

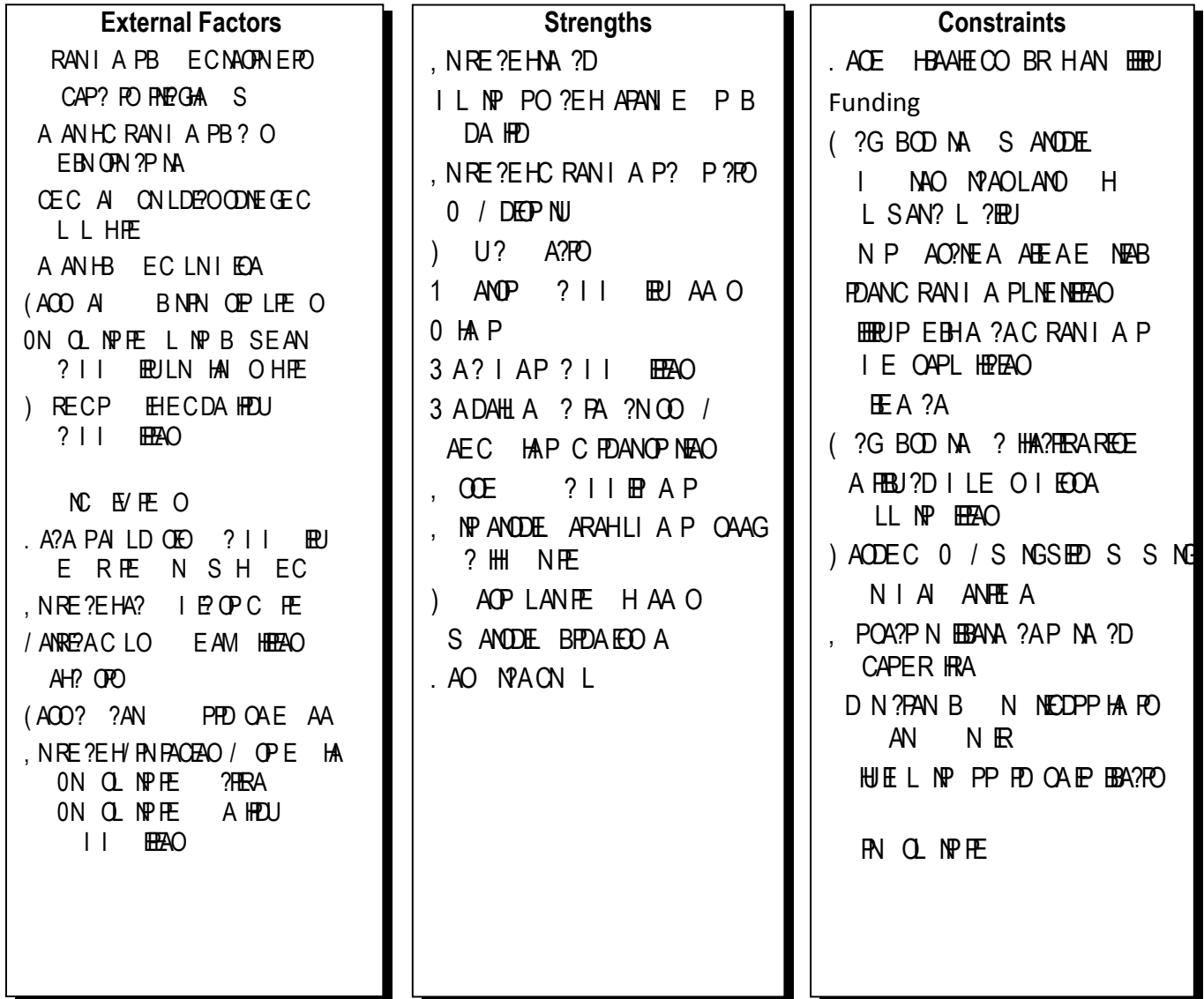
**COMMUNITY TRANSPORTATION
NOVA SCOTIA
STRATEGIC PLAN 2016 – 2021
FEBRUARY 3, 2016**

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**SITUATION ANALYSIS
MISSION, VISION, VALUES
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Situation Analysis

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Challenges

- Changing perception of transportation to being part of the “solution”
- Showing the benefit of community transportation and CTNS as the steward of community transportation
- Changing perception of CTNS
- Enhancing the Board/organizational image
- Becoming sustainable

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.

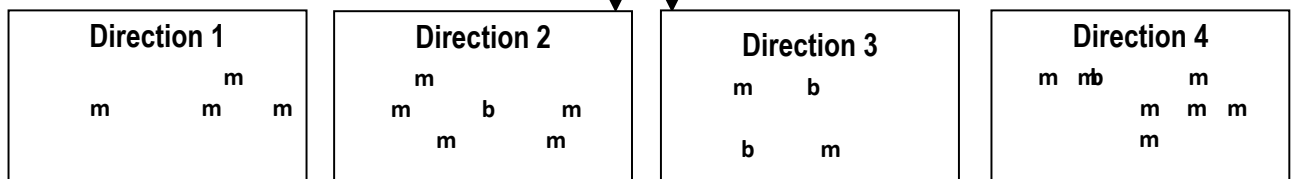
Strategic Plan Overview

Mission

0 B ?HPP FA FN QL NP FE LFE OPD PHA P I NADA HPU ? A?FA ? I I HPAOPFN CD P R / ? FE U
L NP ANECS H ? I I BU NC E / FE O C RANI A FO CE ACO

CTNS Vision to 2021

0 / ABBA?HERAUJ B ?HPP FAOPN QL NP FE LFE OPD PHA P I NADA HPU ? A?FA / ? I I HPAO
0 / EDNA? C E/A U EROGAUOP GAD HANOB NFDAM HBU BROS NG BN AI ON FECPDAR HA B? I I BU
FN QL NP FE E IEHCDA HPU ? I I HPAO



Goal	Goal	Goal	Goal
0 ?M EA A?ACO NU B EC DI NAO NPAOP ?DARA NI ECE REE	0 N ECAOP GAD HAN S NA ACO OP DS 0 / ? COEPE I AAFEC ? I I BU FN QL NP FE AA O	0 E?NA CA ? I I BU HA ANOIE ? L ?HUP AFANI EAFDAEN S FN QL NP FE OHFE O	0 A FNCPA O NPA BN REA

Major Initiatives	Major Initiatives	Major Initiatives	Major Initiatives
0 NA LFE H N ON ?P NA I AI ANOIE C RAN ?A 0 NA LFE H NC E / FE H ON ?P NA LANFE O ?NA CA I AN A C CAI A P B I AI AND ERANBU NB EC CA	A ANFAAREA ?A BFDAR HA A AERO B ? I I BU FN QL NP FE E IEHCDA HPU ? I I HPAO I I E FAFDA ?? I LHEDI A FO L FA FE HPAO B ? I I BU FN QL NP FE 0 / , NI FA ? I I E FAFDA R HA B? I I BU FN QL NP FE 0 /	. AEA N? I I BU ARALI A P OLL NP LLN ?D C CARDA ? I I BU CEC OHFE O NA PA ? I I BUHA I AH LN ?A ? I LIEFE B. O CANREAO ARAIL P OA ERA PNU B III CANREALNREAND FN QL NP FE LFE OE /	A? I A ?HERA L NP ANP FDA EPAN AL NP A PH ? I I HPAO ARAILS NEEC L NP ANOIE O LNFA?POSIED GAU C RP AL NP A FO ?HERAUJONS L NP ANOIE OSIED OP GAD HANO , NP ANSIED OP GAD HANDE FDA E LHA A PFE B FDAO OPE HA FN QL NP FE ONFAOUBN R /? FE

CTNS: Strategic Action Plan

Strategic Direction 1:		Build a stable and sustainable organization
Goal:		0 ?M BA A?AOD NUB EC DI MAO N?AOP ?DARA NI EOE REE
No.	Initiative	Key Results
1	ONA LRE H N ON?P NA I AI ANDE CRAN ?A	<ul style="list-style-type: none"> • N I AI ANDE NABA?PDA IRANBU BNACE O OA?P NDE R / ? RE ? P E OFDA OGH A?AOD NUP O LL NPDAS NG B FDA NC E/ RE • ODA N EON C FD NRAO B ?E PAOFDAS NG BFDA NC E/ RE • ?NA OA ? L ?EUP B EHH 0 / 2EE
2	ONA LRE H NC E/ RE H ON?P NA LANFE O	<ul style="list-style-type: none"> • AEA NCE HACL OAPA I O • NAQL CE EHAO • HNEA NHAO NAQL CE EHAO ONA OFDO • ?NA OA ? L ?EUP B EHH 0 / 2EE
3	?NA OA I AN A C CAI A P BI AI AND	<ul style="list-style-type: none"> • ?NA OA I AI ANDE I AND •) AI ANDI NA A C CA E PDAS NG BFDA NC E/ RE
4	IRANBU NB EC OA	<ul style="list-style-type: none"> • PNCAPA LLN ?DP B NEEC • ANNA? C E/AFD P 0 / LNREAO? CEAN HAR HAB NI AU • ANNA? C E/AFDA E L NP ?A B 0 / P EECDA HDU ? I I EHAO • /P HA O OPEA B EC

CTNS: Strategic Action Plan

Strategic Direction 2:		Demonstrate the value & benefits of community transportation
Goal:		0 N E A O P G A D H A N S N A A C O O P D S 0 / ? C O O P E I A A F E C ? I I E U F N Q L N P F E A A O
No.	Initiative	Key Results
1	A A N F A A R E A ? A B F D A R H A A A B E O B ? I I E U F N Q L N P F E E E I E C D A I F D U ? I I E E A O	<ul style="list-style-type: none"> • 0 N Q L N P F E O A A E S E A N L A N C L A ? F E R A O G A U A H A A P P E I E C D A I F D U ? I I E E A O • ? I A F A A R E A ? A B F D A A A B E O B D R E C F D A ? O P O B P D R E C ? I I E U F N Q L N P F E
2	I I E F A F D A ?? I L I E D I A F O L F A F E H E A O B ? I I E U F N Q L N P F E 0 /	<ul style="list-style-type: none"> • H H O N F A ? D E R A I A F O ? I A F A D E P N U • I I E U F N Q L N P F E C L O E A F E E E F E O D S 0 / ? E H F D A I •
3	, N I F A ? I I E F A F D A R H A B ? I I E U F N Q L N P F E 0 /	<ul style="list-style-type: none"> • E A L A A ? A ? ? A C C E E U • / D S E C F D A A A B E B ? I I E U F N Q L N P F E 0 / O F D A O F A S N B ? I I E U F N Q L N P F E • N A A S A B N A B H ? I I E F E O L H • A P P A N O A B O ? E H A E

CTNS: Strategic Action Plan

Strategic Direction 3:		Expand our capability to mobilize & support communities
Goal:		0 E?NA CA? I I BUHA ANODE ? L ?BUJ APANI EAPDAEN S FN CL NP FE O HFE O
No.	Initiative	Key Results
1	. AEEA N? I I BU ARAHLI AP O LL NP LLN ?D	<ul style="list-style-type: none"> • 0 / NACE O AEEA • N O P BINEA E B ?BUJ FE FD POANRAO? I I BU NC BU FE O •) AI ANDI APNA BNHA ANODE ? L BUJ •) APNODE P HGE
2	C CARDA? I I BU CEC O HFE O NA FA ? I I BUHA I AH	<ul style="list-style-type: none"> • ?NA CA ? I I BUHA ANODE ? L ?BUJ • / HFE OI AAP? I I BU AEEA AA O • I I BUJAOCE O? ?FA N P HAODAH • ?FE NA FA P OGCN LO ? I I BUHA ANODE BNO HFE O
3	LN ?A ? I LIEFE B . O CANRE?AO BE ?EC NC OPN ?P MAO EBNO PN ?P NA	<ul style="list-style-type: none"> • ? FNE FE P AI ONFECR HA • ? I A P FE BDAI AH • 1 OABHLH EC HA NECEBNI FE • 1 OABH NGAFECEBNI FE
4	ARAHL P OAERA PNU B HHOANRE?ALNRE AND FN CL NP FE LFE OE /	<ul style="list-style-type: none"> • OABHLH EC ? I I BU FE P H • CANRE?AP NI AI AND FDALNRE?A • HHSO OP EA BUJ ABIEFA ?FAO ? OPO REC LL NP BUJAO • ?BUJ FA ??ACOP BA ANH LNRE?EHLNONI EBNI FE

CTNS: Strategic Action Plan

Strategic Direction 4:		Enhance relationships with government and business
Goal:		0 A FNCPA O NABN REA
No.	Initiative	Key Results
1	A? I A ?ERAL NP ANP FDA EPANAL NP A PH? I I IPAA	<ul style="list-style-type: none"> •) 1 SIEDFDALNRE?A • NA FANLNRE?EH FPA FE P ? I I EURN QL NP FE • 0 / OAA OPDA ?FRA?D I LE B? I I EURN QL NP FE • TPA A S NA ACD B? I I EURN QL NP FE 0 / E FDA LNRE?A
2	ARAHLS MEECL NP ANDEO LNFA?POSIEDC RP AL NP A POSDANASA NA ACP L OEE A P DRAO ??ACO / / A ENO.) 3 ANUJ	<ul style="list-style-type: none"> • EN HA ??ACCEHA? I I EURN QL NP FE LNEUBN III HARAO BC RANI A P • , NFA?PO AEC ANP GA EA FEUECLN HA O L OCEHA O HFE OP OD S FDAL OCEHFAO B? I I EURN QL NP FE
3	?FRAHUCNS L NP ANDEOSIED OP GAD HAND	<ul style="list-style-type: none"> •) NA? I I EU) EIE HBU CEACOA C CAI A P • EN O NA LLN ?DA A ?DUA N • EDANLNHEA B? I I EURN QL NP FE 0 / •) NA? I I EURN QL NP FE ?FHEFAO RAN III
4	, NP ANSIEDOP GAD HANDE FDA E LHA A P FE BFDA O OPE HAN QL NP FE OPN FACUBN R / ? FE	<ul style="list-style-type: none"> • I I EURN QL NP FE NA? C E/A AI A A E LNRE?EH L HBU • I I HFAOSIEDCNA PAN ??ACOP NAO NAOBN? I I EU FN QL NP FE • I I EURN QL NP FE 0 / OAA OL NP B EHECDA HBU ? I I HFAO