

June 2026

Strategic Plan

Our journey ahead



Territorial acknowledgement

BC Ferries acknowledges the enduring ancestral connections of coastal First Nations, on whose beautiful lands and waters we operate every day.

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Our journey ahead



As one of the largest and most complex ferry systems in the world, our routes are lifelines for our customers and the communities we serve.

We transport approximately 23 million passengers, 10 million vehicles and \$8 billion in cargo each year on our 37 vessels, across 25 routes and through our 47 terminals. Our 5,000-plus employees bring expertise and excellence to their work, providing a safe and reliable ferry service to coastal BC, each and every day.

For more than 65 years, our crews and teams have delivered an essential public service to our customers and the communities we serve. This commitment forms the core of our work at BC Ferries and continues as we look to advance our organization to support our customers and the future of the ferry system.

It has never been more important than now to be intentional about what we do. With aging assets, limited resources and growing demand, focus and discipline are critical to sustaining our ferry system as we balance financial pressures with the need for critical investment and renewal.

Our next Performance Term — PT7 — will set the framework for fares, service levels, capital investments and operating targets from 2028 to 2032. In preparation, we have taken a deliberate approach to strengthening the ferry system’s long-term viability — aligning purpose, values, strategy, priorities, budgets and how we organize and focus our work.

This approach will ensure BC Ferries is a resilient and purpose-driven organization, one equipped to meet future challenges while continuing to deliver exceptional day-to-day service.

This is a plan based on our current funding model, but it’s also one that considers future possibilities. If sustainable, long-term funding solutions are identified and achieved through our PT7 process, that would create more significant opportunities for us to grow and evolve how we meet our customers’ expectations. In the meantime, our focus is on continuing to improve within the realities of today.

Whether on vessels, at terminals or supporting behind the scenes, every team member at BC Ferries plays a critical role in bringing this strategy to life. Together, we are committed to sailing to serve and connect the people and the coast of BC.

A handwritten signature in black ink, appearing to read 'N. Jimenez', enclosed within a circular scribble.

Nicolas Jimenez
President & CEO, BC Ferries

Introduction

Setting strategy into action



Our strategic plan sets the course for where we're headed over the coming years, specifically through the current and next performance terms — PT6 (2024–2028) and PT7 (2028–2032).

It reflects what matters most to the people and communities we serve — built from conversations, insights and collaboration across every part of our organization. It outlines how we'll continue to deliver an essential ferry service, while taking the steps needed to secure a viable future for our ferry system.

This strategic plan sets out:

- **The principles** that guide our decisions and keep us aligned
- **The direction** on where we invest our resources and efforts
- **The framework** that helps us stay accountable as we navigate the years ahead

Our strategic plan will continue to evolve to meet the needs of our business in an ever-changing environment, and as such, will be reviewed and adjusted, as needed, on an annual basis.

We will report on our progress every year within the BC Ferries Annual Report and share key performance indicators starting in Fiscal 2026-27.

Our strategic framework



OUR PURPOSE

**We sail to serve
and connect the
people and the
coast of BC.**

**We sail
for you**

Our purpose & values

Our purpose is a clear, simple articulation of why we exist as an organization, our commitment to the essential service we provide, and why our work matters collectively. It puts people — passengers, communities and employees — at the centre of our ferry system.

Our values describe how we live that purpose every day and highlight what is most important to us. Together, our purpose and values guide our decisions, our behaviours and shape who we are as a ferry service.

OUR VALUES

Safety first, safety always

We put the safety of our customers and each other at the heart of everything we do, every day.

All together as one

We're inclusive, respectful and accountable to each other, because everyone belongs here.

In service, today and tomorrow

We serve with humility and pride, learning every day to serve better.

Local commitment

We commit to being good neighbours, nurturing respectful relationships with First Nations, and acting with care to protect the coastal waters and communities of BC.

Together, our values build the acronym **S.A.I.L.**, making them easy to remember and apply every day.





Our strategic goals

The foundation of everything we do:

**Deliver day-to-day
operational excellence.**

Our key areas of focus:

-
- 1** Renew and modernize our critical assets

 - 2** Invest in our team

 - 3** Achieve financial sustainability

 - 4** Build trust and advance reconciliation

 - 5** Champion end-to-end customer experience

Our commitment to operational excellence

Delivering day-to-day operational excellence is central to providing safe, reliable and affordable service to the people and communities we serve.

Operational excellence means doing the basics well — in every role, on every sailing, every day. It requires upholding the highest safety standards, strong day-to-day operations and customer experience, and the tools and support our people need to do their jobs effectively.

At its core, BC Ferries provides an essential public service, and our operations are central to what our customers expect. Each day, we move tens of thousands of passengers and vehicles on our 25 routes through the expertise and hard work of our people — whether on vessels, in terminals or behind the scenes. Most of our workforce holds operational roles, including our frontline teams who interact with and support customers daily, always putting safety first.

We have clear performance indicators across the business, covering three broad categories:

- **Operating metrics.** This includes traffic volumes, capacity utilization, on-time performance, vessel technical availability, service availability (including cancellations) and a range of customer experience measures like satisfaction, engagement and call centre operations.
- **People metrics.** This includes employee and customer safety indices like injury rates and time loss rates, recruitment/retention, absenteeism, overtime utilization and more.
- **Financial metrics.** This includes revenue and EBITDA, cash flows, debt, leverage and coverage ratios, major controllable cost lines like fuel, labour and maintenance, asset utilization and maintenance spend and more.

Together, these metrics are closely tracked against their annual targets and reported monthly, telling us how we're doing and where we can improve. Ultimately, we can't evolve our organization without keeping a primary focus on the service we deliver, and that's why a commitment to operational excellence comes before everything else.

This focus on operational excellence also guided our decisions in where we can further strengthen our foundation, and the opportunities that exist to transform the company and deliver necessary improvements with an eye to the future.

Our key areas of focus

Our five strategic goals are aligned to our purpose and values, support our commitment to operational excellence, advance the *Charting the Course* vision, and help prepare us for what's ahead.

Through our strategic planning process, we have identified these key areas to drive impact for our customers, people and the communities we serve. They indicate where we are investing our time, effort and resources through the remainder of the current and next performance terms, PT6 (ending in 2028) and PT7 (2028–2032).

Under each goal, we've categorized our priorities as either **foundational** (ongoing and essential to our operations) or **transformational** (involving significant multi-year changes to the ways we operate and work). Foundational priorities are ones we expect to deliver in PT6 and PT7, while transformational priorities are being planned right now, with delivery expected to start late in PT6 and extend through PT7.

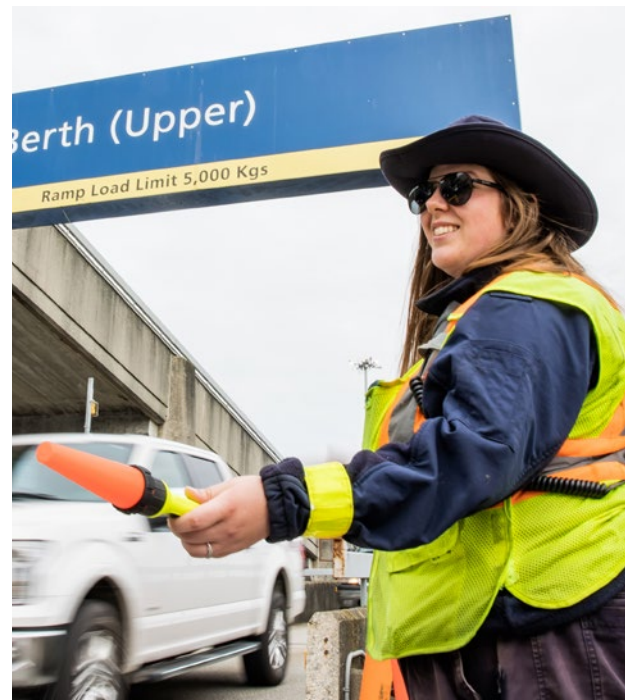
With this plan, we are being intentional about what matters most in the current context of our ferry service, recognizing the need to balance financial constraints while investing in our future.

This document begins the conversation about our priorities. In the coming year, we will expand communications and reporting to share related details, including key performance indicators, implementation timelines and other delivery elements.

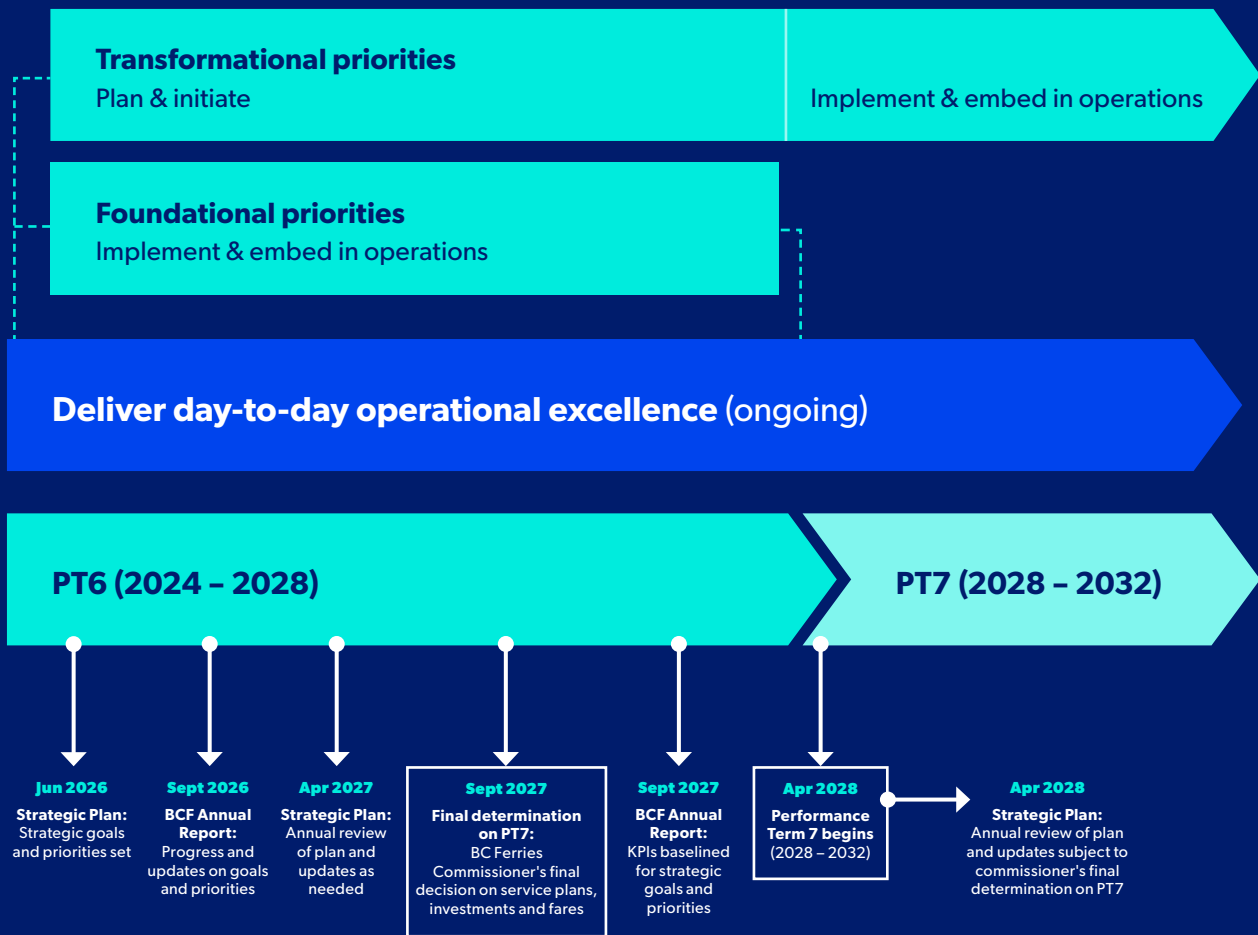
Charting the Course

Our strategic plan helps advance the objectives identified in [Charting the Course](#) (CTC), a long-term vision for the coastal ferry system in BC. *Charting the Course* offers a public interest-led roadmap for providing efficient, affordable and reliable ferry service, and supports shorter-term operational planning by grounding decisions in a shared 25-year vision.

The CTC planning framework was developed through the leadership of the B.C. Ferry Authority Board and BC Ferry Services Inc. Board of Directors ("BC Ferry Services Board"), using interest-holder insights to shape a vision for a sustainable, resilient and forward-thinking coastal ferry service. Published in September 2025, it lays out public interest principles to inform future planning and investment in the coming decades. Ultimately, it's a guide for our planning, keeping us oriented on where we need the system to track over the long term.



Strategic Plan timeline and milestones



Goal 1

Renew and modernize our critical assets

Objective: To revitalize our terminals and fleet to deliver safe, reliable and efficient operations that reduce maintenance costs and environmental impacts while meeting future capacity needs.



As an essential transportation link along the coast of BC, our ferry service's reliability, affordability and sustainability are both vital to coastal life and increasingly under pressure. The investment decisions we make are driven by keeping customers and crew safe and moving, while maintaining a ferry system that is affordable and sustainable in the long term.

To support a resilient and reliable ferry system, we are revitalizing our terminals, expanding our fleet capacity to meet customer demand and modernizing older technology platforms that support the business. This effort includes specific investments to repair and maintain fleet and terminal infrastructure and construct new vessels to replace end-of-life ships.

Foundational priorities

- Fix critical terminal infrastructure that is in poor condition
- Reduce the cost of vessel retirements

Transformational priorities

- Renew our fleet and expand our service capacity
- Modernize our enterprise data and business intelligence capabilities
- Improve vessel and terminal asset maintenance by establishing data-driven, digital solutions
- Improve inventory management on parts and stocks
- Strengthen the vessel refit process while enhancing safety and performance
- Improve disaster preparedness, with a particular focus on seismic events



Goal 2

Invest in our team

Objective: To attract, develop and retain a high-performing workforce that embodies our purpose and values.



At BC Ferries, our strength lies in the expertise of our people and their steadfast commitment to service. Through teamwork and a shared sense of purpose, we are proud to deliver an essential service to the coast of BC, supporting communities big and small, seven days a week.

To enable a successful workforce, we are committed to creating a safe, respectful and inclusive workplace, where our people can thrive, develop and grow. As a global leader in marine transportation, having the right team with the right skills is essential to building a ferry service that can succeed today and into the future.

Foundational priorities

- Advance our safety and well-being programs
- Advance navigational excellence with world-class tools, training and expertise
- Foster a diverse and inclusive workforce
- Improve recruitment and onboarding activities

Transformational priorities

- Support employee growth and development by strengthening leadership development, centralizing learning and refreshing our employee performance practices
- Modernize our key internal systems to improve employee experience and enable data-informed decision-making for workforce management
- Gather employee insights through an enterprise-wide engagement survey to drive action



Goal 3

Achieve financial sustainability

Objective: To partner with government on building a long-term funding model that allows our ferry service to remain financially viable and supports critical investments.



BC Ferries faces significant financial pressures, including costs exceeding revenue for most of our routes, aging vessels and terminals, increasing maintenance needs, growing customer demand, capacity limits on major routes, inflationary costs and limited revenue sources.

Despite our ongoing efforts to remain financially viable and seek operational efficiencies, our future as a ferry service requires sustainable funding to meet the current and future needs of our customers.

As we look to implement long-term strategic investments and prepare for our PT7 submission, it will be essential to have a funding model in place that balances affordability with the delivery of a resilient service that can adapt to growing demand.

Foundational priorities

- Establish a strategic planning framework with clear priorities, a process to establish corresponding multi-year initiatives and investments and measures to track progress
- Increase system utilization (through demand management and other incentives) and address affordability
- Review our route and sailing plans for greater operating efficiencies

Transformational priorities

- Evolve our funding model through new or expanded revenue sources

- Pursue strategies to support growth in commercial and bus traffic along with the optimal use of terminal and vessel capacities
- Identify opportunities to boost revenue through onboard services and optimization of inventory storage
- Reduce fuel consumption and GHG emissions through measures such as increased energy efficiency, shore charging and a new biofuel strategy
- Optimize our workforce planning and the deployment of operational teams to ensure required staffing and skills are available across the fleet



Goal 4

Build trust and advance reconciliation

Objective: To build trust with our people, customers, First Nations, government and the communities we serve by embedding our purpose and values in all that we do.



BC Ferries plays an important role in the livelihood of coastal communities. To ensure we can deliver a ferry service that our people, customers and community partners can trust, we need to build strong relationships through meaningful engagement and interaction.

As a ferry service that operates on the traditional territories and waterways of 82 coastal First Nations, we are also committed to nurturing respectful relationships with coastal First Nations as part of our truth and reconciliation journey.

Foundational priorities

- Embed our purpose and values throughout everything we do
- Strengthen collaboration with coastal communities through transparent, inclusive and proactive engagement
- Ensure alignment of internal and external communications so that we present a consistent, trusted voice
- Build deeper relationships with government officials and advocate for policies and funding that strengthen ferry services

Transformational priorities

- Advance meaningful truth and reconciliation efforts that align with our reconciliation goals and respond to the [Truth and Reconciliation Commission's Call to Action #92](#)

Our commitment to reconciliation

We have set five reconciliation goals, endorsed by the BC Ferry Services Board:

- 1** Establish mutually respectful relationships with First Nations communities
- 2** Proactively support local First Nations culture and communities
- 3** Foster internal cultural awareness and capacity building
- 4** Manage risk and support project-based consultation requirements
- 5** Seek economic participation of First Nations communities through the operations of BC Ferries

Goal 5

Champion end-to-end customer experience

Objective: To deliver smooth and seamless customer experiences informed by customer feedback and the public interest.



We're proud to be one of the largest ferry systems in the world, serving 1,600 km of coastline and moving over 62,000 customers and 23,000 vehicles on average each day.

Maintaining high customer satisfaction relies on implementing an end-to-end customer experience that is connected, consistent, clear and inclusive. We are committed to listening to our customers and the communities we serve.

Foundational priorities:

- Pursue near-term opportunities to improve terminal experience for transit users
- Ensure a consistent experience by addressing outstanding amenity wear-and-tear issues and meeting a baseline standard of condition

Transformational priorities:

- Simplify our booking processes, including for advance bookings
- Explore new and expanded reservation strategies to improve travel certainty and expand affordable fare options
- Identify solutions to reduce traffic congestion in terminal pre-ticketing areas



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