



STRATEGIC PLAN SUMMARY

2022-2025

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CONTEXT

The Canadian Transit Heritage Foundation developed its first strategic plan following the 2015 Annual Meeting, to provide direction and focus for future growth and sustainability. The process was initiated in February 2016, at which point the Board of Directors decided on an approach that would involve a broad member survey and an interview process of Board members as inputs to the strategic planning exercise.

The comprehensive plan drove major strategic decisions and set the pace of internal working groups, making a significant contribution to the CTHF's ability to achieve its goals and become a high-performance organization. More specific objectives included:

- To obtain direct, unbiased input from the Board of Directors and selected additional members to ensure the planning process meets their needs
- To review the mission of the CTHF, and improve it as required
- To develop an accurate strategic framework that determines strategic drivers and sets the direction for the next three years
- To identify strategic initiatives that include tactics with implementation details (costs, timing, project leads and dependencies) and accountabilities
- To ensure the Board believes that the strategic plan is focused and will add value to the organization.

As such, the plan outlined areas of focus, with priority strategic initiatives developed into plans with objectives, deliverables and key performance indicators (KPIs). Basic principles included retention of non-negotiable elements such as a national scope, transit focus, emphasis on history and non-profit status.

CANADIAN - national scope
TRANSIT - urban & regional, bus & rail
HERITAGE - history is priority
FOUNDATION - non-profit, charitable

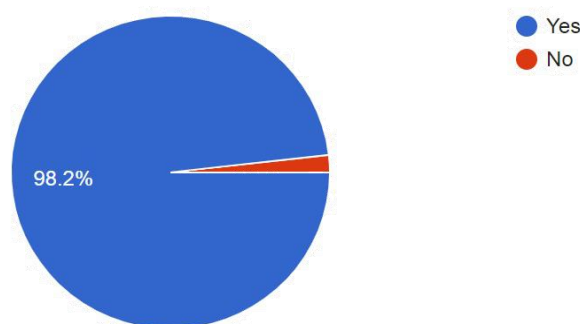
A second member survey was conducted in March 2020, in anticipation of the development of a strategic plan for the next time period, which was unfortunately interrupted by the COVID-19 pandemic. Work on this plan was delayed but finally begun in May 2022, making use of information from the 2020 member survey and input from all Board members.

MEMBER SURVEY RESULTS

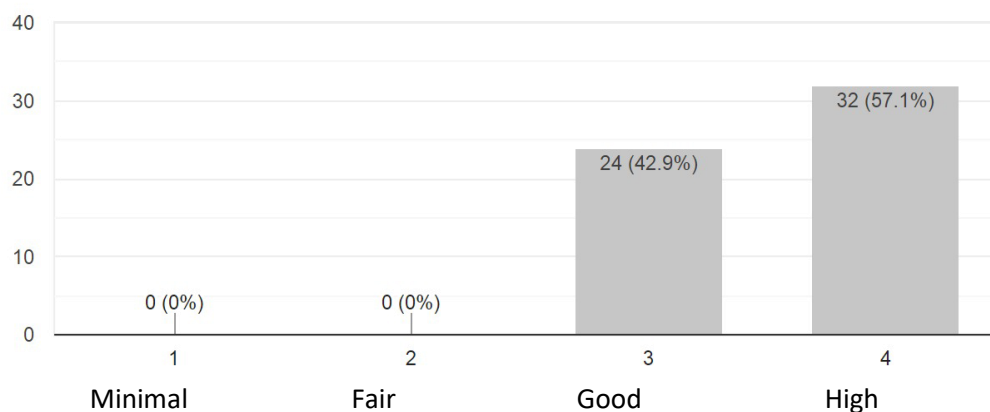
The 2020 member survey largely replicated the previous one, in an effort to gauge progress and changes in member sentiment. The survey was sent to 215 members (20% more than in 2016) and received 56 completed responses, which represents a 26 percent response rate.

Results clearly indicated a significantly improved level of satisfaction, with the proportion of members who feel the CTHF is delivering on its mandate increasing from 72% to 98%. The proportion of members who feel they are getting high value for their membership increased from 24% to 47%, and those who feel they are getting good or high value went from 77% to 100%. Awareness levels of all Foundation services improved, as did member impression on performance. Finally, nearly 60% of respondents said they are willing to step up as volunteers.

BASED ON ITS STATED MISSION, IS THE CTHF DELIVERING ON ITS MANDATE?

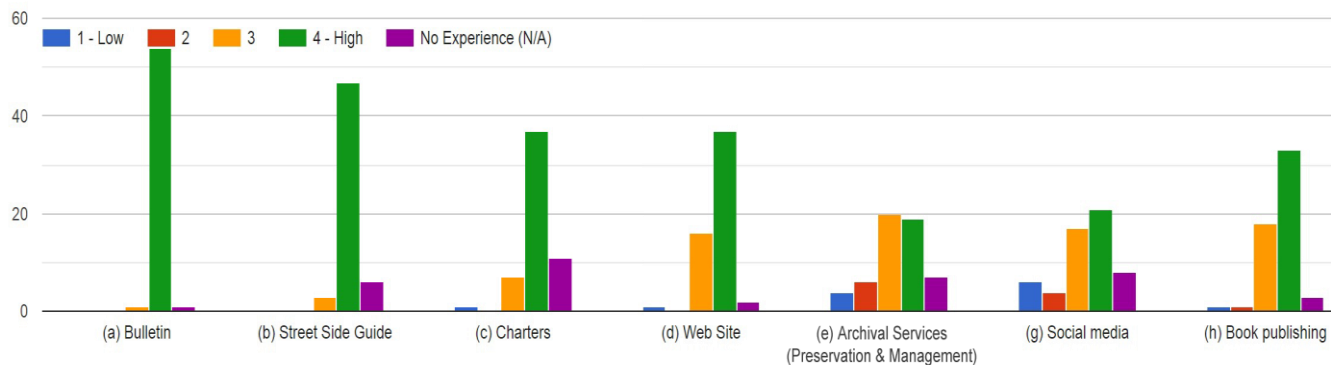


WHAT LEVEL OF VALUE DO YOU RECEIVE BY BEING A CTHF MEMBER?



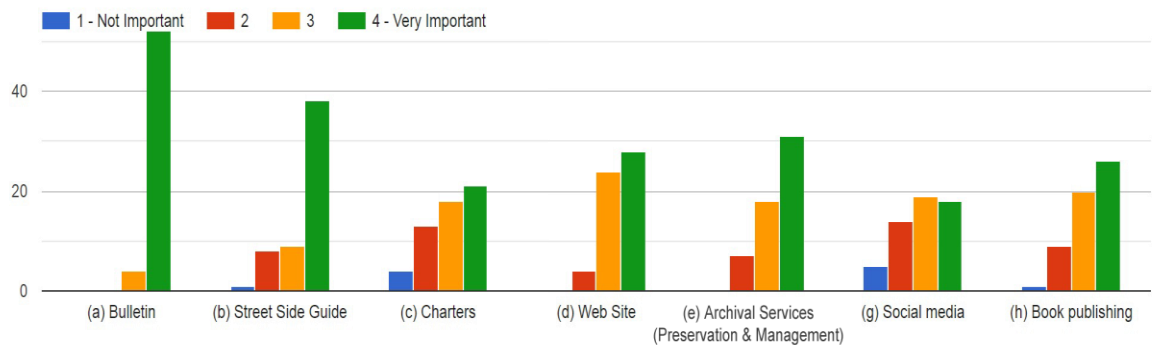
Members were asked to comment on their awareness of each major Foundation activity, as well as their view of its importance and of the Foundation’s performance in delivering on it.

AWARENESS OF CURRENT FOUNDATION BENEFITS



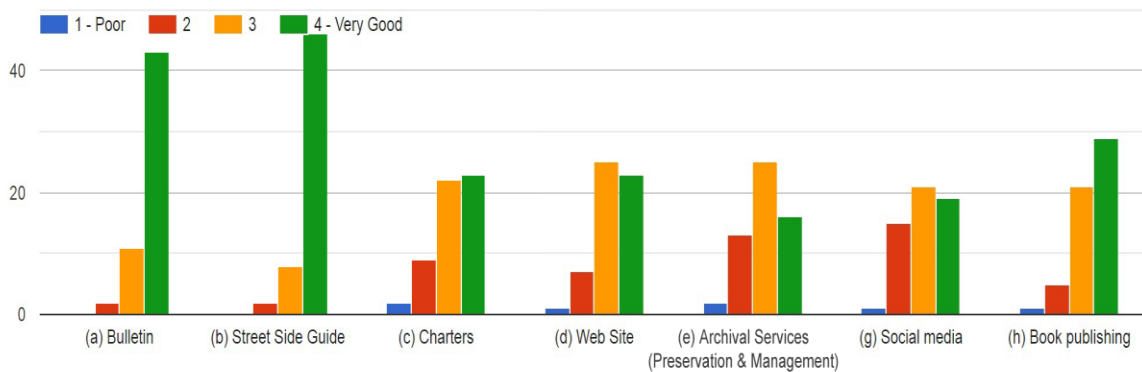
Awareness of all Foundation benefits increased significantly, with the proportion of respondents indicating a high level of awareness of the Bulletin going from 88% to 96%, the Street Side Guide from 78% to 84%, Charters from 38% to 66%, the Web Site from 37% to 66%, and Archives from 27% to 34%. Social Media and Book Publishing are new activities and received awareness scores of 38% and 59% respectively.

IMPORTANCE OF CURRENT FOUNDATION BENEFITS



There was also a substantial increase in member ratings of the importance of most products and services, with the proportion of respondents considering the Bulletin “very important” increasing from 82% to 93% (“important” and “very important” from 95% to 100%), the Street Side Guide “very important” going from 58% to 68% (“important” and “very important” from 82% to 84%), Charters “very important” going from 22% to 38% (“important” and “very important” from 55% to 70%), Web Site “very important” increasing from 48% to 50% (“important” and “very important” from 67% to 93%), and Archives “very important” decreasing slightly from 57% to 55% (“important” and “very important” increasing from 73% to 88%). Social Media was new since the previous survey and received a “very important” rating of 32% in 2020 (“important” and “very important” 66%), while Book Publishing was considered “very important” by 46% of respondents (“important” and “very important” 82%).

DELIVERY OF CURRENT FOUNDATION BENEFITS



Member perception of the Foundation's performance in delivering on its benefits was also much improved. The proportion of respondents rating satisfaction with the Bulletin as "very good" increased from 75% to 77% ("good" and "very good" from 87% to 96%); with the Street Side Guide the "very good" rating increased from 70% to 82% ("good" and "very good" from 82% to 96%); for Charters, "very good" went from 32% to 41% ("good" and "very good" from 53% to 80%); for the Web Site, "very good" went from 28% to 41% ("good" and "very good" from 52% to 86%); and for the Archives, "very good" grew from 12% to 29% ("good" and "very good" from 33% to 73%). Member rating on the new activity of social media was "very good" at 34% ("good" and "very good" at 71%), and for Book Publishing, 52% of respondents rated performance as "very good."

The member survey results strongly endorse the Foundation's focus and progress since the development of the first strategic plan. They support partnerships with well-established local and regional transit heritage groups and museums rather than trying to build a vehicle collection and establish a museum at a national scale, acting as a national integrator, weaving together local and regional interests and offering member value through communications, documenting and celebrating Canada's transit history, and expanding its collection of archival materials.

Members clearly value the Bulletin, which serves as the primary form of communication, as well as the Street Side Guide and more frequent charters. Board member priorities were consistent with member perspectives, pointing to improvements to the Bulletin, more frequent charters, expanding the circulation of the Street Side Guide, cataloguing the archives and making them available to members, as well as pursuing government grants as priority areas of attention.

Specific emphasis was placed on expanding the number of volunteers and attracting a younger and more diverse membership base. Archive materials represent tangible value for members and the general public, and the Bulletin is the signature representation of the CTHF brand for the vast majority of our members. The e-Bulletin is also critical in maintaining more frequent contact with members. As a result, the Archives, Member Services and Volunteerism, the Bulletin, social media and financial sustainability emerged as top priority items.

Key objectives of the strategic planning exercise remain building on a core group of dedicated volunteers, developing a value proposition for existing and potential members – especially a younger demographic and corporate interests – and awakening the dormant interest in Canadian transit heritage.

STRATEGIC STATEMENTS

The Board of Directors reviewed the Foundation's strategic statements and found them to be of continuing relevance and value.

A vision is the framework which guides those essential choices that determine the nature and direction of an organization. *The vision of an organization is a concise word picture or mental model of the organization at some future time. It is what the organization strives to be. A vision is something to be pursued, while a mission is something to be accomplished.* A vision is an abstract concept that people and organizations can bring to life through their commitment and actions.

A mission is a statement that specifies an organization's purpose or "reason for being." It is the primary objective towards which the organization's plans and programs should be aimed. A mission is something to be accomplished, a therefore is usually more specific and less abstract than a vision statement. It usually defines what we do, who we do it for, and how we do it.

VISION

Pride and passion in Canada's transit heritage

As the national voice for transit history, we must demonstrate ***pride and passion***, and inspire others to share in the value of preserving our heritage. This includes preservation, education and advising government.

Our focus is on ***celebrating transit heritage*** and showing how various modes of transit and technology have influenced urban design and can come together to create effective integrated transportation solutions.

MISSION

***To be the voice and resource for Canada's transit heritage by preserving and promoting transit history.
The CTHF is dedicated to fostering partnerships, delivering value and inspiring innovation.***

Voice and resource

We bring together the voices and ideas of our members (including individuals, transit systems, and private sector manufacturers, suppliers and consultants) to create leverage that helps to positively influence the legacy of our transit heritage for the people and communities they serve.

Fostering partnerships

Given the national mandate and challenge in preserving artifacts, we will focus on establishing mutually beneficial partnerships with local and regional groups, in addition to national and foreign stakeholders, with a view to creating a national network of transit heritage interests.

Delivering value

Our members can count on us to understand and adapt to their changing needs and expectations, to deliver products and services they value, and to provide excellent service and support.

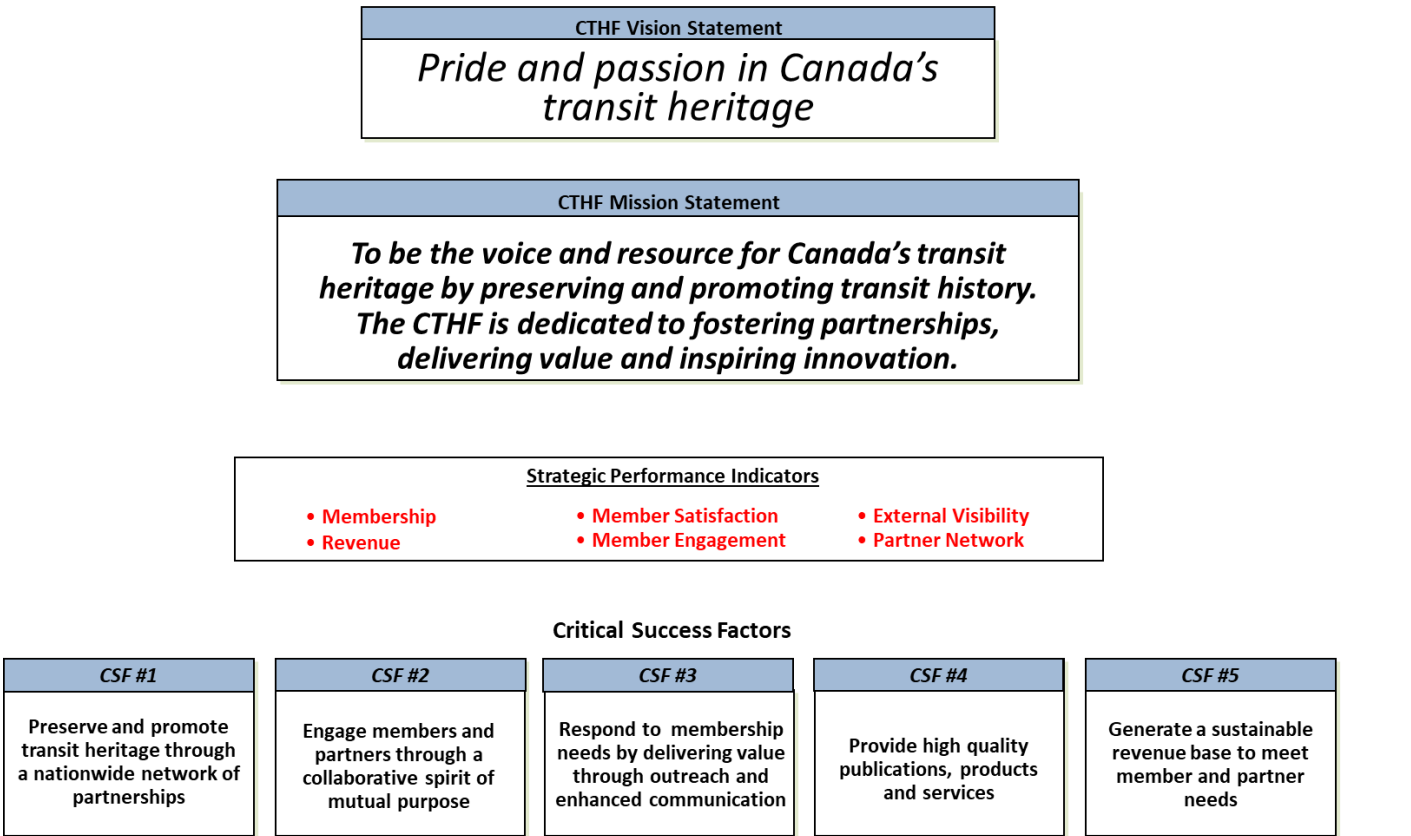
Inspiring innovation

Recognizing that history is the best lesson for the future, we will leverage our heritage to provide value for future transit planning and innovation. As our members, partners and stakeholders rely on us to keep our commitments, we promise to take accountability for delivering results through the work we do.

The **Strategic Plan** is intended to set a high-level direction that the CTHF will pursue over the four years from 2022 to 2025, supported by project initiatives that maximize achievement of stated goals and objectives for critical success factors. The Strategic Plan builds from the Mission and Vision by establishing five Critical Success Factors and a series of strategic initiatives that are designed to narrow the gap between current performance levels and optimal ones over the three-year period. Strategic initiatives were developed by the Board and prioritized according to expected contributions.

Each activity is outlined in terms of its context and purpose, explaining why it is important to the Foundation and identifying its links to CTHF goals. A brief summary of activities and timelines provides an overview of the initiative, and internal linkages are identified, indicating how the activity involves volunteers from different sections of the Foundation. A series of performance criteria has been identified to measure three dimensions: volume of activity (quantity), customer satisfaction (quality), and financial performance. Activities are ranked into categories of PRIORITY ONE **1** and PRIORITY TWO **2**, according to aggregated input from the Board of Directors.

STRATEGIC PLAN FRAMEWORK



The strategic vision and mission statements constitute the highest level of the Foundation’s new framework. They are complemented by six Strategic Performance Indicators and five Critical Success Factors (CSF), which in turn complete the guiding framework.

The above diagram demonstrates the relationship between these elements, from which the operational initiatives and activities are developed. Further measurement is applied to each CSF, and individual Foundation members who are responsible for leading specific initiatives will be implementing action plans and work teams to ensure that stated deliverables are attained within the target time frame.

CRITICAL SUCCESS FACTORS

Using input from the member survey, industry intelligence and collective experience, the Board of Directors identified five Critical Success Factors (CSFs) which the organization must be competent at doing, or concentrate on achieving, in order to be successful in achieving the mission.

They represent the answers to the following two questions:

- What must go right or be right in order to accomplish the mission?
- What, if it went wrong, would jeopardize or even destroy the mission?

CSF #1 Preserve and promote transit heritage through a nationwide network of partnerships

As there are successful local groups preserving vehicles and artifacts, CTHF's role is best served at the national level by uniting these groups and developing effective partnerships to create a pan-Canadian voice and network. This requires proactively identifying appropriate heritage partners and working together to engage in dialogue as well as offering the right balance of benefits and governance representation.

CSF #2 Engage members and partners through a collaborative spirit of mutual purpose

We will develop activities to bring our members together, through more frequent meetings and charters, more inclusive governance structures, engaging volunteerism and better communication. We will operate with a spirit of cooperation and co-dependency, where members are enthusiastic about meeting day-to-day challenges and longer-term business goals and aspirations. We will have a sense of urgency in meeting our commitments and ensure that activities are completed on a timely basis. Our success requires results-oriented behaviour, achieved with a positive and proactive winning attitude and commitment to teamwork. Our members and partners will experience the Foundation as a highly energized and professional team, dedicated to making it easy and beneficial for them to engage with us.

CSF #3 Respond to membership needs by delivering value through outreach and enhanced communication

For CTHF to be the proud and passionate voice of Canadian transit history, it must ensure that it understands the needs of its existing and desired member segments in order to make itself sufficiently relevant to attract and retain members. We will target membership segments, develop membership benefits and ancillary products and services that they value, make them aware of the benefits of joining the CTHF, and provide tangible reasons why they should join – and remain – members of CTHF.

CSF #4 Provide high quality publications, products and services

We will produce high quality publications, products and services by building on the success of the Bulletin and Street Side Guide that our members perceive to be of high value and essential to receive. We will restructure the Bulletin's editorial approach to include more original historical content and expand member resources. We will expand the circulation of the Street Side Guide by marketing and promoting its value to non-traditional customers. Our goal is to ensure that content will always be relevant both locally and nationally.

CSF #5 Generate a sustainable revenue base to meet member and partner needs and support the Foundation's charitable status

Delivering value on member expectations -- including high performance partnerships as well as quality products and services -- depends on a sustainable financial framework with effective management of revenues and expenditures. The CTHF will maintain a comprehensive financial framework with a robust and transparent budget process to support strategic objectives and initiatives. Programs will be designed and funded in accordance with our defined charitable purpose as a registered charity.

MEASUREMENT

Six high level categories have been identified as Strategic Performance Indicators that the CTHF will track to gauge its strategic performance. Specific measurements and quantifiable targets have been selected to guide work and assess progress over the three-year scope of the plan.

1. **Membership** - Number of members at year-end
2. **Revenue** - Total revenue for fiscal year
3. **Member Engagement** - Active member participation
4. **Member Satisfaction** - Stated satisfaction from member survey
5. **External Visibility** - Prominence at external events
6. **Partner Network** - Number and extent of partnerships

STRATEGIC PERFORMANCE INDICATORS

Several high-level categories were identified as Strategic Performance Indicators that the CTHF should track to gauge its performance.

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Membership <small>No. of members at year-end</small>	188	195	215	220	216	225	237	240	245	250	255
Revenue <small>Total revenue for fiscal year (000)</small>	\$14	\$11.5	\$16.6	\$15	\$19.6	\$13	\$18.7	\$18.9	\$20	\$22	\$25
Member Engagement <small>Active member participation</small>											
Member Satisfaction <small>Stated satisfaction from survey</small>		72%				98%					
External Visibility <small>Presence at external events</small>	1	2	3	1	1	0	0	2	3	4	5
Partner Network <small>Number of partnerships with formal agreements</small>	1	3	7	9	9	9	9	9	10	10	10

as at end of December of each year

In addition, each Critical Success Factor has its own series of more detailed Key Performance Indicators (KPIs). These will be monitored on a regular basis and reported annually.

CSF #1 Preserve and promote transit heritage through a broad network of partnerships

- PARTNER WITH REGIONAL, NATIONAL AND INTERNATIONAL GROUPS: Target – 10 in 2023, then stable
- ARCHIVAL COLLECTION: Target – Initial member access to online archives by June 2025

CSF #2 Engage members and partners through a collaborative spirit of mutual purpose

- VOLUNTEER SUCCESSION PLAN: Target – document outlining potential successors by end 2023
- INCREASE MEMBER PARTICIPATION: Target – 20% of members actively participating
- EVENTS: Target – resumption of event presence with 2 in 2022, 3 in 2023, 4 in 2024 and 5 in 2025

CSF #3 Respond to membership needs by delivering value through outreach and enhanced communication

- MEMBERSHIP: Target – modest growth to 255 members by 2025
- MEMBER COMMUNICATION: Target – 4 print and 12 electronic communications per year
- ONLINE PUBLIC VISIBILITY: Target – 25 Facebook posts, 1500 Facebook followers and 3000 external web site visits in 2023

CSF #4 Provide high quality publications, products and services

- IMPROVED BULLETIN DESIGN AND LAYOUT: Target – new design in place for August 2023 issue
- STREET SIDE GUIDE CIRCULATION: Target – 250 books sold for 2024 edition

CSF #5 Generate a sustainable revenue base to meet member and partner needs and support the Foundation's charitable status.

- NON-MEMBER REVENUE: Target – average of \$2000 per year in revenue by 2025
- GOVERNMENT GRANTS: Target – average of \$5000 per year in grants by 2024

TIMELINES

	2022				2023				2024				2025			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
CSF #1: Preserve and promote transit heritage through a nationwide network of partnerships																
1.1 Enhance and expand partner network																
1.2 Improve visibility of CTHF ①																
1.3 Explore potential home for existing and future vehicles ②																
1.4 Develop catalogue, storage and member access for archival materials ①																
CSF #2: Engage members and partners through a collaborative spirit of mutual purpose																
2.1 Develop succession plan for key volunteer functions and expand volunteer base ①																
2.2 Increase frequency of charters & events ②																
CSF #3: Grow membership by delivering value through outreach & enhanced communication																
3.1 Develop member services plan and identify value propositions ①																
3.2 Expand and enhance social media presence ①																
3.3 Expand electronic communications ②																
CSF #4: Provide high quality publications, products and services																
4.1 Redesign signature publication ①																
4.2 Expand circulation of Street Side Guide ②																
4.3 Consider producing other publications ②																
CSF #5: Generate a sustainable revenue base to meet member and partner needs																
5.1 Establish program to develop non-member revenue																
5.2 Systematically pursue government grants ①																