COMMUNITY TRANSPORTATION NOVA SCOTIA STRATEGIC PLAN 2016 – 2021

FEBRUARY 3, 2016

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Federal government focus on infrastructure

Aging demographics/shrinking population

Federal funding (promise)

Less demand for transit options

Transportation part of a wider community problem/solution

Moving to building healthy communities

Competition with "similar" organizations

Recent emphasis on community innovation/or downloading

Provincial economic stagnation

Service gaps and inequalities

Fuel costs

Less concern about those in need

Provincial Strategies: Sustainable Transportation, Active Transportation, Healthy Communities

Strengths

Provincial reach

Important social determinant of health

Provincial government contacts

CTNS history

Many connects

Understand community needs

Talent

We come to communities

We help educate across NS

Being able to gather stories

Passion and commitment

Partnership development – seek collaboration

Modest operational needs

Ownership of the issue

Resource group

Constraints

Residual feelings of vulnerability

Funding

Lack of shared ownership

Human resources/personal power/capacity

Hard to describe/define in brief

Other government priorities

Ability to influence government mindset/policies

Confidence

Lack of shared /collective vision

Identify champions (missed opportunities)

Meshing CTNS work with own work

Board member time

Put sector difference to reach and get involved

Character of board (right talents?) doer/donor/diva

Only important to those it affects

The "car" and not public transportation

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

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.

Direction 1

Build a stable and sustainable organization

Goal

To acquire necessary funding and human resources to achieve our mission and vision

1. Ensure optimal Board structure. membership and governance

Major Initiatives

- 2. Ensure optimal organizational structure and operations
- 3. Increase number and engagement of members
- 4. Diversify our funding base

Direction 2

Demonstrate the value & benefits of community transportation

Goal

To raise stakeholder awareness as to how CTNS can assist in meeting community transportation needs

Major Initiatives

- 1. Generate evidence of the value and benefits of community transportation in building healthy communities
- 2. Communicate the accomplishments and potentialities of community transportation and CTNS
- 3. Promote and communicate the value of community transportation and **CTNS**

Direction 3

Expand our capability to mobilize & support communities

Goal

To increase community leadership capacity to determine their own transportation solutions

Major Initiatives

- 1. Refine our community development and support approach
- 2. Engage the community using a solutions oriented community led model
- 3. Co-produce a compilation of RTA services
- 4. Develop a database/ inventory of all service providers and transportation options in NS

Direction 4

Enhance relationships with government and business

Goal

To be a trusted source for advice

Major Initiatives

- 1. Become an active partner to the interdepartmental committee
- 2. Develop working partnerships and projects with key govt departments
- 3. Actively grow partnerships with stakeholders
- 4. Partner with stakeholders in the implementation of the sustainable transportation strategy for Nova Scotia

	CTNS: Strategic Action Plan						
Strategic Direction 1: Build a sta		Build a stab	le and sustainable organization				
Goal: To		To acquire ne	To acquire necessary funding and human resources to achieve our mission and vision				
No. Initiative		ve	Key Results				
1	Ensure optimal Board structure, membership and governance		Board membership reflects the diversity of regions and sectors in Nova Scotia and contains the skills necessary to support the work of the organization				
			The Board is strong and both drives and facilitates the work of the organization				
			Increased capacity to fulfill CTNS Vision				
2	Ensure optimal org		Defined regional response teams				
	structure and opera	ations	 Defined 'rules of engagement' and standardized Board responsibilities 				
			Clarified roles, responsibilities and strengths				
			Increased capacity to fulfill CTNS Vision				
3	Increase number and		Increased membership numbers				
	engagement of me	nbers	Members more engaged in the work of the organization				
4	Diversify our fundir	ng base	A targeted approach to fund raising				
			Funders recognize that CTNS provides considerable value for money				
			Funders recognize the importance of CTNS to building healthy communities				
			Stable, sustained funding				

CTNS: Strategic Action Plan							
Strategic Direction 2: Demons		Demonstrate	rate the value & benefits of community transportation				
I (÷0al·		To raise stak	eholder awareness as to how CTNS can assist in meeting community n needs				
No. Initiative		ve	Key Results				
1	Generate evidence of the value and benefits of community transportation in building healthy communities		Transportation seen in a wider perspective – as a key element to building healthy communities				
			Documented evidence of the benefits of having, and the costs of not having, community transportation				
2	Communicate the accomplishments and potentialities of community transportation and CTNS		 Illustrated achievements and a documented history Community transportation gaps identified and indications on how 				
			CTNS can fill themCTNS' human and organizational resources are highlighted				
3	Promote and communicate the value of community transportation and CTNS		Changing perception of transportation to being part of the "solution" (independence/accessibility)				
			 Showing the benefit of community transportation and CTNS as the steward of community transportation 				
			A renewed, forceful communications plan				
			Better use of social media				

	CTNS: Strategic Action Plan						
Strategic Direction 3:		Expand our capability to mobilize & support communities					
Goal:		To increase community leadership capacity to determine their own transportation solutions					
No. Initiative		ve	Key Results				
1	Refine our community development and support approach		 CTNS regions defined Board and staff trained in facilitation that serves community organizations Members mentored for leadership capability Mentorship toolkit 				
2	Engage the community using a solutions oriented community led model		 Increased community leadership capacity Solutions meet community defined needs Community sessions conducted and roundtables held Action-oriented task groups (community leadership/ for solutions) 				
3	Co-produce a compilation of RTA services (financing, org structures, infrastructure)		 A contribution to demonstrating value Documentation of the model Useful planning and learning information Useful marketing information 				
4	Develop a database/inventory of all service providers and transportation options in NS		 A useful planning and communication tool A service to our members and the province Allows us to identify efficiencies and cost saving opportunities Facilitate access to federal and provincial program information 				

	CTNS: Strategic Action Plan						
Strate	egic Direction 4:	Enhance rel	ationships with government and business				
Goal: To be a tro		To be a truste	d source for advice				
No. Initiative		ve	Key Results				
1	Become an active partner to the interdepartmental committee		 An MOU with the province Greater provincial attention to community transportation CTNS seen as the active champion of community transportation Extended awareness of community transportation and CTNS in the province 				
2	Develop working partnerships and projects with govt departments where we are best positioned to have success (DCS, Seniors, TIR, MA, H&W and Energy)		 Affordable, accessible community transportation a priority for all levels of government Projects being undertaken identifying problems and possible solutions to show the possibilities of community transportation 				
3	Actively grow partnerships with stakeholders		 More community, Municipality and business engagement A business oriented 'pitch' package with 2-3 firms are approached each year. Higher profile of community transportation and CTNS More community transportation activities overall 				
4	Partner with stakeholders in the implementation of the sustainable transportation strategy for Nova Scotia		 Community transportation recognized and embedded in provincial policy Communities with greater access to and resources for community transportation Community transportation and CTNS seen as part of building healthy communities 				