

Feedback and Engagement Report

Quarter ended March 31, 2021 (Q4 Fiscal 2021)

Executive Summary

CUSTOMERS SERVED



2.48 million customers travelled with BC Ferries in Q4 Fiscal 2021, compared to 3.37 million in Q4 Fiscal 2020 (26% reduction in passenger volume).

CUSTOMER ENGAGEMENT

	Q4 Fiscal 2020	Q4 Fiscal 2021	YOY Change
Comments Received	1,691	1,839	9% ↑
Phone Calls Received	77,556	59,203	24% ↓
Social Media (Inbound)	10,506	4,275	59% ↓
Twitter	6,660	2,666	60% ↓
Facebook	3,483	1,291	63% ↓
Instagram	283	258	9% ↓
LinkedIn	80	60	25% ↓

COMMUNITY ENGAGEMENT*



2,450 people participated in community engagement activities, compared to 210 in Q4 Fiscal 2020.

1,067% ↑

Q4 FISCAL 2021 EVENTS

As customers become accustomed to travelling under COVID-19 rules, feedback regarding the pandemic has subsided. However, we continue to receive feedback about the mandatory mask rules, the passenger screening questions, and the physical distancing and barriers at our terminals and on our ships.

Our website, launched September 22, 2020, drove much of the feedback received this quarter. We are making website improvements to respond to that feedback and to enhance the customer experience.

On January 8, 2021, British Columbia's Provincial Health Officer, Dr. Henry, extended the province-wide restrictions on essential travel through February 5. On February 5, they were extended indefinitely, and on March 29, the restrictions were expanded to include indoor dining. However, due to the length of sailings, our customers' reliance on food services, and the safety measures already in place, our cafeterias are exempt. Food service continues on a takeout basis. Limited indoor dining space is available, but customers are encouraged to eat in their vehicles or on the outside decks whenever possible. We continue to waive booking cancellation and change fees for customers who are amending travel plans in response to the restrictions.

On January 22, 2021, Dr. Henry announced BC's COVID-19 Immunization Plan. The plan prioritizes BC residents based on age, as well as those considered extremely clinically vulnerable and select front-line workers. BC Ferries employees were not included in the front-line workers category, in part due to our successful efforts to keep staff and customers safe. However, we worked with the Province to arrange for immunization of staff who were at greater risk for exposure or transmission. This included staff living onboard vessels in the North, where a confirmed case led to a series of sailing cancellations in late March, and some staff members at Horseshoe Bay, where an employee-to-employee transmission occurred in mid-March. We conducted an investigation into the transmission at Horseshoe Bay, and all learnings were applied fleet-wide.

In February, BC Ferries teamed up with the United Way, TransLink, Vancouver International Airport (YVR), British Columbia Automobile Association (BCAA), Deloitte, Overseas Express Consolidators (OEC Group), SCI and BC Transit to distribute one million masks to those who need them across British Columbia.

On February 22, 2021, we launched the fifth Salish vessel, and on March 23 we announced its name: *Salish Heron*. We are partnering with the First Peoples' Cultural Council to commission a BC Coast Salish artist to create an original design for the exterior and for interior elements. The vessel will begin serving the Southern Gulf Islands in 2022; we are consulting with area communities to enhance ferry service through schedule adjustments.

On March 3, 2021, we launched our new fare choices, *Saver* and *Prepaid*, in addition to pre-existing *Reservation Only* and *At Terminal* fares. These new fares, which are available on the website, apply to routes between Vancouver and Vancouver Island. Customer uptake has been strong, with mainly positive feedback.

TREND HIGHLIGHTS (all comparisons made to Q4 Fiscal 2020)

CUSTOMER SATISFACTION TRACKING TRENDS

Customer Satisfaction Tracking (CST) intercept surveys are not conducted in Q4; therefore, no CST data is available for this report.

CUSTOMER RELATIONS TRENDS

- ↓ **29% decrease** in the number of positive comments
- ↑ **45% improvement** in average response time

Complaints/10,000 Passengers

4.6

YOY Change: Complaints are **UP**
(Q4 F2020: 3.0)

Stale Response Resolution

0.2%

% of customers who did not receive a response within Q4 target of 7 days

OPERATIONS TRENDS

- ↓ **2.2% decrease** in on-time vessels
- ↑ **0.1% increase** in fleet reliability

CUSTOMER SERVICE CENTRE (CSC) CALL TRENDS

- ↑ Call answer times were **1.04 times faster**
- ↓ **1.2% decrease** in First Call Resolution

95%

of customers were satisfied with their CSC experience

*Number of participants is dependent on the number of active engagement projects in the communities. This varies throughout the fiscal year.

Quarterly Results

Overall Customer Experience

The Overall Customer Experience performance score is a single summary measure that is calculated using **eight different measures*** from four different information sources. A score of 100 means that BC Ferries' performance this quarter is equivalent to the average performance over the previous four years (Fiscal 2017–Fiscal 2020). A score lower than 100 indicates a lower-than-average performance, and a score greater than 100 indicates that this quarter's performance is better than average.

Customer Satisfaction Tracking Surveys



Net Promoter Score
Unavailable in Q4

Average CST Score
Unavailable in Q4

Customer Relations (ResponseTek)



Response Time Average
1.78 days

133

Percent Positive
5%

89



*The Q4 Fiscal 2021 score was calculated using six measures. See footnote below.

Operations



On-Time Performance
92.7%

67

Fleet Reliability Index**
99.78%

107

Customer Service Centre



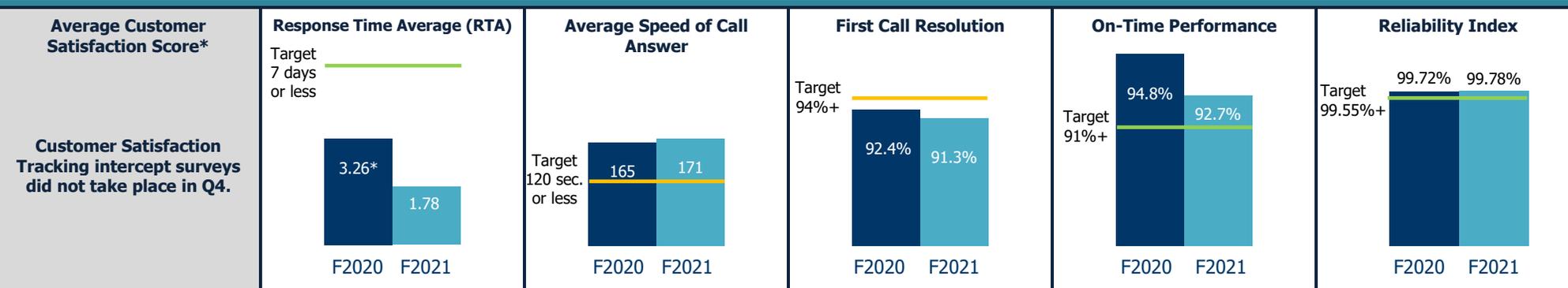
Average Speed of Call Answer
171 seconds

106

First Call Resolution
91.3%

55

Current Performance Relative to Q4 Fiscal 2020 and Targets



*The Net Promoter Score and Average Customer Satisfaction Score are unavailable in Q4, as Customer Satisfaction Tracking (CST) surveys are not conducted during this quarter. The overall customer experience score for Q4 Fiscal 2021 was calculated using six measures sourced from Customer Relations, the Operations division and the Customer Service Centre. The method for calculating the Response Time Average (RTA) score was updated in Fiscal 2021. The Fiscal 2020 score has been updated accordingly. **Figure based on agreed contracted service with the Province of BC during the pandemic. Note: On-time performance and fleet reliability is based on all BC Ferries routes, including Route 13, which is operated by an alternative service provider under contract to BC Ferries.

Methodology

The Overall Customer Experience performance score is a composite measure that is calculated using eight individual measures from four different information sources. The Overall Customer Experience performance score is represented by the dial score (on the previous page).

One of the primary advantages of using a composite measure is that it provides a comprehensive perspective of a quality, which in this case is customer experience. A customers' experience is multi-faceted so it needs to be calculated using multiple measures that tap into different aspects of the customer experience.

BC Ferries senior staff, in consultation with R.A. Malatest & Associates Ltd. (Malatest), an independent research firm that is also working with BC Ferries on the CST Research Program, selected the following eight customer experience measures, which all contribute equally to a single (global) performance score:

Information Source	Measure	Relative Weight
Customer Satisfaction Tracking Intercept Surveys	Net Promoter Score	12.5%
	Average Customer Satisfaction Score	12.5%
Operational Data	On-Time Performance (OTP)	12.5%
	Fleet Reliability Index	12.5%
Customer Relations (ResponseTek)	Response Time Average	12.5%
	Percent Positive Feedback	12.5%
Customer Service Centre	Average Speed of Call Answer (ASA)	12.5%
	First Call Resolution (FCR)	12.5%

On-Time Performance (OTP): Percentage of sailings departing or arriving, as applicable, within 10 minutes of the scheduled time.

Fleet Reliability Index: Percentage of sailings not cancelled due to controllable events.

How is the Overall Customer Experience Performance Score Calculated?

The measures that are used to build the composite measure include count data, 5-point Likert-style scales, and percentage scores. To be able to achieve a single unified measure, each of the scores is standardized (using z-scores) and then converted to a 100-point scale. To limit the impact of extreme outliers on the overall performance score, z-score values are capped at +/- 3.0.

An Overall Performance score of 100 means that BC Ferries' performance is equivalent to average performance over the past four years. Scores greater than 100 signal an improvement in performance, while lower-than-average performance is indicated by scores lower than 100.

Customer Satisfaction Trends

Central and North Coast (Routes 10 and 11)

Q4 Fiscal 2021

Note: Customer Satisfaction Tracking data for the Central and North Coasts is collected throughout the year via a post-travel survey that is emailed to customers travelling on these routes. This data collection method is used instead of onboard intercepts.

Overall Satisfaction

Year-over-year comparisons of overall satisfaction scores for Q4 suggest satisfaction has increased somewhat for passengers on both Route 10 (+0.15) and Route 11 (+0.09).

Scores range from 1–5. 1 = Very dissatisfied, 5 = Very satisfied.



Terminal Satisfaction

Year-over-year comparisons of terminal satisfaction scores for Q4 suggest satisfaction has increased for passengers on Route 10 (+0.36), but has not changed for those travelling on Route 11 (+0.01).



Onboard Satisfaction

Year-over-year comparisons of onboard satisfaction scores for Q4 suggest satisfaction has increased on both Northern routes; however, Route 10 (+0.28) saw a larger increase than Route 11 (+0.10).



Safety of Ferry Operations

Year-over-year comparisons of satisfaction levels with safety of ferry operations for Q4 suggest that passengers' rating of safety has increased on Route 10 (+0.19) but has declined slightly on Route 11 (-0.04).



Value for Money of Fares

Year-over-year comparisons of passenger assessments of Value for Money of Fares for Q4 suggest that passengers' ratings have increased for both Route 10 (+0.22) and Route 11 (+0.10).



Vancouver Island – Mainland (Routes 1, 2 and 30)

COMPLAINTS/
10,000 PASSENGERS*



YOY CHANGE: Complaints are **UP**
(Q4 Fiscal 2020: 3.6)

In Q4 Fiscal 2021, **590** total complaints were received regarding these routes. Customer concerns were mainly focused on the website and fares. We contacted customers who reported issues with the website, bookings or email notifications; in many cases, the problem was user error. If no resolution was found, additional details collected from the customer were shared with our technical department for further investigation. We have increased our tracking of website issues to better pinpoint where and how customers are experiencing difficulty so that we can work on resolving these issues.

We began offering new fare choices on the three major routes on March 3, 2021. Customers now have various options, depending on when they book and what fares are available at the time. Different cancellation policies apply to the different fares.

March was a learning period, both for staff and customers. Where mistakes or misunderstandings related to the new fares took place, we provided refunds or adjustments as needed, along with information and clarification.

When the new fares were introduced, customers travelling with the Travel Assistance Program (TAP), travelling on a thru fare, or using vouchers to pay their fares raised concerns, as they could not take advantage of the \$10 reservation fee when booking more than seven days in advance. To receive the \$10 reservation fee, customers were advised to make a fully prepaid booking; their fare would be refunded at check-in, when using the TAP to pay for their fare.

TOP 3 COMPLAINT AREAS (62% of all complaints)

25%
of all
complaints

BC Ferries Website (n=149)

Email Communications (n=52)
(Long delays for system emails; received duplicate, unsolicited or outdated emails)

Customers Dislike New Website (n=50)
(New schedule format is hard to understand, difficult to navigate website/find information/make bookings)

Account Issues (n=25)
(Unable to access account/update personal information or preferences, difficulty managing upcoming bookings)

- A technical resolution of email communication issues is currently undergoing testing, and is targeted to be in place May 15, 2021
- On March 10, thousands of customers received emails in error due to a mistake made during an internal test; a Travel Advisory was posted on our website to advise of the error and we responded immediately to customer concerns
- Schedule layout and print improvements were implemented on April 17
- Through investigation, we learned that French-speaking customers must have their browsers set to English in order to successfully book a reservation
- Customers experiencing difficulty with their accounts are assisted; unresolved issues are reported to our technical team

YOY CHANGE: Complaints are UP

Q4 Fiscal 2020 Comparison: 4%

24%
of all
complaints

Fares/Fare Errors (n=142)

Incorrect Fare Charged (n=51)
(Vehicle type, vehicle length, senior rate, child rate)

Dislikes New Fare Structure (n=27)
(Dislikes prepaid fare, unable to prepay if using TAP form or vouchers)

Double-Charged (n=26)

No-Show Fee (n=21)
(Charged in error)

- Any confusion about the new fare rules or fare errors has been handled by providing refunds or travel vouchers on a case-by-case basis. Online messaging about terms and conditions related to the new fares has been improved. System issues are reported to our technical team.
- Customers paying for travel using the Travel Assistance Program (TAP), thru fares or travel vouchers have been advised to make a prepaid booking for travel; their fares will be adjusted at the terminal when they check in
- On occasion, when ticket agents have not redeemed a reservation, a customer will be charged a no-show fee. These are refunded following confirmation of customer travel. One customer thought bookings were redeemed by scanning their licence plate, and others weren't aware they needed to advise the ticket agent at check-in that they had a booking – clarification was provided.

YOY CHANGE: Complaints are UP

Q4 Fiscal 2020 Comparison: 21%

13%
of all
complaints

Customer Service (n=77)

Ticket Agent/Check-in Complaints (n=29)
(Unpleasant/confrontational interaction, unhelpful staff, misinformation)

Onboard Staff Complaints (n=15)
(Unpleasant/confrontational interaction, unhelpful staff)

Terminal Staff Complaints (n=9)
(Unpleasant/confrontational interaction, unhelpful staff)

- Recent misunderstandings between customers and staff seem to have been caused by a combination of COVID-19 precautions (plexiglass barriers and masks), vehicle noise and the learning curve related to the new fare choices
- At the terminal, speaker systems have been installed at ticket booths, but communication continues to be a challenge in some locations; customers can step aside for direct communication if additional clarity is required
- Employee conduct concerns are shared as appropriate for internal review and follow-up

YOY CHANGE: Complaints are DOWN

Q4 Fiscal 2020 Comparison: 17%

*COVID-19-related complaints are not included in Complaints/10,000 passengers calculations.

Note: 'n' values represent the count of complaints within each complaint area (customer service, fares, website, etc.). 'n' values not represented within a complaint area are 'other' comments related to the complaint area that do not fit a common theme or category.

Sunshine Coast (Routes 3, 7, 8, 13, 17 and 18)

COMPLAINTS/
10,000 PASSENGERS



YOY CHANGE: Complaints are **DOWN**
(Q4 Fiscal 2020: 2.5)

In Q4 Fiscal 2021, there were **174** complaints received regarding these routes.

Similar to feedback received on the routes serving Metro Vancouver-Vancouver Island, the majority of customer feedback is regarding the new website launched in September 2020. A number of customers in this region are daily commuters who rely heavily on the website, especially on Current Conditions, Service Notices and Travel Advisories. We continue to make adjustments and improvements to the website as customer feedback is collected. All relevant concerns and suggestions are shared internally and actioned where possible.

Comments regarding Medical Assured Loading (MAL), which is most heavily used on the Vancouver (Horseshoe Bay) – Sunshine Coast (Langdale) route, are generally questions from healthcare providers who are unfamiliar with the Ministerial Order M256 introduced by the Province in July 2020. We provide relevant information to access this government program.

TOP 3 COMPLAINT AREAS (57% of all complaints)

27%
of all
complaints

BC Ferries Website (n=47)
Customers Dislike New Website (n=30)
(New schedule format is hard to understand, website is difficult to navigate/find information)
Account Issues (n=8)
(Unable to access/update personal info or preferences, difficulty managing upcoming bookings)
Travel Advisories/Current Conditions (n=3)
(Information needs to be timely, complete and accurate)

- Proposed changes in the schedule redesign were shared with the Route 3 Community Engagement Working Group and Ferry Advisory Committee representatives; the schedule changes were implemented on April 17 to improve print functionality and schedule layout
- Customers who experience difficulty with their accounts are assisted; unresolved issues are reported to our technical team for investigation and resolution
- Current Conditions reflects both booked and ticketed traffic. At reservation cut-off time, unclaimed reservations are made available to first-come, first-served traffic, which can alter the sailing status from full to having space available.

YOY CHANGE: Complaints are UP

Q4 Fiscal 2020 Comparison: 10%

15%
of all
complaints

Fares/Fare Errors (n=26)
Incorrect Fare Charged (n=13)
(Vehicle type, vehicle length, senior rate, overcharged adult fare)
Experience™ Card Issues (n=8)

- Fare errors are investigated and rectified with refunds and/or travel vouchers
- Trends in errors are reported to appropriate managers for coaching and training; system issues are investigated and resolved by our technical team
- The Experience™ Card is a self-managed product. Customers are assisted on a case-by-case basis when difficulties occur, and fares are adjusted to the discounted rate when appropriate. Improved messaging about card loading and limits is being implemented.

YOY CHANGE: Complaints are UP

Q4 Fiscal 2020 Comparison: 12%

15%
of all
complaints

Customer Service (n=26)
Ticket Agent/Check-in Complaints (n=14)
(Unpleasant/confrontational interaction, unhelpful staff)
Terminal Staff Complaints (n=4)
(Unpleasant/confrontational interaction, unhelpful staff)

- Customers expect an efficient check-in at ticket booths. Fare issues, difficulty with communication due to COVID-19 precautions, and frustration from customers who miss their reservation times can lead to negative impressions for customers when they arrive at the terminal.
- Employee conduct concerns are shared as appropriate for internal review and follow-up
- We continue to prioritize ongoing training for front-line staff, with a focus on "first contact resolution", in order to empower them to help customers

YOY CHANGE: Complaints are UP

Q4 Fiscal 2020 Comparison: 10%

Southern Gulf Islands (Routes 4, 5, 6, 9, 12, 19 and 20)

COMPLAINTS/
10,000 PASSENGERS



YOY CHANGE: Complaints are **UP**
(Q4 Fiscal 2020: 2.1)

In Q4 Fiscal 2021, there were **218** complaints received regarding these routes.

The complexity of inter-island service increases customer reliance on ferry schedules. Customers continue to express a preference for simple printable schedules, as their trip planning may involve multiple days and routes. All schedules are now produced dynamically, taking the data from the source system, so schedule design is consistent regardless of route. Schedule improvements that were implemented on April 17 resolved most schedule feedback received.

Thru fare travel presents challenges for customers who are either unfamiliar with how to receive the thru fare rate or who forget to request it from the ticket booth agent. In addition, there are also those who are uncomfortable with getting out of their vehicle, due to COVID-19, in order to obtain a thru fare voucher onboard their sailing from the Southern Gulf Islands to Swartz Bay. Clarification of messaging regarding the thru fare process is being updated on the website in response to concerns raised.

TOP 3 COMPLAINT AREAS (67% of all complaints)

32%
of all
complaints

BC Ferries Website (n=69)
Customers Dislike New Website (n=43)
(New schedule format is hard to understand, difficult to navigate website/find information/make bookings)
Account Issues (n=8)
(Unable to access account/update personal information or preferences, difficulty managing upcoming bookings)
Email Communications (n=8)
(Long delays for system emails; received unsolicited or duplicate emails)

- Online schedule format changes were implemented on April 17, with further changes planned for the Route 5 schedule prior to the summer
- Customers experiencing difficulty with their accounts are assisted and unresolved issues are reported to our technical team for investigation and resolution; issues that remain unresolved mostly relate to the customer's email service provider
- Customers reporting delayed or duplicate emails are contacted for more information, which is shared appropriately for investigation; a technical fix for these issues is currently undergoing testing, and should be in place by May 15

YOY CHANGE: Complaints are UP
Q4 Fiscal 2020 Comparison: 9%

19%
of all
complaints

Fares/Fare Errors (n=41)
Incorrect Fare Charged (n=23)
(Thru fare, senior rate)
Double-Charged (n=5)
Fare Refund Not Received (n=5)

- Customers travelling on a thru fare sometimes forget to ask for the thru fare rate at Tsawwassen or onboard when sailing to the Southern Gulf Islands. Thru fares must be obtained at the time of travel; however, refund requests are reviewed if proof of travel is available. Clarification of messaging regarding the thru fare process is being updated on the website.
- Fare errors are investigated and rectified with refunds or travel vouchers

YOY CHANGE: Complaints are UP
Q4 Fiscal 2020 Comparison: 15%

16%
of all
complaints

Customer Service (n=35)
Ticket Agent/Check-in Complaints (n=16)
(Unpleasant/confrontational interaction, unhelpful staff, misinformation)
Terminal Staff Complaints (n=7)
(Unpleasant/confrontational interaction, unhelpful staff)
Loading Staff Complaints (n=4)
(Unpleasant/confrontational interaction, unhelpful staff)

- With COVID-19, many customers wish to remain in their vehicles. Under-height customers who are parked on closed car decks frequently express their frustration with the loading process and interpret their position on the vessel as a reflection of poor customer service. Customers are provided information on how to request upper deck loading and also about the challenges of loading vessels for multi-stop sailings.
- Employee conduct concerns are shared as appropriate for internal review and follow-up

YOY CHANGE: Complaints are DOWN
Q4 Fiscal 2020 Comparison: 20%

Northern Gulf Islands (Routes 21, 22, 23, 24 and 25)

COMPLAINTS/
10,000 PASSENGERS



YOY CHANGE: Complaints are UP
(Q4 Fiscal 2020: 0.8)

In Q4 Fiscal 2021, there were **45** complaints received regarding these routes.

Similar to other minor route customers, Northern Gulf Island customers are looking for changes to the schedule layout to display sailing departures in both directions and include dangerous goods sailing information. Feedback was gathered and used to enhance schedule design, with implementation on April 17, 2021.

On January 2, 2021, a log became lodged in the guide cable of the *Baynes Sound Connector*, leading to the cancellation of the last three sailings of the night. After customers were informed of the cancellations, the log was freed and the vessel was able to perform the last sailing of the night departing Buckley Bay. A small number of customers who had already departed the terminal and made arrangements for overnight lodging requested reimbursement for hotel and meal expenses. Reimbursement was provided to these customers on a case-by-case basis.

On February 7, 2021, the *Kahloke* experienced mechanical difficulty with its anchor. A temporary solution was put in place until technicians could attend on February 11. When contractors arrived on February 11, the removal of the part took longer than anticipated and sailings were cancelled for most of the day; sailings resumed in the evening and the *Kahloke* completed two round trips with minimal traffic. Customers were kept updated throughout the day, and a limited number of customers requested compensation.

TOP 3 COMPLAINT AREAS (58% of all complaints)

27%
of all
complaints

BC Ferries Website (n=12)
Customers Dislike New Website (n=6)
(New schedule format is hard to understand, website is difficult to navigate/find information)
Email Communications (n=3)
(Long delays for system emails, unsolicited emails)
Travel Advisories/Current Conditions (n=2)
(Information needs to be timely, complete and accurate)

- A redesigned schedule format was implemented online on April 17
- Resolution of the email distribution delays is expected to be in place by May 25
- When a service interruption occurs, information is updated as soon as possible on Current Conditions and posted on the website; it is then shared on Twitter and through Service Notices

YOY CHANGE: Complaints are UP
Q4 Fiscal 2020 Comparison: 8%

18%
of all
complaints

COVID-19-Related Complaints (n=8)
Onboard/Terminal Safety (n=7)
(Enforce face mask use among passengers and staff)

- Our mandatory face mask policy invites spirited responses from customers – both those in favour of wearing them and those opposed. Some customers feel that we are not enforcing the policy vigorously enough, while others feel that we are too strict with enforcement. Others share their concerns about any observed or alleged employees' lack of adherence to the mask policy.

YOY CHANGE: Complaints are DOWN
Q4 Fiscal 2020 Comparison: 30%

13%
of all
complaints

Sailings/Schedules (n=6)
Sailing Waits/Delays (n=3)
(Frequency of delays and waits between sailings)
Cancelled Sailings (n=2)
(Frustration expressed due to cancelled sailings)

- Customers travelling on two routes – Hornby Island-Denman Island and Denman Island-Buckley Bay, or Cortes Island-Quadra Island and Quadra Island-Campbell River – expect the vessels to communicate and to wait for connecting traffic when the first vessel is delayed; ships do communicate and wait when possible, but depending on traffic and schedules, this does not always occur, which leads to customer frustration
- Customers unaware of the priority loading for Cortes Island on select sailings departing Quadra Island for Campbell River were frustrated when they experienced unexpected sailing waits; the online schedule has been updated to include this information
- A small number of customers impacted by the January 2 *Baynes Sound Connector* and February 11 *Kahloke* mechanical cancellations requested compensation or reimbursement, which was provided where appropriate

YOY CHANGE: Complaints are DOWN
Q4 Fiscal 2020 Comparison: 18%

Central and North Coast (Routes 10, 11, 26, 28 and 28a)

COMPLAINTS/
10,000 PASSENGERS



YOY CHANGE: Complaints are UP
(Q4 Fiscal 2020: 8.0)

In Q4 Fiscal 2021, there were **48** complaints received regarding these routes.

There were a number of weather-related delays and cancellations on the Northern routes during Q4 Fiscal 2021. On bookable routes, customers were moved to the next available sailings when possible, or provided with refunds if they could not be moved.

On February 13, 2021, the *Northern Expedition* experienced mechanical issues with the starboard main engine. Sailings from Port Hardy to Prince Rupert were delayed to the following day.

Following a positive COVID-19 test of an employee on the *Northern Expedition* in March, we elected to cancel the last remaining sailings and send the vessel directly to refit. One round trip between Prince Rupert and Haida Gwaii and one sailing from Prince Rupert to Port Hardy were cancelled between March 25 and 26, 2021. This decision was made to ensure the safety of our employees, our customers and the remote communities we serve.

On March 29, 2021, the *Northern Adventure* experienced mechanical difficulties and cancelled one round trip between Prince Rupert and Haida Gwaii. The sailing departed Prince Rupert the night of March 30 and returned the following day. Due to the delayed arrival into Prince Rupert, a round trip from Prince Rupert-Port Hardy, scheduled for March 30-April 1, was also cancelled. Customers were provided with compensation on a case-by-case basis.

TOP 3 COMPLAINT AREAS (69% of all complaints)

31%
of all
complaints

BC Ferries Website (n=15)
Customers Dislike New Website (n=9)
(New schedule format is hard to understand, website is difficult to navigate/find information)
Email Communications (n=3)
(Long delays for system emails, unsolicited emails)
Travel Advisories/Current Conditions (n=2)
(Information needs to be timely, complete and accurate)

YOY CHANGE: Complaints are UP
Q4 Fiscal 2020 Comparison: 14%

- A redesigned schedule format was implemented online on April 17; we will monitor feedback to ensure it addresses concerns
- Current Conditions, Service Notices and Travel Advisories are updated as soon as new information becomes available. In some cases, customers travel relatively long distances to the terminals and have already begun their travels before delays and cancellations occur. During service interruptions customers with reservations are contacted manually as soon as possible.

23%
of all
complaints

Sailings/Schedules (n=11)
Cancelled Sailings (n=10)
(Frustration expressed due to cancelled sailings)

YOY CHANGE: Complaints are UP
Q4 Fiscal 2020 Comparison: 7%

- When cancellations occur, customers want as much notice as possible and want to be moved to the next sailing; while every effort is made to accommodate customers in this way, vehicle deck space is often fully booked, so customers can experience long waits, as sailings do not run daily
- The back-to-back cancellations of sailings between Prince Rupert and Port Hardy in March led to customer frustration and a backlog of bookings; customers were rebooked as quickly as possible

15%
of all
complaints

Reservations (n=7)
Revised/Cancelled Bookings (n=3)
(Customers unhappy with BC Ferries' handling of revised or cancelled bookings)

YOY CHANGE: Complaints are DOWN
Q4 Fiscal 2020 Comparison: 18%

- While Northern route sailings typically have passenger capacity, vehicle deck space is frequently sold out; whenever possible, sailings are delayed, as opposed to cancelled, in order to maintain customer bookings

FERRY ADVISORY COMMITTEES

BC Ferries has 13 Ferry Advisory Committees (FACs) that provide input and guidance to BC Ferries decision-making, and act as liaisons between BC Ferries and the communities they represent. FACs have been established for the geographic areas listed here.

BC Ferries generally holds at least two formal public meetings a year with the FACs to discuss local terminal and service issues. Additional meetings may take place on an as-needed basis to address operational concerns, and to gather input on specific projects (e.g., terminal development plans). Due to COVID-19 restrictions, meetings this year have been conducted virtually.

Brentwood Bay/Mill Bay

Bowen Island

Campbell River/Quadra Island/Cortes Island

Chemainus/Thetis Island/Penelakut Island

Denman/Hornby

Gabriola Island

Langdale/Gambier/Keats

North and Central Coast

Northern Sunshine Coast

Salt Spring Island

Southern Gulf Islands

Southern Sunshine Coast

Tri-Islands (Port McNeill/Sointula/Alert Bay)

FAC ACTIVITIES

In Q4 Fiscal 2021, Ferry Advisory Committees were engaged in the following activities:

Continued discussions around COVID-19-related effects on service.

Project-related engagement for the Southern Gulf Islands Schedule Enhancement, Sturdies Bay Terminal Development Plan, and scheduling for the new Island Class vessels for Routes 19 and 23.

Virtual FAC meetings were held with:

Northern Sunshine Coast (February 1, 2021)

Salt Spring Island (February 2 & March 8, 2021)

Southern Sunshine Coast (February 18, 2021)

Southern Gulf Islands (February 2, 24 & March 8, 2021)

Denman-Hornby Islands (March 11, 2021)

Gabriola Island (March 15 & 22, 2021)

Quadra-Cortes Islands (March 15 & 22, 2021)

THEMES

In Q4 Fiscal 2021, discussions with Ferry Advisory Committee members included the following key themes:

Understanding ongoing issues around COVID-19 travel aspects, such as customer reactions.

Resolving route-specific problems and community experiences shared by FAC members.

Understanding changes to capital planning as a result of COVID-19.

Project-related input as described in the *Project-Based Engagement Initiatives* section (see following page).

PROJECT-BASED ENGAGEMENT INITIATIVES

We believe that engagement with staff, stakeholders, customers, community members, and First Nations results in better decisions, and that this engagement can create solutions to challenges we may not have otherwise considered. We are committed to:

Involving our customers, the Indigenous and coastal communities we serve, and our employees in the decisions that impact them whenever possible.

Listening carefully to what we hear, and considering all feedback alongside safety, financial, operational, environmental and other requirements as we make our decisions.

Responding to what we hear by being open to adapting our engagement efforts as we go, and by showing how engagement input has influenced our decision-making process.



COMMUNITY ENGAGEMENT

Our project-based community engagement initiatives in Q4 Fiscal 2021 included Phase I of the Southern Gulf Islands Schedule Enhancement project, a scheduling exercise for two-ship service on Route 23 (Campbell River–Quadra Island) and Route 19 (Nanaimo Harbour–Gabriola Island) and the Sturdies Bay Terminal Development Plan. Engagement for the Snug Cove Terminal Development Plan also wrapped up in this quarter. The Moving Ahead Together on the Sunshine Coast project did not engage the community directly this quarter; however, it remained active internally as BC Ferries teams worked on a potential trial program to address the concerns heard through this engagement.

Title of project	Southern Gulf Island Schedule Enhancement – Phase I	Island Class Scheduling (Routes 19 & 23)	Sturdies Bay Terminal Development Plan	Snug Cove Terminal Development Plan
Purpose of engagement	Support the development of an enhanced schedule for the Southern Gulf Islands	Support the evaluation of new schedules for two-ship service on these routes	Gather input on the creation of a Terminal Development Plan for Sturdies Bay, and gather input on opportunities and challenges at the terminal today	Gather input on the creation of a Terminal Development Plan for Snug Cove, and review draft terminal concept

Title of project	Southern Gulf Island Schedule Enhancement – Phase I	Island Class Scheduling (Routes 19 & 23)	Sturdies Bay Terminal Development Plan	Snug Cove Terminal Development Plan
Engagement activities	FAC meetings	FAC meetings	FAC meeting	Online engagement
	Online engagement	Online engagement	Key stakeholder interviews	
	Key stakeholder interviews	Virtual community meetings	Meeting with Lelum Sar Augh Ta Naogh First Nation	
			Online engagement	
Key themes	Priority criteria: Frequency, preferred sailing times and capacity	Route 19: Morning and evening sailing times and capacity to support demand, e.g., school sailings	Providing a wider walkway on the trestle	New waiting room/ washroom building
	Most significant community changes over past five years: growth in tourism, and growth in full- and part-time residents	Route 23: Providing service directly on the hour and half hour, connections/impacts on Cortes	Enhancing pedestrian space and safety	Expanded covered areas for people and bikes/scooters
	Priority use of additional capacity: increased access to Tsawwassen and Swartz Bay		Holding area expansion	Improving safety, traffic in/out of terminal
			Addition of transfer traffic thru lane near terminal	Safety enhancements with reversible lane markings/signage
			Maintain existing parking spaces, or add parking	
Next steps	BCF to develop schedule concepts	BCF to review and refine schedules and release final schedules to community	BCF to develop terminal concepts and review them with the community	BCF to complete Terminal Development Plans and present them to the community
	Phase II engagement: work with FAC and the community to evaluate concepts			

INDIGENOUS RELATIONS AND ENGAGEMENT

The primary objective of early and ongoing engagement with First Nations with interests in the lands and waters on all major projects is to seek, identify and understand any potential adverse impacts that proposed activities may cause to their interests and to find ways to avoid or minimize these adverse impacts.



In Q4 F2021, Indigenous relations and engagement activities:

TERMINAL DEVELOPMENT PROJECTS

Swartz Bay Berth 5 Project	To support the proposed upgrades to accommodate the new Salish vessel, we continued consultation with First Nation and Crown governments to work towards addressing specific concerns and regulatory requirements.
Quathiaski Cove	To support terminal development planning for Route 23, the project team continued to share information with interested First Nations in relation to project-specific activities. The project team met with the newly elected Chief and Council of We Wai Kai First Nation to introduce the project team, to provide an overview of the project and current status, to discuss potential concerns and interests, and to support relationship building.
Nanaimo Harbour and Gabriola	To support terminal development planning for Route 19, the project team continued to connect with the Snuneymuxw First Nation to discuss the proposed project and to understand any concerns the Nation may have in relation to project-related activities.
Sturdies Bay	To support terminal development planning, the project team met with Lelum Sar Augh Ta Naogh to share conceptual planning at this location, to understand if the First Nations aggregate group may have any concerns with the upgrades being proposed, and to share ideas to integrate cultural elements at the terminal.

ISLAND CLASS ELECTRIFICATION PROGRAM

First Nations were engaged to inform them of BC Ferries' plans and to provide them with details on the high-level scope, schedule and budget for the program. Through these discussions, BC Ferries received several letters of support for the program.

OUTREACH AND RELATIONSHIP-BUILDING

<p>Haida Nation travel advisories</p>	<p>As a result of COVID-19 and the current state of emergency at Haida Gwaii, ongoing support has been provided to the Haida Nation by integrating travel advisories at the time of booking, providing onboard announcements for passengers on Route 11 and affixing posters developed by the Tslei-Waututh Nation at terminals.</p>
<p>Tsleil-Waututh Nation</p>	<p>Met with the Tsleil-Waututh Nation to begin the development of a relationship and to discuss potential future areas of partnerships.</p>
<p>We Wai Kai and Wei Wai Kum First Nations</p>	<p>Continued discussions with the We Wai Kai and Wei Wai Kum Nations to better understand how BC Ferries can support their community and to initiate a working group to explore opportunities to integrate cultural acknowledgement and artwork within their territories at the Campbell River and Quathiaski Cove terminal locations. The Nations were also nominated as a sponsor for one of the Island Class vessels and invited to participate in a workshop to identify names for the vessels destined for service within their territory on Route 23.</p>
<p>Snuneymuxw First Nation</p>	<p>The Nation was nominated as a sponsor for one of the Island Class vessels and invited to participate in a workshop to identify names for the vessels destined for service within their territory on Route 19.</p>

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 – ALERT BAY – SOINTULA

SOUTHERN GULF ISLANDS

ROUTE LABEL	TERMINALS
ROUTE 4	FULFORD HARBOUR – SWARTZ BAY
ROUTE 5	SWARTZ BAY – 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

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
ROUTE 17	COMOX – POWELL RIVER
ROUTE 18	POWELL RIVER – TEXADA ISLAND

CENTRAL AND NORTH COAST

ROUTE LABEL	TERMINALS
ROUTE 10	PORT HARDY – NORTH COAST (McLOUGHLIN BAY, OCEAN FALLS, BELLA COOLA, SHEARWATER, KLEMTU)
ROUTE 11	PRINCE RUPERT – SKIDEGATE
ROUTE 26	SKIDEGATE LANDING – ALLIFORD BAY
ROUTE 28	PORT HARDY – BELLA COOLA
ROUTE 28A	CENTRAL COAST CONNECTOR SERVICE (McLOUGHLIN BAY, OCEAN FALLS, BELLA COOLA, SHEARWATER)

Definitions of Terms

Controllable Cancellations: sailings cancelled due to controllable events such as loading procedures or fueling.

First Call Resolution (FCR): the rate at which customers call back within the same day.

Fleet Reliability Index: percentage of scheduled sailings that are not cancelled due to controllable events.

n: symbol that represents either sample size (e.g., number of surveys collected) or count (e.g., number of complaints with a comment or rating). The number of complaints used for further analysis excludes general comments and comments without a rating.

Net Promoter Score (NPS): a widely used customer satisfaction measure that considers the percentage difference between “promoters” and “detractors” within a company’s customer base. The NPS is a trademarked measure.

On-Time Performance: percentage of scheduled sailings that depart or arrive within 10 minutes of the scheduled time, as applicable.

Stale Response Resolution: percentage of passenger comments within the ResponseTek system that did not receive a response from the Customer Relations team within seven days of the comment having been submitted in Quarters 3 and 4, and within 14 days of the comment having been submitted in Quarters 1 and 2.

Uncontrollable Cancellations: scheduled sailings cancelled due to uncontrollable events such as inclement weather or medical emergencies.