

Feedback and Engagement Report

Q1 Fiscal 2024

Quarter ended June 30, 2023



Feedback and Engagement Report

Executive Summary

Q1 Fiscal 2024
(APR, MAY, JUN)

Q1 Fiscal 2024 Summary

Vehicle and passenger traffic in Q1 Fiscal 2024 exceeded pre-pandemic levels when compared to the same period last year. The overall number of cancelled sailings due to staff shortages declined, a continuing with the previous quarter. However, overall cancellations are up 30% primarily due to weather.

On April 25, 2023, we introduced complimentary online bookings for Travel Assistance Program (TAP) customers, travelling to and from specialist medical appointments on our bookable routes. Bookings are honoured when a valid and complete TAP form is presented at the ticket booth 30-60 minutes before the scheduled sailing.

On May 15, 2023, the number of ferries offering outer deck access for pets was expanded to include the vessels servicing Horseshoe Bay–Departure Bay and Comox–Powell River routes. This follows last year's successful pilot on the *Malaspina Sky* between Saltery Bay–Earls Cove.

On June 6, 2023, we announced that the Pacific Buffet on three vessels servicing Tsawwassen–Swartz Bay, would not be reopening and we asked customers to provide their feedback and suggestions on what new amenity they would like to see in its place.

The *Coastal Celebration*, operating on the Tsawwassen–Swartz Bay route, was scheduled to return from refit on June 15, 2023. Complications with the propulsion systems delayed its return until July 4, after the Canada Day long weekend. From June 25 to July 4, 2023, this resulted in eight fewer sailings daily between Tsawwassen and Swartz Bay. We reassigned approximately 7,500 *Coastal Celebration* bookings (from June 25 - July 4) to other vessels. All bookings were moved, but non-reservable space was limited as a result. We encouraged customers without bookings to travel on foot or travel at less busy times, typically early morning or late night sailings.

CUSTOMER EXPERIENCE

97

The Customer Experience score for Q1 Fiscal 2024 is 97

(UP from 86, Q1 F2023)

CUSTOMER COMPLAINTS

6.1

6.1 complaints were received for every 10,000 customers travelling in Q1 F2024

(DOWN from 7.5, Q1 F2023)

CUSTOMER SERVICE CENTRE

92%

Customers satisfied with their Customer Service Centre (CSC) experience

(No Change 92%, Q1 F2023)

STALE RESPONSE RESOLUTION

1%

Customers who did not receive a response within Q1 target of 14 days

(DOWN from 27%, Q1 F2023)

CUSTOMERS SERVED

Customer Type	Q1 Fiscal 2023	Q1 Fiscal 2024	YOY Change
Foot passengers	855,682	1,040,411	+22%
Vehicle passengers	4,603,434	4,796,103	+4%
Total passengers	5,459,116	5,836,514	+7%
Total vehicles	2,449,798	2,514,404	+3%

COMMENTS, INQUIRIES AND PHONE CALLS

Channels	Q1 Fiscal 2023	Q1 Fiscal 2024	YOY Change
Comments	6,397	7,669	+20%
Phone Calls	111,114	130,378	+17%
Social Media (inbound)*	12,989	13,109	+1%
Twitter	7,559	7,640	+1%
Facebook	2,479	2,877	+16%
Instagram	2,904	2,583	-11%
LinkedIn	47	9	-81%

OVERALL CUSTOMER EXPERIENCE

The customer experience score is below average compared to previous four years.

Main contributors to a below-average score:

On-time performance

Down 6% compared to four-year historical average for Q1

Percentage of positive comments

Down 50% compared to four-year historical average for Q1

See the Customer Experience Dashboard on page 2 for a breakdown of metrics contributing to the overall customer experience score.

TOP THREE COMPLAINT AREAS

Routes 1, 2, 3, 30	% of all complaints
Fares/fare errors	25%
Advanced bookings	25%
Customer Service	10%
All other routes	% of all complaints
Sailings/schedule	30%
Fares/fare errors	19%
Advanced bookings	12%

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

Customer Experience Dashboard

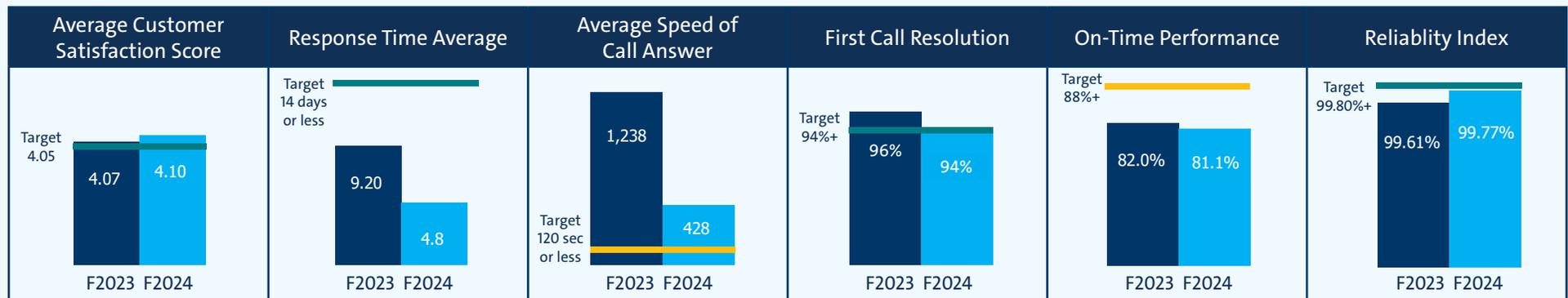
Quarterly Results

Q1 Fiscal 2024
(APR, MAY, JUN)

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 2020 – Fiscal 2023). 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**.



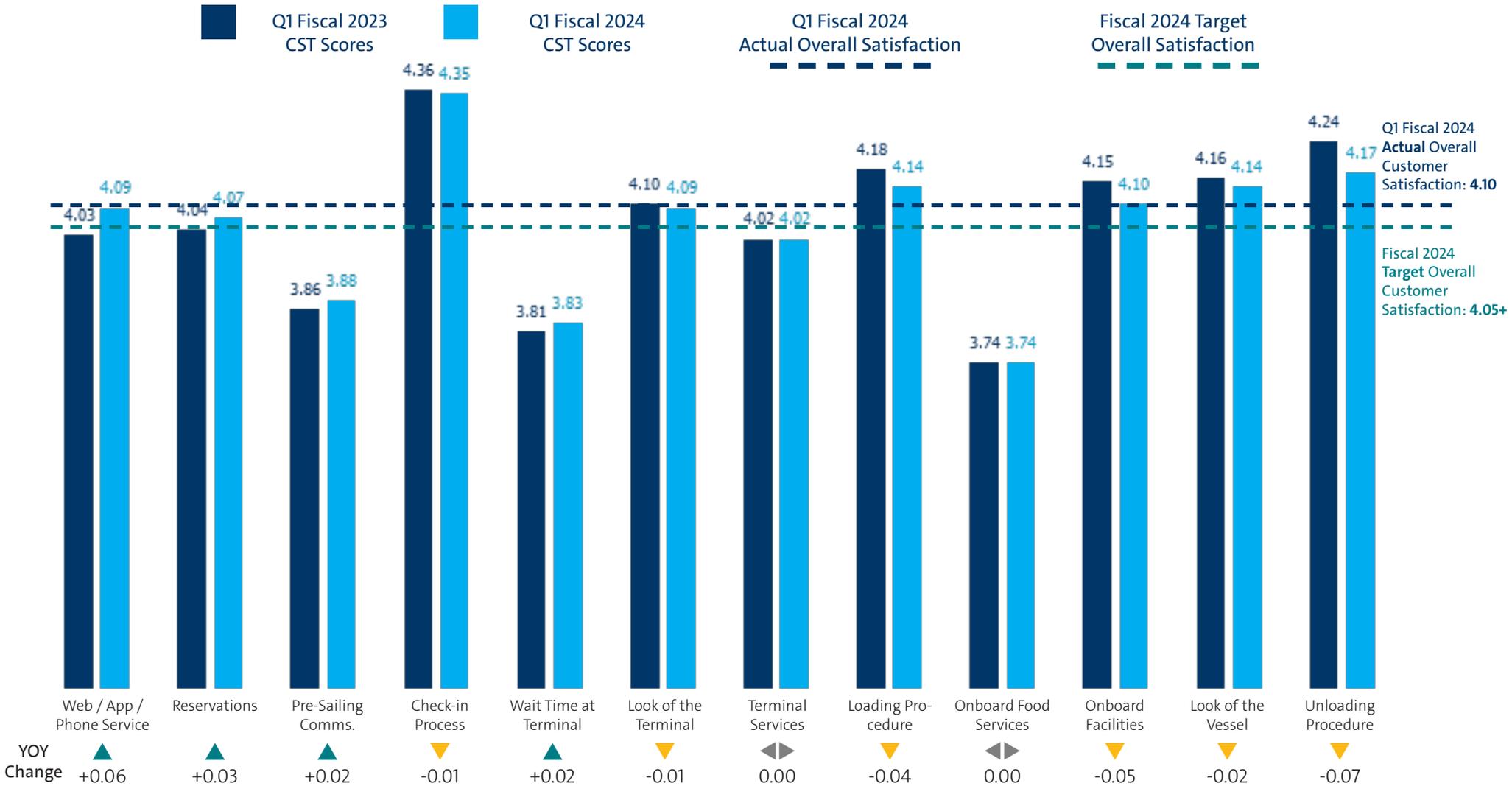
Current Performance Relative to Q1 Fiscal 2023 and Targets



*On-time performance and fleet reliability are based on all BC Ferries routes including Route 13, which is operated by an alternative service provider under contract to BC Ferries.

Passenger Satisfaction throughout the BC Ferries Journey

Q1 Fiscal 2024
(APR, MAY, JUN)



The blue dashed line represents the Overall Customer Satisfaction Score for June 2023 passengers. Customer Satisfaction is measured using a 5 point Likert scale: 1 (very dissatisfied), 2 (dissatisfied), 3 (neither satisfied nor dissatisfied), 4 (satisfied), 5 (very satisfied).

Looking at the whole journey, passenger “high points” include the check-in process (4.35), and the unloading procedure (4.17). Passenger “low points” include on-board food services (3.74), the wait time at the terminal (3.83) and pre-sailing communications (3.88). The Q1 Fiscal 2024 pattern of results typically follows that of Q1 Fiscal 2023, however, satisfaction with most areas has either declined or remained the same since Q1 Fiscal 2023.

Customer Satisfaction Tracking

Intercept Surveys (June 2023 Wave)

Q1 Fiscal 2024
(APR, MAY, JUN)

Total CST surveys completed



June 2022: 5,029
(+43% YOY)

Overall Customer Satisfaction Score



June 2022: 4.07
(+0.03 YOY)

Overall Customer Satisfaction Percentage



June 2022: 83%
(+1% YOY)

Net Promoter Score (NPS)



June 2022: 12
(No Change YOY)

Overall Customer Satisfaction by Route

The overall customer satisfaction score increased compared to the Q1 Fiscal 2023 score. Analysis by route shows that passengers on Route 1 (Tsawwassen - Swartz Bay) are the most satisfied with their overall experience (4.19) while passengers travelling on Route 3 (Horseshoe Bay - Langdale) are the least satisfied (3.80). The shifts in the Overall Customer Satisfaction Scores year over year (YOY) for each route are noted in the table below.

Overall Customer Satisfaction Question:

How satisfied, or dissatisfied, were you, overall, with your recent experience travelling with BC Ferries?
(1 - Very Dissatisfied, 2 - Dissatisfied, 3 - Neither Satisfied nor Dissatisfied, 4 - Satisfied, 5 - Very Satisfied)

Route	Q1 Fiscal 2023	Q1 Fiscal 2024	Change
Route 2	4.04	4.15	+0.11
Route 5/9	3.97	4.07	+0.10
Route 1	4.15	4.19	+0.04
Route 4	4.10	4.09	-0.01
Route 30	4.14	4.12	-0.02
Route 3	3.86	3.80	-0.06
Route 19	4.32	4.00	-0.32

Service Areas with the Largest YOY Changes

Largest Increases

Service Areas	Q1 Fiscal 2023	Q1 Fiscal 2024	Change
BC Ferries phone service	3.35	3.60	+0.25
Play area for children	3.46	3.66	+0.20
Pet area	3.07	3.24	+0.17
Ability to connect with other sailings	3.35	3.52	+0.17

Largest Decreases

Service Areas	Q1 Fiscal 2023	Q1 Fiscal 2024	Change
Procedures for unloading	4.24	4.17	-0.07
Washrooms (Terminal)	3.97	3.91	-0.06
Washrooms (Onboard)	4.03	3.97	-0.06
Outside appearance of the vessel	4.16	4.10	-0.06

Source: June Fiscal 2024 CST Survey

Source: June Fiscal 2024 CST Survey

Customer Satisfaction Trends

Central and North Coast (Routes 10 and 11)

Q1 Fiscal 2024
(APR, MAY, JUN)

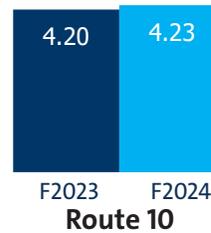
Note: Customer Satisfaction Tracking data for the Central and North Coast is collected throughout the year via a post-travel survey that is emailed to customers travelling on these routes. This data collection method is used instead of onboard intercepts.

Scores range from 1 to 5.

1 = Very dissatisfied, 5 = Very satisfied.

Overall Satisfaction

Year-over-year comparisons of overall satisfaction scores for Q1 suggest that satisfaction increased slightly for passengers on Route 10 (+0.03) and considerably on Route 11 (+0.24).



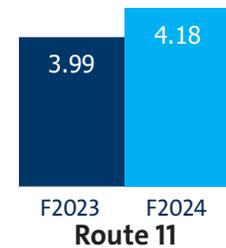
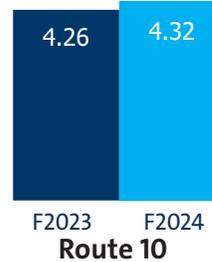
Terminal Satisfaction

Year-over-year comparisons of terminal satisfaction scores for Q1 suggest passengers' terminal satisfaction rating has decreased on Route 10 (-0.13), but increased on Route 11 (+0.12).



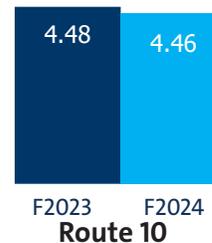
Onboard Satisfaction

Year-over-year comparisons of onboard satisfaction scores for Q1 suggest that satisfaction has increased for passengers on both Route 10 (+0.06) and Route 11 (+0.19).



Safety of Ferry Operations

Year-over-year comparisons of satisfaction levels with safety of ferry operations for Q1 suggest that passengers' rating of safety has decreased slightly on Route 10 (-0.02), but increased on Route 11 (+0.09).



Value for Money of Fares

Year-over-year comparisons of passenger assessments of value for money of fares for Q1 suggest that passengers' ratings have increased slightly on Route 10 (+0.03) and more on Route 11 (+0.12).



Customer Relations (ResponseTek)

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

Q1 Fiscal 2024
(APR, MAY, JUN)

Complaints per
10,000 Passengers*



YOY Change:
Complaints are DOWN
(Q1 Fiscal 2023: 8.5)

In Q1 Fiscal 2024 we received **1,928** complaints regarding these routes.

To improve the customer experience, traffic management and safety at Horseshoe Bay terminal at peak travel times, one of the three ferries servicing Horseshoe Bay-Departure Bay was reassigned to the Tsawwassen–Duke Point route from June 25 to September 4, 2023. We are offering *Saver* fares during this time to incentivize customers to travel between Tsawwassen–Duke Point where three ferries provide service.

The *Coastal Celebration*, operating on the Tsawwassen–Swartz Bay route, was scheduled to return from refit on June 15, 2023. Complications with the propulsion systems delayed its return until July 4, after the Canada Day long weekend. From June 25 to July 4, 2023, this resulted in eight fewer sailings daily between Tsawwassen and Swartz Bay. We reassigned approximately 7,500 *Coastal Celebration* bookings (from June 25 - July 4) to other vessels. All bookings were moved, but non-reservable space was limited as a result. We encouraged customers without bookings to travel on foot or travel at less busy times, typically early morning or late night sailings.

The newly renovated Lands End Café opened at Swartz Bay terminal on June 15. The café offers less wait time for customers and a new diverse menu similar to the Arbutus Coffee Bar on board the Spirit Class vessels.



YOY Change:
Complaints are UP
(Q1 Fiscal 2023: 21%)

Complaint	Number of complaints (n)
Fares/fare errors	
Double-charged/overcharged (At the terminal)	133
Fare refund not yet received	99
No-show fee charged in error	70

- Investigated the root cause of terminal point-of-sale systems occasionally charging customers twice when the first PIN pad transaction was identified as incomplete, but payment was still taken. Customers were refunded when this occurred.
- Investigated fare errors and provided refunds as appropriate.
- Increased staff in Customer Relations to improve response time to customer concerns and refund requests.
- Investigated reports of bookings not redeemed and refunded no-show fees as appropriate. No-show fees are applied automatically to bookings not redeemed on the day of travel. In some cases, agents do not redeem bookings; in other cases, customers do not inform the ticket agent of the booking. Some customers also neglect to cancel their bookings, incurring the fees, and then request a refund.



YOY Change:
Complaints are UP
(Q1 Fiscal 2023: 24%)

Complaint	Number of complaints (n)
Advanced bookings	
Customer double-booking (Online)	181
Improve email communications	42
Increase flexibility of check-in time	32

- Reminded ticket agents to ask all customers if they have a booking. Customers make multiple bookings in error or do not inform the ticket agent they have a booking, which can lead to double payment of fares.
- Investigated reports of double bookings, and processed refunds as appropriate. In some cases, confusion over credit card statements led customers to mistakenly believe they had been charged twice.
- Provided customers who booked *Saver* fares with information on the terms and conditions of the fare type.
- Sent a confirmation email upon completion of customer bookings, and a pre-travel reminder one day prior to departure.
- Retained check-in time in order to support on-time departures. This is needed for load planning.



YOY Change:
Complaints are UP
(Q1 Fiscal 2023: 10%)

Complaint	Number of complaints (n)
Customer service	
Poor customer service (Check-in)	85
Poor customer service (Terminal staff)	37
Poor customer service (Onboard staff)	32

- Shared employee conduct concerns with management as appropriate for internal review and follow-up.

*Note: 'n' values represent the count of complaints within each complaint area (customer service, fares 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.

Customer Relations (ResponseTek)

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

Q1 Fiscal 2024
(APR, MAY, JUN)

Complaints per
10,000 Passengers*



YOY Change:
NO CHANGE in Complaints
(Q1 Fiscal 2023: 5.4)

In Q1 Fiscal 2024, we received **705** total complaints regarding these routes.

A deck space allocation error on the Horseshoe Bay–Langdale route resulted in over-booking reservable space on some sailings over the Victoria Day long weekend in May. Horseshoe Bay terminal was unable to accommodate a number of customers who booked in advance on these sailings. Where possible, we moved booked customers to the nearest available sailing and provided complimentary travel and a travel voucher for future use. Some bookings could not be moved to alternate sailings. In those cases customers received round-trip travel vouchers for future use.

Overall, cancellations in this region continued to remain low. Cancellations due to staffing shortages on May 20 impacted a number of sailings on the Bowen Island–Horseshoe Bay route.

Some customers who booked in advance on sailings departing from Langdale, which has a zero-dollar *Saver* fare, reported no-show fee charges, despite travelling with their booking. This occurred when terminal attendants did not redeem the booking. Training continues to be provided to minimize no-show fee charges that occur for this reason.

New complimentary Travel Assistance Program (TAP) bookings have led to some customers being charged the no-show fee in error when the booking is not redeemed.



YOY Change:
Complaints are UP
(Q1 Fiscal 2023: 14%)

Complaint	Number of complaints (n)
Sailings/schedules	
Cancelled sailings (Frustration expressed due to cancelled sailings)	95
Sailing waits/delays (Frequency of delays and waits between sailings)	60
Dislikes current schedule (Rt. 3)	4

- Issued in-kind travel vouchers to customers who had their bookings cancelled for reasons within our control, and who could not be moved to an alternate sailing on the same day.
- Provided water taxi service and complimentary parking for Bowen Island customers on May 20.
- At Horseshoe Bay terminal delays on one route can lead to delays on the other two routes due to the physical limitations of the bay and terminal. We make every effort to remain on schedule to prevent cascading delays on all three routes.
- Currently offer the maximum number of sailings on the Horseshoe Bay–Langdale route, in order to meet demand in the peak summer season, which began in late June.



YOY Change:
Complaints are UP
(Q1 Fiscal 2023: 18%)

Complaint	Number of complaints (n)
Fares/fare errors	
No-show fee charged in error	63
Double-charged/overcharged (At the terminal)	18
Incorrect fare charged (Senior rate, etc.)	17

- Investigated all reports of bookings not redeemed and refunded no-show fees as appropriate.
- Continued to provide additional training for ticketing staff at Langdale to ensure they redeem *Saver* fare and TAP bookings, and to avoid no-show charges.
- Provided information to customers who were unaware that *Saver* bookings must be redeemed at the Langdale terminal.
- Refunded no-show fees associated with unredeemed TAP bookings when customers travelled on their reserved sailing. To prevent similar charges in future, we provided customers with information about redeeming their bookings.



YOY Change:
Complaints are DOWN
(Q1 Fiscal 2023: 19%)

Complaint	Number of complaints (n)
Advanced bookings	
Revised/cancelled bookings (Customers unhappy with BC Ferries' handling of revised/cancelled bookings)	26
Customer double-booking (Online)	17
Lack of availability	9

- Contacted customers whose bookings for travel from Horseshoe Bay to Langdale were impacted over the May long weekend, and accommodated the majority of customers on alternate sailings. Customer reservations were moved or, in some cases, cancelled, based on the order booked. Provided complimentary travel and an in-kind voucher to impacted customers.
- Reminded ticket agents to ask all customers if they have a booking. Customers can make multiple bookings in error or do not inform the ticket agent of their booking, which can lead to double payment of fares or, for zero-dollar *Saver* fares departing Langdale, a no-show fee. Refunds are provided on a case-by-case basis as appropriate.

*Note: 'n' values represent the count of complaints within each complaint area (customer service, fares 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.

Customer Relations (ResponseTek)

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

Q1 Fiscal 2024
(APR, MAY, JUN)

Complaints per
10,000 Passengers*



YOY Change:
Complaints are DOWN
(Q1 Fiscal 2023: 6.2)

In Q1 Fiscal 2024, we received **441** total complaints regarding these routes.

Cancellations on the Southern Gulf Islands routes occurred more frequently compared to the Major and the other route groups. The majority of cancellations were related to crewing shortages. Mechanical issues and weather contributed to a lesser extent.

Over the Easter long weekend, on April 8, 2023, the *Salish Eagle* cancelled the last round trip on the Tsawwassen–Southern Gulf Islands route due to a crewing shortage. The cancellation occurred after the scheduled departure time and caused frustration for customers. On May 3, 2023, the morning round trip was cancelled due to a crewing shortage.

The Nanaimo Harbour–Gabriola Island route experienced a number of cancellations due to crewing shortages and to a lesser extent weather. During these times. Two-ship service was maintained on the route, on a reduced basis.

On May 2, 3, and 28 and June 7, 2023, service was cancelled on the Mill Bay–Brentwood Bay route due to crewing shortages. On April 18 and May 13 and 21, 2023, the last round trips on the Crofton–Vesuvius Bay route were cancelled; all sailings on the morning of May 29 were also cancelled. Water taxi service was provided on these dates.



YOY Change:
Complaints are UP
(Q1 Fiscal 2023: 21%)

Complaint	Number of complaints (n)
Sailings/schedules	
Cancelled sailings	55
Sailing waits/delays (Frequency of delays and sailing waits)	24
Dislikes current schedules	4

- Refunded customers for cancelled bookings if the booking could not be moved to a later sailing or if the customers could not immediately be accommodated via thru fare. Cancelled customers offered complimentary travel voucher for future travel.
- Water taxi service was offered where possible when sailings were cancelled.
- Reimbursed customers for expenses incurred as a direct result of sailing cancellations within our control.
- The sailing schedules for the Southern Gulf Islands were developed in consultation with Ferry Advisory Committees to best meet the needs of Island communities, commuters and those travelling for pleasure.



YOY Change:
Complaints are UP
(Q1 Fiscal 2023: 17%)

Complaint	Number of complaints (n)
Fares/fare errors	
Fare refund not yet received	19
Double-charged/overcharged (At the terminal)	16
Incorrect fare charged (Senior rate,Thru-fare, etc.)	15

- Hired additional staff for the Customer Relations team to improve our capacity to process customer feedback, including requests for refunds.
- Reviewed all reports of duplicate charges or overcharges, and assisted customers with refunds on an individual basis. Double payments related to a technical issue with payment processing at the ticket booth are under investigation.
- Denied refund requests for Senior fares and thru fares when ID was not presented or the request was not made at the time of travel.



YOY Change:
Complaints are UP
(Q1 Fiscal 2023: 9%)

Complaint	Number of complaints (n)
Advanced bookings	
Customer double-booking (Online)	18
Wait-list process/policies (Improve and/or clarify)	16
Improve process for modifying bookings	6

- Investigated all reports of double charges. In some cases, customers had made several changes to their bookings and were confused by the associated charges; in other cases, the customer made two identical bookings in error, so two charges appeared on their credit card statement. We refunded all incorrect charges and provided explanations to customers as to why the charges occurred.
- Assisted customers who were confused about whether they had a confirmed booking or a wait listed booking when they submit their request to be wait listed by developing a new confirmation page to clarify their booking status.

*Note: 'n' values represent the count of complaints within each complaint area (customer service, fares 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.

Customer Relations (ResponseTek)

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

Q1 Fiscal 2024
(APR, MAY, JUN)

Complaints per
10,000 Passengers*



YOY Change:
Complaints are UP
(Q1 Fiscal 2023: 1.9)

In Q1 Fiscal 2024, we received **145** total complaints regarding these routes.

In response to increasing traffic and customer feedback regarding sailing waits on routes serving Denman and Hornby Islands, we are providing additional capacity on the Denman–Hornby Island route from May to December by replacing the *Kahloke* (21-vehicle capacity) with the *Quinita* (44-vehicle capacity). From June 22 to September 4, the *Kahloke* is operating alongside the *Baynes Sound Connector* to provide two-ship service from Monday–Friday between Denman Island and Buckley Bay.

Weather cancellations in April on the Campbell River–Quadra Island and Quadra Island–Cortes routes led to some customer frustration. Several customers expressed their belief that the new Island class ferries serving Campbell River–Quadra Island are more vulnerable to high winds, as compared to the vessel that previously serviced the route.



YOY Change:
Complaints are UP
(Q1 Fiscal 2023: 29%)

Complaint	Number of complaints (n)
Sailings/schedules	
Cancelled sailings (Frustration due to cancelled sailings)	13
Customers unable to make connections	11
Dislikes current schedule	4

- Cancelled sailings only when all options were exhausted, and informed customers as early as possible to allow them to adjust plans as necessary.
- Added capacity to routes servicing Denman and Hornby Islands.



YOY Change:
Complaints are UP
(Q1 Fiscal 2023: 15%)

Complaint	Number of complaints (n)
Loading/directions	
Improve loading/unloading procedure	5
Prioritize loading for passengers making connections	5
Increase traffic management at/outside of terminal	4

- Following the introduction of two-ship Island Class service between Campbell River–Quadra Island, courtesy lanes for customers travelling on to Cortes Island were removed based on the higher frequency of sailings. We are monitoring the two-ship service, and will re-evaluate the new procedures after the peak summer season.
- Ensured traffic control personnel are present year-round on the Campbell River–Quadra Island route. Quathiaski Cove has 1–2 employees October–May during peak hours, and 2–3 employees June–September until 7 pm. On the Quadra Island–Cortes Island route, Herriot Bay has two traffic control personnel on-site June–September.



YOY Change:
Complaints are UP
(Q1 Fiscal 2023: 11%)

Complaint	Number of complaints (n)
Fares/fare errors	
Double-charged/overcharged (At the terminal)	7
Experience™ Card Issue	3

- Investigated processing issues with the point-of-sale systems sometimes leading to customers being charged twice when the first transaction is identified as incomplete, but payment is taken. As indicated on page 4, our technical team is investigating, and we provide customers with refunds on an individual basis.
- Assisted customers with any issues related to their Experience™ Card.

*Note: 'n' values represent the count of complaints within each complaint area (customer service, fares 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.

Customer Relations (ResponseTek)

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

Q1 Fiscal 2024
(APR, MAY, JUN)

Complaints per
10,000 Passengers*



YOY Change:
Complaints are DOWN
(Q1 Fiscal 2023: 32.4)

In Q1 Fiscal 2024, we received **110** total complaints regarding these routes.

The barge dock at Shearwater remains out of service after failing a condition assessment in 2022. Alternate travel continues via water taxi and tug and barge. We are reviewing the work required to bring the dock back into service for safe operation.

The *Northern Sea Wolf* was removed from service for refit from March 3 to June 7, 2023. During this period, alternate service between Bella Coola, Ocean Falls, Shearwater and Bella Bella was available with a vehicle-only tug and barge, and a foot-passenger-only water taxi on a modified schedule.

Customers would like to see the online sailing schedules for North Coast routes displayed in a calendar format, as opposed to the seasonal and daily schedule layout. The booking flow requires customers to input their passenger and vehicle details and selected date before they know whether the requested booking is available. Customers would like to enter custom details after bookable space confirmed.



YOY Change:
Complaints are UP
(Q1 Fiscal 2023: 29%)

Complaint	Number of complaints (n)
Advanced bookings	
Customer double-booking (Online)	7
Improve email communications	6
Wait-list process/policies (Improve and/or clarify)	4

- Investigated all complaints related to double charges and overcharges, and provided refunds as appropriate. Customer confusion regarding credit card statements and questions about cancellation fees accounted for the majority of complaints. We provided clarification for customers.
- Re-sent booking information where possible to European customers with a ".de" email extension; these customers are not able to receive emails from BC Ferries 'no reply' email addresses.
- Confirmed wait-listed customers' bookings as space became available, based on the order in which they joined the wait-list. Travel Assistance Program (TAP) customers on our North Coast routes are prioritized on the wait-list if their booking cannot be confirmed immediately.



YOY Change:
Complaints are DOWN
(Q1 Fiscal 2023: 26%)

Complaint	Number of complaints (n)
BC Ferries website	
Improve online booking flow/system (Improve user experience when making a booking online)	10
Improve online schedule format	3
Account issues	3

- Customer Service Centre provided assistance to customers viewing schedules or making a booking online for North Coast routes. The booking flow differs slightly from the other bookable routes, due to limited date availability and the option to add cabins and amenities, or to join the waitlist.
- Assisted customers who have trouble with their accounts through our Customer Service Centre.



YOY Change:
Complaints are UP
(Q1 Fiscal 2023: 16%)

Complaint	Number of complaints (n)
Fares/fare errors	
No-show fee charged in error	5
Double-charged/overcharged (At the terminal)	4
Travel Assistance Program (TAP) form issue	3

- Investigated reports of unredeemed bookings. Customers whose bookings are not cancelled and not redeemed are charged a no-show fee. Customers who travelled on their reserved sailing or who attempted to cancel are provided refunds as appropriate; customers who did not travel or cancel are provided information so they can avoid these fees in the future.
- Investigated comments from Central and North Coast customers related to additional charges. Customers mistakenly believed they had been charged for wait-list bookings. We contacted these customers and clarified the process.
- Refunded TAP customers who were charged in error.

*Note: 'n' values represent the count of complaints within each complaint area (customer service, fares 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.

Customer Engagement Activities

Ferry Advisory Committees (FAC)

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 holds 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).

- 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
- Souther Sunshine Coast
- Tri-Islands (Port McNeil/ Sointula/ Alert Bay)

FAC Activities

In Q1 Fiscal 2024, Ferry Advisory Committees were engaged in the following meetings and activities

FAC meetings with:

- Brentwood Bay/Mill Bay
- North and Central Coast
- Salt Spring Island
- Denman/Hornby
- Tri-Islands
- Bowen Island
- Gambier-Keats
- Southern Sunshine Coast

- Met with FAC Chairs and walked them through changes to the Travel Assistance Program
- Met with Northern Sunshine Coast FAC as a three-month follow-up to the FAC meeting held in February and to report back on action items and requests

Themes

In Q1 Fiscal 2024, discussions with Ferry Advisory Committee members included the following key themes

- Concerns around crewing shortages and traffic management at terminals
- Sailing cancellations, refunds and compensation
- Summer peak season challenges, including capacity and on-time performance
- Communications with travellers, including service notices and community pages

Customer Engagement Activities

Customer Engagement Activities

Community drop-in sessions:

In-person community drop-in sessions were held to provide residents with an opportunity to learn about terminal and vessel plans, to provide feedback directly to BC Ferries, and to share other information relevant to ferry services in their community. Drop-in sessions took place as follows:

- Saturday, April 22 – Saturna Island
- Monday, April 24 – Salt Spring Island
- Friday, April 28 – Galiano Island
- Saturday, June 3 – Bowen Island
- Saturday, June 17 – Sechelt, Southern Sunshine Coast

Community feedback opportunities:

For routes where community drop-in sessions are not planned in conjunction with FAC meetings, community members have the opportunity to provide feedback via comment cards available at terminals and on vessels, and to engage in comment boards online via their community pages. Community feedback opportunities took place in Q1 Fiscal 2024 as follows:

- Brentwood Bay/Mill Bay – April 10–April 28

Ferry Advisory Committee terms of reference review:

In Q1 Fiscal 2024, BC Ferries initiated a review of the Ferry Advisory Committee Terms of Reference (ToR) in keeping with the recommendations offered by the BC Ferry Commission following the Review of BC Ferries' Public Engagement. As the first step in this process, through the month of April, Ferry Advisory Committee members were invited to provide initial input on areas of the Terms of Reference they would like to see revised. This initial phase of engagement drew 17 responses from Committee members. A subsequent meeting with FAC Chairs in May provided additional input that will help inform the first draft of a revised ToR document.

Themes that came up in initial feedback included:

- Clarity on where and how FACs are involved in decision-making and their level of influence/engagement
- Flexibility that allow FACs to be structured based on need, e.g., representation, co-chair/vice-chair options, etc.
- Clarity and commitment on BC Ferries roles, responsibilities and accountabilities to the FACs
- More detail on how member appointments and onboarding occurs
- More detail around how and what information flows between BC Ferries and the FAC
- More definition around how Chairs interact with and represent their FACs

Additionally, input from members and Chairs about ways they wish to be engaged in subsequent phases of the project will help inform the approach BC Ferries takes to gathering feedback moving forward. FACs will continue to be engaged in the development of the revised ToR as it moves through draft stages and into finalization.

Customer Engagement Activities

Denman Island and Hornby Island Engagement

From May 24 to June 16, 2023, BC Ferries invited Denman Island and Hornby Island residents to share their thoughts, concerns and aspirations for two key initiatives: the Denman Island East Terminal Project and enhanced summer service on Routes 21 and 22. Engagement included two in-person meetings with Denman and Hornby residents, as well as an online survey that was live for three weeks. The online survey was supported by printed versions, as requested by the community. We heard from 170 people on Denman Island and 90 people on Hornby Island. 399 people participated in online engagement and 17 people completed print surveys.

The engagement was in response to community concerns around the environmental impact of the planned terminal upgrades at Denman East, and the level of service being provided to the Islands. Through engagement, several key themes emerged, including:

- Skepticism around proposed changes to the summer schedule on Routes 21 and 22
- Concerns around environmental impacts of proposed terminal plans
- Traffic safety concerns related to speeding between Denman West and Denman East terminals, and traffic congestion at terminals
- Travel uncertainty, including wait times and vessel reliability
- Suggestions for alternate solutions, including a direct route between Buckley Bay and Hornby Island, resident priority, and alterations to the summer schedule to have two-ship service on weekends

In response, BC Ferries took immediate steps by:

- Incorporating messaging on our digital signage at our terminals, in BC Ferries' social media feeds, and in the travel tips and advisories we issue for Routes 21 and 22, asking people to drive safely and respectfully while on Denman and Hornby Islands
- Clarifying loading processes, including the first 15 car priority loading for Hornby residents on the first sailing of the day from Buckley Bay, and livestock loading policies

We are now planning for the second phase of engagement with the community, where we will discuss the Denman East Terminal Upgrade plans, the work with the community to shape the way forward and to evaluate the success of summer service. We anticipate being back out with the communities this fall.

Project-based Engagement Activities

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	Snug Cove Marine Life Extension	Fulford Trestle Life Extension	Vesusvuis and Crofton Trestle Extension
Purpose of Engagement	Discuss the scope of work and listen to input on how we can work together to help mitigate potential impacts to the community	Inform community of work required on the trestle	Discuss work required, attain required permits and approvals and inform community
Engagement Activities	Meetings with Bowen Island Municipality, Bowen Island Transportation Advisory Committee, Bowen Island FAC	Meetings with Quw’utsun Nation and the Salt Spring Island FAC, and communications on the project page and through Service Notices	Meetings with Quw’utsun First Nation and the Municipality of North Cowichan; direct communication with neighbours; Salt Spring Island FAC; and communications on project page
Key Themes	Communication with residents and businesses Mitigation plans during project	Reduced capacity at Fulford Terminal Mitigation plans during project focusing on traffic control	Night work and noise bylaw variance First Nations archeology and cultural considerations
Next Steps	Host an engagement event with key stakeholders to collaborate on mitigation plans and berth closure dates	Communications to the community on project status	Letter to neighbours with information on the work. Communication to community across multiple channels

Indigenous Relations and Engagement

We seek to advance reconciliation by engaging with First Nations whose rights and interests may be impacted by our projects and operations. The primary objective of this early and ongoing engagement is to identify any potential adverse impacts that our proposed activities may cause to Aboriginal rights and interests, and to find ways to avoid or minimize these adverse impacts through the principle of free, prior and informed consent. Our goal is to build robust relationship with First Nations that will allow us to explore opportunities for collaboration and participation.

In Q1 Fiscal 2024, Indigenous relations engagement activities included:

Terminal Development Projects

Campbell River Terminal Construction	BC Ferries continues to engage with We Wai Kum and Wei Wai Kai First Nations to discuss the start of the Campbell River terminal project and to inform the Nations about next steps in construction and development, including the opportunity for cultural recognition at the terminal. These discussions are ongoing.
Crofton and Vesuvius Terminal Development	BC Ferries continues to engage with the Halalt First Nation and Quw’utsun Nation to discuss the proposed Crofton and Vesuvius terminal projects and work towards addressing First Nations' interests and concerns. These discussions are ongoing.
Denman East Terminal Development	BC Ferries continues to engage with the K’ómoks First Nation with respect to the Denman East Terminal to discuss their concerns and plans for Gravelly Bay future treaty settlement lands. These discussions are ongoing.
Heriot Bay Terminal Development	BC Ferries continues to engage with Klahoose and other Nations to ensure development plans consider the needs of all parties. These discussions are ongoing.
Nanaimo Harbour and Gabriola Terminal Development	BC Ferries deepened engagement with Snuneymuxw First Nation to work towards addressing the Nation’s specific concerns and requirements with regards to the Nanaimo Harbour and Gabriola Island terminals, and the Nation’s broader interests in BC Ferries’ operations. These discussions are ongoing.
Shearwater Berth Rebuild	BC Ferries continues to work closely with Heiltsuk Tribal Council to align the Shearwater berth rebuild with Heiltsuk’s future plans for a marine centre of excellence.
Swartz Bay Berth 5 Project	Crown consultation with First Nations was completed and federal permits were issued so that upgrades to accommodate the new Salish Class vessel can begin.
Village Bay Berth 1 Rebuild Project	BC Ferries’ relationship with Tsartlip First Nation has progressed such that engagement with the Nation on the Village Bay Berth 1 Rebuild Project can continue. These discussions are ongoing.
Whaletown Terminal Development	BC Ferries continues to engage with Klahoose and other Nations about development plans to consider the needs of all parties. These discussions are ongoing.

Outreach and Relationship-Building	
Halalt First Nation	Continued discussion of Halalt First Nation's interests with respect to the Crofton and Vesuvius terminal developments.
Heiltsuk Tribal Council	BC Ferries continues to engage with Heiltsuk to explore potential future opportunities and collaboration at marine sites.
K'ómoks First Nation	K'ómoks First Nation and BC Ferries have reached agreement regarding shore stabilization work at Denman East and how each party commits to supporting the other at the terminal location. The parties will continue to explore cultural recognition at the terminal.
Klahoose First Nation	BC Ferries continues engagement to meet Klahoose requests, including exploring cultural recognition at the Whaletown terminal development and supporting an increase in assured loading for community members.
Malahat Nation	Malahat Nation and BC Ferries continue to engage on priority topics and local issues.
Penelakut Tribe	BC Ferries continues to engage with Penelakut Tribe on the protection of the sacred site at Preedy Harbour, the renaming of the <i>Kuper</i> vessel and future terminal redevelopment planning at Penelakut, Thetis and Chemainus.
Quw'utsun Nation	Quw'utsun Nation is the collective of Cowichan Tribes, Halalt First Nation, Lyackson First Nation, Penelakut Tribe, and Stz'uminus First Nation. BC Ferries is engaging the Nation both in the contexts of proposed projects and relationship building.
Snuneymuxw First Nation	Re-establishing our monthly meeting schedule as we implement our Relationship Protocol through exploration of Snuneymuxw interests.
Tsartlip First Nation	Monthly working group meetings to implement the Relationship Protocol, including scoping the work ahead and resources required to achieve mutual goals.
Tsawout First Nation	Engagement to discuss upcoming projects on the Southern Gulf Islands and next steps for further relationship building.
Tsawwassen First Nation	BC Ferries is commencing a relationship re-start with Tsawwassen First Nation after many years.
We Wai Kai First Nation	Continued engagement on cultural recognition and employment priorities, particularly with respect to the Campbell River terminal development project.
Wei Wai Kum First Nation	At the meeting regarding the Campbell River terminal development, we discussed the interest in cultural recognition at terminals and on vessels with the Wei Wai Kum First Nation.

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 (Pg. 2).

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.

Appendix B

Definition of Terms

Q1 Fiscal 2024
(APR, MAY, JUN)

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.

Appendix C

Routes and Terminals by Region

Q1 Fiscal 2024
(APR, MAY, JUN)

Vancouver Island - Mainland

Route	Terminals
Route 1	Swartz Bay - Tsawwassen
Route 2	Departure Bay - Horseshoe Bay
Route 30	Duke Point - Tsawwassen

Northern Gulf Islands

Route	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 McNeil - Alert Bay - Sointula

Southern Gulf Islands

Route	Terminals
Route 4	Fulford Harbour - Swartz Bay
Route 5	Swartz Bay to Southern Gulf Islands
Route 6	Vesuvius - Crofton
Route 9	Tsawwassen - Southern Gulf Islands
Route 12	Brentwood Bay - Mill Bay
Route 19	Nanaimo Harbour - Descanso Bay
Route 20	Chemainus - Penelakut Island - Thetis

Central and North Coast

Route	Terminals
Route 10	Port Hardy - North Coast (McLoughlin Bay, Oceans 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, Oceans Falls, Bella Coola, Shearwater, Klemtu)

Sunshine Coast

Route	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