

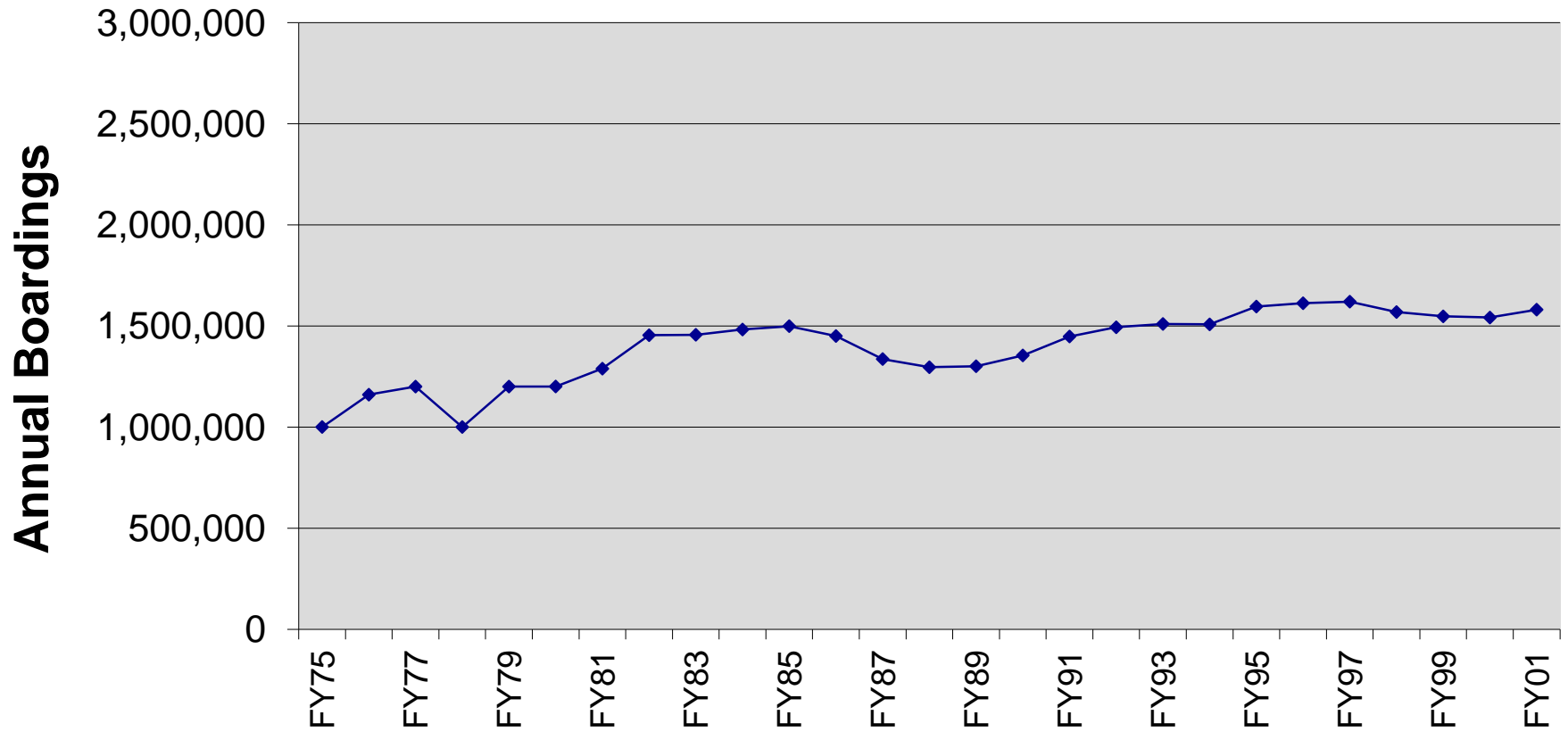
# Transforming the Chittenden County Transportation Authority into a Regional Provider

APTA CEO Seminar – January 30, 2012

# CCTA – 1973 to 2001

- Established as municipal corporation to take over service previously operated by Burlington Rapid Transit (private company)
- Maintained legacy routes
- Role was primarily as “social service provider” for transit dependents
- Very little change in service due to municipal assessment formula that stifled change and growth

# Ridership 1975-2001



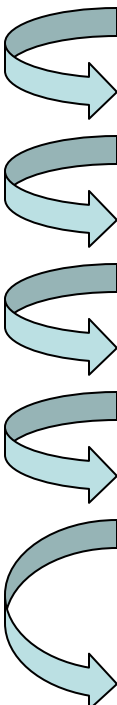
# 2002 – A Turning Point

- New Board Chair hired new General Manager, Chris Cole
- Burgeoning growth in core of Chittenden County
  - 25% of Vermont's population
  - Only metropolitan area in Vermont
  - Primary economic engine for the state
  - Growth in high-wage jobs
  - Lack of affordable housing/growing commute shed
  - Increase in traffic congestion
  - Environmental awareness

# CCTA's New Vision

- Feed economic vitality of Burlington area
- Connect core of Chittenden County to surrounding counties
- Serve choice riders to reduce congestion and improve air quality
- Support compact development and improved livability
- Grow ridership base

# Key Steps in the Process

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- 2002 Board and TDP lay out new vision
  - Management of neighboring properties
  - New regional services (LINK Express)
  - Building staff capacity
  - Establishment of regional management structure
  - Consolidation into regional authority

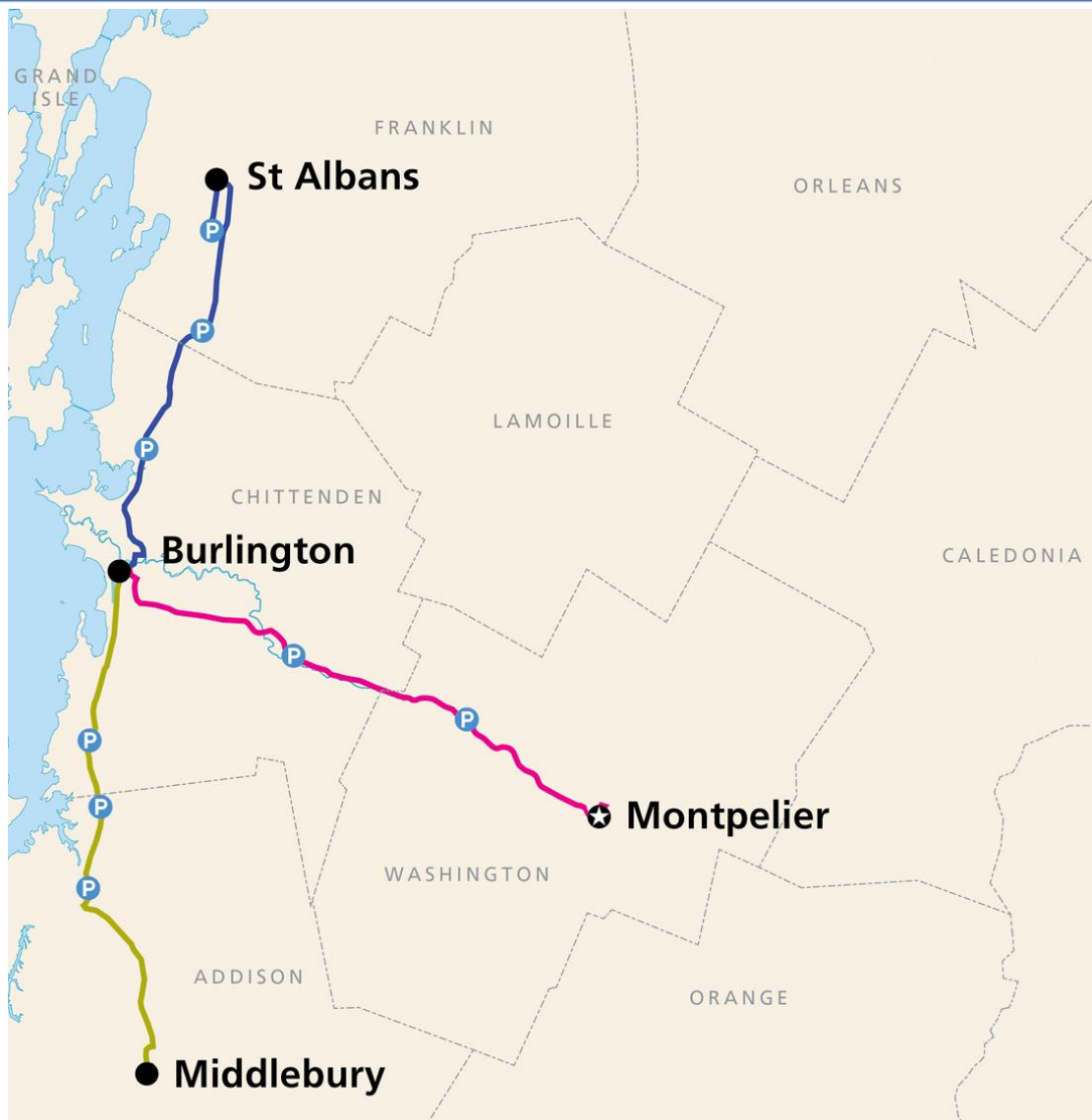
# Managing Neighboring Properties

- Washington County provider went bankrupt in 2003; CCTA asked to step in
  - Capital District (Montpelier-Barre)
  - Mad Bus (Sugarbush ski area)
- Lamoille County service (Stowe and Morrisville) absorbed by GMTA in 2004
  - Stowe Town Service (2004)
  - Morrisville and Route 100 (2004)
- Franklin County (St. Albans) services turned over to GMTA in 2009
- Grand Isle County (Champlain Islands) also in 2009

# Regional Services

- Connect three surrounding counties and intermediate park & rides to Burlington
- 2003 – Montpelier LINK Express
  - 40-mile route southeast on I-89
- 2004 – Middlebury LINK Express
  - 36-mile route south on US 7
- 2005 – St. Albans LINK Express
  - 32-mile route north on I-89





# Staff Capacity

- In 2001, total staff for planning, marketing and grants was 2
- Begin hiring professionals, differentiating roles, adding depth to organizational chart
- By 2012, total staff for planning, marketing and grants up to 10

# Regional Management Structure

- GMTA began as DBA of CCTA in 2003
- Independent local GMTA board established in 2005
- CCTA awarded 5-year GMTA management contract in 2006
- GMTA a non-profit until July 2011, but managed by CCTA
  - CCTA Gen'l Manager was Exec. Director of GMTA
  - GMTA staff reported to CCTA department heads

# Drivers toward Consolidation

- “Seeing double”
  - Two boards
  - Two budgets
  - Two sets of policies
- FTA questioned fee-based relationship between government and non-profit
  - Cost allocation
  - FMO

# Regional Consolidation

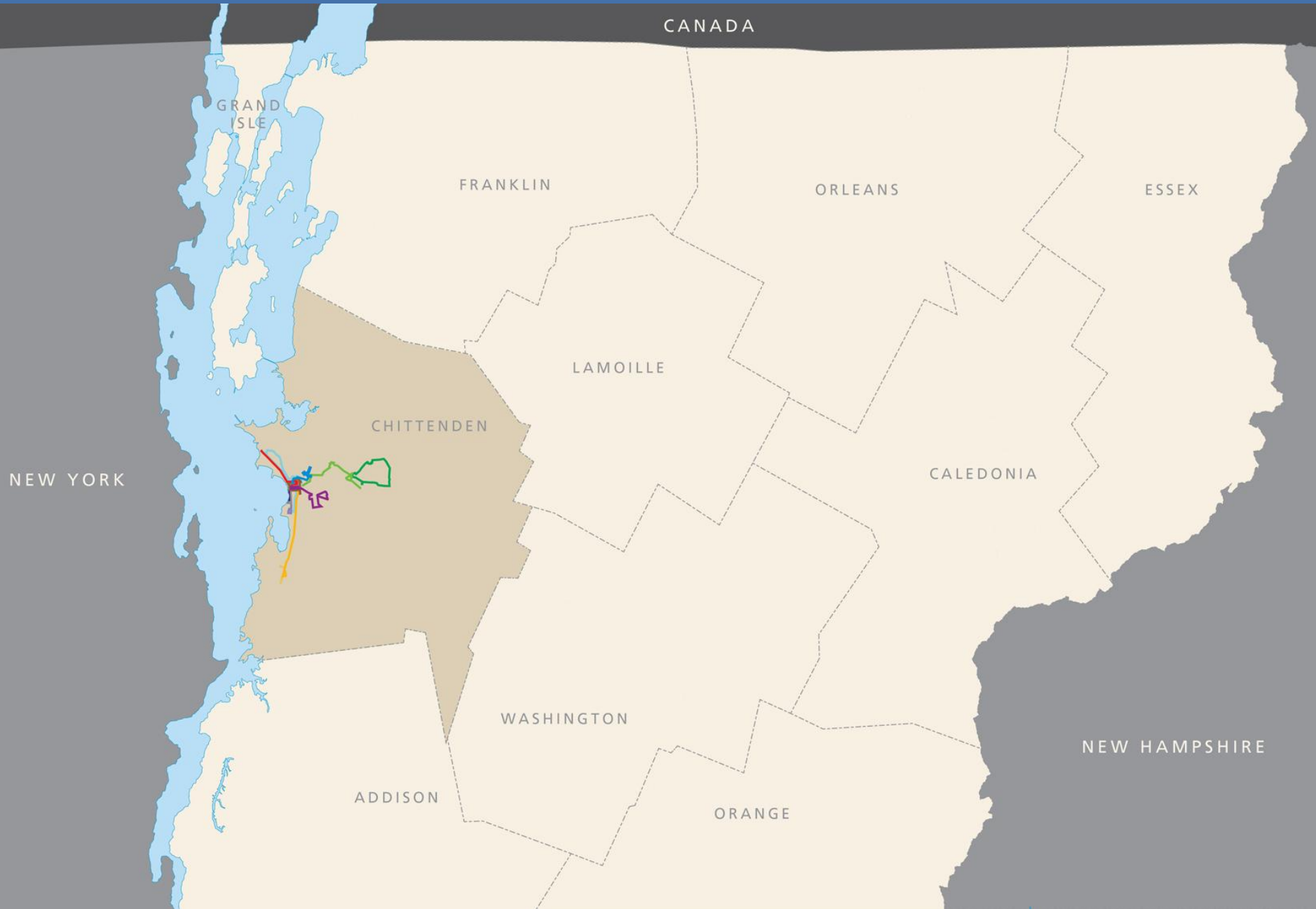
- Vermont legislature merged CCTA and GMTA as of July 1, 2011
- Invisible to riders
- Rationalized financial structure
- Significant governance change
- Relationship made permanent and sustainable

# Benefits of Consolidation

- Maintained key mobility services and added new services
- New structure created staff development opportunities within CCTA and GMTA
- Saved money
  - Avoid management tier at GMTA
  - Reduced overhead expenses (e.g. accounting)
  - Economies of scale in procurements
  - Availability of specialized skill sets (e.g. planning)
- Fleet flexibility
- Cured past compliance issues across five-county area
- Better positioned politically to compete for State dollars

# The Future for CCTA

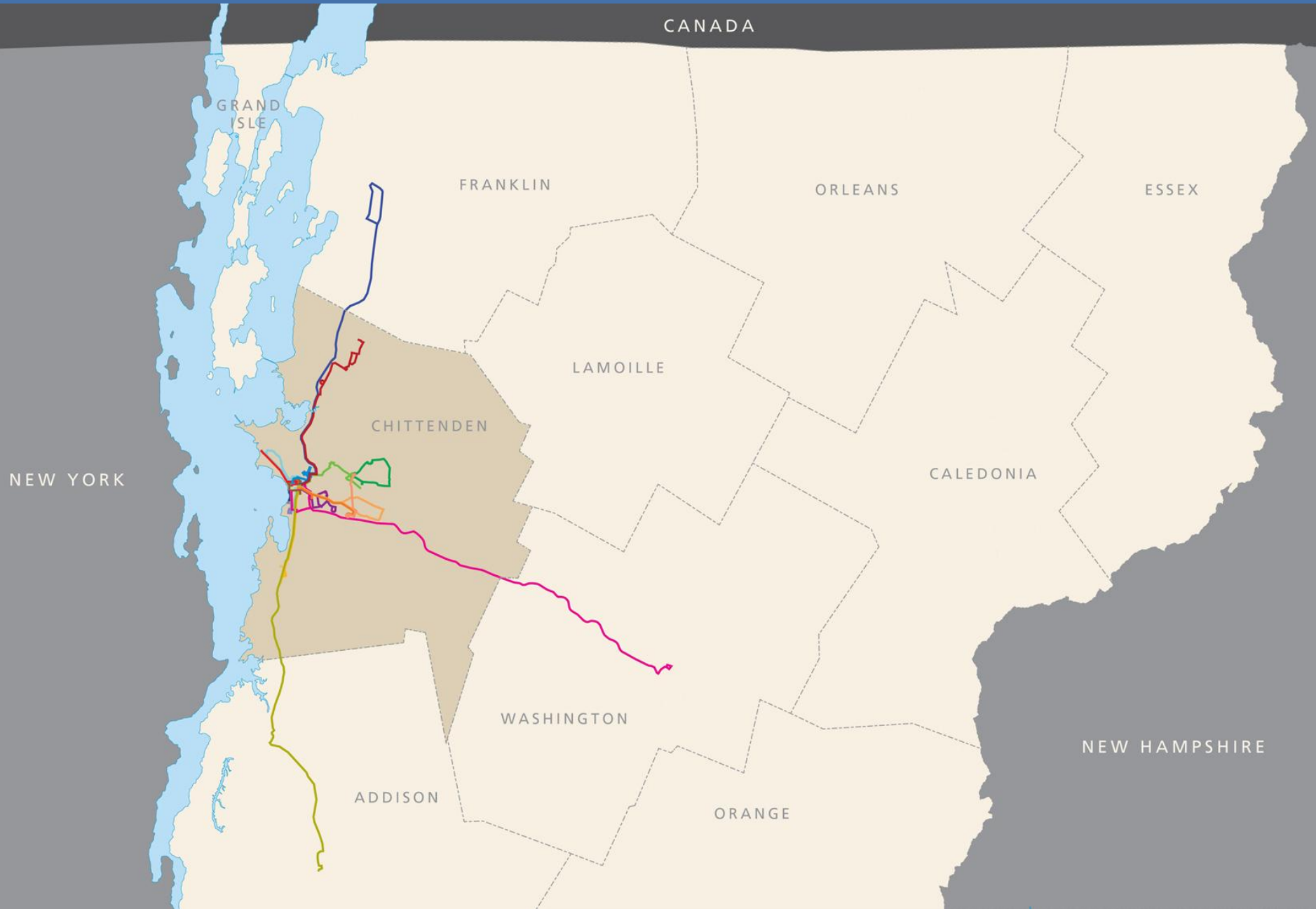
- Easier path to regional system growth
- Enhanced presence in overall transportation system
  - Urban areas in Chittenden County
  - Rural areas in four other counties plus outer ring of Chittenden
- Expanded political sphere



# CCTA System 1973-2000

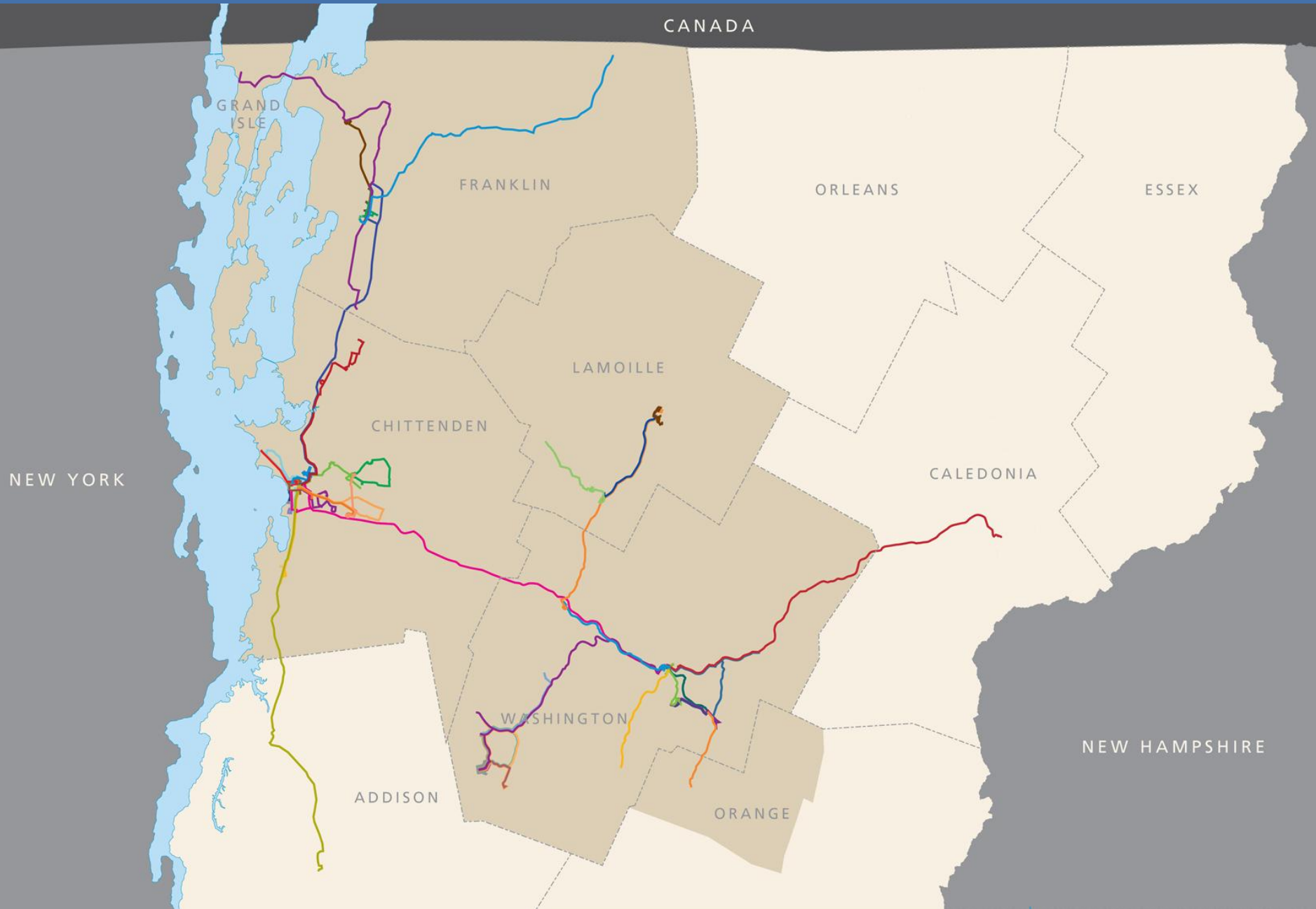






# CCTA System 2011

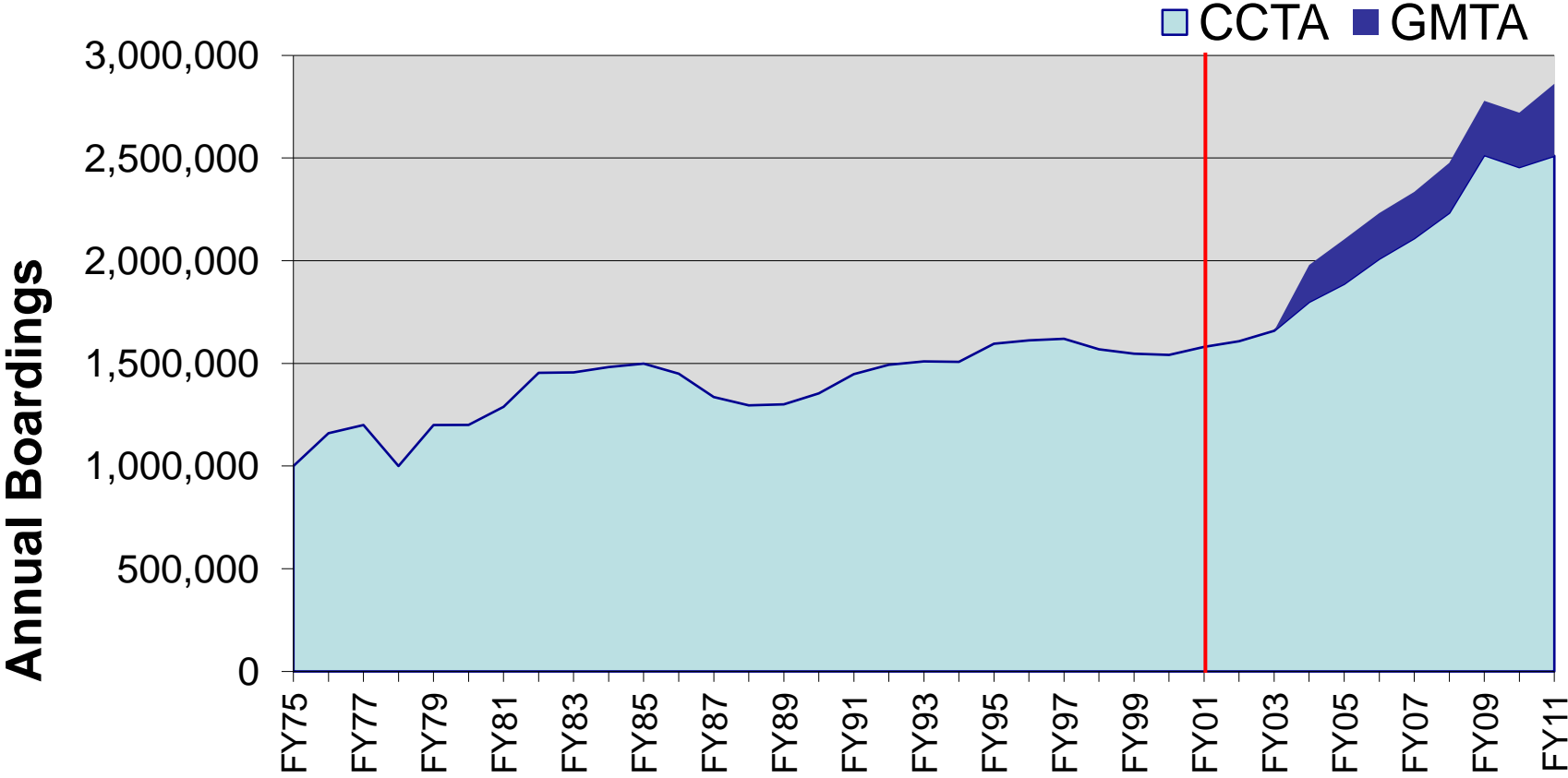




# CCTA-GMTA System 2012



# Ridership 1975-2011



# Lessons Learned

- Maintain focus on local concerns and needs
- Community outreach is key to building trust
- Organizational changes must react and respond to political input
- Allowing things to evolve somewhat organically helps protect community support