and TTAC
 - Project design administration – Route 34, Route 67, Derby-Shelton Bridge, Thomaston-Watertown trail and bridge
 - TOD Pilot Program Project and Alternative Transportation Modes Assessment
- Work Program Task 6: Regional Brownfields Partnership (Section 5.10):
 - NVCOG serves as the host of the Partnership

Report Format & Methodology

The components of this Annual Report are listed in the Table of Contents shown above and focus on the description of the primary NVCOG regional services. Accomplishments and activities are organized by category and relate to the tasks listed in the RSG Work Program. The “performance” of the NVCOG’s regional services is based on an assessment of expenditures to complete the task in relation to benefits derived, with benefits defined for these purposes as “*municipal avoidance costs.*” While it is difficult to calculate the actual municipal avoidance cost, it is based on an assumed cost that the NVCOG municipalities did not have to pay for a service provided through the regional organization or saved on the cost of an expense by joining together to provide that service jointly. Historically, the services provided by the NVCOG typically included projects that the municipalities do not have sufficient staff time and/or expertise to undertake and are beneficial to the communities. More recently our member municipalities have begun to investigate joint provision of services that have become too expensive to justify the continuation of a go-it-alone strategy. The NVCOG also performs services that make up for the loss of the state employee workforce and improve the delivery of state program services to municipalities through regional delivery of services through contract arrangement with various state agencies.

The performance assessment is shown in a “*Benefit/Cost Analysis,*” or BCA, table located at the end of each subsection. The benefit-cost ratio is calculated by dividing the “*Municipal Avoidance Cost*” by the “*Total Expenses*” incurred by the NVCOG in delivering the service. A B/C ratio greater than one (“1”) indicates that the regional service was provided more efficiently and at a lower cost than if it were provided by individual municipalities.

NVCOG’s municipal Chief Elected Officials (CEOs) have been highly supportive of efforts to explore opportunities for regional savings and efficiencies. To that end, the agency continues to expand its programming serving member municipalities in a variety of areas. Following up on the very successful “Local Transportation Capital Improvement Program” (LOTCIP) model implemented by the Legislature in 2014, there is significant opportunity to make up for the loss of the state employee workforce and improve the delivery of state program services to municipalities by contracting with COGs to implement both state and federal pass-through programs at the regional level. Virtually every state administered program from Housing to Transportation to Social Services could be evaluated for devolution to the

regional COG level for administration under the guidance of municipal CEOs, and NVCOG is committed to following the direction of its member municipalities in evaluating and pursuing such opportunities.

However, numerous obstacles to increased regional efficiency remain at both the state and local level, including a lack of consensus to refocus diminishing state subsidies to municipalities at the regional level where they can be more effectively deployed under the guidance of municipal CEOs to gain the advantage of efficiencies of scale. This also includes the need to take a hard look at how the state provides for its constitutional obligation to public education and how Connecticut's RESCs might play a key role in more effectively deploying those resources to provide a more consistent product at a lower cost using a more regional model.

*NOTE- This Report is the work product of the NVCOG staff and has not been previously endorsed by the Council. Due to statutory time constraints, it has been submitted to the Council simultaneously with its filing with the General Assembly.

2 Introduction

The Naugatuck Valley Council of Governments (NVCOG) is a regional planning organization for the 19-town planning region centered on the City of Waterbury. It was established as of January 1, 2015 as the result of the merger of the Valley Council of Governments (VCOG) and the Council of Governments of the Central Naugatuck Valley (COGCNV), and the addition of the City of Bristol and the Town of Plymouth, formerly of the Central Connecticut planning region. The NVCOG serves as a forum for chief elected officials to discuss issues of common concern and to develop programs to address them on a regional level.

The Naugatuck Valley planning region is comprised of the following 19 municipalities:

Ansonia	Naugatuck	Thomaston
Beacon Falls	Oxford	Waterbury
Bethlehem	Plymouth	Watertown
Bristol	Prospect	Wolcott
Cheshire	Seymour	Woodbury
Derby	Shelton	
Middlebury	Southbury	

The Naugatuck Valley planning region is approximately 415 square miles in size and home to 448,708 people (2010 Census). It contains a wide range of land uses and diversity of population and income. Three general development categories comprise the region: urban core, inner ring and outer ring.

The urban cores are home to the historical manufacturing centers of the region, and today feature high levels of racial and income diversity, have good access to public transit, high population density, and variable housing stock. Inner ring communities contain a mix of urban and suburban characteristics, with smaller manufacturing centers and more prominent suburban characteristics. The population is typically highly educated and moderately diverse. The outer ring represents the more suburban and rural communities. These communities have the lowest population density and fewer local jobs. As a result, outer ring residents most often commute to jobs outside their town of residence.

The primary planning functions of the NVCOG are transportation, land use, environmental and emergency management for the Naugatuck Valley planning region. The NVCOG sets regional priorities for a variety of federal and state funding programs, oversees regional programs for member municipalities, and provides technical assistance to municipalities, state and federal agencies, local organizations, and the general public. The NVCOG has established a Municipal Shared Services program to work toward increasing the sharing of resources between its towns. The Municipal Shared Services program is funded to a large extent by the Regional Services Grant provided by the Office of Policy and Management. The RSG funds are also used to leverage federal funds provided by the US Department of Transportation. The regional transportation program derives substantial municipal benefits through programming local transportation improvement projects, development of public outreach applications, maintenance of an informative website, and provision of technical assistance.

Naugatuck Valley Planning Region



3 Mission of the NVCOG

The Naugatuck Valley Council of Governments (NVCOG) is dedicated to expanding the voluntary cooperation among its member communities. It exists as a resource for its member municipalities, providing skills, knowledge, and technology to members. It is committed to encouraging municipal and regional economic growth across the Naugatuck Valley, supporting state and federal efforts, and aligning the region's potential and its residents' real needs. The NVCOG is committed to improving the lives of Naugatuck Valley residents by collective action and affirming the Naugatuck Valley's position as a key economic engine of Connecticut. It is the mission of the NVCOG to:

- *Help its members improve governmental efficiency and save tax dollars through shared services and other direct service initiatives;*
- *Promote efficient transportation systems, sustainable land use and preservation of land and natural resources, and effective economic development;*
- *Strengthen the City of Waterbury as the core of a strong region, and strengthen the economic vitality of other historic urban centers within the Route 8, I-84 and Route 6 corridors;*
- *Advocate for the region and its towns with the State and Federal governments;*
- *Strengthen our regional community by helping coordinate regional agencies and programs; and*
- *Assist local governments and citizens in articulating, advocating and implementing the vision, needs, and values of their regional community.*

Since the consolidation of the VCOG and COGCNV, the NVCOG has decreased operating costs while enhancing staff capabilities and programming, as will be detailed further in this report. The agency is committed to continuing this mission and ensuring effective and efficient use of Regional Services Grant funds made available to the NVCOG.

A primary goal of the NVCOG, as approved by its governing board of municipal CEOs, is to provide municipal efficiencies by expanding the delivery of regional shared services. The Municipal Shared Services director works with municipalities to catalog specific needs and staffs the Municipal Shared Services Committee (MSSC) consisting of municipal CEOs and/or top municipal finance/purchasing staff. The NVCOG continues to work to identify and assess possible programs that could be completed regionally and determine the efficiencies associated with such transfer to the NVCOG.

Under its annual unified planning work program, the NVCOG also administers, manages and provides a range of regional programs, projects and initiatives serving its municipal members. Funding of these planning tasks comes from federal, state and local sources, including the US Department of Transportation (Federal Highway Administration and Federal Transit Administration), US Environmental Protection Agency, and local municipal dues.

The NVCOG provides planning services and technical assistance above and beyond the actual cost of providing those services. In addition, existing services provided by member municipalities or by the state that could possibly be transferred to the NVCOG continue to be identified by the MSSC and its subcommittees.

4 Summary of the RSG Expenditures by NVCOG

The NVCOG provides planning services and technical assistance above and beyond the actual cost of providing those services. While it is difficult to calculate a benefit-cost index for the services provided by NVCOG staff to member municipalities, they typically include projects that the municipalities do not have sufficient staff time and/or expertise to undertake and are beneficial to the communities. The following table outlines the revenues and expenditures for the Naugatuck Valley Council of Governments (NVCOG) for the Regional Services Grant of the State Fiscal Year 2018.

Category	Activities	RSG Budget	RSG Allocation
Task 1: Regional Policy Coordination	NVCOG Administration & Direction Financial Tracking & Budget Development	\$0	\$5,290
Task 2: Municipal Shared Services	Municipal Shared Services Program RPIP Grant Household Hazardous Waste Crowdsourcing Application Legislative Development Oversight Policy & Program Development	\$78,120	\$167,789
Task 3: Regional GIS Program	Regional Profile Local Update of Census Addresses (LUCA) Regional Trails Database Local Mapping Technical Assistance NVCOG Website	\$4,738	\$480
Task 4: Archived Data Management	GIS License	\$17,760	\$480
Task 5: Sustainable and Livable Communities Initiatives Program	Sustainable CT Low Impact Development Council on Climate Change	\$0	\$0
Task 6: Regional Brownfields Program	Regional Brownfields Program Brownfield assessment & remediation partnership	\$0	\$1,635

Task 7: Environmental Planning	State Water Plan Western CT Water Utility Coordinating Committee (WUCC) MS4 Environmental Legislation	\$8,138	\$11,507
Task 8: POCDs	Regional Plan of Conservation & Development Municipal Plans of Conservation & Development	\$14,648	\$16,7160
Task 9: Regional Emergency Planning	REPT – Regions 2, 3 &5 Natural Hazard Mitigation Plans updates	\$0	\$0
Task 10: Regional Economic Planning	Annual CEDS status report Economic resiliency study Regional Economic Profile	\$16,275	\$10,929
Task 11: LUCA	Local Update of Census Addresses Operation (LUCA) for the U.S. Census 2020	\$59,241	\$2,369
Task 12: Public Outreach & Information Sharing	NVCOG Website. Annual Report	\$6,510	\$0
Task 13: Land Use Education	Training	\$0	\$0
Task 14: Metropolitan Transportation Planning (USDOT)	Non-federal share	\$4,559	\$975
	Total	\$220,060	\$220,060

5 Regional Programs, Projects and Initiatives

The following is a description of the regional planning programs and the accomplishments achieved under each program by the Naugatuck Valley Council of Governments.

5.1 Naugatuck Valley Council of Governments Consolidation

5.1.1 Narrative & Activity:

The recently completed state fiscal year marked the third full year of operation as the consolidated Council of Governments for the Naugatuck Valley planning region. All tasks and activities required to effectuate the merger and consolidation were completed in 2016.

Work also continued on efforts to re-designate the Greater Bridgeport and Valley MPO to separate the four Lower Valley communities and integrate them into the Central Naugatuck Valley Region MPO. The NVCOG coordinated efforts with the CT Metro COG. This is an on-going activity.

5.2 Municipal Shared Service Programming

5.2.1 Narrative & Activity:

The NVCOG's municipal shared service programming began in mid-2015 with the hiring of a Municipal Shared Services Director. The Municipal Shared Services Committee (MSSC) was created to provide direction on opportunities for evaluation.

Regional Law Enforcement/PSAP consolidation

In 2017, the MSSC directed NVCOG staff to explore opportunities for regional law enforcement, as well as consolidation of Public Safety Answering Points (PSAPs). While the hiring of a consultant to conduct a formal study on such opportunities was under consideration following an MSSC meeting, the uncertainty of RSG funding and the subsequent, significant reduction of the RSG, prevented any law enforcement department consolidation initiative from going forward. Staff conducted research on potential PSAP consolidation and held a meeting with three municipalities that represent a fit for such consolidation. The meeting included several representatives from the state Division of Emergency Telecommunications (DSET) to assess opportunities. It was determined that there is insufficient political will and/or incentive to move forward with such consolidation at this time.

Municipal Health Insurance

NVCOG staff began a dialogue with the state Department of Insurance and the Capitol Region Education Council in late 2017 concerning opportunities for NVCOG municipalities to join a captive stop-loss insurance entity. In April 2018, CT Prime, which administers the CREC program, conducted a meeting with several NVCOG municipalities to determine interest. Four municipalities subsequently provided data necessary for the preparation of illustrative quotes to determine the cost effectiveness of joining the captive or starting a separate cell within the existing structure. CREC/CT Prime provided a follow up

presentation to the full NVCOG board in September 2018 and is continuing to work with the City of Waterbury and other NVCOG municipalities to provide options for joining the captive stop loss entity.

Shared Municipal Staff

NVCOG staff began to craft a Municipal Shared Planner position with two member towns in the spring of 2018. Oxford and Seymour have committed to supporting this position, which is designed with the capability to serve up to two additional municipalities.

The primary goal of this programming is to reduce individual municipal costs and to expand and improve the range of services a municipality may provide by the use of a full-time planner housed at the NVCOG. Towns will receive the benefit of having full-time attention by sharing these services via a full time regional position while paying only part time costs.

Because the employee is available to the town on a full time basis, a shared position has the potential to provide higher quality services, while also saving money for the participating towns. The person in the position would interface with existing town staff as if they were also municipal employees, but most importantly, would not duplicate or supplant existing municipal functions. The NVCOG has drafted a detailed job description and service agreements between the NVCOG and the participating communities. Advertisements for the position have been posted and the shared planner is expected to begin serving towns in fall 2018. NVCOG plans to continue to pursue the shared position concept for additional, specialized municipal services, including engineering.

RPIP Regional Wastewater Treatment Consolidation Study Grant

In an effort to promote regionally shared public works and utilities, OPM approved NVCOG's application for \$1.35 million to conduct a regional wastewater treatment consolidation study. The project is reviewing existing planning documents, assessing existing wastewater treatment facilities, estimating 20-year wastewater flows and developing potential alternatives for wastewater treatment consolidation. The consolidation of wastewater treatment facilities has the potential to avoid substantial upgrade costs and stabilize sewer use fees for users by expanding the service base.

In July 2017, The Wastewater Treatment Consolidation Study Selection Committee recommended Black and Veatch, Inc. as the selected vendor for negotiations. Negotiations with Black and Veatch, as well as OPM and DEEP staff on project scope continued throughout late 2017 and early 2018. Following legal negotiations, NVCOG entered into a contract with Black and Veatch in April 2018. Upon execution of the agreement, Black and Veatch immediately began compiling data from the wastewater plants under evaluation in the study.

RPIP Regional School District Consolidation Study Grant

During the 2018 Legislative Session, the General Assembly approved legislation making NVCOG the grant recipient of \$168,000 for a school district consolidation study for the Cities of Ansonia and Derby. NVCOG is serving as the fiduciary and conducting procurement on behalf of the Temporary Regional School Study Committee (TRSSC) serving the towns. The TRSSC conducted consultant interviews in September 2018 and is expected to have a firm under contract in the early fall. The goal of the project is to determine the potential savings and other operational efficiencies that could be derived from either

consolidation of the school districts or the joint delivery or sharing of services among two school districts.

Public Works Database

The NVCOG maintains a public works equipment sharing database that is accessible by all member municipalities. More than 120 pieces of equipment, ranging from small handheld pieces to large dump trucks, are currently available through this program. Towns can see what pieces are available along with their respective model year prior to contacting the town that owns the equipment to arrange a lending agreement. By using this tool, municipalities have the opportunity to realize substantial savings by avoiding commercial rental agreements or leases.

Mobility Project Reporter

The Mobility Project Reporter is an online crowdsourcing application made with ESRI's Crowdsourcing Reporter template. It is being crafted to provide the region and individual municipalities crowdsourcing similar to a 311, non-emergency government system. It is designed to solicit public opinion on transportation projects in the Naugatuck Valley region and collect votes on previously suggested projects. The application contains themed maps for pedestrian- and bicycle-related projects, rail and bus transit, and for projects on roads and streets, however, not on expressways. The application also has a map to gather the public opinion on the use of autonomous vehicles in the region. The Mobility Project Reporter is available for both English and Spanish speakers. When the application opens, a list of project themes sits right of a map that centers on the user's location. Clicking on a transportation theme allows the user to view related information and icons showing where submitted ideas are located. After a user clicks on a theme, the right-hand list will display a list of submitted project ideas above a button to submit a new project idea. Clicking this button will change the right-hand list to a form to collect the user's thoughts on a project and add it to the map. The information collected is based on a list of preset topics, an explanation for the topic chosen, the user's name and email (which will not be displayed), and any images or documents to support the suggestion. Additionally, users can click on an icon on the map that represents a previously suggested project and click on a "Like" button to agree with that project. This helps to limit duplicate ideas and crowding on the map. The Mobility Project Reporter application has a partner manager application which is only available to the NVCOG staff to maintain the appropriateness of submitted data. The manager application also helps translate topic explanations into English or Spanish.

Enterprise Corridor Zone

NVCOG serves as the Route 8 Corridor Enterprise Corridor Zone Coordinator to DECD and resource for the program for seven municipalities - Ansonia, Beacon Falls, Derby, Naugatuck, Seymour, Torrington and Winchester. The agency provides advice, as well as, GIS and mapping support regarding project eligibility.

Naugatuck Valley Rail Summit

The NVCOG Municipal Shared Services Director organized and facilitated a Naugatuck Valley Rail Summit held in the Borough of Naugatuck. The Chief Elected Officials of municipalities with Waterbury Branch Line (WBL) stations (Waterbury, Naugatuck, Beacon Falls, Seymour, Ansonia, Derby and Shelton),

requested this summit to promote enhancement of commuter rail service along the WBL. The intent was to focus on on-going operating problems, the need for investment in new equipment and to highlight the potential economic value of increased rail services to the host communities. The summit was held in February and was attended by the CEOs of WBL host communities, as well as a number of CEOs from neighboring municipalities. The rail summit was viewed by the CEOs as a municipal shared service as they share a strong interest in transit-oriented-development as part of their economic development strategies. The summit subsequently led state legislators to promote the need for increased WBL service.

The event garnered statewide news coverage from multiple broadcast outlets and provided a timely, productive dialogue with the region’s state legislative delegation at the start of the 2018 Legislative Session.

Regional Economic Development Outreach, Promotion & Initiatives

In promoting the region’s economic development, NVCOG serves as the primary contact point for the Connecticut Economic Resource Center’s (CERC’s) regional economic development programming, including supplying data and nominees for its annual Celebrate Connecticut event. It also serves as a partner in the region’s federal Economic Development District, which crafts its Comprehensive Economic Development Strategy (CEDS) utilized in seeking federal Economic Development Administration funds for projects benefitting municipalities. The NVCOG assists the NVEDD in updating economic data and maps for the EDD, as part of the annual CEDS update.

Qualified Opportunity Zones

NVCOG staff provided its municipalities eligible for federal Qualified Opportunity Zone (QOZ) assistance in applying to the state for designation of eligible census tracts. A QOZ becomes eligible for investment by federally-approved Opportunity Funds, which serve as vehicles to reduce taxes on capital gains by using unrealized gains to fund investments in low-income communities. If investments are held for 10 years, gains on the Opportunity Fund investment also have a permanent tax exclusion. NVCOG assisted municipalities by providing mapping and data, as well as sample letters to seek state QOZ designation. QOZs were subsequently approved in four NVCOG municipalities.

BCA: Municipal Shared Services Program		
a.	Total RSG Allocation - SFY 2018	\$109,290
b.	Other	<u>\$0</u>
c.	Total Expenses	\$109,290
d.	Municipal Avoidance Cost (say \$10,000 per town)	\$190,000
e.	Regional Shared Service Savings (d. - c.)	\$47,710
f.	B/C Ratio (d. / c.)	1.7

Funding Sources: RSG

Household Hazardous Waste (HHW) Programming

The NVCOG manages a regional household hazardous waste contract for 13 of the region's 19 municipalities. Staff worked with the Town of Cheshire to provide HHW management programming, beginning in July 2018, bringing the total number towns in this program to 14. Staff began to craft a bid for vendor services that will begin in Fiscal Year 2019 that will serve additional NVCOG municipalities.

BCA: Household Hazardous Waste

a.	Total RSG Allocation	- SFY 2018	\$0
b.	Other	Local	<u>\$12,000</u>
c.	Total Expenses		\$12,000
d.	Municipal Avoidance Cost	Program administration	\$28,918
e.	Regional Shared Service Savings	(d. - c.)	\$16,918
f.	B/C Ratio	(d. / c.)	2.4

Funding Sources: Local

5.3 Regional Policy Coordination Program

5.3.1 Narrative & Activity:

The NVCOG maintains a Regional Policy Coordination Program overseen by the Executive Director and Municipal Shared Service Director to monitor legislative developments and federal and state policy proposals and to inform municipalities of potential implications of proposed actions. In 2018 staff:

- Updated compliance policies with state and federal laws and regulations, including the Equal Employment Opportunity, Title VI, Disadvantaged Business Enterprise and Environmental Justice programs.
- Monitored legislative developments on the state and federal levels and reported on potential policy impacts on municipal and regional efforts.
- Developed and maintained organizational and financial policies.
- Provided advice to public officials on policy and program requirements and opportunities.
- Collected, analyzed, and reported on data concerning NVCOG policies and procedures.
- Coordinated and prepared materials for regular NVCOG Board of Directors meetings and its committees.

BCA: Regional Policy Coordination

a.	Total RSG Allocation	- SFY 2018	\$68,092
b.	Other		<u>\$0</u>
c.	Total Expenses		\$68,092.52
d.	Municipal Avoidance Cost	(say \$5,000 per town)	\$95,000.00
e.	Regional Shared Service Savings	(d. - c.)	\$26,907.48
f.	B/C Ratio	(d. / c.)	1.4

Funding Sources: RSG

5.4 Regional Environmental Program

5.4.1 Narrative & Activity:

The NVCOG supports an environmental stewardship program that monitors federal and state environmental programs and policies and provides technical assistance and advice to member communities. The NVCOG assists in the conduct of regional environmental projects and studies to ensure understanding of potential impacts to the environment and promote sustainable development. Programs areas include:

- Trails and greenways planning
- Regional Natural Hazard Mitigation Plan
- Water supply planning – Western Connecticut Water Utility Coordinating Committee
- Conservation and watershed planning
- Resource Conservation & Development Area (RC&D) activities
- Sustainability and climate resiliency planning

The RSG funds provide a portion of the non-federal share of the metropolitan planning program and leverage grant funds provided by community foundation grants; thereby, reducing the commitment of local funds needed for a planning study or project.

Specific activities in FY 2017 included:

5.4.2 Environmental Legislation, Policy Tracking and Local Assistance with DEEP Programs:

The NVCOG monitors and tracks environmental legislation in the state legislature and policy changes at the Connecticut Department of Energy and Environmental Protection (DEEP) that may have an impact on towns. CEOs and municipal staff are kept apprised of changes and potential impacts through memos, e-mails and presentations at COG, RPC and TTAC meetings, and municipal official and commissioner training programs. Staff prepares regional comments, as necessary and appropriate, at the request of the NVCOG Board, and may institute programs to assist towns with implementation or compliance with regulations. CEOs are encouraged to contact NVCOG staff if they learn of potential issues or need information about environmental regulations.

Activities during the year include:

MS4 Permit Assistance:

The NVCOG has monitored the re-issuance of the Municipal Separate Storm Sewer System (MS4) permit by CT DEEP: providing guidance and services to municipalities to assist in compliance with the more stringent rules going into effect in 2017. NVCOG staff has worked on the following initiatives to assist member municipalities with MS4 compliance:

- Provided guidance to member municipalities
- Coordinating regional municipal training opportunities to take place in the spring of 2019

- Compiled examples of LID/GI best practices, and provided reviews and suggestions for regional transportation projects
- Maintains and updates a webpage with MS4 information and links to resources: <http://nvcogct.org/content/ms4>

DEEP Plan Review and Input:

The NVCOG staff regularly review drafts of DEEP policy documents and offer input by submitting comments or participating in hearings or advisory committees.

Local Assistance:

The NVCOG offers assistance with DEEP grant programs to member municipalities, providing maps, data, and grant application assistance for Open Space and Watershed Acquisition (OSWA), Recreational Trails, EV Charger Incentive, and other grant programs.

Deliverables created for Municipalities:

- MS4 local regulation assessments for each MS4 community.
- MS4 webpage: <http://nvcogct.org/content/ms4>
- Consultant short list for Stormwater Management Plan development and MS4 program registration: <http://nvcogct.org/content/ms4-consultant-call-list>

BCA: Environmental Policy		
a. Total RSG Allocation	- SFY 2018	\$2,771
b. Other		<u>\$0</u>
c. Total Expenses		\$2,771
d. Municipal Avoidance Cost	(say \$1,500 per town)	\$28,500
e. Regional Shared Service Savings	(d. - c.)	\$27,729
f. B/C Ratio	(d. / c.)	10.3

Funding Sources: RSG

5.4.3 Naugatuck River Greenway:

The NVCOG staff provides an administrative role and function for the NRG Steering Committee, a collaborative of the eleven municipalities along the Naugatuck River Greenway corridor. The NRG Steering Committee includes representatives of three communities outside the NVCOG planning region: Harwinton, Litchfield and Torrington. The NRG is a planned 44-mile, multi-use trail and greenway along the Naugatuck River, extending from Torrington to Derby.

In addition to scheduling meetings, preparing meeting agendas and arranging speakers, NVCOG staff work includes:

Economic Impact Study:

This study, completed in March 2017, investigated the economic and health benefits accruing from the construction of the Naugatuck River Greenway trail and determined the effects that the NRG trail will

have on quality of life, health and local spending habits. The study was funded in part through several community foundation grants and supported by state and federal planning funds.

During SFY 2018, town-based brochures were prepared that described and presented the study's results for individual communities and were disseminated to host communities. The NVCOG prepared a presentation on the economic impact study and made the presentation to the following groups:

- Connecticut Greenways Council Trail Symposium
- Northwest Hills Council of Governments
- Connecticut Department of Transportation RPO Coordination Meeting
- Rails with Trails & Economic Benefits of the Naugatuck Valley Greenway Seminar sponsored by the Upper Housatonic Valley National Heritage Area
- International Trails Symposium, Dayton, Ohio
- Several NRG host communities – Beacon Falls, Derby, Naugatuck, Harwinton, Litchfield and Torrington

The NVCOG will continue promotion of the economic benefits of completing the NRG trail in SFY 2019 and is planning to host a summit with legislators to advocate for funding.

Torrington to Thomaston Routing Study:

The NVCOG, through an OPM Responsible Growth planning grant, is conducting a study to determine the preferred alignment of the NRG from Torrington to Thomaston. A preliminary route passes through the US Army Corps of Engineer's property north of the Thomaston Dam. Substantial coordination with USACE is ongoing. The routing analysis will be completed in SFY 2019 upon conclusion of public and stakeholder outreach and coordination. The project will identify the agreed-to preferred alignment for the trail through these towns.

Engineering Services for the Design of NRG in Thomaston and Watertown:

The NVCOG is serving as the fiduciary for a Recreational Trails grant awarded to the towns of Thomaston and Watertown. The NVCOG is providing technical assistance and overseeing the design of a short trail section and trailhead in Thomaston and critical drainage elements in Watertown. The design is in the final design phase. A public information meeting was held on the preliminary design plans, and the NVCOG is preparing an application to construct the trail section and a new bridge crossing the Branch Brook. Construction of the trail and installation of the bridge is scheduled for spring 2019.

NRG Website:

The NVCOG staff maintains the NRG website and NRG webpage on the NVCOG website.

BCA: Naugatuck River Greenway			
a.	Total RSG Allocation	- SFY 2018	\$0
b.	Other	Trans. PL	\$20,000
c.	Total Expenses		\$20,000
d.	Municipal Avoidance Cost	(say \$2,500 per town)	\$47,500
e.	Regional Shared Service Savings	(d. - c.)	\$27,500
f.	B/C Ratio	(d. / c.)	4.4

Funding Sources: FHWA Metropolitan Planning Funds

5.4.4 Multi-use Trails:

The NVCOG is active in promoting, developing, and assessing existing trails, as well as, the planning of new multi-use trails in the region. In addition to assisting member municipalities, this work also represents services provided to state agencies, including CT DEEP and CTDOT, in regard to greenways, trails, and other programs. Because of reductions in state workforce, the NVCOG has assumed a greater role in the region and across the state related to these projects. The loss of state involvement is the primary driver for the shift from state responsibility to the COGs.

The NVCOG received a Recreational Trails grant to develop and oversee a statewide data collection program on multiuse trails. Staff has partnered with the Connecticut Greenways Council, UConn Extension, and The Center for Land Use Education and Research (CLEAR) to undertake the “CT Trail Census.” The project is volunteer based and is designed to collect information about trail users across the state. Infrared pedestrian counters have been deployed at 15 permanent locations statewide with the assistance of local trail group volunteers and municipal officials. Intercept surveys are conducted on trails to obtain information about trail users. Results are available to the public, and are being disseminated to participating communities. Program staff is providing guidance on how best to utilize the information collected. http://clear.uconn.edu/projects/ct_trail_census/index.htm

The NVCOG provides planning services to towns to develop concept plans for pedestrian and multiuse trail improvements including construction cost estimates to assist in grant requests for design and construction funds. Work accomplishments include:

- Assistance was provided to Oxford relating to improved access to the Larkin Trail as part of the town’s road improvement project funded under LOTCIP.
- Assistance was provided to the Town of Middlebury in developing an application for federal Transportation Alternatives funds to extend the Middlebury Greenway. Staff also worked with CTDOT to integrate the project into the reconstruction of Exit 17 on I-84 project.
- Assistance was provided to the Town of Beacon Falls in developing an application for federal Transportation Alternatives funds to extend the road-diet on South Main Street along Route 42 to Riverbend Park.

- Provided assistance to the Town of Cheshire in developing an application for state Community Connectivity funds to address access and safety concerns along the Farmington Canal Heritage Trail.

In SFY 2019, the NVCOG will continue its multi-use trail activities related to the CT Trail Census project and will serve as the project administrator for a proposed environment assessment of a new section of trail in Waterbury. Staff is also working on the development of a regional trails online application that will show all trails in the region and provide information describing the trail, parking and access. The project has the strong support of the CT DEEP. CT DEEP has stated that it is a project that the state does not have the resources to pursue.

BCA: Multi-use Trail Program			
a.	Total RSG Allocation	- SFY 2018	\$0
b.	Other	Trans. PL	<u>\$10,000</u>
c.	Total Expenses		<u>\$10,000</u>
d.	Municipal Avoidance Cost	(say \$1,500 per town)	\$28,500
e.	Regional Shared Service Savings	(d. - c.)	\$18,500
f.	B/C Ratio	(d. / c.)	2.9
Funding Sources:		FHWA Metropolitan Planning Funds	

5.4.5 Water Planning:

Both surface and groundwater quality are important regional considerations. NVCOG works with the Department of Energy and Environmental Protection (DEEP), the Department of Public Health (DPH), public water suppliers, municipalities and land trusts to maintain and improve these resources for the health, safety, and enjoyment of its residents. Guidelines were developed in the regional plan for water use and disposal through zoning guidelines. Local land use commissioners are provided with education on minimizing impervious surfaces, developing interconnections for water supplies, maintenance of septic systems, and other related topics. Specific activities include:

- Attending and participating in meetings of the Water Planning Council, Water Planning Council Advisory Group (WPCAG) and the WPCAG Drought and Land Use Advisory Groups, providing input to the drafting of a new Statewide Drought Management Plan and to the planning of the State Water Plan. Staff has been appointed to the Water Planning Council Advisory Group and is assisting with the rollout and implementation of the State Water Plan.
- The NVCOG has a voting seat on the Western CT Water Utility Coordinating Committee (WUCC). Staff regularly attends meetings of the WUCC, and has been an active member throughout the WUCC process. Staff continues to provide input in the WUCC process, relay information back to towns, and be a voice for towns that may not have voting membership on the WUCC.
- Staff assisted the Town of Southbury in preparing a framework for a municipal water supply ordinance, and is working on developing a regional approach to water supply/ drought ordinance adoption.

- The NVCOG staff served on the committee overseeing the consultant that is preparing a 319 grant-funded plan of development for the Pomperaug River Watershed. GIS land use and open space data in Southbury, Woodbury, Middlebury, Bethlehem and Watertown was compiled and provided to the committee. The draft plan was reviewed and feedback was provided.
- The NVCOG staff is also serving on the committee overseeing the consultant preparing a 319 grant-funded plan of development for the Mill River Watershed. GIS land use and open space data in Prospect and Cheshire was compiled and provided to the committee. The draft plan was reviewed and feedback was provided.

BCA: Water Planning Program

a. Total RSG Allocation	- SFY 2018	\$6,095
b. Other		\$0
c. Total Expenses		<u>\$6,095</u>
d. Municipal Avoidance Cost	(say \$1,500 per town)	\$28,500
e. Regional Shared Service Savings	(d. - c.)	\$22,405
f. B/C Ratio	(d. / c.)	4.7

Funding Sources: FHWA Metropolitan Planning Funds

5.4.6 Sustainability and Climate Resiliency Planning:

In order to help municipalities become more sustainable and minimize the impact of extreme weather and the changing climate in the future, the NVCOG provides guidance, training, and assistance to promote smart growth, low impact development and sustainable practices. Activities include:

- Promoted CT DEEP clean energy initiatives to NVCOG municipalities, informing towns about municipal opportunities to acquire clean vehicles, install EV charging stations and retrofit diesel equipment. Staff has also been in discussions with CTDOT to install EV facilities at stations on the Waterbury line.
- Regular attendance and participation in meetings and webinars of the Governors’ Council on Climate Change (GC3).
- Hosted a Sustainable CT Fellow during the summer of 2018. The Fellow worked with the City of Bristol on its certification of sustainability and other member towns that were interested in registering for the Sustainable CT program. (Note: The Sustainable CT Fellow was funded through the Eastern CT State University; NVCOG provided office space).
- As part of the [Sustainable CT](#) initiative, NVCOG assisted in the development of an open space classification system/template and served as a reviewer of the updated version of the application.
- Staff serves on the CT Community Foundation’s Environment Committee.

BCA: Sustainability and Climate Resiliency Planning

a.	Total RSG Allocation	- SFY 2018	\$0
b.	Other	Trans. PL	<u>\$11,935</u>
c.	Total Expenses		\$11,935
d.	Municipal Avoidance Cost	(say \$1,500 per town)	\$28,500
e.	Regional Shared Service Savings	(d. - c.)	\$16,565
f.	B/C Ratio	(d. / c.)	1.7

Funding Sources: FHWA Metropolitan Planning Funds

5.4.7 CT Resource Conservation & Development and Environmental Review Team:

The NVCOG serves on the board of the CT Resource Conservation & Development Council. The CT RC&D is a program of the US Department of Agriculture to help communities protect natural resources while improving the local economy, environment and living standards. The NVCOG staff participated in an environmental review of the Dug Road properties open space opportunities in Thomaston, providing recommendations about the access, land use, and management of the property that was included in a report submitted to the town.

BCA: Andrew Mountain

a.	Total RSG Allocation	- SFY 2018	\$2,771
b.	Other		<u>\$0</u>
c.	Total Expenses		\$2,771
d.	Municipal Avoidance Cost	Program admin	\$7,500
e.	Regional Shared Service Savings	(d. - c.)	\$4,729
f.	B/C Ratio	(d. / c.)	2.7

Funding Sources: RSG

5.5 Regional GIS Program

5.5.1 Narrative & Activity:

Parcel mapping data, produced via geographic information systems (GIS) is the foundation upon which all other locational data is built. By combining this data with planimetric (building footprints, edge of pavement, etc.), environmental, administrative, and demographic data, we are able to support a variety of municipal applications.

GIS software integrates spatial data (maps) and tabular data (informational databases) through computer technology. Every feature in a GIS map is linked to a record in a table that contains details about that feature. Using GIS tools, the NVCOG can display this geographic data on maps and perform spatial analyses.

These “intelligent maps” provide information such as where people live and work, where growth and development occur, locations of utilities and public facilities, and much more.

The NVCOG produces maps and conducts geographic analysis to support a host of planning projects, including transportation, land use and natural resources planning, emergency planning, and community and economic development. The NVCOG maintains a comprehensive database of local and regional GIS data to support these planning efforts. Most publications produced by the NVCOG include GIS maps and GIS plays a crucial role in almost all NVCOG programs. GIS services are provided to NVCOG member municipalities.

Specific program tasks and activities include:

- Maintenance of a standardized regional GIS database that includes spatial information on zoning, land use, open space, parcel boundaries, historic resources, environmental features and infrastructure.
- Maintenance of a spatially accurate employer database to use for transportation planning and economic development.
- Installation of ArcGIS 10.5.1 software upgrades on the NVCOG server, laptops, desktop computers, and assessment of the organization’s needs moving forward.
- Attended and participated on the Statewide GIS Coordinating Committee and GIS User-to-User group.
- Attended various conferences and seminars: Northeast Arc User (NEARC) fall conference in Newport; NEARC spring conference at UConn and GIS Workshop at Yale University.
- Preparation of maps by request for public meetings, presentations, and for publications such as municipal Plans of Conservation and Development.
- Working with local open space commissions and land trusts to map potential and existing lands for preservation. Updating Open Space and Land Use data with new data schema and classification systems.
- Locational analysis – buffers, travel time, suitability, site selection.
- Staff attended the Statewide GIS Coordinating Committee meetings to stay up-to-date on GIS issues related to state, regional, and local government and to discuss initiatives to institute ongoing triennial aerial flights of the entire state. Staff also participated in the Parcel Standards Sub-Committee whose goal is to establish a consistency in cadastral data statewide.
- Working with Data Haven to produce a map showing community resources for the Valley Indicators report.
- Preparation of a profile of the region, which includes detailed census and other demographic data.
- Preparation of an economic profile of the region, which includes detailed economic indicators and data.
- Supported the update of the Comprehensive Economic Development Strategy (CEDS) for the Naugatuck Valley Economic Development District and worked with the Shelton Economic Development Corporation.
- Collected and maintained GIS databases – various NVCOG cities and towns.

- Staff met with CT DEEP and CLEAR to discuss how to assist towns with MS4 mapping requirements.
- Preparation and transmission of data to various consultants working on projects in regional municipalities
- Provided training and assistance to municipalities in use of GIS, GPS, and the Collector application.

5.5.2 Local Update of Census Addresses (LUCA):

The NVCOG assisted member municipalities with the Local Update of Census Addresses (LUCA) operation in advance of the 2020 Census. The LUCA is a voluntary decennial census operation that provides the only opportunity prior to the 2020 Census for local governments to review and update the US Census Bureau's residential address list for their municipality. The accuracy and completeness of the address list is critical to the accuracy and completeness of the decennial census for each community. Accurate census data reporting is crucial to the distribution of trillions of dollars of federal program funding and to provide statistical support for grant applications that fund community and regional development. A LUCA review was completed for 17 towns in the Naugatuck Valley region. A detailed residential address point file, which included unit numbers for multifamily addresses, was assembled using municipal CAMA data, parcel boundaries, voter registration lists and automobile registration lists. After comparing the comprehensive address list prepared by NVCOG with the official Census Bureau address list, we were able to add over 5,000 residential address points with their latitude/longitude coordinates. In addition, almost 2,000 corrections were made to the Census addresses (street name spelling, Rd vs St, etc.), increasing the likelihood the Census mailing reaches its destination. This effort will ensure that all residential addresses will be included in the Census 2020 canvassing effort.

5.5.3 Mobility Project Reporter:

The regional GIS program supported the development of the Mobility Project Reporter (refer to Section 5.2.1). The project reporter can be accessed here: <https://goo.gl/EbPTH7>.

5.5.4 Regional Map Viewer:

A regional map viewer was created to show a wide range of data on a regional scale, rather than on a town-by-town view. This is a web application created using ESRI's Web App Builder. The Regional Map Viewer not only allows users to look at data on a collective scale, but to use tools to measure distances or areas, highlight points or areas, and print maps. A user guide was designed to help make the best use of the regional viewer.

There are three main sources of data available in this viewer: NVCOG, Connecticut Environmental Conditions Online (CT ECO), and FEMA's Flood Map Service Center. NVCOG gathered data at the municipal level and displayed regional datasets on land use, zoning, open space, municipal services, demographics, and parcel boundaries. The regional viewer displays a variety of environmental data,

aerial imagery, and elevation data available from CT ECO. Two sets of data FEMA flood zone data are available for display. The viewer can be accessed here: <https://arcg.is/1jjCOT>.

5.5.5 Regional Trails Database:

Based in part on work completed by the Northwest Hills COG, the NVCOG setup a regional trails database. The database contains information on all trails in the region and a GIS application is being developed to display the location of trails on a regional map with pop-up information on the trails.

5.5.6 Direct Municipal Assistance and Deliverables:

- Ansonia – Prepared 15 maps for Ansonia’s POCD
 - Beacon Falls – Prepared a large map of trails at Toby’s Pond
 - Derby – Prepared a map of downtown Derby for a Brownfields Assessment grant
 - Derby – Route 34 map for a Community Connectivity grant application
 - Middlebury – Updated the Sewer Service Area and printed new large maps
 - Middlebury – Prepared a map of Westover School showing all sewer manholes along with an aerial photo
 - Oxford – prepared six maps for a grant (Little River Preserve)
 - Oxford – STEAP grant map
 - Oxford – POCD maps (16)
 - Shelton – Bridgeport Ave Corridor maps
 - Thomaston – Created a land use map for the Downtown Development District and summary statistics
 - Watertown/Thomaston – Created a Naugatuck greenway design project parcel map
 - Wolcott – Provided assistance with the MS4 data collection application
 - Wolcott – Updated and printed a large zoning map
 - Woodbury – Prepared large maps for Woodbury Earth day
 - Woodbury – Prepared a map showing town-owned parks
 - Created maps showing the Enterprise Corridor Zone for each of 11 participating municipalities
 - Prepared new open space and land use pdf maps for 19 municipalities and posted them on our website
 - Poster for Brownfields program grant
 - Completed a Regional Profile and web application showing demographic data (people, housing, jobs) for each municipality in the region at the town and block group level
- <http://nvcog.maps.arcgis.com/apps/MapSeries/index.html?appid=922eaaeb06bb41a88bb9ee00e240297d>

BCA: Regional GIS Program			
a.	Total RSG Allocation	- SFY 2018	\$4,738
b.	Other	Trans. PL	<u>\$118,217</u>
c.	Total Expenses		\$122,955
d.	Municipal Avoidance Cost	(say \$5,000 per town + \$10,000 per town for LUCA work)	\$265,000
e.	Regional Shared Service Savings	(d. - c.)	\$142,045
f.	B/C Ratio	(e. / c.)	2.2
Funding Sources:		RSG, FHWA Metropolitan Planning Funds	

5.6 Plans of Conservation and Development

5.6.1 Narrative & Activity:

NVCOG staff provides technical assistance in the development of municipal plans of conservation and development and assists communities with understanding the public outreach and approval process. The use of NVCOG staff to provide technical assistance in the preparation of local POCDs reduces the cost to the municipalities and helps defray some of the cost of hiring a planning consultant. During SFY 2018, NVCOG staff completed the update of the Ansonia POCD and met with the towns of Oxford and Woodbury regarding assistance that NVCOG can provide in the update of their respective POCDs. As part of the statutory referral process, staff reviewed POCD updates and amendments and wrote referral response reports. Staff provided advice and guidance regarding the POCD update process and deliverables for the towns of Oxford, Watertown and Woodbury.

5.6.2 Municipal Plans of Conservation and Development

During SFY 2018, the NVCOG staff completed the updates to the Ansonia POCD and provided guidance on submitting the final draft to OPM. In the spring of 2018, staff facilitated three public input workshops, created maps for display to the public, and advised on strategies for future public input as part of the Woodbury POCD update process. Staff also assisted the Town of Oxford in providing final revisions and formatting of its POCD document update for 2018, including the preparation of various land use, zoning, open space and infrastructure maps, and provided recommendations to the Planning and Zoning Commission regarding the statutory requirements of the updating process.

BCA: Municipal POCD			
a.	Total RSG Allocation	- SFY 2018	\$12,201
b.	Municipal Contribution	Staff Time	\$8,000
c.	Total Expenses		\$20,201
d.	Municipal Avoidance Cost		\$75,000
e.	Regional Shared Service Savings	(d. - c.)	\$54,799
f.	B/C Ratio	(d. / c.)	3.7

Funding Sources: Local; RSG

5.6.3 Regional Plan of Conservation and Development

The NVCOG initiated the development and update of the Regional Plan of Conservation and Development in 2017. With the merger and consolidation of the COGCNV, VCOG and a portion of CCRPA in 2015, there is a need to develop a new and updated regional POCD that covers the entire Naugatuck Valley planning region. The respective former regional plans were adopted in 2008. During FY2018, the NVCOG staff consulted with the Regional Planning Commission on regional planning issues and concerns. The RPC was also consulted on the development of online public input surveys. The NVCOG staff identified trends shaping the region, goals and strategies by topic, and key policy maps to include in the final draft. A plan document template was drafted with the intention of ease of use for municipal planners. The regional plan will be linked to municipal plans, the state POCD and other relevant studies and plans informing regional plan policies.

The new regional POCD will incorporate strategies and actions from locally developed plans and be consistent with the state POCD. Critical elements include:

- Identification of shared regional goals
- Demographic trends
- Land Use and Growth Patterns – housing, commercial, and industrial development, and infrastructure (sewers and water supply)
- Economic Development – Naugatuck Valley Economic Development District and Comprehensive Economic Development Strategy
- Transportation System – highways, transit, rail, airport and pedestrian and bicycle pathways
- Environmental Protection – open space, farmland preservation, climate change (resiliency), stormwater management, recreation, natural hazard mitigation, and water quality
- Sustainability – renewable energy, green infrastructure, and walkable communities
- Environmental Justice and Public Participation

BCA: Regional POCD		
a. Total RSG Allocation	- SFY 2018	\$0
b. Other	Trans. PL	<u>\$23,865</u>
c. Total Expenses		\$23,865
d. Municipal Avoidance Cost	(say \$2,500 per town)	\$47,500
e. Regional Shared Service Savings	(d. - c.)	\$23,635
f. B/C Ratio	(d. / c.)	2.0

Funding Sources: FHWA Metropolitan Planning Funds; RSG

5.7 Land Use and Regional Planning Program

5.7.1 Narrative & Activity:

The NVCOG conducts a range of community and regional planning activities and serves as the staff of the Regional Planning Commission. These tasks include the legislatively mandated activities of regional planning organizations supported by RSG grant funds.

- Regional Planning:
 - Prepared the regional demographic profile
 - Contributed GIS services and participated in working groups regarding regional transportation, economy and land use topics addressed in the Valley Community Index 2016 document (organized through the Valley Community Foundation and Data Haven).
- Regional Planning Commission:
 - Schedules meetings of the RPC and prepares meeting agendas, arranges speakers, and organizes meeting material and packages;
 - Completes reviews of proposed amendments to zoning regulations and proposed development projects within 500 feet of a municipal boundary and prepares referral letters discussing possible impacts of proposed subdivisions and zoning amendments.
- Partnerships: NVCOG partners with the Center for Land Use and Education (CLEAR) at the University of Connecticut and the Connecticut Bar Association to provide training for municipal land use commissioners and local non-profit organizations. This year NVCOG encouraged its planning community to attend the Connecticut Bar Association's 2017 CT Land Use Law Seminar
- Economic Development: The NVCOG is the regional economic development data clearinghouse and annually updates labor force, employment, and demographic data from the US Census Bureau, Connecticut Department of Labor, and Bureau of Labor Statistics. Economic data are compiled into annual reports and staff participated in the development of Economic Strategic Plans. The NVCOG sits on the advisory committee of the Naugatuck Valley Economic Development District and provides technical assistance to local economic development organizations.

BCA: Regional Land Use			
a.	Total RSG Allocation	- SFY 2018	\$4,067
b.	Other	Trans. PL	\$23,865
c.	Total Expenses		<u>\$27,932</u>
d.	Municipal Avoidance Cost	(say \$1,500 per town)	\$28,500
e.	Regional Shared Service Savings	(d. - c.)	\$568
f.	B/C Ratio	(d. / c.)	1.0

Funding Sources: RSG, FHWA Metropolitan Planning Funds

5.8 NVCOG Website

5.8.1 Narrative & Activity:

The NVCOG maintains a website at: www.nvcogct.org. The website is maintained and updated to provide a medium for the public to understand the programs and projects being undertaken by the NVCOG. Content, meeting schedules, agendas and material are posted to inform the public about NVCOG activities and decisions. Project summaries and reports are also posted to allow the public an opportunity to proactively participate in NVCOG programs and policies. Staff also maintains an interactive gallery of maps for the website:

- **Mobility Project Reporter:** This application was created to allow the public to submit observations or suggestions related to transportation for consideration in future projects. It is broken into categories based on mode.
- **Regional Map Viewer:** Regional Map Viewer includes data created by NVCOG and data provided by CTECO and FEMA.
- **Naugatuck Valley Regional Profile 2016 – Maps:** This interactive web application supplements the Naugatuck Valley Regional Profile 2016. The maps show demographics at the census block group or block level for the Naugatuck Valley planning region.
- **NRG Priorities:** Status of the various sections of the Naugatuck River Greenway trail.
- **Naugatuck Valley Transportation Improvement Program – 2018-2021:** Allows users to see the projects that are currently in the NVCOG's Transportation Improvement Program (TIP).
- **LOTICIP Projects:** This map shows the projects that are currently being funded through the LOTICIP program. These projects are 100% state funded.
- **Transit Access and Employer Density:** This map depicts the NVCOG region's access to bus transit as it relates to commuting through and into the region. It highlights system service areas and employer hot spots.
- **NVCOG Dams By Hazard Class:** Dams in the Naugatuck Valley Region with hazard class ranking.

- NVCOG Sidewalks 2014: Sidewalks and ramps in the NVCOG region 2014.

New pages are created and added as necessary and current pages updated to support projects and planning activities.

BCA: NVCOG Web Site		
a. Total RSG Allocation	- SFY 2018	\$0
b. Other	Trans. PL	\$39,406
c. Total Expenses		<u>\$39,406</u>
d. Municipal Avoidance Cost	(say \$5,000 per town)	\$95,000
e. Regional Shared Service Savings	(d. - c.)	\$55,594
f. B/C Ratio	(d. / c.)	1.7
Funding Sources:	FHWA Metropolitan Planning Funds and FTA Section 5303 Planning Funds	

5.9 Transportation Planning Program

5.9.1 Narrative & Activity:

The NVCOG serves as the planning staff for the Central Naugatuck Valley Region Metropolitan Planning Organization (CNVMPO), which comprises 15 of the region’s 19 municipalities. Planning tasks are also completed for the four lower Valley communities that are members of the Greater Bridgeport and Valley Metropolitan Planning Organization (GBVMPO).

As part of the federally funded regional transportation planning program, the NVCOG develops and maintains a short-term transportation improvement program (TIP), a metropolitan transportation plan (MTP), assesses and determines the air quality conformity of projects, programs and plans, and conducts transportation planning studies. Planning studies include corridor plans, intersection operations evaluations, safety assessments, bus operations studies, rail improvement strategies, freight planning, and transportation needs assessments for persons with mobility impairments. The NVCOG also oversees the engineering and design of several federally funded projects.

The Regional Service Grant program supports the transportation program by providing a portion of the non-federal share of the program and leverages federal funding; in turn, the transportation planning funds help support the regional planning program. The allocation of RSG funds is especially critical because of the CTDOT’s rescission of state funds needed to provide the non-federal share of the transportation planning program. The state match has been reduced from 10% to 7.6% for the current transportation planning funds and from 10% to 0% for any carry-over funds.

The regional transportation planning program includes the following:

- Local Transportation Capital Improvement Program (LOTICIP) – The NVCOG administers the state-funded transportation capital improvement program; provides technical assistance to project sponsors; and solicits and evaluates project proposals for the SFY 2018 program. LOTICIP funds are provided to NVCOG for administration of the program and to complete third party design reviews. Municipal sponsors are required to finance the design of projects and the

LOTICIP funds are allocated to construct the project. Because of the financial constraints in the program during SFY 2018, the NVCOG was unable to solicit new project applications; however, there was a commitment on the part of the CTDOT to fund projects that had previously received Commitment to Fund Letters. Since inception of the program in 2015, the following are the data for the Naugatuck Valley planning region

- o Number of LOTICIP applications received = 31
- o Number of LOTICIP projects completed = 7
- o Number of Commitment to Fund Letters from CTDOT = 19
- o Number of LOTICIP projects currently in design = 13
- o Number of LOTICIP project design reviews completed = 13

BCA: Local Transportation Capital Improvement Program (Program to Date)

a. Total RSG Allocation		\$0
b. LOTICIP Administration	NVCOG	\$248,164
c. LOTICIP Design Review	3 rd Party Consultants	\$70,106
d. Municipal Design Costs	Local	<u>\$2,203,818</u>
e. Total Expenses		\$2,522,088
f. Municipal Avoidance Cost	Construction Value	\$47,920,661
g. Regional Shared Service Savings	(f. - e.)	\$45,398,573
h. B/C Ratio	(f. / e.)	n/a

Funding Sources: FHWA Metropolitan Planning Funds, FTA Section 5303 Planning Funds, LOTICIP

- Regional Transportation Grants – Worked with regional municipalities to identify grant opportunities and provide data and GIS analysis to help craft strong applications. Applications included the Local Road Accident Reduction Program, the Section 5310 Bus Replacement Program, the Transportation Alternatives Program, and the Community Connectivity Program.
- Coordination with CTDOT, FHWA and FTA regarding regional, state and federal metropolitan transportation planning programs and projects; monitoring of proposed new federal transportations rules or regulations.
- Coordination with the Greater Waterbury Area Transit District to support the provision of regional paratransit services. The NVCOG assumed responsibility for administering the GWTD.
- CTDOT coordination – Let’s Go CT; state freight planning; coordination with the CTDOT to help inform municipal leaders of the potential impacts to transportation services and funding if the STF were to become insolvent.
- Regional Coordination – Coordination with NYMTC on its regional freight plan and mega-regional transportation projects; in cooperation with MetroCOG and WestCOG, met with NYMTC to review its process for assessing federally mandated performance measures; NVCOG staff participated in MetroCOG Transportation Technical Advisory Committee meetings; and coordinated with Metro COG and West COG on the federally mandated Congestion Management Process.

- TOD Pilot Program Project and Alternative Transportation Modes Assessment – NVCOG staff is working with a consultant to assess transportation alternatives within the Route 8 and Waterbury branch line corridors. During SFY 2018, a series of planning design workshops (Charrettes) were held, the existing conditions report was completed, a ridership count and on-board passenger survey on the Waterbury Branch Line was conducted, conceptual TOD Model Blocks were developed, and staff worked on determining the preferred improvements for the WBL.
- Derby-Shelton Bridge Project – Worked on the design of the project to renovate and rehabilitate the bridge to include enhanced pedestrian and bicycle connections. The Preliminary Design plans were completed and a public information meeting was held. The design concepts were modified in response to public comments.
- Route 34 Reconstruction Project – Provided project management and administration; coordinated with city regarding design plans and rights-of-way implications. At the request of the City of Derby, the Final Design was placed on-hold in SFY 2017; the design phase was restarted in SFY 2018.
- Route 67 Project – Provided project management and administration. CTDOT provided authorization to proceed with the design phase.
- Initiated the update of the Metropolitan Transportation Plan for the Naugatuck Valley planning region.
- Staffed the regional transportation technical advisory committee – NVCOG TTAC.
- Valley Transit District Facility Reconstruction – Monitored major reconstruction of the Valley Transit District facilities; completed.
- Regional Freight Plan – Worked on developing the regional freight plan; coordinated freight planning efforts with CTDOT and the MAP Forum Multi-State Working Group.

BCA: Transportation Planning

a.	Total RSG Allocation	- SFY 2018	\$975
b.	Total FHWA and FTA Allocation	- SFY 2018	\$686,053
c.	Total State Match	- SFY 2018	\$65,175
d.	Total Local Match	- SFY 2018	<u>\$106,338</u>
e.	Total Expenses		\$857,566
f.	Municipal Avoidance Cost		n/a
g.	Regional Shared Service Savings	(f. - e.)	n/a
h.	B/C Ratio	(f. / e.)	n/a

Funding Sources: FHWA Metropolitan Planning Funds, FTA Section 5303 Planning Funds, RSG, Local

5.10 Regional Brownfields Partnership

5.10.1 Narrative & Activity:

The NVCOG is host to the Regional Brownfields Partnership of West Central CT (RBP), an affiliation of 27 municipalities in addition to numerous community organizations, health districts, and chambers of commerce. NVCOG provides funding, knowledgeable support staff, financial management, project management, payment inspection, and reporting capacity to municipal members.

Securing brownfields funding alone may not result in a successful project. Redeveloping brownfield sites involves complicated economic development issues. Municipalities need to know how to create deals and ensure money is spent properly. NVCOG makes the process much simpler for member municipalities. Communities eligible for assistance are:

Beacon Falls	Middlebury	Prospect	Waterbury
Berlin	Naugatuck	Seymour	Watertown
Bethlehem	New Britain	Shelton	Winchester
Bristol	Newtown	Southbury	Wolcott
Burlington	Oxford	Southington	Woodbury
Cheshire	Plainville	Thomaston	
Derby	Plymouth	Torrington	

The NVCOG's planners and project managers provide a seamless resource for towns, eliminating the necessity and cost of developing expert in-house brownfields staff in each town and city. Financial and technical assistance is available for private development sites upon request of the municipality. NVCOG provides a one-stop brownfields service center for government and private developers in need of government assistance.

Redeveloping a brownfield site is never simple, but NVCOG staff members have the critically important experience necessary to design and ensure successful outcomes. The NVCOG (formerly the Valley Council of Governments) has developed more than \$4,000,000 in grant and loan funds to leverage projects. Staff works with local economic development professionals and elected officials to foster and help structure deals. NVCOG staff also provides assistance and advice to towns that wish to seek and manage their own grants directly from state and federal resources.

Only a small portion of the Regional Brownfields Partnership is funded by RSG program funds, but the program provides substantial benefit to partner communities, and the municipal avoidance costs, while unknown, would also be substantial. If individual cities and towns performed the tasks of the Regional Brownfields Partnership, new departments would be required. Regionalization of the program coalesces planning, assessment and remediation functions in one location that all partners can access, and avoids the cost of each municipality funding separate and individual offices.

5.10.2 FY 2017 Projects

Municipality	Address	Funding Source	Total Funded	Project Type	Deliverable(s)
Ansonia	420 Main Street	EPA Assessment	\$45,130	Environmental assessment	Phase II Environmental Assessment with remedial cost estimate complete.
Ansonia	17-19 Henry Healey Drive	EPA RLF	\$400,000	Remediation and redevelopment	Site remediated. Locally owned used-car dealership in operation. Loan in interest-only period. Due 2024.
Ansonia	22-26 Beaver Street	EPA RLF	\$200,000	Remediation and redevelopment	Remediation arrested. Site subject to multiple liens. Development of legal strategy and next steps in progress.
Berlin	319 Main Street	EPA RLF	\$375,000	Remediation and redevelopment	Site remediated. Construction on 18-unit condominium development in progress. Loan fully repaid.
Bristol	894 Middle Street	City of Bristol	\$5,000	Remedial strategy development	City and NVCOG pursuing remediation and reuse opportunities.
Derby	Main Street South	CT DECD	\$200,000	Assessment and planning	Financial Assistance Agreement in progress. Assessment strategy to support construction of road-network in development.
Derby	251 Roosevelt Drive	CT DECD	\$85,000	Environmental assessment	Liability relief delivered. Remediation complete. Brewery open and operating. Awaiting final CTDEEP verification.
Derby	O'Sullivan's Island	CT DECD	\$200,000	Environmental assessment	Legal strategy in development.
Derby	O'Sullivan's Island – Fishing & Viewing Platform	HRR	\$325,000	Construction of fishing and viewing platform	Cooperative agreement executed. Project kick-off anticipated October, 2018.

Naugatuck	6 Rubber Avenue	EPA RLF	\$100,000	Remediation and redevelopment	Contractor selection process complete. Remediation strategy in development.
Naugatuck	251 Rubber Ave	EPA Assessment	\$27,250	Environmental assessment	Draft Quality Assurance Project Plan (QAPP) complete. Phase I report in progress. Phase II survey planned.
Southington	318 North Main Street	EPA RLF	\$400,000	Remediation and redevelopment	Negotiation of Tri-party agreement between CT Brownfield Land Bank, CT DECD, and Town of Southington in progress.
Thomaston	235 East Main Street	CT DECD	\$60,000	Brownfield Area-wide Planning Grant	Execution of Financial Assistance Proposal in progress. Deficiencies and opportunities analysis planned.
Torrington	100 Franklin Street	City of Torrington	\$25,000	Remedial strategy development	Negotiations regarding site remediation and redevelopment in progress.
Waterbury	909 Bank Street	EPA Assessment	\$24,400	Environmental assessment	Negotiations regarding site remediation and redevelopment in progress.
Waterbury	1875 Thomaston Avenue	EPA Assessment	\$42,000	Environmental assessment	Phase II Assessment in progress.
Waterbury	Mad River (Mill Street)	CT DECD	\$500,000	Environmental remediation	Hazmat Survey, Phase II Assessment, and Remedial Cost Estimate.
Watertown	0 French Street	EPA Assessment	\$22,200	Environmental assessment	Multiple site remediation, remedial strategy planning meetings.

5.10.3 Funding Sources:

Source	Amount
FY 2016 EPA Assessment Grant	\$400,000
FY 2005 EPA Revolving Loan Fund (RLF)	\$3,136,240
U.S. Fish and Wildlife on behalf of the Connecticut Housatonic Natural Resource Trustee Council	\$325,000
CT DECD Municipal Brownfield Grant Program (multiple)	\$1,045,000

BCA: Regional Brownfields Partnership

a. Total RSG Allocation	- SFY 2018	\$1,545
b. Local		\$41,200
c. Total Expenses		\$42,745
d. Financial Benefit (Grants) *		\$3,035,980
e. Regional Shared Service Savings	(d. - c.)	n/a
f. B/C Ratio	(d. / c.)	n/a

Funding Sources: RSG, EPA, CTDECD, Local

* The Financial Benefit represents the value of grant awards, and does not include municipal avoidance costs. Municipal avoidance costs are not known, but the program does result in a substantial cost savings to municipalities that would be required to establish separate Brownfields offices or departments, in lieu of a regional approach.

6 Potential New Regional Initiatives

The following are existing services provided by member municipalities or by the state that could potentially be more effectively or efficiently provided on a regional basis:

1. State: Following up on the very successful LOTCIP Program model implemented by the Legislature in 2014, the Councils of Governments have the organizational capacity and municipal partnerships to more effectively manage and track state and federal pass-through programs, and. Devolution of additional programs to the regional level for administration provides the COGs with an opportunity to both alleviate the reduction in the state employee workforce and improve the delivery of state program services to municipalities by taking advantage of the close working relationship that COGs have with member municipalities while also giving the COG's Municipal CEO-led Council Boards more programmatic and project oversight.
2. Municipal: There are a number of service areas that are provided by municipalities that could be more efficiently delivered through a more regional, multi-jurisdictional approach. The intent is to provide regional services for municipalities that are unable to provide services or do not have the capacity to support full time or dedicated staff to provide the service.
3. Municipal: Create efficiency through a regional 311-type online/GIS-based application for residents to report a problem or issue. The COG would tabulate information and forward to appropriate municipal departments.
4. Municipal: Regional GIS – parcel mapping, open space mapping, trails mapping. The approach would be to develop a common schema for interoperability. This service would also include the acquisition and analysis of various population, demographic, economic and travel data.

7 Potential Impediments to Regionalization

The following are potential impediments to regionalization of services that require legislative action:

1. Lack of consensus at both the state and local levels to refocus diminishing state subsidies to municipalities to the regional level to gain the advantage of efficiencies of scale.
2. Connecticut municipalities have a strong sense of independence and “Home Rule” that inhibits consideration and implementation of services at a multi-jurisdictional or regional basis. Forced municipal reliance on property taxation and growth in individual grand lists hinders sensible development patterns and fosters unnecessary and unhealthy competition for development. The result has been irrational and unsustainable land patterns that impede the revitalization and redevelopment of our core city centers, despite the fact that our cities are home to vital services that the entire region relies on and benefits from.
3. All regions do not provide a common, basic suite of services to their municipalities, undermining the case for the regional solution in some parts of Connecticut. A suite of basic services that must be provided at the regional level needs to be developed, and perhaps codified, so that all COGs provide the same basic set of services. This provision requires a reliable, long term and sufficient funding allocation.
4. Lack of a dedicated, direct, stable and reliable source of funding to the Councils of Governments, not dependent on an annual appropriation from the state legislature or municipal boards of finance.
5. Inconsistent funding for the Regional Performance Incentive Program. The RPIP should be reinstated to provide discretionary funding allocations for large-scale planning and design projects that assess the feasibility of the regionalization of a service that would be beyond the financial resources of a COG or municipality.
6. Lack of state mandate for common COG boundaries as a single framework for all regional district services in the state.
7. Lack of state endorsements necessary for federal declaration for Councils of Governments to be considered county equivalents for data tabulation and receipt of federal grants.
8. Lack of state and local investment in the development and maintenance of GIS data at the regional or state level and use of standardized schema (e.g. for parcel mapping, planimetric data).
9. Need for a concerted cooperative approach to the regionalization of services. Often institutional opposition to change from the status quo to a new regional approach remains an obstacle when attempting to negotiate efficient means of service delivery.