

Feedback and Engagement Report

Quarter ended June 30, 2018



Part A: Customer Initiated Feedback

Comment Summary

BC Ferries receives customer-initiated feedback through letters, emails, phone calls, tweets, Facebook posts and the online feedback form. Feedback tracked consists of a comment and an associated rating assigned either by the customer through the online feedback form, or by BC Ferries on feedback received through other channels.

During Q1 Fiscal 2019, 5.7 million customers travelled with BC Ferries, as compared to 5.6 million in Q1 Fiscal 2018. During this period:

- A total of 3,609 comments were received, compared to 2,318 for the same period in the prior year, an increase of 56%
- The average time to respond to customers was 10.9 days compared to 4.4 days for Q1 Fiscal 2018
- Positive feedback made up 8% of all customer comments received
- The top five complaints represented 40% (1,439) of all comments received

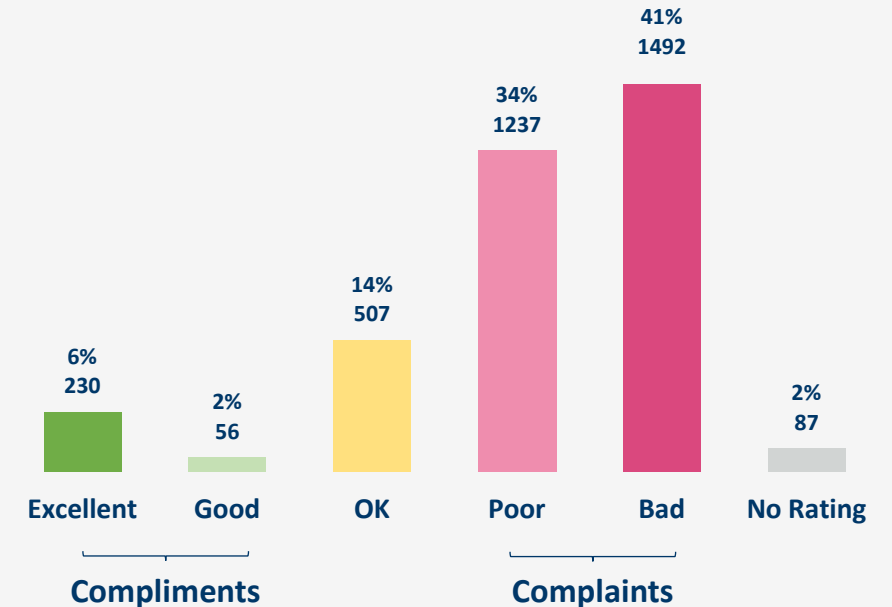
Comments in this analysis exclude General comments and comments for which no rating is provided:

- 206 General comments received were made up of community issues (70), company information (110) and environment (26)
- 87 additional comments were provided with no rating

There were 3,316 comments used for further analysis as they were specific to a route or region.

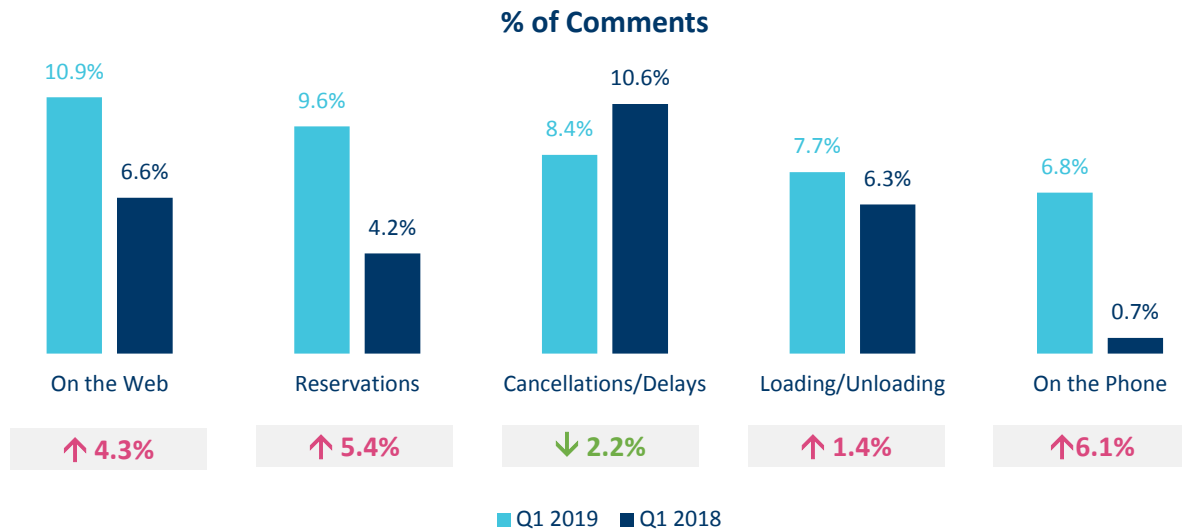
Distribution of Total Comments by Rating

Total Comments = 3609
(% rounded)

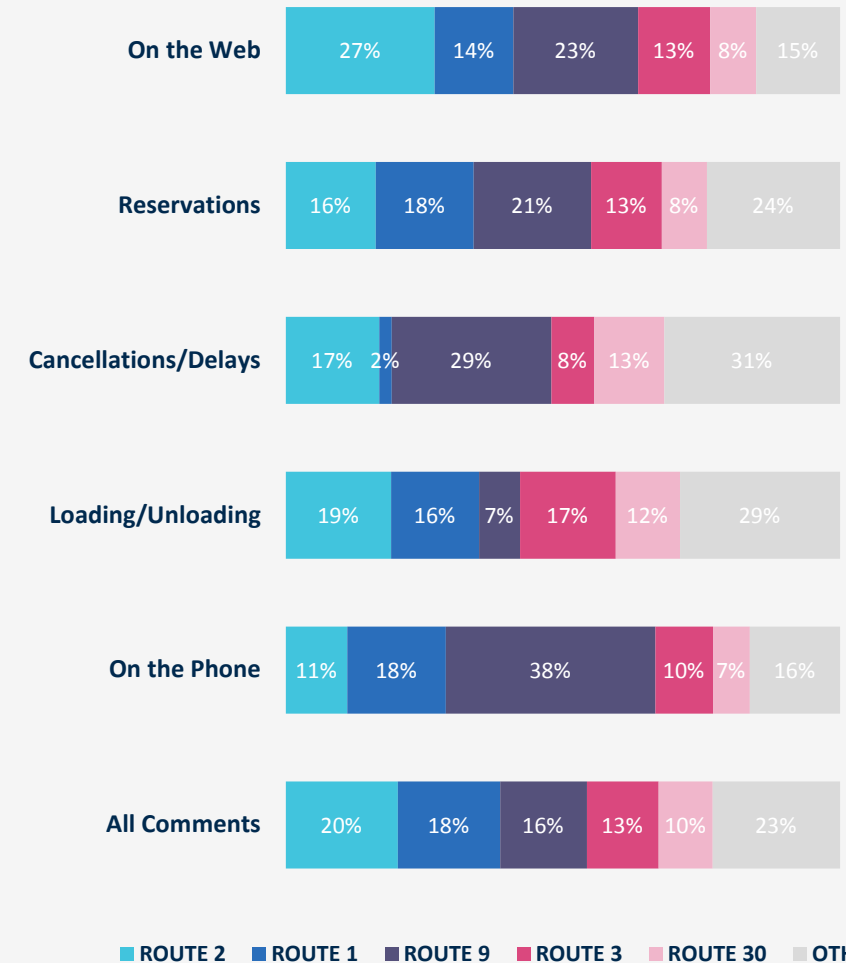


Top 5 Customer Complaints

#	Complaint	Q1 2019		Q1 2018	
		Complaints (n=2616)*	% of Comments (n=3316)**	Complaints (n=1520)*	% of Comments (n=2120)**
1	On the Web	360	10.9%	140	6.6%
2	Reservations	319	9.6%	90	4.2%
3	Cancellations/Delays	279	8.4%	224	10.6%
4	Loading/Unloading	255	7.7%	134	6.3%
5	On the Phone	226	6.8%	14	0.7%



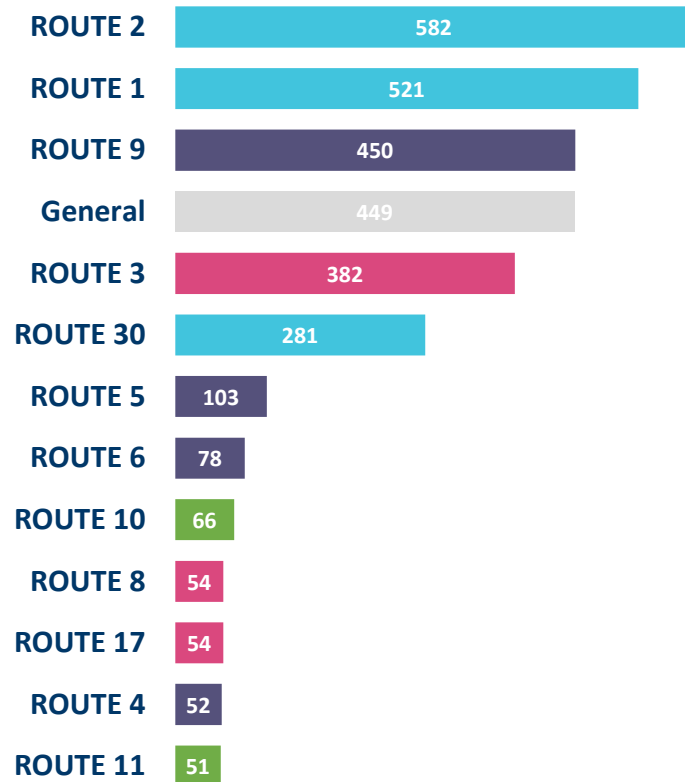
Comment Distribution by Route



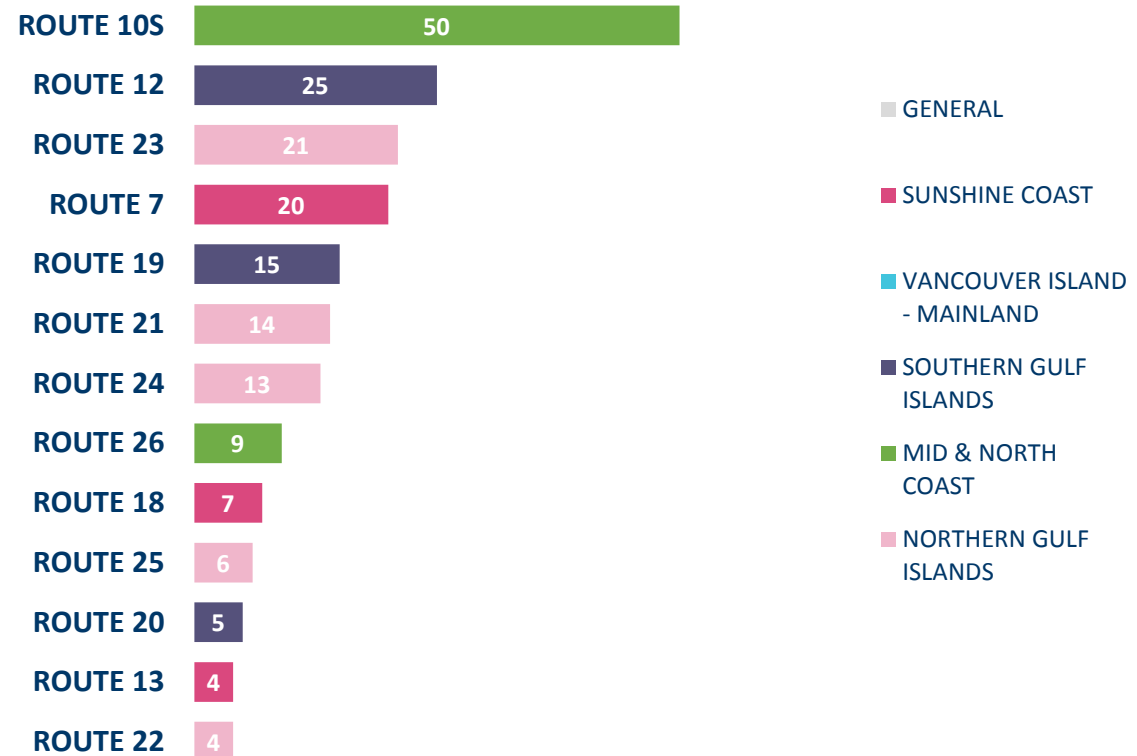
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 **Excludes comments classified as General and comments with no rating provided

Overall System Wide Comments by Route

Routes with >50 Comments



Routes with ≤ 50 Comments



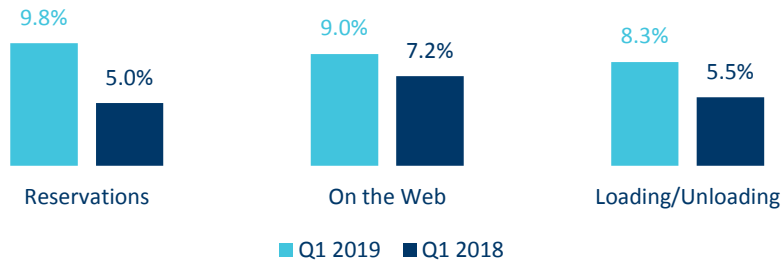
Regional Comments

Vancouver Island - Mainland:

42% of Total System Wide Comments Received

#	Complaint	Q1 2019		Q1 2018	
		Complaints (n=1076)*	% of Comments (n=1384)*	Complaints (n=593)*	% of Comments (n=837)*
1	Reservations	136	9.8%	42	5.0%
2	On the Web	124	9.0%	60	7.2%
3	Loading/Unloading	115	8.3%	46	5.5%

'Vancouver Island – Mainland' Complaints as a % Of All 'Vancouver Island to Mainland' Comments**



Sample Customer Comments

Complaints (1,076)

- Customer wrote: "Several times recently I have tried to book a ferry to Vancouver Island on your website and received an error message that there were technical problems."
- Customer tweeted: "@BCFerries we were told to request the upper deck as we were travelling with our dog and upon arrival, we were told by the ticket agent that they no longer accommodate such requests. Inconsistent messaging."
- Customer wrote: "Today I had a reservation on the 7:00 am ferry from Swartz Bay to Tsawwassen. When I arrived at the ferry terminal the attendant could not find my reservation even though I gave her the booking number. I was told I had to travel in the regular line-up and fortunately I was one of the last cars loaded on the sailing. Given that I could not use the reservation I paid for, I am requesting the \$17 fee be refunded to my Visa card. Please advise."

Compliments (134)

- Customer wrote: "I want to thank you so much for providing the activities for children this past weekend at Swartz Bay. We ended up with two very long days getting to and from Pender Island indirectly from Vancouver via Swartz Bay. The extra effort BC Ferries went to entertain children was so appreciated. Our five year old was overjoyed to get a balloon creation in each direction, and loved the activity book and coloring contest. Our 18 month old was overjoyed by the bubbles (and said 'bubble' for the first time!). The sidewalk chalk was enjoyed by all. The BC Ferries employees who were stationed at the kids centre were all amazing."

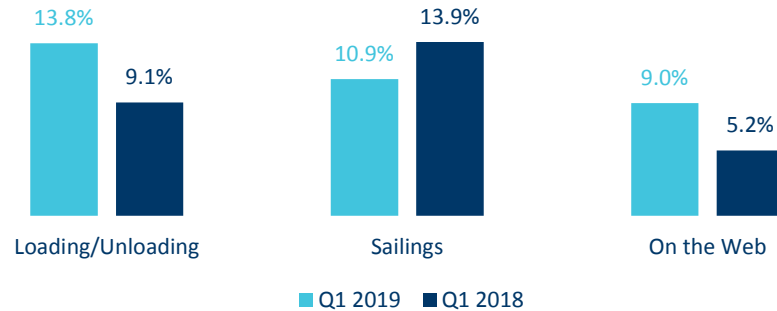
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Regional Comments Sunshine Coast:

16% of Total System Wide Comments Received

#	Complaint	Q1 2019		Q1 2018	
		Complaints (n=451)*	% of Comments (n=521)*	Complaints (n=424)*	% of Comments (n=496)*
1	Loading/Unloading	72	13.8%	45	9.1%
2	Sailings	57	10.9%	69	13.9%
3	On the Web	47	9.0%	26	5.2%

'Sunshine Coast' as a % Of All 'Sunshine Coast' Comments**



Sample Customer Comments

Complaints (451)

- Customer called upset about the cancelled sailings on the Powell River/Comox route. He travels as a walk-on passenger with his dog and is unable to drive to the alternate route in Langdale to travel to Vancouver Island via Horseshoe Bay. He specifically wants to know the contingency plan for issues like this going forward.
- Customer messaged on Facebook to express displeasure with sailing waits and delays on the Horseshoe Bay/Langdale route.
- Customer called to complain about his experience at the terminal when he requests to be loaded on the upper vehicle deck due to his medical condition. He stated that no matter how early he arrives, his request is not accommodated and he is unable to wait for the next sailing due to being at risk of missing his cancer treatment.
- Customer tweeted to express their desire to have current and accurate information available online. Specifically, they would like BC Ferries to publish the total percentage that is reserved on each sailing well in advance of travel as this would help them with their travel planning. They would also like Current Conditions to be completely accurate as they noticed that the sailing they were monitoring jumped from 5% to 100% within a few minutes.

Compliments (23)

- Customer wrote: "I want to pass on my appreciation for the communication by the Captain on the Horseshoe Bay/Langdale route. When there is a delay, the travellers are treated respectfully by being kept in the loop with frequent updates and the cause of the delay. We are treated as if our time is important and you are doing everything in your power to get us underway. Thanks for making our travel your priority. PS, I don't love the longer time between scheduled ferries now but do appreciate that the ferry is on-time."

*Complaints = "bad" or "poor" rating accompanied by a comment

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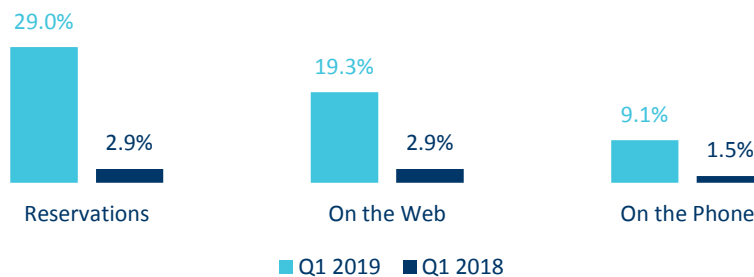
Regional Comments

Mid & North Coast:

5% of Total System Wide Comments Received

#	Complaint	Q1 2019		Q1 2018	
		Complaints	% of Comments	Complaints	% of Comments
		(n=146)*	(n=176)*	(n=49)*	(n=68)*
1	Reservations	51	29.0%	2	2.9%
2	On the Web	34	19.3%	2	2.9%
3	On the Phone	16	9.1%	1	1.5%

'Mid & North Coast' Complaints as a % Of All 'Mid & North Coast' Comments**



Sample Customer Comments

Complaints (146)

- Customer called to book a walk-on reservation from Port Hardy to Klemtu. Due to a system error BC Ferries was unable to make the reservation and the customer was frustrated that he has been having difficulties with reservations since the reservation system was updated.
- Customer wrote: "Over one hour on hold to make a reservation. The agent neglected to email me my reservation confirmation so I waited over 90 minutes to get another agent by phone. I am now on hold again to try and make another reservation today. I would love to reserve online, but there does not appear to be a northern fare indicated for passengers or vehicles."
- Customer wrote: "I can't believe it took over two months to confirm a booking for the North. I'm a business owner who has been travelling for eight years for my fishing business from Bella Coola to Ocean Falls. You're putting a lot of people in jeopardy as you are holding us in a stand still. There's only one fishing season in the year, it falls during the summer and BC Ferries cannot get their act together. I bet there are many customers like myself who are furious that a company like BC Ferries lacks proper communication skills. This new booking system has caused a lot of grief and the updates to the *Northern Sea Wolf* and the Ocean Falls dock have been poorly communicated to the public. This has to be BC Ferries worst year!"

Compliments (8)

- Customer wrote: "I am writing in recognition of an agent who booked my reservation from Vancouver to Haida Gwaii via Vancouver Island. The agent reflected a level of customer service that I do not often experience these days. Most of the bookings were done on a newly introduced software booking system; she remained remarkably organized and professional throughout the booking process, which involved nine separate bookings. Please pass on my appreciation for her professionalism, patience, and diligence in helping ensure this customer was impressed enough to acknowledge her efforts, something I am seldom inspired enough to do."

*Complaints = "bad" or "poor" rating accompanied by a comment

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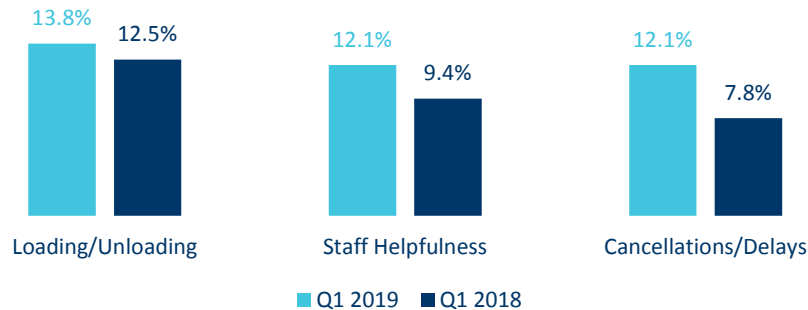
Regional Comments

Northern Gulf Islands:

2% of Total System Wide Comments Received

#	Complaint	Q1 2019		Q1 2018	
		Complaints	% of Comments	Complaints	% of Comments
		(n=37)*	(n=58)*	(n=57)*	(n=64)*
1	Loading/Unloading	8	13.8%	8	12.5%
2	Staff Helpfulness	7	12.1%	6	9.4%
3	Cancellations/Delays	7	12.1%	5	7.8%

'Northern Gulf' Complaints as a % Of All 'Northern Gulf' Comments**



Sample Customer Comments

Complaints (37)

- Customer wrote: "Please do not shuttle on commuter runs. I catch the ferry to and from work every day supporting the ferry system year round. I depend on a reliable schedule. I'm ok with the occasional understandable delay such as a medical emergency but shuttling only helps tourists and makes my life difficult."
- Customer called to complain about the Buckley Bay/Denman Island/Hornby Island service. The customer arrived at the terminal early to make a connection to the ferry over to Hornby Island, but because the vessel was unloaded in a different order than it was loaded, he missed the sailing. He wanted to know why the vessel is not unloaded in the same order as it is loaded.
- A Quadra Island resident called to express his frustration about the lack of a terminal attendant to direct traffic. He stated that customers waiting for their sailing were blocking local traffic, grocery stores and parking incorrectly.
- Customer called to complain that a vehicle cut in line in front of her before she was loaded onto the vessel when travelling from Quadra Island to Cortes Island.
- Customer called to say that he was disappointed with the constant lack of punctuality of the Quadra Island/Cortes Island route. He said the sailings are always 30 minutes late which causes him to miss his connection to Campbell River.

Compliments (8)

- Customer wrote: "Just a note to say that I have been riding the Buckley Bay/Denman Island ferry for the last 25 years and would like BC Ferries to acknowledge the service that its employees provide to the Corporation, the employees and the customers. It is always a pleasure to board and be greeted with a smiling face."

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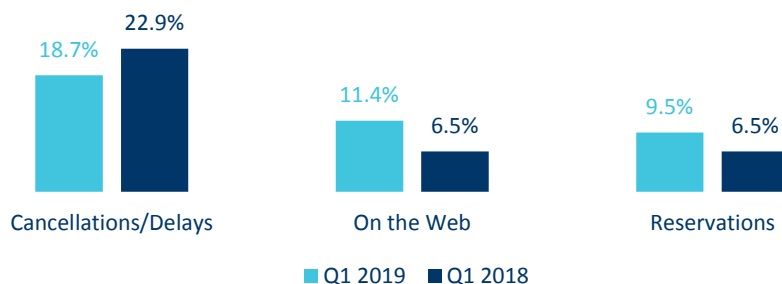
Regional Comments

Southern Gulf Islands:

22% of Total System Wide Comments Received

#	Complaint	Q1 2019		Q1 2018	
		Complaints (n=621)*	% of Comments (n=728)*	Complaints (n=269)*	% of Comments (n=340)*
1	Cancellations/Delays	136	18.7%	78	22.9%
2	On the Web	83	11.4%	22	6.5%
3	Reservations	69	9.5%	22	6.5%

'Southern Gulf' Complaints as a % Of All 'Southern Gulf' Comments**



Sample Customer Comments

Complaints (621)

- Customer called upset that he did not make his intended sailing from Swartz Bay to the Southern Gulf Islands due to the medical emergency on the *Queen of Cumberland*. The customer was driving a commercial truck filled with food products and is now concerned that they may lose the entire shipment due to the delay.
- Customer called to complain that although she is signed up for service notices online, she has not been receiving emails. This has had a significant impact on her as she is a daily commuter and ends up wasting a lot of time waiting for the ferry when she is not notified that her sailing is late.
- Customer called to share that he would like to be able to book a Tsawwassen/Southern Gulf Island route foot passenger reservation online in the future.
- Customer wrote: "Please register my extreme annoyance at the decision to cancel the *Salish Eagle* sailings on the Tsawwassen/Southern Gulf Islands route both today and tomorrow because a ferry was out of service on another route. Cannibalizing service is simply unacceptable and unfair. It's time for BC Ferries to hit another route, or better yet, have adequate backup to provide an essential service. People have jobs, businesses, and medical appointments to make."

Compliments (35)

- Customer wrote: "Thank you for adding sailings to the Southern Gulf Islands this evening. I was grateful not to be stranded in Victoria."
- Customer tweeted: "@BCFerries awesome job crew! *Salish Eagle* to Tsawwassen, spirits high despite long hours. Shout-out to cafeteria worker who had us all laughing."

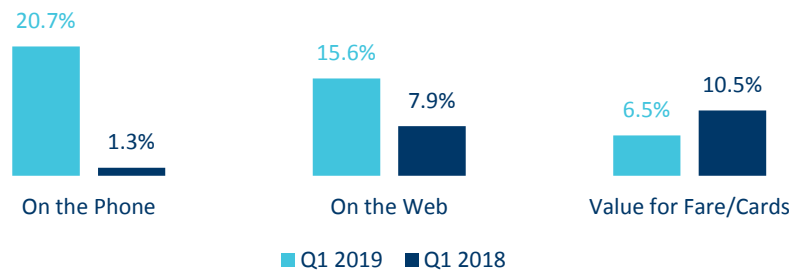
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Regional Comments General (No Route Specified):

14% of Total System Wide Comments Received

#	Complaint	Q1 2019		Q1 2018	
		Complaints (n=285)*	% of Comments (n=449)*	Complaints (n=128)*	% of Comments (n=315)*
1	On the Phone	93	20.7%	4	1.3%
2	On the Web	70	15.6%	25	7.9%
3	Value for Fare/Cards	29	6.5%	33	10.5%

'General' Complaints as a % Of All 'General' Comments**



Sample Customer Comments

Complaints (285)

- Customer wrote: "BC Ferries charges the highest fares with absolutely no customer service. Seven to ten business days to respond by email is totally unacceptable. I would use the phone but I do not have the time to wait 90 minutes for an agent to answer. I will recommend to all friends and family to fly instead of use your service. This is what we get for our tax money, ignored and no explanation of the delays with email system or call center. The service I have received in a third world country is much better than what you offer. Being trapped on the island makes me want to sell my property to relieve me of having to deal with BC Ferries. Poorest service ever. My next call will be to the media and my MLA."
- Customer wrote: "What is the discount fare for persons who have a disability? I couldn't find the information on your website."
- Customer wrote: "Good morning, I was quite disappointed to see plastic disposable cups and straws as options in your food service area. You offer ceramic cups for hot drinks so couldn't you simply offer similar ceramic cups for cold drinks as well? In this day and age seeing plastic or disposable anything is making most people very upset. Please initiate more reusable options, BC Ferries."

Compliments (45)

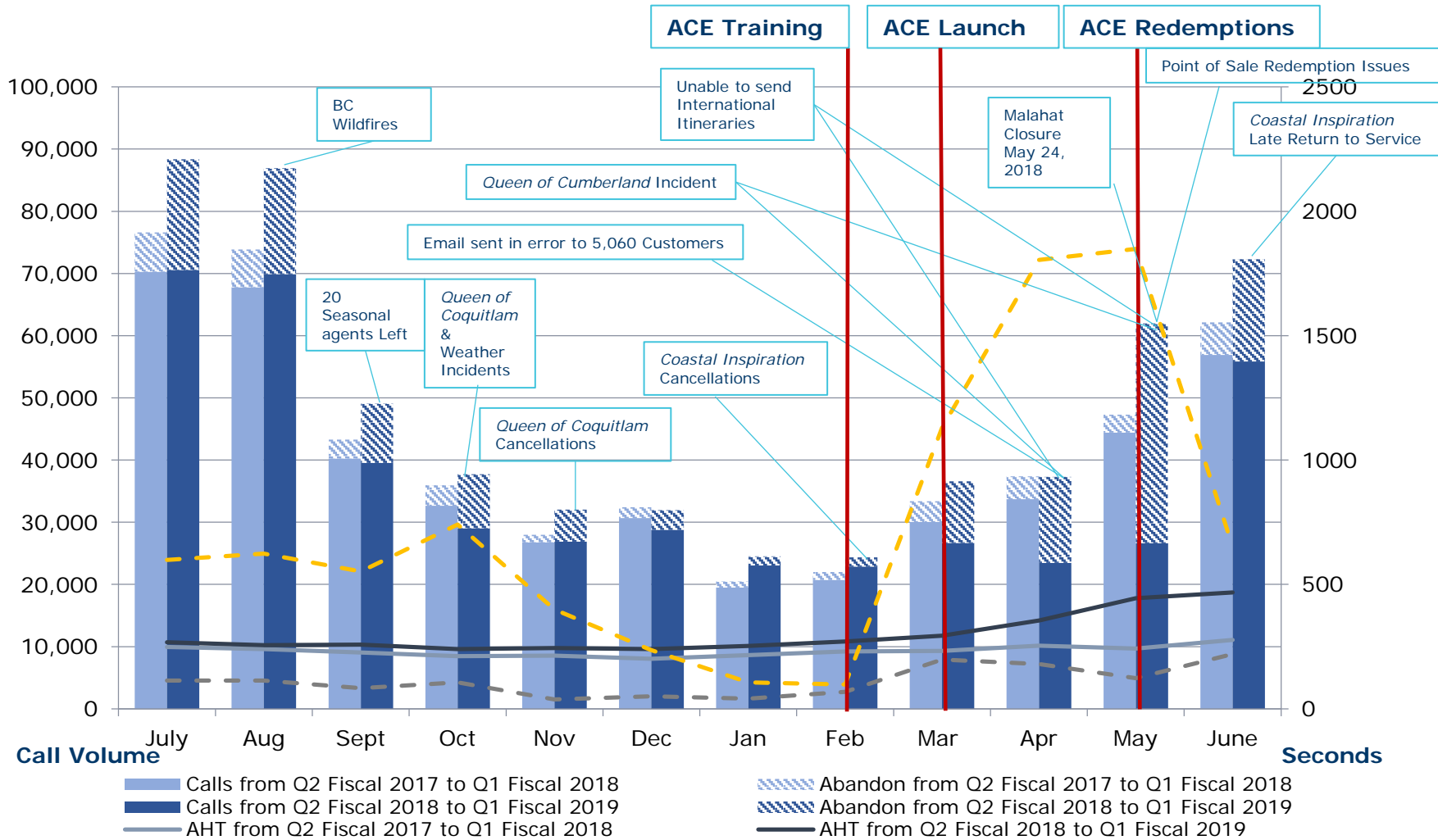
- Customer wrote: "I really appreciate BC Ferries for trying their best with the call center volumes. It's complicated and challenging running a big machine like BC Ferries and I appreciate you all! I have been informed that new hires have joined the company to assist with the calls and I think it's great that BC Ferries is being proactive and making sure that calls are not being ignored and customer needs are being met! Great customer service, thank you!"

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Call Volumes & First Call Resolution



CSC - Volumes

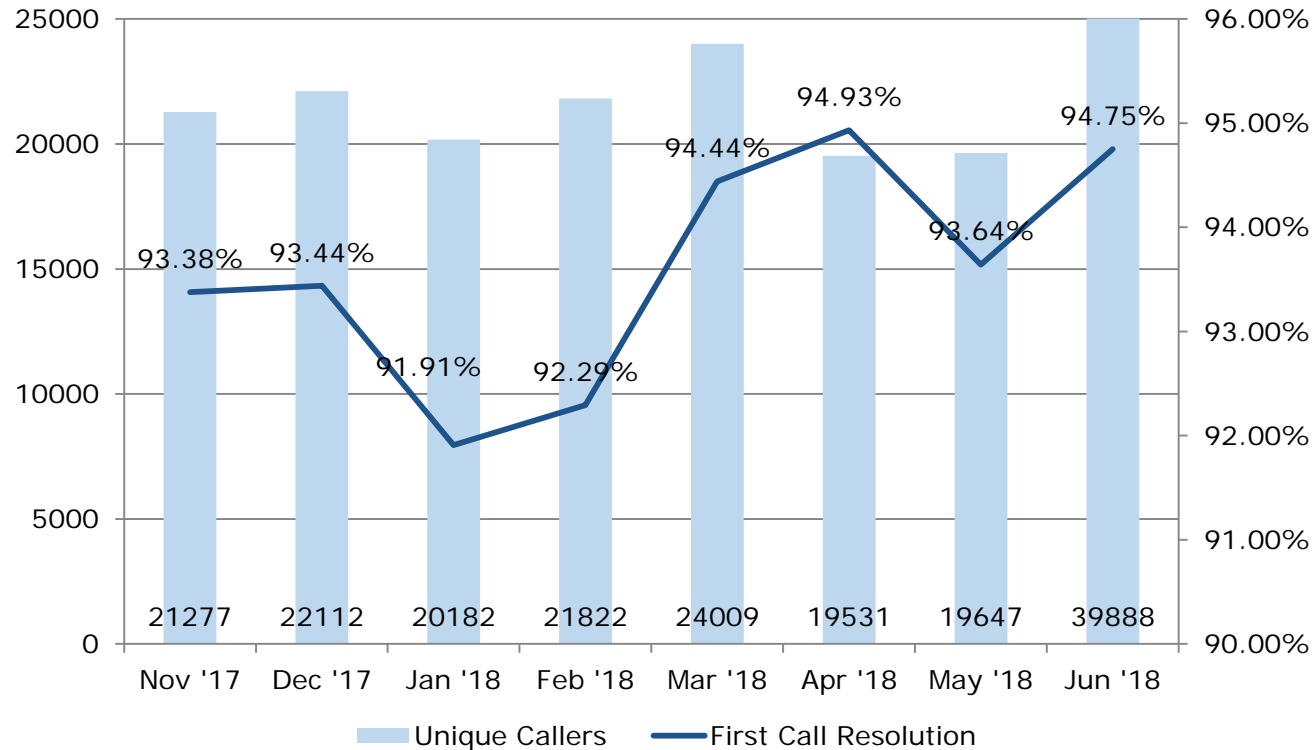


In addition to customer feedback received through BC Ferries' Customer Relations department, customer questions and concerns are handled directly through the Customer Service Centre.

The Customer Service Centre handled 106,007 calls in Q1 Fiscal 2019 as compared to 135,040 during Q1 Fiscal 2018.

This reduction in calls handled was not due to a decrease in call volume, but instead was due to the launch of the new ACE reservation system which resulted in an increase to average handle time of two minutes per call, reducing our agent efficiency. This issue was rectified at the end of June with the completed training of 47 new seasonal agents and six returning seasonal agents

First Call Resolution



As of November 2017, with the implementation of new call centre technology, BC Ferries was able to begin tracking the rate at which customers are needing to call back within the same day. This data has allowed BC Ferries to get a picture of how many customers received 'First Call Resolution'; in other words, how many customers called BC Ferries only once during the day:

- Preliminary data shows that just over 94% of individual customers have their concerns resolved during their first call
- Approximately 5.5% (primarily commercial) of customers who call repeatedly in one day drive roughly 20% of the total call volume

Repeat rate showed significant improvement in June as the employees became more comfortable with the new booking system.

Customer Satisfaction Tracking

Wave 1, June 2018



Customer Satisfaction Tracking

Wave 1, June 2018

Overall Customer Satisfaction

Overall Customer Satisfaction	Jun 2014	Jun 2015	Jun 2016	Jun 2017	Jun 2018	Year over Year
ALL BC FERRIES	4.13	4.08	4.18	4.20	4.27	+.07
Route 1	4.30	4.18	4.30	4.32	4.35	+.03
Route 2	4.07	4.15	4.15	4.34	4.33	-.01
Route 30	4.23	4.20	4.25	4.15	4.24	+.09
Route 3	3.93	3.75	3.91	3.74	4.12	+.38
Route 4	4.19	3.96	4.24	4.21	4.30	+.09
Route 19	3.36	3.80	4.20	4.13	4.11	-.02
Route 5/9	4.12	4.17	4.14	4.16	4.09	-.07
Route 8					4.27	
Route 12					4.54	
Route 17					4.17	
Route 18					4.17	
Route 23					4.33	

- Overall Customer Satisfaction for BC Ferries increased by +0.7 in June 2018 compared to the same period last year.
- Value for money of fares and Ferry departing on time measures were two significant contributors to the overall increase in customer satisfaction for BC Ferries.

Average satisfaction score out of 5 where 1 = very dissatisfied and 5 = very satisfied.

Note: In June 2018, 5 routes (8, 12, 17, 18 and 23) were added to the 2018 satisfaction tracking survey. The overall customer satisfaction score for June, 2018 (4.27) would not change if the new routes were removed from the analysis. The overall score is calculated as a passenger count weighted average. Due to the volume of passengers on the major routes, their scores have more influence on the overall score.

Wave 1, June 2018

Key drivers contributing to the increase in Wave 1 scores:

Overall *value for money of fares*, +.23

- Satisfaction scores for *value for money of fares* have been gradually improving since 2014. The results of the June 2018 wave show a significant increase in overall satisfaction of this measure from 3.15 in June 2017 to 3.38 in 2018
- All major routes (1, 2, 3 and 30), Southern Gulf Island routes (4, 5 and 9) and the Nanaimo-Gabriola route (19) experienced increases in *value for money* satisfaction scores
- In April 2018, the implementation of a fare freeze on major routes, fare reductions on minor routes and the reinstatement of free travel for seniors likely contributed to this increase in satisfaction across all of the routes surveyed

Ferry departing on time, +.14

- Satisfaction scores for *ferry departing on time* increased from 3.78 in June 2017 to 3.92 in June 2018
- Route 3 and route 30 were the significant contributors to the overall increase of this measure (June 18 versus June 17 scores: route 3, 3.57 versus 2.68 and route 30, 4.10 versus 3.76)

Customer Satisfaction Tracking

Wave 1, June 2018

Customer Satisfaction – *Value for money of fares*

<i>Value for money of fares</i>	Jun 2014	Jun 2015	Jun 2016	Jun 2017	Jun 2018	Year over Year
ALL BC FERRIES	2.71	2.75	3.01	3.15	3.38	+0.23
Route 1	2.91	2.87	3.16	3.27	3.37	+0.10
Route 2	2.59	2.71	2.95	3.14	3.30	+0.16
Route 30	2.60	2.79	2.78	3.05	3.10	+0.05
Route 3	2.60	2.52	2.88	2.89	3.51	+0.62
Route 4	2.82	2.73	2.94	3.09	3.43	+0.34
Route 19	2.17	2.42	2.96	3.14	3.24	+0.10
Route 5/9	2.71	2.90	3.13	3.15	3.57	+0.42
Route 8					3.68	
Route 12					3.98	
Route 17					3.27	
Route 18					3.30	
Route 23					3.29	
Average satisfaction score out of 5 where 1 = very dissatisfied and 5 = very satisfied. Note: In June 2018, 5 routes (8, 12, 17, 18 and 23) were added to the 2018 satisfaction tracking survey.						

- The implementation of a fare freeze in April 2018 on major routes, fare reductions on minor routes and the reinstatement of free travel for seniors likely contributed to the increase in satisfaction for *value for money of fares* across all routes in June 2018.

Customer Satisfaction Tracking

Wave 1, June 2018

Customer Satisfaction – *Ferry departing on time*

<i>Ferry departing on time</i>	Jun 2014	Jun 2015	Jun 2016	Jun 2017	Jun 2018	Year over Year
ALL BC FERRIES	3.77	3.72	3.81	3.78	3.92	+0.14
Route 1	4.04	3.92	4.11	4.09	4.13	+0.4
Route 2	3.86	3.68	3.77	4.06	4.02	-0.4
Route 30	4.16	4.11	4.01	3.76	4.10	+0.34
Route 3	3.07	2.88	3.02	2.68	3.57	+0.89
Route 4	3.95	3.95	4.07	4.12	4.03	-0.9
Route 19	2.62	3.75	4.07	3.78	3.53	-0.25
Route 5/9	3.65	3.90	3.82	3.51	3.85	+0.34
Route 8					3.19	
Route 12					4.10	
Route 17					4.08	
Route 18					3.90	
Route 23					4.11	

- Satisfaction scores for *ferry departing on time* increased from 3.78 in June 2017 to 3.92 in June 2018
- Route 3 and route 30 were the significant contributors to the overall increase of this measure (June 2018 versus June 2017 scores: route 3, 3.57 versus 2.68 and route 30, 4.10 versus 3.76)

Average satisfaction score out of 5 where 1 = very dissatisfied and 5 = very satisfied.

Note: In June 2018, 5 routes (8, 12, 17, 18 and 23) were added to the 2018 satisfaction tracking survey.

Customer Satisfaction Tracking

Wave 1, June 2018

Customer Satisfaction – Overall experience at the terminal

Overall Experience at the terminal	Jun 2014	Jun 2015	Jun 2016	Jun 2017	Jun 2018	Year over Year
ALL BC FERRIES	4.04	4.07	4.11	4.09	4.06	-0.3
Route 1	4.09	4.11	4.21	4.15	4.07	-0.8
Route 2	4.07	4.12	4.10	4.16	4.24	+0.8
Route 30	4.13	4.13	4.22	4.08	4.19	+0.11
Route 3	3.92	3.90	3.90	3.84	3.84	-
Route 4	4.00	3.94	3.93	4.02	4.03	+0.1
Route 19	3.81	3.96	3.88	3.98	3.97	-0.1
Route 5/9	4.03	4.17	4.20	4.13	4.06	-0.7
Route 8					3.81	
Route 12					4.02	
Route 17					4.01	
Route 18					4.18	
Route 23					4.23	

- Satisfaction scores for *overall experience at the terminal* are down slightly compared to the same period last year.
- In April and May 2018, sailing delays and cancellations on routes 5 and 9 as a result of the unscheduled removal from service of the *Queen of Cumberland* likely contributed to the decrease in satisfaction on these routes.
- On route 1, the *Spirit of British Columbia* returned to service slightly later than anticipated after her mid life upgrade, this resulted in multiple sailing waits at Tsawwassen and Swartz Bay terminals in May due to reduced capacity on the route. In June 2018, satisfaction levels fell by -0.8 on route 1 compared to the same period last year.

Average satisfaction score out of 5 where 1 = very dissatisfied and 5 = very satisfied.

Note: In June 2018, 5 routes (8, 12, 17, 18 and 23) were added to the 2018 satisfaction tracking survey.

Customer Satisfaction Tracking

Wave 1, June 2018

Customer Satisfaction – Overall experience on board

<i>Overall experience on board</i>	Jun 2014	Jun 2015	Jun 2016	Jun 2017	Jun 2018	Year Over Year
ALL BC FERRIES	4.08	4.09	4.12	4.15	4.19	+0.4
Route 1	4.14	4.13	4.22	4.19	4.26	+0.7
Route 2	4.06	4.08	4.06	4.21	4.19	-0.2
Route 30	4.19	4.13	4.22	4.20	4.19	-0.1
Route 3	4.01	3.99	3.98	3.97	4.12	+0.15
Route 4	4.05	3.96	3.99	4.00	4.08	+0.8
Route 19	3.73	3.86	4.07	4.14	4.02	-0.12
Route 5/9	4.08	4.22	4.14	4.21	4.21	-
Route 8					4.11	
Route 12					4.33	
Route 17					4.03	
Route 18					4.19	
Route 23					4.21	

- Customer satisfaction for overall experience on board improved slightly compared to the same period last year (+0.4)
- Improvements in satisfaction scores for this measure were on Routes 1, 3 and 4.
- The return of the *Spirit of British Columbia* on route 1 in June, likely contributed to the increase in satisfaction on this route. There were significant upgrades made to passenger areas on board the vessel.

Average satisfaction score out of 5 where 1 = very dissatisfied and 5 = very satisfied.

Note: In June 2018, 5 routes (8, 12, 17, 18 and 23) were added to the 2018 satisfaction tracking survey.

Comment Summary and Actions Taken



Comment Summary and Actions Taken

On the Web and Technology:

Customers continue to express dissatisfaction with BC Ferries' current website and the company's existing technological limitations. Feedback received during Q1 Fiscal 2019 continues to suggest that BC Ferries' customers expect an online system that would allow them to receive timely and reliable communication about revised sailing schedules, Current Conditions and other operational matters prior to and during their travel. Customer Satisfaction Tracking (CST) scores for the usefulness of BC Ferries' website decreased from 4.12 in June 2017 to 4.07 in June 2018.

Website and Technological Communication

Most notable feedback received during Q1 Fiscal 2019 included communication challenges as a result of vessel mechanical issues causing service interruptions and technology issues associated with the new reservation system. Some customers experienced difficulty reserving online and/or redeeming their reservation at the terminal. Challenges with Wi-Fi service continues to be a top complaint as well.

Actions taken:

- Customer communications were enhanced by corresponding with customers in a less formal tone and by providing more frequent, transparent and detailed updates through existing channels (website service notices, travel advisories, social media).
- Technical applications and processes for preparing service notices and sending notification emails were enhanced to improve timely customer communication.
- Access to Current Conditions information during high-traffic periods was improved by adding more server resources.
- BC Ferries is aware that the Current Conditions information on the website is not displaying accurate information consistently and is exploring options for resolution.
- BC Ferries website will be replaced with a new e-commerce site with commercial strength and multi-channel, secure e-commerce software. Successful delivery of the Digital Experience Strategy will allow BC Ferries to continuously deliver timely communications, products and services through mobile devices and social channels. Both systems will be consistent with industry standards in design and usability.
- BC Ferries is aware that its current Wi-Fi service is not meeting customer expectations. Current service does not provide a quality experience due to the vessels distance from land and the large number of users. Other modes of transportation, such as airlines and rail, use satellite-based systems which is more reliable but also more costly. In order to improve the customer's travel experience, BC Ferries continues to explore the option of satellite service, possibly involving a tiered access system.

Comment Summary and Actions Taken

Reservations:

Northern Bookings

Feedback received regarding reservations during Q1 Fiscal 2019 was primarily related to the in-service delay of the *Northern Sea Wolf* which was expected to re-introduce a direct route between Port Hardy and Bella Coola starting June 19, 2018. The vessel was delayed due to unanticipated extensive refit work needed to bring it up to BC Ferries' and Transport Canada's standards. Customers expressed frustration over the uncertainty and availability of the northern route reservations and the impact it had on their travel plans for the 2018 summer season.

Actions Taken

- Customers whose previously confirmed bookings were cancelled due to the delay of the *Northern Sea Wolf* were contacted, in order of booking and date of travel, to explore the possibility of alternate travel arrangements. Compensation requests for costs incurred by customers associated with cancelled travel plans were considered on a case by case basis.

Self-Serve

Customers want the option to reserve and make changes to their reservations without BC Ferries' Customer Sales and Service Representative assistance.

Actions Taken

- Planning is under way to offer customers the ability to self-serve and book their own foot passenger reservations for travel on the Tsawwassen/Southern Gulf Island route, with implementation of the new website planned for later this fiscal year.

Technical Issues

Technical issues related to the implementation of the new reservation system affected customers' ability to successfully secure a reservation for a route available to reserve online. Ticket agents were challenged with redeeming reservations due to system technical issues that prevented the agents from locating the reservations at check-in.

Actions Taken

- Technical issues were identified and reported to BC Ferries' Information Technology team and actioned as priority.

Comment Summary and Actions Taken

Cancellations/Delays:

Operational cancellations and delays can be caused by traffic volumes, tide levels, mechanical issues or adverse weather conditions. Other impacts to service include medical emergencies, marine emergencies, crewing matters and situations occurring during the loading/unloading process (stalled vehicle, lost key, driver not in vehicle, vehicle dead battery, etc.).

Service Interruption

A series of service interruptions due to vessel mechanical issues combined with increased traffic entering into peak season resulted in significant feedback regarding cancellations and delays. Most notably was the *Queen of Cumberland's* removal from service on April 18, 2018 due to an incident involving a rescue boat davit. Due to the time needed to replace the davit and the subsequent Transport Canada inspection, the *Salish Eagle* replaced the *Queen of Cumberland* on the Swartz Bay/Southern Gulf Islands route causing significant adjustments to the Tsawwassen/Southern Gulf Island schedule until the *Queen of Cumberland* returned to service on May 18, 2018, in time for the Victoria Day long weekend.

BC Ferries had planned to add a third major vessel to the route between Horseshoe Bay and Departure Bay effective June 23, 2018 to assist with summer peak travel heading into the Canada Day long weekend; however, repairs to the *Coastal Inspiration* took longer than originally anticipated due to a problem with a planned propeller hub repair which resulted in the vessel returning to service July 2, 2018.

Actions taken:

- BC Ferries recognizes that sailing cancellations and delays negatively affect commuting customers and has a plan to guide employees in managing interruptions in service. Each incident is reviewed and managed on a case by case basis to ensure the needs of the specific communities and customers are taken into consideration. The primary focus is always on the restoration of full service as soon as it is safe to do so .
- The *Quinitsa* was added to the Tsawwassen/Southern Gulf Islands route to assist with traffic as a result of the *Queen of Cumberland's* removal from service. The *Skeena Queen* provided additional unscheduled trips to the Southern Gulf Islands to assist with overloads as required.
- Five sailings were added on June 24, 2018 as well as late night sailings from Horseshoe Bay to Departure Bay June 28 and 29, 2018 to assist with moving traffic related to the *Coastal Inspiration's* delayed return to service after refit completion.
- The Customer Service Centre extended its Sunday hours, open until 9:00 pm, June 24 and July 1, 2018 to assist with call volumes related to schedule adjustments resulting from the *Coastal Inspiration's* delayed return to service.

Departure Delays

Customers continue to share feedback about needing to be checked-in through the ticket booth by a certain time or lose their reservation. There is a perception that the check-in time is too rigid and should have some flexibility, especially when sailing departures are delayed.

Actions taken:

- A flexible reservation check-in is offered on the Tsawwassen/Duke Point, Tsawwassen/Swartz Bay, Departure Bay/Horseshoe Bay and Langdale/Horseshoe Bay routes. When the vessel is operating ten minutes or more behind schedule, the check-in time for reserved customers is extended by ten minutes.

Comment Summary and Actions Taken

Cancellations/Delays: (Cont'd)

Vessels

BC Ferries recognizes the need to invest in its aging fleet to meet traffic demand and to ensure service is available for decades to come. Along with regular existing vessel upgrades and improvements to enable BC Ferries vessels to operate reliably until the end of their service life, the Vessel Replacement Program is in place to manage the construction, procurement, and/or major conversion of ships for BC Ferries' fleet.

Actions taken:

- Two new Island Class vessels are currently under construction. These vessels will initially operate on ultra-low sulphur marine diesel with stored energy (battery) capability installed to provide the ship's service power. The stored energy capability is expandable so that it is possible the battery could supply the ship's full power requirement in the future. These vessels will each have a capacity to carry approximately 47 vehicles and 300 passengers and crew. When these new vessels are placed into service in early 2020, BC Ferries will be able to retire the 60-year old *North Island Princess* and the 54-year old *Howe Sound Queen*. The intent is to deploy the first new vessel to provide service between Powell River and Texada Island and the second new vessel to provide service between Port McNeill, Alert Bay and Sointula.
- The three Bowen Class vessels – *Powell River Queen*, *Bowen Queen*, and *Mayne Queen* – are nearing the end of their lives and the Company expects to retire them in fiscal 2021. Planning is underway for replacement vessels.
- The *Northern Sea Wolf* will provide direct summer service between Port Hardy and Bella Coola for summer 2019.
- The *Spirit of British Columbia*, one of BC Ferries' two largest vessels, returned to service June 6, 2018 following its mid-life upgrade which included major improvements to customer amenities and conversion to dual-fuel so the vessel can operate on liquefied natural gas or ultra-low sulphur marine diesel. Additional sailings were added on the Tsawwassen/Swartz Bay route to make up for reduced capacity on those vessels providing coverage during the refit. BC Ferries received positive feedback about the *Spirit of British Columbia's* upgrade, particularly the expanded gift shop, children's play area and new coffee bar.
- The *Spirit of Vancouver Island* will undergo its mid-life upgrade beginning in the fall of 2018, returning spring 2019, with planned improvements similar to those completed on the *Spirit of British Columbia*.

Comment Summary and Actions Taken

Cancellations/Delays: (Cont'd)

Frequency of Sailings and Sailing Adjustments

An average score of 3.36 was received for ferry sailings frequent enough in June 2018, up slightly from 3.33 in June 2017. Highest scores were recorded at 3.76 on routes between Tsawwassen/Swartz Bay and Horseshoe Bay/Bowen Island and lowest reported from the routes between Swartz Bay/Southern Gulf Islands and Tsawwassen/Southern Gulf Islands at 2.91. The Southern Gulf Islands routes' score is reflected through feedback received from other channels.

Actions taken:

- BC Ferries added 115 extra sailings for the Victoria Day Long Weekend from May 17 through May 22, 2018. There were 73 extra sailings scheduled on the Tsawwassen/Swartz Bay route, 17 extra sailings on the Departure Bay/Horseshoe Bay route, 12 extra sailings on the Horseshoe Bay/Langdale route and 12 extra sailings on the Earls Cove/Salter Bay route.
- The *Klitsa* provided three additional evening sailings between Mill Bay and Brentwood Bay to alleviate traffic caused by an accident on Highway 1 on May 24, 2018. The BC Government has identified the need for an alternate route to Highway 1 and announced intentions to look at alternates, one being a possible increase to service on the Mill Bay/Brentwood Bay route.
- To maintain operational readiness and crew clearances, the *Quinita* provides extra service as available during peak traffic periods on two routes: Buckley Bay/Denman Island West and Swartz Bay/Fulford Harbour, depending on where the vessel is tied up. This strategy will ensure crew certifications are current and staff are available as the *Quinita* is currently the only relief vessel for the Southern Gulf Islands.
- To assist with higher than typical traffic volumes on the Vesuvius/Crofton route, sailings were added in the mornings of Monday, Thursday, Friday and Saturday at the end of June 2018. Dangerous Goods sailings were changed on Monday, Wednesday, and Thursday's to extend the schedule for the traffic flow over the operational day.
- In response to requests from the local Ferry Advisory Committee and increasing peak-season demand on the morning service between Texada Island and Powell River, BC Ferries added sailings daily for the summer period beginning June 27 through September 3, 2018. These changes aligned morning sailing times seven days per week, added capacity on weekend mornings and weekday afternoons, and moved the 10:40 am departure from Powell River twenty minutes earlier to 10:20 am, to simplify the schedule and better meet the needs of customers.

Comment Summary and Actions Taken

Loading /Unloading

BC Ferries continued to receive a significant volume of feedback during Q1 Fiscal 2019 related to loading/unloading and customers' expectations. Along with challenges related to the Transport Canada regulation prohibiting customers from remaining in their vehicle during the voyage on closed vehicle decks, customers continued to have expectations related to how they were loaded, where they were placed on the vehicle deck, and how they were discharged; in order of vehicle arrival at the terminal was preferred. When customers are not loaded as expected they perceive this is a customer service issue.

Loading Practices

BC Ferries takes a number of factors into account when loading its vessels: reservations, weight distribution, tide levels, weather conditions, optimal use of car deck space, upper vehicle deck requests for those travelling with medical issues that prohibit them from leaving their vehicle and customers who prefer to remain with a pet in their vehicle.

Actions taken:

- Frontline staff inform customers on all aspects of BC Ferries' loading procedures when needed.
- Customer Relations closely monitors feedback to share with terminal and vessel teams to ensure that issues are addressed and coaching opportunities are actioned.
- BC Ferries offers alternatives for those customers unable to get on their sailing of choice. For example, BC Ferries offers the Thru-Fare option to travel Tsawwassen/Swartz Bay/Fulford Harbour on Salt Spring Island versus Tsawwassen/Long Harbour, Salt Spring Island directly.
- Effective April 1, 2018, BC Ferries removed the 'orange card procedure' whereby customers who wanted to be loaded on the upper vehicle deck in order to remain in their vehicle were handed an orange card at the ticket booth, indicating they were prepared to travel on the lower deck if their request could not be accommodated. This procedure was misunderstood as customers believed it was their pass for upper deck access. Safety became a concern when it was found the card created an increased risk of distraction for customers as they would read its contents while driving into the terminal and wave it at terminal and deck employees during the loading process.
- A two week signage pilot was conducted at Swartz Bay terminal in June 2018 to assist in educating customers arriving at the ticket booth that they could be placed on the lower deck and be required to vacate their vehicle in accordance with the Transport Canada regulation. Results are being reviewed.
- BC Ferries encourages early arrival times for customers wanting the upper deck space and accommodates upper vehicle deck requests as able. There is no guarantee of placement on the upper vehicle deck and customers are provided the option to wait for the next sailing if upper deck space is unavailable for their intended sailing.
- The terminal or Chief Officer assesses requests from customers who must be loaded on the lower vehicle deck and travelling with a medical condition that prevents them from leaving their vehicle, on a case by case basis.
- BC Ferries is currently exploring alternatives to limitations addressed as a result of the inability of pet owners to remain in their vehicle with their pet. As the Transport Canada regulation was implemented before BC Ferries was able to upgrade pet areas onboard, they are often overpopulated. The *Queen of Oak Bay* recently utilized unused vehicle deck space to create an additional 15 seats for pet owners.

Comment Summary and Actions Taken

Loading/Unloading (Cont'd)

Loading Efficiencies

BC Ferries recognizes that customers value their time and is committed to improving service for coastal communities. Customer and employee feedback is continuously reviewed and, where possible, efficiencies are actioned to make improvements.

Actions taken:

- *Salish Orca* crews implemented double-lane discharge when off loading in Little River, Comox to improve unloading times.
- *Bayne Sound Connector* crews implemented double-lane unloading on the Buckley Bay/Denman West route. Doing so has resulted in transporting an average of 110 extra vehicles per day due to added efficiencies.
- Planning is underway for improvements to Langdale Terminal, including an overhead walkway for foot passengers to improve vessel loading/unloading efficiencies.

Customers want the ability to successfully connect to the next leg of their journey with limited wait time when more than one route is involved. Overall average satisfaction for the ability of customers to connect with other sailings stands at a score of 3.34 in June 2018, up from 3.19 reported in 2017, based on an average of all routes surveyed.

Ability to Connect

Actions taken:

- Based on customer feedback, a Thru-Fare pilot was implemented on the Departure Bay/Horseshoe Bay/Langdale routes where customers travelling from Departure Bay to Langdale via Horseshoe Bay, or visa versa, were allowed to remain on board rather than disembark in Horseshoe Bay, requiring a turn-around on the highway to re-enter the terminal. This pilot started February 26, 2018 and was given an end date of June 21, 2018 to avoid peak season volumes. Horseshoe Bay/Langdale received a Customer Satisfaction Tracking (CST) score of 2.55 in June 2018, up from 2.31 in June 2017.
- Vehicle priorities have been established on specific sailings for a limited number of vehicles travelling from Cortes Island/Quadra Island and Hornby Island/Denman Island to enable these customers to successfully transition through to their next sailing.
- Due to schedule changes on the Horseshoe Bay/Departure Bay route, Route 21 customers were challenged during the off-peak season with making the last sailing out of Buckley Bay to Denman Island if there was a sailing delay on the Horseshoe Bay/Departure Bay route (Route 2). To address this, a policy was put in place whereby the Route 21 vessel would either hold in dock or run another round trip; likewise for the vessel operating on the Denman Island/Hornby Island route.

Comment Summary and Actions Taken

On the Phone

The *Northern Sea Wolf's* delayed in-service date caused frustration amongst customers looking to make plans for the summer period and related questions contributed to higher than normal call wait times in the Customer Service Centre during Q1 Fiscal 2019. Service interruptions, most notably the *Queen of Cumberland's* removal from service on April 18, 2018 and the *Coastal Inspiration's* delayed return after refit early July also added to volumes with customers attempting to contact an agent to clarify revised schedule information and arrange alternate travel.

Call Wait Times

Customer Service Centre attrition rate in Fall 2018, staff training, project demands related to technology upgrades and longer call handle time due to the new reservation system all contributed to longer than normal wait times to reach an agent, causing customer frustration.

Actions taken:

- The Customer Service Centre added almost 50 new Customer Sales and Service Representatives during Q1 Fiscal 2019 to resolve the issues related to the call wait times.
- Former Customer Service Centre staff working in other departments were temporarily reassigned to assist with addressing call and email volumes in the Customer Service Centre.
- The analysis of call volumes is ongoing to ensure Customer Sales and Service Representatives are hired, trained and available to meet demand.

Ease of Using Automated Phone System

Usefulness of BC Ferries Phone System recorded a CST survey result of 3.19 in June 2018, down from 3.67 in 2017. This is reflected in the significant feedback received regarding factors that contributed to longer call wait times.

Actions taken:

- Work continues to reduce the technical issues experienced by customers.
- The break schedule for the Customer Sales and Service Representatives was adjusted to improve efficiencies.

Comment Summary and Actions Taken

General:

Customers generally have an expectation of the type of service they will receive from BC Ferries. When those expectations are not met, customers may be left with a negative perception of their travel experience. The top five feedback complaints for Q1 Fiscal 2019 were related to: 1. *On the Web*, 2. *Reservations*, 3. *Cancellations/Delays*, 4. *Loading/Unloading*, and 5. *On the Phone*.

The following notable actions were taken during Q1 Fiscal 2019 in reference to other areas of the business:

- On April 1, 2018 BC Ferries' fares were frozen on major routes, lowered on inter-island routes by 15% and made free for seniors Mondays through Thursdays (with the exception of holidays). This was responded to positively by customers, with the exception of seniors who are not BC residents and, therefore, not eligible to participate in the government program. Experience Card discounted fares were also decreased by 15% and the price of Assured Loading Tickets remained unchanged.
- BC Ferries recognizes that fare affordability remains a priority to customers. BC Ferries continues to move towards providing customers with an enhanced fare structure that offers more choice, including discounts to travel at less popular times for the Metro Vancouver – Vancouver Island routes. In the meantime, BC Ferries' promotions continue to prove successful in providing customers who have flexibility in their travel plans with options to travel at a lower value. As well, the promotions assist in reducing traffic during peak sailing times, freeing up space for other passengers.
- During Q1 Fiscal 2019 three promotions were offered to customers in order to move traffic from peak times and alleviate congestion.
 1. Spring Savings, offered discounted fares on selected sailings for standard under-height vehicles and drivers on major routes between Swartz Bay/Tsawwassen, Tsawwassen/Duke Point, Horseshoe Bay/Departure Bay and Horseshoe Bay/Langdale, March 15, 2018 to April 3, 2018.
 2. Sunrise and Sunset Savings, provides discounted fares on more than 2,100 select sailings for standard under-height vehicles and drivers on major routes between Swartz Bay/Tsawwassen, Tsawwassen/Duke Point, Horseshoe Bay/Departure Bay and Horseshoe Bay/Langdale, available June 1 through September 30, 2018.
 3. Bring it All, offers extra length private passenger vehicle discounts applicable to customers travelling with a recreational vehicle longer than 20 feet, offering a fifty per cent discount at \$3.25 per extra foot (regularly \$6.50) on over 1,100 select sailings between Swartz Bay/Tsawwassen and Tsawwassen/Duke Point, available June 1 through September 30, 2018.
- BC Ferries strives to continuously improve the customers' west coast travel experience and offers special initiatives when possible at its terminals and onboard vessels. Victoria Day long weekend provided an opportunity for BC Ferries' major terminals to offer crayons, coloring books, chalk, bubbles, balloon twisters and face painters for children travelling over the busy weekend. These concepts, along with contests and employee led 'Surprise and Delight' initiatives are set to continue throughout the busy summer months, designed to engage customers and enhance their travel experience.
- Due to increased demand and limited suitable deck space, BC Ferries can be challenged with offering consistent service to those customers who have requested elevator access during the loading process. BC Ferries Accessibility Committee meets bi-annually to review accessibility issues to identify and implement improvements. Internally, BC Ferries continues to focus on communication between the ticket booth agent, the tower controller and the loading officer to ensure persons requiring assistance are loaded with elevator access as expected.

Part B: Engagement Activities



Engagement Activities

- BC Ferries actively engages stakeholders to improve service and to reach out and hear from the customers and communities it serves.
- As detailed in the following pages, engagement activities are commonly conducted through the following channels:
 - Meetings and liaison activities with 13 Ferry Advisory Committees (FACs);
 - Engagement to support projects and initiatives.

Ferry Advisory Committees (FACs)

Spring, 2018 FAC Meetings

- BC Ferries has meetings twice yearly with FACs to discuss local terminal and service issues. The most recent series of meetings with FACs occurred in May and June, 2018, and the 13 committees are:
 - Southern Gulf Islands
 - Chemainus / Thetis Island / Penelakut Island
 - Salt Spring Island
 - North & Central Coast
 - Northern Sunshine Coast
 - Southern Sunshine Coast
 - Brentwood Bay / Mill Bay
 - Gambier / Langdale / Keats
 - Bowen Island Municipality
 - Gabriola
 - Campbell River / Quadra Island / Cortes Island
 - Tri-Island (Port McNeill / Sointula / Alert Bay)
 - Denman / Hornby

Common FAC Themes/Improvements

- Traffic levels continue to increase on some routes. Where warranted, BC Ferries has added sailings to meet demand.
- BC Ferries will review proposals for increased service levels received from FACs using the formal Significant Service Request (SSR) process.
- As a result of the SSR process, BC Ferries added service to the following route during the quarter Q1 Fiscal 2019:
 - Texada Island-Powell River (route 18): one weekend, round-trip added.

- BC Ferries also engages with FACs at other times, such as to address emerging issues, to discuss vessel/terminal projects, to seek ideas on how to best engage/inform their communities and during critical events.
- BC Ferries is continually seeking ways to improve customer communications and the sharing of information .
- During Q1 Fiscal 2019, efforts included:
 - Establishing regular conference calls with FAC members during temporary service disruptions – opinions on service recovery sought;
 - FAC specific sessions for terminal development and ship replacement projects;
 - A short-notice (i.e., impromptu) meeting with the Southern Gulf Islands FAC to analyse opportunities to modify route schedules in time for the fall season.

Engagement to Support Projects and Initiatives

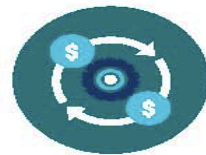
Community Engagement Activities

- BC Ferries acknowledges that people affected by a major decision should, whenever possible, be invited into the decision-making process in some capacity.
- BC Ferries considers their input and, where possible, incorporates it into future planning.
- The following pages detail BC Ferries' community engagement activities during Q1 Fiscal 2019 for the following projects:
 - Horseshoe Bay Terminal Development Planning
 - Swartz Bay Terminal Development Planning
 - Langdale Terminal Development Planning
 - Minor Terminal Development Planning
 - Bowen Class Replacement Vessels

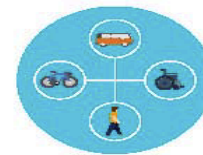
Horseshoe Bay Terminal Development Planning

- **Purpose of engagement:** to gather public input that supports the creation of the Terminal Development Plan for Horseshoe Bay.
- **Phase 3** occurred during Q1 Fiscal 2019, and focused on gathering input on two key aspects of design: A list of design drivers to inform overall design, and a visual profile to guide terminal design .
- **Engagement activities** for Phase 3 included large stakeholder and employee workshops, as well as online engagement. Over **1,500 people** participated.

- **Key themes** included:



Practical, cost-effective, and functional solutions



Safe and accessible travel for everyone and all modes of transportation



Integration of technology and information



A comfortable customer experience (e.g. food and shopping choices, comfortable waiting areas etc.)



Integrate the terminal with the Horseshoe Bay Village and surrounding environment

Next steps: Finalize the list of design drivers and create a final visual profile that reflects public input, design several concepts for discussion with customers and communities this fall (Phase 4).

Swartz Bay Terminal Development Planning

- **Purpose of engagement:** to gather public input that supports the creation of the Terminal Development Plan for the Swartz Bay terminal.
- **Phase 1** occurred during Q1 Fiscal 2019 and focused on gathering input on key issues and opportunities related to the terminal.
- **Engagement activities** included pop-up events at the terminal, an online engagement, and stakeholder and employee workshops. Over **1,000 people** participated.

- **Key themes** included:



Next steps: Finalize the list of design drivers and create a final visual profile that reflects public input, design several concepts for discussion with customers and communities this summer.

Langdale Terminal Development Planning

- **Purpose of engagement:** to gather public input that supports the creation of the Terminal Development Plan for the Langdale terminal.
- Planning for the **engagement for the terminal** was undertaken in Q1 Fiscal 2019, with the focus on two elements:
 1. Engagement on the overhead pedestrian walkway;
 2. Engagement on the terminal building design.

Next steps: Project update information sessions to be held in fall 2018 followed by more detailed engagement in Fiscal 2020.

Minor Terminal Development Planning

TDP	Engagement activities	Phase of engagement	Major themes from engagement	Next steps
Skidegate/Alliford	Meeting with SHIP (Skidegate Haida Immersion Program)	Phase 3 - Key Issues	Cultural place names for Skidegate and Alliford Bay terminals	Engagement on Draft Options – Fall 2018
Bella Coola	Meetings with <ul style="list-style-type: none"> Central Coast Regional District Harbour Authority Department of Fisheries and Oceans Nuxalk Development Corporation Tweedsmuir Travel 	Phase 3 – Key Issues	Main issue is lack of a dedicated terminal compound to hold traffic and current staging of traffic in village a few kilometres away	Commence online engagement and events Fall 2018
Gabriola	<ul style="list-style-type: none"> Online engagement Drop-in session Meetings with: <ul style="list-style-type: none"> Islands Trust Ferry Advisory Committee Employee engagement with vessel staff 	Phase 3 - Key Issues Phase 4 - Draft Concepts	<ul style="list-style-type: none"> Traffic safety Bigger holding compound to deal with ferry traffic backing onto road Better terminal amenities 	Presentation of revised preferred concept
Nanaimo Harbour	<ul style="list-style-type: none"> Online engagement Drop-in session Meetings with: <ul style="list-style-type: none"> City of Nanaimo Nanaimo Port Authority Ferry Advisory Committee Employee engagement with vessel and terminal staff 	Phase 3 - Key Issues Phase 4 - Draft Concepts	<ul style="list-style-type: none"> Bigger holding compound to deal with ferry traffic backing onto road Improve safety Better terminal amenities 	Presentation of revised preferred concept
Fulford	Presentation/workshop with Ferry Advisory Committee	Phase 1 – Information Sharing and Community Input	Need for additional property	Present draft options

Bowen Class Replacement Vessels

- **Purpose of engagement:** Gather feedback from communities and customers regarding their preference for vessels and service connecting Campbell River and Quadra Island (route 23) and Nanaimo Harbour and Gabriola Island (route 19).
- **Phase 1** of engagement for these vessel replacements will begin in Q2 Fiscal 2019, with the focus on one central question:
Would customers prefer one larger vessel that provides similar sailing frequency as the current service, or two smaller vessels with increased sailing frequency?
- **Next steps:** Phase 1 of engagement will include an online survey and in-person events (scheduled for July 2018).

Routes and Terminals by Region

VANCOUVER ISLAND – MAINLAND	
ROUTE LABEL	TERMINALS
ROUTE 1	SWARTZ BAY-TSAWWASSEN
ROUTE 2	DEPARTURE BAY-HORSESHOE BAY
ROUTE 30	DUKE POINT-TSAWWASSEN

SOUTHERN GULF ISLANDS	
ROUTE LABEL	TERMINALS
ROUTE 4	FULFORD HARBOUR-SWARTZ BAY
ROUTE 5	SWARTZ BAY TO SOUTHERN GULF ISLANDS
ROUTE 6	CROFTON-SALT SPRING ISLAND
ROUTE 9	TSAWWASSEN-SOUTHERN GULF ISLANDS
ROUTE 12	BRENTWOOD BAY-MILL BAY
ROUTE 19	GABRIOLA ISLAND-NANAIMO
ROUTE 20	CHEMAINUS-PENELAKUT ISLAND-THETIS ISLAND

NORTHERN GULF ISLANDS	
ROUTE LABEL	TERMINALS
ROUTE 21	DENMAN ISLAND WEST – BUCKLEY BAY
ROUTE 22	DENMAN ISLAND EAST-HORNBY ISLAND
ROUTE 23	CAMPBELL RIVER-QUATHIASKI COVE
ROUTE 24	QUADRA ISLAND-CORTES ISLAND
ROUTE 25	PORT McNEILL-MALCOLM ISLAND-ALERT BAY

SUNSHINE COAST	
ROUTE LABEL	TERMINALS
ROUTE 3	HORSESHOE BAY-LANGDALE
ROUTE 7	EARLS COVE-SALTERY BAY
ROUTE 8	BOWEN ISLAND-HORSESHOE BAY
ROUTE 13	GAMBIER ISLAND-KEATS LANDING-LANGDALE-KEATS ISLAND WEST
ROUTE 17	COMOX-POWELL RIVER
ROUTE 18	POWELL RIVER-TEXADA ISLAND

MID & NORTH COAST	
ROUTE LABEL	TERMINALS
ROUTE 10	PORT HARDY TO NORTH COAST (McLOUGHLIN BAY, OCEAN FALLS, BELLA COOLA, SHEARWATER, KLEMTU)
ROUTE 10S	DISCOVERY COAST CONNECTOR SERVICE (McLOUGHLIN BAY, OCEAN FALLS, BELLA COOLA, SHEARWATER)
ROUTE 11	PRINCE RUPERT-SKIDEGATE LANDING
ROUTE 26	SKIDEGATE LANDING-ALLIFORD BAY
ROUTE 28	PORT HARDY-BELLA COOLA