DRAFT CCRPC Transportation Options Plan

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1. Executive Summary

This Transportation Demand Management (TDM) Plan, also known as a Transportation Options Plan, serves as a guiding framework for Chittenden County to enhance transit services, strengthen bicycle and pedestrian infrastructure, and introduce and expand effective shared mobility solutions. These objectives are critical to reducing the region's high reliance on single-occupancy vehicles (SOVs), curbing vehicle miles traveled (VMT), and meeting sustainability, equity, housing, and climate-related goals of the region.

The Chittenden County Regional Planning Commission's (CCRPC) Regional Metropolitan Transportation Plan (MTP) recommended developing a course of actions that together act as a TDM plan. Rather than prescribe fixed actions, the Plan offers a set of strategic recommendations, grounded in local data and stakeholder input, to guide the region's decision-making over time. Its goals focus on reducing drive-alone automobile trips and greenhouse-gas emissions while supporting compact, transit-oriented growth. Target outcomes include increasing telework by 50 percent, doubling walking and biking trips, tripling transit service, and locating 90 percent of new households in existing areas planned for growth. To achieve these targets, the Plan outlines strategies such as expanded and more frequent transit service, employer-based commuter programs and incentives, improved park-and-ride facilities, telework and flexible scheduling policies, parking management through reduced supply and higher paid-parking rates, and long-term tools such as a mileage-based fee to replace the gas tax.

A significant barrier to progress continues to be the availability of sustainable funding. Addressing this challenge requires a combination of innovative revenue mechanisms, coordinated regional advocacy, and strong leadership, particularly from elected officials at the state and local levels. By pairing these funding solutions with the Plan's TDM strategies, the region can shift travel behavior, make sustainable modes more attractive, and align land-use decisions with transportation investments to curb congestion and emissions over the coming decades.

Notably, the MTP's scenario analyses assessed the feasibility of certain TDM strategies from the MTP and I-89 2050 Study, many of which were included in this TDM plan. The Plan recommends clear implementation priorities, timelines, costs, and lead agencies to ensure that resources are used efficiently and that investments are aligned across multiple levels of government.

The Plan also draws upon peer region research, public engagement findings, and core documents such as the I-89 2050 Implementation Plan, the Regional Park & Ride Plan, the Regional Active Transportation Plan, and the VTrans TDM Guidance. By building a flexible

and collaborative implementation approach, Chittenden County can gradually achieve a more resilient and inclusive and connected transportation system.

2. Introduction

Context and Background:

Chittenden County is Vermont's most populous and among its fastest-growing regions. It has about 169,700 residents spread across 19 communities. These range from small towns of only a few dozen people (e.g. Bolton ~ 46) to the city of Burlington, with roughly 44,400 residents. It is the state's economic center, housing the largest university, hospital, and private employer. Over one-third of its workforce commutes from outside the county.

The state's rural landscape contributes to high vehicle usage, with residents averaging nearly 12,000 vehicle miles traveled (VMT) per capita annually—well above the U.S. average of under 10,000 VMT. Transportation accounts for roughly 40% of statewide greenhouse gas (GHG) emissions, and 48% in Chittenden County. Chittenden County remains heavily reliant on single-occupancy vehicles (SOVs), which, combined with limited alternatives, perpetuate high levels of VMT and congestion.

The State's Global Warming Solutions Act (2020) mandates significant GHG reductions: 26% below 2005 levels by 2025, 40% below 1990 by 2030, and 80% below 1990 by 2050. Achieving these targets requires investment in transit, active transportation, vehicle electrification, and policies to reduce VMT and single-occupancy vehicle trips.

The CCRPC is the Metropolitan Planning Organization which oversees transportation planning and programming initiatives across Chittenden County. According to the I-89 2050 Study, daily traffic volumes along the interstate range from 35,000 to 70,000 vehicles, with congestion increasing during peak periods near critical interchanges like Exit 14 in South Burlington. Additionally, the region experiences high crash densities in these areas, further supporting the need for multimodal solutions.

Despite the urgency of these challenges, existing funding models are unable to keep pace with the investments needed to expand transit options or develop comprehensive active transportation networks. The 2022 Park & Ride Plan Update highlights the limited availability of facilities to support first-mile/last-mile solutions, especially for residents living beyond traditional transit corridors. Without identifying new and sustainable funding solutions, the County risks falling short in its ability to meet climate targets, provide equitable mobility, and support economic vitality.

Efforts such as those seen in South Burlington's Active Transportation Plan (2025), Burlington's Downtown Parking and Transportation Management Plan (2015), and recently completed Transportation Demand Management Action Plan (2024), as well as CATMA's 2025-2030 Strategic Plan demonstrate local momentum. These initiatives emphasize the importance of employer participation, infrastructure improvements, and regulatory

alignment in promoting sustainable travel behavior. Yet to fully scale these successes across the region, dedicated and reliable funding sources will be essential.

Purpose of the Plan

Through its MTP which is updated every five years, CCRPC evaluates regional transportation needs, establishes a growth vision, and sets actionable goals to achieve it. The 2023 MTP identified TDM as a key strategy to reduce VMT and GHG emissions through the following objectives:

- Increase telework share by 50%
- Ensure 90% of households are located in Existing Developed Areas[1]
- Double walking & biking trips
- Triple transit service
- Increase employer-sponsored TDM participation
- Reduce the supply of residential parking and increase the cost of paid parking
- Implement a mileage-based fee to replace the gas tax

This Regional TDM Plan for Chittenden County provides a framework for charting a path toward significantly expanding transit frequency, greatly enhancing the region's bicycling and pedestrian networks, and promoting shared mobility solutions. These strategies are critical to improving daily mobility options and are essential to achieving state climate mandates and regional transportation goals.

The Plan aims to deliver actionable TDM strategies that align with regional, state, and federal transportation and climate goals, while supporting cohesive integration with current and future transportation improvements and local/regional growth patterns. It will clarify the roles of transportation partners, providers, and the state to ensure that TDM efforts are coordinated, complementary, and mutually supportive, including a clear understanding of how recommendations may impact ongoing initiatives. A key focus is advancing transportation equity, particularly for vulnerable and marginalized populations. Additionally, the Plan will promote awareness among residents, employers, and visitors about the value of TDM in improving transportation conditions and addressing mobility needs.

By laying the foundation for tripling transit service, consistent with CATMA's Strategic Plan objective to support expanded regional transit options and Go! Vermont's vision to increase multimodal commuting through employer partnerships and outreach, the Plan also offers recommendations on how to expand high-quality pedestrian and bicycle networks and scale shared mobility solutions throughout the region. These coordinated goals are

[1] Under Vermont's Municipal and Regional Planning & Development Act (24 V.S.A. Chapter 117), **Existing Developed Areas** include places with existing or planned commercial, office, mixed-use, or residential developments that are either adjacent to designated growth or village areas or represent infill or standalone development areas. A critical feature is that these areas are—or are planned to be—served by public infrastructure such as water and/or wastewater systems. See Enabling Better Places: A Zoning Guide for Vermont Neighborhoods

designed to reduce greenhouse gas emissions, improve public health, and support equitable mobility outcomes to meet state mandates for climate action.

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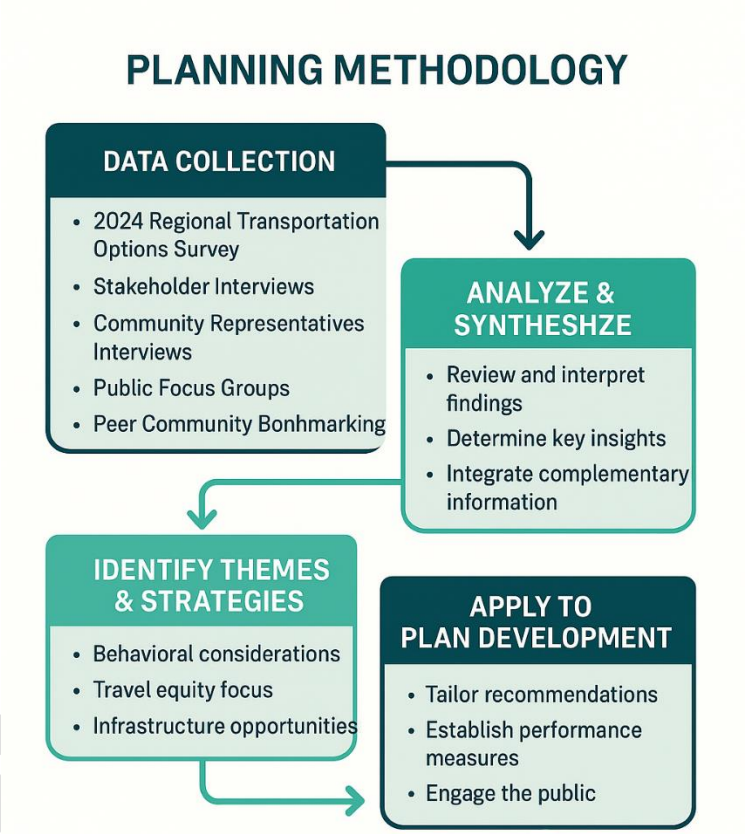
Methodology for the plan

The plan is informed by multiple primary and secondary sources, including the 2024 Regional Transportation Options Survey, one-on-one stakeholder interviews, public focus groups, peer community benchmarking, and feedback from the CCRPC Community Engagement Advisory Committee (CEAC). Key foundational documents include the VTrans TDM Guidance (2017), the Go! Vermont Strategic Plan, the I-89 2050 Study and Implementation Plan, 2022 Regional Active Transportation Plan, and the 2022 Park & Ride Plan Update.



3. Regional Context and Needs Assessment

The transportation needs of Chittenden County reflect a combination of demographic, environmental, and infrastructure factors. As Vermont's most populous and a fast-growing region, the county must balance supporting economic growth with reducing vehicle miles traveled (VMT) and greenhouse gas (GHG) emissions.

Findings from the 2024 Regional Transportation Options Survey show strong public interest in enhanced mobility services, particularly those that make travel more convenient, affordable, and flexible. Convenience was identified as the leading driver of travel decisions, while cost savings emerged as a powerful motivator for transit, walking, biking, and shared mobility use. Respondents showed especially strong support for tangible improvements—such as frequent bus service, door-to-door transit options, and home pickup shuttles—over educational or marketing efforts.

These results align with the county's MTP goals analysis, which calls for tripling transit service, doubling active transportation trips, and increasing telework participation. Interviews with the CCRPC's CEAC members reinforced the urgency of making transit more reliable and frequent, adding park-and-ride capacity, and ensuring safe, connected infrastructure for walking and biking.

Despite this momentum, persistent funding challenges remain:

- Limited and inconsistent funding for transit and active transportation infrastructure.
- A lack of sufficient state and regional revenue mechanisms to support large-scale investments.
- Heavy reliance on competitive federal grants, which often fall short of actual needs.

At the same time, the survey results and stakeholder engagement highlight clear opportunities:

- Broad public and employer support for sustainable mobility initiatives.
- New federal funding streams through infrastructure and climate programs.
- Explore other state agencies contributing to transportation where nexus exists, such as with housing, economic development, health, equity, etc.
- Potential for innovative revenue solutions, such as regional fees or taxes, employer partnerships, developer partnerships, and workplace-based TDM incentives.

Combined, the survey, focus groups, and stakeholder feedback identify a set of priority strategies:

1. **Frequent bus service during peak hours and all-day frequent service**, which respondents consistently ranked as the most effective strategy.
2. **Door-to-door and home pickup shuttle services**, reflecting strong demand for flexibility and reliability.
3. **Employer-provided or subsidized transit passes**, which have been shown locally through CATMA partnerships to reduce parking demand and increase mode shift.
4. **Expanded park-and-ride facilities with amenities**, which can improve first-/last-mile connectivity and broaden access to transit.
5. **Safer, more complete walking and biking networks**, which are vital to achieving mode shift goals and reducing car dependency.

The survey results highlight strong public demand for convenient, affordable, and flexible mobility options. Convenience remains the strongest driver of mode choice, while cost savings and service reliability motivate transit and shared mobility use. Strategies like frequent buses, door-to-door service, and employer-provided transit passes consistently rose to the top. These findings were reinforced and deepened through focus groups conducted in fall 2024.

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Focus Group Findings

As part of development of this Regional TDM Plan, CCRPC commissioned three focus groups to deepen the study effort understanding of residents' transportation behaviors and barriers. The focus groups were designed to capture perspectives from different household types and access situations that surveys alone might not fully reveal. The following are the key findings from these groups:

Focus Group 1 (Vehicle Access + Dependents): Families with children rely heavily on cars for errands and childcare logistics, though many participants expressed interest in reducing driving where possible. Flexible work schedules and hybrid telework already reduce some commute trips. Participants voiced strong support for CATMA programs, bike infrastructure with physical separation, and more reliable transit connections (particularly to the airport and regional destinations). They favored incentives over penalties—such as parking buyout programs, employer supports, or investments in alternatives—over restrictions that might burden families.

Focus Group 2 (Limited Vehicle Access): Residents without access to cars depend on walking, biking, and occasional transit. They strongly emphasized the need for safe, connected bike and pedestrian infrastructure with physical protection, better snow clearance, and improved driver education. Transit improvements requested included more frequent service (including weekends), smaller/microtransit vehicles, and easier fare/payment systems. Participants highlighted equity concerns, noting that bus fares were often not worth it for short trips, making cost a barrier even for low-income households.

Focus Group 3 (Vehicle Access + No Dependents): Younger and middle-aged participants, many with hybrid jobs, expressed a desire to drive less and bike or bus more. However, bus reliability and efficiency (missed buses, long waits, confusing payment systems) were cited as major barriers. Participants welcomed higher parking costs downtown as a way to free up spaces, encourage alternatives, and generate revenue. For biking, they stressed that disconnected infrastructure forces unsafe travel on busy roads. Dedicated paths like the Burlington Bike Path and Champlain Parkway were praised as models.

The I-89 2050 Corridor Study identifies major regional congestion challenges, especially at interchanges at Exits 12, 14, and 16, which serve as critical connections to Burlington and South Burlington. These congestion points not only slow travel times but also affect the reliability of transit services. CEAC members highlighted how these trends conflict with Vermont's Global Warming Solutions Act and CCRPC's ECOS Plan goals.

The Park & Ride Plan Update notes that the county currently lacks sufficient facilities to meet commuter needs. Utilization rates are uneven, and many locations lack bicycle storage, lighting, or shelter, limiting their attractiveness, and lack of access to transit from

some park and rides. Meanwhile, CATMA's experience managing TDM programs with institutional partners like UVM and UVM Medical Center reveals the effectiveness of providing incentives, coordinating shuttles, and reducing parking demand through policy reform.

Peer Community Review Summaries

The peer community interviews revealed how different U.S. cities structured and implemented TDM programs and the lessons they learned along the way.

Boulder, Colorado, stood out for its long-standing, well-resourced TDM program, dating back to the mid-2000s, with a dedicated TDM coordinator and a city–TMA partnership. Its success hinged on strong incentives, notably transit provider RTD's EcoPass that offered free or discounted transit for employees, students, and residents, complemented by an extensive multi-use path network and integrated bike/ped infrastructure. Paid parking, tight parking regulations, and a refusal to expand roadway lane miles served as effective disincentives to personal driving.

Buffalo, New York, illustrated a newer program, embedded within a nonprofit and relying on innovative incentives such as guaranteed ride-home services and commuter rewards raffles, while experimenting with form-based codes and the elimination of parking minimums.

Fort Collins, Colorado, though historically active in sustainable transportation, only recently launched a formal TDM plan, focusing on engagement with underserved populations and a unified ridematching platform.

Madison, Wisconsin, and Portland, Maine, brought decades of TDM experience, supported by ordinances and university or institutional leadership, but they continued to struggle with funding, enforcement, and data tracking.

Across these peer regions, several key lessons emerged. First, sustainable funding remained a universal barrier. Even cities with ordinances and strong institutional support depended on stable revenue sources to expand transit, maintain incentive programs, and build infrastructure. Second, the most impactful strategies combined robust transit benefits, high-quality bike and pedestrian facilities, and parking management. Cities that reduced or priced parking—whether through elimination of minimums, introduction of maximums, or variable pricing—reported measurable mode shifts. Third, data collection and human engagement proved critical. Regular travel surveys, aggregated cell-phone data, and standardized mode-share reporting enabled cities to measure progress, while targeted, in-person outreach helped tailor programs to individual needs and humanized government goals. These findings underscored that Chittenden County could draw on the peers'

experiences by pairing strong incentives and regulatory measures with persistent stakeholder engagement and a clear, sustainable funding strategy to achieve its own TDM objective.

Challenges & Opportunities for Chittenden County TDM

Challenges:

- Limited funding for transit, shared mobility options, and active transportation infrastructure.
- Insufficient state and regional revenue mechanisms to support large-scale investments.
- Dependency on federal grants, which are competitive and often insufficient to meet regional needs.

Opportunities:

- Strong public and stakeholder support for sustainable transportation initiatives.
- Future/reinstated federal funding for infrastructure and climate programs
- Potential for innovative funding models, such as regional fees or private-sector partnerships.

4. Vision and Goals

The long-term vision for transportation in Chittenden County is one of balanced, inclusive mobility. This vision embraces a high-capacity transit network supported by an interconnected bicycle and pedestrian infrastructure, complemented by shared mobility options such as carsharing, carpooling, vanpooling, and micro transit services.
The Plan outlines four interconnected goals: first, to triple transit service and reliability across key regional corridors; second, to build a comprehensive and protected bike and pedestrian network that connects people to destinations; third, to reduce greenhouse gas emissions and vehicle dependency by promoting mode shift; and finally, to ensure equitable access for historically underserved communities, especially those with limited mobility options.

These goals align with both the CCRPC MTP and VTrans TDM Guidance, which emphasize that investment in non-SOV modes is essential not only for congestion relief but also for climate action and public health.

- **Vision Statement**: A balanced transportation system that delivers robust transit services, interconnected bike and pedestrian networks, and accessible shared mobility solutions for all.

- **Goals**:
  - Triple the region's transit service to provide frequent, accessible options.
  - Build a county-wide network of protected bike lanes and pedestrian pathways.
  - Reduce reliance on SOVs and decrease GHG emissions.
  - Promote equitable access to transportation options for all communities.

5. Key Strategies and Recommendations

A multi-pronged set of coordinated and integrated strategies are necessary to make measurable progress toward the region's transportation and climate goals. The plan includes six categories of action: transit transformation, bike/pedestrian infrastructure, shared mobility expansion, policy and behavioral incentives, land use integration, and technological advancement.

Transforming transit requires substantial investment in service enhancements and electrification. The I-89 2050 Implementation Plan emphasizes the need for frequent, reliable service along corridors such as Williston Road, Shelburne Road, and Route 15, areas already identified for improvement by Green Mountain Transit (GMT) and in the Chittenden County Park & Ride Plan. Enhanced regional connections can address the county's suburban and rural travel needs, and electrification can lower lifecycle costs and support Vermont's clean energy targets.

In parallel, the region must build a network of protected bike lanes and pedestrian paths that link neighborhoods to transit stops, schools, and employment centers. Many of these investments were identified as high priority in local plans such as South Burlington's ATP and are essential to fulfilling the vision of complete streets. The CCRPC Regional ATP provides the vision of a countywide walk/bike network connecting these important destinations across the region. VTrans TDM Guidance suggests co-locating bike/ped improvements with transit and park-and-ride facilities to support through programs such as the state Transportation Alternatives Program (TAP) and federal programs including RAISE (now BUILD) and IIJA.

The following is a goal-by-goal narrative that summarizes the intent of each MTP goal and breaks out the associated strategies and recommendations for the Transportation Demand Management (TDM) Plan. Also see the accompanying matrix that includes all of the strategies and recommendations, as well as proposed timeline and lead/supporting entities.

MTP Goal 1: Compact Growth & Multimodal Transportation

Achieving compact growth and reducing reliance on single-occupancy vehicles (SOVs) requires integrating TDM into both land use and employer practices. The county's target of directing 90% of new housing into designated growth areas reinforces the connection between where people live and how they travel. TDM can serve as the link between housing, jobs, and mobility, ensuring that compact development patterns are matched with viable alternatives to driving alone.

MTP Goal 1 Summary of Strategies & Recommendations:

- **Land Use & Parking Integration:**
    - Develop and promote model TDM ordinances for municipalities, emphasizing parking unbundling, shared parking, and monitoring parking supply over time.
    - Support zoning reforms that tie growth to multimodal access, reducing residential parking requirements while incentivizing TDM participation.
- **Employer-Based Programs:**
    - Expand parking cash-out initiatives, offering employees financial incentives to forgo parking spaces.
    - Promote employer partnerships with carsharing providers (e.g., CarShare VT) to reduce the need for personal vehicles.
    - Provide TDM toolkits and training for employers and property managers to encourage adoption of sustainable commute practices.
    - Tax incentives for employers[2]
- **Telework & Flexibility:**
    - Maintain high levels of telework adoption post-pandemic through outreach, monitoring, and promotion of coworking/telework hubs.
- **Institutional Support:**
    - Strengthen long-term funding for TDM partners such as CATMA, CarShare VT, Local Motion, and others to ensure program sustainability.

[2] Employers who provide qualified commuter benefits can offer significant pre-tax advantages, reducing their matching Federal Insurance Contributions Act (FICA -Social Security and Medicare) tax liability by nearly the full amount of the commuter benefit offered up to the annual maximum. For 2025, the monthly pre-tax limit for qualified parking and for transit or vanpool expenses is $325. By offering these benefits, employers lower their FICA costs and provide a tax-free perk to employees, increasing their compensation without increasing their taxable income.

MTP Goal 1: Promote compact growth and invest in a safe and efficient multimodal transportation system that supports mode shift from single occupancy vehicle travel to other modes, resulting in an overall reduction in vehicles miles traveled (VMT) in the county.					
		Action	**Timeline**	**Lead Entity**	**Supporting Entity**
		Continue support for communities in implementing the Act 181 and municipal housing targets to achieve the MTP target of 90% of new housing in areas planned for growth	Ongoing	CCRPC/Cities/Towns	State Agencies & Private Developers
		Monitor countywide and municipal VMT annually using the Transportation Sustainability Tracking Tool and other tools	Annually	CCRPC	Cities/Towns/UVM TRC
1.1 - Provide guidance, support, and standardization for municipal TDM land use regulations, policies, and monitor results					
	1.1A	Evaluate existing municipal TDM regulations and develop model TDM ordinances. Support adoption by interested municipalities.	2-3 years	CCRPC/CATMA/GMT	Cities/Towns
	1.1B	Promote the use of TDM to reduce impact fees and expedite permitting.	2-3 years	Cities/Towns	CCRPC/CATMA
	1.1C	Update the model TDM language to align with emerging industry trends and to address any local challenges.	Ongoing	CCRPC/CATMA/GMT	Cities/Towns
1.2 - Support communities in evaluating zoning regulations and identifying opportunities for unbundling parking with land use regulations.					
	1.2A	Develop standard guidelines for unbundling parking with land use.	0-1 year	CCRPC	Cities/Towns
	1.2B	Assist communities that want to investigate paid parking and shared parking opportunities.	Ongoing	CCRPC	Cities/Towns
	1.2C	Assist communities to develop and implement shared parking policies and conduct a pilot.	1-3 years	Cities/Towns	CCRPC
	1.2D	Collaborate with developers and local authorities to establish parking monitoring systems that track parking maximums in land use regulations.	Ongoing	Cities/Towns	CCRPC/CATMA
	1.2E	Monitor parking supply over time as a function of land use development.	Ongoing	Cities/Towns	CCRPC
1.3 - Support employer-sponsored TDM strategies.					
	1.3.A	Work with employers to develop new, or evaluate and build upon existing Parking Cash Out programs.	0-1 year	CATMA	CCRPC
	1.3B	Assist employers to adopt a Parking Cash Out program.	1-3 years	CATMA	CCRPC
	1.3C	Monitor employers providing a Parking Cash Out program.	Ongoing	CATMA	CCRPC
	1.3D	Work with employers to support and promote carsharing as a business member/fleet option.	Ongoing	CarShare VT	
1.4 - Create a TDM toolkit for employers and property managers, establish and conduct related training courses.					
	1.4A	Study TDM industry trends and best practices globally.	0-1 year	CATMA	CCRPC/GMT
	1.4B	Develop a TDM toolkit for employers and property managers that can be customized as needed.	1-3 years	CATMA	CCRPC/GMT
	1.4C	Develop and implement TDM training for employers and property managers.	Ongoing	CATMA	CCRPC/GMT
1.5 - Work with employers to maintain increases in teleworking from pre-pandemic levels.					
	1.5A	Conduct employer outreach to understand their return-to-office and hybrid policies. Evaluate existing teleworking adoption rates.	0-1 year	CATMA	
	1.5B	Develop a program to monitor telework policy adoption.	1-3 years	CATMA	
	1.5C	Monitor changing work patterns and industry trends to adapt strategies that will maintain the MTP goal of 50% teleworking.	Ongoing	CATMA	
	1.5D	Conduct regular outreach events promoting teleworking.	Ongoing	CATMA	
	1.5E	Develop guidance to identify and create telework hubs or coworking spaces.	1-3 years	Cities/Towns/Developers	CCRPC/GBIC/VCET/others
1.6 - Collaborate with TMA/TDM organizations to support their long-term sustainability.					
	1.6A	Identify opportunities to increase funding for TMA/TDM partners such as CATMA, CarShare VT, Local Motion and others.	1-3 years	CCRPC	TDM Partners
	1.6B	Collaborate with key stakeholders, including the state legislature, to increase and sustain TMA/TDM funding	Ongoing	CCRPC	TDM Partners

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MTP Goal 2: Transit Transformation
Tripling transit service and making it more reliable is at the core of Chittenden County's TDM strategy. Frequent, electrified service along key corridors (e.g., Route 15, Williston Road, Shelburne Road) paired with supportive land use policies can make transit a first-choice mode for more residents. To succeed, stable funding and stronger employer partnerships are needed to supplement state and federal resources.

MTP Goal 2 Summary of Strategies & Recommendations:

- **Transit Service & Funding:**
    - Collaborate with GMT, VTrans, and the Legislature to secure new, stable revenue streams.
    - Develop a phased plan for service expansion, targeting high-ridership corridors and regional connections.
    - Explore innovative funding models.
- **User Experience & Incentives:**
    - Implement an income-based, tiered fare program to ensure affordability.
    - Expand employer-subsidized or employer-provided transit passes, modeled on CATMA's successes.
    - Conduct regular surveys and public engagement to educate the riding public about physical safety and general awareness issues, to identify perceived and actual safety and reliability concerns, and track improvements transparently.
- **Integration & Technology:**
    - Leverage multimodal trip-planning platforms that combine carpool, transit, and TDM services with real-time information and incentives.
    - Pilot Mobility Commuter Hubs.
    - Explore building a regional commuter database beyond CATMA's.
- **Land Use & TOD:**
    - Support municipalities in adopting transit-oriented development (TOD) ordinances that reduce parking requirements, expedite permitting, and capture value from development to fund transit improvements.

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		Action	Timeline	Lead Entity	Supporting Entity
MTP Goal 2: Improve transit services in the county and encourage housing growth along transit trunk routes. o Long-term target: triple transit service from baseline level of revenue miles					
2.1 - Collaborate with Vermont's Public Transit Advisory Committee (PTAC), transit providers, state agencies and the Legislature to identify sustainable transit funding and support system expansion.					
	2.1A	Identify and secure stable funding sources to improve/expand transit service in the state and county.	0-3 years	Legislature/State	CCRPC/Cities/Towns/PTAC/GMT
	2.1B	With additional funding secured, create a phased transit growth plan that builds on the core system and serves future development.	When applicable	GMT	CCRPC/Cities/Towns
	2.1C	Work with partners to identify innovative funding mechanisms (such as transit impact fees, land use value capture, etc.) that supplement and enhance public funding.	Ongoing	GMT/CCRPC	Public/Private Entities
2.2 - Survey and collect feedback on frequently raised transit concerns.					
	2.2A	Develop rider engagement process to collect feedback and inform planning decisions.	0-1 year	GMT	CCRPC
	2.2B	Analyze feedback and develop an action plan to address the concerns. Create a dashboard to transparently communicate the results and actions.	1-2 years	GMT	CCRPC
	2.2C	Conduct annual ridership satisfaction surveys to monitor and collect feedback on the most frequently raised concerns to evaluate the impact of short- & medium-term strategies.	Ongoing	GMT	CCRPC
2.3 - Expand public awareness campaign to communicate the wider benefits of transit and improve communication regarding existing transit programs and benefits.					
	2.3A	Develop a transit awareness and promotion campaign.	1-2 years	GMT	CCRPC/CATMA
	2.3B	Conduct annual awareness events in conjunction with TDM partners in various communities throughout Chittenden County.	1-3 years	GMT	CCRPC
2.4 - Utilize a transit/carpool/TDM platform that provides multimodal trip planning, real time information and incentives.					
	2.4A	Evaluate use and success of existing platform(s) and determine if changes are needed.	1-2 years	VTrans	CATMA/GMT
2.5 - Support the development of a transit pass program.					
	2.5A	Evaluate staffing, technological or other needs to support the program in the long term.	0-1 year	GMT	
	2.5B	Develop and conduct a pilot transit pass program.	1-3 years	GMT	
	2.5C	Evaluate the pilot program and launch the final transit pass program.	3-5 years	GMT	
	2.5D	Encourage employers to subsidize transit passes for employees. Incentivize employers with discounted transit pass rates.	Ongoing	GMT/CATMA	
2.6 - Maximize positive impact of development projects on transit by encouraging TOD.					
	2.6A	Assist municipalities in the development and update of existing TOD ordinances. Find mechanisms to expedite permitting along transit routes.	0-1 year	CCRPC	Cities/Towns
	2.6B	Create standards for bus stop designs and amenity requests.	1-3 years	GMT	Cities/Towns
	2.6C	Explore ways by which private developments may contribute to transit services and amenities, and if/how transit impact fees might be possible.	2-7 years	Cities/Towns	GMT/CCRPC
	2.6D	Explore innovative mechanisms like reduced parking requirements or density bonuses if developers provide transit, carshare, parking/memberships/TDM education, etc.	Ongoing	Cities/Towns	CCRPC

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MTP Goal 3: Complete Streets & Active Transportation
To double walking and biking trips, the region must commit to building safe, connected, and comfortable active transportation networks. This includes both large-scale infrastructure and small-scale interventions that make biking and walking the default choice for short trips. Equity and safety are central, particularly for youth, women, and older residents.

MTP Goal 3 Summary of Strategies & Recommendations:

- **Infrastructure Investment:**
    - Prioritize corridors with the highest potential for mode shift using the Active Transportation Plan's level-of-traffic-stress analysis and other data/tools.
    - Co-locate bike/ped projects with transit stops and park-and-rides to strengthen first-/last-mile connections.
    - Support municipal development of ATPs to identify and implement projects locally.
- **Programs & Policies:**
    - Provide toolkits for quick-build safety improvements and community wayfinding.
    - Implement bikeshare or shared micromobility programs that meet local goals.
- **Equity & Engagement:**
    - Deliver annual safety trainings for young adults, women and inexperienced riders focused on how to ride bikes safety on the streets.
    - Support Safe Routes to School evaluations and help communities expand or create new programs, in coordination with the Department of Motor Vehicles.
- **E-Bike Promotion:**
    - Develop centralized resources for grants, rebates, and funding to support e-bike and cargo bike adoption.
    - Address indoor charging and storage needs for electric bikes.

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MTP Goal 3: Implement complete streets to provide for safe, interconnected, and efficient walking & biking networks.

- Long-term target: double the number of walking & biking trips from pre-Pandemic levels

	Action	Timeline	Lead Entity	Supporting Entity
3.1 - Focus on areas that present the greatest opportunity for mode shifting to maximize returns on projects in these areas.				
3.1A	Use data and analysis from the Regional Active Transportation Plan (ATP), as well as the Regional Safety Action Plan and other related plans, to identify and target areas with high level-of-traffic-stress, on the high injury network, and high return-on-investment opportunities, including regional connections, to provide safe, connected walking and biking infrastructure. Use Regional Safety Action Plan and other related plans as complementary tools to focus on	0-3 years	CCRPC/Cities/Towns	
3.1B	Develop municipal and employer policies to support and maximize the return on those projects. These include preferential parking for bikes, showers/locker facilities, employer incentives, etc.	2-7 years	CCRPC/Cities/Towns	Employers/CATMA
3.1C	Monitor and track progress on active transportation infrastructure development, and identify new opportunities for low stress routes.	Ongoing	CCRPC	Cities/Towns
3.2 - Work with municipal partners to create and implement local Active Transportation Plans (ATPs).				
3.2A	Continue to assist municipalities to develop local ATPs that identify infrastructure projects, as well as programs and policies, for improving the local walk/bike networks and regional connections.	Ongoing	Cities/Towns/CCRPC	Other Entities
3.3 - Make walking and biking the preferred travel options.				
3.3A	Develop a toolkit/design guide to improve safety through low-cost quick build treatments and opportunities for pilot projects.	1-2 year	Local Motion	CCRPC
3.3B	Develop a wayfinding toolkit communities can adopt, and create maps/adequate wayfinding for visitors.	2-3 years	Local Motion	CCRPC
3.3C	Integrate walking/biking infrastructure with transit stops.	Ongoing	Cities/Towns/GMT	
3.3D	Work with partners to identify and launch a bikeshare program that meets local goals.	1-2 year	CATMA	Cities/Towns/CCRPC
3.4 - Market and create awareness for comprehensive walk and bike philosophy for short trips.				
3.4A	Develop a public campaign about walking and biking as the first choice.	0-2 years	Local Motion	CCRPC/CATMA
3.4B	Develop and conduct annually a county wide training for young adults, women and inexperienced riders focused on how to ride bikes safety on the streets.	Annually	Local Motion	
3.4C	Identify and attend events to create awareness of walking and biking as transportation options.	1-3 years	Local Motion	CCRPC
3.5 - Promote e-bike use. Facilitate access to funding sources that assist individuals in purchasing bicycles/e-bikes/cargo bikes.				
3.5A	Develop and publicize information on existing grants, rebates, or other funding options of e-bikes.	0-1 year & annual	CCRPC	Local Motion/VTrans
3.5B	Create and promote a one-stop resource to empower people to utilize funding opportunities to increase bike/e-bike/cargo bike access.	1-3 years	CCRPC	Local Motion
3.5C	Collaborate with partners to address issues around indoor e-bike charging.	Ongoing	VTrans/CCRPC	Local Motion/CATMA/Legislature
3.6 - Assess the performance of and identify ways to support Safe Routes to School programs around the county.				
3.6A	Collaborate with schools and communities to evaluate existing Safe Routes to School programs	0-1 year	Local Motion	CCRPC
3.6B	Identify key actions to support new and existing SRTS programs.	1-3 years	Local Motion	CCRPC
3.6C	Support communities which do not have SRTS program to develop a program.	Ongoing	Local Motion	CCRPC

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MTP Goal 4: Sustainable Funding Mechanisms

The transition away from the gas tax toward a mileage-based fee or other funding models is critical to sustaining Vermont's transportation system. For TDM strategies to scale—whether in transit, active transportation, or shared mobility—dedicated, predictable revenue streams must be secured at the state and regional levels.

MTP Goal 4 Summary of Strategies & Recommendations:

- **Mileage-Based Fee:**
    - Support VTrans and the Legislature in piloting and implementing a mileage-based fee that accounts for Vermont's rural nature, with income sensitivity to protect low-income households.
- **Alternative Revenue Options:**
    - Explore regional funding mechanisms (e.g., tax assessments, parking pricing, green bonds, tax-increment financing) to support local active transportation and transit.
- **Complementary Investments:**
    - Advocate for universal broadband expansion to support telework, reducing demand on the transportation system and aligning with TDM goals.
- **Tax Increment Financing (TIF):**
    - Explore how municipalities can use TIF funding for improvements for public infrastructure related to transit and other TDM related infrastructure, transiut and active transportation operations, and maintenance.[3]

MTP Goal 4: Implement a mileage-based fee or other mechanisms to replace the gas tax.					
		Support VTrans and the State Legislature in implementing a mileage-based fee or other alternatives to the gas tax for maintaining and funding the transportation system and takes into account the rural nature of the state by incorporating income sensitivity measures.	Ongoing	Legislature/VTrans	CCRPC
		Action	**Timeline**	**Lead Entity**	**Supporting Entity**
4.1 - Continue to monitor and support expansion of broadband internet countywide.					
	4.1A	Continue to advocate for the expansion of broadband.	Ongoing	Internet Providers/Communities/Vermont Public Service Department	CCRPC

[3] See Maine's Transit-oriented TIF law.

6. Roles and Responsibilities: Implementation Plan

CCRPC: Regional coordination, stakeholder engagement, and technical support.

Overview

The Chittenden County Regional Planning Commission (CCRPC) plays a central leadership and coordination role in implementing the Metropolitan Transportation Plan (MTP) strategies across the county. CCRPC serves both as a lead entity—directing data collection, developing model policies, and guiding municipal implementation—and as a supporting entity, providing technical analysis, coordination, and consistency across local plans.

Successful implementation of the Transit Options Plan depends on a clear understanding of roles, responsibilities, and coordination among partners. CCRPC serves as both a lead and supporting entity in executing many of the recommendations and strategies outlined in this plan. Across all timeframes, CCRPC's primary role is to provide regional coordination, stakeholder engagement, and technical support to municipalities, state agencies, and partner organizations to ensure consistent, data-driven progress towards the region's transportation and land use goals.

In implementing the Plan, CCRPC is directly involved in more than 40 distinct actions, most heavily concentrated in the near-term category, which forms the backbone of the broader strategic framework. Through regional coordination, CCRPC ensures that implementation activities are aligned among the region's partners and responsive to their shared priorities. Through stakeholder engagement, CCRPC fosters collaboration, transparency, and inclusive participation to strengthen partnerships and ensure that local needs shape implementation outcomes. Finally, through technical support, CCRPC provides the data systems, guidance, and analytical capacity that underpin informed decision-making and effective project delivery.

CCRPC's leadership spans all phases of implementation by establishing foundational systems and partnerships, supporting on-the-ground initiatives, and maintaining long-term regional alignment. This sustained role ensures that the Transit Options Plan remains actionable, adaptive, and responsive to evolving community needs across Chittenden County.

Through these roles, CCRPC ensures that transportation and land use strategies remain aligned, equitable, and mutually reinforcing across municipalities. The agency's responsibilities span near-, medium-, and long-term horizons, but its most significant investment lies in the near-term recommendations, which establish the frameworks, data systems, and intermunicipal partnerships necessary to enable future progress.

CCRPC Near-Term Recommendations (0–1 year, ongoing, or annual actions)

Near-term strategies represent the most immediate and foundational responsibilities for CCRPC. Of the 42 total actions involving CCRPC, 21 are classified as near-term. These actions often involve continuing support for community implementation, monitoring key indicators, and developing guidelines or models that will shape subsequent medium- and long-term strategies.

In these actions, CCRPC frequently acts as the lead entity:

- Continuing support for municipalities implementing local plans that promote compact growth.
- Monitoring countywide and municipal VMT (Vehicle Miles Traveled) on an annual basis.
- Updating model transportation demand management (TDM) language and developing standardized parking guidelines.

As a supporting entity, CCRPC provides technical assistance to towns and partner organizations like CATMA and state agencies, ensuring alignment between regional and local initiatives. These near-term efforts lay the policy and analytical foundation that directly enables future strategies, such as employer-based travel demand programs, parking reforms, and the integration of complete streets principles. In short, near-term CCRPC actions focus on data, coordination, and framework for long-term implementation success.

CCRPC Medium-Term Recommendations (1–3 years)

CCRPC's medium-term responsibilities (about 12 actions) builds directly upon the near-term groundwork. In this timeframe, CCRPC often transitions from development to implementation and integration.

Actions include:

- Assisting communities in developing and implementing shared-parking or TDM strategies.
- Working with employers to evaluate and expand transportation programs and parking cash-out policies.
- Supporting municipalities in aligning zoning and land use codes with regional mobility goals.

These initiatives depend heavily on the tools, data, and relationships established in the near term, demonstrating how CCRPC's early efforts on monitoring, guidance, and collaboration enable broader system-wide application later on.

CCRPC Long-Term Recommendations (3+ years)

In the long-term horizon, CCRPC's role evolves toward regional leadership, oversight, and evaluation. With about nine actions falling in this category, the focus shifts to ensuring the sustainability of earlier initiatives and measuring long-term outcomes, such as reductions in vehicle miles traveled, improvements in mode share, and increased mixed use compact development across the region.

CCRPC remains instrumental as a facilitator of policy consistency, ensuring that the collective actions of municipalities, developers, and partner agencies continue to reinforce the Metropolitan Transportation Plan (MTP) goals.

Key Takeaways

- **Near-term implementation is the foundation:** These actions—often led by CCRPC—establish the data systems, guidance, and partnerships necessary for all subsequent phases.
- **Medium-term actions expand and operationalize early work:** CCRPC helps translate near-term frameworks into active, community-level practices.
- **Long-term strategies institutionalize success:** CCRPC's sustained leadership ensures that local and regional efforts remain coordinated and adaptive over time.
- **Cross-sector collaboration is essential:** CCRPC consistently bridges efforts among municipalities, CATMA, state agencies, and private developers to align local initiatives with regional objectives.

CCRPC's approach to implementation is deliberate, sequential, and collaborative. The Commission's near-term efforts establish capacity and structure, its medium-term work operationalizes and expands, and its long-term focus sustains and measures progress. Together, these roles position CCRPC as both the architect and steward of Chittenden County's long-range transportation and land use vision—ensuring that regional goals are advanced through tangible, locally rooted action.

Example Actions with Municipalities

- **Burlington:** CCRPC partners with the City of Burlington to update TDM ordinances, assist with parking policy reform, and maintain regional data systems that feed into PlanBTV implementation.
- **Winooski:** CCRPC provides model bylaws and technical assistance to help Winooski integrate growth management and parking reforms around transit corridors.
- **Essex:** CCRPC leads technical work on shared parking and access management, enabling Essex to test policies in emerging village centers.
- **Richmond:** CCRPC supports zoning updates and assists in embedding smart growth standards into local bylaws, setting a foundation for rural complete streets planning.

- **Williston, Shelburne, and Hinesburg:** CCRPC facilitates near-term planning studies to improve multimodal connections and gather data for future corridor improvements.

CCRPC Summary

Across these examples, CCRPC's near-term leadership ensures that municipalities—large and small—have the capacity and clarity to advance toward shared regional outcomes.

By the long-term horizon, CCRPC's leadership ensures that local successes aggregate into sustained regional outcomes—reducing emissions, improving access, and enhancing the overall quality of life in Chittenden County.

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State Government: Policy alignment, legislative support, and large-scale funding allocations.

The State of Vermont Agency of Transportation (VTrans) Roles and Responsibilities in Implementation

Policy alignment, legislative support, and large-scale funding allocations.

Overview

As the statewide transportation agency, the Vermont Agency of Transportation (VTrans) plays a critical role in aligning transportation investments, policies, and programs with the region's land use and mobility goals, key to implementing the Regional TDM Plan. The success of the Plan depends on the essential partnership with the state, and its function as a coordinating hub between state, regional, and local municipal and other partners. VTrans serves as both a lead and supporting entity in executing the Plan's recommendations, ensuring that state initiatives reinforce compact growth, system efficiency, Complete Streets implementation, and environmental resilience across Chittenden County and the broader region.

Across all implementation phases—near-term, medium-term, and long-term—VTrans's primary functions include state-level coordination, interagency collaboration, and technical support for regional and local partners. From the working draft and supporting analysis in this plan, VTrans is directly involved in approximately four distinct actions. These actions span all major MTP goals and are most heavily concentrated in the near- and medium-term categories, forming a foundation for future transformation in the CCRPC region, as well as Vermont's overall transportation system.

Through its statewide reach and policy authority, VTrans ensures that the investments and strategies implemented by CCRPC and other regional partners, as well as local partners are consistent with Vermont's transportation, climate, and land use objectives. The agency's work establishes the policy, funding, and analytical frameworks that make medium- and long-term initiatives achievable and effective.

VTrans Near-Term Recommendations (0–1 Year, Ongoing, or Annual Actions)

In the near term, VTrans focuses on building the foundation for successful implementation by coordinating programs, refining data systems, and strengthening policy alignment. The agency's early actions are done in collaboration with CCRPC, its member municipalities, and partnering organizations to ensure consistent statewide application of regional goals.

Actions include:

- Supporting municipal implementation of local plans that promote compact, designated growth areas.
- Coordinating state transportation investments with land use and designation programs to reinforce multimodal accessibility.

- Advancing performance-based management by maintaining and optimizing existing transportation infrastructure.
- Enhancing statewide monitoring of vehicle miles traveled (VMT) and other performance indicators.

These near-term actions serve as enabling steps, establishing the data, policy, and coordination frameworks upon which later phases depend. They ensure that state and regional transportation decisions are mutually reinforcing and that local implementation efforts are grounded in shared performance metrics.

VTrans Medium-Term Recommendations (1–3 Years)

In the medium term, VTrans transitions from foundational planning to integration and active implementation. Building on early work in performance monitoring and interagency coordination, the agency expands its leadership in statewide program delivery and investment prioritization.

Actions include:

- Deploying regionally coordinated, multimodal investment programs that align transportation infrastructure with infill and transit-oriented development.
- Expanding partnerships with local governments and regional agencies to synchronize capital planning with housing and land use objectives.
- Implementing Intelligent Transportation Systems (ITS) and TDM strategies to enhance system reliability.
- Scaling Complete Streets implementation across corridors and designated growth centers, ensuring that safety and access improvements are equitably distributed.

These actions operationalize the frameworks established in the near term, turning guidance, data, and partnerships into tangible outcomes that advance regional mobility and sustainability in the medium term, setting up capacity for the long-term recommendations.

VTrans Long-Term Recommendations (3+ Years)

In the long term, VTrans's responsibilities evolve toward system stewardship, policy continuity, and performance evaluation. The agency's focus shifts from building and implementing frameworks to ensuring their sustainability and adaptation over time.

Actions include:

- Maintaining leadership in coordinating transportation and land use policies statewide.
- Sustaining investments in complete, connected multimodal networks across both urban and rural areas.
- Advancing long-term resilience and greenhouse gas reduction strategies through integration into design and maintenance standards.

- Monitoring system-wide performance outcomes, including VMT reduction, mode shift, and progress toward climate goals.

Through these actions, VTrans ensures that Vermont's transportation system remains efficient, resilient, and responsive to evolving community and environmental needs. One key overarching role VTrans will also need to play is in review of this plan and recognizing with CCRPC when the plan and its strategies need updating and new approaches, or increased investment.

Key Takeaways

- **Near-term actions establish the foundation:** VTrans's early leadership builds the data systems, performance frameworks, and interagency coordination necessary for all subsequent implementation phases.
- **Medium-term actions expand and operationalize:** The agency transitions from planning to integrated, on-the-ground delivery of multimodal and land use strategies.
- **Long-term actions institutionalize success:** VTrans maintains oversight and alignment, ensuring that statewide transportation and climate objectives remain central to all regional and local efforts.
- **Collaboration drives results:** Throughout all phases, VTrans works closely with CCRPC, municipalities, CATMA, and other partners to ensure that transportation and land use planning are mutually supportive and strategically coordinated.

State Summary:

The near-term recommendations represent the most critical phase of implementation, as they enable every subsequent phase. By establishing performance frameworks, interagency coordination, and local capacity early, VTrans ensures that Vermont's transportation network evolves strategically rather than reactively. Over time, these near-term investments in planning, data, and policy alignment yield the long-term benefits envisioned by the MTP.

Municipal Governments: Implementation of local projects and facilitation of community engagement.

Overview

Municipalities are at the forefront of implementing the Plan, translating regional and state strategies into on-the-ground actions that directly shape community outcomes. As mentioned in the CCRPC section, tremendous support and coordination with CCRPC and critical partners (CATMA, Local Motion) will be necessary. As the level of government most closely connected to residents and local decision-making, cities and towns are responsible for advancing the land use, zoning, and infrastructure policies that make multimodal travel accessible and sustainable.

Across all timeframes the municipalities' primary role is to implement local projects, facilitate community engagement, and ensure alignment between local policies and regional and state transportation goals enable implementation. Through these efforts, municipalities can create land use policies that provide compact growth, transportation choices that reduce emissions and traffic at the local level leading to long-term environmental resilience in their communities.

Municipalities are directly involved in the more than 40 identified actions reflecting their central role in shaping and executing strategies at the community level. The importance of municipal action and leadership is particularly concentrated in the near term, where early actions establish the policy and regulatory groundwork needed for successful, coordinated implementation in later phases.

Municipal Near-Term Recommendations (0–1 Year, Ongoing, or Annual Actions)

In the near term, municipalities hold the most active and foundational responsibilities in achieving the Metropolitan Transportation Plan (MTP) goals. These early actions focus on local policy reform, local plan implementation, and institutional capacity building establishing the local frameworks that underpin regional success.

Actions include:

- Supporting implementation of local plans that promote compact growth and designated centers, in coordination with CCRPC and regional partners.
- Updating zoning, parking, and development regulations to integrate transportation demand management (TDM) practices and support multimodal access.
- Participating in countywide efforts to monitor vehicle miles traveled (VMT) and track performance indicators.
- Developing and adopting local parking management strategies, including unbundled parking and shared-parking policies.
- Advancing local Complete Streets policies and design standards to ensure safe, equitable access for all users.
- Integrating resilience and stormwater management considerations into local capital programs and planning efforts.

These near-term efforts create the regulatory and policy foundation for long-term system transformation. By adopting updated land use, parking, and street design standards early, municipalities set the conditions for sustained growth in transit, mode shift, and emissions reduction. In the CCRPC region, near-term local leadership is therefore essential to ensuring that statewide and regional goals translate into tangible, community-level progress.

Municipal Medium-Term Recommendations (1–3 Years)

In the medium term, municipalities transition from policy development to coordinated implementation and scaling of projects. Building on early reforms, cities and towns focus on integrating transportation and land use planning, aligning investments with regional priorities, and expanding multimodal infrastructure.

Actions include:

- Implementing multimodal corridor projects that connect neighborhoods and growth centers.
- Advancing infill and mixed-use development supported by transportation investments.
- Partnering with CCRPC, VTrans, GMT, and CATMA and to deliver projects, including sidewalks, bicycle facilities, crosswalks, and transit-supportive streetscapes.
- Coordinating capital programming to ensure local projects are consistent with regional and state funding programs.
- Expanding community engagement and education on sustainable transportation choices to encourage mode shift.
- Incorporating climate adaptation and stormwater improvements into local infrastructure upgrades.

During this phase, municipalities operationalize the frameworks and policies established in the near term, ensuring consistent, measurable progress toward the region’s mobility, safety, and sustainability goals.

Municipal Long-Term Recommendations (3+ Years)

Over the long term, municipal responsibilities evolve toward sustaining and institutionalizing the systems and policies established in earlier phases. This period focuses on maintaining progress, monitoring outcomes, and ensuring that community investments continue to align with regional and statewide objectives.

Actions include:

- Maintaining and updating local land use and transportation policies to reinforce compact, efficient development patterns.
- Serving as stewards of connected multimodal networks, maintaining and upgrading infrastructure to ensure safe, equitable access for all users.

- Institutionalizing resilience and sustainability practices across all municipal planning and investment programs.
- Continuing collaboration with CCRPC, VTrans, CATMA, ANR, and other partners to monitor progress and share best practices.
- Embedding climate adaptation and greenhouse gas reduction into long-term planning and performance frameworks.

Through these actions, municipalities ensure that transportation and land use systems remain adaptable and resilient, sustaining Vermont's commitment to smart growth and sustainable mobility over time.

Key Takeaways

- **Near-term actions establish the foundation:** Municipal leadership in local planning, zoning, and policy reform builds the regulatory and institutional base needed for long-term progress.
- **Medium-term actions expand and operationalize:** Cities and towns move from policy development to implementation, coordinating closely with regional and state partners to deliver multimodal projects and programs.
- **Long-term actions sustain and institutionalize success:** Municipalities maintain, evaluate, and refine local systems to ensure compact growth, safety, and sustainability remain central to community development.
- **Local leadership drives transformation:** As the link between community priorities and regional goals, municipalities play the essential role of translating vision into action—creating the conditions for efficient investment, resilient infrastructure, and sustainable mobility across Vermont.

Municipalities Summary:

The near-term responsibilities of municipalities are the keystone of the entire implementation framework. By updating land use policies, adopting TDM and Complete Streets ordinances, and aligning local priorities with regional and state objectives, municipalities create the structural and policy conditions that make medium- and long-term strategies actionable. Their proactive leadership ensures that Vermont's transportation network evolves strategically, fostering compact growth, efficient system performance, and resilient, multimodal communities.

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Employers and Private Sector: Partnership in funding and program implementation. Collaboration, Program Expansion, and Behavior Change

Coordinated and complementary efforts with local private and non-profit partners each play a distinct but interconnected role in advancing the goals of the Transportation Options Plan. Among these partners, the Chittenden Area Transportation Management Association (CATMA), Local Motion, Green Mountain Transit (GMT), and certain employers provide a critical link between policy frameworks and community behavior.

In the near term, these partners and employers help establish the behavioral and institutional foundation for success because they often are the direct data collectors, and provide program development services, as well as direct and continuous education and adoption of sustainable mobility practices. The critical collaborative work with CCRPC and the municipalities (as well as state partners) enables and demonstrates programs which, when scaled can lead to system-wide changes. This includes for example, embedding multimodal travel, equity, and environmental stewardship into daily operations and workplace culture.

Across all timeframes, partners and employers serve as catalysts for implementation, bridging policy, planning, and public engagement to ensure that strategies outlined in the Metropolitan Transportation Plan (MTP) translate into visible and lasting results.

Employers and Private Sector Near-Term Recommendations (0–1 Year, Ongoing, or Annual Actions)

In the near term, partners and employers play a critical role in influencing travel behavior, expanding awareness, and piloting sustainable transportation programs. Their actions complement the policy and infrastructure work of municipalities, CCRPC, and VTrans by engaging directly with the workforce and community.

Actions include:

- Supporting travel demand management (TDM) initiatives that reduce vehicle dependence and promote sustainable commuting.
- Updating and expanding employer-based TDM programs, such as parking cash-out or unbundling policies.
- Collecting and sharing commute and travel behavior data to inform regional policy and performance monitoring.

- Promoting teleworking, carpooling, transit incentives, and flexible work policies that reduce peak-hour congestion and emissions.
- Partnering with municipalities and GMT to coordinate transit and shared mobility programs tailored to local commuting patterns.
- Advancing education and outreach through initiatives like Local Motion's Safe Routes to School, community biking programs, and mobility audits.
- Supporting emission-reduction and sustainability planning within workplaces and institutions to align with Vermont's climate goals.

These near-term efforts build awareness, trust, and operational readiness for broader initiatives in later phases. By establishing partnerships, collecting data, and piloting innovative programs, employers and partner organizations create the behavioral and institutional groundwork for long-term success.

Partner and Employer Medium-Term Recommendations (1–3 Years)
In the medium term, partners and employers shift from pilot programs to full-scale implementation, expanding participation and integrating successful models into regional systems. Their collaboration with municipalities, CCRPC, and VTrans becomes more formalized through shared performance frameworks and coordinated outreach.

Actions include:

- Expanding CATMA's TDM services to additional employers, municipalities, and institutions.
- Scaling Local Motion's education and advocacy initiatives to support new Complete Streets and active transportation projects.
- Partnering with CCRPC and VTrans to align outreach and data-sharing programs with regional performance measures.
- Formalizing telework, active commuting, and transit benefit policies developed during the near term.
- Supporting regional transit promotion campaigns and workplace mobility challenges that encourage long-term behavior change.
- Integrating employer participation into regional transportation and land use planning efforts.

These actions strengthen program consistency and reach across the region. By building on early successes, partners and employers help ensure that sustainable commuting and mobility programs become embedded in local and organizational practice.

Partner and Employer Long-Term Recommendations (3+ Years)
Over the long term, partners and employers sustain and institutionalize the culture of collaboration and sustainability established in earlier phases. Their efforts ensure that TDM programs, advocacy, and education remain ongoing elements of the region's mobility ecosystem.

Actions include:

- Maintaining CATMA's regional coordination role for employer-based mobility programs and commute data tracking.
- Continuing Local Motion's advocacy and education leadership to keep multimodal safety and access as community priorities.
- Embedding sustainable transportation practices into workplace operations, site planning, and employee benefits.
- Maintaining data systems and performance monitoring to evaluate progress and guide policy adaptation.
- Supporting ongoing partnerships with CCRPC, VTrans, and municipalities to sustain cross-sector collaboration and innovation.

Through these long-term efforts, partners and employers help institutionalize shared responsibility for transportation system performance—ensuring that the principles of compact growth, efficiency, and environmental stewardship remain embedded in both public and private operations.

Key Takeaways

- **Near-term actions establish the foundation:** Partners and employers build the behavioral, institutional, and operational groundwork for lasting system transformation through data collection, pilot programs, and education.
- **Medium-term actions expand and operationalize:** Successful programs and partnerships scale up, formalizing TDM services, outreach efforts, and employer commitments to sustainable transportation.
- **Long-term actions sustain and institutionalize success:** Partners and employers maintain leadership in promoting multimodal access and climate-conscious commuting, embedding these practices into organizational and community culture.
- **Collaboration drives results:** Close coordination among CCRPC, VTrans, municipalities, CATMA, Local Motion, GMT, and private employers ensures that transportation and land use initiatives reinforce one another and produce measurable regional benefits.

Employers and Private Sector Summary:

The near-term work of partners and employers forms the behavioral and institutional backbone of Vermont's transportation transformation. By building trust, aligning incentives, and piloting innovative programs early, these organizations and institutions make it possible for municipalities, CCRPC, and VTrans to deliver large-scale infrastructure and policy initiatives. In short, early partnership and employer engagement turn statewide goals into local action and lasting results.

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Potential TDM Implementation roles in CCRPC communities:

Here are examples of what CCRPC's implementation roles could be in its varying member municipalities. This sampling reflects how near-, medium-, and long-term strategies might look in practice based on CCRPC's established planning relationships:

Burlington

As the region's largest city, Burlington provides a testing ground for integrated land use and mobility strategies.

- **Near-term:** CCRPC supports Burlington in implementing transportation demand management (TDM) and parking reforms, including unbundled parking requirements and employer commute programs. These align with Burlington's PlanBTV goals and strengthen city-level greenhouse gas reduction targets.
- **Medium-term:** Collaboration with Burlington's Department of Public Works focuses on corridor-level complete streets planning and VMT tracking systems, integrating regional monitoring tools established by CCRPC.
- **Long-term:** CCRPC continues to evaluate the outcomes of compact growth strategies in Burlington's downtown and waterfront, supporting sustainable redevelopment policies that reduce auto dependence.

Winooski

For a smaller urban municipality, Winooski exemplifies how CCRPC helps translate regional frameworks into local action plans.

- **Near-term:** CCRPC leads in providing zoning and parking technical assistance and developing model policies that help Winooski address growth around transit corridors.
- **Medium-term:** The city, with CCRPC's support, expands multimodal infrastructure—sidewalks, crossings, and bicycle connections—to integrate with the regional network.
- **Long-term:** CCRPC assists Winooski in evaluating mode shift progress and the effects of transit-oriented growth on congestion and emissions, ensuring alignment with regional goals.

Essex and Essex Junction

As a suburban area experiencing rapid growth, Essex benefits from CCRPC's leadership in aligning development and transportation planning.

- **Near-term:** CCRPC provides direct technical assistance to Essex's planning and public works departments to implement shared parking and access management strategies.

- **Medium-term:** Joint efforts focus on integrating growth centers and village core plans with the Metropolitan Transportation Plan (MTP), ensuring consistency across regional datasets.
- **Long-term:** CCRPC helps coordinate regional transit service extensions and manage VMT reduction targets, supporting long-term sustainability in Essex's evolving land use patterns.

Richmond

In rural towns like Richmond, CCRPC's role emphasizes capacity building and coordination.

- **Near-term:** CCRPC supports Richmond's local planning commission by updating zoning bylaws to reflect regional smart growth principles.
- **Medium-term:** The focus shifts to identifying rural complete streets opportunities and improving connections to regional transit.
- **Long-term:** CCRPC helps monitor travel behavior data and assess the impacts of land conservation and compact village development on regional accessibility.

Other CCRPC Member Towns (e.g., Shelburne, Williston, Hinesburg)

Across other municipalities, CCRPC tailors support local needs and growth scales:

- Shelburne: CCRPC supports near-term planning studies to enhance walking and biking connectivity, laying groundwork for long-term mobility hub planning.
- Williston: Near-term focus on data collection and TDM program evaluation around Taft Corners; medium-term collaboration on corridor redesign and multimodal safety.
- Hinesburg: Technical support for village center growth and future transit coordination, integrating rural and regional mobility strategies.

Summary

Across these examples, CCRPC's near-term actions of developing model policies, collecting data, and coordinating with municipal staff, form the building blocks of regional consistency that support transportation options. Each municipality benefits differently based on its size and growth preferences. Together they demonstrate CCRPC's dual role as a regional convener and technical lead, ensuring that local initiatives contribute to the overall goals for increased transportation options resulting in shared countywide outcomes.

7. Funding and Resources

Implementing the strategies identified across the MTP goals within the TDM Plan will require sustained, predictable, and diversified funding coordinated among VTrans and potentially other state agencies, municipalities, regional partners, and employers. Early actions depend on having flexible local and regional resources to launch pilot programs, update enabling (or blocking) policies, and build the institutional and technical capacity that make medium- and long-term projects possible. This section outlines funding and resource strategies by timeframe, emphasizing how early investments establish the financial and administrative foundation for larger-scale, transformative improvements in later phases.

A sustainable TDM program depends on predictable, diversified, and scalable funding. Immediate actions include establishing regional funding tools such as sales or property tax assessments dedicated to mobility infrastructure. Legislative advocacy should target increased appropriations for transit and active transportation in Vermont's state budget. In the mid-term, Chittenden County can explore innovative mechanisms such as congestion pricing in high-traffic areas, or mileage-based user fees that reflect environmental impact. These can both generate revenue and discourage peak-hour SOV trips. Public-private partnerships, especially those that involve large employers or developers, can further contribute to local investments in infrastructure and shared services.

Long-term stability may come from creating revolving funds or endowment-style investments that can support ongoing operations and capital needs. The region should also continue leveraging federal opportunities, including the Infrastructure Investment and Jobs Act (IIJA), the Transportation Alternatives Program (TAP), and competitive grants like RAISE and CMAQ.

Immediate Strategies (0–3 Years)

The near-term focus should be on establishing stable, flexible, and locally driven funding streams to enable foundational actions that build the planning, policy, and programmatic capacity necessary for future implementation.

Key near-term actions could include**:**

- **Establish regional or local funding mechanisms** such as:
    - Dedicated local option taxes or impact fees to support multimodal transportation projects.
    - Municipal bonds or pooled funding agreements for early Complete Streets and bike/ped improvements.

- **Advocate for increased and targeted state transportation funding** through VTrans programs—expanding the share of funds directed to transit, TDM, and active transportation.

- **Leverage existing state and regional programs** (e.g., Better Roads, Transportation Alternatives, and Municipal Planning Grants) to fund early enabling actions such as:
    - Development of TDM ordinances and parking reform policies.
    - Preparation of multimodal design standards and Complete Streets plans.

- **Develop a coordinated regional funding framework** among CCRPC, VTrans, GMT, and municipalities to align local capital plans and identify matching funds for state and federal grants.

- **Engage major employers and institutions** through CATMA and Local Motion to co-fund early pilot programs, such as employer-based transit subsidies, shared micromobility infrastructure, and commuter incentive programs.

These immediate investments create financial and institutional readiness, ensuring that if larger funding opportunities arise, regional partners already have projects and collaborative systems in place.

Mid-Term Strategies (3–10 Years)
By the medium term, the focus shifts to **broadening and diversifying revenue sources**, incorporating both user-based fees and strategic partnerships to reinforce system efficiency and equitable investment.

Key mid-term actions could include:

- **Implement user-based funding mechanisms** that also support policy goals, such as:
    - **Mileage-based user fees or congestion pricing pilots** to both manage travel demand and generate dedicated transportation revenues.
    - **Parking management programs** that allocate a portion of revenues to local transit or pedestrian improvements.

- **Expand partnerships for competitive federal and philanthropic grants**, targeting programs such as:
    - U.S. DOT's RAISE, Safe Streets for All, and Carbon Reduction programs.
    - FHWA and FTA resilience and innovation grants supporting climate adaptation and multimodal planning.
    - VTrans competitive funding sources

- **Create regional funding coalitions** with municipalities, VTrans, GMT, and advocacy partners to bundle projects for grant applications, increasing competitiveness and leveraging matching funds.

- **Develop regional investment prioritization** tools build on MTP performance measures to direct new revenues toward projects that deliver the greatest mode shift, safety, and climate benefits.

- **Formalize employer partnerships** by expanding CATMA's regional membership model to smaller businesses, allowing collective pooling of employer-based transportation investments.

These mid-term strategies enhance financial resilience in the CCRPC region while encouraging mode shift and system optimization, potentially converting early pilot programs and policy updates into sustained, large-scale implementation efforts.

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Long-Term Strategies (10+ Years)

In the long term, Vermont's transportation partners should aim for institutionalized, self-sustaining funding structures that ensure ongoing support for multimodal operations, maintenance, and innovation.

Key long-term actions could include:

- **Establish regional endowments or revolving loan funds** dedicated to transit, bicycle, and pedestrian infrastructure, enabling continuous reinvestment in priority corridors.

- **Dedicate a portion of statewide transportation revenues** (such as fuel taxes or vehicle registration fees) to active transportation and TDM initiatives on a permanent basis.

- **Explore the creation of a Vermont Mobility Trust Fund**—a pooled resource managed collaboratively by VTrans, CCRPC, and partner organizations—to sustain multimodal projects statewide.
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- **Develop long-term public-private partnership models**, particularly for transit-oriented development, mobility hubs, and emerging shared mobility technologies.

- **Tie transportation funding directly to climate and housing goals**, ensuring that investments in compact growth and emissions reduction remain central to future state budgets and policies.

Long-term strategies ensure that once early systems, standards, and partnerships are established, **the funding mechanisms themselves become self-reinforcing**—continuing to sustain Vermont's multimodal, resilient, and low-carbon transportation network over time.

Conclusion

A coordinated funding approach is as vital as the strategies it supports. Immediate investments in planning, policy reform, and partnership development create the organizational capacity and fiscal credibility needed to attract larger and more competitive funding sources in the future. As regional partners move from early implementation to broader system transformation, these funding strategies evolve—from local seed funding to diversified revenue mechanisms and ultimately to permanent, institutionalized financial tools. This progression ensures that every phase of Vermont's transportation vision—compact growth, efficient travel, safe and complete streets, and climate resilience—has the resources it needs to succeed and endure.

8. Monitoring and Evaluation [to be completed]

To ensure accountability, transparency, and continuous improvement, this plan recommends establishing a formal monitoring and evaluation framework. A cross-sectoral oversight body, comprising regional planners, transit operators, municipal leaders, and community stakeholders, could be convened to guide this effort.

Performance metrics should focus on both outcomes and process, including transit ridership, travel time reliability, bike and pedestrian trip counts, vehicle miles traveled per capita, and greenhouse gas emissions. Equity indicators such as improvements in mobility options for low-income households, seniors, and individuals with disabilities should also be a priority.

To support adaptive decision-making, monitoring data should be disaggregated by geography and population group and reported publicly on a regular basis. It is recommended that annual progress reports include opportunities for stakeholder input and policy course correction.

Evaluation should not be viewed solely as a technical exercise, as emphasized in the VTrans Carbon Reduction Strategy, which calls for outcome-based tracking of emissions, equity, and multimodal performance indicators, but also as a public accountability tool. Elected officials and agency leaders can use performance data to build trust, communicate success, and justify new investments in TDM.

- Set up an independent organizational structure for regular monitoring, evaluation and accountability

- Measure success through:
  - Transit ridership and frequency metrics.
  - Increased bike and pedestrian trips.
  - Reduction in SOV trips and VMT.
  - Equity indicators reflecting improved mobility for underserved populations.

- Regular reporting and data-driven adjustments.

9. Conclusion

Chittenden County is at a pivotal moment in its transportation evolution. The challenges facing the region, ranging from persistent congestion and insufficient mobility options to the pressing need for climate resilience, require coordinated, innovative, and forward-thinking responses.

This Regional TDM Plan provides a foundation for those responses, offering a framework of recommended actions that municipalities, agencies, and institutions can implement over time. Key to this effort is the sustained leadership of elected officials, who are uniquely positioned to build consensus, marshal funding, and champion equitable and sustainable transportation solutions.

Progress will require embracing risk, fostering interagency collaboration, and making bold choices that may depart from historic norms. Success will be measured by reductions in vehicle trips or emissions and by how well mobility becomes a shared community asset—accessible, reliable, and empowering for all.

The path forward is not predetermined. With shared vision, community engagement, and political will, Chittenden County can become a national model for how small metropolitan regions meet 21st-century mobility, equity, and climate goals through thoughtful and adaptive demand management strategies.

- Reaffirm the need for bold, innovative funding solutions to meet regional transportation goals.
- Call for action among state, local, and private stakeholders to commit to transformative investments.
- Vision for a future where Chittenden County is a model for sustainable, equitable, and efficient transportation systems.

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