

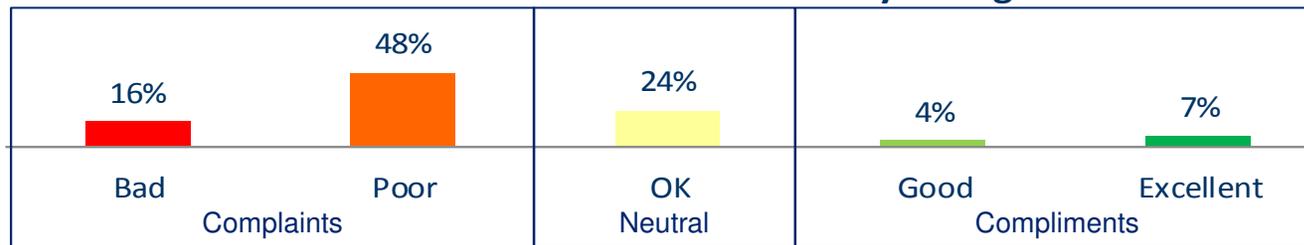
Complaints Resolution Report Fiscal 2015



Feedback Summary

- During fiscal 2015, 19.8 million customers travelled with BC Ferries
 - BC Ferries received 7,869 comments in fiscal 2015
 - The average time to respond to customers was 3.6 days in fiscal 2015

Distribution of Comments by Rating



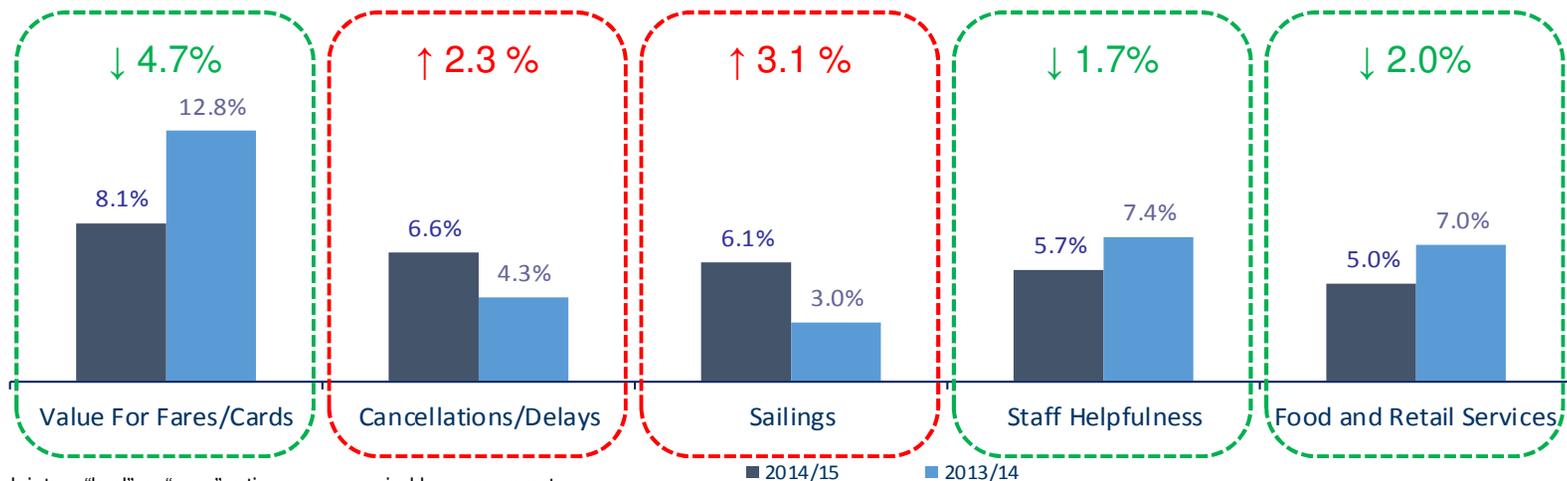
- Customer initiated feedback tends to be negative. Eleven percent (11%) of all customer feedback received in fiscal 2015 was complimentary
- “Value for Fare/Cards” was the top issue: 588 complaints* were made, representing 8.1% of the total comments received in fiscal 2015
 - Top 5 complaints combined represent 32% of all complaints received in fiscal 2015
- “General” comments are excluded from this analysis, along with comments with no rating:
 - 530 “General” comments were received which were primarily made up of Company Information (355), Community Issues (139) Environment (36) and 124 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: Fiscal 2015 = April 1, 2014 to Mar 31, 2015

Top Complaints*: Corporate

#	Complaint	Fiscal 2015		Fiscal 2014	
		Complaints*	% of Comments (n=7,215)	Complaints*	% of Comments (n=7,652)
1	Value For Fares/Cards	588	8.1%	977	12.8%
2	Cancellations/Delays	477	6.6%	322	4.3%
3	Sailings	442	6.1%	229	3.0%
4	Staff Helpfulness	411	5.7%	567	7.4%
5	Food and Retail Services	361	5.0%	532	7.0%

% of Comments



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 Note: Fiscal 2015 = April 1, 2014 to March 31, 2015
 Fiscal 2014 = April 1, 2013 to March 31, 2014

Value For Fares/Cards

Sample of Customer Comments:

Complaints

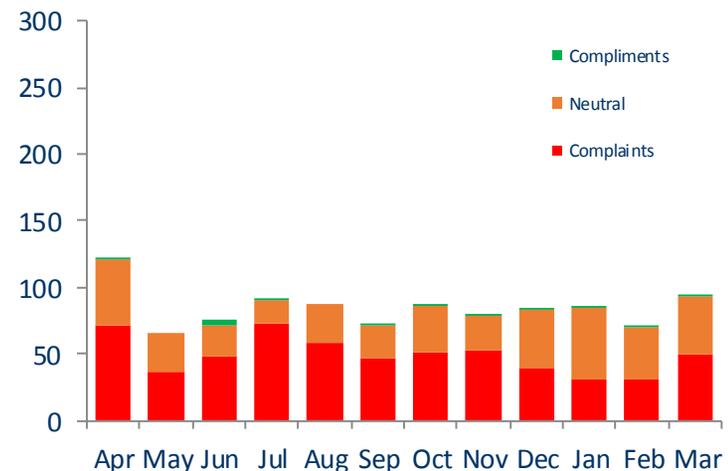
- “Given the huge decrease in fuel costs and while I appreciate the fuel surcharge being dropped ... when will we see a fuel discount added to the fares? I suggest if fares can be added to for rising fuel, equally and fairly they should be discounted for fuel if we see substantial reductions.”
- “The fare from Vancouver to Nanaimo is breathtaking. I am a pensioner and it costs over \$200 to go across the Salish Sea for a weekend. That is 15% of my entire income for the month. I am so angry! So what am I to do? Eat less?”
- “I just wanted to ask a question about the method of pricing BC Ferries uses. I want to understand why you charge the same for tourist and locals. I feel that the locals should be offered a ‘local’ rate so that the ferries are more accessible to them.”

Compliments

- “I wanted to express my satisfaction with the summer ‘size up the savings’ program. I usually travel Sidney to Anacortes but due to the summer trailer promotion, I will be traveling with BC Ferries. Great savings!”

Value For Fares/Cards includes:

Group/Attribute	Complaints	Neutral	Compliments
Fares: Value for Fares Paid	260	50	3
Fares: Experience Card	111	127	3
Fares: Discount Fares/Promotions	84	114	8
Fares: Errors	83	52	0
Fares: Assured Loading Card	35	67	1
Fares: Credit/Debit Card	15	5	0
% of all comments (7,215)	8.1%	5.8%	0.2%



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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 Ferries 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 funding for discounts 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.

Fuel surcharge: With the authorization of the Commissioner, BC Ferries has had fuel deferral accounts in place since 2004. Deferral mechanisms are a commonly used regulatory tool and act to “true up” forecast prices to actual prices and ensure that both BC Ferries and the ferry users pay the actual cost of the commodity. The fuel deferral account balance was approximately \$3 million in November 2014. The drop in price for crude oil did not bring the same corresponding decrease in local wholesale diesel fuel prices and the fuel surcharge remained in effect until December 16, 2014.

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 and to increase ancillary revenue.

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.

Value For Fares/Cards

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 paid 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.

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.

BC Ferries closely monitors the energy market and with the continued drop in diesel prices in the futures market, we were able to hedge favorable pricing for a significant portion of our forecasted consumption for this fiscal year as well as next year. As a result and effective December 17, 2014 BC Ferries removed the 3.4 per cent fuel surcharge. Also on April 1, 2015, due to lower fuel prices, a fuel rebate of 1% was implemented on our major and minor routes, which helped to lessen the impact of the tariff increases that were implemented effective that date, in accordance with the Commissioner’s price cap ruling for performance term three (PT3) (April 1, 2012 – March 31, 2016). No fuel surcharges or rebates were implemented on the Northern routes.

On March 18, 2015, in response to BC Ferries’ submission, the Commissioner issued his preliminary price cap ruling for performance term four (PT4) (April 1, 2016 – March 31, 2020), setting price cap increases of 1.9% for each of the four years of PT4, an amount comparable to the forecast rate of inflation. The Commissioner will issue his final price cap ruling for PT4 on or before September 30, 2015.

Value For Fares/Cards

Action Taken:

The Company recognizes that operating efficiently is important in ensuring fare affordability . On March 18, 2015, the Commissioner issued his report on the Performance Review of the Efficiency of BC Ferries. The review concludes that: *"BC Ferries is demonstrating good cost control, and went on to say that "cost control has been achieved while obtaining good outcomes with customer satisfaction and passenger and employee safety"* and that *"BC Ferries appear to have a strong culture of efficiency"*. The Commissioner also released favourable reports resulting from his performance reviews of BC Ferries' vessel homeporting arrangements (homeporting refers to the location where vessels are docked overnight), fuel management and BC Ferries Vacations.

BC Ferries is projecting to reduce operating expenses in PT3 by approximately \$20 million from the level 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.

Cancellations/Delays

Sample of Customer Comments:

Complaints

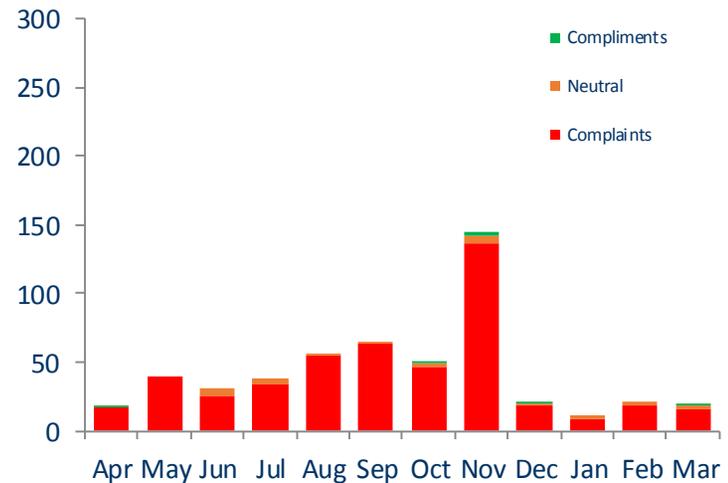
- “January 9... Skeena Queen down, water taxi was great, but arriving in Swartz Bay we had to walk over 20 minutes from government dock. Fence was shut at opening too. People with suitcases, elderly folks, even one lady struggled and had to take her asthma pump. Shameful really.”
- “It’s with continued frustration and growing anger that I am contacting you today in regards to the incident on the Quadra Island – Campbell River ferry on the 6:15 am run this morning. Apparently the engines wouldn’t start and the service was disrupted until 7:05 am. While I can fully understand that there are occurrences, especially mechanically, my issue is with the communication between the corporation/employees and the ridership.”
- “Why would BC Ferries want to cut a route (Nanaimo-Horseshoe Bay) that made \$11million in 2012 and preserve a route (Tsawwassen-Nanaimo) that lost \$29 million the same year. Not to mention the inconvenience of the latter route in getting downtown.”

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.”

Cancellations/Delays includes:

Group/Attribute	Complaints	Neutral	Compliments
Sailings: Delays	247	20	4
Sailings: Cancellations	230	11	3
% of all comments (7,215)	6.6%	0.4%	0.1%



*Complaints = “bad” or “poor” rating accompanied by a comment
 Note: Fiscal 2015 = April 1, 2014 to March 31, 2015

Cancellations/Delays

Root Cause:

Operational Delays & Other Service Impacts

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 medical emergencies, marine emergencies, adverse weather conditions, and mechanical issues such as the faulty standby generator of the *Skeena Queen* that needed to be replaced on January 9, 2015 before the vessel could resume service.

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.

In a specific example, on January 9, 2015 the *Skeena Queen* was unable to operate service due to a mechanical issue. This was determined in the early hours of the morning and the following service recovery was put in place:

- a 50 passenger water taxi was put in service and operated the service as per the regular Route 4 (Swartz Bay/Fulford Harbor) schedule
- an additional water taxi round trip was operated due to an overload that occurred for the 5:00 pm sailing
- staff manned the gate at Swartz Bay to shorten the walk time for customers to and from the water taxi dock (Government dock)
- a vehicle was rented to assist customers with walking difficulties to and from the Government dock, luggage was transported with a company truck
- additional staff were put in place to assist customers at Fulford Harbour, Swartz Bay, Crofton and Vesuvius Bay
- customers travelling thru-fare from Tsawwassen were informed and accommodated
- additional sailings for the Crofton – Vesuvius route were prepared for January 10th in case the *Skeena Queen* would require additional time for repair
- engineering staff worked diligently to make the necessary repairs and the vessel was able to resume service on January 10th

Cancellations/Delays

Root Cause:

Efficiency Plan:

BC Ferries submitted its *Strategies for Enhanced Efficiency in Performance Term Four and Beyond* (the "Efficiency Plan") to the Commissioner as part of its PT4 submission on September 30, 2014. The Efficiency Plan has four components to it (LNG fuel alternative for vessels, IT Customer Interfacing System, Southern Gulf Island Strategy, Major Routes Strategy) and the full document is available on the website of the BC 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.

Lessons Learned:

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.

Action Taken:

As part of the preliminary price cap ruling for PT4, the Commissioner directed that BC Ferries revisit its capital plan with a view to reducing the total long term capital plan by \$100 million. To do this, the Commissioner noted that the Company will need to continue its planning and analysis on the Major Routes and Southern Gulf Islands strategies, including a revisit of its plans for the Horseshoe Bay terminal and consolidation of terminals. He noted that planning should assume that vehicle ferry service will continue to be provided between Horseshoe Bay and Nanaimo. He observed that significant public consultation will be necessary before any decisions can be made.

Sailings

Sample of Customer Comments:

Complaints

- “I am shocked to see that you don’t have the 5:00 pm sailing from Powell River to Comox on Sundays! I am travelling for business for the day and I have to wait until 8:45 pm. This is a huge gap in your schedule!”
- “Have family from Europe visiting and needed to do a lot of research as the visitors want to go to Bella Coola. I am stunned that so much tax dollars go to BC Tourism, and here we have a ferry taking 15 cars. I went to the Vancouver ferry office to verify all this and worse yet, more than half of those spots have already been reserved and here we are early Jan. 2015. Yes a 10 hour ferry ride with bare bones amenities; the cost for 2 people + car is \$850. I feel ashamed to explain this to my visitors.”
- “It is possible that you will totally destroy tourism on the Sunshine Coast. Our family came overnight to wish their dad Happy Father’s Day. They have been sitting at the Langdale ferry terminal since 1:30 pm and will hopefully board the 6:50 pm. This can’t possibly be a permanent schedule.”

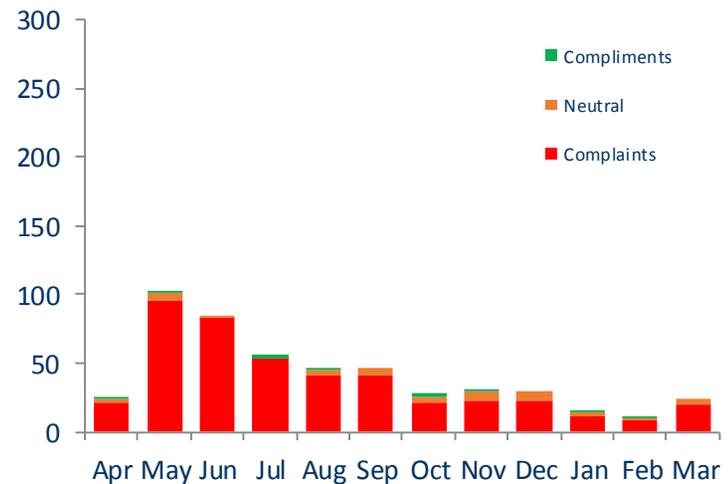
Compliments

- “I just want to start by extending a thank you for the recent service provided by BC Ferries between Comox, Texada Island and Powell River. I am so impressed by the service and hope to see it again soon. I travelled yesterday and was able to reach my destination in an hour.”

*Complaints = “bad” or “poor” rating accompanied by a comment
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Sailings includes:

Group/Attribute	Complaints	Neutral	Compliments
Sailings: Frequency of Sailings	252	31	3
Sailings: Making Connections	137	12	6
Sailings: Loaded on Sailing of Choice	53	3	3
% of all comments (7,215)	6.1%	0.6%	0.2%



Root Cause:

The average utilization rate for BC Ferries vessels is slightly below 50%, however there are times where customer demand is focused on certain sailings and not all customers will be able to travel on the sailing of their choice.

On April 28, 2014, after six weeks of community consultation, feedback and further analysis of schedule refinement options, BC Ferries implemented new schedules for certain of the Northern and minor routes intended to achieve a net savings of \$14 million over the remainder of PT3, which ends March 31, 2016. These new schedules reflect the service reductions determined by the Province in order to better align service levels with demand, and to ensure the coastal ferry system is affordable, efficient and sustainable. This includes the discontinuation of the Discovery Coast Passage Route with direct service to the mid-coast from Port Hardy for three months during the summer peak season. This route was replaced with an extension of one of the Company's other Northern routes to the mid-coast, which now provides a supplemental service with a much smaller vessel.

Lessons Learned:

Sailing waits have an adverse affect on customers who choose not to reserve or travel non-reservable routes.

Communities desire that early and late sailings be available (and during consultation on the service level adjustments) expressed a preference to forgo mid-day sailings to retain these sailings) but there has been little or no additional utilization of the early or late sailings, while mid-day travel has been slow to adapt to adjusted sailing schedules.

Action Taken:

During the schedule planning for the individual routes, detailed consideration is given to historic traffic patterns, seasonal changes, time of day demand and special events especially related to long weekends and holidays.

Manager's discretion sailings are scheduled tentatively on the major routes on days where historic traffic shows varying demand. If traffic builds up unexpectedly during low season periods, the management team will carefully monitor the situation and consider adding a sailing at the end of the operational day.

Customers may book a reservation, on reservable routes, to avoid sailing waits. Customer feedback has led BC Ferries to explore the possibility of expanding the fully reservable model currently in place on the Tsawwassen – Southern Gulf Island and on the Northern Routes.

Action Taken:

Customer and community feedback in response to the new schedules effective April 28, 2014 (put in place in response to the service level adjustments determined 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 of 2014:

- On September 2, 2014 the route 21 (Buckley Bay/Denman) 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. Further adjustments on this route came into effect April 1, 2015.
- 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.
- On February 9, 2015 the route 23 (Campbell River/Quadra) and route 24 (Quadra/Cortes) schedules were adjusted to address issues around sailing and wait times.
- BC Ferries, working with the joint FACs of Salt Spring and Southern Gulf Islands, crafted an alternate solution to the Saturday/Sunday service changes by implementing winter mid-week reductions – further changes are underway which bode well for Friday service improvements over the original service level adjustments.

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

Staff Helpfulness

Sample of Customer Comments:

Complaints

- “I arrived at the Tsawwassen ferry terminal this morning before 6:00 am to catch the 7:00 am ferry to Victoria. I approached the toll booth in a great mood when the attendant, out of nowhere, started accusing me of speeding while she was processing my card. Her tone was very demeaning and rude and she continued to tell me how fast I was going.”
- “This was the 12:45 pm from Tsawwassen to Duke Point. You need to have staff that roam the decks like they used to. I had a woman running her car for at least 20 minutes beside me while we were sailing. Tried to find an employee, none anywhere to be found. I’m not impressed with BC Ferries today.”
- “Took the 7:00 pm ferry from Swartz Bay to Tsawwassen tonight. People took up chairs with their bags so we had to stand for an hour!”

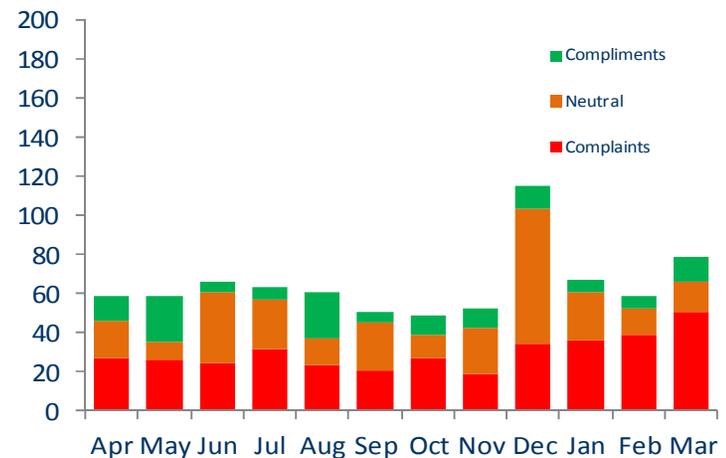
Compliments

- “I was travelling from Nanaimo today when our vessel became involved in the search for the overboard passenger from the Queen of Oak Bay. I would like to commend the crew for the calm, professional way they immediately moved into their emergency procedures and handled the situation.”
- “I want to thank you for the excellent wheel chair service you provide. I would be unable to travel to the Cancer Hospital in Vancouver without your special caregivers.”

*Complaints = “bad” or “poor” rating accompanied by a comment
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Staff Helpfulness includes:

Group/Attribute	Complaints	Neutral	Compliments
Inside the Terminal: Staff Helpfulness	201	17	129
On the Ship: Staff Helpfulness	120	14	206
On the Phone: Information Accuracy	39	9	7
Outside the Terminal: Staff Helpfulness	32	3	11
On the Phone: Agent Helpfulness	19	4	48
% of all comments (7,215)	5.7%	0.7%	5.6%



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 delivered training to all operations employees on BC Ferries' expectation on 3 key Customer Service attributes:

- Friendliness
- Communication Skills
- Professionalism

Improvements to customer service are reflected in high number of staff compliments received during fiscal year 2015, most notably for the categories of 'On the Ship, Staff Helpfulness' and 'On the Phone, Agent Helpfulness' compliments far exceeded complaints.

Food and Retail Services

Sample of Customer Comments:

Complaints

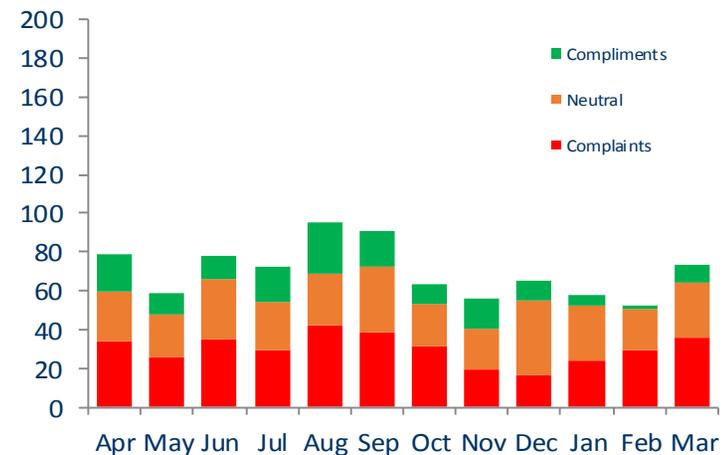
- “If you are going to offer Wi-Fi service at least make sure that it works. The ferry from Tsawwassen to Swartz Bay had no connectivity at the terminal or on the ferry. Not just me, no one could connect.”
- “Why would you block Netflix of all things? What’s the point of having your own Wi-Fi service if it’s going to block popular websites?”
- “When it comes to the buffet on BC Ferries I would rate my experience as both extremely good and extremely bad. The buffet itself is very good. The ability and reliability of actually being on a ferry that offers it is terrible.”
- “Why was the full breakfast menu dropped on the 10:30 am Nanaimo run, I looked forward to an all aboard breakfast and not a burger. Will pass on your meals from now on.”

Compliments

- “Just a compliment! Who ever is doing the buying for your on board shops is doing a great job! I always enjoy browsing & buying great items in the shops that I never see any where else! Have a good day & bon voyage!”

Food and Retail Services includes:

Group/Attribute	Complaints	Neutral	Compliments
On the Ship: Amenities	190	96	16
Food and Retail Services: Food Selection/Quality	87	34	19
Food and Retail Services: Staff Helpfulness	24	7	20
Food and Retail Services: Food Value	21	5	1
Food and Retail Services: Lounge/Buffer/Coffee Bar	15	9	4
Food and Retail Services: Retail Value	12	8	1
Food and Retail Services: Retail Selection	12	163	97
% of all comments (7,215)	5.0%	4.5%	2.2%



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Food and Retail Services

Root Cause:

Amenities / Wi-Fi:

On July 5, 2010 BC Ferries started the pilot project for a complimentary Wi-Fi service to allow customers to browse the web or check e-mail while travelling with BC Ferries. This service is now available at the Swartz Bay, Tsawwassen, Departure Bay, Horseshoe Bay and Langdale terminals as well as onboard select vessels that travel to and from these terminals.

A standard global filtering service is restricting access to websites tagged as displaying inappropriate content. Furthermore, streaming websites are restricted in order to allow all customers shared access to the limited wireless bandwidth available on our networks for basic web browsing and e-mail usage. To allow streaming media would impact other customer's ability to use the free resource efficiently.

The high demand for Wi-Fi during busy sailings can lead to access issues.

Lessons Learned:

Customers need to be kept informed of the restrictions that do apply to the free Wi-Fi service to avoid disappointment.

Action Taken:

The BC Ferries website provides information about the complimentary Wi-Fi service as well as a list of Frequently Asked Questions to assist customers who encounter difficulties with the service.

Action is underway to expand the Wi-Fi bandwidth.

Food and Retail Services

Root Cause:

Vessels operating on the Swartz Bay – Tsawwassen route without buffet service:

The effort to more efficiently match vessels with traffic demand during periods with historically low traffic resulted in some vessels operating on the Swartz Bay – Tsawwassen route for approximately 4 months per year without the amenity of a Pacific Buffet. All vessels originally designated for the Swartz Bay – Tsawwassen route were planned and built with a buffet. It would be cost prohibitive to retrofit a vessel with a buffet and seating area for a vessel that is only going to be on the Swartz Bay – Tsawwassen route for a few months each year.

Lessons Learned:

The Pacific Buffet is a very popular amenity with frequent travelers on the Swartz Bay – Tsawwassen route. Customers needed to be made aware of the possibility of sailings without buffet service.

Action Taken:

As an alternative to the Pacific Buffet, the existing Sitka Coffee Place onboard the *Coastal Renaissance* was adapted to be able to offer a Breakfast and Salad Bar.

Through a prominent link on the homepage of the BC Ferries website, detailed information is provided regarding the onboard amenities available on the various vessels. The Current Conditions Arrivals and Departures webpages identify the departure times of individual vessels.

Food and Retail Services

Root Cause:

Food Selection/Cost:

BC Ferries offers a variety of food services comparable in cost to venues on land such as coffee shops, fast food restaurants and buffet services.

Consumer behavior demonstrated loyalty towards favorite menu items and in the past BC Ferries was hesitant to remove such items in favor of new and unproven menu options.

Lessons Learned:

Through customer feedback BC Ferries has recognized that frequent customers are expecting more frequent changes to the menu options.

Action Taken:

In order to determine customers' interest, BC Ferries offered additional White Spot menu items onboard vessels servicing the Departure Bay – Horseshoe Bay route on a trial basis and conducted a survey after completion of the trial. Customer feedback was positive and BC Ferries gradually expanded the popular White Spot menu options onboard vessels servicing the Swartz Bay – Tsawwassen, Departure Bay – Horseshoe Bay and the Duke Point – Tsawwassen routes starting April 17, 2013.

The renewed partnership with White Spot enables BC Ferries to offer greater flexibility to make periodic changes to the menu options in future.