

Feedback and Engagement Report

Quarter ended June 30, 2021 (Q1 Fiscal 2022)

Executive Summary

Q1 FISCAL 2022 EVENTS

On April 23, 2021, the Province announced travel restrictions under Ministerial Order M172, prohibiting all but essential travel between regional zones as defined in the Order. Based on these restrictions, we provided refunds to customers cancelling bookings, and denied travel to customers travelling for non-essential reasons on the following routes: Tsawwassen-Swartz Bay, Tsawwassen-Duke Point, Tsawwassen-Southern Gulf Islands, Horseshoe Bay-Departure Bay, Comox-Powell River and Port Hardy-Prince Rupert.

Late May, we began sending reserved North Coast and Southern Gulf Islands customers pre-travel emails reminding them of their booking and giving them a chance to modify or change the booking if their plans had changed. This reduced the no show rate. In late June we added the Major routes and the Horseshoe Bay-Langdale route. For the North Coast routes, reminders are sent five days in advance of travel; for the Southern Gulf Islands, three days in advance; and for the Major routes and the Horseshoe Bay-Langdale route, 24 hours in advance.

On May 25, 2021, the Province announced BC's Restart Plan, a four-step plan to lift COVID-19 restrictions. Step 1 (May 25, 2021–June 14, 2021) allowed for limited indoor and outdoor gatherings, and recreational travel within regions. Step 2 (June 15, 2021–June 30, 2021) allowed for larger gatherings and recreational travel within BC. On July 1, 2021, the Province moved to Step 3, in which masks are no longer mandatory, but recommended for those not fully vaccinated. Most Indigenous communities in BC started accepting visitors as of June 15, 2021. Haida Gwaii began accepting visitors from BC and across Canada on July 1, 2021. The lifting of travel restrictions had a significant impact on traffic volumes across all routes, as pent-up travel demand coincided with the end of the school year and the beginning of peak season. Where possible, sailings were added across the fleet to meet demand.

In mid-June 2021, BC Ferries experienced issues related to the stability of its website as a large volume of customers looked to book their travel. Minor fixes were put in place to make improvements while our technical team continues to work on a long-term solution to ensure the website remains stable.

The *Northern Expedition* was removed from service June 3, 2021 due to mechanical difficulties with its engine. The *Northern Adventure* provided service to Haida Gwaii, Prince Rupert and Port Hardy on a modified schedule at winter service levels during the repair. Arrangements for tug and barge service to supplement service on Route 11 were put in place from July 12 to August 1, 2021. The vessel returned to service in early August 2021.

Our third and fourth Island Class vessels departed Romania for Victoria on May 19, 2021, and June 9, 2021. The journey takes approximately 60 days. The two vessels are expected to begin service in 2022.

CUSTOMERS SERVED



3,130,900 customers travelled with BC Ferries in Q1 Fiscal 2022, compared to 2,242,083 in Q1 Fiscal 2021 (40% increase in passenger volume).

COMMUNITY ENGAGEMENT*



50 people participated in community engagement activities, compared to 1,300 in Q1 Fiscal 2021.

96%



CUSTOMER ENGAGEMENT

	Q1 Fiscal 2021	Q1 Fiscal 2022	YOY Change
Comments Received	2,362	4,751	101% ↑
Phone Calls Received	106,114	114,671	8% ↑
Social Media Inbound**	11,533	8,060	30% ↓
Twitter	6,608	5,499	17% ↓
Facebook	4,693	2,250	52% ↓
Instagram	222	258	16% ↑
LinkedIn	10	53	430% ↑

CUSTOMER EXPERIENCE

OVERALL EXPERIENCE is **below average** when compared to previous 4 years.

MAIN CONTRIBUTORS
Percent Positive
(Down 2% compared to Q1 Fiscal 2021)

First Call Resolution
(Down 0.5% compared to Q1 Fiscal 2021)

CUSTOMER COMPLAINTS TRENDS[†]

8.0

COMPLAINTS/10,000 PASSENGERS
Complaints are **UP**
(Q1 Fiscal 021: 3.8)

TOP 3 COMPLAINT AREAS
Website
(27% of all complaints)
Fares/Fare Errors
(17% of all complaints)
Advanced Bookings
(17% of all complaints)

[†] All Routes combined

CUSTOMER SERVICE CENTRE

0.5%

STALE RESPONSE RESOLUTION

94%
of customers were satisfied with their Customer Service Centre (CSC) experience.

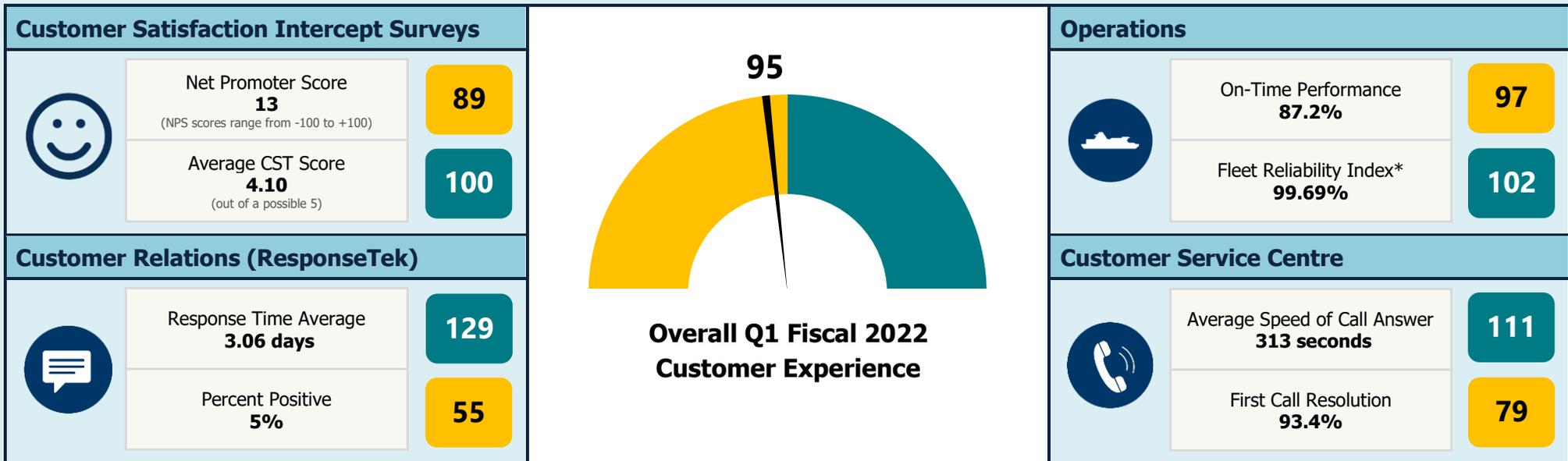
* Number of participants is dependent on the number of active engagement projects in the communities. This varies throughout the fiscal year.

The impact of COVID-19 on engagement activity and timing is also a contributing factor to fluctuations in the amount of activity for each quarter.

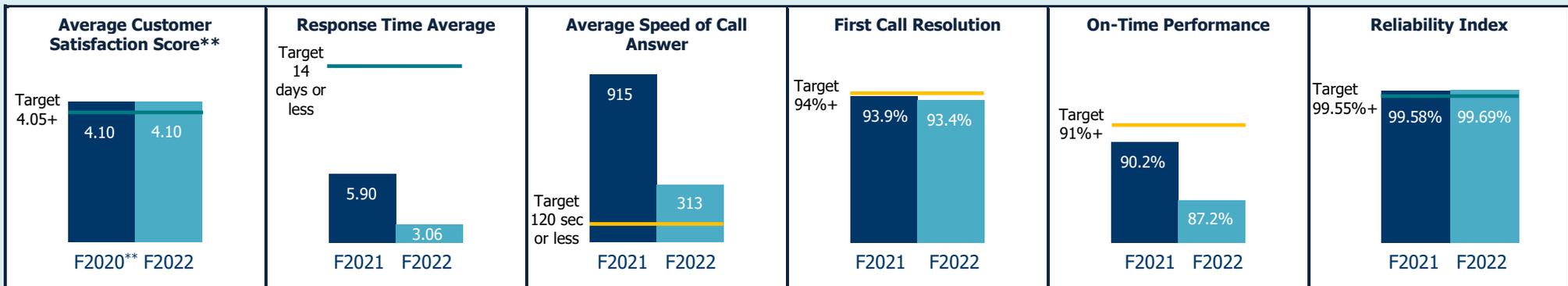
** Inbound customer inquiries received through BC Ferries social media channels.

Quarterly Results

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 2018-Fiscal 2021). A score lower than 100 indicates a lower than average performance and a score greater than 100 indicates that this year's performance is better than average. For a full description of the Customer Experience Dashboard Methodology refer to **Appendix A**.



Current Performance Relative to Q1 Fiscal 2021** and Targets

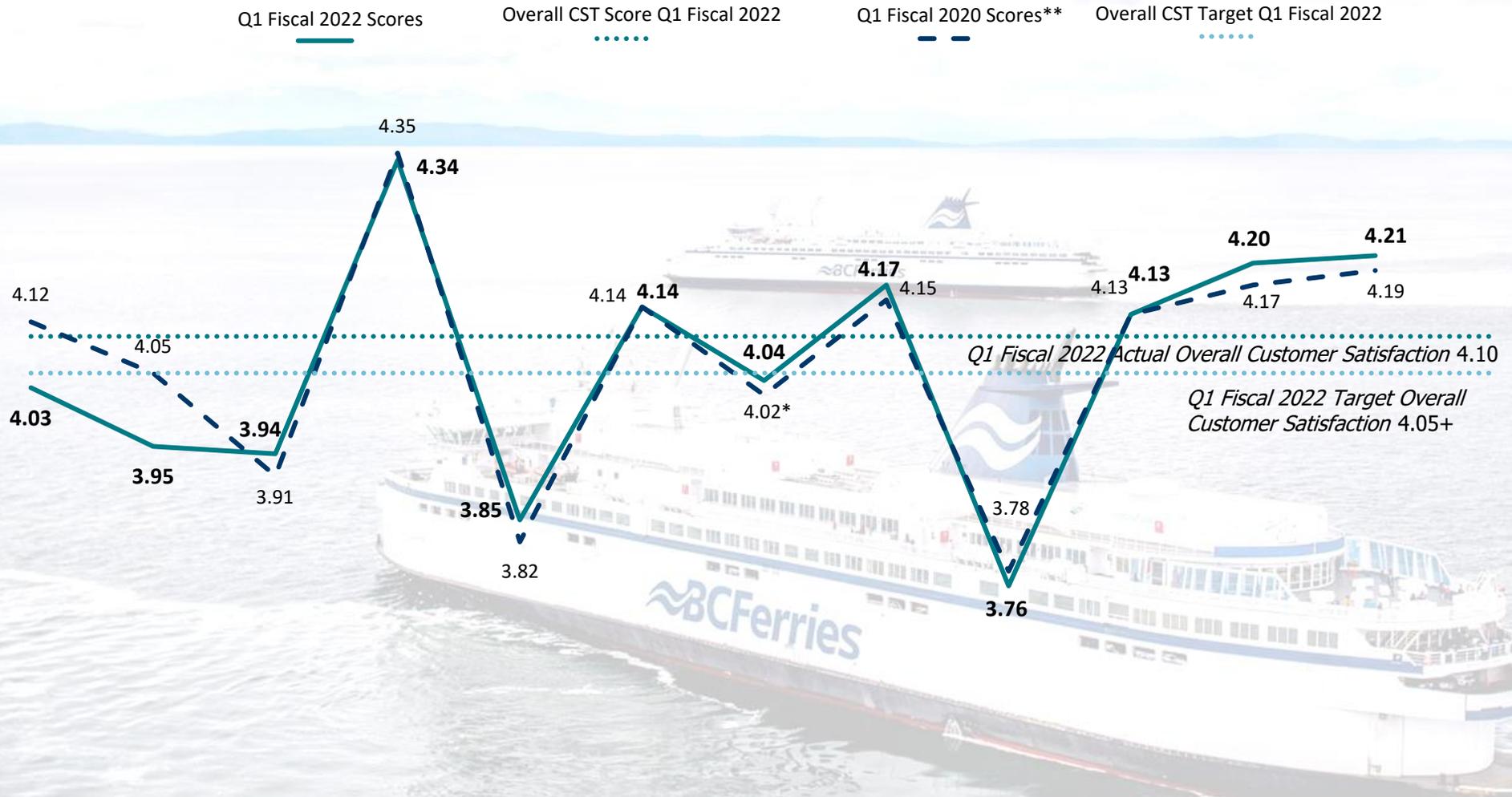


* Figure based on agreed contracted service with the province of BC during pandemic. Note: On-time performance and fleet reliability is based on all BC Ferries routes including Route 13 which is operated by an alternative service provider under contract to BC Ferries.

** Customer Satisfaction Tracking data was not collected in Q1 Fiscal 2021 as a result of the COVID-19 pandemic. Instead, comparisons are made to Q1 Fiscal 2020 CST results.

Passenger Satisfaction throughout the BC Ferries Journey

Q1 Fiscal 2022



Website/Phone Service	Reserve Online	Pre-Sailing Comms.	Check-in Process	Wait Time at Terminal	Look of the Terminal	Terminal Services	Loading Procedure	Onboard Food Services	Onboard Facilities & Services	Look of the Vessel	Unloading Procedure
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The green dotted line represents the "Overall Satisfaction Score" for Q1 Fiscal 2022 passengers. Looking at the whole journey, passenger "high points" for Q1 Fiscal 2022 include the check-in process (4.34), the unloading procedure (4.21), and the look of the vessel (4.20). Passenger "low points" include onboard food services (3.76) and the wait time at the terminal (3.82). The Q1 Fiscal 2022 pattern of results follows that of 2019, however, scores are lower for website/phone service and ease of using online reservations.

*The 2019 Terminal Services score was updated due to a change in methodology. Historically, passengers have evaluated the food/beverage services and merchandise services offered nearby (e.g. amenities in the village of Horseshoe Bay). A decision was made in 2020 to only ask this question of passengers departing from Tsawwassen, Swartz Bay, or Departure Bay terminals. The 2019 score was recalculated to ensure its formulation matches this new method.

** Customer Satisfaction Tracking data was not collected in Q1 Fiscal 2021 as a result of the COVID-19 pandemic. Instead, comparisons are made to Q1 Fiscal 2020 CST results.

Intercept Surveys (June Wave)

Overall Customer Satisfaction Score

4.10/5

Q1 Fiscal 2020: 4.10

Overall Customer Satisfaction %

84%

Q1 Fiscal 2020: 85%

Net Promoter Score (NPS)

13

Q1 Fiscal 2020: 35

The overall customer satisfaction score was unchanged when compared to the Q1 Fiscal 2020* score. Analysis by route shows that passengers on Route 30 (Tsawwassen-Duke Point) are the most satisfied with their overall experience (4.23) while passengers travelling on Route 3 (Horseshoe Bay-Langdale) are the least satisfied (3.74). The shifts in the Overall Customer Satisfaction Scores year over year (YOY) for each route were:

Route	Q1 Fiscal 2020	Q1 Fiscal 2022	Change
4	4.04	4.16	+0.12 ↑
1	4.17	4.22	+0.05 ↑
5/9	4.00	4.04	+0.04 ↑
2	4.15	4.15	0 ↔
30	4.25	4.23	-0.02 ↓
19	3.91	3.81	-0.10 ↓
3	3.86	3.74	-0.12 ↓

It is reasonable to assume that the overall satisfaction score for Q1 Fiscal 2022 would have been higher if not for the COVID-19 pandemic. Amenities that provide a more enjoyable sailing experience, such as the Pacific Buffet and the Seawest Lounge were unavailable due to COVID-19. Further, satisfaction scores are likely depressed due to the lack of international tourists, who often report higher satisfaction scores (government travel restrictions were still in place during the Wave 1 survey period).

Question asked: How satisfied, or dissatisfied, were you, overall, with your recent experience travelling with BC Ferries?

Source: June 2021 CST Survey

Service Areas with Largest YOY Changes

LARGEST INCREASES

Service Area	Q1 F2020	Q1 F2022	Change
Ability to get onto desired sailing	3.60	4.02	+0.42
Parking options at the terminal	3.48	3.79	+0.31
Ease of using passenger drop-off/pick-up area	3.96	4.23	+0.27

Source: June 2021 CST Survey

LARGEST DECREASES

Service Area	Q1 F2020	Q1 F2022	Change
Quality and variety of food/bev at the terminal	4.12	3.61	-0.51
Usefulness of BC Ferries Website	4.11	3.92	-0.19
Ability to connect with other sailings	3.45	3.28	-0.17

Source: June 2021 CST Survey

*Note: Customer Satisfaction Tracking data (CST) was not collected in Q1 Fiscal 2021 as a result of the COVID-19 pandemic. Instead, comparisons are made to Q1 Fiscal 2020 CST results.

Customer Satisfaction Trends

Central and North Coast (Routes 10 and 11)

Q1 Fiscal 2022

Note: Customer Satisfaction Tracking data for the central and north coast is collected throughout the year via a post travel survey that is emailed to customers traveling on these routes. This data collection method is used instead of onboard intercepts.

Overall Satisfaction

Year over year comparisons of overall satisfaction scores for Q1 Fiscal 2022 suggest satisfaction has declined for passengers on both Route 10 (-0.15) and Route 11 (-0.11).

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



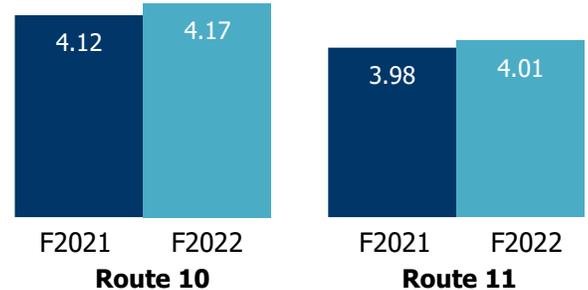
Terminal Satisfaction

Year over year comparisons of terminal satisfaction scores for Q1 Fiscal 2022 suggest satisfaction has declined for passengers on Route 10 (-0.18) but has slightly increased for passengers on Route 11 (+0.04).



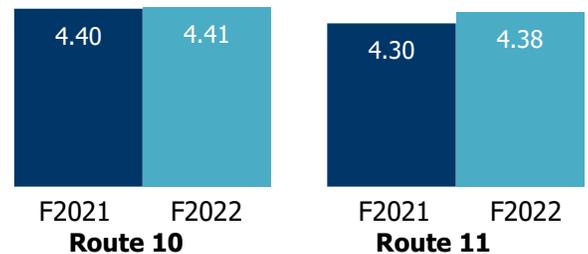
Onboard Satisfaction

Year over year comparisons of onboard satisfaction scores for Q1 Fiscal 2022 suggest satisfaction has slightly increased for passengers on both Route 10 (+0.05) and Route 11 (+0.03).



Safety of Ferry Operations

Year over year comparisons of satisfaction levels with safety of ferry operations from Q1 Fiscal 2022 suggest that passengers' rating of safety has stayed practically the same on Route 10 (+0.01) but has increased somewhat on Route 11 (+0.08).



Value for Money of Fares

Year over year comparisons of passenger assessments of value for money of fares for Q1 Fiscal 2022 suggest that passengers' ratings have decreased on both Northern Routes, however, Route 10 (-0.08) saw a smaller decrease than Route 11 (-0.28).



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

COMPLAINTS/
10,000 PASSENGERS*



YOY CHANGE: Complaints are UP
(Q1 Fiscal 2021: 4.6)

In Q1 Fiscal 2022 there were **1,303** complaints received regarding these routes. Customer concerns were 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 difficulties with using the website. If no resolution was found, additional details collected from the customer were shared with our technical department for further investigation.

We began offering discounts for overweight vehicles on the Tsawwassen-Swartz Bay and Tsawwassen-Duke Point routes from June 23 through October 13, 2021. The overweight Saver fares include a free reservation and discounts of 50% per additional foot in length for vehicles over 20 feet long.

On June 24, 2021, we began offering prepaid foot passenger bookings on these Major routes. Bookings can be redeemed with a ticket agent or at a kiosk for faster check-in. Uptake has been strong.

A payment issue related to online bookings was discovered in mid-June. Customers who book as a 'guest' do not have their reservable space protected while they complete the booking. In some cases, customers lost their booking to other customers during the booking process and the charge was applied and immediately refunded. Some of these refunds were declined, and as a result, customers were charged for reservations they did not secure. Refunds for these charges were processed on a priority basis.

TOP 3 COMPLAINT AREAS (61% of all complaints)



BC Ferries Website (n=304)
New Website Issues (n=94)
(Website is difficult to navigate / find information / make bookings)
Email Communications (n=72)
(Long delays for system emails, confirmation emails not received)
Account Issues (n=55)
(Unable to access / update personal info or preferences, difficulty managing upcoming bookings)

- A pop-up message was added early July to inform customers who receive an error message during the booking flow to set their web browser to English in order to complete their booking.
- Missing confirmation emails were investigated. In many cases, the bookings had not been completed, either due to user error or because the space was no longer available. Refunds for erroneous charges were provided and customers received an explanation and apology.
- Customers experiencing difficulty with their accounts are assisted; unresolved issues are reported to our technical team.
- A fix is expected to be in place by the end of August for delays customers experience in receiving booking confirmation emails.

YOY CHANGE: Complaints are UP
Q1 Fiscal 2021 Comparison: 2%



Fares / Fare Errors (n=288)
Incorrect Fare Charged (n=94)
(Vehicle type, vehicle length, senior rate)
Double-charged / Overcharged (n=72)
Dislikes New Fare Structure (n=70)
(Dislikes cancellation / change policies, unable to prepay if using TAP form or vouchers)

- All reports of erroneous charges are investigated and refunded as appropriate.
- Trends in errors are reported to applicable managers for coaching and training; system issues are investigated and resolved by our technical team.
- Cancellation and change policies related to the new fare choices are communicated at time of booking; fares and fees are refunded on a case-by-case basis as appropriate, and customers are provided with information and clarification for future travel.
- Customers travelling with the Travel Assistance Program (TAP) or with vouchers have the option of making a prepaid booking more than seven days in advance in order to take advantage of the \$10 reservation fee; the fee is refunded at check-in, once TAP or voucher payment collected.

YOY CHANGE: Complaints are UP
Q1 Fiscal 2021 Comparison: 14%



Advanced Bookings (n=209)
Double charged / Overcharged (n=88)
Revised / Cancelled Bookings (n=18)
(Customers unhappy with BC Ferries' handling of revised or cancelled bookings)
Change / Cancellation Policies (n=18)
(Policies are unfair and/or poorly communicated)

- The Revenue Department proactively searched for and refunded any double-charged or overcharged customers, as not all customers reported an issue.
- The daily refund limit was increased July 2, which has helped to address the issue of refunds being declined; a permanent fix is being investigated by a team of internal experts and external consultants.
- Policies are communicated and customers must agree to them before their booking can be completed.

YOY CHANGE: Complaints are UP
Q1 Fiscal 2021 Comparison: 8%

*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, COVID-19, 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 UP
(Q1 Fiscal 2021: 3.6)

In Q1 Fiscal 2022, there were **602** complaints received regarding these routes. The majority of the feedback received this quarter was in response to the proposed reservation trial on the Horseshoe Bay-Langdale route and website-related concerns. BC Ferries engaged in a series of workshops and consultation meetings with residents of the Sunshine Coast over the last year to discuss some of the challenges and concerns of those who travel on the Langdale route, especially during the peak season.

As a result, we planned to implement a temporary 3.5-month trial of new fare and reservation options that may have addressed these concerns, including expanding the amount of reservations available on all sailings and offering discounts to those booking in advance. The trial became a divisive issue within the community; as a result, we cancelled the proposed trial on April 30, 2021. Concerns centred around the higher reservation allocations, which some customers said would force all travellers to reserve and effectively eliminate the option to travel without a booking. Commuters, in particular, said the need to prepay fares in order to access the lowest rates would cause hardship for frequent travellers.

After travel restrictions were lifted on June 15, 2021, traffic between Horseshoe Bay and Langdale returned quickly, and customers travelling at peak times without reservations frequently experienced sailing waits. Traffic queuing outside Horseshoe Bay terminal in the latter half of June was the source of frustration for both reserved and non-reserved customers on all three routes exiting Horseshoe Bay, as the wait to get to the ticket booth was long in some cases, and amenities outside the booth are limited to portable washroom facilities.

Travellers on the Horseshoe Bay-Langdale route were unable to make bookings in many cases, due to space already being booked. Sailings were added to match peak service levels but vessel availability and terminal limitations dictated the number of extra sailings that could be added. There is a general sentiment among customers on this route that residents should receive priority loading without the need to make a reservation.

TOP 3 COMPLAINT AREAS (54% of all complaints)

21%
of all
complaints

Advanced Bookings (n=128)
Dissatisfaction with Route 3 Trial (n=90)

Availability (n=9)
(Bookings not available for desired sailings)

Double-charged / Overcharged (n=8)

- The proposed Route 3 trial was cancelled on April 30, 2021, after community members expressed concern.
- Up to 45% of the vessel is reservable on the Horseshoe Bay-Langdale route, with the balance available for those travelling without a booking.
- Customers are advised to check online for bookable space regularly, as bookings can be changed or cancelled, freeing up that space for others.
- All reports of erroneous charges are investigated and refunded as appropriate.

YOY CHANGE: Complaints are UP
Q1 Fiscal 2021 Comparison: 9%

20%
of all
complaints

BC Ferries Website (n=118)
New Website Issues (n=51)
(New schedule format is hard to understand, difficult to navigate / find information / make bookings)

Email Communications (n=20)
(Long delays for system emails, confirmation emails not received)

Account Issues (n=17)
(Unable to access / update personal info or preferences, difficulty managing upcoming bookings)

- Online schedule format changes were implemented April 17, 2021.
- Missing confirmation emails were investigated. In many cases, the bookings had not been completed, either due to user error or because the space was no longer available. Refunds for erroneous charges were provided and customers received an explanation and apology.
- A fix is expected to be in place by the end of August for delays customers experience receiving booking confirmation emails.
- Customers experiencing difficulty with their accounts are assisted; unresolved issues are reported to our technical team.

YOY CHANGE: Complaints are UP
Q1 Fiscal 2021 Comparison: <1%

13%
of all
complaints

Fares / Fare Errors (n=77)
Incorrect Fare Charged (n=36)
(Vehicle type, vehicle length, senior rate)

Experience Card (n=24)
(Not compatible with Route 3 Trial)

Double-charged / Overcharged (n=11)

- Fare errors are investigated and resolved 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.
- Customers who received misinformation related to Experience™ Card use were provided with correct information until the trial was cancelled, at which point it was no longer an issue.

YOY CHANGE: Complaints are UP
Q1 Fiscal 2021 Comparison: 7%

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

COMPLAINTS/
10,000 PASSENGERS



YOY CHANGE: Complaints are UP
(Q1 Fiscal 2021: 3.1)

In Q1 Fiscal 2022, there were **351** complaints received regarding these routes. The website – particularly the schedules and the booking process – was the main area of concern expressed by customers.

Customers continue to express a preference for simple printable schedules, as their trip planning may involve multiple days and routes. Schedule improvements implemented on April 17, 2021 resolved some schedule feedback received.

Thru fare travel presents challenges for some customers who are either unfamiliar with how to receive the thru fare rate or who forget to request it from the ticket agent. Some customers book Saver fares, which are not compatible with thru fares, and request refunds after travel.

Messaging on the website regarding the thru fare process was clarified in response to concerns raised.

TOP 3 COMPLAINT AREAS (50% of all complaints)

23%
of all
complaints

BC Ferries Website (n=79)

New Website Issues (n=38)

(New schedule format is hard to understand, difficult to navigate / find information / make bookings)

Email Communications (n=10)

(Improve waitlist emails, confirmation emails not received)

Account Issues (n=10)

(Difficulty managing upcoming bookings)

- Online schedule format changes were implemented on April 17, 2021 with further changes planned for the Route 5 schedule later in 2021.
- In late June 2021, the pre-travel reminder emails were amended to include information for waitlisted customers, informing them that they will be contacted directly if their booking is confirmed.
- Customers reporting delayed or duplicate emails are contacted for more information, which is shared appropriately for investigation; a fix is expected to be in place by the end of August for delays customers experience receiving booking confirmation emails.

YOY CHANGE: Complaints are UP

Q1 Fiscal 2021 Comparison: 1%

14%
of all
complaints

Fares / Fare Errors (n=50)

Incorrect Fare Charged (n=27)

(Thru fare, senior rate, vehicle type)

Double-charged / Overcharged (n=11)

- Thru fares must be obtained at the time of travel; however, refund requests are reviewed if proof of travel can be provided.
- In late March 2021, information was added to the website informing customers that Saver fares are not valid towards thru fare travel; customers who make this error for the first time are generally provided a refund and given information about making reservations for travel between Tsawwassen and Swartz Bay when travelling on a thru fare.
- All reports of erroneous charges are investigated and refunded as appropriate.

YOY CHANGE: Complaints are UP

Q1 Fiscal 2021 Comparison: 12%

13%
of all
complaints

Sailings / Schedules (n=46)

Sailing Waits/Delays (n=21)

(Frequency of delays and waits between sailings)

Summer Schedule Issues (n=13)

(Route 5/9)

- Two new Island Class ferries are expected to arrive in BC late 2021 which will allow the Nanaimo Harbour-Gabriola Island route to transition to two vessel operations in 2022, replacing the *Quinsam*.
- When possible, vessels operating on the Southern Gulf Islands routes wait for connecting sailings and make up time during transit.
- The planned replacement of the *Mayne Queen* with a larger Salish Class vessel in 2022 provided an opportunity to reassess the Southern Gulf Islands' schedules; following public consultations, we announced on June 17, 2021 that potential schedules will be shared with the public in late summer 2021.
- A loading pilot at Chemainus in late June and early July 2021 showed some promise in addressing delays on this route; another pilot is planned for August 1, 2021 to further assess this issue.

YOY CHANGE: Complaints are UP

Q1 Fiscal 2021 Comparison: 8%

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

COMPLAINTS/
10,000 PASSENGERS



YOY CHANGE: Complaints are UP
(Q1 Fiscal 2021: 0.5)

In Q1 Fiscal 2022, there were **75** complaints received regarding these routes.

After more than a year of relatively low traffic due to the COVID-19 pandemic, customers expressed frustration as traffic began to build in late spring 2021, leading to sailing waits and missed connections for those travelling on more than one route.

During peak travel times, to clear congestion, ferries will enter shuttle mode to accommodate as many customers as possible. When ferries are in shuttle mode the sailing times are different from the standard schedule. Shuttle mode, while a valuable tool for moving traffic when sailing waits occur, can be disruptive for customers when the vessel deviates from the published schedule.

The website schedule design changes implemented on April 17, 2021 addressed customer concerns; feedback regarding the schedules has decreased as a result.

TOP 3 COMPLAINT AREAS (56% of all complaints)

20%
of all
complaints

Sailings / Schedules (n=15)

Additional Sailings (n=4)
(Increase sailings on Route 21 and 22)

Sailing Waits / Delays (n=4)
(Frequency of delays and waits between sailings)

- We meet, and frequently exceed, contracted service levels on our Northern Gulf Islands routes.
- During peak season, additional sailings are added to the schedule.
- On Routes 21, 22, 23 and 24, the vessel's Masters have standing permission to shuttle, and they do so when warranted.
- Two new Island Class ferries arrived in BC in summer 2021 which will allow the Campbell River-Quadra Island route to transition to two vessel operations in 2022, replacing the *Powell River Queen*.

YOY CHANGE: Complaints are UP

Q1 Fiscal 2021 Comparison: 7%

19%
of all
complaints

COVID-19 Related Complaints (n=14)

Onboard / Terminal Safety (n=8)
(Enforce face mask use among passengers and staff)

- Masks were mandatory at terminals and on board vessels until July 1, 2021 with limited exceptions. From July 1, 2021 onwards masks were no longer required to be worn when outdoors at terminals and on board vessels. Following the direction of the Provincial Government and phase 3 of BC's Restart Plan, masks were recommended in all indoor areas at terminals and on board ferries.
- Concerns regarding safety are shared internally as appropriate.
- Masks have been a divisive issue; we worked directly with customers unable to wear a mask to find a solution that allowed them to travel while maintaining the safety and comfort of all customers and employees.
- On July 1, 2021 the Province moved to Step 3 of BC's Restart Plan; under this step, we recommend masks be worn by those 12 years and older who are not fully vaccinated, but masks are no longer mandatory.

YOY CHANGE: Complaints are DOWN

Q1 Fiscal 2021 Comparison: 62%

17%
of all
complaints

Loading / Directions (n=13)

Dissatisfaction with loading procedure (n=6)

Improve traffic management at terminal (n=4)

- When a vehicle cannot be accommodated due to size, weight, configuration or passenger count, staff will load later-arriving vehicles. If deck space remains after loading, they will be accommodated. This allows us to maximize deck space utilization; doing so frees up space on sailings that follow.
- Some of the routes offer priority loading on select sailings for some critical service providers, as requested by the local Ferry Advisory Committee.
- Traffic controllers are employed during peak season.

YOY CHANGE: Complaints are UP

Q1 Fiscal 2021 Comparison: 5%

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

COMPLAINTS/
10,000 PASSENGERS



YOY CHANGE: Complaints are
UP (Q1 Fiscal 2021: 7.8)

In Q1 Fiscal 2022, there were **136** complaints received regarding these routes.

On March 29, 2021, the *Northern Adventure* experienced mechanical difficulties with its generators 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 to Port Hardy, scheduled for March 30–April 1, was also cancelled. Customers were refunded and provided with compensation on a case-by-case basis.

On June 2, 2021, the *Northern Expedition* experienced mechanical difficulty with its engines. During initial repairs, the damage was found to be extensive and immediate sailings were cancelled. After further inspection, the vessel was towed to Deas Dock on June 5, 2021, and an alternate schedule for Routes 10 and 11 was put in place, mirroring winter service levels. We contacted customers and moved them as required. Low traffic levels due to COVID-19 travel restrictions allowed us to accommodate booked customers on the modified sailing schedule. Arrangements for tug and barge service to supplement service on Route 11 was put in place from July 12 to August 1, 2021.

The website issue with booking-related charges also occurred on the Northern routes, where higher fares and the requirement to pay at time of booking led to significant overcharges for some customers. Refunds were prioritized for these customers and travel vouchers provided as a gesture, where appropriate. Customers whose reservations were not successful were assisted in order to ensure they were able to travel.

Based on BC's Restart Plan, most Indigenous communities in BC started accepting visitors as of June 15, 2021. Haida Gwaii began accepting visitors from BC and across Canada on July 1, 2021.

TOP 3 COMPLAINT AREAS (70% of all complaints)

40%
of all
complaints

Advanced Bookings (n=54)
Revised / Cancelled Bookings (n=25)
(Customers unhappy with BC Ferries' handling of revised or cancelled bookings)

Double-charged / Overcharged (n=14)

Availability (n=5)
(Bookings not available for desired sailings)

- When cancellations occur, every effort is made to give customers as much notice as possible and accommodate them on the next available sailing.
- Customers impacted by the *Northern Adventure* sailing cancellations at the end of March and the beginning of April 2021 were rebooked as quickly as possible; customer bookings were moved, as opposed to cancelled, in order to preserve customer bookings on popular sailings.
- Requests for additional compensation based on the impact of the cancellations are considered on a case-by-case basis.

YOY CHANGE: Complaints are UP

Q1 Fiscal 2021 Comparison: 9%

15%
of all
complaints

Sailings / Schedules (n=21)

Cancelled Sailings (n=16)
(Frustration expressed due to cancelled sailings)

- Following the removal of the *Northern Expedition* from service on June 3, 2021 customers were contacted and rebooked on the *Northern Adventure*. A modified schedule was put in place and reservation levels were monitored. When sailings between Haida Gwaii and Prince Rupert began to fill up near the beginning of July, a tug and barge service was put in place on that route in order to move oversized and commercial traffic from the *Northern Adventure*, creating space for standard vehicles as travel restrictions were lifted.
- The *Northern Expedition* returned to service on August 2, 2021.

YOY CHANGE: Complaints are UP

Q1 Fiscal 2021 Comparison: 9%

15%
of all
complaints

Customer Service (n=20)
Phone Service Complaints (n=9)
(Unhelpful or unpleasant staff, misinformation, booking error made)

Phone Service Complaints (n=4)
(Wait times to speak to agent)

- Employee conduct concerns are shared as appropriate for internal review and follow-up.
- Staffing levels in the Customer Service Centre were increased significantly in the spring in anticipation of higher call volumes; while Northern route bookings can now be made online, many customers travelling on these routes prefer to make and manage bookings through an agent as opposed to through the website.

YOY CHANGE: Complaints are DOWN

Q1 Fiscal 2021 Comparison: 27%

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 Q1 Fiscal 2022, Ferry Advisory Committees were engaged in the following activities:

Project-related engagement for the Southern Gulf Islands Schedule Enhancement, the Route 3 Peak Season Trial concept, and BC Ferries mobile app development.

Weekly calls with the FAC, broad community, tourism and First Nations groups to discuss service recovery plans related to the *Northern Expedition* out-of-service period.

Meetings to discuss operational and route-specific considerations. Meetings were held with:

Gambier-Keats (April 15, 2021)

Mayne Island (May 14, 2021)

North and Central Coast FACs (June 9, 18 and 23, 2021)

Northern Sunshine Coast (April 15, 2021)

Southern Sunshine Coast (April 15 and June 23, 2021)

Southern Gulf Islands (April 8, May 11 and 25, June 7 and 23, 2021)

THEMES

In Q1 Fiscal 2022, discussions with Ferry Advisory Committee members included the following key themes:

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

Understanding how quickly traffic levels will return to inter-island routes, and if service levels are adequate to support this important economic driver for the islands.

Effects of Provincial Restart phasing on ferry service needs, e.g., loosening of restrictions, forecasted demand, etc.

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

NORTHERN EXPEDITION OUT OF SERVICE

Regular weekly meetings were set with members of the North and Central FACs and local stakeholders to provide regular updates on the *Northern Expedition* out of service period. These meetings provide FACs and other key stakeholders (businesses, tourism operators, commercial customers, etc.) with an opportunity to provide input on service recovery planning, deliver information regarding changes they are seeing in traffic and demand on their routes, and ask questions of the BC Ferries team.

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.

Title of project	Southern Gulf Island Schedule Enhancement – Phase II Preparation	Route 3 Peak Season Trial	Sturdies Bay Terminal Development Plan
Purpose of engagement	Support the development of an enhanced schedule for the Southern Gulf Islands	Inform key government stakeholders and FAC members on the Sunshine Coast of the proposed trial details before launching to the community	Gather input on the creation of a Terminal Development Plan for Sturdies Bay, and gather input on opportunities and challenges at the terminal today
Engagement activities	FAC meetings	Meetings with key government stakeholders FAC meetings	Online engagement
Key themes	Validated six evaluation criteria for use in evaluating schedule concepts in Phase II Confirmed process for evaluating schedule concepts in Phase II	Confirmed support from key government stakeholders in bringing trial forward to community Informed FAC of trial details and next steps in bringing it forward to the community	Enhancing pedestrian space and safety Holding area and parking improvements Addition of transfer traffic thru lane near terminal
Next steps	BC Ferries to develop schedule concepts Phase II engagement: work with FAC and the community to evaluate concepts	Trial cancelled; ongoing discussions with FAC regarding service enhancements	BC Ferries to develop terminal concepts and review them with the community

INDIGENOUS RELATIONS AND ENGAGEMENT

The primary objective of early and ongoing engagement with First Nations 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 Q1 Fiscal 2022, Indigenous relations and engagement activities included:

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. These discussions are ongoing.

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. These discussions are ongoing.

Denman Island

To support Terminal Development Plans for Denman Island, the project team met with K'omoks First Nation to understand their interests in continued access to Gravelly Bay, and to ensure terminal plans accommodated this access into the future. These discussions are ongoing.

OUTREACH AND RELATIONSHIP-BUILDING

Haida Nation

As a result of COVID-19 and the current state of emergency at Haida Gwaii, ongoing support was 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 Nation at terminals. Outreach to the Nation was also undertaken to ensure they were aware of the changes to service as a result of the mechanical difficulties with the *Northern Expedition*.

We Wai Kai and Wei Wai Kum First Nations

Continued discussions with the We Wai Kai and Wei Wai Kum Nations to better understand how BC Ferries can support their community. Two members from the Nations were nominated as sponsors for two of the Island Class vessels and participated in a workshop to suggest names for the vessels.

Snuneymuxw First Nation

In addition to project related consultation, the Snuneymuxw Nation was invited to participate in a workshop to suggest names for two of the Island Class vessels but were unable to participate due to the pandemic.

Nuxalk First Nation

Outreach to the Nation was undertaken to ensure they were aware of the changes to service as a result of the mechanical difficulties with the *Northern Expedition*.

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

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

NORTHERN GULF ISLANDS

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

MID 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 LANDING
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 procedure 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 7 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.

Customer Experience Dashboard 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 to using a composite measure is that it provides a comprehensive perspective of a quality, which in this case, is customer experience. Customer experience is multi-faceted. To attend to this dimensionality, a global measure must be used; one that is calculated using multiple measures that tap into different aspects of 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 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.