



## CATMA STRATEGIC BUSINESS PLAN OVERVIEW 2025-3030

Leading Sustainable Mobility for a Connected Region

**Vision (Our Dream):** An efficient, reliable, and sustainable transportation network that reduces reliance on single-occupancy vehicles.

**Mission:** To lead and collaborate with public and private partners to advance transportation options that build a more connected, resilient, and sustainable network for our members and region.

**Values:** Data-Driven | Sustainability | Partnership | Innovation | Community

### Why This Plan Matters

As our region grows and commuting trends evolve, CATMA stands at a pivotal moment. The 2025–2030 Strategic Business Plan provides a comprehensive roadmap to strengthen CATMA’s leadership, expand impact, and ensure long-term organizational resilience.

The Plan is reflective of extensive stakeholder engagement, industry research, and strategic assessment. It identifies how CATMA will adapt to development pressures as well as to changing policy, funding and mobility environments—ensuring our mission translates into measurable impact.

### Our Five Strategic Pillars

CATMA’s Strategic Business Plan is built around five interconnected pillars that define our priorities and path forward. Together, they strengthen our value to members, expand our regional leadership, and ensure that our organization remains adaptive, data-driven, and resilient. Each pillar includes specific goals, strategies and actions that turn vision into measurable progress.

#### 1. Enhance Value

Deliver high-impact, customized mobility solutions that meet diverse member needs.

Key Actions: Member needs assessment, tiered membership pilot, expanded outreach to small employers and municipalities.

#### 2. Advocate & Educate

Amplify CATMA’s voice as the regional leader in sustainable transportation through targeted advocacy, public education and strategic partnerships.

Key Actions: TDM advocacy toolkits, quarterly insight briefs, annual policy forums & public awareness campaigns.

#### 3. Strengthen Identity

Clarify and elevate CATMA’s unique role as a regional convener, mobility innovator and trusted partner in transportation demand management (TDM).

Key Actions: Brand and website refresh, regional mobility vision campaign, partnership MOUs, leadership roundtables and replicate CATMA model.

#### 4. Build Capacity

Strengthen internal systems, staff development, and sustainable funding to support growth, resilience and long-term impact.

Key Actions: Staffing and operational review, multi-year financial plan, staff development framework, board engagement and governance plan.

#### 5. Measure Impact

Establish clear methods to measure outcomes and communicate CATMA's value through data-driven reporting and storytelling.

Key Actions: Co-create impact indicators, launch dashboards, integrate impact tracking into all programs.

### Phased Implementation (2025–2030)

To ensure progress is focused, realistic, and achievable, CATMA will implement this plan through three independent phases. Each phase builds on the last, laying a strong foundation, expanding programs and partnerships, and refining systems for long-term success.

#### Phase 1 – Foundation & Alignment (2025–2026)

Organizational review, partnership MOUs, and initial advocacy tools.

#### Phase 2 – Expansion & Integration (2026–2027)

Public campaigns, new digital tools, and expanded member engagement.

#### Phase 3 – Refinement & Resilience (2027 and beyond)

Performance reporting, impact storytelling, and exploration of model replication.

### Measuring Success

Accountability and transparency are central to CATMA's approach. The organization will measure progress through practical, meaningful indicators that demonstrate results for members, partners, and the region. These measures will guide learning, adaptation, and ongoing improvement. Core Indicators Include:

- Member engagement and satisfaction
- Shifts in commuter behavior
- Equity and access reach
- Utilization of CATMA programs and tools
- Real-world impact stories

### A Call to Collaboration

CATMA's next five years are defined by partnership, innovation, and purpose. Through this plan, CATMA commits to leading by example—advancing equitable mobility choices, building community resilience, and shaping the future of regional transportation together.

Learn more: [www.catmavt.org](http://www.catmavt.org)