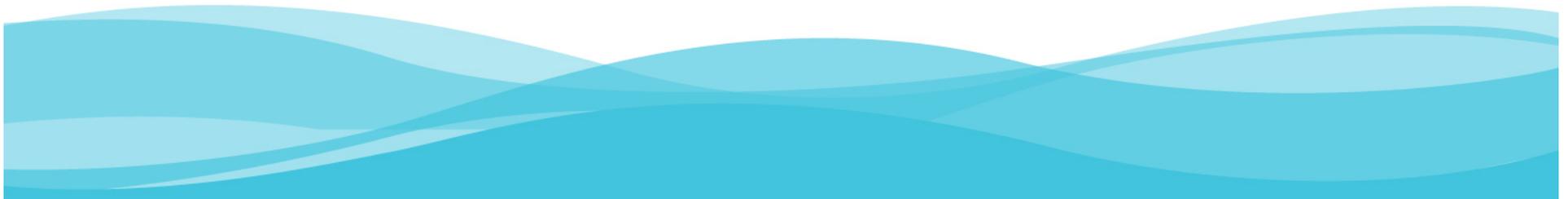


# Complaints Resolution Report

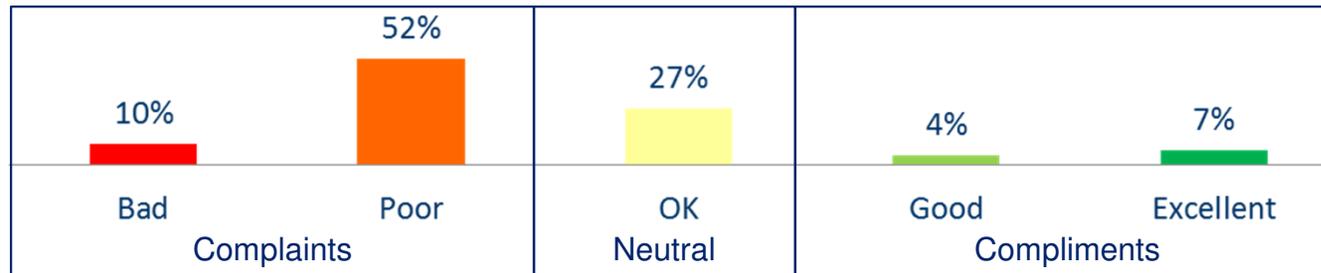
## Quarter ended December 31, 2014



# Feedback Summary

- During Q3 of 2014/15 fiscal year 4.2 million customers travelled with BC Ferries
  - BC Ferries received 1,696 comments in Q3 2014/15
  - The average time to respond to customers was 3.1 days in Q3 2014/15

**Distribution of Comments by Rating**

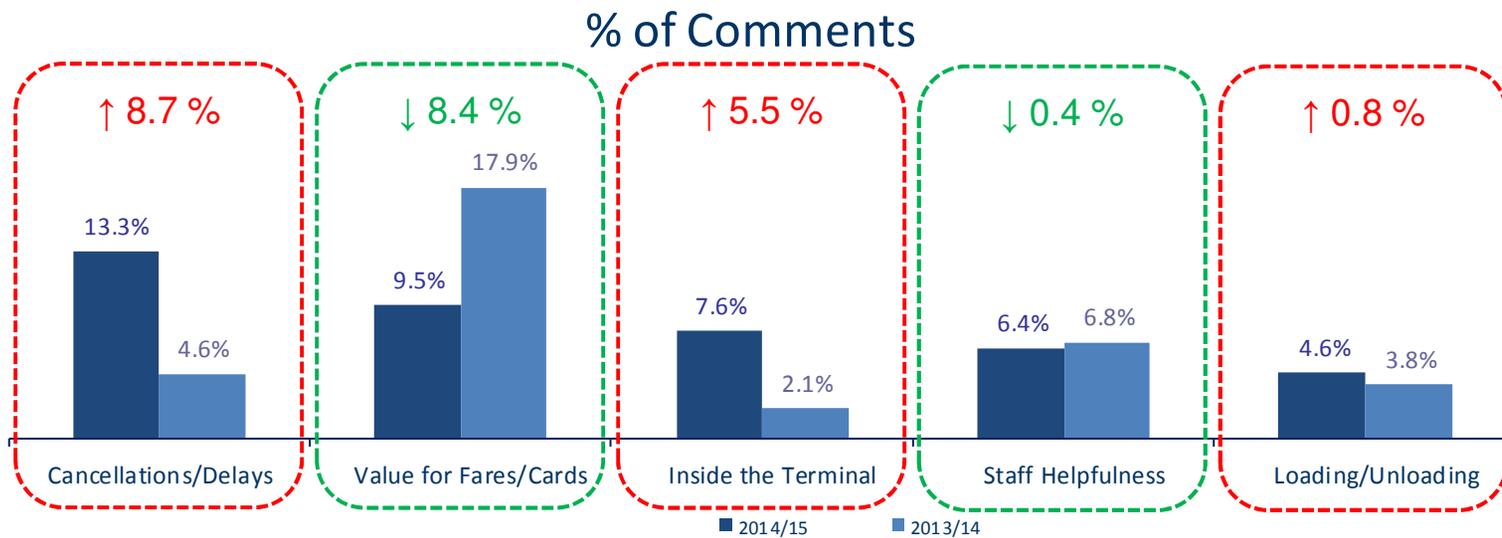


- Customer initiated feedback tends to be negative. Eleven percent (11%) of all customer feedback received in Q3 2014/15 was complimentary
- “Cancellations/Delays” was the top issue: 200 complaints\* were made, representing 12% of the total comments received in Q3 2014/15
  - Top 5 complaints combined represent 37% of all complaints received in Q3 2014/15
- “General” comments are excluded from this analysis, along with comments with no rating:
  - 178 “General” comments were received which were primarily made up of Company Information (117), Community Issues (56) and 12 comments were provided with no rating
- Based on customer feedback, improvements were made to the online feedback form in October 2014. This resulted in some reorganization and changes to the feedback categories and areas to rate, impacting feedback volumes in the Categories Groups and Attributes.

\*Complaints = “bad” or “poor” rating accompanied by a comment  
 Note: Q3 2014/15 = Oct 1, 2014 to Dec 31, 2014

# Top Complaints\*: Corporate

#	Complaint	Q3 2014/15		Q3 2013/14	
		Complaints*	% of Comments (n=1,506)	Complaints*	% of Comments (n=1,666)
1	Cancellations/Delays	200	13.3%	76	4.6%
2	Value for Fares/Cards	143	9.5%	298	17.9%
3	Inside the Terminal	115	7.6%	35	2.1%
4	Staff Helpfulness	97	6.4%	114	6.8%
5	Loading/Unloading	70	4.6%	64	3.8%



\*Complaints = "bad" or "poor" rating accompanied by a comment  
 Note: Q3 2014/15 = Oct 1, 2014 to Dec 31, 2014  
 Q3 2013/14 = Oct 1, 2013 to Dec 31, 2013

# Cancellations/Delays

## Sample of Customer Comments:

### Complaints

- “My wife was dropped off at the Comox terminal on September 30th and the last sailing was cancelled just prior to departure. My wife had to pay for a hotel, taxi (since she was walking on) and food so I have receipts for all of that. I have made copies of them and will send them into your office.”
- “Today we are dismayed to learn that BC Ferries is considering shutting down their service to Horseshoe Bay. Since transit service is sketchy at best to Tsawwassen, even a trip for one of us as ‘walk on’ navigating transit, a trip will be even less feasible.”
- “I travel the Langdale - Horseshoe Bay route frequently. I also check on other routes for comparison. This route is by far late more than any other route. This isn't specific to the summer months either, it happens in the off season. The ‘traffic delays’ excuse is difficult to accept. The 8:20 pm was a half hour late leaving Langdale and it was barely full. As a taxpayer and frequent ferry user, I would like an explanation for these frequent delays.”

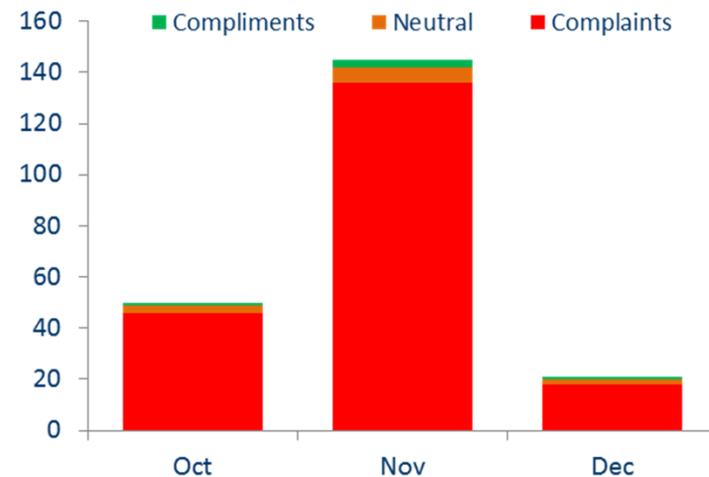
### Compliments

- “Thursday, October 2, 2014 was extremely stormy on Haida Gwaii. They were expecting hurricane force winds. I was apprehensive about taking the ferry from Skidegate to Prince Rupert, but the Captain was excellent and delayed the sailing. When we left it was smooth sailing and I felt this Captain was excellent and put the crew and passengers safety as a priority.”

\*Complaints = “bad” or “poor” rating accompanied by a comment  
 Note: Q3 2014/15 = Oct 1, 2014 to Dec 31, 2014

## Cancellations/Delays includes:

Group/Attribute	Complaints	Neutral	Compliments
Sailings: Cancellations	168	9	3
Sailings: Delays	32	2	2
<b>% of all comments (1,506)</b>	<b>13.3%</b>	<b>0.7%</b>	<b>0.3%</b>



# 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. Terminal specific geographic conditions, such as only one vessel entry/exit corridor leading to the Horseshoe Bay terminal, can lead to a snowball effect of delays if one of the five vessels arriving/departing this terminal falls behind schedule.

**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.

# Cancellations/Delays

## 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.

In a specific example, the *Queen of Burnaby* had to cancel the last round trip on September 30, 2014 due to a crewing issue. All possible options had been explored prior to the announcement of the cancellation and customers were compensated for overnight cost incurred. The vessel resumed service as per scheduled service the following morning.

### Efficiency Plan:

BC Ferries submitted its *Strategies for Enhanced Efficiency in Performance Term Four and Beyond* (the "Efficiency Plan") to the BC Ferries Commissioner as part of its Performance Term Four Submission on September 30, 2014. The Efficiency Plan has four components to it (LNG, IT Customer Interfacing System, Southern Gulf Island Strategy, Major Routes Strategy) and the full document is available on the website of the Ferry Commission. Recognizing that larger structural changes are required to gain further efficiencies and reduce pressure on fares, preliminary work was initiated by BC Ferries on a Major Routes Strategy to identify where capital investments could be made and operational efficiencies could be realized on those routes which would achieve long term sustained cost savings. Options to be explored through extensive stakeholder consultation included strategies to improve mid-Island Corridor service efficiency, such as shifting traffic from the Horseshoe Bay – Departure Bay route to Tsawwassen and consolidating the terminals in Nanaimo.

On November 5, 2014 the provincial government indicated that they were not supportive of certain of the options being considered as part of the Major Routes Strategy. BC Ferries will pursue the other three components of the Efficiency Plan as it continues its focus on finding creative ways to enhance efficiency and reduce costs.

BC Ferries is projecting to reduce operating expenses by approximately \$20 million for Performance Term Three (fiscal 2013 – fiscal 2016) from levels incorporated in the PT3 price cap determination. This is in addition to efficiency and service adjustment targets of \$84.2 million as set out in the determination.

# Value For Fares/Cards

## Sample of Customer Comments:

### Complaints

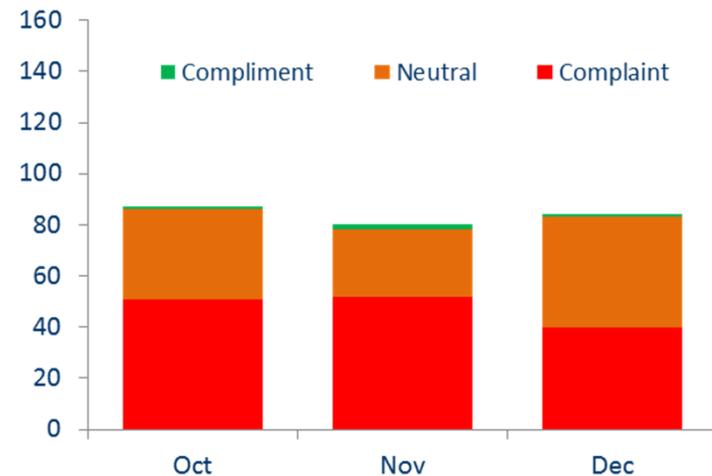
- “We are currently travelling between Powell River and Comox. The cost for our family to go to the island one way is \$97. This kind of cost is too much to bare for most people. I now only see family members about twice a year. Please don’t only consider your high fares inconvenient but life changing also. Thanks for taking the time to read this.”
- “My smart car takes up no more length than a motorcycle yet I am asked to pay full fare as if I was driving a 20 foot vehicle. Why do you not have an undersize category?”
- “With the major cost reductions in oil, why hasn’t BC Ferries eliminated the fuel surcharge?”

### Compliments

- “What a great idea - to have discount travel periods and reservations without a fee!! As a frequent ferry rider, I can promise you that’s a much bigger incentive to travel than facing constant fare increases. What I utterly fail to comprehend is why it’s going to take over two years to implement these concepts!”

## Value For Fares/Cards includes:

Group/Attribute	Complaints	Neutral	Compliments
Fares: Value for Fares Paid	75	21	1
Fares: Errors	26	5	0
Fares: Experience Card	20	24	0
Fares: Discount Fares/Promotions	16	30	3
Fares: Credit/Debit Card	3	2	0
Fares: Assured Loading Card	3	22	0
<b>% of all comments (1,506)</b>	<b>9.5%</b>	<b>6.9%</b>	<b>0.3%</b>



\*Complaints = “bad” or “poor” rating accompanied by a comment  
 Note: Q2 2014/15 = Oct 1, 2014 to Dec 31, 2014

# Value For Fares/Cards

## Root Cause:

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

The current fare structure applies a standard fare to all passenger vehicles up to 20 feet (6 meters) in total length. Passenger vehicles longer than 20 feet are subject to the standard fare plus an additional 'per foot' (0.3 meters) charge. The majority of passenger vehicles travelling on BC Ferries fall within the standard length and only vehicles longer than 20 feet have to be measured manually. Given the technology currently in place, to measure each vehicle individually would cause major delays in processing vehicles at the ticket booths.

## Lessons Learned:

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

Through customer feedback we have identified the need for a pricing model that will reward customers who book in advance.

## Action Taken:

On December 2, 2014, BC Ferries submitted an application for the *Fare Flexibility and Digital Experience Initiative*, which proposes e-commerce and information technology upgrades that will drive significant change in how the company does business and serves its customers over the next decade. The BC Ferry Commission conditionally approved this application on February 2, 2015. The Initiative is currently in the planning stages and is expected to be implemented in phases starting in 2017.

Effective December 17, 2014 BC Ferries removed the 3.4 per cent fuel surcharge.

As of February 4, 2015 a pilot Vehicle Classification System commenced at the Horseshoe Bay terminal. The system is located on the approach to vehicle booths 1 and 2 to measure commercial vehicle length, height and ground clearance and provides an electronic display of the vehicle to assist the ticket agent with vehicles over 20 feet in length. This pilot will run for six months to assess its effectiveness in improving the ticketing process, customer experience, and the consistent application of tariff.

# Inside the Terminal

## Sample of Customer Comments: Complaints

- “I arrived this evening 5 minutes before the scheduled sailing to Langdale. The ferry was to leave at 5:50 pm however I was told at 5:45 pm I was late. Now, I understand there is a 10 minute cut off, which I accept, however, the ferry didn’t leave until after 6:00 pm and yet I was still not able to purchase a ticket. To make matters worse, the lady behind me, who had 2 little ones under 5 was in tears.”
- “Would you please consider the cut-off time before a sailing to change to 15 minutes before ACTUAL departure. We have been in the line-up and the ferry is late, BUT the cashier won’t allow us to purchase because of your cut-off time is for ACTUAL, even though the ferry is late.”
- “Your ticket agent handling the Gulf Islands in Tsawwassen tonight is a gem. Surly, rude & officious beyond believe. It would be nice to have someone treat us like a customer given we have over 1000 reservations.”

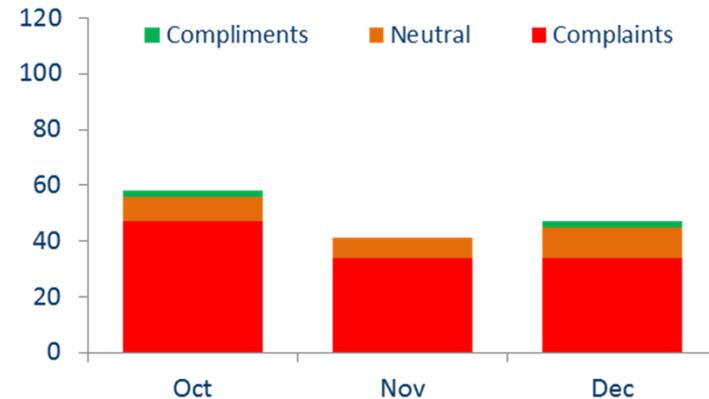
## Compliments

- “One of your staff from Duke Point terminal not only went out of his way to assist me in making last call, but helped me carry a painting and Christmas presents onto the boat. Without his help I wouldn’t have been able to make the trip in one go, and he did it with a smile. Outstanding service. This guy deserves a raise!”

\*Complaints = “bad” or “poor” rating accompanied by a comment  
Note: Q3 2014/15 = Oct 1, 2014 to Dec 31, 2014

## Inside the Terminal includes:

Group/Attribute	Complaints	Neutral	Compliments
Inside the Terminal: Check-In	80	12	0
Inside the Terminal: Amenities	13	3	1
Inside the Terminal: Terminal Safety/Security	7	6	1
Inside the Terminal: Baggage Services	6	0	0
Inside the Terminal: Washrooms	4	0	0
Inside the Terminal: Accessibility at the Terminal	3	2	0
Inside the Terminal: Cleanliness	2	1	0
Inside the Terminal: Lost and Found	0	2	2
Inside the Terminal: Construction/Upgrades	0	1	0
<b>% of all comments (1,506)</b>	<b>7.6%</b>	<b>1.8%</b>	<b>0.3%</b>



# Inside the Terminal

**Root Cause:**

Check-In:

In order to facilitate the safe and timely departures of sailings, BC Ferries established a cut-off time for ticket sales for foot passengers and vehicles. The cut-off times have been set to allow enough time for customers to safely transit from the ticket booth to the vessel and leaving time for staff to complete the necessary shore closure procedures.

**Lessons Learned:**

It is imperative that customers can access relevant information prior to travel on BC Ferries.

**Action Taken:**

Detailed information on ticket sale cut off is available on the BC Ferries' website and by calling the Customer Service Center.

# Staff Helpfulness

## Sample of Customer Comments:

### Complaints

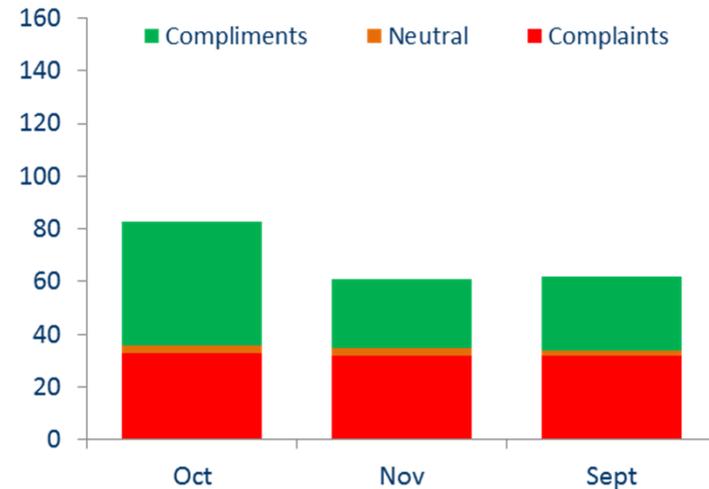
- “Crew member unwilling to reverse a payment transaction when I requested separate bills for my party. Cashier at the Pacific Buffet on the Spirit of Vancouver Island, 9:00pm sailing out of Tsawwassen on October 7, 2014. Simply stated transaction was ‘already done’. Not impressed!”
- “Was racing for @BCFerries and had trouble paying for parking. Attendant was smug and unhelpful! Almost taunting.”
- “I could not find a crew member on the Skeena Queen.”

### Compliments

- “Extraordinary service. 6 vehicles and 46 people going there, more coming back. Every time I phoned in to adjust our numbers or times I was treated with care and friendliness. All of the staff we encountered on the ferries treated us well. Most impressive.”
- “We met a first rate first mate on the 12:30 pm ferry from Nanaimo who used his ‘ferry’ dust to make sure we made the 3:30 pm from Horseshoe Bay to Langdale. Thanks for your consideration and thinking outside the box.”

## Staff Helpfulness includes:

Group/Attribute	Complaints	Neutral	Compliments
Inside the Terminal: Staff Helpfulness	59	5	42
On the Ship: Staff Helpfulness	20	0	52
On the Phone: Information Accuracy	9	1	0
Outside the Terminal: Staff Helpfulness	8	2	2
On the Phone: Agent Helpfulness	1	0	5
<b>% of all comments (1,506)</b>	<b>6.4%</b>	<b>0.5%</b>	<b>6.7%</b>



\*Complaints = “bad” or “poor” rating accompanied by a comment  
 Note: Q3 2014/15 = Oct 1, 2014 to Dec 31, 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 a response with an apology.

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 and training on BC Ferries' expectation of employee's customer service delivery.

# Loading/Unloading

## Sample of Customer Comments: Complaints

- “Hi, Totally unimpressed with BC ferries. The berth got changed to 4 from 5 and the lineup snaked around and back. There are people cutting in line and again there is no attendants to monitor. The unfortunate honest people at the end of the round about in line had to get the last of the seats. As a regular rider I am very unimpressed BC Ferries.”
- “Why are first at terminal loaded last?”
- “I travel the Swartz Bay – Tsawwassen run 4 times a week, always with a reservation, and today both reserved lines were squeezed into the right lane boarding the ferry, I just cannot understand this, not only did this inhibit the boarding of the port side of the ferry, but it also put those at the beginning of the reserved lanes considerably farther back on the vehicle deck for disembarking, which should come as a perk, for the \$18.50, I realize that this only guarantees a spot on the ferry but it is frustrating when you are watching vehicles that aren’t reserved at the very front of the ferry.”

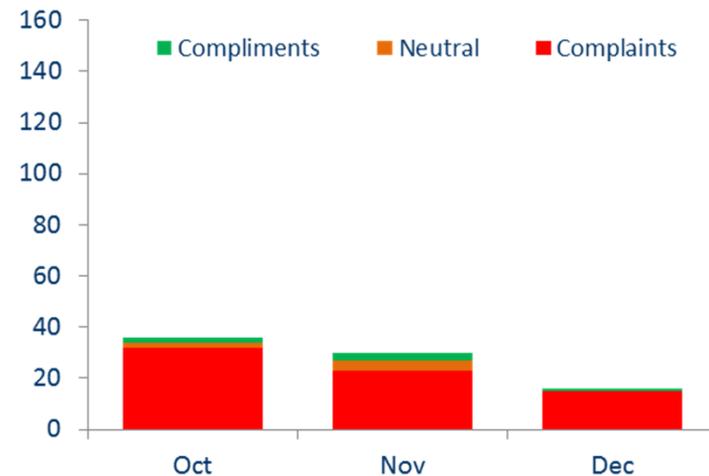
## Compliments

- “With a health issue, we are grateful to have been loaded in an accessible space close to the elevator. Thank you.”
- “Just got on the *Queen of New Westminster* at 10am today. It was obvious loading staff were experienced. Great job!”

\*Complaints = “bad” or “poor” rating accompanied by a comment  
 Note: Q3 2014/15 = Oct 1, 2014 to Dec 31, 2014

## Loading/Unloading includes:

Group/Attribute	Complaints	Neutral	Compliments
On the Ship: Loading/Unloading	44	3	5
Inside the Terminal: Loading/Directions	24	2	0
Sailings: Loading Error	2	1	1
<b>% of all comments (1,506)</b>	<b>4.6%</b>	<b>0.4%</b>	<b>0.4%</b>



# 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 and if it has reserved status 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