

# BRITISH COLUMBIA FERRY SERVICES INC.

## INFORMATION SUBMITTED IN ACCORDANCE WITH BRITISH COLUMBIA FERRY COMMISSION ORDER 12-01 VARIATION OF SERVICE ON ROUTE 30

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### MEASURES TAKEN AND THE PLAN REGARDING ONGOING COMMUNICATION UPDATES TO THE PUBLIC

December 20, 2011 (the day of the incident), British Columbia Ferry Services Inc. ("BC Ferries"):

- Issued a news release to advise customers that the Duke Point terminal was temporarily closed until further notice and that all sailings between Tsawwassen and the mid-Island would be operated out of the Departure Bay terminal until further notice;
- Issued service notices to advise customers about the terminal closure and change in service plan;
- Contacted all reserved customers by phone to advise them of the changes to their departure/arrival port;
- Posted a travel advisory on its home page website, advising of service change with a link to the service notice and updated various website pages and information, including:
  - the online schedule pages, including supporting messages,
  - the wireless-friendly schedule pages, including supporting messages,
  - the reservations/schedules application,
  - the current conditions pages (terminals, webcams, arrivals, sailing details),
  - the vessel tracking maps,
  - the parking web page;
- Updated the scala digital signage displays at the Departure Bay and Tsawwassen terminals (depart schedules/tracking maps);
- Updated the digital highway signs (signwave; north and south approaches to Nanaimo);

- Spoke with Ministry of Transportation and Infrastructure officials to ensure the Ministry's green highway signs directing traffic to Duke Point were updated or covered;
- In addition to communications through formal channels:
  - BC Ferries' staff at its call centre/vacations/tours and groups personally advised customers about the closure and change in service,
  - BC Ferries used social media sites, such as Facebook and Twitter, to advise customers of the closure.

December 21, 2011, BC Ferries:

- Issued a news release to advise customers that all holiday sailings would proceed as scheduled;
- Continued to issue service notices to advise customers about the terminal closure and change in service plan;
- Met with the City of Nanaimo to notify the city of potential traffic impacts and BC Ferries' strategy for ensuring the least impact as possible;
- Contacted the local Fire Departments to advise them of the projected volumes and dates of traffic in the Departure Bay area to ensure emergency vehicles were aware of possible congested routes;
- Hand delivered service notices to the residents of Brechin Road advising them of the possible traffic congestion and disruption in the area.

As part of the strategy to manage the traffic congestion at Departure Bay on

December 23, 2011, BC Ferries:

- Issued a service notice communicating a 50 percent commercial discount on all sailings on December 27 and January 3 between Swartz Bay and Tsawwassen. This service notice was picked up by media to help promote the awareness of the traffic diversion plan;
- In addition, BC Ferries contacted all commercial customers by phone who were reserved from Duke Point on December 27 and January 3 offering them a discount to travel through Swartz Bay.

January 4, 2012

- BC Ferries' President & Chief Executive Officer issued a letter to the editor of the Nanaimo Daily News thanking the citizens of Nanaimo area, BC Ferries' Nanaimo-based employees and Van Isle Traffic Services. In addition, the letter provided information on the expected time frame for repairs.

When the *Coastal Inspiration* returned to service on January 25, 2012, several news sources informed customers and communities, including Global TV, CTV, and CKNW.

BC Ferries will also issue a media advisory prior to the re-opening of Duke Point terminal.

#### **MEASURES TAKEN TO HANDLE FERRY MARSHALLING AT DEPARTURE BAY**

In developing a sound strategy to provide service on Route 30 through Departure Bay, BC Ferries assessed the Departure Bay terminal and put in place the following actions:

- As the Departure Bay terminal has capacity to hold two full sailings worth of vehicles, lanes were allocated to hold one full sailing for each of Route 2 and Route 30;
- The toll booths were assigned to either Route 2 or Route 30, including reconfigured toll booth LED signage to reflect Tsawwassen or Horseshoe Bay;
- Reconfiguration of Departure Bay ticket booths to better serve customers and alleviate traffic congestion on Stuart Avenue, particularly over spring break and the Easter holiday season;
- Assignment of BC Ferries' staff to the entrance of the terminal during peak traffic periods to ensure intersection is not blocked and customers access the correct toll booth;

- Van Isle Traffic Services contracted to marshal traffic along Stewart Avenue in accordance with BC Ferries' traffic management plan (used during all peak periods) during periods of more than one sailing wait for either route;
- Robbins Parking contracted to marshal traffic into the appropriate pick-up/drop-off areas and short term parking to ensure access/egress to the terminal building is maintained;
- Signage put in place to marshal foot passengers inside the terminal building to either a Tsawwassen or Horseshoe Bay Ticket Agent;
- Additional BC Ferries' staff assigned to the foot passenger waiting areas to ensure customers board the correct ferry;
- Baggage drop areas assigned for both destinations;
- Additional BC Ferries' staff deployed to the baggage drop areas to ensure customers leave their baggage at the appropriate location;
- Once inside the terminal, both vehicle and foot passengers are marshaled to appropriate ferries by use of announcements and staff direction.

#### **COMMUNICATIONS THAT HAVE BEEN MADE TO VARIOUS LEVELS OF GOVERNMENT**

##### **Government of British Columbia – Ministry of Transportation and Infrastructure**

December 20, 2011

Shortly after the hard landing occurred, BC Ferries informed the Minister's Assistant of the incident.

December 21, 2011

BC Ferries provided Ministry officials with a synopsis of the incident and BC Ferries' service recovery plan. In addition, BC Ferries sought confirmation from Ministry officials that the round trips delivered between Tsawwassen and Departure Bay would be considered equivalent to Route 30 round trips, and would not be construed as a temporary service disruption with its associated time limitations under the Coastal Ferry Services Contract.

December 23, 2011

Ministry officials responded to BC Ferries suggesting that, given the length of the closure, it would be better to address the matter through an application to the British Columbia Ferries Commissioner under section 43 of the *Coastal Ferry Act*.

### **Transportation Safety Board of Canada**

The Transportation Safety Board of Canada (TSB) is investigating the hard landing. As part of the investigation, four employees of BC Ferries have been interviewed and information has been shared with the TSB including technical information with respect to the operation of the vessel.

### **The City of Nanaimo**

BC Ferries met with the City of Nanaimo to notify the city of potential traffic impacts and the strategy for ensuring the least impacts as possible. In addition, BC Ferries contacted the Fire Departments to advise of projected traffic volumes and dates to ensure emergency vehicles were aware of possible congested routes.

### **MEASURES TAKEN REGARDING THE HANDLING OF COMMERCIAL TRAFFIC**

BC Ferries implemented the following commercial traffic measures as part of the overall service recovery strategy to provide service between Nanaimo and Tsawwassen via Departure Bay:

- Contacted all reserved customers by phone to advise them of the changes to their departure/arrival port;
- Contacted the British Columbia Trucking Association to inform truckers of the Duke Point closure and plan to provide service from Nanaimo to Tsawwassen through Departure Bay;
- For drop trailer service specifically, BC Ferries:

- Developed a process with tower and terminal operations at Departure Bay to accommodate drop trailer service including a safe traffic flow plan at the terminal;
- Updated information technology systems to accommodate drop trailer services at Departure Bay;
- Transferred required equipment overnight;
- Adjusted employee schedules to accommodate additional transfer time requirements;
- Rented additional highway tractors to minimize trailer exchanges from terminal tractors to highway tractors and save time on turnarounds between Departure Bay and Duke Point off site yard.
- Offered a 50 per cent commercial discount on all sailings on December 27 and January 3 between Swartz Bay and Tsawwassen, due to the high volume of traffic expected on those two days;
- Identified the 22:45 sailing provided by the *Queen of Coquitlam* as an overload sailing and restricted commercial space, and moved key accounts and reserved commercial customers to earlier sailings or to Route 1.

**ANY MEASURES TAKEN OR PLANNED REGARDING ANY FARE CONCESSIONS**

- BC Ferries provided a 50 percent commercial discount on all sailings on December 27 and January 3 between Swartz Bay and Tsawwassen.
- BC Ferries compensated key accounts and reserved commercial customers for the unavailability of the 22:45 sailing while the *Queen of Coquitlam* provided service between Departure Bay and Tsawwassen.

**DETAILS OF REVENUE AND COST IMPLICATIONS**

The following is the estimated revenue and cost implications as at January 31, 2012:

<b>Revenue increases / (decreases)</b>	<b><u>(\$391,800)</u></b>
Parking Revenue	
Estimated decrease to Duke Point	(39,800)
Estimated increase to Departure Bay	19,900
Commercial - 50% discount on Rte 1	(56,000)
Complimentary Travel - Queen of Coquitlam (Commercial Traffic)	(5,900)
Estimated Traffic Reduction (Dec 20, 2011 through April 2012)*	(310,000)
<b>Expenses increases / (decreases)</b>	<b><u>\$290,700</u></b>
Terminal Operations	
Duke Point Closure - cost reductions	(59,600)
Departure Bay - additional Costs	170,600
Construction Fencing - Duke Point	300
Construction Fencing - Departure Bay	500
Way Finding Signage/ Hwy signs Departure Bay	9,000
Equipment Operators	9,200
Highway signage (fabrication/installation/removal)	14,000
Fleet Operations	
Coastal Inspiration - RT not delivered on Day of Incident (Fuel)	(13,700)
Coastal Inspiration - OT required on Day of Incident	2,600
NWM vs Ren - Fuel	(19,200)
NWM vs Ren - Labour	(28,000)
Queen of Coquitlam vs C. Inspiration - Fuel Savings	(73,200)
Increase in Distance	43,200
Vessel Familiarization	19,500
Vessel Redeployments / Caretaking	111,800
Complimentary Goods and miscellaneous	5,900
Drop Trailer Operations: additional rental units and fuel	97,800
*This estimate is based on a year over year analysis on Route 30 and Route 2, taking into consideration current trends and weather.	

### **ESTIMATED TIMELINE AND COST FOR THE REPAIRS**

- The *Coastal Inspiration* returned to service January 25, 2012. The total cost of repairs to the vessel is \$0.55 million.
- At this time, the Duke Point terminal repairs are estimated to be complete in April 2012 with an estimated cost of \$1.9 million.

### **DETAILS OF ANY OTHER MITIGATION STRATEGIES**

- BC Ferries carries commercial insurance intended to mitigate the financial impact of significant incidents.
- BC Ferries is performing an engineering incident investigation (EII) which includes a detailed technical analysis to determine reasons for failure. The EII will detail learning's and recommendations for prevention in similar events.
- BC Ferries is performing a local area investigation (LAI) into the incident which includes a full analysis of all events surrounding the event. This includes BC Ferries' operational procedures, human factors analysis, and root cause analysis. The EII forms part of and is subordinate to the LAI. The LAI will contain comprehensive recommendations based on learning's from the event.