

SAUGEEN MOBILITY

and REGIONAL TRANSIT

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saugeenmobility.ca

September 27, 2019

Dear Member Municipality:

As a contributing Municipality with Saugeen Mobility and Regional Transit (SMART), our Board of Directors and staff thank you for your ongoing partnership funding.

Several months ago, our SMART Board was again reminded by our General Manager about the need to replace our aging fleet and further that past capital reserves have been fully depleted by operational costs. Our capital fund shortfall for vehicle replacement has left our Board Members in a difficult position as over 25% of our fleet is reaching the point of failing due to age and beyond state of repair. This shortfall led to a written request to partnering Municipalities for additional funding. SMART listened to our partnering municipalities and we heard several things:

- 1) Any request for additional funding for fleet replacement needs to be delayed until Municipalities have the opportunity to review 2020 budget requests
- 2) Municipalities would like to see a clear direction from SMART including but not limited to a short term and long term business plan
- 3) Municipalities would like to see a Vision and Mission Statement as both currently do not exist
- 4) Municipalities require a complete listing of our fleet including age, replacement years and replacement costs

Our SMART Board has listened to your concerns and we have proceeded with several key action steps:

- 1) Board proceeded to have successful Strategic Planning sessions which have resulted in a Strategic Plan that was approved by the SMART board today;
- 2) Delayed request to Municipalities for additional capital funding for fleet replacement to your 2020 budget deliberations;
- 3) Vision and Mission Statements have been completed as part of Strategic Planning (see attached);
- 4) A business plan sub-committee has been struck and will be focussed on two key initiatives:
 - a. reassessing SMART's core mandate and provide recommendations to SMART Board pertaining to sustainability of current levels of service in addition to how current levels of service may be expanded or reduced
 - b. renewed study regarding moving SMART to the Bruce and Grey County level

local and personal since 1977

SMART is highly dependent on two funding streams, namely member municipal contributions and the provincial MTO Gas Tax for Transit Program. If the MTO Gas Tax for Transit program ceases to exist, SMART will likely cease to exist unless the member municipalities choose to fully fund all of SMART's needs including both operations and capital.

The current level of municipal funding does not come close to covering the cost of operating the service let alone any capital for fleet replacement. Over the next few months our Board and Management via Strategic Planning and creating of a Business Plan will then be able to better articulate additional Municipal funding that will be required to allow SMART to survive.

SMART is grateful for the federal Investing in Canada Infrastructure Plan which was announced in Spring 2019 and grateful that the Province of Ontario has signed onto this plan. This will provide about \$565,000 in capital funding which along with about \$200,000 in partner municipal funding will allow SMART to purchase 11 new vehicles over 2020-22 to replace vehicles which are at the end of their lives.

SMART is fully aware of 2020 budget deliberations on the horizon for your Municipality and it is our plan to provide our 2020 municipal contributions (operational and capital) by November 30, 2019.

In the meantime, please contact our General Manager Roger Cook if you wish further clarification pertaining to budget implications for 2020. Roger may be reached at 519-881-2589 or roger@saugeenmobility.ca

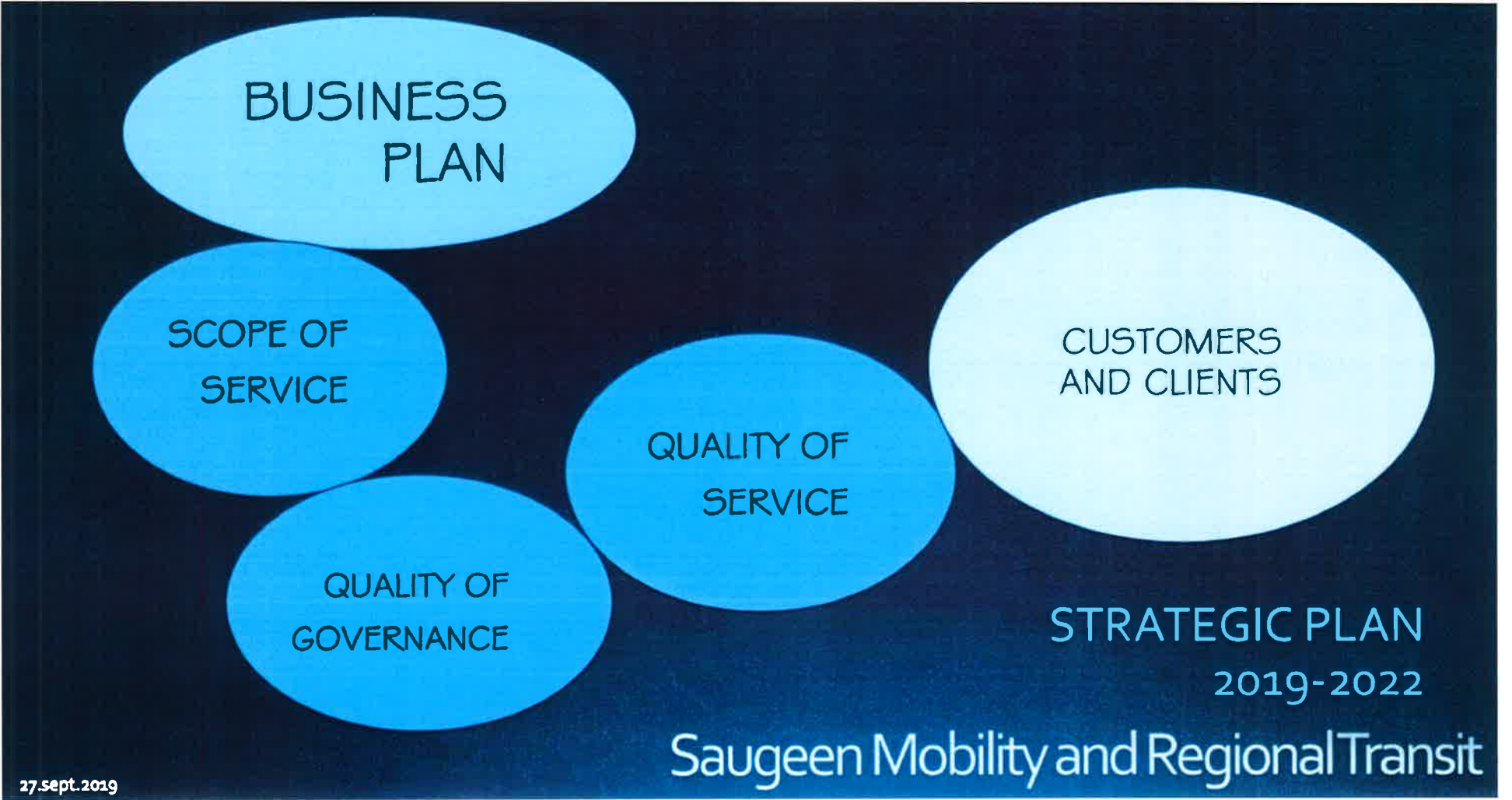
Sincerely,



Mayor John Woodbury
President

SMART Board of Directors:

Councillor Doug Bell, Municipality of Arran-Elderslie
Councillor Dean Leifso, Municipality of Brockton
Mayor Scott Mackey, Township of Chatsworth
Councillor Warren Dickert, Town of Hanover
Councillor Ed McGugan, Township of Huron-Kinloss
Councillor Dave Cuyler, Municipality of Kincardine
Vice-Deputy Mayor Mike Myatt, Town of Saugeen Shores – Vice-President
Mayor John Woodbury, Township of Southgate - President
Councillor Beth Hamilton, Municipality of West Grey

A diagram on a dark blue background featuring five light blue ovals. The ovals are arranged with 'BUSINESS PLAN' at the top left, 'SCOPE OF SERVICE' below it, 'QUALITY OF GOVERNANCE' at the bottom left, 'QUALITY OF SERVICE' in the center, and 'CUSTOMERS AND CLIENTS' on the right. The text 'STRATEGIC PLAN 2019-2022' and 'Saugeen Mobility and Regional Transit' is at the bottom right.

BUSINESS
PLAN

SCOPE OF
SERVICE

QUALITY OF
GOVERNANCE

QUALITY OF
SERVICE

CUSTOMERS
AND CLIENTS

STRATEGIC PLAN
2019-2022

Saugeen Mobility and Regional Transit

Saugeen Mobility and Regional Transit Strategic Plan 2019-2022

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Forward

March 22, 2019, the Saugeen Mobility and Regional Transit (SMART) Board of Directors established an adhoc Strategic Planning committee to create SMART's first strategic plan. Over the months of June to August 2019, strategic planning sessions were facilitated by Cheryl Brine of the Ministry of Agriculture, Food and Rural Affairs (OMAFRA). The first two sessions included the Board and manager, followed by two sessions with the adhoc committee.

The strategic plan sets priorities and action plans for the 2019-2022 term of the SMART Board of Directors.

Respectfully submitted by the SMART Strategic Planning Committee,

Warren Dickert, Beth Hamilton, and Ed McGugan

About Saugeen Mobility and Regional Transit

Since 1977, Saugeen Mobility and Regional Transit (SMART) has been serving members of the community. SMART provides door-to-door specialized public transit service for people with disabilities of member municipalities in Bruce and Grey Counties.

SMART is governed by a Board of Directors comprised of one representative from each of the member municipal councils.

SMART Board of Directors (September 2019)

Councillor Doug Bell, Municipality of Arran-Elderslie
Councillor Dean Leifso, Municipality of Brockton
Mayor Scott Mackey, Township of Chatsworth
Councillor Warren Dickert, Town of Hanover
Councillor Ed McGugan, Township of Huron-Kinloss
Councillor Dave Cuyler, Municipality of Kincardine
Vice-Deputy Mayor Mike Myatt, Town of Saugeen Shores
Mayor John Woodbury, Township of Southgate
Councillor Beth Hamilton, Municipality of West Grey

SMART's manager oversees 30 part-time and 3 full-time employees. SMART is a registered charitable organization.

Strategic Plan Summary

Vision

Providing specialized transit to member municipalities in Grey and Bruce Counties.

Mission

Provide a door to door specialized transit service to improve the quality of life for people with disabilities.

Strategic Priorities

1. Business Plan Development
2. Identify Scope of Service
3. Quality of Service
 - a. Vehicles
 - b. Staff
 - c. Client feedback
4. Quality of Governance

ACTION PLAN

Priority 1 - Business Plan Development

STEPS	RESPONSIBILITY	TIMELINE	RESOURCES	EVALUATION METHOD
<p>1. Obtain Board approval to proceed with the development of a business plan</p> <p>2. Establish a business plan sub-committee (at September Board meeting)</p> <p>3. Identify the scope of the business plan sub-committee</p> <p>4. Establish the connection to the Business Enterprise Centre (BEC) to assist with the business plan development</p> <p>5. Consider the impact of being a registered charity (what are the requirements)</p>	<p>- President or designate for oversight of the business plan sub-committee</p> <p>- Strategic plan sub-committee</p> <p>- Business plan sub-committee</p>	<p>- contact Courtney Miller at the BEC to inform her (pending Board approval) her assistance will be requested to assist with the development of a Business Plan for SMART – early September</p> <p>- Establish a business plan sub-committee and obtain board approval – September Board meeting</p> <p>- If approved by the Board, the business plan sub-committee would meet with Courtney in October</p> <p>- Develop a draft terms of reference for the business plan sub-committee & present to the Board (report at the October Board meeting – draft terms of reference & report on the initial meeting with Courtney from BEC)</p> <p>- Draft business plan completed by December 2019 – to be presented at the January 2020 Board meeting</p>	<p>- Courtney Miller – BEC</p> <p>- Chris Walker – Town of Hanover (financial information)</p> <p>- Strategic Planning Sub-Committee</p>	<p>- Board approval of the Business Plan</p> <p>- Implementation of the Business Plan</p>

ACTION PLAN

Priority 2 – Identify Scope of Service

STEPS	RESPONSIBILITY	TIMELINE	RESOURCES	EVALUATION METHOD
<ul style="list-style-type: none"> - Identify a clear scope of mandate for SMART - Identify what already exists? - Do we need to expand? - Do we need to curtail some activity? - Explore other options for SMART 	<ul style="list-style-type: none"> - President of designate for oversight of scope of service sub-committee - Strategic plan sub-committee - Scope of service sub-committee (3) 	<ul style="list-style-type: none"> - Scope of service sub-committee meet <i>October 2019 (prior to the October board meeting)</i> - Provide a draft report at <i>October board meeting</i> – answer the questions outlined in steps – what already exists?, do we need to expand?, do we curtail some activity? And explore other options for SMART - Prepare a draft of changes/ideas and present at the <i>November board meeting</i> 	<ul style="list-style-type: none"> - Strategic plan sub-committee - Roger (data #'s) - Past board members - County or lower-tier accessibility committees 	<ul style="list-style-type: none"> - Board approval - Clearly defined scope of service for SMART

ACTION PLAN

Priority 3a - Quality of Service – *Vehicles*

STEPS	RESPONSIBILITY	TIMELINE	RESOURCES	EVALUATION METHOD
<p>1. Verify that there are standardized reporting procedures (e.g. a checklist that each driver goes through)</p> <p>2. Verify that standard preventative maintenance is completed on vehicles (e.g. oil changes, brake inspection – commercial vehicle operator registration – determine what that is)</p> <p>3. Vehicle replacement practice (do we replace)</p> <p>4. Are there fire extinguishers/First Aid kits/AEDs on the vehicles – do we need to have naloxone on board (explore this)</p>	<ul style="list-style-type: none"> - Manager - Drivers - Service providers - Board is still accountable 	<ul style="list-style-type: none"> - Verify the steps identified are taking – <i>by year end</i> - <i>Ongoing process</i> 	<ul style="list-style-type: none"> - Staff - budget for replacement/repairs 	<ul style="list-style-type: none"> - Reports related to vehicle maintenance & safety are completed (e.g. daily vehicle inspection – 100% compliant)

ACTION PLAN**Priority 3b - Quality of Service - *Staff***

STEPS	RESPONSIBILITY	TIMELINE	RESOURCES	EVALUATION METHOD
<ul style="list-style-type: none">- Identify if the following exist – (training provided as needed or required)<ul style="list-style-type: none">o Accessibility trainingo Customer service trainingo Standard First Aido Police checko Medical emergency response plan- Determine what is required by law for staff- Determine if there is a health and safety committee (does the committee report to the board?)- Communications /plan/training for staff and board	<ul style="list-style-type: none">- Manager- HR committee (develop staff training programs)	<i>Mid 2020</i>	<ul style="list-style-type: none">- Staff- HR committee input- Provincial and Federal laws	<ul style="list-style-type: none">- Training requirements are being met- Low staff turnover- Exit interviews – why are staff leaving?

ACTION PLAN**Priority 3c - Quality of Service – *Client Feedback***

STEPS	RESPONSIBILITY	TIMELINE	RESOURCES	EVALUATION METHOD
<ul style="list-style-type: none">- Conduct an annual survey (either electronically, by telephone or paper survey)- Have a focus group of clients to help identify solutions (can provide feedback on various disabilities/challenges etc.)- Establish report card system	<ul style="list-style-type: none">- Board – develop survey- Ad Hoc client feedback committee (work jointly with the Board to develop survey)	<ul style="list-style-type: none">- <i>End of 2020</i>- <i>Annually thereafter</i>	<ul style="list-style-type: none">- County or lower-tier accessibility committees- Staff to assist with survey distribution	<ul style="list-style-type: none">- Survey developed and distributed- Receive client feedback

ACTION PLAN

Priority 4 – Quality of Governance

STEPS	RESPONSIBILITY	TIMELINE	RESOURCES	EVALUATION METHOD
<p><i>Develop Policies and Procedures for the Board</i></p> <p>1. Determine what policies/procedures we want and what policies/procedures are lacking?</p> <p>2. Research and review other similar organizations – what are their policies & procedures? (can they be applied to SMART?) e.g. research Centre Wellington – other rural areas</p> <p>3. Define what kind of board we are? E.g. governance board or working board etc.</p> <p>4. Develop a policy and procedures manual for the Board</p>	<ul style="list-style-type: none"> - Board - Someone to facilitate discussion around board governance/training - Ad Hoc committee to research similar organizations 	<p><i>Ongoing – (complete by 2022 for the next board)</i></p>	<ul style="list-style-type: none"> - Ad Hoc committee - Grant to hire professional resources to assist in the development of policies/procedures - Invite a speaker to provide update information regarding charitable status 	<ul style="list-style-type: none"> - Board is training and has a clear understanding of policies and procedures - Clear understanding of board governance and what type of board model SMART will follow - A policy and procedure manual has been developed for future board members