

Complaints Resolution Report

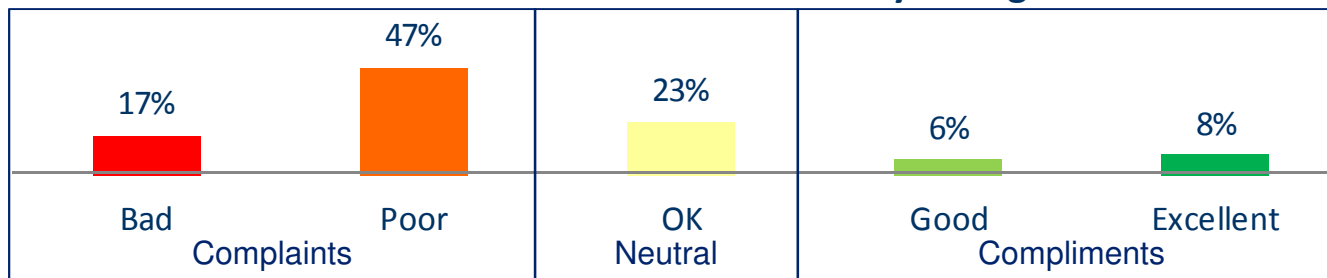
Quarter ended September 30, 2014



Feedback Summary

- During Q2 of 2014/15 fiscal year 6.9 million customers travelled with BC Ferries
 - BC Ferries received 2,629 comments in Q2 2014/15
 - The average time to respond to customers was 5.8 days in Q2 2014/15

Distribution of Comments by Rating

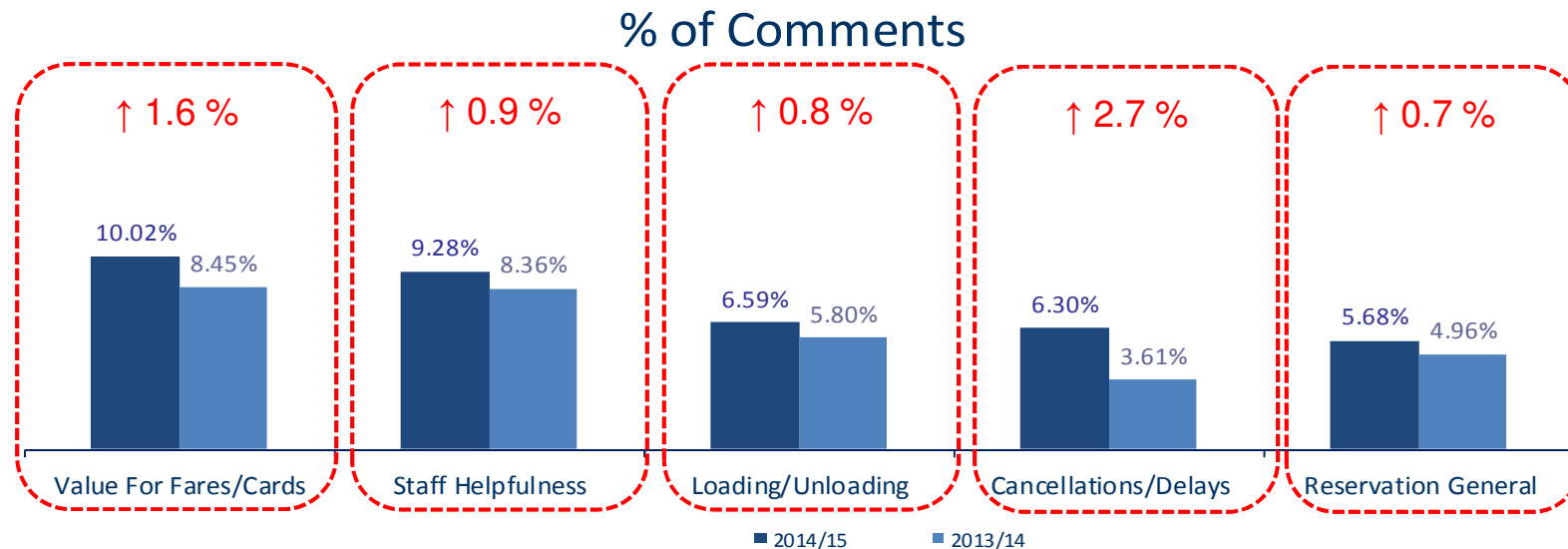


- Customer initiated feedback tends to be negative. Fourteen percent (14%) of all customer feedback received in Q2 2014/15 was complimentary
- “Value for Fare/Cards” was the top issue: 242 complaints* were made, representing 10% of the total comments received in Q2 2014/15
 - Top 5 complaints combined represent 38% of all complaints received in Q2 2014/15
- “General” comments are excluded from this analysis, along with comments with no rating:
 - 184 “General” comments were received which were primarily made up of company information (66), suggestions (59) and 31 comments were provided with no rating

*Complaints = “bad” or “poor” rating accompanied by a comment
 Note: Q2 2014/15 = July 1, 2014 to Sept 30, 2014

Top Complaints*: Corporate

#	Complaint	Q2 2014/15		Q2 2013/14	
		Complaints*	% of Comments (n=2,414)	Complaints*	% of Comments (n=2,380)
1	Value For Fares/Cards	242	10.0%	201	8.4%
2	Staff Helpfulness	224	9.3%	199	8.4%
3	Loading/Unloading	159	6.6%	138	5.8%
4	Cancellations/Delays	152	6.3%	86	3.6%
5	Reservation General	137	5.7%	118	5.0%



*Complaints = "bad" or "poor" rating accompanied by a comment
 Note: Q2 2014/15 = July 1, 2014 to Sept 30, 2014
 Q2 2013/14 = July 1, 2013 to Sept 30, 2013

Value For Fares/Cards



Sample of Customer Comments:

Complaints

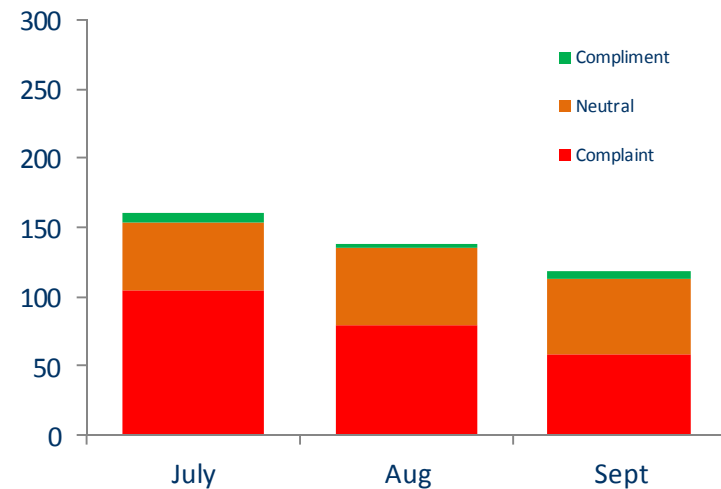
- "Why do seniors, the richest people in Canada, get a discount?"
- "I have a question regarding student fares. I notice reduced fares are not given to university students. Is this correct? Living in Powell River and needing to commute back and forth to North Island College in the Comox Valley can be pricey without any deductions. Why is this not an option that BC Ferries offers?"
- "The experience card is confusing. I never know how much I'm going to save until I'm paying my fare. Having to load it with a large amount of money also seems to be a rip off."
- "I just came back via BC Ferries from Swartz Bay. Outrageous price for what should be part of the BC road system. Won't be doing that again soon."

Compliments

- "We appreciated and took advantage of the 'Size up the Savings promotion' this summer and hope it is offered again in the near future. Many times we used Washington State Ferries as it was much cheaper than BC Ferries for our RV and car."
- "I appreciate the experience card discount, it helps a lot."

Value For Fares/Cards includes:

Group/Attribute	Complaints	Neutral	Compliments
Fares: Value for Fares Paid	53	5	0
Fares: Experience Card	40	33	2
Fares: Errors	33	11	0
Fares: Discount	33	17	0
Fares: Promotions	23	7	7
Fares: Refunds	20	40	1
Fares: Other Fares	19	35	6
Fares: Assured Loading Card	13	5	0
Fares: Credit/Debit Card	6	1	0
Fares: Frequent Travel	2	5	0
% of all comments (2,414)	10.0%	6.6%	0.7%



*Complaints = "bad" or "poor" rating accompanied by a comment
 Note: Q2 2014/15 = July 1, 2014 to Sept 30, 2014

Value For Fares/Cards

Root Cause:

Fares: On April 1, 2014, BC Ferries adjusted its tariffs in accordance with the price cap increases set by the British Columbia Ferry Commissioner.

Discounted Fares & Social Programs: Fare discounts have been in place since 1961 for all Gulf Islands and since 1972 for the Sunshine Coast, previously in the form of paper books or pre-paid tickets. In the spring of 2008, the BC Ferries Experience™ Card was introduced as a replacement to the paper books of pre-paid tickets.

There currently is no discount available for customers to travel on the major routes and no service fee is provided to BC Ferries by the Provincial Government to operate these routes.

The Provincial Government provides fare subsidies for BC seniors, students and passengers with a permanent disability. The levels of discounts for these programs are set by the Provincial Government. BC Ferries administers these discounted fares on behalf of the Provincial Government and acts within the guidelines and policies set by the Government.

Lessons Learned:

Fare affordability is a major concern to our customers and we continuously look for efficiencies as well as other opportunities to contain costs.

Through customer feedback the need for the recognition of frequent travel on the major routes has been identified. System upgrades are required in order to be able to offer more dynamic pricing models for frequent travel in the future.

Action Taken:

On June 10, 2014 BC Ferries announced the “size up the savings” promotion. On Wednesdays and Saturdays from June 18 through September 6, customers with vehicles longer than 20 feet pay only \$2.00 per foot additional length charge on the Tsawwassen – Swartz Bay and the Tsawwassen – Duke Point routes on sailings starting at 4:00 pm onwards.

Staff Helpfulness

Sample of Customer Comments:

Complaints

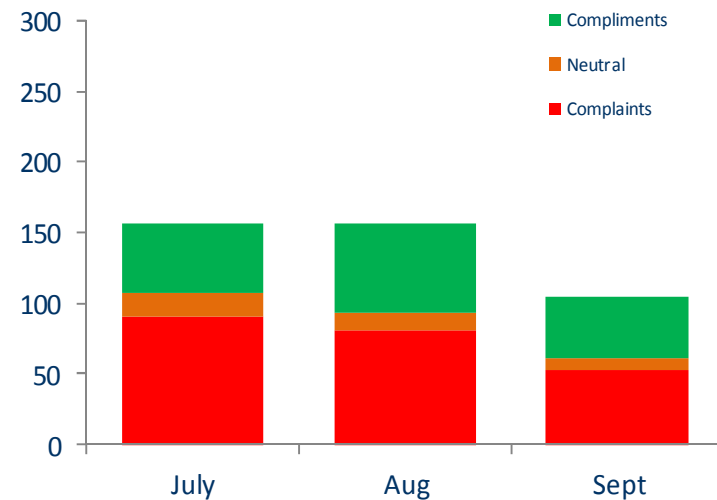
- “Your staff could use some training in customer service. Your staff - who would not give her name - got irritated and shouted at me when I was asking for info. Your other staff in the lineup need some grooming too.”
- “A member of staff was patronizing and unhelpful. Some time after I had parked my vehicle he approached me to inform me that I had left too large of a gap between my vehicle and the one in front. As the people in the vehicle behind had already left the vehicle deck, his comment served no purpose whatsoever.”
- “Agent wouldn't allow me to use credit card without signature, despite the specific exception indicated by the card to 'show photo ID' as an alternative.”

Compliments

- “I just got through the oversized vehicle booth at Horseshoe Bay and just wanted to say the agent was fantastic! Awesome service and personality!”
- “Just wanted to thank BC Ferries for responding to the medical emergency (turning ship around). With all the media attention on cost this week, this is one example of where cost is not an issue and BC Ferries put the customer first.”

Staff Helpfulness includes:

Group/Attribute	Complaints	Neutral	Compliments
Check-in: Staff Helpfulness	63	7	9
Inside the Terminal: Staff Helpfulness	63	6	40
On the Ship: Staff Helpfulness	45	7	75
On the Phone: Resolution of Issues	18	9	6
On the Phone: Information Accuracy	18	6	4
Outside the Terminal: Staff Helpfulness	9	0	3
On the Phone: Agent Helpfulness	8	3	18
% of all comments (2,414)	9.3%	1.6%	6.4%



*Complaints = “bad” or “poor” rating accompanied by a comment
 Note: Q2 2014/15 = July 1, 2014 to Sept 30, 2014

Staff Helpfulness

Root Cause:

Communication issues, ticketing errors, misunderstandings, inappropriate behavior by employee leading to customer dissatisfaction.

Lessons Learned:

Customer feedback has given us an opportunity to identify areas of improvement in customer service and ongoing customer service training and coaching is required.

Action Taken:

Complaints regarding employees are investigated on a case by case basis. The customer is sent an acknowledgement of the negative experience along with an apology for the negative impression.

Where communication is the issue, information is provided to the customer to assist in preventing further confusion. In the case of inaccurate information or inappropriate behavior by an employee, corrective action is taken with the employee and the customer is contacted to correct the misunderstanding.

Positive feedback is also shared with the employees.

In the spring of 2014 BC Ferries launched a new customer service enhancement program to manifest BC Ferries' expectation of employee's customer service delivery.

Loading/Unloading

Sample of Customer Comments:

Complaints

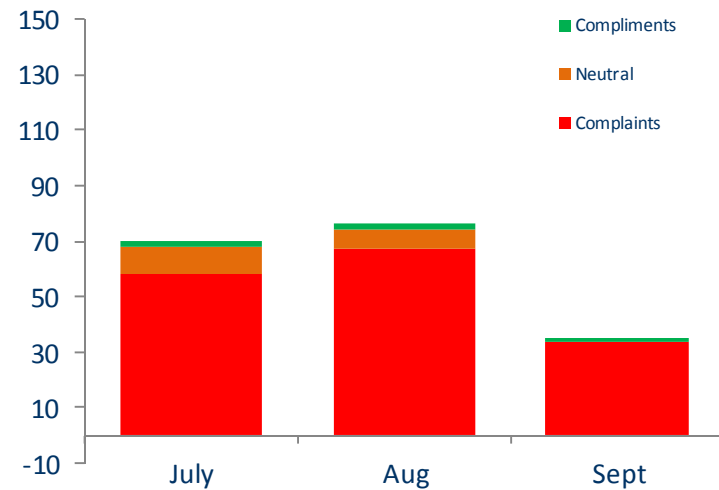
- “What is the point to come early, like one hour before sailing time and get on the ferry as the last vehicle. You should review the way you are boarding cars.”
- “In the past your crew used to check that cars pulled up within 2 feet of each other on the ferry when overloads where inevitable. I realize that this is now impractical. However you are loosing money and leaving frustrated passenger on the dock because far too many passengers leave 4 or 5 feet in front of their vehicle. You mention the 2 feet in the parking lot but it often falls on deaf ears. A simple solution would be to keep announcing the 2 feet rule while boarding.”
- “During loading signals were very unclear and being given by persons in all different fields of vision causing me to take my eyes off of the path in front of me.”

Compliments

- “@BCFerries Shout out to the Langdale crew that made an incredible effort to fit a few extra cars on #grateful #lastcaron.”
- “@BCFerries the 2:00 from Crofton just departed. Crew really loaded a full ferry very efficiently - may reduce the delay for the next sailing.”

Loading/Unloading includes:

Group/Attribute	Complaints	Neutral	Compliments
Inside the Terminal: Loading/Directions	82	9	3
On the Ship: Loading/Unloading	69	8	2
Sailings: Loading Error	8	0	0
% of all comments (2,414)	6.6%	0.7%	0.2%



*Complaints = “bad” or “poor” rating accompanied by a comment
 Note: Q2 2014/15 = July 1, 2014 to Sept 30, 2014

Loading/Unloading

Root Cause:

Customers expect to be loaded and discharged in the order their vehicle arrived at the terminal.

Lessons Learned:

The expectation of first on – first off is frequently expressed by customers and perceived as a lack of customer service if not provided. BC Ferries recognizes there are advantages to being loaded first and unloaded first. While operationally we are unable to guarantee first on - first off loading, we could improve our communication to help customers understand why this is a challenge to deliver consistently.

Action Taken:

When the issue of first on – first off and the vehicle placement is raised, staff offer a thorough explanation of the factors impacting placement:

- Stability of the vessel in the water and positioning of the ramp during loading
- Even distribution of traffic to maintain vessel stability during crossing
- Optimize use of car deck space in order to accommodate as many customers as possible

The time a vehicle arrives at the terminal will determine if it will be loaded on a sailing but not necessarily where on the car deck it will be parked. The consequences of moving to a declared first on – first off guarantee would be:

- Late sailings due to single lane loading
- Fewer vehicles on the car deck
- Increased sailing waits for customers left behind

During peak season the loading crew will guide vehicles into position to optimize the car deck utilization as much as possible. During the boarding announcement customers will be asked to pull their vehicle up to 2 feet to the vehicle in front of them. Signs onboard the vessel will further remind customers to pull their vehicle up to 2 feet to the vehicle in front of them.

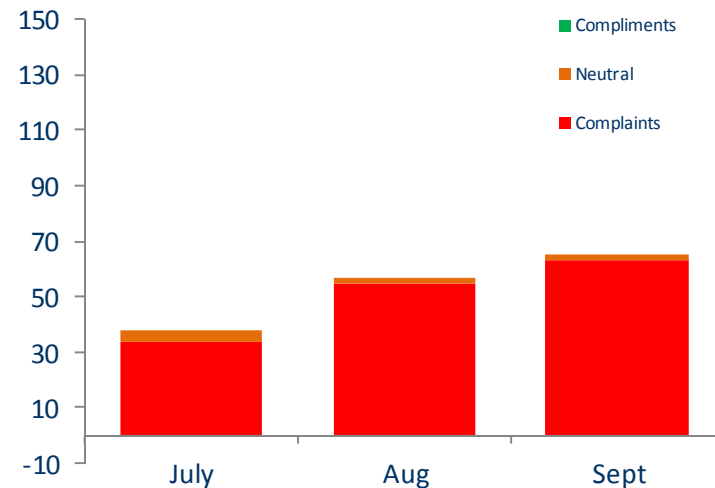
Cancellations/Delays

Sample of Customer Comments: Complaints

- “I have a complaint regarding your Comox to Powell River to Texada ferry schedule. Tonight as we were pulling into Powell River at around 8:15 pm the Texada ferry was leaving for Texada. Now myself and a few other passengers have to wait until 9:40 pm ferry. That seems like ridiculous scheduling. Having the Texada ferry wait for 15 minutes for other passengers coming off the Comox ferry would make more sense.”
- “It seems that I get a service notification several times per week advising that sailings are running 30 minutes behind. This is an inconvenience for a traveller taking one ferry. It is a nightmare for Powell River residents already struggling to make reasonable connections to and from Vancouver.”
- “I travel on the *Quinsam* several times a week and this year there are way more delays ‘due to traffic’ or ‘peak demand’. Come on, the reason there are way more delays and sailing waits is because of the schedule changes causing people to line up early or later for the next boat. Either way half a load is shoved forward and back to over fill those boats. Please call it what it is.”

Cancellations/Delays includes:

Group/Attribute	Complaints	Neutral	Compliments
Sailings: Delays	131	8	0
Sailings: Cancellations	21	0	0
% of all comments (2,414)	6.3%	0.3%	0.0%



*Complaints = “bad” or “poor” rating accompanied by a comment
 Note: Q2 2014/15 = July 1, 2014 to Sept 30, 2014

Cancellations/Delays

Root Cause:

Operational delays are often caused by situations that occur during the loading or unloading of the vessels (stalled vehicles, lost key, driver not in vehicle, etc). Other impacts on service include mechanical issues, medical emergencies, marine emergencies and delays caused by weather.

Lessons Learned:

Sailing delays have an adverse affect on the daily life of our many commuting customers. If sailings have to be cancelled or the vessel has to be taken out of service, every effort must be made to restore service as soon as it is safe to do so.

Action Taken:

BC Ferries has a Service Interruption Plan that helps guide employees in managing delays and cancellations of service. However, each incident is reviewed and managed on a case by case basis to ensure the needs of the specific communities and customers are taken into consideration. The primary focus is always the restoration of full service as soon as possible.

Customer and community feedback in response to the new schedules (in effect as of April 28, 2014 with service level reductions implemented by the Provincial Government) has led to further consultation with the Ferry Advisory Committees (FAC) and continued discussions on schedule adjustments. As a result, several schedule changes came into effect in the Fall:

- On September 2, 2014 the Route 21 and Route 22 (Denman/Hornby) schedules were adjusted to permit longer drive times across Denman Island .
- On September 6, 2014 the Route 19 (Nanaimo/Gabriola) schedule was adjusted to alleviate delays caused by limited time to turn around the vessel between sailings.
- On October 1, 2014 the Route 17 (Comox/Powell River) and Route 18 (Powell River/Texada) schedules were adjusted to resolve sailing conflicts on the mid-day sailings at Westview (Powell River).
- On October 16, 2014 the Route 6 (Crofton/Vesuvius Bay) schedule was adjusted to reflect changes to the dangerous cargo sailings.

BC Ferries is continuing discussion on sailing time adjustments in several areas and has advised all FACs that we remain available to discuss their schedules.

Reservations General

Sample of Customer Comments:

Complaints

- “Just want to provide my feedback. Arrived having paid for reservation. Read my reservation number to the wicket lady and processed by credit card payment. Receipt shows it processed at 17:16. Oh well, lost your reservation. Nice. Get to wait for 3 hours for next ferry. Not happy. It seems to me if you are at the wicket or in line by the cut off your reservation should be honoured. Horrible customer service!”
- “My reservation was made void as I was booked as an over height vehicle and nowhere does it say reservation will be void, only says if length is off by 5 feet will it be void, nothing on wrong height. So I had to turn around and wait in line for the next ferry.”
- “I went to check-in to my reservation yesterday morning (Thursday July 31) in Swartz Bay and the ticket agent was not able to find me in the system, so she put me in the standby lane. I paid an additional \$18.50 to have preferred boarding, and because of this I was not loaded first.”

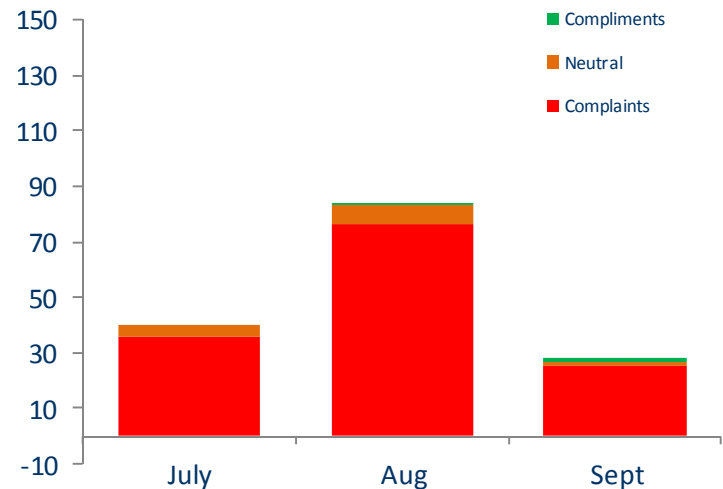
Compliments

- “Big thank you to your staff for getting our bus onto the ferry after we missed our cut off for our reservation due to being held up at customs. It meant a lot to all 27 people on the bus.”

*Complaints = “bad” or “poor” rating accompanied by a comment
 Note: Q2 2014/15 = July 1, 2014 to Sept 30, 2014

Reservations includes:

Group/Attribute	Complaints	Neutral	Compliments
Check-in: Reservations	56	6	1
Reservations: Policies	37	3	1
Reservations: General	15	2	0
Reservations: Flexibility/Changes	10	0	0
Reservations: Cost	7	0	0
Reservations: Availability	6	1	0
Reservations: Automated Phone Reservations (IVR)	3	1	0
Reservations: Booking with an Agent	3	0	0
% of all comments (2,414)	5.7%	0.5%	0.1%



Reservations General

Root Cause:

To allow sufficient time for safe loading of vessels, BC Ferries implemented a 30 minute cut-off for reservation redemption at the ticket booth. This reservation cut-off is historic and has been in place for many years.

Infrequent travellers, booking a reservation, will often overlook the importance of the 30 minute cut-off or other reservation related policies.

Lessons Learned:

It is imperative that customers are made fully aware of reservation policies at the time of booking to avoid disappointment at the time of travel.

Action Taken:

Clear communication is in place via the following channels: reservation terms and conditions, reservation confirmation e-mail, FAQ (Frequently Asked Questions) on the website, through our IVR system, and during the booking process with our Customer Service Agents. Communication through these channels is reviewed annually to ensure the messaging is effective and delivered consistently to customers at the time of booking.

Each complaint made will be investigated to determine if an error on behalf of BC Ferries led to the customer's dissatisfaction. This includes the possibility of employee not following procedures or customer service agents being unclear about policies at time of booking:

- If an error is identified the reservation fee will be refunded to the customer and corrective training action will be taken with the employee.
- If it is determined that the issue is related to unclear written communication, the collateral material will be reviewed and improved. In this case, the customer will also receive a refund of the reservation/change fee.
- If the policy was clearly communicated at the time of booking and no error has been made, a thorough explanation of the reason for the policy will be provided to create an increased awareness of the complexity of loading a vessel and maintaining on time departures.

Based on customer feedback, collected in 2013 during usability testing of new reservation system, improvements have been made on how policy information is displayed online.