BC Ferries Commissioner

Independent Review of British Columbia Ferry Services Inc.’s Supplemental Application under Section 55 of the Coastal Ferry Act

Fare Flexibility and Digital Experience Initiative Final Report

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1. BACKGROUND TO THE SECTION 55 APPLICATION

The Office of the BC Ferries Commissioner (Commission) is a regulatory agency that has been established under the **Coastal Ferry Act** of 2003. The Commission’s regulatory mandate is specific to core ferry services and tariffs including those of British Columbia Ferry Services Inc. (BCFS), operating as BC Ferries. As it pertains to the tariffs charged for core ferry services, the Commission has the authority to establish a “price cap” that balances the interests of ferry users and taxpayers while allowing for the financial sustainability of BCFS. The Commission also fulfills other key tasks within its directive, including the monitoring of BC Ferries’ adherence to the terms of the Coastal Ferry Services Contract, addressing any circumstances of unfair competitive advantage, examining the BC Ferries customer complaints process, and the approval of major capital projects.

Under the **Coastal Ferry Act** (2003), the Commission, as noted above, has specific duties to consider capital deployment and expenditures under Section 55. In 2012, Bill 47-2012, the **Coastal Ferry Amendment Act**, was enacted; and in Order Number 19-03, in the matter of Section 55, the Commission established the criteria to determine what constitutes a major capital expenditure. The order states:

1. Any capital expenditure for any new vessel or mid-life upgrade to a vessel (“Vessel Expenditure”) is a major capital expenditure if the expenditure exceeds $50 million inclusive of vessel related component programs and interest during construction;

2. Any capital expenditure for new terminals, terminal upgrades, information technology systems or other non-vessel capital expenditures (“Non-Vessel Expenditure”) is a major capital expenditure if the expenditure exceeds $25 million, inclusive of non-vessel related component programs and interest during construction;

3. In the case where a single project (“Project”) planned by a ferry operator includes capital expenditures of a type referenced in both paragraphs (1) and (2) above, the entire capital expenditure for the Project will be a major capital expenditure if either the Vessel Expenditure or Non-Vessel Expenditure exceeds the applicable threshold;

4. When estimating the amount of a planned capital expenditure for purposes of this Order, a ferry operator may exclude the amount of any third-party contributions;

5. The commissioner’s determinations of a Section 55(2) application for approval of a major capital expenditure, as defined in paragraphs (1) and (2) above, will be based on whether or not the proposed capital expenditure is:
   
   a) reasonable, affordable and prudent;
   
   b) consistent with the approved and current 12-year capital plan submitted to the commissioner for the current performance term;
   
   c) consistent with the current Coastal Ferry Services Contract; and
   
   d) consistent with any government long-term vision for the future evolution of coastal ferry services;
6. The definition of a major capital expenditure under paragraphs (1) and (2) above, excludes any Project for which a ferry operator has already obtained an approval under Section 55(1), where:

   (a) the ferry operator has determined that the total estimated capital expenditure required to complete the Project now exceeds the estimated capital expenditure of the Project, as described in the ferry operator’s Section 55(1) application submitted and approved by the commissioner ("Original Project Cost"), and the revised estimate of the Vessel Expenditure or Non-Vessel Expenditure of that Project, as applicable, exceeds the applicable threshold established in either paragraph (1) or (2) above by less than 5%; and

   (b) despite the subsequent increase in expenditures over the Original Project Cost, the scope and the justification for the Project have not materially changed;

7. Where the total estimated capital expenditure required to complete any Project for which a ferry operator has already obtained an approval under Section 55(1) exceeds the Original Project Cost and the requirements set out in sub-paragraphs (6) (a) and (b) above are not met, the ferry operator must submit a Section 55(2) application for approval of the amount of the capital expenditure that the ferry operator now estimates will exceed the Original Project Cost.
2. ROLE OF THE INDEPENDENT REVIEW

BCFS submitted a supplemental Section 55 Application to the Commission on November 25, 2019, for the Fare Flexibility and Digital Experience Initiative (the Initiative). MNP LLP (MNP) was engaged by the Commission to review this Application per Section 55 of the Coastal Ferry Act (2003) with a focus on assessing if:

- The current project governance, planning, management, budget, and schedules are appropriate to ensure the successful completion of the project;
- The project plan addresses all issues and risks critical for successful project completion;
- The project plan includes clear deliverables, updated schedule, and a risk register;
- The project plan has a clear process and targets for managing and tracking progress and are these targets reasonable;
- The project plan includes functional specifications that are complete and thorough enough to complete the project;
- The project can be broken into smaller deliverables or releases to reduce the scope and, in turn, the risk; and
- There is a solid plan to launch the project and have the deployment teams established as well as prepared to manage a smooth transition.

As the Application is supplemental to a Section 55 application made on December 2, 2014 and a variance application submitted on August 24, 2016 and approved respectively by the Commissioner on February 2, 2015 and September 26, 2016, the focus of this review was on the current state of the project, and whether it is being effectively managed to meet the present-day schedule. This review did not revisit the past state of the project’s management and delivery, rather it is focused on the period starting in January of 2018 (excluding documents from the original business case and previous project amendment forms).

2.1 Scope

For the purpose of this review, MNP:

a) Studied the original Initiative Section 55 Application (December 2, 2014) along with the past Independent Review Report, the Commission Orders 15-01 and 15-01A (February 2, 2015), the variance application of August 24, 2016, order 16-02 (September 21, 2016), Order 19-03 (January 25th, 2019) through to order 16-02B (December 24th, 2019);

b) Held meetings with key BCFS project team members and BCFS executives to seek input into the details of the Section 55 application;

c) Considered User Acceptance Testing and bug summary reports;

(d) Assessed the project plan and schedule for completeness and reasonableness;

e) Looked over the current risk register for completeness and reasonableness of mitigation strategies;

f) Read the detailed status reports presented to various governance groups;

g) Assessed the governance structure of the project; and
h) Summarized our observations along with conclusions.

Further information on our review and the approach are outlined in the following appendices:

- Appendix A- Summary of Information Requests
- Appendix B- Documents Review (both public and commercially sensitive)
- Appendix C- BC Ferries Interviewed Personnel

2.2 Limitations

This report has been prepared by MNP for the exclusive use of the Commission to support the assessment of the Supplemental Section 55 Application by BCFS for the initiative, submitted on November 25, 2019.

MNP’s work was planned and conducted in such a manner as to assess the reasonableness of project planning and estimates as well as to identify key risks. However, MNP did not examine, compile or apply agreed upon procedures over the financial information used in this report under the requirements of the Chartered Professional Accountants of Canada and we therefore are unable to express assurances on such information except where expressly stated in the report to form part of the scope of our work. Further, this report does not constitute a legal opinion on any matters including the interpretation of the Coastal Ferry Act (2003).

The results of our work do not in any way constitute advice or recommendations (and we accept no liability in relation to any such interpretation) regarding any commercial decisions. In addition, our work was not designed to identify and cannot necessarily be expected to disclose defalcations, fraud and other irregularities. As a result, this report does not necessarily include all those matters, which a more extensive or special examination might develop.

The work to provide this report was carried out based on the assumption that information provided to MNP by management and employees of BCFS was reliable, accurate and complete. We did not subject the information contained in the report to checking or verification procedures except to the extent expressly stated. In no circumstances shall MNP be responsible for any loss or damage, of whatsoever nature, arising from information material to our work being withheld or concealed from us or misrepresented to us by management and employees of BCFS or any other person of whom we may make enquiries.
The Fare Flexibility and Digital Experience Initiative (FFDEI) is a multi-year, highly complex program of work initiated by BCFS to replace the existing BCFS website with a modern ecommerce platform, capable of supporting a range of fare structures.

BCFS submitted an initial Section 55 application to the BC Ferry Commission on December 2nd, 2014, seeking approval from the Commission for the proposed major capital expenditure for the initiative. At the time, BCFS projected an end date for the project of June 17, 2016 and a total budget of $< >. This application was approved by the Commission as Order Number 15-01¹.

A supplemental Section 55 application was submitted seeking approvals for changes to the scope and budget of the FFDEI project as a result of detailed project planning and procurement work. The revised completion date for the initiative was extended to February 2018 and with a budget of $< >. This supplemental application was approved by the Commission as Order Number 16-02².

BCFS made an additional revision to the project schedule and budget in 2019, increasing the overall project budget to $< >. Commission approval for these changes was not sought as the magnitude of the changes fell below the thresholds set by the Commission for Section 55 applications.

As noted above, in November 2019, BCFS made a Section 55 Supplemental Application to the Commissioner. This request focused on an increase to the overall project budget in response to schedule delays caused by integration quality and usability issues uncovered during user acceptance testing (UAT). The budget increase also provided additional contingency funds for the provision of two website releases and the development of mobile applications to support frequent travelers along with commercial users of the ferry system. The scope of the initiative remains fundamentally the same as found in the original business case. The project will continue to aim for:

- Reduced pressure on future fares and improved fare affordability.
- Improved customer experience by providing:
  - an exceptional e-commerce experience;
  - a choice of easy-to-understand fare products;
  - greater certainty of ability to travel on the sailing of choice.
- Replacement of the existing website.

The budget increase is primarily to provide schedule contingency, as BCFS is reportedly focusing its efforts on delivering a quality product rather than compromise quality in order to meet a specific launch date. More specifically, the budget increase will be used for:

- Staff and key personnel labour costs;
- Vendor service costs; and
- Interest payment(s) for the late delivery of the project.


The revised timeline outlined in this Supplemental Application is as follows:

<table>
<thead>
<tr>
<th>Website Release 1 – Public Launch</th>
<th>February 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Website Release 1.1</td>
<td>Pre-Summer 2020</td>
</tr>
<tr>
<td>Website Release 2</td>
<td>Post Summer 2020</td>
</tr>
<tr>
<td>Mobile Applications</td>
<td>October 2020</td>
</tr>
</tbody>
</table>

4. REVIEW FINDINGS

This section provides MNP’s responses to the specific questions posed by the Commissioner, with a focus on whether BCFS and is able to bring the FFDEI project to completion, based on its proposed work plan and budget.

In both the documentation review and interviews MNP observed that there was a distinct difference in the level of detail available for the proposed Release 1 of the website and the subsequent deliverables (Releases 1.1 and 2, and the mobile apps). Given the nature of this type of project and BCFS’ current focus on completing Release 1, the lack of specific work plans along with risk management for future deliverables is not unreasonable. However, for the purposes of responding to specific questions for this report, MNP has provided separate answers for Release 1 and Post Release 1.

4.1 Project Governance, Planning, and Management

Guiding Question  Is the current project governance, planning, and management—including the oversight of budget and schedule—appropriate to ensure successful completion of the project? If not, what changes are recommended?

BCFS has a well established and mature governance framework for the FFDEI project, consisting of:

<table>
<thead>
<tr>
<th>Committee</th>
<th>Membership</th>
<th>Reporting Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Projects Committee (formerly known as Strategic Projects Committee)</td>
<td>Board Members</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Capital Program and Budget Committee (CPBC)</td>
<td>VP Finance &amp; CFO (Chair) VP Marketing &amp; Customer Service (Vice Chair)</td>
<td>Monthly</td>
</tr>
<tr>
<td></td>
<td>Vice Chair &amp; Treasurer</td>
<td></td>
</tr>
<tr>
<td></td>
<td>BCFs executive team</td>
<td></td>
</tr>
<tr>
<td>ACE/FFEDI Steering Committee</td>
<td>VP &amp;CIO (Chair, represents the CEO CFO (Vice Chair) COO VP Marketing &amp; Customer Service (Vice Chair) Exec Director Catering and Terminal Operations Exec Director Internal Audit (ex officio) Corporate Controller Treasurer Program Management</td>
<td>Bi-weekly (formal reporting) Weekly (update meetings)</td>
</tr>
</tbody>
</table>
In addition to the internal committee structure, BCFS has been providing the BC Ferries Commissioner with quarterly updates on the project.

This structure has evolved over the past five years to become a well functioning governance structure that is focused on the delivery of quality solutions for both the ACE and FFDEI programs. Under the leadership of the current ACE/FFDEI Senior Program Manager, the frequency of meetings and reporting has been increased to allow for senior leadership to have greater insight and involvement into project progress.

The current structure appears to provide senior leadership with timely information on project budget and schedule. The timing of CPC meetings means that board members are receiving status reports with financial reporting that can be up to three months old at the time of the meeting (reporting is for the past quarter), although the Senior Program Manager indicated that the committee is provided with current financial information verbally at each meeting.

BCFS reported that senior leadership is deeply engaged in the project; Steering Committee meetings are well attended, and members are actively involved in discussions regarding project activities and issues.

In reviewing the status reporting for the various committees, MNP observed that reports contain an appropriate level of detail for the target audiences. Interviews with internal staff who are members of
MNP did observe that some status report content, specifically relating to the project schedule from June to October 2019, was perhaps overly optimistic given the slow UAT progress during this period. The BCFS Senior Program Manager indicated that this was due to a combination of reports being prepared in advance of meetings and their practice of setting “decision dates” as the point when they would formally update the project schedule. Other BCFS staff interviewed indicated that at the meetings associated with this reporting the verbal reporting and conversations were less optimistic regarding the schedule.

Release 1

MNP is of the opinion that the current project governance, management—including the oversight of budget and schedule – is appropriate and adequate to ensure the successful completion of Release 1.

Post Release 1

If BCFS maintains the current governance framework and leadership engagement into the Post Release 1 period, the current project governance is appropriate for ensuring successful completion of Website Releases 1.1 and 2, and delivery of the mobile apps.

MNP’s comments on project planning are provided in the next section.

4.2 Issue and Risk Management

<table>
<thead>
<tr>
<th>Guiding Question</th>
<th>Does the existing project plan address all issues, including risks, critical for successful project completion?</th>
</tr>
</thead>
</table>

Release 1

MNP reviewed summary project plans, detailed activity documentation, a risk register and issue log, as well as specific plans for Release 1 go-live activities. Our observations include:

- The work plans for Release 1 are very well defined and the staff interviewed appear to have a good understanding of the work required to complete the public launch of the website.
- Risks affecting launch are well understood and it appears that risk is being effectively managed.
- BCFS’ current focus is to deliver a quality product, meaning that they are prepared to delay the public launch in order to deliver a better product.
- Risk is reviewed and discussed at all status meetings with every level of the project governance structure.

Currently, the biggest single greatest risk for BCFS is the delivery of eBookings changes by eDEA (the eBookings software vendor). BCFS has taken steps to mitigate this risk by reducing the scope of the releases required from eDEA and closely monitoring their progress. BCFS also has a clear plan in place for shifting the public launch to later in the year if necessary.

Based upon the review of project documentation and interviews with project leadership MNP observed that BCFS has taken reasonable steps to identify and document risks that could impede the timely launch.
of the website. Project leadership has worked to mitigate these risks where possible and has a clear contingency plan in the event of a risk occurring.

**Post Release 1**

While the BCFS team has a general understanding of the planned scope for Releases 1.1 and 2 and for the mobile applications, the team has not confirmed scope to the point where it is appropriate to prepare detail project work plans and schedules. The current intent is that this work will occur once Release 1 is launched.

This approach is appropriate as it will allow BCFS to incorporate lessons learned from Release 1 as well as provide the team with the opportunity to resolve any issues that result from the public launch within the subsequent releases.

MNP believes that BCFS should be able to successfully plan and complete the post Release 1 deliverables, if the organization approaches the planning of these deliverables with the same rigor and detail as has been applied to Release 1.

**4.3 Deliverables, Risk Register, and Schedule**

<table>
<thead>
<tr>
<th>Guiding Question</th>
<th>Does the existing project plan include clear deliverables, an updated risk register, and a sufficiently detailed schedule?</th>
</tr>
</thead>
</table>

**Release 1**

MNP reviewed the detailed project plans, schedules and other planning materials provided by BCFS and reviewed these materials with the Senior Program Manager. We observed that the project plan includes clear deliverables, an updated risk register, and a detailed schedule.

It is worth noting that while the activities required to complete the project are well defined, the specific date of the public launch is more difficult to predict with certainty. Should future testing uncover additional critical bugs the target launch date will be moved to allow for the project team to resolve these issues.

As the number and severity of bugs in the UAT cycles appears to be decreasing, this is a reasonable strategy. MNP observed that senior leadership is closely monitoring UAT results and appeared to be prepared to adjust the strategy if there is a significant increase in test failures.

**Post Release 1**

As noted in Section 4.2, the BCFS team has a general understanding of the planned scope for Releases 1.1 and 2 and for the mobile applications but has not confirmed scope to the point where it is appropriate to prepare detail project work plans and schedules. Therefore, MNP is unable to comment on the completeness of the project planning for these deliverables.

**4.4 Process and Targets for Managing and Tracking Progress**

<table>
<thead>
<tr>
<th>Guiding Question</th>
<th>Does the project plan have a clear process and targets for managing and tracking progress? Are the targets reasonable given the current state of the project?</th>
</tr>
</thead>
</table>
Release 1

The Senior Program Manager is closely monitoring and tracking the progress of the work required to complete UAT and ready the website for its public launch:

- The project team is making effective use of issue tracking software (Jira) and is providing leadership with timely reporting of UAT results using a variety of visual reports.
- The team maintains information on test pass rates and a detailed issue log that is shared with all levels of internal governance.
- Project managers for other work streams (eBookings upgrade, training, communications) provide weekly updates that is incorporated into the master project plan.
- The Senior Program Manager is meeting with Steering Committee members weekly to provide real-time updates of project progress.

Currently the schedule targets of the project, while reasonable, are on the optimistic side and appear to assume that the eBookings upgrade will not create any significant integration issues. However, BCFS project leadership indicated during interviews that the proposed launch dates are flexible and dependent on the successful completion of testing.

Post Release 1

As BCFS has not yet planned the post Release 1 work in detail, MNP is unable to comment on the tracking processes or reasonableness of schedule targets.

4.5 Functional Specifications of the Project Plan

**Guiding Question**  Does the project plan include functional specifications that are complete and thorough enough to complete the project (i.e., what is the risk that scope changes may be necessary)?

Release 1

In MNP’s view, the scope for Release 1 is well defined, and its progress is tightly monitored. At this stage, little is to be gained by a change to the scope of Release 1, as it is in its final phases of completion; removing or deferring functionality could potentially result in further schedule delays.

Post Release 1

Through requirements, BCFS has defined the scope of the work, but they will continue to evaluate how the post Release 1 components are to be delivered.

4.6 Breaking Down the Project into Smaller Deliverables or Releases

**Guiding Question**  At this stage, can the project be broken into smaller deliverables or releases to reduce the scope of the project in order to reduce risks?

Release 1

BCFS has managed FFDEI as a collection of projects, each building a separate components required for the final website launch. The current work represents the final effort required to integrate the various
components into a functioning website. Scope reviews occurred in early 2019 that identified and removed functionality from this first release that was either not required or could be deferred to a post Release 1 deliverable.

At this point in the project any reduction to functionality could potentially create greater delays to the public launch and increase risk of system issues.

**Post Release 1**

While BCFS has not yet confirmed the scope for post Release 1 deliverables, project leadership did indicate that their preferred approach to enhancing the website will be to deliver small, incremental releases that will be launched as frequently as the BCFS business cycle permits. The intent is to complete a second small release (Release 1.1) before summer 2020 to deliver functionality that was descoped from Release 1. Release 2, tentatively planned for Fall 2020 would continue to enhance the website, adding additional capabilities.

MNP believes that this is a reasonable approach that will enable BCFC to incorporate lessons learned and customer feedback into the next few website releases.

**4.7 Launch Plan**

<table>
<thead>
<tr>
<th>Guiding Question</th>
<th>Is there a solid plan in place to launch the project? Have deployment teams been established and prepared to manage a smooth transition?</th>
</tr>
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</table>

BCFS has conducted extensive launch planning and preparatory work and appears to be prepared to manage a smooth transition. Launch plans include:

- A phased approach that includes a soft internal launch to BCFS staff who will use the site for several weeks prior to the public launch
- Weekly organizational readiness meetings (already under way)
- Detailed training plans for all BCFS employees
- Information videos and online material for staff to refresh and inform staff on the changes coming with the new website
- Competency assessments to track whether staff members understand all the new changes.

Senior leadership stated that staff members had expressed little to no resistance to this initiative. This is attributed to the organization-wide management and superintendent buy-in that has trickled down to the frontline staff. Star change agents and senior leadership are being leveraged to further push the buy-in by frontline staff, with some senior leadership members attending training sessions to thank and speak with the employees.

Overall the organization appears to be ready for the website launch, with delays in the launch of the website reportedly having been caused by technical issues and not due to a lack of organizational readiness.
5. CONCLUSIONS

MNP was tasked on behalf of the BC Ferries Commission to assess whether the BCFS:

- Current project governance, planning, management, budget, and schedules are appropriate to ensure the successful completion of the project;
- Project plan addresses all issues and risks critical for successful project completion;
- Project plan includes clear deliverables, updated schedule, and a risk register;
- Project plan has a clear process and targets for managing and tracking progress and are these targets reasonable;
- Project plan includes functional specification that are complete and thorough enough to conclude the project;
- Project can be broken into smaller deliverables or releases to reduce the scope and, in turn, the risk; and
- Has a solid plan to launch the project along with the deployment teams to manage a smooth transition.

Based on the guiding questions, no areas of severe concern are believed to exist. Overall, BCFS is well-positioned to bring this project to completion.

MNP has concluded that BCFS is positioned to finish Release 1 of the website with the requested budget increase. With much of the budget increase being placed into schedule contingency, BCFS will have enough funding to bring this work to completion.

As mentioned in Section 4, the post Release 1 deliverables (Release 1.1, 2, and the mobile applications) still have a level of uncertainty surrounding them. While the general scope of each deliverable has been established, the detailed scope has yet to be confirmed. Therefore, it is difficult to determine if the budget allocated to these deliverables will be sufficient. However, as some items may still be de-scoped depending on customer experiences and feedback on the new website BCFS does have the opportunity to plan the post Release 1 work within the budget available.

Overall, MNP believes that increasing the capital budget to $< > ($< > in forecasted capital expenditures and $< > in operational expenditures) will provide BCFS with enough coverage to finish all components of the project. Contingency represents 44% of the forecasted capital expenditure increase, providing an adequate cushion to manage the risks associated with release 1.1, 2, and the mobile application.

By maintaining the same level of governance, planning rigour, and project tracking for these releases, BCFS should be able to effectively mitigate risks and to ensure the successful delivery of these project components by the end of 2020.
APPENDIX A: DOCUMENTS REVIEW - PUBLIC

5.1 Public Documents Referenced

<table>
<thead>
<tr>
<th>#</th>
<th>Document Name</th>
<th>From</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Supplemental Section 55 Application for Fare Flexibility and Digital Experiences Initiative, November 25th, 2019.</td>
<td>BC Ferries Commissioner Website</td>
<td>25/11/2019</td>
</tr>
<tr>
<td>2.</td>
<td>Order Number 19-03 Section 55 and Section 67 of the Coastal Ferry Act, and Establishment of the Criteria for a Major Capital Expenditure</td>
<td>BC Ferries Commissioner Website</td>
<td>25/01/2019</td>
</tr>
<tr>
<td>3.</td>
<td>Order Number 15-01 Major Capital Expenditure for The Fare Flexibility and Digital Experience Initiative Proposed by British Columbia Ferry Services Inc. Pursuant to Section 55 (2) of the Coastal Ferry Act</td>
<td>BC Ferries Commissioner Website</td>
<td>02/02/2015</td>
</tr>
<tr>
<td>4.</td>
<td>Order Number 16-02 Approval of a Major Capital Expenditure for The Fare Flexibility and Digital Experience Initiative Proposed by British Columbia Ferry Services Inc. Pursuant to Section 55 (2) of the Coastal Ferry Act</td>
<td>BC Ferries Commissioner Website</td>
<td>21/09/2016</td>
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APPENDIX B: BC FERRIES INTERVIEWED PERSONEL

<table>
<thead>
<tr>
<th>Title</th>
<th>Interview Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Program Manager</td>
<td>07/01/2020</td>
</tr>
<tr>
<td>Vice President of Marketing and Customer Experience</td>
<td>07/01/2020</td>
</tr>
<tr>
<td>Manager, Organizational Readiness</td>
<td>08/01/2020</td>
</tr>
<tr>
<td>Vice President &amp; Chief Information Officer</td>
<td>08/01/2020</td>
</tr>
<tr>
<td>Website Demonstration by BC Ferries Staff</td>
<td>09/01/2020</td>
</tr>
<tr>
<td>Senior Program Manager</td>
<td>14/01/2020</td>
</tr>
</tbody>
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