

## VIA'S STRATEGIC PLAN

VIA's Strategic Plan, approved by the Board of Directors in 2003, continued to focus our creative thinking in 2004. The Plan sets out clear objectives to ensure that activities and initiatives align with our long-term goals for passenger rail.

### SAFETY

*To ensure a safe and secure work and operating environment for colleagues, customers and the general public who come in contact with VIA's operations.*

VIA's Safety Management System has earned recognition as a model for the industry, and was praised by Transport Canada auditors in 2004. To ensure the security of our operations, we implemented a Corporate Security Master Plan and a wide range of new security measures, with the help of international security and counter-terrorism experts. A new communications program ensures that our employees remain vigilant and aware of security issues at all times.

### PEOPLE

*Working together to create an environment which promotes a passionate commitment to VIA's business success.*

We launched the first steps towards a comprehensive redesign of Human Resources in 2004, with a new approach to strategic human resource management based on our vision for people at VIA — a vision that will bring out the best in our people and align our talents with the future needs of passenger rail.

### SERVICE

*To consistently provide our customers with excellent travel experiences.*

Our customer satisfaction ratings reached their highest level in four years during the last quarter of 2004. Overall, service continues to meet or exceed the expectations of the customer 97 per cent of the time.

Reliable on-time performance is essential for continued high levels of customer satisfaction. VIA intensified efforts to reduce train delays, working closely with the freight railways to resolve scheduling and operating conflicts on a daily basis. More sustainable options for consistent reliability are being identified.

## **GROWTH**

*To be the first choice of travellers in all markets that VIA serves.*

In current travel markets, consistent, sustainable growth depends more than ever on our ability to capitalize on those aspects of passenger rail that set us apart from competitors. Throughout the year, we focused on identifying, developing and marketing the unique strengths of passenger rail in meeting the needs of travellers.

## **ENVIRONMENT**

*To conduct our business of meeting the needs of customers in an environmentally sustainable and responsible manner.*

VIA's Environmental Policy recognizes the importance of promoting environmental awareness among its employees, suppliers, customers and partners. Our Environmental Management System (EMS), which encompasses all environmental policies, programs and procedures, has been made available online to employees. While maintenance centre employees had already received EMS training, training for the balance of on- and off-train employees began in 2004.

## **ENTREPRENEURSHIP**

*To move towards self-sufficiency by reducing government funding for operations and applying savings toward new capital investment.*

We continued to address funding reduction with a strategy combining reduced costs with revenue growth. Costs of operations in 2004, excluding the CIRB decision, dropped slightly compared to 2003. On the revenue side, we focused on increasing yield — generating higher revenues per passenger-mile. Product development and design projects, undertaken in 2004, will increase yield further in the years ahead.