

**CRCOG  
MISSION, GOALS  
AND  
ACTION PLAN**

**2005-2007**

## CAPITOL REGION COUNCIL OF GOVERNMENTS

### Mission, Goals And Action Plan For 2005-2007

The mission of the Capitol Region Council of Governments is to **expand the concept of voluntary cooperation and regional stewardship among its member municipalities as the means to respond successfully to many of the region's pressing governmental and public challenges.**

To carry out this mission, seven goal areas are presented in the following two-year plan:

- **Goal 1: Strengthen Regional Community and Regional Citizenship -- Assist local governments and citizens in articulating, advocating and implementing the vision, needs and values of their regional community.**
- **Goal 2: Advocate for Property Tax Reform in State-Local Tax System -- Work with municipal, business and civic leaders to press for reform in Connecticut's system of public finance to move away from its over-reliance on the property tax.**
- **Goal 3: Serve Local Governments and Promote Municipal Partnerships -- Help member towns to improve public services and save tax dollars through shared services and other direct service initiatives.**
- **Goal 4: Build Livable Communities and a Balanced Transportation System -- Build communities with socioeconomic balance, transportation and housing choices, responsible land use and preservation, and effective economic development.**
- **Goal 5: Strengthen Capitol City of Hartford as Core of Strong Region -- As our vibrant economic, social and cultural center.**
- **Goal 6: Advocate for the Region and its Towns and be a Strong Partner to the State and Federal Governments -- Advocate for the region and its towns with the State and Federal governments. Work with towns to be strong regional partners with the State and Federal governments.**
- **Goal 7: Promote Regional Stewardship Working with Other Regional Organizations -- Coordinate and/or work with other organizations on**

***projects that strengthen the region and encourage regional stewardship.***

The following text details action plans for each of these seven goal areas.

***Goal 1: Strengthen Regional Community and Regional Citizenship -- Assist local governments and citizens in articulating, advocating and implementing the vision, needs and values of their regional community.***

1. **Capitol Region Council of Governments Foundation.** Support the work of the Capitol Region Council of Governments Foundation in terms of seeking 501c3 status, in convening an organizational meeting, in setting out priorities, and in formulating an organizational work plan.

2. **Capitol Region Partnership.** Support the work of the Capitol Region Partnership including facilitating the Capitol Region COMPASS regional indicators report to generate up to five key results areas and using report as a basis for annual report to the regional community and a call to action on important issues.

3. **Citizens Network of the Capitol Region.** Support local efforts to promote public and civic participation including work with the Citizens Network on education finance reform as a concrete example of citizen involvement on a major issue.

4. **Workforce Investment Board and MetroHartford Alliance.** Support the work of the Workforce Investment Board and remain active on committees including performance measurement. Support the work of the MetroHartford Alliance in particular in the Economic Development (CEDS) area, Economic Development Commission and other areas as appropriate.

5. **Regional Think-Tank.** Explore a regional think-tank on key policy issues with the Hartford Public Library, Foundations and academic partners for possible CRCOG foundation initiative.

***Goal 2: Advocate for Property Tax Reform in State-Local Tax System -- Work with municipal, business and civic leaders to press for reform in Connecticut's system of public finance to move away from its over-reliance on the property tax.***

6. **Property Tax Reform.** Build on the 2004 tax reform conference held by the Institute on Municipal Research and Governance at CCSU in terms of new proposals or reintroduce current proposals (Regional Assets Sharing) based on the results of the 2005 Legislative session with the goal of reducing municipal reliance on the property tax. Work with CCM and other partners in appropriate studies of the state-local tax system. Generate information on the importance of

property tax reform in building and sustaining livable communities in the region, and disseminate to a broad range of stakeholders.

**7. Assist Citizens Network Implementation.** Support results, if appropriate, of the 2005 Citizens Network study on educational finance reform for local government in Connecticut as part of property tax reform and relief in the state.

***Goal 3: Serve Local Governments and Promote Municipal Partnerships -- Help member towns to improve public services and save tax dollars through shared services and other direct service initiatives.***

**8. Homeland Security.** Maintain the development of the Homeland Security project as a core priority for time and support.

**9. Public Safety.** Provide core support for public safety joint ventures in the region.

**10. Pilot Innovative Training Program.** Work with the CRCOG Municipal Services Committee to pilot an online and face-to-face training course of town's choosing in partnership with the Connecticut Consortium for Distance Learning. This should provide a demonstration of a convenient and low cost model of training during times of fiscal restraint.

**11. Cooperative Purchasing.** Complete Regional Purchasing Program Strategic Planning Process, and begin implementation of recommendations for expanded bid offerings and alternative fee structure(s) to increase financial self-sufficiency of program.

**12. Grants Assistance.** Provide grants information and technical assistance to towns.

**13. Expertise Exchange.** Build on Expertise Exchange efforts and cooperative purchasing to help towns provide quality, cost-effective services.

***Goal 4: Build Livable Communities and a Balanced Transportation System - Build communities with socioeconomic balance, transportation and housing choices, responsible land use and preservation, and effective economic development.***

**14. Design Network for Livable Communities.** Explore concept of a Design Network for Livable Communities in the region with academic, foundation and practitioners to provide "best practices" resources and a resource base for member towns on livable communities. This activity would involve leadership in preserving the character of towns, whether urban, suburban or rural, as part of

an interdependent regional system. Implement recommendations from Livable Communities/Smart Growth initiative including the Livable Communities Toolkit, which contains best practices and strategies for implementation by towns, the region and the State.

**15. Regional Plan Implementation.** Carry out activities included in the Regional Plan Implementation Guide, including those related to expanding affordable housing opportunities, natural resource preservation, and creating and maintaining livable communities.

**16. Regional Transit Strategy.** Implement the Regional Transit Strategy including the Hartford-New Britain Busway; transit oriented development and station area planning in New Britain Busway corridor; downtown circulator; and New Haven-Springfield Commuter Rail. Spearhead a transportation funding conference for the region and state with RPA, CCM and others to support TSB work and stimulate consideration of a wider range of options.

**17. Strategy to End Chronic Homelessness.** Implement the regional recommendations of the Mayor of Hartford's Commission to End Chronic Homelessness.

***Goal 5: Strengthen Capitol City of Hartford as Core of Strong Region -- As our vibrant economic, social and cultural center.***

18. Implement the Jobs Access/Reverse Commute project.

19. Continue to promote the Environmental Justice program and action plan.

20. Support other "metropolitan equity" initiatives that work to improve access to opportunity for all of the people of the region.

21. Support the regional transit strategy that centers on Hartford.

***Goal 6: Advocate for the Region and its Towns and Be a Strong Partner to the State and Federal Governments -- Advocate for the region and its towns with the State and Federal governments. Work with towns to be strong regional partners with the State and Federal governments.***

22. For the Legislative agenda of CRCOG, support the agenda, draft testimony for members, offer testimony if no elected official is available, and draft summary reports.

23. Support the work of the State Transportation Strategy Board and related committees. Advocate for more investment in public transit (capital and operating).

24. Assist and encourage local officials and others to disseminate information and educate constituencies on goals and activities of CRCOG. Continue regular CRCOG newsletter to towns and other interested parties concerning the work of CRCOG in the region.

***Goal 7: Promote Regional Stewardship Working with Other Regional Organizations -- Coordinate and/or work with other organizations on projects that strengthen the region and encourage regional stewardship.***

25. Continue to staff and provide leadership to the Capitol Region Partnership.

26. Seek opportunities for local elected officials to provide policy leadership in the region, working with elected State and federal officials.

27. Work with the CT Regional Institute and the Hartford-Springfield Economic Partnership to strengthen the region.