2019 STRATEGIC PLAN
Every year, BC Ferries refreshes our Strategic Plan to ensure we are on course for realizing our goals. The role of strategic planning is to learn from what we did yesterday and plan for a sustainable future tomorrow.

This past year, BC Ferries experienced very strong traffic volumes – 22 million passengers and 8.7 million vehicles – some of the highest numbers in the Company's history. We take seriously our responsibility as a steward of safe, reliable, efficient and sustainable marine transportation. We focus on the role we play to maintain the quality of life of people who live, work and visit British Columbia.

Our current decisions take into consideration the way people will travel in the future. With the steady growth in traffic, we know we need to plan for a more resilient ferry service that can weather occasional delays and cancellations. We are planning for growth in passenger numbers which will outstrip vehicles, as more people decide to ride share, take public transit, cycle or park their shared vehicle. We are planning for a future where people will likely need different services, routes, vessels and schedules than the ones in place today.

The future requires us to take seriously our role in the transition to a low carbon future. We continue to increase efficiency and sustainability through environmentally conscious initiatives. This includes the adoption of new marine technologies like liquefied natural gas (LNG), hybrid electric propulsion, efficient hull design and low noise design. The use of LNG, for example, reduces greenhouse gases and lowers fuel expenditures by approximately 50 percent.

People are at the heart of what we do. Our Strategic Plan lays out how we engage with communities, provide employees with rewarding careers and charts our relationships with Indigenous peoples.

The remainder of this document provides a high-level summary of BC Ferries' Strategic Plan. Please have a read to learn about what BC Ferries is planning for the future. Let us know what you think as we always welcome your feedback.

I hope you enjoy reading our Strategic Plan 2019.

MARK F. COLLINS
President & Chief Executive Officer
British Columbia Ferry Services Inc.
OUR VISION
Trusted, valued.

OUR MISSION
We connect communities and customers to people and places important in their lives.

OUR VALUES
Safe: Safety is our highest value.
Caring: We operate from a position of kindness and empathy for those who travel and work with us.
Honest: We conduct business with integrity, honesty and accountability.
Collaborative: We collaborate with others to enhance the customer experience.
Respectful: Respect is paramount in our interactions with others.
Sustainable: Our environmental, social and economic impact are central to business decisions.

OUR STRATEGIC GOALS

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BC FERRIES STRATEGIC GOALS

A strategic goal sets the direction for all activities at BC Ferries. Goals help us think about the Company we want to be, the services we want to provide, and how we provide those services. Goals also help us define how we treat and care for our customers and employees. BC Ferries’ Strategic Plan has six goals.

GOAL ONE: Customer and community centered

We strive to provide our customers with a seamless, easy and enjoyable experience. We consider our customers, and Indigenous and coastal communities, in the decisions we make, and give back to coastal communities where we live and work.

We want to evolve our customer service excellence and be even better than we are today. For our customers, this means a seamless and enjoyable experience from the time they book a fare to when they disembark.

We want our customers to feel valued, listened to and cared for, similar to what we want for our employees and our own families.

How we will accomplish our Goal

There are many ways to accomplish our goal of being customer and community centred. In the full version of the BC Ferries’ Strategic Plan, we identify a series of actions under three headings: “Delivering Core Excellence”, “Evolving our Mandate”, and “Innovation and Opportunity”. “Delivering Core Excellence” includes the basic activities we need to do consistently to accomplish our goal. “Evolving our Mandate” and “Innovation and Opportunity” are actions we can take to make things even better, or more innovative ways of looking at the challenge.

For example, one of the actions we are planning is providing customers with a variety of fare options to address their concern about fare affordability. This action has been planned for some time and will be implemented later in 2019. Under Innovation and Opportunity, BC Ferries is considering going beyond providing transportation services, to providing customer-centred products that make our customers’ experience even better.

GOAL TWO: Prepared for the future

We are a resilient ferry system that responds to the future of the way people travel. We strive to be the safest ferry operator in the world and provide reliable and efficient operations.

To realize this goal, we need to remain current with information and trends about the way people will travel in the future. Preparing for the future means we need to be innovative in the use of technology. At the same time, safety needs to remain core to everything we do, because safety, reliability and efficiency are the foundations of successful operations.

How we will accomplish our Goal

Being prepared for the future means understanding the changes that are taking place in the way people travel – residents and visitors alike. It also means remaining current with best practices in safety and operational efficiency. One of the actions we intend to take to realize this goal is to evolve our SailSafe employee engagement culture. Under Innovation and Opportunity, we look to implement appropriate information technology services to improve our customers’ experience and maximize the reliability and efficiency of our IT platforms.
GOAL THREE: An employer of choice

We create a workplace where people want to work and remain throughout their career in productive, competitive, high-skilled employment. We provide opportunities for BC workers throughout the province, hire locally where we can, and develop and advance our people.

The goal of BC Ferries is to create a workplace where people want to work and remain throughout their career. We know that our employees are our greatest asset and are the people that daily represent our Company to our customers. We need to continue to invest in training and developing and supporting the people that make our Company a global leader in marine transportation.

How we will achieve our Goal

Where possible, we will hire locally and train and advance people for lifelong careers at BC Ferries. We have many long-term employees, and in some cases, generations of family members that have worked here. We need to ensure our organization, structure and resources align with BC Ferries’ strategic and business priorities.

GOAL FOUR: A leader in the transition to a more sustainable future

We employ our resources, services and relationships in recognition of our responsibility to continuously reduce our impact on the natural environment. We strive to be one of the most sustainable large-scale ferry operators in the world.

We strive to be a leader in the pursuit of conservation, reducing our environmental impact and improving our community well-being. We take seriously our responsibility as a steward of safe, reliable, efficient and sustainable marine transportation, as well as the role we play in maintaining the quality of life of people who live, work and visit British Columbia.

We are at the forefront of using alternative fuels to reduce our environmental footprint, and we plan to continue to invest in practices that help us remain there.

How we will achieve our Goal

We plan to further develop our environmental management systems to define, monitor and report against our environmental commitments and goals. An action we are taking is to review vessel and terminal assets in ways that allow us to respect the environment that we operate in.
GOAL FIVE: A significant contributor to the BC economy

We manage finances, grow and profitably diversify our revenue base, while ensuring fare affordability, financial sustainability and prudent asset management in the interests of ferry users. We invest to create economic opportunities and support jobs in coastal BC.

Being able to grow revenue from ancillary business and add new revenue sources helps to contribute to our Company’s financial sustainability and keeps fares affordable. We’ve put considerable effort in recent years to lowering costs and bringing in more revenue from sources in addition to fares. We want BC Ferries to be recognized as a significant contributor to the BC economy, an enabler of commerce for coastal communities, and a vital connection on which coastal communities rely.

How we will achieve this Goal

Growing BC Ferries’ revenue base helps the Company maintain affordable fares and undertake many of the actions identified in our Strategic Plan. Together, actions such as introducing a new fare model in 2019, expanding products and services, and optimizing the use of the assets we have, will help BC Ferries meet our desire to be an efficient marine transportation provider.

As we evolve our mandate, we plan to grow our commercial transportation opportunities and market the expertise we’ve gained through operating BC Ferries.

GOAL SIX: Innovative and continually improving

We promote a culture of risk-managed innovation and continuous improvement. We use our knowledge and technology to enhance employee learning, customer experience, asset investment and management.

We recognize that risk-managed innovation and continuous improvement is an important focus for our Company. Our Customer Experience, Information Technology, Fleet and Terminal Network Master Plans will help guide our capital spend, while contributing to fare affordability.

How we will achieve this Goal

We will manage our capital projects efficiently and replace vessels and terminals in alignment with the many Master Plans that are in place for these activities. Looking forward, we will need to address the critical regional shortage of ship repair facilities, which impacts BC Ferries’ fleet.
Friends Boarding the Skeena Queen
Northern Adventure sailing the North Coast