



**NAUGATUCK VALLEY
COUNCIL of GOVERNMENTS**

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

Co-Chairs: Senator Steve Cassano and
Representative Cristin McCarthy Vahey
and

Finance, Revenue & Bonding

Co-Chairs: Senator John W. Fonfara and
Representative Jason Rojas
and

The Secretary of the Office of Policy & Management

Melissa McCaw

October 1, 2019

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

**Naugatuck Valley Council of Governments
State Fiscal Year 2019
July 1, 2018 through June 30, 2019**

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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 Regional/Municipal Services Program. For State Fiscal Year (SFY) 2019 (July 1, 2018 through June 30, 2019), the NVCOG received \$428,405 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 metropolitan planning organizations (MPOs). Under its two-year agreement with the Connecticut Department of Transportation, the NVCOG was allocated \$816,962 in federal planning funds (combined Central Naugatuck Valley and Greater Bridgeport/Valley MPOs). An additional \$202,378 in carryover funds attributable to previous years was also available for transportation planning. Local membership dues are also used to support NVCOG efforts.

In accordance with Connecticut General Statutes Section 4-66r, regional councils of governments (COGs) 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 2019, 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 dated August 27, 2018. The SFY 2019 work program lists nine 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 2019 were:

- Work Program Task 1: Municipal Shared Services Program (Section 5.1):
 - Coordinated Municipal Shared Services Committee
 - Work continued on the Regional Wastewater Treatment Consolidation project
 - Completed work to establish the Municipal Shared Planner program (Oxford and Seymour)
 - Continued the Household Hazardous Waste program
 - Administered the Regional Election Monitor (REM)
 - Maintained and updated the Regional Public Works Equipment Sharing database
 - Continued cooperative programming for implementation and compliance with MS4
 - Health and Human Services Coordinating Committee
- Work Program Task 2: Regional GIS Program (Section 5.2):
 - Provided GIS technical assistance to member municipalities
 - Acquired and disseminated basic planimetric data
 - Developed and activated the Mobility Project Reporter online crowdsourcing application to solicit public opinion on transportation projects
- Work Program Task 3: Metropolitan Transportation Planning (Section 5.3):
 - Supported US DOT metropolitan planning for the Central Naugatuck Valley MPO and Greater Bridgeport & Valley MPO and conducted tasks included in the UPWP
- Work Program Task 4: Brownfields Planning and Redevelopment (Section 5.4):
 - Hosted the Regional Brownfields Partnership
 - Assisted communities in obtaining funding for brownfield assessments and remediation
 - Administered state-funded brownfield activities for municipalities
 - Administered the EPA revolving loan fund (RLF) for brownfield cleanup
 - Maintained and updated the brownfields inventory and projects online story map
- Work Program Task 5: Environmental Planning (Section 5.5):
 - Participated as a voting member of the Western CT Water Utility Coordinating Committee (WUCC)
 - Provided technical assistance to non-profit environmental organizations
 - Monitored implementation of the new MS4 general permit
 - Developed a regional open space map application
 - Monitored and tracked environmental legislation
 - 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 -- Torrington to Thomaston Routing Study
 - 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

- Regional Sustainability Plan - initiated work and researched models
- Work Program Task 6: Regional Plan of Conservation and Development (Section 5.6):
 - Continued work on consolidating the CCRPA, CNV and Valley plans of conservation and development
 - Assisted municipalities in the update of local plans of conservation and development
 - Reviewed regional significance of proposed municipal zoning regulations and subdivisions (regional referrals)
 - Held quarterly meetings of the Regional Planning Commission
 - Provided training and educational opportunities to local commissioners, elected officials, municipal staff and other partners
- Work Program Task 7: Regional Emergency Planning (Section 5.7):
 - Worked with and attended meetings of Region 2 and 5 Regional Emergency Planning Teams and ESF 1 - Transportation
 - Worked on updating the Diversion Route Plan
 - Worked with Capitol Region Council of Governments on their traffic incident management program
 - Applied for Federal Emergency Management Agency (FEMA) Pre-Disaster Mitigation (PDM) grant for FFY19 to create a multi-jurisdictional Hazard Mitigation Plan for NVCOG's 19 member municipalities
- Work Program Task 8: Public Outreach and Information Sharing (Section 5.8):
 - Maintained the NVCOG website and updated information and postings to keep information current
 - Completed a redesign of the NVCOG website
- Work Program Task 9: Metropolitan Transportation Planning – 2015 Carryover (Section 5.9):
 - Continued to work on the Route 8 and Waterbury Branch Line Corridor Alternative Transit Modes and TOD Assessment project
 - Acquired transportation analytics data from StreetLight Data
 - Developed a work program and study outline for the Main Street Transportation Alternatives Plan for Oxford

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" (LOTICIP) 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 447,750 people (2017 American Community Survey). 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 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 2019.

Category/Task	Activities	RSG Budget	RSG Allocation
Task 1: Municipal Shared Services	Municipal Shared Services Program RPIP Grants Household Hazardous Waste Regional Election Monitor Regional Public Works Database Legislative Development Oversight Policy & Program Development	\$203,259	\$164,986
Task 2: Regional GIS Program	GIS technical assistance Planimetric data Mobility Project Reporter Regional Trails Database Centralized Geospatial Data Warehouse Statewide GIS Coordinating Committee and Parcel Standards Committee	\$11,968	\$ 26,706
Task 3: Metropolitan Transportation Planning (USDOT)	Support USDOT sub-regional transportation planning tasks (UPWP)	\$126,148	\$ 101,290.55
Task 4: Brownfields Planning & Redevelopment	Regional Brownfields Program Brownfield assessment & remediation partnership	\$20,105	\$ 31,390.88
Task 5: Environmental Planning	State Water Plan WUCC MS4 Environmental Legislation	\$40,000	\$ 25,933.32

Task 6: Regional POCD	Regional Plan of Conservation & Development Municipal Plans of Conservation & Development Regional Referrals	\$2,793	\$ 1,193.52
Task 7: Regional Emergency Planning	REPT – Regions 2, 3 & 5 Natural Hazard Mitigation Plans updates	\$0	\$0
Task 8: Public Outreach & Information Sharing	NVCOG Website Redesign Website Annual Report	\$7,009	\$60,498
Task 9: Metropolitan Transportation Planning (USDOT) FY 2015 Carryover	Special planning studies Route 8 & Waterbury Branch Line Corridor Alternative Modes Project	\$16,710	\$ 16,406.38
	Total	\$428,405	\$428,405

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 Municipal Shared Service Program

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 (Plymouth, Thomaston and Wolcott). The meeting included 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. CREC/CT Prime provided a follow up presentation to the full NVCOG board in September 2018 and NVCOG continued to facilitate communication with the company, the City of Waterbury and other NVCOG municipalities to provide options for joining the captive stop-loss entity. Two weeks before its July 1, 2019 entry into the captive was scheduled to take effect, the City Waterbury opted to stay with its existing health insurance broker and policies. NVCOG is now working with another health insurance consortium to provide options to engage in savings and stability benefits and scheduled a presentation before the full board in late 2019.

Shared Municipal Staff

NVCOG staff began to craft a Municipal Shared Planner position with member towns in the spring of 2018. Oxford and Seymour 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 expand and improve the range of services a municipality may provide by the use of a full-time planner housed at the NVCOG.

Towns 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 brings the potential to provide higher quality services, while also saving money for the participating towns. The position interfaces with existing town staff as if they were also a municipal employee, but most importantly, does not duplicate or supplant existing municipal functions.

The NVCOG, in consultation with the participating communities, prepared a detailed job description and inter-local service agreements. Following multiple rounds of advertising the position, interviewing candidates and extensive negotiations with municipal legal counsel, the Shared Municipal Planner was hired and began serving the two towns in August 2019. 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 study's goal is to lead to a reduced number of facilities, thus lowering capital expenses for the State of Connecticut and municipalities, and operating costs paid by users, who have seen dramatic increases in recent years. Fewer facilities will also enhance clean water in upgrading the remaining systems. The study consultant is Black & Veatch and Phase I of the study began in April 2018.

Tasks include:

- Analysis of existing planning documents and related assessments of existing wastewater treatment facilities and collection system infrastructures;
- Estimating 20-year wastewater flows and load projections for each participating municipality;
- Summarizing existing wastewater system management and governance for each participating municipality;
- Identifying "base case" of costs that would be incurred if each separate wastewater plant was to undertake upgrades needed to meet environmental regulations and maintain safe and efficient operations in their current configuration for the next 20 years.
- Identifying a long list of wastewater regionalization alternatives that have initial merit for consideration.

Phase I concluded in early 2019. NVCOG published the findings and shared them with the state Department of Energy and Environmental Protection and OPM. In addition, presentations were provided to the legislative bodies of the five municipalities where the wastewater treatment plants being studied are located. All legislative bodies confirmed their municipality supports participation in the study's Phase II tasks, which will include a more extensive technical and engineering analysis, as well as narrow the long list of regional alternatives to a short list and an Environmental Impact Evaluation of such options.

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 conducted the procurement of a study consultant on behalf of the Temporary Regional School Study Committee (TRSSC) serving the towns. The TRSSC conducted consultant interviews in September 2018 and executed a contract with the study consultant, District Management Group (DMG), in December 2018. 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 separate school districts. Since beginning study tasking, DMG has provided deliverables of documentation and presentations on facilities, enrollment and demographics. It is conducting comprehensive analyses and is scheduled to present a Task I advisability report in fall 2019.

Public Works Database

The NVCOG maintains a public works equipment sharing database that is accessible by all member municipalities. More than 110 pieces of equipment, ranging from small handheld pieces to large dump trucks, are currently available through this program. Towns can review 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.

Enterprise Corridor Zone

NVCOG serves as the Route 8 Corridor Enterprise Corridor Zone Coordinator to DECD and as a 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 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. NVCOG CEOs have requested a follow up summit event to take place in FY 2020 to continue to advocate for the region's economic development goals.

NVision 2020 Regional Conference

The NVCOG planned and held a regional conference in 2016 on infrastructure and development. The conference was branded as NVision 2020. Topics addressed included evolving transportation trends and issues, framing the new economy, partnerships for livable, sustainable communities, urban development, public investment in the transportation and technology of the Naugatuck Valley Corridor, and linking the region. It featured speakers and panelists representing offices and agencies on the statewide, regional and local levels. During SFY 2019, NVCOG initiated planning efforts to hold a follow-up conference in late 2020.

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.

BCA: Municipal Shared Services Program		
a. Total RSG Allocation	- SFY 2019	\$164,986
b. Other	Local	\$0
c. Total Expenses		\$164,986
d. Municipal Avoidance Cost	Program administration	\$190,000
e. Regional Shared Service Savings	(d. - c.)	\$25,014
f. B/C Ratio	(d. / c.)	1.2
Funding Sources:	RSG	

Household Hazardous Waste (HHW) Programming

In late 2018, NVCOG issued an RFP for a vendor to provide services for an expanded household hazardous waste program to take the number of municipalities served from 11 to 17. A contract with MXI, Inc. was executed in early 2019. Three annual HHW collection events give residents the opportunity to properly dispose of hazardous materials that are commonly used in the home. Municipalities benefit from substantial, long-term savings over costs that would be incurred by holding separate events that only serve residents of a single town.

BCA: Household Hazardous Waste		
a. Total RSG Allocation	- SFY 2019	\$0
b. Other	Local	\$9,221
c. Total Expenses		\$9,221
d. Municipal Avoidance Cost	Program administration	\$28,918
e. Regional Shared Service Savings	(d. - c.)	\$19,697
f. B/C Ratio	(d. / c.)	3.1
Funding Sources:	Local	

5.2 Regional GIS Program

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, the NVCOG is 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.

Programs and Projects

Specific program tasks and activities included:

- Maintained a standardized regional GIS database that includes spatial information on zoning, land use, open space, parcel boundaries, historic resources, environmental features and infrastructure.
- Maintained NVCOG website and developed and updated content (job postings, publications, new calendar page for GWTD and TTAC).
- Maintained a spatially accurate employer database to use for transportation planning and economic development.
- ArcGIS 10.6.1 software upgrades installed on server, laptop, and desktop computers.
- Attended and participated on the Statewide GIS Coordinating Committee and GIS User-to-User group 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.
- Attended various conferences and seminars, including the URISA conference in Palm Springs.
- Prepared maps by request for public meetings, presentations, and for publications such as municipal plans of conservation and development.
- Worked with local open space commissions and land trusts to map potential and existing lands for preservation. Updated open space and land use data with new data schema and classification systems.
- Locational analysis – buffers, travel time, suitability, site selection.
- Worked with Data Haven to produce a map showing community resources for the Valley Indicators report.
- Prepared 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.
- 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.
- Prepared and transmitted 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.
- Created an online interactive web application to summarize the key elements of the [Naugatuck Valley Metropolitan Transportation Plan](#). It contains data on crashes, active transportation facilities and transit facilities.
- In cooperation with the Yale-Griffin Prevention Research Center, finalized “[Active Valley CT](#)”, an online resource relying on web maps for people to find no-cost and low-cost options for exercise and physical activities to help local communities be more active and prevent future health issues.
- Created an [Agricultural Resources web application](#) for the Naugatuck Valley region.
- Created a web application for residents to find [alternative fuel stations](#) in the region.
- Helped Waterbury set up a data collection and mapping application and oversaw two interns working on a blight inventory.
- Used GIS to locate low income and minority populations to be viewed with other low-income statistics for the City of Waterbury.
- Participated in the NRG Thomaston to Torrington routing project and created web maps and story maps with proposed trail paths.
- Updated data and reproduced an ADA compliant sidewalk map for Watertown.
- Created a regional parcel data layer for use on the “Regional Viewer” and to submit for PA 18-175.
- Updated land use data and maps for Southbury.
- Updated TIP and LOTCIP project database.
- Updated the online TIP map monthly.
- Updated the “Naugatuck Valley Historic Resource” story map and associated data.
- Maintained the crowdsourcing reporter application.
- Downloaded and analyzed intersections crash data for the region.
- Updated open space database to match the State of Connecticut’s new schema.
- Wrote and published help guides for web applications and story maps.
- Created topology and land use maps for pre-disaster mitigation.
- Analyzed and mapped latest ACS estimates for Title IV report for Valley Transit and the region.
- Assessed projects mentioned in the MTP for impacts to low income and minority areas to ensure compliance with EJ requirements.

Local Update of Census Addresses (LUCA):

The NVCOG completed the Local Update of Census Addresses (LUCA) in advance of the 2020 Census in SFY 2019 and has initiated a review of addresses rejected by the Census. Work to be completed primarily during SFY 2020.

New NVCOG Website

The NVCOG completed a comprehensive redesign of the agency website using consultant services. The work included new content, navigation tools and a contract with a drone pilot for aerial video of the region for the home page. The NVCOG domain was changed from .org to .gov. <https://nvcogct.gov>

Mobility Project Reporter:

The Mobility Project Reporter is an online crowdsourcing application made with ESRI's Crowdsourcing Reporter template. It is intended to provide the region and individual municipality 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. It was developed in SFY 2018 and maintained during SFY 2019.

Regional Map Viewer:

A [Regional GIS \(Map\) viewer](#) was created to provide access to general parcel data, zoning, land use, and open space 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>.

Regional Trails Database:

Based in part on work completed by the Northwest Hills COG, the NVCOG set up a regional trails database. The database contains information on all trails in the region and a GIS application was developed to display the location of trails on a regional map with pop-up information on the trails. The [Regional trails database and web application](#) shows all the trails in the NV region (state, local, land trust, and CFPA Blue-blazed trails) with parking and trailheads.

Direct Municipal Assistance and Deliverables:

- Cheshire – four maps showing the proposed Highland Design District
- Cheshire - created a map of a proposed new “Interchange Zone”
- Cheshire – aquifer protection area map for Municipal Plan of Conservation and Development
- Derby – legislative house boundary map
- Derby – map showing redevelopment areas adjacent to Route 34
- Naugatuck – census tract map
- Oxford – parking map for Naugatuck State Forest
- Oxford – large map showing proposed zoning changes
- Oxford – maps for municipal Plan of Conservation and Development (4)
- Oxford – two maps of Little River Preserve for a grant application
- Waterbury – map showing potential railyard locations
- Woodbury – five large maps showing each residential zoning type
- Woodbury – maps for proposed sidewalk projects
- Woodbury – printed and mounted two large maps of Woodbury’s open space for Earth Day
- Woodbury – natural resources inventory maps
- Region – prepared more than 30 maps for the regional long range transportation plan
- Region – in assistance to the incoming U.S. and state representatives, created online story map “Transportation Infrastructure Priorities” to highlight the region’s transportation wish list
- Updated the Regional Profile and web application showing demographic data (people, housing, jobs) for each municipality in the region at the town and block group level by extracting the latest American Community Survey (ACS) Estimates for 2013-2017: [Online Regional Profile.](#)

BCA: Regional GIS Program		
a. Total RSG Allocation	- SFY 2019	\$26,706
b. Other	Trans. Program	\$138,180
c. Total Expenses		\$164,886
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.)	\$100,114
f. B/C Ratio	(e. / c.)	1.6
Funding Sources:	RSG, FHWA Metropolitan Planning Funds	

5.3 Metropolitan Transportation Planning

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 regional transportation planning 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 was reduced from 10% to 7.6% for the current transportation planning funds and from 10% to 0% for any carry-over funds. This rescission placed a burden on member municipalities as they were required to provide additional local funds to support the regional transportation program.

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 2019 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.

During SFY 2019, the NVCOG solicited new project applications from its member communities, evaluated the eligibility of the proposals and worked with project sponsors to prepare final design and bid packages. The NVCOG served as the point of contact between the municipalities and CTDOT. Project design plans are reviewed by NVCOG staff at the 30% (preliminary design), 70% (semi-final design) and 90% (final design) completion phases. A financial plan is maintained and progress in completing projects is tracked.

The following are the data for the Naugatuck Valley planning region as of June 30, 2019:

- Number of LOTICIP Applications Received = 35
- Number of LOTICIP Projects Completed = 8
- Number of Commitment to Fund Letters from CTDOT = 21
- Number of Project Applications Pending Authorization = 6
- Number of Projects Under Construction = 4
- Number of LOTICIP Projects Currently in Design = 8

- Number of LOTCIP Project Design Reviews Completed = 5

BCA: Local Transportation Capital Improvement Program (Program to Date)		
a.	Total RSG Allocation	\$0
b.	LOTICIP Administration	NVCOG \$317,337
c.	LOTICIP Design Review	3 rd Party Consultants \$77,596
d.	Municipal Design Costs	Local <u>\$2,382,468</u>
e.	Total Expenses	\$2,777,401
f.	Municipal Avoidance Cost	Construction Value \$51,618,818
g.	Regional Shared Service Savings	(f. - e.) \$48,841,417
h.	B/C Ratio	(f. / e.) n/a
Funding Sources:		FHWA Metropolitan Planning Funds, FTA Section 5303 Planning Funds, LOTCIP

Regional Transportation Program Administration and Management

- 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.
- Coordinated 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.
- Coordinated with the Greater Waterbury Area Transit District to support the provision of regional paratransit services. The NVCOG assumed responsibility for administering the GWTD.
- Staffed the regional transportation technical advisory committee – NVCOG TTAC.
- Worked with NYMTC and NJTPA on the Metropolitan Area Planning (MAP) Forum, a volunteer consortium of MPOs and COGs in the tri-state area, on coordinating 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 MetroCOG and WestCOG on the federally mandated Congestion Management Process.

Route 8 and Waterbury Branch Line 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 and promote transit services that are needed to spur economic revitalization in the corridor, develop mixed-use, transit oriented and supportive projects, and help create sustainable and livable downtowns and communities. During SFY 2019, the study applied the results of the series of planning design workshops (Charrettes) held in 2018 to determine opportunities

for TOD type land uses in the vicinity of the Waterbury branch line train stations. The work also created the concept of a “Model Block” depicting more intense land uses appropriate in each downtown. The model blocks were reflective of the character in each downtown. The goals of this planning study are to enhance and improve public transit, transform town centers, advance livability and sustainability principles, and invest in viable transit options to avoid expensive highway expansion costs.

During SFY 2019, the study team completed the tasks:

- Presented study efforts at the CT Chapter of the American Society of Landscape Architects TOD conference
- Presented study efforts at the Southern New England APA conference
- Completed the assessment on Bus Rapid Transit alternatives for the corridor
- Completed the assessment of TOD opportunities within the corridor, including the development of the Model Block concepts.

Transportation Planning Tasks

- Downloaded and analyzed crash data;
- Obtained new radar traffic vehicle counters;
- Monitored congestion throughout the region;
- Initiated an intersection safety and operations assessment for the Austin Road and Captain Neville Road intersection in the City of Waterbury;
- Issued a IFB for transportation analytics data and received four bids; StreetLight Data was selected;
- In cooperation with the Yale-Griffin Prevention Research Center, finalized “Active Valley CT”, an online resource relying on web maps for people to find no-cost and low-cost options for exercise and physical activities to help local communities be more active and prevent future health issues.
- Worked, in conjunction with MetroCOG and WestCOG, on developing a Congestion Management Plan for the Bridgeport-Stamford urbanized area, and coordinated with CRCOG on their efforts to prepare CMP for the Hartford UZA.

Transportation Projects

- 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 Semi-Final Design plans were completed and submitted to CT DOT for review. NVCOG worked with the City of Shelton to extend the project limits to include the SE Ramp between Bridge Street and Canal Street and convert the ramp to a bicycle and pedestrian path.
- Route 34 Reconstruction Project – Provided project management and administration; coordinated with city regarding design plans, utility coordination, amenities and rights-of-way implications. The design phase is expected to be completed in early 2020.

- Route 67 Project – Provided project management and administration. The design phase was initiated in SFY 2019.
- Valley Transit District Facility Reconstruction – Monitored major reconstruction of the Valley Transit District facilities; project was 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.

Active Transportation Tasks

- Developed uniform signage for NRG and acquired signs for installation along completed sections of the NRG. The signs were received and distributed to host towns. NVCOG mapped suggested locations for the signs and developed a sign inventory.
- Administered and managed the design of the Thomaston-Watertown NRG project and worked with DEEP in amending the Recreational Trails project to revise the project scope to include completing final design plans for the proposed new bridge over the Branch Brook.
- Worked with the Town of Watertown on preparing and submitting a LOTCIP application to construct the section of the trail from Branch Brook to Route 262.
- Continued to participate on Statewide Trail Study (Connecticut Trail Census):
 - Worked with trail coordinators to monitor IR counters and download data;
 - Adjusted IR data to account for undercounting and analyzed the IR data;
 - Oversaw pedestrian counters in Derby, Oxford, Middlebury and Cheshire, as well as various locations outside the NV region;
 - Attended meetings with UConn to discuss research potential of trails data;
 - Acted as Trail Coordinator for the Middlebury Greenway and Larkin Bridle Trail count and survey locations – oversaw data collection and reporting;
 - Presented the program at the International Trails Symposium in Syracuse.
- Administered and worked on the Thomaston-Torrington NRG Routing Study:
 - Collaborated with consultant on cost estimates, report, renderings, photos, etc. and collected additional data;
 - Updated project webpage for the project;
 - Conducted a series of public information meetings, fielded public comments, developed an online comment form and drafted reports of meetings;
 - Arranged and convened additional stakeholder meetings with the US Army Corps of Engineers and New England Railroad Museum, and conducted field walks with USACE and OHV groups to discuss issues raised during the public information meetings;
 - Created web maps and story maps with proposed trail paths and reviewed the preliminary draft study report.

NVCOG completed a comprehensive update of the region’s Metropolitan Transportation Plan (MTP). The MTP identifies transportation deficiencies, recommends improvements, and advances priority transportation projects in cooperation with CTDOT, municipal officials, and other organizations and interested citizens. It helps decide how investments in the region’s transportation systems will be made. During the development of the MTP, NVCOG conducted an extensive public outreach effort that included online surveys, interactive maps and a reporter application.

BCA: Transportation Planning			
a.	Total RSG Allocation	- SFY 2019	\$101,291
b.	Total FHWA and FTA Allocation	- SFY 2019	\$751,836
c.	Total State Match	- SFY 2019	\$71,424
d.	Total Local Match	- SFY 2019	\$16,505
e.	Total Expenses		\$944,250
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	

5.4 Brownfields Planning and Redevelopment

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; 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.

NVCOG anticipates growing the proportion of RSG funding dedicated to the brownfields mission as it expands staffing and investigates establishing a statewide "Center of Excellence" to assist the state in efficiently delivering brownfields assistance as part of a broader economic development mission.

FY 2019 Projects

Municipality	Address	Funding Source	Total Funded	Project Type	Deliverable(s)
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	1406 Chamberlain Highway	EPA Assessment	\$34,900	Assessment	Phase I and Phase II assessments
Berlin	161 Massirio Drive	EPA Assessment	\$21,265	Assessment	Phase I and Phase II assessments
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. CTDEEP verification received.
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.
Derby	67-71 Minerva Street	EPA	\$75,000	Environmental Assessment	Phase II and Phase III assessments to determine environmental impacts and costs of remediation

Newtown	28 A & B Glen Rd	EPA RLF	\$30,000	Remediation and Redevelopment	
Naugatuck	6 Rubber Avenue	EPA RLF	\$100,000	Remediation and redevelopment	Abatement and remediation.
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 and EPA RLF	\$220,000	Environmental assessment and remediation	Remediation planning in progress
Waterbury	1875 Thomaston Avenue	EPA Assessment and EPA RLF	\$173,000	Environmental assessment and remediation	Remediation planning in progress
Waterbury	Mad River (Mill Street)	CT DECD	\$500,000	Environmental remediation	Remediation at Brass City Harvest parcel in progress

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 2019	\$31,391
b. Local		\$28,293
c. Total Expenses		\$59,684
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.		

5.5 Environmental Planning

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
- 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 SFY 2019 included:

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.

- MS4 Permit Assistance: The NVCOG has monitored the re-issuance of the Municipal Separate Storm Sewer System (MS4) permit by CT DEEP and provided guidance to member municipalities.
- Coordinated regional MS4 municipal training opportunities.
- Maintained and updated a webpage with MS4 information and links to resources: <http://nvcogct.org/content/ms4>
- Worked to support local municipalities in their compliance with the MS4 general permit by providing an online mapping tool and training to use it.
- Coordinated with an area nonprofit to develop public outreach materials. Those materials are still in use today.
- Reviewed local transportation projects in context of MS4 requirements and suggested improvements to benefit MS4 communities.
- Promoted implementation of LID techniques and features in development and redevelopment within the region, including stormwater system retrofits recommended in watershed plans.
- Offered 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.
- Maintained a short list of consultants qualified to prepare Stormwater Management Plans and MS4 program registration: <http://nvcogct.org/content/ms4-consultant-call-list>

BCA: Environmental Policy			
a.	Total RSG Allocation	- SFY 2019	\$12,967
b.	Other		\$0
c.	Total Expenses		\$12,967
d.	Municipal Avoidance Cost	(say \$1,500 per town)	\$28,500
e.	Regional Shared Service Savings	(d. - c.)	\$15,533
f.	B/C Ratio	(d. / c.)	1.8
Funding Sources:		RSG	

Naugatuck River Greenway:

The NRG is a planned 44-mile, multi-use trail and greenway along the Naugatuck River, extending from Torrington to Derby. 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 steering committee met four times during SFY 2019.

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

- **Economic Impact Study:** This study was completed in March 2017. NVCOG continued to promote the findings of the economic study and made presentations to town boards and commissions regarding the potential economic benefits from constructing the NRG Trail.
- **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. Progress in completing this project is detailed in section 5.3.
- **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 provided technical assistance and is overseeing the design of the project. Progress in completing this project is detailed in section 5.3.
- **NRG Website:** The NVCOG maintained the NRG website and NRG webpage on the NVCOG website.

BCA: Naugatuck River Greenway			
a.	Total RSG Allocation	- SFY 2019	\$3,242
b.	Other	Trans. Program	\$17,616
c.	Total Expenses		\$20,858
d.	Municipal Avoidance Cost	(say \$2,500 per town)	\$47,500
e.	Regional Shared Service Savings	(d. - c.)	\$26,642
f.	B/C Ratio	(d. / c.)	2.3
Funding Sources:		FHWA Metropolitan Planning Funds; RSG	

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. The project has evolved into a partnership with the Connecticut Greenways Council, UConn Extension, and the Center for Land Use Education and Research (CLEAR). The project is now referred to as the “CT Trail Census.” The project is volunteer based and is designed to collect information about trail users across the state. The CTTC has grown to include more than 20 data collection locations statewide on multiuse trails. NVCOG conducted intercept surveys on several trails to obtain information about trail users. In SFY 2019, NVCOG oversaw a second “gap” contract to keep the program running until a larger grant, secured by UConn could go into effect. NVCOG staff served on the project oversight committee, holding regular conference calls and meetings to oversee the day to day operations of the program. Staff also assisted in transferring management of the program over to UConn, participated in the hiring process for a new full time project coordinator and part time technical staff. Staff provided technical assistance with infrared counters, installing, repairing and maintaining hardware, and analyzing and presenting count data. NVCOG will continue to be involved in the program as a technical consultant to UConn, and is also overseeing data collection at several locations within the region.

Results are available to the public, and are being disseminated to participating communities:

http://clear.uconn.edu/projects/ct_trail_census/index.htm

The NVCOG provided planning services to towns to develop concept plans for pedestrian and multiuse trail improvements and applications for federal Transportation Alternatives set-aside funds. Assistance included mapping and construction cost estimates to assist in grant requests for design and construction funds.

The NVCOG also provided assistance to several communities with applying to the DEEP for funds available under the state’s Recreational Trails Program:

- Prepared an application on behalf of the City of Waterbury to conduct advanced planning and engineering work for the City’s NRG Trail Phase II;
- Assisted other communities with their applications, providing maps, reviewing and commenting on narratives, reviewing budgets, and authoring support letters. There were 10 submissions in the region.

BCA: Multi-use Trail Program		
a. Total RSG Allocation	- SFY 2019	\$3,242
b. Other	Trans. Program	\$24,663
c. Total Expenses		\$27,905
d. Municipal Avoidance Cost	(say \$1,500 per town)	\$28,500
e. Regional Shared Service Savings	(d. - c.)	\$595
f. B/C Ratio	(d. / c.)	1.0
Funding Sources:	FHWA Metropolitan Planning Funds; RSG	

Water Planning:

Both surface and groundwater quality are important regional considerations. NVCOG works with the CT 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:

- NVCOG is involved in the state water planning process as its Senior Regional Planner is the designated representative of the Connecticut Councils of Government (CTCOG) on the Water Planning Council Advisory Group and is actively involved in the membership subcommittee and serves on the drought and watershed lands working groups. The advisory group worked on the adoption of the State Water Plan over the past year, and is now working toward plan implementation.
- NVCOG is also a member of the Western Connecticut Water Utility Coordinating Committee (WUCC). Staff attended meetings and worked on implementation of the WUCC Coordinated plan, and toward the alignment of local water planning goals and WUCC goals.
- NVCOG also assisted in the development of several watershed based plans in the region. Over the last year, watershed plans were completed for the Pomperaug River and Mill River. A plan is nearing completion for the Pequabuck River. Staff served on project oversight committees,

provided data, reviewed and provided feedback on draft documents, and attended public meetings and workshops. Staff also coordinated with three municipalities in the Mad River Watershed to prepare and submit a DEEP/EPA Section 319 grant application to develop a watershed based plan for that waterway.

BCA: Water Planning Program		
a. Total RSG Allocation	- SFY 2019	\$6,483
b. Other		\$0
c. Total Expenses		\$6,483
d. Municipal Avoidance Cost	(say \$1,500 per town)	\$28,500
e. Regional Shared Service Savings	(d. - c.)	\$22,017
f. B/C Ratio	(d. / c.)	4.4
Funding Sources:		FHWA Metropolitan Planning Funds, RSG

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 during SFY 2019 included:

- Promoted CT DEEP clean energy initiatives to NVCOG municipalities.
- Attended meetings and webinars of the Governors’ Council on Climate Change (GC3).
- Hosted two (2) Sustainable CT Fellows during the summer of 2019. (Note: The Sustainable CT Fellows were funded through the Eastern CT State University; NVCOG provided office space and mileage reimbursement for travel to NVCOG municipalities participating in Sustainable CT).
- As part of the [Sustainable CT](#) initiative, NVCOG assisted in the development of an open space classification system/template and served as an action reviewer for the 2.4 Open Space action, and helped Sustainable CT continue to refine action requirements.
- Promoted the use of the Sustainable CT OS property record template that NVCOG helped develop.
- Staff serves on the CT Community Foundation’s Environment Committee.

Open Space

NVCOG provided assistance to Bristol for their Open Space and Watershed Acquisition (OSWA) grant application to purchase 64 acres on the Bristol/Burlington town line on Negro Hill Brook. The NVCOG also assisted the city with its request to the US Board of Geographic Names to change the name of Negro Hill Brook to Freeman Hill Brook after early African American settlers of the area, by providing research and documentation to support the change.

BCA: Sustainability and Climate Resiliency Planning		
a.	Total RSG Allocation	- SFY 2019 \$0
b.	Other	Trans. Program \$3,178
c.	Total Expenses	\$3,178
d.	Municipal Avoidance Cost	(say \$1,500 per town) \$28,500
e.	Regional Shared Service Savings	(d. - c.) \$25,322
f.	B/C Ratio	(d. / c.) 9.0
Funding Sources:		FHWA Metropolitan Planning Funds

CT Resource Conservation & Development:

The NVCOG serves on the board of the CT Resource Conservation & Development Council and provides technical assistance to the Environmental Review Team on reviews within the Naugatuck Valley Region. 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.

BCA: Andrew Mountain		
a.	Total RSG Allocation	- SFY 2019 \$0
b.	Other	\$0
c.	Total Expenses	\$0
d.	Municipal Avoidance Cost	Program admin \$7,500
e.	Regional Shared Service Savings	(d. - c.) \$7,500
f.	B/C Ratio	(d. / c.) n/a
Funding Sources:		RSG

5.6 Regional Plan of Conservation and Development

Narrative & Activity:

The NVCOG staff provides technical assistance to member municipalities in the development of municipal plans of conservation and development and with understanding land use laws and policies by promoting training and education opportunities to local commissioners, elected officials, municipal staff and other partners. 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. The NVCOG also assists municipal staff with public outreach and approval processes.

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 NVCOG initiated the development and update of the Regional Plan of Conservation and Development in 2017.

The NVCOG also hosts the Regional Planning Commission (RPC). During SFY 2019, the NVCOG consulted with the RPC on regional planning issues and concerns. Six meetings of the RPC were held during the year.

Municipal Plans of Conservation and Development

- NVCOG completed the update of the Oxford POCD and provided guidance on submitting the final draft to OPM.
- Facilitated public input workshops with the Town of Woodbury to inform their POCD update.
- As part of the statutory referral process, NVCOG reviewed POCD updates and amendments and wrote referral response reports.
- Provided advice and guidance regarding the POCD update process and deliverables for the towns of Oxford and Woodbury.

BCA: Municipal POCD			
a.	Total RSG Allocation	- SFY 2019	\$22
b.	Municipal Contribution	Staff Time	\$922
c.	Total Expenses		\$944
d.	Municipal Avoidance Cost		\$75,000
e.	Regional Shared Service Savings	(d. - c.)	n/a*
f.	B/C Ratio	(d. / c.)	n/a*
Funding Sources:		Local; RSG	
*only minor close out work reported			

Regional Plan of Conservation and Development

During SFY 2019, the NVCOG continued work on developing a consolidated Regional Plan of Conservation and Development for the entire 19-town Naugatuck Valley planning region. The new regional POCD will incorporate strategies and actions from locally developed plans and be consistent with the state POCD, and will be linked to municipal plans, the state POCD, and other relevant studies and plans informing regional plan policies.

Tasks conducted during SFY2019 focused on further developing the transportation and sustainability plan elements. 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 2019	\$1,171
b. Other	Trans. Program	\$1,907
c. Total Expenses		<u>\$3,077</u>
d. Municipal Avoidance Cost	(say \$2,500 per town)	\$47,500
e. Regional Shared Service Savings	(d. - c.)	n/a*
f. B/C Ratio	(d. / c.)	n/a*
Funding Sources: FHWA Metropolitan Planning Funds; RSG		
*Deliverable not yet complete		

Regional Sustainability Plan

During SFY 2019, the NVCOG hosted two (2) Sustainable CT Fellows. The Fellows worked with the Town of Woodbury on its Bronze certification of sustainability, the City of Bristol on its Silver certification of sustainability, and other member towns that were registered for the Sustainable CT program. (Note: The Sustainable CT Fellows were funded through the Eastern CT State University; NVCOG provided office space and mileage reimbursement for travel to NVCOG municipalities participating in Sustainable CT).

As part of their work, the Fellows initiated the development of a regional Sustainability Plan. Initial work included researching completed and adopted sustainability plans from other jurisdictions and developing a preliminary outline.

Land Use and Regional Planning Program

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:** Staff assisted the regional planning commission members by facilitating meetings, arranging for guest speakers and guiding review of the Metropolitan Transportation Plan and Regional Pedestrian Plan for recommendation for the Council for endorsement. Staff also assisted the RPC in its process for electing RPC officers and At-large representatives.
 - Scheduled meetings of the RPC;
 - Prepared meeting agendas, arranged speakers, and organized meeting material and packages;
 - Completed reviews of proposed amendments to zoning regulations and proposed development projects within 500 feet of a municipal boundary, and prepared 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 2019 CT Land Use Law Seminar.
- **Economic Development:**
 - Updated the regional economic profile;
 - Participated in updating the CEDS and annual report;
 - Participated as a member on the advisory committee of the Naugatuck Valley Economic Development District;
 - Provided technical assistance to local economic development organizations.

BCA: Regional Land Use		
a. Total RSG Allocation	- SFY 2019	\$0
b. Other	Trans. Program	\$15,890
c. Total Expenses		<u>\$15,890</u>
d. Municipal Avoidance Cost	(say \$1,500 per town)	\$28,500
e. Regional Shared Service Savings	(d. - c.)	\$12,610
f. B/C Ratio	(d. / c.)	1.8
Funding Sources:	RSG, FHWA Metropolitan Planning Funds	

5.7 Regional Emergency Planning

Narrative & Activity:

The NVCOG staff attends and participates in meetings of the Regional Emergency Planning Teams (REPT) for Regions 2 and 5, and serves on the Emergency Support Function (ESF) subcommittee on

transportation (ESF 1). In addition, emergency planning includes determining how resilient the region is in the event of a major disaster.

Emergency Management

The NVCOG covers parts of three emergency management planning regions. Tasks completed during SFY 2019 included:

- Collaborated with REPT Region 1, ESF 1 (Transportation) and the NHCOG and MetroCOG to verify Diversion Route Plans which are being digitized through the CTDOT.
- Attended meetings of the Greater Hartford Traffic Incident Management Committee to discuss emergency management issues pertinent to the I-84 corridor.
- Participated in Statewide Citizen Corps Council (SCCC) meetings
- Collected information for the SCCC Annual Report on Statewide Community Emergency Response Team (CERT) activity.

Natural Hazard Mitigation Plan

The NVCOG is comprised of 19 municipalities, all of which are covered by FEMA-approved Natural Hazard Mitigation Plans. However, all of these plans were prepared before the merger of the NVCOG and there are different effective and expiration dates. Six of the region's municipalities have plans that have expired and four more will expire in 2019. To address the issue of expiring plans, the NVCOG submitted an application to FEMA for a Hazard Mitigation Plan to develop a multijurisdictional Natural Hazard Mitigation Plan for the entire NV planning region. The application was submitted in October 2018.

5.8 Public Outreach and Information Sharing

Narrative & Activity:

The NVCOG maintains a website at: www.nvcogct.gov. The website was completely redesigned in SFY 2019 to provide better navigation for visitors. The old website was about six years old and no longer met NVCOG's needs. The navigation was challenging and publications on the site were difficult to locate. Overall, it lacked a clear path for visitors to follow to find what they wanted or were looking for. The home page did not have enough room to highlight current activities and content below the fold is easily missed. The content management system (CMS) used Drupal 7.59. The site has not been managed and therefore regular updates to the CMS have not been performed, recently resulting in the site being compromised.

The NVCOG prepared and issued a Request for Qualification for a designer to develop a new website. Work on the new website was completed and made live during SFY 2019.

NVCOG Website

NVCOG maintained and updated its website 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, Public Information & Information Sharing			
a.	Total RSG Allocation	- SFY 2019	\$60,498
b.	Other	Trans. Program	\$22,135
c.	Total Expenses		\$82,634
d.	Municipal Avoidance Cost	(say \$5,000 per town)	\$95,000
e.	Regional Shared Service Savings	(d. - c.)	\$12,366
f.	B/C Ratio	(d. / c.)	1.2
	Funding Sources:	FHWA Metropolitan Planning Funds and FTA Section 5303 Planning Funds; RSG	

5.9 Metropolitan Transportation Planning - 2015 Carryover

Narrative & Activity:

USDOT planning funds that are not fully expended by the NVCOG during the time period covered by its planning agreement are provided in subsequent years; generally three years after the funds were allocated. For the planning agreement in place during SFY 2019, the NVCOG anticipated allocating carryover funds available from FFY 2015 to several special planning studies.

Route 8 and Waterbury Branch Line Alternative Transit Modes and TOD Assessment Project:

This is an on-going, multi-year planning study to investigate alternative modes to harness public transit and create livable communities, promote safety, livable communities, and environmental sustainability, and determine the strategies and actions to enhance and facilitate north-south travel along the Route 8 corridor and the Waterbury Branch Line. The principal goal is to link commuter rail stations and associated transit oriented and supportive districts in the region. During the conduct of the study, the need for additional and more detailed assessment was determined. The current funds allocated to the project under an FTA grant are insufficient. The CTDOT approved the use of FFY 2015 carryover funds to complete these extra work tasks. NVCOG worked with a consultant team to identify extra work tasks. During SFY 2019, the NVCOG acquired access to the StreetLight Data transportation analytics platform and allocated carryover funds to supplement the consultant agreement.

BCA: Alternative Modes TOD Assessment Study		
a.	Total RSG Allocation - SFY 2019	\$ 16,406
b.	Other Trans. PL, FTA	\$ 252,907
c.	Total Expenses	<u>\$269,313</u>
d.	Municipal Avoidance Cost (Study cost over 6 Municipalities)	n/a
e.	Regional Shared Service Savings (d. - c.)	n/a
f.	B/C Ratio (d. / c.)	n/a
	Funding Sources:	FTA and FHWA Metropolitan Planning Funds; RSG

Oxford Main Street Transportation Alternatives Study

The NVCOG, in partnership with the Town of Oxford, allocated FFY 2015 carryover funds to develop an Alternative Transportation Plan for the Main Street/ Route 67 corridor in Oxford, Connecticut. Unlike many of its neighbors, Oxford does not have a typical walkable New England downtown or Main Street. Instead, municipal and commercial areas are dispersed along State Route 67. Although Route 67 is fundamentally Oxford's "Main Street," it currently has no sidewalks or any safe bicycle or pedestrian access, and traffic speeds are excessive with no visual cues to alert motorists that they are driving through an area where they may encounter walkers or bicyclists. The purpose of the planning study is to address the lack of pedestrian, bicycle and transit connections and access along Route 67 in Oxford,

and develop a comprehensive plan that identifies the termini for a pedestrian and bicycle network along Route 67,

During SFY 2019, NVCOG developed a work program and scope for the study, prepared and issued a Request for Qualifications for consultant services, and completed a proposal review and interview process that resulted in the selection of a preferred consultant. The study will be initiated in early SFY 2020.

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. 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. Regional: The NVCOG oversees and administers a regional Brownfields Program that includes cities and towns outside the Naugatuck Valley planning region. There is an opportunity to extend this successful program statewide as a "Center of Excellence" housed under the NVCOG and its staff.
3. 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.
4. 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.
5. 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.