DOCUMENT TITLE:
BCF Facilitated Risk Assessment FRA-HO-22741

FAC and Community Drop-Ins - Security Assessment PUBLISH DATE: 2023-12-01

The purpose of this document is to report on the findings and recommendations of the hazard identification and risk assessment FRA-HO-22741 - FAC and Drop Drop-Ins - Security Assessment.

Background

During the September 20th, 2023 Route #3 Ferry Advisory Committee (FAC) meeting held at the Gibson's Public Market on the Sunshine Coast, a member of the public voiced a threatening statement at participants. The following day, at another FAC and Community Drop-In event in Powell River, there was also security concern. As an immediate measure, in-person FAC meetings were moved 'virtual' and Community Drop-Ins were temporarily paused until a security risk assessment was completed. As part of a review of these two events, it was identified there were also security concerns at a Denman Island FAC/Facilitated Community Discussion Event on May 26th, 2023.

A Convening Letter outlined the scope of the assessment for the panel.

FRA Panel | Findings and Recommendation Summary

The company is at risk of non-compliance with several WorkSafe BC regulations and BCF policies.

s. 15, 19

To proceed safely with in-person FAC and Community Drop-in events, the panel has provided recommendations, related to:

- Risk and Security Assessment
- Executive Leadership Team Participation
- Safety and Prevention of Violence in the Workplace (PVIWP) Training
- FAC Terms of Reference
- FAC Code of Conduct
- Event Protocols

Rev.	Date	Notes	Name	
V1	2023-10-23	FRA Draft Report - submitted by panel	s. 15, 19	
V2	2023-10-25	FRA Draft Report – QA Check		
V3	2023-11-15	FRA Draft Report - QC Check (fact checking updates, WSF updated information)		
V4	2023-11-20	FRA Draft Report – QC Check (clarified WSBC regulatory topics, grammar updates)		

Document Verification

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	Date: Dec. 1, 2023	Date: Dec. 1, 2023

This report provides Subject Matter Expertise guidance and does not represent a decision document.

The findings and recommendations of this assessment
are subject to evaluation by the BCF Executive Leadership Team (ELT).

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1. INTRODUCTION

During the September 20th, 2023 Route #3 Ferry Advisory Committee (FAC) meeting held at the Gibson's Public Market on the Sunshine Coast, a member of the public voiced a threatening statement at BCF participants.

IAR investigation IAR-HO-12249 was initiated and the RCMP were engaged. The preliminary investigation findings revealed there have been incidents at other locations indicating risk to staff has been increasing.

As an immediate measure, in-person FAC meetings were moved 'virtual' and Community Drop-Ins were temporarily paused until a security risk assessment was completed.

1.1 PURPOSE

Internal BCF risk assessments are convened to facilitate Subject Matter Expertise (SME) information sharing and knowledge transfer (historical context and current state) to provide multiple stakeholders - including BCF executive - with all relevant information, to support reasoned and sound decision making in regard to risk.

1.2 SCOPE

Per the FRA Convening Letter:

Review, assess and provide recommendations to support the safety and security of participants at FAC and Community Drop-In events. The scope should include, but not be limited to:

1. Corporate engagement policy and procedures

2. FAC Terms of Reference (expectations, responsibilities, rules of engagement)

3. Location assessments (safety and security plans through a PVIWP lens)

4. Pre-meeting expectations (threat assessments, social media scans, and safety briefings)

5. Safety training for team leads and supporting employees (rights and responsibilities)

6. Security training for team leads and supporting employees (PVIWP/threat assessments/egress planning)

1.3 DISTRIBUTION AND INTENDED AUDIENCE

This document is a qualitative analysis using expert BCF judgment to assess risk and provide guidance for policy evaluation. Unless otherwise authorized by BC Ferries, the distribution of this document is confined to BC Ferries.

1.4 DEFINITIONS, ACRONYMS AND ABBREVIATIONS

1.4.1 General Definitions

The word **shall** is used to indicate that a provision is mandatory.

The word **should** is used to indicate that a provision is not mandatory, but recommended as good practice.

1.4.2 Specific Terms, Definitions, Acronyms and Abbreviations

Term / Acronym / Abbreviation	Explanation / Definition
ALARP	As Low as Reasonably Practicable
BCF or BC Ferries	British Columbia Ferry Services Inc.
ELT	The BCF "Executive Leadership Team" (VPs/C-Level Executives)
FAC	Ferry Advisory Committee
FRA	Facilitated Risk Assessment
OHS/OSH	Occupational Health and Safety
PIC	Person in Charge
PVIWP	Prevention of Violence in the Workplace
Risk	An estimate of consequences and their likelihood
SMART (recommendations/risk controls)	Specific, Measurable, Achievable, Relevant/Realistic and Timely
SME	Subject Matter Expert
VIWP	Violence in the Workplace
WSF	Washington State Ferries

1.5 REFERENCE DOCUMENTS AND LINKS

Unless specifically designated by date, the latest edition of each publication shall be used, together with any amendments/supplements/revisions thereto.

Ref.	Document Number / Link	Title / Description
(1)	CSA ISO 31000	ISO 31000 2009 Risk Management Standard
(2)	BCF Safety Manual 09.010	Operational Risk Management Policy
	BCF Safety Manual 09.030B	Guidelines Using the Risk Matrix and ALARP
	BCF Security Manual 04.010	Prevention of Violence in the Workplace
	BCF Security Manual 04.020	Confrontations, Violence and Threats
	BCF Safety Manual 10.010	Reporting and Notification Policy
	BCF webpage regarding FAC with links to local FACs with meeting minutes.	Ferry Advisory Committees
	FAC Terms for Reference	Version Revised September 22 2022
	FAC Application package	Including FAC overview and Working Together Guidelines
	BCF In Your Community pages with link to local pages	Overview page
	Washington State Ferries Community Participation	Overview page
	BCF Strategic Plan 2021-2025	Link

2. ROLES AND RESPONSIBILITIES

The risk assessment workshop was facilitated by the Safety Manager, Special Projects who provided BCF Risk Assessment process direction to the panel, recorded the discussions and prepared the report. The Manager, Corporate Security chaired the assessment and led the panel of Subject Matter Experts (SMEs) through discussions of each identified category to be assessed.

s. 15, 19

2.1 PARTICIPANTS

The FRA Panel consisted of the following members:

Name	Position
s. 15, 19	

3. METHODOLOGY

3.1 RISK ASSESSMENT BASIS

The risk assessment process followed BCF Operational Risk Management Policy, including use of the BCF Operational Limitations Matrix (image below).

s. 15, 19
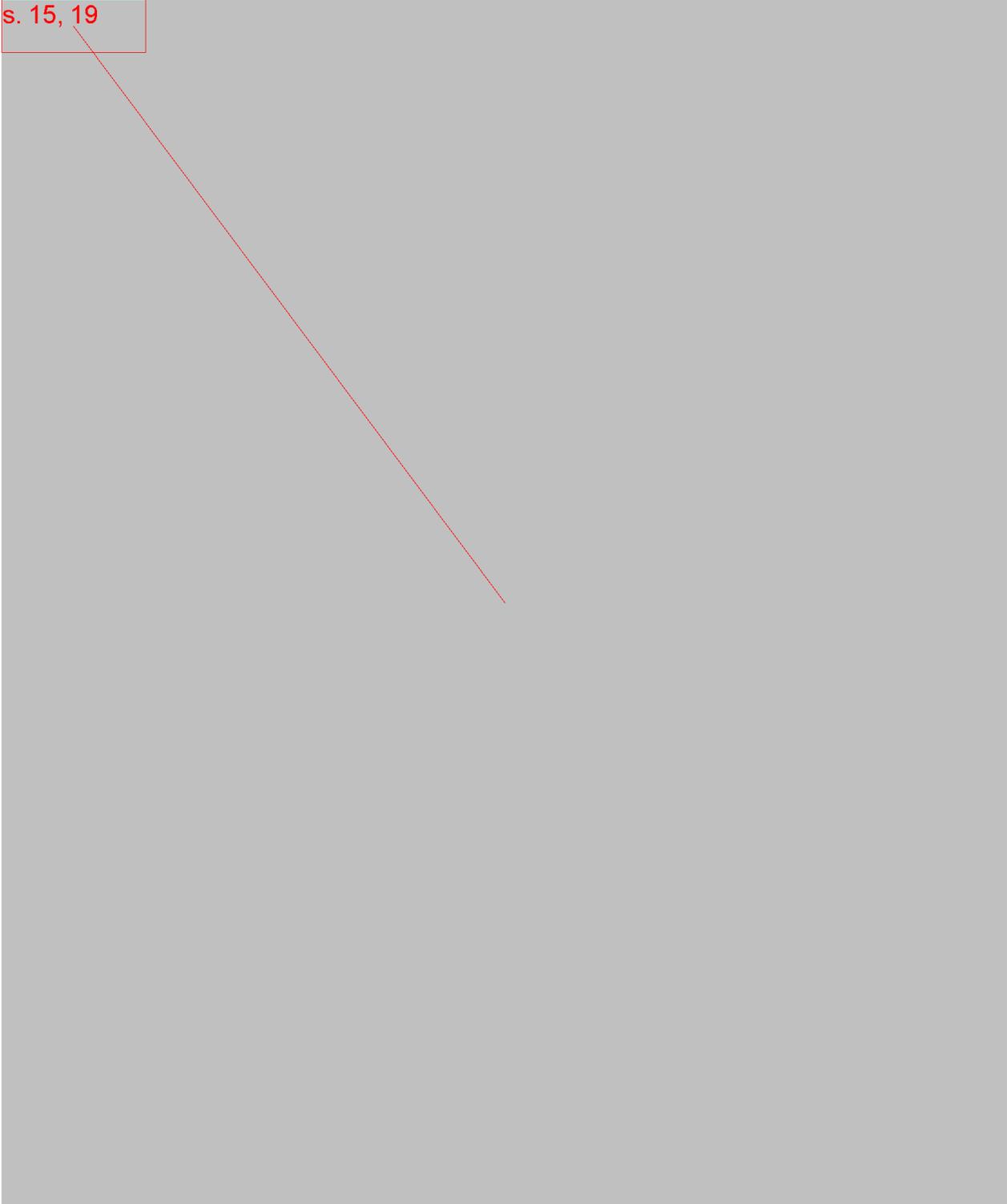
3.2 RISK ASSESSMENT PROCESS

The risk assessment panel met to review the Convening Letter – its scope and outlined objectives – and discussed expectations for the risk assessment (risk screening) workshop and their role in participation – i.e. to provide qualitative expertise.

This was followed by an overview of the risk assessment worksheet, Operational Risk Matrix, the fundamental risk concepts of ALARP and SMART Recommendations.

The Ferry Advisory Committee program, Community Drop-in events, Recruitment Meetings and the FAC events on September 20th and 21st and May 26th were reviewed.

The panel reviewed the FAC Working together guidelines, WorkSafe BC Regulations, BCF policies regarding Violence in the Workplace and BCF Reporting Policy.

Focus areas

The panel determined there were six areas that would benefit from risk analysis:

1) Pre-Planning of FAC and Community Drop-In Events
2) Venue Assessment
3) Considerations During Events
4) Departing Events Safely
5) Post Event Considerations
6) FAC Expectations and Governance

s. 15, 19
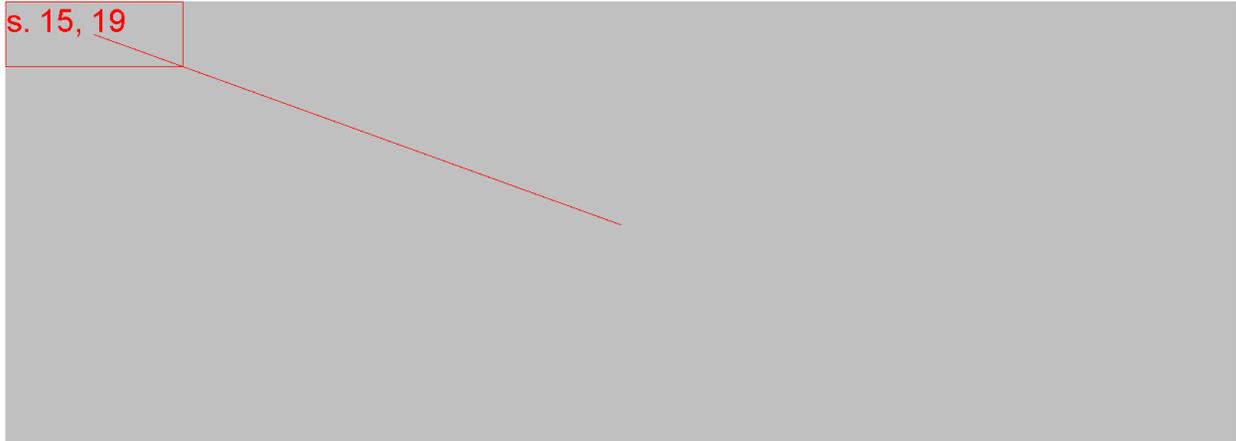
The findings and recommendations of this assessment are subject to evaluation by the Convenor and the Executive Leadership Team.

4. **CONTEXT AND RISK ANALYSIS**

The following section provides context and summarizes the risk findings for each of the items that were assessed. s. 15, 19

4.1 CONTEXT

4.1.1 Ferry Advisory Committees (FAC)

"Ferry Advisory Committees" or "FACs" are local committees within the various communities that BCF services, typically made up of 8-12 volunteer members who represent the ferry-dependent communities.

Over the 30 year history of the Ferry Advisory Committees, it has been the custom that members of the Executive Leadership Team would be in attendance at the FAC events, which is what the FACs and the general public have learned to expect.

There are 13 FACs that play a fundamental role in facilitating information sharing between the communities and BC Ferries. The committees also provide important advice and insight that helps inform day-to-day operations, terminal and vessel improvements, schedule changes, and other initiatives.

The members of the general public may apply to become a member, membership applications are submitted to the relevant FAC chair who, along with FAC members, will recommend a member to join the FAC when there is an opening. The company reviews and approves the new member after the FAC Chair recommends them.

FAC members are expected to serve a term of two years. At the end of each term, the membership renewal is reviewed by the company and it can continue a new, two year term. Currently there is no defined term for the FAC Chair role.

BCF invites each FAC to meet each Spring and Fall, arranges (and pays for) the venue and advertises the events in the community. Members of the public are welcome to attend and observe the meeting. FACs may meet more often locally without BCF being present.

The FAC Chair hosts the meeting, while BCF typically attends with route or departmental applicable employees, e.g. terminal and vessel operational teams, Customer Care and Customer Experience. The agenda is expected to be jointly prepared by BCF and the FAC Chair.

The agenda typically includes following items:

- Terminal and vessel operational updates
- Concerns and questions identified by the FAC members for discussion, e.g. scheduling, capacity, on-time performance, cancellations, service notices etc.
- Pre-approved questions from the General Public

In addition, all 13 FAC chairs participate in separate meetings with the BCF Board, BCF Commissioner, BCF Workers Union and with BCF Executive as part of the Annual General Meeting process. BCF covers relevant travel expenses for the FAC chairs for these meetings.

There are no FACs for Route 1, 2 and 30, as the customer groups on these routes are highly diverse and differ in needs from the smaller communities. These routes do have "Terminal Liaison Committees" that engage with community members who live close by (or next to) our major terminals.

4.1.2   Community Drop-In Events

BCF also arranges "Community Drop-in" events, to engage directly with the general public and to facilitate direct and un-filtered conversations with members of the community. The intent is to have a one-on-one information exchange between BCF personnel and the general public.

BCF utilizes these "drop-ins" to inform the community about hiring opportunities, upcoming projects, operational challenges and other issues of specific relevance to the community.

These events are typically held immediately following the FAC events - often arranged in the same room. The Community Drop-in events do not involve the FAC, although FAC members are welcome to attend.

Ahead of the community events, BCF arranges "online engagements" where members of the community can share their comments/feedback (see image below).

Prior to most events, it is common for the company to receive 1 or 2 inappropriate or "abusive language" communications. In one instance, the company received 49 such emails from a single individual.

The Community Drop-In events only began in May 2022; historically they were not part of the FAC events.

4.1.3   Recent Security Incidents at FAC and Community Drop-in events

Southern Sunshine Coast FAC and Community Drop-In Events September 20th, 2023

Event

The Southern Sunshine Coast FAC and Community Drop-In Events were scheduled for September 20th, 2023 at Gibsons Public Market in Gibsons. The FAC was scheduled for 2:00 pm to 4:30 pm and

the Community Drop-in was scheduled for 5:30 pm to 7:30 pm. Prior to this a meeting with the Gambier Island - Keats Island FAC was held at the same location without any issues.

Venue

BCF worked with the FAC Chair to determine a suitable date, and it was decided to hold the meeting at Gibson instead of Sechelt, as the last event was done in Sechelt so this gave an opportunity to reach other communities members. Gibsons Public Market was found suitable, as it has an upstairs meeting room for the FAC meeting, and the downstairs has a space that was to be utilized for the Community Drop-in session.

The venue is licensed for alcohol serving, but it was requested that it would be closed prior to the meeting starting. Unfortunately, the alcohol service was not closed until a second request was made.

Potential Threats

Reports of potential demonstrations were received before the meeting, but these did not occur.

There was no security support for the meeting, nor was the meeting under CCTV surveillance and it was not being recorded. There was also no requirement to sign-in on arrival.

These factors were considered as a potential restriction on free public access to the meeting.

Pre-Event Planning

BCF had worked collaboratively with the FAC Chair to develop the agenda prior to the meeting.

BCF had planned to attend with team members from Strategy & Community Engagement, Terminal Operations, Fleet Operations, Terminal Construction, Fleet Deployment and Scheduling, and Talent Strategies.

A BCF ELT Member had confirmed to attend virtual (via Webex), but advised before meeting that they expected to be 30 minutes late. An Executive Director joined instead on short notice after a request for Executive support was made. The FAC chair was made aware of this change prior to the meeting.

The Meeting

After the doors were opened to the venue by BCF staff, the FAC members entered the venue followed by the general public. The venue was setup in a U-shape, directed towards the Webex screen as that is where the Executive was expected to attend, with the members of public being placed behind and to the side of the u-shape. More chairs needed to be added due to the number of people that attended.

The FAC chair appeared visibly upset before the meeting and was spoken with prior to the meeting as an opportunity to diffuse her frustration. At this time the FAC Chair vocalized she did not care to discuss anything and would use the meeting as her opportunity to discuss her displeasure and concerns. At the start of the meeting the FAC Chair advised that they had prepared a new order to the agenda that was to be followed.

Typically, BCF employees prefer to be interspersed around the table with the FAC members, but on this occasion the FAC Chair instructed that BCF was to be seated on one side and the FAC to be seated together at the head of the table. The FAC Chair appeared angry with the BCF employees present and the lack of Executive attendance at the meeting.

Normally, an FAC meeting will be an interaction between FAC and BCF, where the general public's questions will be addressed towards the end of the meeting. However, during the course of this meeting the public in attendance were allowed to ask questions and make comments at any time. In addition, behaviour such as cheering and slamming of chairs was accepted. This made the event very "rowdy"

and contributed to a "threatening" atmosphere. The FAC chair did not address this and did not attempt to diffuse the situation.

The BCF ELT member joined the event via WebEx about 1.5 hours after it had started, and at this point the event was already very heated. Due to the virtual nature of attendance, the ELT member was unable to have a full view of the attendees, and thus was not fully aware of the side-comments being made by the crowd and the growing tension in the room.

Threatening Statement

At around 16:00 a member of the public made a comment to the effect that if BC Ferries didn't fix their service to the Sunshine Coast, the individual was going to 'take a gun to you all'.

The statement was loud enough for most attendees to hear, but was not addressed by anyone at the meeting including the FAC Chair or BCF attendees.

The suspect later joined the Community Drop-in session without being confronted about the statement.

The threat was reported the following day by a BCF attendee to their Manager, who then contacted the Safety department for advice.

Community Drop-In Event

The Community Drop-in session was hosted by BCF in a space downstairs in the same building, which had been pre-arranged/advertised by BCF.

The session went ahead right after the FAC event without any due consideration to the threat that had been made or the elevated level of outrage at the prior event.

No serious incidents were reported at the session, but during the course of the event the public expressed extreme frustration, subjecting BCF staff to verbal abuse and threatening body language by cornering or surrounding BCF staff.

Denman FAC meeting and Facilitated Community Discussion Events May 26, 2023

The FAC meeting and Facilitated Community Discussion Event were arranged at Denman Island Community hall May 26, 2023 (FAC 1:00 pm-3:00pm) and Community drop-in 4:30pm-7:30pm).

The event included discussions around upcoming summer schedule and the Denman East terminal upgrade project and mitigating environmental impacts of the project, which had instigated a protest at Gravelly Bay February 14, 2023.

Prior to this event, the Community Relations team had received information from the FAC and community members about plans for a protest at the event. They had also received comments on the *Community Ideas Board* that were abusive in nature, as well as emails from community members stating they would not attend the session as they were fearful of the aggressive nature of interest groups in the community who would be attending.

Staff informed the Executive Management of the information they were receiving; however, there was hesitation to introduce formal security at a community-based event.

Due to the previous protests and heated nature of the topics being discussed at the event, a third party facilitator was contracted to facilitate the event. After learning of the information coming back from the community, the third party facilitator stated that they would not be comfortable attending without security present. BCF operational staff expressed similar concerns, Corporate Security was engaged and recommended s. 13, s. 15, 19

After further discussions with Corporate Security, two externally contracted security guards were hired to attend, one at the event(s) and one at the terminal.

Staff from BCF attended the event in a rented vehicle as they were aware of previous damage to staff vehicles while on Denman Island. At the end of the event, the rented vehicle was found to have been vandalised (keyed). Executive Management were advised of this damage by staff, but the externally contracted security guards did not report it to the RCMP or BCF Corporate Security.

Powell River FAC meeting and Community Drop-in Events September 21, 2023

These events were arranged at Powell River Town Centre September 21, 2023 (FAC 3:00 pm-5:30pm) and Community drop-in 6:30pm-8:30pm).

There were plans for the CEO to attend the FAC event. The Community Relations team conveyed this information to the FAC Chair, who shared it with FAC members and other members of the community. This was well received, as the CEO's attendance was seen as a sign of respect and that the company was taking the concerns of the community seriously. A few hours prior to the event, staff were informed that this was in fact a misunderstanding, and the CEO was not able to attend the meeting. Staff notified the FAC Chair to inform them of the last minute "cancellation". They expressed disappointment and discouragement, as well as embarrassment that they now had to retract what had previously been promised to both FAC members and the community.

Staff requested that an alternate member of BCF ELT attend, and after some discussion, an alternate member attended virtually. There was noticeable (visible and audible) agitation at the answers being provided by the ELT member to the questions being asked during the meeting. Due to the virtual nature of the interactions, communication was challenging as the ELT member could not fully see or hear the reaction of the room.

The FAC Chair noted the need for respectful discussion at the start of the meeting. This was at the request of the Director of Community Relations and the Director of Terminal Operations who had, had discussions with the Chair ahead of time. Members of the public voiced their frustrations throughout the meeting, with some members becoming visibly agitated yelling, crying, and not listening to the Chair when she requested respectful dialogue. The Chair managed the meeting well, though tensions remained high throughout.

At the end of the FAC meeting, while staff were getting ready to set up for the Community Drop-in session, a member of the public who had been yelling during the meeting approached a female member of the BCF team. She was seated at a table, and he was standing in front of her. Due to his size and the tone of his comments, body language, and intrusion into her personal space, the BCF team member felt physically threatened. A male member of the BCF team intervened quickly, placing himself between the female staff member and the male. He let the man know his behaviour was unacceptable and redirected the man away from the female staff member.

During the Community Drop-in session, the female staff member noted other older male members of the public waiting until she was free so that they could approach her, leading her to feel unsafe at other moments in the event. Male members of the BCF team also noted this and made efforts to be present with the female staff member when this happened.

4.1.4 Relevant Regulations and Policies regarding Worker Safety

BC Workers Compensation Act Division 4 and BCF Safety, Health and Environment Policy

The Workers Compensation Act defines the general duties of employers, workers and supervisors within clauses 21-22-23. BCF's Safety, Health and Environment Protection Policy (image at right) incorporates the intent of these clauses.

The Workers Compensation Act and BCF's Safety, Health and Environment Protection policy apply to all employees of BC Ferries, whether working on vessels, terminals or in administrative roles.

The BCF Safety Manual section 01.010 Safety Management System, notes the company's responsibilities to:

Safety, Health and Environment Protection Policy

BC FERRIES IS COMMITTED TO BEING A SAFE, HEALTHY AND ENVIRONMENTALLY RESPONSIBLE WORKPLACE

Workers
- Take reasonable care and are active participants in safety for themselves and others
- Identify, control and report hazards promptly to supervisors
- Follow safe and environmentally sound work procedures

Supervisors
- Ensure work is assessed and the workers under their supervision are aware of the health and safety hazards associated with the tasks they are assigned
- Take all reports of safety hazards seriously and apply immediate corrective actions as practicable
- Follow safe and environmentally sound work procedures

Managers
- Place the health and safety of employees and passengers as their highest priority
- Take all reports of safety hazards seriously and apply required corrective actions as practicable
- Enable and enforce policy to protect the environment from undue harm
- Encourage a Just, Learning and Adaptive Safety Culture

BC Ferries' Safety Management System (SMS) and policies ensure compliance with all mandatory rules and regulations and the International Safety Management (ISM) Code. Continuous improvement and emergency preparedness are key commitments of the SMS.

March 31, 2023
Nicolas Jimenez
President & CEO
Date

Safety of life, prevention of injury and pollution prevention shall always be given the highest priority in the operation of BC Ferries' vessels and terminals.

- Create the safest work environment by eliminating or reducing all identifiable and foreseeable risk within the workplace to as low as reasonably practicable;
- Conform to all relevant legislative requirements including: Canada Shipping Act 2001 and Regulations, Marine Transportation Security Act, Workers Compensation Act and Occupational Health & Safety Regulations, Canadian Environmental Protection Act. These statutes, along with BCF policy, define minimum legal expectations of BCF employees and its contractors;
- Establish and support a positive culture of safety that provides a system where employees can learn and contribute to BCF's risk management; and
- Formalise the management of risk by integrating safety and SMS processes together to best support operations

The BCF Safety Manual section 10.010 Reporting and Notification Policy defines BCF's internal reporting process requirements in response to the occurrence of operational and occupational safety and health incidents. s. 15, 19

s. 15, 19
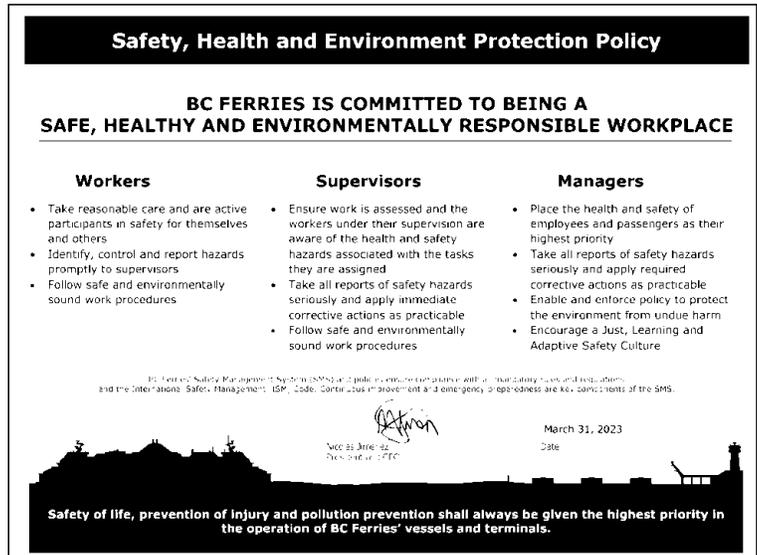
Prevention of Violence in the Workplace

BC Occupational Health and Safety Regulation (OHS Policy 4.27) defines Violence in the Workplace, and this definition is cited in the BCF Security Manual section 04.010 Prevention of Violence in the Workplace, and is included in this report for context:

- **Violence** includes any threatening statement or behaviour, or attempted or actual assaults, towards an employee of BC Ferries by any person other than a co-worker*, which gives the employee reasonable cause to believe that he or she is at risk of injury. Verbal abuse or harassing does not constitute an act of violence unless the employee felt that violence was imminent.

- **Threats** are defined as any communication of intent to injure that gives an employee reasonable cause to believe there is a risk of injury. A threat against an employee's family arising from the employee's employment is considered a threat against the employee. Examples of threats include:
  - Threats (direct or indirect) delivered in person or through letters, phone calls or electronic mail.

- **Assault** is defined as any act, gesture or attempt to apply force that gives a worker reasonable cause to believe that there is a risk of injury, whether or not an injury (physical or psychological) occurs. Examples of assault include:
  - Intimidating or frightening gestures such as shaking fists at another person, pounding on the desk or counter, punching a wall, angrily jumping up and down, or screaming.
  - Throwing or striking objects.
  - Stalking.
  - Wielding a weapon, or carrying a concealed weapon for the purpose of threatening or injuring a person.
  - Not controlling a dog that is menacing (for example growling at) a worker.
  - Kicking, hitting, biting, grabbing, pinching, scratching or spitting.
  - Injuring a person using an object such as a vehicle, chair, cane, container or a weapon such as a knife, gun or blunt instrument.

The BCF Prevention of Violence in the Workplace Policy has a proactive side aimed at preventing incidents of violence and a reactive side which covers the reporting, investigation, remedies and post-incident support once an incident has occurred.

Bullying and Harassment

BCs Occupational Health and Safety (OHS) policy P2-21-2 defines "bullying and harassment" as: (a) includes any inappropriate conduct or comment by a person towards a worker that the person knew or reasonably ought to have known would cause that worker to be humiliated or intimidated, but (b) excludes any reasonable action taken by an employer or supervisor relating to the management and direction of workers or the place of employment.

As per the Workers Compensation Act, Division 4, section 21: An employer has a duty to ensure the health and safety of its workers, and as a result, employers must take all reasonable steps to prevent where possible, or otherwise minimize, workplace bullying and harassment.

Risk Assessment
British Columbia's OHS Regulation Section 4.28 requires a risk assessment must be performed in any workplace in which a risk of injury to workers from violence arising out of their employment may be present. The risk assessment must include the consideration of:

- previous experience in that workplace,
- occupational experience in similar workplaces, and
- the location and circumstances in which work will take place.

WorkSafeBC Notes: The requirements for risk assessment, procedures and policies, the duty to respond to incidents and to instruct workers are based on the recognition of violence in the workplace as an occupational hazard. This hazard is to be addressed by the occupational health and safety program following the same procedures required by this Occupational Health & Safety Regulation to address other workplace hazards.

WorksafeBC Administrative Penalties of Note

Administrative penalties are fines imposed on employers for health and safety violations of the Workers Compensation Act, the Occupational Health and Safety Regulation, and/or orders of WorkSafeBC, and for failure to take sufficient precautions to prevent workplace injuries or illnesses. Below are some recently published penalties from WorkSafeBC related to Violence in the Workplace and Risk Assessments inspections.

- Date imposed: November 24, 2022
  This employer operates a social services housing facility. WorkSafeBC inspected the site and determined that the facility's violence risk assessment was insufficient, and did not adequately address matters such as off-site appointments, clients' medication status, and access to kitchen sharps. The employer failed to ensure its violence risk assessment included consideration of the work location and circumstances. This was a repeated violation.

- Date imposed: November 10, 2022
  WorkSafeBC inspected this employer's worksite, a long-term care facility, in response to an incident of violence against a worker. WorkSafeBC examined the employer's investigation reports for this and several previous incidents and found that they all lacked key information such as underlying causes and corrective actions. The employer failed to ensure that a report of its full incident investigation was prepared in accordance with WorkSafeBC policies. This was a repeated violation.

4.1.5   BCF Strategic Plan

FRA panel discussions did include challenging the need and/or requirement for FACs, as notably neither the Coastal Ferry Act nor the Coastal Ferry Services Contract has any requirement for BCF to have FACs. There is however a requirement to operate in the "public interest", and FACs have been historically – for the past 30 years - considered a tool to help BCF understand what that is.

BCF Strategic Plan 2021-2025 includes strategic goals for all activities at BCF, and goal number 1 is:
"Customer and Community Centred", with the stated Objective:
"Customers feel respected, heard and valued."
The goal is further explained with "We will work collaboratively with coastal and Indigenous communities through our outreach activities and ensure they have input into the decisions that impact them most".
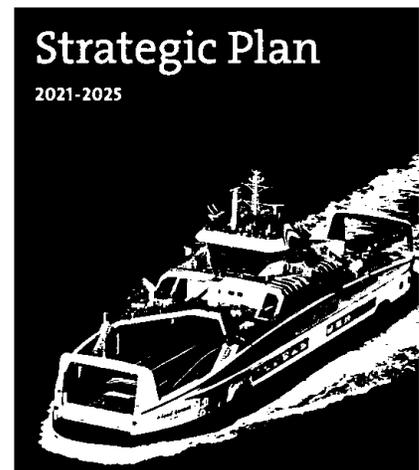
It is not defined anywhere, that outreach activities are required to be in person.

4.1.6   Washington State Ferry Community Participation[1]
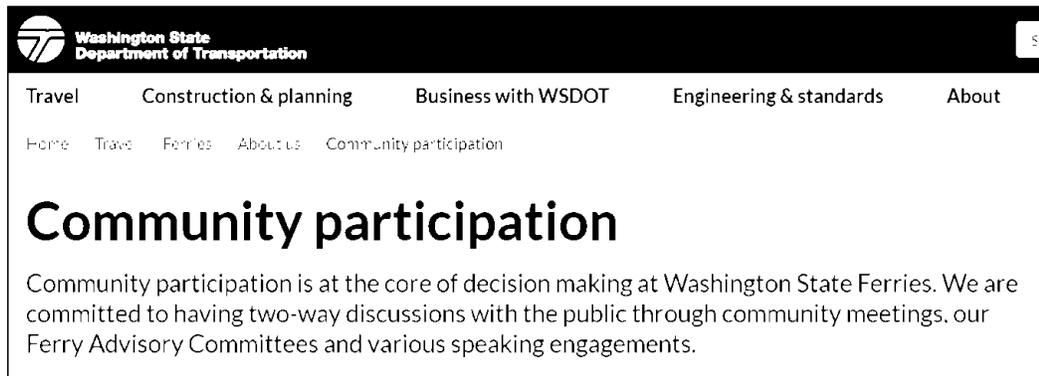
Similar to BCF, Washington State Ferries (WSF) prioritise holding community events. Under Washington state law, Ferry Advisory Committees **are appointed by local elected officials** and meet with the company throughout the year.

Monthly FAC Meetings
FACs organize, schedule and pay for their own community monthly meetings; WSF is "invited to attend" most (but not all) meetings – depending on the committees preference/organization. The meetings are attended (virtually) by a WSF engagement Liaison and (at times) supported by a Deputy Director or Director. Since the pandemic, all meetings are held virtually[2]; with significant cost savings (travel costs/staff time), support of the company's Diversity, Equity & Inclusion (DEI) mandate, route community logistics/cost savings (both communities can attend/reduced costs) and technological efficiencies (moderator function, recording ease, posting ease), they do not anticipate returning to in-person meetings.[3] The state supports the communities with ZOOM licenses; however, if a community has limited funds available, WSF will support as part of their DEI mandate.

Community Meetings
WSF will host six virtual public meetings in 2023 focused on route-specific topics, fare changes and the company's service restoration plan. Meetings are devoted to answering questions from participants, who also have the opportunity to provide written public comment, with the recorded sessions posted to the WSF website. WSF has requested a 2 week lead time of agenda items to support more efficient/productive meetings.

Bi-Annual Executive Committee Meetings
Twice a year by statute, broader public forums are hosted by WSF, which provide an opportunity for the public to ask questions of the executive of WSF – including the CEO. These events are also held virtually.

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[1] Information shared by WSF, with details from the WSDOT Community Participation webpage.

s. 21

4.2   RISK ANALYSIS AND PROPOSED ADDITIONAL RISK CONTROLS

Proposed additional risk controls (recommendations) are based on the current FAC model. As part of the overall assessment, recommendation review and evaluation process, if the FAC model was to change - for example, move to a virtual format - recommendations may be less (or potentially not) applicable.

The analysis identified that BCF is currently at risk of not complying with a number of regulations and company policies, including:

- o **Workers Compensation Act**, Division 4, clauses 21-23 *(workers well-being, violence in the workplace)*

- o **BC's OHS Regulation** Section 4.28 - 4.30 *(requirement of a risk assessment, violence in the workplace)*

- o **BCF Safety Manual** section 01.010 Safety Management System *(reporting of incidents, managers responsibilities, assessment of risks)*

- o **BCF Safety Manual** section 10.010 Reporting and Notification Policy *(reporting of incidents, managers responsibilities)*

Those areas are noted in each (applicable) section – starting on the next page.

4.2.1   Pre-Planning of FAC and Community Drop-in events

FAC meeting "pre-planning" takes place in advance of the Spring and Fall sessions. The following items have been noted as items of concern during the Risk Analysis.

Venue Selection

Venue Selection	Current Risk Rating	s. 15, 19	Risk Rating If Proposed Additional Controls are Implemented	s. 15, 19

Currently, the venues are not thoroughly reviewed (from a security perspective) prior to planning the events.

Venues are typically decided based upon on what is available, what has been used previously in the community or by request of the FAC. The consequence, is that venues may not have safe road exits, safe parking, alcohol restrictions, or suitable size for the expected public attendance. This can contribute to staff not being able to depart venues safely, damaged vehicles, intoxicated attendees or unsuitable sized venues being utilized.

Proposed Additional Risk Controls:

- **Establish procedure for venue selection for each community**, including which factors must be included in the decision criteria. Items should include:
    - A review of historical notes with a list of preferred venues and those with known issues
    - Capacity limits
    - Alcohol availability
    - Communication with venue owner, specifically about safety and parking
    - Local permits requirements and local authorities needing to be notified
    - Venue access prior to event (locked to restrict access)

Risk and Security Assessment

Risk and Security Assessment	Current Risk Rating	s. 15, 19	Risk Rating If Proposed Additional Controls are Implemented	s. 15, 19

Currently no formal Risk and Security Assessment is done prior to any FAC and Community Drop-in events. This is a requirement as per BCs OHS Regulation Section 4.28.

Assessments should consider hazards and local community threats (including a check with Corporate Security of known local offenders), social media messages that may be considered as threats, or the potential for local public outrage.

s. 13, s. 15, 19

A Risk and Security assessment could indicate that an event should not go ahead, alternatively a s. 13, s. 15, 19

Proposed Additional Risk Controls:

- **Establish policy for Risk and Security Assessment of BCF public events** s. 15, 19 including:

  o s. 15, 19

  o s. 15, 19

  o Evaluate local emergency support and response (i.e. RCMP)

  o Evaluate need for potential security personnel

  o s. 15, 19

  o

  o Company Security Officer (DPA) to review recommendations and potential mitigation actions from the Risk and Security Assessment, and decide if the meeting is safe to go ahead or not, either in person or virtual. (This authority shall be defined in policy.)

    ▪ Advise Community Relations who will communicate with attendees and FAC as appropriate.

    ▪ Establish a guideline to define when a meeting or event will be deemed unsafe.

s. 15, 19

FAC Meeting Agenda

FAC Meeting Agenda	Current Risk Rating	s. 15, 19	Risk Rating If Proposed Additional Controls are Implemented	s. 15, 19

Currently, the FAC Terms of Reference does not include terms that allow for BCF to manage FAC proceedings, including when an agenda is not followed.

The FAC Terms of Reference includes a defined process for how to manage the FAC Meeting Agenda, which is for the agenda to be jointly set by the Chair and BCF in advance of each meeting to allow time to address agenda items. There have been examples where the FAC Chair has altered the agenda just prior to the event, in order to frame topics in an adversarial way or raise topics that have already been addressed.

The agenda outlines the topics to be covered and is designed to avoid repeat topics that have already covered in previous meetings. In general the agenda includes operational updates and questions/concerns raised by FAC members for discussion.

s. 13, s. 15, 19

Proposed Additional Risk Controls:

- **Update "Terms of Reference":**
  - Terms of Reference to state that no changes to agenda are accepted after it is approved by both parties, and include timelines for receiving the agenda prior to event.
  - Terms of Reference to state BCF has final say in agenda topics (to help control items already closed as topics).
  - Terms of Reference to state that it is the responsibility of the FAC Chair to enforce respectful dialogue at the beginning, and throughout all FAC meetings.
  - Terms of Reference should also state that BCF will shut down the meetings if respectful dialogue is not maintained, i.e. create accountability and clearly outline consequences if terms are not followed.

Planned BCF Representation at expected level

Planned BCF Representation at expected level	Current Risk Rating	s. 15, 19	Risk Rating If Proposed Additional Controls are Implemented	s. 15, 19

Currently, ELT and Senior Leadership FAC representation requirement is not defined.

The first strategic goal of BC Ferries is to be "Customer and Community Centred". The goal states that we will seek to work collaboratively with coastal and Indigenous communities to ensure they have input on the decisions that impact them the most. The company also has an engagement commitment that states we will "involve, listen, and respond" to the feedback we receive.

The twice-annual Ferry Advisory Committee meetings have long played a central role in the way BCF works to achieve this goal and commitment.

The recent addition of Community Drop-in sessions is an attempt to enhance our efforts to achieve these critical objectives, by creating accessible channels for community members to engage directly with BCF and feel that their concerns are being heard, understood, and responded to.

Over the 30 year history of the Ferry Advisory Committees – although not formalized - it has been customary that members of the Executive Leadership Team would attend events, leading to the FACs "expectation" of ELT attendance.

Since the pandemic, the attendance of Executive leadership at FAC meetings has waned, creating a "perception" that community feedback is not a priority for the company. While attendance by a Marine Superintendent and a Terminal Operations representative are defined as "required", other representation at FAC meetings is not defined. Of the past nine FAC meetings in 2023, two had ELT representation while one other had an Executive Director. The remaining six meetings had Marine Superintendents and Directors as the highest level in attendance.

s. 13

Proposed Additional Risk Controls:

- **Establish policy that FAC events will include in-person attendance of at least two ELT members, based on the topics to be discussed.**
    - o Establish process for recommending attendance at upcoming meetings and events to VP Public Affairs and Marketing, including:
        - Which members of ELT should attend in person
        - Which representatives from other departments should attend in person
        - Risk evaluation if ELT members and department representatives are not able to attend, and recommendations for action, e.g. move to all-virtual, send empowered delegate, postpone etc.
        - A process for briefing ELT members prior to meeting attendance

- o Identify a member of ELT to assume responsibility of receiving recommendations regarding ELT and departmental attendance at FAC meetings, coordinating attendance with other members of ELT as required and making go, no-go decisions based on ELT attendance.

- o Note earlier recommendation that the Company Security Officer (DPA) is to review recommendations and potential mitigation actions based on the Risk and Security assessment, and is to decide if the meeting is safe to go ahead or not, either in person or virtual.

- NOTE: Virtual attendance can be problematic in many communities where cellular service is not strong, leading to poor connections, challenging communications and frustration. Statements like "if you don't attend in person, what is the point" arise.

Establish Roles, Responsibilities and Skills for events

Establish Roles, Responsibilities and Skills for events	Current Risk Rating	s. 15, 19	Risk Rating If Proposed Additional Controls are Implemented	s. 15, 19

Currently, a Person in Charge (PIC) role is not clearly defined and Security awareness training for FAC and Community Drop-In participants is not a requirement.

BC OHS Policy section 4.29 states that if there is a risk of injury to workers from violence; if elimination of the risk to workers is not possible, then the employer is to establish procedures, policies and work environment arrangements to minimize the risk to workers.

Ensuring the BCF representatives are adequately trained for hazards they encounter is required in all parts of BCF Operation, and also applies to public events. All representatives that regularly attend public events should have Prevention of Violence in the Workplace (PVIWP) training, and the PIC must have this training prior to assuming the authority of PIC.

While BCF operates in an environment where virtual meetings may be utilized fully, there are occasions where partial virtual participation is required. When the BCF ELT member is participating via virtual means, it is important to establish who the on-site person in charge (PIC) is, in case of an emergent situation. The PIC must be attending the meeting in person.

s. 13

Proposed Additional Risk Controls:

- **Conduct Prevention of Violence in the Workplace (PVIWP) training** for all BCF representatives that regularly attend public events, and all public event Persons In-Charge must have PVIWP training.

- **Establish Roles and Authorities prior to meetings,** in order for BCF team to know who is in charge in case of an emergency, including:

    o Who is the on-site person in charge (PIC)

    o Who is managing sign-in

    o Who has Prevention of Violence in the Workplace Training

    o Who is monitoring the public during the event

- **Update FAC Terms of Reference** to include a formal BCF Co-Chair Position, which is to be the BCF Person in charge.

    o The BCF Co-Chair assumes joint responsibility with the FAC Chair for ensuring meetings are conducted respectfully and that the agenda is followed as agreed to.

    o The BCF Co-Chair is vested with the authority to shut down the meeting should the situation dictate.

4.2.2   Venue Assessment

Pre-planning of the events takes place in advance of the fall and spring sessions of FAC meetings, and the following items have been noted as items of concerns during the Risk Analysis.

Assessing Venue on arrival

Assessing Venue on arrival	Current Risk Rating	s. 15, 19	Risk Rating If Proposed Additional Controls are Implemented	s. 15, 19

Currently, there is no formal procedure in place for how to assess and screen venues on arrival to ensure they are secure and safe for the planned event.

Some items to assess are:

s. 15, 19
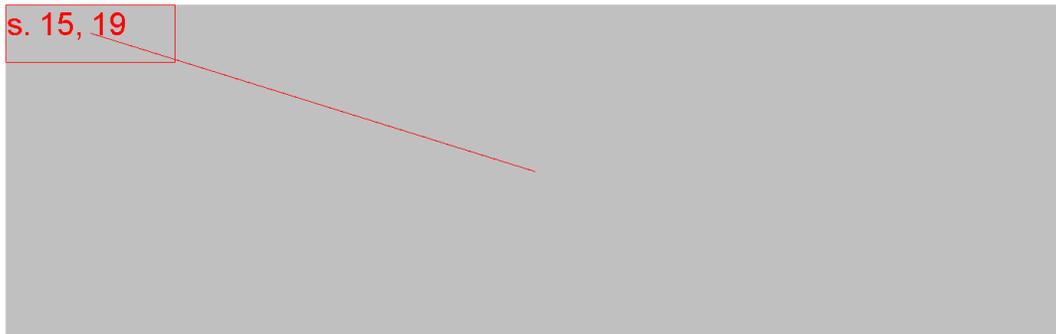
Proposed Additional Risk Controls:

- **Establish procedure for how to assess and screen the venue on arrival.**
  - Using the procedure developed, develop checklist that can be used before each event by the Community Relations team to complete a security scan
- Procedure to include process for what to do if security threats/concerns are identified during the scan.

Safety Briefing

Safety Briefing	Current Risk Rating	s. 15, 19	Risk Rating If Proposed Additional Controls are Implemented	s. 15, 19

Currently, structured Safety Briefings are not completed prior to FAC and Community Drop-in events, as required per the Safety Manual section 07.01.010 Safe Working Practices policy

Section 0.7.01.010 states "BCF shall ensure safe working practices are established and followed at all work sites", and directs that a Safety Briefing is required for: All hazardous operations of a non-routine nature, requiring the presence of all personnel involved, where all safety precautions are highlighted and safety concerns are addressed. The Safety Briefing shall be led by a senior supervisor/manager and shall include task-specific precautions.

The pre-meeting Risk and Security Assessment that was completed shall be evaluated prior to the event to ensure it remains valid. If the security threats have increased, further mitigation controls should be considered, and a decision whether to proceed with the event must be made.

During the Safety Briefing it must be defined who is the Person in Charge (PIC) with the authority to initiate evacuation of BCF representatives in case of an emerging security situation.

Proposed Additional Risk Controls:

s. 13, s. 15, 19

4.2.3   Considerations During Events

As BCF pays for, invites participants, hosts, and arranges the venue for all FAC and Community Drop-in events, BCF takes on the sole responsibility to ensure the event takes place safely. The following items have been noted as items of concerns during the Risk Analysis.

Manage Public Access to Event

Manage Public Access to Event	Current Risk Rating	s. 15, 19	Risk Rating If Proposed Additional Controls are Implemented	s. 15, 19

Currently, any member of the public has access to the FAC and Community Drop-in events including BCF banned individuals or those who have made threatening statements on social media.

The events have been arranged with an intent to be accessible for as many people as possible in the community.

Few considerations have been made for how to exclude unwanted people or how to address behaviour that is not acceptable, including behaviour of abusive or threatening nature and physical assaults.

When the doors are opened anyone may enter, and carry with them whatever they like. There are no records of who is attending from the general public, and no established protocol for recording the events via CCTV or virtual means.

Proposed Additional Risk Controls:

- **Establish a sign-in procedure**, either at the door or establish procedure for attendees to RSVP for events ahead of time. (This will provide insight into level of interest and potential attendees to help with pre-event security scanning).
  - o   If a person is unwilling to sign in, then they shall be refused entry.
- **Develop and display signs at all meetings and events** that notes:
  - o   Proceedings may be monitored by CCTV or recorded and published online,
  - o   Code of Acceptable Conduct and by entering the event the person acknowledges and agrees to abide by it.
- **Dedicate a person to monitor and evaluate the public as they arrive,** including persons that have been noted at the pre-meeting Security Assessment.
- **Do not allow protest signs** inside the venue
- **Ensure all FAC meetings are recorded via Webex** or other means, and BCF Co-Chair to make note that recording is being made at the start of the meeting.

Monitor Public during FAC Event

Monitor Public during FAC Event	Current Risk Rating	s. 15, 19	Risk Rating If Proposed Additional Controls are Implemented	s. 15, 19

Currently, un-acceptable behaviour is not consistently addressed at FAC events.

Under existing practice, the FAC Chair is in charge of the FAC event and is expected to monitor and address behaviour that is not acceptable, but may either not be capable of or want to, address behaviour that is not acceptable.

Un-acceptable behaviour is not addressed and continues without consequences. This leads to continued bad behaviour, rowdy crowds and increasingly unsafe events. People are not ejected from the meetings due to their un-acceptable behaviour or threats.

Having a BCF Co-chair at FAC meetings would assist in managing the events and addressing bad behaviour. A BCF Co-Chair (and PIC) would contribute to a more balanced event, s. 13

Proposed Additional Risk Controls:

- **Update FAC Terms of Reference to include a BCF Co-Chair Position,** which is to be the BCF Person in charge.

s. 13, s. 15, 19

Monitor Public During Community Drop-In Event

Monitor Public During Community Drop-In Event	Current Risk Rating	s. 15, 19	Risk Rating If Proposed Additional Controls are Implemented	s. 15, 19

Currently, un-acceptable behaviour is not consistently addressed at Community Drop-in events.

The Community Drop-In events do not have anyone monitoring the public or chairing the events, as they are based on an "open-house" concept.

s. 15, 19

Proposed Additional Risk Controls:

- **All BCF representatives at Community drop-in events to be trained in Prevention for Violence in the Workplace.**
- **Establish sufficient time between FAC event and Community drop in event** to:
  - Move to the space where Community drop-in will take place

- o   Person-in-Charge to confirm that the security assessment remains valid

- o   To allow temperatures to cool if necessary

- o   Allow BCF team a break between events

- **Establish a sign-in procedure,** either at door or establish procedure for attendees to RSVP for events ahead of time. RSVP will not be mandatory, but will provide insight into level of interest and potential attendees to help with pre-event security scanning prior to the event.

- **Ensure All BCF Representatives are paired up to work together during the event**

- **Consider having a separate dedicated person monitor the attendees** during the meeting.

- **Security Assessment to determine if a trained Security Person or RCMP presence is required**

- **Establish plan for how to eject unwanted people from events,** if deemed required.

4.2.4 Departing Events Safely

Recent FAC and Community Drop-in events have experienced increased tension and threatening behaviours. Considering how to depart the events safely has been noted as an item of concern.

Depart event and reach home safely

Depart event and reach home safely	Current Risk Rating	s. 15, 19	Risk Rating If Proposed Additional Controls are Implemented	s. 15, 19

s. 15, 19

BCF attendees typically use personal vehicles to attend events and carry equipment used during the event. At the conclusion of an event, it may take 15-20 minutes to pack up and load the equipment into their vehicles. At this time, it is common that some community members remain at the venue.

s. 15, 19

Proposed Additional Risk Controls:

- **Establish best practise for how to depart events, including:**

s. 13, s. 15, 19

4.2.5   Post Event Considerations

It is notable that the report that initiated this Facilitated Risk Assessment was made by an employee that did not regularly attend FAC events and found the behaviour unacceptable.

It is a concern that prior events were not reported, due to an impression that un-acceptable behaviour was simply condoned as "normal behaviour at public events".

De-brief and Reporting after events

De-brief and Reporting after events	Current Risk Rating	s. 15, 19	Risk Rating If Proposed Additional Controls are Implemented	s. 15, 19

Currently, security incidents have not been consistently reported following FAC and Community Drop-In events.

During the Risk Analysis it was established that some BCF attendees were relatively unaware of BCF policies, including the Safety Manual <u>section 10.010</u> Reporting and Notification Policy and the requirement to investigate Violence in the Workplace incidents.

Documenting lessons learned is also important with regards to venue selection.

Proposed Additional Risk Controls:

- **Ensure Safety Manual Reporting and Notification Policy is understood and followed**, including the requirement to investigate Violence in the Workplace incidents

s. 13, s. 15, 19

- **Ensure Employee Assistance Program (EAP) follow up is offered,** when there has been an incident.

4.2.6   FAC Expectations and Governance

During the Risk Analysis it became clear that the FAC Governance documents including the "Terms of Reference" and the "Working Together Guideline" are inadequate in their present form.

Code of Conduct

Code of Conduct	Current Risk Rating	s. 15, 19	Risk Rating If Proposed Additional Controls are Implemented	s. 15, 19

Currently, FAC Governance documentation lacks a "Code of Conduct" and direction on how to address un-acceptable behaviour both with the general public and FAC members.

Having solid governance in place for how to address un-acceptable behaviour is imperative, both to ensure that the customers "feel respected, heard, and valued" but as importantly that our employees have a safe and healthy workplace where abusive behaviour is not accepted by anyone.

The current FAC Terms of Reference (rev Sept 22, 2022) does not include a "Code of Acceptable Conduct", but does include "Working Together Guidelines".

The "Working Together Guidelines" do not address what is considered acceptable conduct, and the "Terms of Reference" does not address the consequences of unacceptable conduct.

Proposed Additional Risk Controls:

- **Create "Code of Conduct"** and require all FAC members and BCF representatives to acknowledge and sign same.

- **Update "Terms of Reference" to include consequence** for repeatedly not adhering to the "Code of Conduct", and other conduct that make members unsuitable.

- **"Code of Conduct" to be announced and displayed** at the start of every public FAC and Community drop-in event.

- **Update FAC Terms of Reference** to include a formal BCF Co-Chair Position, which is to be the BCF Person in charge.

- **Terms of Reference to state that** it is the responsibility of the FAC Chair to enforce respectful dialogue at the beginning, and throughout all FAC meetings.

- **Terms of Reference** should also state that BCF will shut down the meetings if respectful dialogue is not maintained, i.e. create accountability and clearly outline consequences if terms are not followed.

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5.   RECOMMENDED ADDITIONAL RISK CONTROLS

The findings in the previous section contain a number of potential *Additional Risk Controls* to further reduce the risks.

The following table summarizes the selected *Additional Risk Controls* and suggests the appropriate department for implementing the measures and monitoring their effectiveness.

All recommendations are subject to evaluation by the BCF Executive Leadership Team (ELT).

OSL ID	Additional Risk Controls	Department / Group / Person
	Description	
5.1	**Establish Level II (Security Manual) policy for the management of public events that the company arranges.** • Establish policy for Risk and Security Assessment of BCF public events s. 15, 19 • Establish threshold for when public events are not recommended and should proceed with FAC members only or as virtual events. • Company Security Officer (DPA) to review recommendations and potential mitigation actions, and decide if the meeting is safe to go ahead or not, either in person or virtual. • Establish procedure for venue selection and which factors must be included when deciding to use a venue. • Establish procedure for how to assess and screen the venue on arrival • Establish Roles and Authorities prior to meetings, including PIC, sign-in, monitoring of public. • Establish procedure of conducting Safety Briefings prior to starting all public events. • Establish procedure for an emerging situation that requires BCF staff to evacuate the event. • Establish a sign-in procedure, either at door or prior to the event • Develop and display signs at all meetings and events that notes proceedings may be monitored by CCTV or recorded and	s. 15, 19

	published online and by entering the event the person acknowledges this. • Do not allow protest signs inside the venue with abusive language • Security Assessment to determine if a trained Security Person or RCMP presence is required • Establish procedure for how to eject unwanted people from the event if required. • Establish best practise for how to depart events safely • Capture lessons learned from each event.	
5.2	Establish acceptable "Code of Conduct" for all attendees for public events hosted by BCF. • Require all FAC members and BCF representatives to acknowledge and sign same. • Code of Conduct to be announced at the start of every public FAC and Community Drop-in event. • Develop and display signs at all meetings and events for Code of Acceptable Conduct and by entering the event the person acknowledges this.	s. 15, 19
5.3	Update FAC Terms of Reference documentation to ensure clarity regarding: • That no changes allowed to agenda after it is approved by both parties, and give BCF final say on topics. • To state the FAC Chair and BCF Co-Chair are jointly responsible to enforce respectful dialogue at the beginning, and throughout all FAC meetings. • Establish consequences if FAC Chair does not follow FAC Terms of References, or Terms of Conduct. • To include a BCF Co-Chair Position, which is to be defined as the BCF Person in charge. • To state the BCF Co-Chair is vested with the authority to shut down the meeting should the situation dictate.	
5.4	Establish policy that FAC events will include in-person attendance of at least two ELT members, based on the topics to be discussed.	

	• Establish process for recommending attendance at upcoming meetings and events • Identify a member of ELT to assume responsibility for receiving recommendations regarding ELT and departmental attendance at FAC meetings, coordinating attendance with other members of ELT as required and making go, no-go decisions based on ELT attendance.	
5.5	Conduct Prevention of Violence in the Workplace (PVIWP) training for all BCF representatives that regularly attend public events, and all public events the Persons In-Charge must have PVIWP training.	s. 15, 19
5.6	s. 15, 19 : All Managers and Supervisors attending public events hosted by BCF must receive Safety & Security Awareness training (including rights and responsibilities) prior to attending any public events. s. 15, 19 Consideration for all BCF employees to receive mandatory BCF Safety Training (orientation) within 90 days of hiring and similarly, mandatory *Supervisor, Manager* (and above) Safety Training upon acceptance of a leadership role.	
5.7	Follow established policies, including: • Ensure BCF Safety Manual Reporting and Notification Policy is understood and followed, including the requirement to investigate Violence in the Workplace incidents. • Ensure Employee Assistance Program (EAP) follow up is offered, when there has been an incident.	

6.   SUMMARY & CONCLUSIONS

The company is at risk of non-compliance with several WorkSafe BC regulations and BCF policies.

The company must ensure WorkSafeBC regulations and BCF policies that are applicable to all company employees are adhered to, whether working in operations or in administrative roles.

To proceed safely with in-person FAC and Community Drop-in events, the panel has provided (in Section 5) recommendations, related to:

- Risk and Security Assessment
- Executive Leadership Team Participation
- Safety and Prevention of Violence in the Workplace (PVIWP) Training
- FAC Terms of Reference
- FAC Code of Conduct
- Event Protocols

7. APPENDICES

7.1.1 FRA-HO-22741 Convening Letter

Subject   FACILITATED RISK ASSESSMENT: FRA-HO-22741
FAC and Community Drop-Ins - Security Assessment

Background: During the September 20th, 2023 Route#3 Ferry Advisory Committee (FAC) meeting held at the Gibson's Public Market on the Sunshine Coast, a member of the public voiced a threatening statement at participants. IAR-HO-12249 was initiated and the RCMP were engaged. The initial investigation revealed there have been incidents at other locations and the risk to staff has been increasing. As an immediate measure, in-person FAC meetings have moved 'virtual' and Community Drop-Ins have been temporarily paused until a security risk assessment has been completed.

FRA Scope: Review, assess and provide recommendations to support the safety and security of participants at FAC and Community Drop-In events. The scope should include, but not be limited to:

s. 13, s. 15, 19

s. 13, s. 15, 19

Convening Authority Notes: An in-person meeting has been scheduled for Wednesday October 4th at the Atrium followed by a Webex on October 6th. Your in-person availability/ calendar clearing is appreciated for this important matter. Standby for additional information from Harald and Carrie.

Tracking number **FRA-HO-22741** is to be used on all correspondence relating to this assessment.

s. 22

Convening Authority:
s. 15, 19
Executive Director, Safety, Health, Security & Environment
ISM Designated Person Ashore (DPA) & Company Security Officer (CSO)

7.1.2 FAC Terms of Reference

≈BCFerries

Ferry Advisory Committee
Terms of Reference

OVERALL MANDATE - FACs

To represent the community in a consultative relationship with BC Ferries, while bringing forward local ferry service concerns identified by residents, businesses and other stakeholders to BC Ferries.

Members are to provide feedback on local ferry service to residents of the community, and in turn advise BC Ferries, on behalf of residents of the community, on long-term community planning requirements in relation to local ferry service.

Members are to advise BC Ferries on effective ways to communicate local ferry service issues to residents of the community (e.g. traditional media, social media, and public engagement sessions, etc.) and relay to local residents BC Ferries' long term plans and priorities (i.e. vessel/service strategy changes).

FUNCTIONALITY

Appointment
- Members are appointed by BC Ferries after receiving nominations from stakeholder groups or volunteers from local communities.
- The final decision on all appointments rests with BC Ferries, who have the discretion to decline any nomination if they feel a nominee's inclusion may not be a constructive addition to the FAC process.

Representation
- Members should represent customer and stakeholder interests (e.g. Local government, First Nations, students, seniors, commercial/economic interests, tourism, Chambers of Commerce, Ratepayers' Associations, and other community groups and organizations).
- BC Ferries reserves the right to directly solicit and appoint member(s) to represent interests it feels are not adequately represented on the committee.
- Current and former employees and Board members of BC Ferries are not generally eligible for appointment to a Ferry Advisory Committee.

Chairperson
- The committees are expected to appoint one of the members to serve as Chair.
- FAC-BCF communication is carried out between the Chair and the Public Affairs Manager; all members are asked to send questions via the Chair.
- The Chair is a member of the FAC Chairs Committee (FACC); this group meets in person once per year, and otherwise communicates via email.
- A Chair who is within the last year of completing of a second FAC term is to prepare to handover the Chair position to a member who will be continuing on the FAC.
- Ideally, the Chair should not be someone in their first year on a FAC.
- One main role is not necessarily to bring the committee to consensus, but rather to ensure that all community perspectives being brought forth by FAC members are brought to the attention of BC Ferries.

Responsibilities
- The Public Affairs Manager or their delegate is the key support person to the Executive Lead in the management and administration of the FAC process.
- Members are responsible for attending all committee meetings.
- Members and BC Ferries will work collaboratively and seek constructive solutions for both the community and BC Ferries.

Term
- Members are expected to serve a term of two years. At the end of each term, the membership will be reviewed and may continue a new, two year term. A review will be held at the end of each term completed.
- Members who resign are requested to do so in writing to the Chair of the FAC and to the Public Affairs Manager.
- A new member may be appointed by the Chair (in consultation with BC Ferries) of the FAC to serve the remainder of the term of the member who has resigned.

Expectations
- BC Ferries will provide the necessary background information for members' consideration of local ferry service and to assist members in their response to questions.
- BC Ferries will respond to FAC's advice on local ferry service by incorporating the input and/or by explaining why the input was not incorporated.
- FAC formal communications with BC Ferries should be directed to the Public Affairs Manager.

Decision Making Process
- The FAC ensures that ferry service issues are discussed thoroughly and all major points of view are represented and explored. General consensus is normally needed for the FAC to advise BC Ferries on a local ferry service issue.

Meeting Process
- Notice of a meeting will be provided by BC Ferries to the FAC as far in advance of the meeting time as possible.
- The agenda for meetings is jointly set by the Chair and BC Ferries sufficiently in advance of each meeting to allow time to address agenda items. The Chair may consult FAC members prior to setting the agenda, which is finalized at the beginning of each meeting.
- BC Ferries will take summary notes of the meeting. These notes are not verbatim, but rather, a recorded summary of issues and relevant action items. Once drafted by BC Ferries, they are forwarded to the FAC Chair as soon as possible after the meeting.
- FAC meetings may be made open to the public, but are not 'public meetings'. Presentations from members of the public or organizations are welcome, but must be scheduled prior to the meeting and included on the agenda. Presentations should generally be made at the beginning or end of the meeting, limited to five minutes each, and together take no more than 30 minutes at any one meeting.
- Meetings will occur in person twice each year, with a goal of holding meeting in spring (May/June) and another in the fall (October/November).
- Meetings shall be conducted in a mutually respectful manner.

Resources
- BC Ferries will provide meeting materials and facilities.
- BC Ferries will reimburse FAC members for reasonable expenses incurred for regular FAC meetings. Travel and accommodation can be arranged by FAC members, but should be done in consultation with the Public Affairs Manager.
- Expenses incurred outside of regular FAC meetings must be approved in advance by BC Ferries.
- There is no remuneration to members for serving on the FAC.

7.1.3   FAC Working Together Guidelines

≈BCFerries

Ferry Advisory Committee
Working Together Guidelines

As a Ferry Advisory Committee we will be participating in collaborative, solutions-focused dialogue with fellow FAC members and BC Ferries teams. Together, BC Ferries and the FAC Committee members agree to the following guidelines:

As a member of the Ferry Advisory Committees together with BC Ferries, we are committed to being:

- **Responsive:** We will respond to meeting invitations, correspondence, and requests for input from the Committee Chair.

- **Involved:** We will be actively involved in Committee dialogue, meetings, and correspondence as required. When a person is not able to participate, they will inform the Committee Chair so that alternate arrangements can be made if necessary.

- **Prepared:** All participants will read materials in advance of meetings and arrive prepared to contribute respectfully and knowledgeably to solutions-focused dialogue during meetings.

- **Collaborative:** We will work with fellow committee members respectfully and in good faith for the benefit of all ferry users and the whole community.

In our work with others as a Ferry Advisory Committee member or BC Ferries employee, we commit to being open:

- **To others:** We will arrive to conversations ready to be curious, listen to others, and participate in respectful conversation that allows for all points of view to be heard and understood.

- **About myself:** We will be transparent with our objectives, ideas, thoughts, and feelings.

- **To understanding:** We will ask questions and seek clarification when we do not understand or feel we may be misunderstanding others. We will seek first to understand before we respond.

- **To different ways of solving challenges:** We will seek solutions that take into account a variety of needs and requirements.

- **To ideas:** We will help to create a safe space where ideas can be explored openly and without fear of being dismissed or discounted.

I acknowledge that I have read and understand the above guidelines in its entirety and agree to uphold them to the best of my ability.

Name (Printed)   Signature   Date

7.1.4   BCF Invitation to Southern Sunshine Coast FAC and Community Drop-In

Southern Sunshine Coast
Ferry Advisory Committee Meeting
& Community Drop-in

We're coming to your community!

Date   Wednesday, September 20, 2023
Location   Gibsons Public Market, 473 Gower Point Road

Delivering the best service to coastal communities, means knowing what is important to those who live, work and play in them each day. Attend the FAC meeting or drop by our open house to find out more.

Ferry Advisory Commitee Meeting
2:00 pm - 4:30 pm
Members of the public are welcome to attend and observe the meeting. For more information on the agenda or speaking opportunities, please contact your FAC Chair: *mumford@telus.net* or 604-836-9651

Community Drop-In
5:30 pm - 7:30 pm
Following the FAC meeting, stop by the Community Drop-In to chat with the BC Ferries team, or visit our recruitment table for information on careers at BC Ferries.

Visit the Southern Sunshine Coast community page to ask questions, comment and share your ideas:
bcferriesprojects.ca/southern-sunshine-coast

For more information, contact:
engagement@bcferries.com or scan the QR code.

bcferries.com   **≈BCFerries**

7.1.5   Examples of "protest signs" at FAC event

> End of Report