



# **Strategic Plan 2016 -2019**

***The route to continued transit success!***

Deseronto Transit  
48A Brant St.  
Deseronto, ON  
K0K 1X0

[transit@deseronto.ca](mailto:transit@deseronto.ca)

Prepared for:  
The Transportation Steering Committee  
regarding Deseronto Transit

Prepared by:  
Brandi Hodge, Director, Community Engagement  
Amy Watkins, Director, Community Investment  
United Way of Quinte

# DESERONTO



## Transit

July 27, 2016

Deseronto Transit is pleased to present our strategic plan for the period 2016-2019.

The Transportation Steering Committee and staff of Deseronto Transit committed to the creation of a sound, informed, complete strategic plan by participating in three facilitated sessions. Each session encouraged brain storming, fostered deep conversations, rich dialogue and reflection.

In session one, with cooperation from stakeholders, we completed an analysis of the Strengths and Weaknesses that exist internally, as well as the Opportunities and Threats that exist externally through a SWOT analysis exercise. The SWOT analysis process allowed us to explore possibilities for new efforts or solutions, foster change, and reveal priorities. We are strategically and intentionally able to determine that we need to:

- Build on Strengths
- Minimize Weakness,
- Seize Opportunities, and
- Counteract Threats

Based on the results of the SWOT Analysis, a facilitated session was held to assist us with the amendment of our mission and vision statements and the creation of value statements. It was important to Deseronto Transit that the growth and progress of the agency be reflected in our strategic plan. It is recognized by the Committee and Staff that the future direction of service delivery for Deseronto Transit are rooted in our vision and mission. In order to establish strategic, intentional goals and objectives for the future, strong, relevant mission and vision were fundamentally important to our direction and success. The new statements are included in this report.

Finally a third session was held to establish the strategic plan, blending the information from the SWOT, the Mission exercises and the knowledge of the staff and committee. From that, this plan was created.

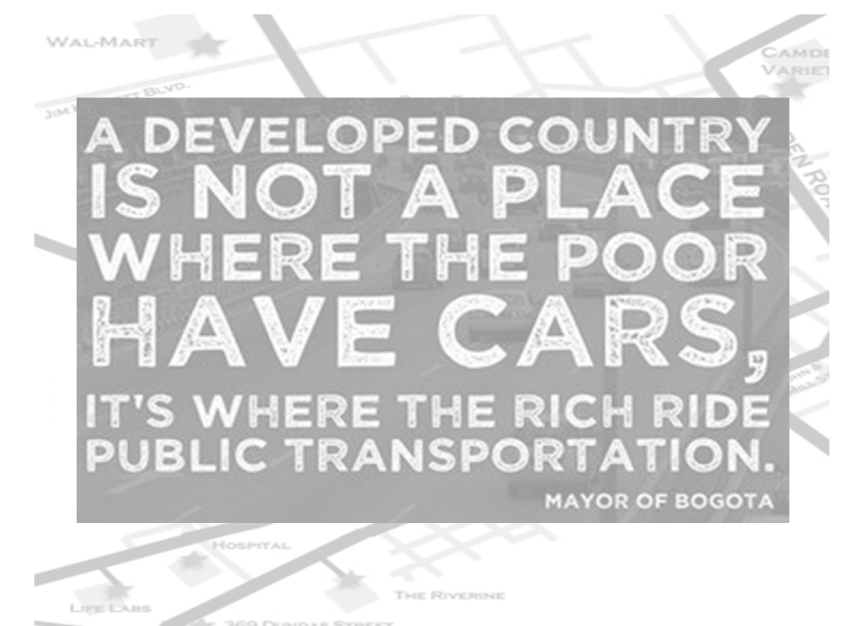
The future of Deseronto Transit will be shaped by 5 key strategic directions;

- Increasing & Strengthening Community Profile and the Reputation of Organization
- Developing & Implementing Best Practices in the Management of Human Resources
- Strengthen Financial Stability and Viability
- Maximizing Program Delivery and Development
- Enhancing Governance and Organizational Oversight

The Deseronto Transit Transportation Committee welcomes your feedback on this plan.

Susan Stolarchuk  
Administrator

Edgar Tumak  
Committee Chair



# STRATEGIC DIRECTIONS - 2016-2019

## Increasing & Strengthening Community Profile and the Reputation of Organization

## Developing & Implementing Best Practices in the Management of Human Resources

## Strengthen Financial Stability and Viability

## Maximizing Program Delivery and Development

## Enhancing Governance and Organizational Oversight

Deseronto Transit will raise the profile of the programs and services of the organization to support expansion and improve community awareness.

Deseronto Transit will meet the human resources needs of the organization contributing to its long term viability.

Deseronto Transit will ensure the sustainability of our service through sound financial management and diversification of funding sources

Deseronto Transit will strengthen the delivery of programs and services by implementing best practices to address needs and grow the service

Deseronto Transit will strengthen policies and manage risk to demonstrate transparency and accountability to stakeholders.

- Deseronto Transit will develop and implement a communications and marketing strategy targeted to specific audiences to raise awareness of our programs and services. This may include social media, student packages, newspapers, radio, PSA's, referring organizations and associations.
- Develop a strategy to improve community perceptions, strengthen the reputation and communicate the positive impact of Deseronto Transit on local communities.
- Explore the potential of re-branding the organization.

- Deseronto Transit will attempt to resource additional levels of staffing in order to mitigate roles and responsibilities being overlapped.
- Deseronto Transit will identify professional development opportunities for staff through a performance evaluation process.
- Deseronto Transit will implement succession planning including cross training for senior staff, drivers and committee.
- Deseronto Transit will demonstrate its appreciation of staff and volunteers through an established recognition process .
- Deseronto Transit will develop policies and protocols to protect the health and wellbeing of its staff & drivers.

- Solidify and grow relationships with core financial partners such as municipalities etc.
- Explore opportunities for diversification of funding which may include: grant writing, government grants, collaborations and other sources of revenue like advertising and sponsorship.
- Create cost efficiencies through collaboration, partnerships internally.
- Maintain high levels of financial accountability and cross train internally
- Create and maintain an operational reserve in addition to a vehicle reserve

- Explore expansion of service and resources required (funding and capital) in order to address needs of riders such as frequency of routes, additional routes and additional communities .
- Develop protocols that allow for the efficient and consistent delivery of service. i.e. standardizing routes, stops, etc.
- Improve customer service and the customer experience by promoting dependability, reliability and relevant protocols such as AVL-IT equipment, consistent contact information and consistent office hours .
- Explore different fee for service models to include family rates, community organization rates and students and partnerships (ODSP, OW, Loyalist, etc.)

The board is committed to being informed, implementing best practices and ensuring effective leadership. Toward that end the board will:

- Commit to the regular review and updating of all policies and procedures and ensure implementation organization wide including personnel, financial, governance, operational (drivers), Risk Management etc..
- Ensure regular review of and compliance with legislative requirements
- Continue to improve communication regularly to municipality, council, funders and stakeholders to build relationships and confidence in Deseronto Transit.
- Continue to share CVOR with Town of Deseronto and ensure compliance with all mandated requirements to protect status and manage associated risks .

# Deseronto Transit Transportation Committee

# Mission, Vision & Values

**Deseronto Transit is a program of the Town of Deseronto and governed by Deseronto Town Council. A Transportation Steering Committee was established with the following members to assist in the oversight of Deseronto Transit operations.**

Norm Clark	Mayor to the Town of Deseronto
Trish Dickinson	Councillor for the Town of Deseronto
Roger Cole	Councillor for Napanee
Edgar Tumak	Chairperson
Anne Everhardus	Committee Member
Anne-Marie Murphy	Committee Member
Catherine Houard	Committee Member
Lisa Brooks	Committee Member
Lori Brooks	Committee Member
Pat MacLean	Committee Member
Susan Stolarchuk	Transit Administrator
Margaret Hall	Administrative Assistant & Transit Operator

As part of the strategic planning process, Deseronto Transit realigned our mission, vision and values to be reflective of the evolution of our organization and who we challenge ourselves to become.

## Mission

We provide public transportation that is affordable and accessible, connecting people to communities within the Napanee, Belleville and Picton region.

## Vision

Everyone has access to sustainable transportation that meets their needs.

## Values

### **Team Work**

Excellence in service comes from working together collaboratively with colleagues and clients, creating a strong, mindful and compassionate network for program delivery.

### **Reliability & Efficiency**

We are reliable and dependable to all our stakeholders, providing safe, relevant and efficient services.

### **Compassion & Flexibility**

We provide all services in a safe, flexible and non-judgmental manner, treating everyone with respect.

### **Continuous Improvement & Innovation**

We strive to be knowledgeable, proactive and capable by providing innovative solutions and improvement to transportation needs in our community.

### **Accountability & Integrity**

We are accountable to our stakeholders, demonstrating honesty, and fairness in our delivery of services and the administration of the organization; communicating accurately and openly with the community.