



# CUTA Strategic Plan 2017-2019

*Delivering Member Value*



TO INSPIRE AND INFLUENCE  
THE EVOLUTION OF  
INTEGRATED URBAN MOBILITY

*INSPIRER ET INFLUENCER  
L'ÉVOLUTION DE LA  
MOBILITÉ URBAINE INTÉGRÉE*

Canadian Urban Transit Association  
*Association canadienne du transport urbain*



## CUTA Vision Statement

To inspire and influence the evolution of integrated urban mobility.

## CUTA Mission Statement

CUTA is the collective and influential voice of public transportation in Canada, dedicated to being at the centre of urban mobility delivering the highest value to its members and the communities they serve.

CUTA will be the “go-to” organization for information and trends, best-practices, networking, and professional growth, providing IUM leadership for its members and all stakeholders. To operate effectively, CUTA will foster a culture of active engagement with its members.

CUTA will deliver a high performance working environment. Its team will be consummate experts and professionals. Success will be measured by our action-oriented focus, achievements, and contributions to member success.

## Strategic Performance Indicators

- Member Value
- Financial Sustainability
- Engaged Workforce

## Critical Success Factors

### CSF #1

Conduct effective federal advocacy and grassroots awareness building and mobilization for transit and IUM to support our members in fulfilling their mandates.

Advocacy

### CSF #2

Establish CUTA as a Centre of Excellence on transit and IUM and show thought-leadership in shaping and influencing the future of urban mobility in Canada.

Centre of Excellence

### CSF #3

Lead professional development and networking initiatives through high-quality on-site and digital events that bring tangible and measurable value to members and customers.

Learning & Networking

Foundational Enablers

Understanding Needs & Expectations of Members - Member Value & Convenience

Financial Stability & Viability

Digital Transformation & Access

Evolution of New Business Model for CUTA

People, Culture & Values – Enthusiastic & Engaged Workforce

# CSF #1: Advocacy

Conduct effective federal advocacy and grassroots awareness building and mobilization for transit and Integrated Urban Mobility (IUM) to support our members in fulfilling their mandates.

**Strategic Objective:** Establish transit and IUM as strategic investment priorities in Canada, work with the federal government to adopt supportive urban mobility policies and raise awareness about the importance of transit and IUM across the country.

## Tactics (spread over 2017-2019)

- Direct and ongoing federal engagement to inform public policies that are supportive of public transit, integrated urban mobility and sustainable community building. Mainly led by staff and supported by strategic and targeted member engagement with senior decision makers.
- Annual Transit Awareness Days in Ottawa to facilitate engagement between CUTA members and decision makers. This event gathers an important contingent of CUTA members in Ottawa to meet with over 70 decision makers in one day to communicate common industry key messages.
- Annual One-Day Public Policy Forum on Transit and Integrated Urban Mobility gathering policy makers, stakeholder groups and members to explore policy implications of strategic issues impacting the industry.
- In-depth policy research and development of policy briefs, government submissions and testimony before parliamentary committees.
- National Transit and Integrated Urban Mobility coalition building to raise awareness of transit's contribution to community building and quality of life.

## CSF #2: Centre of Excellence

Establish CUTA as a Centre of Excellence on transit and IUM and show thought-leadership in shaping and influencing the future of urban mobility in Canada.

**Strategic Objective:** Strategic Objective: Serve as a one-stop shop on transit and IUM across the country, by proactively developing analysis, benchmarking, best practices and tools for our members. Demonstrate understanding of the evolution of transit and IUM across Canada.

### Tactics (spread over 2017-2019)

- Top 10 Hot Industry Topics: Proactively engage with members, partners and the broader urban mobility community to identify, document, conduct research and develop briefs and analysis on key topics impacting urban mobility in Canada.
- Transition the CUTA transit and urban mobility library, which comprises over 7,000 publications and documents, into an online and easily accessible resource centre. Identify and feature key resources that are the most relevant to contribute to today's industry trends and debates.
- Develop interactive data tools for members to pull and compare data in dynamic illustrative formats to facilitate benchmarking and comparison easy and on-demand. Improve data import and export capabilities to improve ease of use and increase efficiency for members.
- Conduct deep analytics insights/research for use by the industry leveraging proprietary data and diverse socio-economic data sources through partnerships with various research organizations.

## CSF #3: Learning & Networking

Lead professional development and networking initiatives through high-quality on-site and digital events that bring tangible and measurable value to members and customers.

**Strategic Objective:** Support members' professional growth and development through learning and networking initiatives that are accessible and aligned with their organizational and individual development needs.

### Tactics (spread over 2017-2019)

- Transition from two (2) major conferences per year to one (1) flagship event with the industry trade-show and different event formats (regional and theme-based) to increase reach within member organizations. Moving from two main conferences to one flagship event will also help respond to members' travel budget issues.
- Redesign select industry training courses to meet current demand, respond to members' time and budget constraints and ensure content and delivery methodologies are up-to-date and based on best practices in adult learning.
- Develop online collaboration and information sharing tool to facilitate knowledge exchange among members and peers and facilitate access to the vast CUTA network.
- In partnership with industry leaders and select colleges and/or universities, develop certificate track for new entrants to the industry, raise awareness of career opportunities in transit and attract and prepare new talents.
- Develop a mentorship program for CUTA member. This mentorship program, developed by the members and for the members, will help with the transition and onboarding of new managers and executives coming to the transit and offer support to transit professionals that are climbing up the corporate ladder and are seeking formal mentorship support from one of their peers.



**Head Office**

55 York Street Suite 1401  
Toronto, ON Canada M5J 1R7  
**Tél. :** 416.365.9800  
**Fax. :** 416.365.1295

**Siège social**

55, rue York, bureau 1401  
Toronto, ON Canada M5J 1R7  
**Tél. :** 416.365.9800  
**Télé. :** 416.365.1295

[www.cutaactu.ca](http://www.cutaactu.ca)

[training@cutaactu.ca](mailto:training@cutaactu.ca)