

# VIA Rail's VIAAction 2030 Strategic Plan

**VIA ACTION**  
2030



# VIA RAIL IS AT A HISTORIC INFLECTION POINT

THE TIME TO  
ACT IS NOW

## The train is having a moment, both at home and abroad.

Worldwide, it is increasingly being recognized as an important vehicle in the global drive to reduce our collective carbon footprint and in providing a more accessible and equitable world.

At home, VIA Rail has launched various modernization initiatives which include a brand new, comfortable fleet - one of the most accessible and environmentally friendly fleets in North America - in the Québec City-Windsor corridor, and a new reservation system.

While these elements are solid foundations for tomorrow's improved customer journey, we are determined to ensure that we have a meaningful and lasting impact on passenger rail service in Canada, our communities and our country's future.

## Moving from modernization to transformation

That's why we are introducing **VIAction 2030**, our new five-year strategic plan: the blueprint of VIA Rail's next chapter which will allow us to seize the momentum and launch transformative change to move all of us, all the way.

This roadmap translates our ambition into concrete actions and serves as a guide on how we will get to where we want to be, and need to be, for the benefit of all Canadians.

This plan, which essentially highlights the untapped potential yet to be leveraged, is also an invitation to everyone across Canada to embark with us on the vision we have for the future, because profound transformation can only happen if we champion passenger rail together.







2030 VISION

**BE AT THE HEART  
OF CANADA'S  
PASSENGER JOURNEY**



## STRENGTHS THAT WE WILL BUILD UPON

CUSTOMER APPRECIATION, RENAISSANCE OF PASSENGER RAIL AND NEW FLEET IN THE CORRIDOR GIVES MOMENTUM TO REACH FOR MORE



## OPPORTUNITIES THAT WE INTEND TO SEIZE

EXPAND OUR REACH AND OFFER MORE SERVICES TO MORE CANADIANS

LEADERSHIP ALIGNMENT TO NET NEW WAYS OF OPERATING SUPPORT FUTURE VISION



INNOVATE IN THE WAY WE OPERATE AND BE RECOGNIZED AS A BEST-IN-CLASS OPERATOR

DEDICATED EMPLOYEES PASSIONATE ABOUT THE ROLE THEY PLAY IN MOVING CANADIANS AND COMMITTED TO DELIVERING TOP NOTCH SERVICE



ENABLE A PERFORMANCE-DRIVEN CULTURE THROUGH AN EMPOWERED WORKFORCE

CURRENT OPERATIONAL SAFETY MANAGEMENT SYSTEM EXCEEDS COMPLIANCE STANDARDS AND IS A LEADER IN INDUSTRY PRACTICES



ENSURE THE SAFETY AND SECURITY OF OUR CUSTOMERS AND EMPLOYEES CONTINUE TO BE OUR #1 PRIORITY

AS ONE OF THE MOST ENVIRONMENTALLY FRIENDLY MODES OF TRANSPORTATION, WE ARE BEST POSITIONED TO PLAY A LEADING ROLE



BE AN ENVIRONMENTAL CHAMPION IN THE SERVICES WE DELIVER AND THE WAY WE OPERATE





## OUR PILLARS

### CUSTOMERS & COMMUNITIES

Connecting more communities, moving more Canadians



### SAFETY & SECURITY

Safety and security as priority one, in everything we do, for our employees and our customers



### PEOPLE & CULTURE

A high-performing workplace where our people can bring their authentic selves to work, are empowered for impact and thrive



### ENVIRONMENT

An environmental champion in our services and the way we operate



### ORGANIZATIONAL SUSTAINABILITY

An organization that is agile, innovative and delivers financial rigor to drive performance





## CUSTOMERS & COMMUNITIES

Connecting more communities, moving more Canadians



### OUR AMBITION

Elevate VIA Rail's capacity to move more people and connect more communities across Canada through increased frequencies in the Corridor and long-distance, remote and regional strategy.

Provide an unparalleled and inclusive travel journey, seamlessly connecting customers from doorstep to destination.

### KEY INITIATIVES

#### MAXIMIZE THE REACH OF OUR SERVICES

Ensure the renewal of the long-distance, regional and remote fleet and the integration of mobility partners to connect more Canadians through VIA Rail.

#### DELIVER GREATER SOCIAL IMPACT

Positively impact the lives of the communities we serve, including Indigenous Peoples.

## SAFETY & SECURITY

Safety and security as priority one, in everything we do, for our employees and our customers



### OUR AMBITION

Lead the rail industry in safety, security and injury prevention.

### KEY INITIATIVES

#### ENHANCE SAFETY AND SECURITY ACROSS OUR NETWORK

Adopt best-in-class safety and security prevention and mitigation practices for our customers, employees and our organization, including leading in Canada the implementation of smart technology like Enhanced Train Control (ETC) along our routes.

## PEOPLE & CULTURE

A high-performing workplace where our people can bring their authentic selves to work, are empowered for impact and thrive



### OUR AMBITION

Foster a high-performance culture.

Ensure leadership continuity and organizational resilience.

Foster an inclusive workplace and ensure our workforce is representative of the diversity of the customers and communities we serve.

### KEY INITIATIVES

#### CULTURE: EMPOWER OUR TEAMS TO DELIVER SUSTAINED RESULTS

Encourage collaborative problem solving, promote leadership development, commitment to results, safety and security at all levels to drive sustained results.

#### DIVERSIFY OUR WORKFORCE

Achieve year-on-year measurable improvements of workforce diversity metrics and enhance overall experience in terms of inclusion and belonging.

## ENVIRONMENT

An environmental champion in our services and the way we operate



### OUR AMBITION

Uphold the highest environmental standards and implement innovative initiatives to reduce VIA Rail's environmental footprint, ensuring a sustainable future for our communities and operations.

### KEY INITIATIVES

#### DRIVE GREATER ENVIRONMENTAL RESPONSIBILITY AND ACTION

Contribute to the efforts towards a greener world by adopting best-in-class environmental practices through our operations and supply chain, aim for zero-waste onboard experience and drive a circular economy for all aspects of the business.

#### DECARBONIZE OUR OPERATIONS

Ensure VIA Rail remains one of the most environmentally friendly option for intercity travel and reduce our climate impact.

## ORGANIZATIONAL SUSTAINABILITY

An organization that is agile, innovative and delivers financial rigor to drive performance



### OUR AMBITION

Transform VIA Rail through innovation to drive growth and create greater value for all Canadians.

Secure long-term financial sustainability of VIA Rail.

### KEY INITIATIVES

#### BE A BEST-IN-CLASS OPERATOR

Leverage innovation, digitalization and continuous improvement initiatives to transform the way we deliver our services and generate greater efficiency.

