

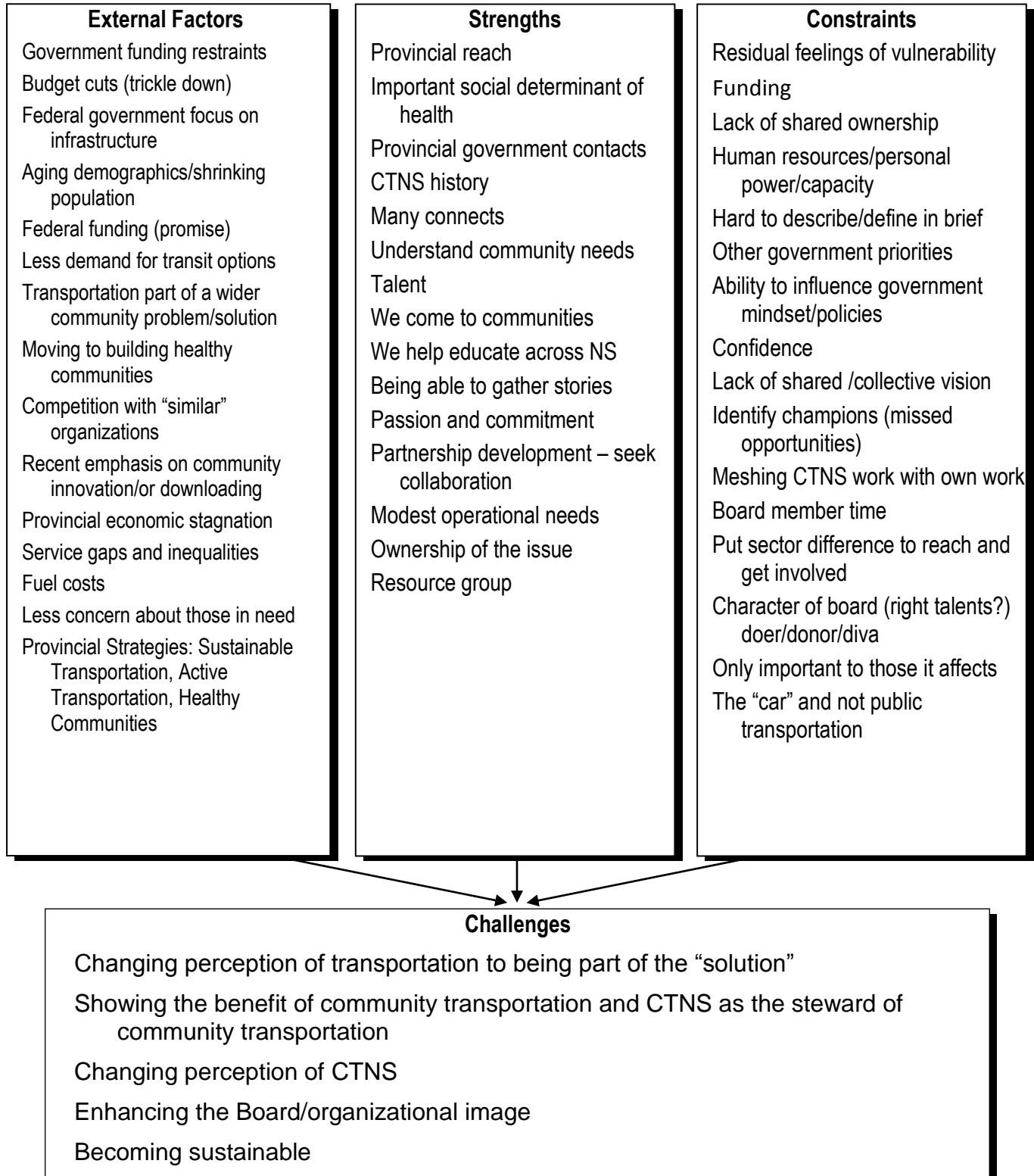
**COMMUNITY TRANSPORTATION  
NOVA SCOTIA  
STRATEGIC PLAN 2016 – 2021  
FEBRUARY 3, 2016**

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# Situation Analysis

## Environmental Scan



## Mission

To facilitate transportation options that lead to more healthy and connected communities throughout Nova Scotia by partnering with community organizations, governments and business

## Values

*We believe:*

- accessible, affordable transportation is a fundamental right;
- community-based transportation should be supported and funded by the community and all levels of government;
- all those who are contributing to the vision of the organization are valued and supported; and,
- community-based transportation contributes to an overall positive impact on the quality of life of Nova Scotians.

## Vision for Community Transportation in NS

To have an accessible transportation network for everyone in Nova Scotia.

## CTNS Vision to 2021

CTNS effectively facilitates transportation options that lead to more healthy and connected NS communities.

CTNS is recognized by its key stakeholders for the quality of its work and for demonstrating the value of community transportation in building healthy communities.

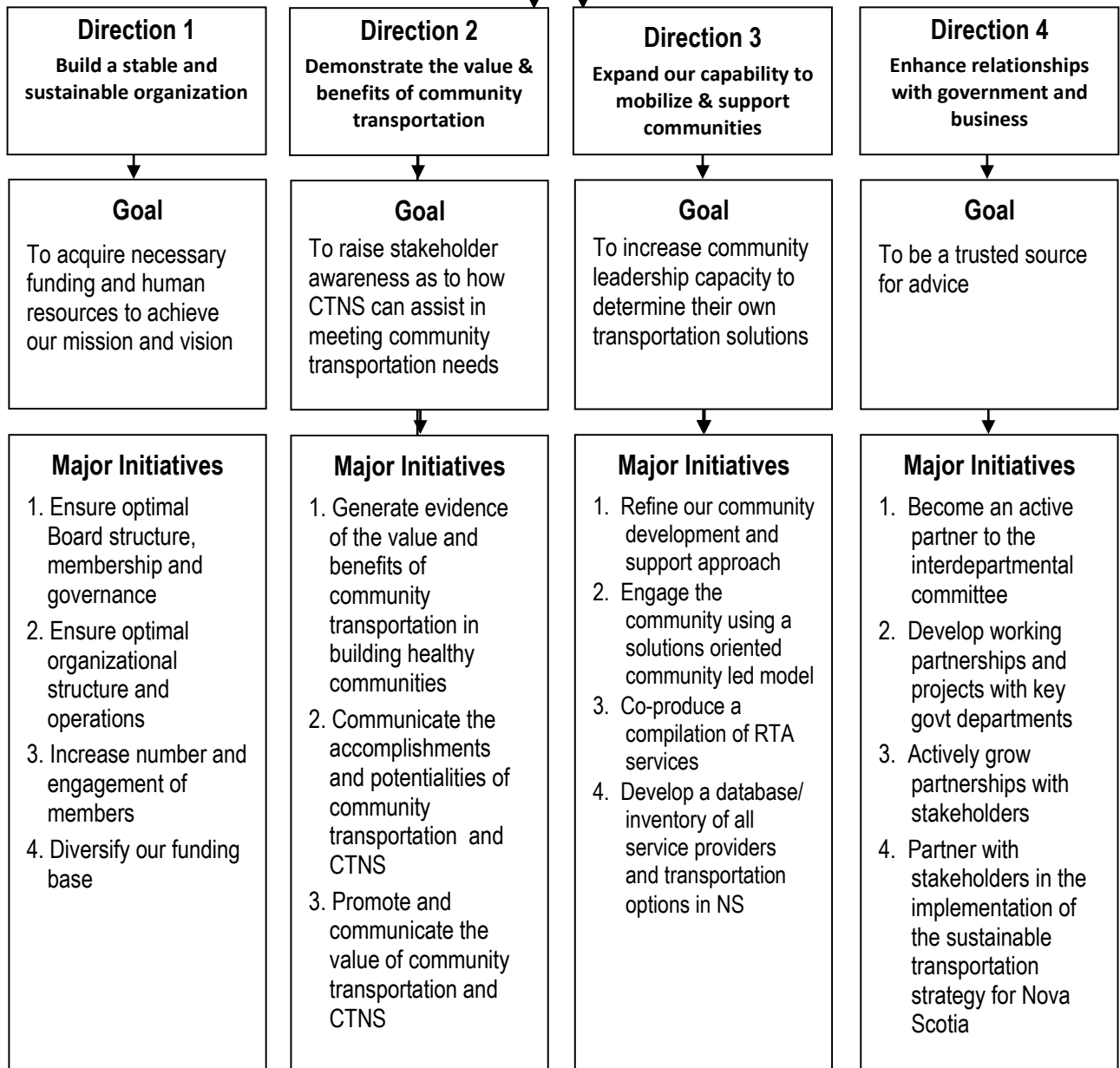
# Strategic Plan Overview

**Mission**

To facilitate transportation options that lead to more healthy and connected communities throughout Nova Scotia by partnering with community organizations, governments and business

**CTNS Vision to 2021**

CTNS effectively facilitates transportation options that lead to more healthy and connected NS communities.  
 CTNS is recognized by its key stakeholders for the quality of its work and for demonstrating the value of community transportation in building healthy communities.



<b>CTNS: Strategic Action Plan</b>		
<b>Strategic Direction 1:</b>	<b>Build a stable and sustainable organization</b>	
<b>Goal:</b>	To acquire necessary funding and human resources to achieve our mission and vision	
<b>No.</b>	<b>Initiative</b>	<b>Key Results</b>
<b>1</b>	Ensure optimal Board structure, membership and governance	<ul style="list-style-type: none"> <li>• Board membership reflects the diversity of regions and sectors in Nova Scotia and contains the skills necessary to support the work of the organization</li> <li>• The Board is strong and both drives and facilitates the work of the organization</li> <li>• Increased capacity to fulfill CTNS Vision</li> </ul>
<b>2</b>	Ensure optimal organizational structure and operations	<ul style="list-style-type: none"> <li>• Defined regional response teams</li> <li>• Defined 'rules of engagement' and standardized Board responsibilities</li> <li>• Clarified roles, responsibilities and strengths</li> <li>• Increased capacity to fulfill CTNS Vision</li> </ul>
<b>3</b>	Increase number and engagement of members	<ul style="list-style-type: none"> <li>• Increased membership numbers</li> <li>• Members more engaged in the work of the organization</li> </ul>
<b>4</b>	Diversify our funding base	<ul style="list-style-type: none"> <li>• A targeted approach to fund raising</li> <li>• Funders recognize that CTNS provides considerable value for money</li> <li>• Funders recognize the importance of CTNS to building healthy communities</li> <li>• Stable, sustained funding</li> </ul>

<b>CTNS: Strategic Action Plan</b>		
<b>Strategic Direction 2:</b>	<b>Demonstrate the value &amp; benefits of community transportation</b>	
<b>Goal:</b>	To raise stakeholder awareness as to how CTNS can assist in meeting community transportation needs	
<b>No.</b>	<b>Initiative</b>	<b>Key Results</b>
<b>1</b>	Generate evidence of the value and benefits of community transportation in building healthy communities	<ul style="list-style-type: none"> <li>• Transportation seen in a wider perspective – as a key element to building healthy communities</li> <li>• Documented evidence of the benefits of having, and the costs of not having, community transportation</li> </ul>
<b>2</b>	Communicate the accomplishments and potentialities of community transportation and CTNS	<ul style="list-style-type: none"> <li>• Illustrated achievements and a documented history</li> <li>• Community transportation gaps identified and indications on how CTNS can fill them</li> <li>• CTNS' human and organizational resources are highlighted</li> </ul>
<b>3</b>	Promote and communicate the value of community transportation and CTNS	<ul style="list-style-type: none"> <li>• Changing perception of transportation to being part of the “solution” (independence/accessibility)</li> <li>• Showing the benefit of community transportation and CTNS as the steward of community transportation</li> <li>• A renewed, forceful communications plan</li> <li>• Better use of social media</li> </ul>

<b>CTNS: Strategic Action Plan</b>		
<b>Strategic Direction 3:</b>	<b>Expand our capability to mobilize &amp; support communities</b>	
<b>Goal:</b>	To increase community leadership capacity to determine their own transportation solutions	
<b>No.</b>	<b>Initiative</b>	<b>Key Results</b>
<b>1</b>	Refine our community development and support approach	<ul style="list-style-type: none"> <li>• CTNS regions defined</li> <li>• Board and staff trained in facilitation that serves community organizations</li> <li>• Members mentored for leadership capability</li> <li>• Mentorship toolkit</li> </ul>
<b>2</b>	Engage the community using a solutions oriented community led model	<ul style="list-style-type: none"> <li>• Increased community leadership capacity</li> <li>• Solutions meet community defined needs</li> <li>• Community sessions conducted and roundtables held</li> <li>• Action-oriented task groups (community leadership/ for solutions)</li> </ul>
<b>3</b>	Co-produce a compilation of RTA services (financing, org structures, infrastructure)	<ul style="list-style-type: none"> <li>• A contribution to demonstrating value</li> <li>• Documentation of the model</li> <li>• Useful planning and learning information</li> <li>• Useful marketing information</li> </ul>
<b>4</b>	Develop a database/inventory of all service providers and transportation options in NS	<ul style="list-style-type: none"> <li>• A useful planning and communication tool</li> <li>• A service to our members and the province</li> <li>• Allows us to identify efficiencies and cost saving opportunities</li> <li>• Facilitate access to federal and provincial program information</li> </ul>

<b>CTNS: Strategic Action Plan</b>		
<b>Strategic Direction 4:</b>	<b>Enhance relationships with government and business</b>	
<b>Goal:</b>	To be a trusted source for advice	
<b>No.</b>	<b>Initiative</b>	<b>Key Results</b>
<b>1</b>	Become an active partner to the interdepartmental committee	<ul style="list-style-type: none"> <li>• An MOU with the province</li> <li>• Greater provincial attention to community transportation</li> <li>• CTNS seen as the active champion of community transportation</li> <li>• Extended awareness of community transportation and CTNS in the province</li> </ul>
<b>2</b>	Develop working partnerships and projects with govt departments where we are best positioned to have success (DCS, Seniors, TIR, MA, H&W and Energy)	<ul style="list-style-type: none"> <li>• Affordable, accessible community transportation a priority for all levels of government</li> <li>• Projects being undertaken identifying problems and possible solutions to show the possibilities of community transportation</li> </ul>
<b>3</b>	Actively grow partnerships with stakeholders	<ul style="list-style-type: none"> <li>• More community, Municipality and business engagement</li> <li>• A business oriented 'pitch' package with 2-3 firms are approached each year.</li> <li>• Higher profile of community transportation and CTNS</li> <li>• More community transportation activities overall</li> </ul>
<b>4</b>	Partner with stakeholders in the implementation of the sustainable transportation strategy for Nova Scotia	<ul style="list-style-type: none"> <li>• Community transportation recognized and embedded in provincial policy</li> <li>• Communities with greater access to and resources for community transportation</li> <li>• Community transportation and CTNS seen as part of building healthy communities</li> </ul>