

A message from BC Ferries President & CEO

March 30, 2020

Hi everyone,

We are operating in uncertain times, and as I said last week on video, we have no playbook to follow and every day we need to react to a new set of circumstances. Today, I want to give you the latest information about our traffic.

As you know, demand across our ferry system has dropped dramatically. To put it in perspective, during the 2008 financial crisis, we lost about 5 per cent of our traffic over 12 months. With the COVID-19 pandemic, we've lost 75 per cent of traffic in 15 days.

This is unprecedented and we are monitoring the traffic levels daily. Attached to this bulletin is our network traffic report. We are going to share these statistics with you weekly.

We know this downturn in traffic will eventually end, but we don't know when. I know many of you are concerned about layoffs. I am worried about that too. The Premier of BC recently designated BC Ferries to provide essential service levels. Our teams continue to work with the Province to understand exactly what that means for each of the routes we operate. When the new service levels are finalized, I will share them with you as soon as I can. Although this situation is not what we envisioned, I am confident the impact will be temporary and once this passes we will focus on restoring full service as soon as we can.

Despite these difficult circumstances, I am hearing every day about the great work you're doing. Thank you for your loyalty and dedication to coastal communities. We're in this together and we will get through this together. I'll update you again once we have more information.

Thank you again and please sailsafe.



[FOIPP Act, s. 22 - signature](#)

Mark Collins
President & CEO

Attachment: Today's Daily Traffic Report, in PDF format

Items to Note for Yesterday's Traffic:

- New Majors Traffic (Routes 1,2,3 & 30) fell 89% for Passengers, and 79% for Vehicles YoY
- Traffic on the Minor Routes fell 81% for passengers, and 73% for vehicles.
- Bus Traffic has seen the largest YOY declines, and traffic yesterday declined to 0 buses compared to 31 LY
- Commercial Traffic is beginning to see large YOY declines, with traffic yesterday decreasing 23% compared to LY

Traffic Volume Variance Report

As of March 29, 2020

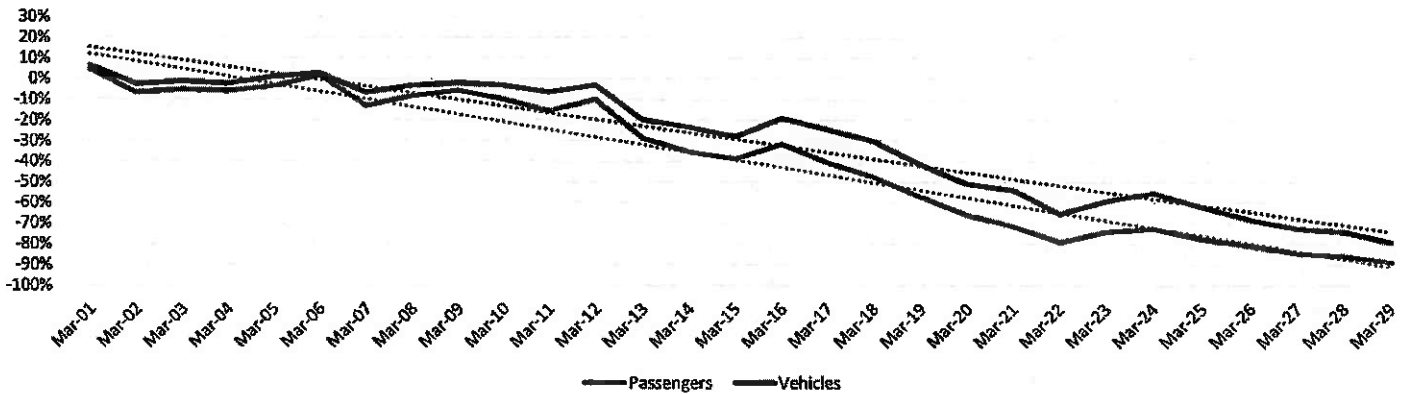
Variance to Last Year - Vehicles

	Yesterday		Last 7 Days		MTD		YTD	
1, 2, & 30	(9,868)	(79.7%)	(52,423)	(69.4%)	(95,764)	(33.9%)	(69,461)	(1.7%)
Route 3	(951)	(72.6%)	(5,988)	(57.7%)	(10,703)	(25.2%)	(13,294)	(2.3%)
Majors	(10,819)	(79.0%)	(58,411)	(68.0%)	(106,467)	(32.8%)	(82,755)	(1.8%)

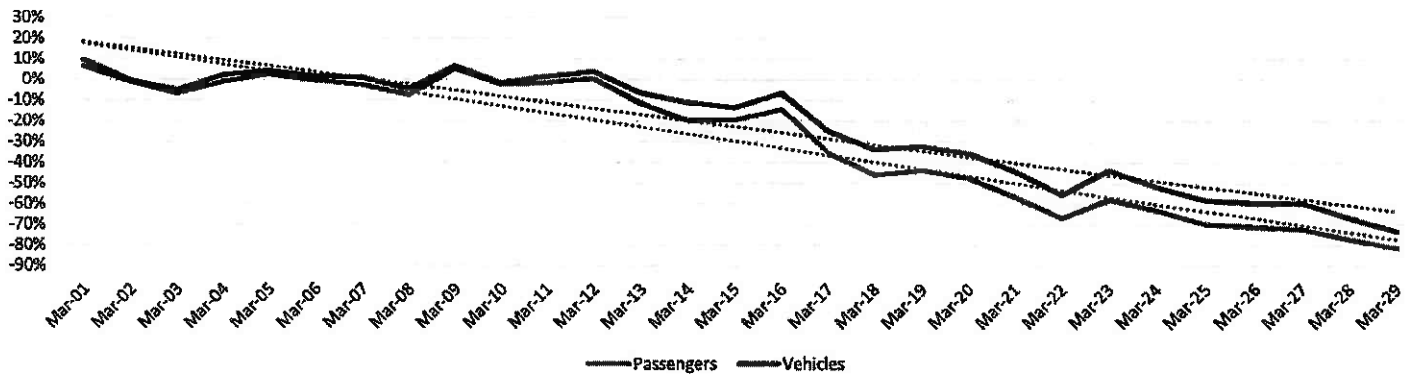
Variance to Last Year - Passengers

	Yesterday		Last 7 Days		MTD		YTD	
1, 2, & 30	(34,999)	(89.1%)	(180,450)	(82.7%)	(369,278)	(46.8%)	(439,664)	(3.8%)
Route 3	(2,678)	(82.3%)	(17,189)	(70.9%)	(32,964)	(34.7%)	(38,647)	(2.8%)
Majors	(37,677)	(88.6%)	(197,639)	(81.5%)	(402,242)	(45.5%)	(478,311)	(3.7%)

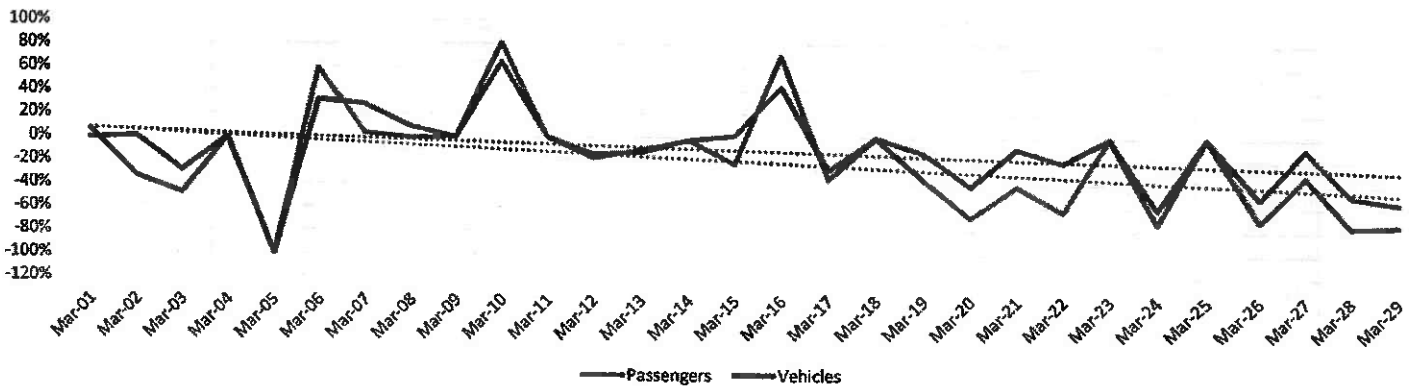
New Majors YoY Growth (~84% of Tariff Revenue)



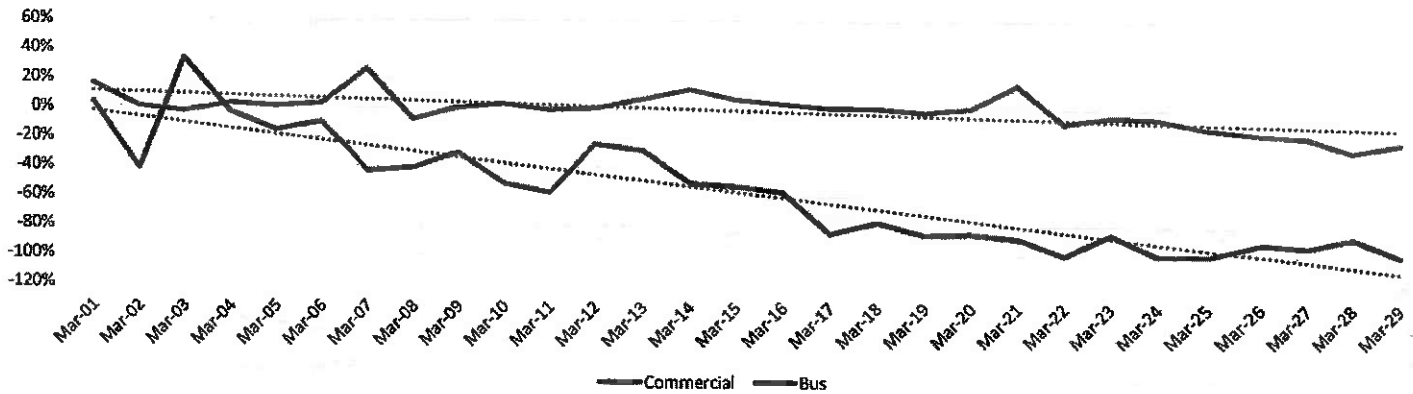
Minors YoY Growth (~14% of Tariff Revenue)



North YoY Growth (~2% of Tariff Revenue)



Bus and Commercial Growth (~15% of Tariff Revenue)



Notes:

- Traffic & Revenue is reported from Point of Sale only Data
- Data from some locations may be delayed
- Year over year changes on the North may be influenced by discrepancies in the year over year schedule

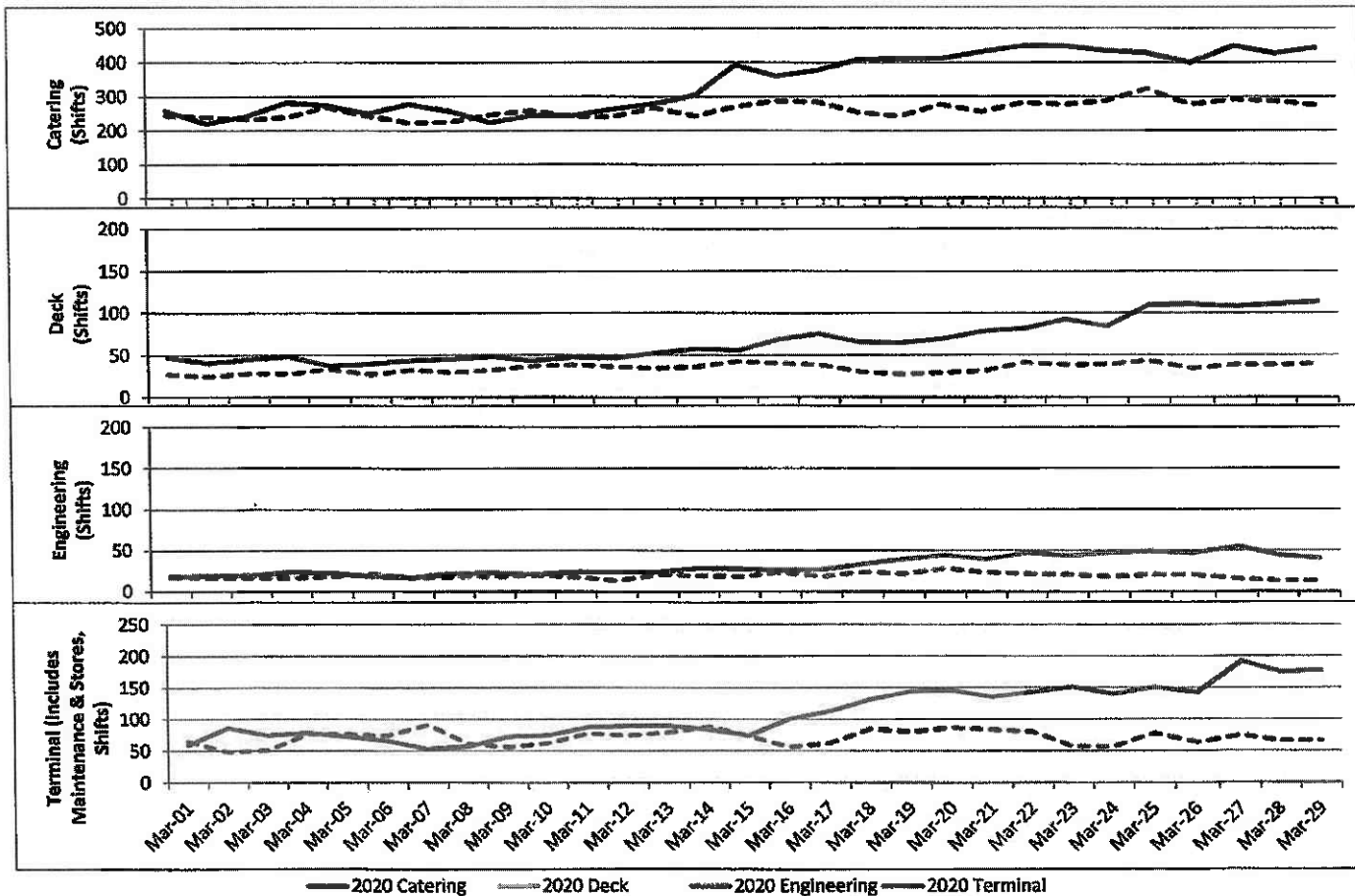
New Majors Sailings - Mar 29

Licence	A	B	C	Total
Sailed at	8	10	34	52
Required by Pax #'s			52	52

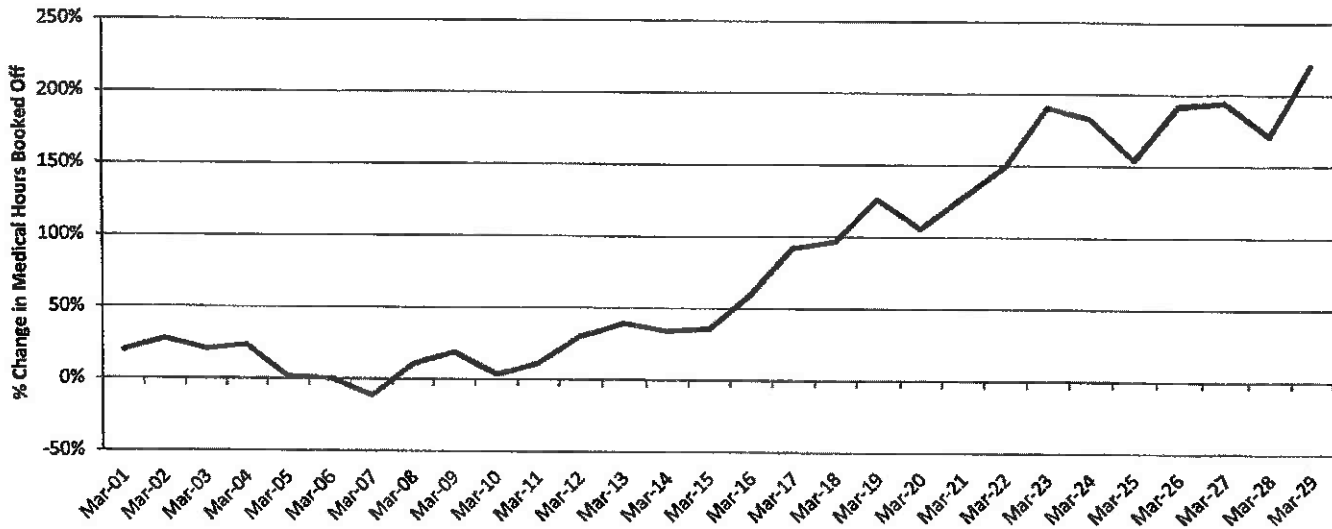
Impacts of Crew Absences

Sailings	Cancelled			Delayed		
	Majors	Minors	North	Majors	Minors	North
Mar-02	0	0	0	0	2	0
Mar-04	0	0	0	1	1	0
Mar-06	0	0	0	0	8	0
Mar-09	0	0	0	0	5	0
Mar-10	0	0	0	1	2	0
Mar-16	0	0	0	0	26	0
Mar-18	0	0	0	0	0	1
Mar-20	0	0	0	1	3	0
Mar-21	0	0	0	2	0	0
Mar-22	0	2	0	2	4	0
Mar-23	0	0	0	0	2	0
Mar-24	0	2	0	0	2	0
Mar-25	0	0	0	0	7	0
MTD	0	4	0	7	62	1

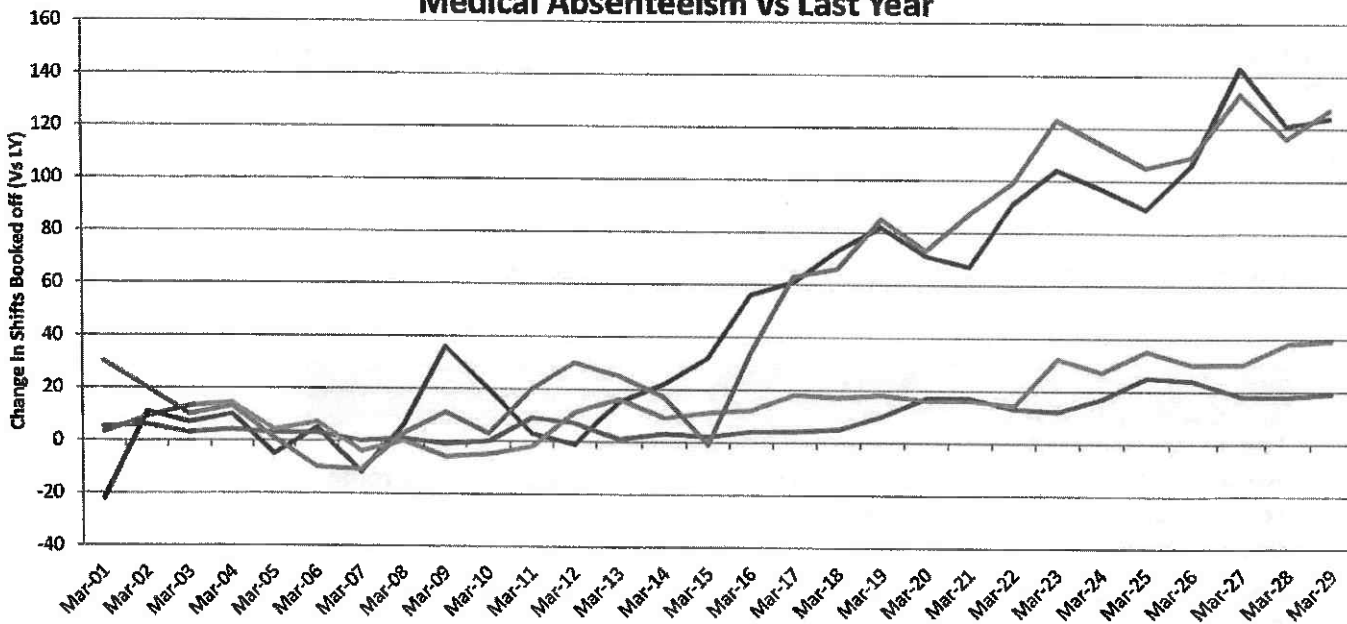
Medical Absenteeism by Department (2019=Dashed)



Medical Absenteeism (YoY Change by Percentage)



Medical Absenteeism vs Last Year



Creighton, Kathleen

From: Collins, Mark
Sent: March 31, 2020 7:46 PM
To: Barabash, Jason [s. 22 email address](#)
Cc: [REDACTED]; Bruce Chan; John A. Horning
Subject: Re: BC Ferries - bullet point summary from today's meeting

Saturday at the earliest

M

M Collins
President & CEO
BC Ferries

M: [REDACTED] [FOIPP Act, ss. 15, 19 and 22](#)

On Mar 31, 2020, at 17:24, Barabash, Jason wrote:

Hi David

It's going to take a few days, at the earliest, before these service level changes can be implemented.
Thanks

Jason

[s. 22 email address](#)

On Mar 31, 2020, at 11:31 AM, [REDACTED] wrote:

[FOIPP Act, s. 22](#)

[REDACTED]

I am in agreement with your intentions and fully supportive.
Assuming you finalize support from the Province when would you expect the route service reductions to be implemented ?
Dave Podmore

From: Bruce Chan
Sent: March 31, 2020 11:15 AM
To: Barabash, Jason
Cc: David Podmore ; John A. Horning ; Collins, Mark
Subject: Re: BC Ferries - bullet point summary from today's meeting
Thank you Jason for the good summary, and thanks Mark (and to the entire team) - for the good work. I support the tough decisions being made by management.
Separate topic - [REDACTED]

[FOIPP Act, s. 13](#)

On Mar 31, 2020, at 11:05 AM, Barabash, Jason
<Jason.Barabash@bcferries.com> wrote:

Bruce, David

Here is the summary of today's conference call:

- Traffic is down approximately 70% system-wide. Assuming nothing was done (ie. no cost cutting, etc), this would be about a \$375 million hit to the bottom line
- So far, neither the Federal nor Provincial Governments have stepped up to offer funding relief to BC Ferries
- We're in the process of finalizing an agreement with the Province to temporarily reduce service levels:
- On the Majors, Route 1 (Victoria-Vancouver) will go down to 4 round trips daily. Service on Route 2 (Horseshoe Bay – Departure Bay) will be suspended. Route 3 (Langdale – Horseshoe Bay) will have 3 round trips daily and Route 30 (Nanimo – Tsawwassen) will have 4 round trips daily
- On the Minors, Route 12 (Mill Bay to Brentwood Bay) will be suspended. Route 9 (Tsawwassen to Southern Gulf Islands) and Route 5 (Swartz Bay to Southern Gulf Islands) will be consolidated
- We're looking at a joint communication with the Province to announce these service level changes
- We need to reduce costs so we're looking at temporarily laying off 600-800 employees. We're working with the Union with this because we're doing it reluctantly and we want these employees to come back when we return to normal. These layoffs will be finalized once the service level reductions agreement with the Province is signed
- Tomorrow, the executive management committee will, among other things, look at capital expenditure deferrals
- We're reviewing the 75% wage subsidy announced by the Federal Government and looking at how it applies to us
- The daily 'burn' rate is approximately \$1.2 million/day and the Board has asked for a report on our liquidity situation. It was previously done on a 50% decrease in traffic and a 10% reduction in costs and the analysis revealed that cash on hand would allow BC Ferries to weather the storm until next Spring. It is now being re-run assuming a 70% decrease in traffic and will be distributed to the Board when complete.

Thanks and I hope you are keeping well,
Jason

Jason Barabash
Vice President, General Counsel & Corporate Secretary
British Columbia Ferry Services Inc.
Suite 500, 1321 Blanshard Street, Victoria, BC, V8W 0B7

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bcferries.com | [Facebook](#) | [Twitter](#)

FOIPP Act, ss. 15, 19 and 22

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Creighton, Kathleen

From: Collins, Mark
Sent: April 02, 2020 9:08 PM
To: John Horning
Subject: Fwd: Final News Release - Embargoed Until 11 am on Friday April 3
Attachments: 20-017 Service Levels Adjusted Due to COVID 19 Pandemic.pdf, ATTO0001.htm

Hi John,

I am making my video announcement to staff at 9 AM. Key stakeholders will be contacted immediately thereafter, then this press release below will be issued around noon.

It's going to be a difficult day. We anticipate about 1400 employees, 27%, will eventually be affected. It will take several weeks before all of that work is done.

FOIPP Act, ss. 13, 15, 17, 21 and settlement privilege

The minister [REDACTED] FOIPP Act, s. 13 She called me this afternoon. I took her through the facts. We are doing exactly what we said we would do, in the order we said we would do it. She really had no argument other than she would like us to [REDACTED]. I told her that just wasn't possible.

FOIPP Act, s. 13

I'd like to suggest you and I should have a phone call tomorrow morning between 8 and 9 AM and I could take you through some of the latest developments before the day unfolds.

Regards

Mark

M Collins
BC Ferries

FOIPP Act, ss. 15, 19 and 22

Begin forwarded message:

From: "Marshall, Deborah"
Date: April 2, 2020 at 18:24:01 PDT
To: "Anderson, Brian" , "Barabash, Jason" , "Carson, Janet" , "Collins, Mark" , "D'Agnolo, John" , "Marshall, Captain Jamie" , "Martinez, Erwin" , Patti Schom-Moffatt , "Schwartz, Glen" , "Sharland, Jill" , "Storey, Corrine"
Subject: Final News Release - Embargoed Until 11 am on Friday April 3

For your information, attached is the final news release that has been agreed upon with the Province. It will be released at 11 am tomorrow. It is embargoed until then.

Regards,
Deborah Marshall
Executive Director, Public Affairs

For Immediate Release
20-017

April 3, 2020

SERVICE LEVELS ADJUSTED DUE TO COVID-19 PANDEMIC

VICTORIA – BC Ferries is adjusting service levels across multiple routes for the next 60 days to protect the health and safety of communities and ferry workers, ensure the resiliency of the coastal ferry service, and better match ferry service to current demand. The Coastal Ferry Service Contract with the Province of British Columbia has been amended to permit these service reductions.

Across the ferry network, capacity will be reduced by approximately half over this time last year. Most service reductions will go into effect on Saturday, April 4 for a period of 60 days. During this time, BC Ferries will monitor service levels in conjunction with the Province to ensure essential service levels are maintained and to determine when services should resume to normal levels.

“These changes are designed to ensure we have sufficient capacity to allow the flow of essential goods, services, supplies and workers to their destinations,” said Mark Collins, BC Ferries’ President and CEO. “We will continue to transport the goods communities rely on, and we will get people to where they need to go.”

Effective Saturday, April 4, 2020, service level adjustments are as follows:

- Regular sailings on the Tsawwassen - Swartz Bay and Tsawwassen - Duke Point are reduced to four round trips a day from the present eight on both routes
- Four additional “cargo only” round trips will be provided on the Tsawwassen - Duke Point route, to ensure essential goods are transported to and from Vancouver Island
- Service on the Langdale – Horseshoe Bay route is reduced to six round trips a day from the present eight
- All service on the Horseshoe Bay - Nanaimo route is suspended
- All service on the Mill Bay - Brentwood Bay route is suspended
- For northern and mid-coast communities, service will continue to operate at the current off-peak (winter) service levels. The summer direct service from Bella Coola to Port Hardy will not be introduced at this time
- Changes will be coming to the Tsawwassen – Southern Gulf Islands and Swartz Bay – Southern Gulf Islands service. Details are currently being finalized and will be announced soon.

The remaining routes and schedules are unchanged for now. Maintaining the delivery of essential goods and services and ensuring that health care and other essential workers can continue to use the ferry to commute to work will be a priority.

“Through this challenging time, our employees have demonstrated courage and determination to support coastal ferry service,” said Collins. “Unfortunately, these service level reductions will result in temporary layoffs for hundreds of dedicated and loyal employees. Our goal is to keep the temporary layoffs to as short as possible. We need all these skilled people back as soon as possible to help restore ferry services when traffic returns.”

BC Ferries is dedicated to providing a safe and healthy travel experience for its passengers and employees. At this time, the company is advising customers to avoid any non-essential travel. For those that need to travel, additional measures have been put in place to keep customers and crew healthy and safe.

For schedules and information about travelling with BC Ferries during the COVID-19 situation, visit bcferries.com.

- 30 -

Media Contact:

BC Ferries, Media Relations
Victoria: (250) 978-1267

Customer Contact:

Victoria: (250) 386-3431
Toll-free: 1-888-BCFERRY (1-888-223-3779)

Schedule Adjustments Effective Saturday, April 4:

- **Tsawwassen – Swartz Bay (Vancouver – Victoria)** will operate with four departures from each terminal daily:
 - Exit Swartz Bay: 9am, 1pm, 3pm and 7pm
 - Exit Tsawwassen: 7am, 11am, 5pm, 9pm

- **Tsawwassen – Duke Point (Vancouver – Nanaimo)** route will operate with four departures from each terminal daily:
 - Exit Tsawwassen: 7:45am, 12:45pm, 5:45pm, 10:45pm
 - Exit Duke Point: 5:15am, 10:15am, 3:15pm, 8:15pm

- **Tsawwassen – Duke Point (Vancouver – Nanaimo)** route will operate with four CARGO ONLY departures from each terminal Monday through Friday. These sailings are reserved for the movement of commercial goods and essential service workers. Schedule as follows:
 - Exit Tsawwassen: 5:15am, 10:15am, 3:15pm, 8:15pm
 - Exit Duke Point: 7:45am, 12:45pm, 5:45pm, 10:45pm

- **Horseshoe Bay – Langdale (West Vancouver – Sunshine Coast)** route will operate with six departures from each terminal daily:
 - Exit Langdale: 6:20am, 8:40am, 10:50am, 3:15pm, 5:25pm, 7:40pm
 - Exit Horseshoe Bay: 7:30am, 9:45am, 11:55am, 4:20pm, 6:35pm, 8:45pm

- **Inside Passage-Central Coast-Bella Coola and Haida Gwaii Schedules**
 - Visit bcferries.com for schedule details on northern routes

President & CEO – Update

April 3, 2020

Hi everyone,

Today is a tough day for all of us at BC Ferries. I know I don't have to tell you just how much the COVID-19 pandemic has affected our business. The decline in ferry traffic has been profound. It is unprecedented and it has happened quickly.

We have been working closely with the Province to determine how service levels need to be adjusted across our many routes to protect the health and safety of our crew and of the communities we serve. Later this morning, we will publicly release details of our service reductions, which go into effect tomorrow or soon after.

Through a new video, now posted on the Intranet, I share information with you about this directly. Please take a moment to watch this message:

<https://>

[FOIPP Act, s. 15](#)

Unfortunately, the changes to our service levels will result in temporary layoffs for hundreds of our dedicated and loyal co-workers who work on both our vessels and at our terminals based out of Tsawwassen, Swartz Bay, Horseshoe Bay, Duke Point and Departure Bay. We will begin contacting affected exempt and non-exempt employees tomorrow. We will work as quickly as possible to share information about their options going forward.

I know this is not the news you were hoping to hear and it isn't the news I want to deliver. This was not an easy decision, and not one we took lightly.

I know how hard this is for our employees and their families, and we plan to keep the temporary layoff period as short as possible.

We need skilled people to return and help restore ferry services for when traffic returns.

As the COVID-19 situation subsides, it will take time to ramp our service back up to previous levels as we bring our people back on board. We will make every effort to recall our co-workers as soon as we can.

Through this challenging time, your commitment and dedication to the company and to the communities we serve has been nothing short of inspiring. Coastal communities across British Columbia have been depending on you, and you have not let them down. On behalf of BC Ferries and all British Columbians, I want to thank you.

These are not easy times. The COVID-19 pandemic has affected us all. I know it will take all of us, working together, supporting one another, and caring for each other that will get us through it.

Please stay healthy and SailSafe.



[FOIPP Act, s. 22 - signature](#)

Mark

Creighton, Kathleen

From: Collins, Mark
Sent: April 03, 2020 10:15 AM
To: D'Agnolo, John
Subject: Re: Follow up from last night

FOIPP Act, s. 13

If we follow that line, what is the rationale for [REDACTED]

M Collins
BC Ferries

[REDACTED] FOIPP Act, ss. 15, 19 and 22

On Apr 3, 2020, at 10:11, D'Agnolo, John wrote:

Mark,

FOIPP Act, ss. 13, 15, 17, 21 and settlement privilege

[REDACTED]

John D'Agnolo
Vice President, People
British Columbia Ferry Services Inc.
The Atrium
Suite 500, 1321 Blanshard St., Victoria, BC V8W 0B7

[REDACTED] FOIPP Act, ss. 15, 19 and 22
John.dagnolo@bcferries.com
bcferries.com

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Creighton, Kathleen

From: Collins, Mark
Sent: April 03, 2020 6:45 PM
To: D'Agnolo, John
Subject: Re: Draft email response to Union

Looks good. Please proceed.

M Collins
BC Ferries

FOIPP Act, ss. 15, 19 and 22

> On Apr 3, 2020, at 18:24, D'Agnolo, John <John.Dagnolo@bcferries.com> wrote:

>

> Mark,

>

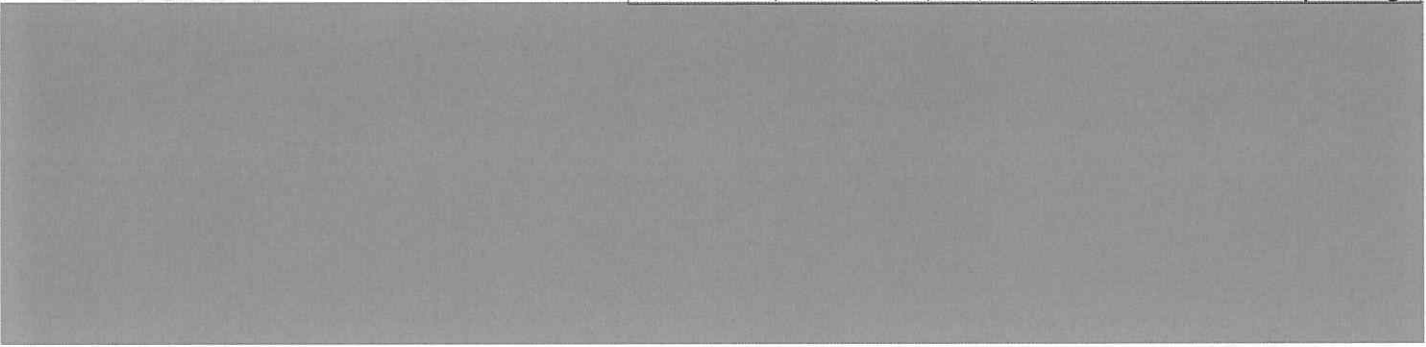
FOIPP Act, ss. 13, 14, 15, 17, 21 and settlement privilege

>

> John

>

FOIPP Act, ss. 13, 14, 15, 17, 21 and settlement privilege



From: Carpendale, Joanne
To: Sharland, Jill
Subject: FW: Employee Options
Date: April 01, 2020 11:54:07 AM
Attachments: COVID-19 Employee Impact Options - DRAFT.docx

FYI

Joanne Carpendale, MA, CPA CMA, CIA
Treasurer
British Columbia Ferry Services Inc.
Suite 500, 1321 Blanshard Street, Victoria, BC V8W 0B7

Joanne.Carpendale@bcferries.com
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From: D'Agnolo, John
Sent: March 31, 2020 7:30 PM
To: Carpendale, Joanne
Subject: Employee Options
Joanne,

FOIPP Act, ss. 13, 15, 17, 21 and settlement privilege

John D'Agnolo
Vice President, People
British Columbia Ferry Services Inc.
The Atrium
Suite 500, 1321 Blanshard St., Victoria, BC V8W 0B7

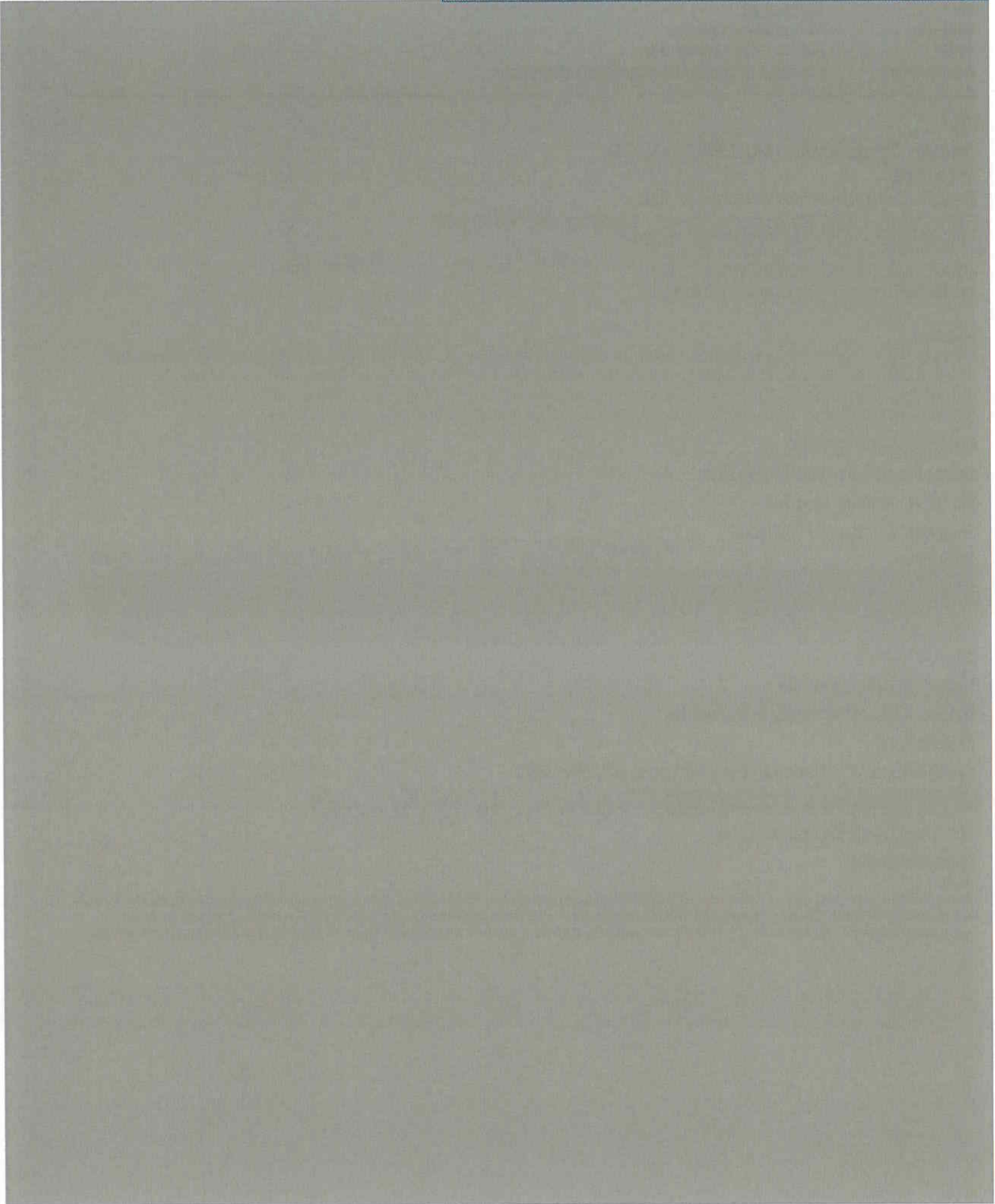
John.dagnolo@bcferries.com
bcferries.com

FOIPP Act, ss. 15, 19 and 22

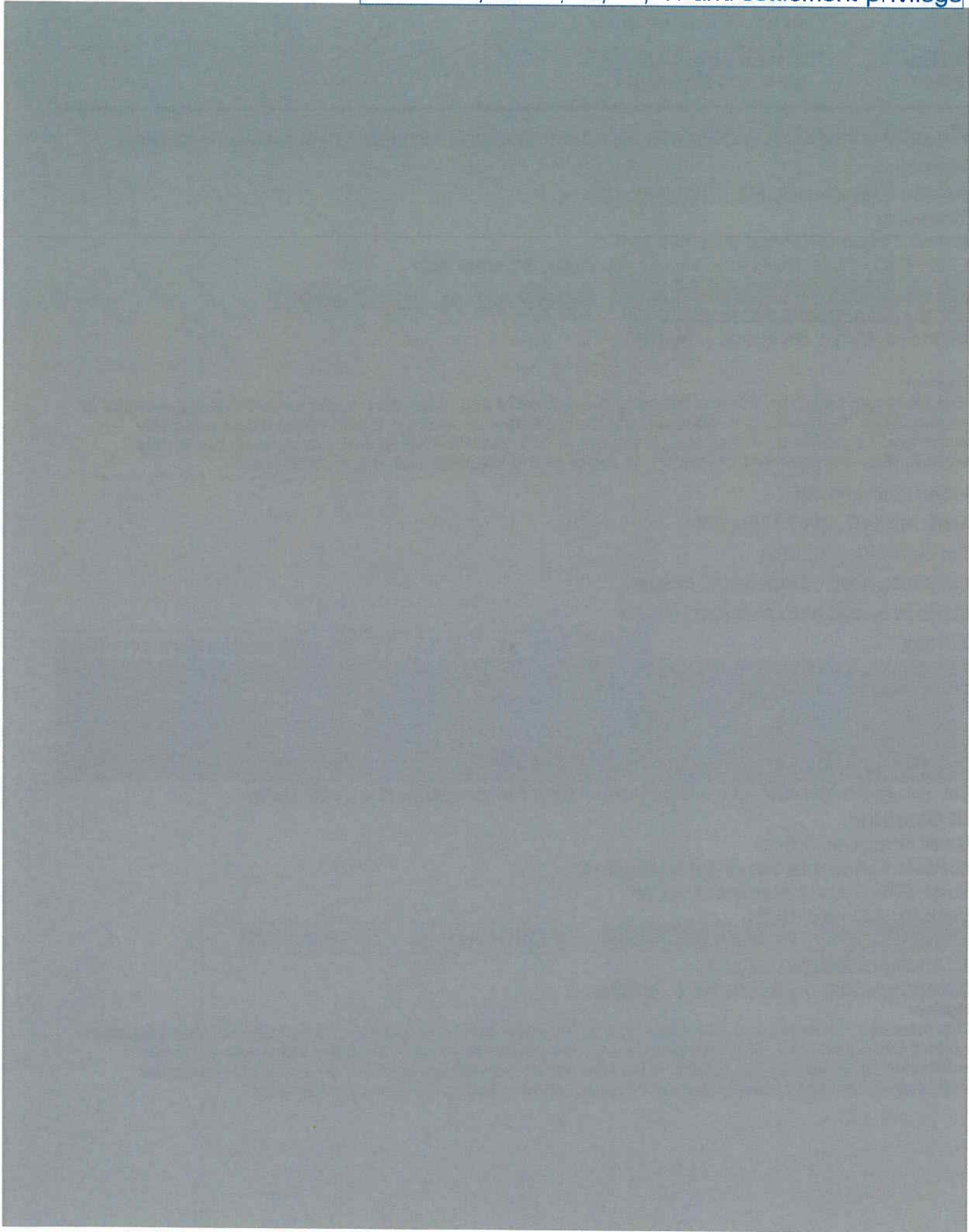
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FOIPP Act, ss. 13, 17, 21 and settlement privilege



FOIPP Act, ss. 13, 15, 17, 21 and settlement privilege



From: [Carpendale, Joanne](#)
To: [Sharland, Jill](#); [Cummings, Gordon](#)
Cc: [Elliott, Scott](#)
Subject: RE: layoffs and timebanks- urgent
Date: April 02, 2020 12:28:42 PM

I've got the modelling, Gordon will reach out to you for some information requirements asap.
Thanks.

Joanne Carpendale, MA, CPA CMA, CIA
Treasurer
British Columbia Ferry Services Inc.
Suite 500, 1321 Blanshard Street, Victoria, BC V8W 0B7

Joanne.Carpendale@bcferries.com
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FOIPP Act, ss. 15, 19 and 22

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From: Sharland, Jill

Sent: April 02, 2020 12:04 PM

To: Cummings, Gordon

Cc: Elliott, Scott ; Carpendale, Joanne

Subject: layoffs and timebanks- urgent

Gordon,

FOIPP Act, ss. 13, 15, 17, 21 and settlement privilege

Can you get that asap? John will be waiting for it for his negotiations later today.

Jill Sharland

Chief Financial Officer

British Columbia Ferry Services Inc.

Suite 500 - 1321 Blanshard Street

Victoria, BC V8W 0B7

FOIPP Act, ss. 15, 19 and 22

Jill.sharland@bcferries.com

bcferries.com | Facebook | Twitter

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From: Cummings, Gordon
To: Sharland, Jill
Subject: FW: Timebank analysis - confidential
Date: April 02, 2020 4:00:37 PM

Fyi

regards

Gordon Cummings
Corporate Controller
Finance

British Columbia Ferry Services Inc.
Suite 500 – 1321 Blanshard Street
Victoria, BC, V8W 0B7

FOIPP Act, ss. 15, 19 and 22

Gordon.Cummings@bcferries.com

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From: Balzer, Janine

Sent: April 02, 2020 3:40 PM

To: Cummings, Gordon ; Carpendale, Joanne ; Brown, Zuzana

Subject: RE: Timebank analysis - confidential

Joanne,

Zuzana and I have done an analysis on timebanks as per your request.

- All Bargaining Unit Employees were included (3,520)
 - Casuals
 - Regulars
 - All Points of Assembly
 - All jobs – includes administrative jobs
- Banks included
 - Admin
 - ASTO
 - CTO
 - PTO
 - Timebank
 - EDO
 - DMP Timebank

- Balances as at December 31, 2019

Average weeks and median weeks were calculated using standard rate of 35 hours per week. The result is a median of 3 weeks and an average of 10 weeks.

Janine

Janine Balzer, CPA, CGA
Senior Manager, Financial Operations
British Columbia Ferry Services Inc.

FOIPP Act, ss. 13 and 17

janine.balzer@bcferries.com
bcferries.com

FOIPP Act, ss. 15, 19 and 22

From: Cummings, Gordon

Sent: April 02, 2020 12:56 PM

To: Carpendale, Joanne; Brown, Zuzana; Balzer, Janine

Subject: Timebank analysis - confidential

Hi All

I just spoke with Zuzana who has been reviewing timebanks in detail for year end. In addition, Janine with lots of experience in timebanks and responsibility for payroll.

Joanne needs some support and estimation re timebank per head for a sub set of the employees.

Please go ahead and do a quick call with the three of you if available to see what can be achieved in the next hour or so. I have to attend CPBC at 1pm.

Regards

Gordon

Gordon Cummings

Corporate Controller

Finance

British Columbia Ferry Services Inc.

Suite 500 – 1321 Blanshard Street

Victoria, BC, V8W 0B7

[FOIPP Act, ss. 15, 19 and 22](#)

Gordon.Cummings@bcferries.com

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Wadden, Colleen

From: Storey, Corrine
Sent: April 03, 2020 8:05 AM
To: Johnston, Darren; D'Agnolo, John
Subject: Re: BU Licensed Officers (Deck)

Until I see a plan and have exec approval, layoffs will need to proceed. I am well aware of the challenges and risk but did not receive Exec support this week when I tabled the issue.

I will go back to the exec one more time but need the following;

- How many Officers broken out by position that are subject to lay off
- Cost by Officer Category (salary/wage & benefits)
- Any other incurred risk

The lay-off plan will not change until I receive executive support so the earliest I receive this information the earlier I can proceed.

Corrine

Corrine Storey
VP & Chief Operating Officer

On Apr 3, 2020, at 7:25 AM, Johnston, Darren <Darren.Johnston@bcferries.com> wrote:

Corrine,

FOIPP Act, ss. 13 and 17

None of us are blind to the great financial challenge that the current circumstance presents, however, over the next few days it is my intention to explore options to retain as many of the BU Licensed Deck Officers as possible. Until these opportunities have been exhausted I request that pending lay-offs for these individuals be delayed.

Thank you,
Darren

Darren Johnston
Executive Director, Fleet Operations
British Columbia Ferry Services Inc.
The Atrium
Suite 500, 1321 Blanshard St., Victoria, BC V8W 0B7

darren.johnston@bcferries.com

FOIPP Act, ss. 15, 19 and 22

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Eamer-Goult, Jason

From: Sharland, Jill
Sent: March 31, 2020 3:51 PM
To: McNair, Rob; Carpendale, Joanne; Doxtator, Kathy; Elliott, Scott
Subject: FW: PJan Tango Alpha - Major Route Service Reduction [REDACTED] FOIPP Act, ss. 13 and 17
Attachments: Plan Tango Alpha - Major Route Service Reduction Roll Out Plan.pdf; Major Routes ALT Proposal - Plan Tango Alpha.pdf; Reduced Service Option Updated March 31.xlsx

In case you haven't already received.

Jill Sharland
Chief Financial Officer
British Columbia Ferry Services Inc.

[REDACTED] FOIPP Act, ss. 15, 19 and 22
Jill.sharland@bcferries.com

bcferries.com

From: Johnston, Darren
Sent: March 31, 2020 3:41 PM
To: Collins, Mark ; Storey, Corrine ; Sharland, Jill ; D'Agnolo, John ; Anderson, Brian ; Carson, Janet ; Marshall, Captain Jamie ; Martinez, Erwin ; Barabash, Jason
Subject: PJan Tango Alpha - Major Route Service Reduction [REDACTED]

EMC, FOIPP Act, ss. 13 and 17

As you are aware the EOC Chiefs have been considering the most appropriate course of action with respect to major route service reductions and with broad representation from SCE, Operations, ER/HR, Finance, Marketing/Customer Care/Communications we have formulated a recommendation to [REDACTED]

This offers several advantages which are outlined in the attached BN. FOIPP Act, ss. 13 and 17

Of particular note, the #s contained in the Crewing spreadsheet (attached) reflect the [REDACTED] (Plan Tango Alpha) option on C license levels. FOIPP Act, ss. 13 and 17

This option has broad support at the Executive Director/Director level and has been communicated with the majority of the Executive over the past 2-3 days.

This is for your review and decision. I am available for discussion as necessary.

Darren Johnston
Executive Director, Fleet Operations
British Columbia Ferry Services Inc.
The Atrium
Suite 500, 1321 Blanshard St., Victoria, BC V8W 0B7

darren.johnston@bcferries.com
bcferries.com | Facebook | Twitter FOIPP Act, ss. 15, 19 and 22

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TO: EMC

FROM: EOC

SUBJECT: Plan Tango Alpha – Major Routes Service Plan Reduction Roll Out

OBJECTIVE:

Gain approval for implementation of an immediate service reduction to increase capacity utilisation whilst continuing to maintain the essential service to coastal communities that is required.

FOIPP Act, ss. 13 and 17

BACKGROUND:

BC Ferries is currently in discussion with the Province to gain approval for service reductions up to [redacted] below contract minimum. Assuming these discussions are successful it is our intention to [redacted]

FOIPP Act, ss. 13 and 17

CURRENT STATUS:

Traffic – vehicles and passengers on major routes are down 70-80% YoY

Financial – at current rate monthly net losses are approx. \$20-30m

Absenteeism – 200% increase YoY in medical hours booked off

THE WAY AHEAD:

FOIPP Act, ss. 13 and 17

[redacted]

PROPOSED PLAN:

The following is an outline of the implementation plan:

FOIPP Act, ss. 13 and 17

[redacted]



Briefing Note Approval Request

RECOMMENDATION:

It is recommended that Plan Tango Alpha be approved with immediate effect.

Date: March 31, 2020	File # Revision #	Prepared by: Darren Johnston Director, EOC
		Agree/Disagree:
		Mark Collins PRESIDENT & CEO

Attachments:

Appendix A:  Service Reduction Option

[FOIPP Act, ss. 13 and 17](#)

Eamer-Goult, Jason

From: Collins, Mark
Sent: April 03, 2020 9:04 AM
To: BCF All Employees
Subject: President & CEO Update - Service Changes
Attachments: 20200403 President CEO Update - Service Changes.pdf

Hi everyone,

Please see the attached President & CEO Update regarding the impact of changes to our service levels, and take a moment to view my latest video message on the Intranet.

[https://\[REDACTED\]](https://[REDACTED])

FOIPP Act, s. 15

Please stay healthy, and SailSafe.

Mark

Mark Collins
President & Chief Executive Officer
British Columbia Ferry Services Inc.
500 - 1321 Blanshard St, Victoria, BC V8W 0B7

FOIPP Act, ss. 15, 19 and 22

Mark.Collins@bcferries.com
bcferries.com | Facebook | Twitter

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President & CEO – Update

April 3, 2020

Hi everyone,

Today is a tough day for all of us at BC Ferries. I know I don't have to tell you just how much the COVID-19 pandemic has affected our business. The decline in ferry traffic has been profound. It is unprecedented and it has happened quickly.

We have been working closely with the Province to determine how service levels need to be adjusted across our many routes to protect the health and safety of our crew and of the communities we serve. Later this morning, we will publicly release details of our service reductions, which go into effect tomorrow or soon after.

Through a new video, now posted on the Intranet, I share information with you about this directly. Please take a moment to watch this message:

[FOIPP Act, s. 15](#)

[https://](#)

Unfortunately, the changes to our service levels will result in temporary layoffs for hundreds of our dedicated and loyal co-workers who work on both our vessels and at our terminals based out of Tsawwassen, Swartz Bay, Horseshoe Bay, Duke Point and Departure Bay. We will begin contacting affected exempt and non-exempt employees tomorrow. We will work as quickly as possible to share information about their options going forward.

I know this is not the news you were hoping to hear and it isn't the news I want to deliver. This was not an easy decision, and not one we took lightly.

I know how hard this is for our employees and their families, and we plan to keep the temporary layoff period as short as possible.

We need skilled people to return and help restore ferry services for when traffic returns.

As the COVID-19 situation subsides, it will take time to ramp our service back up to previous levels as we bring our people back on board. We will make every effort to recall our co-workers as soon as we can.

Through this challenging time, your commitment and dedication to the company and to the communities we serve has been nothing short of inspiring. Coastal communities across British Columbia have been depending on you, and you have not let them down. On behalf of BC Ferries and all British Columbians, I want to thank you.

These are not easy times. The COVID-19 pandemic has affected us all. I know it will take all of us, working together, supporting one another, and caring for each other that will get us through it.

Please stay healthy and SailSafe.

[FOIPP Act, s. 22 - signature](#)

Mark

FOIPP Act, ss. 13 and 17

Summary comparing the Major Service Reduction options
 - time line for service reduction options are aligned with the current traffic demand forecasts
 - Assumed Benefit available from the Federal Wage Subsidy Funding is aligned with temporary reductions
 - results incorporate HR proposed policies regarding temporary reductions

FOIPP Act, ss. 13 and 17

Millions ANNUAL Avg monthly impact through

Traffic Loss due to Covid 19 & Service Provision	
Federal Funding - loss in wage subsidy on reductions (15 week 2019 month to Mid June)	
Net Revenue Impact	
Operating Expense Impact	
Fuel (net) - service resumes with traffic return (by July)	
Labour (assume both reduce labour for 20 weeks)	
Net Impact to Earnings	

Head count reductions
 Casuals
 Regulars
 TOTAL

FOIPP Act, ss. 13 and 17

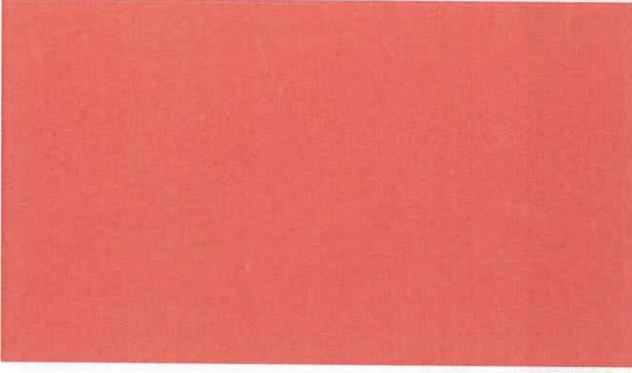
Forecasted Traffic Decline

--	--

Personal Vehicles Commercial Vehicles Passengers

FOIPP Act, ss. 13 and 17

F2021 Budget
Routes
Service Reduction
IMPACT



Tariff & Reservation Revenue
Catering and Other

Forgo Price Increase
Covid 19 - Traffic Loss

FTF
Contracted Routes Fee
Federal - Provincial Subsidy
Covid 19 - Government Funding

Revenue

OM&A

EBITDA

Net Financing
Amortization
Loss (Gain) on Disposal of Capital Assets
Subsidiaries

Net Earnings

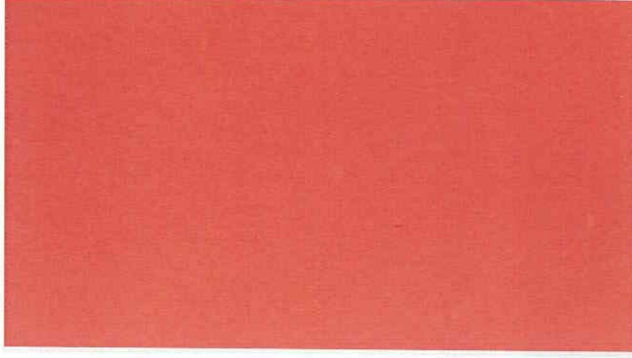
Dividend

Net Income to Common

FOIPP Act, ss. 13 and 17

FOIPP Act, ss. 13 and 17

F2021 Budget
Routes
Service Reduction
IMPACT



Tariff & Reservation Revenue
Catering and Other

Forgo Price Increase
Covid 19 - Traffic Loss

FTF
Contracted Routes Fee
Federal - Provincial Subsidy
Covid 19 - Government Funding

Revenue

OM&A

EBITDA

Net Financing
Amortization
Loss (Gain) on Disposal of Capital Assets
Subsidiaries

Net Earnings

Dividend

Net Income to Common

FOIPP Act, ss. 13 and 17

FOIPP Act, ss. 13 and 17

COVID-19 Response - Potential Operational Labour

Scenario Basis:

Assumptions:

High level estimate only - based on % of labour force not actual individual rates
 Allowance for Vacation ONLY (assumed 20 Days) BK
 Casual and Seasonal Labour % Based on historical Actual F2019 (Vessel budgets based on crew profiles and do not indicate Casual vs Regular vs Seasonal
 Direct labour only, Vessel Direct including Lands Eng & Terminal Operations and Lands Eng
 No Benefits Included (Pension, CPP, EI, WCB, etc)
 CHOB Estimated: see TAB CHOB
 No other reductions considered.
 Fuel Costs separately
 Rta 2/3/18 analysis indicated the cost per employee is approx the same under a 10 hr day or an 8 hr day + OT. Therefore, no additional considerations noted.

FOIPP Act, ss. 13 and 17

Base Crew (Per Mile³)

Reductions:
 Regular
 Casual

Direct Vessel Labour Savings (inc Lands Eng)

CHOB

Terminal Operations

Allowance for Vacation ONLY (assumed 20 Days)

ANNUAL:

Average per position

Month Summary

Catering

Crewing CHOB

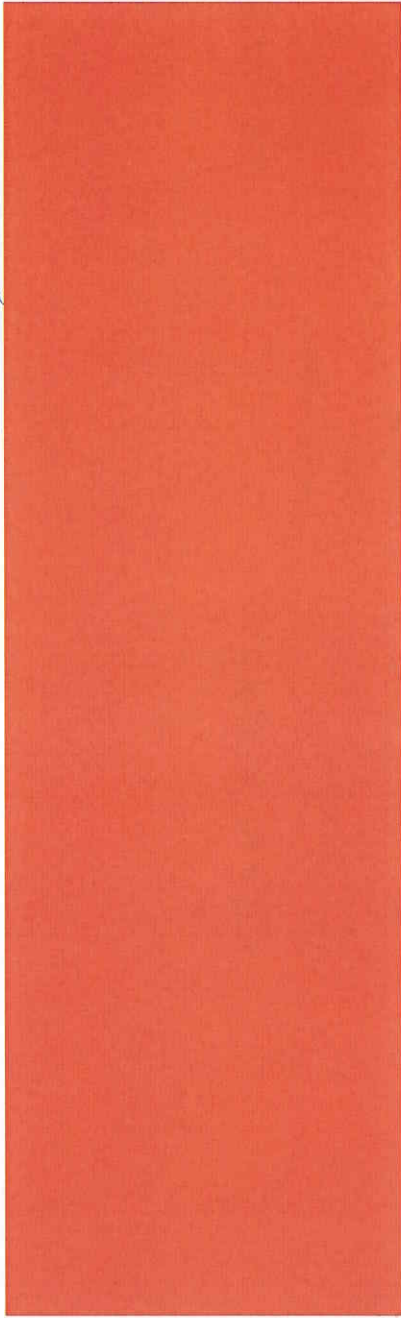
Deck

Deck CHOB

Terminal Operations

Allowance for Vacation ONLY (assumed 20 Days)

FOIPP Act, ss. 13 and 17



Sharpe, David

From: Lucia, Melanie
Sent: March 31, 2020 9:24 AM
To: Johnston, Darren; Peel, Aggie; Van Es, Mike; Sharpe, David; Chang, Astrid; Kasper, Karin; Elliott, Scott; Simpson, Peter
Subject: Plan Tango Alpha
Attachments: Plan Tango Alpha.doc

Darren,

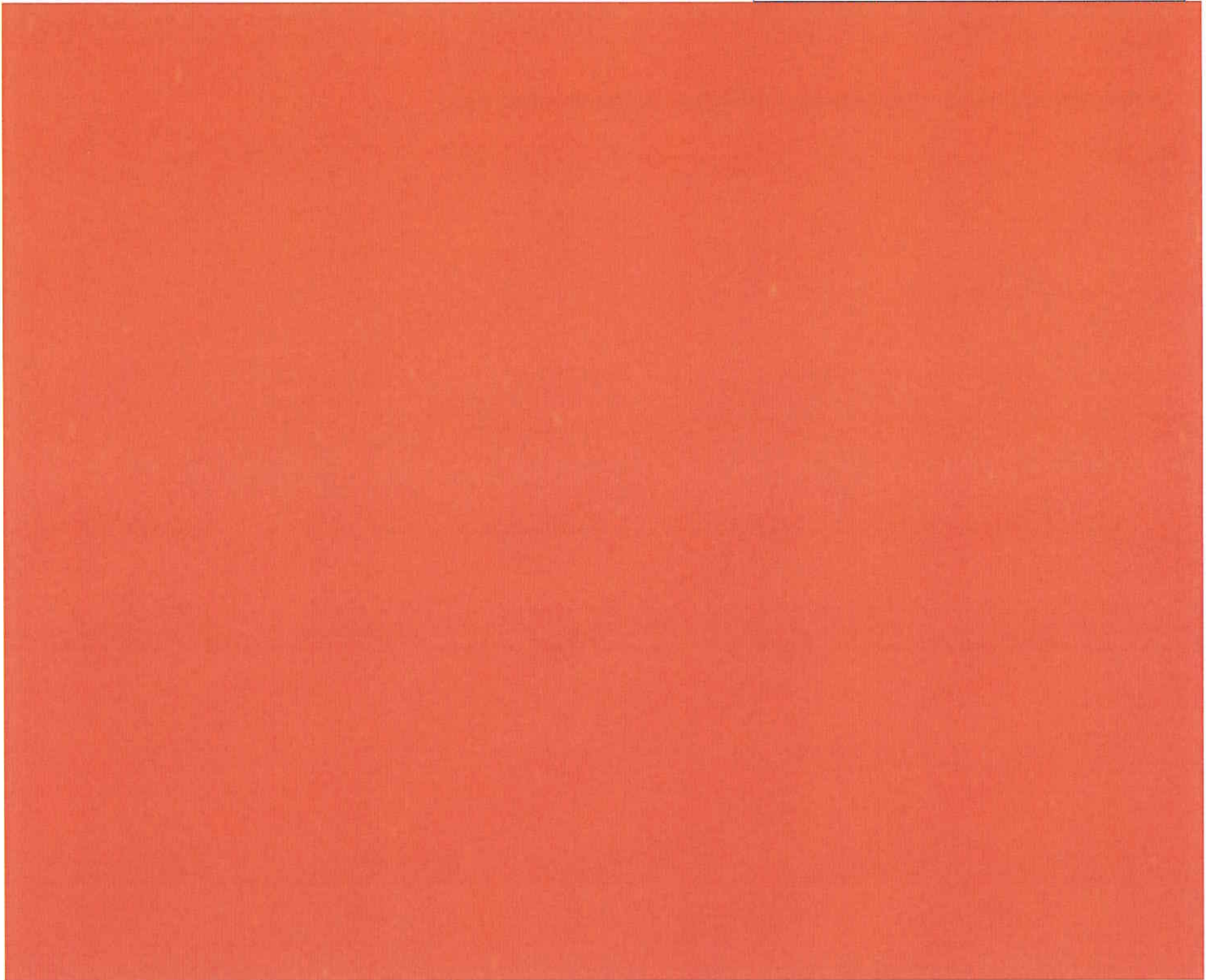
Looks good. Just a couple comments attached in the document as discussed.

Thanks,
Mel



**Briefing Note
Approval Request**

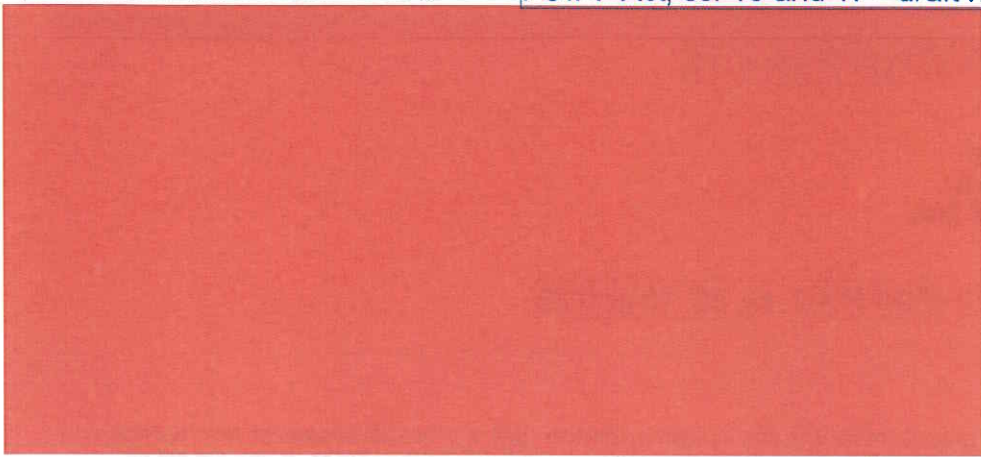
FOIPP Act, ss. 13 and 17 - draft note





Briefing Note
Approval Request

FOIPP Act, ss. 13 and 17 - draft note



Sharpe, David

From: Simpson, Peter
Sent: March 31, 2020 9:10 AM
To: Johnston, Darren; Van Es, Mike; Peel, Aggie; Chang, Astrid; Sharpe, David; Kasper, Karin; Lucia, Melanie; Elliott, Scott
Subject: RE: Plan Tango Alpha

Looks good. Suggest [REDACTED]

[FOIPP Act, s. 13](#)

Peter Simpson
Director, Fleet Operations Strategy
Strategy & Community Engagement
British Columbia Ferry Services Inc.
Suite 500, 1321 Blanshard Street
Victoria, BC V8W 0B7

[FOIPP Act, ss. 15, 19 and 22](#)

peter.simpson@bcferries.com
bcferries.com

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From: Johnston, Darren
Sent: March 31, 2020 8:43 AM
To: Van Es, Mike; Simpson, Peter; Peel, Aggie; Chang, Astrid; Sharpe, David; Kasper, Karin; Lucia, Melanie; Elliott, Scott
Subject: Plan Tango Alpha

Please see the draft BN for comments/questions.

Darren Johnston
Executive Director, Fleet Operations
British Columbia Ferry Services Inc.
The Atrium
Suite 500, 1321 Blanshard St., Victoria, BC V8W 0B7

[FOIPP Act, ss. 15, 19 and 22](#)

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Sharpe, David

From: Johnston, Darren
Sent: March 31, 2020 8:43 AM
To: Van Es, Mike; Simpson, Peter; Peel, Aggie; Chang, Astrid; Sharpe, David; Kasper, Karin; Lucia, Melanie; Elliott, Scott
Subject: Plan Tango Alpha
Attachments: Plan Tango Alpha.doc

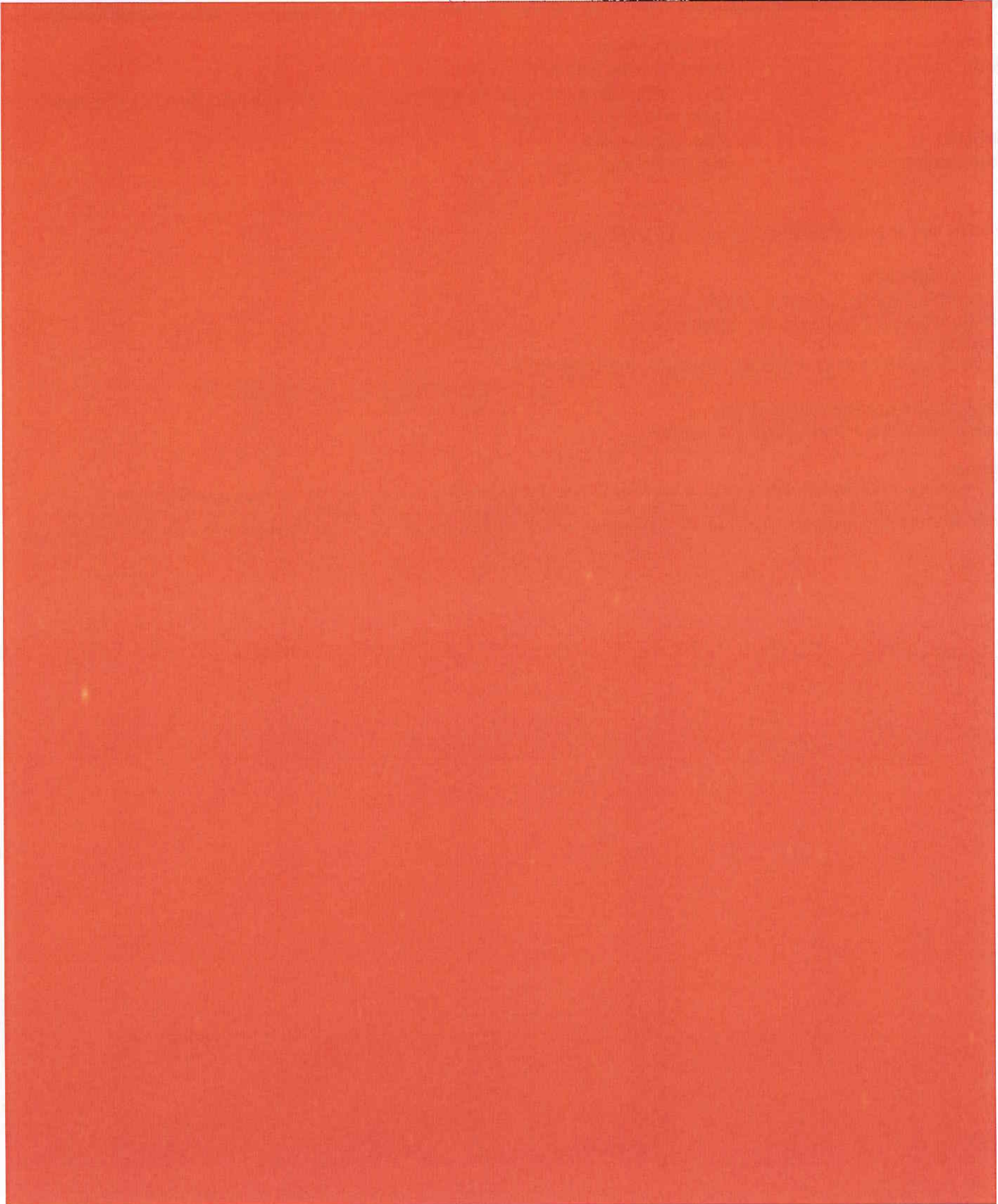
Please see the draft BN for comments/questions.

Darren Johnston
Executive Director, Fleet Operations
British Columbia Ferry Services Inc.
The Atrium
Suite 500, 1321 Blanshard St., Victoria, BC V8W 0B7

FOIPP Act, ss. 15, 19 and 22

darren.johnston@bcferries.com
bcferries.com | [Facebook](#) | [Twitter](#)

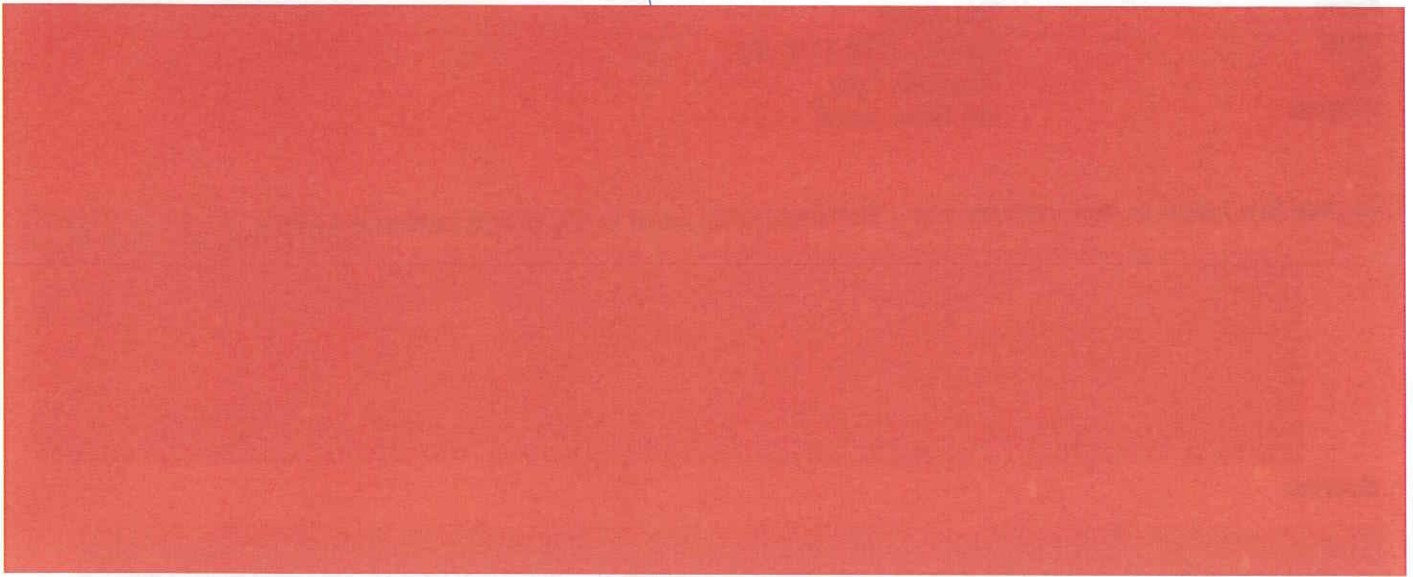
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FOIPP Act, ss. 13 and 17 - draft note

Briefing Note Approval Request



Peel, Aggie

From: Peel, Aggie
Sent: April 02, 2020 11:21 AM
To: D'Agnolo, John
Subject: FW: Temp layoff

In case this helps in your discussions - The first bullet point in the article below: [FOIPP Act, ss. 13 and 17](#)



Source:



[FOIPP Act, ss. 13 and 17](#)

Aggie Peel
Director, Strategic Human Resources
British Columbia Ferry Services Inc.
The Atrium
Suite 500, 1321 Blanshard St. Victoria, BC V8W 0B7

Aggie.Peel@bcferries.com
bcferries.com | [Facebook](#) | [Twitter](#)

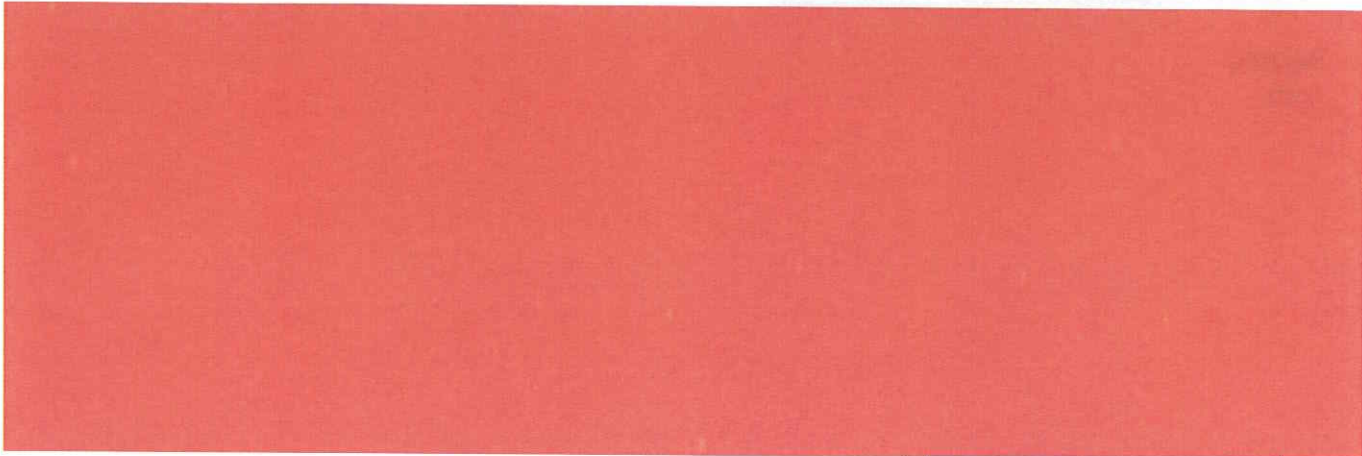
[FOIPP Act, ss. 15, 19 and 22](#)

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Peel, Aggie

From: Elliott, Scott
Sent: April 02, 2020 9:01 AM
To: Peel, Aggie
Subject: FW: Dept of Finance Backgrounder on Emergency Wage Subsidy

Hi Aggie, further to our discussion and the news release I forwarded to you yesterday, more information has been provided by the Department of Finance Canada on the 12 week emergency wage subsidy program and its specific mechanics (see my email below). I expect to discuss the attached backgrounder with Jill this morning.



FOIPP Act, ss. 13 and 17

From: Elliott, Scott
Sent: April 02, 2020 8:24 AM
To: Sharland, Jill ; Cummings, Gordon ; Carpendale, Joanne
Subject: Dept of Finance Backgrounder on Emergency Wage Subsidy

Hi all, this backgrounder provides a lot more detail on the wage subsidy than yesterday's news release.

<https://www.canada.ca/en/department-finance/news/2020/04/the-canada-emergency-wage-subsidy.html>



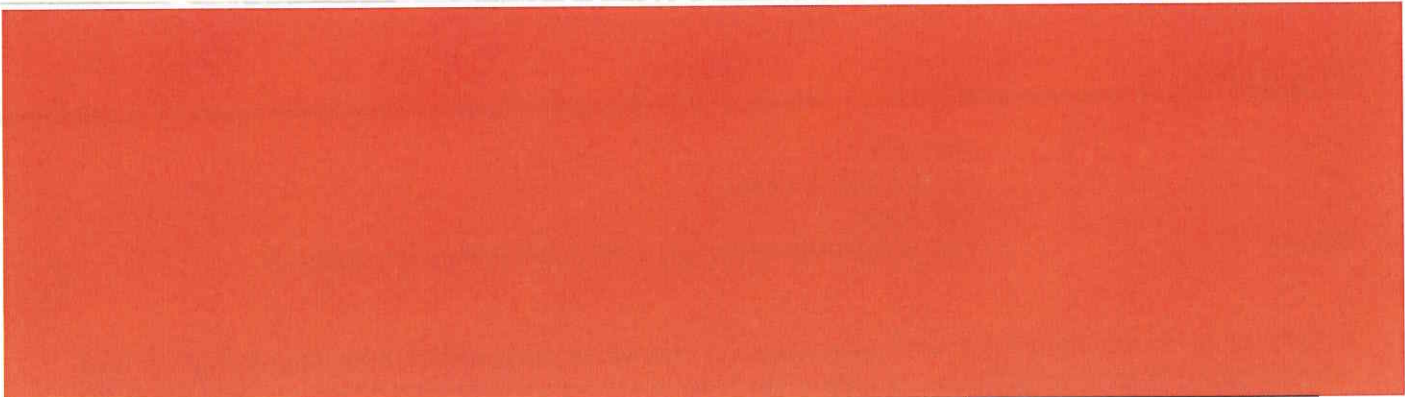
FOIPP Act, ss. 13 and 17

The specific dates for the 3 claim periods and corresponding eligibility reference periods over the 12 week program are well explained.

Eligible Period	Claiming period	Reference period for eligibility
Period 1	March 15 - April 11	March 2020 over March 2019
Period 2	April 12 - May 9	April 2020 over April 2019
Period 3	May 10 - June 6	May 2020 over May 2019



FOIPP Act, ss. 13 and 17



FOIPP Act, ss. 13 and 17

I think this needs some more eyes and discussion.

Regards,
Scott.

Peel, Aggie

From: Peel, Aggie
Sent: April 02, 2020 6:13 AM
To: D'Agnolo, John
Cc: Harris, Colin
Subject: Layoff direction

Categories: Key Events

Good morning,

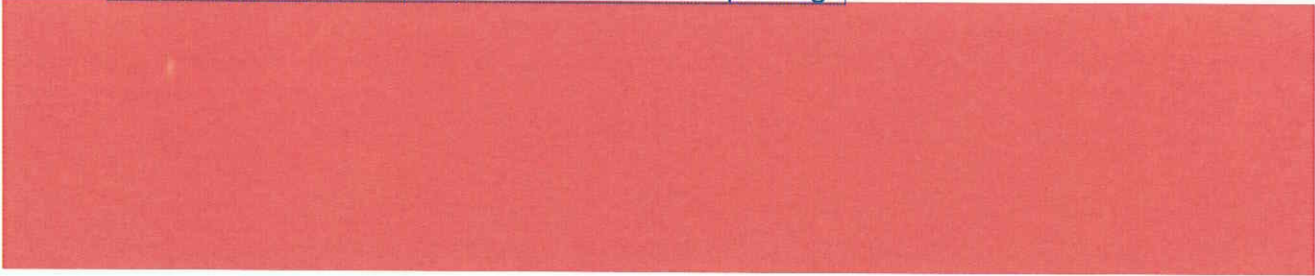
FOIPP Act, ss. 13, 14, 15, 17, 21 and settlement privilege



With that said, I think we will need the following direction today on how to proceed with next steps in preparation for tomorrow's announcement:

FOIPP Act, ss. 13 and 17

FOIPP Act, ss. 13, 15, 17, 21 and settlement privilege



4. More generally...what do you need from me today?

Aggie

Aggie Peel
Director, Strategic Human Resources
British Columbia Ferry Services Inc.
The Atrium
Suite 500, 1321 Blanshard St. Victoria, BC V8W 0B7

Aggie.Peel@bcferries.com

FOIPP Act, ss. 15, 19 and 22

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Peel, Aggie

From: Peel, Aggie
Sent: April 01, 2020 6:53 PM
To: Elliott, Scott
Subject: RE: Details on Canada Emergency Wage Subsidy

Yes, I'm on the phone with John now. We had Jill join us as well for a bit.

From: Elliott, Scott
Sent: April 01, 2020 6:51 PM
To: Peel, Aggie
Subject: RE: Details on Canada Emergency Wage Subsidy

Hi Aggie, I saw you cancelled the meeting notice. Any updates from your end? I still haven't heard back from Jill.

From: Elliott, Scott
Sent: April 01, 2020 6:32 PM
To: Peel, Aggie <Aggie.Peel@bcferries.com>
Subject: RE: Details on Canada Emergency Wage Subsidy

Spoke with Jill. She was going to call John and Mark. Haven't heard back from her yet – but should any minute. I am still trying to get in touch with Joanne.

From: Peel, Aggie <Aggie.Peel@bcferries.com>
Sent: April 01, 2020 6:28 PM
To: Elliott, Scott <scott.elliott@bcferries.com>
Subject: RE: Details on Canada Emergency Wage Subsidy

Have you been able to connect with Jill or Joanne?

John and I are on standby for 6:30.

Aggie Peel
Director, Strategic Human Resources
British Columbia Ferry Services Inc.

Aggie.Peel@bcferries.com
bcferries.com | [Facebook](#) | [Twitter](#)

FOIPP Act, ss. 15, 19 and 22

From: Elliott, Scott
Sent: April 01, 2020 6:08 PM
To: Peel, Aggie
Subject: FW: Details on Canada Emergency Wage Subsidy

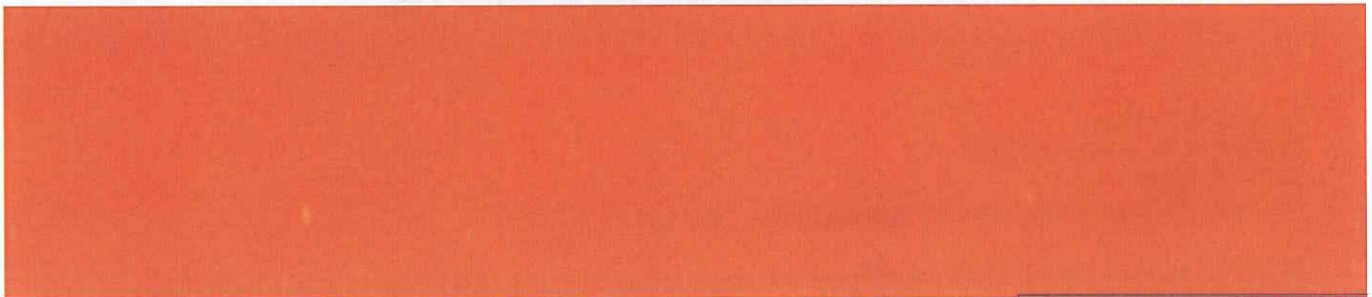
From: Elliott, Scott

Sent: April 01, 2020 12:53 PM

To: Sharland, Jill <Jill.Sharland@bcferries.com>; Doxtator, Kathy <Kathy.Doxtator@bcferries.com>; Carpendale, Joanne <Joanne.Carpendale@bcferries.com>

Subject: Details on Canada Emergency Wage Subsidy

Hi all, I have been trying to watch a recording of today's news conference on the Canada Emergency Wage Subsidy but the first bit has no audio so I am not sure what details I may have missed.



[FOIPP Act, ss. 13 and 17](#)

Below are some bullets from the news release and a link to the news release is attached.

- The Canada Emergency Wage Subsidy would apply at a rate of 75 per cent of the first \$58,700 normally earned by employees – representing a benefit of up to \$847 per week. The program would be in place for a 12-week period, from March 15 to June 6, 2020.
- Eligible employers who suffer a drop in gross revenues of at least 30 per cent in March, April or May, when compared to the same month in 2019, would be able to access the subsidy.
- Eligible employers would include employers of all sizes and across all sectors of the economy, with the exception of public sector entities.
- For non-profit organizations and registered charities similarly affected by a loss of revenue, the government will continue to work with the sector to ensure the definition of revenue is appropriate to their circumstances. The government is also considering additional support for non-profits and charities, particularly those involved in the front line response to COVID-19. Further details will be announced in the near term.
- An eligible employer's entitlement to this wage subsidy will be based entirely on the salary or wages actually paid to employees. All employers would be expected to at least make best efforts to top up salaries to 100% of the maximum wages covered

A link to the news release:

<https://www.canada.ca/en/department-finance/news/2020/04/government-announces-details-of-the-canada-emergency-wage-subsidy-to-help-businesses-keep-canadians-in-their-jobs.html>

Peel, Aggie

From: Johnston, Darren
Sent: March 31, 2020 3:47 PM
To: Simpson, Peter; Van Es, Mike; Peel, Aggie; Lucia, Melanie; Camaraille, Frank; McNair, Rob; Sami, Navin; Tindall, Karen; Humphries, Tessa; Chang, Astrid; Sharpe, David; Elliott, Scott
Subject: FW: PJan Tango Alpha - Major Route Service Reduction [REDACTED]
Attachments: PJan Tango Alpha - Major Route Service Reduction Roll Out Plan.pdf; Major Routes ALT Proposal - PJan Tango Alpha.pdf; Reduced Service Option Updated March 31.xlsx

FOIPP Act, ss. 13 and 17

All – this was sent to EMC this afternoon. It will be discussed at EMC meeting tomorrow morning. Thanks for all the individual efforts and the overall teamwork to develop this proposal.

Darren Johnston
Executive Director, Fleet Operations
British Columbia Ferry Services Inc.

[REDACTED]
darren.johnston@bcferries.com
bcferries.com

FOIPP Act, ss. 15, 19 and 22

From: Johnston, Darren
Sent: March 31, 2020 3:41 PM
To: Collins, Mark; Storey, Corrine; Sharland, Jill; D'Agnoles, John; Anderson, Brian; Carson, Janet; Marshall, Captain Jamie; Martinez, Erwin; Barabash, Jason
Subject: PJan Tango Alpha - Major Route Service Reduction [REDACTED]

FOIPP Act, ss. 13 and 17

EMC,

As you are aware the EOC Chiefs have been considering the most appropriate course of action with respect to major route service reductions and with broad representation from SCE, Operations, ER/HR, Finance, Marketing/Customer Care/Communications we have formulated a recommendation to [REDACTED]

This offers several advantages which are outlined in the attached BN.

FOIPP Act, ss. 13 and 17

Of particular note, the #s contained in the Crewing spreadsheet (attached) reflect the [REDACTED] (Plan Tango Alpha) option on C license levels.

FOIPP Act, ss. 13 and 17

This option has broad support at the Executive Director/Director level and has been communicated with the majority of the Executive over the past 2-3 days.

This is for your review and decision. I am available for discussion as necessary.

Darren Johnston
Executive Director, Fleet Operations
British Columbia Ferry Services Inc.
The Atrium
Suite 500, 1321 Blanshard St., Victoria, BC V8W 0B7

[REDACTED]
darren.johnston@bcferries.com
bcferries.com | [Facebook](#) | [Twitter](#)

FOIPP Act, ss. 15, 19 and 22

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Peel, Aggie

From: Peel, Aggie
Sent: March 30, 2020 10:24 AM
To: Harris, Colin
Subject: RE: Federal gov - wage subsidy

Agree, it would be much better in the long run.
Aggie Peel
Director, Strategic Human Resources
British Columbia Ferry Services Inc.

[redacted] FOIPP Act, ss. 15, 19 and 22

Aggie.Peel@bcferries.com
bcferries.com | [Facebook](#) | [Twitter](#)

From: Harris, Colin
Sent: March 30, 2020 10:23 AM
To: Peel, Aggie
Subject: Re: Federal gov - wage subsidy

adds some confusion right now but ultimately better for employees and retaining employees

Colin Harris
Executive Director, Employee Relations
British Columbia Ferry Services Inc.

[redacted] (office) FOIPP Act, ss. 15, 19 and 22
[redacted] (cell)

colin.harris@bcferries.com

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From: Peel, Aggie
Sent: March 30, 2020 10:20
To: D'Agnolo, John
Cc: Harris, Colin
Subject: Federal gov - wage subsidy

John,
The PM has just announced this morning that the 75% wage subsidy will also apply to large employers who have revenue drop over 30%.

[redacted] FOIPP Act, ss. 13 and 17

[redacted] FOIPP Act, ss. 13, 14 and 17

[redacted] FOIPP Act, ss. 13 and 17

News update:

<https://www.ctvnews.ca/health/coronavirus/pm-trudeau-updates-businesses-aid-eligibility-says-military-gearing-up-for-covid-19-response-1.4873770>

Aggie Peel

Director, Strategic Human Resources

British Columbia Ferry Services Inc.

Aggie.Peel@bcferries.com

FOIPP Act, ss. 15, 19 and 22

bcferries.com | [Facebook](#) | [Twitter](#)

Peel, Aggie

From: Peel, Aggie
Sent: March 30, 2020 10:34 AM
To: D'Agnolo, John
Cc: Harris, Colin
Subject: RE: Federal gov - wage subsidy

Categories: Key Events

FOIPP Act, ss. 13 and 17

Aggie Peel
Director, Strategic Human Resources
British Columbia Ferry Services Inc.

Aggie.Peel@bcferries.com
bcferries.com | [Facebook](#) | [Twitter](#)

FOIPP Act, ss. 15, 19 and 22

From: D'Agnolo, John
Sent: March 30, 2020 10:28 AM
To: Peel, Aggie
Cc: Harris, Colin
Subject: RE: Federal gov - wage subsidy

Aggie,

Jill Sharland has asked Gordon Cummings (Controller) to work on this, so they believe that we are eligible. Who should we have on our end as a contact person with Finance?

John D'Agnolo
Vice President, People
British Columbia Ferry Services Inc.
The Atrium
Suite 500, 1321 Blanshard St., Victoria, BC V8W 0B7

John.dagnolo@bcferries.com
bcferries.com

FOIPP Act, ss. 15, 19 and 22

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From: Peel, Aggie <Aggie.Peel@bcferries.com>
Sent: March 30, 2020 10:21 AM
To: D'Agnolo, John <John.Dagnolo@bcferries.com>
Cc: Harris, Colin <Colin.Harris@bcferries.com>
Subject: Federal gov - wage subsidy

John,

The PM has just announced this morning that the 75% wage subsidy will also apply to large employers who have revenue drop over 30%. FOIPP Act, ss. 13, 15, 17, 21 and settlement privilege

[Redacted]

[Redacted] FOIPP Act, ss. 13, 14 and 17

[Redacted] FOIPP Act, ss. 13 and 17

News update:

<https://www.ctvnews.ca/health/coronavirus/pm-trudeau-updates-businesses-aid-eligibility-says-military-gearing-up-for-covid-19-response-1.4873770>

Aggie Peel
Director, Strategic Human Resources
British Columbia Ferry Services Inc.

Aggie.Peel@bcferries.com
bcferries.com | [Facebook](#) | [Twitter](#)

FOIPP Act, ss. 15, 19 and 22

Peel, Aggie

From: Peel, Aggie
Sent: March 28, 2020 8:44 AM
To: Harris, Colin
Subject: Re: call on Sunday 1000

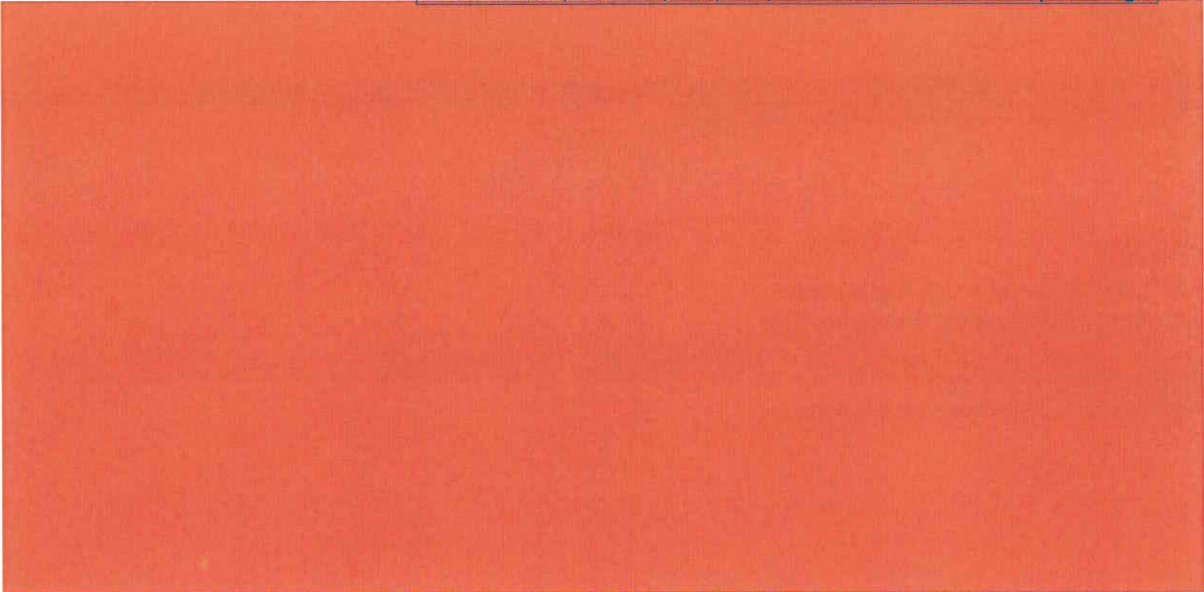
Confirming I've received this For tomorrow's call. Going to try and catch up on yesterday's emails this morning. Around anytime.

Aggie

Sent from my iPhone

On Mar 27, 2020, at 3:59 PM, Harris, Colin wrote:

FOIPP Act, ss. 13, 15, 17, 21 and settlement privilege



Local callers - 604 [redacted] FOIPP Act, s. 15

Island and non- local - 1- [redacted] FOIPP Act, s. 15

Callers code: [redacted] FOIPP Act, s. 15

Chairperson (Colin) code is [redacted] FOIPP Act, s. 15

Colin Harris
Executive Director, Employee Relations
British Columbia Ferry Services Inc.

 (office)
(cell)

FOIPP Act, ss. 15, 19 and 22

colin.harris@bcferries.com

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Felix, Amanda

From: Harris, Colin
Sent: March 27, 2020 11:00 AM
To: Schwartz, Glen
Subject: Re: Layoffs

FOIPP Act, ss. 13, 14, 15, 17, 21 and settlement privilege



Colin Harris
Executive Director, Employee Relations
British Columbia Ferry Services Inc.

 (office)
(cell) FOIPP Act, ss. 15, 19 and 22
colin.harris@bcferries.com

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From: Schwartz, Glen
Sent: March 27, 2020 10:55
To: Harris, Colin
Subject: Re: Layoffs

FOIPP Act, ss. 13 and 17



Sent from my iPad

> On Mar 27, 2020, at 10:48 AM, Harris, Colin <Colin.Harris@bcferries.com> wrote:

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> Colin Harris
> Executive Director, Employee Relations British Columbia Ferry Services
> Inc.

>  (office)
(cell) FOIPP Act, ss. 15, 19 and 22

FOIPP Act, ss. 13, 14, 17 and 21



> colin.harris@bcferries.com

>

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>

>

> From: Schwartz, Glen

> Sent: March 27, 2020 10:45

> To: Harris, Colin

> Subject: Layoffs

>

FOIPP Act, ss. 13, 15, 17, 21 and settlement privilege

>

> Sent from my iPad

Felix, Amanda

From: Harris, Colin
Sent: March 27, 2020 2:47 PM
To: Schwartz, Glen; D'Agnolo, John
Subject: Fw: Article 12
Attachments: [Untitled].pdf

article 12 from the agreement ending in 2003.

no other reference to temporary layoff outside of the Deas language

Colin Harris
Executive Director, Employee Relations
British Columbia Ferry Services Inc.

(office) [REDACTED]
(cell) [REDACTED] FOIPP Act, ss. 15, 19 and 22

colin.harris@bcferries.com

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From: Felix, Amanda
Sent: March 27, 2020 14:40
To: Harris, Colin
Subject: Article 12
Amanda Felix
Director, Employee Relations
British Columbia Ferry Services Inc.

[REDACTED] FOIPP Act, ss. 15, 19 and 22

amanda.felix@bcferries.com
bcferries.com | [Facebook](#) | [Twitter](#)

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From: Tsawwassen Crewing Printer [mailto:postmaster@bcferries.com]
Sent: March 27, 2020 2:39 PM
To: Felix, Amanda
Subject:

to the Union no later than 60 days from receipt of the Job Evaluation Appeal Notification.

- (d) Where the response of the Employer does not result in satisfactory resolution of the appeal, the Union shall have 15 days from the date noted on the written decision to advance the appeal to Step 2.

III Formal Appeal Process: Step 2 - Joint Meeting - Union and Employer

- (a) The parties shall meet within 15 days of the written advancement to discuss the appeal.
- (b) The decision of the Employer shall be provided to the Union in writing within 15 days of the meeting.
- (c) Where the response of the Employer does not result in satisfactory resolution of the appeal, the Union shall have 15 days from the date noted on the written decision to advance the appeal to Step 3.

IV. Formal Appeal Process: Step 3 - Appeal Adjudication

- (a) Appeals that have been advanced to Step 3 shall be heard by an Appeal Adjudicator, selected in alphabetical rotation from a list agreed upon by the parties. The costs associated with the appeal hearing shall be shared equally by the Union and the Corporation. The appeal hearing is to take place within 60 days of the date of referral.
- (b) The Appeal Adjudicator shall have the authority of an arbitrator under the Labour Relations Code.
- (c) The Appeal Adjudicator shall deliver his/her binding written decision to the employee, Union, and Employer within 14 days of the hearing.

ARTICLE 12 - LAYOFF AND RECALL

12.01 Notice of Reduction of Work Force

- (a) Notice to the Union shall be in writing and shall be received four

months prior to any reduction of positions in the work force. The notice shall identify the redundant position by classification and location. This notice may be concurrent with any notice of layoff to the Union or regular employees in accordance with clause 12.03(a) and (b).

- (b) The Employer shall also give the Union notice of its intention to delay the filling of a position. The Employer can delay the filling of a position for a maximum of four months.

12.02 Layoff of Employees

In the event of layoff, the following shall apply:

1. Casual employees shall be laid off in reverse order of service seniority prior to regular employees being laid off;
2. Regular employees shall be laid off in reverse order of service seniority;
3. Employees serving apprenticeships shall not be subject to layoff or bumping until they complete their apprenticeships.
4. If insufficient notice is given, the affected employee shall be paid for the shortfall.
5. Notice to employees on STIP, WCB, LTD or serving apprenticeship shall be effective the date of receipt. Upon receiving clearance to return to work or upon completing an apprenticeship, the employee shall have seven calendar days in which to exercise his/her right to bump, layoff, or sever employment.

12.03 Notice of Layoff

- (a) Notice to the Union shall be in writing and shall be five months for all regular employees.
- (b) Notice to regular employees shall be in writing and shall be five months concurrent with (a) above.
- (c) Upon notice being given, a regular employee shall have 14

calendar days to elect to bump, sever or lay off.

12.04 Bumping Rights

- (a) A regular employee receiving notice of layoff or bump may exercise his/her service seniority to bump throughout the Employer's operations, subject to his/her ability to meet the requirements of the job.
- (b) No relocation expenses shall be paid on bumping.
- (c) A position obtained by bumping shall be temporary in nature.
- (d) An employee shall not be entitled to exercise his/her service seniority to bump into a position that would otherwise be a promotion, except that if an employee would otherwise be required to lay off and that employee, except for the movement being a promotion, would otherwise be entitled to bump a junior employee, said employee shall not bump and the senior qualified employee in the same classification and at that new location shall be entitled to bump into the promotional position.
- (e) An employee who bumps shall be required to serve a 120 working-day probationary period to determine his/her ability to meet the requirements of the job. An employee who fails to meet the requirements of the job at any time during his/her probationary period shall have a further seven calendar days in which to elect to bump, sever or lay off.

12.05 Severance Pay

A regular employee receiving notice of layoff or bump may elect to sever his/her employment. A regular employee so choosing shall be entitled to severance pay of one-half month's basic pay for each year of completed service seniority and prorated for any partial year of service seniority to a maximum of twelve months' basic pay.

12.06 Temporary Recall

- (a) A regular employee who has been laid off or bumped may place

his/her name on a temporary recall list at one or more points of assembly.

- (b) A regular employee on the temporary recall list shall be paid in accordance with Article 8 and shall receive the benefits contained therein.

(c) A regular employee on the temporary recall list shall be recalled for temporary assignments in order of service seniority subject to his/her ability to meet the requirements of the job.

(d) A regular employee electing to place his/her name on temporary recall lists shall be obligated to respond to calls on the same basis as casual employees. An employee may elect to remove or renege himself from the temporary recall list by notifying the Employer before the last day of a calendar month.

(e) A regular employee not electing temporary recall shall be placed on the regular recall list.

12.07 Recall to Regular Position

(a) A regular recall list shall be prepared for each point of assembly containing the name, service seniority, former classification and location and current classification and location for those employees who have bumped or are on layoff. Upon request, the Union shall be provided with an up-to-date copy of this list.

(b) All employees on the regular recall list shall return to their former classifications and locations when vacancies arise. Employees not accepting return to their former classifications and locations shall be deemed to have resigned their position with the Corporation and shall not be entitled to severance pay.

(c) Vacancies shall be offered first to the service senior employee on the regular recall list, subject to his/her ability to meet the requirements of the job. Employees shall not be recalled into promotions.

(d) If there is more than one employee available for the vacancy, the service senior employee may decline the appointment. The junior employee shall be obligated to accept the appointment to his/her classification.

- (e) Employees receiving positions through clause 10.08 or 10.09 shall have their names removed from the regular recall list.
- (f) An employee shall have his/her name remain on the recall list until:
 1. the employee returns to his/her prior classification at his/her original point of assembly;
 2. two years have passed from the last day worked by the employee;
 3. s/he receives an appointment through clause 10.08 or 10.09.
- (g) Employees receiving positions from the recall list shall not be entitled to relocation expenses.

ARTICLE 13 - TECHNOLOGICAL CHANGE

13.01 Notice

- (a) Three months before the introduction of any technological change, the Employer shall notify the Union of the proposed change.
- (b) The Employer shall provide, as soon as available, the following information:
 1. nature of the change(s);
 2. the date the change(s) shall take place;
 3. approximate number, type and location of employees likely to be affected by the change(s);
 4. any other pertinent data relating to the change(s).
- (c) At the request of either party a meeting shall be held under clause 2.11 to exchange information with respect to workplace technology.

13.02 Filling New Positions

- (a) Employees who are affected by the technological change(s) shall be given the first opportunity to fill any new positions

- (b) created as a result of the change(s). Any employee who is displaced from his/her job by the technological change(s) shall be given the first opportunity to fill other vacancies, subject to his/her ability to meet the requirements of the job.

13.03 Retraining**

Regular employees who are assigned by the Employer to work with new technology shall receive a reasonable period of training and familiarization. Employees involved in training and familiarization under this clause shall receive their basic pay for the period of training and familiarization. Where the employee cannot meet the job requirements upon completion of the training and familiarization period, the employee shall be offered the options under clause 13.04.

13.04 Failure to Meet Job Requirements

Where an employee fails to meet the job requirements upon completion of the training and familiarization period, the following options shall be available:

1. Assignment to a vacancy for which the employee has the ability to meet the requirements of the job. The Employer shall endeavour to utilize the normal turnover of employees in its operation during the period in which technological change is being implemented.
2. Elect to bump or receive severance pay in accordance with Article 12.
3. Elect early retirement if s/he qualifies.

ARTICLE 14 - CONTRACTING OUT**

- (a) The Employer agrees not to contract out any work presently performed by employees covered by this Agreement which would result in the laying off of such employees.

Felix, Amanda

From: D'Agnolo, John
Sent: March 27, 2020 3:55 PM
To: Harris, Colin; Humphries, Tessa
Cc: Kasper, Karin; Peel, Aggie
Subject: RE: COVID19 Employee FAQ -March 20
Attachments: COVID19 Employee FAQ -March 20- TH edits Mar 27.docx

I have made a couple of minor changes to the document. The key piece was the deletion of the last sentence in the paragraph about [REDACTED]

[REDACTED] FOIPP Act, ss. 13 and 17

John D'Agnolo
Vice President, People
British Columbia Ferry Services Inc.
The Atrium
Suite 500, 1321 Blanshard St., Victoria, BC V8W 0B7

[REDACTED] John.dagnolo@bcferries.com

[REDACTED] FOIPP Act, ss. 15, 19 and 22

bcferries.com

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From: Harris, Colin
Sent: March 27, 2020 3:16 PM
To: Humphries, Tessa ; D'Agnolo, John
Cc: Kasper, Karin ; Peel, Aggie
Subject: Fw: COVID19 Employee FAQ -March 20

I have reviewed. your track changed edits look reasonable. [REDACTED]

[REDACTED] FOIPP Act, ss. 13 and 17

[REDACTED] FOIPP Act, ss. 13 and 17

Colin Harris
Executive Director, Employee Relations
British Columbia Ferry Services Inc.

[REDACTED] (office)
[REDACTED] (cell)

[REDACTED] FOIPP Act, ss. 15, 19 and 22

colin.harris@bcferries.com

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please notify us immediately by telephone and then destroy or delete this communication, or return it to us by mail if requested by us. BC Ferries thanks you for your attention and co-operation.

From: Humphries, Tessa
Sent: March 27, 2020 14:54
To: Harris, Colin
Cc: Kasper, Karin; Peel, Aggie
Subject: RE: COVID19 Employee FAQ -March 20

Hi Colin,

I was working with Aggie this morning on updating the employee FAQ document. Please see attached. Any question that is highlighted – Aggie updated the answer.

I have track changed my suggested edits.

FOIPP Act, s. 13

Could you please review and run by John? Once that is done, I will run by Darren for EOC.

Thanks,
Tessa

Tessa Humphries
Manager, Communications
British Columbia Ferry Services Inc.

FOIPP Act, ss. 15, 19 and 22

tessa.humphries@bcferries.com
bcferries.com

From: Chang, Astrid
Sent: March-27-20 11:25 AM
To: Humphries, Tessa; Peel, Aggie; Kasper, Karin
Subject: RE: COVID19 Employee FAQ -March 20

I'm on a call with Janet shortly about employee comms. I'll let her know this is being edited. We can send it to her as an FYI so she's in the loop, too.

Astrid Chang
Manager, Corporate Communications & Business Support
British Columbia Ferry Services Inc.

FOIPP Act, ss. 15, 19 and 22

astrid.chang@bcferries.com
bcferries.com | [Facebook](#) | [Twitter](#)

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From: Humphries, Tessa <Tessa.Humphries@bcferries.com>
Sent: March 27, 2020 11:23 AM
To: Peel, Aggie <Aggie.Peel@bcferries.com>; Chang, Astrid <Astrid.Chang@bcferries.com>; Kasper, Karin

<Karin.Kasper@bcferries.com>

Subject: RE: COVID19 Employee FAQ -March 20

Ok, I will start editing. And then, just so I'm clear on process, it needs to go back to Colin/John for review before we run through Darren for EOC?

Thanks,

Tessa

Tessa Humphries
Manager, Communications
British Columbia Ferry Services Inc.

tessa.humphries@bcferries.com
bcferries.com

FOIPP Act, ss. 15, 19 and 22

From: Peel, Aggie

Sent: March-27-20 11:20 AM

To: Humphries, Tessa; Chang, Astrid; Kasper, Karin

Subject: RE: COVID19 Employee FAQ -March 20

Agree- [REDACTED] Please use the wording you believe is appropriate.

FOIPP Act, s. 13

Aggie Peel
Director, Strategic Human Resources
British Columbia Ferry Services Inc.

Aggie.Peel@bcferries.com

bcferries.com | [Facebook](#) | [Twitter](#)

FOIPP Act, ss. 15, 19 and 22

From: Humphries, Tessa

Sent: March 27, 2020 11:18 AM

To: Peel, Aggie; Chang, Astrid; Kasper, Karin

Subject: RE: COVID19 Employee FAQ -March 20

Hi Aggie,

There's one question (below) I think the highlighted points need to be updated, [REDACTED]

FOIPP Act, s. 13

[REDACTED] There might be different language.

What prevention measures can we take as individuals?

The best ways to protect yourself and those around you:

- Wash hands often with soap and water for 20 seconds (sing "Happy Birthday" twice)
- Avoid physical contact with others (such as touching or shaking hands)
- Do not touch your eyes, mouth or nose with unwashed hands
- Cover your mouth or nose when coughing or sneezing

[REDACTED] FOIPP Act, s. 13

Regarding the "What is BC Ferries doing", happy to help update once we have an idea of the ops direction. Might be helpful to include those icons too that are now being directed for signage, social, etc. to show steps we are taking.

Thanks,
Tessa

Tessa Humphries
Manager, Communications
British Columbia Ferry Services Inc.

[REDACTED] FOIPP Act, ss. 15, 19 and 22
tessa.humphries@bcferries.com
bcferries.com

From: Peel, Aggie
Sent: March-27-20 11:01 AM
To: Chang, Astrid; Humphries, Tessa; Kasper, Karin
Subject: COVID19 Employee FAQ -March 20

Hi all,

I'm working on the update FAQs – attached is the current draft

I've just highlighted the questions with updated answers, there may be more to change or add. I will defer to your standard messaging on some of the issue. Of course this will continue to change, so we should keep it dated so employees know which version is more current.

It will still need a review by Colin/John once we are done fixing it up.

FYI – I am only available until around 12 noon today, and will be unavailable for the afternoon & evening. Colin Harris will be taking any questions / issues that normally come my way.

Aggie

Aggie Peel
Director, Strategic Human Resources
British Columbia Ferry Services Inc.
The Atrium
Suite 500, 1321 Blanshard St. Victoria, BC V8W 0B7

[REDACTED] FOIPP Act, ss. 15, 19 and 22
Aggie.Peel@bcferries.com
bcferries.com | Facebook | Twitter

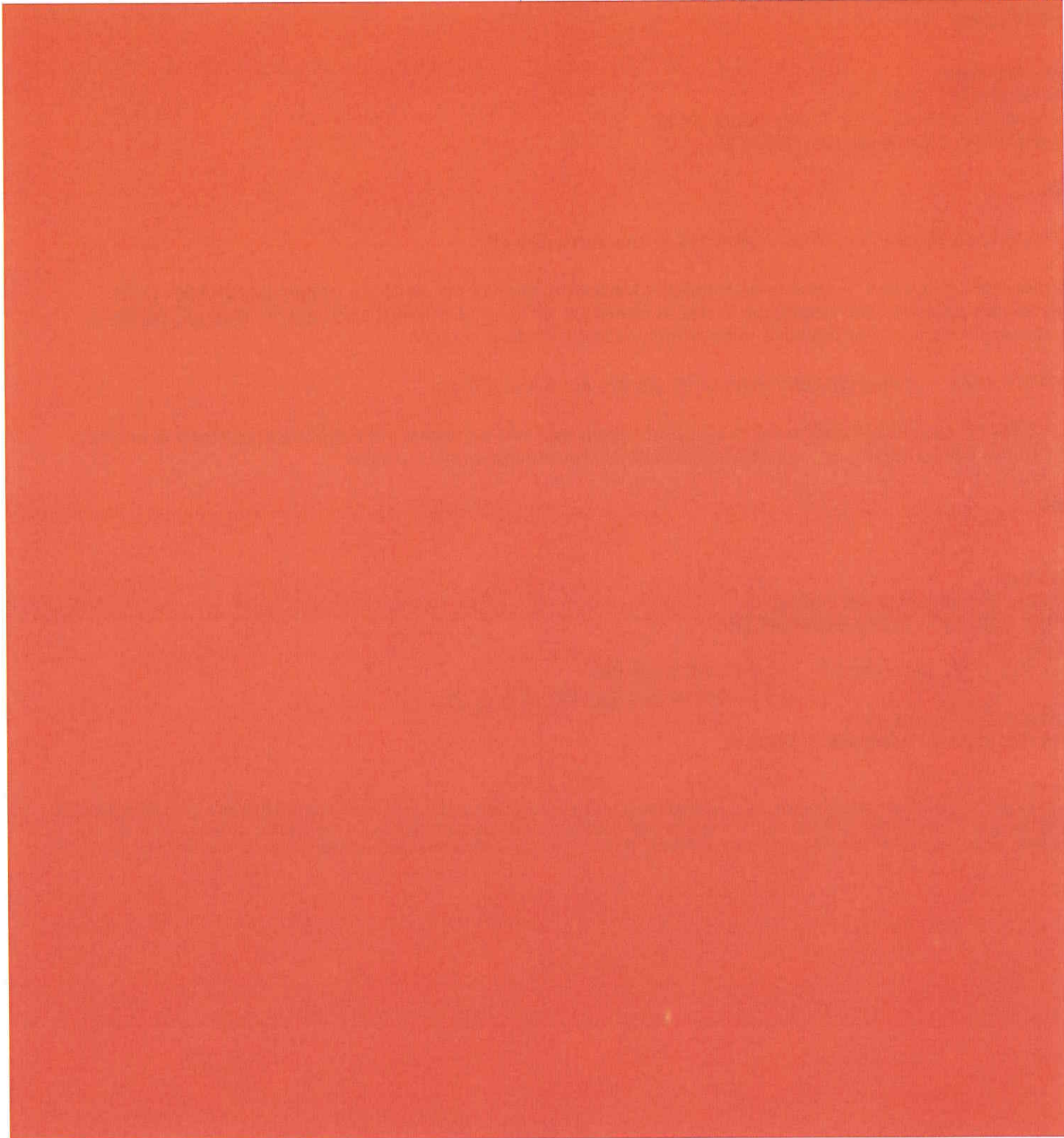
Notice:

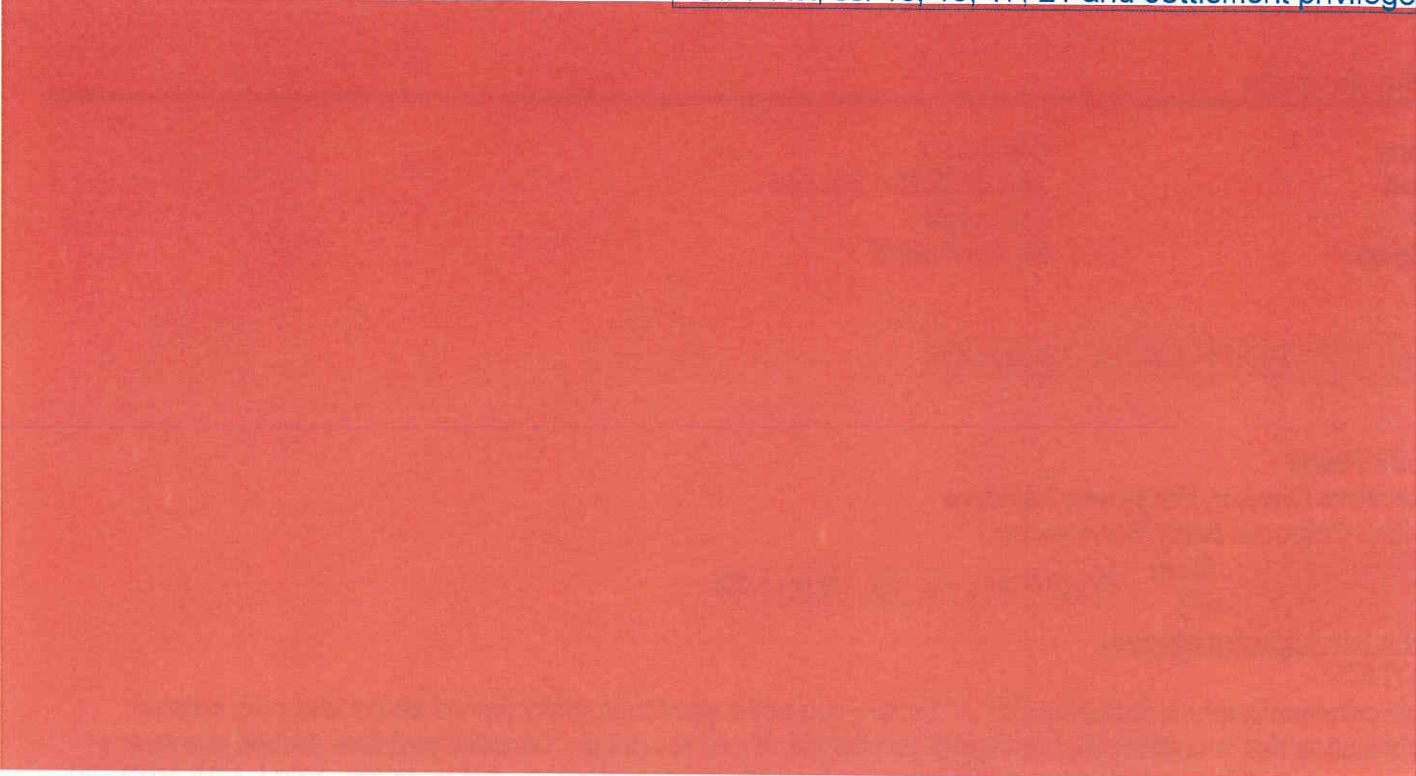
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Felix, Amanda


From: Peel, Aggie
Sent: March 30, 2020 12:46 PM
To: Harris, Colin
Subject: Temporary layoff concepts

FOIPP Act, ss. 13, 15, 17, 21 and settlement privilege





Aggie Peel
Director, Strategic Human Resources
British Columbia Ferry Services Inc.
The Atrium
Suite 500, 1321 Blanshard St. Victoria, BC V8W 0B7

 Aggie.Peel@bcferries.com

[FOIPP Act, ss. 15, 19 and 22](#)

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Felix, Amanda

From: Harris, Colin
Sent: April 02, 2020 11:03 AM
To: Peel, Aggie
Subject: Re: Temp layoff

[REDACTED] FOIPP Act, ss. 13 and 17

Colin Harris
Executive Director, Employee Relations
British Columbia Ferry Services Inc.

[REDACTED] (office)
[REDACTED] (cell) FOIPP Act, ss. 15, 19 and 22

colin.harris@bcferries.com

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From: Aggie.Peel@bcferries.com
Sent: 2 April 2020 10:58
To: Colin.Harris@bcferries.com
Subject: Temp layoff

FOIPP Act, ss. 13 and 17

The first bullet point in the article below:

Source:

Aggie Peel
Director, Strategic Human Resources
British Columbia Ferry Services Inc.
The Atrium
Suite 500, 1321 Blanshard St. Victoria, BC V8W 0B7

FOIPP Act, ss. 13 and 17

[REDACTED] FOIPP Act, ss. 15, 19 and 22

Aggie.Peel@bcferries.com
bcferries.com | [Facebook](#) | [Twitter](#)

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Felix, Amanda

From: Harris, Colin
Sent: April 02, 2020 11:40 AM
To: Schwartz, Glen
Subject: Re: Temp layoff

FOIPP Act, ss. 13 and 17

Colin Harris
Executive Director, Employee Relations
British Columbia Ferry Services Inc.

(office) FOIPP Act, ss. 15, 19 and 22
(cell)

colin.harris@bcferries.com

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From: Glen.Schwartz@bcferries.com
Sent: 2 April 2020 11:37
To: Colin.Harris@bcferries.com
Subject: Re: Temp layoff

FOIPP Act, ss. 13 and 17

Sent from my iPad

On Apr 2, 2020, at 11:24 AM, Harris, Colin wrote:

Aggie dug this up

Colin Harris
Executive Director, Employee Relations
British Columbia Ferry Services Inc.

(office) FOIPP Act, ss. 15, 19 and 22
(cell)

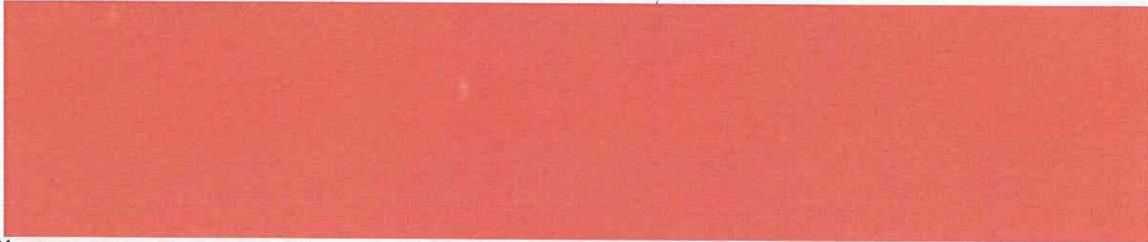
colin.harris@bcferries.com

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From: Aggie.Peel@bcferries.com
Sent: 2 April 2020 10:58
To: Colin.Harris@bcferries.com
Subject: Temp layoff

The first bullet point in the article below: [FOIPP Act, ss. 13 and 17](#)



Source:



Aggie Peel [FOIPP Act, ss. 13 and 17](#)
Director, Strategic Human Resources
British Columbia Ferry Services Inc.
The Atrium
Suite 500, 1321 Blanshard St. Victoria, BC V8W 0B7

 [FOIPP Act, ss. 15, 19 and 22](#)

Aggie.Peel@bcferries.com
bcferries.com | [Facebook](#) | [Twitter](#)

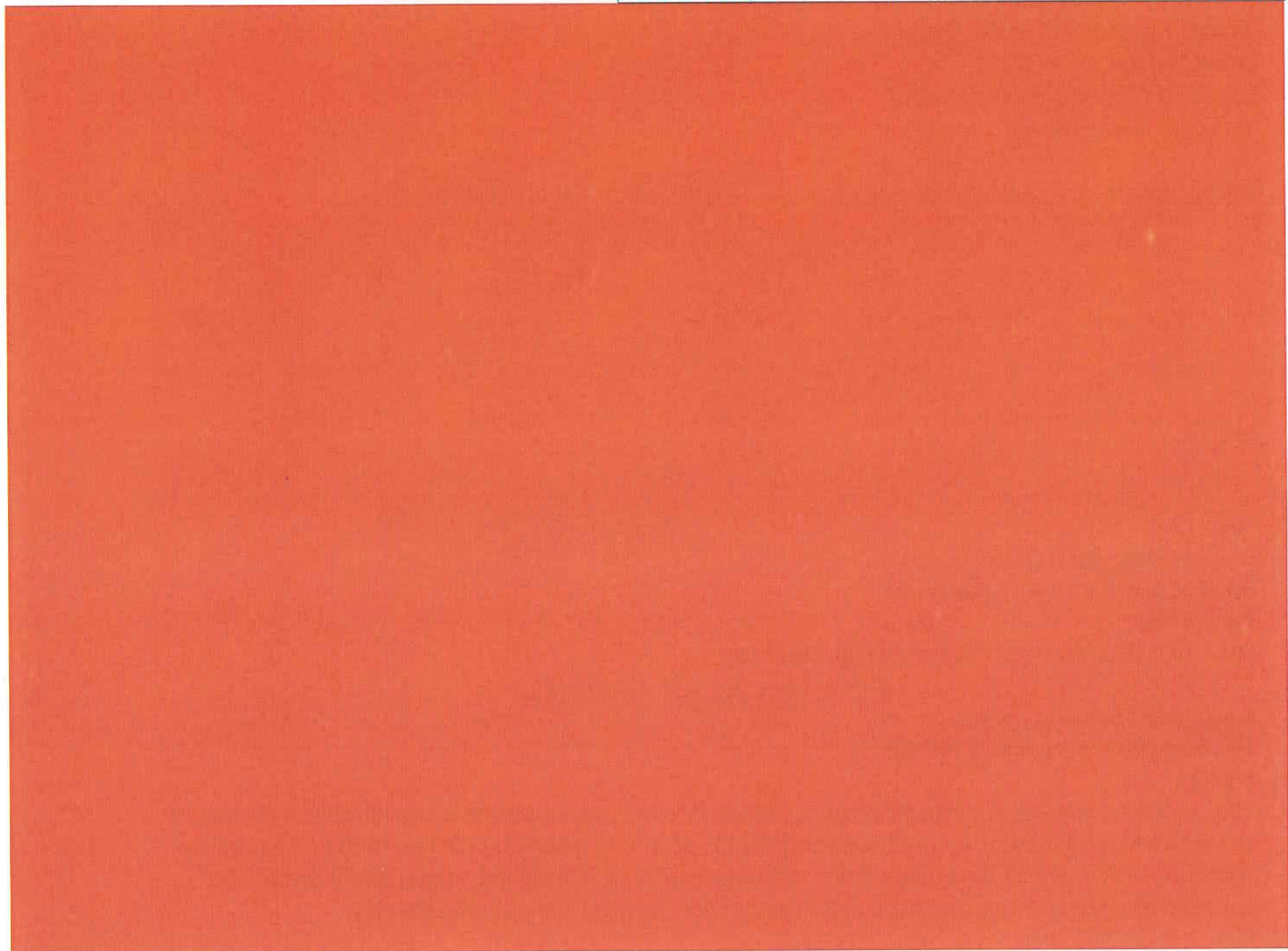
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Felix, Amanda

From: D'Agnolo, John
Sent: April 02, 2020 8:36 PM
To: Harris, Colin; Peel, Aggie
Subject: bare bones

FOIPP Act, ss. 13, 15, 17, 21 and settlement privilege



Thank you

John D'Agnolo
Vice President, People
British Columbia Ferry Services Inc.
The Atrium
Suite 500, 1321 Blanshard St., Victoria, BC V8W 0B7

FOIPP Act, ss. 15, 19 and 22

John.dagnolo@bcferries.com

bcferries.com

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Christensen, Melanie

From: Sharland, Jill
Sent: March 31, 2020 4:11 PM
To: Collins, Mark; Johnston, Darren; Storey, Corrine; D'Agnolo, John; Anderson, Brian; Carson, Janet; Marshall, Captain Jamie; Martinez, Erwin; Barabash, Jason
Cc: McNair, Rob; Carpendale, Joanne; Elliott, Scott
Subject: RE: PPlan Tango Alpha - Major Route Service Reduction [REDACTED]

FOIPP Act, ss. 13 and 17

Mark and team,

We are gathering both the potential lost revenues on cargo as well as the costs to sail more often for tomorrow's meeting. I haven't seen them yet and teams are working hard to get these for tomorrow's meeting.

I will also have the actual cargo loads on the lower decks for route 30 and route 2 distributed to you in advance from Rob.

Jill

Jill Sharland
Chief Financial Officer
British Columbia Ferry Services Inc.

Jill.sharland@bcferries.com

FOIPP Act, ss. 15, 19 and 22

bcferries.com

From: Collins, Mark
Sent: March 31, 2020 4:02 PM
To: Johnston, Darren ; Storey, Corrine ; Sharland, Jill ; D'Agnolo, John ; Anderson, Brian ; Carson, Janet ; Marshall, Captain Jamie ; Martinez, Erwin ; Barabash, Jason
Subject: RE: PPlan Tango Alpha - Major Route Service Reduction [REDACTED]

FOIPP Act, ss. 13 and 17

FOIPP Act, ss. 13 and 17

Let's recap: the network is running at about 30% utilization. We are losing \$1.25 million/day. [REDACTED]

FOIPP Act, ss. 13 and 17

FOIPP Act, ss. 13 and 17

I am willing to hear more discussion but it must be persuasive. Otherwise, it's [REDACTED] immediately please.

FOIPP Act, ss. 13 and 17

Thanks,

M

Mark F. Collins
President & CEO
British Columbia Ferry Services Inc.

M: [REDACTED] FOIPP Act, ss. 15, 19 and 22

From: Johnston, Darren <Darren.Johnston@bcferries.com>

Sent: March 31, 2020 3:41 PM

To: Collins, Mark <Mark.Collins@bcferries.com>; Storey, Corrine <Corrine.Storey@bcferries.com>; Sharland, Jill <Jill.Sharland@bcferries.com>; D'Agnolo, John <John.Dagnolo@bcferries.com>; Anderson, Brian <Brian.Anderson@bcferries.com>; Carson, Janet <Janet.Carson@bcferries.com>; Marshall, Captain Jamie <Jamie.Marshall@bcferries.com>; Martinez, Erwin <Erwin.Martinez@bcferries.com>; Barabash, Jason <Jason.Barabash@bcferries.com>

Subject: PPlan Tango Alpha - Major Route Service Reduction [REDACTED] FOIPP Act, ss. 13 and 17

EMC,

As you are aware the EOC Chiefs have been considering the most appropriate course of action with respect to major route service reductions and with broad representation from SCE, Operations, ER/HR, Finance, Marketing/Customer Care/Communications we have formulated a recommendation to [REDACTED]

This offers several advantages which are outlined in the attached BN. FOIPP Act, ss. 13 and 17

Of particular note, the #s contained in the Crewing spreadsheet (attached) reflect the [REDACTED] (Plan Tango Alpha) option on C license levels. FOIPP Act, ss. 13 and 17

This option has broad support at the Executive Director/Director level and has been communicated with the majority of the Executive over the past 2-3 days.

This is for your review and decision. I am available for discussion as necessary.

Darren Johnston
Executive Director, Fleet Operations
British Columbia Ferry Services Inc.
The Atrium
Suite 500, 1321 Blanshard St., Victoria, BC V8W 0B7

[REDACTED] FOIPP Act, ss. 15, 19 and 22
darren.johnston@bcferries.com
bcferries.com | Facebook | Twitter

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Christensen, Melanie

From: Johnston, Darren
Sent: April 01, 2020 8:22 AM
To: Riis, Daniel
Subject: FW: P Lan Tango Alpha - Major Route Service Reduction [REDACTED]
Attachments: Plan Tango Alpha - Major Route Service Reduction Roll Out Plan.pdf; Major Routes ALT Proposal - Plan Tango Alpha.pdf; Reduced Service Option Updated March 31.xlsx

FOIPP Act, ss. 13 and 17

attached

Darren Johnston
Executive Director, Fleet Operations
British Columbia Ferry Services Inc.

[REDACTED] FOIPP Act, ss. 15, 19 and 22

darren.johnston@bcferries.com
bcferries.com

From: Johnston, Darren
Sent: March 31, 2020 3:41 PM
To: Collins, Mark; Storey, Corrine; Sharland, Jill; D'Agnolo, John; Anderson, Brian; Carson, Janet; Marshall, Captain Jamie; Martinez, Erwin; Barabash, Jason
Subject: P Lan Tango Alpha - Major Route Service Reduction [REDACTED]

[REDACTED] FOIPP Act, ss. 13 and 17

EMC,

As you are aware the EOC Chiefs have been considering the most appropriate course of action with respect to major route service reductions and with broad representation from SCE, Operations, ER/HR, Finance, Marketing/Customer Care/Communications we have formulated a recommendation to [REDACTED]

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FOIPP Act, ss. 13 and 17

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This is for your review and decision. I am available for discussion as necessary.

Darren Johnston
Executive Director, Fleet Operations
British Columbia Ferry Services Inc.
The Atrium
Suite 500, 1321 Blanshard St., Victoria, BC V8W 0B7

[REDACTED] FOIPP Act, ss. 15, 19 and 22

darren.johnston@bcferries.com
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TO: EMC

FROM: EOC

SUBJECT: Plan Tango Alpha – Major Routes Service Plan Reduction Roll Out

OBJECTIVE:

Gain approval for implementation of an immediate service reduction to increase capacity utilisation whilst continuing to maintain the essential service to coastal communities that is required.

BACKGROUND:

BC Ferries is currently in discussion with the Province to gain approval for service reductions up to below contract minimum. Assuming these discussions are successful it is our intention to

[FOIPP Act, ss. 13 and 17](#)

CURRENT STATUS:

Traffic – vehicles and passengers on major routes are down 70-80% YoY

Financial – at current rate monthly net losses are approx. \$20-30m

Absenteeism – 200% increase YoY in medical hours booked off

THE WAY AHEAD:

[FOIPP Act, ss. 13 and 17](#)

PROPOSED PLAN:

The following is an outline of the implementation plan:

[FOIPP Act, ss. 13 and 17](#)

RECOMMENDATION:

It is recommended that Plan Tango Alpha be approved with immediate effect.

Date: March 31, 2020	File # Revision #	Prepared by: Darren Johnston Director, EOC
		Agree/Disagree:
		Mark Collins PRESIDENT & CEO

Attachments:

Appendix A:  Service Reduction Option

[FOIPP Act, ss. 13 and 17](#)

Redactions on this page: FOIPP Act, ss. 13 and 17

Major Routes Service Plan Alternate - Plan Tango Alpha [redacted] reduction

Annual Service Overview

Route	F21 Planned RT's	F21 CFSC Annual RT's	Proposal	Reduction in # of RT's	Notes for changes to service <i>(assumes start April 1)</i>	Reduction to F21 Plan %	Reduction to contract %
[redacted]							

Monthly Service Overview

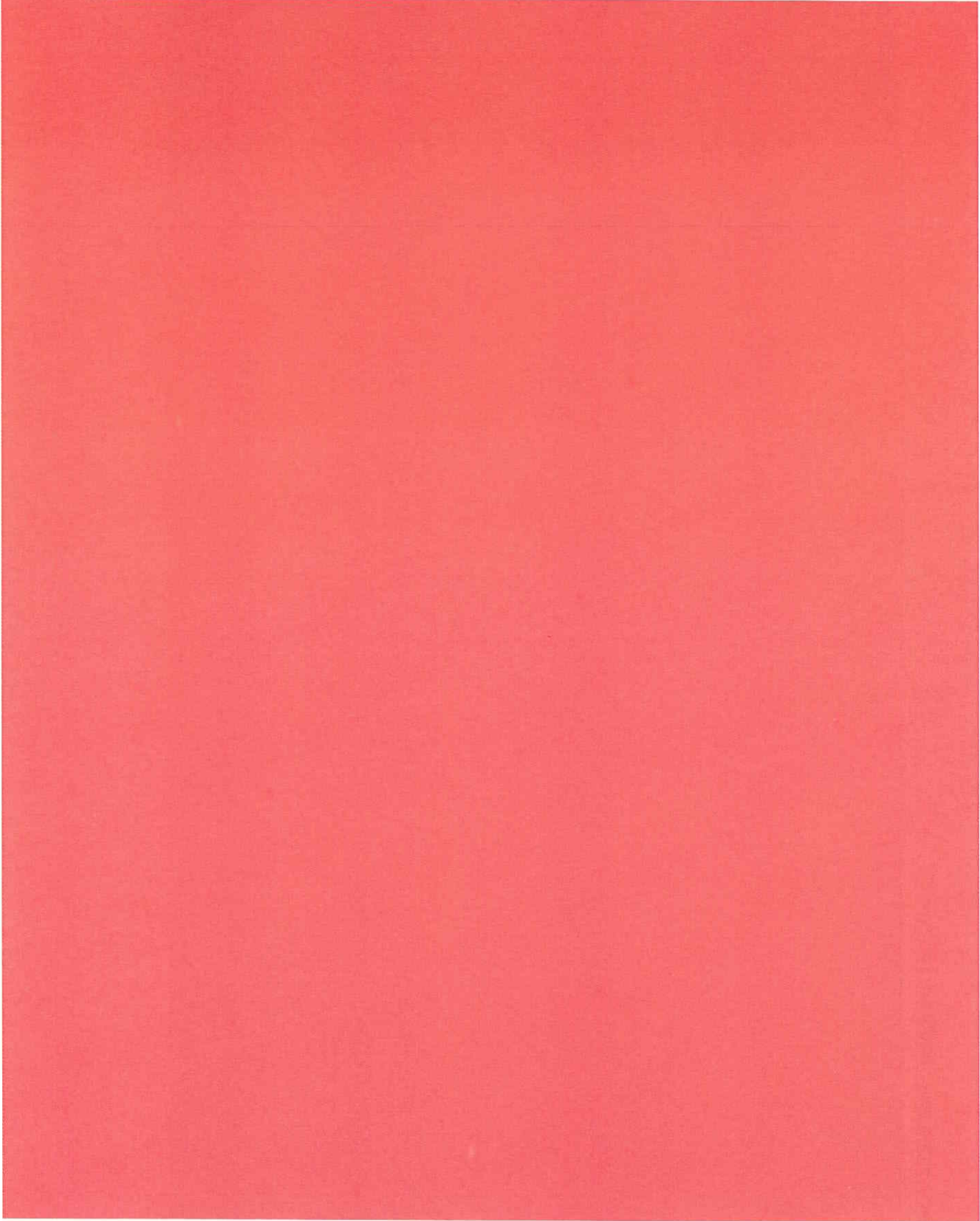
Route	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Grand Total
[redacted]													

Sample of Weekly Service Overview

[redacted]													
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[redacted]													
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Service Option Transition Proposal



Christensen, Melanie

From: Humphries, Tessa
Sent: April 03,2020 7:49 AM
To: Johnston, Darren
Subject: FYI - ceo bulletin
Attachments: 20200403 President CEO Update - Service Changes.pdf; ATT00001.htm

FYI. Still plan to issue at 9 am.

I'll update everyone on comms timeline on eoc today.
Thanks,
Tessa

Sent from my iPhone

Begin forwarded message:

From: "Chang, Astrid"
Date: April 3, 2020 at 7:32:11 AM PDT
To: "Humphries, Tessa"
Subject: For Darren

Hi Tessa,

Attached is the President and CEO Update we plan to send out this morning. Can you please share with Darren Johnston as an FYI? I'm still planning for a 9am distribution, when given the green light.


Thanks,

Astrid Chang

Manager, Corporate Communications & Business Support

British Columbia Ferry Services Inc.

500-1321 Blanshard Street, Victoria, B.C. V8W 0B7


astrid.chang@bcferries.com

[FOIPP Act, ss. 15, 19 and 22](#)

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President & CEO – Update

April 3, 2020

Hi everyone,

Today is a tough day for all of us at BC Ferries. I know I don't have to tell you just how much the COVID-19 pandemic has affected our business. The decline in ferry traffic has been profound. It is unprecedented and it has happened quickly.

We have been working closely with the Province to determine how service levels need to be adjusted across our many routes to protect the health and safety of our crew and of the communities we serve. Later this morning, we will publicly release details of our service reductions, which go into effect tomorrow or soon after.

Through a new video, now posted on the Intranet, I share information with you about this directly. Please take a moment to watch this message:

[FOIPP Act, s. 15](#)

[http:](#)

Unfortunately, the changes to our service levels will result in temporary layoffs for hundreds of our dedicated and loyal co-workers who work on both our vessels and at our terminals based out of Tsawwassen, Swartz Bay, Horseshoe Bay, Duke Point and Departure Bay. We will begin contacting affected exempt and non-exempt employees tomorrow. We will work as quickly as possible to share information about their options going forward.

I know this is not the news you were hoping to hear and it isn't the news I want to deliver. This was not an easy decision, and not one we took lightly.

I know how hard this is for our employees and their families, and we plan to keep the temporary layoff period as short as possible.

We need skilled people to return and help restore ferry services for when traffic returns.

As the COVID-19 situation subsides, it will take time to ramp our service back up to previous levels as we bring our people back on board. We will make every effort to recall our co-workers as soon as we can.

Through this challenging time, your commitment and dedication to the company and to the communities we serve has been nothing short of inspiring. Coastal communities across British Columbia have been depending on you, and you have not let them down. On behalf of BC Ferries and all British Columbians, I want to thank you.

These are not easy times. The COVID-19 pandemic has affected us all. I know it will take all of us, working together, supporting one another, and caring for each other that will get us through it.

Please stay healthy and SailSafe.

[FOIPP Act, s. 22 - signature](#)

Mark