



STRATEGIC PLAN 2026-2030

SUMMARY

*The important thing about history is
that it is not really about the past.*

*It's about the stories we tell
ourselves to help explain our present
and shape our future: how we got
here and where we are going.*

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CONTEXT

This is the third strategic plan of the Canadian Transit Heritage Foundation, the first of which was developed in 2016 to provide direction and focus for future growth and sustainability. Each plan involved a broad member survey and an interview process of Board members as inputs to the strategic planning exercise.

The member survey has been replicated periodically in order to track progress and guide strategic decisions. More recently, a comprehensive governance review was also undertaken, in an effort to streamline the decision-making process and improve the Foundation'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 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 four 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 outlines areas of focus, with priority strategic initiatives developed into plans with objectives, deliverables and key performance indicators (KPIs). Basic principles include 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 third member survey was conducted in August 2025, in anticipation of the development of a strategic plan for this time period and preceding the governance review, which began in February 2026. The governance review set out to modify the Board role as one of policy and accountability. As such, the Board is made up of the Executive and a cross-section of the members who are important contributors. The Chair is held by the President who acts in a facilitation role and holds an Executive leadership role. The Board approves the strategic plan, budget, membership pricing and product development and holds oversight of legal compliance and integrity.

The Executive is a sub-set of the Board, meets more frequently and its members have full delegation to execute the decisions of the Board. The Executive have hands-on roles, each dedicated to specific functions as Vice-Presidents. Each Executive member represents one function of the Foundation and members make decisions by consensus. These modifications serve to orient the Strategic Plan process as one of building resilience for the future.

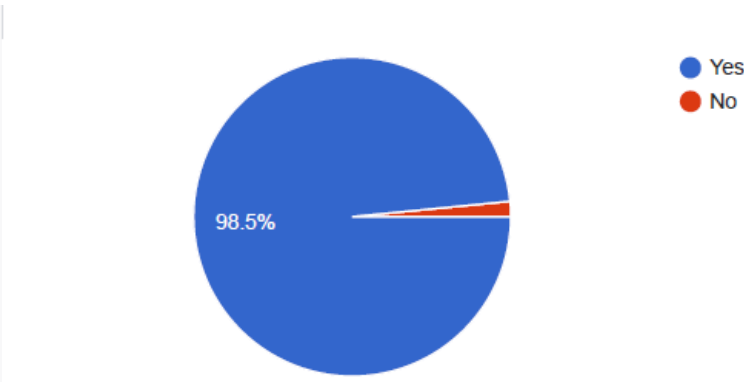
MEMBER SURVEY RESULTS

The 2025 member survey largely replicated previous ones, in an effort to gauge progress and changes in member sentiment. The survey was sent to 265 members (23% more than in 2020 and 47% more than in 2016) and received 65 completed responses, which represents a 25 percent response rate.

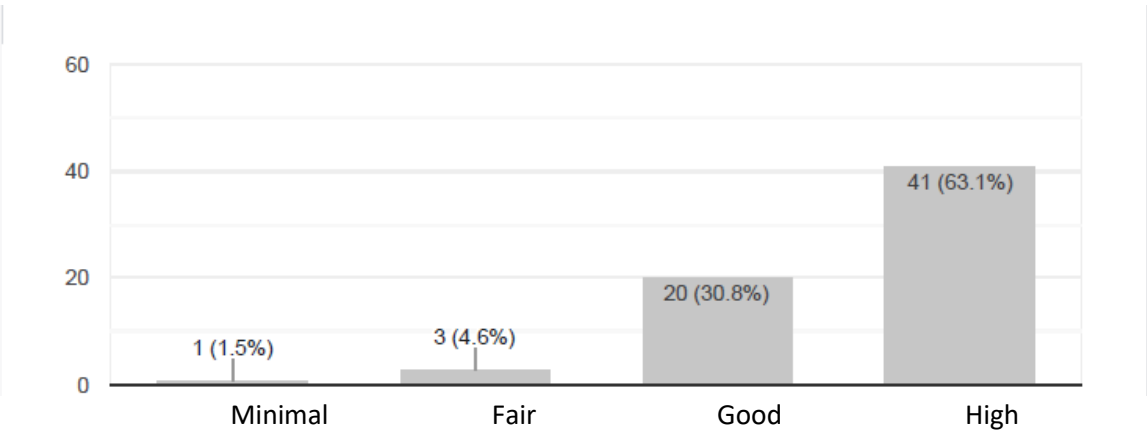
The improvement in member scores on the Foundation’s performance from 2016 to 2020 was so great and the scores so high that it was difficult to imagine these improving further in 2025. In 2016, the proportion of respondents who felt the CTHF is delivering on its mandate was 72%. By 2020, it had increased to 98.2%. It now stands at 98.5%

From 2016 to 2020, the proportion of respondents who felt they were getting high value for their membership increased from 24% to 57%, and those who felt they were getting good or high value went from 77% to 100%. In 2025, those numbers stood at 63% and 94% respectively. Awareness levels of all Foundation services have remained at a very high level, as has member impression of performance.

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

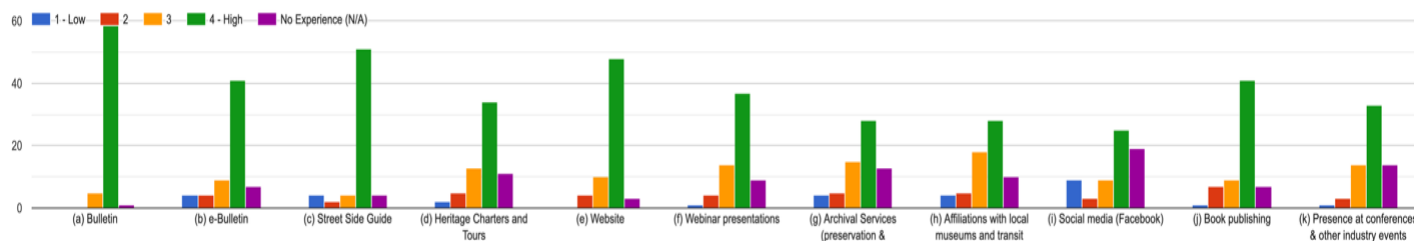


WHAT LEVEL OF VALUE DO YOU RECEIVE BY BEING A CTHF MEMBER?



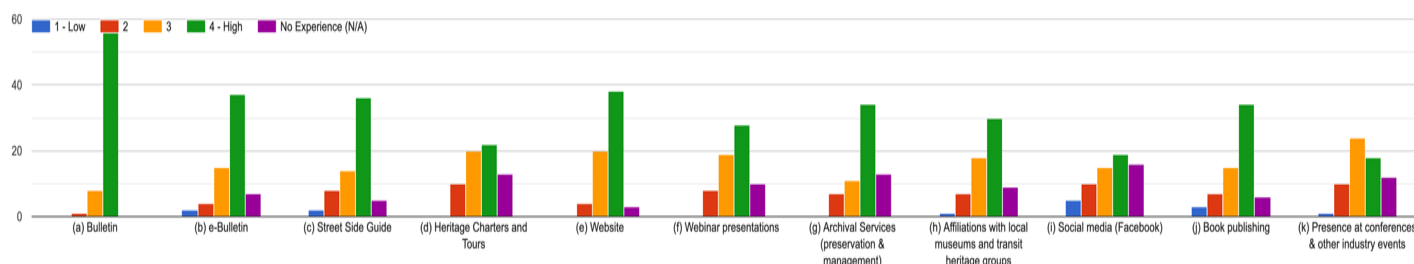
Members were asked to comment on their awareness of each major Foundation activity, as well as their view of its importance and of the Foundation’s performance in delivering on it.

AWARENESS OF FOUNDATION BENEFITS



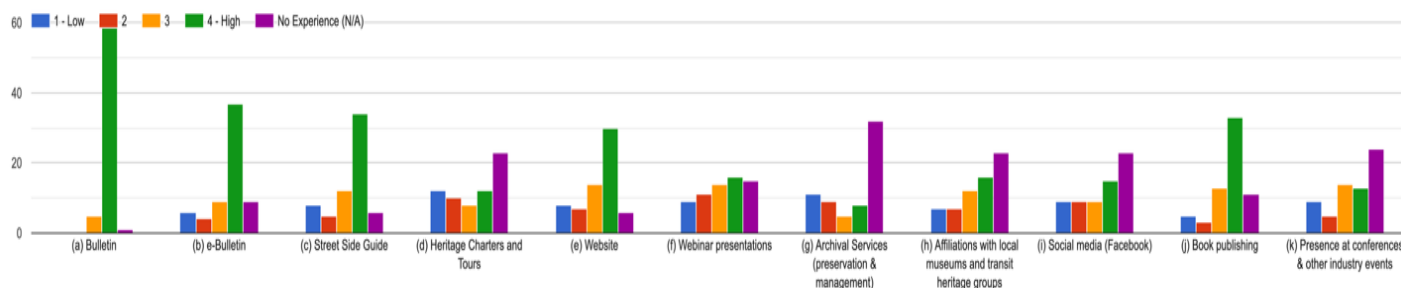
Awareness of all Foundation benefits was largely stable from 2020 to 2025, with the exception of the web site, which increased from 37% in 2016 to 66% in 2020 to 77% in 2025, the archives, which increased from 27% to 34% to 71% over those years, and social media, which increased from 38% in 2020 to 54% in 2025. Awareness of the e-Bulletin stood at 71%.

IMPORTANCE OF FOUNDATION BENEFITS



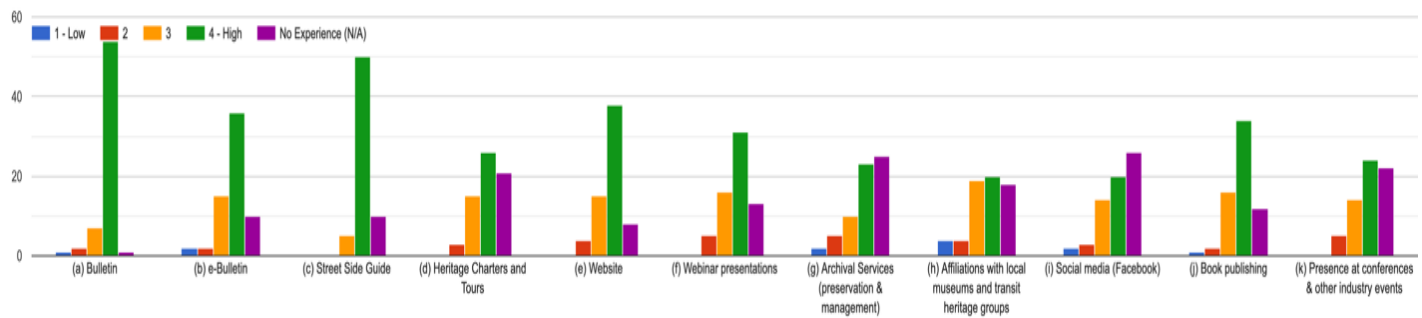
Member ratings of the importance of most products and services also remained constant, with the exception of charters, which increased from 55% in 2016 to 70% in 2020 to 83% in 2025. Webinars and the e-Bulletin were measured for the first time in 2025, and their rated importance stood at 85% and 90% respectively.

USING FOUNDATION BENEFITS



When asked if they were actually using the Foundation’s products and service, the majority cited the Bulletin and e-Bulletin, the Street Side Guide, Web Site and Books. Very few are attending charters or using archival services, social media or attending conferences where the Foundation has a presence. This is not surprising due to the geographical spread of the membership, but member use of the archives is expected to grow significantly in the future.

DELIVERY OF FOUNDATION BENEFITS



Member perception of the Foundation's performance in delivering on its benefits improved in many areas. For example, the proportion of respondents rating satisfaction with the Street Side Guide the "very good" rating increased from 70% in 2016 to 82% in 2020 to 91% in 2025 ("good" and "very good" from 82% to 96% to 100%); for Charters, "good" and "very good" went from 53% to 80% to 93% over the three surveys; for the Web Site, "good" and "very good" increased from 52% to 86% to 93%; and for the Archives, "good" and "very good" went from 33% to 73% to 83%. Member rating on the newer activity of social media improved from "good" and "very good" at 71% in 2020 to 87% in 2025, and for Book Publishing, 94% of respondents rated performance as "good" or "very good." Webinars were measured in 2025 for the first time and 95% of respondents scored performance as "good" or "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 and tours. 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.

The Archives project has emerged as a critical centrepiece of the Foundation's activities, whose 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, 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 through public outreach and storytelling.

The important thing about history is that it is not really about the past. It's about the stories we tell ourselves to help explain our present and shape our future: how we got here and where we are going.

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, and 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 through discovery.

Voice and resource

We bring together the voices and ideas of our members, partners and stakeholders to create leverage that helps to positively influence the legacy of our transit heritage for the people and communities served by public transit.

Fostering partnerships

Given our national mandate and the challenge involved in preservation, 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, partners and stakeholders 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.

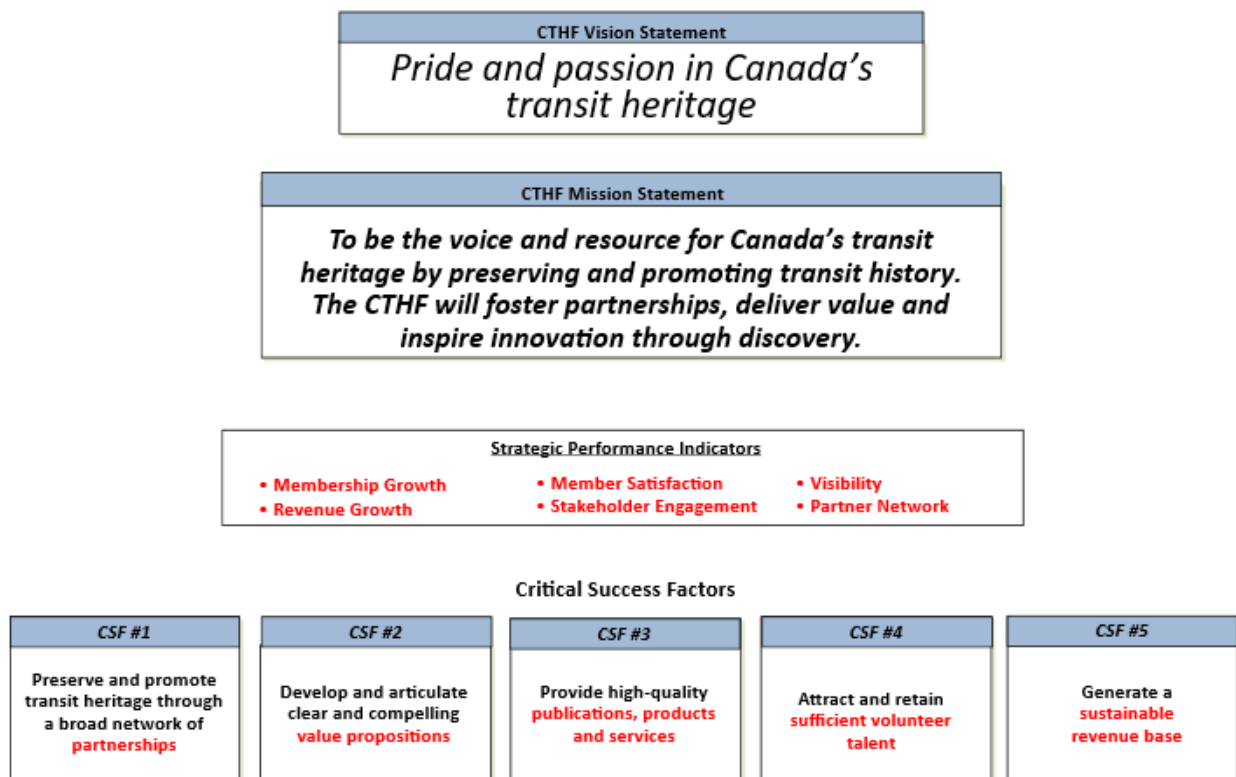
Inspiring innovation through discovery

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 2026 to 2030, 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 (CSF) and a series of strategic initiatives that are designed to narrow the gap between current performance levels and optimal ones over the four-year period. The first three CSFs refer to the primary activities of the Foundation, the fourth addresses human resources, and the fifth is concerned with finances. 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.

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 broad 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. Partnerships with other like-minded groups such as transit industry trade unions, libraries and non-transit heritage groups can serve to round out the network. These relationships need ongoing support and enhancement to ensure the right balance of benefits and governance representation.

CSF #2 Develop and articulate clear and compelling value propositions

For the CTHF to be a proud and passionate voice of Canadian transit history, we will clearly identify market segments in terms of interest, demographics and geography, and develop clear value propositions for each. We will ensure a thorough understanding of the needs of these market segments, thereby making itself sufficiently relevant to attract and retain them. We will develop products and services that they value, make them aware of the benefits and provide tangible reasons why they should join and remain part of the CTHF network. This will be supported by comprehensive marketing and communications plans.

CSF #3 Provide high-quality publications, products and services

We will provide high-quality publications, digital resources, products and services that preserve, interpret and promote Canada's transit heritage. Building on the success of the Bulletin and Street Side Guide, we will continue to evolve our publications while expanding the Online Archives and developing new digital and archival services that make transit heritage more accessible to members, partners, researchers and the public.

CSF #4 Attract and retain sufficient volunteer talent

We will create an effective governance structure and constantly pursue activities to attract and retain volunteers with appropriate skill sets to efficiently undertake the Foundation's initiatives. We will pursue active communication through frequent meetings and events, outreach and networking as well as maintaining a comprehensive succession plan. We will operate with a spirit of collaboration and co-dependency, where members, partners and stakeholders are enthusiastic about meeting day-to-day challenges and longer-term business goals and aspirations.

CSF #5 Generate a sustainable revenue base

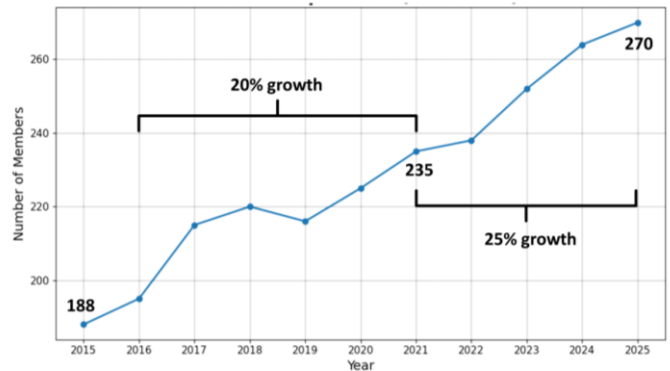
Delivering value on member, partner and stakeholder expectations -- including high-performance relationships as well as quality products and services -- depends on a sustainable financial framework with effective management of revenues and expenditures. This includes outreach to encourage donations and actively pursuing government grants to support strategic objectives and initiatives.

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. **Stakeholder Engagement** – Net promoter score
4. **Member Satisfaction** - Stated satisfaction from member survey
5. **Visibility** – Aggregate social media data (digital reach)
6. **Partner Network** - Number and extent of partnerships

MEMBERSHIP GROWTH 2015-2025



STRATEGIC PERFORMANCE INDICATORS												
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2030
Membership Number of members at year-end	188	195	215	220	216	225	235	238	252	264	270	300
Revenue Total revenue for fiscal year (000)	\$14	\$11.5	\$16.6	\$15	\$19.6	\$13	\$18.7	\$18.6	\$19.1	\$29.1	\$29.5*	\$30
Stakeholder Engagement Net promoter score								\$18.9	\$20	\$22	\$25	
Member Satisfaction Stated satisfaction from survey		72%				98%					98%	95%
Visibility Aggregate social media data *												
Partner Network Number of partnerships with formal agreements	1	3	7	9	9	9	9	9	10	10	10	15

* - \$43.2 if Archive donations are included Actuals in black Targets in red

as at end of December of each year

* average annual growth of $\geq 25\%$ across priority digital channels, including web site, social media, e-Bulletin, and online archives

The indicators shown above are subject to refinement as accuracy of measurement is determined during the initial year of the plan. This applies in particular to stakeholder engagement and visibility.

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

- ENHANCE AND EXPAND PARTNER NETWORK: Target – 15 by 2028
- IMPROVE VISIBILITY OF THE CTHF: Target – Web Site: +25% unique users from 2026 baseline; Facebook: +10% followers year over year; Instagram: +10% followers year over year; LinkedIn: +100% followers

CSF #2 Develop and articulate clear and compelling value propositions

- MEMBERSHIP: Target – modest growth to 300 members by 2030
- IDENTIFY MEMBER AND STAKEHOLDER SEGMENTS AND INTERESTS: Target – complete by June 2027
- DEVELOP SEGMENTED VALUE PROPOSITIONS: Target – complete by June 2027
- CREATE MULTI-YEAR MARKETING AND COMMUNICATION PLANS: Target – complete by June 2028

CSF #3 Provide high-quality publications, products and services

- DEVELOP A MODERNIZATION STRATEGY FOR PUBLICATIONS: Target – complete by December 2027
- ACTIVATE ARCHIVAL SERVICES AND DEVELOP PROCEDURES: Target – complete by June 2027
- DEVELOP THE FULL POTENTIAL OF THE ARCHIVES: Target – complete by December 2028
- EXPLORE NEW SERVICE CONCEPTS: Target – criteria in place by December 2026

CSF #4 Attract and retain sufficient volunteer talent

- NEW AND EFFECTIVE GOVERNANCE STRUCTURE: Target – in place by December 2026
- SUCCESSION PLAN FOR KEY VOLUNTEER FUNCTIONS: Target – complete by May 2027
- ACTIVE OUTREACH TO EXPAND VOLUNTEER BASE: Target – Significant new volunteers and hours

CSF #5 Generate a sustainable revenue base

- DIGITIZED REVENUE: Target – average of \$10,000 per year in net new revenue by 2028
- MULTI-YEAR FINANCIAL PROJECTIONS: Target – in place by December 2026
- GOVERNMENT GRANTS: Target – average of \$5000 per year in grants by 2028

CSF #1 – PARTNERSHIPS

Preserve and promote transit heritage through a broad 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. The Foundation has established a partner network consisting of ten organizations, eight Canadian regional (British Columbia, Saskatchewan, Manitoba, Ontario and Quebec) and two national or international. These relationships will need ongoing support and enhancement to ensure the right balance of benefits and governance representation. Non-traditional partners such as libraries, museums, educational institutions and trade unions will be pursued as potential additions to the network.

Strategic Objective

To maintain a national heritage network with preservation groups and industry stakeholders

Strategic Initiatives

- 1.1 Enhance and expand partner network
- 1.2 Improve visibility of CTHF

Key Performance Indicators

- OPTIMIZE REACH TO AUDIENCE THROUGH MUTUAL PARTNER BENEFITS: Target – Web Site: +25% unique users from 2026 baseline; Facebook: +10% followers year over year; Instagram: +10% followers year over year; LinkedIn: +100% followers
- UNDERTAKE JOINT ACTIVITIES WITH PARTNERS: Target – 5 activities per year by 2028; 10 by 2030
- EXPAND NETWORK BY PARTNERING WITH NON-TRADITIONAL GROUPS: Target – 5 new partners by 2028

CSF #2 – VALUE PROPOSITIONS

Engage members and partners through a collaborative spirit of mutual purpose

For the CTHF to be a proud and passionate voice of Canadian transit history, we will clearly identify market segments in terms of interest, demographics and geography, and develop clear value propositions for each. We will ensure a thorough understanding of the needs of these market segments, thereby making itself sufficiently relevant to attract and retain them. We will develop products and services that they value, make them aware of the benefits and provide tangible reasons why they should join and remain part of the CTHF network. This will be supported by comprehensive marketing and communications plans.

Strategic Objective

To deliver value for each member and stakeholder segment, enhance visibility and build lasting relationships

Strategic Initiatives

- 2.1 Identify member and stakeholder segments and interests
- 2.2 Develop segmented value propositions
- 2.3 Create a multi-year marketing plan
- 2.4 Create a multi-year communication plan

Key Performance Indicators

- MARKET SEGMENTATION: Target – complete by June 2027
- VALUE PROPOSITIONS: Target – complete by June 2027
- MEMBERSHIP: Target – modest growth to 300 members by 2030
- COMMUNICATION: Target – Web Site: +25% unique users from 2026 baseline; Facebook: +10% followers year over year; Instagram: +10% followers year over year; LinkedIn: +100% followers
- NON-MEMBER CONTRIBUTIONS:

CSF #3 – PRODUCTS AND SERVICES

Provide high-quality publications, products and services

Membership has grown by over 50% since the adoption of the first strategic plan. For the CTHF to be a proud and passionate voice of Canadian transit history, however, it must ensure that it continuously understands the needs of its existing and future member segments in order to make itself sufficiently relevant to attract and retain them. We will provide high-quality publications, digital resources, products and services that preserve, interpret and promote Canada's transit heritage. Building on the success of the Bulletin and Street Side Guide, we will continue to evolve our publications while expanding the Online Archives and developing new digital and archival services that make transit heritage more accessible to members, partners, researchers and the public.

Strategic Objective

To produce respected publications and offer valuable services to a broad base of members, partners and stakeholders

Strategic Initiatives

- 3.1 Develop a modernization strategy for publications
- 3.2 Activate archival services and develop procedures
- 3.3 Develop the full potential of CTHF as the primary resource for Canadian transit industry archives
- 3.4 Explore new service concepts to support the interests of members and stakeholders

Key Performance Indicators

- BULLETIN AND STREET SIDE GUIDE DIGITIZATION: Target – in place by December 2027
- GUIDING FRAMEWORK FOR ARCHIVAL COLLECTION: Target – in place by June 2027
- GUIDELINES FOR NEW SERVICE CONCEPTS: Target – in place by December 2026

CSF #4 – VOLUNTEER TALENT

Attract and retain sufficient volunteer talent

Successful non-profit associations and foundations depend on a solid and expanding base of volunteers to reach their goals and objectives. The initiative seeks to constantly reach out to maximize the CTHF volunteer potential as a basis for growth and sustained member value. They also need comprehensive succession plans so that an alternate is always available to take over key functions if the incumbent is unable to continue. Such plans should also groom individuals for a natural succession process as and when required.

Strategic Objective

To develop an operating structure that is team-based and performs at a high level

Strategic Initiatives

- 4.1 Implement new and effective governance structure
- 4.2 Develop succession plan for key volunteer functions
- 4.3 Undertake active outreach to expand volunteer base

Key Performance Indicators

- GOVERNANCE STRUCTURE: Target – in place by December 2026
- TALENT OUTREACH: Target – Expansion of new volunteers and hours
- VOLUNTEER SUCCESSION PLAN: Target – in place by December 2027

CSF #5 – FINANCIAL SUSTAINABILITY

Generate a sustainable revenue base to meet member and partner needs and support the Foundation’s charitable status.

Delivering value on member, partner and stakeholder expectations -- including high-performance relationships as well as quality products and services -- depends on a sustainable financial framework with effective management of revenues and expenditures. This includes outreach to encourage donations and actively pursuing government grants to support strategic objectives and initiatives.

Strategic objective

To create a sustainable financial management process that strikes an equitable balance between income, expenditures, non-member revenue, donations and government grants.

Strategic Initiatives

- 5.1 Support enhanced membership revenue through targeted segmentation and implement financial structures for digitized revenue opportunities
- 5.2 Project financial sustainability on a medium-term basis
- 5.3 Pursue government grants and donations to support key initiatives

Key Performance Indicators

- NON-MEMBER REVENUE: Target – average of \$2000 per year in revenue by 2028
- GOVERNMENT GRANTS: Target – average of \$5000 per year in grants by 2028

TIME LINES

	2026				2027				2028				2029			
	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																
CSF #2: Develop and articulate clear and compelling value propositions	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.1 Identify member and stakeholder segments and interests																
2.2 Develop segmented value propositions																
2.3 Create a multi-year marketing plan																
2.4 Create a multi-year communication plan																
CSF #3: Provide high-quality publications, products and services	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
3.1 Develop a modernization strategy for publications																
3.2 Activate archival services and develop procedures																
3.3 Develop the full potential of CTHF as the primary resource for Canadian transit industry archives																
3.4 Explore new service concepts to support the interests of members and stakeholders																
CSF #4: Attract and retain sufficient volunteer talent	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
4.1 Implement new and effective governance structure																
4.2 Develop succession plan for key volunteer functions																
4.3 Undertake active outreach to expand volunteer base																
CSF #5: Generate a sustainable revenue base	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
5.1 Support enhanced membership revenue through targeted segmentation and implement financial structures for digitized revenue opportunities																
5.2 Project financial sustainability on medium-term basis																
5.3 Pursue government grants and donations to support key initiatives																

Activate V