Investing in Connecticut’s Infrastructure: Public Safety and Economic Development Implications for Communities and the State
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Executive Summary

There are over 17,365 miles of road, of which 73% are classified as in poor to mediocre condition.

Connecticut has 4,225 bridges and culverts of which municipalities maintain more than 3,400. Among these, 1,044 are classified as structurally deficient or obsolete.

While funding to maintain roads and bridges has increased, it remains critically short of what towns and cities require to maintain existing and repair deficient and aging roads and bridges.

Municipal leaders remain as strong advocates for transit-oriented development in order to improve how communities develop with a focus on all modes of transportation — from ports and airports, to rail and bus to automobiles and pedestrians.

Provide continued investment in the long-term planning and development of river front and shoreline communities, with a focus on developing the infrastructure and economic potential around Connecticut’s three deep water ports.

The remediation and redevelopment of the more 500 identified brownfields remains a high priority for towns and cities in order to:

1. spur development;
2. improve blighted areas;
3. limit sprawl and preserve open space and;
4. clean up our environment.

The State can improve our Infrastructure and Shared Transportation Network by:

• Increasing local authority to 1) impose higher fees on companies that cut roads and, 2) require that when road cuts are made, companies are required to resurface the road from curb to curb and not just patch the cut.
• Increasing funding to local Council of Governments for additional engineering assistance for road inspections.
• Ensuring that the maintenance and repair of Connecticut’s local bridges remain a top transportation priority.
• Enacting a Transit Corridor Development Authority to assist local transit development projects and, increase local and regional economic development opportunities.
• Continue the development of safe and, complete street polices by enacting legislation that would enhance the development of sidewalks in our communities.
• Build upon the newly-established Port Authority by increasing the role of the host cities, make the needed economic investments to improve and expand infrastructure.
• Pass legislation to allow for the creation of Brownfield Land Banks in order to acquire, retain, remediate and sell brownfields in the state on behalf of municipalities.
Maintaining local roads, bridges and infrastructure has always been difficult due to limited financial resources and staffing, but has remained a priority for both state and local governments. The challenge to maintain this critical infrastructure has increased given the ongoing budget crisis that has resulted in funding reductions, and reduced staffing at the state and local level. These reductions have not alleviated the need to ensure the safety of existing roads and bridges and has limited opportunities to expand and improve our infrastructure network.

The passage of time and the slow recovery from a historic recession have created a perfect storm for the deterioration of Connecticut’s local roads and bridges. While the State has made strides to increase investments needed to improve and maintain the state and local transportation network, the additional funding has not kept pace with the declining state of our transportation infrastructure.

As the 2016 elections draw near and new legislative leaders are chosen, state and local leaders must continue to work together in partnership to ensure that the integrity, reliability of our transportation network. Opportunities to promote efficiencies that will enable towns and cities to improve local roads, maintain bridges, expand rail and port capacity must be identified and acted upon.

Additionally, State and local leaders must remain committed to identifying, remediating and redeveloping brownfields. The redevelopment of brownfields will strengthen local economies and the property tax base that communities depend and encourage rather than restrict economic development.

According to the National Transportation research group, 58% of Connecticut’s major urban highways are congested, costing citizens millions each year in wasted time and fuel costs. Additionally, vehicle travel on Connecticut’s highways increased by 19%, from 1990 to 2012, while the State’s population grew by nine percent between 1990 and 2012.¹

A robust transportation network not only provides a safe and reliable means for Connecticut residents to travel to and from work, but encourages business development and job creation. The continued development of Transit Oriented Development projects will provide increased opportunities for people to live and work in urban areas, promoting

¹TRIP, “Key Facts About Connecticut’s Surface Transportation System and Federal Funding”, May 2014.
the redevelopment of our urban centers and limiting urban sprawl.

Even in the face of difficult economic times, funding must be maintained. It is universally accepted that it is more cost effective to maintain or repair roads and bridges than to replace them once they have failed.

According to a 2013 CNBC poll, Connecticut ranked 49th out 50th in transportation and infrastructure quality. The increased use of the state and local road and bridge network has accelerated the decline of Connecticut’s local transportation infrastructure. It has led to skyrocketing maintenance costs that require an ever-increasing percentage of state and local budgets.

In 2014, the federal government and state and local governments spent approximately $269 billion on transportation infrastructure, of which $165 was used to build, operate, and maintain highways and roads. Almost all of those infrastructure projects were undertaken using a traditional approach in which a state or local government assumes most of the responsibility for carrying out a project and bears most of its risks, such as the possibility of cost overruns, delays in the construction schedule.

The reality in Connecticut is there are no separate state and local transportation networks – they are all interconnected. Funding for, and maintenance and repair of, our transportation networks should be conducted in a more coordinated and equitable manner. Investment in state needs should be done in concert with sufficient investment in local roads and bridges.

In addition to long-term financial commitments, the silo structure of communication, which significantly delays the completion of local projects, needs to be eliminated. The State’s permitting process between state and local governments and between various state agencies is uncoordinated and inefficient.

A commitment to long-term planning and the provision of required financial investment while improving the process to approve and execute projects should be fundamental objectives of all transportation and infrastructure plans.

This policy report focuses on Connecticut’s local transportation and infrastructure needs and implores our state leaders to make the sufficient investments to ensure that our State and local communities are positioned to compete in these difficult economic times.

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1 CNBC, “America’s Top States for Business”, 2013.
Local government is responsible for maintaining the majority of Connecticut's roads and bridges. As of 2015, according to the DOT, municipalities own and maintain 17,365 road miles — more than four times greater than the 4,143 road miles owned and maintained by the State. 73% of Connecticut's roads are in poor or mediocre condition according to the American Society of Civil Engineers.

**Town Aid Road Grant**

In 1967, the Legislature created the Town Aid Road grant (TAR) — a specific grant formula to help municipalities fund the construction, improvement and maintenance of local roads and bridges. This money may also be used for a variety of programs related to roads, traffic, and parking. Local government depends on TAR — so, when TAR is cut or funding is stagnant, local road projects are shelved — meaning jobs are lost and costs of repairs will be even higher when finally undertaken. Shortchanging TAR is pennywise and pound-foolish.

The original TAR allocation in 1967 was $13 million to communities based on the number of miles needing repair and the local population. "That allocation rose to $30 million for the first time in 1986-87, remaining at that level for another six years. From there, it went on a fiscal roller-coaster ride, falling to $20 million in the mid-1990s, peaking at $35 million for three years in the early 2000s, dropping to $12.5 million on the heels of a recession in 2003, then gradually climbing back to $30 million in 2007." Current expenditure levels which increased to $60 million in FY 14 and have been maintained at that level despite ongoing budget deficits via state bond funds, has been appreciated. However, the allocation "gives towns the same purchasing power they had with $30 million in 1986. And, it would take $85.7 million to match the fiscal clout of the $13 million authorized in 1967."

As the fight to adequately fund and maintain the TAR grant continues, the cost of repair and maintenance continues to rise. "According to the state DOT, the costs of diesel fuel and of bituminous liquid asphalt — two crucial

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6 Keith Phaneuf, The CT Mirror, “State Aid for Road Repairs Can’t Keep Up With the Potholes,” March 14, 2011
7 Ibid.
materials for road projects – skyrocketed during the years leading up to the last recession. Between 2004 and 2008, the prices for these two items jumped 168 percent and 177 percent, respectively.\(^8\) While the cost of oil has decreased, and lowered some cost associated with maintaining roads other ancillary cost (i.e., labor, health insurance etc.) continue to increase, and maintain the pressure on local budgets while leading to further deferred maintenance. Deferring work on roads only increases the eventual cost of repair. According to American Society of Civil Engineers:

“The ultimate cost of poor road conditions is significantly more over time than the cost to maintain those same roads in good condition. For example, after 25 years the cost per lane mile for reconstruction can be more than three times the cost of preservation treatments over the same time period, which can lead to a longer overall life span for the infrastructure.”\(^9\)

So, while TAR funding has increased, it remains critically short of what towns and cities require to maintain existing and repair deficient and aging roads and bridges.

Increased investments in road repairs will improve the safety of Connecticut’s roadways:

• According to the Roadway Safety Foundation, 53% of traffic fatalities occur in crashes in which the condition of the road was a contributing factor.\(^10\)

• Connecticut’s traffic fatality rate of 0.75 fatalities per 100 million vehicle miles of travel is lower than the national average of 1.13. The fatality rate on the state’s rural roads is disproportionately higher than that on all other roads in the state (1.95 fatalities per 100 million miles of travel vs. 0.62).\(^11\)

• Motor vehicle crashes cost Connecticut $4 billion per year, $1,100 for each resident, in medical costs, lost productivity, travel delays, workplace costs, insurance costs and legal costs.\(^12\)

Local Capital Improvement Program

The Local Capital Improvement Program (LoCIP) reimburses municipalities for the costs associated with eligible capital improvement projects such as road, bridge or public building construction activities. Projects must be included in a municipality’s five-year capital improvement plan. LoCIP funding has remained at $30 million since the program’s inception in 1987, and given the rising costs of construction projects, the level of LoCIP funding needs to be increased.

Given the fact that most motor vehicle trips begin and end on local roads, and that safe, dependable roads are a critical economic driver for all corners of Connecticut, the 2017 General Assembly should at the least maintain current levels of state investment in TAR and LoCIP funding.

Additionally, the State and local leaders need to collaborate on the development of policies to extend the lifespan of—and prevent premature deterioration of—local roads. Everyday municipal leaders see local roads being dug up to facilitate utility infrastructure improvements such as water and sewer pipes, electric and telecommunications lines. These cuts in local roads decrease the lifespan of roads and result in increased costs to towns and cities in order to maintain or even replace roads.

In 2017 the General Assembly should address this issue by increasing local authority to 1) impose higher fees to companies that cut roads, and 2) require that when road cuts are made, companies are required to resurface the road from curb to curb and not just patch the cut. The Legislature should also increase funding to local Councils of Government for additional engineering assistance for road inspections.

\(^8\)Ibid.
\(^9\)ASCE, “Report Card for America’s Infrastructure”, 2013
\(^11\)Ibid.
\(^12\)Ibid.
Local Bridges

Ensuring the structural integrity and safety of more than 3,400 bridges and culverts on locally maintained roads remains one of the biggest challenges for towns and cities in this daunting economy.

The Local Bridge Program, created by the General Assembly in 1984, was to provide financial assistance to municipalities for the removal, replacement, reconstruction or rehabilitation of these local bridges. The funding for the Local Bridge Program was insufficient to meet the growing need and often the funding was swept by the State and used for other purposes, until the State authorized $25 million for the repair and replacement of local bridges funding with the adoption of Public Acts 13-239 and 14-98.

The funding authorized by these acts was a needed and welcome start, but additional funding is needed for the Local Bridge Program. While funding has increased the number of deficient or obsolete bridges has remained steady. According to a report by the Federal Highway Administration, 378 of the State’s 4,225 bridges were structurally deficient in 2014 and 357 remain as of December 2015, while the number of functionally obsolete bridges has increase from 1,079 to 1,087 in that same period.\(^1\)

Fiscal problems should not be an excuse for overlooking rapidly aging bridges, and the longer maintenance or replacement of these bridges is deferred, the risk to public safety increases and the costs to bring these bridges up to an acceptable standard increases. Connecticut needs to expand and maintain an aggressive, state-funded program to assist municipalities in repairing and updating local bridges, and maximize recently approved funding for Federal Highway Trust Fund that will assist in planning and executing needed maintenance and expansion projects.

A comprehensive state investment plan to tackle transportation problems must have, as a major focus, an enhanced local bridge program. It will not be inexpensive, but the costs of inaction are potentially much higher.

The 2017 General Assembly and the Governor should continue to ensure that the maintenance and repair of Connecticut’s local bridges remain a top transportation priority. The safety of the traveling public demands it.

Transit-Oriented Development

Transit-Oriented Development (TOD) is the planning and design policy used to create pedestrian friendly, mixed-use communities centered around existing and planned public transportation systems that encourage residential and economic growth while reducing the dependency on cars as the primary means of daily transportation.

Transit oriented development incorporates state, local and regional planning, to increase urban revitalization, and connections to surrounding suburban and rural communities. Increased use of mass transit reduces local traffic congestion, the need for road maintenance and spurs economic development and job growth while improving local property values.

Municipal leaders have long been strong advocates for additional investment and improvements to our state and local transportation infrastructure and for the continued development of Transit-Oriented Development (TOD) projects. Municipal officials across Connecticut are innovators in the effort to improve how our communities

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\(^1\)U.S. Department of Transportation, Federal Highway Administration, “Deficient Bridges by State and Highway System” 2015.
develop with a focus on all modes of transportation — from ports and airports, to rail and bus to automobiles and pedestrians.

Legislation introduced in 2015 and 2016 to establish a Transit Corridor Development Authority (TCDA) as a quasi-public agency to focus on TOD projects around existing and future transit stations within the state is an important step to increase these projects and maximize the opportunity to supplement state and local funds with private investment. The TCDA, as proposed, would be charged with coordinating the development of state transportation initiatives, leveraging state and private investments in order to assist communities and stimulate economic growth and housing opportunities.

Local leaders and State officials have worked cooperatively to address concerns about local control, municipal representation on a TCDA board and the application of local zoning and land use regulations. Furthermore, the development of this legislation has demonstrated how State and local leaders working together as partners in governing can develop innovative solutions to address complex problems.

The proposed TCDA language, if adopted, would become an enabling piece of legislation rather than a potential mandate, allowing municipalities to partner with a TCDA after signing a Memorandum of Understanding (MOU) that will delineate the parameters of any proposed development district and projects to be undertaken.

The 2017 General Assembly should prioritize the adoption and creation of a TCDA to assist and spur state and local transit development projects, increase economic development opportunities and continue to improve coordination between towns and cities and the State.

**Complete Streets**

Today more than ever, it is clear that roads are not just for cars. Municipal officials across Connecticut are innovators in the effort to improve how our communities develop with a focus on all modes of transportation, from automobiles to pedestrians to cyclists. This concept, known as “complete streets,” is not new.

The U.S. Department of Transportation issued a policy statement in 2010 on bicycle and pedestrian accommodation, declaring its support for their inclusion in federal-aid transportation projects and encouraging community organizations, public transportation agencies, and state and local governments to adopt similar policies.

Additionally, the Connecticut Department of Transportation enacted in October 2014, a “Complete Streets” policy to promote safe access for all users by providing a comprehensive, integrated, connected multi-modal network of transportation options. This new policy will serve to among other things:

- Improve safety and mobility for pedestrians;
- Develop and support a transportation system that accommodates active transportation modes that promote healthier lifestyles;
- Develop and support a transportation system that accommodates compact, sustainable and livable communities;
- Improve mobility and accessibility to activity centers, including: employers, commercial centers, schools, transit;
- Support the state’s Transit-Oriented Development (TOD) efforts through the provision of integrated transportation networks; and
- Enhance Connecticut’s economic competitiveness.

Complete streets policies have been endorsed or adopted by 663 municipalities and 32 states. Some of these jurisdictions have passed legislation enacting their policies into law, while others have implemented their policies by Executive Order or regulation.

At the local level, cities like New Haven have taken the lead with the adoption of a design manual that “provides technical guidance on the building, rebuilding, repair and rehabilitation of city streets with the intent of balancing the needs of all users.”

The State of Connecticut has taken the lead as well, with the passage of Public Act 09-154. The Connecticut “complete streets” law, which defines “user” as a motorist, transit user, pedestrian, or bicyclist, requires accommodations for all users to be a routine part of the planning, design, construction, and operating activities of all highways in the state. PA 09-154, among other things, (a) requires, beginning October 1, 2010, a minimum of 1% of the total funds received in any fiscal year by the Department of Transportation (DOT) and any municipality for construction, restoration, rehabilitation, or relocation of any highway or street to be spent to provide facilities for “all users,” including bikeways and sidewalks with curb cuts or ramps; (b) establishes an 11-member Connecticut Bicycle and Pedestrian Advisory Board to report to the Governor, Transportation Commissioner, and the Transportation Committee on actions, policies, and procedures that improve the bicycling and walking environment in Connecticut; and (c) requires the Transportation Commissioner to report [annually]...to the Transportation Committee and the advisory board with a list of transportation projects he has undertaken that contain bicycle and pedestrian access.”

The 2017 General Assembly and the Governor should continue the State’s momentum in fostering safer, more complete street polices by enacting legislation that would enhance the development of sidewalks in our communities. Sidewalks are a vital part of any transportation system. They provide safe routes for pedestrians, especially children, the elderly, and the disabled. Now, more than ever, there is a need for adequate sidewalks to securely escort our residents through high-traffic areas. The alarming statistics cannot be ignored. A study conducted by Smart Growth America, a national organization dedicated to

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17OLR Bill Analysis. Senate Bill 735, 2009 An Act Improving Bicycle and Pedestrian Access.
researching, advocating for, and leading coalitions to bring better development to more communities, revealed that, “In the decade from 2003-2012, 47,025 people died while walking on our streets.” The report further exposed:

- An estimated 676,000 pedestrians were injured, meaning someone on foot was hit by a car about every eight minutes.
- Nationally, pedestrians represented 12.3 percent of total traffic deaths over this decade.
- After decreasing slightly in the first few years of the past decade, the fatality numbers have been rising more recently.
- A total of 4,280 people walking died in traffic crashes in 2010. That number increased to 4,432 in 2011, and 4,743 in 2012.
- In 2012, people on foot represented nearly 15 percent of all traffic fatalities.

Sidewalks reduce the number of pedestrians in the roadway, and improve traffic flow. For these reasons, municipalities are empowered to require sidewalks within new developments. However, this authority does not extend to connecting roads, leaving town and city officials with few options to pay for sidewalks on existing roads other than issuing bonds or relying on special assessments. As a consequence, sidewalks have often been installed where they are not needed (e.g., on a quiet cul-de-sac) but remain absent where they are needed the most (e.g., along the busy road which the cul-de-sac links to).

A tangible means of improving pedestrian safety and addressing the “sidewalk to nowhere” issue – Connecticut’s municipalities should be empowered to collect fees-in-lieu-of-sidewalk (FILOS).

Specifically, the 2017 General Assembly and the Governor should enact legislation similar to provisions allowing payments in lieu of open space that would:

- Impose no new costs on developers;
- Require FILOS to be deposited into an account to be used for sidewalk installation;
- Limit FILOS to be no more than the costs of installation that would have been incurred; and
- Allow municipalities to provide incentives to developers opting to pay the FILOS.

Proposed draft legislative language to amend CGS § 8-25 is as follows:

> “Such regulations shall also provide that the commission may require the provision of sidewalks when, and in places, deemed proper by the planning commission, which sidewalks shall be shown on the subdivision plan. Such regulations may, with the approval of the commission, authorize the applicant to pay to a municipality a fee in lieu of installing the totality of, or a portion of, required sidewalk infrastructure. Such payment will not exceed the estimated cost that would be incurred by the developer to install sidewalks, or portion thereof, onsite. Such payments shall be deposited into a fund to be used for the installation or maintenance of sidewalks or multi-use trails in locations that are deemed appropriate by the governing body of the municipality. The regulations may also provide for incentives for developers who choose to pay the fee in lieu of sidewalks, such as a reduced fee. Such incentives shall require a two-thirds majority vote of the commission.”

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19 Ibid.
Riverfront and Shoreline Communities

Bridgeport, New Haven, and New London are home to the three deep water ports in the state and are the nexus for the State’s various maritime industries. In addition to these deep water ports, Connecticut’s extensive shoreline has for centuries been host to numerous small and mid-size coastal and river harbors that help define our state, draw tourists from around the country, and provide economic, agricultural and recreational opportunities.

Prior to the onset of the Great Recession, Connecticut’s maritime industry contributed more than $5 billion to the state’s economy and employed more than 30,000 people, according to a study published in 2010 by the Connecticut Maritime Coalition. In 2007, according to the same study, average wages in the maritime industry were 15 percent higher than the state average. A recent analysis by the Department of Economic and Community Development has found that the industry has begun to rebound from the impacts of the Great Recession, and employs more than 30,000 people.

The creation of a Connecticut Port Authority to expand and market Connecticut’s ports was an important step needed to fully maximize the potential economic benefits that the State’s extensive shoreline represents. The State and municipalities are well-positioned to take advantage of the deep water ports of New London, New Haven, and Bridgeport, located strategically between New York City and Boston, but in order to realize this potential, long term planning and investments must be made. The investments in these ports would help to spur local economic growth and facilitate the reduction of freight transportation along state and local roads. A 2012 report prepared for the Connecticut Office of Policy and Management concluded that: The three deep water ports of Connecticut—Bridgeport, New Haven and New London—serve several economic functions, including:

- Competing for price-sensitive cargoes, both imports and exports, on a global scale;
- Enabling passenger and vehicle ferry services;
- Supporting maritime and water-dependent employment, including ship repair, ship building, recreational boating and tourism; and
- Providing a nexus for statewide and northeast regional energy resources, including energy production, liquid bulk storage and processing of liquid cargo such as gasoline, bio-diesel, diesel fuel and jet fuel.20

The 2017 Legislature should look to build upon the newly-established Port Authority by increasing the role of the host cities on the Port Authority Board and make the needed economic investments to improve existing infrastructure and develop new facilities in order to attract new economic opportunities and reduce local traffic congestion.

**Brownfields**

Brownfield remediation and redevelopment continues to be a high priority for towns and cities across the state, and is a critical part of Connecticut's efforts to: (1) spur development in places where the infrastructure to support it already exists; (2) improve blighted areas; (3) limit sprawl and preserve open space in outlying areas; and, (4) clean up our environment.

Positive steps have been taken in fixing problems associated with brownfield remediation and redevelopment. PA 13-308 consolidated and simplified the various existing brownfield remediation programs, and established within the Department of Economic and Community Development (DECD) an Office of Brownfield Remediation and Redevelopment to create single point of contact for financial and technical assistance with regard to brownfield remediation and development. PA 13-308 strengthened the Municipal Liability Relief Program, which provides needed liability protection for municipalities when acquiring brownfield sites. Furthermore, the new law combined multiple grant and loan programs into a single grant program and a single loan program to facilitate their use, creating a more user friendly approach for municipalities and other parties seeking to remediate and redevelop brownfields.

The State has also provided needed funding and invested more than $50 million since 2006, which has been leveraged with private sector investments of more than $4 for every state dollar invested in assessing, remediating and redeveloping brownfields. While this is an encouraging start, there are more than 500 currently identified brownfields in the state. These blighted and contaminated sites reduce property values, and discourage economic growth, and pose a risk to public health. The State must continue to partner with towns and cities to make the needed investments in the identification and remediation of these properties, making them viable, productive and placing them back on the municipal tax roll.

Connecticut’s urban areas have many brownfields. State and local government often has to take the lead in spearheading remediation and redevelopment efforts. DECD’s Office of Brownfield Remediation and Redevelopment Director Tim Sullivan said “These type of investments can pay many dividends, you get the environmental benefit of cleaning up contaminated sites. There are also great opportunities for historical preservation to honor our industrial past and also create new jobs. They also have an important benefit in the context of neighborhood or downtown revitalization in terms of blight removal. Old boarded-up factories aren’t good for quality of life, so either reactivating or, in some cases, getting rid of blighted or contaminated properties, has a real significant positive impact.”

CCM supports legislation that would enable the creation of Brownfield Land Banks to acquire, retain, remediate and sell brownfields in the state on behalf of municipalities pursuant to land banking agreements with such municipalities, and educate and assist local officials, community leaders, economic development agencies and nonprofit organizations on best practices for redeveloping brownfields.

These Land Banks would seek to maximize and leverage local, state, federal and private investments for the remediation and redevelopment of these brownfields. Given the current strain on both State and local budgets, the ability to maximize and coordinate private investments is vital to returning these blighted properties to municipal grand lists.

The proposed legislation would extend needed liability protection for entities attempting to remediate these properties and not hold them liable for existing conditions caused by no fault of their own and are needed to encourage private investment. The lack of liability protection has long cast a chilling shadow over these properties discouraging their acquisition and clean up.

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Substandard, hazardous local roads and bridges are not just an inconvenience – they are a threat to Connecticut residents’ quality of life and the vitality of our economy. Local officials are realistic, and understand that taking on transportation infrastructures needs will not be cheap, but such front-end investments would more than pay for themselves by fostering a more competitive and vibrant economy.

Correlations between investments in transportation infrastructure and economic growth have been widely accepted for decades. Venerable studies by David Alan Achauer, a senior economist at the Federal Reserve Bank in Chicago, and by Professor Ishaq Nadiri of New York University, have long-demonstrated the strong positive relationship between investments in transportation infrastructure and economic development. As far back as 2000, the General Assembly’s own study committee also concluded that transportation “is a basic enabler of economic activity and ultimately helps to shape society’s material success.”

A heightened and aggressive state and federal-funded program to assist municipalities in repairing and building infrastructure is a necessary component of reinvesting and stimulating the state and local economies. Such a program would (a) help local governments and reduce the unfair burden on property taxpayers, (b) enable needed projects with long-term benefits to go from the drawing board to completion, and (c) create jobs.

In 2017, the State of Connecticut should execute a clear financial strategy to improve local transportation infrastructure. State leaders should commit to raising the revenue necessary to get the job done.

Local officials are looking to the State and federal governments to help meet the challenge of renewing and invigorating local infrastructure. It is a great example of a partnership where all levels of government can contribute resources to address a statewide problem. Let’s work together to get the job of rebuilding and repositioning Connecticut done.

Make substantial investments in local transportation infrastructure a top public safety and local economic priority.

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CCM is the state’s largest, nonpartisan organization of municipal leaders, representing towns and cities of all sizes from all corners of the state, with 162 member municipalities. We come together for one common mission - to improve everyday life for every resident of Connecticut. We share best practices and objective research to help our local leaders govern wisely. We advocate at the state level for issues affecting local taxpayers. And we pool our buying power to negotiate more cost effective services for our communities.

CCM is governed by a board of directors that is elected by the member municipalities. Our board represents municipalities of all sizes, leaders of different political parties, and towns/cities across the state. Our board members also serve on a variety of committees that participate in the development of CCM policy and programs. Federal representation is provided by CCM in conjunction with the National League of Cities. CCM was founded in 1966.