
British Columbia Ferry Services Inc.

Annual Report
to the
British Columbia Ferries Commissioner

Year Ended March 31, 2018



Table of Contents

Introduction	2
Part 1: Services on Designated Routes	
Overview	11
Operations Report.....	14
Temporary Service Disruptions Report	17
Route Financial Report.....	25
Part 2: Service Quality	
Overview	34
Feedback and Engagement Report.....	36
Customer Satisfaction Tracking Report.....	97

Introduction

In accordance with Section 66 of the *Coastal Ferry Act* (the “Act”), British Columbia Ferry Services Inc. (“BC Ferries” or the “Company”) is pleased to submit its annual report for the year ended March 31, 2018 (the “fiscal year” or “fiscal 2018”), to the British Columbia Ferries Commissioner (the “Commissioner”).

This report is a compilation of information on the services BC Ferries has provided during the fiscal year on designated ferry routes, and includes information on the costs and quality of services provided to deliver services on those routes. This report responds to the specific information requirements conveyed to BC Ferries by the Commissioner and as identified in the Act, and is structured in two parts:

Part 1: Services on Designated Routes

In fiscal 2018, BC Ferries delivered coastal ferry services on 24 designated ferry routes under the Coastal Ferry Services Contract (the “Contract”) between BC Ferries and the Province of British Columbia (the “Province”), as represented by the Ministry of Transportation and Infrastructure. These ferry routes are regulated under the Act.¹ In accordance with the Contract, BC Ferries also manages ferry transportation services on other unregulated routes through contracts with alternative service providers.

BC Ferries is required by Section 69 of the Act to seek alternative service providers on designated ferry routes when so ordered by the Commissioner. During the fiscal year, no such Orders were issued by the Commissioner, and no actions were required or taken by the Company in respect of this matter.

Part 1 of this report contains financial statistics, as well as information on traffic levels, and operating and performance statistics for the fiscal year for each of the 24 designated ferry routes.

Part 2: Service Quality

Feedback and Engagement Report

Part 2 of this report includes BC Ferries’ feedback and engagement report for fiscal 2018. This report contains a consolidated summary of the customer-initiated feedback BC Ferries has received through its various reporting channels during the fiscal year for all routes, and describes the actions taken in response. This report also provides an overview of the key stakeholder and community engagement initiatives undertaken in the year and the themes arising from those consultations.

¹ In this report, the “Major Routes” refer to the three regulated routes connecting Metro Vancouver with mid and southern Vancouver Island and one regulated route connecting Horseshoe Bay and Langdale; the “Northern Routes” refer to the two regulated routes operating on the British Columbia coast north of Port Hardy on Vancouver Island (in fall 2018, the Company will be adding a new route directly connecting Port Hardy and Bella Coola); and the “Minor Routes” refer to the 18 regulated routes primarily serving the northern and southern Gulf Islands and the northern Sunshine Coast (also known as the “Inter-Island Routes”). One of the Minor Routes is operated under contract by an alternative service provider.

Customer Satisfaction Tracking

As in past years, the Company commissioned an independent professional consulting organization to conduct and document a comprehensive customer satisfaction survey. Part 2 of this report contains a copy of the 2017 customer satisfaction tracking report.

Year in Review Highlights

Vision and Mission

In fiscal 2018, BC Ferries introduced its new corporate vision – to be “*Trusted, Valued*” by its customers, stakeholders and employees. The Company is working hard in all areas to earn the public’s trust and provide a service its customers value.

In recognition that the Company provides more than transportation and plays an important role in connecting residents, visitors and businesses of coastal British Columbia, the Company also established a new corporate mission – “*We connect communities and customers to people and places important in their lives*”. BC Ferries recognizes that connectivity enables coastal life to be vibrant and flourish and keeps at the forefront of its focus, the important role it plays in providing safe, reliable and quality ferry services.

Traffic

BC Ferries set record traffic levels in fiscal 2018. The Company welcomed 22.0 million passengers onboard and carried 8.7 million vehicles.² The passenger traffic levels were the highest BC Ferries has experienced in 20 years and vehicle traffic levels were the highest the Company has ever experienced.

Customer Experience

BC Ferries strives to keep customers at the centre of its every decision to ensure the Company delivers the travel experience they expect and deserve. In fiscal 2018, BC Ferries provided customers with:

- 2,962 more round trips than required by the Contract
- 1,190 more round trips than the prior year
- 3,300 sailings with promotional fares at significant discounts
- \$8.7 million in discounted fares
- 89% on-time performance
- 99.83% fleet reliability

BC Ferries’ focus on service quality earned it a customer satisfaction score of 87% in fiscal 2018.

² Equivalent to 9.9 million automobile equivalents.

Safety Performance

Safety is a core value of BC Ferries. The Company aspires to be the safest ferry operator in the world, and in support of this, has made significant investments in safety. BC Ferries' SailSafe program has transformed the Company's safety culture, processes and performance to deliver safe operations for customers and a safe workplace for employees.

The Company's passenger injury rate continues to decline. In fiscal 2018, there were 220 passenger injuries, representing an injury rate of .00001% or 10.01 injuries per one million passengers. Overall, the Company's investments in safety have yielded significant positive results, with injuries to passengers declining 52.8% over the last 10 years.

During the fiscal year, the number of time-loss injuries to employees slightly increased to 147 from 137 in the year ended March 31, 2017 ("fiscal 2017"). Since 2009, the number of time-loss injuries the Company experiences each year has dropped by 49.8% and the number of days lost due to injury has declined by over 5,500.

BC Ferries continues to receive recognition for its safety focus and, in the fiscal year, received the 2017 Safety at Sea Employer of the Year Award and the 2017 Dupont Global Safety Award.

Sustainability

BC Ferries believes in its duty to operate not only safely, but reliably and sustainably, while supporting the communities it serves. The Company understands the importance of its role as a steward of the environment, of its social relationships, and of the need to be fiscally prudent and plan for the longevity and sustainability of the coastal ferry system for decades to come.

BC Ferries is proud of its environmental performance and of the improvements it has made in reducing its environmental footprint. The Company is progressing toward a clean technology plan with two anticipated overarching goals: carbon reduction, whereby BC Ferries moves to migrate operations to low-carbon energy sources while maximizing energy-consumption efficiencies; and environmental stewardship, through which it strives to fully eliminate avoidable environmental contaminants and stresses at every step of operational activity, and to extend these same values into supply decisions for products and services. Through its actions in these areas, BC Ferries is moving towards becoming a leader in the transition to a lower carbon future, supporting responsible consumption, and helping to minimize the impact of its operations on the environment.

BC Ferries recognizes that as a stakeholder in the Salish Sea, it has a responsibility to understand how its activities may affect whales in general and the southern resident killer whale ("SRKW") population in particular. BC Ferries has been an early and active participant in efforts to understand and mitigate the effects of underwater radiated noise. During the fiscal year, BC Ferries continued moving toward a plan for long term underwater radiated noise mitigation whose objectives include: enabling vessel bridge teams with

operational awareness of SRKW proximity, and of their vessels' underwater radiated noise characteristics, so they can apply mitigations in their voyage planning and ship navigation; building quieter vessels; reducing noise from shore side infrastructure in operations, maintenance and construction; reducing overall contribution of underwater noise into the SRKW critical habitat against a 2016 baseline; and taking action on vessel design and operational strategies. Through continued focus in these areas, the Company is progressing towards its goal to reduce underwater radiated noise while maintaining safe, reliable and sustainable operations, and to strive for a 50% reduction of overall underwater radiated noise consistent with global targets.

BC Ferries is a leader in North America when it comes to clean and innovative technology that lowers emissions. The *Spirit of British Columbia* is the first passenger vessel in the world to refuel natural gas via delivery on a fully enclosed vehicle deck. Its Salish Class vessels are the first passenger vessels in the world to fuel natural gas on an open vehicle deck via delivery truck. Both of these innovations were conceived by BC Ferries and designed, engineered and built by BC Ferries and its partners. The natural gas is provided by FortisBC and can be reliably delivered in British Columbia, which supports the local economy. These innovations saved BC Ferries' customers more than \$100 million in infrastructure costs that would have otherwise been required, and have proven significant environmental benefits.

BC Ferries has been recognized for its efforts to reduce its environmental footprint. For fiscal 2018, the Port of Vancouver recognized BC Ferries with the Blue Circle Award that distinguishes vessel operators going above and beyond regulatory requirements to reduce air emissions and have the highest rate of participation in their EcoAction Program. BC Ferries also won the Tourism Vancouver Island FortisBC Award that recognizes an organization for using natural gas in their tourism-related operation. In May 2017, the Company's Fleet Maintenance Unit became the second shipyard in Canada to be certified by the Green Marine environmental certification program. BC Ferries has been certified by Green Marine as a ship owner and a terminal operator since 2015, and is one of the largest participating companies.

Financial sustainability is also critical to the coastal ferry system. BC Ferries continually looks to develop new sources of revenue and seek efficiencies to be able to hold fares flat or reduce the cost of ferry travel for its customers. Focusing on financial sustainability assists in that endeavour. Ferry users are concerned about fare affordability and expect BC Ferries to invest prudently in assets and infrastructure, ensuring their fares are put to the best use with improved services and infrastructure. BC Ferries takes these expectations seriously.

BC Ferries continued to manage fare increases conservatively during the fiscal year. On April 1, 2017, the Company implemented reductions in reservation fees and applied average fare increases below those allowed by the Commissioner. No passenger or vehicle fare increases were implemented on any routes with the exception of the three Major Routes connecting Metro Vancouver with mid and

southern Vancouver Island. Average vehicle fare increases of 1.9% were implemented on these three Major Routes, which enabled the Company to provide promotional fares with significant discounts on many sailings. No passenger fare increases were implemented on these routes.

During fiscal 2018, BC Ferries generated \$98.3 million in gross revenue from its food service and retail outlets. BC Ferries Vacations also increased revenue, generating \$6.7 million in fiscal 2018. Together, these two lines of business earned \$7.8 million more than last year. These services not only provide an enjoyable travel experience for the Company's customers, they, together with revenue generated from commercial services, reduce upward pressure on fares. BC Ferries continues to look for opportunities to expand its non-fare related services.

Concurrently, BC Ferries continues to take proactive measures to contain and manage its expenses as prudently as possible, without compromising safe operations. The Company's largest expenses during the fiscal year were wages, benefits and fuel, representing approximately 76% of total operations, maintenance and administration costs. These labour and fuel costs are somewhat variable, primarily driven by the level of service. The Company continuously reviews all operational costs for efficiencies.

Investing in the Fleet and Infrastructure

BC Ferries continued to invest prudently in its fleet and infrastructure during the year. Three new Salish Class ferries entered service on the Comox – Powell River route and in the Southern Gulf Islands in fiscal 2018. Each vessel can carry approximately 145 vehicles and 600 passengers and crew. As noted above, these dual-fuel vessels run primarily on natural gas to reduce costs and significantly improve BC Ferries' environmental performance. They are more sustainable and affordable, emit fewer greenhouse gas emissions and are the quietest ships in the fleet. The Salish Class vessels' use of natural gas is expected to reduce an estimated 9,000 metric tonnes of carbon dioxide equivalent per year, similar to removing about 1,900 passenger vehicles from the road annually. With the introduction of these vessels into service, BC Ferries retired the 52-year old *Queen of Burnaby* and the 53-year old *Queen of Nanaimo*.

The mid-life upgrade of the *Spirit of British Columbia*, which started in the fall of 2017, was completed in the spring of 2018. The mid-life upgrade included converting the vessel to be able to operate on natural gas or ultra-low sulphur marine diesel. The vessel now runs primarily on natural gas, significantly reducing emissions and costs.

Also during the year, the Company contracted the building of two new hybrid electric diesel Island Class vessels scheduled to go into service in the Northern Gulf Islands in 2020. These vessels will each have a capacity of up to 300 passengers and approximately 47 vehicles. BC Ferries intends 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.

BC Ferries also purchased a used vessel, the *Northern Sea Wolf*, in fiscal 2018 to serve a new route between Port Hardy and Bella Coola. The 75-metre used vessel, built in 2000, is undergoing extensive upgrades at Esquimalt Drydock Company, a local shipyard, to bring it up to BC Ferries' and Transport Canada's standards of safety and reliability, in preparation for its entry into service planned for fall 2018.

BC Ferries is one of the largest purchasers of marine products and services in British Columbia and Canada. Over the past 10 years, BC Ferries has spent approximately \$1 billion at local shipyards on refits, repairs, mid-life upgrades and life-extension projects. In fiscal 2018, BC Ferries entered into a five-year supply agreement with Point Hope Maritime Ltd. of Victoria, British Columbia for the maintenance of eight minor vessels. This strategic partnership ensures a local and secure supply of services.

BC Ferries also operates its own certified ship repair yard - Fleet Maintenance Unit - locally in Richmond, British Columbia, with more than 150 employees. One of the largest ship repair teams in British Columbia, the Fleet Maintenance Unit helps ensure BC Ferries' fleet continues to provide reliable service. With its specialized capabilities, the Fleet Maintenance Unit was instrumental in the Company achieving a fleet reliability score of 99.83% in the fiscal year.

Terminal improvements continued in fiscal 2018, including a \$12 million project to replace aged infrastructure that improved the customer experience at Prince Rupert terminal. The upgrade includes a more comfortable covered and wider walkway, a new waiting room for walk-on passengers and a wider trestle for vehicles loading onto the vessel. Terminal upgrades also began at Bella Coola, Ocean Falls, Shearwater and Bella Bella to accommodate the *Northern Sea Wolf*.

BC Ferries is in the process of replacing its aged website, reservation system and e-commerce platform and upgrading its point-of-sale system. In the coming years, these technology improvements will provide customers an opportunity to purchase travel in advance at discounted rates on select sailings on reservable routes. For BC Ferries, these improvements enable the Company to respond in a more timely manner to changing customer demands. BC Ferries will introduce improved transaction processing and online booking with more choices in fares. Customers will be able to seamlessly book travel on any device of their choosing – laptop, tablet or mobile. During fiscal 2018, BC Ferries implemented a new reservations system and enhancements to its customer relationship management system.

Fuel Consumption

Fuel is the second largest operating expenditure incurred by BC Ferries. Key factors influencing fuel consumption include the number of round trips performed; vessel speed (the rate of fuel consumption increases at higher speeds); and vessel mix (larger vessels generally burn more fuel.)

BC Ferries consumed 120.1 million litres of fuel during the fiscal year,³ which is a 1.5% increase over fiscal 2017. Since the fiscal year ended March 31, 2015, increased traffic on the Major Routes has been the primary driver of increased fuel consumption. Additional fuel consumption results from delivering more round trips, as well as from higher service speeds required to mitigate impacts to on-time performance arising from additional in-port time for loading/unloading larger traffic loads.

BC Ferries recognizes that a more fuel efficient operation not only means lower costs, which helps lessen the upward pressure on fares, but also results in a smaller environmental footprint of the Company's operations. With this in mind, the Company is constantly seeking technical and procedural approaches to enhance the overall fuel efficiency of the Company's vessels and on-shore facilities, and to the extent possible, fuel consumption is managed as a controllable expense. It is budgeted annually, forecasted quarterly and examined monthly for each vessel on each route.⁴

One of the most important fuel-related initiatives is BC Ferries' transition from ultra-low sulphur marine diesel to other cleaner, more economical fuel sources. In fiscal 2018, BC Ferries' three new dual-fuel capable Salish class vessels began to consume natural gas as they were introduced into service. Looking forward, the deployment of the Salish class vessels and the mid-life upgrades to the *Spirit of British Columbia* (completed fiscal 2019) and *Spirit of Vancouver Island* (to be completed in fiscal 2020,) will enable increased consumption of natural gas with a corresponding reduction in consumption of ultra-low sulphur marine diesel. BC Ferries expects to reduce carbon dioxide emissions by 12,500 tonnes annually, the equivalent of taking approximately 2,500 vehicles off the road per year, by using natural gas to fuel the two Spirit Class vessels alone. BC Ferries takes seriously its need to contribute to reducing transportation-related carbon emissions and to help the Province reach its overall carbon reduction goals. Simultaneously, fuel costs will be reduced by millions of dollars when both Spirit Class ships are in service operating on natural gas.

Also in fiscal 2018, scheduling improvements on the route connecting Horseshoe Bay with Nanaimo (route 2), the route connecting Horseshoe Bay with Langdale (route 3) and the route connecting Horseshoe Bay with Bowen Island (route 8) led to improvements in fuel consumption. By revising the sailing schedules on these routes to allow for more time between sailings, BC Ferries improved on-time performance that moderated vessel service speed and fuel consumption.

Employees

BC Ferries' employees are its greatest asset and are the key to the Company's success in delivering the safe, reliable service that is valued by the Company's customers and the communities it serves. BC Ferries places importance on the treatment of employees and on the actions it takes to support their health and

³ Includes natural gas consumed.

⁴ In accordance with Order 15-03, a full report on the outcome of BC Ferries' performance against its fuel management plan will be included with its filing to the Commission for Performance Term Five on or before September 30, 2018.

safety, training and professional development. The Company is creating a diverse and inclusive workplace where people want to work and remain throughout their careers.

BC Ferries is proud to be named one of B.C.'s Top Employers (2018) for the second year in a row. This award recognizes companies for providing innovative programs for their employees. BC Ferries has invested in extensive training and development for employees, focusing on career opportunities across the organization and province-wide.

During the year, BC Ferries continued to review and improve policies and practices to reflect the ever-changing workplace and invest in developing and supporting the people that make the Company a global leader in marine transportation. During fiscal 2018, BC Ferries provided over 28,000 personal training days, an increase of 17% over fiscal 2017. This included training on the Salish Class vessels as well as job-specific, simulation and safety training. Maintaining the skills of its workforce and providing training to ensure skills remain up-to-date, helps BC Ferries ensure its employees evolve as the industry changes.

Community Investment

As a company with employees that live in many of the coastal communities it serves, and delivering billions of dollars in goods to these communities, BC Ferries recognizes the important role it plays in supporting the development of healthy and economically sustainable communities. BC Ferries' community investments are designed to give back to the communities it serves and to engage its employees in this process. In fiscal 2018, BC Ferries continued to support coastal communities through sponsorships, donations and employee volunteerism. BC Ferries and its employees take part in a variety of community activities throughout coastal communities. These activities include memberships in business, service and charitable organizations, participation in an annual United Way fundraising campaign, and participation in BC Ferries-funded initiatives.

BC Ferries understands the important part it plays in the coastal life of British Columbia and strives to reflect its values: to be safe, caring, honest, collaborative, respectful and sustainable in all that it does in connecting communities and customers to the people and places important in their lives.

Part 1

Services on Designated Routes



Part 1: Services on Designated Routes

Overview

This section contains financial statistics as well as information on traffic levels, and operating and performance statistics for fiscal 2018 for each of the designated ferry routes.

The following three reports are included:

Operations Report

This report provides the following information for the designated ferry routes, presented in numeric format for each route:

➤ ***Round Trips***

This report shows the total number of round trips BC Ferries delivered on each of the designated ferry routes.

On a system-wide basis, BC Ferries delivered a total of 79,082 round trips during the fiscal year, which exceeded by 2,962 the annual number of round trips required to be delivered under the Contract, as amended for performance term four (April 1, 2016 – March 31, 2020). All core service level requirements were met in fiscal 2018.

➤ ***Vessel Capacity***

For each designated ferry route, the vessel capacity BC Ferries provided in the fiscal year is presented along with the calculation of capacity utilization. Capacity is calculated on the basis of automobile equivalents (“AEQs”). An AEQ represents the amount of vessel capacity occupied by a particular vehicle type, expressed as the number of under height vehicles it displaces (e.g. a bus which displaces three under height vehicles – or cars – would have an AEQ of 3). In fiscal 2018, BC Ferries provided capacity sufficient to carry the previous year’s traffic, with capacity utilization on the designated ferry routes ranging from 37.2% to 87.0%. As compared to the prior fiscal year, capacity utilization in fiscal 2018 increased by 3.2% system-wide, as noted above primarily as a result of a higher number of AEQs carried due to higher traffic levels, partially offset by an increase in capacity provided from additional round trips.

➤ ***Traffic and Revenue***

This report presents vehicle traffic (AEQs) and passenger traffic carried on each of the designated ferry routes during fiscal 2018 and compares it to the traffic carried in the previous fiscal year. The associated tariff revenue generated from each route is also shown.

In fiscal 2018, vehicle and passenger traffic increased 5.0%⁵ and 4.7%, respectively, compared to fiscal 2017. Revenue from vehicle and passenger traffic on the designated ferry routes in fiscal 2018 totalled \$640.2 million, an increase of \$31.5 million from the prior fiscal year.

➤ ***On-Time Performance***

On-time performance is defined as the percentage of sailings departing or arriving, as applicable, within 10 minutes of the scheduled time and is provided for each of the designated ferry routes.⁶ On-time performance can be impacted by delays due to weather, vessel substitution, terminal dock maintenance or closures and periods of unusually high traffic demand. Meeting customer service expectations in a safe and reliable manner is an important factor in the focus on on-time performance. As compared to the prior fiscal year, on-time performance in fiscal 2018 decreased 0.5%, primarily due to higher traffic levels and delays due to weather, but remained strong at 89.0%. The Company's initiatives to improve on-time performance include adjusting and/or expanding sailing schedules, adjusting crewing schedules and refining vehicle loading processes during peak periods.

Temporary Service Disruptions Report

This report describes how the services provided by BC Ferries during the fiscal year compared to the core service levels set out in the Contract, as amended for performance term four. There are four sections of this report:

1. Cancelled Round Trips by route and route grouping,
2. Cancelled and Extra Round Trips by route and route grouping,
3. Cancelled Round Trips by Days for route and route grouping, and
4. Round Trip Service Delivery and On-Time Performance.

For each designated ferry route, this report notes the cumulative and consecutive number of days for which round trips were missed and the causes of the missed round trips. As noted above, in fiscal 2018, BC Ferries exceeded by 2,962 the annual number of round trips required to be delivered under the Contract. Many of these additional round trips were delivered on the three Major Routes connecting Metro Vancouver with mid and southern Vancouver Island, on the route connecting Tsawwassen with the Southern Gulf Islands (Route 9), and in the summer on the routes connecting Buckley Bay with Denman Island (route 21) and Denman Island with Hornby Island (route 22).

In the "Round Trip Service Delivery and On-Time Performance" section of the report, certain elements of reporting are graphically presented including the scheduled and actual round trips, and on-time performance. The percentage of sailings departing or arriving, as applicable, within 10 minutes of the scheduled time is provided for each of the designated ferry routes, as well as the reasons for the delays.

⁵ Equivalent to 4.8% when calculated on the basis of automobile equivalents.

⁶ On-time performance on the Non-Northern routes is defined as the percentage of sailings departing within 10 minutes of the scheduled time. On-time performance on the Northern routes is defined as the percentage of sailings arriving within 10 minutes of the scheduled time.

This report also provides information on “overload sailings” which is defined as a sailing for which one or more vehicles waiting to travel could not be accommodated. Overall, 12.4% of the sailings on the designated ferry routes were overloaded in fiscal 2018, which is an increase from 10.3% in fiscal 2017, primarily reflecting higher traffic levels.

Route Financial Report

This report provides financial information for the fiscal year with comparative figures for the previous fiscal year for each of the designated ferry routes.

The information is provided by individual route and is also summarized corporately and by Major, Northern and Minor routes. Revenues and expenses are assigned directly to a route where possible or allocated to routes where direct assignment is not possible. Allocation to routes is based on various factors which reflect the activity that gave rise to the revenue or expense.

Operations Report
Year Ended March 31, 2018



Operations Summary Report for the Year Ended March 31, 2018

	A	B	C	D	E	F	G	H	I	J
Routes	Actual Round Trips	Capacity Provided (AEQ's)	AEQ's Carried Fiscal 2018	Capacity Utilization Fiscal 2018 (C / B)	Capacity Utilization Fiscal 2017 Note 4	AEQ's Carried Fiscal 2017	AEQ Growth (C - F)	AEQ Tariff Revenue Fiscal 2018 Note 2 & 5	AEQ Tariff Revenue Fiscal 2017 Note 2 & 5	AEQ Tariff Revenue Growth (H - I)
1	4,181.5	2,718,356	2,366,308	87.0%	87.4%	2,283,655	82,653	\$ 148,421,028	\$ 141,654,651	\$ 6,766,377
2	3,154.5	1,968,748	1,374,158	69.8%	69.7%	1,331,416	42,742	80,881,508	78,122,911	2,758,597
3	3,192.5	1,966,163	1,339,812	68.1%	58.0%	1,287,152	52,660	33,458,116	31,553,742	1,904,374
30	2,729.0	1,604,436	1,010,662	63.0%	60.9%	971,795	38,867	71,599,564	70,023,142	1,576,422
Major Routes	13,257.5	8,257,703	6,090,940	73.8%	70.4%	5,874,018	216,922	334,360,216	321,354,446	13,005,770
10	90.5	26,331	16,832	63.9%	62.8%	15,852	980	5,118,610	4,745,249	373,361
11	162.0	32,220	22,628	70.2%	76.0%	22,157	471	4,024,889	3,888,003	136,886
Northern Routes	252.5	58,551	39,460	67.4%	69.8%	38,009	1,451	9,143,499	8,633,252	510,247
4	2,883.0	530,852	344,311	64.9%	63.3%	327,583	16,728	4,092,284	3,725,081	367,203
5	3,546.0	630,182	284,960	45.2%	46.1%	275,026	9,934	3,712,415	3,547,029	165,386
6	4,475.0	464,380	272,595	58.7%	55.3%	255,871	16,724	3,698,656	3,394,688	303,968
7	2,659.0	559,508	208,625	37.3%	35.4%	195,027	13,598	5,055,439	4,731,644	323,795
8	5,419.5	935,480	546,658	58.4%	54.3%	514,336	32,322	6,609,504	6,142,562	466,942
9	1,020.0	340,732	195,708	57.4%	58.4%	172,620	23,088	9,397,598	8,026,654	1,370,944
12	3,211.0	122,018	103,742	85.0%	77.7%	94,759	8,983	1,286,431	1,155,108	131,323
13	4,224.0	<i>Pass. Only</i>	<i>Pass. Only</i>	<i>Pass. Only</i>	<i>Pass. Only</i>	<i>Pass. Only</i>	<i>Pass. Only</i>	(1,277)	(1,872)	595
17	1,362.5	386,364	180,123	46.6%	37.7%	168,363	11,760	7,317,781	6,589,110	728,671
18	2,902.0	204,940	95,319	46.5%	41.3%	89,007	6,312	786,996	685,202	101,794
19	4,929.0	618,010	387,540	62.7%	58.8%	364,563	22,977	3,563,689	3,249,930	313,759
20	3,699.5	192,348	91,802	47.7%	45.4%	87,318	4,484	794,714	738,364	56,350
21	5,678.0	510,409	287,386	56.3%	54.3%	266,613	20,773	2,247,274	2,030,241	217,033
22	4,499.0	189,924	125,329	66.0%	54.4%	118,774	6,555	1,011,691	959,480	52,211
23	5,765.5	681,865	419,040	61.5%	57.2%	391,495	27,545	3,602,533	3,207,536	394,997
24	2,107.5	109,616	66,757	60.9%	58.1%	63,156	3,601	706,043	646,835	59,208
25	3,938.0	264,766	98,416	37.2%	37.3%	92,751	5,665	1,099,326	998,423	100,903
26	3,253.5	107,968	50,960	47.2%	49.8%	48,296	2,664	527,411	491,913	35,498
Minor Routes	65,572.0	6,849,362	3,759,271	54.9%	51.7%	3,525,558	233,713	55,508,508	50,317,928	5,190,580
Total	79,082.0	15,165,616	9,889,671	65.2%	62.0%	9,437,585	452,086	399,012,223	380,305,626	18,706,597

Note 1

Obligation deferred (settled)	-	-
Total vehicle fare revenue	399,012,223	380,305,626

Note 1) Revenue arises from bike traffic and freight.

Note 2) There is no obligation deferred or settled in Fiscal Year 2018 and Fiscal Year 2017.

Note 3) Indicates percentage of sailings departing within 10 minutes of scheduled departure for the Major and Minor Routes, and arriving within 10 minutes of scheduled arrival for the Northern Routes.

Note 4) From January 19 to April 7, 2017 during berth construction at Langdate Terminal, alternative service was provided on Route 3 through two vessels operating on an approximately hourly basis, using only their main car decks. When adjusted for this reduction in the vessels' vehicle capacity, capacity utilization during Fiscal Year 2017 for Route 3 is 65.9%, for the Major Routes is 72.8%, and overall is 63.1%.

Note 5) Reservations revenue is included in the Automobile Equivalents (AEQ) Tariff Revenue starting Fiscal Year 2018 Quarter 1. Fiscal Year 2017 AEQ Tariff Revenue is updated to include reservation revenue.

Operations Summary Report for the Year Ended March 31, 2018

Routes	K	L	M	N	O	P
	Passengers Fiscal 2018	Passengers Fiscal 2017	Passenger Growth (K - L)	Passenger Tariff Revenue Fiscal 2018 Note 2	Passenger Tariff Revenue Fiscal 2017 Note 2	Passenger Tariff Revenue Growth (N - O)
1	6,348,722	6,065,602	283,120	\$ 97,523,221	\$ 92,641,989	\$ 4,881,232
2	3,483,563	3,381,076	102,487	53,922,538	51,907,585	2,014,953
3	2,726,825	2,636,308	90,517	17,456,487	16,630,205	826,282
30	1,699,176	1,587,196	111,980	26,095,787	24,136,939	1,958,848
Major Routes	14,258,286	13,670,182	588,104	194,998,033	185,316,718	9,681,315
10	45,029	42,555	2,474	6,044,889	5,615,312	429,577
11	44,637	43,749	888	1,691,109	1,625,162	65,947
Northern Routes	89,666	86,304	3,362	7,735,998	7,240,474	495,524
4	674,471	651,111	23,360	3,458,826	3,340,838	117,988
5	495,755	484,266	11,489	2,511,226	2,448,834	62,392
6	494,119	471,094	23,025	2,173,153	2,067,033	106,120
7	363,363	343,217	20,146	2,296,316	2,173,908	122,408
8	1,236,556	1,165,891	70,665	4,410,665	4,101,407	309,258
9	531,612	472,655	58,957	6,951,579	6,102,442	849,137
12	201,170	180,779	20,391	1,172,486	1,046,023	126,463
13	42,496	41,054	1,442	203,136	193,238	9,898
17	381,520	361,397	20,123	4,836,884	4,536,917	299,967
18	165,636	156,185	9,451	590,027	541,306	48,721
19	799,525	770,452	29,073	2,631,110	2,479,321	151,789
20	246,795	243,354	3,441	647,837	638,290	9,547
21	510,527	480,367	30,160	1,555,432	1,455,670	99,762
22	242,542	227,837	14,705	741,215	704,614	36,601
23	847,115	799,635	47,480	2,558,251	2,374,245	184,006
24	108,767	104,019	4,748	464,081	429,585	34,496
25	245,296	231,049	14,247	960,192	900,847	59,345
26	95,011	93,908	1,103	325,412	315,339	10,073
Minor Routes	7,682,276	7,278,270	404,006	38,487,828	35,849,857	2,637,971
Total	22,030,228	21,034,756	995,472	241,221,859	228,407,049	12,814,810

% Sailings Within 10 Min. (Note 3)		
YE Fiscal 2016	YE Fiscal 2017	YE Fiscal 2018
82.4%	82.7%	85.6%
76.2%	78.7%	81.8%
73.2%	74.3%	74.7%
91.9%	88.2%	88.8%
80.7%	80.6%	82.8%
89.6%	86.1%	85.8%
96.2%	95.6%	96.6%
91.0%	88.4%	88.5%
96.4%	95.6%	97.0%
88.1%	85.3%	83.7%
91.8%	84.2%	84.3%
91.5%	91.8%	95.4%
82.2%	78.4%	80.0%
84.9%	86.7%	79.2%
94.1%	86.2%	86.6%
99.7%	99.8%	99.6%
91.4%	90.0%	92.9%
96.3%	95.4%	97.0%
96.4%	95.2%	88.3%
89.2%	87.2%	81.9%
97.6%	97.9%	97.8%
97.1%	95.1%	95.9%
98.0%	98.3%	98.3%
93.9%	93.6%	91.1%
83.9%	88.2%	86.4%
96.5%	95.3%	95.7%
92.6%	91.2%	90.2%
90.8%	89.5%	89.0%

Obligation deferred (settled)	-	-
Total passenger revenue	241,221,859	228,407,049
Total vehicle and passenger revenue	640,234,082	608,712,675

Temporary Service Disruptions Report

Year Ended March 31, 2018



CANCELLED ROUND TRIPS BY ROUTES

Performance Against CFSC Requirements - Annual Core Service Levels

Fiscal 2018 Year Ended March 31, 2018			Cancellations of Required Round Trips for Reasons Specified in Schedule A, 2(a) of the Coastal Ferry Services Contract											Cancellations of Required Round Trips for Other Reasons			Total Cancels	% of Required Round Trips Cancelled	
Routes	Terminal 1	Terminal 2	Major Incident	Weather	Emerg. Response	Medical Emerg.	Regulatory Issue	Terminal / Dock Maint.	Terminal / Dock Mech. Failure	Vessel Maint.	Vessel Mech. Failure	Fire	Labour Dispute	Allowed Cancels	Community Event	Traffic			Other Cancels
Route 01	Swartz Bay	Tsawwassen		1.5										1.5			0.0	179.0	0.14%
Route 02	Horseshoe Bay	Departure Bay		3		1					4.5			8.5			0.0		
Route 03	Langdale	Horseshoe Bay												0.0			0.0		
Route 30 ⁽¹⁾	Duke Point	Tsawwassen		5							2.5			7.5			0.0		
Major Routes			0	9.5	0	1	0	0	0	0	7	0	0	17.5	0	0	0.0	17.5	0.14%
Route 10	Port Hardy	Prince Rupert												0.0			0.0	0.0	0.00%
Route 11	Skidegate	Prince Rupert		1										1.0			0.0	1.0	0.63%
Northern Routes			0	1	0	0	0	0	0	0	0	0	0	1.0	0	0	0.0	1.0	0.41%
Route 04	Fulford Harbour	Swartz Bay												0.0			0.0	0.0	0.00%
Route 05	Swartz Bay	Four SGIs		1										1.0			0.0	1.0	0.03%
Route 06	Crofton	Vesuvius Bay												0.0			0.0	0.0	0.00%
Route 07	Earls Cove	Saltery Bay												0.0			0.0	0.0	0.00%
Route 08	Horseshoe Bay	Bowen Island												0.0			0.0	0.0	0.00%
Route 09	Tsawwassen	Long Harbour		2							2			4.0			0.0	4.0	0.49%
Route 12	Mill Bay	Brentwood Bay					2				2			4.0			0.0	4.0	0.12%
Route 13 ⁽²⁾	Langdale	Gambier/Keats		3										3.0			0.0	3.0	0.07%
Route 17	Little River	Powell River		28							1			29.0			0.0	29.0	2.13%
Route 18	Texada	Powell River		7										7.0			0.0	7.0	0.25%
Route 19	Nanaimo Harbour	Gabriola Island												0.0			0.0	0.0	0.00%
Route 20	Chemainus	Thetis Island									1			1.0			0.0	1.0	0.03%
Route 21	Buckley Bay	Denman West												0.0			0.0	0.0	0.00%
Route 22	Denman East	Hornby Island		7										7.0			0.0	7.0	0.17%
Route 23	Campbell River	Quadra Island		24										24.0			0.0	24.0	0.41%
Route 24	Quadra Island	Cortes Island		28.5										28.5			0.0	28.5	1.33%
Route 25	Port McNeill	Alert Bay		18			5							23.0			0.0	23.0	0.58%
Route 26	Skidegate	Alliford Bay		26			3							29.0			0.0	29.0	0.99%
Minor Routes			0	144.5	0	0	10	0	0	0	6	0	0	160.5	0	0	0.0	160.5	0.25%
TOTAL			0.0	155.0	0.0	1.0	10.0	0.0	0.0	0.0	13.0	0.0	0.0	179.0	0.0	0.0	0.0	179.0	0.24%

% of Minimum Required Round Trips Cancelled

0.00% 0.20% 0.00% 0.00% 0.01% 0.00% 0.00% 0.00% 0.00% 0.00% 0.02% 0.00% 0.00% 0.24% 0.00% 0.00% 0.00% 0.24%

Note:

⁽¹⁾ Route 30 - two year-end allowable weather cancellations were previously reported in Q3 as mechanical

⁽²⁾ Route 13 core service levels include some round trips that are deliverable only 'on demand.'

CANCELLED & EXTRA ROUND TRIPS BY ROUTES

Fiscal 2018 Year Ended March 31, 2018			
Routes ⁽¹⁾	Terminal 1	Terminal 2	
Route 01	Swartz Bay	Tsawwassen	
Route 02	Horseshoe Bay	Departure Bay	
Route 03	Langdale	Horseshoe Bay	
Route 30	Duke Point	Tsawwassen	
Major Routes			
Route 10	Port Hardy	Prince Rupert	
Route 11	Skidegate	Prince Rupert	
Northern Routes			
Route 04	Fulford Harbour	Swartz Bay	
Route 05	Swartz Bay	Four SGIs	
Route 06	Crofton	Vesuvius Bay	
Route 07	Earls Cove	Saltery Bay	
Route 08	Horseshoe Bay	Bowen Island	
Route 09	Tsawwassen	Long Harbour	
Route 12	Mill Bay	Brentwood Bay	
Route 13	Langdale	Gambier/Keats	
Route 17	Little River	Powell River	
Route 18	Texada	Powell River	
Route 19	Nanaimo Harbour	Gabriola Island	
Route 20	Chemainus	Thetis Island	
Route 21	Buckley Bay	Denman West	
Route 22	Denman East	Hornby Island	
Route 23	Campbell River	Quadra Island	
Route 24	Quadra Island	Cortes Island	
Route 25	Port McNeill	Alert Bay	
Route 26	Skidegate	Alliford Bay	
Minor Routes			
TOTAL			

Performance Against CFSC Requirements Annual Core Service Levels Year Ended March 31, 2018				
Actual Round Trips ⁽¹⁾	Round Trips Required ⁽²⁾	Variance - Net Extra / Short Round Trips	Required Round Trips Cancelled	Total Extra / Short Round Trips
4,181.5				
3,154.5	12,254.0	1,003.5	17.5	1,021.0
3,192.5				
2,729.0				
13,257.5	12,254.0	1,003.5	17.5	1,021.0
90.5	84.5	6.0	0.0	6.0
162.0	159.0	3.0	1.0	4.0
252.5	243.5	9.0	1.0	10.0
2,883.0	2,879.0	4.0	0.0	4.0
3,546.0	3,467.0	79.0	1.0	80.0
4,475.0	4,440.0	35.0	0.0	35.0
2,659.0	2,511.0	148.0	0.0	148.0
5,419.5	5,334.5	85.0	0.0	85.0
1,020.0	814.0	206.0	4.0	210.0
3,211.0	3,215.0	-4.0	4.0	0.0
4,224.0	4,066.0	158.0	3.0	161.0
1,362.5	1,363.0	-0.5	29.0	28.5
2,902.0	2,813.0	89.0	7.0	96.0
4,929.0	4,899.0	30.0	0.0	30.0
3,699.5	3,700.0	-0.5	1.0	0.5
5,678.0	5,261.0	417.0	0.0	417.0
4,499.0	4,059.0	440.0	7.0	447.0
5,765.5	5,784.0	-18.5	24.0	5.5
2,107.5	2,136.0	-28.5	28.5	0.0
3,938.0	3,961.0	-23.0	23.0	0.0
3,253.5	2,920.0	333.5	29.0	362.5
65,572.0	63,622.5	1,949.5	160.5	2,110.0
79,082.0	76,120.0	2,962.0	179.0	3,141.0

Notes:

⁽¹⁾ In certain circumstances (e.g. vessel or dock breakdown, mechanical failure or maintenance) round trips may be provided by contracted service providers (e.g. water taxi, tug & barge, flights).

⁽²⁾ For the Major Routes, the annual number of round trips required under the Coastal Ferry Services Contract is an aggregate total for the four routes (Routes 1, 2, 3 and 30).

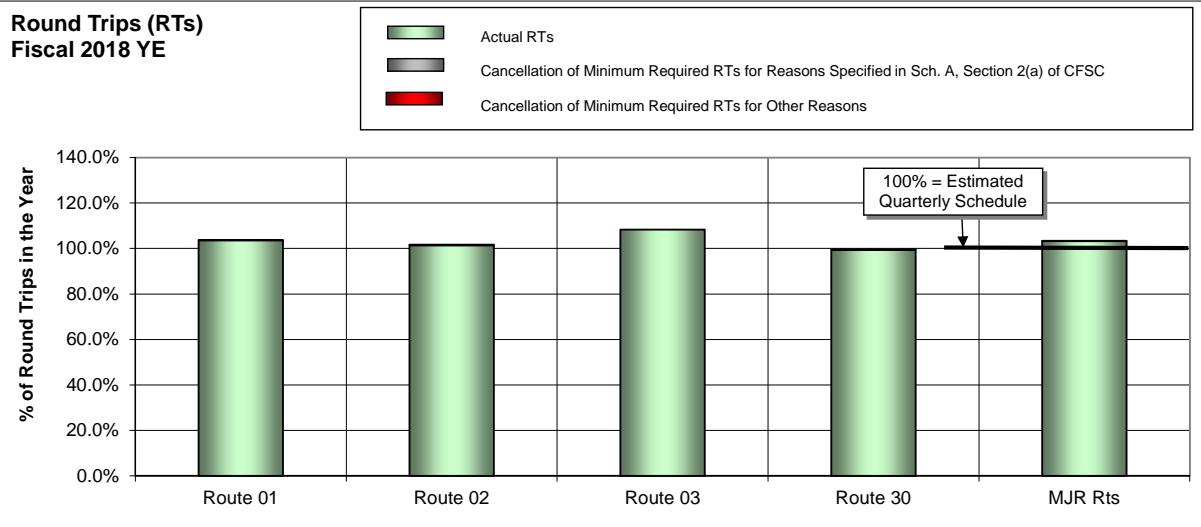
CANCELLED ROUND TRIPS BY ROUTES

(For Cancellations of Minimum Required Round Trips for Reasons Specified in Schedule A, Section 2(a) of the Coastal Ferry Services Contract)

Fiscal 2018 Year Ended March 31, 2018				Performance Against CFSC Requirements Annual Core Service Level	
Routes				Cumulative Days When Round Trips Missed <i>Allowed 30 Days / Route</i>	Highest Consecutive Days when Round Trips Missed <i>Allowed 20 Days / Route</i>
Major Routes	Route 01	Swartz Bay	Tsawwassen	1.0	1.0
	Route 02	Horseshoe Bay	Departure Bay	8.0	2.0
	Route 03	Langdale	Horseshoe Bay	0.0	0.0
	Route 30	Duke Point	Tsawwassen	4.0	1.0
Northern Routes	Route 10	Port Hardy	Prince Rupert	0.0	0.0
	Route 11	Skidegate	Prince Rupert	1.0	1.0
Minor Routes	Route 04	Fulford Harbour	Swartz Bay	0.0	0.0
	Route 05	Swartz Bay	Four SGIs	1.0	1.0
	Route 06	Crofton	Vesuvius Bay	0.0	0.0
	Route 07	Earls Cove	Saltery Bay	0.0	0.0
	Route 08	Horseshoe Bay	Bowen Island	0.0	0.0
	Route 09	Tsawwassen	Long Harbour	4.0	1.0
	Route 12	Mill Bay	Brentwood Bay	4.0	1.0
	Route 13	Langdale	Gambier/Keats	1.0	1.0
	Route 17	Little River	Powell River	20.0	3.0
	Route 18	Texada	Powell River	5.0	2.0
	Route 19	Nanaimo Harbour	Gabriola Island	0.0	0.0
	Route 20	Chemainus	Thetis Island	1.0	1.0
	Route 21	Buckley Bay	Denman West	0.0	0.0
	Route 22	Denman East	Hornby Island	3.0	1.0
	Route 23	Campbell River	Quadra Island	7.0	3.0
	Route 24	Quadra Island	Cortes Island	10.0	4.0
Route 25	Port McNeill	Alert Bay	7.0	2.0	
Route 26	Skidegate	Alliford Bay	9.0	1.0	

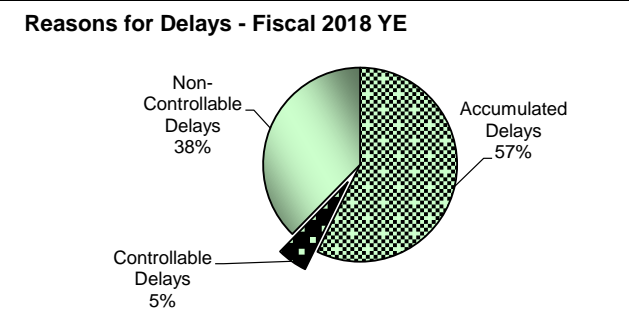
Round Trip Service Delivery and On Time Performance Fiscal 2018 Year Ended March 31, 2018

Major Routes

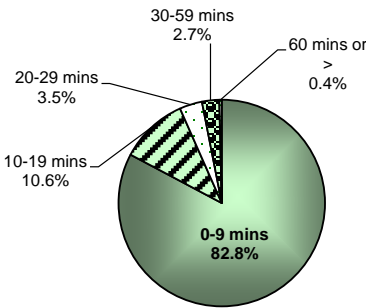


Routes	Route Description	Actual RTs	Round Trips Required ⁽¹⁾	Variance (Net Extra RT / Short RT)	% Sailings Overloaded
Route 01	Swartz Bay-Tsawwassen	4,181.5	12,254.0	1,003.5	49.5%
Route 02	Horseshoe Bay-Nanaimo	3,154.5			30.4%
Route 03	Langdale-Horseshoe Bay	3,192.5			29.6%
Route 30	Nanaimo-Tsawwassen	2,729.0			28.0%
MAJOR Routes Total		13,257.5	12,254.0	1,003.5	35.7%

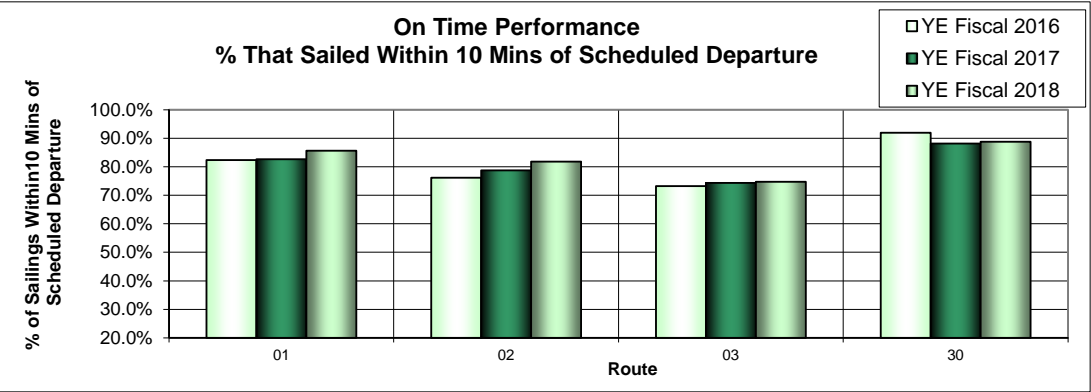
Note:
⁽¹⁾ For the Major Routes, the annual number of round trips required under the Coastal Ferry Services Contract is an aggregate total for the four routes (Routes 1, 2, 3 and 30).



On Time Performance Fiscal 2018 YE

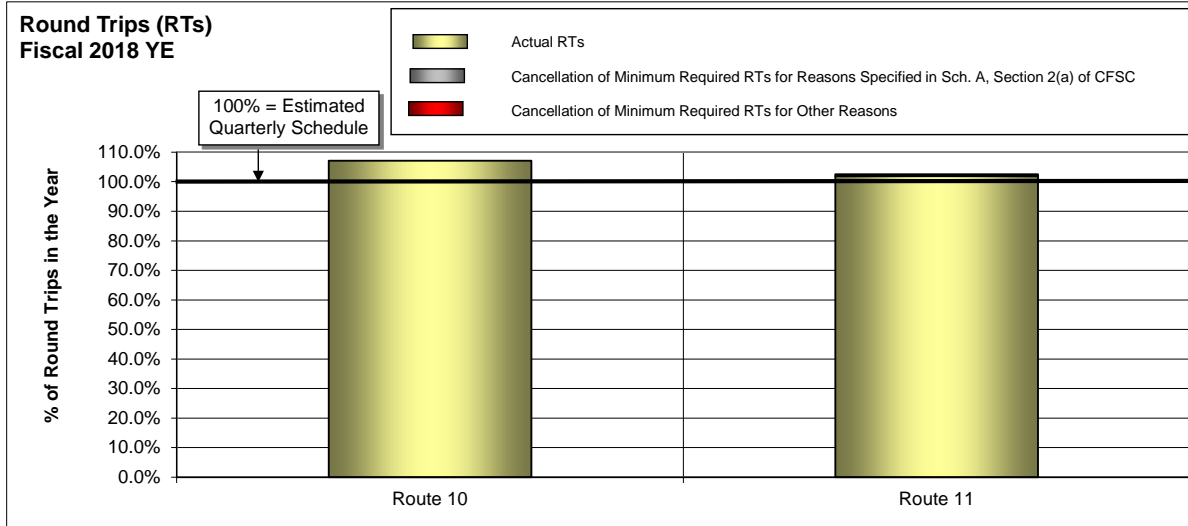


Controllable = Under the control of the company (loading procedure, fuelling, etc.)
Non-Controllable = Out of the control of the company (bad weather, medical, etc.)
Accumulated = Delays accumulated over the course of the day as a result of an earlier delay

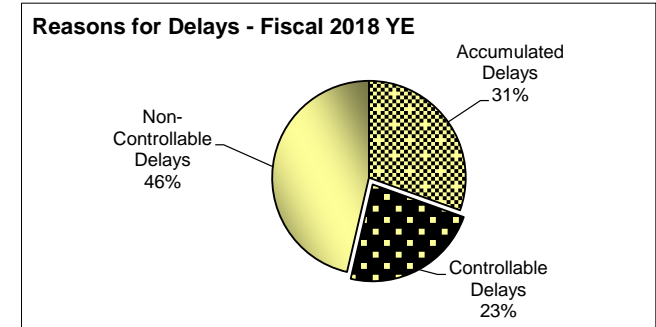


Round Trip Service Delivery and On Time Performance Fiscal 2018 Year Ended March 31, 2018

Northern Routes

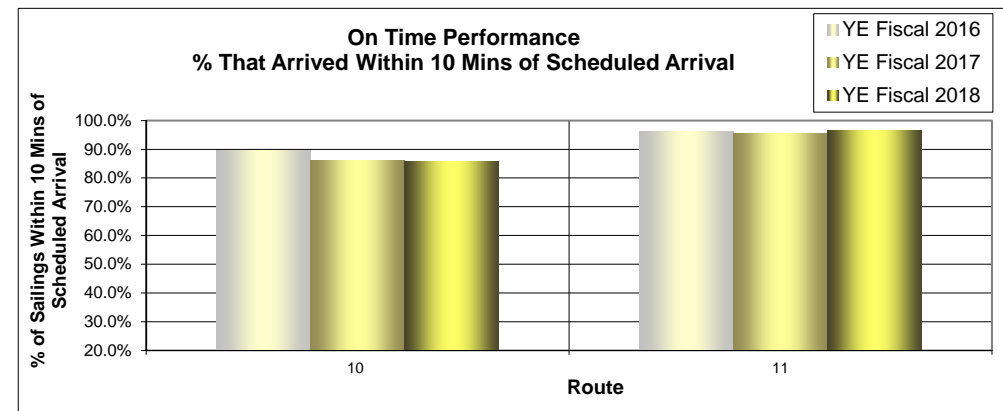
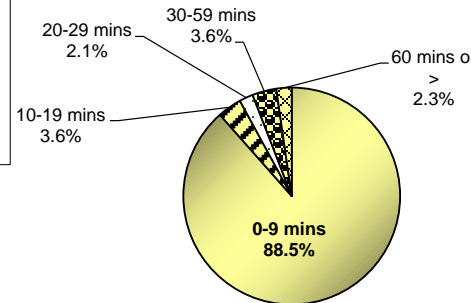


Routes	Route Description	Actual RTs	Round Trips Required	Variance (Net Extra RT / Short RT)	% Sailings Overloaded
Route 10	Port Hardy-Prince Rupert	90.5	84.5	6.0	0.0%
Route 11	Skidegate-Prince Rupert	162.0	159.0	3.0	0.9%
NORTHERN Routes Total		252.5	243.5	9.0	0.2%



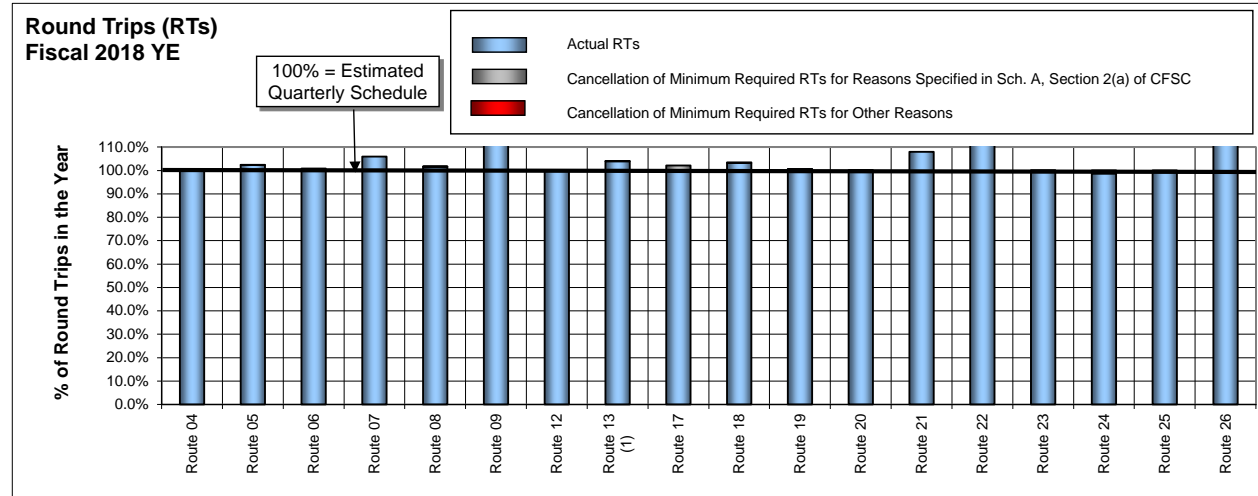
Controllable = Under the control of the company (loading procedure, fuelling, etc.)
Non-Controllable = Out of the control of the company (bad weather, medical, etc.)
Accumulated = Delays accumulated over the course of the day as a result of an earlier delay

On Time Performance Fiscal 2018 YE

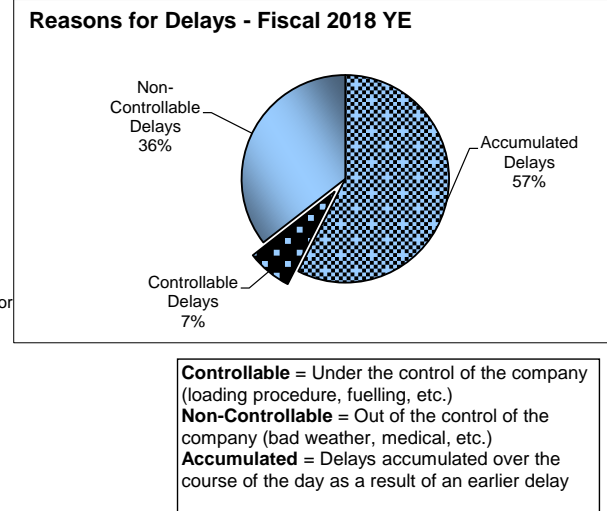
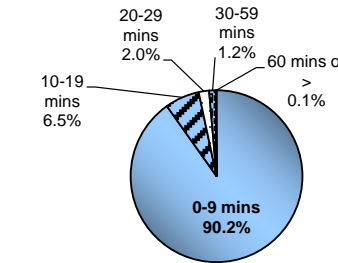


Round Trip Service Delivery and On Time Performance Fiscal 2018 Year Ended March 31, 2018

Minor Routes

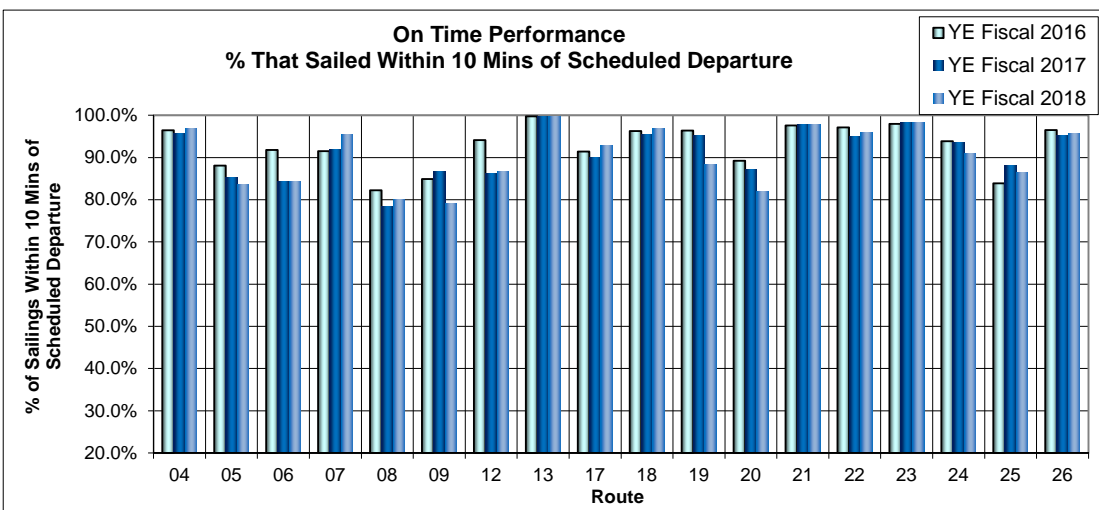


On Time Performance Fiscal 2018 YE



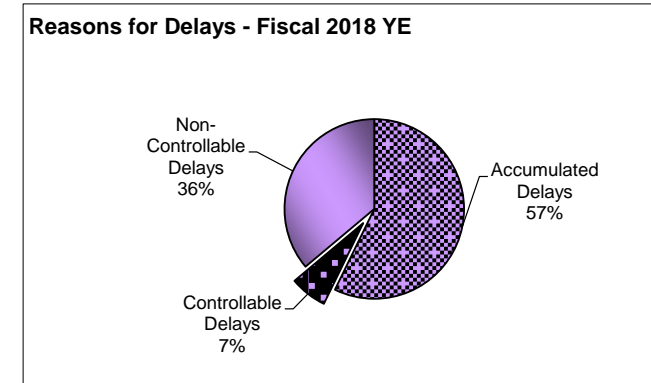
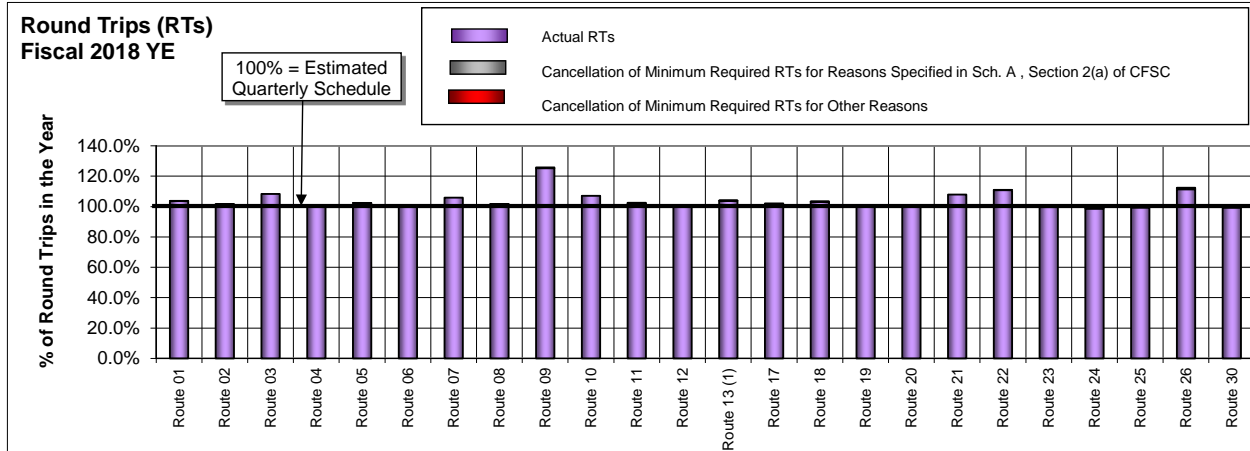
Routes	Route Description	Actual RTs	Round Trips Required	Variance (Net Extra RT / Short RT)	% Sailings Overloaded
Route 04	Swartz Bay-Fulford Harbour	2,883.0	2,879.0	4.0	8.1%
Route 05	Swartz Bay-Gulf Islands	3,546.0	3,467.0	79.0	4.4%
Route 06	Crofton-Vesuvius Bay	4,475.0	4,440.0	35.0	11.9%
Route 07	Earls Cove-Salter Bay	2,659.0	2,511.0	148.0	1.8%
Route 08	Horseshoe Bay-Bowen Island	5,419.5	5,334.5	85.0	10.1%
Route 09	Tsawwassen-Southern Gulf Islands	1,020.0	814.0	206.0	3.5%
Route 12	Mill Bay-Brentwood Bay	3,211.0	3,215.0	-4.0	16.2%
Route 13 ⁽¹⁾	Langdale-Keats/Gambier	4,224.0	4,066.0	158.0	Pass only
Route 17	Little River-Powell River	1,362.5	1,363.0	-0.5	2.0%
Route 18	Powell River-Texada	2,902.0	2,813.0	89.0	4.1%
Route 19	Nanaimo Harbour-Gabriola Island	4,929.0	4,899.0	30.0	10.3%
Route 20	Chemainus-Thetis/Penelakut	3,699.5	3,700.0	-0.5	2.6%
Route 21	Buckley Bay-Denman West	5,678.0	5,261.0	417.0	7.2%
Route 22	Gravelly Bay-Hornby Island	4,499.0	4,059.0	440.0	14.9%
Route 23	Campbell River-Quadra Island	5,765.5	5,784.0	-18.5	13.8%
Route 24	Quadra Island-Cortes Island	2,107.5	2,136.0	-28.5	11.1%
Route 25	Port McNeill-Sointula/Alert Bay	3,938.0	3,961.0	-23.0	4.0%
Route 26	Skidegate-Alliford Bay	3,253.5	2,920.0	333.5	2.4%
MINOR Routes Total		65,572.0	63,622.5	1,949.5	7.9%

Note: ⁽¹⁾ Route 13 core service levels include some round trips that are deliverable only 'on demand.'

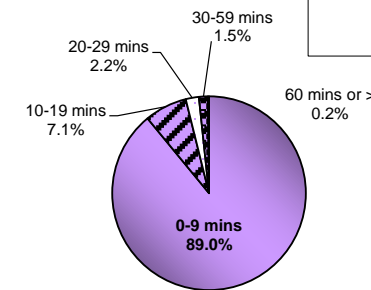


Round Trip Service Delivery and On Time Performance Fiscal 2018 Year Ended March 31, 2018

All Routes

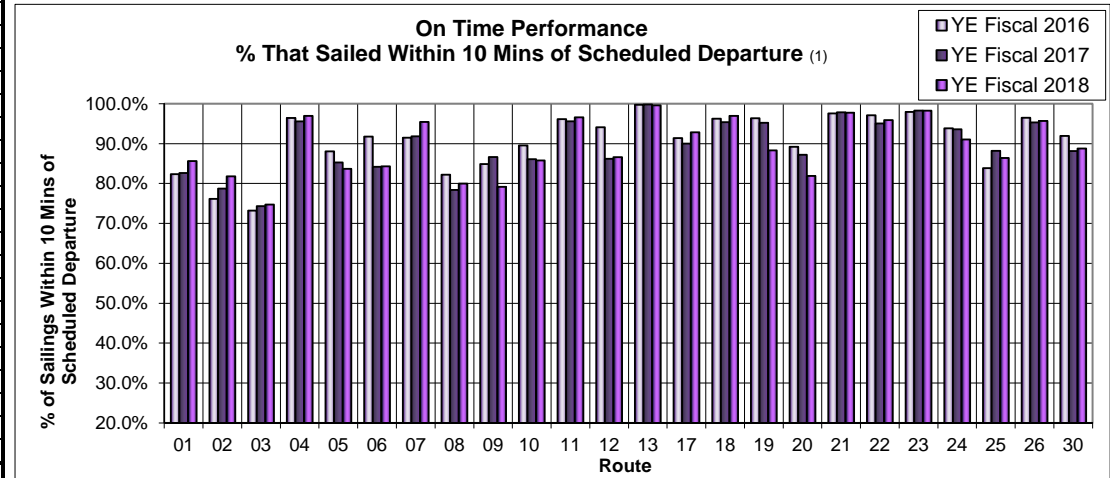


On Time Performance Fiscal 2018 YE



Controllable = Under the control of the company (loading procedure, fuelling, etc.)
Non-Controllable = Out of the control of the company (bad weather, medical, etc.)
Accumulated = Delays accumulated over the course of the day as a result of an earlier delay

Routes	Route Description	Actual RTs	Round Trips Required	Variance (Net Extra RT / Short RT)	% Sailings Overloaded
Route 01	Swartz Bay-Tsawwassen	4,181.5			49.5%
Route 02	Horseshoe Bay-Nanaimo	3,154.5	12,254.0	1,003.5	30.4%
Route 03	Langdale-Horseshoe Bay	3,192.5			29.6%
Route 30	Nanaimo-Tsawwassen	2,729.0			28.0%
Route 04	Swartz Bay-Fulford Harbour	2,883.0	2,879.0	4.0	8.1%
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Route 06	Crofton-Vesuvius Bay	4,475.0	4,440.0	35.0	11.9%
Route 07	Earls Cove-Saltery Bay	2,659.0	2,511.0	148.0	1.8%
Route 08	Horseshoe Bay-Bowen Island	5,419.5	5,334.5	85.0	10.1%
Route 09	Tsawwassen-Southern Gulf Islands	1,020.0	814.0	206.0	3.5%
Route 10	Port Hardy-Prince Rupert	90.5	84.5	6.0	0.0%
Route 11	Skidegate-Prince Rupert	162.0	159.0	3.0	0.9%
Route 12	Mill Bay-Brentwood Bay	3,211.0	3,215.0	-4.0	16.2%
Route 13 ⁽²⁾	Langdale-Keats/Gambier	4,224.0	4,066.0	158.0	Pass only
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Route 23	Campbell River-Quadra Island	5,765.5	5,784.0	-18.5	13.8%
Route 24	Quadra Island-Cortes Island	2,107.5	2,136.0	-28.5	11.1%
Route 25	Port McNeill-Sointula/Alert Bay	3,938.0	3,961.0	-23.0	4.0%
Route 26	Skidegate-Alliford Bay	3,253.5	2,920.0	333.5	2.4%
All Routes Total		79,082.0	76,120.0	2,962.0	12.4%



Notes:

(1) Within 10 minutes of scheduled arrival for the Northern Routes 10 and 11.

(2) Route 13 core service levels include some round trips that are deliverable only 'on demand.'

Route Financial Report
Year Ended March 31, 2018





British Columbia Ferry Services Inc.
Route Statement
For the Twelve Months Ended March 31, 2018
(in \$ 000's)

	Corporate Total		Major Routes		Northern Routes		Minor Routes		Unregulated Routes	
	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017
Tariff and Reservation Revenue	640,234	608,713	529,358	506,671	16,879	15,874	93,997	86,168	-	-
Ancillary Revenue	75,103	69,028	64,101	59,403	4,582	4,196	6,420	5,429	-	-
Social Program Fees	17,332	16,927	8,714	8,659	1,109	1,016	7,509	7,252	-	-
Contracted Routes Fee	2,756	2,707	-	-	-	-	-	-	2,756	2,707
Total Operating Revenue	735,425	697,375	602,173	574,733	22,570	21,086	107,926	98,849	2,756	2,707
Total Operating Expenses	631,158	584,662	419,889	390,360	44,651	39,436	163,862	152,159	2,756	2,707
Earnings (Loss) from Operations	104,267	112,713	182,284	184,373	(22,081)	(18,350)	(55,936)	(53,310)	-	-
Depreciation and Amortization	(159,916)	(148,952)	(96,888)	(92,507)	(15,848)	(16,162)	(47,180)	(40,283)	-	-
Financing Expense	(60,678)	(58,759)	(30,927)	(33,438)	(7,899)	(8,616)	(21,852)	(16,705)	-	-
Cost of Capital	(220,594)	(207,711)	(127,815)	(125,945)	(23,747)	(24,778)	(69,032)	(56,988)	-	-
Gain (Loss) on Disposal and Revaluation of Capital Assets	(1,178)	(1,588)	(666)	(1,327)	(21)	(47)	(491)	(214)	-	-
Route Earnings (Loss) Before Ferry Service Fees & Federal Contract	(117,505)	(96,586)	53,803	57,101	(45,849)	(43,175)	(125,459)	(110,512)	-	-
Ferry Transportation Fees	158,743	155,377	-	-	62,575	59,209	96,168	96,168	-	-
Federal-Provincial Subsidy Agreement	29,782	29,158	-	-	7,642	7,481	22,140	21,677	-	-
Net Regulatory Earnings (Loss)	71,020	87,949	53,803	57,101	24,368	23,515	(7,151)	7,333	-	-
Items Included in Regulatory Earnings (Loss) not Permitted Under IFRS										
Fuel Costs Deferred	8,630	7,624	6,216	5,479	730	506	1,684	1,639	-	-
Fuel Rebates Paid	(19,386)	(18,068)	(15,667)	(14,790)	(373)	(333)	(3,346)	(2,945)	-	-
Provincial Contributions to Fuel Deferral Accounts	(291)	(139)	-	-	(291)	(139)	-	-	-	-
Amortization of Deferred Costs	-	-	-	-	-	-	-	-	-	-
Tariffs in Excess of Price Cap	-	-	-	-	-	-	-	-	-	-
Net IFRS Earnings (Loss)	59,973	77,366	44,352	47,790	24,434	23,549	(8,813)	6,027	-	-

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Included in the Fuel Rebates Paid in the above statement are fuel rebates applied against tariffs paid by the Province of British Columbia on behalf of customers travelling under Social Programs. During the year ended March 31, 2018, the Province received fuel rebates of \$0.3 million (March 31, 2017: \$0.1 million).



British Columbia Ferry Services Inc.
Route Statement
Major Routes
For the Twelve Months Ended March 31, 2018
(in \$ 000's)

	01-Tsawwassen - Swartz Bay		02-Horseshoe Bay - Nanaimo		03-Horseshoe Bay - Langdale		30-Nanaimo - Tsawwassen		Major Routes	
	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017
Tariff and Reservation Revenue	245,944	234,297	134,804	130,030	50,915	48,184	97,695	94,160	529,358	506,671
Ancillary Revenue	31,208	29,137	15,935	14,853	6,940	6,327	10,018	9,086	64,101	59,403
Social Program Fees	2,488	2,427	2,737	2,810	2,654	2,623	835	799	8,714	8,659
Contracted Routes Fee	-	-	-	-	-	-	-	-	-	-
Total Operating Revenue	279,640	265,861	153,476	147,693	60,509	57,134	108,548	104,045	602,173	574,733
Total Operating Expenses	169,344	157,702	107,339	98,183	51,267	48,127	91,939	86,348	419,889	390,360
Earnings (Loss) from Operations	110,296	108,159	46,137	49,510	9,242	9,007	16,609	17,697	182,284	184,373
Depreciation and Amortization	(39,140)	(34,717)	(23,544)	(24,404)	(11,638)	(12,072)	(22,566)	(21,314)	(96,888)	(92,507)
Financing Expense	(13,095)	(14,095)	(6,509)	(7,953)	(3,158)	(3,192)	(8,165)	(8,198)	(30,927)	(33,438)
Cost of Capital	(52,235)	(48,812)	(30,053)	(32,357)	(14,796)	(15,264)	(30,731)	(29,512)	(127,815)	(125,945)
Gain (Loss) on Disposal and Revaluation of Capital Assets	(311)	(614)	(182)	(341)	(68)	(132)	(105)	(240)	(666)	(1,327)
Route Earnings (Loss) Before Ferry Service Fees & Federal Contract	57,750	58,733	15,902	16,812	(5,622)	(6,389)	(14,227)	(12,055)	53,803	57,101
Ferry Transportation Fees	-	-	-	-	-	-	-	-	-	-
Federal-Provincial Subsidy Agreement	-	-	-	-	-	-	-	-	-	-
Net Regulatory Earnings (Loss)	57,750	58,733	15,902	16,812	(5,622)	(6,389)	(14,227)	(12,055)	53,803	57,101
Items Included in Regulatory Earnings (Loss) not Permitted Under IFRS										
Fuel Costs Deferred	2,369	2,012	1,624	1,421	616	541	1,607	1,505	6,216	5,479
Fuel Rebates Paid	(7,184)	(6,787)	(4,003)	(3,789)	(1,639)	(1,493)	(2,841)	(2,721)	(15,667)	(14,790)
Provincial Contributions to Fuel Deferral Accounts	-	-	-	-	-	-	-	-	0	0
Amortization of Deferred Costs	-	-	-	-	-	-	-	-	0	0
Tariffs in Excess of Price Cap	-	-	-	-	-	-	-	-	0	0
Net IFRS Earnings (Loss)	52,935	53,958	13,523	14,444	(6,645)	(7,341)	(15,461)	(13,271)	44,352	47,790

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British Columbia Ferry Services Inc.
Route Statement
Northern Routes
For the Twelve Months Ended March 31, 2018
(in \$ 000's)

	10-Bear Cove - Bella Bella - Prince Rupert		11-Prince Rupert - Skidegate		Northern Routes	
	2018	2017	2018	2017	2018	2017
Tariff and Reservation Revenue	11,163	10,361	5,716	5,513	16,879	15,874
Ancillary Revenue	2,909	2,628	1,673	1,568	4,582	4,196
Social Program Fees	451	403	658	613	1,109	1,016
Contracted Routes Fee	-	-	-	-	-	-
Total Operating Revenue	14,523	13,392	8,047	7,694	22,570	21,086
Total Operating Expenses	26,266	23,459	18,385	15,977	44,651	39,436
Earnings (Loss) from Operations	(11,743)	(10,067)	(10,338)	(8,283)	(22,081)	(18,350)
Depreciation and Amortization	(8,772)	(9,033)	(7,076)	(7,129)	(15,848)	(16,162)
Financing Expense	(4,500)	(5,058)	(3,399)	(3,558)	(7,899)	(8,616)
Cost of Capital	(13,272)	(14,091)	(10,475)	(10,687)	(23,747)	(24,778)
Gain (Loss) on Disposal and Revaluation of Capital Assets	(15)	(30)	(6)	(17)	(21)	(47)
Route Earnings (Loss) Before Ferry Service Fees & Federal Contract	(25,030)	(24,188)	(20,819)	(18,987)	(45,849)	(43,175)
Ferry Transportation Fees	35,455	32,389	27,120	26,820	62,575	59,209
Federal-Provincial Subsidy Agreement	1,485	1,454	6,157	6,027	7,642	7,481
Net Regulatory Earnings (Loss)	11,910	9,655	12,458	13,860	24,368	23,515
Items Included in Regulatory Earnings (Loss) not Permitted Under IFRS						
Fuel Costs Deferred	484	338	246	168	730	506
Fuel Rebates Paid	(239)	(214)	(134)	(119)	(373)	(333)
Provincial Contributions to Fuel Deferral Accounts	(193)	(93)	(98)	(46)	(291)	(139)
Amortization of Deferred Costs	-	-	-	-	-	-
Tariffs in Excess of Price Cap	-	-	-	-	-	-
Net IFRS Earnings (Loss)	11,962	9,686	12,472	13,863	24,434	23,549

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British Columbia Ferry Services Inc.
Route Statement
Minor Routes
For the Twelve Months Ended March 31, 2018
(in \$ 000's)

	04-Swartz Bay - Fulford Harbour		05-Swartz Bay - Gulf Islands		06-Vesuvius Bay - Crofton		07-Salter Bay - Earls Cove		08-Horseshoe Bay - Snug Cove	
	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017
Tariff and Reservation Revenue	7,551	7,066	6,223	5,996	5,872	5,462	7,352	6,906	11,020	10,244
Ancillary Revenue	300	286	460	419	49	37	523	460	582	534
Social Program Fees	575	537	737	713	474	444	430	399	1,131	1,038
Contracted Routes Fee	-	-	-	-	-	-	-	-	-	-
Total Operating Revenue	8,426	7,889	7,420	7,128	6,395	5,943	8,305	7,765	12,733	11,816
Total Operating Expenses	10,172	10,880	19,900	19,562	6,632	5,651	14,377	12,858	15,192	12,763
Earnings (Loss) from Operations	(1,746)	(2,991)	(12,480)	(12,434)	(237)	292	(6,072)	(5,093)	(2,459)	(947)
Depreciation and Amortization	(1,982)	(2,147)	(4,450)	(4,486)	(2,266)	(1,691)	(3,825)	(3,560)	(3,786)	(3,429)
Financing Expense	(870)	(914)	(1,557)	(1,732)	(392)	(243)	(1,698)	(1,871)	(1,410)	(1,571)
Cost of Capital	(2,852)	(3,061)	(6,007)	(6,218)	(2,658)	(1,934)	(5,523)	(5,431)	(5,196)	(5,000)
Gain (Loss) on Disposal and Revaluation of Capital Assets	15	(19)	(11)	(16)	(7)	(14)	(9)	(17)	(14)	(14)
Route Earnings (Loss) Before Ferry Service Fees & Federal Contract	(4,583)	(6,071)	(18,498)	(18,668)	(2,902)	(1,656)	(11,604)	(10,541)	(7,669)	(5,961)
Ferry Transportation Fees	2,835	2,835	17,683	17,683	2,835	2,835	11,731	11,731	5,957	5,957
Federal-Provincial Subsidy Agreement	1,312	1,285	4,131	4,045	12	12	2,741	2,683	1,392	1,363
Net Regulatory Earnings (Loss)	(436)	(1,951)	3,316	3,060	(55)	1,191	2,868	3,873	(320)	1,359
Items Included in Regulatory Earnings (Loss) not Permitted Under IFRS										
Fuel Costs Deferred	130	131	356	326	28	24	207	185	188	181
Fuel Rebates Paid	(275)	(244)	(237)	(204)	(215)	(193)	(253)	(231)	(393)	(356)
Provincial Contributions to Fuel Deferral Accounts	-	-	-	-	-	-	-	-	-	-
Amortization of Deferred Costs	-	-	-	-	-	-	-	-	-	-
Tariffs in Excess of Price Cap	-	-	-	-	-	-	-	-	-	-
Net IFRS Earnings (Loss)	(581)	(2,064)	3,435	3,182	(242)	1,022	2,822	3,827	(525)	1,184

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British Columbia Ferry Services Inc.
Route Statement
Minor Routes
For the Twelve Months Ended March 31, 2018
(in \$ 000's)

	09-Tsawwassen - Gulf Islands		12-Mill Bay - Brentwood		13-Langdale - Gambier Island - Keats Island		17-Comox - Powell River		18-Texada Island - Powell River	
	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017
Tariff and Reservation Revenue	16,349	14,129	2,459	2,201	202	191	12,155	11,126	1,377	1,227
Ancillary Revenue	2,220	1,781	23	16	19	19	1,319	928	114	101
Social Program Fees	268	248	6	8	6	4	1,342	1,327	230	236
Contracted Routes Fee	-	-	-	-	-	-	-	-	-	-
Total Operating Revenue	18,837	16,158	2,488	2,225	227	214	14,816	13,381	1,721	1,564
Total Operating Expenses	24,737	20,026	2,712	2,608	614	611	17,235	17,607	5,961	5,079
Earnings (Loss) from Operations	(5,900)	(3,868)	(224)	(383)	(387)	(397)	(2,419)	(4,226)	(4,240)	(3,515)
Depreciation and Amortization	(6,319)	(4,480)	(865)	(843)	(8)	(6)	(5,273)	(1,458)	(2,015)	(1,452)
Financing Expense	(4,143)	(472)	(149)	(189)	0	0	(4,000)	(1,184)	(600)	(457)
Cost of Capital	(10,462)	(4,952)	(1,014)	(1,032)	(8)	(6)	(9,273)	(2,642)	(2,615)	(1,909)
Gain (Loss) on Disposal and Revaluation of Capital Assets	(415)	(37)	(3)	(5)	-	-	(16)	(31)	(2)	(4)
Route Earnings (Loss) Before Ferry Service Fees & Federal Contract	(16,777)	(8,857)	(1,241)	(1,420)	(395)	(403)	(11,708)	(6,899)	(6,857)	(5,428)
Ferry Transportation Fees	10,359	10,359	1,410	1,410	322	322	8,121	8,121	4,531	4,531
Federal-Provincial Subsidy Agreement	2,420	2,369	0	0	75	72	1,898	1,858	1,058	1,036
Net Regulatory Earnings (Loss)	(3,998)	3,871	169	(10)	2	(9)	(1,689)	3,080	(1,268)	139
Items Included in Regulatory Earnings (Loss) not Permitted Under IFRS										
Fuel Costs Deferred	268	248	15	14	(12)	(8)	136	194	39	36
Fuel Rebates Paid	(509)	(431)	(101)	(85)	(7)	(7)	(452)	(385)	(59)	(49)
Provincial Contributions to Fuel Deferral Accounts	-	-	-	-	-	-	-	-	-	-
Amortization of Deferred Costs	-	-	-	-	-	-	-	-	-	-
Tariffs in Excess of Price Cap	-	-	-	-	-	-	-	-	-	-
Net IFRS Earnings (Loss)	(4,239)	3,688	83	(81)	(17)	(24)	(2,005)	2,889	(1,288)	126

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British Columbia Ferry Services Inc.
Route Statement
Minor Routes
For the Twelve Months Ended March 31, 2018
(in \$ 000's)

	19-Gabriola Island - Nanaimo Harbour		20-Thetis Island - Penelakut Island - Chemainus		21-Denman Island - Buckley Bay		22-Hornby Island - Denman Island		23-Quadra Island - Campbell River	
	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017
Tariff and Reservation Revenue	6,195	5,729	1,443	1,377	3,803	3,486	1,753	1,664	6,161	5,582
Ancillary Revenue	89	83	34	35	175	176	120	105	86	129
Social Program Fees	595	588	273	263	304	307	21	24	631	656
Contracted Routes Fee	-	-	-	-	-	-	-	-	-	-
Total Operating Revenue	6,879	6,400	1,750	1,675	4,282	3,969	1,894	1,793	6,878	6,367
Total Operating Expenses	8,267	7,144	4,343	4,130	5,553	5,789	3,407	3,980	9,321	9,533
Earnings (Loss) from Operations	(1,388)	(744)	(2,593)	(2,455)	(1,271)	(1,820)	(1,513)	(2,187)	(2,443)	(3,166)
Depreciation and Amortization	(2,977)	(2,143)	(984)	(973)	(2,767)	(2,898)	(1,397)	(1,963)	(2,115)	(2,362)
Financing Expense	(649)	(712)	(367)	(402)	(1,858)	(2,010)	(842)	(1,028)	(398)	(500)
Cost of Capital	(3,626)	(2,855)	(1,351)	(1,375)	(4,625)	(4,908)	(2,239)	(2,991)	(2,513)	(2,862)
Gain (Loss) on Disposal and Revaluation of Capital Assets	(8)	(15)	(2)	(4)	(4)	(9)	(2)	(4)	(7)	(15)
Route Earnings (Loss) Before Ferry Service Fees & Federal Contract	(5,022)	(3,614)	(3,946)	(3,834)	(5,900)	(6,737)	(3,754)	(5,182)	(4,963)	(6,043)
Ferry Transportation Fees	3,003	3,003	4,458	4,458	4,282	4,282	3,582	3,582	3,191	3,191
Federal-Provincial Subsidy Agreement	701	687	1,042	1,020	1,001	980	837	820	746	730
Net Regulatory Earnings (Loss)	(1,318)	76	1,554	1,644	(617)	(1,475)	665	(780)	(1,026)	(2,122)
Items Included in Regulatory Earnings (Loss) not Permitted Under IFRS										
Fuel Costs Deferred	69	62	32	28	13	12	11	14	68	65
Fuel Rebates Paid	(217)	(193)	(56)	(53)	(138)	(123)	(57)	(55)	(226)	(202)
Provincial Contributions to Fuel Deferral Accounts	-	-	-	-	-	-	-	-	-	-
Amortization of Deferred Costs	-	-	-	-	-	-	-	-	-	-
Tariffs in Excess of Price Cap	-	-	-	-	-	-	-	-	-	-
Net IFRS Earnings (Loss)	(1,466)	(55)	1,530	1,619	(742)	(1,586)	619	(821)	(1,184)	(2,259)

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British Columbia Ferry Services Inc.
Route Statement
Minor Routes
For the Twelve Months Ended March 31, 2018
(in \$ 000's)

	24-Cortes Island - Quadra Island		25-Alert Bay - Sointula - Port McNeill		26-Skidegate - Alliford Bay		Minor Routes	
	2018	2017	2018	2017	2018	2017	2018	2017
Tariff and Reservation Revenue	1,170	1,076	2,060	1,899	852	807	93,997	86,168
Ancillary Revenue	65	79	160	159	82	82	6,420	5,429
Social Program Fees	202	173	240	240	44	47	7,509	7,252
Contracted Routes Fee	-	-	-	-	-	-	-	-
Total Operating Revenue	1,437	1,328	2,460	2,298	978	936	107,926	98,849
Total Operating Expenses	3,807	4,178	6,362	6,250	5,270	3,510	163,862	152,159
Earnings (Loss) from Operations	(2,370)	(2,850)	(3,902)	(3,952)	(4,292)	(2,574)	(55,936)	(53,310)
Depreciation and Amortization	(1,686)	(2,037)	(2,827)	(2,714)	(1,638)	(1,641)	(47,180)	(40,283)
Financing Expense	(652)	(893)	(1,664)	(1,864)	(603)	(663)	(21,852)	(16,705)
Cost of Capital	(2,338)	(2,930)	(4,491)	(4,578)	(2,241)	(2,304)	(69,032)	(56,988)
Gain (Loss) on Disposal and Revaluation of Capital Assets	(2)	(3)	(3)	(5)	(1)	(2)	(491)	(214)
Route Earnings (Loss) Before Ferry Service Fees & Federal Contract	(4,710)	(5,783)	(8,396)	(8,535)	(6,534)	(4,880)	(125,459)	(110,512)
Ferry Transportation Fees	2,822	2,822	4,586	4,586	4,460	4,460	96,168	96,168
Federal-Provincial Subsidy Agreement	660	646	1,072	1,049	1,042	1,022	22,140	21,677
Net Regulatory Earnings (Loss)	(1,228)	(2,315)	(2,738)	(2,900)	(1,032)	602	(7,151)	7,333
Items Included in Regulatory Earnings (Loss) not Permitted Under IFRS								
Fuel Costs Deferred	42	38	76	73	18	16	1,684	1,639
Fuel Rebates Paid	(46)	(37)	(76)	(69)	(29)	(28)	(3,346)	(2,945)
Provincial Contributions to Fuel Deferral Accounts	-	-	-	-	-	-	-	-
Amortization of Deferred Costs	-	-	-	-	-	-	-	-
Tariffs in Excess of Price Cap	-	-	-	-	-	-	-	-
Net IFRS Earnings (Loss)	(1,232)	(2,314)	(2,738)	(2,896)	(1,043)	590	(8,813)	6,027

The British Columbia Ferries Commissioner has authorized the use of deferred fuel cost accounts whereby differences between actual fuel costs and approved fuel costs used to develop regulated price caps are deferred for settlement in future tariffs. Also as authorized by the Commissioner, the Company collects fuel surcharges or provides fuel rebates which are applied against deferred fuel cost account balances.

Included in the Fuel Rebates Paid in the above statement are fuel rebates applied against tariffs paid by the Province of British Columbia on behalf of customers travelling under Social Programs. During the year ended March 31, 2018, the Province received fuel rebates of \$0.3 million (March 31, 2017: \$0.1 million).

Part 2

Service Quality



Part 2: Service Quality

Overview

In fiscal 2018, BC Ferries set a new vision for the Company, to be “*Trusted, Valued*”. BC Ferries recognizes that to earn the public’s trust and provide a service customers value, it needs to engage in meaningful ways with its customers and the communities it serves.

BC Ferries receives customer-initiated feedback through letters, emails, phone calls, tweets, Facebook posts and the online feedback form. The Company also receives feedback through its customer satisfaction survey. BC Ferries works hard to respond promptly to those customers who provide feedback and endeavours to ensure that the concerns they express independently and/or through the customer satisfaction survey are looked into and appropriately addressed.

BC Ferries believes in the importance of actively engaging the community and its customers in the decisions it makes that affect them most. When adding, changing or developing services and significant projects in the communities it serves, BC Ferries follows a process of community consultation and engagement, known as its *Stakeholder and Community Engagement Framework*.

BC Ferries regularly meets with communities, First Nations, business and specific interest groups all along coastal British Columbia, to hear concerns, suggestions and requests. The majority of coastal communities are represented by one of 13 ferry advisory committees, which are comprised of local community representatives. These committees serve as liaisons with communities and customers, and are viewed by the Company as important contributors to a well-functioning coastal ferry service.

BC Ferries also engages with community members on significant terminal upgrades and other major projects the Company plans to undertake. This engagement takes many forms, from organizing community information meetings and open houses, to online surveys and meetings with community leaders and other key stakeholders. The goal is to involve communities and customers in the decisions that impact them and incorporate their input and feedback.

This part of the report provides information on the feedback BC Ferries received from its customers in fiscal 2018, as well as the key stakeholder and community engagement initiatives it undertook during the year. The following two reports are included:

Feedback and Engagement Report

This report contains a consolidated summary of the customer-initiated feedback BC Ferries received through all reporting channels on all of its routes during the fiscal year, and describes the actions taken in response. It also provides an overview of key community and stakeholder engagement initiatives undertaken

throughout the fiscal year and the themes that emerged from those consultation processes.

Customer Satisfaction Tracking Report

As in past years, the Company commissioned an independent professional consulting organization to conduct and document a comprehensive customer satisfaction survey. In addition to meeting BC Ferries' obligations under the Contract, the survey is an important part of the Company's ongoing market research program that supports various operational and marketing initiatives. For comparative purposes, each year's survey since 2003 has included an identical set of questions, with periodic minor modifications.

A copy of the 2017 customer satisfaction tracking annual report is provided.

Feedback and Engagement Report

Year Ended March 31, 2018



Feedback and Engagement Report

Fiscal 2018

Contents



Part A: Customer Initiated Feedback

1. Comments Received	4
2. Customer Satisfaction Tracking Results	14
3. Call Volumes & First Call Resolution	20
4. Summary and Actions Taken	23

Part B: Engagement

1. Stakeholder Engagement	40
i. Ferry Advisory Committees	42
ii. Engagement to Support Projects and Initiatives	47
2. Other Engagement	58

Directory of Routes and Terminals by Region	60
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Part A: Customer Initiated Feedback

1. Comments Received

Fiscal 2018 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 the year ended March 31, 2018 (Fiscal 2018 or FY2018), 22 million customers travelled with BC Ferries, as compared to 21 million in the year ended March 31, 2017 (Fiscal 2017 or FY2017). During this period:

- A total of 10,279 comments were received, compared to 8,160 for the prior year, an increase of 26%
- The average time to respond to customers was 6 days compared to 7 days for Fiscal 2017
- Positive feedback made up 11% of all customer comments received
- The top five complaints represented 31% (3,195) of all comments received

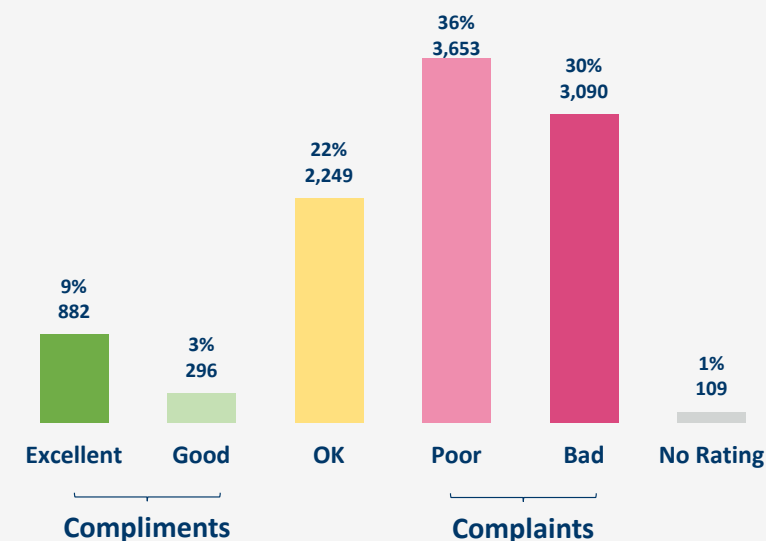
Comments in this analysis exclude General comments and comments for which no rating is provided:

- 929 General comments received made up of community issues (379), company information (450) and environment (100)
- 109 additional comments were provided with no rating

There were 9,247 comments used for further analysis as they were specific to a route or region.

Distribution of Total Comments by Rating

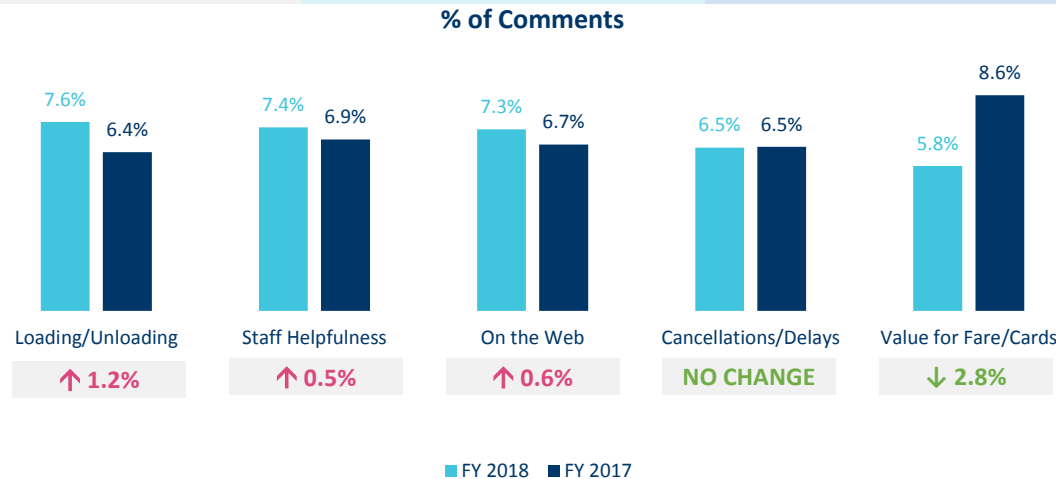
Total Comments = 10,279



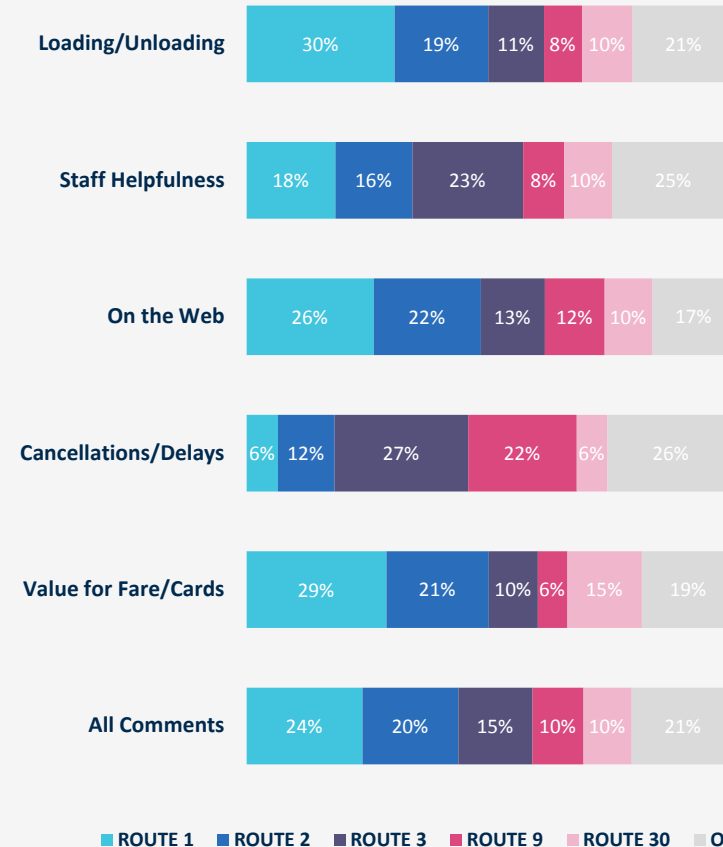
Top 5 Customer Complaints System Wide



#	Complaint	FY 2018		FY 2017	
		Complaints (n=6401)*	% of Comments (n=9247)**	Complaints (n=5423)*	% of Comments (n=7458)**
1	Loading/Unloading	700	7.6%	474	6.4%
2	Staff Helpfulness	680	7.4%	512	6.9%
3	On the Web	673	7.3%	497	6.7%
4	Cancellations/Delays	605	6.5%	490	6.6%
5	Value for Fares/Cards	537	5.8%	644	8.6%

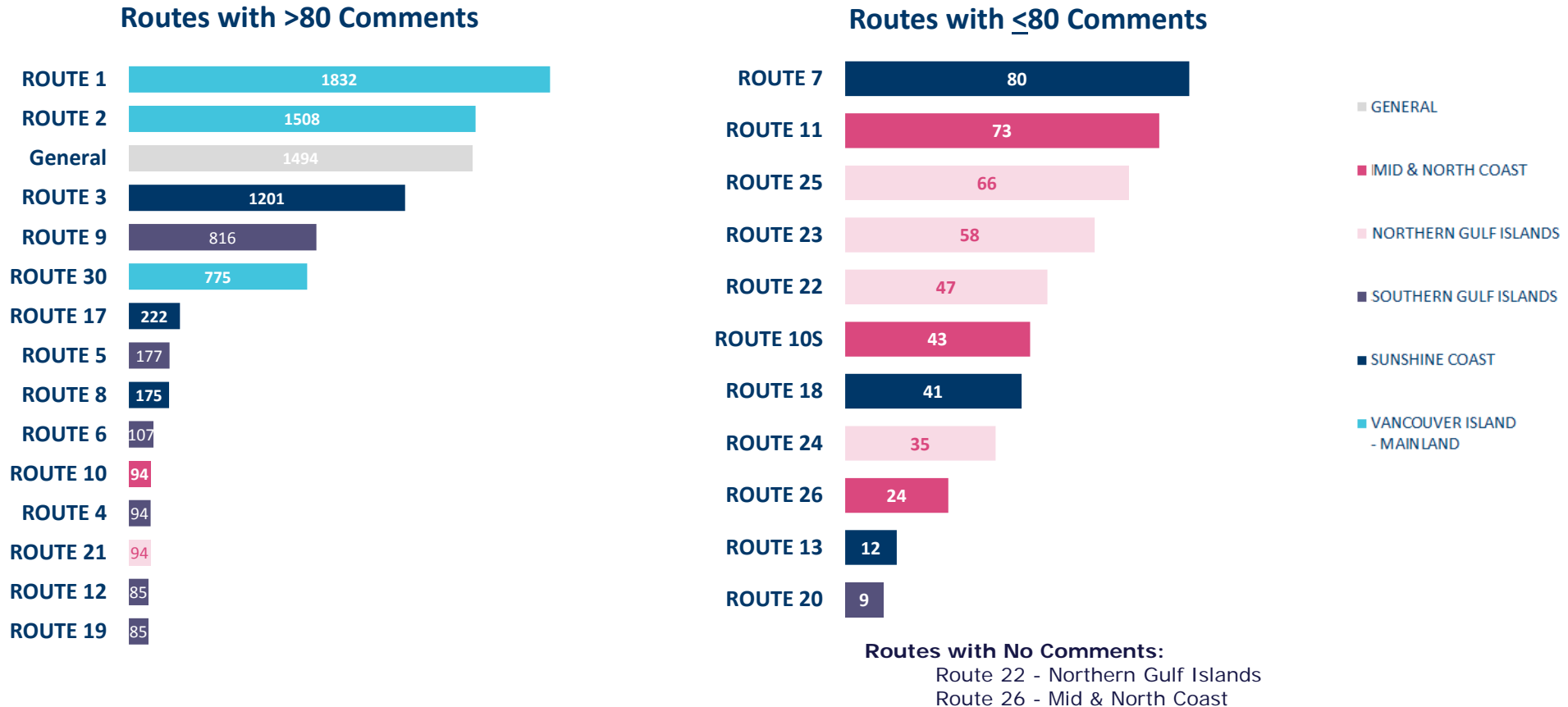


Comment Distribution by Route



*Complaints = "bad" or "poor" rating accompanied by a comment
 **Excludes comments classified as General and comments with no rating provided

Overall System Wide Comments by Route



Note: Comments in this analysis include General comments and comments for which no rating was provided.

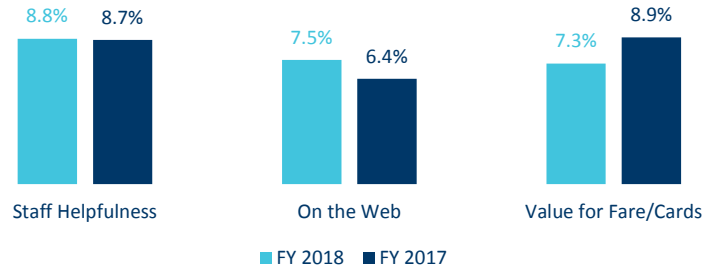
Regional Comments Vancouver Island - Mainland



45% of Total System Wide Comments Received

#	Complaint	FY 2018		FY 2017	
		Complaints (n=2903)*	% of Comments (n=4115)*	Complaints (n=2466)*	% of Comments (n=3303)*
1	Staff Helpfulness	363	8.8%	289	8.7%
2	On the Web	310	7.5%	211	6.4%
3	Value for Fares/Cards	301	7.3%	294	8.9%

**'Vancouver Island – Mainland' Complaints as a % of all
'Vancouver Island to Mainland' Comments****



*Complaints = "bad" or "poor" rating accompanied by a comment
**Excludes comments classified as General and comments with no rating provided

Sample Customer Comments

Complaints (2,903)

- Customer wrote: "I was overcharged. I should have received a discount during the spring savings promotion and only paid regular fare for the extra length of my vehicle. Can you please refund the difference?"
- Customer called to ask for the option of reserving upper vehicle deck space online so that he could remain in his vehicle during the sailing.
- Customer called upset about the removal of the 5:00 pm sailing from Horseshoe Bay to Departure Bay with the implementation of the new schedule in January. He is a commuter and arrives home very late in the evening because he is unable to leave work to catch the 3:45 pm sailing.
- Customer wrote: "I was on hold for over 50 minutes today trying to reach an agent and then my call was disconnected."

Compliments (513)

- Customer wrote: "I have experienced very pleasant journeys on my trips to and from the mainland on BC Ferries. On occasion, I have lost or misdirected my belongings. The help I received has been kind, helpful and very efficient. I applaud you for the culture you have created in what I imagine can be a very challenging service. Thanks to all who make my journeys events to anticipate with pleasure."
- Customer wrote: "We have enjoyed the discounted summer fares for our RV [recreational vehicle] on selected BC Ferries' routes. We would definitely travel more often in the Spring and Fall, especially May and June, if you offered the discount in the 'off season' as well. There are more retirees travelling in BC instead of travelling to the USA and the opportunity for travel with a discount is most welcome."

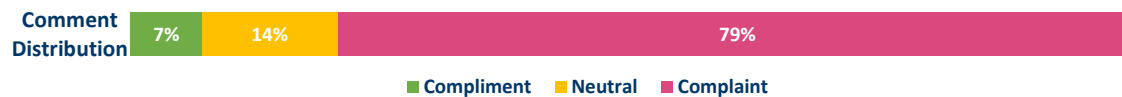
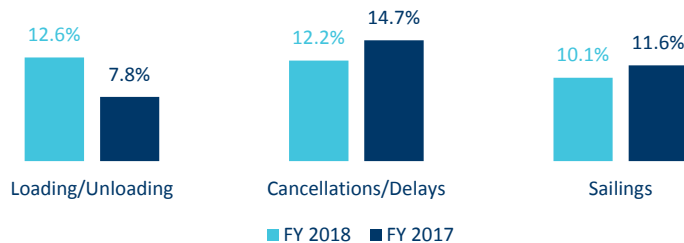
Regional Comments Sunshine Coast



19% of Total System Wide Comments Received

#	Complaint	FY 2018		FY 2017	
		Complaints (n=1375)*	% of Comments (n=1731)*	Complaints (n=1218)*	% of Comments (n=1514)*
1	Loading/Unloading	218	12.6%	118	7.8%
2	Cancellations/Delays	211	12.2%	222	14.7%
3	Sailings	175	10.1%	176	11.6%

'Sunshine Coast' as a % of all 'Sunshine Coast' Comments**



*Complaints = "bad" or "poor" rating accompanied by a comment
 **Excludes comments classified as General and comments with no rating provided

Sample Customer Comments

Complaints (1,375)

- Customer called upset about sailing waits at Langdale. An excess of traffic on both the long weekend and the surrounding dates has made travel to and from the Sunshine Coast very difficult for her.
- Customer called to complain that he has been commuting from Horseshoe Bay to the Sunshine Coast for several weeks in a row, departing on the first sailing from Horseshoe Bay and returning from Langdale the same day. On each of his returning trips from Langdale, the vessel has been substantially late, costing the customer time and money. The customer would like to see this service improved or see some compensation for commuting customers.
- Customer called upset regarding the sailings from Texada Island. The ferry has been delayed recently resulting in the customer having to cancel multiple appointments in Powell River. He arrived 65 minutes early but waited two and a half hours in line.
- Customer called to express his frustration at being loaded on the lower vehicle deck even though he arrived one and a half hours early to the terminal and requested upper deck access due to his wife's disability. The ticket agent advised that reservations had priority. The customer suggested that half of the space on the upper vehicle deck should be for reservations and the remainder allotted to standby traffic requesting the upper deck.

Compliments (124)

- Customer called to say she is very happy with the recent change in the schedule that allows for a 5:30 pm year round sailing during the week from Horseshoe Bay to Langdale. Customer has been a commuter for many years and is glad to see the Sunshine Coast schedule improvements having a positive impact on commuters.

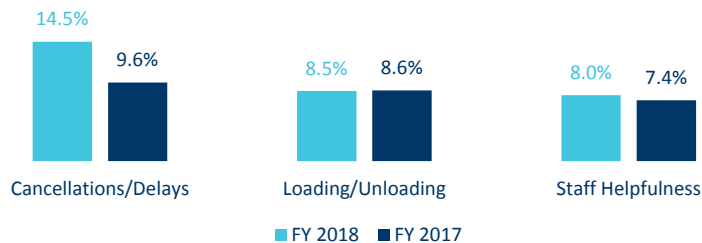
Regional Comments Southern Gulf Islands



15% of Total System Wide Comments Received

#	Complaint	FY 2018		FY 2017	
		Complaints (n=1056)*	% of Comments (n=1373)*	Complaints (n=644)*	% of Comments (n=827)*
1	Cancellations/Delays	199	14.5%	79	9.6%
2	Loading/Unloading	117	8.5%	71	8.6%
3	Staff Helpfulness	110	8.0%	61	7.4%

'Southern Gulf Island' Complaints as a % of all
'Southern Gulf Island' Comments**



Sample Customer Comments

Complaints (1,056)

- Customer sent a letter seeking compensation for travel when the sailings between Swartz Bay and Fulford Harbour were cancelled due to a mechanical issue. Customer had an electric car and needed to charge it for an hour in Sidney before taking the Brentwood Bay to Mill Bay ferry and then from Crofton to Vesuvius.
- Customer called to comment that the wait time to reach an agent on the phone was unacceptable. He waited for over an hour to book a walk on reservation from Tsawwassen to Village Bay since he is unable to self-serve online.
- Customer called to complain about the route between Crofton and Vesuvius. Vehicles are often left behind and experience long waits, especially on Dangerous Goods (DG) sailings. Some sailings leave half full because of the number of commercial vehicles loaded and the vessel having reached its weight limit. The customer is a 52 year resident of Salt Spring and thinks that BC Ferries should have a better schedule and that the DG sailings should be changed to a different time of day, perhaps evenings.
- Customer called to request a full refund. She bought a ticket to travel from Gabriola to Nanaimo but missed the sailing by five cars because the *Bowen Queen* was replacing the *Quinsam* and carries fewer vehicles.

Compliments (108)

- Customer wrote: "A big thank you! Yesterday, on the 4:45 pm ferry, our wheelchair accessible van would not start when we docked on the Mill Bay side. We could not have been treated any better. Could you please pass on our appreciation and thank you to the Captain, Chief Engineer and crew, for their professional and kind help in getting our van started as we were delaying the unloading of the vessel."

*Complaints = "bad" or "poor" rating accompanied by a comment
**Excludes comments classified as General and comments with no rating provided

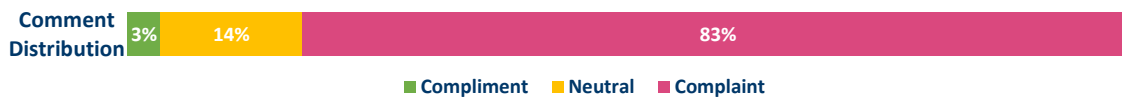
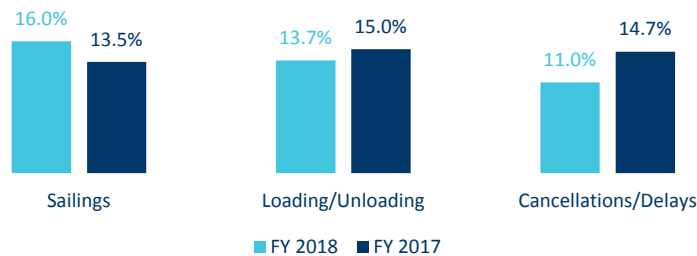
Regional Comments Northern Gulf Islands



3% of Total System Wide Comments Received

#	Complaint	FY 2018		FY 2017	
		Complaints (n=248)*	% of Comments (n=300)*	Complaints (n=262)*	% of Comments (n=326)*
1	Sailings	48	16.0%	44	13.5%
2	Loading/Unloading	41	13.7%	49	15.0%
3	Cancellations/Delays	33	11.0%	48	14.7%

'Northern Gulf Island' Complaints as a % of all
'Northern Gulf Island' Comments**



*Complaints = "bad" or "poor" rating accompanied by a comment
**Excludes comments classified as General and comments with no rating provided

Sample Customer Comments

Complaints (248)

- Customer called frustrated with the current loading/unloading practice for the Denman Island ferry when trying to connect with the Hornby Island ferry. She was one of the first people in line at Buckley Bay but when the ferry arrived at Denman Island she was one of the last to be offloaded, resulting in missing the Hornby Island sailing.
- Customer called to express discontent with the service on the Quadra Island/Cortes Island route. He believed that a larger vessel should be servicing this route in order to accommodate the increase in summer traffic.
- Customer wrote regarding cancelled sailings due to weather on the route between Port McNeill and Alert Bay. He had to stay at a hotel in Port McNeill for the night after the final sailing was cancelled. "You need to think about how to fairly compensate residents who are denied the only road home and also arrange discounts at local hotels for residents who are unable to arrive home due to abrupt ferry cancellations."

Compliments (10)

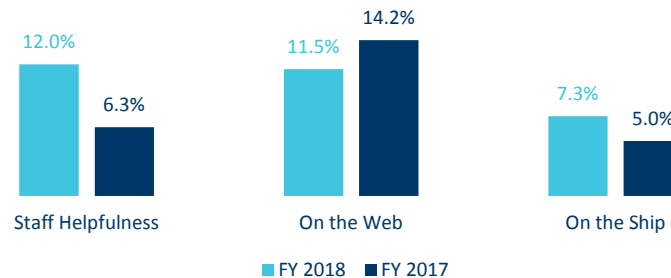
- Customer wrote: "My husband had to be transported by ambulance from Cortes Island to Campbell River Hospital and return the same day. I followed by car. Advised by the ambulance attendants, the ferry crews gave me priority loading. For this, my thanks; deeply appreciated during a stressful time."
- Customer posted a photo of a *Powell River Queen* birthday cake she made for her son's 8th birthday, "My son... is obsessed with ferries and always asks about them - how they work and where they go. We live in Campbell River and watch the ferry whenever we can, which is why he specifically requested the *Powell River Queen*."

Regional Comments Mid & North Coast

3% of Total System Wide Comments Received

#	Complaint	FY 2018		FY 2017	
		Complaints (n=166)*	% of Comments (n=234)*	Complaints (n=165)*	% of Comments (n=240)*
1	Staff Helpfulness	28	12.0%	15	6.3%
2	On the Web	27	11.5%	34	14.2%
3	On the Ship	17	7.3%	12	5.0%

**'Mid & North Coast' Complaints as a % of all
'Mid & North Coast' Comments****



*Complaints = "bad" or "poor" rating accompanied by a comment
**Excludes comments classified as General and comments with no rating provided

Sample Customer Comments

Complaints (166)

- Customer wrote: "We would like to add a vehicle to our booking, but cannot alter our reservation online. We are travelling from Australia, so find it difficult to call BC Ferries."
- Customer wrote: "Interesting that you would purchase the *Northern Sea Wolf* for a scenic route which has no forward looking windows and minimal side windows. Hopefully BC Ferries plans to rectify this issue with post purchase upgrades?"
- Customer wrote: "I live in the UK and I'm hoping to plan and book a trip from Port Hardy to Prince Rupert for the spring but can only find sailing details on your website up until the end of March."
- Customer called to complain that when she tried to book she was unable to pay for the trip due to the fare structure not being finalized. This resulted in her school being unable to apply for a subsidy to cover costs.
- Customer wrote: "We submitted an 'Inside Passage Reservations Request Form' last Thursday or Friday. It is now Wednesday evening and we have not heard back. What happened to the 48 hour response time?"

Compliments (32)

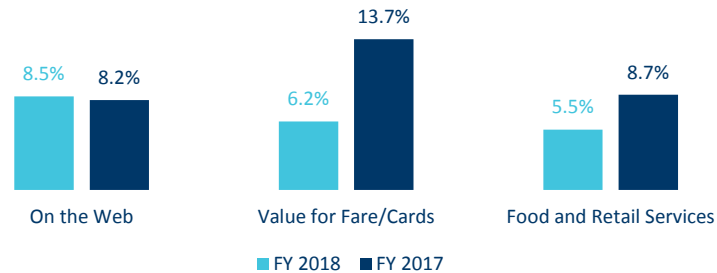
- Customer messaged on Facebook to express their gratitude for the exceptional experience they had sailing on our Northern Routes.
- Customer wrote to thank the BC Ferries crew after travelling from Prince Rupert to Port Hardy. It was their 15th wedding anniversary and the crew went above and beyond to make their trip special.

Regional Comments General (No Route Specified)

16% of Total System Wide Comments Received

#	Complaint	FY 2018		FY 2017	
		Complaints (n=653)*	% of Comments (n=1494)*	Complaints (n=668)*	% of Comments (n=1248)*
1	On the Web	127	8.5%	102	8.2%
2	Value for Fares/Cards	93	6.2%	171	13.7%
3	Food and Retail Services	82	5.5%	108	8.7%

'General' Complaints as a % of all
'General' Comments**



*Complaints = "bad" or "poor" rating accompanied by a comment
**Excludes comments classified as General and comments with no rating provided

Sample Customer Comments

Complaints (653)

- Customer wrote: "I live in Gibsons and commute daily to Vancouver. Every long weekend it takes me five and a half hours to get home and today is Tuesday and I'm going to be late for work because there are many leaving for the long weekend. Locals should be able to travel to work and come home every day without waiting an extra sailing. I'm going to be late for work because of this. You people know that we suffer every Thursday, Friday, Monday and Tuesday all summer. It's time to add extra sailings, you're going to make your money, so get yourselves prepared for the season and get more sailings before people really lose their minds... PLEASE!!!!"
- Customer wrote: "Today we had a three sailing wait. As a smoker, this is absolutely shocking and discriminatory that there is not a designated smoking area for smokers. You are putting us through **** with your policies. It is unfair to those who have mental health issues and use smoking to ease their pain."
- Customer wrote: "It seems unbelievable that BC Ferries still doesn't have a mobile phone app to access basic information on current conditions and reservations. Being directed to the website is a poor solution."
- Customer wrote: "Your Wi-Fi service needs to be vastly improved. My phone spent 45 minutes trying to connect, before I gave up. It would briefly connect and ask me to sign in and then disconnect and try to reconnect again. If you're working on improving customer service, this is one of the areas you should focus on, especially in today's information age."
- Customer called to say that he would like to see easier access to service notices online.

Compliments (226)

- Customer called to inquire whether or not the "Size Up the Savings" promotion for half off extra length vehicles would return this summer. He said he appreciated the discount and hoped it would be back as he had saved \$400 last year.
- Customer wrote: "I had excellent service from the point of arrival through the whole trip. Smooth loading, friendly efficient staff, good food and clean premises. Excellent job by everyone!"

2. Customer Satisfaction Tracking Results

Fiscal 2018 Customer Satisfaction Tracking



Survey Methodology

The Customer Satisfaction Tracking (CST) is an intercept survey conducted on board vessels annually in three waves – June, August and November - on Route 1 (Tsawwassen/Swartz Bay), Route 2 (Horseshoe Bay/Departure Bay), Route 3 (Horseshoe Bay/Langdale), Route 30 (Tsawwassen/Duke Point), Route 4 (Swartz Bay/Fulford Harbour), Route 5 (Swartz Bay/Southern Gulf Islands), Route 9 (Tsawwassen/Southern Gulf Islands) and Route 19 (Nanaimo/Gabriola Island). The 2017 CST results are for the period January 1, 2017 through December 31, 2017.

Summary

Data sampling validation and weighing is statistically relevant to passenger distribution. The surveys are conducted by interview with every fifth passenger (both foot and vehicle passengers) approached. All areas of the vessel are covered (except closed lower vehicle decks). Phase 1 of the survey data collection was conducted in person, and collected key passenger data, and Phase 2 of the survey had customers complete a self-administered portion, post travel, regarding their experience.

The 2017 CST annual research results confirm that satisfaction levels have been relatively stable overall and specifically with the experience at the terminal and on board. While there have been some fluctuations in ratings for specific services, of note is the steady increase since 2014 in satisfaction with the *value for money of fares*, and the maintenance of record high scores for *safety*.

Areas of success are identified by average scores of 4.0 or higher, out of a maximum score of 5, while attributes with a 3.5 or lower score are identified as areas of opportunity. The key areas of success in the current measure are as follows:

- Usefulness of the website, ease of using online reservations and highway signage
- Staff at the terminal and on board
- Ticket purchase: efficiency of transaction and staff customer service
- Availability of terminal and onboard washrooms
- Cleanliness and comfort of onboard lounge seating
- Appearance of terminals
- Availability and cleanliness of seating area of onboard food/beverage services
- Availability of tourist and travel information
- Outside decks and overall appearance of vessels
- Procedures for loading and unloading
- Safety of ferry operations and loading/unloading

Areas of opportunity to enhance the customer experience include:

- Overall value for money of fares
- Parking value for money
- Onboard and terminal value for money for the following:
 - food and beverages
 - retail merchandise
- Ease of using automated phone system
- Ability to connect
- Ferry sailing frequent enough
- Pet areas at the terminal and on board

Customer Satisfaction Tracking

Overall Customer Satisfaction



OVERALL SATISFACTION	2012	2013	2014	2015	2016	2017
<i>ALL Routes</i>	4.19	4.17	4.11	4.14	4.18	4.16
Route 1	4.32	4.30	4.29	4.27	4.29	4.26
Route 2	4.07	4.08	4.07	4.12	4.16	4.21
Route 30	4.21	4.21	4.16	4.19	4.19	4.14
Route 3	4.11	3.96	3.91	3.88	3.96	3.92
Route 4	4.18	4.18	4.19	4.13	4.20	4.24
Route 19	4.11	4.13	3.46	3.98	4.14	3.99
Route 5/9	4.12	4.15	4.08	4.15	4.24	4.14
Average satisfaction score out of 5 where 1 = very dissatisfied and 5 = very satisfied. (Source: Mustel Group CST Research)						

Fiscal 2018 Year End Summary

A total of 87% of passengers in 2017 reported to be satisfied overall with their experience travelling on BC Ferries, resulting in an average score of 4.16. These findings are relatively consistent with those recorded in 2016 (4.18 average score, 88% satisfied).

Customer Satisfaction Tracking

Overall Value For Money



OVERALL SATISFACTION	2012	2013	2014	2015	2016	2017
<i>All Surveyed Routes</i>	2.94	2.93	2.76	2.86	3.03	3.11
Route 1	3.05	3.06	2.92	3.05	3.12	3.22
Route 2	2.82	2.91	2.77	2.72	2.94	3.09
Route 30	2.91	2.80	2.67	2.79	2.87	3.01
Route 3	2.87	2.79	2.64	2.69	3.10	2.98
Route 4	3.04	2.93	2.80	2.84	3.00	3.09
Route 19	2.98	2.81	2.32	2.66	3.07	3.04
Route 5/9	2.90	2.93	2.70	2.96	3.16	3.11
<p>Average satisfaction score out of 5 where 1 = very dissatisfied and 5 = very satisfied. (Source: Mustel Group CST Research)</p>						

Fiscal 2018 Year End Summary

Although *value for money of fares* continues to be an area of opportunity, for the third straight year the rating has significantly improved and now stands at 3.11 compared to 2.76 in Fiscal 2014).

Customer Satisfaction Tracking Overall Experience at the Terminal



OVERALL SATISFACTION	2012	2013	2014	2015	2016	2017
<i>All Surveyed Routes</i>	4.08	4.08	4.03	4.07	4.08	4.07
Route 1	4.17	4.21	4.11	4.14	4.12	4.15
Route 2	4.05	4.05	4.04	4.07	4.10	4.08
Route 30	4.15	4.15	4.09	4.11	4.13	4.10
Route 3	3.90	3.86	3.94	3.90	3.94	3.86
Route 4	4.03	4.02	4.01	4.05	3.95	4.08
Route 19	3.96	3.97	3.66	3.96	3.95	3.97
Route 5/9	4.09	4.06	4.04	4.12	4.16	4.09
Average satisfaction score out of 5 where 1 = very dissatisfied and 5 = very satisfied. <i>Source: Mustel Group CST Research)</i>						

Fiscal 2018 Year End Summary

Overall results for terminals currently stands at 85% satisfied and an average score of 4.07, relatively similar to 2016 results.

Customer Satisfaction Tracking

Overall Experience Onboard



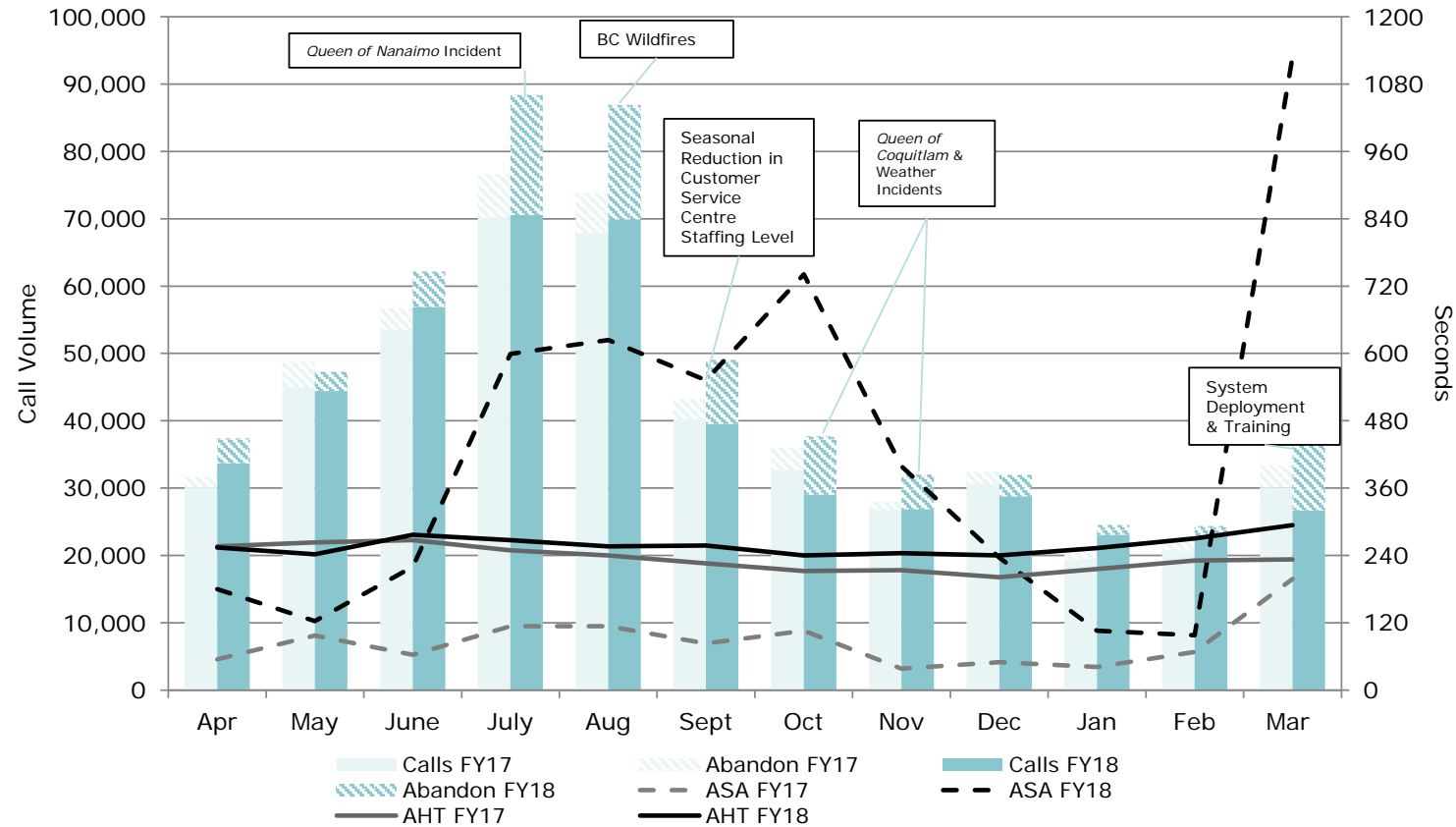
OVERALL SATISFACTION	2012	2013	2014	2015	2016	2017
<i>All Surveyed Routes</i>	4.14	4.13	4.07	4.10	4.14	4.12
Route 1	4.23	4.21	4.15	4.17	4.21	4.19
Route 2	4.07	4.11	4.09	4.06	4.15	4.12
Route 30	4.19	4.16	4.12	4.12	4.17	4.15
Route 3	4.08	4.03	3.99	4.02	4.01	4.00
Route 4	4.00	4.01	4.03	4.01	4.02	4.06
Route 19	4.02	4.02	3.71	3.96	4.07	4.07
Route 5/9	4.05	4.09	4.02	4.17	4.16	4.06
<p>Average satisfaction score out of 5 where 1 = very dissatisfied and 5 = very satisfied. (Source: Mustel Group CST Research)</p>						

Fiscal 2018 Year End Summary

Overall satisfaction with the experience onboard BC Ferries stands at 89% and an average of 4.12, relatively consistent with 2016 results.

3. Call Volumes & First Call Resolution

Customer Service Centre - Volumes



Legend:

AHT = Average Call Handle Time (i.e. Length of time agent is on a call)
 ASA = Average Speed of Call Answer (.ie. Length of time customer is on hold)
 FY = Fiscal Year

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

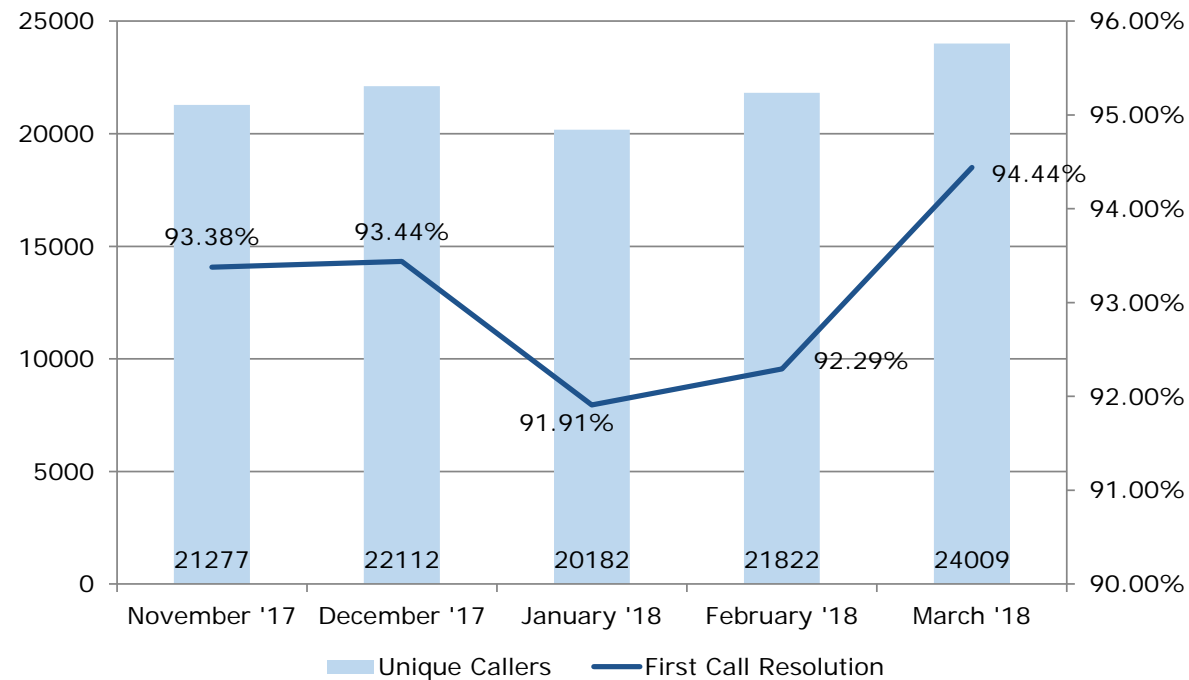
The Customer Service Centre received 472,464 calls in Fiscal 2018 as compared to 467,280 during Fiscal 2017

The summer season was particularly challenging due to much higher call volumes than anticipated, the BC Wildfires, and the *Queen of Nanaimo* mechanical incident

The Customer Service Centre saw improvements in November with the start of its fall hire of casual Customer Sales and Service Representatives (CSSR's) which continued through the winter

In March, the Customer Service Centre experienced an increased call handle time (AHT) and average speed of answer (ASA) due to unexpected increase in booking processing time and agent learning curve with the deployment of new systems

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:

- Data shows that just over 93% of individual customers have their concerns resolved during their first call
- Approximately 6.5% of customers who call repeatedly in one day drive roughly 20% of the total call volume

In March, as the ‘new hire’ group of Customer Sales and Service Representatives become more proficient on the phones, there was a significant decline in the number of customers who called repeatedly in one day

4. Summary and Actions Taken

Comment Summary and Actions Taken



Loading / Unloading

Loading Practices

A significant volume of feedback was received by BC Ferries throughout Fiscal 2018 related to loading/unloading and customers' expectations. Along with challenges related to the closed vehicle deck policy, 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 a lack of customer service provided; reflected in the 2017 CST scores, slightly dropping from a 4.10 score to 4.06. Specifically, in 2017, 85% of passengers surveyed were satisfied with procedures for *loading*, down from 87% in 2016, and 83% of passengers surveyed reported to be satisfied with the procedures for *unloading*, down from 85% in 2016.

BC Ferries takes a number 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.

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. Double-lane loading will continue through summer 2018.
- *Bayne Sound Connector* crews will implement double-lane loading/unloading for the summer of 2018 on the Buckley Bay – Denman West route. Doing so will enable one extra round trip when operating in 'shuttle mode' – transporting 100 extra vehicles as a result.
- To maintain operational readiness and crew clearances, the *Quinitsa* 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 *Quinitsa* is currently the only relief vessel for the Southern Gulf Islands.
- Planning is underway to build an overhead walkway for foot passengers at the Langdale Terminal to improve vessel loading/unloading efficiencies. BC Ferries will proceed with the internal funding approval processes as well as a regulatory review with the BC Ferries Commissioner during summer 2018. If approved, construction may commence during the fall of 2018 with completion planned by fall 2019.

Comment Summary and Actions Taken

Loading/Unloading (Cont'd)

Ability to Connect

The overall average satisfaction score for the ability of customers to connect with other sailings stands at 3.12 in 2017, relatively consistent with the 3.15 score reported in 2016.

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/Langdale, 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. The results of the pilot are being reviewed in consideration of offering the service again next year.
- 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. Refer to page 24 for added efficiencies to assist with customers' ability to connect 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 over 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



Loading/Unloading (Cont'd)

Upper Vehicle Deck

BC Ferries experienced the highest passenger traffic levels in 20 years during Fiscal 2018, and the highest levels of vehicle traffic ever. The loading and allocation of vehicles on board BC Ferries' vessels has become more complex due to these volumes and was compounded with Transport Canada's mandated regulation to harmonize safety practices with Canadian ferry operators by prohibiting passengers from remaining in their vehicles on any closed vehicle deck (a space that is closed at both ends with limited side openings) on a vessel that is underway. This Transport Canada Regulation is in accordance with Section 152 of the Cargo, Tackle and Fumigation Regulations and was implemented on October 11, 2017.

Actions taken:

- For safety reasons and to reduce false expectations, on April 1, 2018 BC Ferries removed the 'orange card procedure' where by customers who wanted to be loaded on the upper vehicle deck 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 for the upper car deck. 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.
- BC Ferries accommodates upper vehicle deck requests as able and for those unable to be accommodated, provide the option to wait for upper deck access on the next available sailing.
- BC Ferries encourages early arrival times for those customers wanting upper vehicle deck access, although upper vehicle deck access cannot be guaranteed.
- 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.

Comment Summary and Actions Taken



Staff Helpfulness

BC Ferries continues to focus on enhancing customer service. The Company has adopted a new vision (*trusted, valued*) and mission (*We connect communities and customers to the people and places important in their lives*) which further defines the course and setting the tone for service delivery.

Feedback Channels

Communication issues, ticketing errors, misunderstandings, inappropriate behaviour by employees, call wait times, long wait times at the terminal and the inability to secure reservations can lead to customer dissatisfaction.

BC Ferries continues to identify areas where customer service can be enhanced through shared employee experiences and ongoing customer feedback (complaints, compliments and suggestions) received through all comment channels: letters, emails, phone calls, tweets, Facebook posts, customer satisfaction tracking (CST) and the online feedback form. During Fiscal 2018, over 70% of 'Staff Helpfulness' feedback came from customers travelling on routes serving Vancouver Island-Mainland and the Sunshine Coast specifically.

Actions taken:

- Customer complaints are reviewed and investigated on a case by case basis, are shared with management for review and follow-up, and when appropriate an explanation of the policy or event is provided to the customer.
- BC Ferries' front line staff work to familiarise customers on the policies and procedures to avoid future misunderstandings.
- Social media channels and customer emails are monitored and responded to in order to keep both customers and BC Ferries up to date on emerging issues and trends.

Staffing Needs

BC Ferries experienced record traffic and call volumes resulting in pressures placed on staffing needs. As a result, requirements are consistently analyzed to ensure levels are adjusted to meet demand.

Actions taken:

- The Customer Service Centre, specifically, hired and trained 15 new Customer Sales and Service Representatives (CSSR's) in the fall of 2017 and 50+ additional CSSR's in the spring of 2018 to assist with the increase in call volumes.
- Catering/Terminals/Ticketing added 533 staff to assist with peak summer demand.
- Fleet Operations added 62 to their existing crews to assist with forecasted summer volumes.

Comment Summary and Actions Taken



Staff Helpfulness

Employee Training

BC Ferries invests significantly in the training and development of its employees to further enhance the customers' travel experience.

Actions taken:

- Existing Customer Service Centre staff attended five days of training on BC Ferries' new reservation system to ensure they could expertly assist customers with their travel plans and provide a seamless transition from the old booking system.
- Employee complaints are shared with the appropriate management team, providing coaching opportunities as appropriate.
- Compliments are also shared with the individual management team so that employees can be recognized for their efforts.
- Four customer service training videos (Friendliness, Communication, Professionalism and Touchpoints) were completed during the spring of 2017 as part of the Customer Service Enhancement program and shared with Operational Leaders and Trainers around the fleet to use as training tools with frontline employees.

General

The company continues to invest in terminal and vessel assets for an improved customer experience and so that employees can take pride in the company they work for. The 2017 CST data shows that overall staff helpfulness at the terminal (85% satisfied), on board vessels (89% satisfied), and in catering and retail outlets on board is consistent with past results. Of note for Fiscal 2018 - professionalism of onboard staff reached an all time high – 90% satisfied.

It is understood that customers are more likely to share their negative experiences with BC Ferries than their positive experiences. BC Ferries is proud once again to report that, due to continued improvements in customer service, the number of staff compliments received for "On the Ship: Staff Helpfulness" and "On the Phone: Agent Helpfulness" exceeded complaints throughout Fiscal 2018.

Comment Summary and Actions Taken



On the Web and Technology:

Website and Technological Communication

Customers continue to express dissatisfaction with BC Ferries' current website and the company's existing technological limitations. Customers would like the option to self-serve when it comes to booking their reservations and expect reliable and timely communication from BC Ferries about sailing schedules, Current Conditions and other operational matters prior to and during their travel.

Most notable feedback related to technology during Fiscal 2018 identified the need for improved timing of email notifications related to service notices, clear messaging regarding reservation availability and revised schedule information on the website, the need for a mobile app and requests for reliable Wi-Fi service. Feedback received indicated a strong preference for an online system that would allow customers to reserve their route of choice online without BC Ferries' Customer Service Centre agent assistance.

According to 2017 CST data, while usage of the BC Ferries website prior to arriving at the terminal was flat at 76%, use of online reservations continued to gain momentum at 42%, up from 39% in 2016.

Actions taken:

- Customer communications were enhanced by corresponding with customers in a less formal tone and by providing more frequent 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' website is being 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.
- Planning is under way to provide 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.
- 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 offer a more reliable service. However, they are also very costly. In order to improve the customer's travel experience, BC Ferries continues to explore the option of satellite service. This may involve a tiered access system.

Comment Summary and Actions Taken



On the Web and Technology (Cont'd)

Call Centre Response Time

BC Ferries' latest vessel, the *Northern Sea Wolf*, arrived in British Columbia on December 15, 2017 from Athens, Greece. The in-service date for this 75-metre used vessel was delayed due to its late release from the previous owner and the necessary upgrades undertaken at Esquimalt Drydock Company, a local shipyard. The delayed in-service date caused frustration amongst customers looking to make plans for the summer period and related questions added to the higher than normal call volumes in the Customer Service Centre.

Call volumes were also impacted due to the significant increase in the number of customers looking to plan ahead and book reservations earlier than they had in previous years. Confusion over wording on BC Ferries' reservations page also led customers to call in for clarification on whether reservations were full or not yet available for booking.

Longer calls, Customer Service Centre attrition rate and other opportunities, staff training, project demands related to technology upgrades and the roll out of a new reservation system in March contributed to feedback and longer than normal wait times to reach an agent.

Actions taken:

- Staff were hired and trained in the fall of 2017 to meet the higher customer demand and the process of hiring added staff for the peak summer season began early 2018.
- Previous staff working in other departments were temporarily reassigned to assist with addressing call volumes in the Customer Service Centre.
- Messaging related to sailings where reservation space was sold out was changed from 'Not Available' to 'Full-Standby Only' so that customers would know the ability to travel without a reservation remained an option.

Ease of Using Automated Phone System

The 2017 CST data showed that 18% of passengers surveyed used the phone to contact BC Ferries prior to arriving at the terminal and that 58% of passengers surveyed reported to be satisfied with the overall usefulness of BC Ferries phone service, up from 57% in 2016. It was also identified that 48% of customers surveyed reported to be satisfied with the ease of using the automated phone system, up from 43% in 2016. Although consistently lower compared to other services offered prior to arrival at the terminal, steady improvement has been registered since 2014 for ease of using the automated phone service, with the 3.46 average this year a significant increase from 2016 (3.35).

Actions taken:

- Replacement of the Call Centre automated call distribution software completed in March 2017 worked to reduce the technical issues experienced by customers the year prior.

Comment Summary and Actions Taken

Cancellations/ Delays:

Departure 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.).

The average departure delay in Fiscal 2017 was 6.9 minutes, compared to 6.5 minutes in Fiscal 2016. The highest proportions of late departures was on the Tsawwassen/Swartz Bay route where 90% departed an average of seven minutes late and on the Tsawwassen/Duke Point route where 81% departed an average of 8 minutes late. Customers who perceived their departure to be delayed, actually experienced a delay on average of 16 minutes, up from 14 minutes in Fiscal 2016.

Actions taken:

- BC Ferries recognizes that sailing cancellations and delays have a major impact on 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, and to contain the service impact to the affected route.

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. The company's Vessel Replacement Program is in place to manage the construction, procurement, and/or major conversion of ships for BC Ferries' fleet.

Actions taken:

- BC Ferries welcomed three new Salish Class vessels to the fleet during Fiscal 2018: the *Salish Orca* on the Powell River/Comox route began service May 16, 2017, the *Salish Eagle* serving the Tsawwassen/Southern Gulf Islands route began service June 21, 2017 and the *Salish Raven* was fast tracked into service on the Tsawwassen/Southern Gulf Islands route August 3, 2017 as a result of the *Queen of Nanaimo* mechanical service interruption. The Salish Class vessels are dual-fuel (capable of operating on natural gas or ultra-low sulphur marine diesel) and offer an increase in safe, cost effective and reliable service.
- As part of the roll-out of BC Ferries' vessel class and standardization strategy to achieve operating cost savings and efficiencies, two new Island Class hybrid diesel electric vessels with the capacity of at least 44 vehicles and up to 300 passengers and crew are currently under construction. The first of the two vessels will be deployed in 2020 on the Powell River/Texada Island route and the second to follow the same year on the Port McNeill/Alert Bay/Sointula route. Damen Shipyards Group of the Netherlands was awarded the contract for the construction of these vessels and has entered into an agreement with Point Hope Shipyards of Victoria, BC to provide technical and warranty support for the vessels, ensuring that repair and maintenance activities would be performed in British Columbia. This project is partially funded by the Government of Canada.
 - In August 2017, BC Ferries hosted Public Participation Sessions in the communities of Texada Island, Alert Bay and Sointula to provide a project update, and to seek feedback on design features and amenities.
- The *Northern Sea Wolf* will provide direct service between Port Hardy and Bella Coola, and is expected to commence service in the fall of 2018.

Comment Summary and Actions Taken



Cancellations/Delays: (Cont'd)

Frequency of Sailings and Schedule Adjustments

An average score of 3.36 was received for *ferry sailing frequent enough* in 2017, similar to the result of 3.40 in 2016. However, this represents a downward trend when compared to the 3.49 score in 2015. Scores below the 3.50 threshold by route are reported on all but the Tsawwassen/Swartz Bay route, with the result for the Langdale/Horseshoe Bay route declining from 2016 on this service aspect.

Actions taken:

- BC Ferries provided 79,082 round trip sailings during Fiscal 2018, 2,962 more round trips than required under the Coastal Ferry Services Contract and 1,190 more round trips compared to the prior year.
- BC Ferries completed an extensive engagement process, during Fiscal 2018, with the Sunshine Coast and Bowen Island communities to develop new sailing schedules that would offer better on-time performance on the routes serving Langdale and Horseshoe Bay as well as Horseshoe Bay and Bowen Island, increasing the frequency of service during the time of day when customers were asking for it most. The revised schedule was introduced January 2, 2018 and BC Ferries experienced a significant improvement in on-time performance during the 4th quarter of Fiscal 2018 as a result. Further improvement initiatives continue with Langdale and Horseshoe Bay terminal development planning underway.
- The *Spirit of British Columbia*, one of BC Ferries' two largest vessels, was removed from service in September 2017 to undergo its mid-life upgrade which included major improvements to customer amenities and conversion to dual-fuel so the vessel could operate on 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 and the vessel returned to service early June 2018, prior to the peak summer season.
- In response to requests from both communities and the local Ferry Advisory Committees, BC Ferries added sailings to the afternoon schedule on the Hornby Island/Denman Island route and a Wednesday and Saturday round trip sailing to the Comox/Powell River schedule.
- 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, reserved customers have their reservation check-in time extended by ten minutes.

Comment Summary and Actions Taken



Value for Fares/Cards:

BC Ferries has continued to focus on fare affordability for its customers. Strong financial results are essential for BC Ferries to improve the customer experience in a variety of ways, including by offering promotional discounts and by reinvesting in new ships and upgraded terminal infrastructure. While fare affordability remains a concern for BC Ferries' customers, lower fares became less of a focus as traffic volumes increased, with concern coming from commuters and other customers not being able to get on their sailings of choice. This concern was also conveyed by Ferry Advisory Committees.

BC Ferries receives customer feedback related to fares as a result of customers sharing their perception of value for fares paid, ticketing errors, confusion regarding Experience Card and Assured Loading Ticket use and policies, and in response to discount promotions offered to BC Ferries' customers.

Value for Money of Fares

Although *value for money of fares* continues to be an area of opportunity, for the third straight year the rating has significantly improved and now stands at 3.11.

The average cost of vehicle travel on the routes between Tsawwassen/Swartz Bay, Tsawwassen/Duke Point and Departure Bay/Horseshoe Bay have dropped year-over-year due to promotional discounts and the reduction in reservation fees.

Actions taken:

- During Fiscal 2018, there were no increases to vehicle and passenger fares across all routes with the exception of a 1.9 per cent vehicle fare increase on the Tsawwassen/Swartz Bay, Tsawwassen/Duke Point and Departure Bay/Horseshoe Bay routes.
- Promotions were offered to customers in an effort to shift traffic from peak sailing times and alleviate congestion. During Fiscal 2018, BC Ferries offered the following promotions:
 - "Sunrise and Sunset Savings" (May 18 to September 15, 2017)
 - ❖ Savings offered on early morning and late evening sailings on routes between Metro Vancouver/Vancouver Island and Metro Vancouver/Sunshine Coast.
 - "Size Up the Savings" (June 3 to October 1, 2017)
 - ❖ Fifty per cent savings, at \$3.25 per additional foot, on extra length passenger vehicles. Offered on selected sailings between Tsawwassen/Swartz Bay and Tsawwassen/Duke Point.

Comment Summary and Actions Taken

Value for Fares/Cards: (Cont'd)

Actions taken cont'd:

- "Holiday Savings" (December 21, 2017 to January 3, 2018)
 - ❖ Savings offered on early morning and late evening sailings on routes between Vancouver/Vancouver Island and Vancouver/Sunshine Coast.
- "Spring Savings" (March to April 3, 2018)
 - Fifty per cent savings, at \$3.25 per additional foot, on extra length passenger vehicles. Offered on selected sailings between Tsawwassen/Swartz Bay and Tsawwassen/Duke Point.
- Fare discounts continue to be available year-round for customers travelling on all routes except for routes between Tsawwassen/Swartz Bay, Tsawwassen/Duke Point and Departure Bay/Horseshoe Bay. Fare discount programs have been in place since 1961 for all Gulf Islands, and since 1972 for the Sunshine Coast. Discounts are currently available by using the BC Ferries Experience™ Card.
- To make reservations more accessible to customers, effective April 1, 2017, reservation fees were reduced by \$5, from \$15 to \$10 for customers who book seven days in advance of travel, up to one day prior from \$18.50 to \$17 and same day from \$22 to \$21.
- BC Ferries contributed \$15.7 million to eliminate the balance in the non-northern routes' deferred fuel cost account and the need to recoup these costs from customers in the future.

BC Ferries continues to move towards flexible pricing for its routes between Tsawwassen/Swartz Bay, Tsawwassen/Duke Point and Departure Bay/Horseshoe Bay which will provide customers with the option to purchase discounted fares in advance at off-peak travel times. Feedback confirms that customers want to go to their terminal of choice and know in advance when they will travel. Until this new pricing strategy is in place, BC Ferries' promotions continue to prove successful in providing customers with best value options and assist in reducing traffic at peak times, contributing to operational efficiency.

Comment Summary and Actions Taken



Value for Fares/Cards: (Cont'd)

Value for Money of Parking

Following a trend upwards since 2014, the average satisfaction score for the value for money of parking at major terminals has stabilised at 3.00.

Actions taken:

- Terminal parking rates remained the same rate during Fiscal 2018 for all terminals with the exception of Langdale where the hourly rate (16 hour period) went from \$2.25 to \$3.00, the daily rate (24 hour period) went from \$4.50 to \$6.00, and the monthly rate went from \$64.00 to \$75.00. Otherwise, there have been no material changes to parking facilities or parking rates since January 2010. Parking rates at terminals in Metro Vancouver are slightly higher than Vancouver Island terminals due to the impact of the 21% transit tax implemented in 2010.
- Fewer complaints have been received due to more accurate time extension transactions. This service is in place at Tsawwassen, Horseshoe Bay, Swartz Bay, Duke Point and Departure Bay terminals. Customers interact with a live agent rather than an automated phone menu system, for improved customer service.
- The parking smart phone application available to customers offers flexibility and continues to be well received. This application is in use at other pay parking facilities: "Pay by Phone" in Greater Vancouver and "Honk Mobile" on Vancouver Island.

Comment Summary and Actions Taken



Value for Fares/Cards: (Cont'd)

Terminal Value for Money of Food/Beverages and Retail Merchandise

The overall *food and beverage value for money* score at the terminal is also consistent with the 2016 average of 3.09. Although there are slight increases and decreases by each individual terminal, averages are consistent with 2016 results.

The average score for *retail value for money* at terminal gift shops and news stands remains unchanged over time but consistently yields a low average (3.34 in 2017 - all terminals combined). While there are very minor improvements reported for Departure Bay and Tsawwassen, the 3.60 score for Langdale is a significant increase from 2016 and is the highest average on record for this terminal.

Actions taken:

- BC Ferries endeavours to keep food and beverage price increases to a minimum. The overall food and beverage pricing strategy is to increase pricing to match with cost of goods increases. Lands End at Swartz Bay is the only terminal at which BC Ferries food is offered. Other food items offered at terminals, through Tsawwassen Quay for example, are managed by individual vendors who set pricing independent of BC Ferries.
- Vending machine offerings at terminals are priced in line with equivalent beverage and snack items onboard.

Comment Summary and Actions Taken



Value for Fares/Cards: (Cont'd)

Onboard Value for Money of Food/Beverages and Retail Merchandise

Average satisfaction ratings continue to be stable for value for money of onboard food/beverages (3.19) as well as of the gift shop (3.38); however, both also continue to be weaker than most other onboard services and low average satisfaction levels are registered for all routes where gift shops exist.

Actions taken:

- The overall food and beverage pricing strategy is to increase pricing to match with cost of goods increases. BC Ferries endeavours to keep food and beverage price increases to a minimum through food waste and shrink control initiatives that help manage and reduce costs. In the onboard Coastal Cafe, BC Ferries' offering of White Spot burgers and entrées are, generally, priced lower than the same items at White Spot restaurants. As well, promotions are offered throughout the year to provide greater value to the customer.
- BC Ferries responds to menu-related feedback and suggestions by changing or adding food options whenever possible. New menu options are tested for quality, value and feasibility while monitoring demand and the potential for increased waste.
- BC Ferries' pricing on retail merchandise is competitive with the local prices at merchants that offer similar products. BC Ferries offers monthly, pre-planned, in-store promotions that provide savings and/or add value to the customer by providing a gift with purchase. This is comparable with industry promotional offers.
- Challenges with the exhaust fans on the new Salish Class vessels required BC Ferries to remove certain items from the menu on the routes serviced by these vessels for a short time. All three vessels were back to offering a full menu once the warranty work was completed early in 2018.

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 Fiscal 2018 were related to: 1. *Loading/Unloading*, 2. *Staff Helpfulness*, 3. *On the Web*, 4. *Cancellations/Delays*, and 5. *Value for Fares/Cards*. The 2017 CST further identified opportunities for improvement related to *Terminal Operations* and *On the Ship*.

The following actions have been taken to provide enhancements to both of these areas:

- To assist with meeting demand during the peak times and to alleviate pressures on indoor seating, BC Ferries made adjustments to the outdoor passenger deck solariums on the *Queen of Oak Bay*, *Queen of Cowichan* and *Queen of Coquitlam* serving routes between Horseshoe Bay/Departure Bay and Horseshoe Bay/Langdale. These adjustments included installed heating, draping to keep heat in the space and added padding to metal benches for comfort. Scheduled vessel improvements continue to address seating capacity and limited pet areas on board in response to declining CST results related to pet areas.
- To support the health and wellness of its customers and employees, BC Ferries introduced a smoke-free environment on board all vessels and at all terminals on January 22, 2018. This change in policy was well received by customers, with most customers expressing their appreciation for the change.
- BC Ferries has an active public consultation program directed at ensuring that its service meets the needs of the communities and the customers served. The program includes: Thirteen Ferry Advisory Committees that advise primarily about local service and terminal issues, three Terminal Liaison Committees (at Horseshoe Bay, Swartz Bay and Departure Bay) and consultation with specific interest groups such as the BC Trucking Association, BC Ferries Accessibility Committee and municipal governments.
- BC Ferries continues to engage local communities and customers to collect feedback which allows them to identify needs of specific routes. BC Ferries was pleased with the strong engagement level in response to the Sunshine Coast and Bowen Island process regarding the Horseshoe Bay/Langdale and Horseshoe Bay/Bowen Island routes and during the spring of 2018 embarked on an engagement process to gather community input to help shape future plans for Swartz Bay terminal.
- 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

1. Stakeholder Engagement

Overview

- BC Ferries actively engages stakeholders to improve service and to reach out and hear from the customers and communities it serves
- BC Ferries follows a process of consultations and engagement as set out in its Stakeholder and Community Engagement Framework
- 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
 - Other engagement including the Terminal Liaison Committees, BC Trucking Association and BC Ferries' Committee on Accessibility

i. Ferry Advisory Committees

Fiscal 2018 Ferry Advisory Committee Meetings



- BC Ferries has meetings twice yearly with FACs to discuss local community, terminal and service issues
- BC Ferries also engages with FACs at other times, such as to address emerging issues and critical events
- Meetings were held during spring and fall 2017 with the following FACs:
 - Southern Gulf Islands
 - Chemainus / Thetis Island / Penelakut Island
 - Salt Spring Island
 - North & Central Coast
 - Northern Sunshine Coast
 - Southern Sunshine Coast
 - 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 are increasing on some routes. Where warranted, BC Ferries has made service level adjustments
- 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 routes in the year ended March 31, 2018 (Fiscal 2018)
 - Route 17 - Comox to Powell River
 - Route 19 - Nanaimo Harbour to Gabriola
 - Route 22 - Denman Island to Hornby Island
 - Route 24 - Quadra Island to Cortes Island

Common FAC Themes/Improvements

- BC Ferries continually seeks ways to improve customer communications and share information
- During Fiscal 2018, efforts have included
 - Improvements to service notices with more specific information provided
 - Implementation of digital signage for minor and unmanned terminals to provide customers with real time information
- During Fiscal 2018, BC Ferries introduced
 - Improvements to the way it liaises with FACs during major service disruptions, including engaging FACs at the onset of events to seek feedback and suggestions for service recovery, and a new daily FAC briefing process

Common FAC Themes/Improvements (cont'd)

- In addition to twice-yearly FAC meetings and newly introduced service description briefings, BC Ferries seeks to be responsive to communities through
 - Two FAC Chair calls per year; and
 - Meetings between the FACs and local operational teams to address route specific operational issues related to terminals, vessels and service. These meetings address issues of a more pressing operational nature
- FACs also provide input into medium and longer term planning for terminals and vessels
 - BC Ferries engages with FACs in terms of vessel refits, new vessels and terminal development plans
- A common theme at FAC meetings is uplands safety issues at the minor and intermediate terminals
 - BC Ferries has formed a joint working group with the Ministry of Transportation and Infrastructure to collaborate on key improvements required for roadways on the small islands

ii. Engagement to Support Projects and Initiatives

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' project-related community engagement activities during Fiscal 2018
 - Sunshine Coast Schedule Revisions
 - Minor Vessel Replacement Project
 - Horseshoe Bay Terminal Development Planning
 - Langdale Terminal Development Planning
 - Swartz Bay Terminal Development Planning
 - Inter-Island (Minor) Routes Terminal Development Planning

Sunshine Coast Schedule Revisions (Spring-Summer 2017)

- Engagement program to develop revised schedules for the routes connecting Horseshoe Bay with Nanaimo (Route 2), Langdale (Route 3), and Bowen Island (Route 8), to address the reliability of schedules while maintaining and improving key sailing times
- Main themes arising were on time performance, lack of key sailing times, overloads, insufficient frequency, number of seasonal schedule changes
- Themes and feedback were used to develop revised schedules that provided for more time between sailings to improve on time performance, insertion of key sailing times, fewer seasonal schedule changes, later evening last sailings
- Revised schedules were announced in early fall 2017 and implemented in January, 2018



Minor Vessel Replacement Project (Summer 2017)

- Engagement program to support replacement vessels on the routes connecting Powell River and Texada Island (Route 18) and Port McNeill to Malcolm Island and Cormorant Island (Route 25)
- A three phase engagement program
 1. introduce the vessel concept
 2. seek feedback on vessel design and amenities
 3. provide an update on final vessel design and the construction/delivery plan
- In August 2017, BC Ferries hosted engagement sessions in the communities of Texada Island, Alert Bay and Sointula to provide project updates and to seek feedback on design features and amenities
- Input from the engagement was used to help inform the design of the first two minor vessels



Horseshoe Bay Terminal Development Planning (Spring 2018 and Continuing)

- Engagement program to support the terminal development plan for Horseshoe Bay
- Engagement program consists of a five phase plan: Definition, Discovery, Visioning, Design, Deliver
- Engagement started in January 2018 and will continue through fall 2018
- Key stakeholder groups identified: District of West Vancouver, Horseshoe Bay Village, Southern Sunshine Coast FAC, Sunshine Coast Regional District, Bowen Island, City of Nanaimo and TransLink
- Additional engagement will occur during design and during pre-construction



Horseshoe Bay Terminal Development Planning (cont'd)

- Input from all phases will help shape the terminal development plan for Horseshoe Bay due in spring 2019
- Phases 1 and 2 of BC Ferries' engagement process occurred during the quarter ending March 31, 2018 (Q4 Fiscal 2018) and involved meetings and workshops with key stakeholders. Workshops focused on the participants' ideal vision for the future of Horseshoe Bay terminal and there were six key themes:



- Phase 3 occurred during the quarter ending June 30, 2018 (Q1 Fiscal 2019) and involved both larger stakeholder workshops and online engagement, building on the themes, priorities and opportunities identified during phases 1 and 2 to develop these ideas further into a conceptual vision for the terminal
- Phases 4 and 5 will present terminal concept plans and report back on the final concept plan chosen

Langdale Terminal Development Planning (Fall 2017)

- Engagement program to support the terminal development planning process for Langdale Terminal
- The objective of this engagement was to identify what was working with the terminal and what could be improved and provide information on the overall project plan timing and process
- Engagement activities undertaken in fall 2017 included internal and external stakeholder workshops (30 participants), mobile booths, a public information session in support of the Sunshine Coast Regional District rezoning process, and an online survey (2,154 responses)

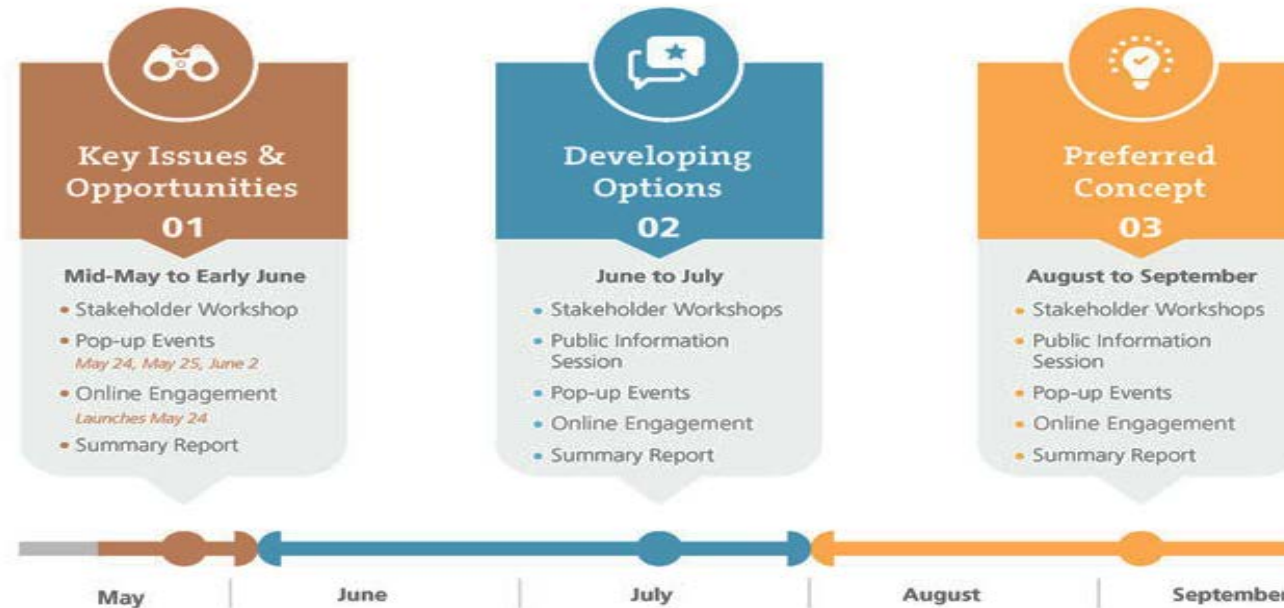
Langdale Terminal Development Planning (cont'd)

The key themes that emerged from the fall 2017 engagement included:

- A desire for improved passenger loading and unloading to enhance ship-loading efficiency and on-time performance. Many participants were supportive of an overhead passenger walkway to help facilitate this
- A desire for improved waiting areas to ensure comfort throughout the year – this included shade for hot summer months and enclosed warmed spaces for cooler winter months
- A desire for enhanced accessibility of the terminal for seniors and those with mobility issues
- Support for food vendor upgrades – such as extended hours or provisions for food trucks – emerged as a theme but participants also expressed reservations about upgrades that would dramatically change the character of the terminal or exclude local operators
- Parking considerations, including that current parking resources are seen not to be functioning effectively
- Next steps will be to report back to stakeholders in fall 2018 as part of Phase 2 engagement

Swartz Bay Terminal Development Planning (Spring 2018 and Continuing)

- The engagement program to support the terminal development plan for Swartz Bay is a three phase process:



Swartz Bay Terminal Development Planning (cont'd)

- The engagement program has the following objectives:
 - To raise awareness, build interest, and work with the community to explore ways of improving the terminal and to develop a future vision for the terminal
 - To identify terminal improvements, phasing, and cost estimates to accommodate future growth and functional needs
 - To ensure improvements are undertaken in a sustainable, cost-effective, and efficient way
- Engagement approach finalized in Q4 Fiscal 2018 and engagement process started in May 2018
- Themes emerging will be reported in the Q1 Fiscal 2019 engagement update

Inter Island (Minor) Routes Terminal Development Planning – Fiscal 2018



- In addition to the engagement activities at major routes terminals, BC Ferries completed engagement activities at four inter-island (minor) routes terminals over winter as part of the terminal development planning process
- The objective of these engagements is to provide information on the terminal development planning process and to solicit input on specific terminal development plan components within the scope of the engagement
- Community members participated in the engagement process by attending the engagement event, interacting via email, or completing surveys (online and at event)
- Alliford Bay & Skidegate terminals (Route 28) top feedback included
 - Improve pedestrian accessibility, pick up/drop off and foot passenger safety
 - Improve parking (short term, long term and transit)
- Denman East & Hornby Island (Route 22) top feedback included
 - Improve vehicle holding capacity (holding lanes, parking)
 - Improve safety (traffic control, traffic overflow, separate pick up/drop off area)
 - Maintain natural surrounding (green space, trees views)
- Next steps include reporting back to stakeholders and providing concept plans showing how their input was incorporated or why it was not

2. Other Engagement

Other Engagement

- Terminal Liaison Committees (Horseshoe Bay, Swartz Bay and Departure Bay)
 - There are three terminal liaison committees, which BC Ferries meets with on an as-needed basis. In Fiscal 2018, BC Ferries met once with each of the terminal liaison committees at Swartz Bay and Horseshoe Bay to discuss neighbourhood concerns, including those arising from terminal lights, noise and vibration, and air pollution. No meetings were held with the Departure Bay Terminal Liaison Committee during the fiscal year
 - Going forward, BC Ferries will be meeting on a periodic basis with the Swartz Bay Terminal Liaison Committee to discuss considerations related to ongoing terminal development planning
- BC Trucking Association (BCTA)
 - During the fiscal year, BC Ferries in consultation with the BCTA established a process for oversize units travelling on the routes connecting Vancouver Island and Metro Vancouver (Routes 1, 2 and 30). This process was developed to gain greater consistency and predictability for customers moving oversize units (summer 2017)
 - BC Ferries also liaised with BCTA regarding implementation of Transport Canada’s regulation concerning “no passengers” on the closed lower car deck (fall 2017) and BC Ferries’ “smoke-free” policy on BC Ferries’ terminals and vessels (winter 2018)
- BC Ferries’ Committee on Accessibility
 - BC Ferries’ Accessibility Committee met in the spring and fall of 2017 to discuss standing agenda items related to service delivery concerns, loading and unloading practices, vessel and terminal design changes, and suggestions for improvement to the customer experience
 - The Committee reviewed the impact on customers with accessibility needs which resulted from the fall, 2017 implementation of Transport Canada’s regulation concerning the closed lower car deck

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

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

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

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

Customer Satisfaction Tracking Report

2017



Customer Satisfaction Tracking Annual Report 2017

British Columbia Ferry Services Inc.

Presented to:

British Columbia Ferry Services Inc.
Victoria, British Columbia



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Contents

Executive Overview.....	1
Background	1
Methodology.....	1
Findings.....	2
Key Conclusions	4
Detailed Findings	5
Overall Satisfaction with BC Ferries	6
Before Arriving at Terminal	9
Web site and Phone Contact	9
Highway Signage.....	10
At the Terminal.....	11
Overall Experience at the Terminal	11
Ticket Purchase.....	12
Food/Beverage Services at Terminal	13
Retail Services at Terminal	14
Foot Passenger Services	15
Other Terminal Services	16
Onboard Experience.....	17
Overall Onboard Experience.....	17
Onboard Gift Shop/News Stand	18
Onboard Food Services.....	19
Onboard Washrooms and Onboard Seating	20
Other Onboard Facilities/Services	21
Sailing Schedules.....	23
Various Aspects of Sailing Schedules.....	23
Departing on Time	24
Safety.....	25
Overall Value	26
Appendices.....	27
Route-by-Route Satisfaction Score for Each Attribute	27
Research Methodology	32

Executive Overview

Background

British Columbia Ferry Services Inc. (BC Ferries), conducts a Customer Satisfaction Tracking (CST) study each year. The CST study is designed to monitor customer satisfaction with various aspects of service on BC Ferries in order to determine areas that passengers believe are performing well and areas that require improvement. This study is part of a regular program of ongoing research conducted each year by BC Ferries.

The following report provides annual customer satisfaction results for the following:

- Overall ferry service
- Service prior to arriving at the terminal
- Service at the ferry terminal
- Service onboard the ferry
- Service pertaining to loading/unloading
- Overall safety of operations, and
- Value for money of fares paid

For each of the more than sixty attributes, the scores for the last five years are shown on the graphs, to allow for easy comparison.

In addition to graphs showing the overall scores, the Appendix in this report includes detailed tables by route showing satisfaction scores for each of the service attributes for 2017. The Appendix also includes detailed satisfaction scores for each of the terminal-related attributes, shown separately for each of the main terminals.

Methodology

The research involves a two-phased approach. First a random sample of passengers are intercepted onboard to collect key data including frequency of travel on BC Ferries, purpose of trip, area of residence, origin/destination, and standard demographic questions. Immediately following this screener, passengers are given a longer follow-up survey to complete on paper or online *after* they disembark and leave the terminal area.

Interviews are distributed across nine routes in total, both larger and smaller, during three different time periods: June, August and November. In 2017, a total of 8,569 screeners were completed and 3,606 questionnaires returned. A more detailed explanation of the research design is included in the *Research Methodology* section, in the Appendix of this report.

Findings

Customers were asked to rate their satisfaction with over sixty different aspects of the services they received from BC Ferries on a scale from 1 to 5 where 1 means 'very dissatisfied' and 5 means 'very satisfied'.

Satisfaction with BC Ferries Overall

- A total of 87% of passengers in 2017 reported to be satisfied overall with their experience travelling on BC Ferries, resulting in an average score of 4.16. These findings are consistent with those recorded in 2016 (4.18 average score, 88% satisfied).
- Satisfaction scores continue to be relatively stable by most routes. However, following a rally from the low average of 3.46 in 2014 to 4.14 in 2016, Route 19 has registered a bit of a setback to 3.99 in this measure. This is potentially due to the November period of data collection where delays due to inclement weather conditions resulted in a substantial drop in satisfaction in November. Also, following the highest average on record for the SGI routes in 2016 of 4.24, there is a decrease this year to 4.14, primarily due to a decline in satisfaction in the August measure.

Satisfaction before Arriving at Terminal

- Satisfaction with the website is similar to 2016 results, but the average has improved for the ease of using online reservations (now at 4.00).
- While the rating continues to be consistent for *usefulness of BC Ferries phone service*, steady improvement has been registered since 2014 for *ease of using the automated phone service*, with the 3.46 average this year a significant increase from 2016.

Satisfaction at the Terminal

- Although a slight decrease is reported in satisfaction with the experience at the Departure Bay terminal, overall results currently stand at 85% satisfied and an average score of 4.07, similar to the previous two measures.
- Satisfaction with all aspects of the ticket purchase are stable and continue to register high averages.

Satisfaction Onboard

- Overall satisfaction with the experience onboard BC Ferries stands at 89% and an average of 4.12, consistent with 2016 results. While averages on most routes are stable, a decrease is registered for the South Gulf Island routes 5/9 (4.16 last year to 4.06 currently).
- Satisfaction with most other onboard services/facilities are unchanged; however, declines are registered for gift shop *variety/ selection of merchandise*, as well as for *food/ beverages offered* and *availability of seating* in food service areas.

Satisfaction with Sailing Schedules

- Satisfaction levels are stable for many aspects of sailing schedules; however, satisfaction with the *ability to get onto desired sailing* has continued to decline (from 3.78 in 2015 to 3.62 in 2017). Furthermore, the 3.73 average registered this year for *ferry departing on time* represents a decrease from the 3.80 in the past measure.

Satisfaction with Safety

- Average satisfaction levels for safety mirror the record high results reported in 2016.

Satisfaction with Overall Value

- For the third straight year, an increase is reported in satisfaction for the overall value for money of fares (average now at 3.11 compared to 2.76 in 2014).

Key Conclusions

In summary, satisfaction levels have been relatively stable, overall and specifically with the experience at the terminal and onboard. While there have been some fluctuations in ratings for specific services, of note is the steady increase since 2014 in satisfaction with the value for money of fares, and the maintenance of record high scores for safety.

The key areas of success in the current measure are in the following areas:

- Usefulness of the website, ease of using online reservations and highway signage
- Staff at the terminal and onboard
- Ticket purchase: efficiency of transaction and staff customer service
- Availability of terminal and onboard washrooms
- Cleanliness and comfort of onboard lounge seating
- Appearance of terminals
- Availability and cleanliness of seating area of onboard food/beverage services
- Availability of tourist and travel info
- Outside decks and overall appearance of vessels
- Procedures for loading and unloading
- Safety of ferry operations and loading/unloading

Areas of opportunity to enhance the customer experience continue to include:

- Ease of using automated phone system
- Value for money of fares, parking, food/beverages, and retail merchandise both at the terminal and onboard
- Vending machines at the terminal
- Pet areas at the terminal and onboard
- Ability to connect
- Ferry sailing frequent enough

Detailed Findings

The following section shows the detailed findings from the study. It graphically displays the satisfaction scores for each of the 74 service attributes, showing both the average satisfaction score out of 5 as well as the percentage for each level of satisfaction, that is, 'Very Dissatisfied', 'Dissatisfied', 'Neither Satisfied/Dissatisfied', 'Satisfied' and 'Very Satisfied'. The ratings are shown for all surveyed BC Ferries routes combined and, where appropriate, the route-by-route scores are shown as well.

NOTE: When route numbers are shown in the graphs, please refer to the following table that explains each route number.

BC Ferries Routes Included in Customer Satisfaction Survey – 2017	
Route No.	Description of Route
Route 1	Tsawwassen-Swartz Bay
Route 2	Horseshoe Bay-Departure Bay
Route 3	Horseshoe Bay-Langdale
Route 30	Tsawwassen-Duke Point
Route 4	Swartz Bay-Fulford Harbour, Salt Spring Island
Route 19	Departure Bay–Descanso Bay, Gabriola Island
Route 5/9	Southern Gulf Islands (from Swartz Bay/from Tsawwassen)

Overall Satisfaction with BC Ferries

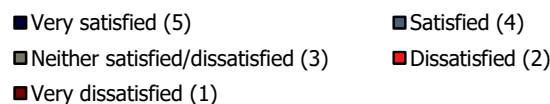
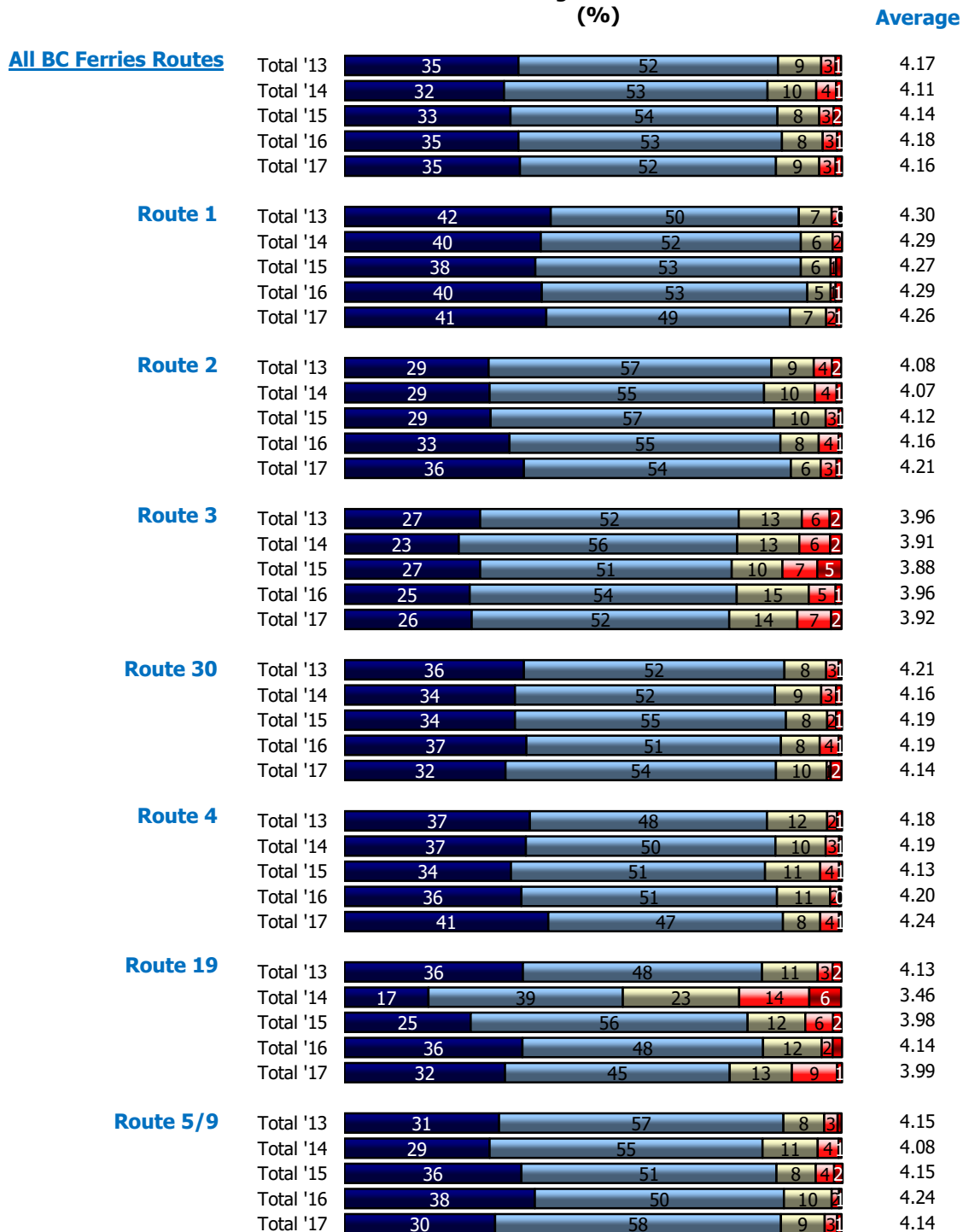
A total of 87% of passengers in 2017 reported to be satisfied overall with their experience travelling on BC Ferries, resulting in an average score of 4.16. These findings are consistent with those recorded in 2016 (4.18 average score, 88% satisfied).

Satisfaction scores continue to be relatively stable by most routes. However, following a rally from the low average of 3.46 in 2014 to 4.14 in 2016, Route 19 has registered a bit of a setback to 3.99 in this measure. This is potentially due to the November period of data collection where delays due to inclement weather conditions resulted in a substantial drop in satisfaction in November.

Also, following the highest average on record for the SGI routes in 2016 of 4.24, there is a decrease this year to 4.14, primarily due to a decline in satisfaction in the August measure.

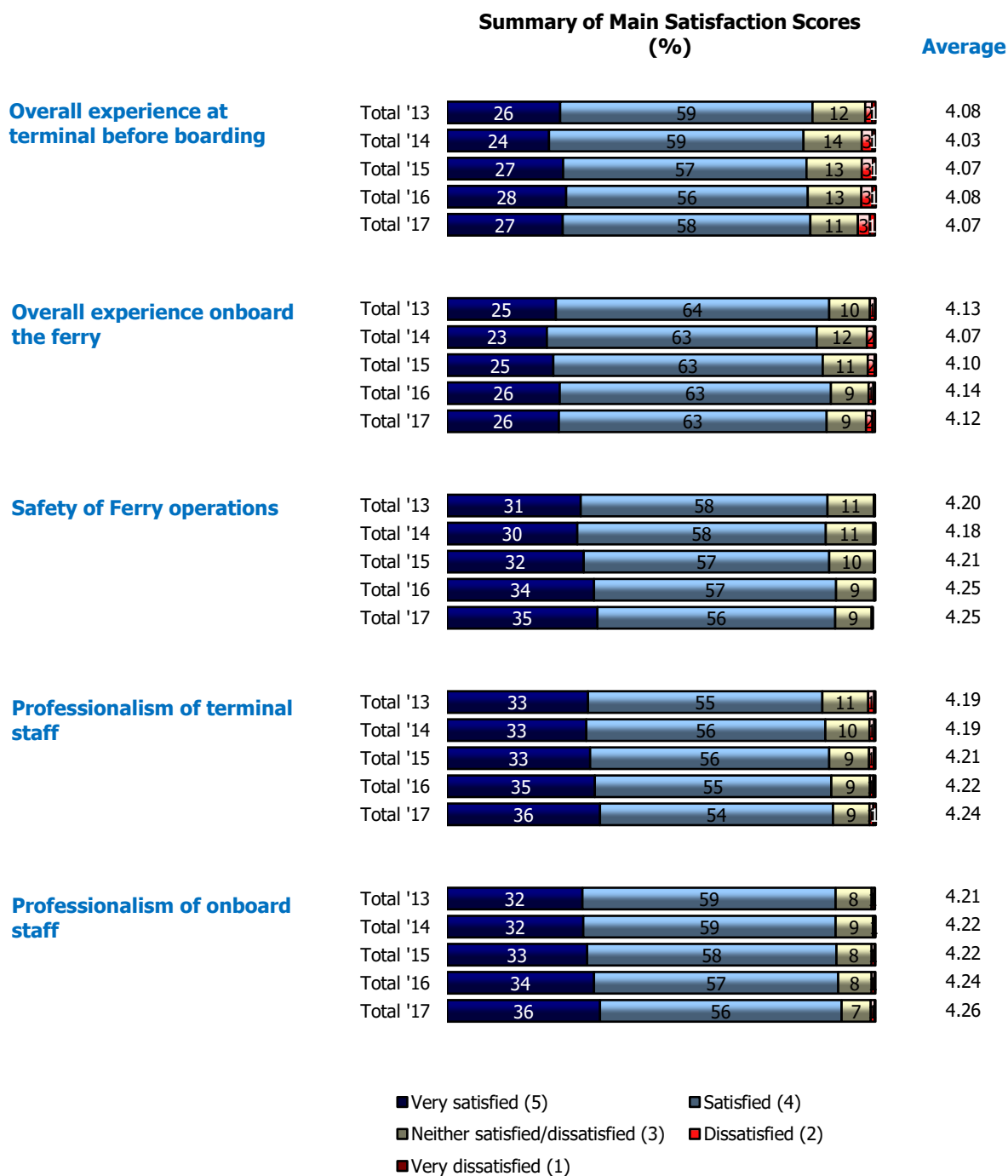
[NOTE: Refer to page 5 for route descriptions]

Overall Satisfaction Level with Recent Experience Travelling with BC Ferries (%)



Q.1) How satisfied or dissatisfied were you, overall, with your recent experience travelling with BC Ferries?

The following chart summarizes the results from overall measures of each main point of contact and specifically with BC Ferries staff. While all are consistent with past results, note that *professionalism of onboard staff* has been trending up and is at an all time high, and *safety of ferry operations* has maintained the high score reached in 2016.



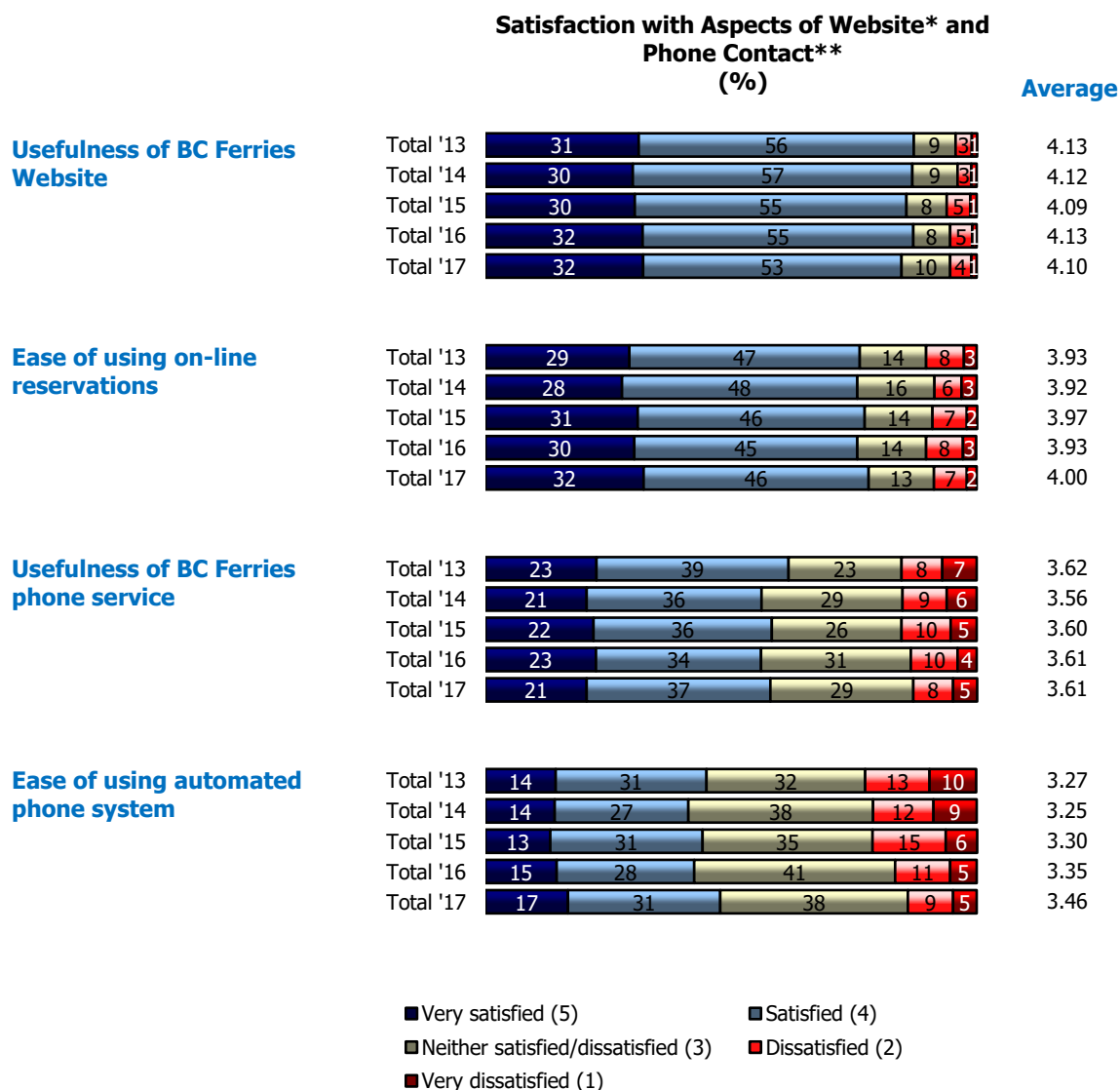
Q.3) Please rate how satisfied or dissatisfied you were with each of the following.

Before Arriving at Terminal

Website and Phone Contact

Satisfaction with the website is similar to 2016 results, but the average has improved for the *ease of using online reservations* (now at 4.00).

While the rating continues to be consistent for *usefulness of BC Ferries phone service*, steady improvement has been registered since 2014 for *ease of using the automated phone service*, with the 3.46 average this year a significant increase from 2016.



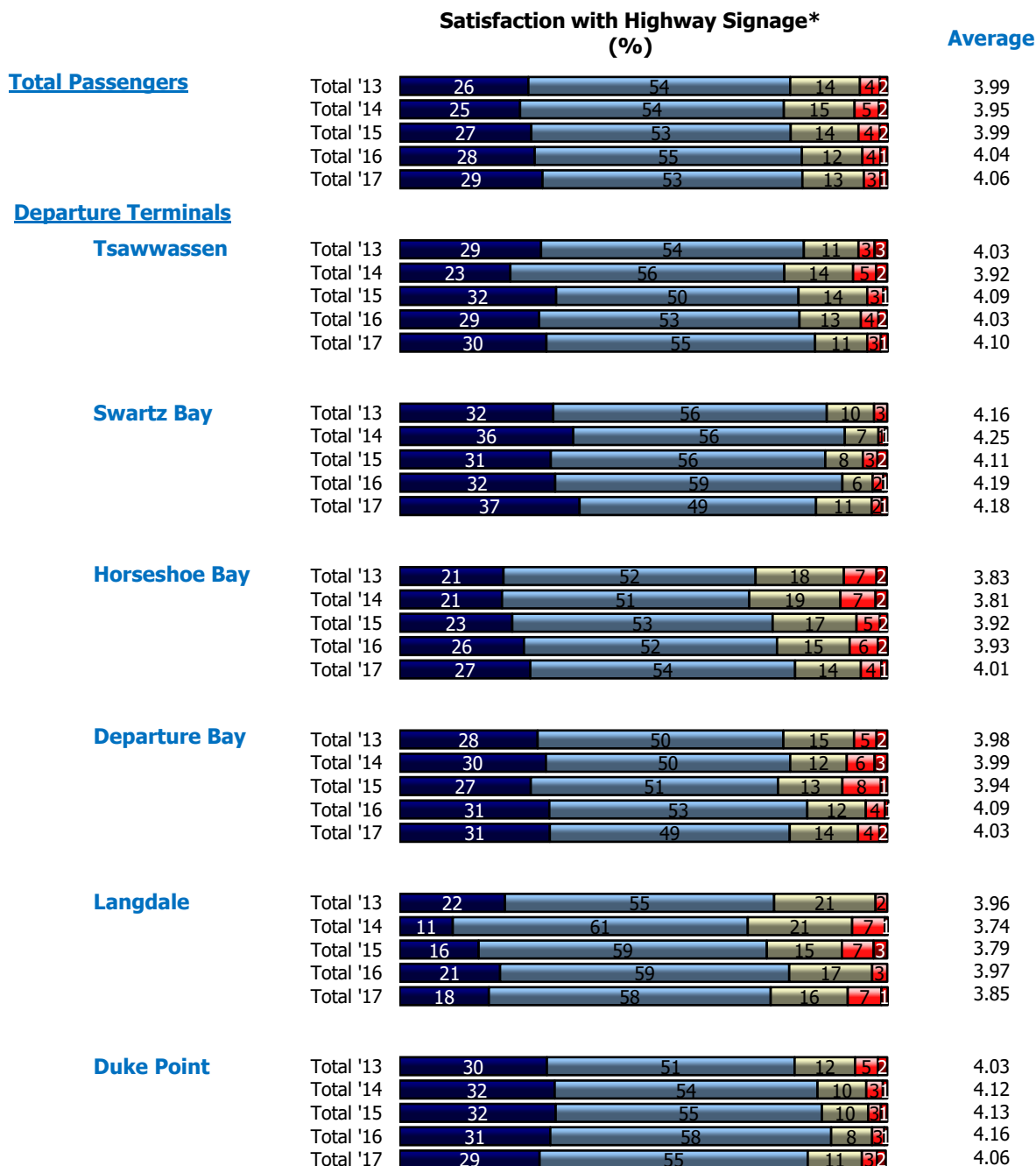
Q.2) Please rate how satisfied or dissatisfied you were with each of the following.

* 76% usage website, 42% for on-line reservations

** 18% usage phone service, 15% for automated system

Highway Signage

The overall rating for highway signage is unchanged from 2016, overall and by terminal.



Q.2) Please rate how satisfied or dissatisfied you were with each of the following.

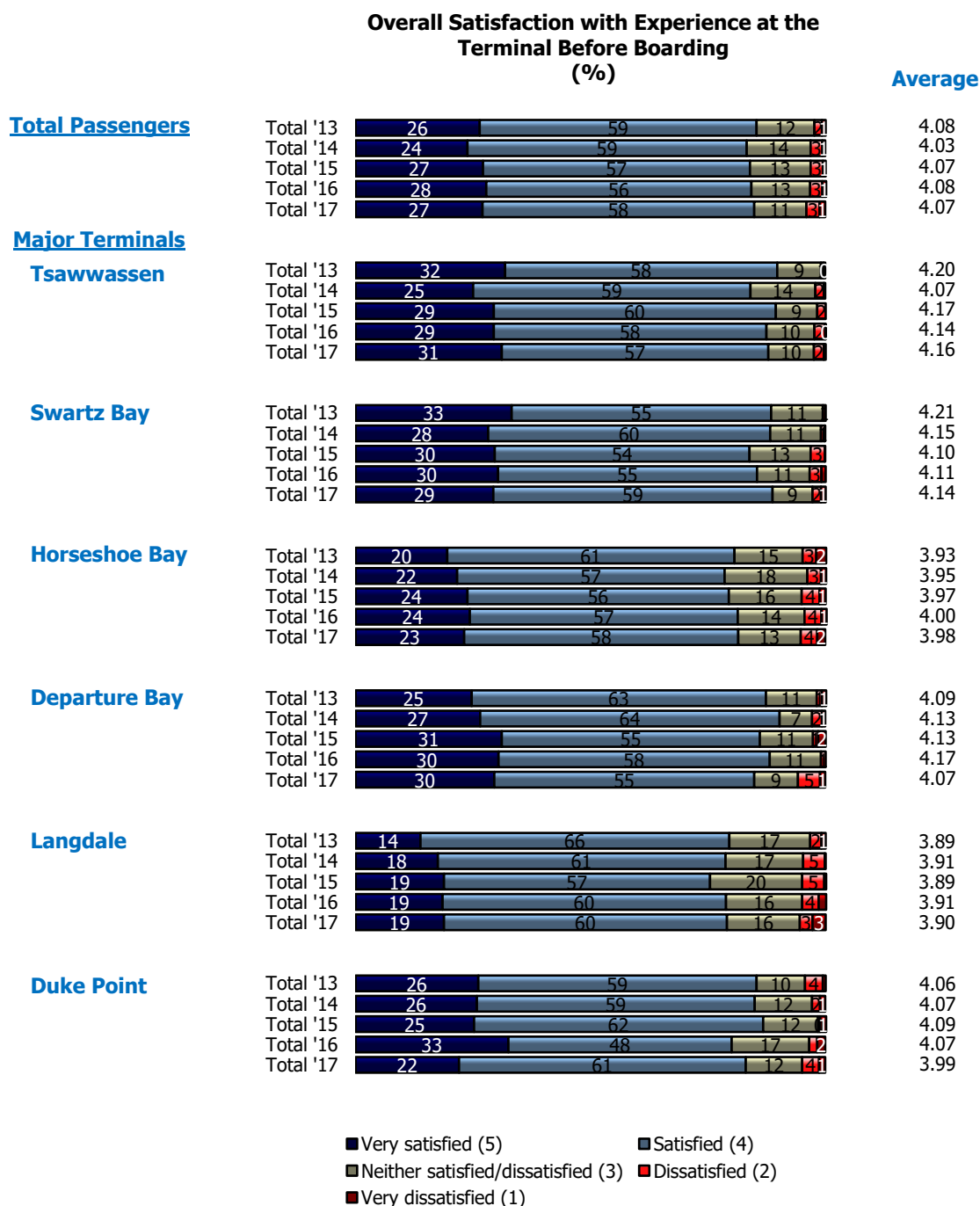
* Usage: 78%

- Very satisfied (5)
- Satisfied (4)
- Neither satisfied/dissatisfied (3)
- Dissatisfied (2)
- Very dissatisfied (1)

At the Terminal

Overall Experience at the Terminal

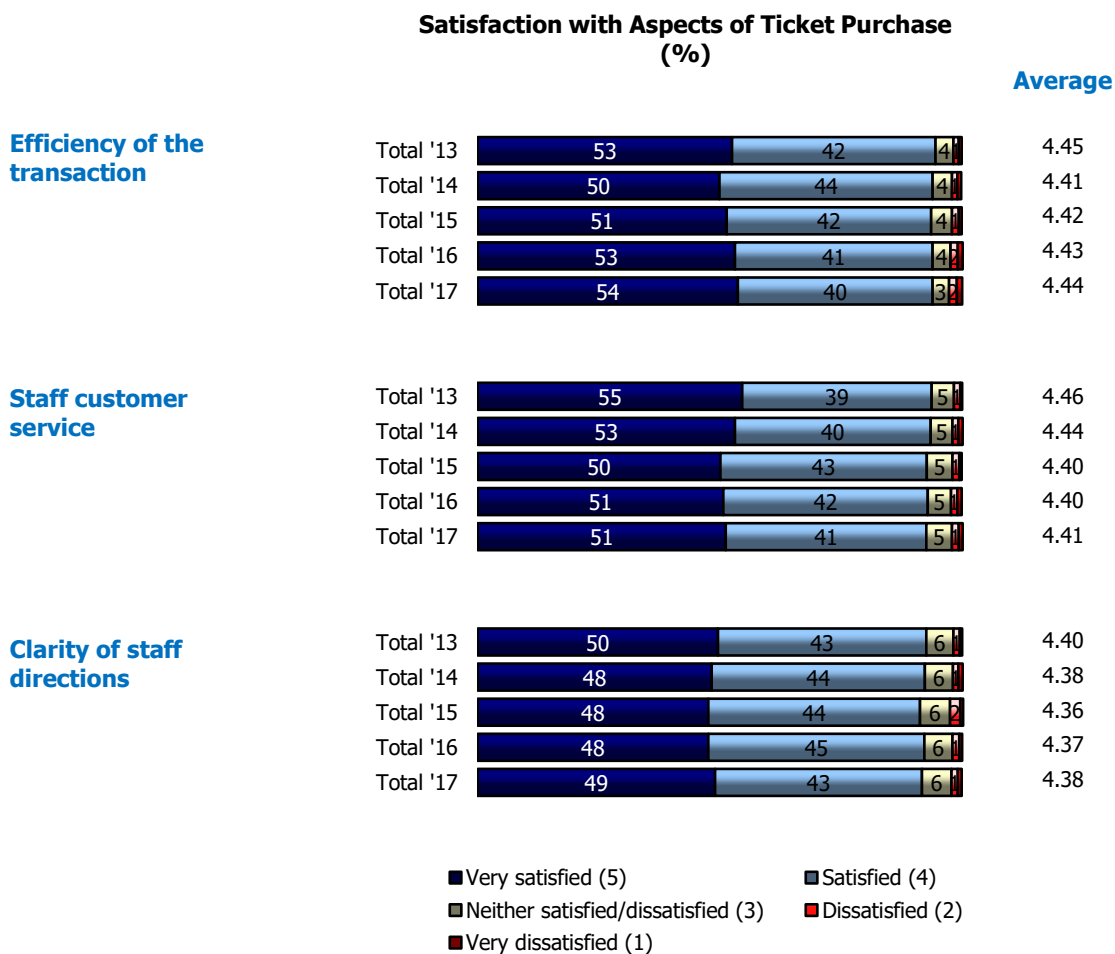
Although a slight decrease is reported in satisfaction with the experience at the Departure Bay terminal, overall results currently stands at 85% satisfied and an average score of 4.07, similar to the previous two measures.



Q.3) Please rate how satisfied or dissatisfied you were with each of the following.

Ticket Purchase

Satisfaction levels continue to be high with all aspects of the ticket purchase process, with average ratings similar to a year ago.

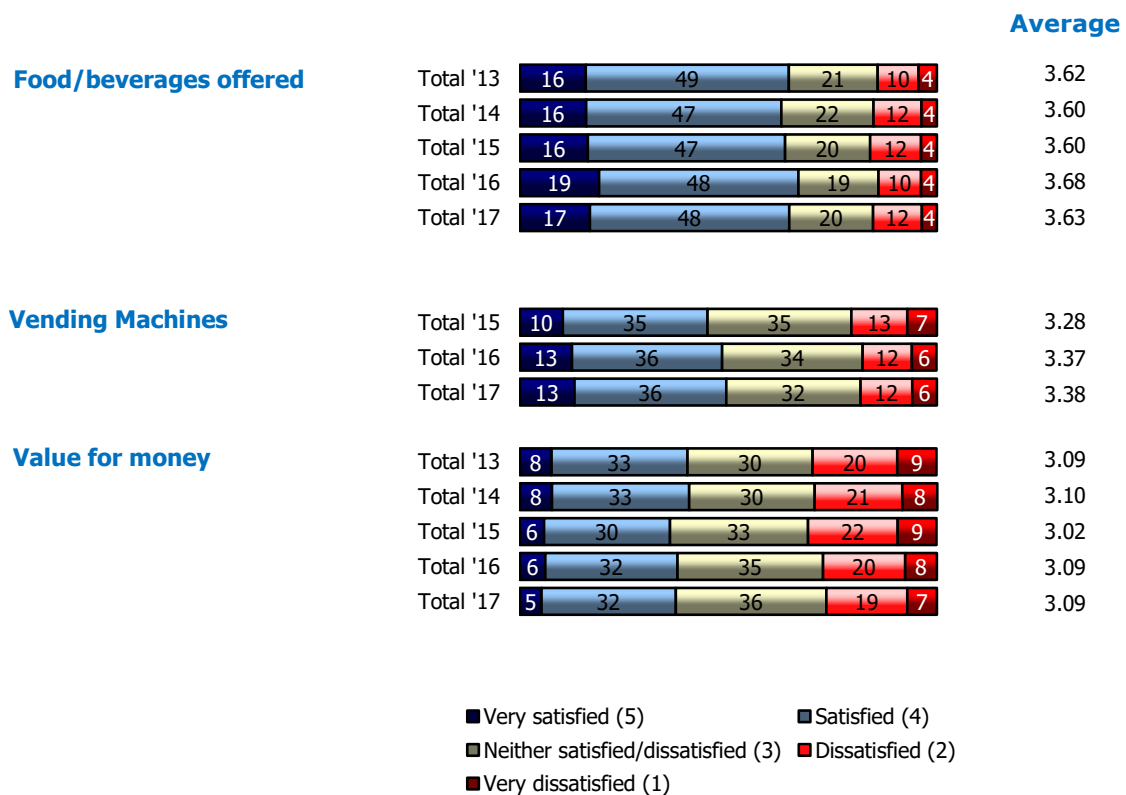


Q.3) Please rate how satisfied or dissatisfied you were with each of the following.

Food/Beverage Services at Terminal

Following increases last year in satisfaction levels for terminal *food and beverages offered* and *food value for money*, results overall have stabilised.. The average satisfaction score for terminal vending machines is unchanged.

Satisfaction with Aspects of Food and Beverage Services at Terminal* (%)



Q.3) Please rate how satisfied or dissatisfied you were with each of the following.

* 45% usage overall; excluding Route 19.

* 27% usage vending machines.

Retail Services at Terminal

As in past measures, no changes are reported in satisfaction for terminal retail services. Note that the increase for terminal pet areas is not significant due to low usage levels.

Satisfaction with Aspects of Retail Services at Terminal* (%)

Average

Terminal - Gift Shop/News Stand

Variety/selection of merchandise

Total '13	22	49	22	51	3.86
Total '14	19	51	21	62	3.80
Total '15	23	51	19	52	3.88
Total '16	24	48	22	42	3.89
Total '17	22	50	21	52	3.87

Value for money

Total '13	11	40	32	12	5	3.39
Total '14	10	39	32	13	6	3.36
Total '15	10	40	30	13	6	3.34
Total '16	11	34	35	15	5	3.32
Total '17	8	39	34	14	4	3.34

Terminal - Outdoor Market Area

Variety/selection of merchandise

Total '13	16	42	32	8	3	3.59
Total '14	13	42	34	8	4	3.52
Total '15	16	40	32	10	3	3.55
Total '16	15	41	33	8	3	3.58
Total '17	14	43	28	11	4	3.54

Value for money

Total '13	10	33	40	12	4	3.33
Total '14	9	36	40	10	5	3.33
Total '15	10	34	38	14	5	3.30
Total '16	9	34	38	14	5	3.30
Total '17	8	38	37	12	6	3.29

Play area for children

*Excludes Routes 2, 3, 19

Total '15	23	41	28	5	3	3.75
Total '16	22	41	33	3	1	3.79
Total '17	21	46	24	7	3	3.76

Pet area

*Excludes Routes 2, 3, 19

Total '15	20	27	30	22	2	3.41
Total '16	19	18	24	24	15	3.01
Total '17	8	57	15	16	5	3.49

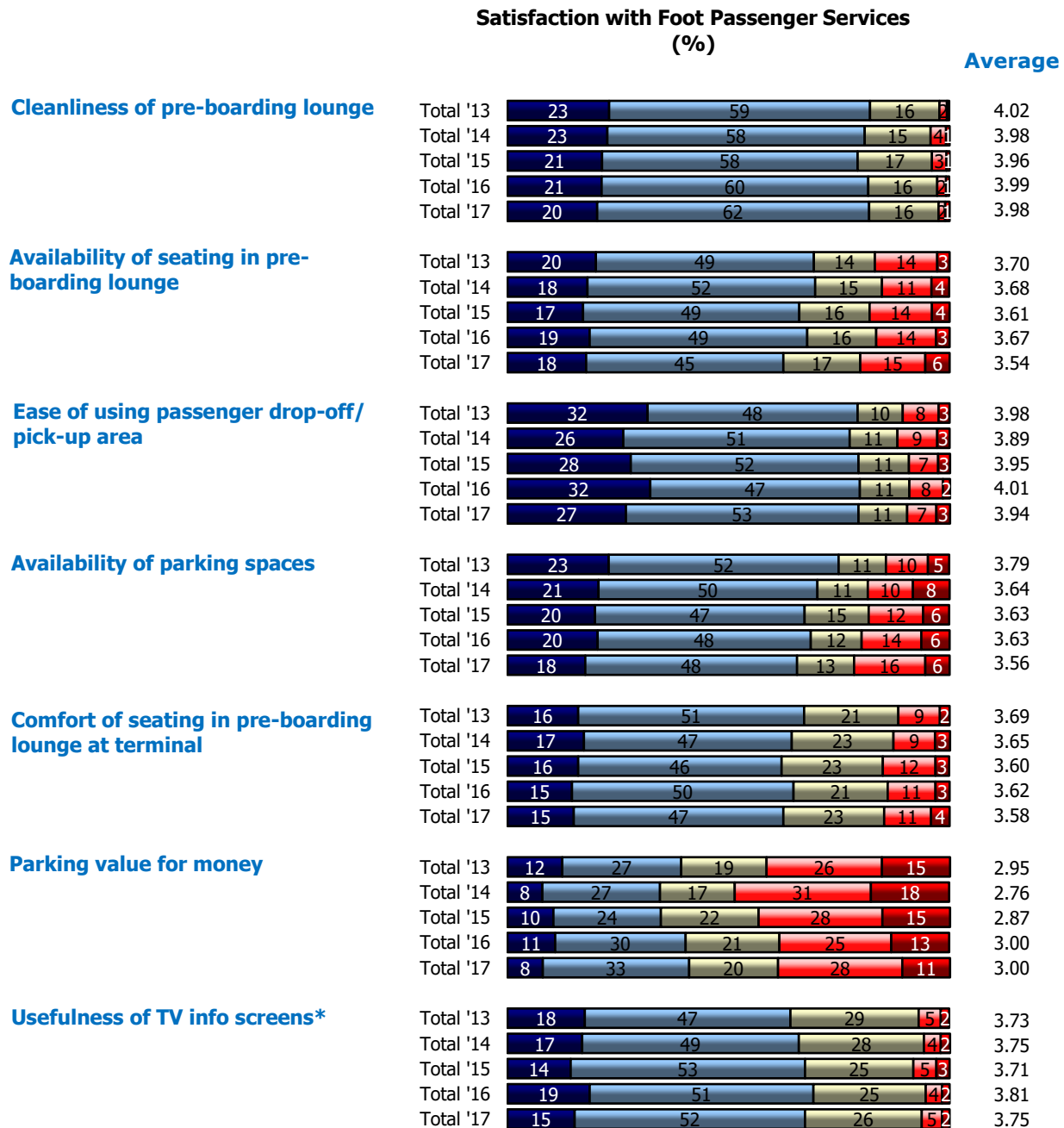
- Very satisfied (5)
- Satisfied (4)
- Neither satisfied/dissatisfied (3)
- Dissatisfied (2)
- Very dissatisfied (1)

Q.3) Please rate how satisfied or dissatisfied you were with each of the following.

* Usage: 37% gift shop, 27% outdoor market; excluding Route 19.
17% play area for children, 2% pet area; excluding Route 2, 3, 19.

Foot Passenger Services

Levels are stable for most foot passenger services at the terminal before boarding. The lone exception is a decrease in availability of seating in pre-boarding lounge (3.67 last measure to 3.54 this year).



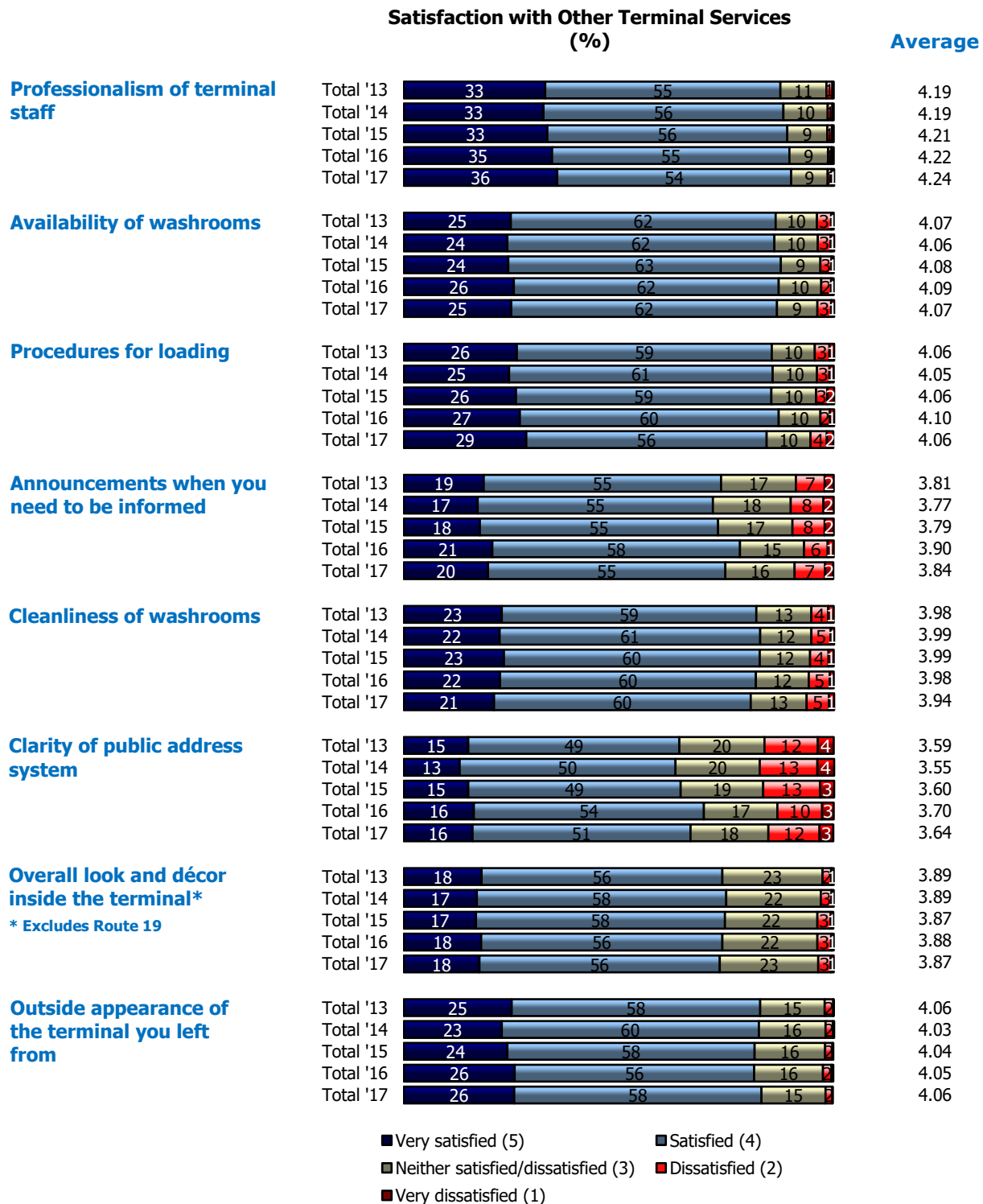
Q.3) Please rate how satisfied or dissatisfied you were with each of the following.

Usage: 32% are foot passengers (including bus).

- Very satisfied (5)
- Satisfied (4)
- Neither satisfied/dissatisfied (3)
- Dissatisfied (2)
- Very dissatisfied (1)

Other Terminal Services

Following improvements registered in 2016, decreases are reported this year for the following terminal service areas: *procedures for loading, announcements when you need to be informed, and clarity of the public address system.*



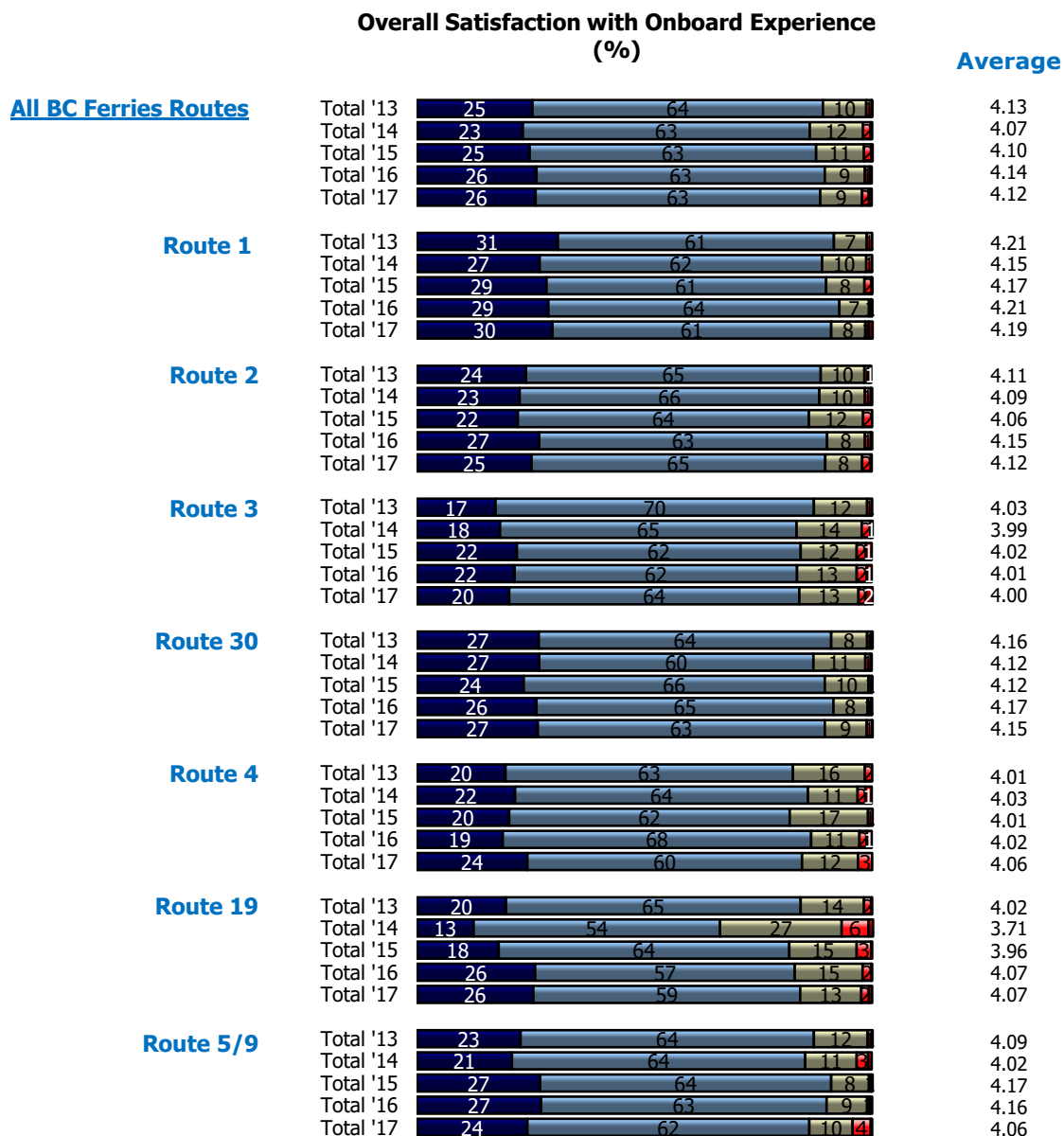
Q.3) Please rate how satisfied or dissatisfied you were with each of the following.

Onboard Experience

Overall Onboard Experience

Overall satisfaction with the experience onboard BC Ferries stands at 89% and an average of 4.12, consistent with 2016 results. While averages on most routes are stable, a decrease is registered for the South Gulf Island routes 5/9 (4.16 last year to 4.06 currently).

[NOTE: Refer to page 5 or page 27 for route descriptions]

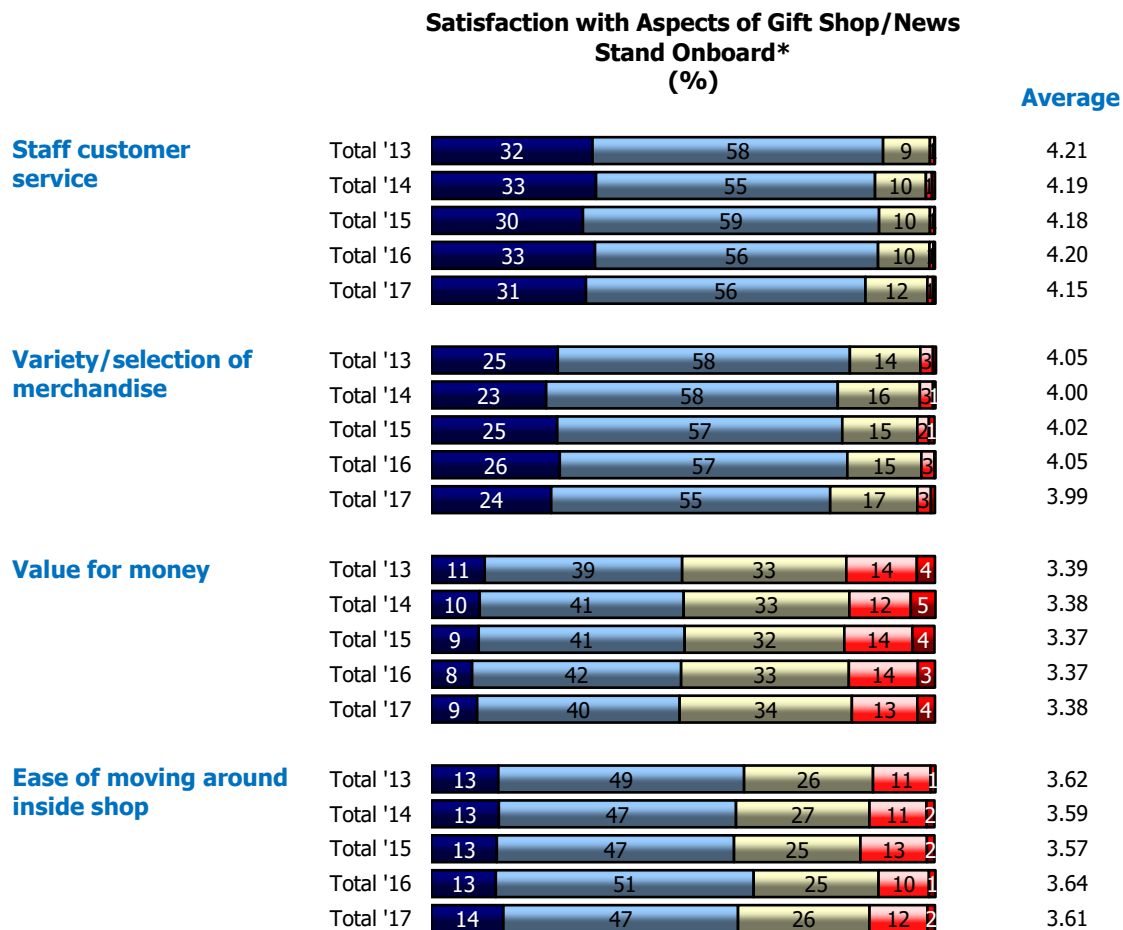


Q.4) Please rate how satisfied or dissatisfied you were with each of the following.

- Very satisfied (5)
- Satisfied (4)
- Neither satisfied/dissatisfied (3)
- Dissatisfied (2)
- Very dissatisfied (1)

Onboard Gift Shop/News Stand

Aside from a decrease for *variety/selection of merchandise*, satisfaction ratings of all other aspects of the onboard gift shop/news stand are more or less consistent with previous results.



- Very satisfied (5)
- Satisfied (4)
- Neither satisfied/dissatisfied (3)
- Dissatisfied (2)
- Very dissatisfied (1)

Q.4) Please rate how satisfied or dissatisfied you were with each of the following.

* Excludes Routes 4 & 19.

Usage: 56% gift shop/news stand.

Onboard Food Services

Although most onboard food service aspects measured are basically unchanged, following an improvement in 2016 for *availability of seating*, the average score has declined this year. In addition, the satisfaction rating for *food/ beverages offered* was on an upward trend since 2014 but has decreased in this measure.

		Satisfaction with Aspects of Food and Beverage Services Onboard* (%)				Average	
Staff customer service	Total '13	33	57	9		4.21	
	Total '14	33	56	9		4.20	
	Total '15	29	59	11		4.14	
	Total '16	31	58	9		4.18	
	Total '17	32	57	9		4.20	
Cleanliness of seating area	Total '13	24	62	11	3	4.05	
	Total '14	24	63	11	2	4.07	
	Total '15	24	63	11	3	4.06	
	Total '16	26	61	11	3	4.09	
	Total '17	25	61	10	3	4.07	
Availability of seating	Total '13	24	60	12	4	4.05	
	Total '14	26	60	11	3	4.06	
	Total '15	23	62	11	3	4.04	
	Total '16	27	61	10	2	4.10	
	Total '17	25	59	11	4	4.04	
Comfort of seating	Total '13	18	57	21	4	3.86	
	Total '14	19	56	20	5	3.87	
	Total '15	19	58	18	5	3.88	
	Total '16	20	58	17	4	3.93	
	Total '17	19	57	19	5	3.89	
Length of time in line for food service	Total '13	15	49	22	11	3	3.62
	Total '14	14	49	23	11	3	3.59
	Total '15	13	52	22	10	2	3.64
	Total '16	15	53	19	12	2	3.67
	Total '17	14	51	20	12	3	3.63
Food/beverage offered	Total '13	13	55	20	10	2	3.65
	Total '14	13	52	22	11	2	3.62
	Total '15	13	55	19	11	2	3.65
	Total '16	14	57	17	10	2	3.69
	Total '17	12	55	20	10	3	3.63
Vending machines	Total '15	12	43	32	8	5	3.50
	Total '16	11	44	33	9	4	3.49
	Total '17	11	47	28	8	5	3.51
Value for money	Total '13	10	37	28	19	6	3.24
	Total '14	9	37	28	18	8	3.21
	Total '15	6	38	30	19	7	3.16
	Total '16	6	37	32	19	6	3.19
	Total '17	6	36	34	19	5	3.19

Q.4) Please rate how satisfied or dissatisfied you were with each of the following.

* Excludes Routes 4 & 19.

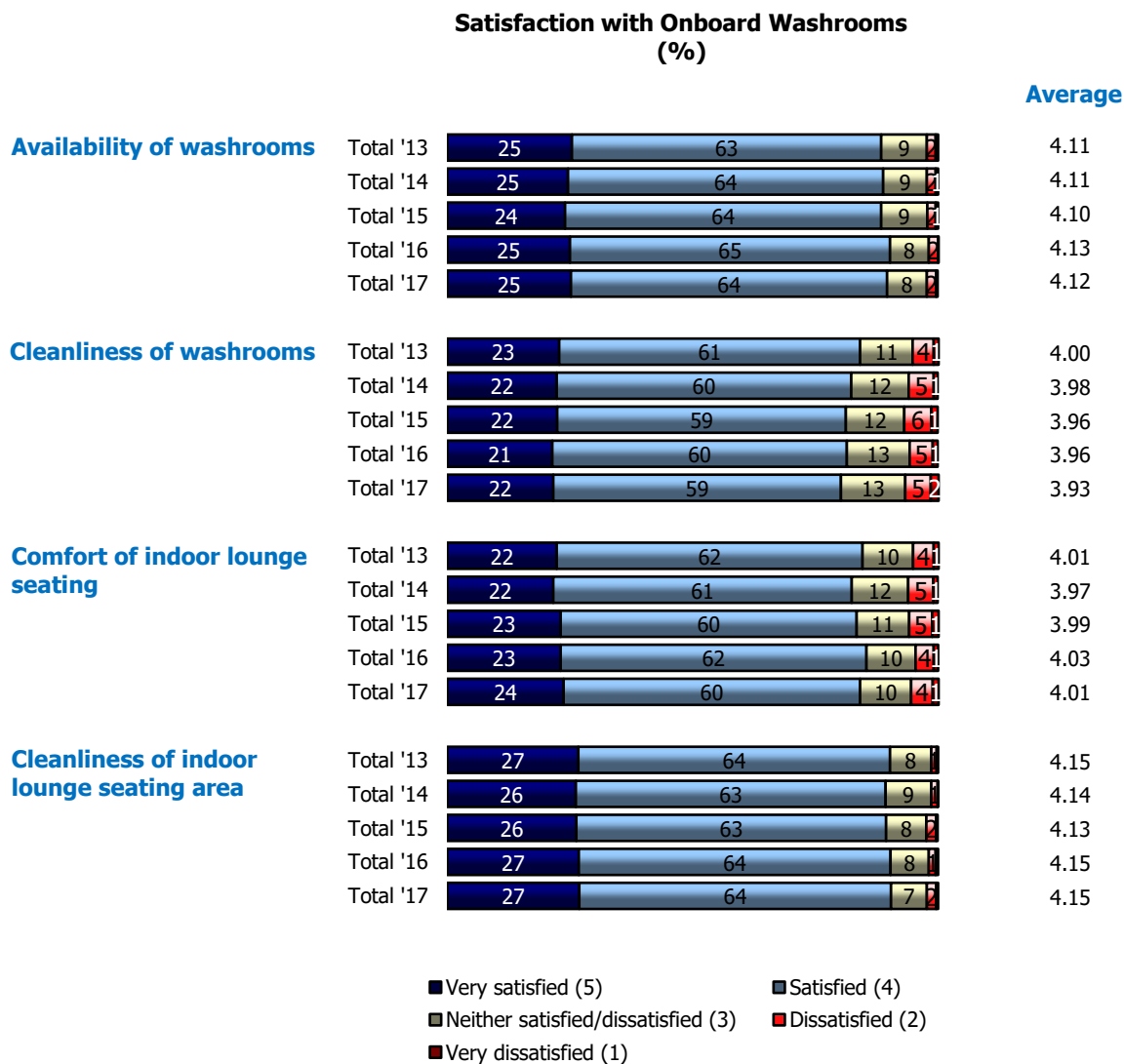
- Very satisfied (5)
- Satisfied (4)
- Neither satisfied/dissatisfied (3)
- Dissatisfied (2)
- Very dissatisfied (1)

Usage: 71% food & beverage services.

Onboard Washrooms and Onboard Seating

Satisfaction has decreased slightly with respect to washroom cleanliness.

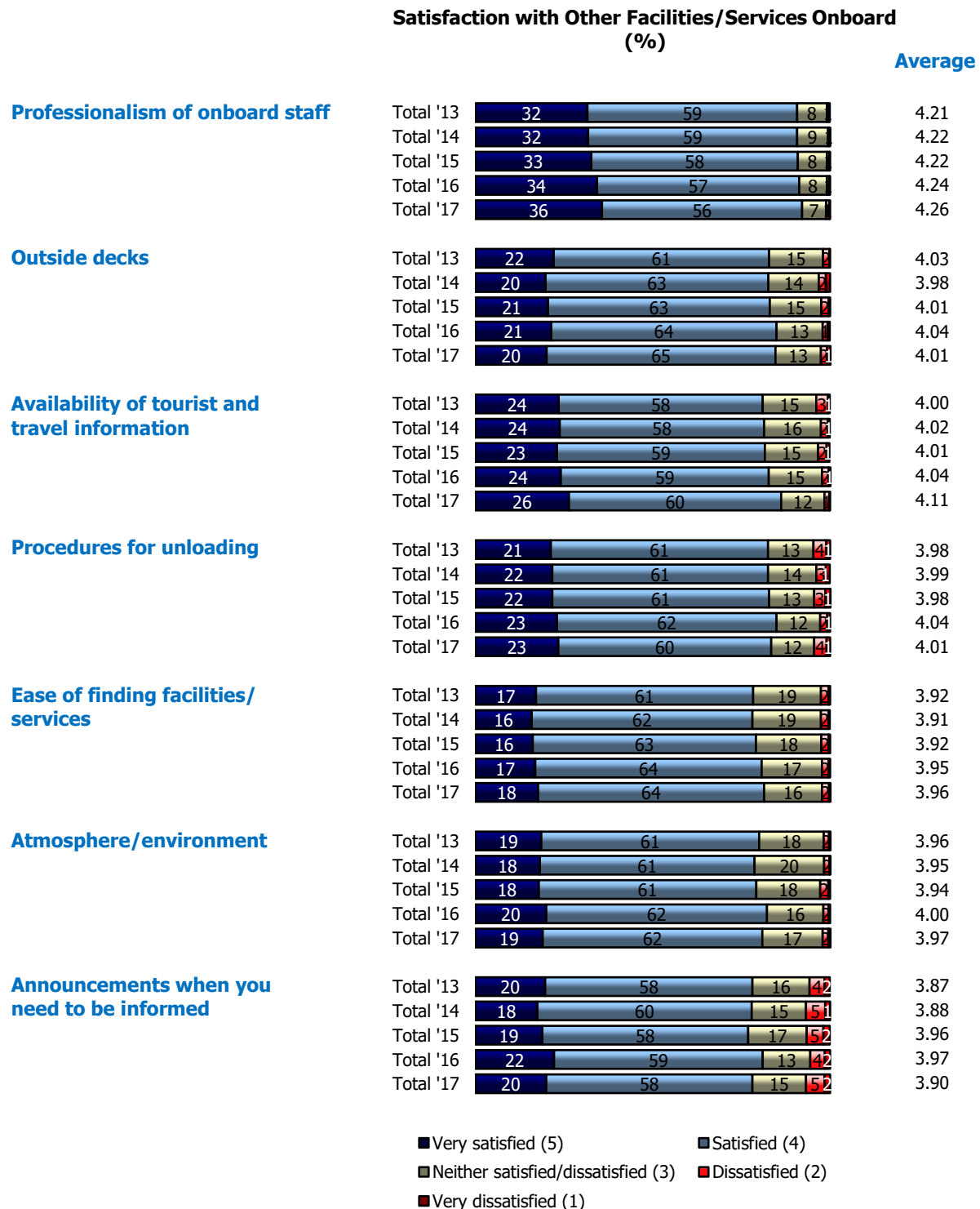
No changes are reported in satisfaction with onboard seating.



Q.4) Please rate how satisfied or dissatisfied you were with each of the following.

Other Onboard Facilities/Services

An increase in average satisfaction is reported for *availability of tourist/ travel information*. And note that both *professionalism of onboard staff* and *ease of finding facilities/ services* have been trending upwards and have now reached all-time high scores.



Q.4) Please rate how satisfied or dissatisfied you were with each of the following.

**Satisfaction with Other Facilities/Services Onboard
(cont'd) (%)**

					Average		
Outside appearance of the vessel overall	Total '13	21	60	18	1	4.00	
	Total '14	20	60	18	2	3.97	
	Total '15	19	60	19	2	3.95	
	Total '16	21	61	16	2	4.00	
	Total '17	21	61	17	1	4.00	
Play area for children*	Total '13	16	48	25	7	4	3.64
	Total '14	13	47	28	8	5	3.56
	Total '15	14	43	28	11	4	3.51
	Total '16	9	43	31	12	4	3.40
	Total '17	16	44	24	12	4	3.55
Pet area*	Total '15	1	18	17	40	24	3.28
	Total '16	3	19	30	25	22	3.56
	Total '17	11	17	36	10	26	2.77
Work stations*	Total '13	15	57	18	7	2	3.76
	Total '14	13	49	23	11	4	3.55
	Total '15	14	51	23	10	3	3.63
	Total '16	11	56	25	7	2	3.65
	Total '17	13	57	20	8	2	3.71
Clarity of public address system	Total '13	17	53	19	8	3	3.74
	Total '14	15	54	18	10	3	3.70
	Total '15	17	53	19	9	3	3.73
	Total '16	19	56	15	8	3	3.80
	Total '17	18	54	15	10	3	3.76
Video arcade*	Total '13	17	41	30	7	5	3.57
	Total '14	10	35	42	7	7	3.34
	Total '15	15	29	38	12	7	3.33
	Total '16	9	35	41	6	8	3.31
	Total '17	n/a					
Ease of access for people with disabilities	Total '13	19	49	21	8	4	3.70
	Total '14	19	51	19	7	3	3.75
	Total '15	17	49	22	9	4	3.67
	Total '16	19	47	22	8	3	3.72
	Total '17	19	48	18	10	5	3.66

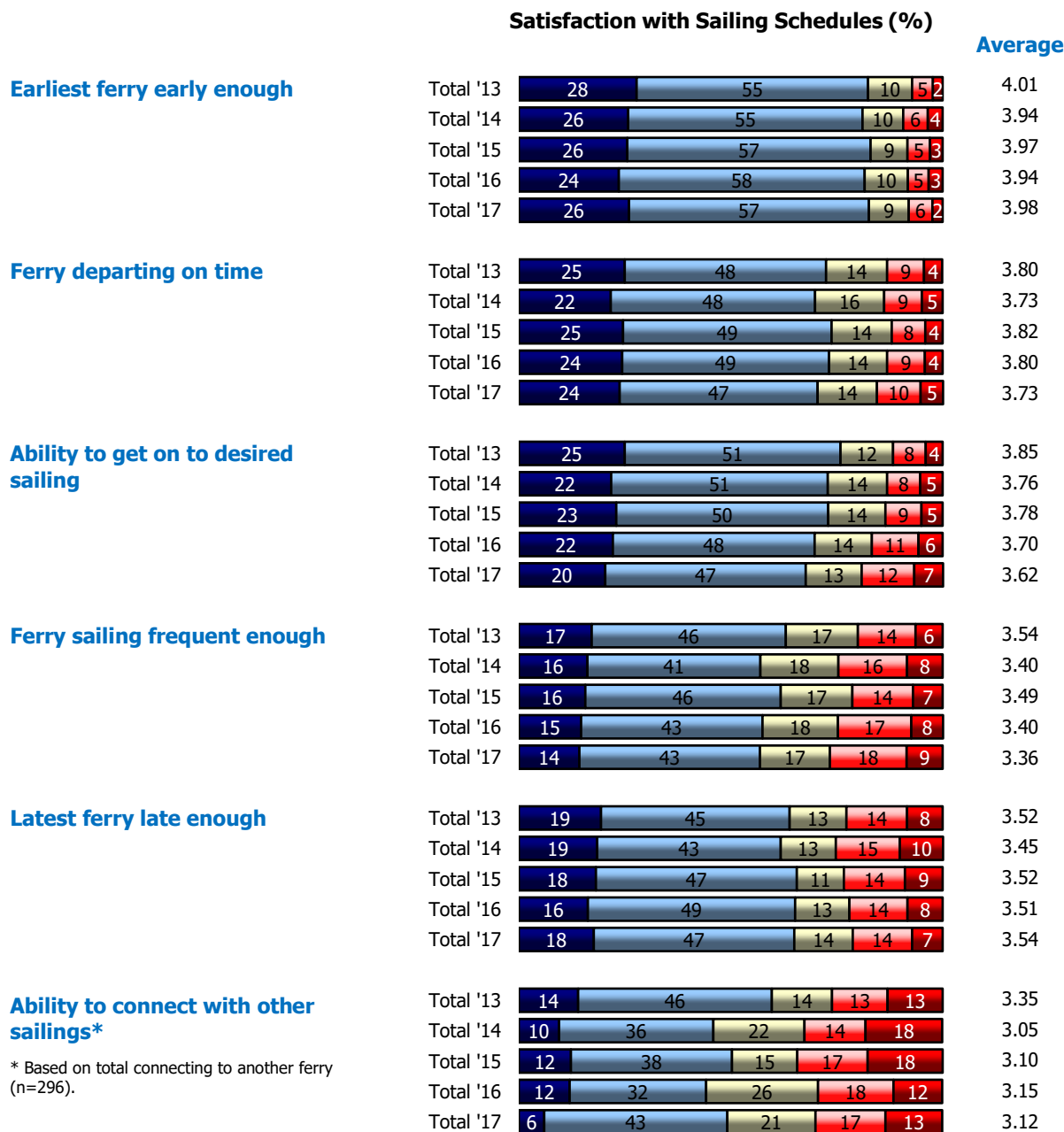
■ Very satisfied (5)	■ Satisfied (4)
■ Neither satisfied/dissatisfied (3)	■ Dissatisfied (2)
■ Very dissatisfied (1)	

Q.4) Please rate how satisfied or dissatisfied you were with each of the following.

Sailing Schedules

Various Aspects of Sailing Schedules

Satisfaction is again stable for many aspects of sailing schedules; however, the decline continues in average score for the *ability to get onto desired sailing* (3.78 in 2015, 3.70 last year and now at 3.62). Furthermore, the 3.73 average registered this year for *ferry departing on time* represents a decrease from the 3.80 in the past measure.



* Based on total connecting to another ferry (n=296).

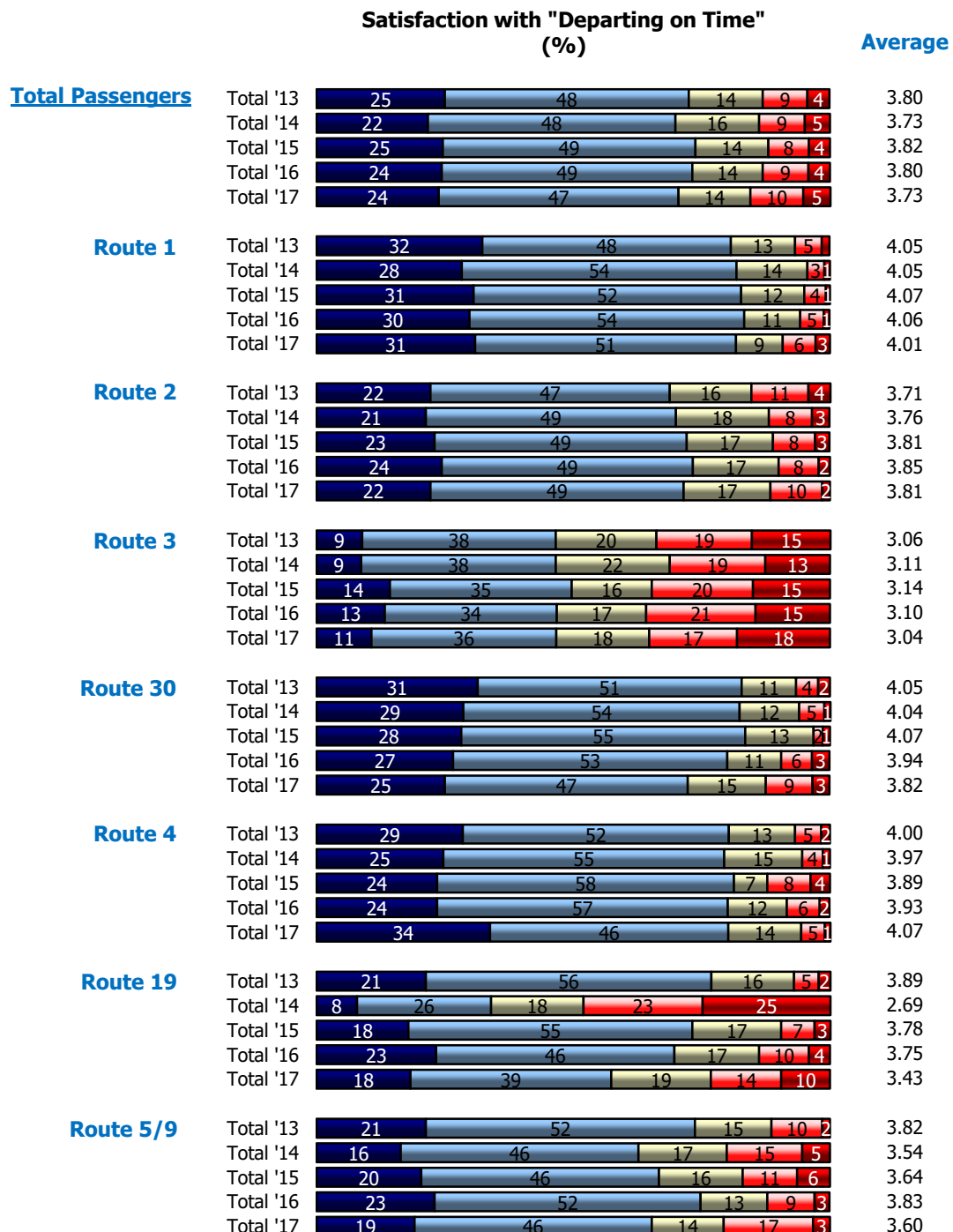
Q.5) Please rate how satisfied or dissatisfied you were with each of the following.

- Very satisfied (5)
- Satisfied (4)
- Neither satisfied/dissatisfied (3)
- Dissatisfied (2)
- Very dissatisfied (1)

Departing on Time

The following chart details the ratings for “departing on time” by route. While Route 4 has increased from a 3.93 in 2016 to a 4.07 average, a significant drop is noted on Route 19 from 3.75 to 3.43. As well, following positive gains over the past two measures, there has been a decrease on the South Gulf Island routes from 3.83 to 3.60.

[NOTE: Refer to page 5 or page 27 for route descriptions]

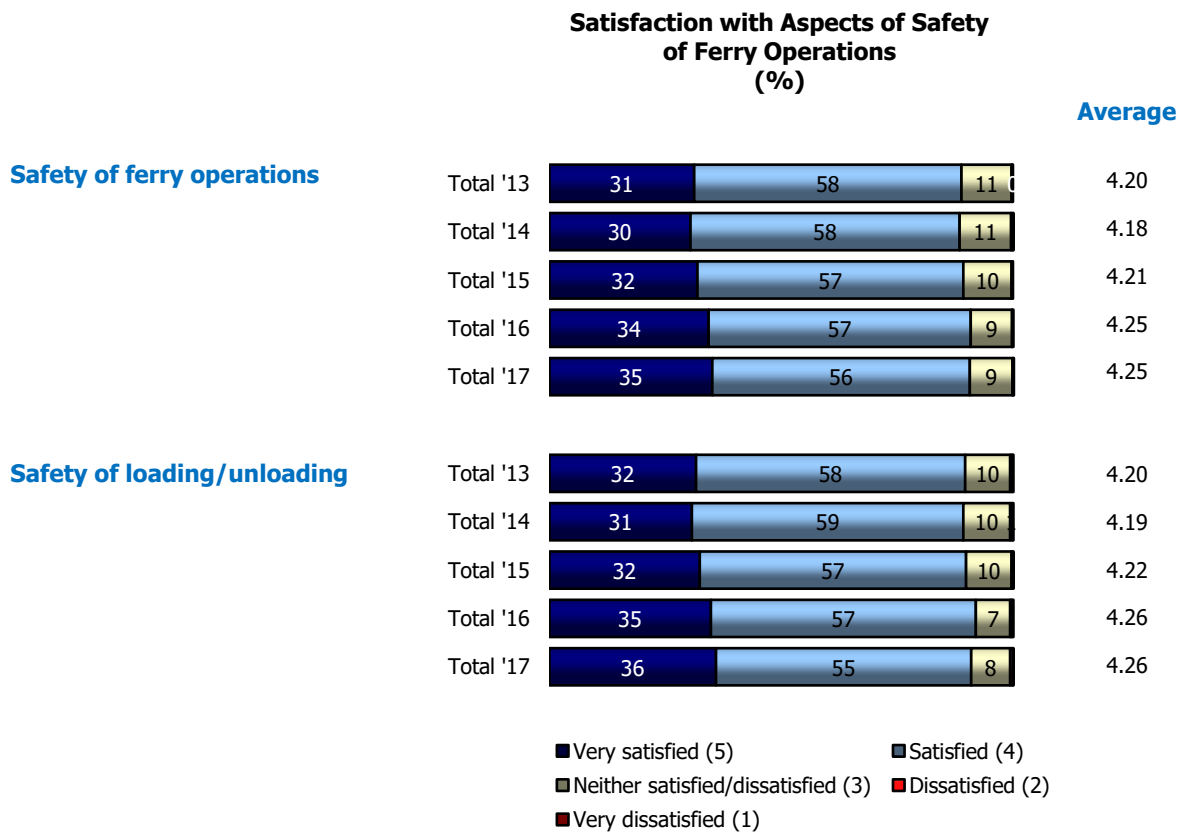


Q.5) Please rate how satisfied or dissatisfied you were with each of the following.

- Very satisfied (5)
- Satisfied (4)
- Neither satisfied/dissatisfied (3)
- Dissatisfied (2)
- Very dissatisfied (1)

Safety

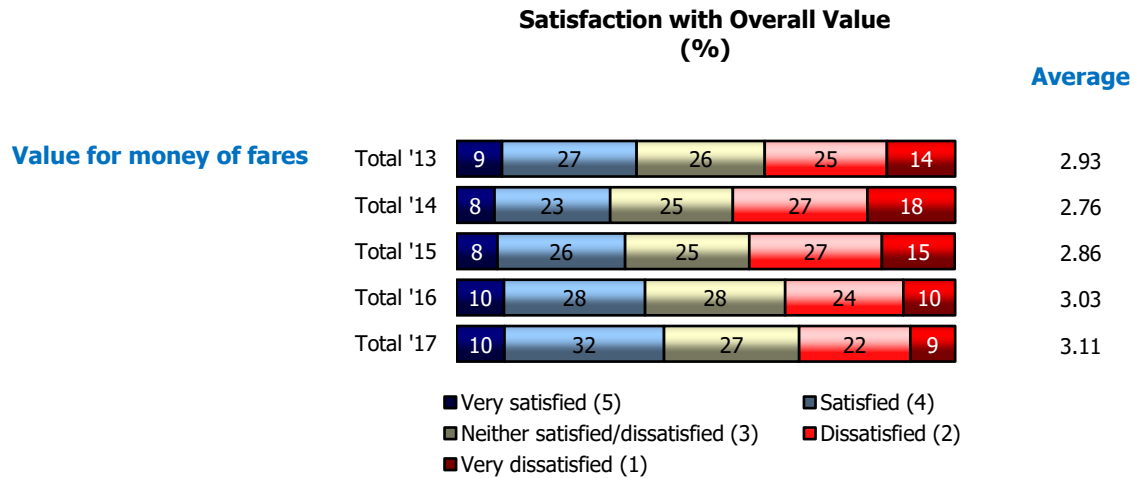
With respect to perceptions of safety, average satisfaction levels mirror the record high results reported in 2016.



Q.5) Please rate how satisfied or dissatisfied you were with each of the following.

Overall Value

For the third straight year, an increase is reported in satisfaction for the overall value for money of fares (average now at 3.11 compared to 2.76 in 2014).



Q.5) Please rate how satisfied or dissatisfied you were with each of the following.

Appendices

Route-by-Route Satisfaction Score for Each Attribute

BC Ferries Routes Included in Customer Satisfaction Survey - 2017	
Route No.	Description of Route
Route 1	Tsawwassen-Swartz Bay
Route 2	Horseshoe Bay-Departure Bay
Route 3	Horseshoe Bay-Langdale
Route 30	Tsawwassen-Duke Point
Route 4	Swartz Bay-Fulford Harbour, Salt Spring Island
Route 19	Departure Bay–Descanso Bay, Gabriola Island
Route 5/9	Southern Gulf Islands (from Swartz Bay/from Tsawwassen)

NOTE: Combined, these routes represent approximately 80% of the annual passenger traffic volume on BC Ferries.

Average Satisfaction Ratings by Route – All Waves 2017											
(See page 27 for Route Number Codes)											
	Total	Larger Routes					Route 3	Smaller Routes			
		Total	1	2	30	Total		4	19	5/9	
OVERALL EXPERIENCE											
Trip overall	4.16	4.22	4.26	4.21	4.14	3.92	4.12	4.24	3.99	4.14	
BEFORE ARRIVING AT TERMINAL											
Usefulness of BC Ferries website	4.10	4.13	4.13	4.12	4.13	4.04	4.04	4.09	4.02	4.02	
Ease of using on-line reservations	4.00	4.03	4.09	3.96	4.00	3.89	3.93	3.85	3.81	4.00	
Usefulness of BC Ferries phone service	3.61	3.69	3.73	3.67	3.62	3.32	3.60	3.47	3.28	3.75	
Ease of using automated phone service	3.46	3.50	3.48	3.57	3.47	3.33	3.42	3.48	3.21	3.48	
Highway signage	4.06	4.11	4.16	4.06	4.06	3.88	3.97	3.98	3.77	4.07	
TERMINAL EXPERIENCE											
Terminal overall	4.07	4.12	4.15	4.08	4.10	3.86	4.05	4.08	3.97	4.09	
Outside appearance of the terminal	4.06	4.12	4.12	4.13	4.12	3.83	4.03	4.07	3.96	4.05	
Ticket Purchase											
Efficiency of the transaction	4.44	4.48	4.53	4.46	4.41	4.23	4.42	4.43	4.44	4.40	
Staff customer service	4.41	4.44	4.47	4.42	4.39	4.22	4.47	4.42	4.54	4.45	
Clarity of staff directions	4.38	4.41	4.43	4.41	4.38	4.22	4.38	4.33	4.49	4.35	
Food & Beverage Services at the Terminal											
Food beverages offered	3.63	3.68	3.68	3.72	3.64	3.37	3.50	3.37	-	3.57	
Vending machines	3.38	3.50	3.60	3.43	3.36	3.13	3.09	3.01	3.15	3.09	
Value for money	3.09	3.15	3.20	3.11	3.09	2.84	2.95	2.89	2.72	3.07	
Gift Shop/ News Stand at the Terminal											
Variety/ selection of merchandise	3.87	3.89	3.90	3.91	3.85	3.89	3.46	3.49	-	3.46	
Value for money	3.34	3.36	3.34	3.40	3.36	3.34	3.07	3.06	-	3.08	
Outdoor Market Area at the Terminal											
Variety/ selection of merchandise	3.54	3.63	3.69	3.57	3.58	3.19	3.50	3.55	-	3.46	
Value for money	3.29	3.34	3.35	3.33	3.35	3.05	3.33	3.30	-	3.37	
Play area for children	3.76	3.80	3.79	-	3.82	-	3.49	3.58	-	3.44	
Pet area	3.49	3.52	3.92	-	3.03	-	3.36	3.60	-	3.22	
Other Terminal Services											
Clarity of public address system	3.64	3.68	3.67	3.67	3.70	3.53	3.60	3.61	3.60	3.61	
Announcements when you need to be informed	3.84	3.87	3.87	3.85	3.89	3.73	3.79	3.72	3.85	3.80	
Overall look & décor inside terminal	3.87	3.92	3.95	3.89	3.91	3.61	3.84	3.82	-	3.85	
Availability of washrooms	4.07	4.10	4.13	4.05	4.15	3.96	4.05	4.11	4.01	4.05	
Cleanliness of washrooms	3.94	3.97	3.97	3.92	4.05	3.79	3.96	3.94	3.91	4.01	
Procedures for loading	4.06	4.13	4.17	4.10	4.09	3.80	4.00	4.07	4.04	3.95	
Professionalism of terminal staff	4.24	4.26	4.29	4.22	4.22	4.09	4.32	4.30	4.40	4.29	

continued...

Average Satisfaction Ratings by Route – All Waves 2017

(See page 27 for Route Number Codes)

	Total	Larger Routes					Smaller Routes			
		Total	1	2	30	Route 3	Total	4	19	5/9
Foot Passenger Services at the Terminal										
Usefulness of TV info screens	3.75	3.76	3.74	3.81	3.73	3.69	3.65	3.65	-	-
Availability of parking spaces	3.56	3.79	3.95	3.52	3.96	3.08	3.12	3.21	2.45	3.55
Parking value for money	3.00	2.93	3.01	2.88	2.80	3.21	3.00	2.63	3.14	3.13
Ease of using passenger drop-off/ pick-up area	3.94	4.03	4.08	3.96	4.04	3.80	3.56	3.68	3.15	3.75
Availability of seating in pre-boarding lounge at terminal	3.54	3.55	3.39	3.79	3.62	3.48	3.58	3.71	3.59	3.50
Comfort of seating in pre-boarding lounge at terminal	3.58	3.63	3.55	3.75	3.58	3.56	3.37	3.47	3.20	3.42
Cleanliness of pre-boarding lounge	3.98	4.00	3.98	4.01	4.10	3.94	3.93	4.00	3.87	3.94
ONBOARD EXPERIENCE										
Onboard overall	4.12	4.16	4.19	4.12	4.15	4.00	4.06	4.06	4.07	4.06
Gift Shop/ News Stand										
Variety/ selection of merchandise	3.99	4.01	3.96	4.07	4.00	3.96	3.79	-	-	3.79
Staff courtesy	4.15	4.17	4.17	4.16	4.20	4.07	4.02	-	-	4.02
Ease of moving around inside shop	3.61	3.65	3.67	3.54	3.81	3.50	3.25	-	-	3.25
Value for money	3.38	3.40	3.40	3.42	3.39	3.32	3.27	-	-	3.27
Food Services										
Length of time in line for food services	3.63	3.64	3.62	3.66	3.64	3.56	3.70	-	-	3.70
Food/ beverages offered	3.63	3.68	3.65	3.70	3.70	3.45	3.45	-	-	3.45
Staff customer service	4.20	4.22	4.19	4.24	4.26	4.07	4.24	-	-	4.24
Availability of seating	4.04	4.05	4.02	3.99	4.22	4.00	4.11	-	-	4.11
Comfort of seating	3.89	3.90	3.89	3.87	3.99	3.82	3.90	-	-	3.90
Cleanliness of seating area	4.07	4.07	4.02	4.11	4.14	4.04	4.12	-	-	4.12
Vending machines	3.51	3.63	3.55	3.66	3.77	3.32	3.11	2.92	-	3.19
Value for money	3.19	3.23	3.23	3.22	3.21	3.03	3.18	2.86	-	3.25
Washrooms										
Availability of washrooms	4.12	4.15	4.15	4.13	4.18	4.07	4.06	3.89	4.03	4.15
Cleanliness of washrooms	3.93	3.94	3.96	3.84	4.08	3.89	3.97	3.74	3.91	4.09
Lounge Seating										
Comfort of indoor lounge seating	4.01	4.02	4.04	3.97	4.08	4.04	3.89	3.44	3.84	4.09
Cleanliness of indoor lounge seating area	4.15	4.15	4.15	4.12	4.23	4.14	4.11	3.87	4.05	4.25

continued...

Average Satisfaction Ratings by Route – All Waves 2017										
(See page 27 for Route Number Codes)										
	Total	Larger Routes			Route	Smaller Routes				
		Total	1	2	30	3	Total	4	19	5/9
Other Onboard Facilities/ Services										
Play area for children	3.55	3.63	3.69	3.66	3.47	3.42	2.92	-	-	2.92
Pet area	2.77	2.83	3.49	2.39	3.07	2.79	2.11	-	-	2.11
Video arcade	-	-	-	-	-	-	-	-	-	-
Work stations	3.71	3.69	3.81	3.57	3.59	3.74	3.83	-	-	3.83
Outside decks	4.01	4.04	4.04	3.99	4.10	3.94	3.96	3.96	3.95	3.98
Outside appearance of the vessel overall	4.00	4.04	4.11	3.93	4.06	3.86	3.95	4.00	3.90	3.97
Availability of tourist and travel information	4.11	4.15	4.19	4.09	4.15	4.06	3.95	3.91	3.68	4.08
Ease of access, overall, for people with disabilities	3.66	3.82	3.88	3.69	3.93	3.57	3.10	3.45	2.75	3.22
Ease of finding facilities/ services	3.96	3.99	3.98	3.98	4.06	3.89	3.90	3.86	3.76	3.99
Clarity of public address system	3.76	3.79	3.69	3.86	3.98	3.70	3.64	3.64	3.59	3.66
Announcements when you need to be informed	3.90	3.93	3.88	3.95	4.05	3.82	3.83	3.80	3.82	3.85
Atmosphere/ environment	3.97	4.01	4.02	3.95	4.08	3.85	3.93	3.82	3.90	3.99
Procedures for unloading	4.01	4.06	4.08	4.03	4.07	3.83	4.00	4.00	3.98	4.01
Professionalism with onboard staff	4.26	4.29	4.30	4.26	4.29	4.14	4.30	4.27	4.32	4.29
Experience with the Sailing Schedule										
Earliest ferry earliest enough	3.98	4.05	4.01	4.06	4.12	3.87	3.84	4.01	3.68	3.83
Latest ferry late enough	3.54	3.67	3.67	3.58	3.83	3.10	3.51	3.24	3.69	3.55
Ferry sailing frequent enough	3.36	3.59	3.80	3.41	3.33	2.54	3.17	3.43	3.28	2.95
Ability to get onto desired ferry	3.62	3.73	3.84	3.60	3.66	3.19	3.60	3.69	3.34	3.72
Ability to connect with other sailings (based on those connecting)	3.12	3.22	3.75	2.76	3.63	3.04	3.06	3.23	2.55	3.46
Ferry departing on time	3.73	3.91	4.01	3.81	3.82	3.04	3.67	4.07	3.43	3.60
Safety										
Safety of ferry operations	4.25	4.27	4.26	4.28	4.26	4.16	4.28	4.26	4.26	4.29
Safety of loading/unloading	4.26	4.29	4.28	4.30	4.27	4.14	4.25	4.29	4.21	4.26
OVERALL VALUE										
Value for money of fares	3.11	3.14	3.22	3.09	3.01	2.98	3.08	3.09	3.04	3.11

TERMINAL ATTRIBUTES ONLY - Satisfaction Ratings by Terminal - All Waves 2017 -							
	Total	Terminals					
		Tsawwassen	Swartz Bay	Horseshoe Bay	Departure Bay	Langdale	Duke Point
OVERALL EXPERIENCE							
Trip overall	4.16	4.24	4.26	4.10	4.15	3.97	4.09
TERMINAL EXPERIENCE							
Terminal overall	4.07	4.16	4.14	3.98	4.07	3.90	3.99
Outside appearance of the terminal	4.06	4.14	4.10	3.92	4.25	3.89	4.10
Ticket Purchase							
Efficiency of the transaction	4.44	4.48	4.54	4.37	4.43	4.25	4.40
Staff customer service	4.41	4.46	4.46	4.35	4.39	4.24	4.36
Clarity of staff directions	4.38	4.42	4.42	4.33	4.39	4.24	4.34
Food & Beverage Services at the Terminal							
Food beverages offered	3.63	3.84	3.53	3.63	3.70	3.27	3.40
Vending machines	3.38	3.57	3.52	3.23	3.56	3.08	3.37
Value for money	3.09	3.27	3.11	2.95	3.12	2.95	2.93
Gift Shop/ News Stand at the Terminal							
Variety/ selection of merchandise	3.87	3.95	3.85	3.86	3.90	4.01	3.68
Value for money	3.34	3.35	3.35	3.26	3.43	3.60	3.26
Outdoor Market Area at the Terminal							
Variety/ selection of merchandise	3.54	3.82	3.60	3.36	3.60	3.19	3.36
Value for money	3.29	3.40	3.31	3.05	3.37	3.26	3.26
Play area for children	3.76	3.86	3.68	-	-	-	3.88
Pet area	3.49	3.76	3.93	-	-	-	2.21
Other Terminal Services							
Clarity of Public address system	3.64	3.68	3.64	3.50	3.81	3.59	3.80
Announcements when you need to be informed	3.84	3.90	3.81	3.73	3.94	3.76	3.96
Overall look & décor inside terminal	3.87	3.97	3.92	3.71	3.99	3.58	3.85
Usefulness of TV info screens	3.75	3.66	3.81	3.75	3.80	3.72	3.75
Availability of washrooms	4.07	4.10	4.16	4.00	4.07	3.93	4.14
Cleanliness of washrooms	3.94	3.97	3.97	3.86	3.93	3.80	4.08
Procedures for loading	4.06	4.15	4.15	3.96	4.10	3.79	4.11
Professionalism of terminal staff	4.24	4.29	4.28	4.18	4.18	4.11	4.17
Foot Passenger Services at the Terminal							
Availability of parking spaces	3.56	3.99	3.86	3.39	3.52	2.80	4.06
Parking value for money	3.00	3.11	2.78	2.93	2.94	3.43	2.95
Ease of using passenger drop-off/ pick-up area	3.94	4.11	4.00	3.83	4.03	3.82	4.13
Availability of seating in pre-boarding lounge at terminal	3.54	3.39	3.40	3.63	3.96	3.25	4.11
Comfort of seating in pre-boarding lounge at terminal	3.58	3.48	3.59	3.69	3.75	3.48	3.94
Cleanliness of pre-boarding lounge	3.98	3.95	4.02	3.91	4.08	4.04	4.22
OVERALL VALUE							
Value for money of fares	3.11	3.18	3.20	3.06	3.02	3.04	2.99

Research Methodology

Background

British Columbia Ferry Services Inc. (BC Ferries) commissioned tracking research to gauge customer satisfaction on specific BC Ferries Routes to determine and monitor areas of service that patrons believe are performing favourably and areas requiring improvement. Ultimately, this research will contribute to product and service enhancements for an improved service for BC Ferries travellers.

Project Overview

The 2003 Customer Satisfaction Tracking Study acted as a baseline for the newly formed B.C. Ferry Services Inc. and was designed to track performance on satisfaction levels overall and with specific service attributes. Once a year, the annual satisfaction scores will be published on the BC Ferries website as required by the Coastal Ferry Services Contract.

The study is designed to provide input to the Corporate Strategic Plan and to regular service and marketing plans.

Research Objectives

The specific objectives are as follows:

- determine BC Ferries' customers' satisfaction levels overall with BC Ferries' service;
- determine satisfaction with the specific attributes of the service;
- uncover the relative importance of attributes;
- measure satisfaction with attributes that span the entire range of points of customer contact with BC Ferries;
- track changes in satisfaction over time, and across customer segments;
- identify the critical improvements to the current service offering that will have the greatest impact on customer satisfaction;
- ensure the tracking research is relevant and credible enough to pass internal and external scrutiny.

Quantitative Tracking Research

First, a random sample of passengers was intercepted onboard to collect key “screener” data including frequency of travel on BC Ferries, purpose of trip, area of residence, origin/destination, and standard demographic questions. Each questionnaire also included coding of the route, the departure time, location of interview, the vessel name and any other information of value for analysis. This information was collected in the form of a “batch header”, which was attached to all the “screeners” completed on each sailing.

Immediately following this “screener”, passengers are given a longer follow-up survey to complete after they disembark and leave the terminal area. The method for returning the completed survey has been via a postage pre-paid envelope but starting in June 2015, this was modified to include the option to complete online. This is accomplished by adding a web survey address and unique survey code to the printed survey handed to passengers agreeing to participate. Respondents are instructed to complete the survey as to their preferred method (either on paper or online) within 48 hours of receiving it to ensure top-of-mind experiences are recorded.

This self-administered portion of the survey was designed to capture satisfaction and usage information from all potential points of contact for the *last* trip—from initial information requests, access to terminal, and ticket sales, to onboard, disembarking and post-travel experience. It included:

- an overall satisfaction measure;
- service/facility attribute satisfaction ratings;
- expenditure data;
- problems encountered and responsiveness of personnel in resolving problems;
- suggested changes or additions that would enhance the experience.

The survey instrument was designed in full consultation with BC Ferries.

Sample Size

The total sample of placements was disproportionately distributed across larger and smaller routes to ensure a minimum number of interviews per route for reliability. In June 2015, and continuing since, minor reductions in sample sizes were applied to Route 4 and to the South Gulf Island routes, bringing their proportions more in line with actual passenger traffic while still maintaining statistical reliability.

Routes surveyed and the number of screeners and completed returned surveys from each route during this measure are as follows:

	All Waves 2017	
	Screeners	Returns
Route 1: Tsawwassen-Swartz Bay	1,606	661
Route 2: Horseshoe Bay-Departure Bay	1,482	653
Route 3: Horseshoe Bay-Langdale	1,225	506
Route 30: Tsawwassen-Duke Point	999	489
Route 4: Swartz Bay-Fulford Harbour, Saltspring Island	921	340
Route 19: Departure Bay–Descanso Bay, Gabriola Island	848	320
Route 5/9: Southern Gulf Islands	1,488	637
TOTAL	8,569	3,606*

** Return method: 75% paper, 25% online*

Sample Validation and Weighting

The data was weighted to bring them into their correct proportions, based on known statistics for the field period. Data was weighted to match actual passenger distribution:

- within each wave, by routes selected for surveying,
- within each route by daypart,
- within each route by weekday and weekend traffic, and
- by known BC Ferries traffic volume by wave

The weighting procedures have been professionally scrutinized and approved by a professional statistician specializing in transportation research.

The table following outlines the actual and weighted distributions of the sample.

Actual & Weighted Distribution of the Sample				
–All Waves 2017 –				
	Screeners		Returns	
	<u>Actual</u> (8,569) %	<u>Weighted</u> (8,569) %	<u>Actual</u> (3,606) %	<u>Weighted</u> (3,642) %
Weekend				
Route: 1	7	13	6	11
2	6	7	7	8
3	4	5	4	5
30	5	3	6	4
4	4	1	3	1
19	3	1	3	1
5/9	7	2	7	2
Weekday				
Route: 1	12	25	13	25
2	11	14	11	15
3	11	11	11	11
30	7	7	8	8
4	7	3	6	2
19	7	3	6	3
5/9	11	4	11	4

Data Collection

The interviewers for this study were personal intercept staff who have completed rigorous training and are experienced with general public studies as well as business-to-business studies. A detailed briefing of interviewing staff was attended by the field director, supervisory staff and the project director.

So that a proper representation of ferry travellers was interviewed, interviewers were trained in the following techniques and randomization procedures, which were strictly adhered to:

- Passengers were approached as soon as they were seated and where necessary, minimum age verified (18 years and over).
- An interview with every 5th person was attempted.
- Passengers in small as well as large groups were approached; respondents were instructed to complete the survey individually, not as a group.
- All areas of the vessel were covered - cafeteria, snack bar, all lounge areas, outer decks and vehicle; interviewers moved to each of these areas every 15 minutes on major routes and every 5 minutes on minor routes.
- Both foot and vehicle passengers were approached.
- Where possible, and to correct for inherent bias of foot to vehicle passengers (foot passengers are first on and last off), interviewing was conducted on parking decks with vehicle passengers after the announcement signaling arrival to port
- Interviewers were instructed not to accommodate patrons requesting a survey; however, if individuals were persistent a specially marked copy was provided allowing for its removal from the total.

Data Analysis

Senior coding staff was briefed on relevant information and nuances. Categories for open-end responses were developed under the guidance of the senior researcher and verification was performed by the coding supervisor.

The data entry system used for this study includes an internal edit, which is custom programmed. This immediate verification during the data entry process reduces entry errors and a further more detailed computer edit is performed after entry of the data.

For standard cross-tabulations, software designed expressly for marketing research was employed. Special editing and cleaning features of this database package ensure that the records are data entered and coded with accuracy. Further rigorous checks for inherent logic and consistency were performed prior to data tabulation.

Response Rate

The following outlines the response rates achieved in 2017.

Response Rates	
All Waves 2017	
Route 1	41%
Route 2	44%
Route 3	41%
Route 30	49%
Route 4	37%
Route 19	38%
Route 5/9	43%
Overall response	42%

Overall, the tolerance limits for this measure at the 95% level of confidence, based on the most conservative case (i.e., a statistic of 50%) are as follows:

Tolerance Limits –All Waves 2017		
	Actual Sample Size	Approximate Tolerance Limits % Points
Total Screeners	8,569	+/- 1.0 %
Total Returns	3,606	+/- 1.5 %
Individual Route Returns		
Route 1	661	+/- 3.8%
Route 2	653	+/- 3.3%
Route 3	506	+/- 3.9%
Route 30	489	+/- 4.3%
Route 4	340	+/- 5.1%
Route 19	320	+/- 5.2%
Route 5/9	637	+/- 3.7%

