SMART Strategic Plan

• Helps define the strategic direction of the organization
• Establishes goals, objectives, and actions in line with SMART’s vision and mission
• Promotes collaboration, collective responsibility, and accountability
• 2019 Strategic Plan adopted in November 2019
• Updated every 5 years
• COC – provide input on and review the Strategic Plan
SMART HOUSE

VISION
Smarter transportation for a smarter tomorrow.

MISSION
We connect communities.

VALUES
Safety · Integrity · Stewardship · Continuous Improvement
FY24 – FY29 Strategic Plan Process

- Refine Objective Areas
- Goals Strategies Actions
- Draft Strategic Plan
- Final Strategic Plan
# 2024 Strategic Plan Timeline

<table>
<thead>
<tr>
<th>Month</th>
<th>Activities</th>
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| **January**        | • Community Workshop (Online): SWOT Analysis  
                      • Review Strategic Objectives |
| **February**       | • Community Workshop - Strategic Objective 1: Ridership  
                      • Community Workshop - Strategic Objective 2: Pathways |
| **March**          | • Community Workshop - Strategic Objective 3: Extensions  
                      • Community Workshop - Strategic Objective 4: Freight  
                      • COC Workshop – March 13, 2024 |
| **April – July**   | • Community Presentations                                                   |
| **August**         | • Community Presentations  
                      • COC Workshop – August 14, 2024 |
| **September - October** | • Community Presentations  
                          • Draft Strategic Plan |
| **November - December** | • COC Finalize Draft 2024 Strategic Plan  
                             • Board Approval 2024 Strategic Plan |
Strategic Plan Outline

• Executive Summary
• Background, History, Context
• Strategic Plan Framework
• Operations
• Capital
• Financial Projections
• Implementation Timeline
Discussion